



CYBER SECURITY
COALITION.be

General Assembly

21 April 2022

BluePoint Brussels



Agenda

Time	Agenda item
9:30 – 9:35	Welcome
9:35 - 9:40	1. Approval of the meeting minutes of the General Assembly dated 22 April 2021
9:40 – 9:50	2. Presentation of the Management Report 2021
	3. Report of the accounts controller
	4. Approval of the Financial Statement 2021
9:50 - 10:00	5. Approval of the budget 2022
10:00 - 10:10	6. Discharge to the directors
	7. Discharge to the accounts' controller
	8. Appointment of new accounts' controller
10:10- 10:20	9. Extension of directors' mandates
	10. Appointment of new directors
10:20 - 10:30	11. Overview of the changes in membership
	10. Wrap-up & closure of the meeting

Voting procedure

Keep your voting form at hand.

We require your vote for each draft decision:



Proxyholders should vote twice

- for their own organization and
- the organization they represent as a proxyholder.

No voting for associate members.





Approved!

Agenda item 1

**Draft meeting
minutes
22 April 2021**



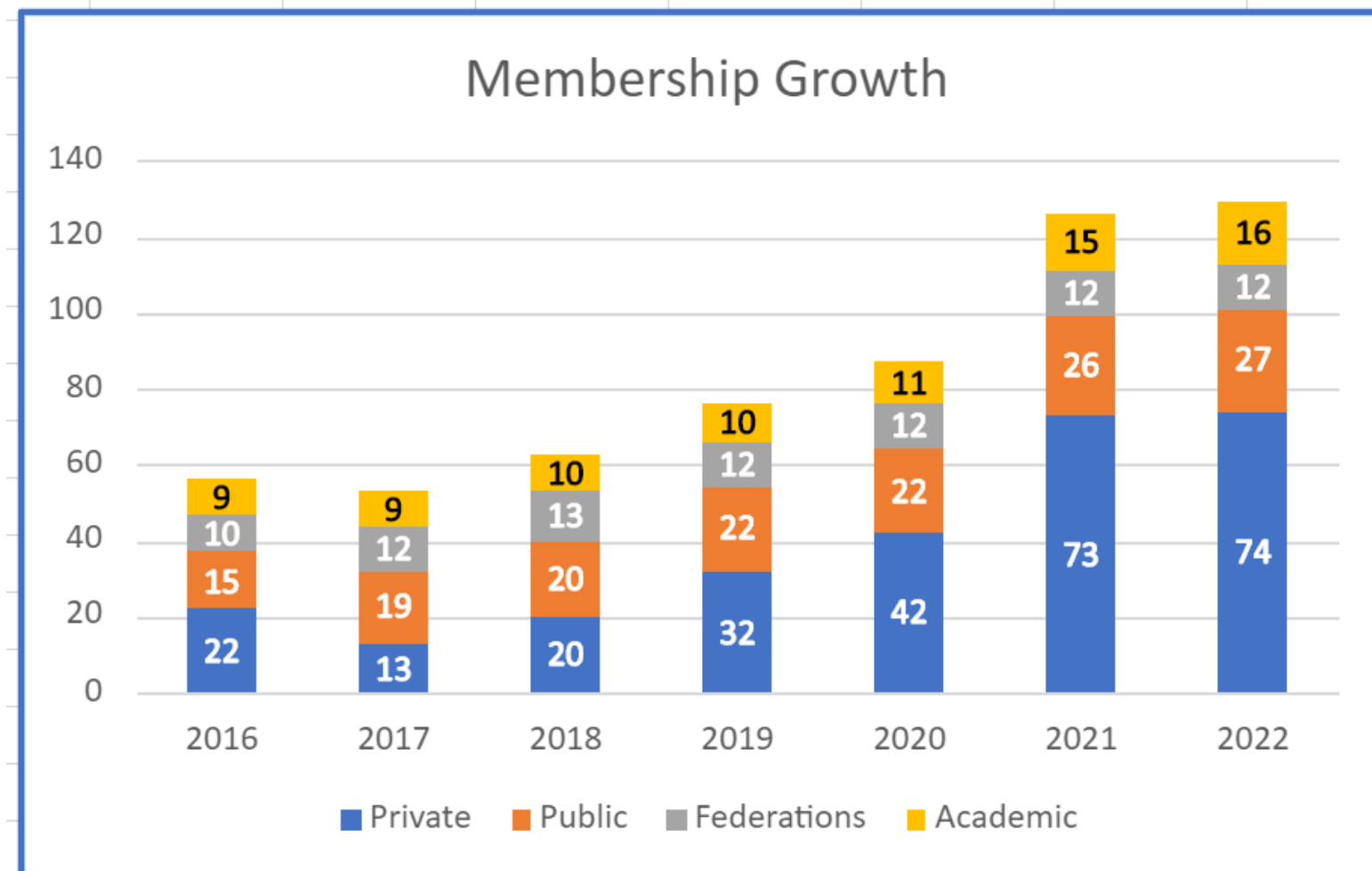
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**Agenda item
2:
Management
Report 2021**



