

EXECUTIVE PERSPECTIVES ON TOP RISKS for the Near- and Long-Term

"Forever risks" demand CFOs' attention

Chief financial officers (CFOs) are uniquely positioned to assess the impacts of macro risks, including volatile economic conditions and rising labor costs, to their organizations. If the first few months of 2025 are any indication, navigating near- and long-term risk environments will be difficult, making the CFO's broad exposure to macroeconomic and strategic risks valuable. Our 13th annual Executive Perspectives on Top Risks survey details the concerns driving the CFO's universe, both today and up to ten years ahead.

2-TO 3-YEAR OUTLOOK: TOP 10 RISKS

- 1 Economic conditions, including inflationary pressures
- 2 Cyber threats
- 3 Increases in labor costs
- 4 Ability to attract, develop and retain top talent, manage shifts in labor expectations, and address succession challenges
- 5 Talent and labor availability
- 6 Resistance to change restricting organization from adjusting business model and core operations
- 7 Third-party risks
- 8 Heightened regulatory change, uncertainty and scrutiny
- 9 Operations and legacy IT infrastructure unable to meet performance expectations
- 10 Inability to utilize rigorous data analytics to achieve market intelligence and increase productivity and efficiency

Results are based on a survey of 1,215 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.