

A Meeting of Minds Advisory Distributors

Thursday 20 November 2025 – The Berkeley Hotel, Wilton Place, London, SW1X 7RL

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| The Ballroom | 1900-2200 | Drinks and Formal Dinner | Dinner will be served at 19.45 |
| Schedule of the Day | | | |
| Belgravia | 0815-0900 | Breakfast | Informal networking - Over breakfast and coffee |
| The Ballroom | 0900-0920 | Keynote | Welcome - Incorporating the highlights of the Scene Setter research. With James Goad , Managing Director, Owen James |
| The Ballroom | 0920-0935 | Keynote | The Client Trends Impacting Advisers. With The Wisdom Council |
| The Ballroom | 0935-1015 | Keynote | Should We Retire the Term 'Retirement'? Rethinking financial strategies for a future of flexibility, purpose, and evolving lifestyles. With Lyndsey Simpson , founder and CEO of 55/Redefined Group |
| Breakout Rooms | 1020-1130 | Roundtable Session | <i>Please refer below to get a feel for the topics that will be tabled for discussion within the roundtables</i> |
| Belgravia | 1130-1145 | Coffee | Grab a refreshment and catch up with your peers |
| The Ballroom | 1145-1215 | Networking | Structured networking - An opportunity to meet some new faces |
| Breakout Rooms | 1220-1330 | Roundtable Session | <i>Please refer below to get a feel for the topics that will be tabled for discussion within the roundtables</i> |
| The Ballroom | 1330-1430 | Lunch | A seated formal lunch |
| The Ballroom | 1430-1500 | Keynote | FCA supervisory insights and direction of travel. With Nick Hulme , Head of Department, Advisers Wealth and Pensions / Consumer Investments, FCA |
| Breakout Rooms | 1505-1615 | Roundtable Session | <i>Please refer below to get a feel for the topics that will be tabled for discussion within the roundtables</i> |
| The Ballroom | 1620-1650 | Keynote | A focus on productivity, performance and wellness |
| Belgravia | 1650-1800 | Farewell and Fizz | We thank you for joining us over a glass of bubbly |

A MEETING OF MINDS ADVISORY DISTRIBUTOR ROUNDTABLE THEMES

Thursday 20 November, The Berkeley, London

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ROUNDTABLE THEMES TABLED FOR DISCUSSION:

ECONOMICS & GEOPOLITICS

1. Bringing macroeconomic and geopolitical context into portfolio conversations

As global events continue to create volatility, investment managers and advisers are increasingly challenged to explain what these developments mean for portfolios. While traditional risk tools focus heavily on micro-level data, they often fail to capture the broader macroeconomic and geopolitical dynamics shaping markets today. At a time when clients are demanding more clarity and context, this session will explore:

- The real-world impact of geopolitical and macroeconomic shocks on portfolio risk and investor behaviour.
- How advisers and investment managers can respond quickly and effectively to client concerns during periods of heightened uncertainty.
- The gaps in current portfolio risk tools and where there is room for improvement.
- How firms can communicate more effectively with clients around world events and market shifts.
- The role of qualitative and data-driven macro insights in strengthening portfolio construction and adviser confidence.

2. Tax and wealth planning in a changing UK landscape

With shifting government policies and ongoing consultations on inheritance tax (IHT), business relief, and pensions, wealth managers need to be agile given the uncertainty surrounding tax-efficient investment strategies, wealth transfer, and intergenerational planning. This session will explore:

- The potential IHT, business relief, and pension changes and how they will impact estate planning.
- How firms can prepare clients for a range of possible policy outcomes.
- The role of proactive communication and scenario planning in building trust.
- Balancing short-term adjustments with long-term wealth planning strategies.

REGULATORY CHANGE

3. Has Consumer Duty changed the advice – or just added more paperwork?

Consumer Duty has been in force long enough for firms to move from preparation into practice. But has it fundamentally changed client outcomes, or simply added to the regulatory burden? This session will examine how firms are interpreting the rules, where they are going beyond minimum compliance, and what “good” really looks like in practice, by:

- Asking whether Consumer Duty has materially changed advice quality and client experience?
- Sharing examples of firms embedding the Duty into culture and proposition design.
- Debating where the Duty has created unintended consequences or inefficiencies.
- Exploring how regulators may evolve expectations in the next phase of supervision.

