

**Reforming Culture and Behavior in the Financial Services Industry:
Workshop on Progress and Challenges
November 5, 2015**

8:00 a.m. – 8:30 a.m. Coffee

8:30 a.m. – 8:45 a.m.

**Opening Remarks: William C. Dudley, President & CEO, Federal Reserve Bank of
New York**

Objective: Review the purpose of the workshop and outline the day’s agenda.

8:45 a.m. – 9:10 a.m.

Keynote Address: Christine Lagarde, Managing Director, International Monetary Fund

9:10 a.m. – 9:30 a.m.

**Discussion: Christine Lagarde, Managing Director, International Monetary Fund
Stanley Fischer, Vice Chairman, Board of Governors of the
Federal Reserve System**

9:30 a.m. – 9:45 a.m.

Break

9:45 a.m. – 10:45 a.m.

Panel One: Group of Thirty Report on Banking Conduct and Culture

Objective: Discuss the methodology, content and practical application of the recommendations in the recent Group of Thirty report, “Banking Conduct and Culture: A Call for Sustained and Comprehensive Reform.”

Moderator: Colin Price, Chairman, CoCompany
Panelists: Group of Thirty Report Co-Chairs:
Roger W. Ferguson, Jr., President & CEO, TIAA-CREF
William R. Rhodes, President & CEO, William R. Rhodes
Global Advisors; Senior Advisor, Citigroup
Group of Thirty Report Working Group Member:
Nicholas D. Le Pan, Former Superintendent of Financial
Institutions (Canada); Board Member, CIBC

10:45 a.m. -11:00 a.m.

Break

11:00 a.m. – 12:00 p.m.

Panel Two: Engagement – Diagnosis and Communication

Objective: Discuss methods of diagnosis and modes of communication to drive cultural and behavioral change.

Moderator: Susan M. Ochs, Senior Fellow, New America Foundation
Panelists: Michael L. Corbat, CEO, Citigroup
Daniel E. Pinto, CEO, Corporate & Investment Bank,
JPMorgan Chase

12:00 p.m. – 1:15 p.m.

Lunch (no speaker)

1:15 p.m. – 2:15 p.m.

Panel Three: Accountability – Performance Management, Controls and Metrics

Objective: Discuss investments and challenges in instilling a culture of personal and group responsibility.

Moderator: Elizabeth Corley, CEO, Allianz Global Investors
Panelists: Eric Grossman, Chief Legal Officer, Morgan Stanley
Michael Roemer, Global Head of Compliance, Barclays

2:15 p.m. – 2:30 p.m.

Break

2:30 p.m. – 3:30 p.m.

Panel Four: Skill Development – Recruiting and Developing Talent to Sustain Change

Objective: Discuss best ways to recruit, train and retain employees who will reinforce a desired culture.

Moderator: Bill Woodley, Deputy CEO North America, Deutsche Bank
Panelists: Sergio P. Ermotti, CEO, UBS
Pablo J. Salame, Global Co-Head of Securities Division,
Goldman Sachs

3:30 p.m. – 3:45 p.m.

Break

3:45 p.m. – 4:45 p.m.

Panel Five: Leadership

Objective: Discuss what leaders, both within and outside the executive suite, can do to improve culture within large financial firms.

Moderator: Thomas J. Reid, Managing Partner, Davis Polk & Wardwell

Panelists: Alison Cottrell, CEO, Banking Standards Board (U.K.)

James P. Gorman, Chairman & CEO, Morgan Stanley

Franz B. Humer, Director, Citigroup

4:45 p.m. – 5:00 p.m.

**Closing Remarks: William C. Dudley, President & CEO, Federal Reserve Bank of
New York**

5:00 p.m.

Reception