Meeting of Minds: Wealth Management & Private Banking

Thursday 13 November 2025 – The Berkeley Hotel, Wilton Place, London, SW1X 7RL

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,** MD, Owen James
The Ballroom	0920-1000	**Keynote**	**A timely analysis of the impact on the UK and Europe on the era of Trump**. With **Professor Anand Menon**, Director of UK in a Changing Europe
Breakout Rooms	1005-1115	**Roundtable Session**	*In a world of AI hype, where does wealth management strike the balance?* *Investing in Resilience: Finding durable value beyond the megacaps* *Strategic partnerships that deliver more than product* *Navigating the FCA's Advice Guidance Boundary Review: What It Means for Private Banks* *Value Investing in Europe: Rethinking Value for the 21st Century*
Belgravia	1115-1130	**Coffee**	Grab a refreshment and catch up with your peers
The Ballroom	1135-1205	**Networking**	**Structured networking** - An opportunity to meet some new faces
Breakout Rooms	1210-1320	**Roundtable Session**	*Productivity: From measurement to meaningful change* *Pricing power in a compressed fee environment* *Private Markets for private clients* *Data-Led Regulation: Risk, burden, or competitive advantage?* *Preparing for the new client majority*
The Ballroom	1320-1430	**Lunch**	**A seated formal lunch**
The Ballroom	1430-1500	**Keynote**	**FCA supervisory insights and direction of travel.** With **Sara Woodroffe**, Interim Head of Department for Market, Analysis Department (MAP), FCA
Breakout Rooms	1505-1615	**Roundtable Session**	*AI in Action: Smarter journeys, stronger trust* *The broadening scope of lending products for HNW clients* *Active vs. Passive ETFs: The next battleground* *M&A, team moves and the integration challenge*
The Ballroom	1620-1650	**Keynote**	**The Calm Code - Mind-body hacks for high-performance leadership.** With **Sanjeev Bhanot**, Founder of Yogalife International
Belgravia	1650-1800	**Farewell and Fizz**	We thank you for joining us over a glass of bubbly.

a meeting of MINDS

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WEALTH MANAGEMENT AND PRIVATE BANKING A MEETING OF MINDS

ROUNDTABLE THEMES

Thursday 13 November 2025, The Berkeley Hotel, London

Contents

ROUNDTABLE THEMES TABLED FOR DISCUSSION

GEOPOLITICS & THE ECONOMY

1. Investing in Resilience: Finding durable value beyond the megacaps

In an era defined by market concentration, geopolitical shocks, and shifting regional dynamics, investors are rediscovering the value of durability. Economic franchises can offer an attractive alternative to momentum-driven growth. This discussion will examine how identifying and investing in these durable business models can support capital preservation and growth across cycles, while also re-highlighting Europe's potential role in the next phase of global market leadership, as well as:

- How long-term competitive advantages, such as pricing power, network effects, and brand strength, can contribute to deliver stable returns through changing market regimes
- Whether Europe's market composition and valuations favour a renaissance in "economic franchise" investing
- How franchise investing can deliver growth without reliance on mega-cap tech or short-term momentum
- How wealth managers and selectors can integrate franchise principles into portfolio construction to balance risk and return
- Lessons from Lazard's Global Equity Franchise strategy on building portfolios that combine consistency, resilience, and upside participation

Expert: Bertrand Cliquet, Portfolio Manager / Analyst, Lazard Global Equity Franchise Team

REGULATORY CHANGE

2. Navigating the FCA's Advice Guidance Boundary Review: What it means for private banks

The FCA's Advice Guidance Boundary Review could significantly impact how banks deliver client support, redefining the line between regulated advice and broader guidance. This session will focus on what the proposals mean for private banking models and how to prepare for changes in compliance, culture, and client engagement.

Session aims:

- Understand the key elements of the FCA's review and its relevance to private banks.
- Explore how boundary changes could reshape advice vs. guidance models.
- Discuss operational, cultural, and compliance implications for private banking teams.

