

Febelfin Governance

febelfin

"Without change there is no innovation, creativity, or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable."

– *William Pollard*

Dear reader,

Let this brochure be your guide to find out more about Febelfins DNA:

- The mission and values
- The core tasks
- The strategic objectives

These are all social issues to which the Federation must find an appropriate response.

You will also find more information in this brochure about the composition and role of the various administrative bodies.

All the above building blocks will provide our Federation with a firm foundation to play an increasingly anchored role in economy and society in the years to come. And you, more than ever, are part of it!

Ruben Lecok
CEO Febelfin



Contents

3 What does Febelfin stand for?

3 Mission
3 Values
4 Core tasks
4 Strategic objectives

5 How Febelfin works?

6 Desision-making bodies

- *Overview*
  - *General Assembly*
  - *Board of Directors*
  - *Executive Committee*
- *Overview of governing bodies*

13 Internal administration & Team

15 Appendice

What does Febelfin stand for?



Mission

Febelfin defends the interests of its members and, together with its members, is committed to a strong, resilient and inclusive financial sector that, as an essential partner, supports sustainable economic growth and innovation.

Values

Solid. As a leading sector, we offer security and guarantee the economic resilience of both families and businesses. We ensure stability, act with integrity and are transparent. We take a proactive stance to address future challenges and continue to provide that certainty so that people can rely on us. Trust and resilience are at the heart of everything we do.

Accessible. We ensure that our services are easy to understand and use, with attention to the individual needs of our customers. By promoting financial literacy, closing the digital divide and listening with empathy, we make financial services accessible.

Human. Financial decisions are often accompanied by important life events. That is why the customer is central to everything we do. We listen to the needs of our customers. Through empathy and engagement, we build strong, long-lasting relationships and make sure our customers feel heard and supported.

Innovative. We encourage innovation and are open to new ideas and solutions. By proactively embracing new technologies and forward-thinking approaches, we adapt to the changing needs of customers and society. Our open attitude ensures that we continue to learn, grow and shape the future of the financial sector.

> "The future belongs to those who prepare for it today."
>
> – *Malcolm X.*

Core tasks



Inspire

- We unite the voices of our members, defend their interests and put forward their views powerfully and proactively in the political, economic and social debate.
- We offer targeted support through information, advice, training and networking opportunities.



Engage

We raise awareness and actively develop partnerships.



Connect

We connect all our members and forge links with policymakers and stakeholders at every level – from local to European – to represent the interests of our members.

Strategic objectives



Trusted enabler

Pushing the narrative that the sector is not only about banking, but about enabling and empowering families, businesses, and communities to thrive. The financial sector is a core enabler of economic growth & long-term stability.



Reliable protector

Emphasis the sector's role in ensuring security, fraud prevention, and data protection to build confidence and trust.



Partner in sustainability

Bring forward the sector's important role in the transition to a more sustainable economy, addressing the needs of businesses and consumers.



Driver of inclusiveness

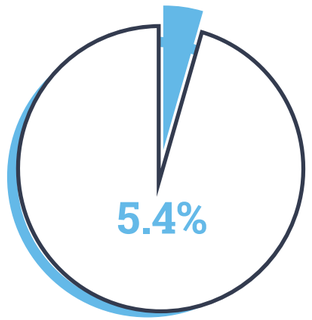
Emphasis the sectors human-centered and inclusive character by promoting financial and digital inclusion, and show the sector's efforts towards accessible banking.

How Febelfin works?

Belgian Federation of the financial sector excluding insurance institutions and pension funds.



