

GLOBAL CONFERENCE 2026

FROM CHAOS TO COMMAND:
RISK LEADERSHIP IN INDUSTRY 6.0

**RISK REWIRED:
BUILDING A HIGH-IMPACT ERM
PLAYBOOK THAT DRIVES
STRATEGY, SPEED & RESILIENCE**

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THE NEW REALITY

AI acceleration, regulatory volatility, cyber threats, and geopolitical shocks are constant.

Risk moves faster than governance.

ERM must evolve to help business succeed.

FROM PROTECTING TO EMPOWERING



Traditional ERM –
Protecting the Business

Rewired ERM –
Enabling Better
Decisions



Business Impact –
Faster, Smarter, More
Resilience

WHY ERM MUST BE REWIRED?

The world has changed. Traditional ERM is no longer enough.

TRADITIONAL ERM (THE OLD WAY)



Annual risk assessment



Static risk register



Quarterly reporting



Heat maps and scores

The Problem

- Risks change weekly, not yearly.
- Business strategy moves faster than risk updates.
- Executives receive historical information, not forward-looking insights.



TODAY'S REALITY



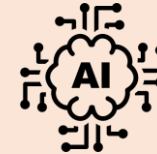
Risks change in real time



Speed of change is exponential



Interconnected global uncertainties



Technology & AI create new unknowns

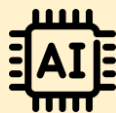


Stakeholders expect faster responses

The Consequence

- Late detection becomes costly.
- Slow response leads to missed opportunities.
- Unmanaged risks can disrupt, damage and destroy value.

CURRENT EXAMPLES OF RISKS OUTPACING TRADITIONAL ERM



AI Disruption



Geopolitical Conflicts



ESG Expectations



Cyber Threats



Supply Chain Disruptions



Regulatory Volatility



Economic & Market Uncertainty

WHAT “RISK REWIRED” MEANS

A shift from static risk management to a dynamic, decision-enabling capacity

TRADITIONAL ERM (THE OLD WAY)



Identify Risk
Look backward to what might go wrong



Report Risk
Document and escalate through periodic reports



Monitor Risk
Track periodically with static dashboards and heat maps



Assure Compliance
Focus on controls, compliance and avoiding issues

The Limitation

Snapshot, not real-time

Reactive and too late

Disconnected from strategy

Focused on reporting

Creates friction not value



REWIRED ERM (THE NEW WAY)



Sense Early
Continuously scan for emerging risks and weak signals



Predict Impact
Assess potential impacts on strategy, operations and value



Support Decisions
Provide insights and options to leaders in real time



Increase Speed
Enable faster, confident decisions and execution



Build Resilience
Strengthen the organization to adapt and recover stronger

The Outcomes

Forward-looking and predictive

Real-time insights and intelligence

Directly connected to strategy

Enables better decisions

Builds resilience and creates value

See

See more of what matters, sooner.

Understand

Understand the impact and implications.

Decide

Choose the right response with confidence.

Act

Execute quickly and effectively.

Adapt & Thrive

Learn, adapt and emerge stronger.

THE HIGH-IMPACT ERM PLAYBOOK

Turn risk management into a strategic engine for speed and resilience

CONNECT RISK TO STRATEGY

Ensure every strategic initiative has a clear risk lens.



- Challenge assumptions behind the strategy.
- Use risk insights in strategic and investment decisions.

Better decision. Stronger alignment. Greater chance of success.

MAKE RISK INFORMATION REAL-TIME

Move from periodic reporting to continuous risk intelligence.



- Monitor internal & external data in real time.
- Use dashboards and KRIs for early signals.
- Proactively inform before risks materialize.

Early awareness. Faster response. Fewer surprises.

ACCELERATE ESCALATION

Detect early. Escalate early. Act before it's too late.



- Set escalation thresholds and crisis triggers.
- Empower risk owners to escalate without delay.

Prevents small issues from becoming major crisis. Saves time and cost.

SCENARIO PLANNING

Prepare for multiple futures, not just the most likely one.



- Build and stress-test multiple scenarios.
- Assess potential impacts on strategy, operations, financial and reputation.
- Identify options and response triggers.

Better preparedness. More options. Stronger strategic agility.

SUSTAINABILITY & ESG INTEGRATION

Integrate ESG risks and opportunities into enterprise decisions.



- Climate & environmental risks.
- Social & human capital.
- Governance & ethics.
- Create long-term sustainable value.

Stronger resilience. Faster recovery. Sustainable competitive advantage.

BUILD ORGANIZATIONAL RESILIENCE

Build capability to anticipate, withstand and recover stronger.



- Integrate Risk Management, BCM, Crisis Management and Cyber Resilience.
- Strengthen supply chain and operational resilience.
- Test plans, learn and improve continuously.

Stronger resilience. Faster recovery. Sustainable competitive advantage.

ENABLER



Strong Leadership
& Risk Culture



Quality Data &
Technology



Clear Roles, Accountability
& Governance



Risk Capability &
Training



Effective Communication
& Collaboration

THE 3 BIG SHIFTS FOR MODERN ERM

Turn risk management into a strategic engine for speed and resilience

FROM PROTECTION TO VALUE CREATION

Old Question:
“What risks do we have?”

New Question:
“What opportunities are emerging because uncertainty is changing?”



Example: AI

Old ERM:
Risk – AI may replace employees.

Future ERM:
Which business models become possible because of AI?

FROM REPORTING TO PREDICTING

Old Way:
Monthly / Quarterly / Annually

New Way:
Early Warning Centre



Monitor & Predict



Data & Trends



AI & Analytics



Insights



Alerts

FROM DEPARTMENT TO BUSINESS PARTNER

Old Role:
Risk Report Creator

New Role:
Strategic Advisor & Decision Partner



Ask: “What decision are you trying to make?”
Not just: “What is the risk?”

PILLARS FOR STRATEGIC ADVANTAGE

1. Strategic Intelligence

2. Risk Intelligence

3. Early Warning System

4. Scenario Planning

5. Decision Support

6. Crisis Intelligence

7. Opportunity Risk

THE FUTURE OPERATING MODEL

The organizations that thrive tomorrow are those that understand uncertainty better than their competitors and convert it into faster, smarter decisions.



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THANK YOU



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