

# Boardroom Excellence Workshop Series 2026

## Workshop 1 - Foundations of corporate governance and board dynamics



### 1. Training aim

This training session aims to enable participants to familiarise themselves with principles of corporate governance, particularly with regard to the peculiarities of regulated entities such as banks and asset managers. Participants will be exposed first to a high-level discussion on the importance of corporate governance and effective governance arrangements for all institutions. Then, this analysis will be applied to financial institutions.

To conduct this analysis, the main points of reference will be some key soft law standards developed by international organisations such as the Organization for Economic Cooperation and Development (OECD), the Basel Committee on Banking Supervision (BCBS) and the International Organisation of Securities Commissions (IOSCO). Some European provisions will also be discussed insofar as they transpose those soft law principles in the European legal framework.

On these grounds, the key functions of the board of directors will be explored, distinguishing between the roles to be performed by executive directors and non-executive directors. The independence requirement will also be investigated due to its importance as a tool to protect stakeholders. Also, the most important board committees will be discussed.

## **2. Learning objectives**

- Understanding corporate governance in general
- Understanding the peculiarities of corporate governance for financial institutions
- Understanding the main international soft law principles on corporate governance
- Analysing the main EU rules transposing such principles in the EU framework
- Understanding the role of the board of directors
- Understanding the functions of executive and non-executive directors
- Understanding the role of board committees

## **3. Timing of the sessions**

- 1 hour and 30 minutes dedicated to theoretical analysis
- 30 minutes-break
- 1 hour interview of two professionals with over 30-year experience as board members of financial institutions in several jurisdictions (such as Luxembourg, UK, Italy, Malta)
- 1 hour group work to discuss a case and apply to concepts analysed