Meeting of Minds: Wealth Management & Private Banking

Thursday 12 November 2026 – 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** - Highlights of the Industry Insights research. With **James Goad,** Managing Director, Owen James			
The Ballroom	0920-1045	**Keynote**	**FCA supervisory insights and direction of travel.** With **Kevin Oh,** Manager, Advisers, Wealth & Pensions and **Rob Shaw,** Manager, Wealth Management Supervision - Consumer Investments, FCA			
The Ballroom	1045-1100	**Keynote**	**The client acquisition challenge – What can wealth managers learn from the disruptors?** With **Andrew Bresler**, UK CEO, Saxo			
Breakout Rooms	1005-1115	**Roundtable Session**	*The AI-enabled Workforce – Capability beyond technology*	*The British Money Mindset - What drives investor confidence*	*Built to Scale - Why foundational strength is the new competitive divide*	*Early innings or late cycle - Investing in AI's next phase*
Belgravia	1115-1140	**Coffee**	Grab a refreshment and catch up with your peers			
The Ballroom	1140-1210	**Networking**	**Structured networking** - An opportunity to meet some new faces			
Breakout Rooms	1215-1325	**Roundtable Session**	*AI as Infrastructure - The intelligent wealth business*	*Wealth Management M&A - Delivering on the FCA's Expectations*	*Growth by Design - Building the operating model for scalable growth*	*What advisers really want from wealth partners*
The Ballroom	1325-1500	**Lunch**	**A seated formal lunch**			
The Ballroom	1430-1500	**Keynote**	**The New World Order - Power, politics and global uncertainty.** With **Shehab Khan**, multi award winning British journalist			
Breakout Rooms	1505-1615	**Roundtable Session**	*Winning New Wealth - How can firms acquire clients without sacrificing margin?*	*Improving both client outcomes and business economics with more efficient portfolios*	*Winning Share of Wallet - The growth opportunity firms already own*	
The Ballroom	1620-1650	**Keynote**	**Purpose is the New Profit - Rethinking wealth, work and what really matters.** With **Dr Josh Littlejohn MBE,** social entrepreneur and co-founder of Social Bite			
Belgravia	1650-1800	**Farewell & Fizz**	We thank you for joining us over a glass of bubbly.			

This document is the copyright of Owen James. If you would like to input your ideas into this document, we would love to hear from you. Do call us on 01483 862 691 or email rebeccaleitch@owenjamesgroup.com.

a meeting of MINDS

owenjames

A MEETING OF MINDS WEALTH MANAGEMENT AND PRIVATE BANKING

ROUNDTABLE THEMES

Thursday 12 November 2026, The Berkeley Hotel, London

Contents

REGULATORY CHANGE **2**

1. Wealth Management M&A - Delivering on the FCA's Expectations 2

YOUR BUSINESS **2**

2. Winning New Wealth – How can firms acquire clients without sacrificing margin? 2
3. Winning Share of Wallet – The growth opportunity firms already own 3
4. Growth by Design – Building the operating model for scalable growth 3
5. Built to Scale – Why foundational strength is the new competitive divide 3
6. Improving both client outcomes and business economics with more efficient portfolios 4

YOUR CLIENTS **4**

7. The British Money Mindset – What drives investor confidence and why it matters for wealth management 4

TECHNOLOGY & INNOVATION **5**

8. AI as Infrastructure - The intelligent wealth business 5

YOU & YOUR PEOPLE **5**

9. The AI-enabled Workforce – Capability beyond technology 5

PRODUCTS & PROPOSITION **6**

10. Early innings or late cycle: Investing in AI's next phase 6
11. What advisers really want from wealth partners 6

Agenda overview:

As the industry enters a new era of AI, changing client expectations, evolving regulation and structural market shifts, success increasingly depends on building businesses that are more productive, more scalable and more resilient.

Meanwhile, the greatest source of competitive advantage will be defined by how effectively firms build organisational capability - developing people, strengthening client relationships and forming strategic partnerships that extend far beyond investment management.

The agenda is designed to help senior leaders move beyond reacting to today's challenges and towards building the capabilities that will define tomorrow's market leaders.

This document is the copyright of Owen James. If you would like to input your ideas into this document, we would love to hear from you. Do call us on 01483 862 691 or email rebeccaleitch@owenjamesgroup.com.

ROUNDTABLE THEMES TABLED FOR DISCUSSION

REGULATORY CHANGE

1. Wealth Management M&A - Delivering on the FCA's Expectations

The FCA's review of consolidation has reinforced that growth through acquisition brings increasing expectations around governance, oversight and client outcomes. As transactions continue across the market, firms must demonstrate that scale enhances rather than compromises client value.

