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# FEB SETS THE AGENDA

WHAT WE HAVE ACHIEVED FOR OUR COMPANIES AND SECTORS IN **2016**

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## UNITED FOR PROGRESS

**In 2016, terrorists set their sights on our country - and our values. The UK decided to leave the EU. The USA chose Donald Trump as president of the world's most powerful nation. These events changed our history, our outlook and our future.**

At this current time of change we need to embrace development and encourage progress. But how? By forging bonds and uniting more than ever before. This is what FEB does, both within and outside its own member sectoral federations. We push boundaries and look 'across borders', as demonstrated at the FEB 'Innovation across Borders' Forum where we built innovative bridges between companies, sectors and countries.

Coming together and moving forward. As the representative of over 50,000 companies, FEB helps companies to make progress by setting three crucial topics on the (political) agenda, namely corporate tax reform, mobility, and energy policy. These topics are key to our prosperity as companies form the core of our economy. They are the driving force behind our prosperity and the building blocks of our society. FEB and its members also shoulder their responsibilities when it comes to cyber security, social dialogue and Corporate

Social Responsibility. We have only one goal in mind: shore up support for entrepreneurs and their companies.

We will continue on the same path in 2017 and are open to even more unity. FEB calls on companies to make their voices heard. If you want to build a prosperous future with us and our federations, let us know.

Be inspired by the topics covered on the following pages, topics on which FEB focused in 2016 and wants to continue doing so, together with you, in 2017.



Pieter Timmermans  
Chief Executive Officer



Michèle Sioen  
President

# TEN KEY TOPICS IN 2016

## 1. INNOVATION

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# INNOVATION IS KEY TO COMPETITIVENESS AND PROSPERITY

## 20 SEPTEMBER 2016

The FEB Forum focuses solely on innovation, especially innovation across borders. This approach is anything but random. The most successful innovation projects transcend borders, whether sectoral, cultural or geographic. 60% of the companies surveyed already innovate with third parties, but there is still room for improvement.

[www.innovationforum.be](http://www.innovationforum.be)

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## Innovation offers solutions to the biggest challenges facing our society

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Through the 2016 FEB Forum and new 'innovation' issue of REFLECT, FEB uses telling examples of innovation to pinpoint where opportunities lie and outline what action Belgium can take to evolve into a leader of innovation in Europe.



[www.feb.be/publications](http://www.feb.be/publications)

# MODERNISING, SIMPLIFYING AND REDUCING CORPORATE TAX

### 30 AUGUST 2016

FEB is devising a plan, supported by all business sectors, to modernise, simplify and reduce corporate tax. The plan is built on three strategic principles:

- Radical simplification that benefits all companies (particularly small companies).
- A substantial reduction (to 24%) in the nominal rate and, if possible, to an even lower rate.
- A budget neutral approach through offsetting measures that cause zero economic collateral damage. In relation to this plan FEB does not advocate value-added or capital gains tax or measures that have a negative impact on innovative or export-oriented sectors.

FEB is keeping a close eye on the reform of corporate tax. It also keeps abreast of events regarding the implementation of the Base Erosion and Profit Shifting (BEPS) action plan and plans for the European Commission's Common Consolidated Corporate Tax Base (CCCTB).

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**FEB supports a substantial reduction in corporate tax, sooner rather than later**

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## SOCIAL PARTNERS PERSEVERE DESPITE DIFFICULTIES

### 14 SEPTEMBER 2016

The social partners have parted without coming to an agreement on the agile, manageable work and the reform of the wage standard bills (the so-called Law 96). Nevertheless, all parties are willing to once again come together to come up with a solution. The social partners will meet several times in the autumn to agree on a tangible approach and work plan that will (hopefully) result in a new wage agreement (IPA) for 2017-2018. There is a lot at stake: the social partners' credibility, salary development and the way in which major social issues

(e.g. digitisation, absenteeism) will be addressed. FEB emphasises the role and importance of social dialogue and hopes that 2017 will be the year in which the 'Group of 10' comes to an agreement.

