



MARSH

France People Risk 2026

The Human Edge: Transforming
Risk into Strategic Advantage

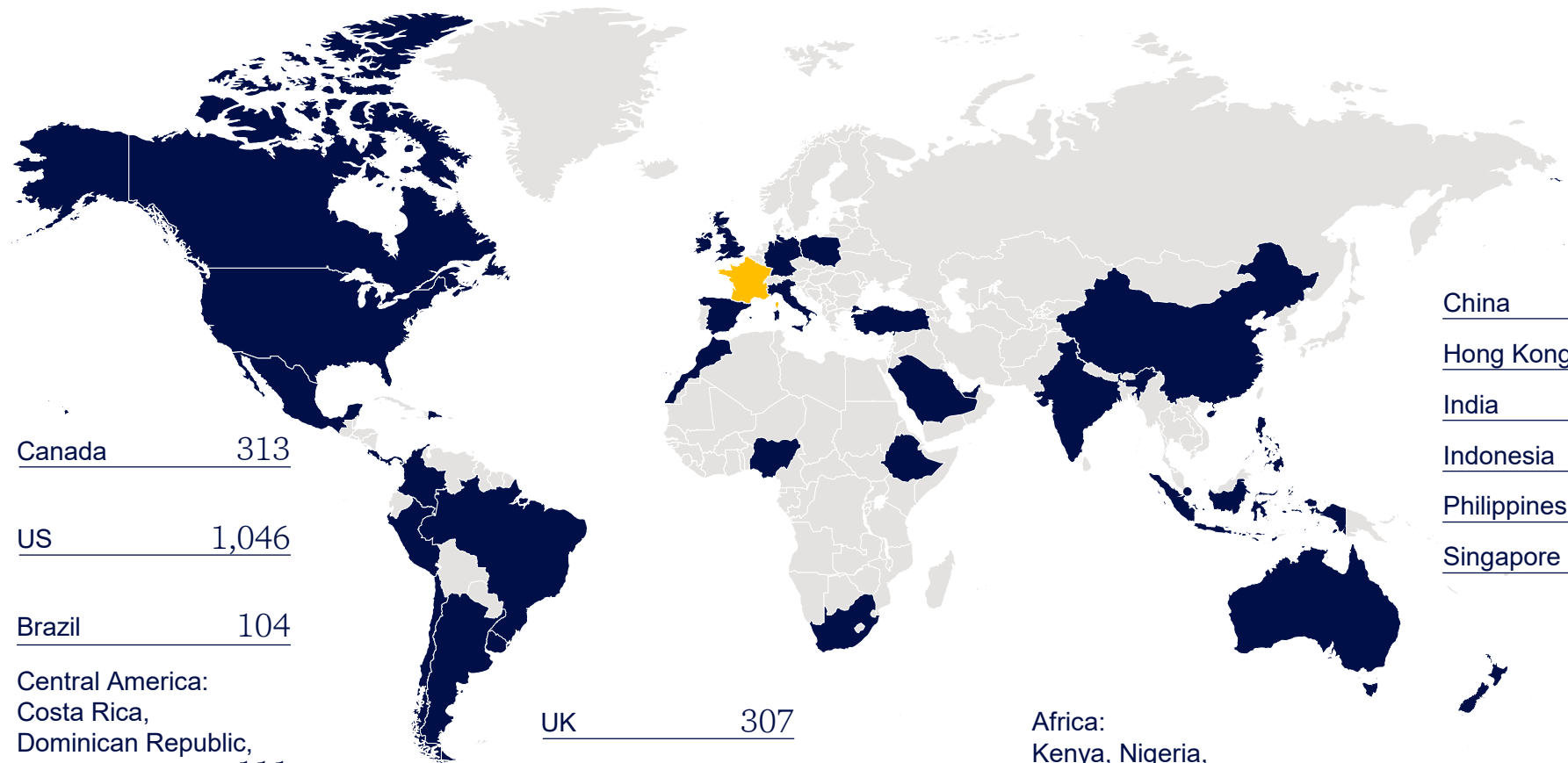
Infographic

People Risk 2026

What: The report captures the greatest people risks facing organizations and how risk managers and human resources can collaborate to limit organizational exposure and mitigate risk

