

GOVERNANCE & COMPLIANCE | COURSE BROCHURE

# Conflict of Interest and Ethics Management

5 days | Classroom training | English

**SMART HORIZON**

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# Course content

## Why attend

Unmanaged conflicts of interest undermine trust and can lead to legal and reputational damage. This course covers identifying actual, potential and perceived conflicts, declaration processes, registers, mitigation measures, gifts and outside interests, ethics committees and building an ethical culture.

Conflicts of interest are common, but their management is often weak. This course helps you build clear and practical processes.

## Professional Problems This Course Is Designed to Solve

- Difficulty translating subject knowledge into practical workplace decisions.
- Inconsistent approaches to the activities covered in the course outline.
- Lack of a structured plan for applying and reviewing new skills.

## Course methodology

The course uses scenario analysis, policy design workshops, case studies and role plays.

## Course objectives

By the end of this course, participants will be able to:
- Recognise actual, potential and perceived conflicts
- Design declaration and register processes
- Apply mitigation and recusal measures
- Manage gifts, hospitality and outside interests
- Establish ethics oversight
- Promote an ethical culture

## Target audience

This course is suitable for:
- Compliance and ethics officers
- HR professionals
- Procurement professionals
- Board members and senior managers
- Public sector officials



# Course content

## Target competencies

Participants will develop competencies in:

- Conflict identification
- Declaration management
- Mitigation measures
- Ethics oversight
- Policy design
- Ethical culture

## Course outline

### Day 1: Understanding Conflicts

| | |
|---|---|
| 09:00–09:54 | Definitions and types |
| 09:54–10:48 | Why conflicts matter |
| 10:48–11:00 | Legal and regulatory requirements |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Legal and regulatory requirements (continued) |
| 12:12–13:06 | High-risk roles |
| 13:06–14:00 | Exercise: Conflict scenarios |

### Day 2: Declarations and Registers

| | |
|---|---|
| 09:00–09:54 | Declaration processes |
| 09:54–10:48 | Registers |
| 10:48–11:00 | Review and approval |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Review and approval (continued) |
| 12:12–13:06 | Data protection |
| 13:06–14:00 | Workshop: Process design |



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## Day 3: Managing Conflicts

| | |
|---|---|
| 09:00–09:54 | Mitigation options |
| 09:54–10:48 | Recusal |
| 10:48–11:00 | Monitoring |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Monitoring (continued) |
| 12:12–13:06 | Escalation |
| 13:06–14:00 | Case study: Procurement conflict |

## Day 4: Related Areas

| | |
|---|---|
| 09:00–09:54 | Gifts and hospitality |
| 09:54–10:48 | Outside employment |
| 10:48–11:00 | Related parties |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Related parties (continued) |
| 12:12–13:06 | Board conflicts |
| 13:06–14:00 | Exercise: Policy review |

## Day 5: Ethics Management

| | |
|---|---|
| 09:00–09:54 | Ethics committees |
| 09:54–10:48 | Training |
| 10:48–11:00 | Culture |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Culture (continued) |
| 12:12–13:06 | Reporting |
| 13:06–14:00 | Capstone: Conflict management framework |

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



# Course content

sessions. They are indicative only and do not constitute a binding commitment.

## Dates, venues and fees

Current published course plans. Fees are per participant in GBP, excluding unconfirmed taxes.