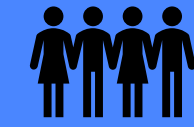
Management Report 2021

Membership growth

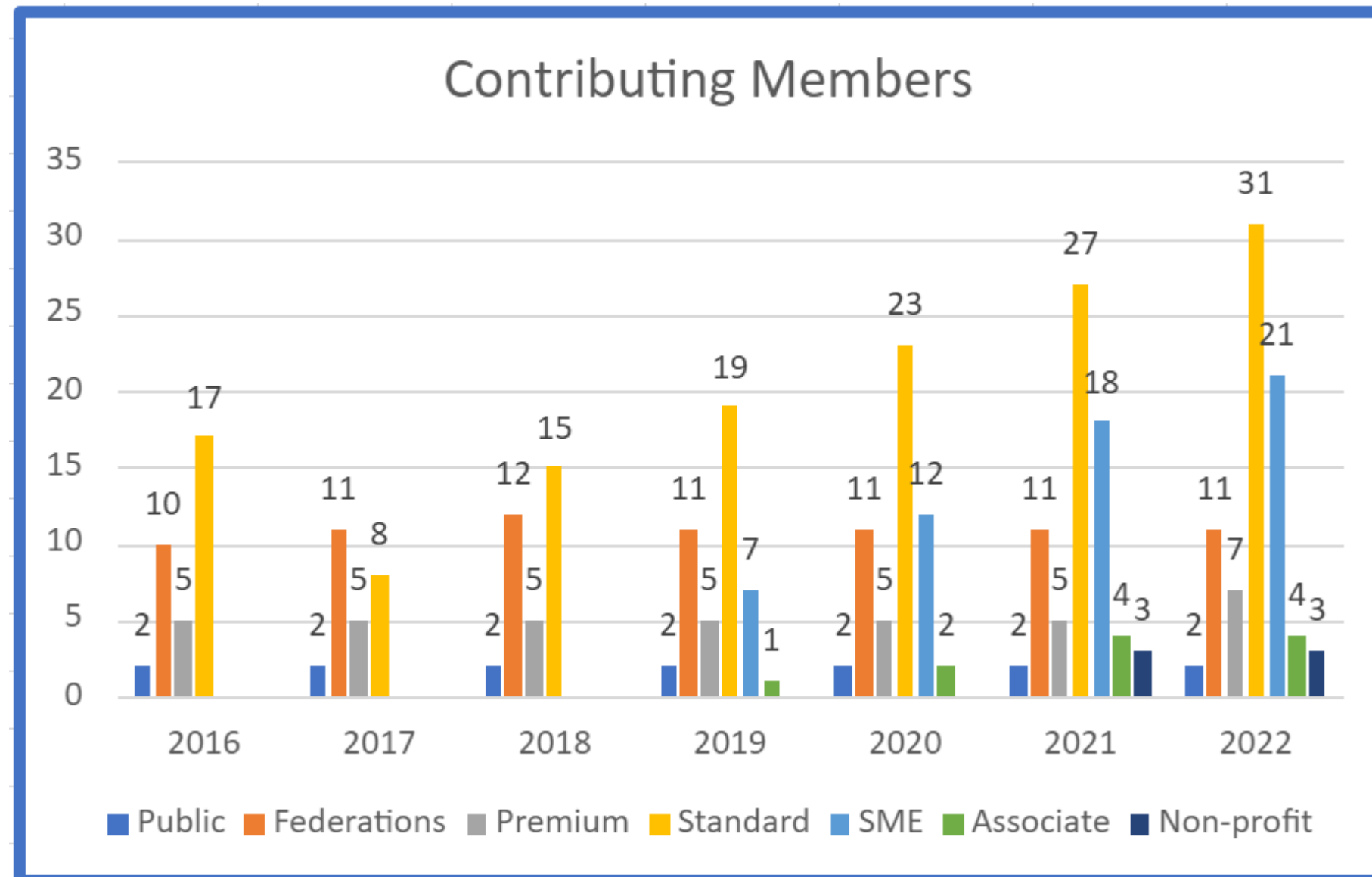


Management Report 2021

Membership growth



129 members
79 contributing members



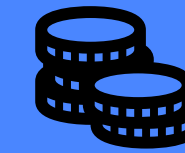
Situation end of March 2022.

Highlights:

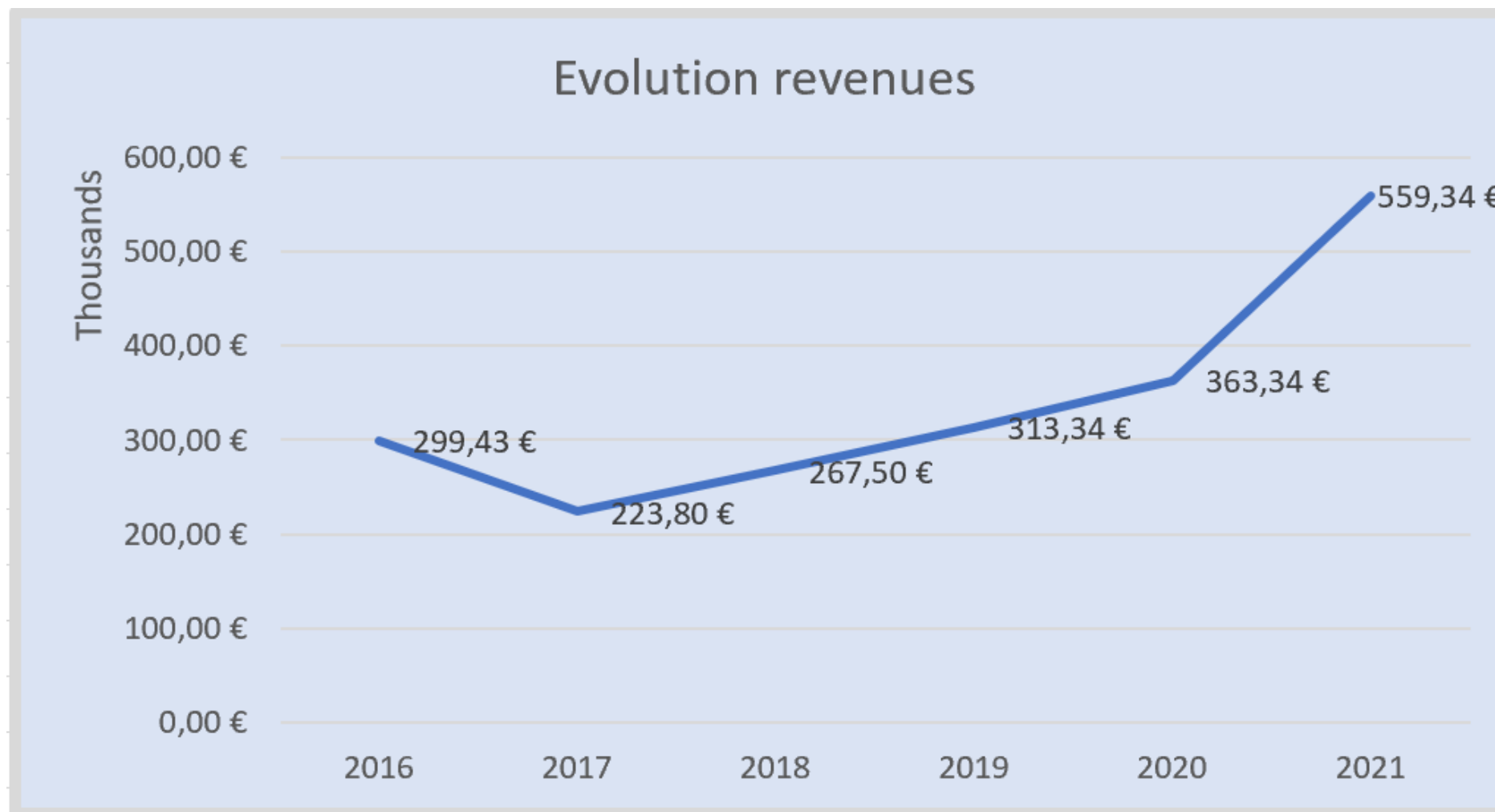
- 129 members
- 79 contributing members (75 legal entities; 4 associate members)
- Very strong growth last year, especially in the private sector.
- 2 new **Premium** members: **Accenture & Cegeka**.
- Important growth in the SME segment
- 9 healthcare institutions joined
- 3 members terminated membership: Juniper, KPMG Advisory, and Unisys Belgium (impact on 2022 revenues)