Who: Total 4,517 respondents, 2,258 Risk professionals, 2,259 HR professionals

Where: 26 markets across Asia, Europe, Latin America & the Caribbean, the Middle East & Africa, North America, the Pacific, and the United Kingdom



Canada 313

US 1,046

Brazil 104

Central America:
Costa Rica,
Dominican Republic,
Panama 111

Colombia 103

Mexico 103

Peru 103

Southern Latin America:
Argentina, Chile,
Uruguay 109

UK 307

France 104

Germany 102

Italy 104

Poland 103

Spain 104

Turkey 103

Africa:
Kenya, Nigeria,
Morocco,
South Africa 139

KSA 105

UAE 103

China 315

Hong Kong, SAR 105

India 311

Indonesia 104

Philippines 104

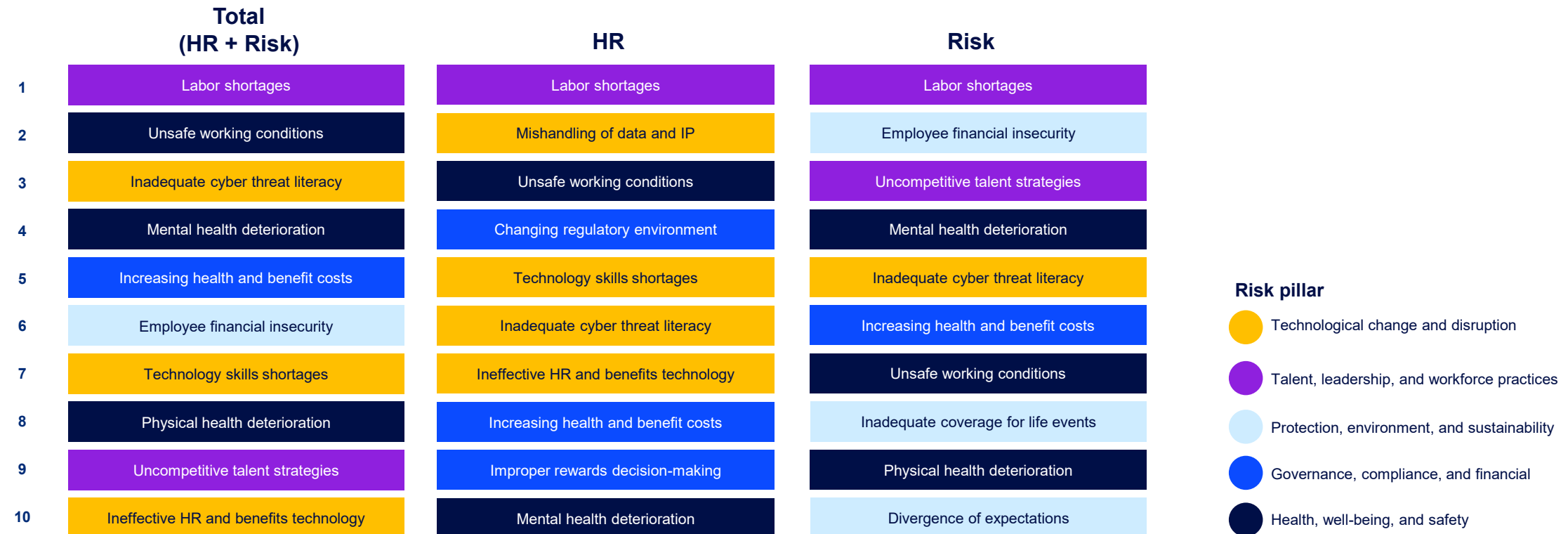
Singapore 104

Australia 104

New Zealand 104

Top People Risks by Risk Rating Score

25 key risks fall into five pillars of people risk. HR and Risk professionals assessed the likelihood and severity of these risks for their organization in the next one to two years. The product of these scores was used to produce a risk rating score (RRS):



