Training and Education courses
2015/2016
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Introduction

Today’s risks are complex. Interconnected supply chains, customer and shareholder expectations, evolving technology and regulatory compliance all need to be managed to achieve the best outcomes. This makes risk management planning, implementation and communication increasingly necessary skills for all organisations.

Recognising this, many companies now have dedicated risk management functions. IRM training is the ideal way to keep them up to date with all aspects of risk management practice. For organisations without separate risk functions, our courses provide a cost effective way to learn practical risk management tools and techniques which delegates can use as soon as they get back to their workplace.

IRM’s wide range of expertly delivered short courses cover every aspect of practical risk management. Our goal is to help organisations manage the threats and maximise the opportunities which risk presents.

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Setting global standards of risk management

IRM is the leading body for professional risk management. We help build excellence in risk management to improve the way organisations work.

We provide globally recognised qualifications and training, publish research and guidance and set professional standards. Our members work in many roles, in all industries and across the public, private and not for profit sectors across the world.

We were set up nearly 30 years ago in response to industry demand for professional risk management qualifications. Ever since, we have been meeting the ever-evolving requirements of organisations who need to manage their risks effectively. Most recently, we published the professional standards which underpin our member certification, training and qualifications. These standards define the knowledge, skills and behaviours we expect from IRM certified members. By meeting these standards, today’s risk professionals are equipping themselves to meet the demands of an increasingly complex and challenging business environment. We are independent and not for profit.
What we offer

Short Courses. IRM courses are delivered in our London offices, overseas or in-house. We provide a range of one and two day courses, all of which can be tailored to the specific needs of your organisation and delivered in-house.

E-learning and webinars. Our wide range of presentations provides risk practitioners at every level with tips, analysis and guidance.

Sprint Sessions. Short, stimulating and results-driven: IRM’s Sprint Sessions compress up to a day’s traditional training into three dynamic hours packed with practical risk management advice and techniques.

Qualifications. IRM’s entry level International Certificate in Risk Management and more advanced International Diploma in Risk Management are the gold standard of Enterprise Risk Management qualifications. These qualifications and blended learning programmes can also be taught in-house.

Joining up the risk community. IRM hosts sector-specific Special Interest Groups, global Regional Groups and social media platforms for the worldwide risk community.
Our approach to training

IRM uses an ‘enterprise-wide’ approach to risk management. This means we look at how risks across the whole organisation help or hinder its ability to meet its objectives. This joined-up approach is fundamental to help you shape your organisation’s risk culture and actively manage risk throughout your company.

Our trainers
All our courses are delivered by IRM Approved Trainers. They have passed our assessment process and have the skills, knowledge and practical experience to deliver the high quality of training we require.

IRM approved trainers have in-depth knowledge of their subject, and combine academic expertise with years of hands-on business and industry experience. So, while theory and models matter – and you’ll get them – our trainers are skilled in helping you translate them directly into your practical working life.

Our courses
People learn by doing. IRM courses are all highly interactive, giving you the greatest impact in the time available. All courses have been selected for their practical, as well as theoretical, results so you leave with tools and techniques you can put into action immediately.

Our short courses benefits are:
- Training selection based on your individual needs
- The opportunity to refresh existing knowledge and learn new skills
- Practical techniques you can use immediately
- Interactive, fast-paced and practical learning with training documents to refer to

Our in-house training benefits are:
- Engage groups of staff through high quality, team-building training
- Receive sessions tailored to your organisation’s learning and performance objectives
- Achieve optimum results for time and resource investment

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The fundamentals

Fundamentals of Risk Management (FoRM)
This popular two day course provides a practical and comprehensive overview of enterprise risk management. It shows how the global standard for risk management, ISO 31000, works in practice and gives you the risk management tools and techniques to help your organisation achieve its objectives.

The course is highly participative; blending presentations, case studies and group work so you can immediately put what you’ve learned into practice. At the end of the course, there is a short assessment after which you’ll receive a certificate of completion and full course notes.

