
Enterprise Risk Management (ERM)

05 - 09 Oct 2026
Tokyo





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Enterprise Risk Management ERM is a five-day senior risk course delivered by Mars Training Centre in London, Dubai, Amsterdam, Munich and Kuala Lumpur — designed for chief risk officers, heads of risk and senior executives who own enterprise-wide risk in their organisations.

Risk has become a defining executive discipline. Geopolitical volatility, climate exposure, technology dependency, regulatory pressure and the speed of reputational damage in connected markets have made risk a board-level conversation in almost every sector. Organisations that treat risk as a checklist or a quarterly report no longer survive the shocks the modern environment produces; the ones that integrate risk thinking into strategy, capital allocation and culture do.

This programme builds a senior practitioner's command of enterprise risk management using the leading international frameworks — ISO 31000, COSO ERM, and the principles that sit beneath them — and applies them to the real risk landscape that delegates carry into the classroom. It is delivered by senior practitioners drawn from the Mars panel.

What You Will Learn

By the end of this programme, you will be able to:

- Apply the ISO 31000 and COSO ERM frameworks to design an enterprise risk programme.
- Define and articulate a risk appetite statement that the board and the business can actually use.
- Build a risk register and risk taxonomy fit for an enterprise-scale organisation.
- Evaluate qualitative and quantitative risk-assessment methods and choose between them.
- Design key risk indicators that give early warning rather than retrospective comfort.
- Lead the three-lines model in your organisation without bureaucratising it.
- Embed risk thinking into strategy, capital allocation and major project decisions.
- Communicate risk to the board, the audit committee and the wider executive team.

How You Will Benefit

You will leave with a senior practitioner's command of enterprise risk management and a personalised plan to strengthen your organisation's risk programme, alongside a Mars Certificate of Completion.

Your organisation will gain a risk leader who can connect risk to strategy, sharpen executive risk conversations, and build a programme that the board, regulators and the business itself find credible.



Who This Programme Is For

This programme is designed for senior risk and executive leaders, including:

- Chief risk officers and heads of risk
- Senior risk managers preparing for chief risk officer roles
- Heads of internal audit working closely with risk
- Chief financial officers with risk-oversight responsibility
- Heads of strategy, planning and corporate development
- Heads of compliance, governance and assurance
- Senior executives in regulated sectors with risk-leadership remit
- Family-business principals strengthening enterprise risk discipline

The seniority floor is head-of-function and above. Delegates are encouraged to bring their own risk register, appetite statement or reporting pack so that the week's applied exercises work on live material rather than a generic case.