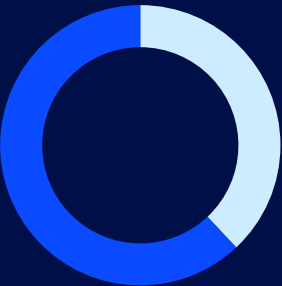
Total: Risks ranked #4 and #5 are tied
 HR: Risks ranked #10 are tied (Mental health deterioration and Physical health deterioration)

Technological change and disruption

The AI hustle: unlocking real business value

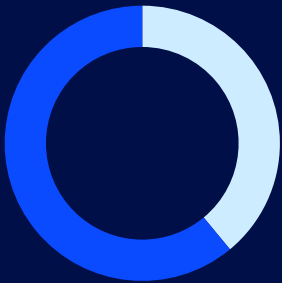
As artificial intelligence reshapes expectations of work and accelerates organizational change, it is also redefining risk – and what it takes to remain competitive. While many employers remain focused on the dangers that AI can bring – from data loss to hallucinations – a far greater threat is emerging: failing to convert AI investment into meaningful productivity, innovation and performance gains.

HR and Risk concerns regarding a lack of AI mindset



38%

Are concerned about investment in AI without appropriate employee training and upskilling



39%

Are concerned about lack of AI knowledge in HR, limiting transformation of people practices

Capability is control: navigating AI technology risks

Organizational Risks

- Discrimination and bias
- Mental health deterioration
- Obsolete skills
- Job displacement



Workforce Risks

- Security/cyber incidents
- Misinformation and disinformation
- Regulatory changes
- Lack of AI mindset
- Systems and safety failures

Talent, leadership, and workforce practices

Surviving the fast lane: the new leadership challenge

Organizational risk is evolving, placing leaders at the center of a volatile world and their organization's response. As pressures grow, leadership skills and digital fluency are increasingly crucial for effective risk management. Without these skills, risks spread quickly amid ambiguity.

Inadequate supervisory and leadership skills triggers or worsens more risks than any other people risk*



31%

Of HR and Risk Professionals say they have highly effective leadership assessments to select and develop leaders

*Results based on Global data

Protection, environment, and sustainability

Frayed loyalty: the growing risk of employee financial insecurity

Employee financial insecurity has become a material organizational risk, directly affecting productivity, retention, and behavior.

Employee financial insecurity

According to HR and Risk, is most likely to trigger or worsen these people risks:*

Uncompetitive attraction, retention, and engagement strategies and labor shortages

Rewards and program gaps become more impactful to the employee, leading them to look elsewhere for better compensation, benefits, development paths and working conditions.

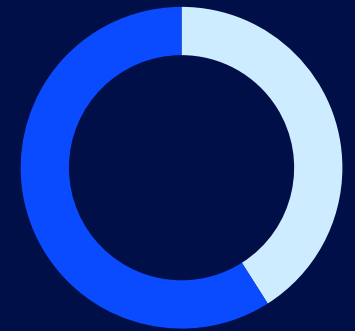
Misconduct and detrimental culture

Employees may make decisions or take actions that are out of character or unethical, reflecting the strain they are under.

Financial insecurity may also increase distrust and competition, normalizing self-protective behaviors over collaboration.

Inadequate cyber threat literacy and security minded actions

Employees may be less likely to follow security best practices due to stress or distraction, making them more vulnerable to mistakes and exploitation.



41%

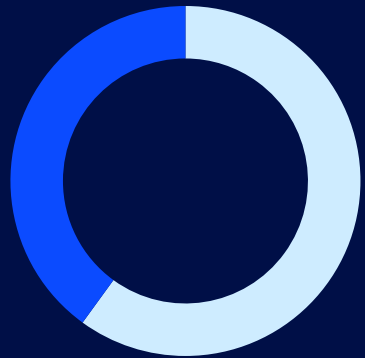
Of HR and Risk Professionals are concerned about making benefit decisions without considering the health and financial impact on employees

*Results based on global data

Governance, compliance, and financial

Quest for clarity: regaining control in a time of complexity

Managing rewards and benefits is becoming significantly more complex. Rising costs, shifting regulations, transparency demands, and growing cyber risks challenge Risk and HR teams to do more with fewer resources and less margin for error.