4. Responding to the FCA's data request questionnaire

The FCA's data-driven approach to supervision is reshaping how firms must evidence compliance and client outcomes. The regulator's new questionnaires and requests are creating fresh reporting challenges, but also opportunities to demonstrate quality and consistency. This session will explore how firms can prepare for more intrusive, data-led oversight, including:

- The FCA's data request framework and its implications for advice firms.
- Approaches to gathering, structuring, and validating data efficiently.
- The risks of data misinterpretation and how to mitigate them.
- How firms can turn regulatory data requests into strategic insights.

YOUR BUSINESS

5. Redefining productivity from a compliance burden to competitive advantage

Too often, regulation and compliance are seen as drags on performance - yet forward-thinking firms are reframing them as catalysts for innovation, cultural change, and sustainable productivity gains. This session will explore how businesses can move beyond viewing Consumer Duty and operational demands as burdens, and instead leverage them to sharpen client service, streamline operations, and differentiate in a competitive market, including:

- How cost-reduction targets (e.g. 7% average) can be achieved without damaging client experience.
- Examples where firms have reallocated adviser "golden time" back to clients by redesigning admin and data processes.

6. Scaling for growth, resilience and succession

Firms face the dual challenge of pursuing ambitious growth while ensuring long-term resilience and succession. At the same time, resource constraints mean leaders must decide how to scale - whether through AI, outsourcing, partnerships, or new operating models. This session will explore how firms can grow sustainably while preparing for ownership transition and future leadership, including:

- How firms are balancing organic growth vs. acquisition vs. strategic partnerships, particularly given reliance on referrals.
- Practical succession frameworks that align leadership continuity with adviser demographics (average age 47).

7. M&A, team moves and the integration challenge

M&A activity remains a defining feature of the advice sector, but value is won or lost in integration. Beyond the headlines, firms must manage culture, client retention, and operational fit to ensure deals deliver long-term value. This session will dig into lessons from recent transactions and explore what makes the difference between success and failure, by:

- Assessing how integration challenges differ for large vs. mid-market deals.
- Highlighting cultural integration as the top risk flagged by peers, including how firms can embed values and retain talent post-deal.
- Exploring what lessons can be learned from failed synergy capture and missed change-management opportunities.

YOUR CLIENTS

8. Engaging women and next-gen clients at scale

The wealth transfer is already underway, with women expected to hold the majority of UK wealth by year-end and digital-native inheritors reshaping expectations of service. Yet many firms still rely on patchy or anecdotal approaches. This session will move beyond the “why” and focus on the “how,” sharing proven strategies to attract and retain these client groups, including:

- Which engagement models (e.g. subscription, mentoring, early education) have real traction.
- How firms are adapting legacy service models for digital-native clients.
- Ways to embed values-based advice, family dynamics, and philanthropy into the proposition.
- How success should be measured in retaining intergenerational wealth.

9. Intergenerational wealth planning under the new tax rules

As the largest wealth transfer in history accelerates, uncertainty around inheritance tax, pensions, and business relief is adding complexity to succession conversations. Business leaders and advisers must balance long-term planning with shifting policy landscapes, ensuring families can pass on wealth efficiently while maintaining confidence through times of change. This session will:

- Explore how firms are adjusting succession and estate planning strategies.
- Consider the impact of shifting tax rules on client demand for different wrappers.
- Debate whether firms should take a proactive or reactive stance in communicating change.

10. Differentiating through exceptional client value in a shrinking value chain

Fee compression and the convergence of wealth management with affluent services are squeezing margins and putting propositions under pressure. To stand out, firms must be clear on what truly constitutes exceptional value for today's HNW and UHNW clients - and how to evidence it in a competitive, Consumer Duty-driven market. This session will:

- Debate what “exceptional value” looks like for HNW and UHNW clients today.
- Share strategies to evidence value and defend margins.
- Consider how firms can innovate client acquisition beyond referrals – from digital engagement and partnerships to new proposition design.
- Explore the role of philanthropy and impact investing as potential differentiators, despite current low demand

11. Client insight as the foundation of future propositions

In an increasingly competitive market, firms can no longer design propositions around internal priorities - they must start with the client. By embedding genuine client insight into product and service design, wealth managers can build propositions that are both commercially sustainable and aligned with Consumer Duty expectations. This session will:

- Explore methods for gathering and applying client insight effectively.
- Share examples where firms have reshaped propositions around client demand.
- Debate whether bespoke or scalable solutions will dominate future offerings.
- Consider how Consumer Duty accelerates the need for client-first design.
- Debate how providers and advisers can collaborate more deeply on product design, training, and risk analytics