Management Report 2021

Revenues



Almost €560k funding
15% public -85% private



Highlights:

- Continuous growth in private funding.
- Growth especially in segment of **privately-owned large companies & SMEs**.
- Almost 15% of funding derived from **public** sources thanks to:
 - Federal subsidy of €70k
 - Vlaio/ Howest project subsidy Innovative Cyber Security Industry 4.0 of €12,143 (last year)

	2016	2017	2018	2019	2020	2021
Private	299.432,00 €	223.796,00 €	267.500,00 €	301.200,00 €	351.200,00 €	477.200,00 €
Public	0,00 €	0,00 €	0,00 €	12.143,00 €	12.143,00 €	82.143,00 €
Total	299.432,00 €	223.796,00 €	267.500,00 €	313.343,00 €	363.343,00 €	559.343,00 €

Management Report 2021

Strategic pillar – Experience Sharing Events



1,065 participations
10 Coalition events
3 Partner events



Cyber Talks - 334 participations:

- Insights in an advanced threat attack (Veeam)
- Attack surface management (Sweepatic)
- Cyber Diplomacy (public sector representatives)
- Whistleblowing (GOVERN&LAW)
- API Security (SALT Security)

GRC **Be: Connected!** **SUBSCRIBE**
www.cybersecuritycoalition.be/calendar/

CYBER SECURITY COALITION
ISACA Belgium Chapter
Solvay Brussels School of Economics & Management

Be: Connected! webinar series in cooperation with ISACA Belgium & SBS: 731 participations

- Cybersecurity activities & knowledge
- Risk Management
- Information security governance
- Turning audit into enablement
- Information security management

Partnerships:



Management Report 2021

Strategic pillar – Experience Sharing Events



76 certified alumni
10 trainers
Three editions so far

Six modules:



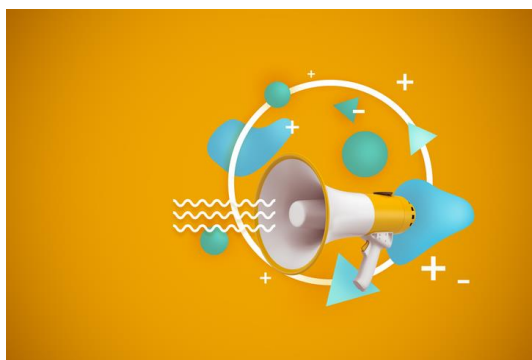
Threat landscape



NEW: Culture



Risk Management



Communication skills



Behavioural change



Roadmap

**4th Edition
in 2Q 2022!**



#Trainees	2019	2020	2021
Academic	0	1	1
Private	19	16	19
Public	4	9	7
Total	23	26	27

- Trainers in 2021:**
- Alexandre Pluvinage (ING Belgium)
 - Jan Populaire (BNP Paribas Fortis)
 - Kristien Bergans (BNP Paribas Fortis)
 - Vincent Defrenne (NVISO)
 - Mercedes Diaz (NVISO)
 - Christine Van Dessel (KBC Group)
 - Ann Mennens (European Commission)
 - Sofie De Moerloose (Proximus)
 - Richard Atkins (Euroclear)
 - Emmanuel Nicaise (Approach Belgium)