60%

Of HR and Risk Professionals say **Increasing Health and Benefit Costs** are almost certain or likely to occur

Sample Metrics of Today & Tomorrow

Making decision-making more streamlined and supported by clear, compelling data points

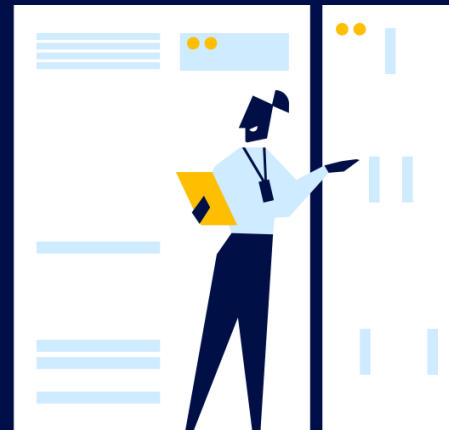
Metrics of today

- Percentage of employees enrolled
- Average cost per employee
- Rate of absenteeism



New data opportunities

- Predictive AI models
- Synthetic data
- Web harvesting



Metrics of tomorrow

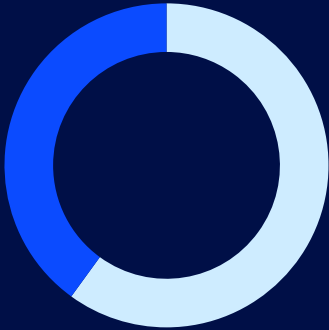
- Use of high-quality, value-based healthcare
- Benefit needs sentiment
- Impact of benefits on employee financial security



Health, well-being, and safety

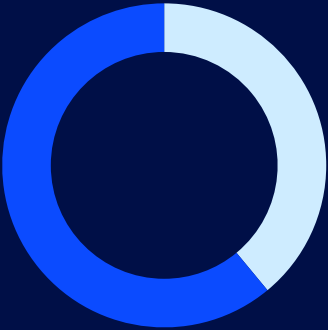
Hidden health risks: emphasizing what really matters

Workforce health and safety provides the foundation of organizational performance. Employees cannot perform, adapt or innovate if they are injured or unwell or feel unsafe at work. Yet, health-related risks and the importance of prevention appear to be receding from view – overshadowed by more immediate concerns such as cyber threats, AI disruption and geopolitical instability.



60%

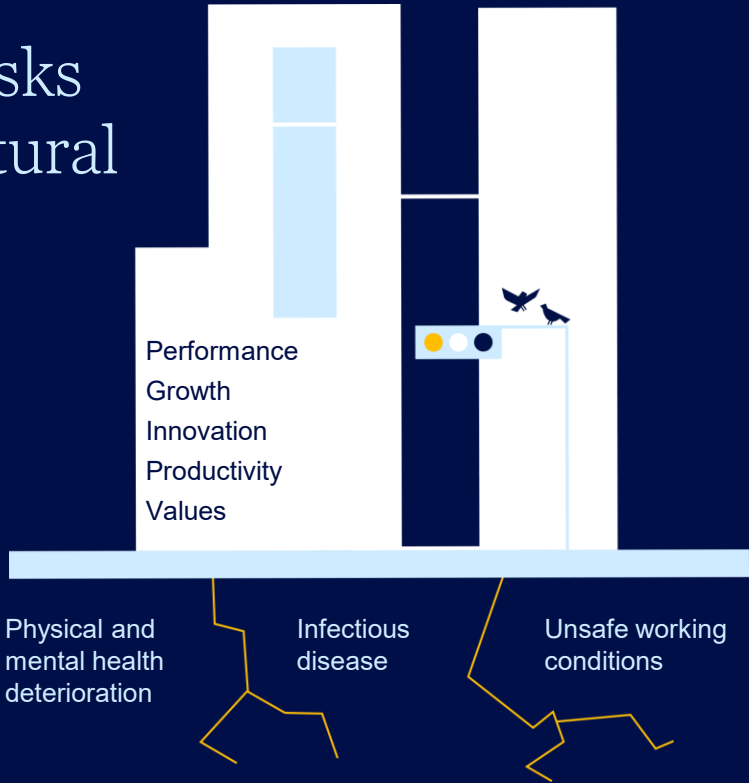
Of HR and Risk professionals say risks related to unsafe physical and / or psychological working conditions would have a catastrophic or high impact on their organization



