

NON-FINANCIAL RISK MANAGEMENT & RISK CULTURE

"Build Organizational Resilience Through Effective Operational Risk and Ethical Risk Culture"

Schedule

Date	Venue	Fees (Face-to-Face)
13 - 15 Oct 2026	Doha, Qatar	USD 2495 per delegate

► **Available delivery methods:** Face-to-Face & Online Training

Introduction

Non-financial risks—including operational, compliance, conduct, technology, and reputational risks—pose growing threats to organizations and regulators alike. Inadequate controls, poor governance, and weak risk culture can lead to damaging losses, regulatory penalties, and reputational harm.

This practical, forward-looking course addresses how to identify, assess, manage, and embed a robust non-financial risk (NFR) framework into your organization. Special emphasis is placed on building a strong risk culture, accountability, and governance model that supports sustainable performance and resilience.

Objectives

By the end of this course, participants will be able to:

- Understand the key components of a non-financial risk management framework
- Identify and mitigate risks related to operations, compliance, conduct, and reputation
- Assess organizational risk culture and define behavioral expectations
- Design controls, reporting mechanisms, and escalation protocols for NFRs
- Integrate NFR governance into enterprise risk management (ERM) and strategy

Why Attend

- Stay ahead of regulatory expectations and internal risk governance standards
- Learn how to build and maintain a proactive and transparent risk culture
- Reduce exposure to compliance breaches, fraud, cyber incidents, and reputational events
- Gain tools to monitor and report on operational risks and incidents
- Equip your organization with behavioral risk management techniques

Target Audience

This program is designed for:

- Risk management and compliance officers
- Operational risk specialists and internal auditors
- Senior managers, ethics officers, and governance professionals
- Business unit leaders accountable for risk decisions
- Professionals working in banking, insurance, energy, healthcare, and other regulated sectors

Individual Benefits

Key competencies that will be developed include:

- Identification and control of non-financial risks
- Risk and control self-assessment (RCSA) techniques
- Risk appetite calibration for operational and conduct risks
- Risk culture evaluation and behavioral risk insights
- Governance, reporting, and escalation design

Organizational Benefits

Upon completing the training course, participants will demonstrate:

- Stronger risk culture and behavioral governance
- Reduced likelihood of operational failures and misconduct
- Enhanced reporting, risk ownership, and accountability across departments
- Improved resilience and regulatory compliance posture
- Integrated and consistent NFR management across business lines

Instructional Methodology

The course follows a blended learning approach combining theory with practice:

- Strategy Briefings - Frameworks and standards for non-financial risk governance
- Case Studies - Major NFR incidents and lessons from regulatory enforcement
- Workshops - Risk mapping, culture diagnostics, and RCSA simulations
- Peer Exchange - Discussions on current NFR trends, tools, and cultural challenges
- Tools - Templates for risk registers, incident logs, culture survey formats, and dashboards

Course Outline

DETAILED 3-DAY COURSE OUTLINE

Training Hours: 7:30 AM – 3:30 PM **Daily Format:** 3–4 Learning Modules | Coffee breaks: 09:30 & 11:15 | Lunch Buffet: 01:00 – 02:00

Day 1: Foundations of Non-Financial Risk (NFR)

- Module 1: Defining the NFR Landscape (07:30 – 09:30) • Categories: operational, compliance, conduct, technology, and reputational risk • Key drivers of NFR losses
- Module 2: Building an NFR Management Framework (09:45 – 11:15) • Governance structures and 3 lines of defense • Embedding accountability for NFRs
- Module 3: Workshop – NFR Identification & Mapping (11:30 – 01:00) • Identify risks and controls for sample processes
- Module 4: Peer Exchange – NFR Challenges by Sector (02:00 – 03:30) • Sector-specific risk exposure discussions

Day 2: Operational Risk Tools and Controls

- Module 1: Risk and Control Self-Assessments (RCSA) (07:30 – 09:30) • Structure, scoring, and facilitation • Using RCSAs to inform decision-making
- Module 2: Incident Management and Root Cause Analysis (09:45 – 11:15) • Event logging, impact assessment, escalation
- Module 3: Risk Appetite and KRIs (11:30 – 01:00) • Setting and monitoring tolerances • Key risk indicators and dashboards
- Module 4: Workshop – Control Gaps and Mitigation Plan (02:00 – 03:30) • Design corrective action plans for high-risk areas

Day 3: Embedding Risk Culture and Behavior

- Module 1: What is Risk Culture? (07:30 – 09:30) • Elements of a strong vs. weak risk culture • Cultural failures and their consequences
- Module 2: Evaluating and Shaping Culture (09:45 – 11:15) • Risk culture surveys, behavioral indicators, and tone at the top • Culture assessment tools and reporting
- Module 3: Governance, Reporting & Escalation (11:30 – 01:00) • Integrating NFR into board reports and risk committees • Behavioral risk monitoring frameworks
- Module 4: Final Exercise – NFR Strategy Plan (02:00 – 03:30) • Design an action plan to enhance NFR management and risk culture

Certification

Participants will receive a Certificate of Completion in Non-Financial Risk Management & Risk Culture, validating their ability to manage operational and behavioral risks while embedding a resilient and accountable risk culture across the organization.

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Interested in running this course for your team?

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