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EXECUTIVE EDUCATION

# Certified Bank Director

2026

iob

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A recognised college of UCD

As a participant on the Certified Bank Director Programme, you will deepen your understanding of governance responsibilities, risk oversight and the strategic considerations that shape decision making in banking.

The programme provides an opportunity to engage with experienced peers, analyse contemporary regulatory and industry developments and reflect on the expectations placed on directors in a changing financial services environment.

Through expert-led discussion and applied case material, the programme supports directors and senior executives in strengthening their judgement, perspective and effectiveness in the boardroom.

IOB's purpose is to educate, enable and empower you in your professional role. We promote rigorous standards of governance and professionalism that support resilient institutions and a stable financial system.

Our programmes are designed to encourage critical engagement with emerging issues and to support the application of relevant insights to board responsibilities. Learning is grounded in real regulatory, strategic and sectoral developments that directors must navigate.

IOB is a trusted partner for directors and senior executives seeking to enhance their governance capability and oversight effectiveness.

As you begin the Certified Bank Director Programme, you will have the support of the full IOB team. You will learn from experienced voices across academia and industry and participate in a forum where key issues are examined and practical perspectives are shared.

We look forward to welcoming you to the programme.

**Diarmuid Murphy**
**Director of Executive Education, Sustainability & International Markets**

## A Few Words from the Academic Directors

The global banking sector experienced systemic failure in 2008 with enormous consequences for the industry, its customers and the economy it serves.

The global regulatory architecture for banking changed considerably following the financial crisis and the Basel Framework, the full set of standards of the Basel Committee on Banking Supervision (BCBS), is the primary global standard setter for the prudential regulation of banks. The work of the BCBS continues with the objective of strengthening the balance sheets and resilience of banks.

In addition to micro and macro prudential regulatory aspects, global regulators have focused on reforming banking culture and the conduct of banks in engaging with their customer base and in their dealings in the wholesale market. In parallel with an evolving regulatory environment, banks are operating within an ever-changing technological landscape where the digital needs and demands of customers are increasing and where incumbents and new entrants to the market are continuously changing the competitive goalposts. Against this backdrop, regulators and institutional investors in banks have high expectations on bank governance and banks' environmental and societal footprints. Sustainability must be a core tenet of every bank's corporate strategy.

The introduction of IFRS9 has also created challenges for banks. This standard goes beyond a simple technical change in accounting policy. It requires major changes in the recognition of credit losses, data management, information systems, governance and internal controls.

The effectiveness of prudential, culture and conduct regulation and indeed the sustainability of banks are dependent on high standards of bank governance. To protect the banking sector and the wider economy in uncertain times it is critical that robust governance arrangements and appropriate oversights and standards are in place and maintained across the banking sectors. Events in 2023 in the US and Europe have exposed fragilities in certain bank balance sheets as well as the impact that investor unease can have on depositor confidence. There is much to learn from the recent cases of bank failure.

Understanding (i) the unique characteristics of banks and their balance sheets, (ii) the importance of prudential risk management (iii) the dynamic relationship between a bank's balance sheet, the macro-economic environment and profitability, (iv) the competitive landscape and (v) the myriad of stakeholder expectations, are the fundamental governance challenges for bank boards. Board directors therefore should be highly aware of the key issues and be able to offer well-grounded views and provide challenge as part of their board responsibilities and participation. The Certified Bank Director Programme is a unique, specialist governance programme, designed specifically for Bank Directors (executive and non-executive) or those operating at executive committee level. It is an intensive 10 day programme completed in two separate blocks of five days duration each.

The programme will provide participants with a comprehensive understanding of the unique governance issues associated with banks arising from the inherent complexity of banking business models and their risk profile. It will provide a practical understanding of the duties and responsibilities of directors and the behaviours required from them and from well-functioning boards. While strongly rooted in academic research, theory and regulation, the programme is designed to provide practical knowledge and application.

We would be delighted to speak with you regarding your professional objectives and how participating on the Certified Bank Director Programme can support these objectives.