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### The 'Group of 10' for agreements on wage and employment conditions

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The 'Group of 10' from left to right: (upper photo) Marie-Hélène Ska (CSC), Marc Leemans (ACV), Rudy De Leeuw (ABVV), Marc Goblet (FGTB), Mario Coppens (CGSLB/ACLVB), (lower photo) Philippe Godfroid (UCM), Bart Buysse (FEB), Michèle Sioen (FEB), Pieter Timmermans (FEB), Karel Van Eetvelt (UNIZO), Sonja De Becker (Agrofront)

## INTERNATIONAL TRADE IS VITAL FOR BELGIUM'S ECONOMY

### 29 OCTOBER 2016

After putting on a questionable display, the regions of Wallonia and Brussels have given the federal government the go-ahead to sign the Comprehensive Economic and Trade Agreement (CETA) between Europe and Canada. The Flemish government had already given it the green light. FEB is pleased with the decision as it comes after weeks of uncertainty, which dealt a heavy blow to our country's credibility. Concluding trade agreements with Canada and other countries, such as the USA (TTIP) and Japan, is vital for Belgium and its open economy, in which exports account for over 80%. Trade agreements also have a positive impact on economic growth and the creation and preservation of jobs. FEB considers such free trade agreements as an added value for Belgium's

economy and therefore remains committed to providing accurate information about them. It remains to be seen whether the new US administration under President Trump will continue the TTIP negotiations.

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**FEB advocates the conclusion of trade agreements and is counting on the quick ratification by all parliaments of CETA**

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# PURSuing A CLEAR POLITICAL APPROACH TO ENERGY

## 24 NOVEMBER 2016

FEB's Board of Directors is laying the foundations for an Energy Vision 2030/2035. Energy stakeholders (e.g. producers, consumers, network operators, aggregators) need a stable framework to eliminate the considerable uncertainties and major risks surrounding the Belgian energy landscape. FEB strives to guarantee the security of supply and to fulfil our environmental commitments regarding the emission of harmful gases (greenhouse gases and air pollutants) as cost efficiently as possible. The plan must be supported by all of Belgium's governments and stakeholders if it is to foster stability and achieve the vision.

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**Belgium needs a  
comprehensive energy  
vision promoted by all  
governments**

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## UNRAVELLING BELGIUM'S MOBILITY KNOT

### 1 MARCH 2016

FEB is launching a 'Mobility in Belgium' master plan. The roads in Belgium's cities are among the most congested in Europe, which affects our GDP, quality of life and economic appeal. FEB wants to unravel the mobility knot and develop a mobility plan that has three aims, namely to ensure optimal accessibility of businesses, to address citizens' concerns, and to contribute to the environment, quality of life and public health. As such, FEB is calling for the further improvement of our mobility infrastructure and services, especially co-modality.

We also need to question and change our travel habits, making use of solutions such as telework, flexible working hours and the mobility budget.

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**The mobility budget lets employees choose from various mobility solutions**

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Consult the FEB mobility plan on  
[www.feb.be/domaines-daction/  
energie-mobilité--environnement](http://www.feb.be/domaines-daction/energie-mobilité--environnement)



[www.feb.be/publications](http://www.feb.be/publications)

## FEB RESPONDS TO BREXIT QUESTIONS POSED BY THE BELGIAN BUSINESS WORLD

**23 JUNE 2016**

The UK has voted to leave the European Union. FEB has since joined the High Level Group responsible for analysing Brexit's impact on Belgium's economy and is aware of concerns and possible uncertainty among employers. To best provide companies with information, FEB has set up a Q&A system where employers can ask questions about the consequences of Brexit on their company. FEB is also calling on the competent authorities to ensure an orderly separation and a new sustainable relationship with the UK. We ask Belgium's policy makers to take initiatives to attract British investments to Belgium.

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FEB shares the  
concerns of Belgium's  
businesses with the  
Brexit High Level Group

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## FEARLESSLY FACING THE FUTURE

### 22 MARCH 2016

Belgium has suffered barbaric acts of terrorism, tragic events that leave deep scars in their wake, affect our people and strike a heavy blow to our country's image. The FEB study department estimated the economic impact at between 0.5% and 0.6% of Belgium's GDP. Without the wave of terror, the economy would have grown by 2% in 2016.

