



AFB MASTERCLASS

CULTURE, BEHAVIOUR, AND COMPLIANCE IN
INTERNATIONAL BANKS

COURSE OVERVIEW

This interactive masterclass is designed to help participants move beyond compliance-led approaches to culture and instead develop a deeper understanding of the behavioural drivers that shape conduct, decision-making, and performance in international banks. The masterclass is particularly relevant for firms operating in the UK, where leaders must navigate:

- UK regulatory expectations around conduct, Consumer Duty, and culture
- Parent-subsidiary and branch dynamics and cultural distance
- Differences between formal governance and frontline reality
- Speak-up, challenge, and psychological safety across borders and hierarchies

19 March 2026

Bank of Ireland, 45 Gresham St,
London EC2V 7PG

Interactive Classroom Learning

Session Limited to 25 Participants

£410 + VAT

Drawing on behavioural science, real-world case examples, and practical diagnostics, the masterclass will explore how culture is formed, how it can be assessed in practice using the CultureScope tool, and how leaders can intervene effectively to strengthen trust, accountability, and performance.

LEARNING OUTCOMES

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

- Explain how human behavior, social norms, and organisational psychology shape culture in financial services firms
- Recognise the links between culture, employee experience, conduct risk, and business outcomes
- Identify gaps between board-level intent and frontline lived experience
- Apply practical behavioural frameworks and tools to diagnose cultural patterns
- Understand the role of psychological safety, voice, and trust in preventing misconduct and enabling effective challenge
- Anticipate how current and emerging trends, including hybrid working, the use of AI tools, ESG supervisory expectations, and generational change, are likely to impact the organisational culture of UK-regulated firms

WHO SHOULD ATTEND?

This masterclass is designed for senior leaders and heads of department with responsibility for culture, conduct, governance, or people outcomes, including:

- Senior Managers and Directors
- Non-Executive Directors (INEDs) and Board members
- HR and People leaders
- Compliance, Risk, and Audit professionals
- Culture, Conduct, and Governance leads
- Individuals accountable for shaping, assessing, or influencing the organisational culture within UK-regulated entities

LOGISTICS & BOOKING INFORMATION

Venue: In-person at Bank of Ireland, 45 Gresham St, London EC2V 7PG

Date: Thursday 19 March 2026

Time: 09:00 – 12:00 (Registration & light breakfast from 08:30, lunch from 12:00 – 13:00)

Fee: £410 plus VAT

[**BOOK YOUR PLACE HERE**](#)

For further information please contact secretariat@foreignbanks.org.uk

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COURSE INSTRUCTORS

Paul Bennett - Founding Partner, Willow Ethos

Paul Bennett is a Founding Partner of Willow Ethos, a consultancy specialising in organisational culture, leadership, and behavioural change. With over 20 years' experience across financial services and large corporates, Paul has led senior teams and worked closely with executive and board-level stakeholders to deliver sustainable cultural and performance change. His background in HR and people leadership, combined with his work in behavioural science and organisational psychology, enables him to support organisations in translating cultural intent into day-to-day behaviours. Paul is a qualified executive coach, accredited by the Association for Coaching, and a regular contributor to contemporary thinking on business culture.

Kerry Hinks - Head of Culture and Engagement, Bank of Ireland UK

Kerry Hinks is Head of Culture and Engagement at Bank of Ireland UK, where she sits on the Senior Management Team and leads the development of organisational culture, colleague engagement, inclusion, and wellbeing across the UK business. With extensive experience in senior people and culture roles, Kerry brings a practitioner perspective on embedding culture within a regulated financial services environment. Her work focuses on aligning leadership behaviours, employee experience, and organisational priorities to support effective governance, conduct, and sustainable performance.

Hani Nabeel - Chief Behavioural & Data Scientist, iPsychTec, and Author, Culture Analytics

Hani Nabeel is a Chief Behavioural and Data Scientist with over 20 years' experience in organisational culture, behavioural science, and people analytics. He is the architect of CultureScope, an award-winning platform for measuring and embedding organisational culture using predictive analytics, which received the Wharton People Analytics Award. Hani's work combines rigorous research with practical application, helping organisations identify cultural drivers, leading and lagging indicators, and actionable insights. He holds postgraduate degrees in Occupational Psychology and Advanced Research Methods and is the author of Culture Analytics, recognized by the Association of College and Research Libraries Choice Review as an Outstanding Academic Title.

ABOUT WILLOW ETHOS

[Willow Ethos](#) is a specialist consultancy focused on organisational culture, leadership, and behavioural change in complex and regulated environments. We work with financial services firms to help leaders understand how culture is experienced in practice - not just how it is described - and to design interventions that drive sustainable behavioural change.

Our work combines behavioural science, organisational psychology, and real-world practitioner experience, enabling clients to move beyond policy-led approaches and address the deeper drivers of decision-making, conduct, and performance.

Willow Ethos has particular experience supporting organisations operating across jurisdictions, helping them navigate the challenges of translating global intent into effective local practice within the UK regulatory landscape.



Willow Ethos
Understanding People