We look forward to welcoming you to the programme.

**Dr Kate Cullen and Dr Margaret Cullen**
**Co-Academic Directors**
**Certified Bank Director Programme**

# About the Certified Bank Director programme

## Programme delivery and curriculum

The Certified Bank Director Programme is delivered twice per year in Dublin. The programme comprises 14 modules delivered over 10 days across two blocks of five days' duration each. A panel of subject area experts drawn from academia and industry lead each of the individual modules. The emphasis in the programme is on the application of key concepts to enhance the skills of participants and to create a learning forum where challenges can be explored and wisdom and insights dissected and shared.

## On completion of this programme candidates will:

- Understand the unique characteristics of banks, bank balance sheets, bank P&Ls and bank strategy;
- Appreciate the implications of ongoing regulatory changes and the legal, regulatory and governance framework relevant to board directors;
- Comprehend the unique risk profile of banking models, including the systematic and systemic implications of risk-related policies in the context of strategy and the relationship between risk appetite, the macros-economic environment, profitability maximisation and risk adjusted return on capital;
- Appreciate the importance of the internal governance processes and the application of best governance practice;
- Undertand the board's role in influencing bank culture and embedding a consumer centric culture with the organisation;
- Understand the changing nature of investor engagement and the implications for the work of the board;
- Understand the behaviours required from well-functioning boards and the expectations and requirements of individual directors.

## Who should undertake this programme?

The Certified Bank Director Programme is designed for executive and non-executive directors of the main and subsidiary boards of banks and building societies.

It will be highly beneficial, not only to individuals new to the roles and responsibilities of being a bank director, but also to experienced bank directors operating in a significantly changed regulatory landscape. This programme is also designed for senior managers / executive committee members identified as potential future executive directors within their organisation.

## Assessment

An assessment is attached to each module to ensure that the learning outcomes associated with the module have been achieved.

The assessment will take the form of a learning journal recorded by programme participants during and on completion of each block. A learning journal is a reflective log that records a participant's learning experience of a particular topic/module. It allows participants to reflect on how their study and learning has developed during each module, what they are learning and the relevance or application of this learning to their own experiences in a work setting. The content of the learning journal will be unique to each participant and will reflect their experiences during the class and their own interpretation of the material presented. The learning journal will be evaluated by the Academic Directors to assess the participant's knowledge, synthesis, analysis and development.

## Award

On successful completion of this programme, candidates will earn the professional designation of Certified Bank Director from IOB.

## Continuing professional development

Certified Bank Directors have an obligation to develop and maintain the level of professional competence relevant to their positions. IOB offers Certified Bank Directors a comprehensive CPD programme to help them meet their CPD requirements. IOB hosts an annual Certified Bank Director seminar and supports Certified Bank Directors through the ongoing provision of regulatory and best practice readings and updates, including a monthly Certified Bank Director Radar.

## Fee

The fee for the programme is €11,500.

# Programme Curriculum

## BLOCK 1

**Module 1**
**An Introduction to Bank Governance**
- Theoretical perspectives on corporate governance
- Definition of corporate governance
- Failures in governance and the banking crisis
- Stewardship: the role of the institutional investor
- Legal responsibilities and duties of the board
- Regulatory framework for credit institutions
- Environmental, Social and Governance Agenda

**Module 2**
**Global Prudential Regulation**
- Theory of regulation
- Regulatory responses to the financial crisis
- Regulatory architecture
- Current regulatory framework
- Future of bank regulation

**Module 3**
**Capital Dynamic Balance Sheet Management and Stress Testing**
- What is capital?
- Basel III/CRD IV
- Capital and the bank balance sheet
- IFRS 9 and provisioning
- Capital stress testing
- Basel IV

**Module 4**
**Operational Risk, Enterprise Risk Management: Management and Oversight**
- Loss recording
- KRIs
- Reporting
- Scenario Analysis
- ERM Frameworks
- Risk Assessments
- How an Op Risk Framework works
- Risk Appetite
- Key challenges in ERM
- Operational Resilience

