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Business Excellence Programme

2026

A programme designed for the risk professional who is ready to use a foundation of qualifications and experience to move them forward to the next stage of their career.

IN PARTNERSHIP WITH:



Welcome from Airmic

Staying positive in challenging times is a cliché and an understatement. It is becoming difficult to find the words which effectively describe the challenges we all face today.

In this context, value creation and protection remain at the heart of managing risk, and risk professionals are increasingly regarded as strategic business partners. To operate as effective partners, risk professionals must build sustainable external and internal relationships and work collaboratively with business peers, supporting and informing business leaders – thereby influencing strategic direction. Risk professionals with different backgrounds will add different business value, but key to all risk professionals is a sound foundation of knowledge, experience, business acumen and leadership capability. These sentiments drive the Airmic Business Excellence Programme.

The Airmic Professional Journey involves attainment of relevant general competencies, the application of those technical competencies in a practical business environment, the development of management and business knowledge, and an ability to operate as a leader at a strategic level.

The Business Excellence Programme is designed for the risk professional who is ready to use a foundation of professional qualifications and experience to move forward to the next stage of their career. It provides an insight into peer functions, business models, strategy, and governance.

Airmic would like to thank AXA XL whose continued financial and professional support has made this Programme possible, and the Glasgow School for Business and Society, Glasgow Caledonian University, for its academic guidance.

This Programme is an Airmic member benefit and as such does not attract a charge. However, places are limited, and delegates are expected to complete the Programme. To apply, complete the form on at the back of this brochure or the equivalent form online at www.airmic.com/excellence. The deadline for applications is 5th December 2025. Those who sign up have an exceptional learning and development experience in store!

Julia Graham
CEO, Airmic

Welcome from AXA XL



We are delighted to be continuing our sponsorship of this highly successful Programme along with Airmic and The Glasgow School for Business and Society, Glasgow Caledonian University.

The Programme has been created specifically for risk and insurance professionals who are established in their roles and are keen to advance their careers. It offers a valuable opportunity to learn from experts in their fields as well as network with peers, share experiences and establish long-term relationships.

As a leading insurer and reinsurer, AXA XL helps clients to move their world forward by finding answers to their most complex risks. Our position in the market has been gained from decades of working closely with industrial, commercial and professional firms, insurance companies and other enterprises globally.

We are committed to engaging proactively with our clients to move us from claims payer to risk partner. This willingness to work in partnership to learn, create and develop is absolutely complementary to the spirit of this Programme.

By continuing our support of this Programme and through sharing our knowledge and expertise, we aim to provide valuable insights to help you move forward in your career.

We look forward to welcoming you to the next Programme cohort and hope to see you there!

Elie Hanna
Chief Distribution Officer, AXA XL UK & Lloyd's

Glasgow School for Business and Society



The Glasgow School for Business and Society, Glasgow Caledonian University, is one of the world's leading centres for the provision of Risk Management education, consultancy and research, with more than thirty years' experience in the field. Since 1982, our programmes have attracted students from around the world. Working closely with partners in industry and commerce, as well as the main professional and trade bodies, including Airmic, the university developed the first undergraduate degree in Risk Management in Europe. It remains the only university in the UK to offer an undergraduate degree in risk Management. In 1996, the postgraduate MSc programme was launched and continues to thrive producing graduates who are in demand by a diverse range of business sectors.

We are delighted to offer our oversight and ongoing support of this innovative programme for risk professionals.

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“There will be very few jobs for life, much less security and very little predictability. There will be an emphasis instead on being able to learn, develop and adapt rapidly as new roles and tasks arise.”

Richard Susskind

The Future of the Professions: How Technology
Will Transform the Work of Human Experts



The Business Excellence Programme

A PARTNERSHIP BETWEEN AIRMIC, AXA XL & GLASGOW SCHOOL FOR BUSINESS AND SOCIETY, GLASGOW CALEDONIAN UNIVERSITY

The Professional Journey

The challenges of managing risk faced by organisations are increasing. Risk is more complex and connected, and the velocity of change is increasing. This context has resulted in greater expectations by the Board and the Executive of those who manage risk in their organisation. To respond, risk professionals must not only be technically proficient, but creative, assertive and agile in such a fluid business environment.

However, risk professionals cannot operate in silos. To achieve effective enterprise-wide risk management, they must work in collaboration with their peers and equip themselves with the ability to ask intelligent questions and make informed responses.

