



EXECUTIVE PROGRAMME


The Board of Directors in the Financial Sector

The role of directors in the financial world of tomorrow



febelfin
academy

GUBERNA
INSTITUUT VOOR BESTUURDERS
INSTITUT DES ADMINISTRATEURS



“ The program combines the development of the knowledge and leadership skills with a road map to better decision making. Sustainability, diversity, digitalisation are hot topics. What do this topics mean for the financial sector? What are the appropriate actions to be taken at board level? These were only few of the various key take aways from the sessions.

The expertise of the dedicated speakers as well as the diversity and group dynamics of the participants make this a unique program for those with board aspirations in financial institutions and those who have been there for a while. ”

— *Pascale Van de Vannet*
Deputy General Counsel AIG Europe SA



A unique partnership

By bringing together the many years of expertise of **GUBERNA**, the **Institute of Directors** and **Febelfin Academy**, the training institute for the financial sector, you can focus on all aspects of corporate governance of financial institutions through this programme.

In addition, the further professionalisation of directors in specific technical-financial issues is part of the “fit and proper” assessment by the NBB. Due to the support of the **NBB** and **FSMA**, this programme provides unprecedented “public-private cooperation”.

WHY THESE PARTICULAR EXECUTIVE CLASSES?

A good policy requires **competent directors**. There are a lot of **strategic challenges** for the financial sector in addition to the risks of managing a bank. **Digitalisation, IT infrastructure, ESG** are topics high on the agenda these days. How can a director challenge the management, employees, or fellow directors in the right way?

During the training course, you can optimally benefit from the **knowledge and experience of our experts and guest speakers**. **Their network is unique**, they are multidisciplinary and they are up to date on all the latest trends and developments in the area of **governance**. In addition, the programme offers a balanced mix of empirically substantiated theory and practical cases


WHO IS THIS TRAINING COURSE FOR?

The **programme** is designed for:

- **Aspiring directors**: future directors who need to prepare for a possible role at the top of their financial organisation.
- **Experienced directors from other sectors**, who are exercising a (possibly new) mandate in the financial sector and seeking clarification on specific aspects of banking governance.
- **Executive directors (CEOs, COOs, CFOs and other senior executives)**, who can strengthen their existing skills or preparation for new mandates within the Board.

WHAT ARE THE BENEFITS FOR THE DIRECTOR OF THE FUTURE?

- **Board operations**: get a better understanding of the broader context in which the Board of a financial organisation operates.
- **Knowledge and competences**: acquire an overview of the knowledge and competences that directors are required to possess today.
- **Skills specific to directors**: develop specialised financial skills.
- **Contributing to a strategic corporate trajectory**: apply the levers to efficiently take up the role of director and for cooperating optimally with management, shareholders, and supervisory authorities.



“ With the EU Commission plans on sustainable finance and sustainable governance, the recommendation 2.1. of the Corporate Governance Code 2020 to the board to “pursue sustainable value creation by the company, by setting the company’s strategy, putting in place effective, responsible and ethical leadership and monitoring the company’s performance” is more important than ever. ”

— *Philippe Lambrecht – Professor UCLouvain – Special Advisor VBO FEB*

“ Legislation and codes are crucial in the evolution towards a strong corporate governance culture, but the quality and ethics of the individuals who embody this governance is equally important. ”

— *Bart De Smet – President VBO & Chairman of the board – Ageas*

“ Conduct and the right group dynamic as the factors of success for a wellfunctioning Board of Directors. Regulation creates the framework and the a priori imposed ‘fit and proper’ criteria selection is only a start, as the ‘proof of the pudding is in the eating. ”

— *Saartje Verbeke, Lifelong Learning Manager & Researcher Financial Sector – GUBERNA*

PROGRAMME

Module 1: Financial landscape and regulatory outlook

Day 1 – 13 September 2023

Trainer: Freddy Van den Spiegel

Guest speakers: Nicolas Strypstein & Tom Boedts

The financial system and financial intermediation in our society:

- Architecture and governance of the financial system
- Focus on the role and evolution of banks
- Focus on the role and evolution of insurance companies
- Focus on the role and evolution of other financial intermediaries
- Regulation
- Elements of financial risk and risk management
- Strategic challenges for financial intermediaries: the new risks/opportunities

Keynote: The role of the regulator in the Belgian & European context.

Keynote: The future of banking: Banking as a Service.