**Module 5**
**The Role and Operation of the Audit Committee**

**Module 6**
**IRRBB and Market Risk Management and Oversight**

**Module 7**
**Liquidity Risk Management and Oversight**

**Module 8**
**Credit Risk Management and Oversight**

- Appetite and policy
- Underwriting
- Credit review and oversight
- Credit grading of loans and portfolios
- Model use and effectiveness
- Credit portfolio analysis
- Credit losses - provisioning, process and recovery
- Credit pricing and return on capital
- Different types of lending
- Derivatives and off-balance sheet items
- Sustainable finance

## BLOCK 2

**Module 9**
**Analysis of Bank Financial Statements**
- Analysing bank financial statements
- Classification and measurement rules (fair value vs. amortised cost)
- Impairments of financial assests
- Introduction to retail bank disclosures (IFRS 7 - interest rate, credit, liquidity, FX and market risk)

**Module 10**
**Sustainability Governance**
- Policy drivers of sustainable finance and sustainability governance
- Regulatory requirements and expectations for sustainability governance in banks
- Sustainability as a strategic and risk management imperative

**Module 11**
**Conduct Risk**
- Wholesale conduct risk
- Conduct risk and regulatory expectations
- Ethics and organisational culture
- Defining the structure of culture

**Module 12**
**Culture, Ethics and the Board**
- Assessing culture and leading planned change
- Aligning culture and strategy
- Assessing culture and leading planned change

**Module 13**
**Bank Strategy**
- The strategic landscape
- Key strategic challenges to the banking industry
- Developing best practice strategy for the future of banking
- Capital allocation and dynamic balance sheet management (building on Module 3)
- Open banking
- Digital transformation and the banking landscape

**Module 14**
**The Role and Operation of the Board in Practice**
- Role and role execution of the board and its committees
- Board succession and the role and operation of the nomination committee
- Role and operation of the board risk committee
- Optimising the system of internal governance
- Executive remuneration and incentives and the role and operation of the remuneration committee
- Optimising board effectiveness

# Programme Schedule 2026

| Block 1 (5 days) | Cohort 31 | Cohort 32 |
|---|---|---|
| **Module 1**<br>An Introduction to Bank Governance | 2 Mar 2026 | 21 Sept 2026 |
| **Module 2**<br>Global Prudential Regulation | 2 Mar 2026 | 21 Sept 2026 |
| **Module 3**<br>Capital, Dynamic Balance Sheet Management and Stress Testing | 3 Mar 2026 | 22 Sept 2026 |
| **Module 4**<br>Operational Risk, Enterprise Risk Management: Management and Oversight | 4 Mar 2026 | 23 Sept 2026 |
| **Module 5**<br>The Role and Operation of the Audit Committee | 4 Mar 2026 | 23 Sept 2026 |
| **Module 6**<br>IRRBB and Market Risk: Management and Oversight | 5 Mar 2026 | 24 Sept 2026 |
| **Module 7**<br>Liquidity Risk: Management and Oversight | 5 Mar 2026 | 24 Sept 2026 |
| **Module 8**<br>Credit Risk: Management and Oversight | 6 Mar 2026 | 25 Sept 2026 |

| Block 2 (5 days) | Cohort 31 | Cohort 32 |
|---|---|---|
| **Module 9**<br>Analysis of Bank Financial Statements | 11 May 2026 | 30 Nov 2026 |
| **Module 10**<br>Sustainability Governance | 11 May 2026 | 30 Nov 2026 |
| **Module 11**<br>Conduct Risk | 12 May 2026 | 1 Dec 2026 |
| **Module 12**<br>Culture, Ethics and the Board | 12 May 2026 | 1 Dec 2026 |
| **Module 13**<br>Bank Strategy [part 1] | 13 May 2026 | 2 Dec 2026 |
| **Module 13**<br>Bank Strategy [part 2] | 14 May 2026 | 3 Dec 2026 |
| **Module 14**<br>The Role and Operation of the Board in Practice | 14 & 15 May 2026 | 3 & 4 Dec 2026 |

