

GOVERNANCE & COMPLIANCE | COURSE BROCHURE

Board Committees: Audit, Risk and Remuneration

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Board committees allow detailed oversight of audit, risk and pay. This course covers how audit, risk and remuneration committees work: terms of reference, composition and skills, annual agendas, working with internal and external auditors, risk oversight, remuneration decisions, reporting to the board and committee evaluation.

Committees do much of the board's detailed work. You will learn how to make them effective and well-run.

Professional Problems This Course Is Designed to Solve

- Difficulty translating subject knowledge into practical workplace decisions.
- Inconsistent approaches to the activities covered in the course outline.
- Lack of a structured plan for applying and reviewing new skills.

Course methodology

Committee simulations, terms of reference review, agenda planning and case studies.

Course objectives

By the end of this course, participants will be able to:
- Explain the purpose and remit of key committees
- Draft terms of reference and annual agendas
- Oversee internal and external audit
- Oversee risk management and appetite
- Make sound remuneration decisions
- Report to the board and evaluate committees

Target audience

This course is suitable for:
- Committee chairs and members
- Directors and board members
- Company secretaries
- Heads of internal audit and risk
- Reward and HR directors



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Target competencies

Participants will develop competencies in:

- Committee governance
- Audit oversight
- Risk oversight
- Remuneration oversight
- Board reporting

Course outline

Day 1: Committee Governance

09:00–10:08	Why committees
10:08–11:00	Composition and skills
11:00–11:30	**Coffee break**
11:30–11:45	Composition and skills (continued)
11:45–12:53	Terms of reference
12:53–14:00	Exercise

Day 2: Audit Committee

09:00–10:08	Financial reporting
10:08–11:00	Internal and external audit
11:00–11:30	**Coffee break**
11:30–11:45	Internal and external audit (continued)
11:45–12:53	Whistleblowing
12:53–14:00	Simulation

Day 3: Risk Committee

09:00–10:08	Risk appetite
10:08–11:00	Risk reports
11:00–11:30	**Coffee break**



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11:30–11:45	Risk reports (continued)
11:45–12:53	Emerging risks
12:53–14:00	Exercise

Day 4: Remuneration Committee

09:00–10:08	Pay policy
10:08–11:00	Executive incentives
11:00–11:30	**Coffee break**
11:30–11:45	Executive incentives (continued)
11:45–12:53	Disclosure
12:53–14:00	Case study

Day 5: Effectiveness

09:00–10:08	Annual agendas
10:08–11:00	Reporting to board
11:00–11:30	**Coffee break**
11:30–11:45	Reporting to board (continued)
11:45–12:53	Evaluation
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Vienna Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,940.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Dubai Confirmed dates	14 Dec 2026	18 Dec 2026	**€3,150.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**
Frankfurt Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,650.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Rome Confirmed dates	8 Feb 2027	12 Feb 2027	**€2,450.–**
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
Barcelona Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,840.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Vienna Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,940.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Cape Town Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,890.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Paris Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,860.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.–**
Amsterdam Confirmed dates	17 May 2027	21 May 2027	**€2,540.–**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Barcelona Confirmed dates	31 May 2027	4 Jun 2027	**€2,840.-**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.-**
Cape Town Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,890.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Dubai Confirmed dates	12 Jul 2027	16 Jul 2027	**€3,150.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
Rome Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,450.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Dubai Confirmed dates	6 Sept 2027	10 Sept 2027	**€3,150.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
London Confirmed dates	27 Sept 2027	1 Oct 2027	**€2,450.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Istanbul Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,650.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
London Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,450.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,890.-**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.-**
Rome Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,450.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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