

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

Navigating uncertainty: COOs' top concerns for 2025

Operational excellence is a cornerstone for Chief Operating Officers (COOs) in today's volatile business landscape. Navigating economic uncertainties, rising labour costs, and rapid technological advancements, COOs are tasked with driving sustainable value creation amidst complex risks. Protiviti's latest Top Risks survey reveals that COOs face a web of interconnected challenges — from regulatory changes to talent shortages — that threaten operational stability.

2-TO 3-YEAR OUTLOOK: TOP 10 RISKS

- 1 Increases in labour costs
- 2 Economic conditions, including inflationary pressures
- 3 Talent and labour availability
- 4 Heightened regulatory change, uncertainty and scrutiny
- 5 Ability to attract, develop and retain top talent, manage shifts in labour expectations, and address succession challenges
- 6 Cyber threats
- 7 Sustaining customer loyalty and retention
- 8 Third-party risks
- 9 Rapid speed of disruptive innovations enabled by new and emerging technologies and/or other market forces
- 10 Change in current interest rate environment

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.