

EXECUTIVE TRAINING COURSE

PROGRAMME

**New risks and opportunities for bank boards:
levelling up**

9 - 10 October 2026

Ten years of excellence,
shaping knowledge for tomorrow

→ 2016 - 2026

fbf.eui.eu



Co-funded by
the European Union

Introduction

New Risks and Opportunities for Bank Boards: Levelling Up marks the sixth edition of the Bank Board Academy (BBA) training programme. This edition will feature around 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
- William Connelly | Société Générale
- Sergio P. Ermotti | UBS Group AG
- Andrea Filtri | Mediobanca
- Lea Deleris | BNP Paribas
- Giovanna Galli | Spencer Stuart
- Luca Giaccherini | European Central Bank
- Federico Pierobon | European Central Bank
- Alessandro Profumo | Former CEO of Leonardo and Unicredit, former Chairman of MPS
- Emiliano Tornese | European Commission

Format:

Core sessions – Governing at the edge of change

The sessions will address the most pressing issues facing bank boards today:

- Board structure, roles and effectiveness. Strengthening board architecture, clarifying accountability, and enhancing real impact in decision-making.
- Artificial intelligence: risks and strategic opportunities. Moving beyond compliance to understand how AI reshapes risk, competitiveness, and long-term value creation.
- Supervisory priorities. Anticipating regulatory expectations and engaging constructively and confidently with supervisors.
- Geopolitical risk. Navigating fragmentation, macroeconomic uncertainty, and systemic shocks in a volatile global landscape.
- Supervisory simplification. Understanding the evolving regulatory agenda and its strategic implications for large institutions.

Special executive conversations – Inside the board–management dynamic

Two exclusive sessions will be dedicated to one of the most critical determinants of institutional success: the relationship between the Board and Executive Management. These will take the form of in-depth, candid conversations with a CEO and a Chair, offering rare insights into:

- Building trust while preserving constructive tension
- Aligning strategy and oversight
- Managing crisis and transformation
- Creating a high-performance governance culture

These discussions are designed to go beyond theory by providing authentic perspectives from leaders operating at the highest level of banking.

Target audience:

- Banks' Non-Executive Directors (current and prospective)
- Banks' Executive Directors
- Board secretaries and secretariat officers
- Members of board committees
- Regulatory and government affairs managers
- Board Advisory consultants

FRIDAY 9 OCTOBER

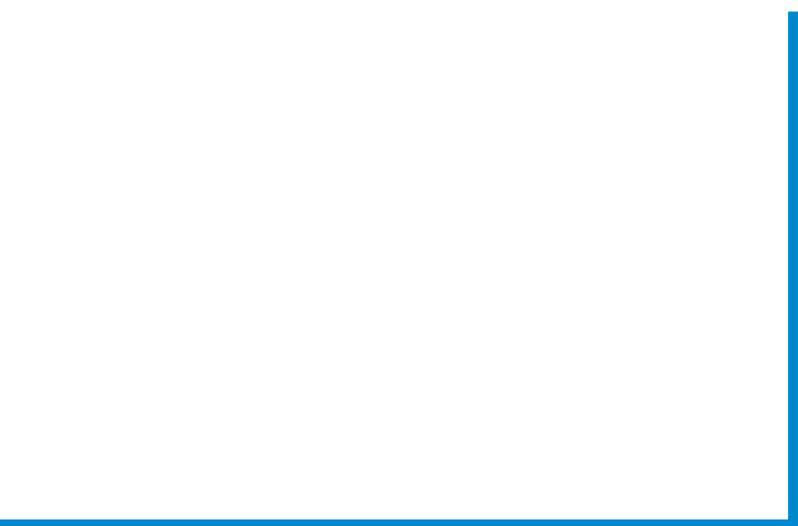
| | |
|----------------------|---|
| 08:30 - 09:00 | Introduction & tour de table |
| 09:00 - 10:00 | Session 1: Fit and Proper 2.0: From Box Ticking to Cognitive Capability |
| 10:00 - 10:30 | Coffee break |
| 10:30 - 12:00 | Session 2: The Board–Management Contract Revisited |
| 12:00 - 13:00 | Session 3: In Conversation with the CEO: Sergio Ermotti |
| 13:00 - 14:00 | Lunch break and group picture |
| 14:00 - 15:15 | Session 4: Board of Directors from a market perspective: Opening the Kimono! |
| 15:15 - 16:45 | Session 5: Artificial Intelligence: bank and supervisory perspectives |
| 16:45 - 17:15 | Coffee break |
| 17:15 - 18:30 | Session 6: Geopolitical Risk: Are stress tests a good way to deal with it? |
| 18:30 - 19:00 | Tour of Badia Fiesolana |
| 19:00 - 19:30 | Aperitif |
| 19:30 - 21:30 | Dinner |

SATURDAY 10 OCTOBER

| | |
|----------------------|---|
| 09:00 - 09:45 | Session 7: Supervisory priorities |
| 09:45 - 11:15 | Session 8: In Conversation with the Chair: William Connelly |
| 11:15 - 11:45 | Coffee break |
| 11:45 - 13:15 | Session 9: Regulatory and supervisory simplification: A cross-country comparison |
| 13:15 | Concluding remarks and light lunch |



fbf.eui.eu



Co-funded by
the European Union