

Meeting of Minds Wealth Management & Private Banking

Thursday 12 June 2025 – The Berkeley Hotel, Wilton Place, London, SW1X 7RL

Schedule of the Day

Belgravia	0815-0900	Breakfast	Informal networking - Over breakfast and coffee				
Knightsbridge	0815-0900	Breakfast Briefing	Rediscovering Opportunity - Why US small caps deserve a fresh look. With Lazard				
The Ballroom	0900-0915	Keynote	Welcome - Incorporating the highlights of the Scene Setter research. With James Goad, Managing Director, Owen James				
The Ballroom	0915-0930	Keynote	The Global Trends Impacting Wealth Management. With Zvetelina Stantcheva, McKinsey & Company				
The Ballroom	0930-1005	Fireside Chat	Human Intelligence in a Digital Age. Top secret speaker to be revealed on the day!				
Breakout Rooms	1010-1115	Roundtable Session	Maximising efficiency - How smart tech drives productivity in wealth management	Build, buy, or managed services? Future-proofing your business with smart tech decisions	Tax and wealth planning in a changing UK landscape	Secrets of leadership in turbulent times: Lessons from iconic leader in national security	Mastering inorganic growth complexities
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	1210-1315	Roundtable Session	Rewriting the wealth rulebook - Innovating through regulation and disruption	Closing the advice gap with better financial capability & access	Implementing AI to power the modern wealth manager	The rise of partnerships - From asset manager to strategic partner	Defining and measuring the metrics that matter
The Ballroom	1320-1430	Lunch	A seated formal lunch				
The Ballroom	1430-1500	Keynote	The Widening Disconnect - Closing the ‘understanding gap’ in a changing world. With James Kanagasooriam, Chief Researcher and Founder, Focldata				
Breakout Rooms	1505-1610	Roundtable Session	Team moves vs M&A and what happens when deals go wrong	Unlocking successful technology transformation in wealth management	Bringing macroeconomic and geopolitical context into portfolio conversations	Navigating the tax turn - Non-Dom reform, APR/BPR changes and the 4-year FIG rule	
The Ballroom	1615-1645	Keynote	The Power of Pause: Unlocking Clarity, Control, and Peak Performance. With Tracey Hill, The Pause Effect				
Belgravia	1650-1800	Farewell and Fizz	We thank you for joining us over a glass of bubbly				

WEALTH MANAGEMENT AND PRIVATE BANKING A MEETING OF MINDS

ROUNDTABLE THEMES

Thursday 12 June 2025, The Berkeley Hotel, London

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ROUNDTABLE THEMES TABLED FOR DISCUSSION

GEOPOLITICS & THE ECONOMY

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 how wealth firms can better integrate these factors into both portfolio decision-making and client communication, by discussing the following:

- 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

Expert: Communitify Fincentric

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.

All this requires careful preparation to ensure their clients remain resilient amid potential policy changes. This roundtable will explore:

- The potential IHT, business relief, and pension changes and how they will impact estate planning

Expert: Standard Life

YOUR BUSINESS

3. Rewriting the wealth rulebook - Innovating through regulation, disruption and a £5.5 trillion shift

Wealth management is at an inflection point. A £5.5 trillion wealth transfer, evolving regulations like Consumer Duty, and the rise of AI, automation and agile challengers are rewriting the rules of engagement. Traditional operating models can no longer keep pace. If you're navigating legacy constraints, regulatory pressure, and increasing client demands for seamless, digital-first experiences - this is your blueprint for transformation.

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This roundtable will explore how firms can *thrive*, not just survive, in a landscape demanding compliance, customer-centricity, and continuous innovation, without the burden of legacy system overhauls, with a strategy-focused discussion on:

- Meeting Consumer Duty without compromising innovation or profitability – embed compliance within intelligent digital workflows to ensure alignment without additional complexity
- Modernising legacy infrastructure at speed – launch new wealth propositions using modular, API-first tools that avoid rip-and-replace risks
- Adapting to a new era of competition – from AI-enabled advisory and hybrid models to the rise of non-traditional players, understanding what's shaping tomorrow's value chains

