

The Risk Landscape 2026:
Emerging Challenges & Strategic Shifts

IRMAPA Annual Risk Survey 2026

RISKHub @RISKBeyond 2025 | 4th December 2025 | Anvaya, Kuta - Bali



Agenda

- IRMAPA Brief Profile
- IRMAPA ANNUAL RISK SURVEY 2026:
 - ✓ Respondent Profile
 - ✓ Interim Report

IRMAPA BRIEF PROFILE

IRMAPA Today



Didirikan tahun 2012, **Indonesia Risk Management Professional Association [IRMAPA]** merupakan asosiasi bagi para profesional bidang manajemen risiko dari berbagai sektor dan industri di Indonesia.

*Established in 2012, **Indonesia Risk Management Professional Association [IRMAPA]** is the association for professionals in risk management from all sectors and industries in Indonesia.*



Saat ini IRMAPA melayani 25000++ Anggotanya yang datang dari beragam latar belakang, seperti para praktisi dari manajemen puncak hingga lini di perusahaan PMA, BUMN, perusahaan terbuka maupun tidak, termasuk pejabat pemerintah, konsultan, periset, dosen, dan mahasiswa.

Today, IRMAPA serves 25000++ of its Members who come from various backgrounds, e.g. practitioners from top to line management levels at JV, state-owned, public listed, and private companies, as well as government officials, consultants, researchers, lecturers, and students.

IRMAPA Today



Sebagai asosiasi profesi bidang manajemen risiko di Indonesia dengan posisi terhormat di dalam dan luar negeri.

Being as the Indonesia association for risk management professions with reputable position nationally and internationally.

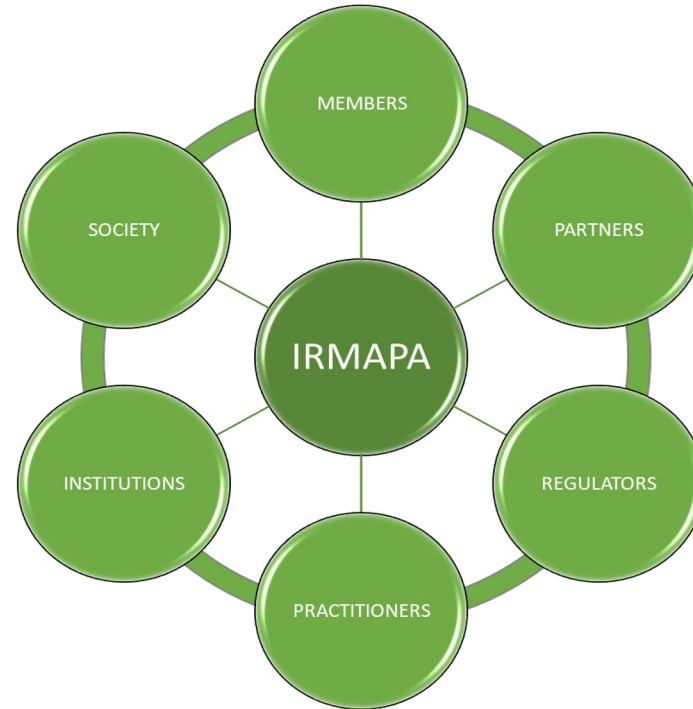


Menyediakan program dan layanan bernilai tambah bagi anggota & pemangku kepentingannya;

Menjadi organisasi yang kredibel dengan dasar tata kelola organisasi yang baik;
Meningkatkan harkat & martabat profesi manajemen risiko di Indonesia melalui kontribusi positif kepada masyarakat.

*Providing value adding programs and services to its members & stakeholders;
Becoming a credible organization based on good organization governance;
Increasing dignity of & respect to the risk management professions in Indonesia through positive contributions to society.*

Connecting Stakeholders



Memahami peran sentral IRMAPA dalam mendukung penerapan manajemen risiko di Indonesia, IRMAPA menghubungkan para pemangku kepentingan melalui berbagai kegiatan dan inisiatif agar tercipta interaksi yang sinergis antar pemangku kepentingan di mana tiap pemangku kepentingan dapat menemukan apa yang dibutuhkan bagi manajemen risiko di tempat masing-masing melalui IRMAPA.

Dengan interaksi yang seperti itu, secara kolektif IRMAPA dengan para pemangku kepentingannya memberikan kontribusi terhadap pengembangan penerapan manajemen risiko di Indonesia.

Understanding the central role of IRMAPA in supporting risk management implementations in Indonesia, IRMAPA connects its stakeholders through various events and initiatives to create sinergetic interactions among stakeholders where each of them may find what they need for their risk management through IRMAPA.

With such sinergetic interactions, IRMAPA and its stakeholders collectively give contribution to the enhancement of risk management implementations in Indonesia.

Connecting Stakeholders



SERTIFIKASI PROFESIONAL | PROFESSIONAL CERTIFICATIONS

Melalui memiliki mitra sertifikasi (LSP), IRMAPA menyediakan sertifikasi profesi manajemen risiko bagi para praktisi manajemen risiko dan mengundang para pemegang sertifikasi untuk menjadi Anggota Bersertifikasi IRMAPA. Sehubungan dengan sertifikasi, IRMAPA menyediakan seluruh unit kompetensi sertifikasi, serta ikut berpartisipasi dalam penyusunan materi pelatihan dan asesmen kompetensi. Memastikan bahwa unit-unit kompetensi tersebut juga mengakomodasi kompetensi yang dibutuhkan untuk menerapkan manajemen risiko berbasis standar internasional ISO, IRMAPA juga duduk komite teknis nasional yang mewakili Indonesia dalam sidang-sidang ISO untuk perumusan standar di bidang tata kelola, manajemen risiko, dan kepatuhan.

Through its certification partner (certification body), IRMAPA provides risk management professional certifications for risk management practitioners and invites the certification holders to become Certified Members of IRMAPA. Regarding the certifications, IRMAPA provided all the competency units of the certifications, and also participated in developing materials for the preparatory trainings and competency assessments. Assuring that the competency units also accommodate required competencies for implementing risk management based on the ISO international standard, IRMAPA also sits in the national technical committee that represents Indonesia in ISO assemblies for standard formulation in governance, risk management, and compliance areas.

SERTIFIKASI PROFESIONAL | *PROFESSIONAL CERTIFICATIONS*

Connecting
Stakeholders



PROGRAM PENGEMBANGAN KAPASITAS | CAPACITY DEVELOPMENT PROGRAMS

IRMAPA juga memiliki mitra kegiatan (penyelenggara pelatihan) yang menyediakan kegiatan-kegiatan yang didesain untuk memelihara dan mengembangkan kompetensi para Anggota IRMAPA dan praktisi manajemen risiko pada umumnya, termasuk di dalamnya untuk mempertahankan gelar sertifikasi profesi (mendapatkan poin PSB). Kegiatan ini beragam seperti pelatihan, seminar, konferensi, serta diskusi panel tidak berbayar yang dikhususkan bagi Anggota IRMAPA dan jejaring mitra kegiatan. Kegiatan-kegiatan ini juga dapat berupa kegiatan daring maupun di tempat, baik yang diselenggarakan oleh mitra (didukung oleh IRMAPA) maupun yang dilaksanakan sendiri oleh IRMAPA.

