



AFB TRAINING: LOOKING AT CONDUCT THROUGH THE LENS OF CULTURE

**FOUNDATION COURSE
WEDNESDAY 18 SEPTEMBER 2024**

**ADVANCED COURSE
WEDNESDAY 20 NOVEMBER 2024**

TWO TRAINING COURSES EXCLUSIVE TO AFB MEMBERS

With FCA fines still being issued for a wide range of conduct breaches, is the financial services industry rebuilding trust or is there more to be done?

An increasingly intrusive regulatory regime signals the need for firms' Boards and senior management to ensure that good outcomes for consumers are central to their firm's culture, strategy, and business objectives. The Consumer Duty sets even higher expectations for the standard of care firms give to consumers. With this in mind, we must ask as leaders, how aware are firms of the unintentional misconduct that could be caused by organisational culture.

The FCA states that 'culture in Financial Services is widely accepted as a key root cause of the major conduct failings' so we are offering two training courses to help our members better understand the conduct risks their firm may be subject to, how to measure them and deploy strategies to mitigate and address these risks.

There are two exclusive courses for members, delivered in partnership with **Wharton Business Consulting**:

- A one-day **foundation course** designed to build an understanding of conduct risk and how it relates to culture, deep dive into the approach and metrics to measure conduct risk, and introduce methods and tools to influence and change behaviour.
- **A NEW** half-day **advanced course** designed to support senior executives (including senior risk/compliance staff) with a pre-existing intermediate level of understanding of both conduct risk and culture, to explore their specific conduct risk concerns and build an understanding of how to address regulatory challenge and provide effective insight to the Board.

ABOUT WHARTON BUSINESS CONSULTING

Wharton Business Consulting is an award-winning consultancy focused on creating lasting change through people transformation and culture. With decades of Financial Services experience they have supported a range of banks to design and implement Conduct Risk Frameworks and Governance models to embed compliant working practices and measure culture and conduct. They have received acclaim for their unique approach to linking conduct and culture from industry bodies and clients alike.



FOUNDATION COURSE OVERVIEW

The course will take place over a full day and is split into 3 modules under Chatham House Rule:

- **Workshops** – a mix of plenary, breakouts and group exercises. Content will focus on bringing the subject to life through case studies and industry examples. This session will be highly interactive, and all participants can expect to be able to share and discuss ideas and experiences.
- **Key takeaways** – delegates will receive a summary take away, containing core content, models and suggested further reading.

The course takes a holistic view of conduct risk and is aimed at all functions, with a particular interest for **risk, compliance, and HR professionals**, as well as those who are wishing to gain a deeper understanding of how they can minimise the conduct risks their organisation or function may be exposed to.

MODULE	KEY THEMES
Conduct Risk Awareness	<ul style="list-style-type: none">• Building awareness of conduct risk, including the consumer duty.• How do you define conduct risk (both intentional and unintentional) and how does it align with organisational culture?• Where does conduct risk sit within the overall risk landscape?• Who is responsible for conduct risk?
Conduct Risk Measurement	<ul style="list-style-type: none">• How to effectively measure conduct risk.• How can conduct risk and culture be measured in a holistic way?• What controls can be used to mitigate conduct risk?• What are the common pitfalls in conduct risk measurement?
Conduct and Behaviour Change	<ul style="list-style-type: none">• How to drive sustainable changes in behaviour using practical examples to bring it to life.• What tools and methods can be used to drive a shift in behaviour?• Which conduct risk challenges can these tools and methods be applied to?• What conditions are required to create sustainable behaviour change?

LEARNING OUTCOMES

The Foundation course is designed to offer a thorough understanding of how to identify, measure and mitigate conduct risk with a keen focus on how it links to culture.

By the end of the course, you should be able to:

- Articulate what conduct risk is (both intentional and unintentional) and how it relates to culture.
- Understand how to define/refine a conduct risk framework for your organisation.
- Recognise the links between conduct and other forms of risk.
- Understand how to build awareness of conduct risk within your team.
- Articulate a best practice approach to conduct risk measurement.
- Articulate an approach to assess risks, map controls and identify metrics to measure impact.
- Articulate common pitfalls in conduct risk measurement.
- Understand tools and methods to drive behavioural change.
- Relate tools and methods to your unique organisational conduct challenges.

FACILITATORS



Liz Hirst has significant cross-sector experience leading transformation programmes focused around culture change, conduct risk and organisation design. She has supported Global Investment Banks working directly with the C-suite to enhance their conduct risk frameworks, risk assessment processes and controls. She has also worked with Retail Banking clients on a range of people transformation programmes including conduct risk, cultural transformation and organisation design.



