

Our Partners

7 DIAMOND PARTNERS



BNP PARIBAS
The bank for a changing world



Liedekerke
wolters
waelbroeck
kirkpatrick



proximus



8 GOLD PARTNERS



THE ADECCO GROUP

ALSTOM



BANQUE DE LUXEMBOURG
BELGIQUE-BELGIË

Cofinimmo
together in real estate



ING



7 SILVER PARTNERS



Belfius



FCR MEDIA



**SIMONT
BRAUN**
avocats
advocaten
lawyers

1 KNOWLEDGE PARTNER

McKinsey & Company



AGENDA

- 16:30 - 17:30 Welcome new members, with Knowledge Partner McKinsey
- 17:30 – 18:00 Registration
Welcome by Françoise Roels,
Chair of Women on Board
- 18:00 – 19:00 General Assembly
- 19:00 – 20:00 Gender Diversity and Quota,
member consultation
- 20:00 – 21:30 Networking Drink



ASBL Women on Board VZW

**General Assembly
13 June 2019**

Agenda

1. Approval of the postponed date
2. Annual Report
3. Annual accounts as of 31 December 2018
4. Approval of the 2019 budget
5. Discharge to the directors
6. Appointment of directors
7. Powers
8. Our partnership with Guberna



Approval of the postponed date



Annual Report

- Women on Board, numbers and names
- Highlights and looking forward

Women on Board today



293

Members

+31
-6

28

**EWoB members
from WOB**

4 Q-ly newsletters

1 Workshop

17
**Women on
Track
+9**

55
**Supportive
members**

7 Diamond Partners
-1 Microsoft

8 Gold Partners
+ Adecco, BL, ING Belgium

7 Silver Partners

1 Knowledge Partner

8 Events with our partners
5 Other Events

80
**New board
mandates**
(last year: 62)

