International Educational Corporation LLP
Risk Management Plan

Approved
Rector
International Educational Corporation LLP
________ B.A. Sabdenaliyev
09 _ 09 _ 2025

Risk Management Plan

Risk	Hazardous situations	Harm (consequences)	Risk identification – Probability level	Risk identification – Severity level	Risk determination (assessment)	Risk assessment (before measures)	Risk management measures	Verification of measures implementation	Residual risk – Probability level	Residual risk – Severity level	Residual risk (assessment)	Risk/benefit analysis	Risks arising from the implementation of measures	Completeness of risk management
Non-compliance with international quality standards	Failed accreditation, non-compliance with international requirements	Loss of reputation, reduced attractiveness, drop in rankings	2	1	2	Acceptable					0			
Low involvement of teaching staff in scientific activities	Lack of publications, weak grant activity	Decline in ratings, loss of personnel, decline in quality	1	2	2	Acceptable					0			
Financial instability	Reduction in funding, overspending	Project freeze, cutbacks, loss of quality	2	3	6	unacceptable	Various sources of income, Strict financial control Cost optimization, Creation of a reserve fund, Search for investors and sponsors Crisis action plan	Verification of reports and documents Monitoring of indicators Internal audit External verification income analysis	1	3	3	The risk of bankruptcy from inaction is higher than the cost of anti-crisis measures	Inefficient allocation of resources during diversification Temporary decline in quality during optimization Increase in debt burden Conflicts during cost reduction	The risk has been assessed for all identified hazardous situations
Lack of human resources	Staff attrition and aging	Decline in quality, loss of accreditation	1	2	2	Acceptable					0			
Infrastructure projects falling behind schedule	Delays in funding and permits	Reputational damage, lack of space, fines	2	1	2	Acceptable					0			
Poor integration of digital solutions	Poor adaptation, cyberattacks	Disruption of the educational process, data leaks	1	2	2	Acceptable					0			

Non-compliance with ESG and sustainable development requirements	Social tensions, reputational crises, financial losses, and legal conflicts pose a complex threat to the IOC's operations and long-term sustainability, undermining its competitiveness and calling into question the achievement of its strategic goals	Loss of ranking, denial of grants	2	1	2	Acceptable					0			
Cybersecurity and personal data protection	Hacker attacks, data leaks	Reputational damage, fines, suspension	3	3	9	unacceptable	Implementation of ISMS (ISO 27001). Software updates. User training	Information security audits, incident log	1	3	3	The cost of the consequences of a cyberattack (millions in fines, loss of reputation) is disproportionately higher than the cost of implementing protection	Temporary disruptions during the implementation of security systems Complexification of processes for employees False sense of security with	The risk has been assessed for all identified hazardous situations
Reputational risks in the digital environment	Negative publicity, leaks	Loss of trust, reduced attractiveness	2	2	4	unacceptable	Monitoring of online mentions, negative response policy, PR service work, information security control	Reputation monitoring reports, analysis of inquiries, control of information security incidents	1	1	1	Resources invested in reputation protection pay off in reduced risks	Increased sensitivity to criticism, risk of censorship or loss of trust	Comprehensive approach to digital reputation management implemented
Violation of occupational health and safety requirements	Lack of training, safety violations	Injuries, fines, suspension of activities	1	2	2	Acceptable					0			
Lack of alignment of strategic priorities	Duplication of functions, different KPIs	Slowdown in strategy implementation	2	1	2	Acceptable					0			
Low effectiveness of strategy implementation 2025–2027	Untimely adaptation of strategy	Loss of competitiveness	2	1	2	Acceptable					0			
Insufficient academic mobility	Lack of agreements, insufficient funding	Decline in international ranking	2	1	2	Acceptable					0			
Low quality of educational programs	Outdated programs	Loss of accreditation, student interest	2	3	6	unacceptable	Program review. Employer advice. Student feedback. MHE requirements	Protocols, expert reports	1	3	3	The direct threat of losing accreditation and students if no action is taken far exceeds the cost of updating programs	Resistance to change among teaching staff Temporary increase in the workload on departments Risk of updated programs not meeting the actual requirements of employers	The risk has been assessed for all identified hazardous situations
Decreased staff motivation and engagement	Overload, lack of growth	Staff turnover, decline in productivity	2	1	2	Acceptable					0			
Insufficient training of management personnel	Lack of continuity, weak management	Management errors, slow processes	2	1	2	Acceptable					0			
Untimely/unsuccessful program accreditation	Errors, non-compliance with requirements	Loss of licenses, inability to recruit	2	3	6	unacceptable	Program self-assessment system Centralized document control Responsible coordinators	Inspection reports, results and accreditation reports	1	3	3	The risk of complete loss of license and right to educational activities is disproportionate to the cost of quality preparation for accreditation	A significant increase in the bureaucratic burden on employees The possibility of human error in the preparation of documents Diversion of resources from the	The risk has been assessed for all identified hazardous situations