

Course No. 1034

Risk Appetite & Risk Governance

RISK MANAGEMENT
FINANCE, INVESTMENT & BANKING

DURATION

5 Days

LOCATION

Lisbon, Portugal

DELIVERY

Classroom

DATES

21 – 25 Dec 2026



Scheduled Event Details

CITY	Lisbon, Portugal
DATE	21 – 25 Dec 2026
DELIVERY TYPE	Classroom
COURSE FEE	€5,400

Course Overview

Risk Appetite & Risk Governance is a comprehensive professional training course designed to equip banking and financial professionals with the knowledge, governance principles, and practical skills required to establish, implement, and continuously strengthen effective risk governance frameworks and risk appetite practices. As financial institutions operate in an increasingly complex regulatory environment characterized by economic uncertainty, digital transformation, and evolving stakeholder expectations, sound risk governance and clearly defined risk appetite have become fundamental pillars of sustainable growth, organizational resilience, and strategic decision-making.

This course provides participants with a structured understanding of internationally recognized Risk Appetite & Risk Governance frameworks and their practical application within banks and financial institutions. Participants will explore how boards of directors, executive management, risk committees, and business units collaborate to establish governance structures that support accountability, transparency, effective oversight, and informed decision-making. The course emphasizes the strategic role of risk appetite in aligning business objectives with acceptable levels of risk while protecting financial stability and organizational value.

The program also examines the essential components of an effective risk governance framework, including governance structures, board responsibilities, risk culture, risk ownership, risk policies, delegation of authority, internal controls, risk reporting, and performance monitoring. Participants will learn how to develop Risk Appetite Statements, establish risk tolerance limits, define Key Risk Indicators (KRIs), strengthen governance processes, and integrate risk management into strategic planning, performance management, and enterprise-wide decision-making.

Through practical case studies, governance workshops, and real-world banking scenarios, participants will strengthen their ability to evaluate governance effectiveness, design comprehensive risk appetite frameworks, improve executive reporting, and foster a strong organizational risk

culture. By the end of the course, participants will be equipped to enhance governance maturity, improve regulatory compliance, strengthen board oversight, and support sustainable organizational performance through effective Risk Appetite & Risk Governance practices.

Objectives

- Analyze Risk Appetite & Risk Governance principles and evaluate their implementation within banking and financial institutions by the end of the course.
- Develop comprehensive Risk Appetite Frameworks aligned with organizational strategy, governance structures, and business objectives.
- Evaluate governance responsibilities of boards, executive management, risk committees, and business units in overseeing enterprise risks.
- Apply internationally recognized governance principles to strengthen accountability, transparency, and organizational oversight.
- Design effective Risk Appetite Statements, risk tolerance limits, and governance reporting frameworks.
- Improve governance effectiveness through the implementation of Key Risk Indicators (KRIs), governance dashboards, and performance monitoring practices.
- Strengthen organizational risk culture by integrating risk awareness into strategic planning and operational decision-making.
- Implement governance practices that support regulatory compliance, internal controls, and enterprise risk management.
- Assess governance challenges associated with digital transformation, emerging risks, and evolving regulatory expectations.
- Align Risk Appetite & Risk Governance practices with Enterprise Risk Management, corporate governance principles, and long-term strategic objectives before course completion.

Who Should Attend

This course is designed for Chief Risk Officers, Enterprise Risk Managers, Governance Managers, Risk Governance Specialists, Compliance Managers, Internal Audit Managers, Internal Control Managers, Corporate Governance Professionals, Strategy Managers, Risk Officers, Operational Risk Managers, Credit Risk Managers, Market Risk Managers, and professionals responsible for governance, enterprise risk management, and strategic oversight within banks and financial institutions.

The program is equally valuable for board members, members of board risk committees, executive management teams, Chief Executive Officers, Chief Financial Officers, Chief Operating Officers, Chief Compliance Officers, business unit leaders, regulatory affairs professionals, policy development specialists, organizational performance managers, and senior decision-makers responsible for governance, accountability, strategic planning, and organizational resilience.

Learning Outcomes

- By the end of this course, participants will be able to:
- Develop a comprehensive Risk Appetite Framework aligned with organizational strategy and regulatory expectations.
- Design Risk Appetite Statements that clearly define acceptable levels of organizational risk.
- Establish risk tolerance limits and governance mechanisms that support informed decision-making.
- Evaluate governance structures, board responsibilities, and executive oversight practices.
- Develop Key Risk Indicators (KRIs) and governance reporting frameworks for executive management and boards.
- Assess organizational risk culture and recommend practical improvement initiatives.
- Integrate Risk Appetite & Risk Governance into Enterprise Risk Management and strategic planning processes.
- Strengthen internal controls, accountability, and governance effectiveness across business functions.
- Evaluate governance challenges associated with emerging risks, digital transformation, and regulatory developments.
- Develop an implementation roadmap to enhance Risk Appetite & Risk Governance practices, improve organizational resilience, and support sustainable business performance.

Course Outline

DAY 01

Foundations of Risk Appetite & Risk Governance

- Principles and objectives of Risk Appetite & Risk Governance
- International governance frameworks and regulatory expectations
- Governance structures, accountability, and oversight responsibilities
- The relationship between governance, strategy, and risk management

PRACTICAL APPLICATION

Assessing governance structures within a banking institution

DAY 02

Developing Risk Appetite Frameworks

- Risk Appetite Framework design principles
- Risk Appetite Statements and risk tolerance limits
- Governance roles in defining and approving risk appetite
- Risk capacity and strategic alignment

PRACTICAL APPLICATION

Developing a Risk Appetite Statement for a banking institution

DAY 03

Governance Processes and Risk Culture

- Board and executive management responsibilities
- Risk committees and governance reporting
- Organizational risk culture and behavioral risk management
- Internal controls and governance effectiveness

DAY 03 — CONTINUED

PRACTICAL APPLICATION

Evaluating governance processes and strengthening organizational risk culture

DAY 04

Monitoring Risk Appetite and Governance Performance

- Key Risk Indicators (KRIs) and governance dashboards
- Governance reporting and board communication
- Monitoring compliance with risk appetite limits
- Managing governance challenges during organizational change and digital transformation

PRACTICAL APPLICATION

Designing governance reporting frameworks and executive dashboards

DAY 05

Building a High-Performance Risk Governance Framework

- Integrating Risk Appetite & Risk Governance with Enterprise Risk Management
- Governance maturity assessment and continuous improvement
- Regulatory compliance and governance best practices
- Strategic decision-making through effective governance

FINAL WORKSHOP

Developing a comprehensive Risk Appetite & Risk Governance implementation plan that includes governance structures, Risk Appetite Statements, risk tolerance limits, Key Risk Indicators (KRIs), board reporting, governance responsibilities, internal control enhancements, performance monitoring, and continuous improvement initiatives to strengthen regulatory compliance, organizational resilience, executive oversight, and sustainable strategic performance.



Register or Request More Information

Course page: <https://quest-training.com/courses/risk-appetite-risk-governance>

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