With the right knowledge and skills, risk professionals should be well positioned to design, develop and deliver. Airmic members have told Airmic they are prepared to embrace these new challenges. They are on a professional journey to develop their knowledge, learn new skills, achieve their potential, and satisfy professional ambitions. As organisations adopt emerging technologies, experiment with new business models and are increasingly rated by the value of their intangible assets – such as reputation, data and intellectual property – the greater is their need to update and develop some of the more traditional approaches to identifying, assessing and transferring risk, including insurance. Risk professionals must prepare themselves for further change as new priorities and demands will continue to emerge.

Business Excellence

The Business Excellence Programme provides a series of modules designed to build on a foundation of professional qualifications, technical knowledge, experience and learning achievements typical of the Airmic fastTrack Programme.

This next stage in the Airmic Professional Journey involves developing the ability to understand how the different parts of an organisation work, how to define and obtain essential information and how to use this to make effective decisions.

Over a period of twelve months, participants will be offered the opportunity to attend a short online induction and six half-day modules delivered by experienced academic and business leaders at different and inspiring London locations.

All delegates will receive a complimentary library of six top business books - one per module.

Recognition

Programme modules provide continuous professional development (CPD) structured activity.

Achievement of the Programme will be recognised on completion of at **least five of the six modules** and successful delegates will be eligible to join the growing Programme Alumni and attend a Programme Graduation hosted by AXA XL and Airmic where they will receive a Certificate of Completion, and digital badge/micro-credential at the end of the programme.

Successful delegates may then want to consider Airmic's learning and development provision for senior leaders as outlined in Airmic's Professional Journey as a natural progression after the Business Excellence Programme.

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Business Excellence Programme

2026

AIRMIC IN PARTNERSHIP WITH:



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“Risk professionals must be better aligned with business priorities. They must demonstrate strong business and commercial acumen, and engage more intensely with the organisation’s purpose, strategy, major objectives and investments. This will sharpen their ability to develop valuable insights into emerging risk concerns and help them develop innovative risk mitigation solutions.”

Julia Graham
CEO, Airmic

The Programme

BENEFITS OF THE PROGRAMME

From a delegate perspective:

- Gain relevant acumen in finance, technology, business models, personal skills, governance and strategy
- Develop communication, relationship building, networking, collaboration and conflict resolution skills
- Increase personal currency with peers and business leaders
- Enhance your appreciation of risk management as a business enabler
- Benefit from the legacy of a business library and Alumni
- Improve performance as a business manager
- Prepare for the leadership stage of your career

From an employer perspective:

- Benefit from improved business acumen of a key professional through their:
 - increased awareness in the relationship between risk, business models and strategy
 - improved communication, networking, collaboration and conflict resolution skills
 - knowledge in governance, the position of risk, and the perspective of the Executive and Board of the organisation
 - professional personal development
- Retain talent in a critical area of resource

A SUMMARY OF THE PROGRAMME

Session	Date	Time	Format
Induction	14 January 2026	10am – 12 noon	Virtual
Module One: The Strategic Dimension	4 February 2026	9am – 1pm	In person
Module Two: The Business Model Dimension	25 March 2026	9am – 1pm	In person
Module Three: The Finance Dimension	20 May 2026	9am – 1pm	In person
Module Four: The Technology Dimension	22 July 2026	9am – 1pm	In person
Module Five: The People Dimension	23 September 2026	9am – 1pm	In person
Module Six: The ESG Dimension	25 November 2026	9am – 1pm	In person
Graduation	January 2027 – date tbc	tbc	In person

- All modules will be led by senior academic and business professionals
- A subject-relevant text book will be provided for every delegate for each module as supporting reading
- All modules will take place in London at different business and institution venues
- There is no cost to Airmic members for taking part in the programme
- Entry to the programme must be supported by the member's employer
- Modules start at 9am and end at 1pm plus time for breakfast, lunch and networking

Applications to be submitted to learning@airmic.com by 5th December 2025 using the online form at www.airmic.com/excellence or completing, printing and scanning the form at the back of this brochure.

The Programme Structure

PROGRAMME INDUCTION

A short online induction welcoming delegates to the programme as well as providing coverage of its content and wider context. Delegates will have the opportunity to hear from Airmic, AXA XL and Glasgow Caledonian University, a previous programme graduate and also to meet fellow participants.

MODULE ONE: THE STRATEGIC DIMENSION

Context and Focus:

Strong, sustainable businesses are built on two foundations — a clear strategy and a compelling corporate purpose that reflect their core values. To truly add value, risk professionals must understand this bigger picture — how strategy, purpose and performance connect — so they can act as trusted business partners, elevate the profile of risk management, and influence decisions at the highest level.