The challenge now lies in proving that Belgium remains an attractive location for investment. Entrepreneurs can play a key role here by serving as global ambassadors for our country. FEB also supports companies in day-to-day business practices and has published 'Entrepreneurship under increased terror threat', a brochure packed

with practical tips and tricks. We are also backing socially relevant initiatives, such as the 'Zeg maar goeiedag/Dites moi bonjour' campaign.

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**Our companies can help to repair the dent in Belgium's image worldwide**

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Consult the analysis 'Economic impact of the terror attacks' on [www.feb.be/domaines-daction/economie--conjoncture](http://www.feb.be/domaines-daction/economie--conjoncture)



[www.feb.be/publications](http://www.feb.be/publications)

# DATA PROTECTION: A CHALLENGE FOR CYBER SECURITY POLICIES

### 14 APRIL 2016

The European Parliament has approved the General Data Protection Regulation (GDPR). The GDPR enters into force within two years and has two aims, namely to modify data protection rules in line with new technologies and create a large digital market. With this in mind, the GDPR sets out a legal framework for Europe. Companies must adopt an active policy to better protect their databases. In order to support companies, FEB has created the brochure 'Data Protection: the consequences of the GDPR for companies explained' and provides information and explanations in

five practical information sessions. FEB is also focusing on ensuring that the new obligations do not generate any excessive administrative burdens.

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**The GDPR replaces  
national legislation  
and will be applied  
uniformly throughout  
Europe**

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[www.cybersecuritycoalition.be](http://www.cybersecuritycoalition.be)



[www.feb.be/publications](http://www.feb.be/publications)

# FEB BELIEVES IN COMPANIES' ROLE IN CREATING A SUSTAINABLE WORLD



From left to right: Rik Torfs (KU Leuven), Pieter Timmermans (FEB), Michèle Sioen (FEB), Pierre Semal (UCL), Philippe Lambrecht (FEB), Vincent Blondel (UCL), Luc Sels (KU Leuven)

Companies are aware that they need to maximise their positive impact on society: create added value and jobs, provide products and services that fulfil actual needs and contribute to society through, for instance, taxes and duties. As FEB sets great store by this social role, it has launched a range of projects.

Some of which are detailed below.

- The **migrant crisis** is currently the biggest social challenge. FEB has set up a task force to address the issue and has compiled a practical guide to aid employers when recruiting migrants.
- FEB uses a **workshop on the Directive on Non-Financial Information Reporting** to outline the advantages of a proactive CSR policy in a range of fields, such as finance, risk management, image and workforce.
- The inauguration of FEB's **Belgian Business Champions Chair**, in partnership with KU Leuven and Université catholique de Louvain. The partners want to use this Chair to devote more attention to companies that successfully handle strategic and social challenges, and boost the international profile of these success stories.



[www.feb.be/publications](http://www.feb.be/publications)

- Every two years FEB organises the **Belgian Business Awards for the Environment**, an event honouring companies that have made a special contribution to sustainable development. The winners go on to compete at the European Awards.
- The **Herman Van Rompuy Scholarship** gives a young Belgian the chance to study for a year at the College of Europe in Bruges; this scholarship has been awarded twice so far.

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Every company must help to  
make a difference

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From left to right: Michèle Sioen (FEB),  
Laureen de Barsy, Herman Van Rompuy



Laureates of the Belgian Business Awards for the Environment 2015-2016





## ALSO ON THE AGENDA IN 2016...

### **BUILDING BRIDGES: IT IS IN OUR DNA**

The strength of the business climate is largely determined by the policy implemented at local, regional, federal and, increasingly, European level. The right decisions are key to fostering an attractive business climate able to create countless chances and opportunities.

FEB provides support in six areas that are vital to cultivating a healthy business climate. FEB's Competence Centres have also made major progress in these areas in 2016.

In addition, FEB is the preferred meeting place of domestic and foreign key figures. We had the honour of welcoming top politicians and decision-makers in 2016.

Finally, social dialogue is another key factor in creating a sound, peaceful business climate. With this in mind, FEB will continue to team up with trade unions to find solutions and build bridges.