Module 2: Governance of the financial institution

Day 2 – 27 September 2023

Trainers: Guberna – Caroline Veris

Guest speaker: Bart De Smet

Interactive workshop on governance:

- A summary of the reference framework for governance in the financial sector
- Applicable regulations and guidelines of the supervisors
- Important trends and impact on the board
- An optimal composition of the Board of Directors
- Basic principles and best practices
- Specific requirements for the financial sector

Keynote: Corporate Governance for Insurance Companies – case study Ageas

Day 3 – 25 October 2023

Trainer: Guberna – Caroline Veris

Guest speakers: Michaël Anseeuw & Stephanie De Bruyne

The role of the board of directors: finding the right balance

Interactive session based on dilemma's in relation to

- Committees
- Independent audit functions
- Executive management
- Supervisors
- Shareholders (incl. relevant points for attention within the group structure)
- Handling conflicts of interest

Keynote: Reflections: The Fox and the Hedgehog

Keynote: Innovation & digitalisation

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Module 3: Operation of a financial institution

Day 4 – 8 November 2023

Trainer: Alexandre Deveen

Guest speakers: Georges Hübner

The operation of a financial institution

- Financial institutions within the Eurozone
- The foundations of banking and insurance
 - Expected return and risks
 - Supervision
- The banking model and the insurance model
 - Balance sheet
 - Regulations and challenges
 - The various products and services
- Banks versus insurance institutions
- Conclusion: the future of financial services

Keynote: The role of the audit and risk committee.

Module 4: Risk management of a financial institution

Day 5 – 29 November 2023

Trainer: Wouter Hertegonne

Guest speakers: Eric Pulinx & Els De Keyser

Interactive workshop on Risk management

- Introduction: financial markets
- Risk management: definitions and concepts
- Identification of the different risks
- Risk Management in a trading environment
- The ALM concept
- Important risk-related concepts
- Period of reflection for board members, probability and impact of risks
- Recovery planning

Keynote: The role of the regulator in the Belgian & European context.

Day 6 – 6 December 2023

Trainers: Guberna

Guest speakers: Tamar Joulia-Paris, Frédéric Vangheluwe & Marieke Wyckaert

Evolution in Risk management: The impact of sustainability and diversity combined with a case study.

Roles and responsibilities of directors in the financial sector: the legal perspective.

Interactive workshop: the evaluation of the Board of Directors

- Which process?
- What is the content?
- Framework based on basic principles and best practices as well as relevant legal provisions

LECTURERS



Freddy Van den Spiegel

Professor of Financial
Economy - VUB



Caroline Veris

Partner FSI Governance,
Regulation and Compliance
- Deloitte



Alexandre Deveen

Independent Director &
Managing Director - ACTEIA



Wouter Hertegonne

Head of Strategy &
Development - KBC Treasury



Saartje Verbeke

Lifelong Learning Manager &
Researcher Financial Sector -
GUBERNA

GUEST SPEAKERS



Nicolas Strypstein

Legal Counsel at The National
Bank of Belgium



Tom Boedts

Member of the Executive
Committee - COO Aion Bank



Bart De Smet

Chairman of the board - VBO
President Ageas



Michaël Anseeuw

CEO and Chairman of
the Executive Board -
BNP Paribas Fortis



Stephanie De Bruyne

CEO Itsme & Independent
Board Member Delen
Private Bank



Georges Hübner

Professor of Finance - HEC
Liège / Chairman of the Audit
Committee of Belfius SA/NV



Eric Pulinx

Deputy CEO & Member of
the Executive Committee -
BNY Mellon



Els De Keyser

Director, Central Inspection
Team at FSMA



Tamar Joulia-Paris

Non-Executive Director | Risk
& Audit committee | Senior
Risk Advisor | Sustainable
finance and ESG risks



Frédéric Vangheluwe

Associate Partner at Reacfin



Marieke Wyckaert

Professor at Jan Ronse
Institute for Company and
Financial Law (KU Leuven)



PRACTICAL INFO

Location

Febelfin Academy
Phoenix Building
Koning Albert II-laan/Boulevard du Roi Albert II 19
1210 Brussels

Dates

13/09, 27/09, 25/10, 08/11, 29/11 and 06/12/2023

Hours

12.30 – 19.00 followed by a dinner

Price for non-members

€5,400

Member Price (including members of Assuralia)

€5,100

How to subscribe?

Go to our website febelfin-academy.be
and register for the programme

If you have further questions, please contact



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With the participation of