Key aspects of the course:
- How risk management can benefit organisations and its impact on corporate governance, sustainability, organisational achievement and wider social responsibility, plus external factors such as markets and regulation
- The types of risk to which organisations are exposed and the concept of opportunity and threats in risk
- ISO 31000 and risk management principles, framework and processes
- How to assess risk effectively and choose the appropriate risk treatment techniques
- The importance of culture, communication, incentives and behaviour on an effective risk management structure

Duration
2 days

Cost
IRM members:
£895
Non-members:
£995
(IRM courses are VAT exempt)

For dates, booking and details of all our training visit: www.theirm.org/training or email us at training@theirm.org

“The course is highly participative; blending presentations, case studies and group work so you can immediately put what you’ve learned into practice.”
Fundamentals of Risk Management for Insurers

The growing number of products and regulatory requirements is changing the insurance risk landscape. Insurers now need to assess and set-up risk protocols for managing risks as diverse as cybercrime and complex environmental disasters.

FoRM for Insurers will give you an understanding of the tools and methods used in risk management. You will gain practical working knowledge of the ISO 31000 standard for enterprise risk management. Our expert trainer will also guide you through different risk models, how to use them in risk reporting and review and the implications for compliance with Solvency II.

**Key aspects of the course:**
- Gain a working knowledge of ISO 31000 and risk management principles, framework and process
- Learn how to read and review risk reports
- Analysis of the impact of the changing regulatory environment on your organisation’s risks
- Understand the types of risk exposure organisations face and the concepts of opportunity and downside risk
- An understanding of different risk models and how to use them

**Duration**

2 days

**Cost**

- IRM members: £895
- Non-members: £995

(IRM courses are VAT exempt)

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Our expert trainer will also guide you through different risk models, how to use them in risk reporting and review and the implications for compliance with Solvency II.
1 day courses

IRM’s intensive one day courses look in detail at the tools, processes and frameworks used in operational and strategic risk management.

Implementing ISO 31000
In a world where the quality of risk oversight varies widely, the ISO 31000 standard is the internationally recognised benchmark for audit programmes.

This course introduces you to the ISO 31000 standard and shows you how to benchmark and improve your own organisation’s risk management practices. Working in groups, you will look at practical examples of best practice and analyse a range of realistic scenarios.

Key aspects of the course:
- What ISO 31000 includes – and why
- How to apply the standard to your organisation
- Building an ISO 31000 compliant risk register template
- How to meaningfully monitor success and drive improvement

Identifying, Influencing and Managing Risk Culture
The concept of risk management is increasingly popular with public and private sectors alike.

Delivered through real-life case studies, interactive workshops and group work, this course shows you how to accurately assess risk culture, influence it and build responsiveness to the external pressures which affect it.

Key aspects of the course:
- The ways in which risk culture can improve organisational success
- The key definitions, approaches and barriers to risk culture
- How internal and external pressures affect your culture
- Practical techniques to manage your organisation’s risk culture
- The latest developments in industry practice and standards in the current environment

“This one day course will help your understanding of risk culture and what it means for your organisation. You will also benefit from how to improve risk taking through the implementation of effective risk management techniques.”
**Business Risk and Resilience**

In a tough competitive environment, knee-jerk reactions are costly and create hostages to fortune.

In this course, you will learn how to plan ahead for the unexpected, proactively manage uncertainty and build resilience through an enterprise risk management framework.

You will also learn how to ensure your organisation’s emergency plans align with business priorities, as well as practical ways of working with your local community for mutual resilience when crisis hits.

**Key aspects of the course:**
- Assess business impacts and choose the right risk treatments to reduce uncertainty
- Using risk and resilience management to achieve corporate objectives
- How to reduce the likelihood and impact of risk events
- Integrate risk management with crisis management, business continuity and other key business functions
- Improve both the consistency and quality of organisational decision making

**Choosing and Using Key Risk Indicators**

Key Risk Indicators (KRIs) help an organisation both prevent risk and exploit the opportunities it offers.

This one day course will guide you through the use of KRIs, showing you how they provide a powerful management tool for improving both risk awareness and the execution of business objectives.