**FEB: THE PREFERRED  
MEETING PLACE  
OF DOMESTIC AND  
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# FEB: THE PREFERRED MEETING PLACE OF DOMESTIC AND FOREIGN DECISION-MAKERS

FEB welcomes leading domestic and foreign decision-makers all year around. In 2016, we welcomed:

- Her Majesty Queen Mathilde of Belgium on the occasion of International Women's Day (1);
- Philippe Couillard, prime minister Québec;
- Jens Weidmann, President of the Deutsche Bundesbank;
- David Sneddon, Head of Google's EMEA Export and Global Expansion Team, during the FEB Forum 'Innovation across Borders' (2);
- Valdis Dombrovskis, European Commission Vice-President for the Euro and Social Dialogue, on the occasion of the social academy's opening session (3);
- Baroness Neville-Rolfe, Minister of State for Energy and Intellectual Property (UK);
- Herman Van Rompuy, former President of the European Council (6);
- Paul Bulcke, the Belgian CEO of the Swiss Nestlé Group (4);
- Top Belgian politicians such as Prime Minister Charles Michel (4), Alexander de Croo, Kris Peeters, Willy Borsus, Maggie De Block (7), Sophie Wilmès (5), Bart Tommelein (9), Steven Vandeput, Geert Bourgeois and President of the Chamber of Representatives Siegfried Bracke (8) .





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## **SOCIAL DIALOGUE**

### **STRIKES AND DEMONSTRATIONS FEB ENGAGES IN DIALOGUE**

FEB provides Belgian companies with information about their rights and obligations during strikes and remains committed to setting a framework for the right to strike so that the rights and freedoms of others (e.g. non-strikers, third parties) are respected. FEB champions maximum dialogue in all conflict situations, but also calls for decisive action when strikers cross the line.

## **TOPICS ON THE SOCIAL PARTNERS' AGENDA**

- Reform of the wage standard law of 1996
- Reform of the labour market: Agile, Manageable Work
- Eligibility requirements for the SWT/RCC unemployment benefit plus company supplement (early pension), end-of-career jobs and the statutory pension, including the debate on arduous jobs
- Second pillar pension (supplementary pensions: implementation of flexible rate of return guarantee, end-of-career measures and generalisation/standardisation process)
- Assessment of and recommendations regarding the annual employment plan for 'older' employees (collective labour agreement 104) and the employment of people over the age of 50
- Reintegration of those suffering a long-term illness
- Welfare index for social benefits
- Mobility budget
- Revision of the rules governing restructuring and the Renault Law

## **SOCIAL ACADEMY: SOCIAL DIALOGUE BEST PRACTICES**

FEB has teamed up with SD Worx to organise the social academy and thus promote constructive social dialogue and a better social climate.

## **SOCIAL ELECTION CAMPAIGN 2016**

FEB provides information, tips and support (together with FPS Employment and trade unions) via a manual, seminars and an online module to ensure that the social elections run smoothly and that new bodies are set up. FEB also raises the issue of the (excessive) protection granted to staff representatives and the facilities provided by companies to staff representatives.



# SMOOTH ACCESS TO MARKETS, INVESTMENTS AND COMMODITIES

## **PUTTING BELGIUM'S ECONOMY ON THE WORLD MAP**

FEB works actively to develop our international economic relations, for example, during economic missions abroad. In 2016 FEB took part in the economic missions to Indonesia and Texas, while President Michèle Sioen went on state visits to Japan and the Netherlands. These missions aim to facilitate access to international markets for Belgian products and services and to attract new foreign investors to Belgium.

## **CLIMATE: BELGIUM'S GOAL TO REDUCE GREENHOUSE GASES**

FEB champions an ambitious but realistic objective.

## **FEB KEEPS TRACK OF DEVELOPMENTS AND CHANGES REGARDING EXPORT CONTROLS AND SANCTIONS IN THE US AND EU**

During an FEB seminar experts in European and US regulations on exports of goods and services extensively analysed the impact that sanctions and export controls could have on companies.

