

EXECUTIVE PERSPECTIVES ON TOP RISKS 2024 & 2034

Key Issues for the Board and C-Suite

Recognizing the interplay of near-term and future risks is essential for comprehensive enterprise-wide risk management. Such reflection and evaluation offer executives and board members valuable insights into how these intertwined risks can impact an organization's strategic success and long-term viability.

Top 10 Risks in 2024

- 1 Economic conditions, including inflationary pressures
- 2 Ability to attract, develop and retain top talent, manage shifts in labor expectations, and address succession challenges
- 3 Cyber threats
- 4 Third-party risks
- 5 Heightened regulatory changes and scrutiny
- 6 Adoption of digital technologies requiring new skills in short supply
- 7 Existing operations and legacy IT infrastructure unable to meet performance expectations as well as "born digital" competitors
- 8 Change in current interest rate environment
- 9 Increases in labor costs
- 10 Ensuring privacy and compliance with growing identity protection expectations

Top 10 Risks in 2034

- 1 Cyber threats
- 2 Ability to attract, develop and retain top talent, manage shifts in labor expectations, and address succession challenges
- 3 Adoption of digital technologies requiring new skills in short supply
- 4 Rapid speed of disruptive innovations enabled by new and emerging technologies and/or other market forces
- 5 Heightened regulatory changes and scrutiny
- 6 Third-party risks
- 7 Economic conditions, including inflationary pressures
- 8 Existing operations and legacy IT infrastructure unable to meet performance expectations as well as "born digital" competitors
- 9 Increases in labor costs
- 10 Inability to utilize rigorous data analytics to achieve market intelligence and increase productivity and efficiency

Unique Risk Priorities by Territories

The overarching risks offer universal insights for leaders across industries and organization sizes. Similarities also exist across geographies - with all regions identifying economic conditions as a Top 10 risk for both 2024 and 2034.

However, it's crucial to delve into regional nuances, recognizing the impact of diverse cultures and variables.

Unique to Americas

2024:

- Same as overall Top 10 risks (with order variance)

2034:

- Privacy, compliance and identity protection expectations (#10)

Unique to EMEA

2024:

- Inability to use data analytics to achieve market intelligence and increase productivity and efficiency (#5)
- Climate change and sustainability (#10)

2034:

- Climate change and sustainability (tied for #1)
- Threat of catastrophic natural disasters and weather phenomena (#10)

Unique to APAC

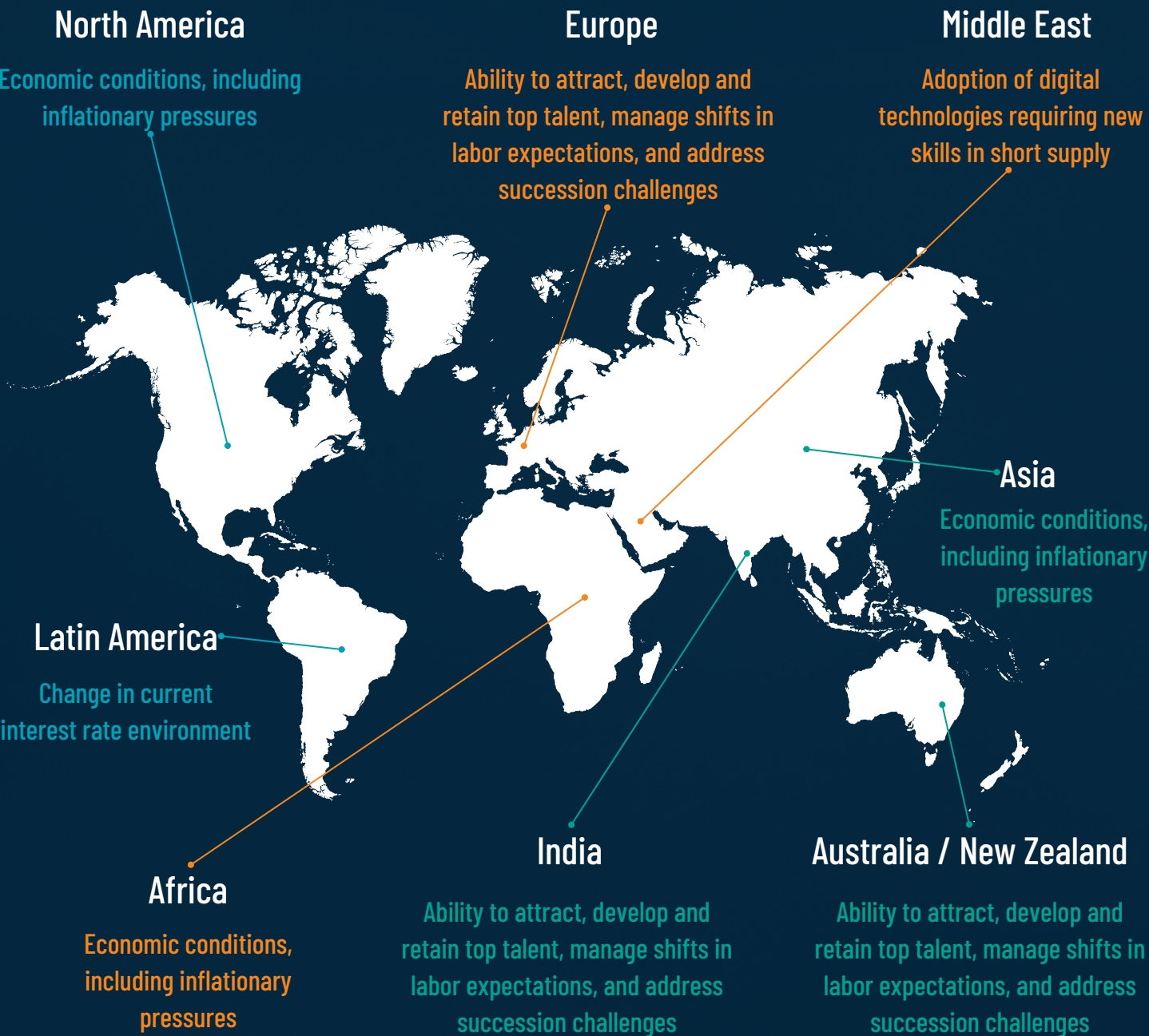
2024:

- Geopolitical shifts, regional conflicts, and global terrorism (#7)
- Resistance to change restricting business/operations adjustments (#10)

2034:

- Privacy, compliance and identity protection expectations (#7)
- Geopolitical shifts, regional conflicts, and global terrorism (#9)

What's Top of Mind? #1 Risks in 2024 by Region



Results are based on a survey of 1,143 board members and C-suite executives worldwide. The full survey report, Executive Perspectives on Top Risks, may be accessed at erm.ncsu.edu or protiviti.com/toprisks. It includes detailed breakdowns of the results by respondent role, industry, geography, organization size and other categories.

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