# Meet the Executive Education team

***Diarmuid Murphy***
Director of Executive Education, Sustainability & International Markets

IOB
46-49 Pearse Street Dublin 2
D02 YN40
Ireland

E: diarmuid.murphy@iob.ie

***Deirdre Hendrick***
Programme Manager, Executive Education

IOB
46-49 Pearse Street
Dublin 2
D02 YN40
Ireland

E: deirdre.hendrick@iob.ie

***Kate Walsh***
Relationship Manager, Executive Education

IOB
46-49 Pearse Street
Dublin 2
D02 YN40
Ireland

E: kate.walsh@iob.ie

# Next steps to registration:

Candidates interested in participating on the Certified Bank Director Programme are advised to speak to the Academic Directors prior to submitting an application. This can be arranged by contacting Kate Walsh (kate.walsh@iob.ie).

As the number of places on the programme is restricted, early applications are encouraged.

# Testimonials

*"Having spent over eight years as an Executive Director of Citibank Europe plc, I was very attracted to the Certified Bank Director Programme as a means of benchmarking my understanding of banking business models and governance against a formally organised professional programme.*

*The benefits were tremendous, not least my ability to formally review all pertinent industry and regulatory material again as well as to reflect on and debate strategic issues. It also provided a focused opportunity to thoroughly reflect on the material and draw deep learning experiences from that exercise as well as engaging interactively with a network of very senior bank directors on important industry topics - past, current and future. There is also a valuable continuing professional development component to enable those who undertake the programme to keep up to date with governance related issues.*

*The standards of the modules delivered through an expert group of industry and academic lecturers were enhanced further by the deep insights gleaned from the debates.*

*This programme is a must for those involved with bank boards and it will enhance professional standards and knowledge in the sector at board level."*

**Brian Hayes**
Former Managing Director Citibank Europe plc and Independent Non-Executive Director

*"Being quite new to the banking sector, and due to help form and join a challenger bank board, this course seemed like the ideal way to get up to speed with the latest thinking and policy in banking in the UK and abroad. I was thoroughly impressed with both the breadth but also the depth of the teaching and the very high level of expertise of the lecturers and course convenors.*

*The other wonderful thing about this course is the cohort of fellow students. We all interacted a great deal during the regular discussion sessions throughout the lectures as well as in the pub most nights! I'm sure we learnt a great deal from each other in addition to from the lecturers. What I particularly enjoyed about the course was that, whilst we covered all the regulatory issues you would expect in great detail, there was also lots of space to take am more helicopter and strategic view of the rapidly evolving banking and wider finance sector landscape and in particular the shift to a focus on good governance and board and executive culture. I would recommend this course as vital for anyone considering joining a bank board.*

**Jules Peck**
Founder and Board Director, Avon Mutual - a regional community bank in the making.

*As a recent graduate of the Certified Bank Director Programme one of the biggest things for me was the chance to stop and take time out to think strategically about the issues facing our industry. Having the opportunity to discuss some of these with peers and thought leaders from the industry, was highly valuable.*

*When we're working in our own businesses we're impacted by that perspective, so meeting people from different companies and geographies gives you a different perspective. For me that diversity of thinking is critical. This programme is an example of where you can put it in action and get to enjoy what it feels like to have that level of challenge.*

**Joe Heneghan**
CEO, Revolut of Ireland

*I'm a keen advocate of lifelong learning, including formal continuous professional learning programmes, so its unsurprising that I was hugely attracted to the Certified Bank Director Programme as a holistic programme, encompassing governance and business models at the Board level.*

*The programme is designed to enhance professional standards and knowledge in the sector at board level. Diversity of Boards is recognised as being vital for sustainability of firms, this programme provides accelerated learning for members new to banking, and also for those who've been in the industry and are now engaged with bank Boards.*

