



Treasury Ethics, Governance and Regulatory Compliance Training Course

4 – 8 January 2027
Milan

Treasury Ethics, Governance and Regulatory Compliance Training Course

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Overview

Treasury Ethics, Governance and Regulatory Compliance Training Course is a one-week course for treasury, liquidity, finance control, compliance, internal control, and governance functions who leave with a Treasury Ethics and Control Decision File. The course connects mandates, professional conduct, conflicts, delegated authority, transaction controls, counterparties, monitoring, escalation, and remediation. Participants apply governance decisions across corporate and financial-service treasury settings through structured tools and suggested activities. Agile Leaders Training Center presents treasury ethics, governance, and compliance.

Who Should Attend

- Treasury functions responsible for liquidity, funding, dealing, and financial risk decisions
- Cash management functions responsible for payments, access, and bank relationships
- Finance control functions responsible for approvals, reconciliations, and reporting integrity
- Compliance functions responsible for obligations, conduct, monitoring, and escalation
- Internal control functions responsible for testing authority and transaction evidence
- Governance functions responsible for mandates, oversight, and accountability

The course assumes participants already work with treasury transactions, finance controls, compliance obligations, or governance processes and leaves out treasury mathematics, trading strategy, anti-money laundering investigation, and legal advice.

Departments and Industries

The course supports treasury ethics, governance, and compliance across:

- Corporate treasury, cash management, and financial control departments
- Compliance, risk, governance, and internal control functions
- Banking, insurance, and investment-service operations
- Manufacturing, energy, and infrastructure groups
- Retail, healthcare, and hospitality organizations
- Technology and professional-service firms

Learning Objectives

By the end of this course, participants will be able to:



- Analyze treasury mandates and ethical decision boundaries
- Apply conflict, confidentiality, and disclosure controls
- Build delegated-authority and segregation-of-duties maps
- Evaluate counterparty, liquidity, and funding decisions
- Use monitoring, exception, and escalation evidence
- Build a treasury ethics and control decision file

Course Agenda

Day 1: Treasury Mandate and Ethical Judgment

- Treasury Purpose, Mandate, and Accountability Map
- Integrity and Professional Judgment Decision Test
- Conflict-of-Interest Identification and Disclosure Matrix
- Confidential Information and Fair-Dealing Boundary Guide
- Ethical Treasury Decision Record Template

Day 2: Authority and Transaction Controls

- Delegated Authority and Approval Limit Matrix
- Front, Middle, and Back Office Responsibility Map
- Segregation-of-Duties Conflict Analysis Tool
- Dual-Control and Independent Verification Checklist
- Treasury Access and Transaction Evidence Log

Day 3: Treasury Decision Governance

- Liquidity Decision and Funding Rationale Canvas
- Counterparty Due-Diligence and Approval Framework
- Exposure Limit, Exception, and Override Register
- Bank Relationship and Service Conflict Review
- Treasury Policy-to-Transaction Traceability Matrix

Day 4: Monitoring, Escalation, and Remediation

- Treasury Conduct and Control Indicator Dashboard
- Reconciliation and Independent Review Schedule
- Exception Triage and Escalation Decision Ladder
- Control Breach Investigation Boundary Map
- Remediation, Ownership, and Closure Tracker



Day 5: Treasury Ethics Decision Practice

- Exercise: Resolve a Treasury Conflict-of-Interest Case
- Exercise: Test Authority and Segregation Controls
- Exercise: Review a Counterparty and Limit Exception
- Exercise: Build an Escalation and Remediation Response
- Capstone Exercise: Treasury Ethics and Control Decision File

Practical Exercises

The course uses suggested activities to connect ethical judgment with treasury control evidence:

- Suggested activity: map authority and segregation risks in a payment and dealing process
- Suggested activity: evaluate a funding choice with conflict and disclosure questions
- Suggested activity: assess a counterparty exception and document the approval rationale
- Suggested activity: trace a control breach from monitoring signal through remediation closure

FAQs

Who does treasury ethics and governance training suit, and what does it assume?

Treasury ethics and governance training suits treasury, cash, finance control, compliance, internal control, and governance functions that already handle transactions, approvals, obligations, or oversight.

How does treasury ethics and governance training differ from general treasury management?

Treasury ethics and governance training focuses on conduct, authority, conflicts, controls, evidence, escalation, and accountability, while general treasury management covers cash, liquidity, funding, investment, and financial risk techniques.

Why does treasury governance require segregation of duties?

Treasury governance requires segregation of duties to prevent one person from initiating, approving, recording, settling, and independently reviewing the same transaction or control decision.

How should treasury conflicts of interest be handled?

Treasury conflicts of interest should be identified, disclosed, assessed, controlled through recusal or independent approval, and recorded with the decision evidence.

What evidence supports treasury compliance decisions?

Treasury compliance decisions are supported by mandates, approvals, transaction records, reconciliations, monitoring results, exception logs, escalation records, and documented remediation.



Conclusion

Participants take back a Treasury Ethics and Control Decision File containing a mandate map, conflict test, authority matrix, counterparty review, exception register, indicators, escalation record, and remediation tracker. The file changes isolated controls into a traceable decision system. It supports ethical judgment, accountable authority, monitored exceptions, and evidenced closure.