

Rethinking the Risk Function

Why transforming your risk function matters

KPMG Advisory | September 2025



The need to secure sustainable growth has become a strategic priority for C-level executives across organisations. Navigating an uncertain and constantly evolving environment requires a renewed focus on how the organisation generates sustainable value and manages risk outcomes. Given the risk function's central role in this process, leading organisations have already embraced the necessity of a profound transformation to build a flexible, sustainable, and cost-efficient risk function — one that is resilient and future-proof for the decade ahead.

Key Challenges Facing the Risk Function

Emergence of new, complex, and interconnected risks

Risk functions must address evolving threats such as cyber, third-party, ESG, reputational risks and disruption events such as pandemics or climate-related crises often without historical data or precedent.

Fragmented risk ownership and lack of accountability

Risks are often managed in silos, with limited integration across departments and unclear roles and responsibilities.

Legacy risk frameworks not fit for new realities

Many risk functions still rely on static, compliance-driven frameworks that are not agile enough to respond to fast-changing environments.

Growing regulatory scrutiny and reporting complexity

Risk functions must comply with expanding regulatory requirements and manage diverse reporting obligations (e.g. ESG, governance, data).

Pressure to do more with less

Risk functions are expected to enhance risk oversight and strategic impact while reducing operational costs and increasing efficiency.

Need for real-time, data-driven decision-making

Traditional risk reporting cycles no longer suffice. Risk functions must enable real-time risk intelligence through advanced analytics and digital tools.

Integration of risk into strategic decision-making

Boards and executive committees expect the risk function to be a strategic partner, not just a control function — requiring a shift in mindset, mandate, and capabilities.