Delivered through a mix of presentations, group discussions and guided exercises, you will learn, step-by-step, the methodology behind preventive KRIs. By the end of the course you will be ready to develop robust KRIs that allow your board or management to change tactics to take advantage of new opportunities presented by altered risk conditions.

**Key aspects of the course:**
- Discuss the nature and types of preventive KRIs
- Identify root causes and event drivers for each of your key risks
- Quantify risk thresholds in line with risk appetite
- Find out how indicators shape an organisation’s risk culture
- Decide strategies for effective reporting of risk indicators that lead to management action
- Be able to discuss and evaluate the effectiveness of draft KRIs you have been considering for use in your organisation

**Duration**

All courses – 1 day

| Cost | IRM members: £495 | Non-members: £595 |

(IRM courses are VAT exempt)

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1 day courses

Risk Reporting for Maximum Business Benefit
Timely, accurate and effective risk reporting is an integral part of a successful risk management framework.

Learn the best and latest in risk-reporting techniques to support your organisation’s decision making.

Find out how to design a range of effective risk reports that increase successful decision making at every level, as well as external reporting with shareholders in mind.

**Key aspects of the course:**
- Assess the merits of both quantitative risk modelling and qualitative reporting
- Align your risk reporting with other strategically critical management actions
- Analyse the latest risk reporting tools and methodologies
- Manage your risk reporting more cost-effectively

Presentation Skills for Risk Professionals
The concepts and practice of risk management can often baffle other parts of your business.

You need to risk manage your communication skills so that your content comes across clearly and confidently especially when communicating knowledge at all levels of your organisation. This course provides you with the opportunity to transform your ability to communicate, influence and report risks.

This course is practical and highly interactive. You will learn how to critically review a presentation you are currently working on and re-shape it for maximum effect. At the end of the day, we will film your delivery to demonstrate the impact of what you have learnt.

**Key aspects of the course:**
- Achieve a thorough understanding of how to communicate to board members and senior executives
- Gain the tools to more effectively influence the highest tiers of your organisation
- Learn the skills to run confident, effective risk management workshops across your organisation
- The opportunity to follow up what you have learned with further one-to-one coaching

“Learn the best and latest in risk reporting techniques to support your organisation’s decision making. Find out how to design a range of effective risk reports that increase successful decision making at every level, as well as external reporting with shareholders in mind.”
Decision Making for Senior Risk Professionals
In a fast-moving world of increasingly complex products and services, time for deeply considered responses is scarce.

This practical one day course starts by showing you how both analytical and intuitive decisions are really made. The course then builds on this to show you the systemic errors that can affect decision makers and ways to avoid them. The course will also give you the understanding and tools you need to deal with modern uncertainty problems and methods to help you make better quality decisions in the future.

Key aspects of the course:
- How heuristics (‘mental shortcuts’) and biases influence decision making
- How to enhance decision making performance in emerging situations
- The relevance, uses and value of the risk profile
- Identifying the key risk data needed for operational and strategic decision making
- Using simple quantitative techniques for assessing options
- Creating and implementing realistic scenarios to assess likely outcomes

Running Effective Risk Workshops
Identifying risk is at the heart of any organisation’s risk management system; all risk control depends on it.

Risk workshops are an incredibly valuable way of collecting risk information and embedding risk management awareness, so getting them right is vital. Through practical exercises, group work and discussion, this course provides the knowledge, tools and confidence to deliver focused, structured and effective risk workshops.

Key aspects of the course:
- Create coherent project plans and agendas for structured risk workshops
- Learn effective workshop techniques, including executive interviews, data analysis and brainstorming
- Use stress testing as a way to analyse risk maturity
- Gain facilitation skills to encourage active contributions from participants
- Produce the most effective pre-workshop research and documentation

Duration
All courses – 1 day

Cost
IRM members:
£495
Non-members:
£595

(IRM courses are VAT exempt)

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The Risk Toolbox: Bow ties and Matrix
Risk bow ties allow you to better understand your risk, while a tailored risk matrix allows you to prioritise which risks you need to spend your resources on.

