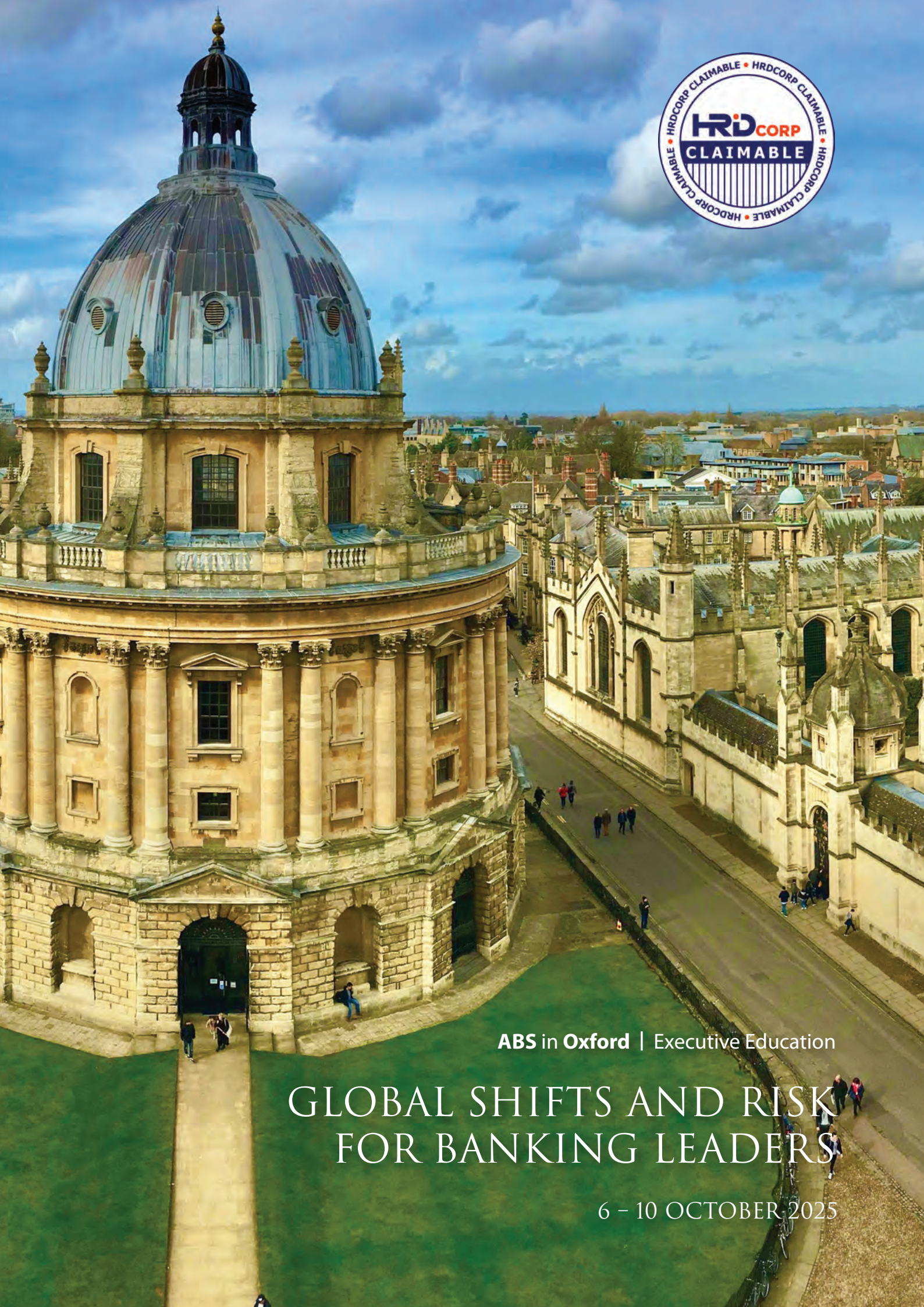




GLOBAL SHIFTS AND RISK FOR BANKING LEADERS 2025





ABS in Oxford | Executive Education

GLOBAL SHIFTS AND RISK FOR BANKING LEADERS

6 – 10 OCTOBER 2025

ABS FLAGSHIP PROGRAMME

GLOBAL SHIFTS AND RISK FOR BANKING LEADERS

At the Asian Banking School, we understand how impactful knowledge can be in transforming individuals, organisations and societies. By leveraging on the power of experience of senior industry practitioners as well as world-renowned academics from leading business schools to partner with on our programmes, we provide a learning environment for participants to gain real world knowledge to enhance their professional lives and make changes that matter in their organisations.

We believe that this collaboration with the University of Oxford Saïd Business School speaks volumes on our continued commitment to provide world class learning opportunities for the industry. This inaugural programme on Global Shifts and Risk for Banking Leaders has been designed to address the main disruptors and risk factors in the banking world and equip participants with the knowledge and tools to prepare their financial institutions for resilience as they move forward.

Curated for senior-level professionals from banking and finance-related sectors, this programme will be delivered over one week at the University of Oxford Saïd Business School. Classes will be held at their award-winning Park End Street site located in the heart of Oxford city centre, and participants will stay on campus for a fully immersive Oxford experience. Upon completion of the programme, participants will become members of the Oxford Business Alumni Network. The Network is for short-course participants of the Business School and provides continued access to learning and development opportunities at Oxford, as well as avenues to connect with others. It also has regional chapters, including in Kuala Lumpur and Singapore with whom local events are arranged.



PROGRAMME AT A GLANCE

Sunday 5 October	Monday 6 October	Tuesday 7 October	Wednesday 8 October	Thursday 9 October	Friday 10 October
	Welcome and Programme Introduction	Scene Setting	Scene Setting	Scene Setting	Scene Setting
