FLORENCE SCHOOL OF BANKING AND FINANCE

ROBERT SCHUMAN CENTRE

EXECUTIVE TRAINING COURSE

PROGRAMME

New Risks and Opportunities for Bank Boards: Levelling Up

24 - 25 October 2025

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Introduction

New Risks and Opportunities for Bank Boards: Levelling Up marks the fifth edition of the Bank Board Academy (BBA) training programme. This edition will feature 9 sessions led by an international faculty of regulators, supervisors, academics, and professionals from the banking and finance sector.

Designed to encourage active engagement, the course places a strong emphasis on interaction through a series of dynamic panel sessions, where BBA participants are invited to contribute their insights and experiences.

The Academy will explore a broad range of topics, including bank board performance, dynamics, structuring and effectiveness; geo-economic and political risks; risk data aggregation; banking consolidation; and the development of a strong risk culture.

The Bank Board Academy (BBA) supports the effective functioning of bank boards by facilitating exchange between supervisors, regulators, and bank board-level professionals. It equips participants and Non-Executive Directors (NEDs) with the knowledge and tools necessary to contribute meaningfully to their bank's strategic direction. Ultimately, the BBA seeks to foster more consistent and effective governance practices across the European banking landscape.

Location | EUI Premises in Florence, Italy

Faculty

- Mina Ames | Spencer Stuart
- Corso Bavagnoli | Lazard
- Louise Bennetts | JP Morgan
- Theodore Bunzel | Lazard
- Veerle de Vuyst | European Central Bank
- Giovanna Gallì | Spencer Stuart
- Luca Giaccherini | European Central Bank
- Prue Mackenzie | Google
- Federico Pierobon | European Central Bank
- Alessadro Profumo | Former CEO of Leonardo and Unicredit, former Chairman of MPS
- Birgit Punison | European Central Bank
- Emiliano Tornese | European Commission - DG FISMA

FRIDAY 24 OCTOBER

09:40 - 10:00	**Introduction & tour de table**
10:00 - 11:30	**Session 1: Behind the Headlines: What Really Drives Banking Board Effectiveness**

In this session, Spencer Stuart will draw on its extensive experience as a leading board advisor to explore why governance remains critical and dive into the critical factors that shape board performance. The discussion will examine how context matters and why a one-size-fits-all approach simply doesn't work anymore. Discussion will be shaped around what it takes to design boards that deliver real impact, from how they operate and make decisions to the way they communicate and align on strategy. Finally, the session will focus on the human side of governance—how to transform a group of peers into a cohesive, high-performing team built on trust.

11:30 - 12:00	**Coffee break**
12:00 - 13:00	**Session 2: Navigating Real Boardroom Challenges: a Collaborative Workshop**

In this collaborative workshop, participants will dive into the reality of boardroom dynamics through an interactive role-play. Together, we'll explore first-hand how different board roles, decision-making processes, and interpersonal dynamics shape board effectiveness. The session will also offer practical strategies for designing board structures and fostering high-impact governance.

13:00	**Group picture**
13:00 - 14:00	**Lunch**
14:00 - 15:00	**Session 3: Risks of geoeconomic fragmentation** (online)

This session will understand how geopolitical, policy, and trade dynamics are impacting the economic environment and therefore the risk landscape for financial institutions. We will learn what risks are most top of mind for C-Suites, and what strategies banks and other firms are employing to help manage geopolitical risk.

15:00 - 16:30 **Session 4: Strategic steering amid geopolitical risks**

This session, led by ECB supervisors, will discuss the challenges in addressing geopolitical risk amid many structural changes affecting the banking sector.

16:30 - 17:00 **Coffee break**

17:00 - 18:00 **Session 5: Risk Data Aggregation**

The session, facilitated by ECB supervisors, will discuss how the management body – in its oversight role – can support improvements in risk data architecture leading to better decision making.

18:00 - 19:00 **Tour of Badia Fiesolana**

19:00 - 19:30 **Aperitif**

19:30 - 19:50 **Keynote speech Alessandro Profumo** in Lower Loggia

20:00 - 21:30 **Dinner**

SATURDAY 25 OCTOBER

08:30 - 10:00 **Session 6: Consolidation of the banking sector – best practices**

This session will discuss banking consolidation. The topic in Europe seems to be back on the agenda. But what kind of consolidation are we talking about? Is it about "product factories" (like asset management, insurance, securities services…) or retail banking? Is it an in-border consolidation or is it cross-border by nature? What has changed in the general macro environment, in the operating environment of banks, or in the regulatory/supervisory framework that could be more conducive to consolidation? The course will discuss these issues, both from the point of view of industry and the view from the regulators, based on actual cases taking place in Europe.

10:00 - 11:30	**Session 7: AI: Assessing risk, opportunities and value creation for board members**
	Artificial Intelligence presents a multifaceted landscape for board members, demanding a strategic approach to governance. This session will discuss the need to assess and mitigate risks associated with AI implementation, such as data privacy breaches, algorithmic bias, and regulatory non-compliance, ensuring robust ethical frameworks and internal controls are in place. Simultaneously, we will highlight the opportunities AI offers for value creation, including driving operational efficiencies, enhancing customer experiences, and uncovering new revenue streams through data-driven insights. A recurring theme is that the biggest obstacle to AI transformation is not necessarily the technology itself, but shifting mindsets. Boards can play a role in encouraging their leadership teams to prioritize education and reframe the conversation to show how AI can make every person's job more impactful, not obsolete.
11:30 - 12:00	**Coffee break**
12:00 - 13:30	**Session 8: Shaping risk culture**
	The session, facilitated by ECB supervisors, will discuss the role of bank boards in shaping cultural change and achieve a better risk culture.
13:30	**Closing lunch**

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Co-funded by the European Union