IRMAPA also has event partners (training providers) which provide events which are designed for IRMAPA Members and risk management practitioners at large to maintain and enhance their competencies, including maintaining the validity of professional certifications (getting PSB points). These events take various forms, i.e. trainings, seminars, conferences, and free of charge panel discussions which are dedicated to IRMAPA Members and the network of the event partner. These events can be both an online or onsite events, held by the event partner (endorsed by IRMAPA) or by IRMAPA itself.

PROGRAM PENGEMBANGAN KAPASITAS | *CAPACITY DEVELOPMENT PROGRAMS*

Sebagai tambahan, IRMAPA juga memiliki mitra kegiatan berupa institusi pendidikan tinggi yang menyelenggarakan kegiatan tahunan lomba karya ilmiah di bidang manajemen risiko dan bidang terkait lainnya. Adapun kegiatan ini kebanyakan diikuti oleh para Anggota IRMAPA (para dosen dan periset) serta akademisi pada umumnya.

In addition, IRMAPA also has higher education institutions as event partners who provide an annual event of call for papers in risk management and other related areas. This event is most participated by IRMAPA Members (lecturers and researchers) and academicians at large.

PUBLIKASI MATERI KOMPETENSI | *PUBLICATIONS OF COMPETENCY MATERIALS*

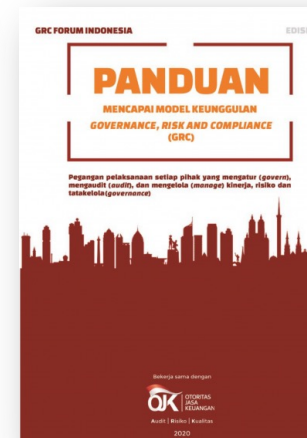
IRMAPA juga menyediakan informasi seputar manajemen risiko dalam beragam bentuk publikasi, seperti Buku “Manajemen Risiko Sektor Publik : Indonesia” yang dirilis tahun lalu, atau pedoman praktik, seperti “Panduan Penerapan Manajemen Risiko Bagi Perusahaan Asuransi & Reasuransi Konvensional Berbasis POJK/SEOJK & SNI ISO 31000” yang baru saja dirilis di 2024, maupun berita maupun artikel reguler di situs web IRMAPA. IRMAPA senantiasa terbuka terhadap keterlibatan Anggota dan mendorong, khususnya para Anggota Bersertifikasi, untuk ambil bagian dalam penyediaan publikasi serta mendapatkan juga poin PSB pada saat yang bersamaan.

IRMAPA also provides information and updates around risk management in various format of publications, for instance a book “Risk Management in the Public Sector: Indonesia” released last year, or practical guideline like “Guidelines for the Implementation of Risk Management for Conventional Insurance and Reinsurance Companies Based on POJK/SEOJK and SNI ISO 31000” which was just released in 2024, or regular news and articles on IRMAPA website. IRMAPA always welcome for Members’ involvement and encourage, especially the Certified Members, to take a part in providing these publications and earn PSB points at the same time.

PUBLIKASI MATERI KOMPETENSI | PUBLICATIONS OF COMPETENCY MATERIALS

Selain itu, IRMAPA juga aktif terlibat dalam beberapa inisiatif nasional, salah satunya inisiatif Otoritas Jasa Keuangan Indonesia (OJK) dalam merumuskan panduan penerapan GRC di Indonesia.

Besides that, IRMAPA also actively involves in some national risk management initiatives, one of them was the Indonesia Financial Services Authority (OJK) initiative in developing GRC implementation guideline in Indonesia.



Gallery



Gallery





GRC Summit Seminar			
18 LSP MKS	12 LSP MKS	12 ERMA	8 ERMA

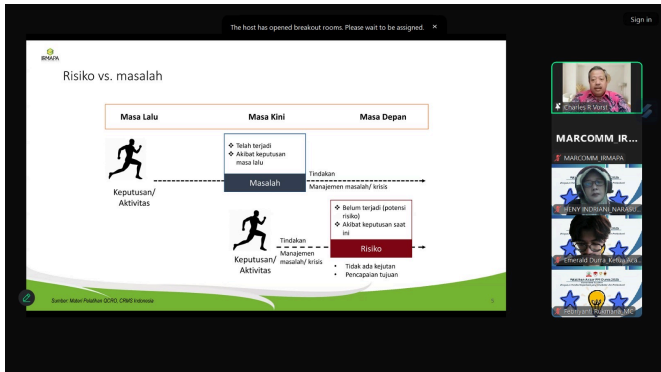
Learning duration **7 Hours**

GRC Summit Seminar + Masterclass			
32 LSP MKS	22 LSP MKS	24 ERMA	16 ERMA

Learning duration **14 Hours**

Resilience To Sustainability : Leading Through GRC In The Post-Digital Era





13th Asia Insurance Brokers' Summit

Theme: Brokers 4.0 – Getting Future Ready for the Next Decade

24-25 April 2025
Mandarin Oriental
Jakarta, Indonesia



Organized by: **ASIA INSURANCE REVIEW**

Sponsor: **EBIX**

Supported by: **APPARINDO**

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Co-organized by: **aaui**, **ASIA INSURANCE GROUP**, **APARI**, **apka**, **JBAI**, **irm**, **IRIMAPA**, **JIBA**, **MITRA**

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IRMAPA Professional Development Program

Anti Fraud Risk Management

11 Maret 2025 | 08.30-12.00
Investasi Peserta: Rp 1.400.000,-

13 Maret 2025 | 08.30-12.00
Investasi Peserta: Rp 1.400.000,-

18 Maret 2025 | 08.30-12.00
Investasi Peserta: Rp 1.500.000,-

Pierre Wiguna, MM, FRAC, GRGP

Registration URL: <https://bit.ly/3xouQas>

IRMAPA RISKhub

Securing the Union: Data, Threats, & the Future of Cyber Risk Management

10 April 2025 | 08.30-12.00 WIB | 100% Online Event

Topics Discussed:

- The Evolving Cyber Threat Landscape
- Data Security and Privacy in the Digital Age
- The Role of AI in Cyber Risk Management
- Building Resilient Cyber Risk Management Frameworks

Click Here: <https://bit.ly/3xouQas>

IRMAPA LSP MKS

Manajemen Risiko Pembangunan Nasional (MRPN)

