



Shaping the future of your bank

> June 25 to July 2, 2025

EXECUTIVE PROGRAMME: A STRATEGIC BANK MANAGEMENT REVIEW
TRAINING PROGRAMME

The **8th edition of the Executive Programme – A Strategic Management Review**, exclusively crafted for C-level executives, direct reports, and executive board members from commercial banks active in the partner countries of the Luxembourg Government, has taken into consideration the valuable feedback of previous year's participants and will propose an **extended programme** from the evening of June 25th, with the kick-off session, to July 2nd, 2025.

Over the past editions, this programme has welcomed **118 senior executives** from **26 countries**, who dedicated a week to elevate their strategic acumen in response to the evolving landscape of the financial industry.

Addressing the critical challenges faced by top-level executives, the House of Training-ATTF aims to deliver a well-balanced programme featuring **practice-oriented lectures** on Transformative Leadership, Banking Strategy, New Distribution Channels, Risk Management, Corporate Governance, Digital Transformation, Cybersecurity, Sustainable Finance, Open Banking and an interactive and highly participative Workshop where the participants will be at the center of the action.

The success of this comprehensive delivery owes much to the active **collaboration of industry leaders** such as Luxembourg for Finance (LfF), Luxembourg House of Financial Technology (LHoFT), Luxembourg Stock Exchange (LSE), LuxHub (Innovative Fintech solutions in Open Banking), Luxembourg House of Cybersecurity (LHC), and Luxembourg Sustainable Finance Initiative (LSFI).

The programme is further enriched by engaging **meetings with CEOs** of the Luxembourg Financial Center, fostering high-quality dialogues about the myriad challenges faced by leaders in today's dynamic business environment.

The two **roundtables** provide an excellent opportunity for interactive discussions with seasoned experts from the Luxembourg Financial Center.

A distinctive feature of this Executive Programme is the presence of a **fully dedicated coordinator and moderator**, facilitating a holistic understanding of all addressed topics and ensuring a seamless connection between different elements of the programme.

PROGRAMME

25 June	<ul style="list-style-type: none">• Evening: Kick off session & Welcome dinner
26 June	<ul style="list-style-type: none">• Setting the Scene & Strategy Overview• Luxembourg Financial Center• Explore forward looking Leadership to sustain Business Success
27 June	<ul style="list-style-type: none">• Explore forward looking Leadership to sustain Business Success• Sustainable Finance• Round Table on Sustainable Finance
28 June	<ul style="list-style-type: none">• Corporate Governance & Risk Management• Digital Transformation
29 June	<ul style="list-style-type: none">• Guided Visit of the Luxembourg City
30 June	<ul style="list-style-type: none">• CyberAttack Simulation Game• How Open Finance transforms the financial industry• Global Retail Banking Strategy, Omni-Channel, Customer Experience, Mobile onboarding + Visit of bank branch
1st July	<ul style="list-style-type: none">• Round Table Corporate Governance and three Lines Model• Meeting a CEO• Fintech Campus
2nd July	<ul style="list-style-type: none">• Shaping the future of the bank: A workshop-based strategic exercise• Visit and Meeting with a CEO• Closing cocktail

CONFIRMED SPEAKERS

Mrs Lynn Robbroeckx is the Secretary General at Luxembourg for Finance (LFF), the agency for the development of the financial centre. She currently also serves as Secretary General of PROFIL, the Luxembourg Financial Industry Federation, and is a member of the board at the Luxembourg Sustainable Finance Initiative (LSFI) and LuxFLAG. She holds a master's degree in Sinology from the Catholic University of Louvain in Belgium and studied Chinese at Chengkung University in Taiwan. Prior to joining LFF, Lynn served as Head of Communication at the Luxembourg Space Agency (LSA) and SpaceResources.lu initiative. She began her career at the Luxembourg Embassy in Beijing and later on worked for the world's leading steel and mining company, ArcelorMittal, in China and London.

Mr Gilles Ossona de Mendez is a professional certified coach and an international trainer with extensive HR experience gained in Luxembourg-based banks and locally recognised as leader in his field. He is also a consultant in HR. After 18 years as HR manager and HR head in international Banks in Luxembourg, Gilles has been accompanying and motivating professionals and organizations on their journey towards excellence for the last 9 years. His HR pragmatic and operational approach combined with his coaching focus on personal development and motivation will lead you to an increased performance and well-being.

Mr Pierre Ahlborn is the CEO and Board Member of Banque de Luxembourg since 2000; he joined the bank in 1988. He holds a Master in Geography from ULP Strasbourg, France and a degree in Economics from the University of Essex, U.K. and speaks Luxembourgish, French, English and German. Pierre has held various Board Memberships during his career; at present he is a Board Member of the Luxembourg Banker's Association ABBL, Banque CIC (Suisse), the Lux-embourg Chamber of Commerce, the Luxembourg Stock Exchange, the Luxembourg Red Cross and the Philharmonie Luxembourg.



