

**ECB Operations Managers Group**

Thursday, 27 November 2025

14:00 – 17:00 CET

MS Teams meeting

**Agenda**

**1. Introduction [14:00-14:05] '05**

Welcome and adoption of the agenda of the meeting.

**2. Future Trends in FX Settlement & Back-Office Operations [14:05-14:45] '40 incl. 10 minutes discussion**

**3. Business Continuity Amid Prolonged Cyberattack Outages [14:45-15:00] '15**

**4. Strategic Work Management: Managing Expertise Gaps Amid Major Retirements [15:00-15:15] '15**



**Short Break [15:15-15:25] '10**

**5. Tour de Table Questions [15:25-16:45] '80**

Participants will discuss the presented topics with particular emphasis on the following questions:

**A. Business Continuity Amid Prolonged Cyber Attack Outages**

1. How does your organisation ensure operational resilience and maintain critical functions during prolonged cyberattacks or large-scale outages (including potential city- or country-wide/Europe disruptions)?
2. In the current geopolitical environment, what are the key risks and challenges impacting Operation Resilience/Business Continuity?
3. What changes or trends have you observed in the cyber threat landscape (e.g. attack formats, complexity, frequency), and how do these influence your approach to operational resilience and business continuity?
4. What key lessons from past incidents and from the current geopolitical environment have shaped your organisation's business continuity and operational resilience strategies, including how you manage emerging risks and challenges?

B. Strategic Work Management: Managing Expertise Gaps Amidst Major Retirements

5. How have you successfully captured and transferred critical knowledge within your teams during similar transitions, such as upcoming retirements or major organisational changes?
6. What processes does your organisation use to rapidly upskill employees and close expertise gaps?
7. How do you see technology, particularly AI, helping to optimise recruitment and internal mobility to meet future workforce needs?

**6. AOB [16:45-17:00] '15**

Presenting final Work Programme for 2026.