Tamsin Howells is a talented culture, organisational insight and people change specialist with a focus on engagement and behavioural change with extensive experience in global banks and transformation. She has extensive in-house experience working with Global Retail Banks to influence and drive their culture change agenda. She is passionate about using an insight-led approach to drive sustainable change, building work environments that are transparent, open and inclusive, and working collaboratively to become values-based and purpose-led.

LOGISTICS AND BOOKING INFORMATION

Venue: In-person, Central London venue

Date: Wednesday 18 September 2024

Time: 09:00 – 17:00 (Registration, refreshments and light breakfast from 08:30).

Price: £999 plus VAT (breakfast, snacks, lunch and drinks will be provided throughout the day). Course limited to 20 participants

BOOK YOUR PLACE For further information, contact secretariat@foreignbanks.org.uk

ADVANCED COURSE OVERVIEW – NEW FOR 2024

The Advanced course will include an individual discovery call with the course taking place over a morning and operates under Chatham House Rule:

- **Pre-call** – a 20 minute discovery call with one of our expert facilitators prior to the course to understand delegates conduct concerns and to help tailor the session to delegate needs.
- **Presentations** – our experienced facilitators will bring their insight and expertise to share the latest thinking in identifying, measuring, mitigating and reporting against conduct risk.
- **Discussion** – delegates will share some of their conduct risk challenges with the group and we will explore methods, tools and techniques in response.
- **Key takeaways** – delegates will receive a summary take away, containing core content, models and suggested further reading.

The course is designed to support senior executives (including senior risk/compliance staff) with a pre-existing intermediate level of understanding of both conduct risk and culture, to explore their specific conduct risk concerns and build an understanding of how to address regulatory challenge and provide effective insight to the Board and/or senior executives.

TOPICS	KEY THEMES
Navigating Conduct Risk & Non-Financial Misconduct	<ul style="list-style-type: none">• Latest insights into conduct risk best practice• Overview of measurement and reporting strategies• What are the biggest conduct risk challenges facing organisations today?• How does non-financial misconduct relate to Conduct Risk?
A Holistic Approach	<ul style="list-style-type: none">• How do firms take a holistic approach to conduct risk?• How do firms create an integrated approach to conduct and culture?• What are the benefits for the business and consumers?
Informing the Board	<ul style="list-style-type: none">• What are Regulators likely to challenge firms on in relation to conduct risk?• What do the Board need to know about Conduct Risk?• How can you enable the Board to provide effective challenge?



LEARNING OUTCOMES

This Advanced AFB Conduct Risk Training Course is designed to support delegates to address their conduct risk challenges and respond effectively to regulatory requirements.

By the end of the course, you should:

- Have a strong understanding of what conduct risk is, how you define, measure and assess conduct risk, and how to influence culture.
- Know what conduct risk means to your organisation and understand the key elements against which you can expect regulatory challenge.
- Have clarity on the steps you need to take to realise the benefits of a holistic approach to conduct and culture on your organisation, including positive differentiation and the impact on consumers.
- Know how to provide Conduct Risk insight to your Board and Senior Executives to enable them to challenge effectively.

FACILITATORS



Natalie Wharton (Founder and CEO) is a recognised thought leader on culture, conduct risk and leadership regularly taking part in industry panels and masterclasses, including the FCA Culture Sprint and the FCA Panel on 'Leading healthy cultures in a post-Covid World'. Prior to setting up WhartonBC Natalie has held positions including Head of Culture Change for Deloitte and Conduct Risk & Culture Director for a range of banks. She has a passion for sharing insights across organisations to create a more ethically sound and resilient financial services industry.



Steve Barnett is a Financial Services and regulatory expert with 30+ years of experience in Operational Effectiveness. He played a leading role in the Abu Dhabi Global Market and has supported regulators across a range of disciplines. Steve brings a wide range of experience across market and credit risk, regulation and treasury management. Steve is an Independent Director for a regulated entity in the Middle East and regularly advises them on regulatory and conduct risk matters. Previously Steve was a Partner in a big four consulting firm for over 15 years during which time he led the risk, regulation and compliance consulting practices.

LOGISTICS AND BOOKING INFORMATION

Venue: In-person, Central London venue

Date: Wednesday 20 November 2024

Time: 08:30 – 13:00 (Registration and light breakfast from 08:00. Lunch 12:30 – 13:00).

Price: £999 plus VAT (breakfast, snacks and drinks will be provided throughout the day with an optional buffet lunch). Course limited to 16 participants

BOOK YOUR PLACE For further information, contact secretariat@foreignbanks.org.uk