



Executive Perspectives on Top Risks for 2022 and 2031 – CAE Results

Key issues on the minds of Chief Audit Executives, according to results from the latest Protiviti-NC State global survey

Ongoing challenges triggered by a once-in-a-century airborne pandemic continue to unfold, reminding executives that the range of uncertainties has triggered an overwhelming landscape of ever-changing risks they must manage. Considering the rapid pace of disruptive innovation and technological developments in a rapidly advancing digital world, the need for resilience and agility at pivoting when the unexpected occurs is at all-time highs.

TOP 10 RISKS FOR 2022 – CAEs	TOP 10 RISKS FOR 2031 – CAEs
1. Succession challenges, ability to attract and retain top talent	1. Succession challenges, ability to attract and retain top talent
2. Cyber threats	2. Adoption of digital technologies requires new skills or significant efforts to upskill/reskill existing employees
3. Adoption of digital technologies requires new skills or significant efforts to upskill/reskill existing employees	3. Cyber threats
4. Economic conditions, including inflationary pressures, constrain growth opportunities	4. Impact of regulatory change and scrutiny on operational resilience, products, and services
5. Resistance to change culture, operations and the business model	5. Rapid speed of disruptive innovation outpaces our ability to compete
6. Ensuring privacy/identity management and information security requires significant resources	6. Ensuring privacy/identity management and information security requires significant resources
7. Third-party risks	7. Substitute products and services arise that affect the viability of our business
8. Ability to compete with “born digital” and other competitors	8. Third-party risks
9. Pandemic-related government policies and regulation impact business performance	9. Inability to utilize data analytics and “big data” to achieve market intelligence and increase productivity and efficiency
10. Inability to utilize data analytics and “big data” to achieve market intelligence and increase productivity and efficiency	10. Ability to compete with “born digital” and other competitors

Results are based on a survey of 1,453 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, organization size, industry, geography and other categories.

KEY HIGHLIGHTS FROM THE STUDY

1. People and culture are at the top of the agenda. Job markets have been disrupted and executives are concerned about attracting and retaining talent and labor. DEI has elevated in importance. Future of work continues to be a defining business challenge for the next decade. Most ESG matters rate highly.



2. Concerns with the pandemic continue to linger near term. COVID-19 variants and the inability to vaccinate enough people or achieve a critical mass of vaccines globally have sustained the pandemic, hamstringing recovery efforts and dampening economic growth sentiments.



3. Buckle up; a disruptive and volatile decade lies ahead. The speed of disruptive innovation, threat of substitute products and services, fleeting customer loyalty, and ease of entrance of new competitors into the industry are all top risks looking out 10 years, as are risks related to talent, the workplace and organizational culture, and the economy.



4. Economic uncertainty remains significant and its long-term impact has increased. The lingering effects of the pandemic, constricting labor markets, the debate over inflation being transitory or structural, the effects of rising energy costs, and the impact of supply chain congestion and disruption contribute to strained perceptions regarding the economy.



5. Cybersecurity and data privacy remain long-term concerns, as do regulatory matters. There is growing emphasis on privacy due to regulatory developments – this may be a longer-term strategic concern for organizations in terms of determining what data is captured and how that data is stored, used and secured.



Protiviti is not licensed or registered as a public accounting firm and does not issue opinions on financial statements or offer attestation services.

© 2022 Protiviti Inc. An Equal Opportunity Employer
M/F/Disability/Veterans.



NC STATE Poole College of Management
Enterprise Risk Management Initiative

protiviti[®]
Global Business Consulting