Expert: Katy Hyams, Public Policy Director, Vanguard

3. Data-Led Regulation: Risk, burden, or competitive advantage?

As the FCA leans heavily into a data-led approach, firms face mounting pressure to demonstrate, at scale, how their data evidences good client outcomes. For CEOs, this is not just a compliance challenge, it is a strategic question about data governance, investment priorities, and the ability to compete in a more transparent, evidence-driven marketplace.

This session will explore how CEOs can turn compliance into enterprise data strategy, by discussing:

- The strategic implications of the FCA's data-driven oversight model for CEOs and boards.

- Whether to invest in in-house capability or partner with external specialists to raise data standards.
- Whether data-led regulation is primarily a cost burden - or an opportunity to sharpen client insight, efficiency, and trust.

Expert: David Mason and Mark Elliot, Solve

YOUR BUSINESS

4. Productivity: From measurement to meaningful change

Despite years of focus, only 40% of RM time is client-facing, with outdated systems and siloed processes still dragging on efficiency. CEOs are under pressure to deliver productivity gains while maintaining culture and client experience. The challenge is to move from incremental fixes to transformational outcomes.

This session will explore process redesign, automation, and cultural trade-offs to unlock genuine productivity gains, in order to:

- Define the KPIs that boards should track to measure productivity in client-relevant terms.
- Explore how automation, AI, and process redesign can unlock RM time.
- Share models for reducing administrative burden without eroding service quality.
- Debate the trade-offs between efficiency drives, cultural cohesion, and talent retention.

5. Pricing power in a compressed fee environment

Fee compression is accelerating, with wealth managers predicting the sharpest basis-point contraction across the value chain. For CEOs, the question is whether pricing models can be re-designed to defend margins while clearly demonstrating value to clients.

This session will explore how to articulate value, test new pricing models, and defend profitability.:

- Debate strategies for articulating and evidencing value in a fee-sensitive market.
- Explore innovations in pricing, service bundling, and outcome-based models.
- Share approaches to maintain profitability without reducing service quality.
- Assess the long-term sustainability of existing fee structures - and what must change.

6. Strategic partnerships that deliver more than product

Increasingly, wealth managers expect asset managers, platforms, and fintechs to deliver more than product. CEOs are looking for partnerships that drive growth, innovation, and client value in measurable ways.

This session will explore what makes a partnership strategic and how to measure value, in order to:

- Define what makes a partnership truly strategic and sustainable at board level.
- Explore collaboration models that deliver tangible value to both client and firm.
- Share examples of co-created propositions, joint ventures, and distribution alliances.
- Discuss how to measure and evidence partnership success beyond AUM flows.

Expert: Caroline Deutsch, Head of UK/EMEA Marketing, SEI

YOUR CLIENTS

7. The broadening scope of lending products for HNW clients

Lending is fast becoming an essential tool in wealth management, evolving into a core component of client solutions. As interest rates begin to ease, demand for flexible, asset-backed finance is rising sharply. From international property purchases to liquidity and tax planning, the scope of lending for HNW clients continues to grow — with Lombard lending emerging as one of the most dynamic areas of opportunity.

This session will explore how to design and deliver wealth-driven lending solutions that meet diverse client needs, as well as:

Understand what Lombard lending is and how it compares to other forms of lending — exploring secured versus unsecured structures, pricing models, and client suitability.

Explore how lending is being adopted across the market — including how EAM desks, private banks, wealth managers, and family offices are using it to support client growth, retention, and balance-sheet efficiency.

Discuss how to embed lending into your proposition — with practical examples of integrating it into adviser workflows and client strategies for liquidity, tax efficiency, and portfolio optimisation.

Expert: David Newman, CEO, Firenze Group

TECHNOLOGY & INNOVATION

8. In a world of AI hype, where does wealth management strike the balance?

With 70% of transformation projects failing, the challenge isn't whether firms should change - but how to do it successfully. The leaders in the industry are proving that success comes not from going it alone, but from building the right partnerships and learning from best-in-class practices.