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Kuala Lumpur<br>Confirmed dates | 16 Nov 2026 | 20 Nov 2026 | **£1,450.–** |
| Online<br>Confirmed dates | 16 Nov 2026 | 20 Nov 2026 | **£1,250.–** |
| Paris<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **£2,860.–** |
| Online<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **£1,250.–** |
| Istanbul<br>Confirmed dates | 14 Dec 2026 | 18 Dec 2026 | **£2,650.–** |
| Online<br>Confirmed dates | 14 Dec 2026 | 18 Dec 2026 | **£1,250.–** |
| Amsterdam<br>Confirmed dates | 4 Jan 2027 | 8 Jan 2027 | **£2,540.–** |
| Online<br>Confirmed dates | 4 Jan 2027 | 8 Jan 2027 | **£1,250.–** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Singapore<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **£2,820.-** |
| Online<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **£1,250.-** |
| Rome<br>Confirmed dates | 25 Jan 2027 | 29 Jan 2027 | **£2,450.-** |
| Online<br>Confirmed dates | 25 Jan 2027 | 29 Jan 2027 | **£1,250.-** |
| London<br>Confirmed dates | 1 Feb 2027 | 5 Feb 2027 | **£2,450.-** |
| Online<br>Confirmed dates | 1 Feb 2027 | 5 Feb 2027 | **£1,250.-** |
| Dubai<br>Confirmed dates | 15 Feb 2027 | 19 Feb 2027 | **£3,150.-** |
| Online<br>Confirmed dates | 15 Feb 2027 | 19 Feb 2027 | **£1,250.-** |
| Frankfurt<br>Confirmed dates | 1 Mar 2027 | 5 Mar 2027 | **£2,650.-** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Online<br>Confirmed dates | 1 Mar 2027 | 5 Mar 2027 | **£1,250.–** |
| Kuala Lumpur<br>Confirmed dates | 15 Mar 2027 | 19 Mar 2027 | **£1,450.–** |
| Online<br>Confirmed dates | 15 Mar 2027 | 19 Mar 2027 | **£1,250.–** |
| Cape Town<br>Confirmed dates | 29 Mar 2027 | 2 Apr 2027 | **£1,890.–** |
| Online<br>Confirmed dates | 29 Mar 2027 | 2 Apr 2027 | **£1,250.–** |
| Paris<br>Confirmed dates | 5 Apr 2027 | 9 Apr 2027 | **£2,860.–** |
| Online<br>Confirmed dates | 5 Apr 2027 | 9 Apr 2027 | **£1,250.–** |
| Istanbul<br>Confirmed dates | 19 Apr 2027 | 23 Apr 2027 | **£2,650.–** |
| Online<br>Confirmed dates | 19 Apr 2027 | 23 Apr 2027 | **£1,250.–** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Amsterdam<br>Confirmed dates | 3 May 2027 | 7 May 2027 | **£2,540.-** |
| Online<br>Confirmed dates | 3 May 2027 | 7 May 2027 | **£1,250.-** |
| Singapore<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **£2,820.-** |
| Online<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **£1,250.-** |
| Barcelona<br>Confirmed dates | 31 May 2027 | 4 Jun 2027 | **£2,840.-** |
| Online<br>Confirmed dates | 31 May 2027 | 4 Jun 2027 | **£1,250.-** |
| London<br>Confirmed dates | 7 Jun 2027 | 11 Jun 2027 | **£2,450.-** |
| Online<br>Confirmed dates | 7 Jun 2027 | 11 Jun 2027 | **£1,250.-** |
| Dubai<br>Confirmed dates | 21 Jun 2027 | 25 Jun 2027 | **£3,150.-** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Online<br>Confirmed dates | 21 Jun 2027 | 25 Jun 2027 | **£1,250.–** |
| Frankfurt<br>Confirmed dates | 5 Jul 2027 | 9 Jul 2027 | **£2,650.–** |
| Online<br>Confirmed dates | 5 Jul 2027 | 9 Jul 2027 | **£1,250.–** |
| Kuala Lumpur<br>Confirmed dates | 19 Jul 2027 | 23 Jul 2027 | **£1,450.–** |
| Online<br>Confirmed dates | 19 Jul 2027 | 23 Jul 2027 | **£1,250.–** |
| Vienna<br>Confirmed dates | 26 Jul 2027 | 30 Jul 2027 | **£2,940.–** |
| Online<br>Confirmed dates | 26 Jul 2027 | 30 Jul 2027 | **£1,250.–** |
| Paris<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **£2,860.–** |
| Online<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **£1,250.–** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Istanbul<br>Confirmed dates | 16 Aug 2027 | 20 Aug 2027 | **£2,650.-** |
| Online<br>Confirmed dates | 16 Aug 2027 | 20 Aug 2027 | **£1,250.-** |
| Amsterdam<br>Confirmed dates | 6 Sept 2027 | 10 Sept 2027 | **£2,540.-** |
| Online<br>Confirmed dates | 6 Sept 2027 | 10 Sept 2027 | **£1,250.-** |
| Singapore<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **£2,820.-** |
| Online<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **£1,250.-** |
| Cape Town<br>Confirmed dates | 27 Sept 2027 | 1 Oct 2027 | **£1,890.-** |
| Online<br>Confirmed dates | 27 Sept 2027 | 1 Oct 2027 | **£1,250.-** |
| London<br>Confirmed dates | 4 Oct 2027 | 8 Oct 2027 | **£2,450.-** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Online<br>Confirmed dates | 4 Oct 2027 | 8 Oct 2027 | **£1,250.–** |
| Dubai<br>Confirmed dates | 18 Oct 2027 | 22 Oct 2027 | **£3,150.–** |
| Online<br>Confirmed dates | 18 Oct 2027 | 22 Oct 2027 | **£1,250.–** |
| Frankfurt<br>Confirmed dates | 1 Nov 2027 | 5 Nov 2027 | **£2,650.–** |
| Online<br>Confirmed dates | 1 Nov 2027 | 5 Nov 2027 | **£1,250.–** |
| Kuala Lumpur<br>Confirmed dates | 15 Nov 2027 | 19 Nov 2027 | **£1,450.–** |
| Online<br>Confirmed dates | 15 Nov 2027 | 19 Nov 2027 | **£1,250.–** |
| Rome<br>Confirmed dates | 29 Nov 2027 | 3 Dec 2027 | **£2,450.–** |
| Online<br>Confirmed dates | 29 Nov 2027 | 3 Dec 2027 | **£1,250.–** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Paris<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **£2,860.-** |
| Online<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **£1,250.-** |
| Istanbul<br>Confirmed dates | 13 Dec 2027 | 17 Dec 2027 | **£2,650.-** |
| Online<br>Confirmed dates | 13 Dec 2027 | 17 Dec 2027 | **£1,250.-** |

## Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon UK certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

## Contact Smart Horizon

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