Risk Bow tie:
The Risk Bow tie has a place in every effective risk manager’s skillset. They are increasingly used to understand risks, events and problems, as well as a communication dashboard through which to monitor key risks.

Risk Matrix:
The Risk Matrix is a critical tool for rating and prioritising your risks, however it has to be tailored to your organisation’s objectives and risk appetite.

Key aspects of the course:
- Identifying the causes and consequences of a risk.
- Using your bow tie to instigate root cause analysis and build a business case for managing your risk.
- Building a risk matrix optimised for your organisation – aligned with your objectives and scale.
- Using your risk matrix to prioritise your risks and support discussions about risk appetite and tolerance levels within your organisations.

Project Risk Management
Project management skills are highly valuable. They enable organisations to identify, organise and manage risks throughout the lifetime of any project, be it a major IT migration or restructuring a business.

This course provides a thorough introduction to project risk management, including the building blocks of the process, risk identification, tracking and updating risk plans. Delegates can subsequently take a second one day course leading to the APM’s Level 1 Certificate in Project Risk Management.

Key aspects of the course:
- Definitions of project risk, risk events and general variability
- Human aspects of risk management, including attitude and heuristics
- Initiating risk management – the plan, project-specific impact scales and risk tolerances
- Risk assessment – prioritising risks using probability and impact
- Assessing residual exposure after responding to a risk

Duration
All courses – 1 day

Cost
IRM members: £495
Non-members: £595
(IRM courses are VAT exempt)

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Training and Education courses: 2015/2016

1 DAY COURSES
IRM’s two day courses allow for more in-depth practical training on the key tools and processes used in risk management. They are ideal for students who have already completed our Fundamentals of Risk Management (FoRM) course or for those who already have knowledge and experience of working with risk.

**Embedding Risk Management**

You already understand the process of risk management. The next step is to equip yourself to fully integrate business risk and opportunities for innovation into your organisation’s corporate governance model.

Our two day interactive workshop examines the barriers to embedding risk management and analyses potential solutions. You will learn advanced risk management skills, as well as general management techniques to add value to risk-based decision making at all levels of your organisation.

**Key aspects of the course:**
- Use advanced tools to break risks down into their component parts and explore how each element relates to strategic risk and corporate governance
- Improve your risk management tools, including Maturity and Risk Appetite Models
- Deliver a robust action plan for an embedded ERM framework
- Identify and encourage behaviours that support ERM
- Help the board engage with, anticipate and handle the risks inherent to meeting strategic objectives

**Practical Risk Appetite and Tolerance**

The regulatory environment facing many countries is growing harsher, and risk appetite and tolerance are increasingly under the spotlight.

Organisations need to define their specific categories of risk and determine the level of risk they are willing to take to achieve their business objectives.

Risk Appetite and Risk Tolerance are complex areas, where threats need to be balanced against opportunities and the different expectations of regulators and other stakeholders actively managed. It has a crucial role to play in effective risk management. IRM’s two day workshop explains this role and explains how to implement an effective risk appetite framework and system.

**Key aspects of the course:**
- Define and explain the differences between risk appetite, tolerances and thresholds
- Use risk appetite metrics to develop key risk indicators and key control indicators
- Develop a risk appetite framework and governance processes that support it
- Customise and use risk appetite within your organisation’s ERM framework
- Apply risk appetite techniques to overcome challenges and establish monitoring tools

“Organisations need to define their specific categories of risk and determine the level of risk they are willing to take to achieve their business objectives.”
Root Cause Analysis

Root Cause Analysis (RCA) enables you to systematically analyse the cause-and-effect relationships of an event or situation.

It identifies ways to stop negative events reoccurring, while examining successful events to help you replicate their positive characteristics.

RCA is increasingly recognised as key to professional discipline, high industry sector standards and an indicator of best practice. While simple to apply, it is also scalable according to your organisation’s needs and size.

Key aspects of the course:
- Understand the role of RCA in Problem Management
- Gain insights into the problem definition process
- Discover the benefits of an effective RCA process
- Analyse RCA using the visual method of charting
- Explore how RCA analysis can generate targeted solutions

Risk Champions

Risk Champions are integral to effective risk management. While not everyone has the innate ability to identify risks and opportunities, or the confidence to communicate the benefits of risk management to a sceptical workforce, fortunately these are skills you can learn.