Studi Kasus: MRPN di Sektor Olahraga

11 April 2025 | 09.00-11.00
Online via Zoom

Dr. R. S. Supriatna, MM, GRGP, GRGP
Ketua Umum, PSSI

Dr. R. S. Supriatna, MM, GRGP, GRGP
Ketua Umum, PSSI

Prof. R. S. Supriatna, MM, GRGP, GRGP
Ketua Umum, PSSI

Free Seminar

IRMAPA

PROSIDING

Kick Off Meeting
Profesi Manajemen Risiko
Sektor Jasa Keuangan Tahun 2024

"Penguatan Integritas dan Kompetensi Profesi Bidang Manajemen Risiko untuk Mencapai Keselarasan dan Komitmen Bersama dalam Peningkatan Kualitas Pencegahan Risiko"

11 April 2025 | 09.00-11.00
Online via Zoom

IRMAPA RISK Summit 2024

LEADERSHIP FOR SUSTAINABLE IMPACT: GRC, ESG, AND SDGS

Prasidhing Hybrid event

Masterclass & Seminar
AUGUST 23-24th 2024
Hotel Tantara, Yogyakarta

RISK BEYOND 5-6th Dec 2024
The Ananya Beach Resort Bali, Indonesia

Exclusive to IRMAPA Members

You'll receive a 350,000 discount voucher applicable to your next participation at any RISKhub event

Sustainable Symphony: Echoes of Change

Organized by: **ERMA** **IRMAPA**

Supported by: **RISK BEYOND** **ERMA INTERNATIONAL CONFERENCE ON ERMA**

Registration URL: <https://bit.ly/3xouQas>

IRMAPA LSP MKS

Kick Off Meeting Profesi Manajemen Risiko Sektor Jasa Keuangan Tahun 2023

"Tantangan dan Peluang Profesi Manajemen Risiko dalam Pencapaian Tujuan Keuangan Berkelanjutan"

Jumat, 3 Maret 2023 | 10.00-11.00 WIB | Free e-certificate

Ibu Sophia Wattimena, S.E., AK, CA, MBA
Ketua Dewan Audit Otoritas Jasa Keuangan

Registration URL: <https://bit.ly/3xouQas>

IRMAPA RISK Summit

Resilience To Sustainability: Leading Through GRC in the Post-Digital Era

10 April 2025 | 08.30-12.00 WIB | 100% Online Event

Speakers:

- Peter Verheijen**, CEO, **IndoTeks**
- Andreas Alipri**, CEO, **IndoTeks**

IRMAPA Hosted by: **TUORE** Sponsored by: **Indo Teknologi Solusi** Supported by: **LSP MKS** **CRMS** **ERMA**

Member Gathering & Sharing Session

Peran Manajemen Risiko dalam Memastikan Integritas Pelaporan Keuangan Perusahaan

30 Juli 2025 | 08.30-12.00 WIB | Ballroom Gedung TuguRe

Link Pendaftaran: <https://bit.ly/3GVRMOs>

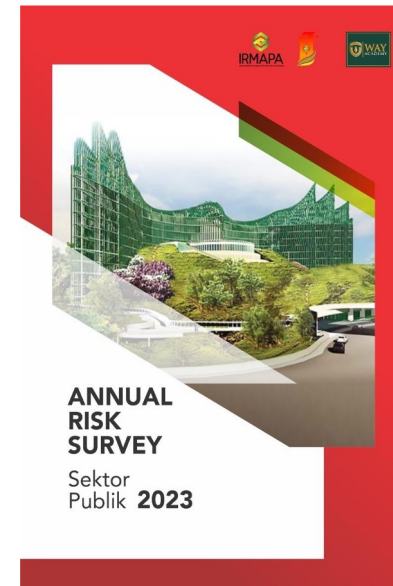
KUOTA TERBATAS FREE

Speakers:

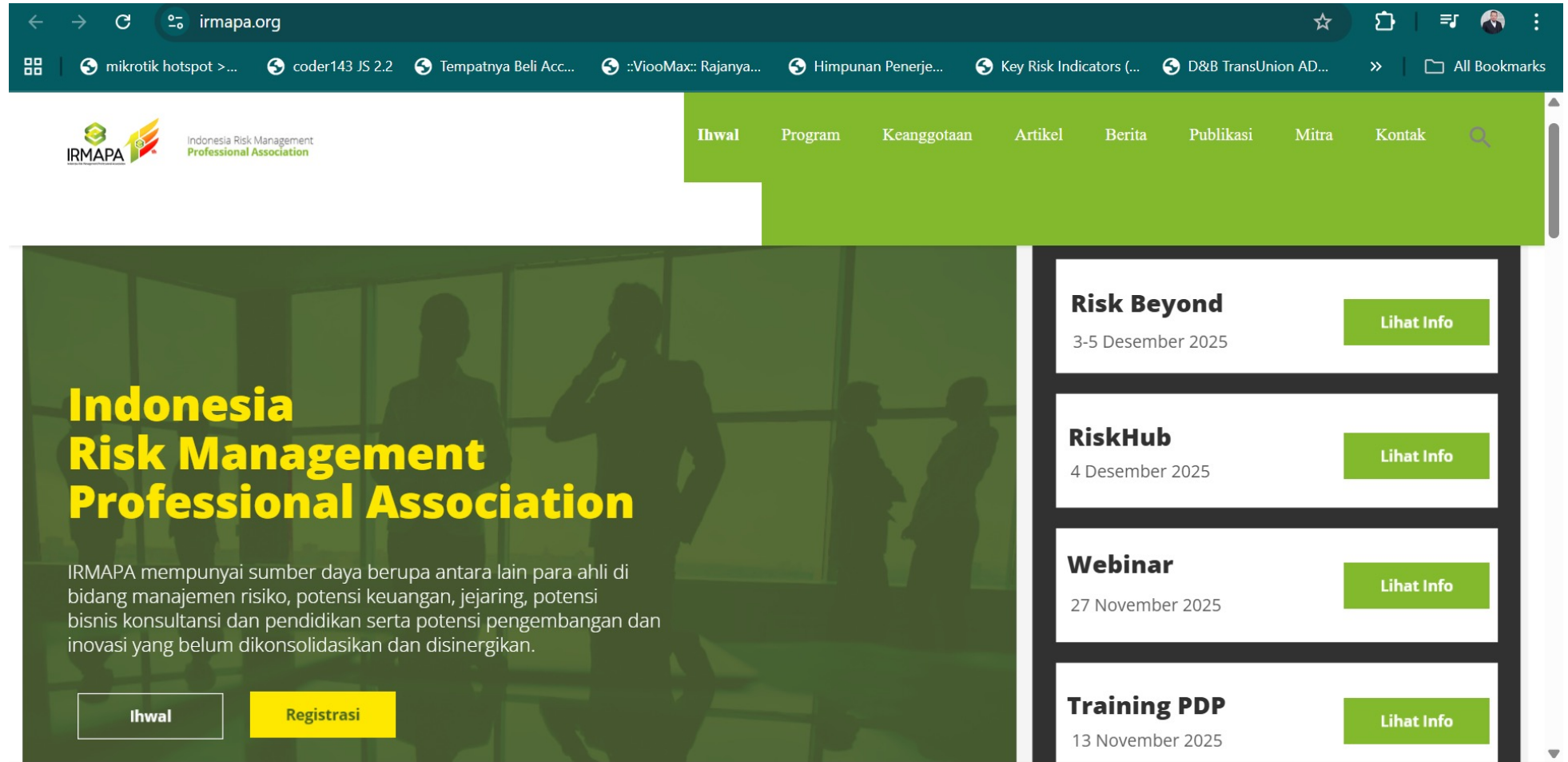
- Keynote Speaker**: **Ahmad Fuad**, Kepala Departemen Manajemen Risiko dan Pengendalian Kualitas OJK
- Welcome Speech**: **Charles R. Vont M.M., CCOO, COO, CERG, SMOO, SDO, CSRP**, Ketua Umum IRMAPA
- Guest**: **Ray Michael Tjahjono, MBA, GRGP**, Anggota IRMAPA Associate Partner Ernst & Young
- Guest**: **Maria Rika P. Dwiandjari, SH, MH, CLU, OIC, CCOO**, Anggota IRMAPA Compliance Group Head PT Tugu Reasuransi Indonesia