# COMPETITIVE COMPANIES

## REDUCING THE WAGE COST HANDICAP

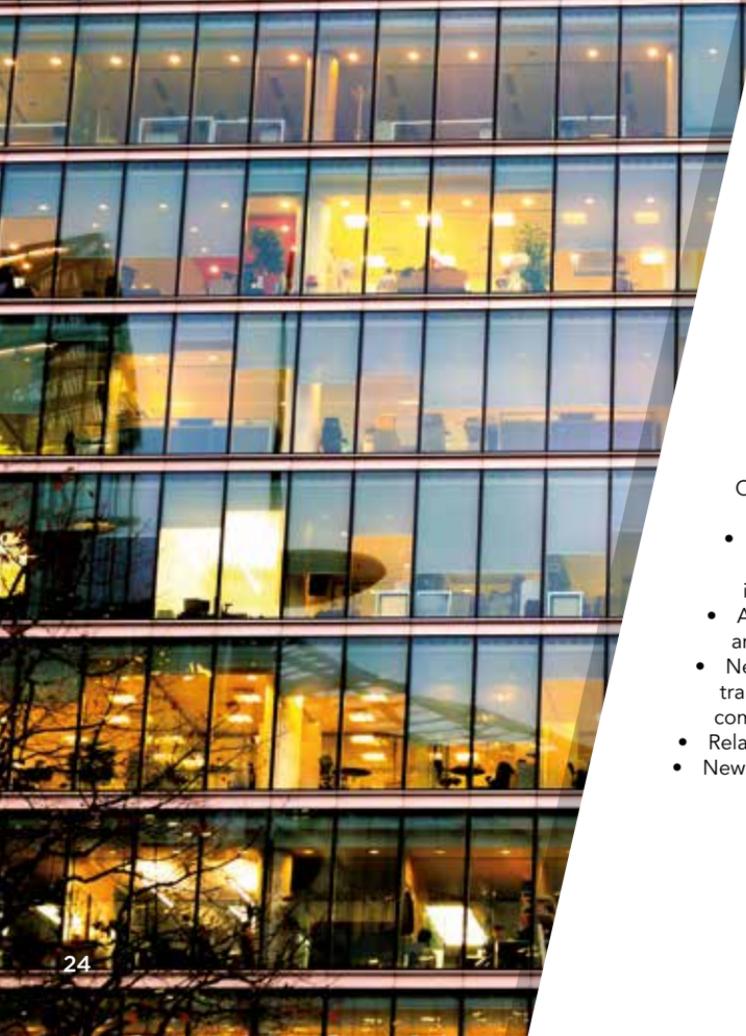
The policy of wage moderation, index jump and tax shift (including the reduction of the nominal rate to 25%) is beginning to produce results. Job creation in the private sector is growing but focus on the budget is still necessary.

## FOCUS ON THE ECONOMY: OUR FINGER ON THE PULSE

FEB keeps abreast of events with an annual survey on the state of the economy. Despite the terrorist attacks, growth and job creation were holding up well as of May 2016. The consequences of the attacks were felt more keenly by some sectors (hospitality, trade, events and aviation) owing to, for instance, hesitant tourists and business travellers. As a result, total economic growth in 2016 was limited to between only 1.3% to 1.4%, whereas the underlying economic momentum usually could have raised the growth rate to close to 2%.

## DIGITAL ECONOMY

FEB champions the digitisation of services (e.g. electronic invoicing, official email address for companies) that facilitates dealings with companies, and anticipates a policy that encourages digital technologies and innovation to guarantee future job creation.



# SMART REGULATION THAT MAKES THE ECONOMY FLEXIBLE ENOUGH TO ADAPT TO CHANGE

## FEB RECOMMENDATIONS ON TAX ISSUES

FEB analyses and makes tangible recommendations regarding priority tax issues.

Our work in 2016:

- Postponement of the financial transaction tax owing to the negative impact on Belgium's economy;
- Adjusting the safety net provision and fairness tax
- New obligations for reporting on transfer pricing among affiliated companies
- Relaxation of rules of proof for VAT
- New EU customs code

## BELGIAN INFRASTRUCTURE: STUDY AND RECOMMENDATIONS

Using its infrastructure study as a basis, FEB is calling for a more ambitious policy on infrastructure, particularly with regard to mobility, that does not disregard the budget.