This is why we have designed a unique course for all levels of management: incorporating workshops, group discussions, real case studies and interactive media, we will show you how to influence and guide your colleagues.

Key aspects of the course:
- Analyse the root causes of risk and conduct quality risk assessments
- Articulate and report to management the risks impacting on your organisation
- Communicate the tangible benefits of risk management and win stakeholder support
- Advise directors and senior managers on improving systems
- Deliver change and improve operational efficiency, including reduced capital costs and insured losses

Duration

All courses – 2 days

Cost

IRM members: £895
Non-members: £995

(IRM courses are VAT exempt)

For dates, booking and details of all our training visit: www.theirm.org/training or email us at training@theirm.org
Other courses and training

**IRM Sprint Sessions**
Interactive, informative and results-driven, IRM Sprint Sessions provide intensive training in a three-hour session packed with practical risk management tools and techniques. Sprint sessions deliver highly focused, up-to-date knowledge to boost your professional skills.

**Cyber risk register: understanding and managing cyber risk**

Learn how to:
- Use a high-level framework to understand your organisation’s cyber risks
- Achieve board buy-in of your organisation’s tolerance for those risks
- Provide clear communication to stakeholders

**Managing Reputation Risk**

Learn how to:
- Use metrics to measure reputation risk
- Use the latest reporting methodology to explain reputation risk to your board
- Implement effective risk mitigation and treatment strategies
- Limit damage and recover trust

**Managing Risk, Leading People**

Learn how to:
- Recognise different personality traits – and communicate accordingly
- Become an effective ‘zoo keeper’ and better communicator
- Understand Risk versus Action and Teamwork versus Trust
- Facilitate smarter and more decisive meetings

**How to Conduct High Quality Risk Assessments**

Learn how to:
- Define your business objectives and the scope of your risk assessment
- Integrate risks from across departments into a manageable risk register
- Evaluate risks based on their rating and your organisation’s risk tolerance.
- Use a range of risk assessment techniques, whoever the stakeholder

“The opportunity to refresh existing knowledge and learn new skills, with practical techniques you can use immediately.”
How to develop an effective risk register

Learn how to:

- Collate risk and control information from multiple sources into a central risk register
- Adapt a risk register to your organisation’s needs
- Keep your register live and ensure it is the ‘go-to’ dashboard for status reports
- Get better value from your organisation’s assurance programme

Duration
3 hours

Cost
IRM members: £250
Non-members: £300
(IRM courses are VAT exempt)

Presenting Risk Information

Learn how to:

- Assess the key technical messages that you wish to present in your risk management reporting and briefing materials.
- Understand the essential aims of risk reporting – measuring risk status against appetite.
- Adapt presentation skills – how to communicate in different circumstances.

Webinars

IRM also offer a series of highly acclaimed webinars for risk practitioners. These are free 45-minute broadcasts to view live, or download and watch at a convenient time. Our webinars are delivered by leading experts in their fields.

Recent subjects include ‘The risk toolbox: registers, matrix and bow ties’, ‘Risk management systems’ and ‘Embedding risk management’.

All viewers have to do to enjoy IRM’s free webinars is register in advance.

To see forthcoming webinars or view previous presentations visit: www.theirm.org/training

For dates, booking and details of all our training visit: www.theirm.org/training or email us at training@theirm.org
Other courses and training

In-house training
Regulatory requirements and commercial awareness of the need to be risk-resilient means more organisations are strengthening their own risk expertise.

From in-house and board-level training, to eLearning and company academies, IRM helps organisations support a robust risk culture and a workforce equipped with the knowledge and tools to manage today’s risks.

The benefits of in-house training
Consultation – we spend time with you to identify and assess your specific training requirements. This time with you ensures we develop a course that meets all of your objectives.

IRM Approved Trainers – all our trainers are experts in their field, have a wealth of practical experience and are IRM members.