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Gallery



For more
info, visit
irmapa.org



The screenshot shows the homepage of the Indonesia Risk Management Professional Association (IRMAPA). The browser address bar displays 'irmapa.org'. The website features a green header with the Irmapa logo and a navigation menu including 'Ihwal', 'Program', 'Keanggotaan', 'Artikel', 'Berita', 'Publikasi', 'Mitra', and 'Kontak'. The main content area has a large banner with the text 'Indonesia Risk Management Professional Association' and a description of the organization's resources. Below the banner are two buttons: 'Ihwal' and 'Registrasi'. On the right side, there is a sidebar with four featured events: 'Risk Beyond' (3-5 Desember 2025), 'RiskHub' (4 Desember 2025), 'Webinar' (27 November 2025), and 'Training PDP' (13 November 2025), each with a 'Lihat Info' button.

irmapa.org

IRMAPA Indonesia Risk Management Professional Association

Indonesia Risk Management Professional Association

IRMAPA mempunyai sumber daya berupa antara lain para ahli di bidang manajemen risiko, potensi keuangan, jejaring, potensi bisnis konsultansi dan pendidikan serta potensi pengembangan dan inovasi yang belum dikonsolidasikan dan disinergikan.

[Ihwal](#) [Registrasi](#)

Risk Beyond
3-5 Desember 2025 [Lihat Info](#)

RiskHub
4 Desember 2025 [Lihat Info](#)

Webinar
27 November 2025 [Lihat Info](#)

Training PDP
13 November 2025 [Lihat Info](#)

IRMAPA ANNUAL RISK SURVEY 2026: Respondent Profile

Introduction

The **IRMAPA Annual Risk Survey 2026** was initiated on **28 August 2025** and so far has involved **180++ respondents** from companies in Indonesia.

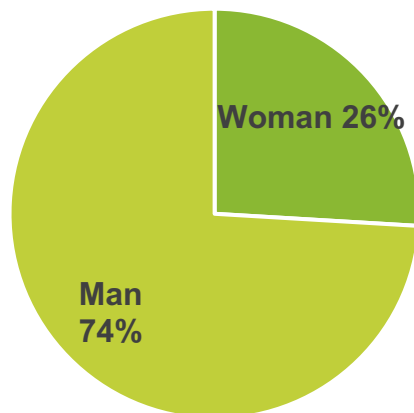
The survey captures how organizations assess their **readiness to face key risks** and what they see as the **most critical risks** (from internal & external) **which need to be anticipated in 2026**.

Expected values companies might receive from the survey e.g:

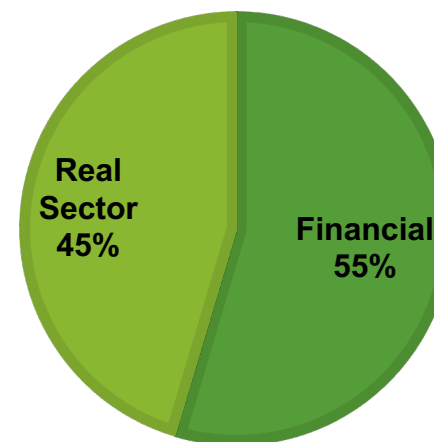
- **Insight for the boards of the company**
Whether the risks prioritized by the Board are also what peer companies see as their top risks for 2026, or if there are blind spots need to address.
- **Capability assessment**
Understand internal risk management capacity compare to other companies, what area the company is strong and area that requires improvement (e.g., cyber readiness, ESG expectations, talent availability, climate-related risks management).
- **Input for strategy and capital allocation**
Provide evidence-based inputs for decisions on risk management strategies and investments to mitigate the anticipated risk exposures on business.
- **Signal on risk culture**
Indicate the level of company's risk maturity and culture to plan improvements on risk management practices.