# EFFICIENT AND COHERENT GOVERNMENT

## **BETTER REGULATION ENCOURAGES A COUNTRY'S COMPETITIVENESS BUT BELGIUM IS LAGGING BEHIND**

According to the Better Regulation barometer, which FEB conducts every two years together with Idea Consult, Belgium still remains in the starting blocks at EU level when it comes to the quality of legislation.

## **RECOVER UNDISPUTED B2B DEBTS QUICKLY AND CHEAPLY THANKS TO A NEW PROCEDURE**

FEB and the expertise centre for bailiffs are helping companies to get to grips with the new procedure.

## **GOVERNMENT EFFICIENCY: POTENTIAL MEASURES TO CLEAN UP PUBLIC FINANCES**

FEB champions a structural and overarching efficiency plan targeting public finances for all Belgian governments.



## BETTER AVAILABILITY OF MOTIVATED, QUALIFIED EMPLOYEES

### YOUNG TALENT IN ACTION

Launched by FEB in 2015 with a view to promoting youth employment, the Young Talent in Action (YTIA) campaign will continue in the next few years, including via Young Talent @ Work, the Young Talent in Action Ambassadors and the repeat of the successful YTIA event (during which we bring together everyone involved in youth employment) on 2 October 2017.

- **Young Talent @ Work**

The Young Talent @ Work brochure and information session, the result of our partnership with the Antwerp Management School, are geared towards CEOs and HR managers. They focus on how companies can better attract and welcome young people, as well as offering them development opportunities.

- **Young Talent in Action Ambassadors**

Around 200 young people aged between 17 and 27 have pledged to serve as Young Talent in Action Ambassadors who over the course of a year exchange ideas on how to get young people involved in the world of employment.

### CONTINUOUS ASSESSMENT OF EMPLOYMENT AND UNEMPLOYMENT STATISTICS

FEB is keeping its finger on the pulse through weekly analyses and statistics on developments regarding employment, vacancies, temporary employment, unemployment, temporary unemployment and restructuring in Belgium.



# AN INTELLIGENT APPROACH TO SOCIETAL CHALLENGES

## **FEB ANALYSES CURRENT TOPICS**

FEB's Competence Centres conduct extensive analyses of current topics. In 2016 we conducted studies on 'Belgian infrastructure: there is plenty still to be done' and 'Electronic invoicing'.

## **ROAD TO RIO: BUSINESSES SUPPORT TEAM BELGIUM**

FEB is a structural partner of Road to Rio, a fundraising campaign launched by the Belgian Olympic and Inter-federal Committee (BOIC) to support Team Belgium. In 2016 the athletes showcased their outfit during the Catwalk to Rio and supporters could visit the Rio House in Oostende during the Olympic Games.

## **CYBER SECURITY COALITION RAISES AWARENESS AND PROVIDES INFORMATION ABOUT CYBERCRIME**

The Coalition, which was set up in 2014 by FEB, CERT.be, KU Leuven, Solvay Brussels School and Proximus, is raising awareness via the 'Are you helping a cyber criminal?' campaign and provides information in its incident management guide.

## **DIVERSITY ON BOARDS OF DIRECTORS**

FEB supports mentoring and the associated implementation programmes, such as the Mentoring Programme at Board Level, to foster diversity on boards of directors.

## **CHILDREN'S RIGHTS & BUSINESS PRINCIPLES**

FEB serves as ambassador of the Children's Rights and Business Principles Committee, together with Unicef and The Shift and companies such as Cartamundi, IKEA, Telenet, Solvay and Mithra.

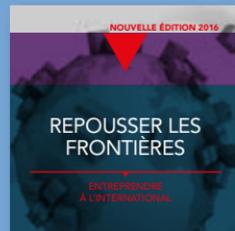
## **OCCUPATIONAL WELFARE AND HEALTH AND SAFETY**

Action programmes striving to draw more attention to the risks of exposure to carcinogens in the workplace and exchange good practices, launched by six European organisations (the Austrian Federal Ministry of Labour, Social Affairs and Consumer Protection; BUSINESS-EUROPE; the European Agency for Safety and Health at Work; the European Commission; the European Trade Union Confederation; the Dutch Ministry of Social Affairs and Employment).

