

# Febelfin Governance



“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 Febelfin's 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!

Karel Baert  
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

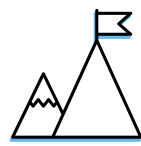
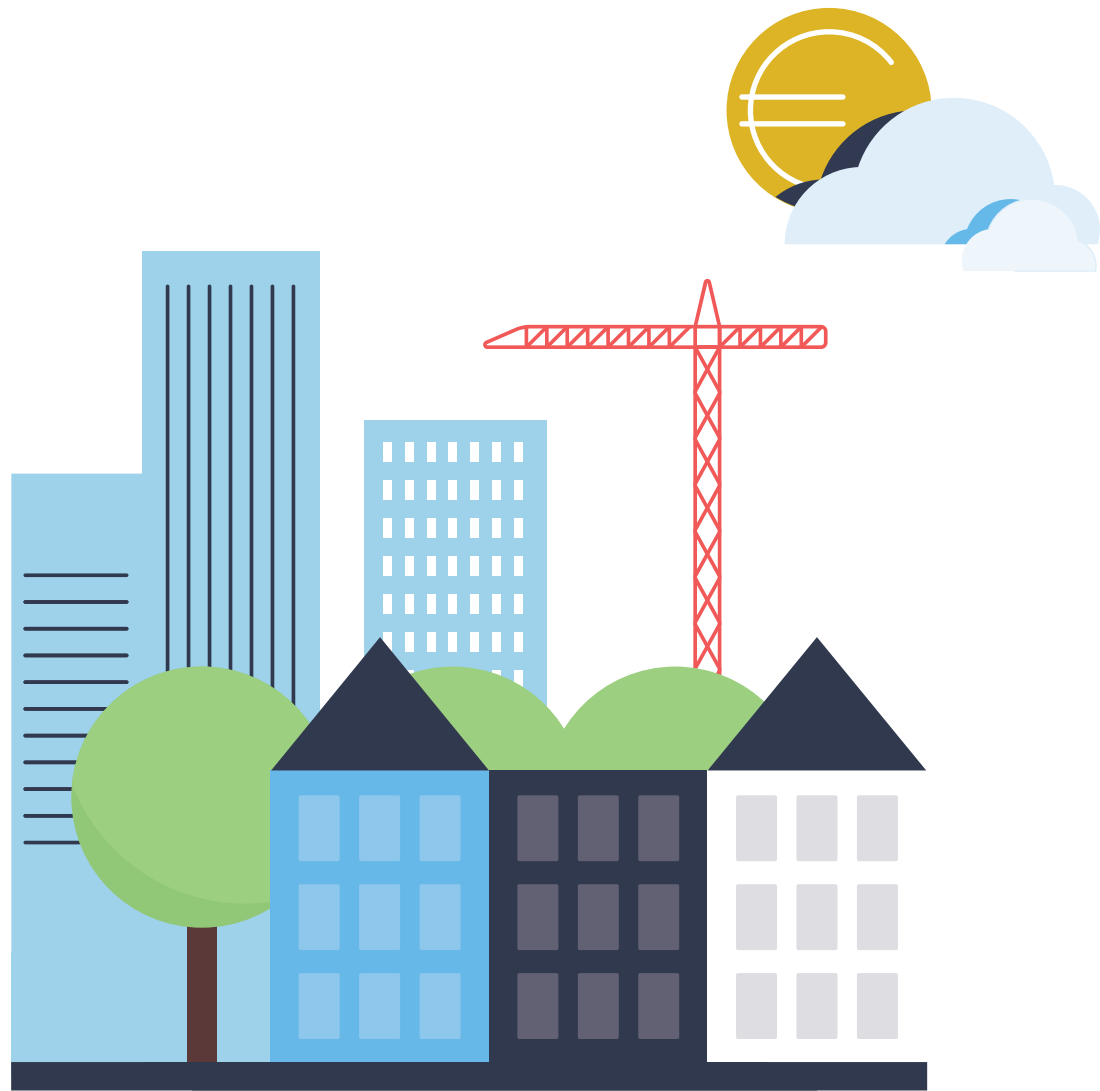
- Executive Committee

- 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.