Respondent Profile

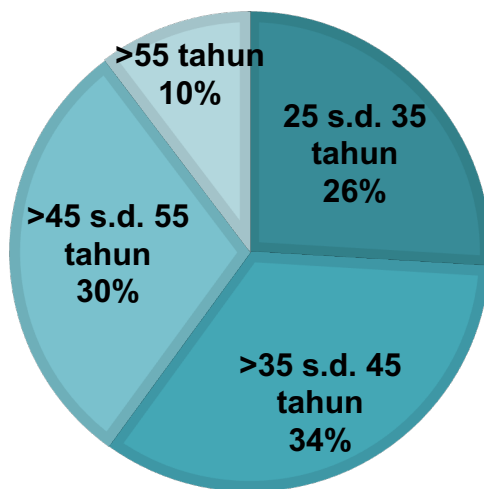
Gender



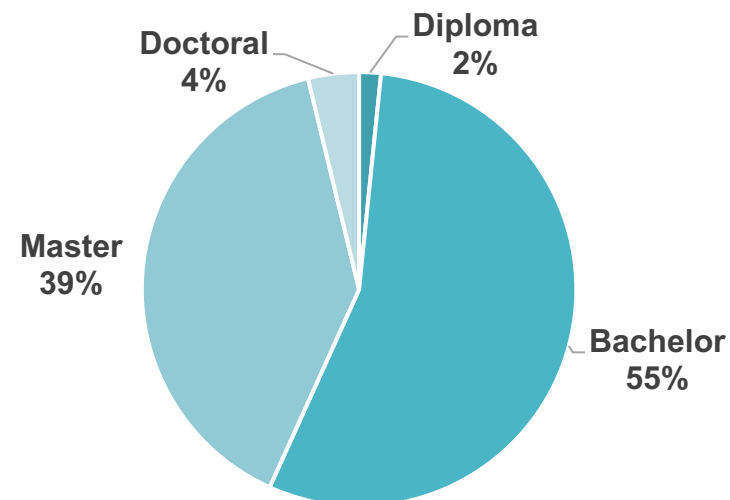
Sector



Age

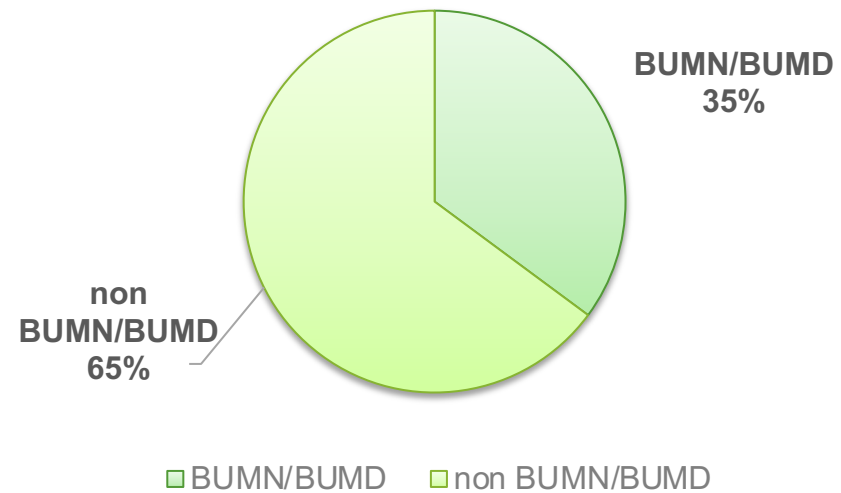


Education

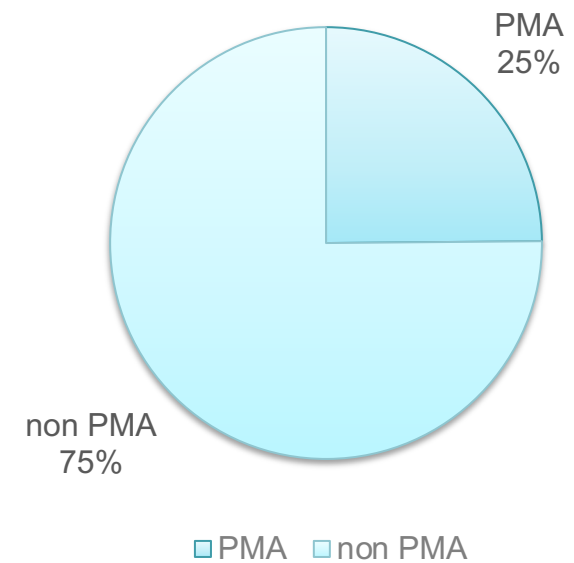


Respondent Profile

**BUMN/BUMD vs.
non-BUMN/BUMD**

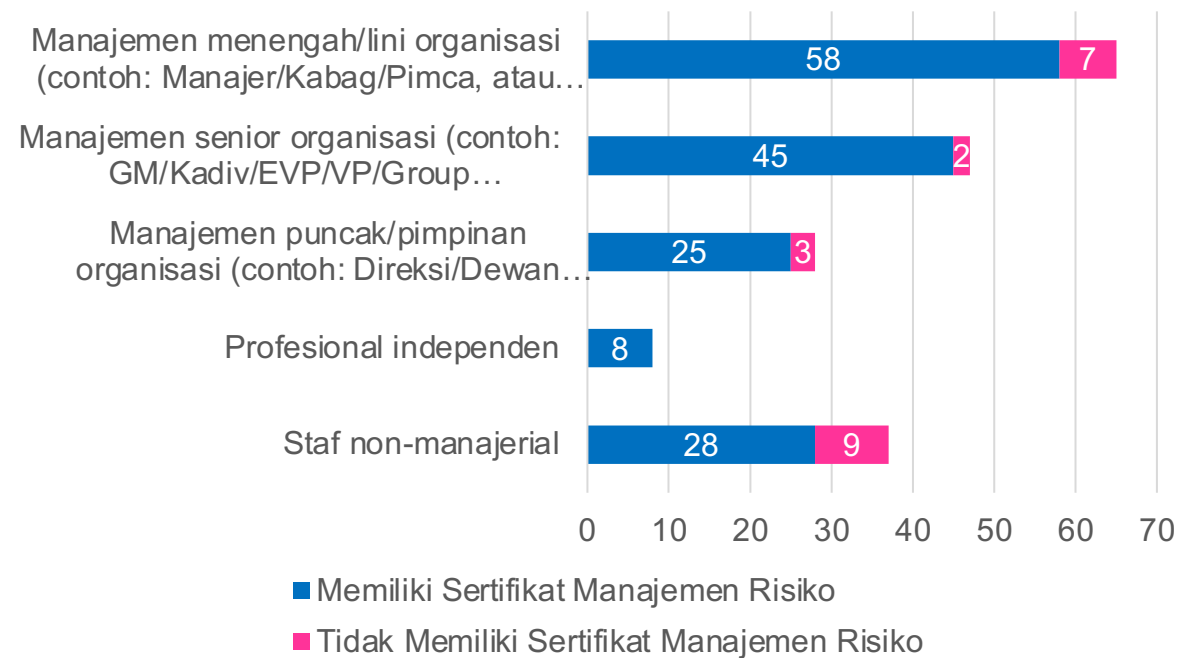


PMA vs. non-PMA



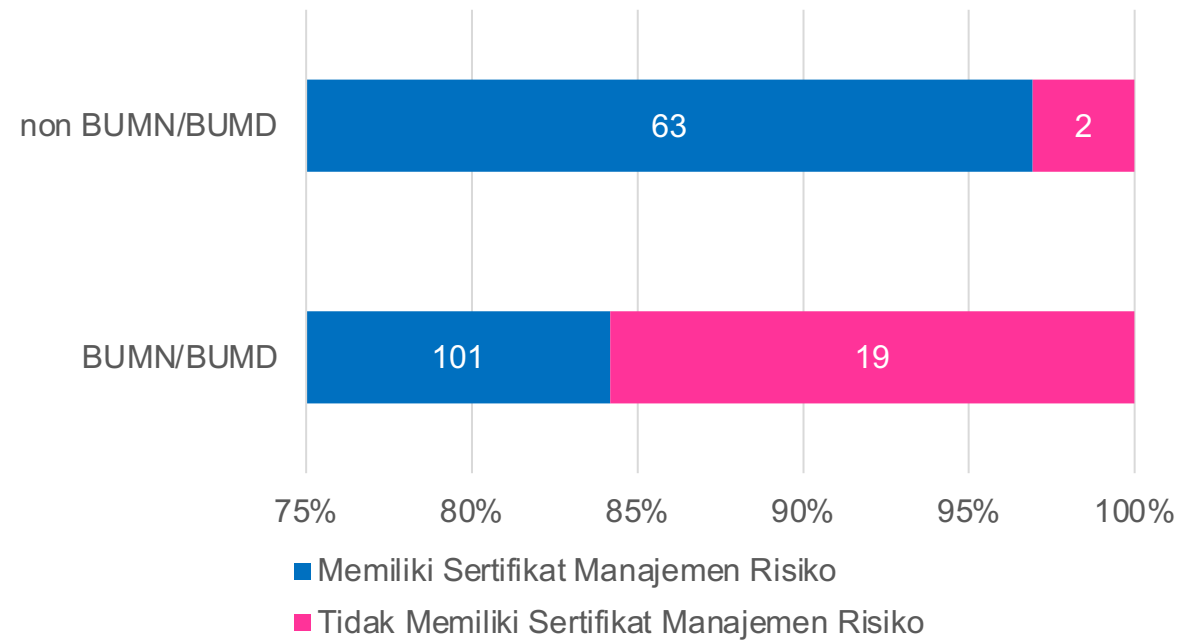
Respondent Profile