Cost effective – we can often charge a lower delegate rate, particularly if we deliver the course at your premises. You will also save on the time and cost of delegate travel.

Flexible – we work with you to ensure courses are structured and delivered to meet your organisation’s culture and work priorities.

In-house training options
Bespoke – we work with you to develop and deliver bespoke training courses to meet all your objectives. We develop the course and reference materials which can be delivered on a rolling basis or as a unique event, depending on your requirements.

Tailored – one of our courses already meets the majority of your needs, but requires specific tailoring for a particular group of employees or client base to ensure a perfect fit.

Standard – your requirements are already met by one of our courses, but you would prefer the course to be run in-house for a number of people.

To discuss your training needs, options and rates please contact: training@theirm.org
Or call us on: +44 (0) 20 7709 4117
I just wanted to let you know that the CEO was extremely impressed by the course you ran. His exact words were “he loved the course as it stimulated lots of thoughts for him beyond the expected.”

Learning Consultant, Capital One University
Qualifications

Our qualifications will help you develop your risk management skills and knowledge, no matter which sector, organisation or country you work in. They are underpinned by IRM’s Professional Standards Framework, which we believe is the most comprehensive in the risk industry. Studying with us also gives employers additional assurance about your commitment to professional development and expertise.

Our course developers, examiners and module coaches combine academic excellence and extensive professional risk management experience. This means you’ll pick up plenty of practical skills and knowledge through case studies, interacting with students, members and module coaches through our discussion forums or attending our face-to-face course.

Developed by leading academics and global risk practitioners, our qualifications are highly practical and meet industry need, while demonstrating the required academic rigor.

Flexible study options

We know risk practitioners lead busy lives and cannot always spend a year or more in full time study. IRM’s qualifications are offered on a distance learning basis with exams held at a range of centres worldwide, allowing you to study at your own pace. The entry-level International Certificate in Risk Management is also available through face-to-face training.

We also recognise the value of relevant qualifications you have already gained from previous study with other providers, and can grant exemptions from part of or all of the International Diploma. This eliminates duplication of study and helps fast-track you through our qualifications.

The International Certificate in Risk Management

The Certificate is the ideal entry-level qualification if risk management is part of your work or you intend to build a career in risk. It takes between six and nine months to complete, and doesn’t require previous experience or qualifications.

By successfully completing the Certificate you can also apply for IRM Certificate membership and use the internationally recognised designation IRMCert.

The International Certificate in Risk Management provides an:

- Introduction to the principles and concepts of risk and risk management
- Introduction to the practice of risk management
- Understanding of the multi-disciplinary nature of risk management in organisations
- Understanding of current risk management thinking, global standards and regulations
- Entry route to the International Diploma in Risk Management

For more information about IRM’s International Certificate in Risk Management visit: www.theirm.org/qualifications or email studentqueries@theirm.org

For Training and Education courses: 2015/2016
The International Diploma in Risk Management

The International Diploma is the gold standard of risk qualifications. It is aimed at risk managers, those pursuing a career in risk management or those looking to consolidate their experience with an in-depth professional qualification.

The Diploma is set at post-graduate level and takes an average of three years to complete. After successful completion you can apply for IRM Certified status and, when this is awarded, use the professional designation CMIRM.

You are eligible to take the Diploma if you have either:
- A degree or a qualification at an equivalent level
- A relevant professional qualification
- At least 3 years’ risk management or associated experience

The International Diploma in Risk Management develops
- The competencies required to design and implement risk management strategies.
- Proficiency in selecting and applying the tools and techniques required to assess and treat risks.
- Critical understanding of the relationship between risk management, governance, internal control and compliance.
- The ability to make informed risk management decisions for both current and emerging risks.
- The facility to critically appraise real life case studies from different sectors and countries.

In–House Qualifications
For organisations with 8 or more learners, we can deliver our qualifications as a blend of self-study and face-to-face support.

“IRM’s qualifications are offered on a distance learning basis with exams held at a range of centres worldwide, allowing you to study at your own pace. The entry-level International Certificate in Risk Management is also available through face-to-face training.”

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