

OUTLIERS RISK MANAGEMENT CENTRE™

Risk Reporting Pack

Standard management & committee risk report

CRO / Risk Function · Access Tier T2 · Flagship Edition 2026

Publication-ready resource for the Outliers Resource Library

1. Report Structure

1. Executive summary & key messages
2. Risk profile vs appetite (RAG)
3. Top risks & movement (with heat map)
4. KRIs & breaches
5. Incidents & losses in the period
6. Emerging risks
7. Actions & overdue items
8. Decisions/escalations sought

2. Executive Summary (example)

The overall risk profile is AMBER. Two risks are above appetite — FX/market and cyber — both with active mitigation. Control effectiveness is 93%. One critical cyber vulnerability is being remediated. No Level 1 crises occurred. The Committee is asked to approve an increased FX hedge ratio.

3. Profile vs Appetite (example)

Risk type	Status	Commentary
Liquidity	Green	78 days cash vs ≥60 floor
FX/Market	Red	Cover 62% vs 70% floor; hedging increasing
Operational	Amber	2 open critical control issues
Cyber	Red	1 critical vulnerability open
Fraud	Amber	Loss ₺6.5m vs ₺10m tolerance
Compliance	Green	No breaches YTD

4. Top Risks & Movement (example)

Risk	Rating	Movement	Owner	Action
FX depreciation	Critical	↑	Treasurer	Increase hedge to 70%
Ransomware/cyber	Critical	→	CISO	Patch; IR test
Competitor disruption	High	→	CEO	Accelerate roadmap
Procurement fraud	High	↓	Int. Audit	Analytics deployed

5. KRIs & Breaches (example)

KRI	Current	Threshold	RAG	Action
Days cash on hand	78	≥60	Green	Maintain
FX cover ratio	62%	≥70%	Red	Increase cover
Open critical vulns	1	0	Red	Emergency patch
Overdue actions	3	0	Amber	Chase owners

6. Decisions/Escalations Sought

- Approve increased FX hedge ratio to 70%
- Approve funding for 24/7 cyber monitoring
- Note overdue actions and revised dates

Disclaimer

This toolkit is a professional management resource, not legal, regulatory or audit advice. Calibrate scoring scales, appetite, limits and governance to your organisation, sector and applicable regulation. Sector-specific requirements (e.g. prudential, data-protection, HSE) must be confirmed against current local regulation.