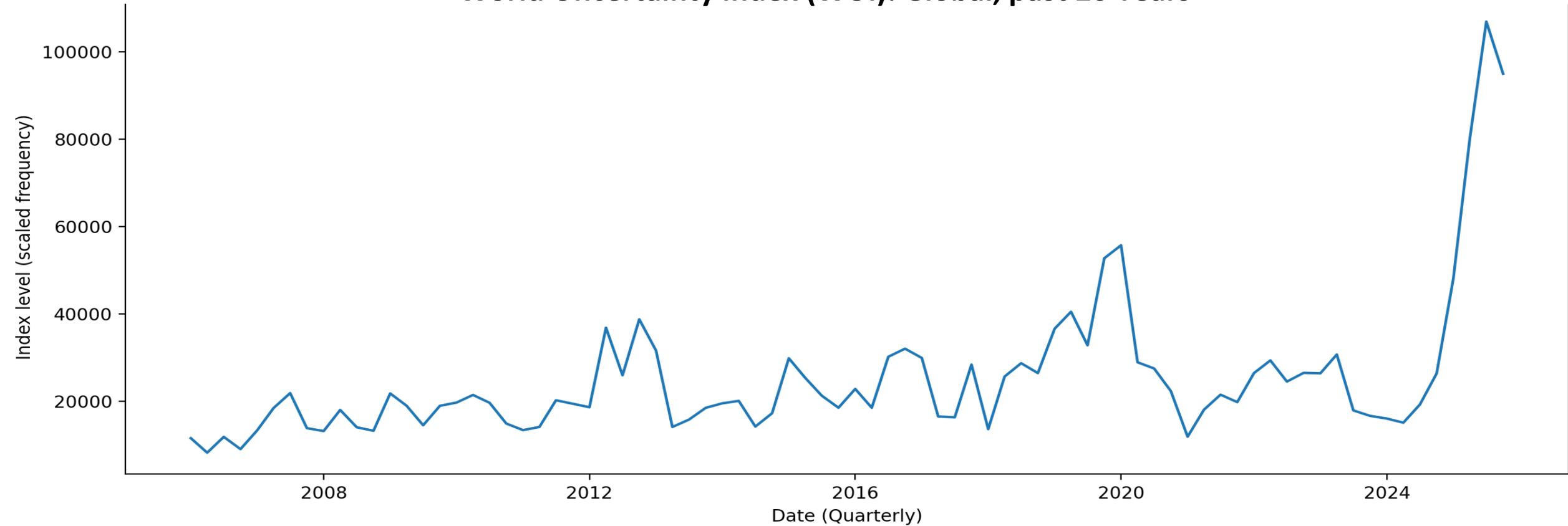


Navigating Risk and Uncertainty in Turbulent Times



“Speed destroys value unless governance ensures disciplined risk judgement and clear accountability for outcomes”

World Uncertainty Index (WUI): Global, past 20 Years



Sustained uncertainty demands faster decisions, clearer accountability, and better judgement.



CEO's Top Three Priorities for 2026¹

- **Leveraging AI** as a Strategic Imperative by integrating advanced technologies into new operating models, decision-making, and core business processes.
- Sustained, competitive **Business Growth** amid disruption through expanded offerings, agility, and operational modernization.
- Strengthening **Organizational Capabilities**, particularly around technology, digital transformation, and risk.

“To act as a Trusted Advisor, We need to Embrace a New Compliance Leadership Mindset”

¹ 2025 Gartner CEO and Senior Business Executive Survey n=456



Focusing on:

Faster & Smarter Decisions - Enhanced Trust & Governance - Investment in Technology & People

Ensuring:

First line owns “Client Choices & Risk Outcomes” and the Second line brings the “Discipline of Risk”

Our Collective Responsibility:

Prevent real harm to our customers, our institutions, and the financial system by ensuring risks are understood, owned, and managed at the point where decisions are made



In 2026, the differentiation will not come from adding more controls, but from enhancing the capacity of leaders and staff to exercise sound judgement at the point of decision, not at the point of review.

I. Culture as the Most Powerful Control

- Business commits to owning risk outcomes, conduct, and customer impact by making informed, risk-based judgements aligned to risk appetite, making explicit **why** a risk is acceptable, **how** it is mitigated, and **what** triggers escalation or exit.
- Expectations shift from procedural comfort to judgement at source, with early escalation, constructive challenge, and leadership accountability embedded in day-to-day decisions.

II. Compliance as an Enabler of Confident Growth

- Compliance accountable for risk frameworks and minimal standards; commits to translating regulatory and risk complexity into clear decision principles, providing credible challenge and timely guidance.
- Compliance embedded earlier into strategy, product design, client selection, and execution as a trusted advisor that enables faster, better-informed decisions.

III. Accountability Measured by Decision Quality and Risk Outcomes

- Success defined by ensuring the right risks are taken for the right reasons, by the right people.
- Decisions are made at the right level, with clear ownership and rationale; outcomes align with risk appetite; escalation reflects judgement, and lessons learned are used to improve future decisions, not assign blame.

Aligns with FATF effectiveness thinking, outcome based supervision, and conduct & accountability expectations.



Final Thoughts

Enabling Growth Through Better Decisions and Clear Accountability

Accountability strengthens performance, leaders own risk, set the tone through their decisions, and inspire the behaviors that create trust with customers, regulators, and each other.

Culture is the most powerful control we have because it shapes how decisions are made under pressure and how consistently we execute.

Regulatory Expectations: Clear decision ownership - Sound rationale for risk decisions - Early escalation, not delayed discovery - Fewer surprises, better outcomes

Thank You

