



# 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 long-term 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 society in the years to come. And you, more than ever, are part of it!

Karel Baert  
CEO Febelfin



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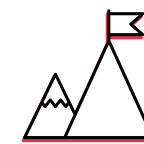
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# What does Febelfin stand for?



## Mission

Grow a financial sector that serves society's needs



## Values

- Responsible, cooperative, goal-oriented
- Proactive
- Innovative
- Credible



# 4 core tasks



## Taking up positions

for and by members.



## Represent interests

at regional, national and European level, as well as participating in social negotiations and engaging in dialogue with a wide network of stakeholders.



## Provide services

- inform
- explain and advise
- provide training via Febelfin Academy



## Communicate

with its members and the general public and participate in professional, political, social and educational debates.





“The future belongs to those who prepare for it today.”

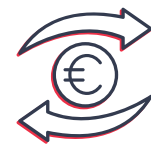
– Malcolm X.

# Strategic objectives



## Needs

Meeting everyday financial needs in all stages of life.



## Funding

Providing the right answers to the financing needs of individuals, companies, public authorities and their projects.



## Services

To bring innovative, safe and high-quality financial services within the reach of all citizens.



## Dialogue

Listening to the needs of society and entering into dialogue with a broad network of partners and stakeholders who want to work together towards a sustainable financial sector.



## Openness

Working towards a stable, sustainable and fair regulatory and business environment.

The strategic objectives were translated into 4 priorities, which can be further expanded:

1. Financing the economy
2. Solidity of the banking sector and the fight against money laundering
3. Digital banking
4. Sustainable banking

# How Febelfin works?

With more than 245 members under its umbrella, Febelfin represents the majority of the financial sector in Belgium.



**+245**  
financial institutions  
in Belgium

Not only banks, but also lenders, asset managers, funds, brokerage firms and leasing companies fall under the competence of Febelfin.



5 sub-associations



9 affiliated members with special statute

# Sub-associations

Relevant organisations and federations can join Febelfin as members or members with special status.

The sub-associations are:

- full member of the General Assembly, retaining voting rights
- member of the Board of Directors, with retention of seats, autonomy and governance



## ABB-BVB

### Role

- General Assembly
- Board of Directors

### Representative

Johan Thijs (KBC Group)

The Belgian Bank and Stockbroking Association (Dutch: BVB), which came into existence after the merger on 1 January 2005 of the Belgian Association of Banks and the Belgian Stock Exchange Association, represents the banks and stockbroking firms established in Belgium.

The ABB-BVB represents 85 banks.



## BEAMA

### Role

- General Assembly
- Executive Committee
- Secretariat

### Representative

Johan Lema (KBC Asset Management)

The Belgian Asset Managers Association (BEAMA) was created after the merger on 25 March 2004 of two associations: the Belgian Association of Collective Investment Schemes and the Belgian Asset Management Association. Belgian Association of Asset Managers and Investment Advisors.

BEAMA represents 107 members.

# Sub-associations



## UPC-BVK

### Role

- General Assembly
- Executive Committee of the Board of Directors
- Bureau
- Secretariat

### Representative

Bart Vervenne (Alpha Credit)

UPC-BVK is the professional association of the retail credit sector, i.e. consumer credit and mortgage credit. The association's members include various institutions such as:

- banks
- insurance companies
- financial institutions (some of which also provide leasing)
- mortgage companies
- credit insurers
- distribution companies or subsidiaries of distribution companies authorised as consumer creditors
- companies that issue credit cards

The UPC-BVK represents 56 members.



## ABL-BLV

### Role

- General Assembly
- Executive Committee
- Secretariat

### Representative

Ivan Vertenten (Belfius Lease)

The Belgian Leasing Association represents companies that are active in the field of leasing.

The ABL-BLV represents 30 members.



## ABMB-BVBL

### Role

- General Assembly
- Board of Director
- Secretariat

### Representative

Nicolas van de Put (van de Put)

The Belgian Stock Exchange Association is the professional association that mainly represents stock exchange companies based in Belgium.

