

FROM GREY TO GROWTH

THE 2026 MASTERCLASS SERIES

A strategy roadmap for Managers, Risk and Compliance leaders in financial services

METHOD

Online: MS Teams



THE REALITY CHECK: 2026 REGULATORY SCRUTINY

South Africa's exit from the FATF Greylist is not the finish line, it is the start of a more intense, sustained era of regulatory scrutiny. To survive, institutions must pivot from mere regulatory survival to **sustained operational resilience**

The High Cost of Silence: 2025 Enforcement Insights

We go beyond theory to unpack recent South African enforcement actions, revealing the root causes and remediation strategies for:

- **Tier-1 Alert Failures:** High-risk screening breakdowns and operational backlogs.
- **Systemic Gaps:** Compliance failures that expose the entire institution.
- **RMCP Weaknesses:** Gaps in onboarding and Risk Management Compliance Programme execution

Who Should Attend: The 2026 Strategic Cohort

- **Institutional Guardians:** Compliance Officers, AML Specialists, and MLROs.
- **Strategic Leadership:** Executives and Directors in Banking, Insurance, and Asset Management
- **Oversight & Risk:** Audit, Governance, and Legal Professionals.
- **Innovation Architects:** FinTech founders and Digital Transformation leaders.
- **Value Gatekeepers:** CASPs (Crypto), Real Estate, and High-Value Dealers.

*In 2026, technical knowledge is the baseline; **strategic execution** is the differentiator. We transform professionals into **Strategic Navigators** equipped to protect both institutional standing and the bottom line.*

The 2026 Mastery Roadmap (3-Month Intensive)

Sessions: 4 per month | 2 hours every Thursday.

Outcome: Immediate application of Compliance-by-Design to fuel organisational innovation.

The Strategic Advantage: Why This Series?

- **Mastery over Memorisation:** Develop elite professional judgment for high-stakes scenarios.
- **The Profitability Pivot:** Transition compliance from a cost centre to a value driver for **Return on Equity (ROE)**.
- **Operational Intelligence:** Turn your RMCP into a living, auditable business tool.
- **Elite Accreditation:** Validate your leadership with **Official 2026 CPD-Accredited** status
- **Case-Hardened Expertise:** Master Beneficial Ownership via 2025 SA enforcement actions



Jacqueline Smith:

The Regulatory Navigator

Jacqui Smith is an admitted **Attorney of the High Court** and a preeminent authority on South African corporate governance and systemic risk. With over 20 years of case-hardened experience, she has architected complex compliance frameworks across **Asset Management, Collective Investments, and Life Insurance** sectors.

As the former **Head of Compliance (Africa) for Ninety-One** (previously Investec Asset Management), Jacqui spent 16 years leading the regulatory strategy for multi-jurisdictional operations in South Africa, Namibia, and Botswana. Her expertise isn't merely theoretical; she has steered institutions through the transition of the **Financial Sector Regulation Act** and managed the oversight of multi-billion Rand portfolios as an **Executive Director, Independent Trustee, and Principal Officer**.

Currently a **Non-Executive Director and Audit Committee Member at Allan Gray Life**, Jacqui bridges the gap between complex legal mandates and the brutal reality of institutional enforcement.

Why train with Jacqui? In an era of **COFI transitions** and **FATF scrutiny**, Jacqui moves beyond tick-box exercises to deliver **Judgment-Based Learning**. She provides the strategic roadmap needed to protect both the institutional license and the ledger, ensuring your team identifies the icebergs before they impact your **Return on Equity (ROE)**.

The 3-Month Intensive Fast-Track:

MONTH	DATE (THURSDAY)	PHASE	MASTERCLASS TOPIC AND CASE STUDY FOCUS
JUN	23 June 2026	1	MC 1: KYC as the 1st Line of Defence (The Global Ecosystem).
	30 June 2026	1	MC 2: Beyond the Checklist (CDD, EDD & ODD Nuances).
JUL	07 July 2026	1	MC 3: The Risk-Based Approach (Strategy vs. Process).
	14 July 2026	1	MC 4: The High Cost of Silence (Enforcement Case Studies).
	21 July 2026	2	MC 5: Post-Greylist SA (The Next FATF Cycle).
AUG	28 July 2026	2	MC 6: The RMCP Evolution (Auditable Business Tools).
	04 August 2026	2	MC 7: Beneficial Ownership (Corporate Structures & CIPC).
	11 August 2026	2	MC 8: COFI Deep-Dive (Conduct & Licensing Shift).
	18 August 2026	3	MC 9: Crypto & Virtual Assets (Directive 9 & Travel Rule).
	25 August 2026	3	MC 10: The AI Compliance Officer (ML & Ethical Governance).
SEPT	02 September 2026	3	MC 11: Cross-Functional Synergy (Compliance-by-Design).
	08 September 2026	3	MC 12: The Profitability Pivot (Protecting Return on Equity).

Investment Options (Ex VAT)

- **Full 12-Class Masterclass Package:** R19,500 (non-CPD) | R22,950 (CPD-Inclusive).
- **Individual Masterclass:** R1,950 (non-CPD) | R2,300 (CPD-Inclusive).
- **Strategic Incentive:** Secure the full package to access a **discounted rate** for all 12 sessions.



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Scan the QR code
to secure your
seat in the 2026
Cohort

Regulatory Disclaimer: This programme provides educational information and does not constitute financial advice or intermediary services under the FAIS Act.