+230
Financial institutions
in Belgium



Gross added value
of the entire financial sector
in Belgian economy



+52.000
Employees

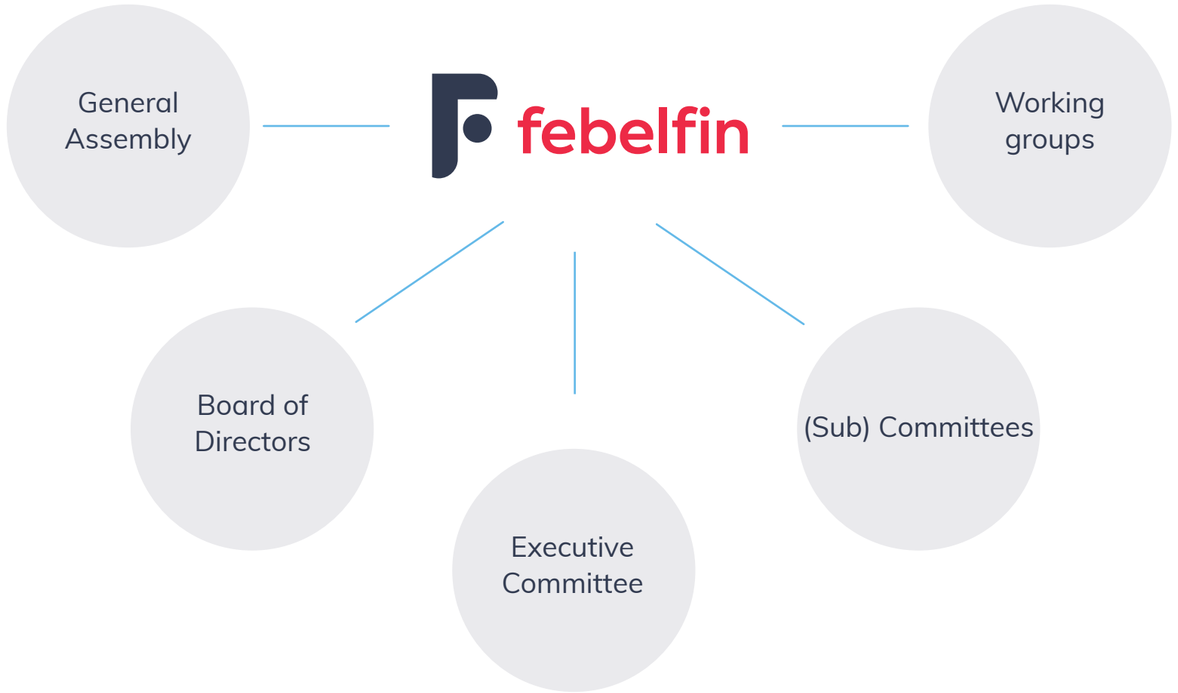
Banks Lenders BEAMA Stockbrokers Leasing companies Euroclear SWIFT ...

Decision-making bodies Febelfin

"Great things in business are never done by one person. They're done by a team of people."

– *Steve Jobs*





Members Forum

In addition to these bodies, each community can convene a meeting within Febelfin with the support of the Febelfin staff if necessary, under the form of a Member Forum.

Decision-making bodies Febelfin

"Teamwork divides the task and multiplies the success."

General Assembly

Role

- amend statutes
- approve annual accounts and budget
- appoint and dismiss directors

Frequency:

At least 1x per year

Composition:

- Full members
  - voting right
  - Credit institutions + BEAMA + directors
- Adherent members
  - advisory role
  - credit companies, stockbrokers, leasing companies, BEAMA members, factoring companies
- Associate members: consult the agenda (on request)
  - not voting rights
  - members with a special status

Board of Directors

Role

- play a general guiding role
- supervise the Executive Committee
- the Board of Directors may suspend and modify a decision of the Executive Committee

Frequency:

1 x per quarter and at the request of at least 1/3 of the members of the Executive Board.

Composition: representative of the entire membership community.

16 members

- 4 representatives of major banks, including the Chairman of Febelfin and Vice-Chairman of Febelfin
- 2 representatives of medium and small banks including 1 Vice-Chairman of Febelfin
- 2 representatives of niche activities
- 1 representative of financial markets and infrastructure providers
- 3 representatives of BEAMA
- Chairman and Vice-Chairman of the Retail Credit Committee
- Chairman of the Leasing Committee
- CEO Febelfin

Executive Committee

Role

- execute decisions of the Board of Directors
- garantee the proper functioning of Febelfin
- perform all tasks delegated by the Board of Directors
- informing the Board of Directors of decisions taken

Frequency:

10 x per year and more if necessary

Composition: representative of the entire membership community.

