

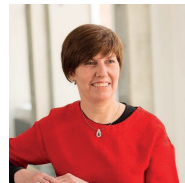
## TRAINERS



**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

## GUEST SPEAKERS



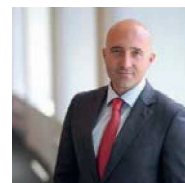
**Bart De Smet**  
Chief Executive Officer  
Ageas



**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

## 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  
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Please also visit:

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

## 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.



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*



## 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