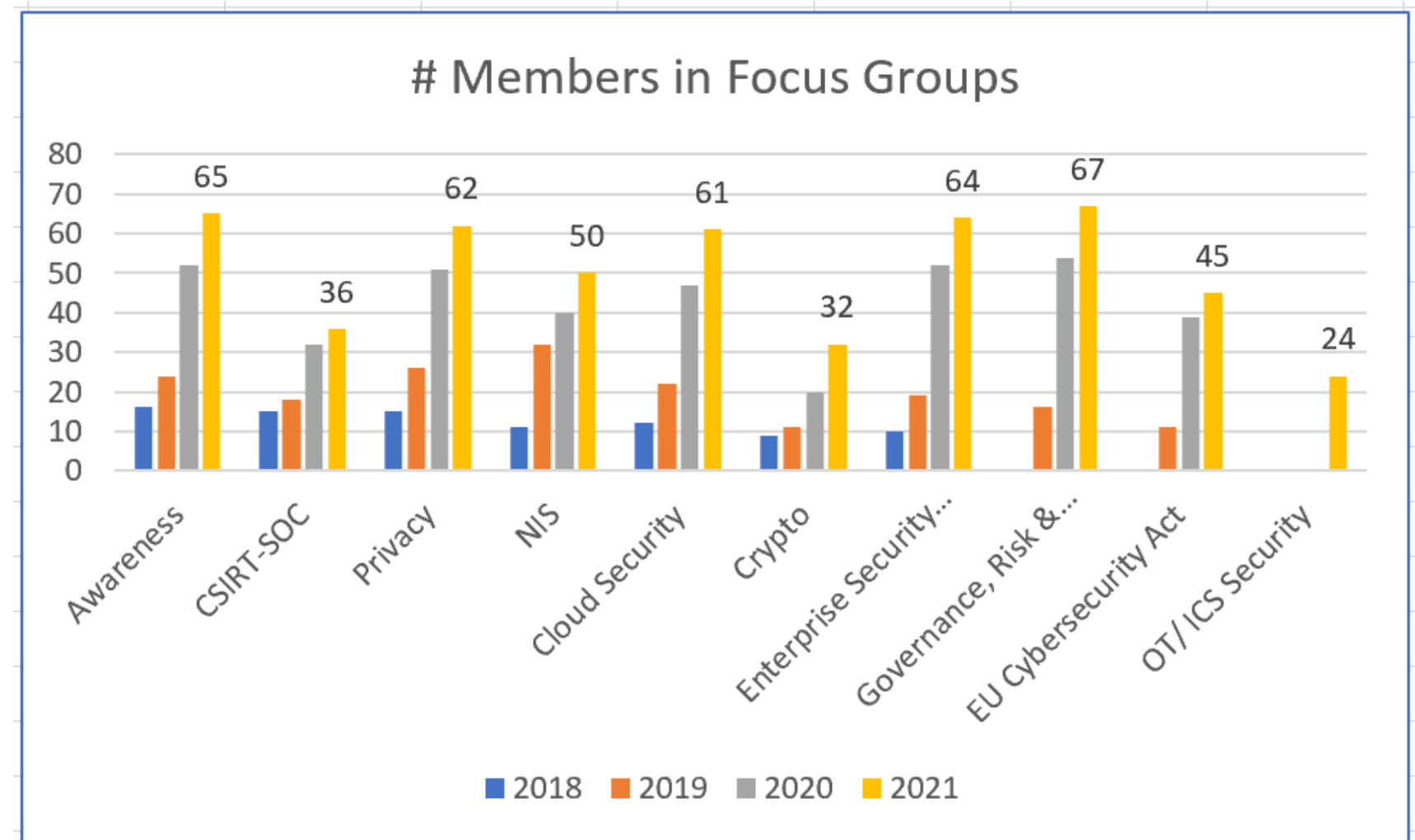
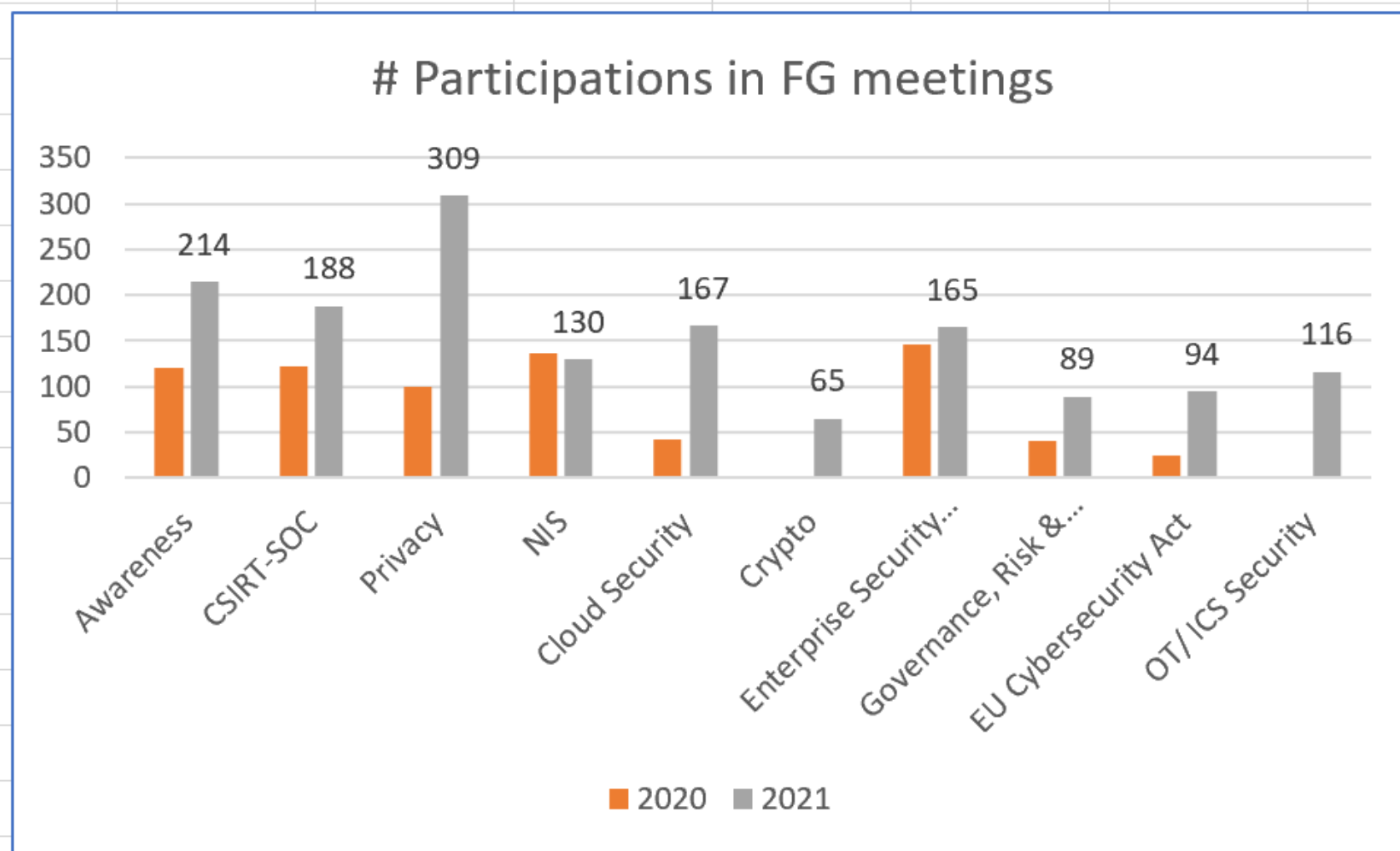
Management Report 2021

Strategic pillar – Operational Collaboration

145 contributions


108  37 

37 plenary meetings (only 1 in-person)
 Participations (1,537) more than doubled compared to the previous year (730).



Management Report 2021

Strategic pillar – Awareness Raising


>175k downloads of
Safe-on-Web App


111 participants in
Cyber Personality of the
Year Award Ceremony

CYBER
PERSONALITY
OF THE YEAR 



**Outsmart
a phisher**
Download the Safeonweb app





New Febelfin brochure: There is plenty of fish in the sea



FSMA Évitez les fraudes en ligne
from fsma_Info

EMPRUNTEZ SANS FRAIS!
SANS RISQUE!
20% DE BÉNÉFICE
DEVENEZ RICHE GRÂCE AUX CRYPTOMONNAIES!
RAPIDE!
RENDEMENT GARANTI

01:57 ffres de crédit et d'investissement frauduleuses
vimeo

Management Report 2021

Education

Main sponsor, also in 2022



CTF



Cybersecurity Tournament



The Coalition will sign the Digital Inclusion Charter in June and be a partner of [DigiSkillsBelgium.be](https://digiSkillsBelgium.be).