	Current Issues in Bank Capital and Risk Management	Risk Management – A Holistic Approach	Competitive Strategy in a Digital Era	AI – Threats and Opportunities	Culture and Performance
	Trends in Bank Risk Management	Group Photo	Digital Transformation – Process, Pitfalls and Risk		Power of Doubt and Transformation
	Lunch	Lunch	Lunch	Lunch	Lunch
	Financial Crashes Preparing for the Next Crisis	Climate Change and its Implications for Banking	Digital Transformation – Process, Pitfalls and Risk	Geopolitics, Leadership in a World in Flux	Power of Doubt Workshop and Skills Implications
Check-in and Arrivals	Responsible Leadership and Corporate Purpose	Nature – Risk and Opportunity			Certificate Ceremony
	Review of the Day	Review of the Day	Review of the Day	Review of the Day	
	Evening Break	Evening Break	Evening Break	Evening Break	Evening Break
Drinks Reception	Welcome Dinner	Oxford Walking Tour	Magdalen Bridge Punting	Celebration Dinner	Free Time

PROGRAMME FEES*

MYR 65,000 / SGD 19,800
per participant

** Fee includes all training activities and materials, lunches during training days, special dinners, social programme and accommodation (from 5 – 11 October 2025) based on single occupancy. It is not inclusive of any applicable taxes.*



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Note : All Information in this publication is correct at the time of printing but may be subject to change.

PAYMENT OPTIONS

- This programme is an approved **HRD Corp** claimable course.
- The programme fee and roundtrip airfare is **STF credit** claimable by qualifying Malaysian banks.

REGISTRATION

Please register online at
www.asianbankingschool.com/our-programmes/executive-education
Alternatively, you may email your completed Registration Form to **training@asianbankingschool.com**
Terms and conditions apply. Please visit
www.asianbankingschool.com/terms-and-conditions

ENQUIRIES

Please contact Asian Banking School at:
Tel: **+603-2701 7822** or
Email: **training@asianbankingschool.com**

MONDAY, 6 OCTOBER 2025

Morning Session : **Current Issues and Trends in banking risks**

This session will consider how policy shifts innovations in banking and explore emerging trends that reshape the global banking system. Participants will examine the change drivers and how it supports and affect the risk profile of global banks.

