

Professional Training Course

Sitting on Bank boards: Suitability and better governance | Bank Board Academy



@FBF_School

10 - 12 June 2022

Sala Europa - Villa Schifanoia, Via Boccaccio 121 - Florence

Format: **Residential**

Organisers:

- **Elena Carletti** | Bocconi University
- **Emiliano Tornese** | EC DG FISMA, FBF-EUI

Faculty:

- **Bernd Rummel** | Senior Policy Expert, EBA
- **Djamel Bouzema** | Senior Policy Expert, EBA
- **Daniela Schackis** | Deputy Director General in Banking Supervision, European Central Bank
- **Ana Campos** | Head of the Fit and Proper Division in Banking Supervision, Directorate General SSM Governance & Operations, European Central Bank
- **Florian Narring** | Head of Section in charge of Governance, Risk management and AML prudential issues, European Central Bank
- **Andrew Haralambous** | Banking Supervision Adviser, European Central Bank
- **Aloys Wijngaards** | Head of the Expert Center on Governance, Behavior and Culture in Financial Supervision, Dutch National Bank
- **Jaap van Manen** | em. Professor of Corporate Governance at Groningen University, former Vice-Chair of the Supervisory Board of the Dutch National Bank, partner Strategic Management Center



Introduction

The Bank Board Academy aims at enhancing the functioning of bank boards by fostering the interaction with supervisors, regulators and among bank board members. It equips participants and in particular Non-Executive Directors with essential tools to better play their role in the design and execution of their bank's overall strategy, with the ultimate objective of promoting consistency and homogeneity of banks' governance across Europe. The Bank Board Academy targets non-executive board members (present or prospective) as well as executives or other practitioners that actively interact with bank boards, such as board secretaries and secretariat officers, members of committees, regulatory and government affairs managers, and advisory consultants. *Sitting on banks' boards: suitability and better governance* is the second edition of the training for bank board's members organized in the framework of the Bank Board Academy. This course will gather an international faculty of regulators, supervisors, and academics together with bank and finance professionals

Programme

10 June

12:30 - 13:45 *Welcome lunch*

13:45 - 14:00 **Welcome address**

14:00 - 15:30 **Overview of Boards in Europe - Part 1**

- Board systems and Composition
- Responsibilities of the board with a focus on setting the institutions strategy
- Tone from the top and risk culture
- Challenges in the context of digitalisation and digital operational resilience

Speakers: Bernd Rummel and Djamel Bouzemaene

15:30 - 16:00 *Coffee break*

16:00 - 17:30 **Overview of Boards in Europe - Part 2**

- Main results of the EBA's diversity benchmarking exercise and how to foster diversity
- Gender neutral remuneration frameworks

Speakers: Bernd Rummel and Djamel Bouzemaene

18:00 - 19:00 *Visit to the Historical Archives of the European Union*

19:30 - 21.30 *Dinner in Villa Salviati*

11 June

9:00 - 9:10 *Introduction*

9:10 - 9:50 **Keynote Speech by Frank Elderson (Vice-Chair of the Supervisory Board, European Central Bank)**

Behaviour and culture in supervising banks' governance

9:50 - 10:05 *Coffee break*

10:05 - 11:15 **Fit and Proper assessments: revised fit and proper guide for the Single Supervisory Mechanism**

- The main policy novelties brought by the revised version of the guide
- The fit and proper criteria
- Roles and responsibilities of NEDs in the governance and functioning of the board; the importance of diverse boards

Speakers: Ana Campos and Daniela Schackis

11:15 - 12:30 **Practical cases depicting the assessment of the five fit and proper criteria (focus on assessment of NEDs)**

Facilitators: Ana Campos and Daniela Schackis

12:30 - 14:00 *Lunch*

14:30 - 15:45 **Board effectiveness and on-going supervision**

- The SSM approach for the supervision of governance and risk management
- Governance supervision within the Supervisory Review Examination Process (SREP)
- Interaction between F&P and SREP assessments
- The areas of challenges in relation to governance identified through past supervisory cycles

Speakers: Florian Narring and Andrew Haralambous

15:45 - 16:15 *Coffee break*

16:15 - 17:30 **Concrete cases related to banks' board effectiveness**

Facilitators: Florian Narring and Andrew Haralambous

18:00 - 19:30 *Aperitivo at Hotel Villa Fiesole*

12 June

09:00 - 10:30 **Culture and behaviour in boards - Part I**

- Introducing culture and behaviour in boards – interaction and emotions.
- Cases of behavioural patterns that benefit or hinder board effectiveness

Speakers: Jaap van Manen and Aloys Wijngaards

10:30 - 11:00 *Coffee break*

11:00 - 13:15 **Culture and behaviour in boards - Part II**

- Supervising behaviour and culture
- The relation between external and internal supervision

Speakers: Jaap van Manen and Aloys Wijngaards

13:15 - 13:30 **Concluding remarks**

13:30 *Take away lunch*

Participants

José Eduardo Alvarez-Naveiro Abanca

Giampiero Bambagioni Sepafin

Jan Cerfontaine Ghent University

Francesca Fraulo Sustain Advisory

Luca Galli E&Y

Wolfgang Gerken SEB Group

Johanna Hietalahti The Municipal Guarantee Board

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