32 Board Vacancies
15 Long lists
**17 Call for
candidates**
21 Ex. Search Off.

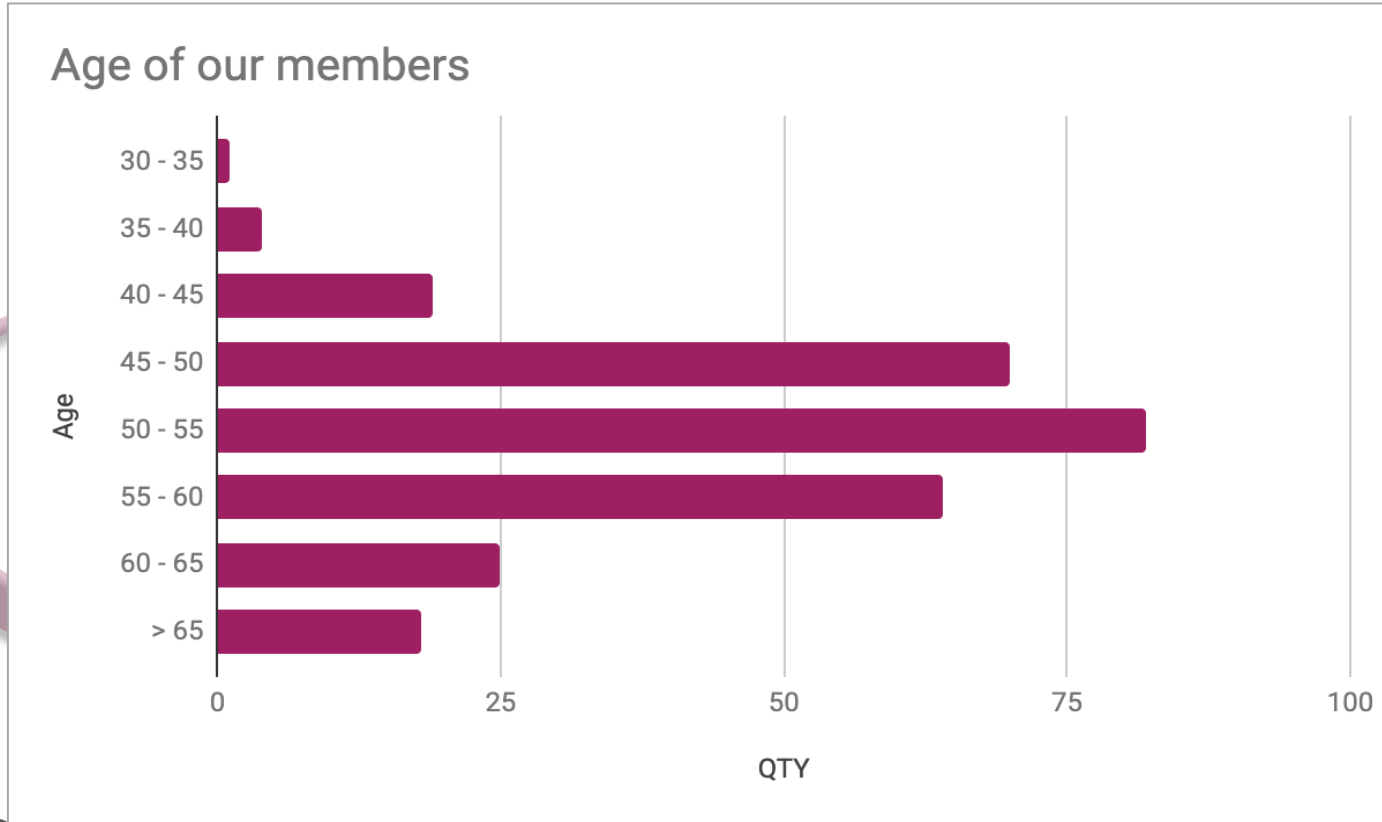
**Closing of 2 mentoring
programs**

- Women on Track
- Guberna

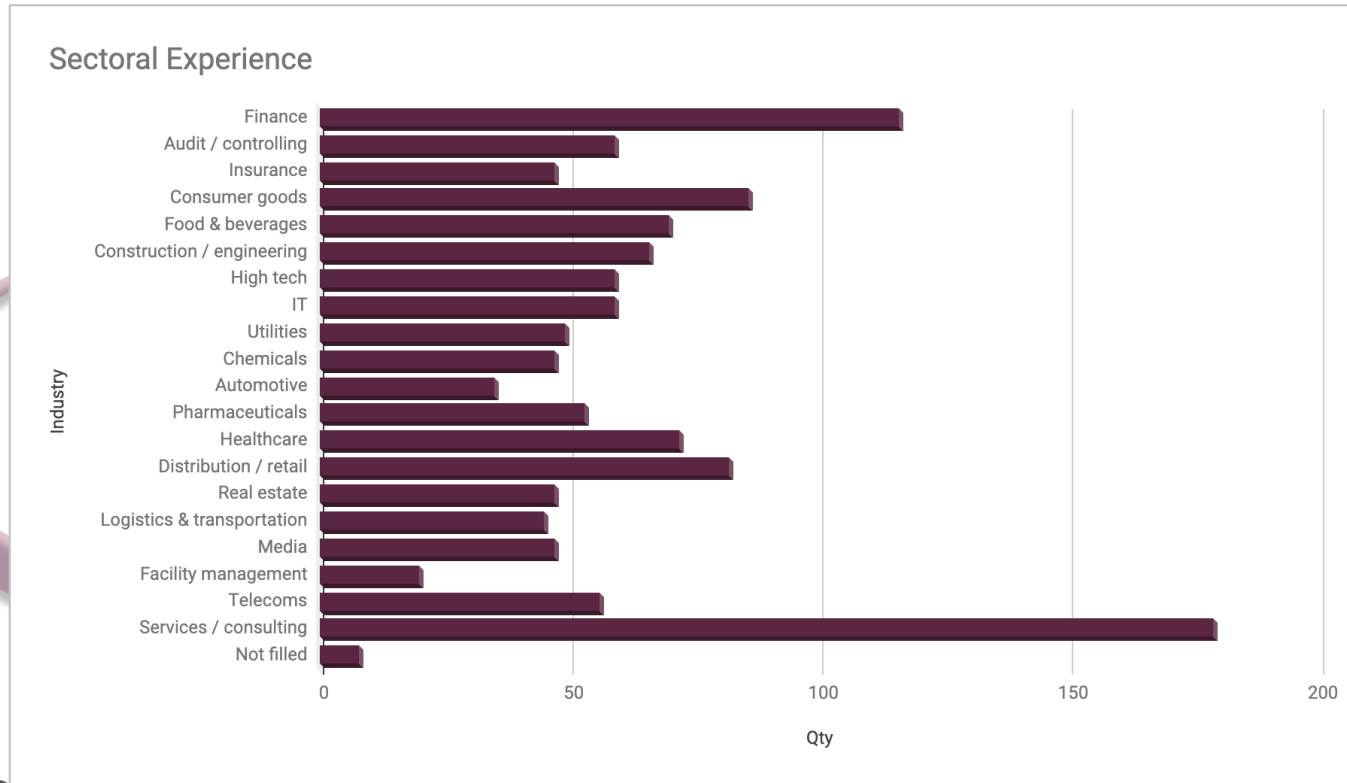
Focus on members

- Statistics
 - New mandates
 - Admission Committee
 - Analysis of members profiles with new mandates
- 