Expert: additiv

4. Mastering inorganic growth complexities

When it comes to mergers and acquisitions, firms must navigate the complexities of deal structuring, adviser retention, and cultural integration. Using research on consolidation in the industry based on interviews with over 30 UK IFAs and Wealth Managers, this session will provide insights into effective preparation, risk management, and strategies, as well as best practices for:

- Structuring deals to preserve business value and ensure smooth transitions
- Key factors influencing the success of integrating firms

Expert: SEI

5. Defining and measuring the metrics that matter

Firms seeking to improve productivity must focus on defining and measuring the right metrics to drive continuous improvement. Without consistent and accurate tracking, achieving meaningful productivity gains can be elusive. This session will explore how to implement effective systems for measuring productivity and foster a culture of improvement, with a focus on:

- How to develop consistent productivity metrics that account for both operational efficiency and client-specific variables?
- How to balance the need for regulatory compliance, such as Consumer Duty, with operational efficiency in order to maintain profitability?

Expert: Solve

PRODUCTS & PROPOSITION

6. The rise of partnerships - From asset manager to strategic partner

A trend that has emerged in recent years is the increasing number of strategic partnerships between Wealth Management firms and Asset Managers. We are seeing many wealth managers, DFM's and MFOs seeking support in institutionalizing their business models which has been intensified by the high level of consolidation taking place in the wealth management space.

Drawing on industry viewpoints and key investor trends, UBS will offer a *global asset manager's perspective on the rise of partnership*, discussing:

- How to address the need for partnership in the evolving global wealth market
- Various case studies reflective of our experience in the space thus far

Expert: UBS

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7. Rediscovering opportunity - Why US small caps deserve a fresh look

US small cap equities are often overlooked during periods of macro uncertainty, but history shows they can offer outsized returns for long-term investors willing to take a closer look. As market dynamics shift and valuations remain attractive, is now the time to re-engage?

This session will ask whether, in a market dominated by mega-cap narratives, investors are underestimating the return potential of small-cap America, as well as explore:

- Key structural advantages that make small caps more agile in adapting to innovation, economic recovery, and domestic growth
- Valuation dislocations and overlooked opportunities, including how current market pricing compares to long-term averages and the relative appeal versus large caps
- Active management advantages, especially in a space where inefficiencies and research gaps can offer alpha-generating potential
- The role of small caps in portfolio construction, diversification, and thematic investing - particularly in capturing early-stage innovation and regional resilience

Expert: Lazard

YOUR CLIENTS

8. Navigating the tax turn - Non-Dom reform, APR/BPR changes and the 4-year FIG rule

Sweeping changes to the non-domicile regime, alongside shifts to Agricultural and Business Property Relief (APR/BPR), are reshaping how UK-based and international private clients plan and protect their wealth. With these reforms comes uncertainty - but also opportunity. The emerging interest in the 4-year Foreign Income & Gains (FIG) rule suggests a new route for attracting and retaining globally mobile wealth.

This session will explore how private client professionals can interpret and respond to these reforms - balancing risk, compliance and long-term planning strategies for HNW and UHNW clients, by discussing:

- The practical implications of the proposed abolition of non-dom status and how clients are reacting
- How advisers, planners and legal experts are adapting structures, communication and strategy in light of these changes
- Emerging best practices for working with clients navigating this evolving tax and regulatory landscape

Expert: Farrers & Co

9. Closing the advice gap with better financial capability & access

Despite numerous financial literacy initiatives, the UK continues to struggle with low financial capability, particularly among vulnerable groups. This lack of knowledge, combined with limited access to suitable financial products and advice, reinforces financial exclusion and inequality, including the advice gap.

This session will explore how wealth managers and advisers can take a more proactive role in financial education and inclusion, ensuring that financial knowledge translates into action. This session will discuss:

- Innovative approaches to make financial advice more accessible and affordable, particularly for underserved and younger clients
- How wealth managers, policymakers, and educators can work together to ensure financial capability and access to advice become national priorities

Expert: The London Foundation for Banking and Finance

TECHNOLOGY & INNOVATION

10. Implementing AI to power the modern wealth manager

As wealth management firms increasingly seek to adopt AI to increase productivity and deliver a more personalised service to clients, the challenge of implementing AI and balancing the capabilities with human expertise increases.