This session will explore:

- The FCA's expectations following its consolidation review
- Preparing for post-integration regulatory scrutiny—not just transaction approval
- Demonstrating that client choice, value and service have genuinely improved
- Measuring whether promised operating model changes have actually been delivered
- Governance, culture and Consumer Duty after integration
- Using technology, data and AI to evidence successful integration and ongoing client outcomes

YOUR BUSINESS

2. Winning New Wealth – How can firms acquire clients without sacrificing margin?

As competition for wealthy clients intensifies, private banks and wealth managers face growing pressure to deliver new business without compromising profitability. Higher acquisition costs, changing client expectations and increasing fee transparency are making traditional approaches to growth harder to sustain.

This session will explore how firms can build more targeted and commercially sustainable client acquisition strategies, including:

- Identifying the most attractive client segments and growth opportunities over the next three to five years.
- Understanding how client expectations and behaviours are changing the way wealthy individuals select a wealth manager.
- Using data and client insight to identify, prioritise and engage high-value prospects.
- Improving the prospect journey, from initial engagement through to conversion and onboarding.
- How personalisation, relevant communication and digital engagement can strengthen acquisition without increasing cost-to-serve.
- The role of brand, trust and proposition clarity in differentiating firms beyond price.
- Winning new mandates without relying on fee discounting or undermining long-term profitability.
- Measuring acquisition effectiveness through conversion, cost-to-acquire and long-term client value.

Expert: Communify

This document is the copyright of Owen James. If you would like to input your ideas into this document, we would love to hear from you. Do call us on 01483 862 691 or email rebeccaleitch@owenjamesgroup.com.

3. Winning Share of Wallet – The growth opportunity firms already own

As client acquisition becomes more expensive and competitive, one of the greatest opportunities for organic growth may already exist within firms' current client relationships. The challenge is understanding where untapped potential exists and how firms can deepen relationships, broaden the services they provide and increase lifetime client value without undermining trust.

This session will explore:

- Identifying untapped commercial opportunity within existing client books.
- Understanding which clients have assets, needs or relationships held elsewhere.
- Using data and segmentation to identify opportunities for deeper engagement.
- Increasing lifetime client value through broader, more holistic relationships.
- Deepening relationships across spouses, families and generations.
- Unlocking referral and advocacy opportunities from existing clients.
- Connecting clients more effectively with specialist capabilities across the business.
- Measuring relationship depth, client penetration and share of wallet rather than AUM alone.
- Balancing commercial opportunity with delivering genuine additional value for clients.

Expert: Standard Life

4. Growth by Design – Building the operating model for scalable growth

Organic growth remains a top strategic priority of the wealth management industry. Yet as firms grow, many are finding that increasing complexity across their business is creating new barriers to scale. What was once manageable can quickly become a source of higher costs, reduced productivity, slower decision-making, greater operational risk, and inconsistent client outcomes.

The challenge is how to grow without adding complexity that constrains success. Leading firms are rethinking their operating models, simplifying technology and data ecosystems, and finding new ways to create capacity, efficiency, and agility.

This session will explore:

- Why operating model design is becoming a critical source of competitive advantage
- At what point scale begins to increase complexity, cost, and organisational friction rather than deliver efficiency
- How fragmented systems, data, vendors and processes undermine productivity, control, and decision-making
- Whether operational simplicity is emerging as a defining differentiator for growth-focused wealth managers
- Creating operational capacity and resilience without proportionately increasing headcount
- Building a scalable, future-ready operating model that supports sustainable organic growth while improving profitability and client experience

Expert: SEI

5. Built to Scale – Why foundational strength is the new competitive divide

As wealth managers pursue growth, AI and transformation simultaneously, competitive advantage is increasingly determined by what sits beneath the innovation. Firms need strong operational foundations, but that no longer necessarily means owning every capability themselves.

This document is the copyright of Owen James. If you would like to input your ideas into this document, we would love to hear from you. Do call us on 01483 862 691 or email rebeccaleitch@owenjamesgroup.com.

The strategic question is becoming which capabilities firms should retain as core sources of differentiation, which can be externalised, and how technology and AI can amplify a more flexible operating model without creating additional complexity or risk.

This session will explore:

- Which capabilities wealth managers need to own – and which can increasingly be externalised.
- How as-a-service models can create capacity and accelerate transformation without weakening control.
- Where externalisation can reduce fixed cost and complexity as firms scale.
- How to maintain accountability, resilience and client experience across an increasingly extended operating model.
- Why strong operational foundations are essential before AI can deliver meaningful value.
- Moving AI from isolated experimentation into workflows that span internal and external capabilities.
- How firms can avoid simply replacing legacy complexity with a new layer of providers and technology.
- Whether the ability to orchestrate capabilities, rather than own them all, will become a source of competitive advantage.

Expert: Objectway

6. Improving both client outcomes and business economics with more efficient portfolios

Wealth managers are under increasing pressure to deliver better client outcomes while managing rising costs, margin pressure and greater regulatory scrutiny. This is prompting firms to reconsider not only how portfolios are constructed, but how efficiently investment propositions are designed, implemented and governed.

