



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.

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This program combines the development of knowledge & leadership skills with a road map to better decision making. Do women change the dynamics in board rooms for the better? I believe so. They add to diverse thinking about driving the business, growing talents and engaging in empathetic leadership.

The world changes fast. Topics like digitization, diversity and sustainability are hot: they shifted from politics and academics towards social networks and even to the streets. Boards in the financial sector cannot, should not look the other way.

Taking appropriate action in good governance should be high on the agenda.

Participant of the Board of Directors Programme Edition 2019  
Leen Vandecruys, General Legal Council, DELEN Private Bank

## 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.



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 - Director - Secretary General and Executive Manager - VBO*

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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*

## WHO IS THIS TRAINING COURSE FOR?

The **programme** is designed for:

- **Candidate directors:** future 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”.



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*



# PROGRAMME

## Module 1: Financial landscape and regulatory outlook

**Day 1 - 15/09/2021:**

**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 financial institutions

The key elements of banking management

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

The strategic challenges of a financial institution such as IT infrastructure, cybersecurity, ESG

## Module 2: Governance of the financial institution

**Day 2 - 06/10/2021:**

**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 - 20/10/2021:**

**Trainers:** Abigail Levrau - Caroline Veris

**Guest speaker:** Michaël Anseeuw

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

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

## Module 3: Operation of a financial institution

**Day 4 - 10/11/2021:**

**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 - 24/11/2021:**

**Trainer:** Hans Buysse

**Guest speaker:** Eric Pulinx and representative FSMA

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

**Day 6 - 08/12/2021:**

**Trainers:** to be confirmed, Abigail Levrau

**Guest speaker:** Jeroen Delvoie

Evolution in Risk management

- The impact of sustainability and diversity
- Digitization
- Outsourcing

The liability of directors in the financial sector

Interactive workshop: the evaluation of the Board of Directors - collectively and individually

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

# 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**

Chairman of the board  
Ageas  
VBO President



**Koen Vanderhoydonk**

Business accelerator & CEO  
Belux at Blanco



**Michaël Anseeuw**

General Manager Retail  
Banking  
BNP Paribas Fortis



**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



**Jeroen Delvoie**

Partner at Eubelius  
Professor at VUB



## PRACTICAL INFO

### Location:

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

**Dates:** 15/09, 06/10, 20/10, 10/11, 24/11 and 08/12/2021

**Hours:** 12.30 - 19.00 followed by a dinner

**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)

With the participation of