The ABMB-BVBL represents 19 members.

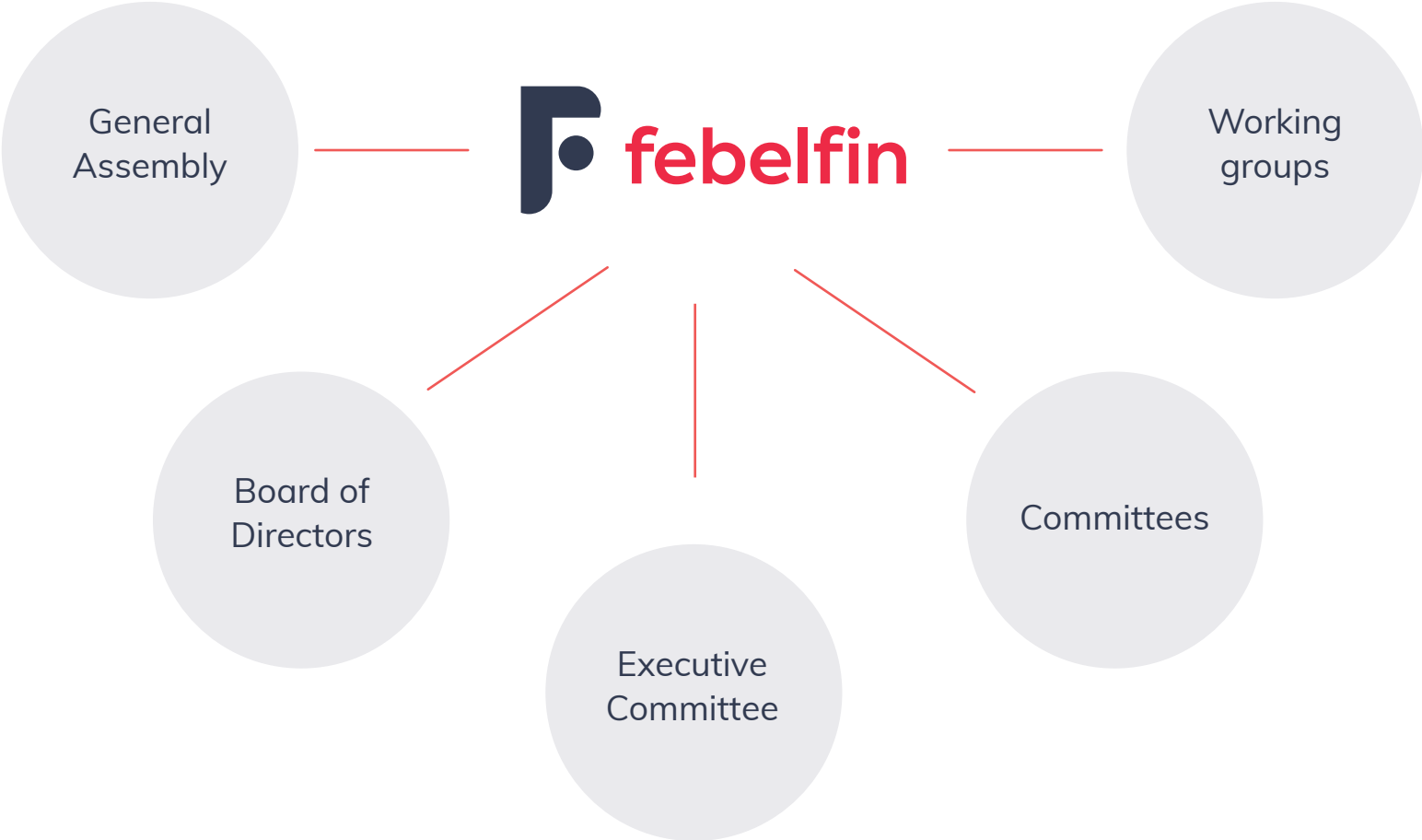




# Decision-making bodies Febelfin

“Great things in business are never done by one person. They’re done by a team of people.”