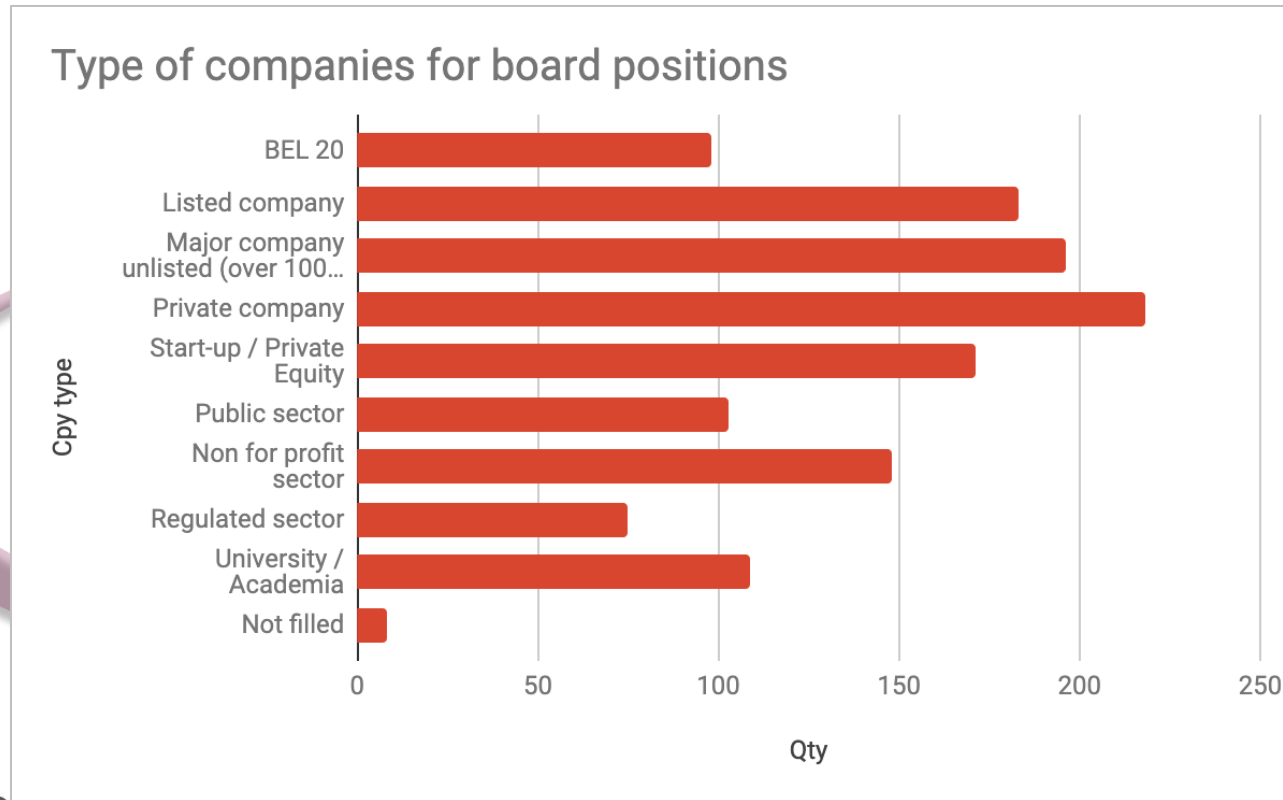
Women on Board Member Statistics



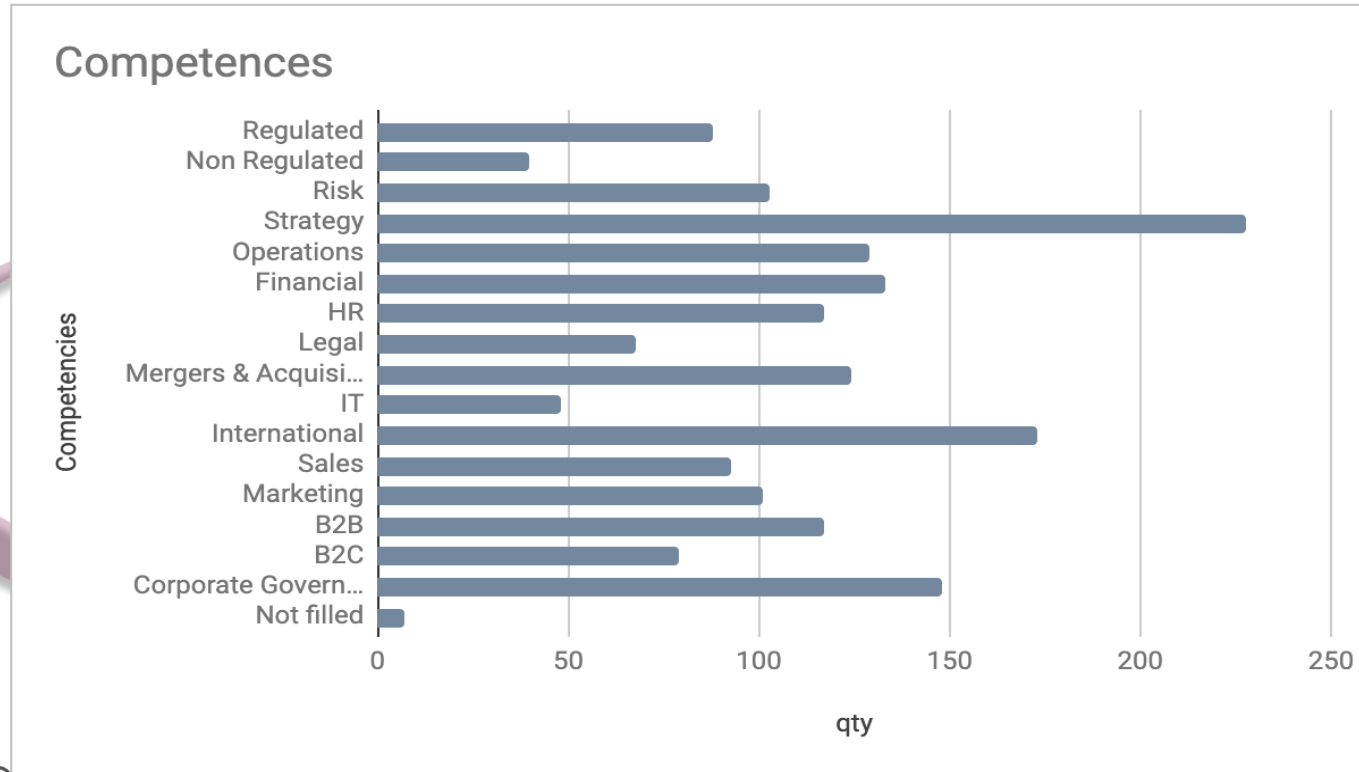
Women on Board Member Statistics



Women on Board Member Statistics



Women on Board Member Statistics



80 New Mandates*

- 70 nominations Board Member / Chair
- 10 other nominations



CONGRATULATIONS

*Based on the information received from our members in June 2019

Women on Board New Mandates

First Name	Last Name	Company	Appointment Board member/Chair
Jan	Allen	American Women's Club Brussels	Board member
Emmanuele	Attout	Eurocommercial Properties NV	Board member
Magdalena	Baron	Nestmedic	Board member
Marianne	Basecq	OTARY BIS	Chairperson
Marijke	Beel	Rikolto vzw	Board member
Marijke	Beel	Rikolto Internationaal	Board member
Martine	Blockx	PCB	Board member, Chairperson
Fabienne	Bozet	HEC Liège	Board member
Anne	Cambier	EVS	Board member
Ingrid	Ceusters-Luyten	Antwerp Symphony Orchestra	Board member

Women on Board New Mandates

First Name	Last Name	Company	Appointment Board member/Chair
Brigitte	Chanoine	ACIS	Chairperson
Isabelle	Chaput	BRUGEL - Energy & Water regulator of Brussels region	Board member
Anne-Catherine	Chevalier	Atelier Théâtre Jean Vilar - Louvain La Neuve	Board member
Salomé	Cisnal de Ugarte	Hogan Lovells International LLP	Managing Partner
Salome	Cisnal De Ugarte	Harvard Alumni Association	Board member
Sabine	Colson	Fluxys sa	Board member, Membre du Comité d'audit & du Comité de gouvernement d'entreprise
Anna Maria	D'Hulster	UNIQA Insurance Group	Board member
Anna Maria	D'Hulster	Athora Holding Limited	Board member
Nathalie	De Ceulaer	De Kraaiberg	Board member
Muriel	De Lathouwer	CPH banque	Board member, Advisory Committee

Women on Board New Mandates

First Name	Last Name	Company	Appointment Board member/Chair
Muriel	De Lathouwer	Shurgard	Board member, Advisory Committee
Martine	De Rouck	Belfius	Board member
Jehanne	de Walque	M80 Partners	Board member
Jehanne	de Walque	Point Reyes	Board member
Heidi	Delobelle	Conac	Board member
Heidi	Delobelle	Conaccount	Chairperson
Heidi	Delobelle	AG Pension & Health Services	Chairperson
Heidi	Delobelle	Assusoft	Chairperson
Heidi	Delobelle	AG Servicing	Board member
Marielle	Demilie	Securex Group	Board member

Women on Board New Mandates

First Name	Last Name	Company	Appointment Board member/Chair
Marielle	Demilie	Securex Invest	Board member
Colette	Dierick	Leasinvest real estate	Board member
Patricia	Geibel-Conrad	DEUTZ AG, Köln	Board member, Chair Audit Committee
Patricia	Geibel-Conrad	CEWE Stiftung &Co. KGaA, Oldenburg/Germany	Board member, Chair Audit Committee
Nathalie	Gilson	Brutéle	Board member, Chairperson
Sandra	Gobert	Fluxys	Chairperson, Advisory Committee
Sandra	Gobert	Law Link – The Global Law Group	Board member
Sandra	Gobert	Sub Rosa Legal CVBA	Board member
Sophie	Goblet	SOHONET ASBL	Board member
Ingrid	Gonissen	Koninklijke Museum Van Schone Kunsten	Board Member

Women on Board New Mandates

First Name	Last Name	Company	Appointment Board member/Chair
Pascale	Hendrickx	Brouwerij Van Steenberge in Ertvelde	Chairperson
Ellen	Joncheere	Vlaams Energiebedrijf NV	Board member
Ellen	Joncheere	Energy Vision	Board member
Tamar	Joulia-Paris	Dexia bank	Board member
Tamar	Joulia-Paris	Dexia Crédit Local (Paris)	Board member
Anne	Leclercq	Argenta Bank- en Verzekeringsgroep	Board member
Sophie	Malarme-Lecloux	Euroclear Belgium SA - Euroclear Nederland NV - Euroclear France SA	Board member, Chairperson, Advisory Committee
Brigitte	Marchand	Raad van Bestuur van de gemeentelijke Sportinfrastructuur Wezembeek-Oppem	Board member
Annick	Martin	Van den Berg Besix NV	Board member
Annick	Martin	De Beukelaer NV	Board member

