QUEST Professional Center

PROFESSIONAL TRAINING COURSE

Course No. 1996

Insurance Intermediary Risk Management Training Course

INSURANCE BROKING & INTERMEDIARY MANAGEMENT
INSURANCE & RISK MANAGEMENT

DURATION **5 Days**	DELIVERY **Classroom**
LOCATION **Lisbon, Portugal**	DATES **7 – 11 Dec 2026**

Scheduled Event Details

CITY	Lisbon, Portugal
DATE	7 – 11 Dec 2026
DELIVERY TYPE	Classroom
COURSE FEE	€5,400

Course Overview

The Insurance Intermediary Risk Management Training Course provides a comprehensive and practical framework for identifying, assessing, managing, and monitoring risks arising from insurance intermediary activities and relationships. The program focuses on the risk exposures associated with brokers, agents, distribution partners, third-party intermediaries, and other parties involved in the insurance distribution ecosystem.

The course examines intermediary risk across the full relationship lifecycle, from selection, due diligence, appointment, onboarding, and contracting through ongoing performance monitoring, compliance oversight, remuneration management, issue escalation, remediation, and termination. Participants will learn how to distinguish different categories of intermediary risk and establish proportionate controls based on the nature, complexity, value, and strategic importance of each relationship.

Particular emphasis is placed on regulatory, conduct, operational, financial, reputational, cyber, data, fraud, conflicts-of-interest, and business continuity risks. The program also addresses intermediary concentration, dependency, service failures, inadequate documentation, inappropriate customer practices, commission-related risks, and weaknesses in oversight and accountability.

Through risk assessment exercises, intermediary due diligence cases, control evaluation, risk scenario analysis, monitoring workshops, and practical remediation exercises, participants will develop the ability to build intermediary risk frameworks, strengthen oversight, establish effective controls, monitor emerging exposures, and make informed decisions regarding intermediary relationships.

Objectives

- By the end of the course, participants will be able to:
- Explain the principles and scope of insurance intermediary risk management.
- Identify major risk categories associated with brokers, agents, and distribution partners.
- Assess intermediary risk throughout the relationship lifecycle.
- Develop structured intermediary due diligence and risk assessment processes.
- Evaluate the financial, operational, technical, regulatory, and reputational risk profile of intermediaries.
- Establish risk-based criteria for intermediary selection and appointment.
- Develop appropriate controls based on intermediary risk exposure.
- Assess conflicts of interest, conduct risks, and customer protection exposures.
- Identify fraud, financial crime, cyber, data, and information security risks.
- Evaluate intermediary concentration and dependency risks.
- Establish effective intermediary monitoring and reporting mechanisms.
- Develop intermediary risk indicators, thresholds, and escalation criteria.
- Strengthen contractual controls, service requirements, and accountability.
- Manage intermediary incidents, breaches, remediation, and corrective actions.
- Integrate intermediary risks into broader enterprise and insurance risk frameworks.
- Develop a sustainable intermediary risk management and continuous improvement program.

Who Should Attend

This course is designed for insurance professionals responsible for intermediary management, distribution, risk management, compliance, governance, internal controls, and business performance. It is particularly relevant to intermediary relationship managers, distribution managers, broker management professionals, risk managers, compliance officers, governance specialists, and internal control professionals.

The program is also suitable for insurance executives, underwriting managers, operations managers, finance professionals, legal and regulatory specialists, audit teams, claims professionals, procurement and third-party risk specialists, and managers involved in selecting, appointing, monitoring, or reviewing insurance intermediaries.

It is particularly relevant to insurance companies, insurance brokers, reinsurance brokers, financial institutions, banks, government entities, and organizations managing complex intermediary networks, distribution partnerships, or corporate insurance portfolios.

Learning Outcomes

- By the end of the course, participants will be able to:
- Map key risks across the insurance intermediary relationship lifecycle.
- Develop intermediary risk profiles using structured assessment criteria.
- Conduct risk-based due diligence before appointing intermediaries.
- Evaluate intermediary financial strength, operational capability, compliance, and reputation.
- Establish intermediary risk classifications and review frequencies.
- Design risk-based controls for different intermediary relationship types.
- Identify conduct, customer protection, and conflicts-of-interest risks.
- Assess fraud, financial crime, cyber, data, and information security exposures.
- Evaluate concentration, dependency, and business continuity risks.
- Develop intermediary monitoring dashboards and risk indicators.
- Establish escalation thresholds for material intermediary risks.
- Evaluate contractual protections and intermediary accountability mechanisms.
- Manage incidents, breaches, remediation, and corrective action plans.
- Report intermediary risk exposure to senior management and relevant governance committees.
- Integrate intermediary risk into enterprise risk and compliance frameworks.
- Develop a practical roadmap for improving intermediary risk governance and resilience.

