

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

Navigating the future: top 10 risks facing CHROs

Chief Human Resources Officers (CHROs) are increasingly focused on a myriad of risks including talent availability and rising labour costs. Protiviti's 2025 Top Risks Survey reveals that CHROs must not only prioritise the recruitment and retention of skilled employees but also adapt to the swift pace of innovation driven by AI and emerging technologies. These insights underscore the necessity for HR leaders to develop agile strategies that address both immediate and long-term challenges, fostering resilience in an unpredictable environment.

2-TO 3-YEAR OUTLOOK: TOP 10 RISKS

- 1 Increases in labour costs
- 2 Talent and labour availability
- 3 Sustaining customer loyalty and retention
- 4 Ability to attract, develop and retain top talent, manage shifts in labour expectations, and address succession challenges
- 5 Rapid speed of disruptive innovations enabled by new and emerging technologies and/or other market forces
- 6 Ensuring privacy and compliance with growing privacy and identity protection risks and expectations
- 7 Economic conditions, including inflationary pressures
- 8 Cyber threats
- 9 Geopolitical shifts, regional conflicts and instability in governmental regimes
- 10 Adoption of AI and other emerging technologies requiring new skills in short supply

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, can be accessed at erm.ncsu.edu or protiviti.com/toprisks. It includes detailed breakdowns of the results by respondent role, industry, geography, organisation size and other categories.