Mr Christian Moreels is Head of Business Risk & Organization, member of the Retail Banking Management Team by ING Luxembourg SA. Christian joined ING Luxembourg SA in 1993 to launch the Retail Banking as Investment Advisor, mainly for cross-border and international customers. He was Branch Manager, Client Administration Manager, Member of the Ops & IT Management Team. He is currently in charge of Business Risk. Coaching, Teaching and Development of the Retail Banking business and the management of the linked internal and external risks. He is also Head of Retail Organization Team that assists branches by providing advice and performing centralized tasks. He collaborates in the development of Daily Digital Banking and their tools, he is participating in many strategic projects by ING Luxembourg but also with local regulator (CSSF), official organizations (Banking Association) and other third parties. Head of Business Risk Team which manage the Customer Due Diligence (KYC, KYT, TAX, ...), including all the compliance aspects and regulatory rules (FATCA, QI, CRS, FEC, AML, PSD, MiFid, ...). Head of Retail Support Team which takes in charge the management of the cases compliance and the first aid for recovery of credit files.

Mr Samuel Grand is certified from the INSEAD International Director Program. Samuel started his career at Arthur Andersen (external audit and consulting) in France and Switzerland, before heading the Continental Europe Internal Audit function at Fidelity Investments Luxembourg (CIA - Certified Internal Auditor) and holding several Executive positions as European Chief Risk Officer for 17 years (ABN AMRO Bank, Lombard Odier Europe and Edmond de Rothschild Europe) in commercial and private banking. Since 2023, Samuel is focusing his expertise in strategy, governance and risk & control matters through three activities: - Independent Non-Executive Director (INED), chairman of Audit & Risk Committee, - Supervisory & Management Board advisor, and - Senior trainer/ coach for international financial institutions and central banks/ regulators (of which several programs initiated by the Luxembourg government - ATTF, where Samuel is a Senior Expert and Program Coordinator since 2010).

Ms Sabrina Lemaire is a distinguished Chief Digital Officer in the banking sector, renowned for her strategic acumen in blending traditional banking principles with cutting-edge digital technologies. Her expertise extends over two decades in marketing, communication, business development, and profound digital strategy implementation in Banking and Telecom. As a seasoned leader, Sabrina has driven substantial digital transformation projects, significantly enhancing business operations and customer engagement through innovative solutions. Her role extends beyond technical expertise as a Professional Certified Coach (PCC) and a trainer, where she focuses on leadership development, change management, and empowering professionals to harness the full potential of digital innovations. Her coaching and leadership credentials, reinforced by her role as a trainer for the House of Entrepreneurship in Luxembourg, highlight her commitment to nurturing talent and leadership in the digital age. Sabrina's influence is further acknowledged through her accolades, including being a longstanding chairman of the Association of Banks and Bankers of Luxembourg (ABBL) Communication Working Group and a president of the Eurocloud Luxembourg Jury.

Ms Anne-Sophie Morvan joined LUXHUB – Open Finance Hub based in Luxembourg in 2019, after several years of practice as an IT/data protection lawyer at the Paris & Luxembourg bars. As Chief Commercial Officer, she is in charge of commercial and legal activities and acts as Authorized Manager. Passionate about Open Banking and more broadly Open Finance, Anne-Sophie is active in several professional bodies and regularly publishes on related topics. She is notably representative of the Open Insurance Think Tank (OPIN) within the Expert Group on EU financial data space at the European Commission (DG FISMA) and Vice Chair of the Data Economy & Open Finance Working Group at the Luxembourg Bank and Bankers Association (ABBL).

Ms Françoise Thoma joined the Spuerkeess in 1999 as a legal adviser; she became Secretary General in 2004, then Member of Excom in 2009. She was appointed CEO in June 2016. Before entering the financial sector, she worked as a lawyer at the Luxembourg Bar, then as Référéndaire at the European Court of Justice. Ms Thoma was a Member of the Luxembourg Council of State from 2000 to 2015, and eventually Vice President of this institution, which takes part in the law-making process in Luxembourg.

Mr Roger Hartmann, coordinator and moderator of the programme, is an experienced Senior Banker with over 41 years of exposure to various financial centres in Europe, Middle East, Africa, Asia and Americas. As Group CEO, Roger collected numerous experiences with growth strategies, development of new markets (including new frontier markets), hub strategies, mergers & acquisitions, transformation of the business model, outsourcing (including BPO and offshoring), cost management (fit for future programs), as well as acute crisis management and spin-offs/liquidations. Roger is also Visiting Professor for several universities and Independent Director in several banks in Europe, and in other firms related to the financial industry. He is Advisory Board member in several entities in Europe and in Asia and Chairman of EFPA Luxembourg Asbl. Roger is teaching since 1981. He was professionally and geographically exposed to all continents.

PARTICIPANTS TESTIMONIALS

Throughout the duration of this week-long engagement, I was privileged to partake in an array of captivating lectures delivered by distinguished experts, predominantly focusing on the salient themes of ESG, Digital Transformation, Risk Management etc. Moreover, the opportunity to engage in profound discussions with esteemed peers and to network with individuals of remarkable caliber spanning three continents was truly enriching. It has been a distinct privilege to acquaint myself with each of you, and I extend my sincerest wishes for abundant success in all your future endeavor. (Elena Janeva-Tikvarovska, 2024)



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