Women on Board New Mandates

First Name	Last Name	Company	Appointment Board member/Chair
Claire	Mattelet	PWI Brussels (Professional Women International)	Board member
Teresa	Presas	The Navigator Company	Board member
Kathleen	Ramsey	Banque Degroof Petercam	Board member
Françoise	Roels	Domicilia NV	Chairperson
Catherine	Rutten	Proximus	Board member
Anny	Tubbs	Unseen UK	Board member
Marleen	Vaesen	De Eik	Board member, Advisory Committee
Kaat	Van Hecke	Glover Gas & Power B.V. / Axxela Ltd (The Netherlands/ Nigeria)	Board member
Myriam	van Varenbergh	NRB sa	Board member
Iris	Vande Walle	Zorghuis Oostende	Board member

Women on Board New Mandates

First Name	Last Name	Company	Appointment Board member/Chair
Katrien	Vanhulle	De Lijn	Voorzitter Auditcomite
Sylvie	Vercruysse	Open MRI Zen BV, Nederland	Board member
Sylvie	Vercruysse	AESC Council Europe and Africa	Board member
Sigrid	WILLAME	Diagenode SA	Board member
Helen	Willems	CIM	Chairperson
Ramona	Wilmes	UNICEF Belgium	Board member, member of the audit committee
Kathelijne	Winderickx	ATK VZW	Board member
Kathelijne	Winderickx	Telesign Corp.	Board member

Women on Board New Mandates

First Name	Last Name	Company	Position taken
Martine	Blockx	IRIS network of Brussels hospitals	Member of the audit committee
Vicky	Buyse	Exellys	Advisory Committee
Anne	Cambier	EPL (Ecole Polytechnique Louvain)	Advisory Committee
Marielle	Demilie	Securex	Member of the Comité de Gouvernance et de Surveillance/Toezichtsc comité ("board of the boards" at Securex, 8 members)
Kathleen	Desmedt	Auditcomité van de lokale besturen	onafhankelijk deskundige
Ellen	Joncheere	Deltalight NV	Advisory Committee
Veerle	Limbos	Antwerp Management School	Member of the General Council
Sophie	Malarme-Lecloux	Befimmo	Advisory Committee
Nicoline	Spruijt	BROUWERIJ DE BRABANDERE	Advisory Committee
Nadia	Verwilghen	Vivaqua	Member of the Audit Committee

OUR ADMISSION COMMITTEE

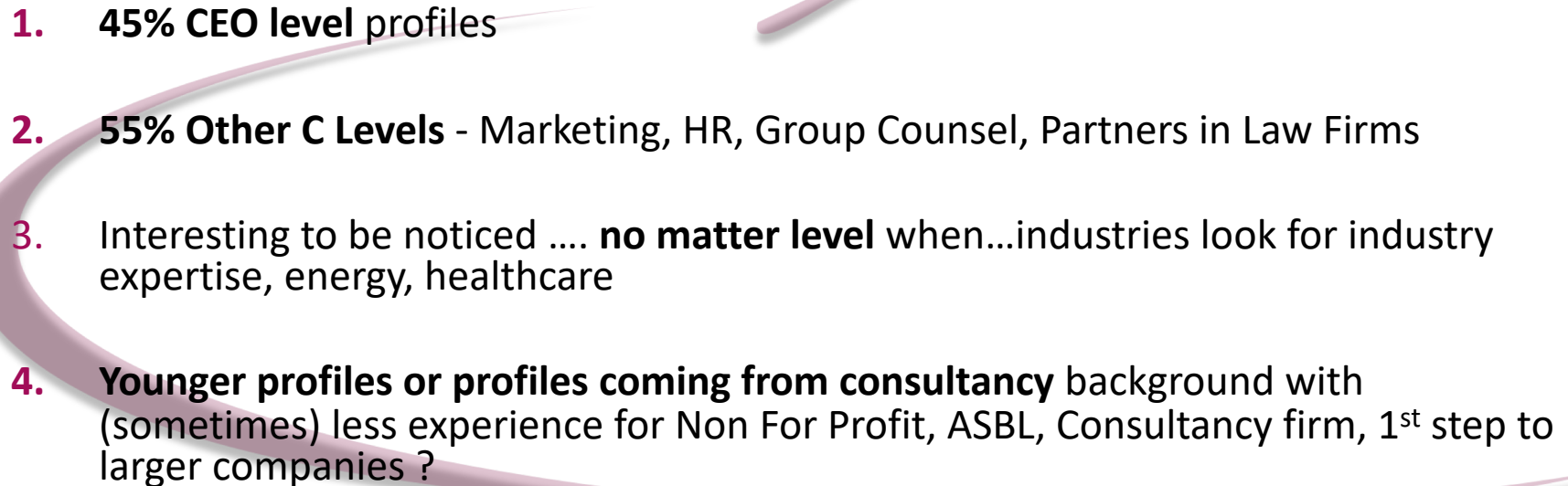
- Abigail Levrau
 - Marleen Smekens
 - Sophie Manigart
 - Martine De Rouck
 - Baudouin Deschamps
 - Michel Eeckhout
 - Jean de Leu de Cecil
 - Christiane Franck
 - Xavier de Walque
- Selection Advisor



THANK YOU

Analysis of members profiles with new mandates

Scope: 110 Board Mandates and Advisory Committees Mandates , mid 2016-mid 2018, 75 different members

- 
1. **45% CEO level** profiles
 2. **55% Other C Levels** - Marketing, HR, Group Counsel, Partners in Law Firms
 3. Interesting to be noticed **no matter level** when...industries look for industry expertise, energy, healthcare
 4. **Younger profiles or profiles coming from consultancy** background with (sometimes) less experience for Non For Profit, ASBL, Consultancy firm, 1st step to larger companies ?