This session will explore how firms can build more efficient and scalable investment propositions while meeting their Consumer Duty obligations, including:

- Where inefficiencies in portfolio construction and implementation are adding unnecessary cost
- Balancing investment quality, personalisation and operational efficiency
- Using scale more effectively to improve portfolio economics and protect margins

Expert: Russell Investments

YOUR CLIENTS

7. The British Money Mindset – What drives investor confidence and why it matters for wealth management

Investor confidence is shaped by more than markets and performance. Vanguard's latest British Money Mindset research explores the attitudes, behaviours and beliefs influencing how UK investors think about money, providing insight into the psychological and behavioural factors behind financial decision-making and long-term engagement.

This session will explore what changing attitudes to money mean for private banks and wealth managers as they seek to deepen existing relationships and engage the next generation of wealth holders, including:

This document is the copyright of Owen James. If you would like to input your ideas into this document, we would love to hear from you. Do call us on 01483 862 691 or email rebeccaleitch@owenjamesgroup.com.

- What drives investor confidence and how this translates into client behaviour.
- How attitudes towards money and investing differ across clients and generations.
- The role of trust, communication and human reassurance in investment decision-making.
- How firms can use behavioural insight to understand clients more deeply and personalise engagement.
- How expectations around advice, service and investing are evolving.
- Engaging spouses, families and the next generation in conversations about wealth.
- How stronger understanding of client behaviour can support deeper, longer-term relationships.

Expert: Vanguard

TECHNOLOGY & INNOVATION

8. AI as Infrastructure - The intelligent wealth business

AI has moved beyond experimentation. The challenge is no longer identifying use cases, but redesigning businesses around intelligent systems that improve decision-making, client engagement and operational performance.

This session will explore:

- Moving from AI pilots to enterprise-wide transformation
- Building AI-enabled operating models
- Agentic AI and autonomous workflows
- Governance frameworks that support innovation
- Measuring commercial return on AI investment
- How firms develop the organisational capability needed to realise AI's full potential
- Simplifying operating models rather than adding another layer of technology
- Practical case studies where AI has reduced cost, improved control and strengthened client outcomes

YOU & YOUR PEOPLE

9. The AI-enabled Workforce – Capability beyond technology

Artificial intelligence is transforming every part of the wealth management business, but the greatest challenge is no longer selecting the right technology. Success increasingly depends on equipping advisers, client service teams, operations and support functions with the confidence, skills and governance needed to use AI effectively. Firms that develop organisation-wide AI capability today may gain a significant competitive advantage tomorrow.

This session will explore:

- How to build AI capability across the entire business, not just within technology teams
- Upskilling non-technical colleagues to unlock productivity gains
- Whether firms should establish AI competency frameworks and professional standards
- Creating a culture where AI enhances judgement rather than replacing it
- Encouraging responsible adoption while maintaining governance and trust

This document is the copyright of Owen James. If you would like to input your ideas into this document, we would love to hear from you. Do call us on 01483 862 691 or email rebeccaleitch@owenjamesgroup.com.

- Whether becoming AI-ready could become a source of competitive differentiation

Expert: Eddie Russell, Solve

PRODUCTS & PROPOSITION

10. Early innings or late cycle: Investing in AI's next phase

AI demand is now growing faster than the physical world can supply it. Usage is accelerating as AI moves from chatbots to reasoning models to autonomous agents. Meanwhile, chips, memory, power, and capital set the pace of the buildout. For allocators, the question is no longer whether AI matters. It is who captures the value, in what order, and what could break the cycle.

This session looks to explore:

- Demand: Is rapid growth in AI usage turning into revenue, and is enterprise adoption broadening beyond coding?
- Constraints: How chips, power and financing limit the pace of the buildout, and why that scarcity currently gives pricing power to suppliers.
- Value migration: How returns in past technology cycles shifted from infrastructure to platforms to applications, and where AI sits on that timeline today.
- Risks and portfolio implications: The signals that would challenge the thesis (funding strain, depreciation, enterprise renewals) and what they mean for concentration and diversification.

Expert: Lazard

11. What advisers really want from wealth partners

As investment expertise and products become increasingly accessible, differentiation is moving beyond investment performance alone. For wealthy clients, the quality of the wider relationship – service, access, expertise, financial strength and experiences – can be just as important as the investment proposition.

The challenge is determining which additional services genuinely deepen relationships and which simply add cost and complexity. This session will explore:

- What genuinely differentiates one private bank or wealth manager from another
- How purpose, culture, financial strength and service shape client perceptions of value
- Building or partnering to deliver capabilities beyond the core proposition
- The role of premium banking services, cards and strategic partnerships in the client experience
- Creating exclusive access and experiences that genuinely resonate with wealthy clients
- Whether sponsorships, events and partnerships can deepen relationships and reinforce brand positioning
- Using philanthropy, specialist expertise and wider networks to support clients beyond their financial assets
- How firms measure whether additional benefits actually strengthen loyalty, advocacy and share of wallet

Expert: Multrees

This document is the copyright of Owen James. If you would like to input your ideas into this document, we would love to hear from you. Do call us on 01483 862 691 or email rebeccaleitch@owenjamesgroup.com.