Management Report 2021

Operations



Achievements (1.6 FTEs):

- **Member Relations Management Database in place:** Microsoft Dynamics rolled out with interfaces to Teams and Outlook Mail groups & (static) interface with event tool InviteDesk (supported by C-ClearPartners)
- **Invoicing process automated:** spreadsheet-based invoices have been replaced by an SAP module configured and managed by Proximus.
- **New account opened with BNP Paribas Fortis.** EUR 500k exonerated from negative interest rates.
- Participation in taskforce for the **Cyber Security Personality of the Year Award** project & organization of award ceremony (VBO-FEB).
- Logistic support to the **Certified Cyber Security Awareness & Culture Manager training** (registration process + organization of the sessions/ examination)
- Logistic & content support to **permanent chairs of the focus groups.**
- Logistic & content support to the **Programme Committee.**
- Organization of **3 Roundtables for the BCSC 2021** (with Brewery of Ideas) & contribution to programme development for virtual sessions.
- Representation of the Coalition at **BCSC 2021, ABISS** (Kortrijk, thanks to HOWEST)) & **Security Forum** (Nivelles) with a booth.

Management Report 2021

Communication



5,098 followers



237 followers

- Marketing campaign + development of new visual for **Cyber Security Personality of the Year** (supported by WeAreTheWords)
- **Development of all digital annual report microsite Cyber Security Coalition Gazette 2021** (in cooperation with Comm2B).
- Creation of **new channel SoundCloud** for development of Podcasts. First podcast with Prime Minister De Croo.
- Release of 9 **Cyber Pulse** newsletters.
- Feeding of **Coalition blog** (with many contributions of Guy Kindermans);
- Requirements defined for **redesign of blog** (coding & migration done by MediaForta).
- Launch of '**Member in the picture**' section on Coalition website cured by Guy Kindermans.
- **Mail campaigns** for a.o. BCSC 2021, Certified Awareness training & Cyber Security Personality of the Year Award competition.
- **Social media** content development

In-person Experience Sharing Events

Outlook 2022



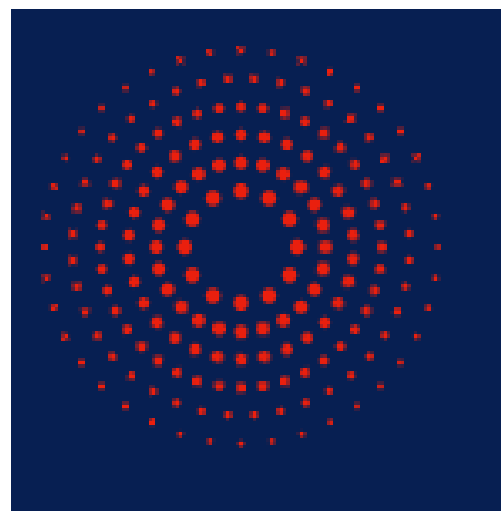
21
April



16
June



13
September



11-12
May

7-9
June



11-12
October



27
April



7 October

13 October



Strategic pillar – Operational Collaboration

Outlook 2022

New CSIRT-SOC
working groups



SOAR Solution
Working Group



Email Security
Working Group



Incident
Response
Planning
Working Group



New Awareness
working groups



Phishing



Cybersecurity
at schools



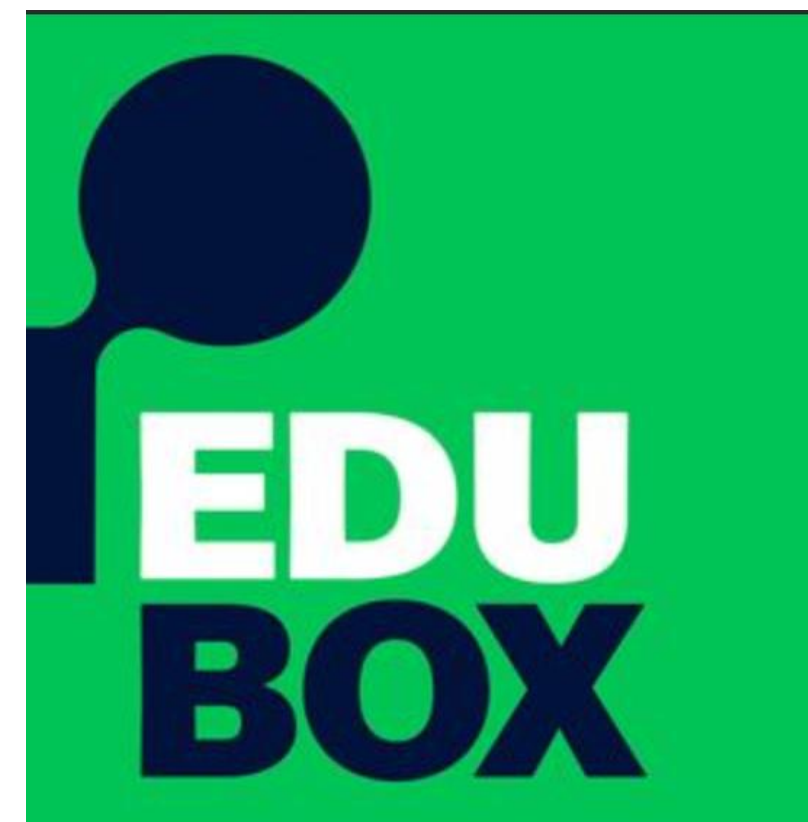
Fraud & Online
Security



Secure Behaviour
Metrics



Certified Alumni
Community



In partnership with the VRT, Mediawijs, imec/Brightlab and Digital for Youth, Awareness Focus Group takes part in the development of an EDUbox cybersecurity for secondary school students + equivalent budget for French speaking alternative

Strategic pillar – Operational Collaboration

Outlook 2022

New vertical working group Cybersecurity for hospitals



Cybersecurity
Operations



Scale-up



Governance



Network
Segmentation



IT and IoT
Procurement



Existing focus groups

Increase the maturity of policy-oriented focus groups, which are currently convening ad hoc rather than in a structural way.

Bringing policy oriented & operations oriented focus groups closer together.

Foster synergies among focus groups ; organize cross-group meetings on topics of common interest.