Activities

- EVENTS with corporate partners and occasional partners
- New website and LinkedIn traffic
- Communication



Events with Corporate Partners

- 23 October 2018 with **BNP Paribas Fortis**
How can we create a sustainable future?
- 4 December 2018 with **Cofinimmo**
Book presentation and debate with Minister Alexander De Croo
- 12 December 2018 with **PWC**
WIDD Closing Event and Experience Center
- 14 March with **SAP**
Digital dashboard for boards
- 26 March 2018 with **Liedekerke**
Governance under the New Company Code
- 29 April with **ING Belgium**
Causerie with Minister Sophie Wilmès
- 12/6 Event with **Proximus, Profacts and Korn Ferry**.
Leadership for the future, Why unconscious bias impairs sustainable economic growth, an interactive workshop for Board Members and CEOs.'
- 13/6 General Assembly and Member Consultation,
Welcome new members with Board, Admission Committee and **McKinsey** partner Kathleen Martens

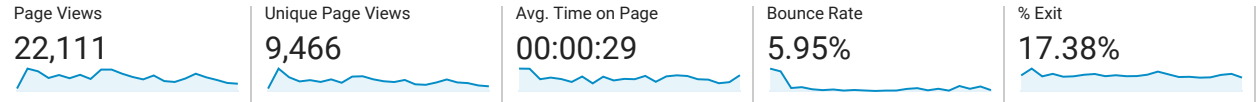
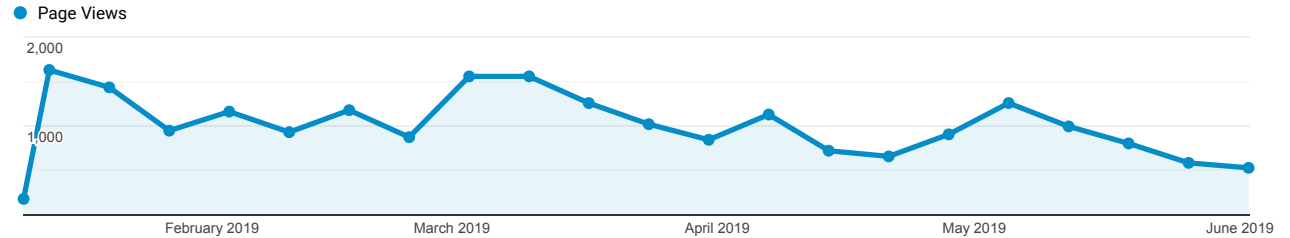


Workshops and events with other partners

- 26 September 2018 **Women on Track Mentoring Program**
Closing workshop with the mentors and mentees
- 9 October 2018 with **Austrian Embassy**
Workshop and networking
- 9 October 2018 with **UNIZO**
KMO Adviesraad
- 8 March 2019 with **Euronext**
Ring the bell
- 19 March 2019 with **BeAngels and ING Belgium**
Investir au féminin
- 17 June 2019 with **Belgian Financial Forum and Febelfin**
Gender in Finance: why Diversity Matters

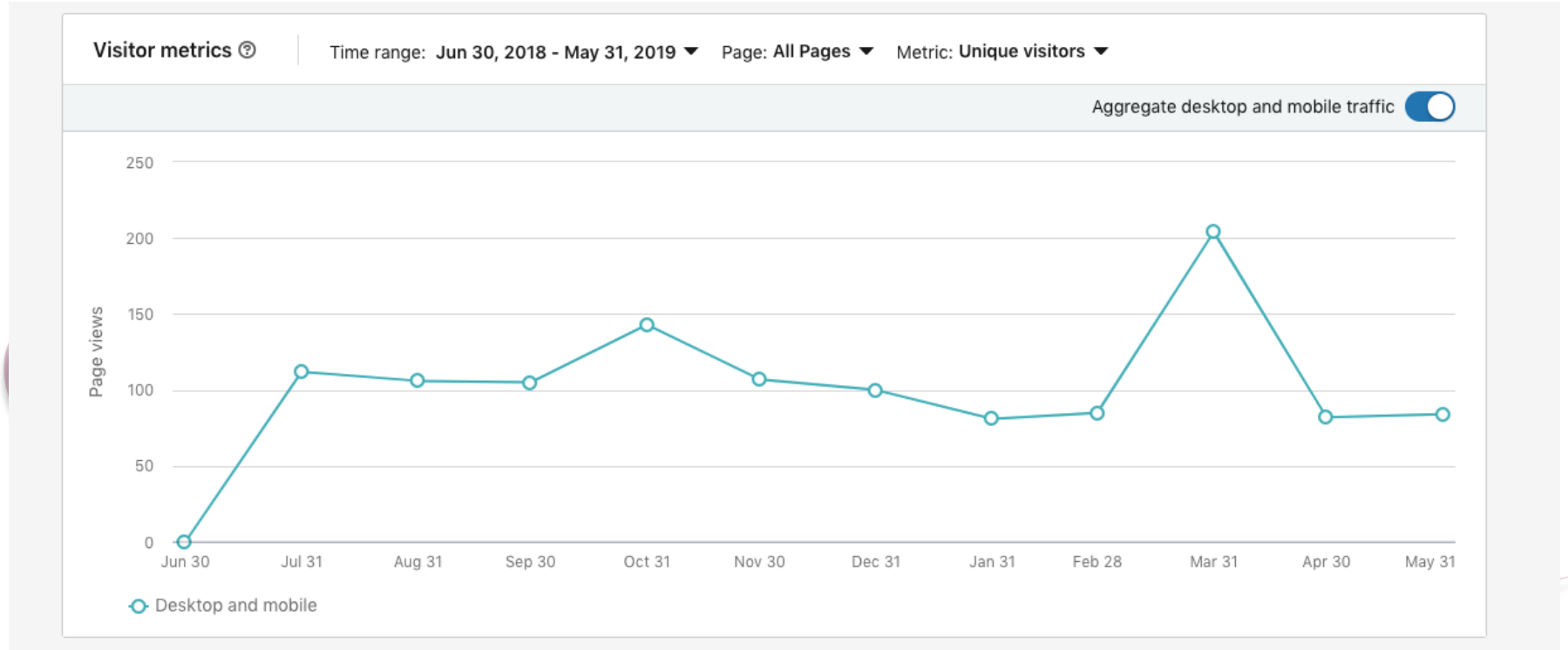
Women on Board Website

- Website launched on 11/1/2019
- Bounce rate=% of single page sessions without any interaction on the page.
- %Exit =number of exits/# of page views



Page	Page Views	% Page Views
1. /	5,227	23.64%
2. /about-us/	1,998	9.04%
3. /membership/	1,727	7.81%
4. /events/	1,423	6.44%
5. /membership/associative-members/	1,161	5.25%
6. /board-mandates/	1,122	5.07%
7. /blog/	992	4.49%