Afternoon Session : **Financial Crashes – Preparing for the Next Crisis**

2008 was not the first or will it be the last financial crisis to affect the banking sector? This session is led by a senior academic who advises government during the banking crisis. He will draw on history to identify failure modes that might recur. To be more attuned to the failure modes in the banking system, predictions on how banking leaders, regulators and policy makers might react will be discussed – to help participants identify weak signal that may indicate future problems.

Afternoon Session : **Responsible Leadership and Corporate Purpose**

This session will invite participants to consider the purpose of the banking and financial sector and its contribution to society. By understanding that profit is a bi-product of the service, participants will be able to re-think their approach to corporate strategy. Participants will develop alternative strategies that go beyond simply generating a return on investment.

TUESDAY, 7 OCTOBER 2025

Morning Session : **Risk Management – A holistic approach**

This session will introduce the three levels of risk: preventable, strategic and external. Participants will explore how this categorisation might change their approach to risk. Participants will also develop a framework that re-classifies risk types and appropriate treatment of those risks and risk appetite.

Afternoon Session : **Climate change and its implications for banking**

This session will examine how climate poses a direct risk through devaluing assets and an indirect risk through the introduction of legislation. Participants will explore the future impact of climate change on the balance sheet of banks.

Afternoon Session : **Nature – A Risk or Opportunity**

This session will examine how nature has a greater impact on the banking sector and its investments that is at first case apparent. To help participants make better value judgement, current and future impact of nature depletion on the balance sheet of banks will be examine.

WEDNESDAY, 8 OCTOBER 2025

Morning Session : **Competitive Strategy in a Digital Era**

This session will look at some of the FinTech applications and innovations from new and establish players. The group will explore how new players are managing the regulatory interface to create new markets and better serve customers. Participants will appraise the opportunities and threats from technology and draw up better strategies for investing in and competing with new technologies.

Afternoon Session : **Digital Transformation – Process, Pitfalls and Risk**

This session will explore the factors that digital transformations drive underperformance through a case study exercise – to understand the early warning signs and better react to risks in digital transformations.

THURSDAY, 9 OCTOBER 2025

Morning Session : **AI Threats and Opportunities**

This session will take a broad look at AI and how the technology is affecting both customers facing and back-office operations. Participants will hear a balanced view of the state of technology and evaluate the opportunities and risks posed by AI. It also covers new ways of working and new ways of interfacing with stakeholders.

Afternoon Session : **Geopolitics in a World in Flux**

This session will explore the diverging political and economic ambitions of China, the US, Europe and Asia, how it will reshape the risk profile for Asian banks and creating both opportunities and threats. Participants will be able to read the signals from political leaders and differentiate between a short-term vote winning interventions and a long-term policy shift. These insights will help banking leaders to set better and more agile strategies.

FRIDAY, 10 OCTOBER 2025

Morning Session : **Culture and Performance**

This session will require participants to look inwards to their organisation and themselves by examine the culture of their organisation and the unwritten rules of how people behave, invest and enact business. Participants will examine the factors that shape the culture of the organisation and how to create a more agile and performance-oriented culture.

Afternoon Session : **Power of Doubt and Skills Implication**

This session will use Professor Smet's proprietary framework to understand the power of doubt and how to harness this by exploring their default positions. Participants will use a diagnostic approach to find ways to expand their range of leadership choices towards risk and doubt.

