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GLOBAL CONFERENCE 2026

FROM CHAOS TO COMMAND: RISK LEADERSHIP IN INDUSTRY 6.0

THEMES AND TRENDS SHAPING THE FUTURE OF RISK

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Friday Concepts

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The Rules of Risk Have Been Rewritten

Are You Equipped to Respond,
or Just Waiting to React?

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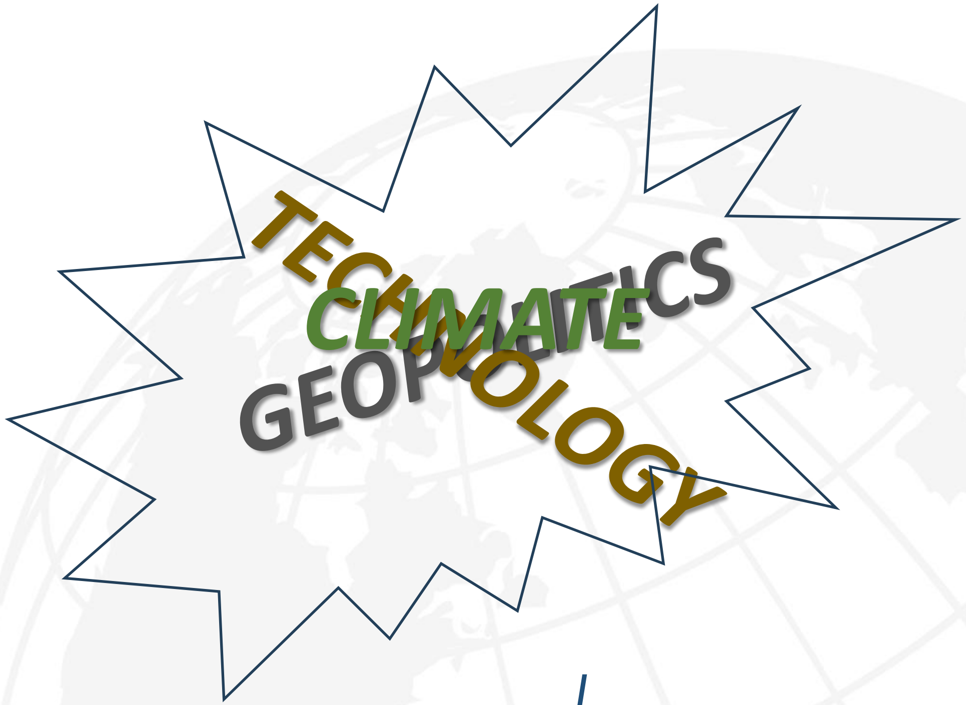
Are You Equipped to Respond, or Just Waiting to React?

- The rules of risk are being rewritten
- RM is NO LONGER a checklist item
- We are NO LONGER dealing with isolated predictable threats
  - → high velocity matrix



- Future leadership cannot be passive:
  - *What could go wrong?*
  - *Are you equipped with the skills and capability to respond before it does?*

This session is not insight for your interest. It is insight for your immediate action

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Modern Reality: Exponential, interconnected, instantaneous.

The Velocity Gap

Go here to die!

Traditional Governance: Linear, siloed, retrospective.

