

## Executive training course

# Bank Boards: How to Navigate New Continuous Challenges 20 - 21 September 2024

**Room:** Sala degli Stemmai

**Address:**

Villa Salviati,  
Via Bolognese 156  
50139 Firenze  
Italy

**Course advisors:**

- James H. Freis, Jr. | Market Integrity Solutions LLC
- Emiliano Tornese | EC DG FISMA, FBF-EUI

### Introduction

- **Objective:** The Bank Board Academy (BBA) aims to enhance the functioning of bank boards by fostering interaction with supervisors, regulators, and among bank board members as well as executives involved in boards' life. It equips participants and Non-Executive Directors (NEDs) 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.
- **Participants:** The BBA targets non-executive board members (present or prospective) and 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.
- **Format and Instructors:** The course, which represents the fourth edition of the training for bank boards within the BBA program, will entail eight sessions and will gather an international faculty of regulators, supervisors, and academics together with bank and finance professionals. In line with the objective of fostering interaction among participants, the course is structured around several panel sessions, to which BBA attendants are invited to contribute actively.

**Approach:** Qualitative

**Delivery mode:** Residential

**Friday 20<sup>th</sup> September, 2024**

- 09:30 - 09:45 Introduction & tour de table
- 09:45 - 10:30 **Session 1: Blueprint for Excellence: Crafting the Pillars of a High-Performance Board**
- Board structuring methodology
  - Board composition and succession needs (Key Board roles, Committee structure, individual competences)
  - Board culture as enabler to Board effectiveness
  - Key market trends in the European banking business (structure directors' characteristics, committee structure)
- Facilitator: Giovanna Galli (Spencer Stuart)*
- 10:45 - 11:30 **Session 2: Behind the Boardroom Doors: Real-World Cases of Elite Board Dynamics**
- Explore real-world board dynamics with compelling case studies on board effectiveness, renewal, and culture diagnosis, revealing strategies for maximizing board performance, ensuring smooth transitions, and enhancing board culture for superior governance.
- Facilitator: Giovanna Galli (Spencer Stuart)*
- 11:30 - 12:00 *Coffee break*
- 12:00 - 13:00 **Session 3: Building Excellence Together: A Collaborative Workshop on Mastering Board Structuring and driving Board effectiveness**
- Facilitator: Giovanna Galli (Spencer Stuart)*
- 13:00 - 14:00 *Lunch*
- 14:00 - 15:30 **Session 4: Board functioning: The view of the supervisor**
- Governance as ongoing supervision focus
  - Practices of collective suitability
- Facilitator: Florian Narring (ECB)*
- 15:30 - 16:00 *Coffee break*
- 16:00 - 18:00 **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)*
- 18:00 – 18:30 *Cocktail*
- 18:30 – 19:00 **Keynote speech: Approaching geopolitical risks**  
*Theodore Bunzel (Lazard)*
- 19:00 - 20:30 *Dinner*

**Saturday 21<sup>st</sup> September, 2024**

08.30 - 10.00 **Session 6: Consolidation of the banking sector: best practices**

*Facilitator: Corso Bavagnoli (Lazard)*

10:00 - 11:30 **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 - 12:00 *Coffee break*

12:00 - 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)*

13:30 *Closing light lunch*