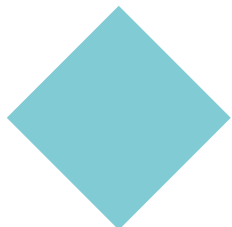




Shaping the dialogue

2025





БАНК РОССИИ



“Bank of Russia’s activities cover a wide range of functions – from monetary policy to consumer protection. In each area of operation, we strive to implement best international practices. At the same time, in fields like payments, financial technologies, and information security, we are proud to have our own state-of-the-art solutions available in the Russian financial market. Our colleagues from other central banks show profound interest in our experience, and we are happy to share our expertise. This builds mutual trust and bolsters joint initiatives and projects.”



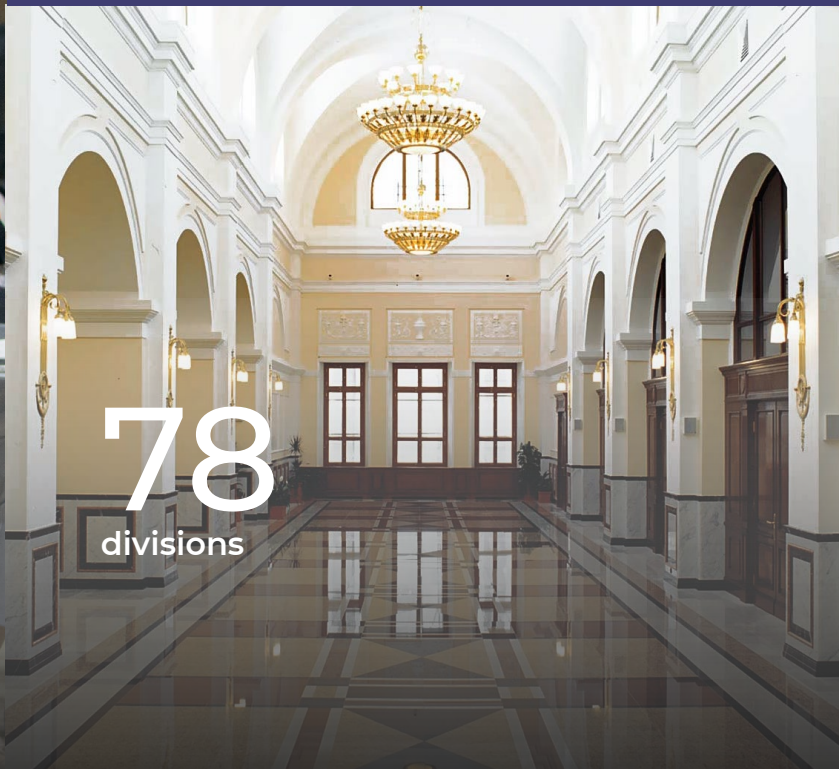
Ms. Elvira Nabiullina
Governor of the Bank of Russia

Bank of Russia



7

regional branches



78

divisions

Over

40,000

employees

Megaregulator of the financial market

4,678

Microfinance entities
and cooperatives

519

Professional
participants of the
securities market

354

Credit
institutions

145

Individuals rendering
professional services
on the financial
market

208

Insurance
entities

133

Infrastructure
organizations

658

Entities of the national
payment system

388

Entities
of the collective
investment
market

As of December 1, 2024

dialogue

cooperation

Integration exchange of experience



professionalism

development



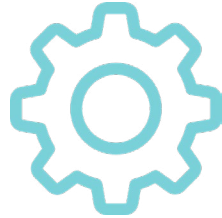
common goals

current agenda

new look

interesting and informative aspects

networking



opportunities

partnership

development impetus

high-demand material

expert opinion

best practices



“Information technologies are dynamically developing. Artificial intelligence is becoming an increasingly important tool almost everywhere from medicine to finance. However, its use also comes with certain risks, such as data leaks, cyberattacks or violation of user privacy. Fintech that shapes most of our technological landscape and provides various innovative solutions also demands accounting for related challenges. It is essential that all participants, from developers to regulators, work together to create a safe and sustainable environment for technology and business development. The Bank of Russia is open to sharing unique practices with the international community and invites all interested participants to join our Shaping the Dialogue program in 2025.”

Mr. Vladimir Chistyukhin
First Deputy Governor of the Bank of Russia



The 2025 Program

Training events:

- 1. Regulation and Supervision of Platform Services**
(May 19, 2025)
- 2. International Module of CyberCourse – Practice-Oriented Training on Information Security**
(July 15–17, 2025)
- 3. Risk Management, Internal Control and Business Continuity at the Bank of Russia**
(September 9–10, 2025)
- 4. Bank of Russia Impact on Human Resources in Financial Industry: Strategic Initiatives and Internal Projects**
(October 20–22, 2025)

Regulation and Supervision of Platform Services

Dates of the event: May 19, 2025 (1 day)

Application deadline: May 5, 2025

Format: online
with simultaneous interpretation into English

Issues to be discussed:

- Regulation and supervision of financial platform operators
- Regulation and supervision of investment platform operators (crowdfunding)
- Regulation and supervision at the digital financial asset market

International Module of CyberCourse – Practice-Oriented Training on Information Security

Dates of the event: July 15–17, 2025 (3 days)

Application deadline: July 3, 2025

Format: online
with simultaneous interpretation into English

Issues to be discussed:

- Main development trends of information security in the credit and financial sector
- Threats of data leaks: causes, risks, consequences
- Mechanisms to counter fraudulent transfers
- Countering cyber fraud
- Social engineering
- Information security methodology
- Cyber training

Risk Management, Internal Control and Business Continuity at the Bank of Russia

Dates of the event: September 9–10, 2025 (2 days)

Application deadline: September 1, 2025

Format: online
with simultaneous interpretation into English

Issues to be discussed:

