

TRAINERS



Freddy Van den Spiegel
 Professor of Financial Economy
 VUB



Caroline Veris
 Partner FSI
 Governance, Regulation and Compliance
 Deloitte



Abigail Levrau
 Research Director & Member of the Management Committee
 GUBERNA



Alexandre Deveen
 Independent Director & Managing Director
 ACTEIA



Hans Buysse
 Managing Partner, Investment Banking
 Clairfield Benelux

Executive programme

The Board of Directors in the Financial Sector

The role of directors in the financial world of tomorrow

The 6-day “The Board of Directors in the Financial Sector” programme is an executive programme on corporate governance. The objective is to train incisive directors to work in the financial business sector.

GUEST SPEAKERS



Bart De Smet
 Chief Executive Officer
 Ageas



Koen Vanderhoydonk
 Business accelerator & CEO
 Belux at Blanco



Frank Stockx
 Managing Director
 ING Belgium NV



Eric Pulinx
 Deputy CEO & Member of the Executive Committee
 BNY Mellon



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



Conduct and the right group dynamic as the factors of success for a well-functioning 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’.

Abigail Levrau, Member of the GUBERNA Management Committee

PRACTICAL INFO

Location:
 Febelfin Academy
 Aarlenstraat/Rue d’Arlon 80
 1040 Brussels

Dates: 11/03, 01/04, 29/04, 13/05, 03/06 and 24/06/2020

Member Price: €5,100
Price for non-members: €5,400

If you are interested, please contact
Mieke Dhont
Business Project Manager
md@febelfin-academy.be | 02 507 69 65

Please also visit:

www.febelfin-academy.be

WHY THIS PARTICULAR SPECIALISED TRAINING COURSE?

A good policy requires **competent directors**. In the financial sector, in addition to the risks of managing a bank, **a lot of strategic challenges** have been identified, such as **digitisation, and IT infrastructure** along with how management, employees or fellow directors can be challenged.

During the training course, you can benefit optimally from the **knowledge and experience of our experts**. **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:

- Candidate directors:** promising directors who need to prepare for a possible role at the top of their financial organisation.
- Experienced directors from other sectors:** exercising a (possibly new) mandate in the financial sector and seeking clarification on specific aspects of banking governance.
- Existing directors (CEOs, COOs, CFOs and other senior executives):** the strengthening of 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 and shareholders.

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".

PROGRAMME

■ **Module 1:** Financial landscape and regulatory outlook

Day 1 - 11/03/2020:

Trainer: Freddy Van den Spiegel

Guest speaker: Koen Vanderhoydonk

The role of banks in our society: today and in the future

- The importance of financial intermediation
- Lending by banks
- The impact of the crisis and the new regulations imposed on Belgian banks

The key elements of banking management

- The elements of risk and risk management
- Profitability: a challenge in the current climate

The strategic challenges for Belgian banks

The impact of Regtech and Fintech

■ **Module 2:** Governance of the financial institution

Day 2 - 01/04/2020:

Trainers: Abigail Levrau - Caroline Veris

Guest speaker: Bart De Smet and representative NBB

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 challenges
- An optimal composition of the Board of Directors
- Basic principles and best practices
- Specific requirements for the financial sector: Fit & Proper, expertise, integrity, rules on limiting the accumulation of mandates

Day 3 - 29/04/2020:

Trainers: Abigail Levrau - Caroline Veris

Guest speaker: Frank Stockx

Case study: "specific decisions" of the Board of Directors in relation to:

- Committees
- Independent audit functions
- Executive management
- Supervisors



A candidate director with ample management experience clearly offers an added value in the board of directors of a financial institution. A good judgment to be able to act justly is a must. It is however also important that he/she can act and decide with proper knowledge in financial-technical matters.

Ann Vanlommel, Managing Director Febelfin Academy

- Shareholders (incl. relevant points for attention within the group structure)
- Handling conflicts of interest

■ **Module 3:** Operation of a financial institution

Day 4 - 13/05/2020:

Trainer: Alexandre Deveen

Guest speaker: 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

■ **Module 4:** Risk management of a financial institution

Day 5 - 03/06/2020:

Trainer: Hans Buysse

Guest speaker: Eric Pulinx and representative FSMA

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

Day 6 - 24/06/2020:

Trainers: Hans Buysse – Abigail Levrau

The liability of directors in the financial sector

- Interactive workshop: the evaluation of the Board of Directors - collectively and individually
- Framework based on basic principles and best practices as well as relevant legal provisions