Key takeaways:

- Key models for business strategy and effective strategic management
- The role and impact of a clear corporate purpose
- How business value is created — and destroyed

MODULE TWO – THE BUSINESS MODEL DIMENSION

Context and Focus:

Every successful organisation runs on a business model that defines, creates, delivers, and captures value. Suppliers, employees, and other partners fuel value creation — but customers are where that value is realised. The organisation then captures residual value to reward investors, pay taxes, incentivise leadership, and reinvest for growth. Each element is interconnected, and risk professionals have a unique opportunity to engage with every part of the model to drive resilience and performance.

Key takeaways:

- How business models are evolving in a fast-changing environment
- The alignment between corporate purpose, business success, and high performance
- The growing importance of reputation and sustainability for long-term success
- How risk and insurance can be effectively integrated within the business model

The Programme Structure

MODULE THREE – THE FINANCE DIMENSION

Context and Focus:

True business acumen goes beyond understanding finance — but financial literacy is where it begins. Knowing how to read financial metrics, speak the language of finance, and spot issues early builds credibility and influence with finance peers. While this module won't make you a finance expert, it will give you the insight and direction needed to strengthen your financial understanding and identify areas for further learning.

Key takeaways:

- How businesses are funded
 - The key ingredients of company accounts
 - How uncertainty and instability shape financial performance
 - Managing what's beyond your control — external macroeconomic impacts
 - Why budgets matter and how effective budgeting supports better decisions
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MODULE FOUR: THE TECHNOLOGY DIMENSION

Context and Focus:

Digital transformation — powered by AI and emerging technologies — is no longer optional; it's essential. Advances in data, automation, and digital capability are redefining customer experience, reshaping business models, and driving new efficiencies. For risk professionals, this transformation offers both challenge and opportunity: to engage strategically, tactically, and operationally with the digital ambitions of their organisations — and to harness technology to enhance risk insight and decision-making.

Key takeaways:

- How digital and AI trends are reshaping business strategy and operations
- The new risks, opportunities, and mitigations created by digital transformation
- How technology is redefining the way we work and collaborate
- Innovative approaches to risk management enabled by digital tools and analytics
- The critical digital and data skills risk professionals need to stay ahead

The Programme Structure

MODULE FIVE – THE PEOPLE DIMENSION

Context and Focus:

The world of work is evolving faster than ever — reshaped by technology, shifting expectations, and new ways of working. Organisations now face a complex mix of people-related risks, from engagement and retention to well-being and trust. To protect value and sustain performance, businesses must unlock the full potential of their greatest asset — their people — through effective talent management, strong culture, and strategies that foster psychological safety and resilience in an unpredictable world.

Key takeaways:

- Key trends transforming the future of work, workforce, and workplace
- The growing spectrum of people risk factors
- How effective people risk management underpins long-term business success
- Building “future-fit” organisations through talent development

MODULE SIX – THE ESG DIMENSION

Context and Focus:

Boards play a pivotal role in driving long-term, sustainable business success — spotting opportunities to create and preserve value while overseeing the identification and mitigation of risks. Risk-taking fuels growth, but the impact of poor risk management is often underestimated, and cultural barriers can prevent leaders from fully engaging with risk. With ESG (Environmental, Social, & Governance) sustainability now at the heart of business strategy, organisations must understand the risks of weak governance and the opportunities to enhance their environmental and social impact. This shift elevates risk professionals from the background to a strategic, high-impact role.

Key takeaways:

- Key ESG/sustainability issues every organisation must address to remain resilient and credible
- Good governance practices, corporate governance trends, and their business impact
- Embedding risk management as a core part of governance

I wish to reserve a place on the 2026 Programme

Applications to be submitted by 5th December 2025

PLEASE SAVE ME A PLACE

Complete this form and return to learning@airmic.com
or complete and submit the online form at www.airmic.com/excellence

Name:

Company: Job Title:

Email: Telephone:

Signature: Date:

I AM A MEMBER OF AIRMIC: ☐ Yes ☐ No

MY MANAGER SUPPORTS MY ATTENDANCE ON THIS PROGRAMME:

☐ Yes ☐ No

Name:

Company: Job Title:

Signature: Date:

Questions?

Email: learning@airmic.com



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Marlow House, 1a Lloyd's Avenue, London, EC3N 3AA

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Airmic promotes and supports the planning, undertaking and subsequent recording, of Continuous Professional Development (CPD), offering a range of events, resources and other opportunities for professionals to develop. This programme is eligible for CPD points with each module representing 3.5 hours.

CPD



CPD hours available

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