Certified vs. Non-Certified Risk Professional/Practitioners (Position)

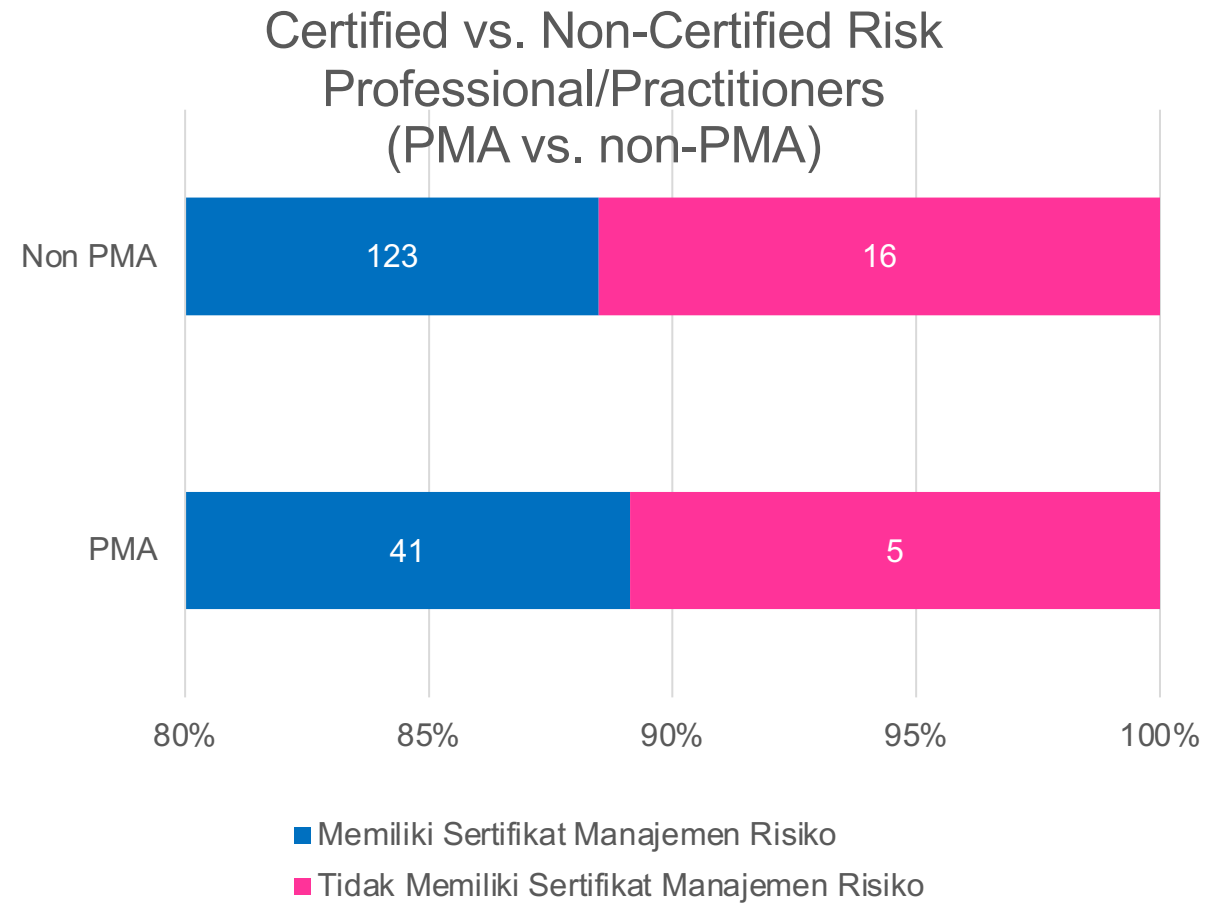


Respondent Profile

Certified vs. Non-Certified Risk Professional/Practitioners (BUMN/BUMD vs. non-BUMN/BUMD)

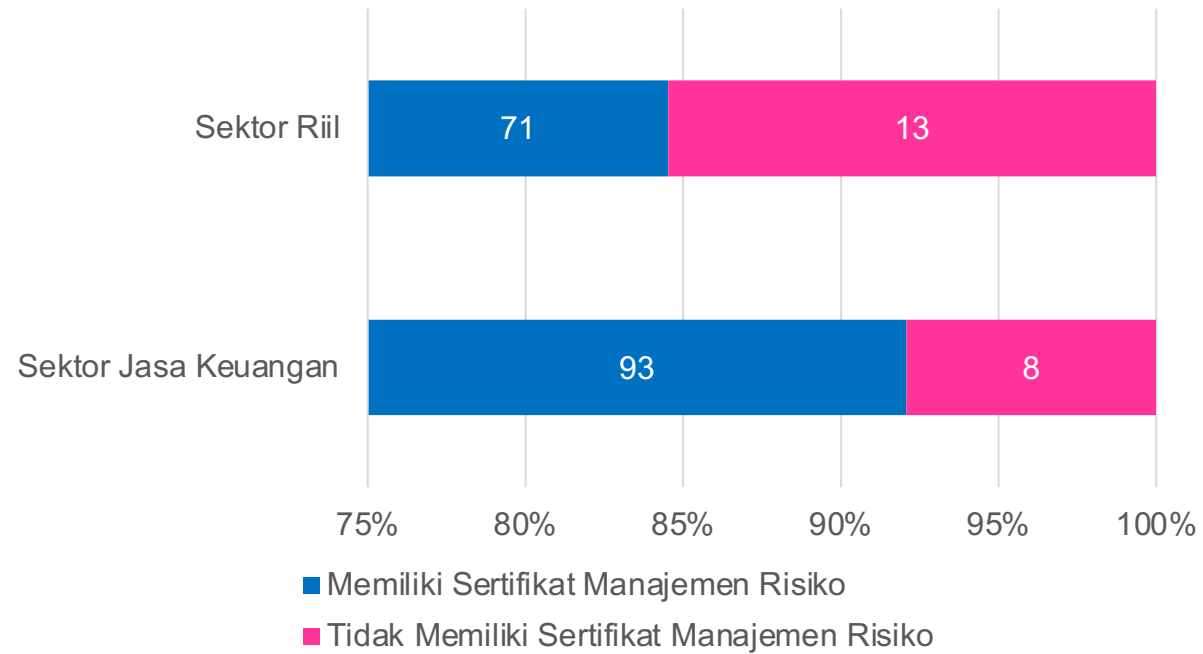


Respondent Profile



Respondent Profile

Certified vs. Non-Certified Risk Professional/Practitioners (Financial Sector vs Real Sector)