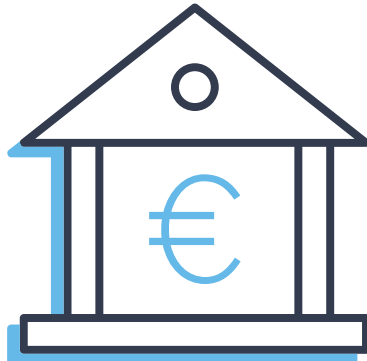


### Driver of inclusiveness

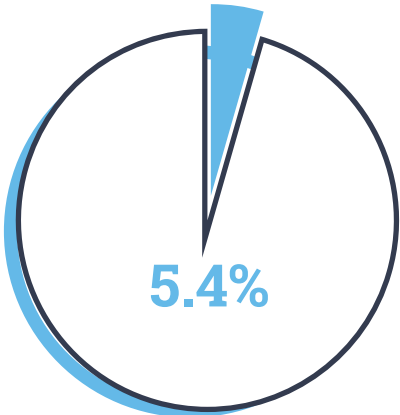
Emphasis the sectors human-centered and inclusive character by promoting financial and digital inclusion, and show the sector's efforts towards accessible banking.

# How Febelfin works?

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



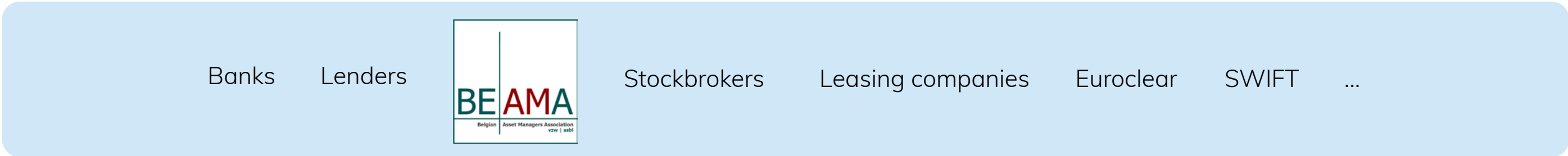
**+230**  
Financial institutions  
in Belgium