10 members

- 4 representatives of major banks, including the Chairman of Febelfin and Vice-Chairman of Febelfin
- 2 representatives of medium and small banks including 1 Vice-Chairman of Febelfin
- 1 representative of niche activities
- 1 representative of financial markets and infrastructure providers
- Chairman of BEAMA
- CEO Febelfin

Decision-making bodies Febelfin

Special comments to the Board of Directors and Executive Committee

Mandates

- Member of the Board of Directors or Executive Committee: 4 years and can be extended indefinitely
- Chairman & Vice-Chairmans: 3 years and renewable once.

Decisions

- by consensus
- if necessary by vote, by simple majority
- in the event of a tie vote, the vote of the Chairman shall be decisive
- the Chairman has the possibility to initiate alarm procedure
- all files with reputational, financial or strategic impact: to be submitted for decision to the Executive Committee, if necessary to the Board of Directors

Chairman (CEO group)

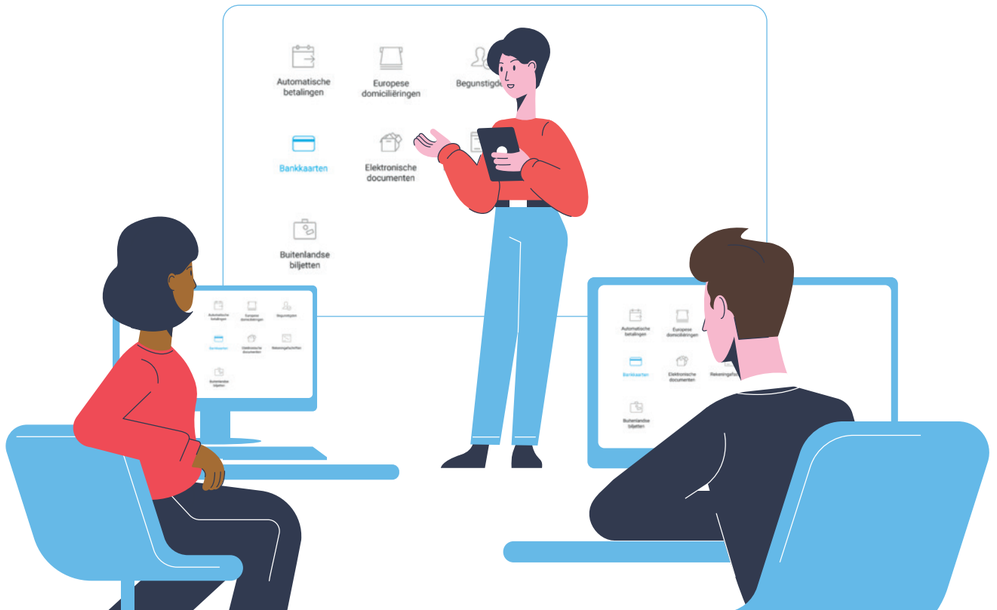
- can be designated by the Board of Directors within their members

Vice-Chairman

- 2 Vice-Chairmans are appointed, minimum one Vice-Chairman from a group of directors other than the group of directors of which the Chairman is a member

How are decisions made?

General Assembly	Board of Directors	Executive Committee
Quorum: / Simple majority votes	Quorum: Members with a simple majority Simple majority votes In the absence of consensus, minority position (1/3 of members)	Quorum: Members with a simple majority Simple majority votes In the absence of consensus, minority position (1/3 of members)



Overview of Febelfin governing bodies

Committee

Mission: discusses general principles and priorities on issues within the scope of the relevant Committee and plays an advisory role to the Febelfin Executive Committee/Board of Directors. The Committee also has the power to take decisions on other issues, including technical or tactical ones.

Scope: Line of Activity (or sub-activity)

Duration: unlimited

Established by: administrative body

Reports to: Management Team in concertation with Members of Executive Committee and Board of Directors

Composition & representativeness:

General rule

Number of Members: Max. 8 effective members

- Large banks: 4
- Mid-Small Banks: 2
- Niche banks: 1
- Financial markets and infrastructure: 1
- Max. 8 alternates

Exceptions:

- if justified, additional representatives are allowed

Approval:

- Each Committee has its own operating regulations with specific rules of composition and operation. The Febelfin Board of Directors approves these.