*I thoroughly enjoyed the experience and found the main benefits to be the time to reflect on and debate past, current and future industry and regulatory material with academics, experienced bankers and other industry professionals which provided a huge range of insights. It also provided a unique opportunity to network with people who had a common aim to learn and improve.*

*The structure and standard of the programme was excellent and underpinned the experience.*

**Jane Howard**
CEO, RBS International

# Faculty

## Dr Margaret Cullen

**Co Academic Director**
**Subject Area: Bank Governance**

Dr Margaret Cullen is an experienced executive educator, consultant, and practitioner who specialises in the area of corporate governance. She holds a PhD in corporate governance from University College Dublin (UCD).

Margaret has almost 20 years of leadership experience in executive education working on both university accredited programmes and customised programme. Margaret has been a member of associate faculty at the UCD Smurfit Business School since 2007, lecturing on the Professional Diploma in Corporate Governance (in the subject areas of role and responsibilities of the board, investor stewardship, sustainability, behavioural aspects of boards and executive remuneration and incentives). In May 2024 she assumed the role of Programme Director of the Programme.

Margaret has successfully designed, led, and delivered customised corporate governance programmes for boards and senior executives across diverse industries and organisational contexts, consistently focusing on driving governance and organisational impact.

Margaret has over 15 years non-executive director experience and has extensive board and board committee experience. She is a fellow of the Institute of Banking.

## Dr Kate Cullen

**Co Academic Director**
**Subject Area: Analysis of Bank Financial Statements**

Kate is an Assistant Professor at Maynooth University. A BComm (Banking and Finance), MBS (Financial Services), and PhD graduate (KPMG Doctoral Scholar in Accounting) from University College Dublin (UCD), Kate worked for over a decade in wealth management and management consulting, where she held a variety of financial services advisory roles, prior to joining UCD in 2010 as an academic and then IOB in 2016, where she led the executive education offering to the financial services sector. Kate specialises in management accounting and control, ethics, culture and decision-making biases, with a particular focus on team behavioural dynamics both in her academic role within Maynooth University and her work with the financial services sector and IOB.

## Kevin McConnell

**Subject Area: Bank Strategy**

Over a career spanning 25 years in capital markets, Kevin has worked as a strategic advisor to a range of global institutions in the investment and banking industry, advising on Capital, Risk and Strategy. He currently works with a range of European and Emerging-market based banks, developing and testing capital resilience across economic and capital market scenarios. Kevin has also been an advisor to the retail banking sector over the past 12 years in the domestic Irish market, and has been commissioned on a number of occasions by the domestic industry for his work on Stress Testing, Capital Adequacy, Asset Quality. Kevin has also worked with a range of international banks and insurance companies engaged in Economics advisory, Regulatory Stress Testing and Credit/Asset Quality Due Diligence during the same period.

Kevin is Deputy Chairman of the origination platform of one of the largest Collateralised Loan Obligation (CLO) originators in Europe and is Chief Executive of GEM Strategic, a specialist bank consultancy firm, which provides economic advisory services to the banking sector under regulatory submissions for ICAAP, ILAAP and IFRS9 Scenario development. GEM also provides extensive support on bank due diligence on Asset Quality/ IFRS 9 and Capital Adequacy.

Kevin has presented to the European Central Bank, European Bank Authority and also extensively to national regulatory authorities on Bank Capital, Credit and IFRS9. Kevin is a CFA charter-holder, and a former Registered Representative of both the London and Dublin stock markets, and was a Registered Stockbroker while working in the investment banking industry.

## Shaul David

**Subject Area: Bank Strategy**

Shaul is a London based Fintech advisor with a global outlook on innovation in Financial Services. Shaul works with governments, innovative companies and financial institutions to accelerate innovation across industry verticals. Previously, Shaul was the UK Government's first Fintech Advisor at the Department for International Trade where he helped build the UK Fintech ecosystem, cementing its global leadership position and supporting Fintech companies growing cross border business. Earlier in his career, Shaul held various roles within retail banking technology and finance.