Women on Board LinkedIn Unique Visitors

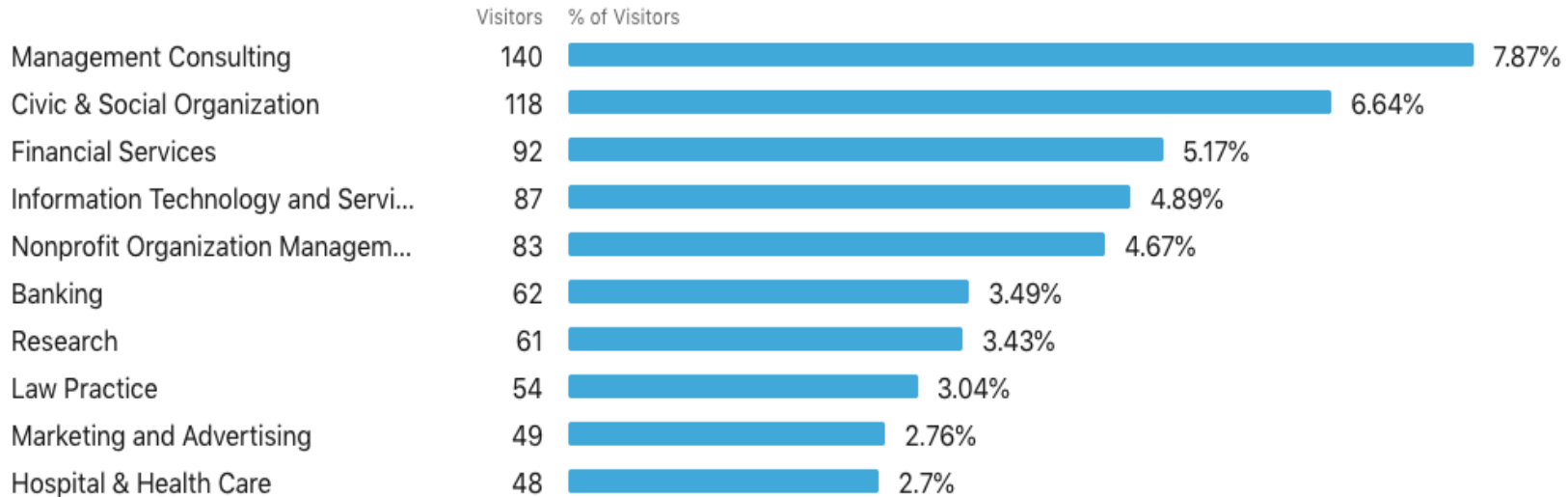


Women on Board LinkedIn Visitor type

Visitor demographics ⓘ

Time range: Jun 1, 2018 - May 31, 2019 ▼ Data for: Industry ▼

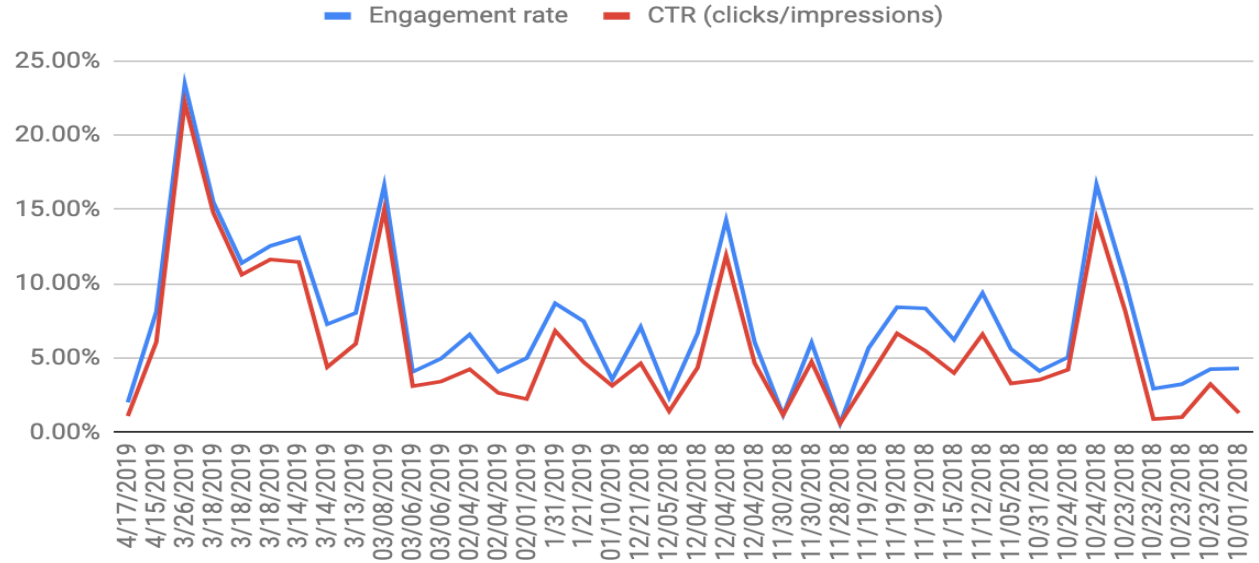
Top industries



Women on Board LinkedIn post Interactions

- [LinkedIn Interaction](#)

Engagement rate and CTR (clicks/impressions)



Communication

Women on Board Index of non listed companies, powered by Bisnode

2018

37,5 % of the companies have at least 30 % women on the board

2019

35,3 % of the companies have at least 30 % women on the board

Comment: if there are no mandatory quota, not much changes.

In Belgium, there is an outspoken consensus for a higher presence of Women in Boards.
 Women in Boards are believed to add more value on long term sustainability, social relations and diversity.



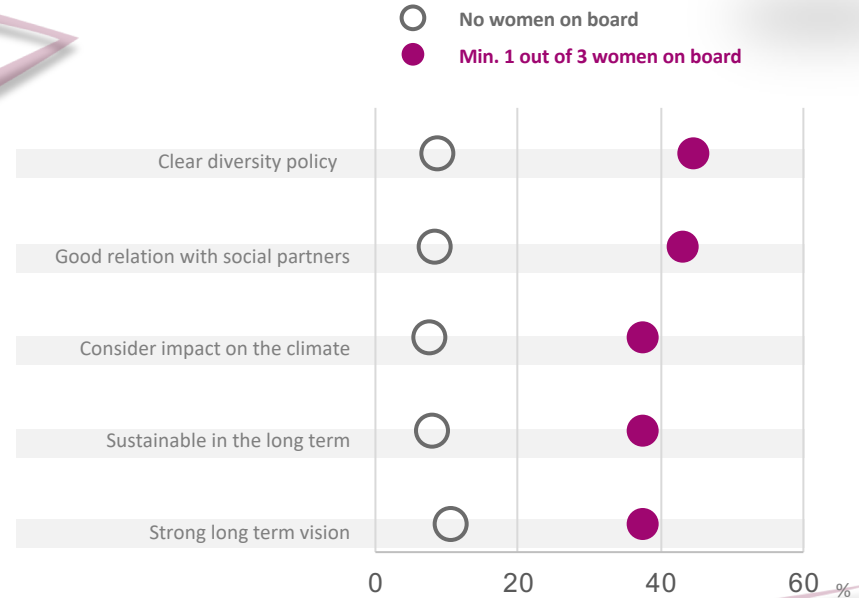
8 OUT OF 10 PREFERS A MIXED-GENDER BOARD OF DIRECTORS...

Preference of different BoD-compositions



...AND 6 OUT OF 10 EVEN BELIEVE A BOARD CONSISTING OF 100% MEN IS OUTRAGEOUS

COMPANIES WITH WOMEN ON BOARD ARE BELIEVED TO GENERATE ADDED VALUE



Debate on quota and diverse boards

- It starts with you !