Review of the code of conduct.

Operations

Outlook 2022



3.4 FTEs as from 1 February 2022

- Hilde Lion (Contractor Sixie) joined the Operations team end of November (80%) as Operations Assistant
- She supports the activities of Cathy Suykens (80%).
- Focus on invoicing, social media, data gathering, marketing materials, mail campaigns, organization of events, etc.



- Pascal Champagne (Contractor Experience@Work) joined the Operations team on February 1st (100%)
- Expert in cybersecurity (Proximus)
- He supports the business development activities of Christian Mathijs (80%).
- Focus on French speaking (potential) member community.
- Supports a number of focus groups, in particular the policy-oriented focus groups (NIS, CSA).

Financial Statement 2021





Agenda item 3: Report of the Accounts Controller

Dear Chairman,

Regarding the audit of the 2021 accounts of the Cyber Security Coalition.

On 14 March 2022, I examined the Cyber Security Coalition's financial statements and budgets, via an online meeting.

The documents supporting the financial statements and budgets were delivered and analyzed.

I can confirm with reasonable certainty that the accounts that will be presented at the General Assembly are accurate and in accordance with the decisions and commitments made by the Board of Directors.

Kind regards,

Peter Debasse

Agenda item 4: Financial Statement 2021

Assets

Balance Sheet 2021	2020	2021
Current assets	€473,059	€801,747
Amounts receivable < 1 year (1)	€40,447	€149,870
Investments (2)	€426,112	€645,377
Accruals (3)	€6,500	€6,500
Total Assets	€473,059	€801,747

(1) VAT to be recovered (€24,541.89); Federal subsidy (€70k, credited on our account in January); invoices sent to member organizations in 2021 and to HOWEST for an amount of €55,328.76. The HOWEST invoice has been paid in the meantime. Two outstanding invoices of Kappa Data related to 2021 membership; outstanding invoice of Accenture, ATOS Belgium & Byblos Bank Europe related to 2022 membership.

(2) Cash amount on the Coalition's account in the books of ING on 31 December 2021.

(3) Accruals = invoice of Intigrity with date in December but it is treated as a 'deferred cost' as it concerns a service to be performed in 2022.

Agenda item 4: Financial Statement 2021

Liabilities

Balance sheet	2020	2021
Equity (Reserves)	€406,780	€634,568
Debt (4)	€66,279	€167,179
Total liabilities	€473,059	€801,747

Balance sheet – Note (4)	2021	
- M365 Licenses (Wortel December)	€20,594	All invoices paid.
- Agoria BluePoint (Office rental December)		
- Costs Award Ceremony (2 December)		
- Contractors (Proximus, KBC, Sixie), - Communication agency MediaForta – Comm2B - Tax consultancy Proximus - Publications Moniteur belge	€39,085	All invoices paid.
- Deferred income (cf. slide 19)	€107,500	2 invoices outstanding
Total Debt	€167,179	

Agenda item 4: Financial Statement 2021

Liabilities

Balance sheet – Note (4)	2021	Status
Membership fees - deferred	€107,500	
Accenture	€20,000	Credit note for invoice in 2021 – new invoice sent in JAN22
ATOS	€10,000	Received
Byblos Bank Europe	€10,000	Received
Cegeka Group	€10,000	Received
Eurofins Digital Testing Belgium	€5,000	Received
EY	€10,000	Received
Lineas	€10,000	Received
SecWise	€2,500	Received
Siemens	€10,000	Received
Swift	€20,000	Received

Agenda item 4: Financial Statement 2021

Expenditures

Expenditures exceeding budget

- Microsoft licenses due to membership growth (circa €11k)
- Organization certified cyber security awareness & culture manager training (circa €12k)
- Marketing costs due to Cyber Personality of the Year Award campaigns, including development of new website & 2 sponsored ad campaigns on LinkedIn (circa €21.6k)
- Banking costs due to negative interest rates charged on funds on our account (circa €2.5k)

Expenditures below budget

- **COVID-19 impact:**
- Events (rooms, catering); mainly virtual gatherings:
 - Experience Sharing Event (21% usage)
 - Focus Groups budget (16% usage)
 - Award ceremony (63% usage)
 - Parking costs (14% usage)

Budget items	% Usage
Operational Expenses	87%
IT infrastructure	88%
Membership Engagement	52%
Projects	36%

