

GOVERNANCE & COMPLIANCE | COURSE BROCHURE

Risk Appetite and Risk Reporting

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Risk appetite tells management how much risk the board is willing to take in pursuit of objectives. This course explains how to define risk appetite statements, translate them into limits and tolerances, link appetite to strategy and decisions, monitor with key risk indicators and report risk clearly to boards.

Without a clear risk appetite, decisions are inconsistent and risk reporting lacks meaning. You will learn to make appetite practical.

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

Appetite statement drafting, limit-setting exercises, reporting design and case studies from banks and corporates.

Course objectives

By the end of this course, participants will be able to:
- Explain risk appetite, tolerance and capacity
- Draft qualitative and quantitative appetite statements
- Translate appetite into limits and indicators
- Use appetite in strategic and operational decisions
- Monitor and escalate breaches
- Report risk against appetite to boards

Target audience

This course is suitable for:
- Risk managers
- Chief risk officers
- Board and risk committee members
- Strategy and finance professionals
- Compliance officers



Course content

Target competencies

Participants will develop competencies in:

- Appetite definition
- Limit setting
- KRI design
- Escalation
- Board reporting

Course outline

Day 1: Risk Appetite Concepts

09:00–10:08	Appetite, tolerance and capacity
10:08–11:00	Benefits
11:00–11:30	**Coffee break**
11:30–11:45	Benefits (continued)
11:45–12:53	Examples
12:53–14:00	Exercise

Day 2: Appetite Statements

09:00–10:08	Qualitative statements
10:08–11:00	Quantitative metrics
11:00–11:30	**Coffee break**
11:30–11:45	Quantitative metrics (continued)
11:45–12:53	Board approval
12:53–14:00	Drafting workshop

Day 3: Limits and Indicators

09:00–10:08	Cascading limits
10:08–11:00	Key risk indicators
11:00–11:30	**Coffee break**



Course content

11:30–11:45	Key risk indicators (continued)
11:45–12:53	Thresholds
12:53–14:00	Exercise

Day 4: Decisions

09:00–10:08	Appetite in strategy
10:08–11:00	Business decisions
11:00–11:30	**Coffee break**
11:30–11:45	Business decisions (continued)
11:45–12:53	Breaches and escalation
12:53–14:00	Case study

Day 5: Reporting

09:00–10:08	Risk reports
10:08–11:00	Board dashboards
11:00–11:30	**Coffee break**
11:30–11:45	Board dashboards (continued)
11:45–12:53	Review cycle
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)
Cape Town Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,890.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
London Confirmed dates	30 Nov 2026	4 Dec 2026	**€2,450.–**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.–**
Rome Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,450.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**
Cape Town Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,890.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**
Dubai Confirmed dates	15 Feb 2027	19 Feb 2027	**€3,150.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Rome Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,450.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Barcelona Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,840.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,450.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.–**
Cape Town Confirmed dates	3 May 2027	7 May 2027	**€1,890.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	24 May 2027	28 May 2027	**€3,150.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Istanbul Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,650.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
London Confirmed dates	28 Jun 2027	2 Jul 2027	**€2,450.-**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.-**
Frankfurt Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,650.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Dubai Confirmed dates	9 Aug 2027	13 Aug 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Amsterdam Confirmed dates	30 Aug 2027	3 Sept 2027	**€2,540.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Paris Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,860.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Vienna Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,940.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
Rome Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,450.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Vienna Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,940.-**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.-**
Barcelona Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,840.-**
Online Confirmed dates	6 Dec 2027	10 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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