Member profile: strategic management field generalists

Frequency: at least 4 x / year + ad hoc if necessary

Follow-up: responsible Line of Activity

Organisation: on Febelfin-Net

Meeting method: physical presence as standard

Agenda: at least 7 days before the meeting

Minutes: max. 7 days after the meeting

Sub Committee

- Idem than Committee, in their domain
- With rapportering to the Committee

Working group

Mission: Working groups focus on specific strategic objectives and issues

Scope: series of topics or specific topic (depending)

Duration: unlimited or limited (depending)

Established by: (Sub) Committee

Reports to: (Sub) Committee

Composition: The composition is representative of the member community involved in the issue or in the domain

Access: in principle open to all members whose expertise falls within the scope of the working group concerned

Member profile: subject area generalists/thematic experts (depending on the circumstances)

Number of members: representative representation

Frequency: ad hoc according to needs

Follow-up: Febelfin Manager

Organisation: on Febelfin-Net

Agenda: at least 7 days before the meeting

Minutes: max. 7 days after the meeting

Composition of the Board of Directors



Michael Anseeuw (BNP Paribas Fortis)
Chairman



Ruben Lecok (Febelfin)
Managing Director

Representatives of Major banks



Michael Anseeuw (BNP Paribas Fortis)
Director



Olivier Oclin (Belfius Bank)
Director, Vice-Chairman



Johan Thijs (KBC Group)
Director



Peter Adams (ING Belgium)
Director

Representatives Mid-Small Banks



Peter Devlies (Argenta bank)
Director, Vice-Chairman



Dirk Wouters (Bank van Breda)
Director

Representatives of Niche activities



Nicolas van de Put (VAN DE PUT & CO Banquiers Privés / Privaatbankiers)
Director



Michel Buysschaert (Delen Private Bank)
Director

Financial Markets & Infrastructure representatives



Valerie Urbain (Euroclear)
Director

BEAMA representatives



Marnix Arickx (BNP Paribas Asset Management)
Director



Gregory Swolfs (Capfi Delen Asset Management)
Director



Peter De Coensel (Degroof Petercam Asset Management)
Director

Lenders representative



Francisco Dias Guerra Schram (ING Belgium)
Director



Elisabeth Minjauw (Beobank)
Director

Leasing companies representative



Ivan Vertenten (Belfius Lease)
Director

Executive Committee

Overview of Committees & Sub Committees

CEO Office

Retail Business line	Regulatory & Transversal lines	Communication & Public Affairs	Corporate Affairs
Febelfin - Retail Credit Committee	**Febelfin - Legal Committee**	**Febelfin - Communication Committee**	**Febelfin - Governance**
Febelfin - Retail Consumer Credit Sub Committee	Febelfin - Legal Retail Banking Sub Committee	**Febelfin - Public Affairs Committee**	**Febelfin - Social Affairs Committee**
Febelfin - Retail Credit Economic Affairs Sub Committee	Febelfin - Legal Financial Markets Sub Committee	**Febelfin - European Public Affairs Committee**	**Febelfin - Internal Services**
Febelfin - Retail Credit Mortgage Sub Committee	Febelfin - Legal Commercial Banking Sub Committee	**Febelfin - Digital and Financial Inclusion Committee**	**Febelfin - Program Management**
Febelfin - Retail Credit Intermediaries Sub Committee	Febelfin - DPO Privacy Sub Committee		
Febelfin - Retail Credit Sustainable Loans Sub Committee	**Febelfin - Compliance Committee**		
Febelfin - Retail Credit Car Financing Sub Committee	Febelfin - Anti-Money Laundering & Sanctions Sub Committee		
Febelfin - Retail Savings Committee	**Febelfin - Prudential Affairs Committee**		
Febelfin - Payments Committee	**Febelfin - Accounting & Reporting Committee**		
Febelfin - Payment Systems Sub Committee	**Febelfin - Tax Committee**		
Febelfin - Card Systems Sub Committee (CARDSYS)	**Febelfin - Economic Affairs Committee**		
Corporate Business line	**Febelfin - Sustainable Finance Committee**		
Febelfin - Corporate Banking Committee	Febelfin - Payment Fraud Sub Committee		
Febelfin - Corporate Banking Trade Finance Sub Committee	Febelfin - Cybersecurity Sub Committee		
Febelfin - Leasing Committee			
Febelfin - Factoring Committee			
Private Banking Business line			
Febelfin - Private Banking Committee			
Febelfin - Heads of WAP Sub Committee			
Febelfin - Heads of Compliance Sub Committee			
Febelfin - Investment Firm Sub Committee			
Financial Markets & Infrastructure Business line			
Febelfin - Financial Markets & Infrastructure Committee			
Febelfin - Market Evolution Sub Committee			