Agenda item 4: Financial Statement 2021

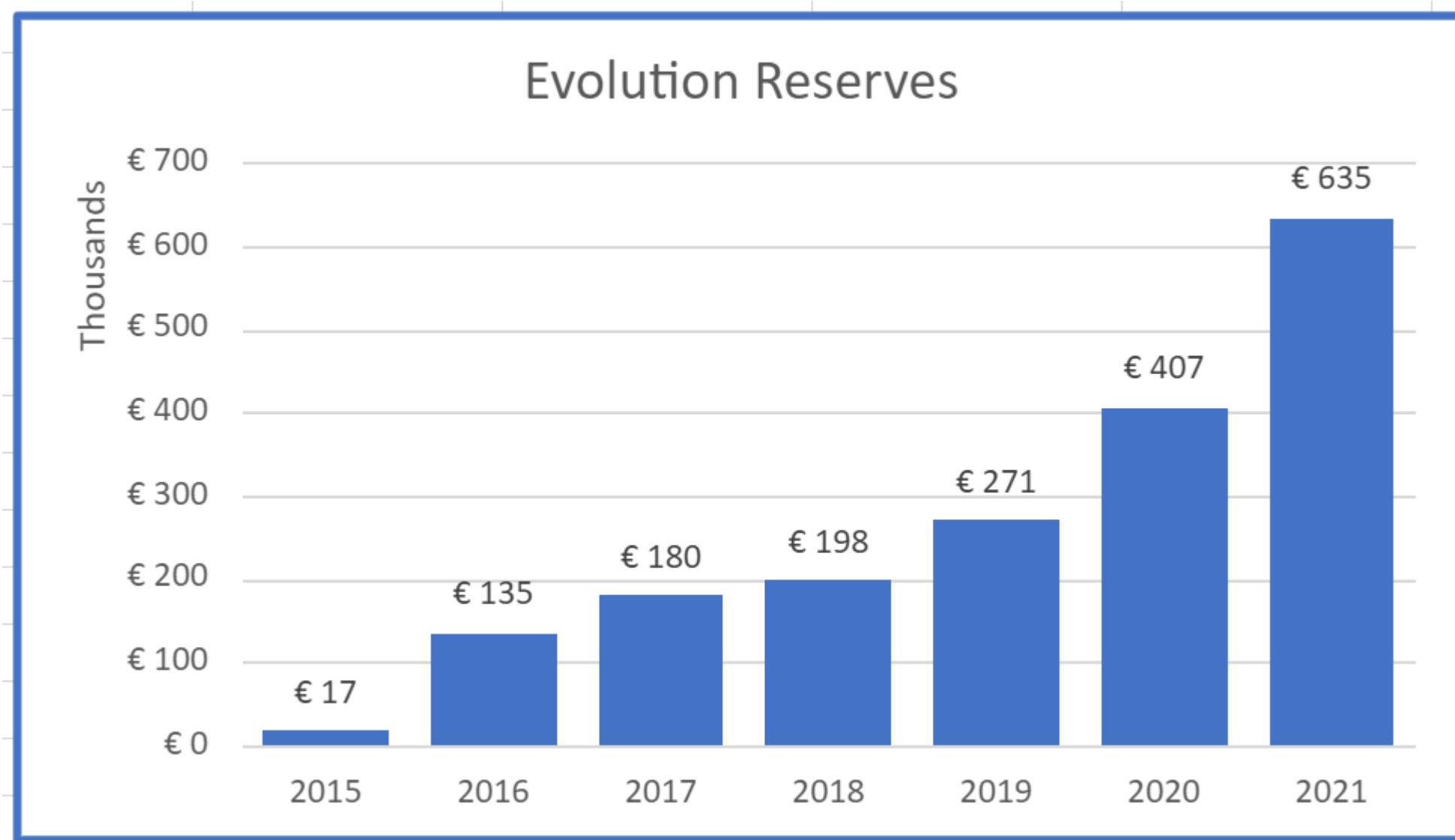
Expenditures

Expenditures below budget

- **War for talent:**
- Additional contractor & related expenses (leased PC, licenses, etc.): candidacies only received in 4Q – outsourcing of workload to communication agency (55% usage)
- **Projects:**
- National awareness campaign: Metro promotion package (72% usage)
- Delay in implementation of ESA projects (White paper on ESA + Architool) (0% usage)
- CRM enhancement: delay & decision not to develop own invoicing module but to set up client in SAP of Proximus (43% usage)
- No other projects presented to the Board (project budget of €53k not used).

Agenda item 4: Financial Statement 2021

Reserves



- If the entire result is allocated to the reserves, they increase to €635k.
- The 2021 budget approved by the General Assembly in April 2021 did not take account of the €70k federal subsidy, which was only granted last November but has been included in the 2021 Financial Statement.
- Expenses made in the course of 2021 are charged to this subsidy.

Operational reserve targets:

- Minimum 6 months annual budget: €299,200
- Maximum 12 months annual budget: €598,400

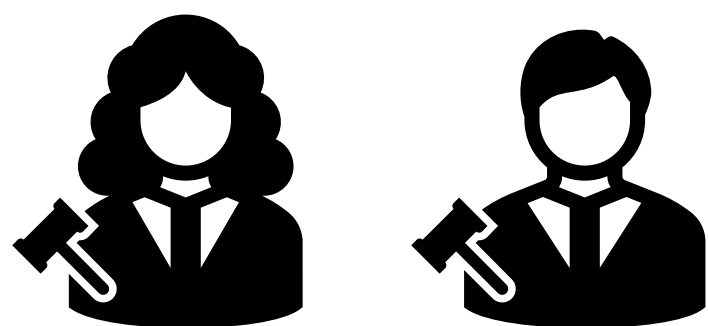
Agenda item 4: Financial Statement 2021

Income Statement

Income Statement	2020	2021
Fee income + grants	€383,843	€559,343
Goods & Services	€247,212	€329,096
Operational result	€136,631	€230,247
Financial costs	€506	€2,459
Result	€136,125	€227,788

Draft decision:

The General Assembly approves the 2021 Financial Statement for the year ended 31 December 2021, including the allocation of the positive result of €227,788 to the reserves.





Agenda item 5: Budget 2022

Budget 2022 - Revenues

Budget Revenues	Description	Approved Budget 2021	Budget 2022	Repartition	% Change
Membership fees		€477,200	€598,400	100%	25.40%
	Premium (7)	€100,000	€140,000		
	Standard (30)	€290,000	€310,000		
	Federations (11)	€27,500	€27,500		
	SMEs (21)	€52,500	€62,500		
	Non-profit (3)	€2,400	€3,600		
	Associate (4)	€4,800	€4,800		
	New acquisitions		€50,000		
Project Subsidies		€12,143	€0	0%	-100%
Public funding		€0 (*)	€0	0%	
Total		€489,343	€598,400	100%	22.29%

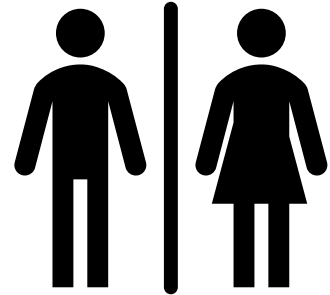
(*) At the moment of budget approval, the tender for federal subsidy was not yet launched.



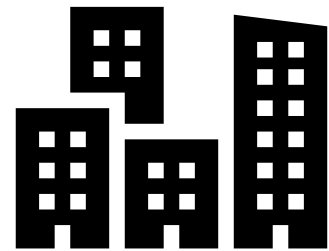
Budget 2022 - Expenses

Budget Expenses	Description	Approved Budget 2021	Budget 2022	Repartition	% Change
Operational Expenses	Contractors, accountancy services, insurance, stationary, official publications, office rental	€212,984	€317,035	53.10%	48.85%
ICT Infrastructure	Webhosting, MO365 licenses, IT support	€33,098	€31,566	5.29%	-4.63%
Membership Engagement	Events, Focus Groups, branding & website content management, educational initiatives	€147,740	€151,474	25.37%	2.53%
Projects	National campaign, Certified awareness training & various projects	€93,000	€93,750	15.70%	0.81%
Other costs	Membership other associations	€2,000	€3,200	0.54%	60.00%
Total		€488,822	€597,024	100%	22.14%

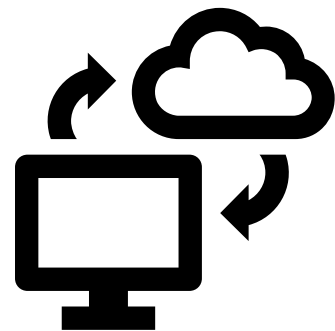
Budget 2022 - Expenses



- Almost 50% increase in operational expenses explained by the expansion of the resources of the Operations Office to 3.4 FTE. 3 subsidized resources (Experience@Work) and 1 temporary worker (Sixie).
- Accountancy/ VAT declaration services rendered by Proximus.
- Ratio contractors' cost/ membership fees = **49.5%**, below the 60% target.