## Máiréad Devine

**Subject Area: Global Prudential Regulation and Conduct Risk**

Máiréad is currently Chief Risk Officer for BNY Mellon (Ireland) where she is responsible for risk oversight and challenge across all risk types for business conducted in Ireland. Máiréad was previously Group Head of Compliance and Regulatory Risk at Bank of Ireland, where she was responsible for the optimisation of regulatory compliance, Conduct Risk and Regulatory Risk. She was also Chief Risk Officer for Bank of Ireland Mortgage Bank. As Head of Risk, Governance and Accounting Policy in the Central Bank of Ireland, she led the development of policy in the areas of Risk Management, Corporate Governance, Fitness and Probity, Accounting and Auditing and oversaw the implementation of the supervisory risk framework, PRISM.

In her role as Director of Regulatory Advisory Services in PwC Ireland, and previously as Senior Manager, Prudential Risk, with PwC UK, Máiréad specialised in the provision of risk management services across the financial services spectrum, including leading client-site regulatory programmes such as CRDIV and MiFID. While a manager in the Regulatory Policy Division of the Bank of England, Máiréad gained in-depth experience in policy development, negotiating the UK position on a number of Basel Accord working groups. Máiréad started her career as an Economist with the Central Bank of Ireland.

Máiréad previously held a non-Executive Director role on the Board of the Irish Accounting and Auditing Supervisory Authority and is currently a member of faculty at IOB and Insurance Institute of Ireland Certified Director programmes, lecturing on Regulation, Risk, Conduct and Culture. She is also an accredited Chartered Director with the Institute of Directors.

## Dr Fergus Gaughran

**Subject Area: Credit Risk Management and Oversight**

Fergus completed a BSc in Mathematics, MSc in Statistics and Ph.D. in Mathematics, all at University College Dublin. After an academic career spanning twenty years in Ireland and abroad Fergus undertook a career change and joined the banking sector in 2008. He has held senior roles at a number of Irish banks. His current role is Head of Risk Analytics at Ulster Bank Ireland. In this role he directs all capital, provisioning, stress testing and risk reporting activities for both retail and wholesale portfolios.

## Dr Wieke Scholten

**Subject Area: Culture, Ethics and the Board**

Prior to joining &samhoud, Wieke was Head of Audit for Behavioural Risk at Royal Bank of Scotland in London, UK. She headed up an expertise team within internal audit that assesses area-specific subcultures across the Group, which could result in undesirable outcomes such as conduct issues, failing strategies and poor management of risk in general.

Before joining RBS, Wieke worked as a senior supervisor of behaviour and culture at the Dutch prudential regulator DNB and as such has extensive experience in identifying behavioural risk within the financial services industry. She was one of the creators of DNB's supervisory methodology in this field and involved in the ECB's exploration of incorporating supervision of behaviour and culture in European banking supervision. Before banking, Wieke worked as a consultant on leadership and behavioural change primarily in the health care industry.

Wieke is an organisational and social psychologist with a PhD in social sciences. She is the author of the book Banking on Team Ethics: a team climate perspective on root causes of misconduct in financial services (2018).

## Diarmuid Murphy

**Subject Area: Sustainability Governance**

Diarmuid is Director of Executive Education, Sustainability & International Markets with IOB. Diarmuid joined IOB in January 2025 and currently leads IOB's extensive commitments to support ESG, culture, diversity, and inclusion within the financial services sector. He also leads IOB's executive education portfolio and the growth of IOB's offerings internationally.

Before joining IOB, Diarmuid spent over two decades at the Central Bank of Ireland, and has held roles in the sustainable finance unit at the European Commission (DG-FISMA), as well as in the markets and crisis management areas at the European Central Bank and the International Monetary Fund. He also undertook a fellowship at the Bank for International Settlement's Financial Stability Institute. Diarmuid teaches comparative central banking as part of Warwick Business School's Global Master's.