LEARNING OUTCOMES

At the end of the programme, participants will be able to:

- Examine change drivers, weak signals and leadership to drive a purpose strategy
- Organize a framework to re-classify risks, climate change and value judgements on the balance sheet
- Assemble the opportunities and threats from technology and react to risks in digital transformation
- Measure the opportunities for Asian banks and risks posed by AI
- Prepare leadership to manage uncertainty and new thinking

BECOMING ALUMNI

Upon completion of the programme, participants will become members of the Oxford Business Alumni (OBA) Network. The Network is a community of degree, diploma, and qualifying Executive Education alumni of Saïd Business School, plus other Oxonians that share their interest in business. The network offers opportunities to meet and network with other alumni in 150 countries from a range of industries and companies. ABS participants can join local Chapters of the network, as well as continue their professional development through the wealth of resources and learning that OBA provides, as well as benefit from discounted places on their open-enrolment programmes.

PROGRAMME FACULTY

Programme Director

Andrew Gibbons

Associate Fellow, Saïd Business School, Saïd Business School, University of Oxford



Andrew will leverage his experience from the 2024 programme to enhance the design, brief the academic team, and ensure a cohesive narrative runs throughout the programme. Building on the success of the earlier delivery, he will lead the group as they explore the identified risks and proposed mitigations. His focus will be on ensuring participants feel at ease and gain maximum value from the learning journey. Collaborating closely with the ABS team, Andrew will draw on the combined expertise of both organisations to deliver an enriching experience for all participants. He will draw on his experience of helping individuals, teams and companies to achieve their potential. This experience is drawn from time in boardrooms designing strategy and with operational leaders as they deliver that strategy.

Andrew is an accredited executive coach with nearly 2500 hours of one-to-one coaching with senior executives from across the world. He has collated the learning from this experience into a series of leadership short cuts, which feature in his work with senior executives. As lead coach, he briefs and manages teams of coaches on executive education programmes. As a trainer, he has directed and delivered programmes for a range of sectors, including construction, manufacturing and services. As a facilitator, he steers senior executive teams through change, delivers leadership development programmes and runs employee engagement workshops.

Academic Director

Amir Amel-Zadeh

Associate Professor of Accounting, Saïd Business School, Saïd Business School, University of Oxford



Amir's research examines the effects of companies' financial and non-financial information disclosures on capital markets and the mediating role of accounting standards and information intermediaries. Amir's research has been published in leading academic and practitioner journals such as Journal of Accounting and Economics, The Accounting Review, Review of Accounting Studies, and Financial Analyst Journal. His work has been cited by the business press such as the Financial Times and the Guardian as well as in a variety of policy documents by the EU, Bank of International Settlements, IMF, World Economic Forum and by accounting standard setters.

Amir has been invited to present his research at conferences and business schools across the globe and held visiting positions at Harvard Business School, at New York University Stern School of Business, at Columbia Business School, and at the University of Bologna. Prior to joining Oxford Saïd, Amir was at Judge Business School, University of Cambridge. He teaches on the MBA and Executive MBA as well as on executive programmes for legal and financial services professionals. He has taught or consulted for the financial services industry in the US, Europe, Asia and the Middle East. He currently serves as Associate Editor for the Special Issue on Business and Climate Change at Management Science and is on the Editorial Board of Accounting and Business Research. He received his PhD from the University of Cambridge. He has co-authored and co-edited the book Accounting for M&A: Uses and Abuses of Accounting in Monitoring and Promoting Merger published by Routledge in 2020. Alongside his role at Saïd Business School, Amir is an associate member of the Oxford-Man Institute of Quantitative Finance and Research Fellow at Green Templeton College, Oxford.

Professor Carl-Benedikt Frey

Dieter Schwarz Associate Professor of AI & Work, University of Oxford



Carl-Benedikt Frey is the Dieter Schwarz Associate Professor of AI & Work at the Oxford Internet Institute and a Fellow of Mansfield College, University of Oxford. He is also Director of the Future of Work Programme and Oxford Martin Citi Fellow at the Oxford Martin School. After studying economics, history, and management at Lund University, Frey completed his PhD at the Max Planck Institute for Innovation and Competition in 2011. He subsequently joined the Oxford Martin School where he founded the programme on the Future of Work. Between 2012 and 2014, he was teaching at the Department of Economic History at Lund University.