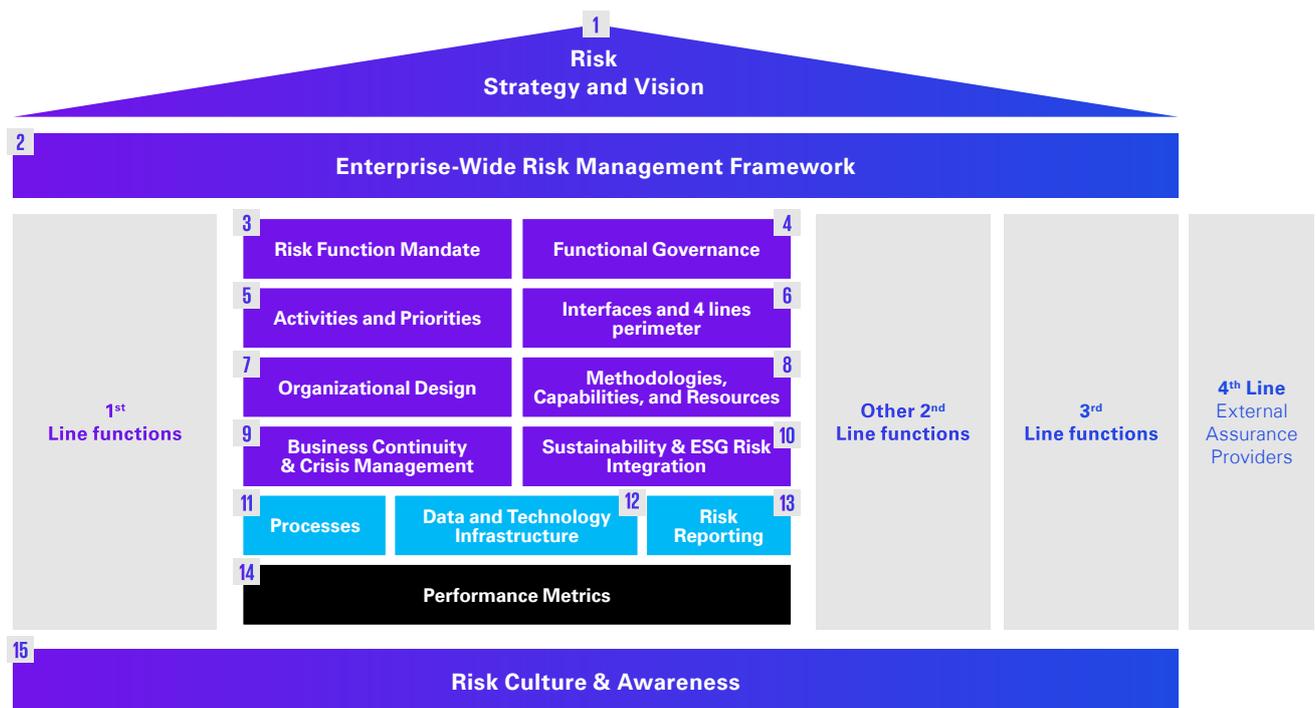
Key Success Factors



KPMG's Solution

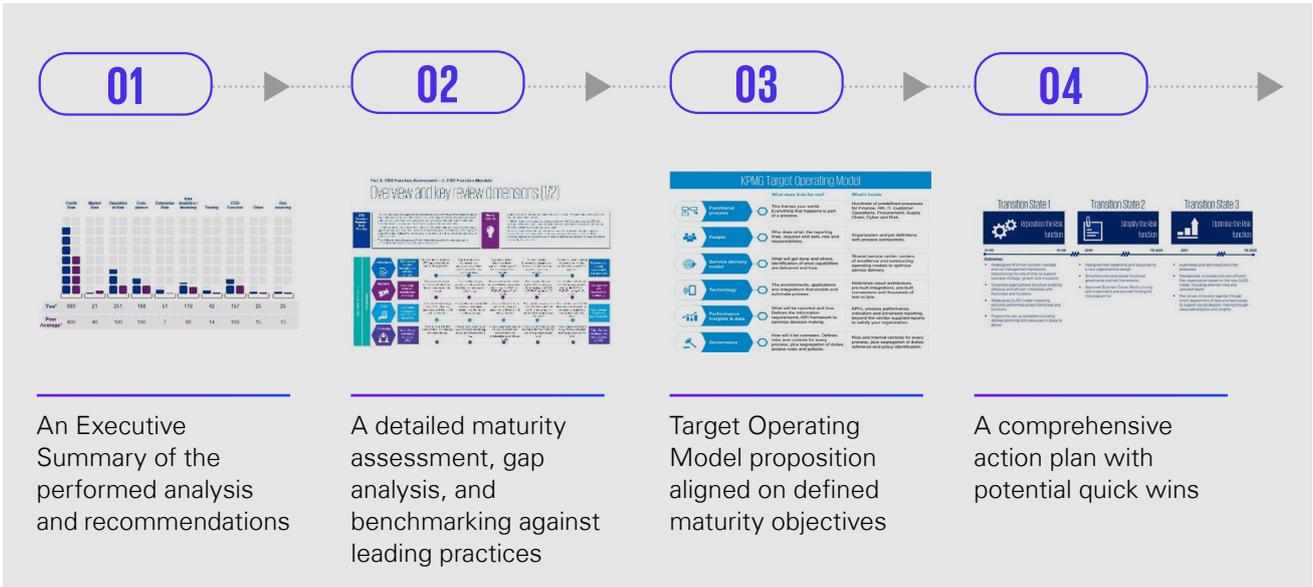
To meet today's rising expectations around **resilience, transparency, and risk-based decision-making**, organisations must rethink the role and positioning of their risk function. The growing complexity and interconnectivity of risks — combined with regulatory, technological, and societal pressures — calls for a **more agile, forward-looking, and embedded capability**.

KPMG offers a **modular and scalable diagnostic approach** built around **15 key components** to assess the risk function's maturity, identify improvement levers, and ensure alignment with **strategic and operational priorities**.



To support the maturity assessment of your risk function, we provide benchmarking against your most relevant global peers.

A Maturity Assessment of your risk function results in four deliverables:



Why KPMG ?



At KPMG, we help you activate key success factors and build an efficient, forward-looking risk function — without compromising compliance, governance, or transparency.



Our senior team brings deep expertise and broad experience across all dimensions of enterprise risk, internal control, and stakeholder expectations.



Leveraging proven tools, accelerators, and peer-informed practices, we deliver actionable, sustainable, and credible outcomes that reinforce trust and operational resilience.



KPMG brings strategic insight and hands-on diagnostic expertise to help organisations evaluate the maturity and effectiveness of their risk function — and identify clear levers for improvement.

Contacts



Olivier Elst
Partner,
Enterprise Risk & Assurance
KPMG in Belgium

M: +32 (0)485 17 83 48
E: oelst@kpmg.com



Raphaël Schair
Principal,
Enterprise Risk & Assurance
KPMG in Belgium

M: +32 (0)498 21 07 04
E: rschair@kpmg.com



Naomi Kerremans
Senior Manager,
Enterprise Risk & Assurance
KPMG in Belgium

M: +32 (0)472 54 14 99
E: nkerremans@kpmg.com

kpmg.com/be



Want to find out more about our KPMG Risk & Regulatory services? Please visit our [website](https://kpmg.com/be).

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.