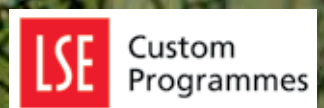


EXECUTIVE PROGRAMME INCLUSIVE RESPONSIBLE BANKING AND FINANCE

Corporate Governance, Financial Inclusion,
Social Impact and Metrics
(Online)



The Inclusive Responsible Banking and Finance Programme is organised by three major international players in the banking and academic sectors (the IEB, Instituto de Estudios Bursátiles, in partnership with the WSBI, World Savings and Retail Banking Institute and in association with the LSE, London School of Economics).

The Programme seeks to inspire professionals of the financial industry to implement the necessary cultural changes inside the banking and financial industry to win back client trust and to gain a competitive advantage; as we understand it, the future of banking will depend on organizations behaving with integrity, covering environmental, social, economic and governance issues while respecting all stakeholders, and promoting financial inclusion.

The Inclusive Responsible Banking and Finance Programme includes Corporate Governance, Social Impact, Financial Inclusion contents and their metrics in an online modular set up, which is enriched with an optional study visit to the London School of Economics, through the Excellence Programme in September every year, in order to illustrate the content and facilitate professional exchanges.

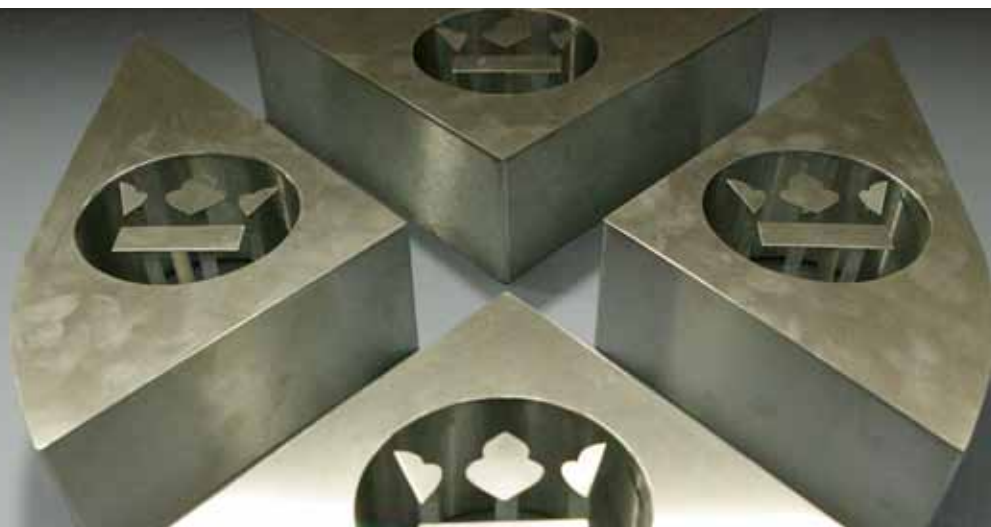


The Inclusive Responsible Banking and Finance Programme rethinks the role of the financial entities with a responsible management perspective. It teaches students how to improve their practices and optimise their work in complex banking organisations, in a responsible, sustainable manner and with a more customer-centric approach.

The Programme follows these ten principles:

1. Fair and transparent corporate governance
2. Fair and clear relations with customers with a customer-centric approach
3. The provision of useful and appropriate products and services that contribute to the improvement of the financial well-being of the customers
4. Responsible investment through the integration of environmental, social, governance (ESG) and ethical issues into financial analysis and decision-making
5. The promotion of accessibility and financial inclusion
6. The promotion and provision of financial education policies and instruments
7. Environment-friendly business
8. Making a responsible contribution to the community
9. Being a responsible employer through the application of fair and equal treatment of all staff
10. Contribution to financial stability

The principles above and examples of them stand from the experience of savings, retail and universal banks worldwide over recent decades.



Objectives 3

The Programme aims:

- To foster understanding of the principles of Inclusive Responsible Banking and Finance
- To enhance a culture change in finance
- To implement strong corporate governance
- To gain an overview of the main current drivers in order to address banking industry challenges: digitalisation, regulation, Environmental Social Governance (ESG) issues and trust recovery, based on values and principles
- To see how the banking business model could benefit from implementing a responsible and ethical framework
- To find the proper metrics of the financial and social performance
- To address challenges of education and financial inclusion, notably through better use of technology.

Structure 4

Topics and case studies are divided into seven Modules (see details in Programme content).

The topics and case studies have been selected to provide students with a fundamental understanding of Inclusive Responsible Banking and Finance applicable to different financial and banking positions. Each module has been developed with input from academics and leaders from the financial community.