Frey has served as an advisor and consultant to international organisations, think tanks, government, and business, including the G20, the OECD, the European Commission, the United Nations, and several Fortune 500 companies. He is also an op-ed contributor to the Financial Times, Foreign Affairs, Scientific American, and the Wall Street Journal, where he has written on the economics of artificial intelligence, the history of technology, the future of cities, and remote work.

His academic work has featured in over 100 media outlets, including The Economist, New York Times, Time Magazine, The New Yorker, Le Monde, and Frankfurter Allgemeine Zeitung. In addition, he has frequently appeared international broadcast media such as CNN, BBC, PBS News Hour, Al Jazeera, and Sky News. His most recent book, *The Technology Trap: Capital, Labor, and Power in the Age of Automation*, was selected a Financial Times Best Books of the Year in 2019, when it also won Princeton University's prestigious Richard A. Lester Prize.

Professor Vili Lehdonvirta

Professor of Economic Sociology and Digital Social Research

Oxford Internet Institute, University of Oxford



Vili Lehdonvirta is Professor of Economic Sociology and Digital Social Research at the Oxford Internet Institute, University of Oxford. He leads a research group examining the politics and socio-economic implications of digital technologies. He is one of the world's most cited authors on gig work and the platform economy. His current research examines the geopolitics of digital infrastructures. His books *Cloud Empires: How digital platforms are overtaking the state* and *how we can regain control* and *Virtual Economies: Design and analysis* are published by MIT Press. He is a frequent keynote speaker and has advised the European Commission, the World Bank, and other public, private, and third-sector organizations on digital policy and governance.

Lehdonvirta is a Senior Research Fellow of Jesus College, Oxford, an associate member of the Department of Sociology, Oxford, and a former Turing Fellow of the Alan Turing Institute, London. He co-organizes the Digital Economy Network of the Society for the Advancement of Socio-Economics and sits on the editorial boards of the journals *Information Society* and *Journal of International Business Policy*. From 2013 to 2018 he was editor of the journal *Policy & Internet*. In 2022-2023 he served on the European Research Council's Social Sciences and Humanities Advanced Grants panel.

Lehdonvirta holds a PhD in Economic Sociology from the University of Turku (2009) and a MSc from the Helsinki University of Technology (2005). He has previously worked at the London School of Economics, the University of Tokyo, and the Helsinki Institute for Information Technology. In 2020 he was a visiting professor at the Institute of Innovation Research, Hitotsubashi University. Before his academic career Lehdonvirta worked as a software developer.

Dr Jimena Alvarez

Research Associate and Lead, Greening Finance for Nature Global Finance and Economy programme



Dr Jimena Alvarez leads the Global Finance & Economy Group's workstream on Greening Finance for Nature and the scenarios work as part of the Oxford Martin School Systemic Resilience Initiative. She is a contributing author to the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) Nexus Assessment on finance and has served as an expert on the Nature Task Force of the Network for Greening the Financial System (NGFS). She is also a Lillian Goldman Junior Research Fellow at Regent's Park College, University of Oxford.

Jimena brings 19 years of experience spanning engineering, climate change, nature-based solutions, modelling, economics, and finance across academia, industry, and nonprofits in Latin America, Europe, and the United States. She began her career advising the C-suite on strategic corporate planning in an Italian-Argentine holding group. Her research skills include quantitative risk analysis, systems analysis, and economic/financial analysis. Jimena holds a degree in Industrial Engineering (BEng and MEng equivalent) from the Instituto Tecnológico de Buenos Aires, MPhil in Engineering for Sustainable Development from the University of Cambridge, and a PhD in Management from Lancaster University.

