

Bank Board Academy

Bank Boards: How to Navigate New Continuous Challenges

20-21 September 2024

European University Institute, Florence (Italy)

Programme

Friday, 20 September 2024

09.30 – 10.30

Session 1: Board structuring methodology

- Know your Board (not everyone is fit for all Boards)
- Board composition and succession needs (Key Board roles, Committee structure, individual competences)
- Board effectiveness: assessments as input to Board composition

Facilitator: Giovanna Galli (Spencer Stuart)

10.30 – 11.30

Session 2: European market overview

- International comparison of Boards of top European banks (structure directors' characteristics, committee structure)
- Key market trends
- Focus on Directors' background: relevance of key competences in the Boards of main European banks

Facilitator: Giovanna Galli (Spencer Stuart)

12.00 – 13.00

Session 3: Business Cases

- Real life cases of Board renewals with highlights of implications of: different shareholding structures, governance renewal mechanisms (yearly, three-yearly, staggered) and change of governance system (two tier vs. one-tier)

Facilitator: Giovanna Galli (Spencer Stuart)

14.30 – 16.00

Session 4: Board functioning: The view of the supervisor

- Governance as ongoing supervision focus
- Practices of collective suitability

Facilitator: Florian Narring (ECB)

16.30 – 18.30

Session 5: Evolving board members' responsibilities: When can we reasonably rely on external experts?

Expectations continue to evolve as to the areas of subject matter expertise of individual directors and the board as a whole in facing an increasing range of topics. Board members may therefore wish to consult with external experts in order to effectively inform themselves, or as necessary to form an independent opinion in overseeing and challenging management. This session will explore best practices in reasonable reliance on external experts, drawing upon

corporate governance standards and banking regulations

Facilitator: James H. Freis, Jr. (Market Integrity Solutions LLC)

Saturday, 21 September 2024

8.30 – 9.30

Session 6: Approaching Geopolitical Risks: best practices

Facilitator: Theodore Bunzel (Lazard) – TBC

9.30 – 11.00

Session 7: Climate Risk: Supervisory expectations and challenges for euro area banks

Take stock of progress made on meeting supervisory expectations on climate risk management in recent years and discuss further challenges from the perspective of supervisors and board members.

Facilitators: Federico Pierobon (ECB) and Luca Giaccherini (ECB)

11.30 – 13.30

Session 8: The life of boards in practice: sharing experiences in dealing with uncertainty

The session, which will be led by two JST coordinators will entail a discussion on past experiences of banks and boards in dealing with geopolitical risk, climate, governance issues, etc. (TBC)

Facilitators: Birgit Punison (ECB) and Luca Giaccherini (ECB)