YOU & YOUR PEOPLE

I2. Taking control of your own succession story

Many firm owners say they are building their business to sell or pass it on, but all too often these plans are vague or left too late. This session will explore how to keep the end in mind in order to plan for a happy ever after, by:

- Knowing where to start when it comes to laying the foundations for a successful exit or succession.
- Defining what “success” means for you personally and professionally and setting clear objectives.
- Knowing when to engage external advisers and which expertise to bring in.
- Navigating family conversations to align personal, financial and business planning.
- Setting parameters and reviewing processes to stay on track.

I3. Building the future advice workforce

With adviser shortages, succession pressures and shifting client expectations, firms face a defining talent challenge. This session will explore how to build a modern, sustainable advice workforce - one that is diverse, emotionally intelligent, tech-savvy and equipped for the future, including:

- The roles and capabilities required in tomorrow’s advice firm - from life-coaching advisers to paraplanners with technical oversight responsibilities.
- Strategies to attract and retain both early-career and second-career talent, including mentoring, apprenticeships and schools’ outreach.
- How to improve gender diversity in advice, given only 18% of advisers are women

I4. Personal wellbeing and sustainable performance in advice firms

In a high-trust, people-driven profession, the pressure is persistent. As adviser workloads intensify, regulatory demands grow and hybrid working blurs boundaries, this session will explore how firms can embed wellbeing into the culture and foundations of a resilient and high-performing business, by:

- Recognising early signs of burnout and fatigue across leadership, advisers and support teams.
- Sharing effective wellbeing practices - from digital detoxes and brain health strategies to executive coaching and structured recovery.
- Exploring how firms are redefining success and performance beyond just financial metrics.
- Addressing work-life boundaries in an always-on, hybrid world - especially for founders and client-facing staff.

TECHNOLOGY & INNOVATION

I5. AI in practice - from pilots to personalised client journeys

AI is moving rapidly from back-office pilots to client-facing deployment, transforming how firms onboard, advise, and engage. The opportunity lies in delivering hyper-personalised, scalable advice experiences - but scaling adoption safely requires robust governance, cultural alignment, and a clear understanding of where human expertise adds irreplaceable value. This session will explore:

- Proven AI use cases across onboarding, portfolio optimisation, reporting, and compliance.

- Lessons from early pilots - what's delivering measurable value today.
- Building guardrails: governance, oversight, and regulatory alignment.
- How AI is reshaping adviser roles as co-pilot, validator, or competitor.
- Future models of personalisation, hybrid advice, and the FCA's evolving stance on AI – will its “super-sandbox” accelerate adviser-led innovation?

I 6. Experimenting with emerging technology - without losing focus

Beyond AI, a wave of new technologies - from blockchain and tokenisation to digital identity and quantum computing - is beginning to shape the future of advice and investment. For advisory firms, the challenge is separating noise from genuine opportunity, and knowing when to experiment, when to partner, and when to wait. This session will examine how firms can test and adopt emerging tech responsibly, with an eye on both client experience and regulatory expectations, by:

- Identifying which emerging technologies are most relevant to advice firms today.
- Exploring practical pilots in areas like tokenisation, digital ID, and automated compliance.
- Discussing how to build an innovation framework that balances experimentation with risk management.
- Sharing lessons from firms already testing next-generation solutions.
- Considering how regulation, infrastructure, and client demand will shape the adoption curve.

PRODUCTS & PROPOSITION

I 7. Expanding client access to private markets

Private markets are moving mainstream through structures like LTAFs, but liquidity management, risk profiling, and client education remain barriers. This session will test readiness for wider adoption and the business model shifts required, by exploring:

- How firms are responsibly integrating private markets into portfolios.
- Whether existing risk profiling frameworks are fit for purpose.
- The operational challenges of semi-liquid structures and platform integration.
- Where firms see the strongest client demand and growth opportunities.

I 8. Rethinking asset allocation: public vs. private, liquid vs. illiquid

There has been a swing back to public markets, except in private debt. Balancing liquidity, risk, and return is becoming more complex under HNW retail classification rules. This session will:

- Explore the shift in asset allocation preferences and its drivers.
- Discuss liquidity management in portfolios for HNW retail clients.
- Debate the role of private markets in the next investment cycle.
- Share strategies for communicating allocation changes to clients.