



Workshop

Governance Assurance in Banking: **Risks, Roles, and Realities**

27 – 29 January 2026 | Grand Mercure Business Bay | Dubai, UAE

Day 1: Tuesday 27 January 2026:

Understanding Governance in the Banking Context

Theme: Foundations, Frameworks, and Oversight

08:00 - 09:00	Registration and Morning Coffee
09:00 – 10:30	<u>Session 1:</u> Module 1 – The Essence of Corporate Governance in Banking <ul style="list-style-type: none">• Purpose and pillars of corporate governance• Governance failures in major banks and key lessons learned• Distinguishing governance, management, and control
10:30 – 11:00	Coffee Break
11:00 – 13:00	<u>Session 2:</u> Module 2 – Governance Frameworks and International Principles <ul style="list-style-type: none">• Overview of key governance frameworks (OECD, Basel)• The Three Lines Model and its role in governance assurance• Linking governance to accountability and performance
13:00 – 13:30	Coffee Break
13:30 – 15:00	<u>Session 3:</u> Modules 3 & 4 – Governance Architecture and the Auditor’s Role in Governance Assurance <ul style="list-style-type: none">• Roles of the Board, Committees, Senior Management, and Control Functions• Governance structures and reporting lines• The role of internal audit in governance assurance• Independence, objectivity, and professional judgment
15:00	End of Day One

Day 2: Wednesday 28 January 2026:

Auditing Governance: From Frameworks to Fieldwork

Theme: Evaluating Structures, Culture, and Decision-Making

08:00 - 09:00	Morning Coffee
09:00 – 10:30	<u>Session 1:</u> Module 1 – Auditing the Tone at the Top and Ethical Culture <ul style="list-style-type: none">• Leadership behavior, ethics, and integrity• Identifying red flags in tone at the top• Tools to assess organizational culture
10:30 – 11:00	Coffee Break
11:00 – 13:00	<u>Session 2:</u> Module 2 – Assessing Board and Committee Effectiveness <ul style="list-style-type: none">• Board composition, independence, and diversity• Reviewing charters, meeting minutes, and reporting practices• Indicators of effective versus weak board oversight
13:00 – 13:30	Coffee Break
13:30 – 15:00	<u>Session 3:</u> Modules 3 & 4 – Auditing Risk Governance and GRC Integration <ul style="list-style-type: none">• Risk appetite frameworks and oversight mechanisms• Risk culture and escalation processes• Integrating Governance, Risk, and Compliance (GRC)• Combined assurance reporting
15:00	End of Day Two

Day 3: Thursday 28 January 2026:

Governance in Action: Findings, Insights, and Influence

Theme: Strengthening Governance Assurance and Impact

08:00 - 09:00	Morning Coffee
09:00 – 10:30	<u>Session 1:</u> Module 1 – Reporting on Governance: The 5 Cs Approach <ul style="list-style-type: none">• Applying the 5 Cs (Condition, Criteria, Cause, Consequence, Context)• Differentiating governance findings from risk and compliance issues• Communicating impactful governance observations
10:30 – 11:00	Coffee Break

11:00 – 13:00	<u>Session 2:</u> Modules 2 & 3 – Behavioral Risks and Governance Red Flags <ul style="list-style-type: none"> • Cognitive and group biases in boards and management • Detecting behavioral risks through audit work • Governance red flags and early warning indicators • Using dashboards, KRIs, and whistleblowing data
13:00 – 13:30	Coffee Break
13:30 – 15:00	<u>Session 3:</u> Module 4 – The Future of Governance Assurance in Banking <ul style="list-style-type: none"> • Emerging trends: ESG, digital governance, and AI oversight • The evolving role of internal audit as a governance advisor • Building a roadmap for enhanced governance assurance
15:00	End of Day Three

Speaker



MR. MOHAMAD KAISSI

**Trainer & Consultant | Certified Internal Auditor |
Certified Fraud Examiner | Certified Anti-Money Laundering
Specialist**

Mohamad Kaissi brings a wealth of expertise in internal audit, corporate governance, risk management, and compliance, formed through extensive experience in the Middle East. As a Certified Internal Auditor, Certified Fraud Examiner, Certified Anti-Money Laundering Specialist, and holder of a Certificate in Risk Management Assurance, Mohamad has established a robust foundation in critical assurance disciplines. Mohamad also holds an Executive Masters in Business Administration from the American University of Beirut.

Previously, he served as a Senior Manager for one of the Big 4 in Saudi Arabia, delivering risk advisory services to many institutions across various industries. He was also the Head of Internal Audit in a bank in Lebanon.

Currently, Mohamad leverages his deep knowledge and experience as a dedicated trainer and consultant, focusing on enhancing the competencies of professionals across internal audit, corporate governance, risk management, and compliance sectors. His roles as a Board Audit Committee member and Board Risk Committee member at a financial institution in Saudi Arabia, along with his position on the Board Compliance Committee of a bank in the United Arab Emirates, demonstrate his extensive experience in the field. The course concludes with a focus on refining the audit process from risk assessment to the effective communication of findings in audit reports.

N.B.: UAB reserves the right to modify the program as it sees fit