Daniel Armanios

BT Professor of Major Programme Management, Saïd Business School, University of Oxford



Daniel is the BT Professor and Chair of Major Programme Management at Saïd Business School and a Professorial Fellow of St Anne's College. He also holds a Courtesy Appointment with the Department of Engineering Science. He is also a Distinguished Visiting Professor of Leadership at Tsinghua University in Schwarzman College. He was previously an Associate Professor in the Department of Engineering and Public Policy at Carnegie Mellon University.

Daniel holds Bachelor's degrees from the University of Pittsburgh in Mechanical Engineering (BS) and Political Science (Economics Minor) (BA), where he was a Goldwater and Truman Scholar. He holds a Master's degree from the University of Oxford in Management Research and in Water Science, Policy and Management (MSc), where he was a Rhodes Scholar. He holds a PhD from Stanford University in Management Science and Engineering, where he was a joint National Science Foundation and Stanford Benchmark Graduate Research Fellow.

Jonathan Trevor

**Associate Dean for Practice and Affiliates, and Professor of Management Practice
Saïd Business School, University of Oxford**



Jonathan Trevor is a noted management researcher, author, advisor, speaker and teacher on strategy and organisation.

Jonathan is Professor of Management Practice Saïd Business School, University of Oxford. He teaches on international executive education programmes and the Oxford MBA, Management Diplomas, and Executive MBA.

Jonathan is the author of *Align: A Leadership Blueprint for Aligning Purpose, Strategy and Organisation* (2019) and *Re:Align: A Leadership Blueprint to Overcome Disruption and Improve Performance* (2022).

He holds a PhD in management studies from the University of Cambridge and received a full Economic Social Research Council scholarship; he was also a visiting doctoral student at the Massachusetts Institute of Technology Sloan School of Management under a full scholarship.

ABOUT SAID BUSINESS SCHOOL, OXFORD UNIVERSITY

Saïd Business School blends the best of new and old. It is a vibrant and innovative business school deeply embedded in a 900-year-old world-class university which aims to lead the world in research and education for the benefit of society globally. It creates programmes and ideas that have worldwide impact and educates people for successful business careers. As a community, Saïd Business School seeks to tackle world-scale problems and undertake ground-breaking research that transforms individuals, organisations, business practices, and society. It delivers cutting-edge programmes, including the highly regarded MBA, Executive MBA, several specialist MScs, a portfolio of custom solutions and open programmes, and accredited diplomas for executives. The university is ranked 1st worldwide for higher education by The Times Higher Education (2017-2023) and is one of the foremost centres of learning, teaching and research.

As a department of the University, Oxford Saïd is dedicated to developing a new generation of business leaders and entrepreneurs and conducting research, not only into the nature of business, but the connections between business and the wider world. The School has been ranked first in the UK for Open Executive Education programmes for the last seven years. Overall, Oxford Saïd's Executive Education is ranked fifth in the world.

The image shows the exterior of the Saïd Business School building at the University of Oxford. The building features a prominent stone facade with the name 'SAID BUSINESS SCHOOL UNIVERSITY OF OXFORD' inscribed in large, capital letters. Below the inscription, there are several tall, narrow windows. In the foreground, there are some dark, spiky plants in a planter. To the right, a paved walkway leads towards the building, with a few people and bicycles visible in the distance. The background includes a brick building and a large green tree.

SAID BUSINESS SCHOOL UNIVERSITY OF OXFORD

PROGRAMME VENUE

The Thatcher Business Education Centre is part of Saïd Business School's award-winning Park End Street site and is located in the heart of Oxford city centre, next to the train station. It will be the venue for the Global Shifts and Risk for Banking Leaders Programme.



ACCOMMODATION

Ensuite accommodation based on single occupancy will be provided from 5 – 11 October 2025 at Courtyard by Marriott. Conveniently located in the heart of Oxford, the hotel is approximately a 6-minute walk away from the university.



GETTING TO OXFORD

Oxford is located about 90km west of Central London and is well-served by road, rail and airport links. It is within easy reach of some but not all of London's international airports. London Heathrow and London Gatwick are the two principal airports providing international flights.