– Steve Jobs



In addition to these bodies, each community (large banks, non- large banks, niche activities, financial infrastructure providers/financial markets) can convene a meeting within Febelfin with the support of the Febelfin staff if necessary.

# 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 (sub-associations) and associate members (members of sub-associations)

## Board of Directors

### Role

- general, exploratory 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 representation of the entire membership community.

Total of 18 members (incl. additional BVB director in case of parity vote by Chairman) + CEO's members.

## Executive Committee

### Role

- implementing decisions of the Governing Council
- guarantee the proper functioning of Febelfin
- perform all tasks delegated by the Governing Council
- informing the Governing Council of decisions taken

### Frequency:

6 x per year and more if necessary

Composition: representative representation of the entire membership community.

A total of 10 members + participation of the sub-associations (UPC-BVK, BEAMA, ABL-BLV & ABMB-BVBL) in the deliberation of dossiers with major impact.





# 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-Chairman: 3 years and renewable once.

### Decisions

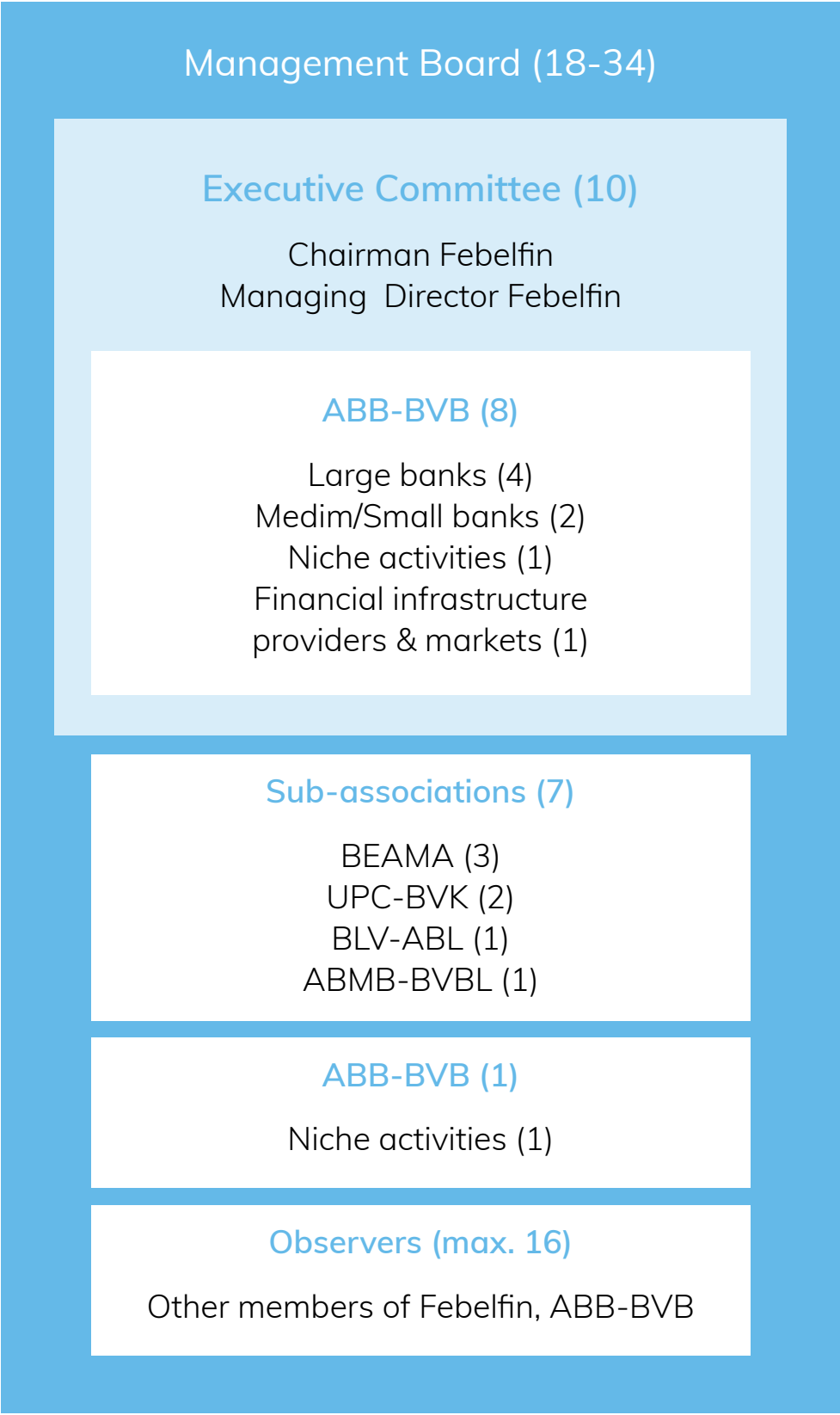
- by consensus
- if necessary by vote
- by simple majority
- in the event of a tie, the vote of the President shall be decisive
- chairman has the possibility to initiate alarm procedure
- all files with reputational, financial or strategic impact: to be submitted for decision to the Executive Committee,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