- *AI model hallucination*
- *Flash flood*

Analyse, deliberate, and form a task force to formulate response

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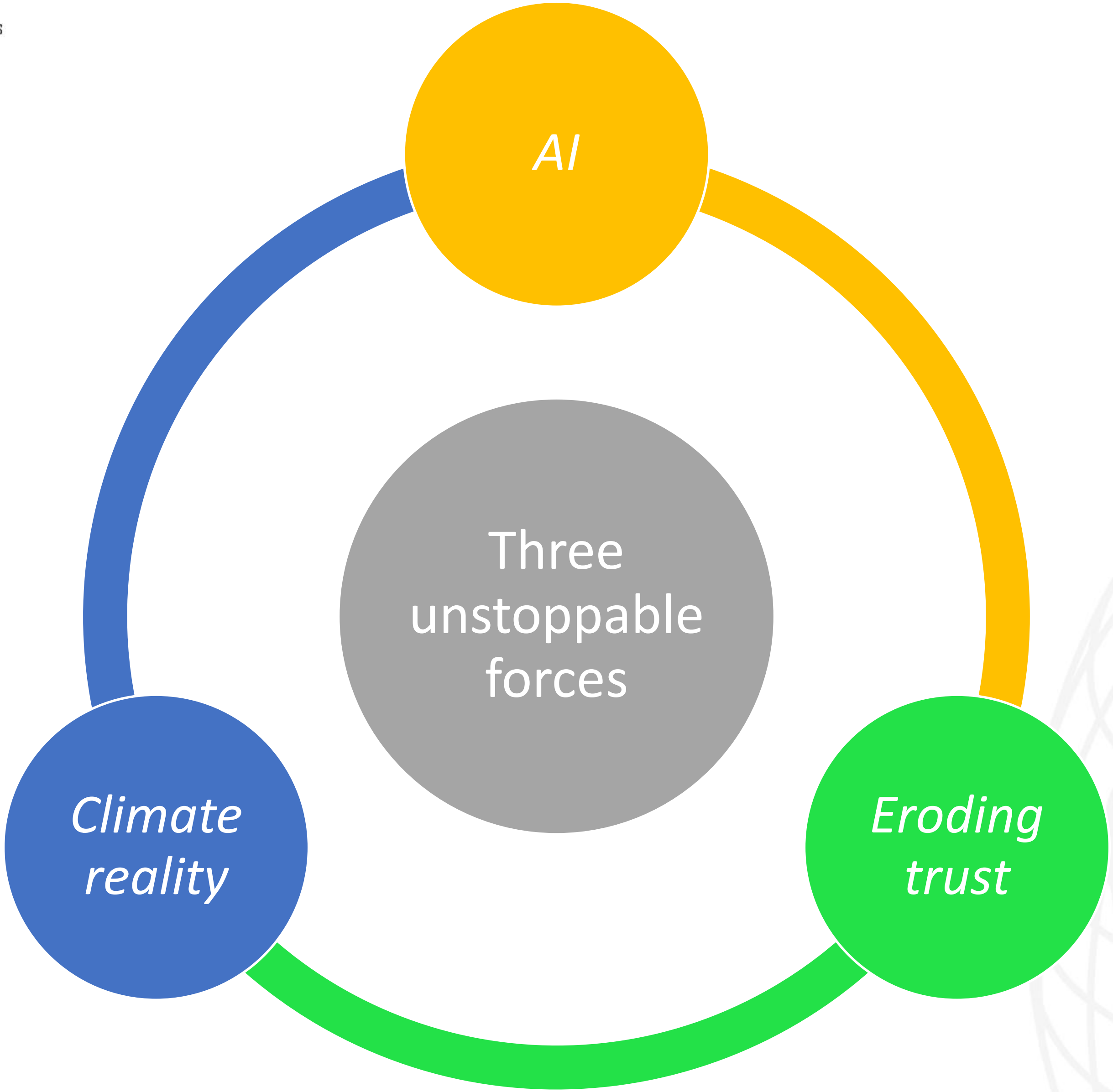
The Three Accelerants



Force 1 — AI & Compressed Decision Cycles

“In leadership, a good plan violently executed now is better than a perfect plan executed next week.”