- General overview of the risk management system
- Operational risk management procedures and IT tools used
- Approaches to identification, assessment (self-assessment) of operational risk, development and implementation of measures to mitigate risks
- Operational risk monitoring, including a system of key risk indicators
- Establishing risk culture in the central bank and measures to improve risk culture
- Applied data processing and analysis tools in the field of risk management and internal control

Bank of Russia Impact on Human Resources in Financial Industry: Strategic Initiatives and Internal Projects

Dates of the event: October 20–22, 2025 (3 days)

Application deadline: October 5, 2025

Format: online
with simultaneous interpretation into English

Issues to be discussed:

- New qualifications and roles in the financial sector
- Best practices and insights of the Bank of Russia in personnel assessment and development
- Experience in fostering interaction between players of the Russian financial market, authorities and the academic community
- Best practices of financial institutions for training specialists and collaborating with universities in general
- Capabilities and experience of the academic community in engaging employers in education of the future personnel
- Bank of Russia's training products aimed at enhancing competencies of the financial market and other external target audiences



University of the Bank of Russia today

More than

433,000

participants of the UBR training events
in face-to-face and online formats

More than

6,250

learning courses organized

“We see the importance of enhancing our employees’ competencies both for financial regulators and players of the financial market. We see a worldwide shift in approaches to personnel training and development, where learning is becoming more technologically advanced, proactive and customized. A crucial factor here is the opportunity for organizations and countries to exchange knowledge. Learning from each other, exchanging knowledge and information, we also promote professional connections and communities rooted in mutual assistance, trust and support. We are happy that over the course of several years the Program has become a platform for constructive exchange of views, and we look forward to continue our open dialogue.”

Mr. Andrey Afonin
Director of the University of the Bank of Russia



Bilateral cooperation

Central (national) banks have similar goals. Regulators around the world work within the common international standards. At the same time, each regulator is unique in its own way and has unique experience and expertise, which is largely of interest to others.

If you are interested in the experience of the Bank of Russia in various areas of banking, we invite you to bilateral cooperation with the Bank of Russia.

Within a variety of formats, we are ready to share insights and adopt the best practices of foreign colleagues!

We are certain that mutual exchange of experience will professionally enrich our institutions and have the most beneficial effect on their development.

We look forward to receiving your requests for bilateral cooperation at university@cbr.ru

Areas of cooperation

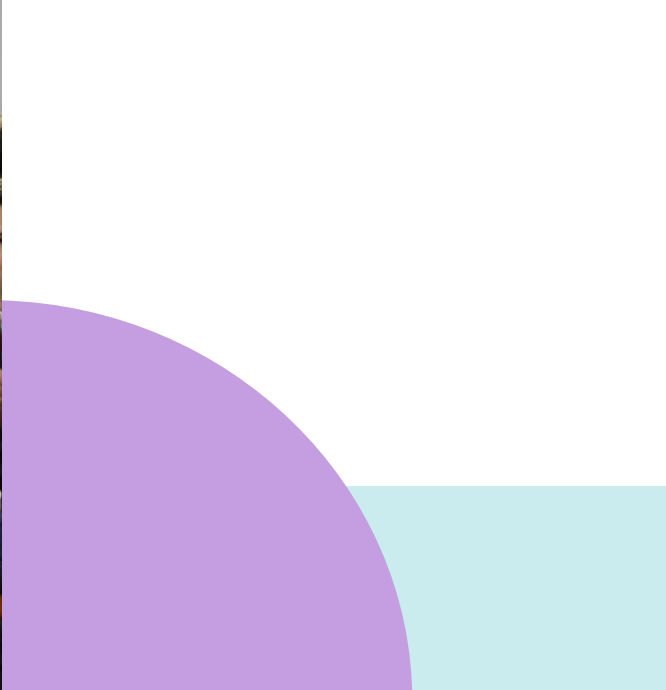
Organization of international events within the framework of
Catalog of Programs of Professional Training for Personnel of Central (National) Banks

Comprehensive program for executive competence development

“Achieving institutional goals by increasing executive’s resourcefulness”

Sharing experience with experts from:

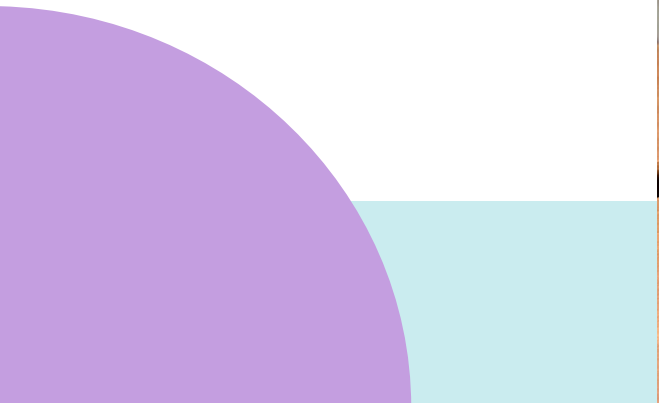
- Leading international financial institutions
- Business schools and universities
- National regulators on request



Geography of cooperation: more than **50** countries

More than **1,100** participants from the Bank of Russia





More than **120** events in Russia and abroad

More than **6,600** foreign participants

University Campuses

The training campuses have all the necessary modern equipment and technology to hold:

- Training in various formats
- Strategy sessions and focus groups
- Industry-level conferences
- Assessment activities



Campus in Tula

- 3 conference rooms
- Classrooms

Campus in Moscow

- Transformer classroom
- 2 computer classes



Campus in Odintsovo

- 40 equipped classrooms
- 4 transformer classrooms
- Conference room (up to 130 people)
- 4 computer classes

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shaping
the dialogue