This session will:

- Explore what the most successful firms are doing differently in digital transformation.
- Identify how partnerships can accelerate change and reduce execution risk.
- Discuss how to align people, processes, and technology for sustainable outcomes.
- Share strategies to build buy-in and clarity of purpose across the organisation.
- Highlight common pitfalls in tech-led change - and how collaborative models help avoid them.

Expert: Martyn Johnson, Chief Transformation Officer, Multrees

9. AI in Action: Smarter journeys, stronger trust

AI has the potential to reshape every stage of the client journey, from onboarding to reporting. The FCA's "supercharged sandboxes" signal regulatory support, but leaders must balance innovation with governance and trust. For CEOs, the challenge is deciding where AI adds most value - and where human judgement remains essential.

This session will explore the most impactful use cases for AI in client experience and operations, in order to discuss:

- Governance, oversight, and training frameworks for safe deployment.
- The boundaries between automation and adviser judgement.
- Lessons from early adopters - where pilots have succeeded, and where they have failed.

YOU & YOUR PEOPLE

10. Preparing for the new client majority

By year-end, women are forecast to control 60% of UK wealth, yet most client books remain older and male. Firms that fail to adapt risk missing the biggest demographic shift in a generation. CEOs must decide whether their organisations are culturally and operationally ready for the next client majority.

This session will focus on inclusive services, multi-generational planning, and adviser training for a new demographic reality.

- Analyse the product, service, and engagement expectations of women and next-gen inheritors.
- Share models for inclusive, family-wide wealth planning and relationship management.
- Explore how philanthropy, ESG, and values-driven propositions can attract and retain new clients.
- Debate how to re-train and equip advisers to build authentic, multi-generational relationships.

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

Half of firms still plan acquisitions, but the risks of overpayment, failed integration, and cultural damage remain high. At the same time, team lift-outs are increasingly viewed as a lower-risk alternative. CEOs must weigh growth opportunities against execution risks.

This session will explore integration risks, cultural alignment, and whether consolidation is really delivering promised scale, in order to:

- Compare the strategic pros and cons of acquisitions versus team lift-outs.
- Share integration strategies that protect culture, clients, and talent.
- Identify board-level due diligence priorities across people, operations, and compliance.
- Debate whether consolidation is genuinely delivering productivity and scale - or creating new challenges.

PRODUCTS & PROPOSITION

12. Value Investing in Europe: Rethinking Value for the 21st Century

In a world of increasing global equity valuation and inflationary risks coming from overextended budgets, it is ever more challenging for fund selectors to generate positive real returns for the long term. After years in which growth styles dominated allocations, value investing is re-emerging - but with new definitions, drivers, and risks.

As Europe transitions through inflation, policy change, and decarbonisation, this session will explore how "value" may mean pricing resilience, quality, and sustainability alongside fundamentals.

Expert: Tamás Cser, Head of Equities and Partner at HOLD Asset Management.

13. Private Markets for private clients

There is a growing interest and appetite for private markets, and selectors are weighing both the opportunities these present, and challenges to implement. This session will discuss:

- Semi-liquid & evergreen structures: What they are and how do they differ
- How they can give access to generational thematics: what range of risk and return characteristics the renewable energy transition can offer
- Risks & success factors: best practices for assessing illiquid strategies such within this sector and accessing the right structure and opportunity set for your investors

Expert: David Bird, Investment Director, Octopus Energy Generation

14. Active vs. Passive ETFs: The next battleground

Active ETFs are surging in popularity, with implications for liquidity, transparency, and industry margins. For CEOs, the question is whether this trend represents a new source of competitive differentiation or just another product arms race.

This session will explore implications for boutiques, client portfolios, and investor education, in order to:

- Analyse the growth trajectory of active ETFs and the commercial drivers behind it.
- Debate their role alongside passive strategies in client portfolios.
- Explore implications for boutiques competing with scale players.
- Discuss client education strategies in an increasingly complex ETF market.