



Strategic Discussion on the Future of Risk Management and its Evolution

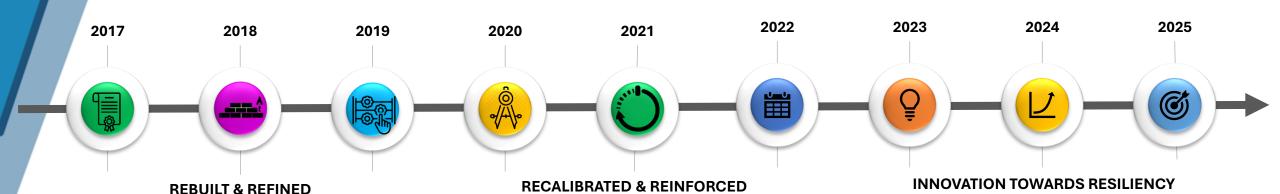
By:

Nuranisah Mohd Anis
Chief Risk, Integrity and Governance Officer
S P Setia Berhad

2017 – 2025 : SETIA RISK MANAGEMENT JOURNEY







- Developed Group Risk Management Charter
- · Performed Highlevel Gap Analysis
- Enhanced ERM Framework
- Implemented Group-wide ERM KPI
- 1st Setia Governance, Risk and Audit Forum
- Initiated Project Risk Management
- Risk Parameter reviewed
- Initiated Flash Report
- BCM Live Test
- MARIM Top 5 Risk Management **Team of The Year** Award

- Introduced group wide risk auiz
- Implemented GRIG Annual Calendar of activities.
- · Setia Governance, Risk and Audit Forum • Reviewed ERM with External Speakers
- Top 3 Asia Pacific Risk Management **Team of The Year** Award
- Introduced Kev Risk Indicator ('KRI") to **ERM Assessment.**
- BCM Live Test
- Establishment of IGU
- Approved Integrity Framework

- Introduced Pandemic Plan
- Participated in COVID Taskforce
- · Reviewed Terms of Reference
- Manual & Standard Operating Procedure
- ERM System Gap Analysis
- Initiated GRIG-GIA Forum
- Implementation of **Corruption Risk Assessment**
- · Setia Governance. Risk and Audit Forum with External Speakers
- Setia Integrity Roadshows - Team **Setia & Business Associates**
- Corruption Risk Assessment Workshop

- Initiated Post Covid activatiion
- Relaunched ERM System Group Wide
- · Launched online Setia Governance. Risk and Audit Forum
- Reviewed ERM Manual & Standard Operating Procedure
- Implementation of * **ESG** risk
- management Roll out due diligence on third party engagement
- Established first cvcle of Organisational **Anti-Corruption** Plan (OACP)

- GRIG Sembang Nasi Lemak
- Setia Governance, Risk and Audit Forum
- Assist Business Associates to align to Setia's Anti-Bribery and **Corruption Policy** Integrity @ Setia
- Portal Anugerah Integriti Governans dan **Antirasuah** (AIGA) Award -Silver

- GRIG Sembang Nasi Lemak 2.0
- Rebuild Group Sustainability Department -Governance & Framework
- · Setia Governance. Risk and Audit Forum
- Online submission of Annual Conflict of Interest and Individual **Corruption-free** pledge
- Online Gifts & Hospitality declaration
- Knowledge sharing session with stakeholders
- Established second cycle of OACP, Setia's 3-Year Anti-Corruption Plan 2024 - 2026 (SACP)

- Initiated Site Visits to BUs
- Risk Officers Appointment by CEO with KPI impact
- Risk Officers ERM and System Training Risksilient System
- redeployment Risk Management
- **Portal Kick Off** Review of Risk Quiz format
- · GAC ERM Refresher
- Board ERM Masterclass
- ERM Maturity **Exercise**
- · Setia Governance. Risk and Audit Forum
- Integrity Day 2024
- PNB Integrity Solidarity
- Setia Open Dialogue with Authorities
- Anti-Bribery **Management System** (ISO37001) certification
- CEO Dialogue with **Business Associates**

- Reviewed ERM Framework
- · Review of ERM KPI across Group
- Risk Officers Training via **Explorace** Format - Risk Hunt
- · Risk Officers Refresher Training
- Risk Management Tea Talk
- Board Masterclass
- · S P Setia evaluating embedment of Al into Risk Software
- Internal Anti-Bribery Management System (ABMS) Audit
- Ethics and Integrity training for Team Setia
- CEO Dialogue with **Business Associates**



EMBEDMENT AND OWNERSHIP







INTEGRATION OF RISK MANAGEMENT INTO STRATEGY





At Setia, risk management is not a parallel process — it is strategically embedded into planning and execution of business plans and projects. No strategic proposal proceeds without comprehensive risk considerations to support informed and responsible decision making.



Risk Assessment during the Board Retreat



High Level Risk Assessment presented to Board



Risk Assessment for Strategy Papers



The Future Risk Management

1. Changes in Business Landscape 2.

- Regulatory requirements influence business processes
- Stakeholders' expectations
 - Transparency and disclosure.
 - Robust governance framework.
 - Escalation process and decision making.
- Ultimate responsibility Board of Directors
 - Exposure to penalties and law enforcements.

2. Emerging Trends

- AI and digitalization
- ESG concepts and requirements
- Mindset change & customers preferences
- Geopolitical tensions impact to supply chain and cost of doing business



The Future Risk Management

3. Board-Level and Stakeholders Perspective

- The "bar" has been raised
- Enabling calculated risk-taking that supports innovation and growth.
- Connecting risk to strategy: how are risk exposures changing as the company grows, enters new markets, or adopts new technologies?

4. Evolving Roles of Risk Practitioners

- Being relevant and up-to-date.
- Strategic advisors and the "go-to" person for business analytic and decision making.
- Competency and Upskilling
 - New requirements / expectations
 - New technology/AI / data analytics



Conclusion

- Future risk management is not only about controls and mitigations – it's also about ability to remain relevant and agility in seizing opportunities.
- Risk owners are no longer just gatekeepers enablers of strategy, stewards of trust, and champions of resilience.
- The journey ahead will demand bold thinking, new capabilities, and closer partnerships between boards, management, and risk professionals.



Group Activity & Presentation

- To discuss what The Future of Risk Management
- Write down discussion notes on mahjong papers
- Duration: 30 minutes discussion

15 presentation (2-3 minutes per group)