TRAVELLING FROM LONDON AIRPORTS TO OXFORD

From London Heathrow

By Rail - take the Heathrow Express train to Paddington Station, central London and then, take the direct train to Oxford Station. On average, it takes around 1 hour 57 minutes to travel from Heathrow Airport to Oxford by train, with the fastest service possibly getting you there in as little as 1 hour 16 minutes. You can choose to travel with Great Western Railway, CrossCountry or Heathrow Express to get to Oxford.

By Road - it is about 1 to 1.5 hours by car and 1.5 hours by bus on the Airline Coach Service or National Coach Express, which stops at the Gloucester Green Bus Station in Oxford city centre.

From London Gatwick

By Rail – you can take a train from Gatwick Airport to Oxford with one change via Reading with an average journey time of around 2 hours 24 minutes, with the fastest service possibly getting you there in just 2 hours 4 minutes. You will be travelling with Great Western Railway, South Western Railway or Thameslink on your way to Oxford, as these are the main rail operators on this route.

By Road – it is about 1 hour 35 minutes to 2 hours by car and approximately 2 hours 35 minutes by bus, depending on traffic conditions. You can take either the Airline Coach Service or National Coach Express, which stops at the Gloucester Green Bus Station in Oxford city centre.

Travelling by Car

If you would rather travel by car, it is recommended that you pre-book a taxi/car service to make your connecting journey to Oxford from the airport. This will give you the assurance that you already have a car waiting for you upon your arrival and the cost will be at a much lower rate as compared to if you were to queue for a taxi from the airport taxi stand.

Useful links:

- By train
 - www.thetrainline.com
 - www.heathrowexpress.com
 - www.gatwickexpress.com
- By bus
 - www.theairlineoxford.co.uk/
 - www.nationalexpress.com/en/airports/
- By taxi
 - www.taxisheathrow.co.uk
 - www.airportstaxitransfers.com/

Oxford is a city and non-metropolitan district in Oxfordshire, England, and was founded in the 8th century. It is located at the confluence of the rivers Thames and Cherwell. It is 90km north-west of London and is home to the University of Oxford, the oldest university in the English-speaking world.



ABOUT ASIAN BANKING SCHOOL

The **ASIAN BANKING SCHOOL (ABS)** is dedicated to developing talent and is the largest specialised provider of quality banking training programmes in the ASEAN region.

As the industry's preferred partner in learning and development, ABS offers customised and open enrolment training programmes that cover a comprehensive list of banking areas developed by its Specialist Training Consultancy Team or in collaboration with strategic learning partners that includes some of the top business schools in the world. This includes its Executive Education programmes with Bayes Business School (formerly Cass) in London, the University of Cambridge Judge Business School, Frankfurt School of Finance and Management, INSEAD, the University of Edinburgh Business School, Bologna Business School, Bangor Business School, ESSEC Business School, Tsinghua University and the Saïd Business School, University of Oxford.

ABS also works closely with the Asian Institute of Chartered Bankers in raising competency standards for the industry through the delivery of training workshops related to professional qualifications developed and awarded by the professional body; and is the exclusive training partner in ASEAN for the Chartered Banker Institute in the UK. It plays a significant role in enriching the talent pipeline for the financial services sector through the industry recognised Financial Sector Talent Enrichment Programme (FSTEP) and Graduate Training programmes; and is also responsible for designing, developing, and delivering the industry-wide Ethics and AML/CFT programmes.

Asian Banking School

(201201039737)

Level 3, Bangunan AICB, 10 Jalan Dato Onn,
50480 Kuala Lumpur, Malaysia
Tel: +603-2701 7822

ABS (S) Pte Ltd

(201734535N)

Level 39, Marina Bay Financial Centre Tower 2
10 Marina Boulevard, Singapore 018983
Tel: +65 6818 5763

Email: enquiries@asianbankingschool.com

Website: www.asianbankingschool.com



Asian Banking School



Asian Banking School (ABS)

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