

NC STATE Poole College of Management Enterprise Risk Management Initiative

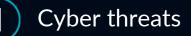
EXECUTIVE PERSPECTIVES ON TOP RISKS

for the Near- and Long-Term

Cyber threats, workplace issues, third-party risks top concerns for healthcare leaders

Healthcare boards of directors and senior executive teams face a complex web of dynamic business uncertainties. In our latest Top Risks survey, we reveal the macroeconomic pressures including talent and labor availability, inflationary conditions, and rising labor costs as major concerns in the healthcare arena. These insights underscore the urgent need for healthcare leaders to proactively address these risks through creative strategies and risk management frameworks. Engage with our full report to uncover detailed strategies and insights that can help your organization thrive in today's dynamic healthcare environment.

2-TO 3-YEAR OUTLOOK: TOP 10 RISKS





Increases in labor costs



Talent and labor availability



5

Ability to attract, develop and retain top talent, manage shifts in labor expectations, and address succession challenges

Heightened regulatory change, uncertainty and scrutiny



6

Economic conditions, including inflationary pressures



Ensuring privacy and compliance with growing privacy and identity protection risks and expectations



Adoption of AI and other emerging technologies requiring new skills in short supply

10 Emergence of new risks from implementing artificial intelligence

Unraveling shared challenges across Provider, Payer, and Life Sciences

Provider

- 1 Cyber threats
- 2 Third-party risks
- **3** Talent and labor availability
- 4 Increases in labor costs
- 5 Ability to attract, develop and retain top talent, manage shifts in labor expectations, and address succession challenges
- 6 Heightened regulatory change, uncertainty and scrutiny
- 7 Adoption of AI and other

Payer

- 1 Cyber threats
- 2 Talent and labor availability
- **3** Third-party risks
- 4 Ensuring privacy and compliance with growing privacy and identity protection risks and expectations
- Adoption of AI and other emerging technologies requiring new skills in short supply
- 6 Ability to attract, develop and retain top talent, manage shifts in labor expectations, and address succession challenges

Life Sciences

- 1 Heightened regulatory change, uncertainty and scrutiny
- 2 Increases in labor costs
- 3 Changes in global markets and trade policies
- 4 Uncertainty surrounding core supply chain ecosystem
- 5 Economic conditions, including inflationary pressures
- 6 Third-party risks
- 7 Talent and labor availability
- emerging technologies requiring new skills in short supply
- 8 Ensuring privacy and compliance with growing privacy and identity protection risks and expectations
- 9 Economic conditions, including inflationary pressures
- 10 Emergence of new risks from implementing artificial intelligence
- 7 Increases in labor costs
- 8 Economic conditions, including inflationary pressures
- 9 Heightened regulatory change, uncertainty and scrutiny
- **10** Sustaining customer loyalty and retention
- 8 Geopolitical shifts, regional conflicts and instability in governmental regimes
- **9** Cyber threats
- **10** Ability to attract, develop and retain top talent, manage shifts in labor expectations, and address succession challenges

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.

© 2025 Protiviti Inc. An Equal Opportunity Employer M/F/Disability/Veterans. Protiviti is not licensed or registered as a public accounting firm and does not issue opinions on financial statements or offer attestation services. 0125