Gross added value  
of the entire financial sector  
in Belgian economy



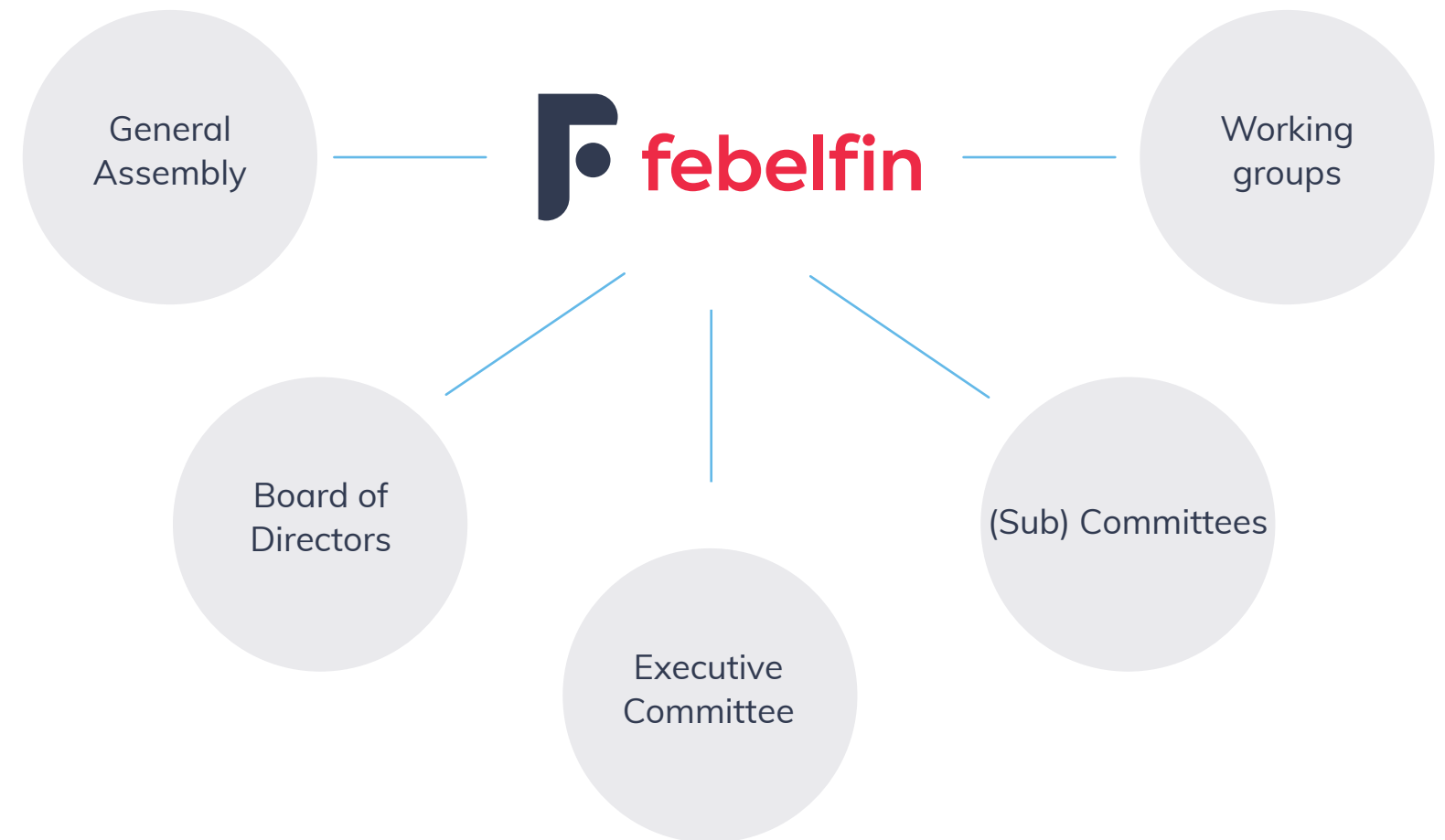
**+52.000**  
Employees



# 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