This roundtable will explore:

- How it starts with the data - data quality, data governance and data privacy are the foundations
- How wealth managers can implement AI in a way that enhances client relationships without losing the personal touch
- How to keep pace with innovation and future-proof your business
- Training and refining AI
- Persona adoption across multiple systems

Expert: Addepar

11. Maximising efficiency - How smart tech drives productivity in wealth management

Productivity is the lifeline of wealth management but too often, manual processes and fragmented systems drain time and resources. This roundtable will explore how firms can leverage intelligent automation, seamless data integration, and managed services to transform productivity across their operations.

Key discussion points:

- Which operational processes are the biggest drains on efficiency - and where has automation delivered the greatest gains?
- How can firms balance end-to-end automation with maintaining an open, flexible ecosystem?
- What are the best practices for harmonising diverse asset classes into a single, reliable source of data?
- How can wealth managers avoid the pitfalls of complexity, vendor lock-in, and costly change management?
- What role do leadership, talent, and governance play in ensuring successful technology adoption?

Expert: FA Solutions

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12. Build, buy, or managed services? Future-proofing your business with smart tech decisions

As wealth management firms navigate rapid technological change, a critical decision emerges: build bespoke solutions in-house, buy off-the-shelf platforms, or transition to managed services. This roundtable will explore the strategic, operational, and financial factors driving these choices, drawing on real-world case studies from across the industry.

Key discussion points include:

- Why are more firms shifting to managed services, and what are the benefits and risks?
- When does building in-house provide a competitive advantage, and when is it a costly distraction?
- How can firms adopting managed services ensure flexibility and avoid vendor lock-in?
- What role does governance, talent, and change management play in making these transitions successful?
- How can firms balance speed, scalability, and control in their technology strategy?
- What are the benefits, risks and security challenges that genAI poses in such decisions?

Expert: Delta Capita

13. Unlocking successful technology transformation in wealth management

Technology projects in wealth management often promise transformation but deliver frustration. With the rise of AI, changing client expectations, and cost-income pressures, firms are being pushed to modernise - but 70% of transformation projects still fail. This roundtable will explore the practical barriers to successful implementation and how to align digital investment with real business outcomes. This session will explore:

- Why transformation efforts often stall - examining the common pitfalls across technology, people, and strategy
- How to ensure stakeholder buy-in, maintain alignment, and avoid vendor lock-in from the outset
- Practical ways to improve onboarding, drive user adoption, and sustain momentum post-implementation
- The growing role of AI, APIs, and agile delivery in modern wealth infrastructure - and what success looks like in the real world
- What skills and team structures are needed to futureproof transformation, from data scientists to effective project sponsors

Expert: Dorsum

YOU & YOUR PEOPLE

14. Secrets of leadership in turbulent times: Lessons from iconic leader in national security

Gain unparalleled insights into high-stakes leadership from the heart of national security, as well as an opportunity to strategise with other great CEOs across Wealth Management.. In this rare

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session, you'll explore how to lead with clarity, resilience, and foresight - lessons forged in one of the world's most complex and fast-moving environments. Topics include:

- Building elite teams – How to attract, develop, and restructure talent for adaptability, loyalty, and high performance.
- Leading leaders – Move beyond managing tasks: empower others to lead and think critically under pressure.
- Strategic agility – Embed your vision early, but stay responsive in the face of constant change and uncertainty.

Expect candid stories, practical frameworks, and strategic advice you won't hear anywhere else.

15. Team moves vs M&A and what happens when deals go wrong

In today's competitive wealth management landscape, firms are increasingly pursuing growth through high-value team moves.

This scenario-based discussion will discuss the teams moves do's and don'ts, as well legal pitfalls and dispute prevention by asking how, in a fast-changing environment, firms can safeguard success if things don't go to plan, as well as exploring:

- The strategic pros and cons of team moves vs M&A, highlighting legal, operational, and cultural considerations in each scenario
- Employment law risks in team lift-outs, including restrictive covenants, fiduciary duties, and reputational exposure - plus how to structure moves legally and effectively

Expert: Farrer & Co