Academic tutors accompany the students throughout the Programme's modules and courses. The tutor's responsibility is to follow each student, introduce practical cases and answer questions through online tutorials. Students receive detailed study documentation as well as numerous spreadsheets available on the virtual platform so that students can use them whenever and from wherever they study.



Online Platform, Technology and IT 5

To allow adequate supervision by lecturers and ensure fluid communication between the Centre and all the students, the most advanced tools will be available via the internet, allowing a permanent connection between students and lecturers.

The communication among both will take place on a virtual training platform with a view to creating a virtual working community. Through this platform, both students and lecturers have at their disposal updated information on various items and can access the virtual campus.

The online platform includes a library, a diary and an individualised messaging service for each student, where communication with the different lecturers will take place through forums and chats.

During the Executive Master each lecturer will carry out a series of tutorials consisting of:

- Resolving student's doubts, problems and concerns
- Reviewing exercises or case studies.
- Reporting and evaluation.

The online programme provides recorded lectures delivered through an interactive virtual laboratory, e-textbooks, online discussions and video streaming. Course assessments are entirely automatized.

The academic staff is composed by professionals from the financial sector (financial institutions, regulatory official agencies, financial analysts, prestigious auditing and consultancy firms, asset managers, etc.)

All professors are successful practitioners who combine a solid academic background with real world experience and insights: many of them hold an international certification such as: Executive Master, a Doctorate, CFA®, FRM®, CAIA®, EFA®, etc, issued by prestigious universities throughout the world; furthermore, they work in the fields they teach. Accustomed to working in multicultural environments, their teaching capacity and efficiency in transmitting knowledge have been largely demonstrated.

Both, the Director and the Associate Director of the Programme have a highly experienced background..



The Program's Director:
Jorge Medina Aznar

Jorge Medina acts as an Executive Director at Deutsche Bank and Board Member of its Asset Management business in Spain. He's a former Sales & Marketing Director at RBC Investor Services, Royal Bank of Canada Group (ex-Bancoval), ex-Supervisor at CNMV (Spanish Securities Market Commission) and ex-Certified Chartered Accountant at KPMG. He is also currently a Board Member of Enefy, focused on energy efficiency management.

He earned his degree in Finance from Edinburgh University (Scotland), and his degree in Economics from Universidad de Zaragoza (Spain). He also received a MBA from IE (Spain) and attended an in-company Senior Management Programme at IESE and ESADE (Spain).

Jorge Medina is an Associate Professor at IEB and his research interest includes Corporate Governance, Banking Strategy and Alternative Investments.



The Program's Associate Director:
Alberto Moreno de Tejada

Alberto Moreno de Tejada has a PhD in Political Science from the Universidad Complutense de Madrid and Instituto de Investigación Ortega y Gasset. His prime research interest is in Ethics, Leadership and Governance in Organisations. He also holds an MBA (European University) and a B.Sc. in Business Administration (Saint Louis University) as well as B.A. in Law (UNED) and a Diploma in Religious Science (ICADE).

He is currently an ethics and compliance lawyer at Madrid's Bar and has been a consultant for the OCDE. He is also Associate Professor of Deontology and Business Ethics at IEB.

Laurie Dufays

- Business Degree in Economics from the University of Louvain-La-Neuve (Belgium)
- Worked as corporate credit manager and branch manager for banks in Argentina and Belgium
- Professional Coach trained in NLP, Board Member of the International Coaching Federation in the Belgian Chapter
- Actual Deputy Director at the World Savings-Banks Institute (WSBI)

Kent Eriksson

- PhD, Business Studies, University of Uppsala, Sweden
- Professor, chair in business studies
- Worked as head for applied retail banking research center. Has also worked as consultant in retail bank development work, and with government and authorities in regulation of banking and insurance industry. He was previously on the board of directors of the Swedish financial supervisory authority

Laura Merlini

- BA in Business Administration at Bocconi University in Milan and received the CEMS MIM (Community and European Management Schools) MSc in International Management in 2002
- Director of Business Development EMEA for the Chartered Alternative Investment Analyst (CAIA) Association.
- Worked at Credit Suisse (previously Fortis Prime Fund Solutions) in Milan, Madrid and Geneva. She earned the CAIA Iberia chapter (based in Madrid) in 2008 and she has led the Geneva committee of CAIA Switzerland since 2010. She is also a member of the Educational Committee of 100 Women in Hedge Funds association in Geneva.