- guarantee 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)

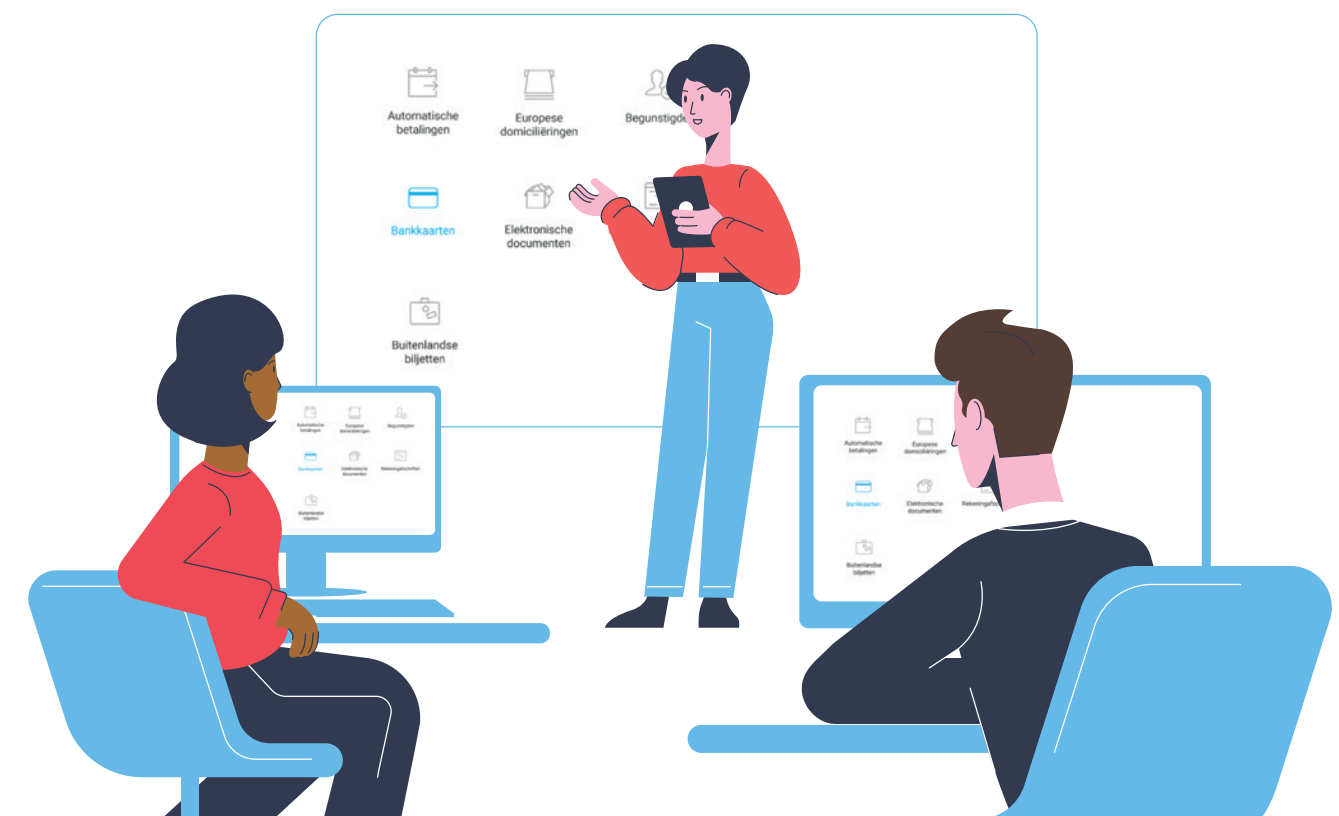
- can be designated by the Board of Directors within their members