Member consultation



Looking forward

- Invest in the future

Women on Track Mentoring Program

- **10 Year Celebration**

Super opportunity to ask the company where you are on the board to become silver, gold or diamond partner, or to sponsor our 10 year event

- **Attract more men to Women on Board**
Powered by Women on Board events
- Call for candidates for **EWOB : Belgian Vice Chair** of the Board





**Annual accounts
as of 31 December 2018**

Women on Board

Comptes annuels 2018

pour approbation par le Conseil d'administration du 4 juin 2019,
pour approbation par l'Assemblée générale des membres du 13 juin 2019

- ✓ Etat du Patrimoine au 31 décembre 2018
- ✓ Etat des dépenses et des recettes pour l'exercice social 2018
- ✓ Budget de l'exercice social 2019

Women on Board asbl/vzw
c/o Cofinimmo
Boulevard de la Woluwe 58
B – 1200 Bruxelles
RPM 821.065.210

Etat du patrimoine au 31 décembre 2018

Etat du patrimoine au 31 décembre

	2018	2017		2018	2017
Actif	EUR	EUR	Passif	EUR	EUR
Immobilisé	-	206,37	Fonds propres	8.870,18	6.117,93
Créances	32.544,70	46.103,00	Provision	29.550,00	24.500,00
Disponible	19.914,91	105,62	Fournisseurs	4.684,22	1.667,23
comptes de régularisation	44,00	-	TVA à payer	9.155,96	6.629,83
			comptes de régularisation	243,25	7.500,00
Total de l'actif	52.503,61	46.414,99	Total du passif	52.503,61	46.414,99

Etat des dépenses et des recettes de l'exercice 2018

Dépenses et Recettes de l'exercice	Réalisé 2018 EUR	Budget 2018 EUR		Réalisé 2018 EUR	Budget 2018 EUR
Dépenses			Recettes		
Prestataires de services	82.891,00	90.000,00	Cotisations	55.450,00	56.000,00
Tenue comptabilité	3.440,93	3.500,00	Séminaires	3.500,00	4.000,00
Website & database	13.711,57	14.000,00	Sponsoring	77.500,00	72.000,00
Cotisations	2.000,00	2.000,00	Success fees	2.787,52	5.000,00
Frais généraux	9.467,34	15.000,00	Subsides	-	-
Amortissement	206,37	200,00			
Créances douteuses	9.687,50	2.000,00			
TVA non déductible	9.597,95	10.000,00			
Charges financières	442,61	300,00	Revenus financiers	10,00	-
Dotation à la provision pour actions futures	5.050,00	-	Extourne de provision	-	-
Total	136.495,27	137.000,00	Total	139.247,52	137.000,00
Excédent de l'exercice	2.752,25	-			
Total	139.247,52	137.000,00			



Approval of the 2019 budget

Budget de l'exercice 2019

Budget de l'exercice 2019	Réalisé 2018 EUR	Budget 2019 EUR		Réalisé 2018 EUR	Budget 2019 EUR
Dépenses			Recettes		
Prestataires de services	82.891,00	90.000,00	Cotisations	55.450,00	55.000,00
Tenue comptabilité	3.440,93	3.500,00	Séminaires	3.500,00	5.000,00
Website & database	13.711,57	10.000,00	Sponsoring	77.500,00	80.000,00
Cotisations	2.000,00	2.000,00	Success fees	2.787,52	3.000,00
Frais généraux	9.467,34	15.000,00	Subsides	-	-
Amortissement	206,37	-			
Créances douteuses	9.687,50	2.000,00	Revenus financiers	10,00	-
TVA non déductible	9.597,95	20.000,00	Extourne de provision	-	20.000,00
Charges financières	442,61	500,00			
Dotation à la provision pour actions futures	5.050,00	-	Sponsoring 10 years anniversary	-	60.000,00
Event 10 years anniversary	-	80.000,00			
Total	136.495,27	223.000,00	Total	139.247,52	223.000,00
Excédent de l'exercice	2.752,25	-			
Total	139.247,52	223.000,00			



Discharge to the directors

Renewal of mandates and Appointment of director

Renewal of mandate

- Françoise Roels
- François Blondel
- Emmanuèle Attout
- Sonja Rottiers

Appointment of new Director

- Dirk Luyten



Programme Contributor Specialized in Diversity and Innovation Performance and Diversity Leadership

Research Areas: Innovation Performance, Business Case of Diversity, Integrated Diversity Model, Biodiversity, Neuro-economics
Teaching: Innovation excellence, Overcoming Unconscious Bias, Reverse Mentoring
Industry areas: Retail & Consumer Goods.

Dirk is currently serving as Chairman of various Boards in Belgium. Company Boards he chairs are active in the area of book retail and agribusiness investments in South America. He also chairs the Board of United Fund for Belgium, a non-profit organization supporting and funding projects in the area of social integration across Belgium.

Dirk is a passionate and consistent contributor to INSEAD by way of numerous roles. This includes his involvement with the INSEAD Alumni body as President of the Insead Alumni Association of Belgium (2014-2017), Founding Member of the Executive Committee of the Insead Alumni Association Global Women in Business Club, Executive Member of the Belgian Chapter of the IAA Women in Business Club, Board Member for the "Business for Good Fundraising Campaign", Sponsor of the INSEAD Gender Diversity Research Fund and many speaking, debating and facilitating activities around Diversity and Performance. He has also advised the Dean of Insead in various strategic matters for the School.

Dirk is a passionate and consistent contributor to the Diversity and Performance debate by way of numerous speaking roles. He delivered a speech on "Typology of Diversity Organizations at "Cercle de Lorraine" the leading Business Club in Belgium. In 2019, amongst others, he will be speaking at "Women on Boards" in Belgium and "Inclusive Leadership and Gender Balance" directed at the leadership of the EU institutions.