Miguel Ángel Otero

- Master of Arts in Economics and Bachelor of Science in Economics.
- Bachelor of Arts in Business Administration.
- Expert in IFRS and Banking Regulation.
- Former Bank Supervisor at Directorate General Supervision. Bank of Spain.
- Bank Expert at European Banking Authority.

Roberto Savina

- Bachelors Degree in Mathematics, Turin University
- FRM certified by GARP - Global Association of Risk Professionals
- Worked for Intesa Sanpaolo, AIS Financial Decisions and La Caixa, actively leading a broad range of Risk Management and Capital Market initiatives
- Currently Head of Risk Governance at Genworth Mortgage Insurance (Madrid/London)

Mathias Schmit

- PhD in Finance from the Solvay Brussels School of Economics and Management (Brussels)
- Worked in banking and public-sector-related activities for 15 years
- Currently, lecturer for major institutions (e.g. IEB, INSEAD, Amsterdam Institute of Finance, TiasNimbas, Hanoi National University)

Lesley Sherratt

- BA (Hons) Oxon., Philosophy, Politics & Economics.
- MA (Distinction) King's College London, Human Values & Contemporary Global Ethics
- Former Head of Flemings Global Portfolios Group, running \$5bn collective investment funds
- Former Investment Director of Fleming Flagship, Save & Prosper
- Former CEO Ark Asset Management Ltd (ran hedge funds in the financial services area)
- Currently awaiting viva for submitted doctoral thesis for PhD at King's College, London on 'Ethics in Microfinance'

David Serrano

- Bachelor Degree in Business Administration
- Master in European Business, Leicester University
- CISA, CISM, CGIT, international professional certifications in the audit and control field
- Member of the Internal Audit Institute of Spain, ISACA (Information Systems Audit and Control Associations)
- Worked at Bankinter Internal Audit Division, with different responsibilities
- Currently Manager (Head) of the Business Processes, IT and Subsidiaries audit team



The Inclusive Responsible Banking and Finance Programme Diploma is accredited by the IEB (Instituto de Estudios Bursátiles) the WSBI (World Savings and Retail Banking Institute) in association with the LSE Custom Programmes.

Benefits for the Students 8

The target audience of this Programme is the management and staff of financial institutions, bankers, consultancies, central bankers and practitioners who wish to gain insights into current banking challenges such as financial inclusion, digitalisation, regulation and risk management, and learn how to address those challenges in a responsible and sustainable manner.

The Programme enables students to take on management responsibilities and provide effective leadership in line with their own values as regards sustainable economic growth, social well-being and environment protection.

Each attendee will acquire and develop skills and a wide range of specialisations crucial to the success of banking and finance professionals.

As an individual, the student will:

- Improve their decision-making capacity and performance
- Gain a better understanding of corporate thinking and culture
- Acquire a holistic approach towards people, processes and technology

As a professional employee of the banking industry, the student will:

- Approach risk management in a more responsible way and with a more long-term perspective
- Develop stakeholder-centric approaches
- Be part of a bank's new management culture
- Acquire the current best responsible finance practices
- Analyse the main conflicts of interest in different banking business lines and acquire knowledge of how to handle them
- Understand the importance of financial inclusion and how to provide financial services to emerging countries
- Learn how to integrate Inclusive Responsible Banking and Finance and new technologies
- Be able to scope and scale their unbanked market potential

Calendar and Timetable 9

The Programme starts on October and lasts six months, with online sessions and tutorials held every other week

Module 1: Financial Institutions Roles and Responsibilities: Key Points for Responsible Banking Management

- 1) The Role of the Financial System. Integrating Social Responsibility within the Strategy of the financial industry and how financial institutions create shared value
- 2) Introduction to Financial Inclusion. Definition, International organizational support and Segmentation
- 3) The Responsible Banking Model. The 10 principles of responsible banking

Cases Studies

Responses to the Financial Crisis: Responsible responses of different business banking models (PART I)
Proximity banking: the case of community banks in the US

Readings

Banking in a challenging environment: Business models, ethics and approaches towards risks
Moral hazard: “too big to fail”, how to manage Systemic Banks
Comparative review of the obstacles faced by savings banks trying to improve access for the poor

Module 2: New Regulatory Framework for Financial Institutions

- 1) New regulations and banking reform: Solvency analysis of financial institutions
- 2) Consumer Protection and Operational Risk in the New Regulatory Environment
- 3) Corporate Social Responsibility, the New Regulatory Framework

Cases studies

Responsible Lending
Solvency analysis of financial institutions: European Stress Tests
Self Regulation: pros and cons

Readings

The ethics of Risk Management: a post-crisis perspective.
Did good cajas (Spanish Saving Banks) extend bad loans?