– General George S. Patton

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AI: Hyper-Velocity Decisions

- Automated execution eliminates human buffer zones.
  - AI is not just a tool; it is an environment operating at machine speed.
    - Risk Supercharger
    - Compressed decision cycles
- Algorithmic risk compounds across supply chains silently.
  - Algorithms make decisions faster than compliance departments can audit them.
    - Human buffer zones eliminated
    - Traditional RM reliance on human friction
- The Strategy: Moving from human-in-the-loop to human-on-the-loop.
  - Leaders must build automated guardrails, not manual checkpoints.
    - You cannot manage algorithmic risk with a manual clipboard

Force 2 — The Fragility of Trust

Trust is no longer a soft corporate social responsibility metric; it is a highly volatile, liquid financial asset

Trust as a volatile asset:

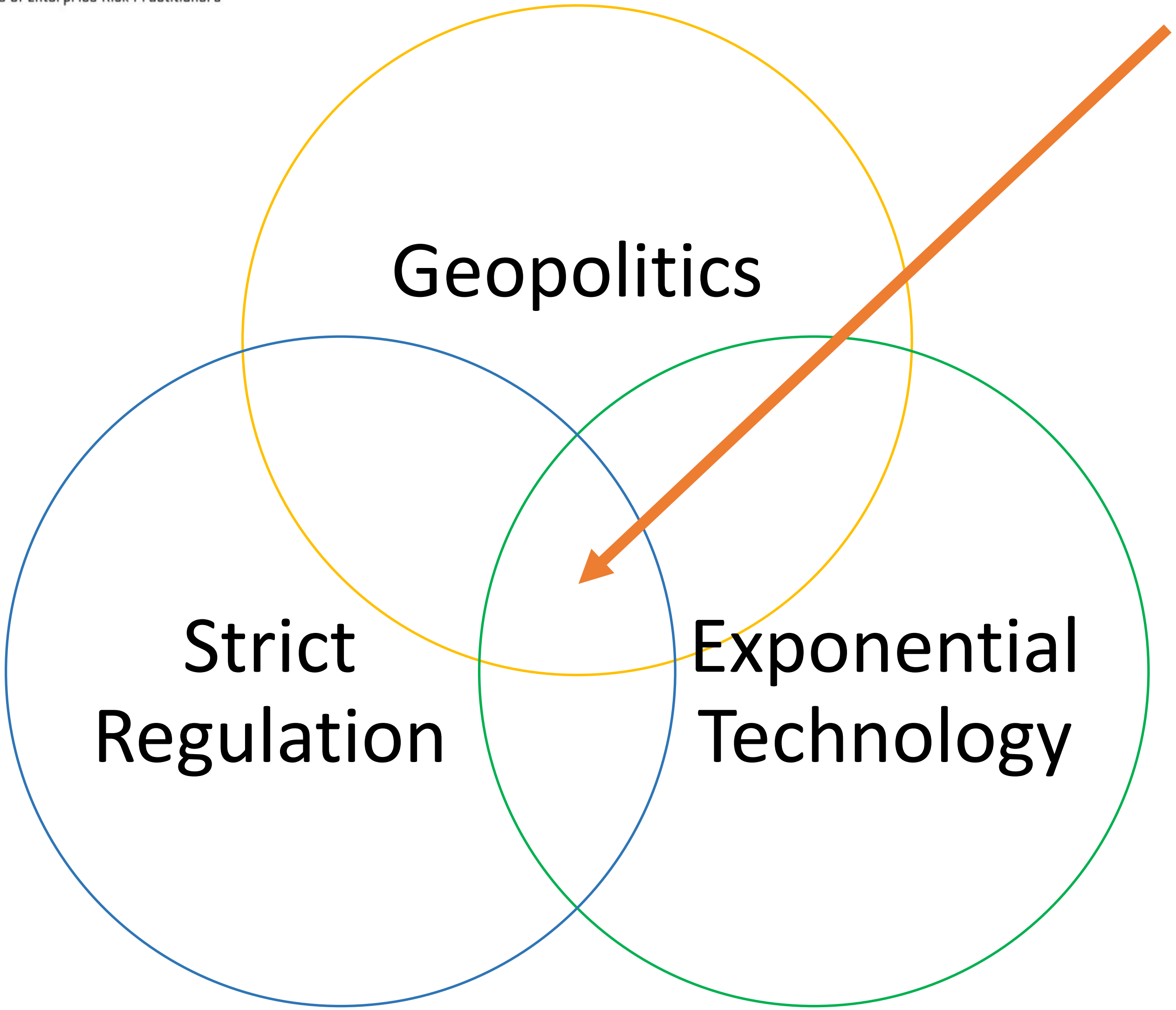
- Reputations are dismantled in minutes, not days.
  - Slow, slow to Instant
- Hyper-transparency meets algorithmic misinformation.
  - The danger of deepfakes, coordinated social campaigns, and instant capital flight.
  - Weaponised disinformation
- Truth is no longer an absolute shield against market panic.
  - Resilience means preparing for irrational market reactions, not just logical ones.