39%

Of HR and Risk professionals are concerned about limited support for employee mental health and emotional well-being at work

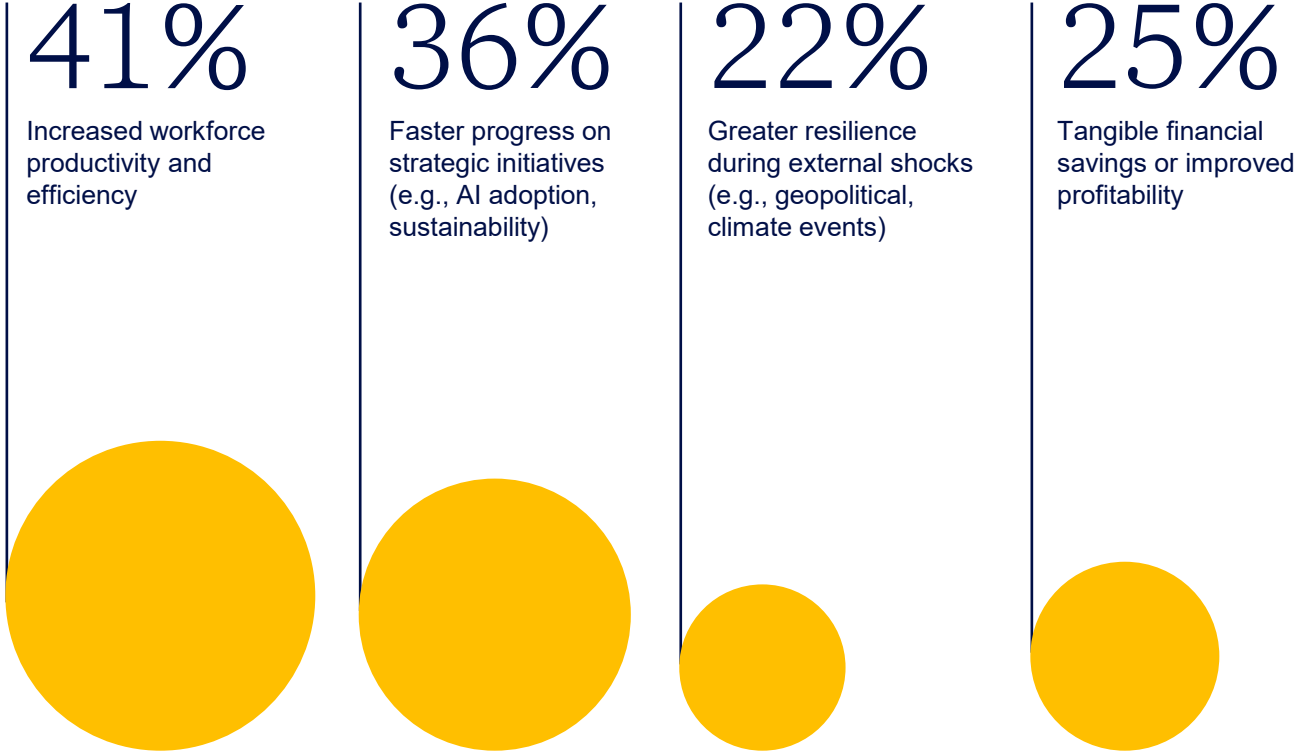
Health risks are structural



Key takeaway

In an era of sustained uncertainty, the ability to understand, prioritize, and manage people risks has become a defining source of resilience and competitive advantage.

Which of the following positive outcomes has your organization realized from successfully managing and mitigating people risks?



Download the Marsh People Risk 2026 report now to learn more.





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