BEAMA
Belgian Asset Managers Association
vzw | asbl

Organisational Unit

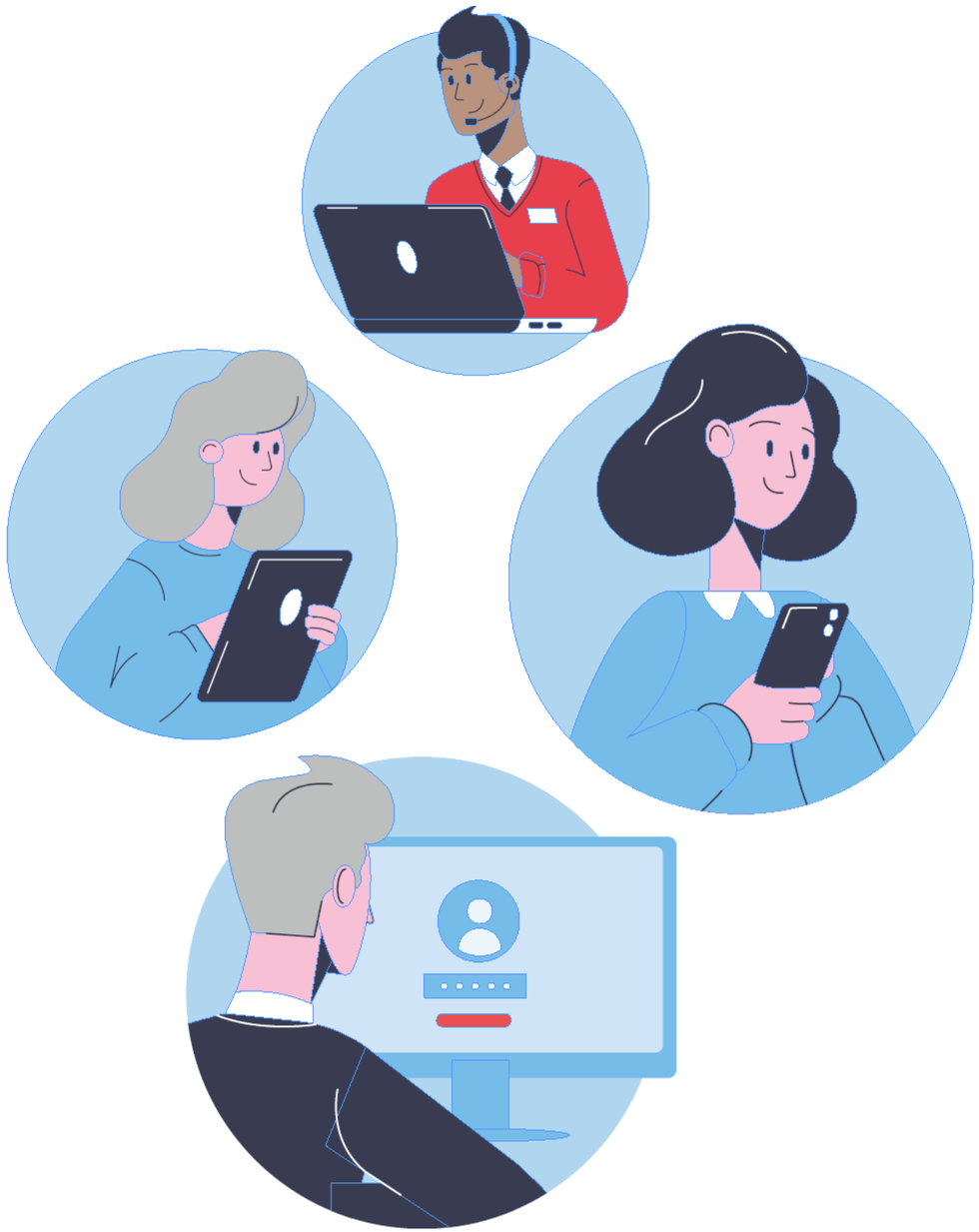
Governance body
BEAMA - Board of Directors
BEAMA - Bureau
BEAMA - General Assembly

Committees
BEAMA - AM-Sector Notoriety Committee
BEAMA - Private Asset Management Committee

What role can a Febelfin member play within a Working group or (Sub) Committee?