Course Outline

DAY 01

Foundations of Insurance Intermediary Risk Management

- The role of intermediaries in insurance distribution.
- Insurance intermediary risk management principles.

DAY 01 — CONTINUED

- Broker, agent, distributor, and third-party intermediary risk.
- The intermediary relationship lifecycle.
- Identifying risks during selection, onboarding, and appointment.
- Risk ownership and accountability.
- Intermediary risk categories and classification.
- Inherent risk versus residual risk.
- Risk appetite and tolerance considerations.
- Risk-based intermediary governance.
- Integration with enterprise risk management.
- Building an intermediary risk management framework.

PRACTICAL APPLICATION

Map the intermediary relationship lifecycle and identify key risks, risk owners, and control requirements at each stage.

DAY 02

Intermediary Due Diligence, Assessment, and Risk Classification

- Principles of intermediary due diligence.
- Financial and commercial assessment.
- Operational capability and business resilience.
- Technical competence and insurance market expertise.
- Regulatory licensing and compliance status.
- Ownership, governance, and management assessment.
- Reputation and conduct risk.
- Client servicing capability.
- Data protection and information security assessment.
- Business continuity and disaster recovery considerations.
- Intermediary risk scoring and classification.
- Determining review frequency according to risk.

DAY 02 — CONTINUED

> **PRACTICAL APPLICATION**
> Conduct a structured due diligence assessment for a prospective intermediary and develop a risk score, classification, and recommended approval conditions.

DAY 03

Conduct, Financial, Fraud, Cyber, and Operational Risks

- Intermediary conduct risk and customer protection.
- Conflicts of interest and ethical risks.
- Misrepresentation and inappropriate sales practices.
- Commission and remuneration-related risks.
- Fraud risks within intermediary relationships.
- Financial crime risks and applicable controls.
- Client money and financial control considerations where applicable.
- Cybersecurity and information security risks.
- Customer data protection and confidentiality.
- Operational failures and service disruption.
- Documentation and recordkeeping weaknesses.
- Identifying emerging intermediary risks.

> **PRACTICAL APPLICATION**
> Analyze a complex intermediary risk scenario involving conduct, fraud, cyber, financial, and operational exposures and develop a coordinated risk response.

DAY 04

Intermediary Monitoring, Controls, and Incident Management

- Designing an intermediary risk control framework.
- Preventive, detective, and corrective controls.
- Monitoring intermediary compliance and performance.
- Key risk indicators and early warning signals.

DAY 04 — CONTINUED

- Service-level monitoring and performance standards.
- Contractual controls and accountability.
- Intermediary audits and compliance reviews.
- Issue identification and escalation.
- Managing incidents and regulatory breaches.
- Corrective and preventive action plans.
- Remediation monitoring and effectiveness testing.
- Suspension, restriction, or termination of intermediary relationships.

PRACTICAL APPLICATION

Develop an intermediary monitoring framework with risk indicators, control measures, escalation thresholds, review schedules, and remediation procedures.

DAY 05

Intermediary Risk Governance, Reporting, and Resilience

- Intermediary risk governance structures.
- Management and board-level reporting.
- Intermediary risk dashboards.
- Risk aggregation and portfolio-level analysis.
- Concentration and dependency risk management.
- Business continuity and intermediary resilience.
- Scenario analysis and stress considerations.
- Integrating intermediary risk into enterprise risk reporting.
- Reviewing intermediary risk appetite and tolerance.
- Strengthening accountability and oversight.
- Intermediary risk maturity and continuous improvement.
- Building a sustainable intermediary risk management program.

DAY 05 — CONTINUED

FINAL WORKSHOP

Develop an integrated Insurance Intermediary Risk Management Framework covering intermediary segmentation, due diligence, risk classification, conduct and customer risks, financial and fraud risks, cyber and data risks, operational controls, monitoring, escalation, incident management, concentration risk, governance, reporting, and continuous improvement.

Register or Request More Information

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