### Chairman (CEO group)

- can be designated from the major banks or non-major banks banques
- can also come from outside the sector

### Vice-President

- 1 vice-chairman is appointed
- comes from a different banking community than the President



# Board of Directors

## Febelfin



**Johan Thijs (KBC Group)**  
Chairman



**Karel Baert (Febelfin/ABB)**  
Managing Director

## Representatives of major banks



**Daid Moucheron (KBC Bank)**  
Director for ABB-BVB



**Marc Raisière (Belfius Banque)**  
Director for ABB-BVB



**Michael Anseeuw (BNP Paribas Fortis)**  
Director for ABB-BVB



**Peter Adams (ING Belgique)**  
Director for ABB-BVB

## Representatives of non-major banks



**Dirk Wouters (Bank van Breda)**  
Director for ABB-BVB,  
Vice-Chairman



**Leen Van den Neste (vdk bank)**  
Director for ABB-BVB

## Representatives of niche activities



**Hugo Lasat (Degroef Petercam)**  
Director for ABB-BVB



**Nicolas van de Put (VAN DE PUT & CO Banquiers Privés / Privaatbankiers)**  
Director for ABB-BVB

## Financial infrastructure providers/ financial markets representative



**Lieve Mostrey (Euroclear)**  
Director for ABB-BVB

## BEAMA representatives



**Koen Van de Maele (Candriam Belgium)**  
Director for BEAMA



**Gregory Swolfs (Capfi Delen Asset Management)**  
Director for BEAMA



**Caroline Tubeuf (Degroef Petercam Asset Management)**  
Director for BEAMA

## UPC-BVK representatives



**Bart Vervenne (Alpha Credit)**  
Director for UPC-BVK



**Guy Schellinck (Beobank)**  
Director for UPC-BVK

## ABL-BLV representative



**Ivan Vertenten (Belfius Lease)**  
Director for ABL-BLV

## ABMB-BVBL representative



**Frédéric Dorsimont (Leleux & Ass. Brokers)**  
Director for ABMB-BVBL





## Committees

### Role

The information and consultation body for members

### Operation

- Fulfilling the strategic objectives, under the supervision of the Executive Committee
- Handling all cases falling under its own competence

### Composition

- 4 representatives of the major banks
- 2 representatives of the medium-sized/small banks
- 1 representative of niche activities
- 1 representative of financial infrastructure providers & financial markets

*Exception: if justified, additional representatives are allowed*

Each Febelfin member can follow the activities of a committee through reader status. A reader receives all documents.

## Working groups

### Role

The strategic objectives and issues to be addressed by all working groups are defined

### Operation

- Participants must be sufficiently mandated by their institution to be able to decide on the agenda and actively contribute to the work
- The final responsibility for their proper functioning lies with the competent Committee

### Composition

Representative representation of the member communities involved in the topic or domain. Each Febelfin member has the opportunity to participate, at least through visitor status. A visitor receives all documents and can participate to the working groups.