	Febelfin member	Invited for meetings	Read documents
Chairman, Vice-Chairman, member, alternate	☑	☑	☑
Visitor	☑	☑	☑
Reader	☑	X	☑

All roles receive notification of new documents via the Daily Digest e-mail.



Composition of Leadership Team & Management Team



Ruben Lecok
Chief Executive Officer



Wien De Geyter
Secretary General
Member of the Management Team



Geert Gielens
Director Economic & Statistics Affairs



Lotte Hendrickx
Director Tax & Business lines
Member of the Management Team



Gert Heynderickx
Director Private Banking &
Financial Markets & Infrastructure



Gregory Machenil
Director Regulatory & Transversal lines
Member of the Management Team



Isabelle Marchand
Director Communication & Public Affairs
Member of the Management Team



Anne-Mie Ooghe
Director Corporate Business



Ivo Van Bulck
Director Retail Credit & Savings



Marc Van de Gucht
Director General BEAMA &
Director Asset Management FEBELFIN



Tom Van den Berghe
Director Sustainable Finance



Team

View all Febelfin employees here

Appendice

Charter

1. Professional attitude

Febelfin members and their representatives in Febelfin bodies act in good faith, honestly, conscientiously and professionally and in compliance with competition law in the performance of their duties within Febelfin.

2. Collegiality

The members of Febelfin and their representatives in the Febelfin organs adopt a loyal and collegial attitude towards the association and its members and respect the opinions of other members.

3. An eye for sector interests and the long term

The members of the Board of Directors and the Executive Committee perform their duties in the interest of and for the benefit of Febelfin and its member community as a whole. This implies that they take into account the possible long-term consequences of decisions and the interests of other institutions than the one they represent. They shall not carry out their mandate in a way that is incompatible with the purpose and the articles of the Association.

4. Preparation and availability

The Febelfin members and their representatives in Febelfin bodies ensure that they properly participate in the Febelfin meetings in a prepared way and make the necessary time available to take up and perform their duties.

5. Expertise and competence

The members of Febelfin and their representatives in Febelfin bodies ensure that they have the necessary expertise and powers to act in the name of and on behalf of that institution deliberate and decide on the matters on the agenda of the relevant body.

6. Participation in sectoral debate

Within the bodies of Febelfin, all members have an equal right to participate in the deliberations, to express their views and to defend themselves, in accordance with the provisions of the Statutes and the Internal Regulations.

7. Public positions on sectoral issues

Febelfin members keep Febelfin informed about public positions on sectoral issues. They make reasonable efforts to align their own public positions on such matters with the Febelfin positions.

Febelfin members shall refrain from criticising in a destructive way positions and decisions taken in compliance with the statutes and the internal regulations in the media and press contacts.

8. Conflicts of interest

The representatives of the members in the Febelfin bodies will inform the members of the body concerned of any interests that they personally or the institutions they represent may have and that are obviously contrary to the interests of Febelfin.

9. Parallel lobbying

The Febelfin members inform the Chairman and the CEO in advance about parallel lobbying activities in files that have been put on the Febelfin agenda. They will also keep the Chairman and the CEO informed about the progress and the outcome of these parallel lobbying activities.

Febelfin and the member associations/forums keep each other informed about lobbying activities in dossiers that concern them.

10. Confidentiality

Unless stipulated otherwise or if the context indicates otherwise, the deliberations, discussions and decisions of the Febelfin organs are confidential.

Febelfin members will refrain from sharing the contents of the deliberations and discussions of the Febelfin bodies with third parties without the consent of the Febelfin CEO.

11. Non-collegial behaviour

The Febelfin members and their representatives in the Febelfin organs acknowledge and confirm that competent bodies can make use of the possibilities in the statutes to temporarily suspend or permanently exclude a member if the member is guilty of serious shortcomings in their duties as a member, has seriously harmed the interests of the association, or behaves contrary to the ethics or the doctrine of duty, or seriously harms the image of the Belgian financial sector.

febelfin

Belgian Financial Sector Federation

www.febelfin.be