## Dr Peter Osborne

**Subject Area: Company Law**

Peter has undergraduate degrees in a number of disciplines including Law and holds a doctorate in Law (1997). He is a solicitor qualified to practise in Ireland and in Northern Ireland and lectured and examined in Law in The Queen's University of Belfast from 1991 to 1997 during which time he also researched and wrote extensively on legal topics. Peter has practised as a full-time consultant with McCann FitzGerald since 2000.

Peter has a legal advisory practice. He has particular expertise in reasoning and legal problem-solving, legal risk assessment and management, statutory and other legal drafting and in advising in legal and regulatory issues in complex projects and transactions. These have included many substantial national and private infrastructure projects and legal and regulatory compliance initiatives in the financial services, State and corporate sectors.

Peter advises on banking and financial services licensing and regulatory compliance and generally in administrative, banking and finance, corporate and commercial law and corporate governance. Peter frequently assists clients in legal risk assessment and management and in formulating legal responses to crisis situations, engagements that are, by their nature, sensitive and confidential. He also drafts legislation for a number of State clients.

Peter combines extensive legal and regulatory knowledge and experience with a keen appreciation of the commercial and policy-related context. Peter has an advisory input into a large proportion of the transactions and regulatory issues in which McCann FitzGerald is engaged.

Peter also manages McCann FitzGerald's Knowledge Team, a 20-strong group of lawyers and other professionals who undertake research, prepare and manage template documents and provide current awareness services to the firm's lawyers.

## Professor Brian O'Kelly

**Subject Area: IRRBB and Market Risk and Liquidity Risk**

Brian is Emeritus Professor of Finance at Dublin City University and Director of its MSc in Investment, Treasury and Banking programme. He holds engineering and MBA degrees from UCD, and MSc in Investment and Treasury and PhD degrees from DCU. His PhD thesis was on the valuation of Collateralised Debt Obligations (CDO).

Brian has worked in the financial markets for over twenty-five years. His early experience was of commodity price hedging for ESB. Later, he worked in corporate banking and risk management at AIB Capital Markets and with QED Equity. He has undertaken consulting assignments with the Central Bank of Ireland, the Department of Finance, KBC, Wells Fargo Bank International and De Nederlandsche Bank. He is an Independent Non-Executive Director of the National Treasury Management Agency.

Brian lectures in derivatives, banking and fixed income in Dublin City University. He has lectured on the MSc in Quantitative Finance, the Executive Master's in Risk Management and the MBA in University College Dublin, as well as the MSc in Financial Engineering in NUI Maynooth. He has delivered executive programmes for IOB on credit risk, market risk and Basel III. Brian is a speaker at numerous conferences, and has also written articles on securitisation, accounting, banking and regulation for industry journals such as Banking Ireland and Accountancy Ireland, and academic journals such as Journal of International Money and Finance and World Economy.

## Mr Richard Pike

**Subject Area: Operational Risk and ERM**

Richard has extensive experience of working with financial institutions throughout the world, assisting companies in managing enterprise risk more efficiently while addressing local regulatory guidelines and standards. As well as being the founder and CEO of Governor Software, Richard is currently Chairman of Citadel Securities (Ireland) Ltdand an Independent Non-Executive Director at FBD Insurance plc, JPMorgan fund administration, JPMorgan hedge fund administration, Citadel Europe and the National Cyber Security Centre. Prior to Governor Software, Richard has worked in various senior banking, insurance, credit and market risk roles at Wolters Kluwer Financial Services, ABN AMRO, Bain, COMIT Gruppe and Quay Financial Software. He has analysed, designed and managed the development of core treasury and enterprise risk management systems for large financial institutions, including UBS, Citibank, Schroders and Unicredito. In 2009, Richard was recognised as a "Top 50" Face of Operational Risk by Op Risk & Compliance magazine and was a contributing author to two books on risk management. Richard has also received the designation of 'Certified Bank Director' by IOB.

47-49 Pearse Street, Dublin 2, D02 YN40, Ireland
**Phone:** +353 (0) 1 6116500

**Email**: info@iob.ie

**Website**: iob.ie