### 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: /	Quorum: Members with a simple majority	Quorum: Members with a simple majority
Simple majority votes	Simple majority votes  In the absence of consensus, minority position (1/3 of members)	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



**Karel Baert** (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

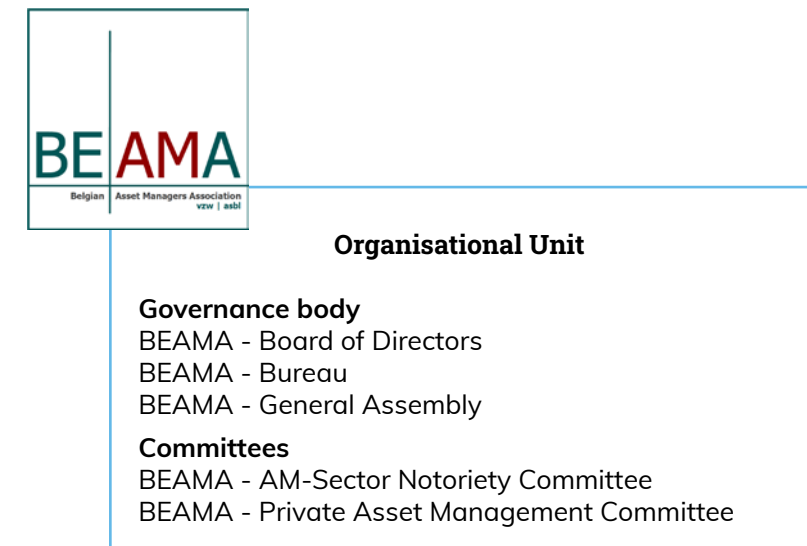


**Ivan Vertenten** (Belfius Lease)  
Director

 Executive Committee

# Overview of Committees & Sub Committees

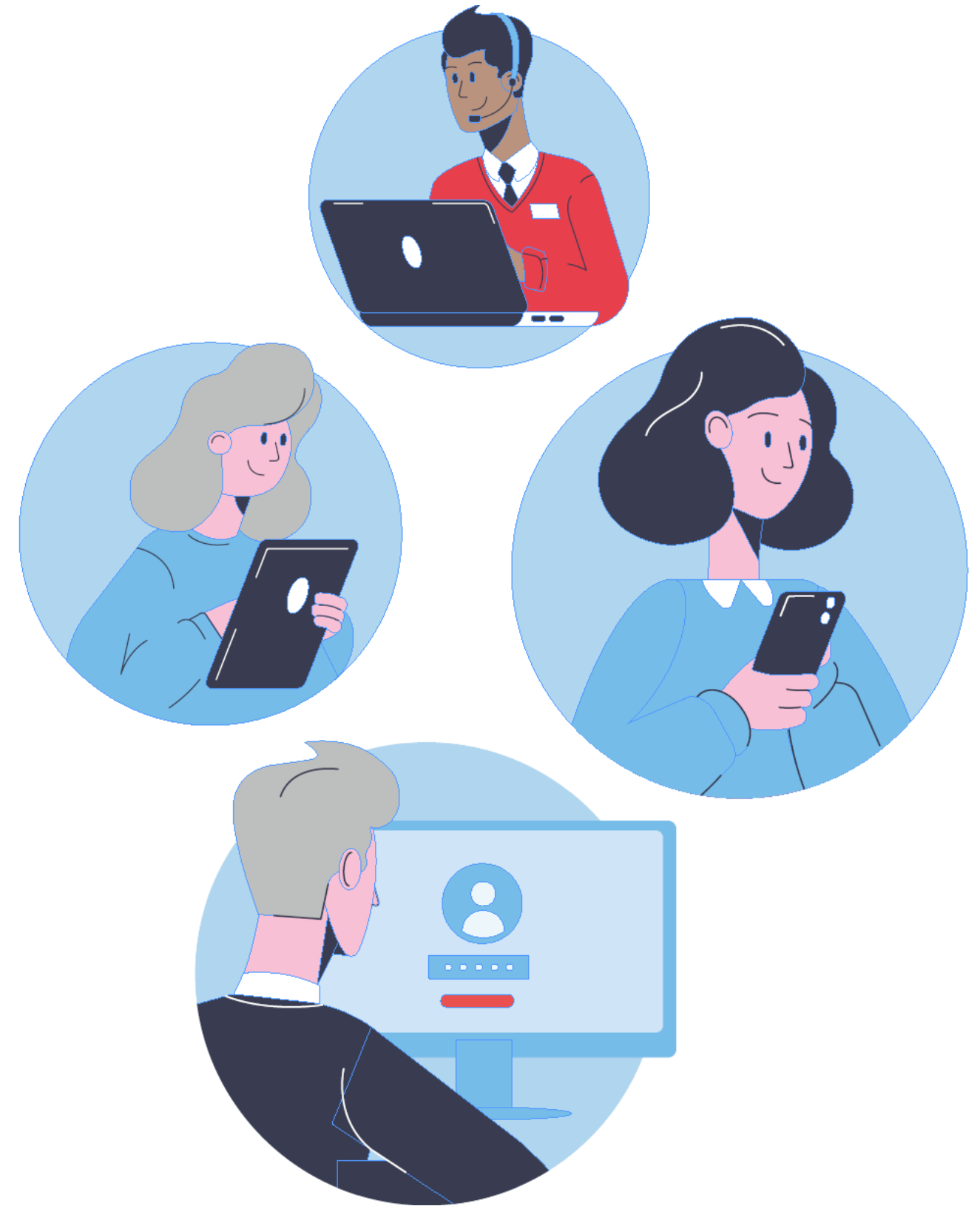
CEO Office			
<b>Retail Business line</b>	<b>Regulatory &amp; Transversal lines</b>	<b>Communication &amp; Public Affairs</b>	<b>Corporate Affairs</b>
Febelfin - Retail Credit Committee	Febelfin - Legal Committee	Febelfin - Communication Committee	Febelfin - Governance
Febelfin - Retail Consumer Credit 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	<b>Febelfin - Compliance Committee</b>		
Febelfin - Retail Credit Car Financing Sub Committee	Febelfin - Anti-Money Laundering & Sanctions Sub Committee		
<b>Febelfin - Retail Savings Committee</b>	<b>Febelfin - Prudential Affairs Committee</b>		
<b>Febelfin - Payments Committee</b>	<b>Febelfin - Accounting &amp; Reporting Committee</b>		
Febelfin - Payment Systems Sub Committee	<b>Febelfin - Tax Committee</b>		
Febelfin - Card Systems Sub Committee (CARDSYS)	<b>Febelfin - Economic Affairs Committee</b>		
<b>Corporate Business line</b>	<b>Febelfin - Sustainable Finance Committee</b>		
<b>Febelfin - Corporate Banking Committee</b>	Febelfin - Payment Fraud Sub Committee		
Febelfin - Corporate Banking Trade Finance Sub Committee	Febelfin - Cybersecurity Sub Committee		
<b>Febelfin - Leasing Committee</b>			
<b>Febelfin - Factoring Committee</b>			
<b>Private Banking Business line</b>			
<b>Febelfin - Private Banking Committee</b>			
Febelfin - Heads of WAP Sub Committee			
Febelfin - Heads of Compliance Sub Committee			
<b>Febelfin - Investment Firm Sub Committee</b>			
<b>Financial Markets &amp; Infrastructure Business line</b>			
<b>Febelfin - Financial Markets &amp; Infrastructure Committee</b>			
Febelfin - Market Evolution Sub 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



**Karel Baert**  
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.



Belgian Financial Sector Federation

[www.febelfin.be](http://www.febelfin.be)