# COMMUNICATION AND EVENTS

## PUBLICATIONS

- **FEB's REFLECT magazine: THE reference for decision-makers**  
In 2016 REFLECT covered the topics of 'Agility @ Work: Agile, Manageable Work', 'Innovation: fewer borders, more opportunities' and 'Mobility: ready for the revolution?'.
  - **Keynotes 'Disruption, best practices and strategy' together with BDO and ING**  
Seven top managers frankly discuss disruption for the first time: Christian Reinaldo (Agfa-Gevaert), Christophe Depreter (SABAM), Tim Howell (Euroclear), Jurgen Ingels (Smartfin Capital), Tom Cloet (Frentlife), Dominique Leroy (Proximus) and André Duval (Duval Union).
  - **'Entrepreneurship under increased terror threat' brochure**  
This practical guide for SMEs provides useful, pragmatic tips and tricks for entrepreneurs during times of terror.
- **'Federations and competition' brochure**  
This guide gives an overview of the main competition principles and provides guidance in practical situations facing federations.
  - **Update of 'Transcending borders - International business' brochure together with BDO and ING**  
This brochure covers the main aspects vital for a sound international strategy: taxation, legal framework, the social law framework, financing, and risk management.
- **'Cyber security - Incident management guide' brochure**  
Cyber Security Coalition, steering partners: CERT.be, KU Leuven, Solvay Brussels School, Proximus and FEB.



## ONLINE COMMUNICATION

- Keep up to date with the FEB RADAR app!

The FEB RADAR offers insight into current socio-economic indicators for Belgium in a European context. Available from Google Play and the App Store.



[www.febradar.be](http://www.febradar.be)



- Growing range of digital newsletters  
FEB IMPACT (weekly) and FEB DIRECT (focuses on current issues affecting corporate strategy).
- Growing range of social media



VBO-FEB  
@VBOFEB  
VBO-FEB



# COMMUNICATION AND EVENTS

## EVENTS

- **(Lunch) seminars, information sessions and workshops on current issues**  
e.g. data protection, duty of care in business travel, reform of corporate tax, Agile, Manageable Work, comitology.
- **Round-table discussion on female entrepreneurship with Her Majesty Queen Mathilde of Belgium**  
On International Women's Day FEB President Michèle Sioen invited Her Majesty Queen Mathilde and a dozen ambitious entrepreneurs to a passionate discussion of female entrepreneurship.
- **'Meet the decision makers @ VBOFEB' with Paul Bulcke**  
In its series of 'Meet the decision makers' seminars FEB focuses on key strategic topics for decision-makers in both the business world and political sphere. Paul Bulcke, the Belgian CEO of Switzerland's Nestlé Group, got the ball rolling with a talk about the importance of international businesses. Speakers in 2017 include Hans Van Bylen, CEO of the German Henkel Group, and Jean-François van Boxmeer, CEO of Heineken.
- **Entrepreneurs meet economic diplomacy**  
During the Q&A session with Vice-First Minister Reynders and Secretary of State De Crem, participants exchanged views on a range of current international issues such as free trade agreements, economic sanctions and the importance of international missions.
- **Meeting with top Belgian officials in EU institutions**  
In his speech on terrorism and safety, keynote speaker Gilles de Kerchove, EU Counter-Terrorism Coordinator, gave his views on the challenges posed by terrorism and how the EU and its Member States deal with the terrorist threat.



- **Meeting with top Belgian MEPs**  
MEPs and business representatives talked about a range of current topics during a networking lunch.
- **European Business Summit: 'A Time for Bold Moves - Sharp Policies to Enable Business Solutions'**  
FEB is a founding partner of this Summit. The next Summit will be held on 22 and 23 May 2017.



# FEB MEMBER FEDERATIONS\*

OVER 40 LEADING SECTORAL FEDERATIONS ARE FEB MEMBERS.



# FACTS & FIGURES

**FEB: THE VOICE OF BUSINESS IN BELGIUM**

**+50,000**

small, medium  
and large enterprises



**75%**

of employment  
in the private sector



**3**  
REGIONS



As the only interprofessional  
employer organisation,  
we represent companies from  
all three regions of Belgium.

**2/3** of added value



**80%** of exports





www.feb.be



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