IRMAPA ANNUAL RISK SURVEY

2026: Interim Report

**Survey
Result
(so far..)**

Top Geopolitical Risks (based on Likelihood)

1. Risk of Increased Production Costs

- Uncertainty in global geopolitical conditions may trigger higher logistics costs, import tariffs, or insurance premiums, increasing overall production expenses and impacting financial performance.

2. Risk of Supplier Failure to Deliver Required Materials

- Suppliers operating in geopolitically sensitive regions may face restrictions, operational shutdowns, or transportation delays, resulting in failure to meet material delivery commitments.

3. Risk of Disruptions in the Production Material Supply Chain

- Border controls, trade sanctions, or regional conflicts may interrupt material flow, causing delays and potential bottlenecks in the manufacturing process.

4. Risk of Rising Fuel and Electricity Prices

- Volatility in global energy markets driven by geopolitical instability may push up fuel and power costs, impacting operating margins.

5. Risk of Production Failure

- Material shortages, supply chain disruptions, or energy instability may lead to partial or complete production stoppages.

**Survey
Result
(so far..)**

Top Geopolitical Risks (based on Impact)

1. Risk of Increased Production Costs

- Uncertainty in global geopolitical conditions may trigger higher logistics costs, import tariffs, or insurance premiums, increasing overall production expenses and impacting financial performance.

2. Risk of Rising Fuel (BBM) and Electricity Prices (TDL)

- Energy market volatility driven by geopolitical tensions may raise fuel and electricity costs, reducing operating margins and affecting budget stability.

3. Risk of Production Failure

- Severe disruptions in material availability, logistics, or energy supply may result in partial or total production stoppages, directly threatening operational continuity and revenue objectives.

4. Risk of Disruptions in the Production Material Supply Chain

- Geopolitical conflicts, border restrictions, or trade sanctions may impede the timely flow of production materials, causing delays and operational bottlenecks.

5. Risk of Supplier Failure to Provide Required Materials

- Suppliers located in geopolitically sensitive regions may face sanctions, shutdowns, or mobility limitations, resulting in failure to meet material delivery commitments and affecting production schedules.

**Survey
Result
(so far..)**

Top Macroeconomy Risks (based on Likelihood)

1. Cost Pressure from Currency Volatility

- Depreciation of the Rupiah against the US Dollar may increase production costs and reduce operating margins across key business lines.

2. Rising Credit Default Risk

- Potential increase in non-performing loans (NPL) could impact liquidity, financial stability, and capital adequacy.

3. Weakening Consumer Purchasing Power

- A downturn in market demand or reduced spending capacity may negatively affect sales performance and business growth.

4. Limited Access to Additional Financing

- Tighter credit conditions or higher interest rates may restrict the company's ability to secure loans or raise additional capital.

5. Disruptions in Import/Export Activities

- Global and domestic uncertainties may affect logistics, supply continuity, and cost structures related to cross-border operations.

**Survey
Result
(so far..)**

Top Macroeconomy Risks (based on Impact)

1. Risk of Increased Production Costs Due to Rupiah Depreciation

- Uncertainty in currency markets—particularly a weakening Rupiah against the US Dollar—may elevate raw material costs, imported component costs, and logistics expenses, directly impacting profitability.

2. Risk of Rising Non-Performing Loans (NPL)

- Macroeconomic pressures may increase credit defaults across the market, affecting liquidity, financial stability, and capital adequacy for firms reliant on credit cycles.

3. Risk of Declining Consumer/Market Purchasing Power

- Economic slowdown or inflationary pressure may reduce household spending capacity, lowering overall market demand and negatively affecting sales performance.

4. Risk of Difficulties in Accessing Loans or Additional Financing

- Tighter monetary policy, higher interest rates, or reduced credit availability may restrict access to working capital and investment funding.

5. Risk of Disruptions in Import and/or Export Activities

- Macroeconomic volatility may hinder cross-border trade through higher import/export costs, port delays, or regulatory tightening, affecting supply continuity and market access.

**Survey
Result
(so far..)**

Top Social Risks (based on Likelihood)

1. Risk of Unpopular Government Policy Changes (National & Regional)

- Potential shifts in fiscal, regulatory, or administrative policies may create uncertainty, disrupt planning assumptions, or trigger negative market reactions.

2. Risk of an Unfavorable or Non-Conducive Workplace Environment

- External socio-economic pressures or local conditions may affect employee safety, morale, and productivity.

3. Risk of Operational Disruption Due to Mass Demonstrations or Civil Unrest

- Protests, riots, or social instability may impede workforce mobility, disrupt office operations, or threaten business continuity.

4. Risk of an Unfavorable Business Climate / Barriers to Investment

- Macroeconomic instability or regulatory hurdles may disincentivize investment, hinder expansion plans, and reduce market competitiveness.

5. Risk of Terrorism Affecting Workplace or Operational Areas

- Acts of terrorism or targeted threats may result in severe safety concerns, operational shutdowns, and reputational impact.

**Survey
Result
(so far..)**

Top Social Risks (based on Impact)

1. Risk of Unpopular Government Policy Changes (National & Regional)

- Significant shifts in national or regional policies may directly affect regulatory certainty, business planning assumptions, and long-term strategic objectives.

2. Risk of Operational Disruption Due to Mass Demonstrations / Civil Unrest

- Large-scale protests, riots, or public disorder may impede workforce mobility, disrupt operations, and threaten employee safety and business continuity.

3. Risk of an Unfavorable Business Climate / Barriers to Investment

- Macroeconomic instability, excessive regulation, or investment barriers may hinder expansion initiatives, reduce competitiveness, and delay strategic projects.

4. Risk of an Unfavorable or Non-Conducive Workplace Environment

- Local socio-political challenges or deteriorating public safety conditions may impact employee well-being, productivity, and operational stability.