Force 3 — Climate Risk is Financial Risk

- Climate Reality: Not a Future Penalty, a Current Cost
  - "saving the planet" vs "preserving balance sheet solvency."
- Physical Risk: Asset destruction and uninsurable supply chains.
  - Growing crisis of uninsurable commercial property and supply chain choke points.
- Transition Risk: Regulatory penalties, stranded assets, shifting capital.
  - Regulatory compliance is moving from disclosure to heavy financial penalties.

If your long-term capital allocation strategy doesn't calculate the physical and regulatory price of carbon and climate volatility directly into the asset value, you are holding ticking financial time bombs on your balance sheet

The Crossfire Zone



- Geopolitics: Fragmented global trade and localised supply networks.
    - Conflicting national regulations
- Regulation: Divergent compliance mandates across jurisdictions.
    - Supply design: cost efficiency; vs political survival.
- Technology: Borderless infrastructure running into national barriers.
    - The illusion of a unified global digital marketplace is fracturing.

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Exposing Who's Ready (The Diagnostic)

The Divide: Who is Ready vs. Who is Not

The Unprepared	The Prepared
Optimises for the status quo	Simulates for volatility
Relies on periodic reporting	Demands real-time data telemetry
Isolates risk to the compliance team	Embeds risk directly into core strategy

Traditional leaders

- Optimise for stability
- *'How do we protect our current revenue model?'*

Modern, resilient leaders

- Optimise for agility.
- *'How do we pivot our business model when this foundation breaks?'*

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Three Hard Choices for Leaders

STRATEGIC MANDATES

Upgrade Telemetry

- static quarterly reporting vs. real-time risk dashboards.
  - You cannot manage what you monitor retroactively.
  - Build early-warning data systems.

Continuous Wargaming

- passive tabletop reviews vs. continuous, adversarial simulation exercise.
  - Run continuous live simulations of existential crises to build muscle memory.

Redefine Efficiency

- Build operational redundancies directly into your balance sheet and supply infrastructure
  - Short-term profit margins vs. long-term operational resilience.

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The New Leadership Mandate

The Inevitable is Coming

Build the capability to respond before it arrives

Systemic Capability

Cultural Agility

Operational Muscle Memory

Play by the old rules vs
embrace the new reality

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Takeaways

1. Core Reality:

- ✓ We are stuck in a dangerous velocity gap.
- ✓ Risks compounding exponentially; CG models moving in slow, bureaucratic steps.

2. Core Forces:

- ✓ This acceleration is driven by three market forces.
- ✓ AI is compressing our decision windows to absolute zero.
- ✓ Public trust has become a highly volatile financial asset that can vanish overnight.
- ✓ Climate risk no longer just corporate social responsibility talking point; asset impairment and balance sheet solvency.

Takeaways......cont'd

3. Crossfire Zone:

✓ These forces do not happen in isolation.

✓ They are actively colliding with a fragmenting geopolitical landscape and strict, conflicting cross-border regulations, instantly exposing which leadership teams are truly agile and which are just lucky.

4. Immediate Mandate:

✓ Survival requires three non-negotiable actions. We must:

- upgrade our data telemetry to real-time,
- institute continuous adversarial war-gaming replacing passive tabletop compliance reviews , and
- build strategic redundancy back into our business models.

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