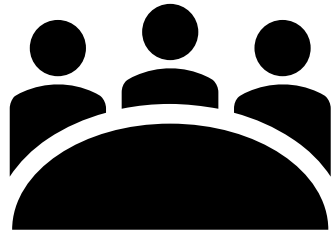


- CSC Operations has an office in the BluePoint TechLounge in Schaarbeek.
- Office space remains unchanged as teleworking is a well-established practice in the Operations team.

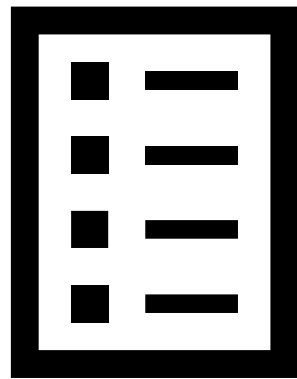


- Increase of M365 licenses cost due to membership growth is compensated by the decrease in website hosting fees since we moved from OVH to Combell.
- Increase in cost of desktop/ hardware management (by Wortell) results from recruitment of 2 additional contractors.
- Increase in Azure consumption cost due to roll-out of Dynamics CRM tool.
- Subscription to event tool InviteDesk, licenses for MailJet & Hootsuite, Kahoot!.
- Annual subscription cost paid to Intigriti for Bug Bounty programme.

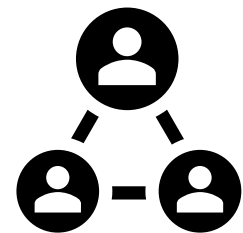
Budget 2022 - Expenses



- 4 In-person Experience Sharing Events
- Small budget for each focus group (e.g., catering); 11 focus groups in total.
- Budget for Cyber Security Personality of the Year Award ceremony & related marketing campaign.
- Marketing budget (refresh marketing materials, services WeAreTheWords)
- Budget for content development (services of Comm2B, Guy Kindermans): Annual Gazette 2022; podcasts; blog posts, etc.
- Educational initiatives: main sponsor of CSCBE 2022.

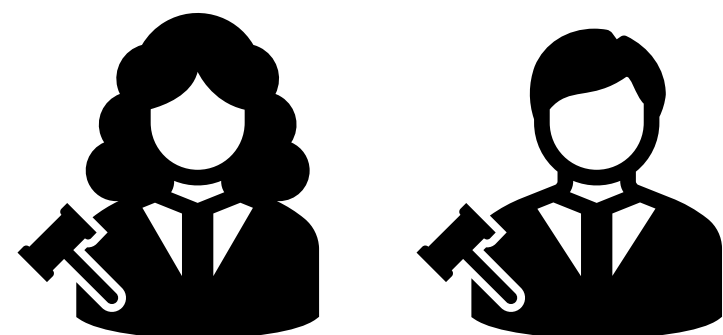


- Contribution to the national awareness campaign (€20k).
- Cost for organizing the Certified Cyber Security Awareness & Culture Manager training (€15k) + EDUBox for Schools (€15k) + French speaking initiative for schools (€15k).
- Transfer of unused budgets to 2022:
 - Enterprise Security Architecture (ESA) Focus Group; ESA White Paper + Archi Profile (€20k).
 - CSC Operations: part of budget for CRM roll-out (€3,750).
- **Circa €5k funds to be allocated to new projects based on a business case.** This amount can increase if more contributing members are joining our community.
- Membership of other association (ECSO, VSDC)



Budget 2022 – Income Statement

Income Statement	2021	2022
Revenues	€489,343	€598,400
Expenses	€488,822	€597,024
Operational Result	€522	€1,376
Financial Cost	€500	€1,300
Result	€22	€76



Draft decision:

The General Assembly approves the 2022 budget with a break-even result (€76).

Agenda item 6: Discharge of the Board of Directors



Draft decision:

The General Assembly discharges the directors of the Board for the financial year 2021.

- Mr. Jan De Blauwe (NVISO)
- Prof. Georges Ataya (Solvay Brussels School of Economics & Management)
- Mr. Miguel De Bruycker (CCB)
- Mrs. Anneleen Dammekens (VBO-FEB) until 24 June 2021
- Mrs. Nathalie Ragheno (VBO-FEB) as from 24 June 2021
- Mr. Fabrice Clément (Proximus)
- Prof. Bart Preneel (KU Leuven)
- Mr. Bart Steukers (Agoria)
- Mrs. Séverine Waterbley (FPS Economy)



Agenda item 7: Discharge of the Accounts Controller



Draft decision:

The General Assembly discharges **Mr. Peter Debasse** in his capacity as accounts controller for the financial year 2021.

Agenda item 8: Appointment of new accounts controller



Draft decision:

The General Assembly appoints **Mr. Benoît Montens (Assuralia)** as accounts controller for the financial year 2022-2023-2024.



Agenda item 9 - 10: Board Mandates

Agenda item 9: Extension of Board Mandates



Name		Sector	General Assembly
Mrs. Séverine Waterbley	President FPS Economy	Public	25 April 2019 (*1)
Mr. Jan De Blauwe	Managing Director/ COO	Private	25 April 2019 (*2)

* Number of extensions



Draft decision:

The General Assembly approves the extension of the expiring mandates of the above-mentioned board members for a three-year period.

Agenda item 10: Appointment of new Board Mandates



Name		Sector	
Mrs. Phédra Clouner	Deputy Director CCB	Public	Succeeds Mr. Miguel De Bruycker
Mrs. Nathalie Ragheno	Premier Conseiller VBO-FEB	Private	Succeeds Mrs. Anneleen Dammekens



Draft decision:

The General Assembly approves the appointment of the proposed candidates for a three-year Board mandate.

11. Agenda item 11: Changes in membership





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COALITION.be

「Thank you」