What role can a Febelfin member play within a working group or committee?

	Febelfin member	Invited for meetings	Voting rights	Editing documents *	Read documents
Chairman, Vice-Chairman, member, alternate	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Visitor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	X	X	<input checked="" type="checkbox"/>
External participant	X	<input checked="" type="checkbox"/>	X	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Contributor	<input checked="" type="checkbox"/>	X	n.a.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Reader	<input checked="" type="checkbox"/>	X	n.a.	X	<input checked="" type="checkbox"/>

*\*Document editing: only in specific libraries.  
All roles receive notification of new documents via the Daily Digest e-mail.*





# How do the Committees and working groups relate to each other?



# Internal governance



**Karel Baert**  
Chief Executive Officer



**Wien De Geyter**  
Secretary General



**Geert Gielens**  
Director Economic, Tax & Strategic Affairs



**Gert Heynderickx**  
Director Financial Markets & Infrastructure,  
Managing Director ABMB/BVBL



**Gregory Machenil**  
Director Legal Affairs & Compliance



**Isabelle Marchand**  
Director European Affairs, Director Marketing  
& Communication, Dutch Spokesperson



**Anne-Mie Ooghe**  
Director Corporate Banking,  
Secretary General BLA



**Ivo Van Bulck**  
Director Retail Banking,  
Secretary General UPC BVK



**Marc Van de Gucht**  
Director Asset Management & Private Banking,  
Director General BEAMA



**Tom Van den Berghe**  
Director Sustainable Finance





# Team

View all Febelfin  
employees [here](#)



Appendices



# Overview governing bodies Febelfin

## Executive Committee

**Mission:** strategic direction and decision-making  
**Scope:** general  
**Duration:** unlimited  
**Established by:** statutory  
**Composition & representativeness:** representative of the entire membership community  
**Member profile:** high level decision makers  
**Number of members:** statutory  
**Frequency:** statutory  
**Regularity:** fixed  
**Follow-up:** Secretary General Febelfin  
**Organisation:** on Febelfin-Net

## Committee

**Mission:** information and strategic consultation body. Possibility of decision-making based on consensus.  
**Scope:** Line of Activity (or sub-activity)  
**Duration:** unlimited  
**Established by:** administrative body  
**Reports to:** administrative body  
**Composition & representativeness:**  
*General rule:*

- 4 representatives of the major banks
- 2 representatives of the medium-sized/small banks
- 1 representative of the niche business
- 1 representative of financial infrastructure providers & financial markets

*Exceptions:*

- if justified, additional representatives are allowed

### Approval:

- the composition and all changes must be approved by the chairman of the committee concerned and the Febelfin director

**Member profile:** strategic management field generalists

### Number of members:

Max. 8 effective members

- Large banks: 4
- Non-major banks: 2
- Niche banks: 1
- Financial infra: 1

Max. 8 alternates

**Frequency:** at least 1x/year

**Regularity:** ad hoc - calendar as possible

**Follow-up:** responsible Line of Activity

**Organisation:** on Febelfin-Net

# Overview governing bodies Febelfin

## Working group

**Mission:** technical consultation

**Scope:** series of topics or specific topic (depending)

**Duration:** unlimited or limited (depending)

**Established by:** Committee

**Reports to:** Committee

**Composition & representativeness:**

*General rule:*

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

*Approval:*

- The Committee concerned and the Febelfin director are responsible for the proper functioning of the working group and can limit its size.

**Member profile:** subject area generalists/thematic experts (according to grade)

**Number of members:** representative representation

**Frequency:** at least 1x/year

**Regularity:** ad hoc

**Follow-up:** Febelfin Manager

**Organisation:** on Febelfin-Net





# 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 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.



Belgische Federatie van de financiële sector  
Fédération belge du secteur financier  
Belgian Financial Sector Federation

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