

# Risk-Culture

## MASTERCCLASS



26 NOVEMBER 2025



8:00 AM – 5:00 PM



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**DATIN NIK SUNITA AZURA**

HEAD OF INTEGRATED RISK  
PLANNING & PERFORMANCE , PETRONAS

# OVERVIEW

In today's complex and fast-evolving business environment, organisations face increasing pressure to manage not just external threats, but also internal dynamics—especially the behaviours, beliefs, and norms that shape how risk is understood and acted upon. This masterclass focuses on a critical yet often overlooked dimension of enterprise resilience: risk culture. Participants will explore how culture influences decision-making, how leadership tone shapes behaviour, and how organisations can intentionally design and measure the culture they need to thrive. By combining real-world cases, reflection tools, and practical maturity models, the session will help risk practitioners move beyond compliance checklists to cultivate a culture that enables sustainable, risk-savvy decisions. Whether you're looking to enhance engagement, embed accountability, or align risk practices with strategy, this masterclass provides the frameworks, language, and tools to make risk culture tangible, measurable, and transformative.

## OBJECTIVES

The masterclass will help participants:

- Understand the business-critical role of risk culture and why it matters more than ever.
- Learn how to surface and diagnose cultural patterns that shape risk behaviour.
- Explore leading frameworks for measuring risk maturity—including behavioural signals and structural indicators.
- Define the risk culture that supports their organisation's goals, vision, and future direction.
- Develop actionable strategies to shape and measure culture intentionally and sustainably.

# AGENDA

0800 - 0830	Registration
0900 - 1030	Module 1: Setting the Tone
1030 - 1045	Break
1045 - 1215	Module 2: Designing the Culture You Need
1215 - 1315	Lunch
1315 - 1445	Module 3: Diagnosing Culture
1445 - 1500	Break
1500 - 1630	Module 4: Measuring Maturity
1630 - 1700	Wrap-Up, Reflections & Q&A

## SPEAKER'S PROFILE



**DATIN NIK SUNITA AZURA**  
Head of Integrated Risk  
Planning & Performance  
PETRONAS

Datin Nik Sunita Azura bin Ab Rahim has served 27 years in PETRONAS. An Accounting and Finance professional by background, she spent her first 10 years in the marketing & trading environment managing various trading portfolios from oil, biomass to general commodities. The past 17 years of her career has been dedicated to organisational change and transformation work including culture change, business improvements and transformation. She has led business and culture transformation in a public listed company, achieving a high-performance culture. She has since led various culture and transformation projects including re-branding of a newly listed company, positioning of a Strategic Communications division and re-imagining the upstream strategy for PETRONAS. She currently holds the position of Head, Integrated Planning & Performance for PETRONAS Downstream Business Risk.

Driven by her passion for change and transformation, Nik is a certified Ontological and Solutions Focused coach with 16 years of coaching experience. She has clocked in more than 1000 hours and has coached up to 400 Executives which includes C-Suite and senior to middle management locally and internationally. She is also a trained facilitator, and moderator with an unwavering belief in collaboration, high creativity, and performance, committed to being a lifelong learner.