Module 3: Corporate Governance and Sustainability in Finance

- 1) The New Culture: Definition and objectives of Corporate Governance. Responsible Leadership in finance.
- 2) An integrated strategy: CSR, Sustainability and Green banking
- 3) Non-Financial Performance and integrated reporting

Cases Studies

Whistle Blowing and Corporate Governance
Wells Fargo’s sound approach to Risk Management

Readings

Non-Financial reporting: European Union Regulation
Corporate Governance and Banks: What Have We Learned from the Financial Crisis?
Banking Conduct and Culture

Module 4: Socially Responsible Investments and Product Innovation

- 1) Definition of Impact Investments. Environmental Social Governance (ESG)
- 2) A Socially Responsible Approach to Product Innovation: Derivatives, hedge funds and mutual funds.
- 3) Analysis of SRI Funds. Socially Responsible Investments

Cases studies

Ponzi scheme: Madoff's fraudulent investment operations
Libor Scandal

Readings

Changing Banking for Good: What is the Cure for Misconduct?
Aima's contributing to communities. Report: 14937

Module 5: Organisational and Strategic Corporate Management for Responsible Institutions.

- 1) The New Normal: Responsible in retail and corporate banking: Responsible risk management
- 2) Professionalism in Finance. Finance as a vocation
- 3) Responsible Digital Banking – Fintech and IT Revolution in a new Responsible Business Environment.

Cases Studies

Integrity in communication and marketing
Banking workers resilience: The Goldman Sachs' employee resignation letter. Loyal or disloyal behaviour?
Responses to the financial crisis: Responsible responses of different business banking models (PART II)

Readings

Inclusive capitalism: creating a sense of systemic
A crisis of culture. Valuing ethics and Knowledge in financial services

Module 6: Social Programmes and Metrics

- 1) Community Programs: From philanthropy to responsible finance.
- 2) Measuring social impact
- 3) Educational Programs and Financial Education
 - 3.1 Financial Education at the Heart of Responsible Banking
 - 3.2 Banking Alignment of Interests - Win-Win Focus

Cases studies

Main Target Groups and Channels
International Initiatives

Readings

Transformational Model for PRME (Principles for Responsible Management Education) Implementation

Module 7: Financial Inclusion

- 1) Microfinance with a focus on microsavings
- 2) Understanding unbanked and underserved markets
- 3) The Customer Journey
- 4) Accessibility:
 - 4.1 Innovative distribution channels: the branch network, the agent model, mobile phone banking
 - 4.2 Rural access through community village banking programmes
 - 4.3 Sustainability and the limits to accessibility
- 5) Migration and Financial Inclusion

Cases studies

Affordability: financial services affordable for both the client and the banks.

Sustainability and the limits to affordability

Usability: driving account activity

Characterising the need of unbanked people

Readings

The poor and their money': by Stuart Rutherford and Sukhwinder Arora.

'Portfolios of the Poor' Daryl Collins, Jonathan Morduch, Stuart Rutherford, Orlanda Ruthven

Financial inclusion for youth and young adults.

Will Cameron's EU migration reforms pass legal muster? 2015 - Financial inclusion and Central Banks · LSE

Partnerships | |

The Inclusive Responsible Banking and Finance Programme is launched by:

The IEB; the leading educational institution in financial training in Spain and Iberoamerica, created in 1989. An official centre affiliated to Universidad Complutense (the largest Spanish University) and sponsored by the Madrid Stock Exchange, since its creation, the centre has trained more than 30,000 students in a wide variety of financial topics.

The Programme was created in partnership with:

The World Savings and Retail Banking Institute (WSBI), a banking association that represents more than one hundred savings and retail banks associations (in total, more than 6,000 financial institutions) worldwide in 89 countries. As the global voice of savings and retail banking, it is committed to promoting responsible banking through this new Executive Master Degree. One of the pillars of savings and retail banks is their responsible involvement in their region and towards their customers through the provision of accessible products and services, in particular for those who would not have access to financial products otherwise.

And in association with:

The LSE Custom Programmes that is part of the LSE (London School of Economics). The London School of Economics is the global leader in the study of economics, law and European studies. Its students and teachers include 16 Nobel Prize winners, 34 past or present world leaders while an influential network of over 100,000 LSE alumni spans the world, covering over 190 countries.

The Programme enables students to take on management responsibilities and provide effective leadership in line with their own values as regards sustainable economic growth, social well-being and environment protection.

Each attendee will acquire and develop skills and a wide range of specialisations crucial to the success of banking and finance professionals.

Price is 5.400 euros.





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