5. Risk of Terrorism Affecting Workplace or Operational Areas

- Acts of terrorism or targeted threats could result in severe safety risks, operational shutdowns, and reputational damage.

**Survey
Result
(so far..)**

Top Environmental Risks (based on Likelihood)

1. Risk of Natural Disasters Affecting Operational Sites / Branch Offices

- High likelihood of floods, earthquakes, or other natural disasters that may disrupt operations, damage facilities, and pose safety risks to employees.

2. Risk of Disrupted Access to Supply Chains and Markets

- Natural hazard events may block transportation routes, delay deliveries, and impede access to key suppliers and customer markets.

3. Risk of Operational Disruptions Driven by Climate Change

- Climate-related shifts—such as extreme heat, rising sea levels, or irregular weather patterns—may impact infrastructure, energy availability, and workforce readiness.

4. Risk of Greenflation

- Environmental regulations, carbon pricing, and the transition to greener energy may drive cost increases in raw materials, logistics, and production processes.

5. Risk of Production Disruptions Due to Severe Weather Conditions

- Heavy rainfall, storms, or prolonged adverse weather may halt production activities and reduce operational throughput.

**Survey
Result
(so far..)**

Top Environmental Risks (based on Impact)

1. Risk of Natural Disasters Affecting Operational Sites / Branch Offices

- Potential for floods, earthquakes, or other natural disasters to disrupt operations, damage facilities, and impact employee safety.

2. Risk of Disrupted Access to Supply Chains and Markets

- Natural events may hinder transportation routes or logistics networks, causing delays in receiving materials and reaching key markets.

3. Risk of Operational Disruptions Driven by Climate Change

- Long-term climate shifts or extreme weather patterns may affect infrastructure, energy supply, and overall operational stability.

4. Risk of Production Disruptions Due to Severe Weather Conditions

- Storms, heavy rainfall, or prolonged adverse weather may halt production activities or reduce output.

5. Risk of Greenflation

- Environmental regulations, carbon pricing, and the transition to green energy may increase costs of raw materials, production, and logistics.

**Survey
Result
(so far..)**

Top Internal Risks (based on Likelihood)

1. Risk of Data and Information Security Breaches / Cybercrime

- High likelihood of cyberattacks, data leaks, or system intrusions that may compromise confidential information and disrupt business operations.

2. Risk of Increased Costs from Regulatory Compliance Requirements

- New or expanding laws and regulations may require additional systems, reporting, and controls, resulting in rising compliance and operational costs.

3. Risk of Intensifying Technology-Based Competition

- Rapid technological advancements may strengthen competitor capabilities, requiring continuous innovation and heightened investment in digital initiatives.

4. Risk of Insufficient Readiness to Meet Stakeholder Expectations on ESG Implementation

- Growing expectations from regulators, investors, and customers may exceed the company's current ESG readiness, potentially impacting reputation and long-term sustainability.

5. Risk of Difficulty in Attracting and Retaining Critical Talent

- Talent shortages, skill gaps, or competitive labor markets may hinder the company's ability to secure the workforce required to support strategic initiatives.
-

**Survey
Result
(so far..)**

Top Internal Risks (based on Impact)

1. Risk of Data and Information Security Breaches / Cybercrime

- A major cyberattack or data breach may severely impact operational continuity, compromise confidential information, and cause significant financial and reputational damage.

2. Risk of Increased Costs Driven by Regulatory Compliance Requirements

- New or more complex legal and regulatory obligations may substantially increase compliance expenditure, system investment, and operational overhead.

3. Risk of Difficulty in Securing Critical Talent

- Inability to attract or retain key talent may hinder strategic execution, weaken operational capacity, and limit the company's ability to innovate.

4. Risk of Intensifying Technology-Based Competition

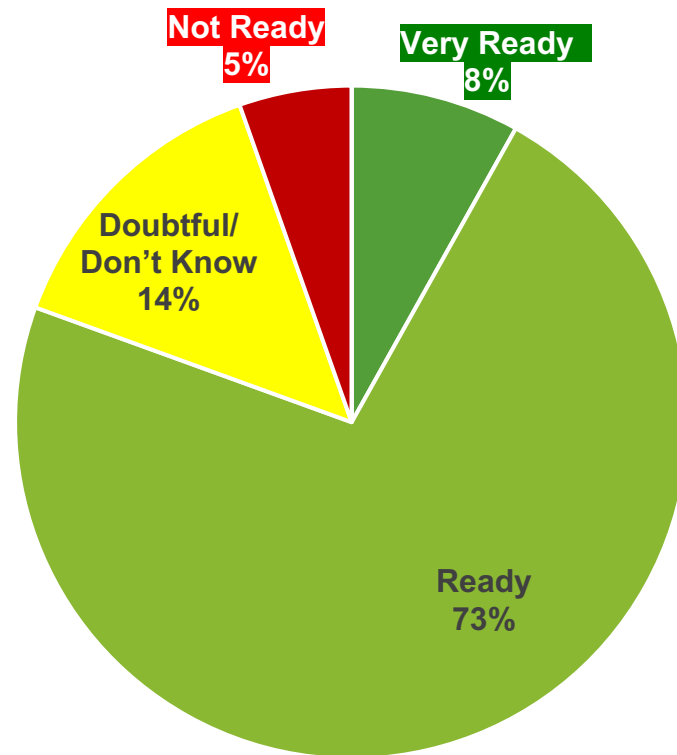
- Rapid digital advancements and competitor innovation may erode market position, requiring accelerated investment in technology and transformation initiatives.

5. Risk of Insufficient Readiness to Meet Stakeholder Expectations on ESG Implementation

- Failure to meet evolving ESG expectations from regulators, investors, and customers may result in reputational risk, reduced investor confidence, and potential business exclusion.

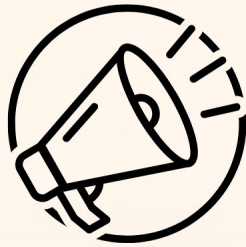
Company Perceive Risk Readiness Level

Survey
Result
(so far..)



Highlights:

- **81%** of respondents believe the company is **ready** or **very ready** to face and manage risks
 - ✓ 73% "Ready"
 - ✓ 8% "Very ready"
- **19%** are **uncertain or not ready**
 - ✓ 14% "Doubtful / don't know"
 - ✓ 5% "Not ready"
- The result indicates a generally positive view, with limited confidence at the "very ready" level.



CALL FOR RESPONDENTS!

Annual Risk Survey - Konteks Indonesia 2026

Mohon kesediaan Bapak/Ibu mengisi survey tahunan IRMAPA
Annual Risk Survey – Konteks Indonesia 2026

Kriteria responden

- Praktisi/profesional bidang manajemen risiko
- Anggota manajemen perusahaan
(dari manajemen puncak sd.
manajemen lini)



<https://bit.ly/RiskSurvey2026>



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Thank you!

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