Dirk is active as Coach to Women Entrepreneurs in Belgium (amongst which Façon Jacmin, best Fashion Launch in Belgium in 2016)

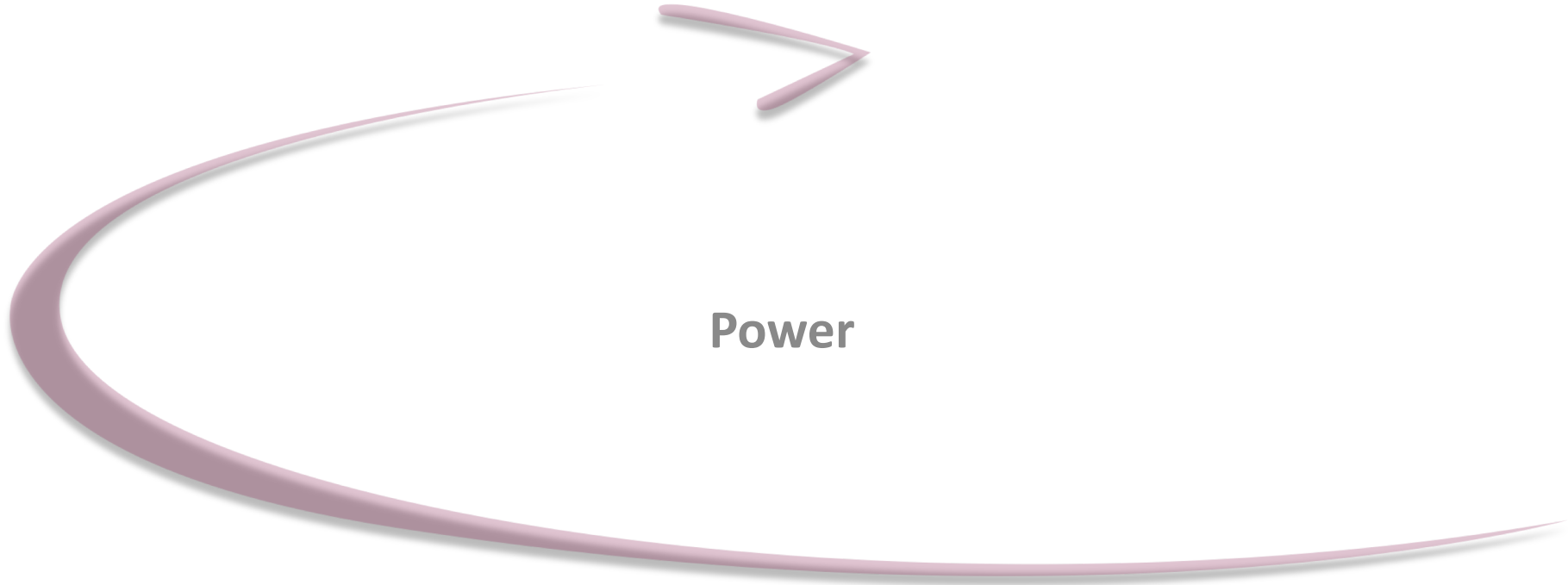
For more than 20 years, Dirk was Managing Partner at Arthur D. Little and Partner at Accenture based in Brussels, Madrid and Tokyo. During those years, he focused solely on Consumer Goods and Retail. He worked for clients in all areas of Research, Development and Innovation, large scale technology transformations and technology M & A.

After that, during 8 years, he was CEO of retail companies in Belgium in which private equity funds with a focus on growth capital invested.

Dirk completed his Master Degree in Law (LLM) and Graduate Degree in Economics at the State University of Ghent in Belgium, both with Honors and obtained his MBA from Insead. He also holds from Insead the LEAP Certificate (Leadership Excellence through Awareness and Practice), the IDP Certificate (International Director Program) and the Online Certificate for "Digital Strategy".



**Dirk Luyten
(Belgium)**



Power



Women
on board

& GUBERNA



Questions?



MEMBER CONSULTATION

Why?

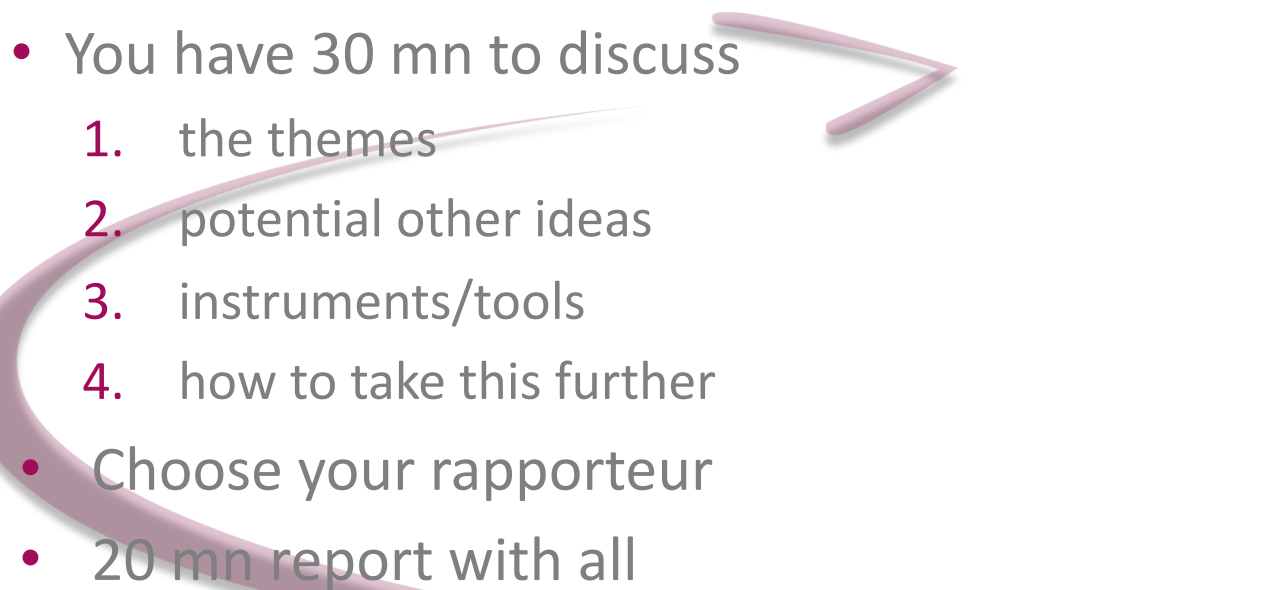
Women on Board was **created in 2009**, before the quota legislation, as an answer to the question ‘Where do we find ladies qualified to be a board member?’.

This year Women on Board will celebrate it's 10th anniversary, reason to reflect on some ideas which can **bring gender diversity to the next level** and bring more happiness to our society.

Let this consultation also be the kick off for the **evaluation of the Belgian quota law**, planned by the legislator for 2023.

The aim is to **create discussion platform** with facts, experiences, researches and publications, and most of all with the insights of discussions with our members, partners, and everyone concerned

Practicalities

- Join your group according to the colour sticker
 - You have 30 mn to discuss
 1. the themes
 2. potential other ideas
 3. instruments/tools
 4. how to take this further
 - Choose your rapporteur
 - 20 mn report with all
- 

5 ideas

Idea 1: Application of the current legal quota on gender diversity in Boards to other companies

Idea 2: Increase the current legal quota on gender diversity in Boards

Idea 3: Increase the pipeline of “Board ready women” by increasing number of women in companies’ Management/Leadership teams

Idea 4: Increase gender equality by transparency on Equal Pay

Idea 5: Increase the pipeline of “Board ready women” by introducing gender-equal time management (paternity leave)

Other ideas

