



CYBER SECURITY  
**COALITION**.be

# General Assembly

30 March 2023

KBR – Royal Library of Belgium  
Brussels





page  
02

# Welcome

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# Agenda

Time	Agenda item
9:30 – 9:35	Welcome
9:35 - 9:40	1. Approval of the meeting minutes of the General Assembly dated 21 April 2022
9:40 – 9:50	2. Presentation of the Management Report 2022
	3. Report of the accounts controller
	4. Approval of the Financial Statement 2022
9:50 - 10:00	5. Approval of the budget 2023
10:00 - 10:10	6. Discharge to the directors
	7. Discharge to the accounts' controller
10:10 – 10:20	8. Appointment of a new Board member
10:20 - 10:30	9. 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  
21 April 2022**



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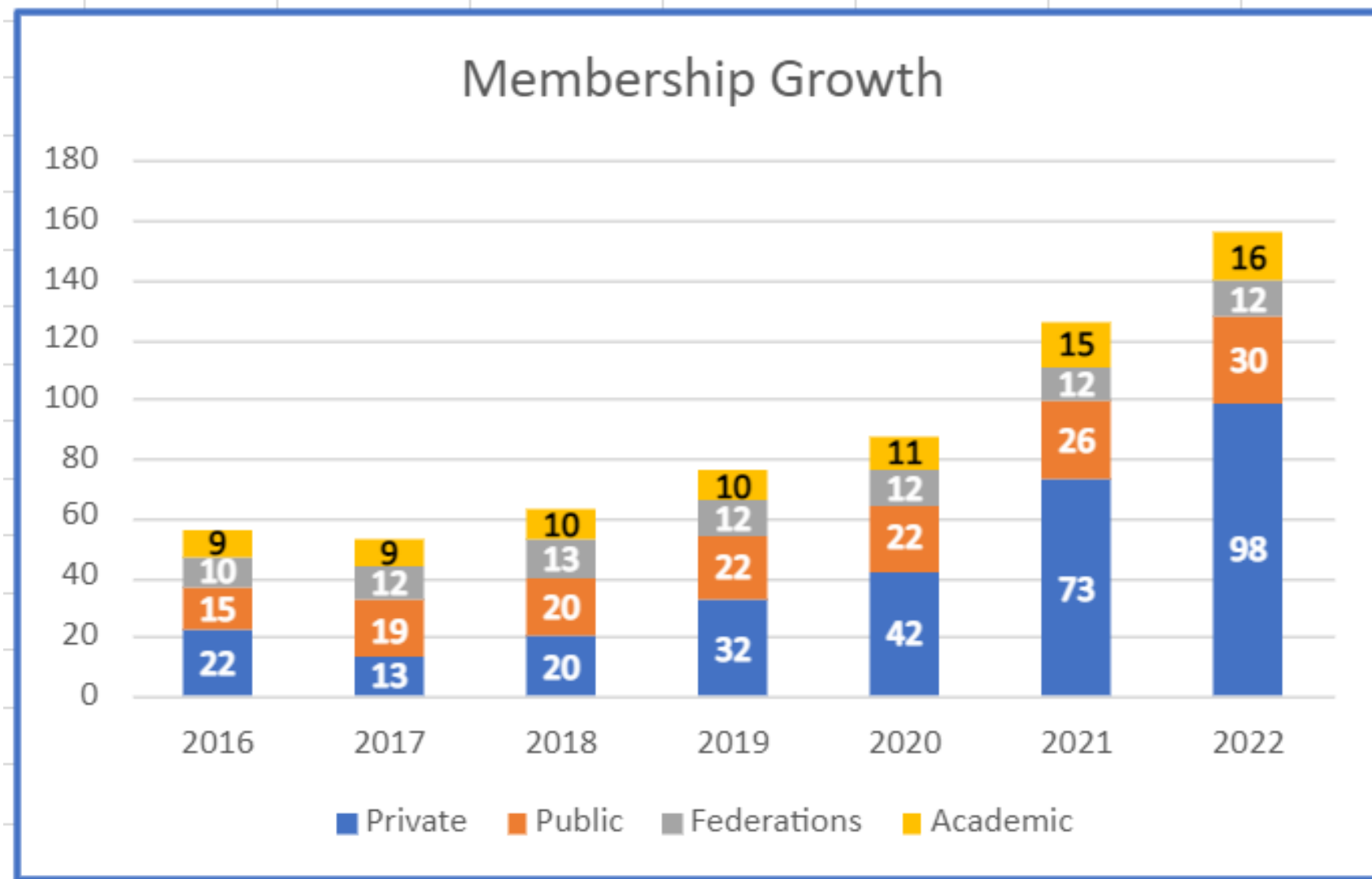
**Agenda item 2:**

**Management  
Report 2022**



# Management Report 2022

## Membership growth



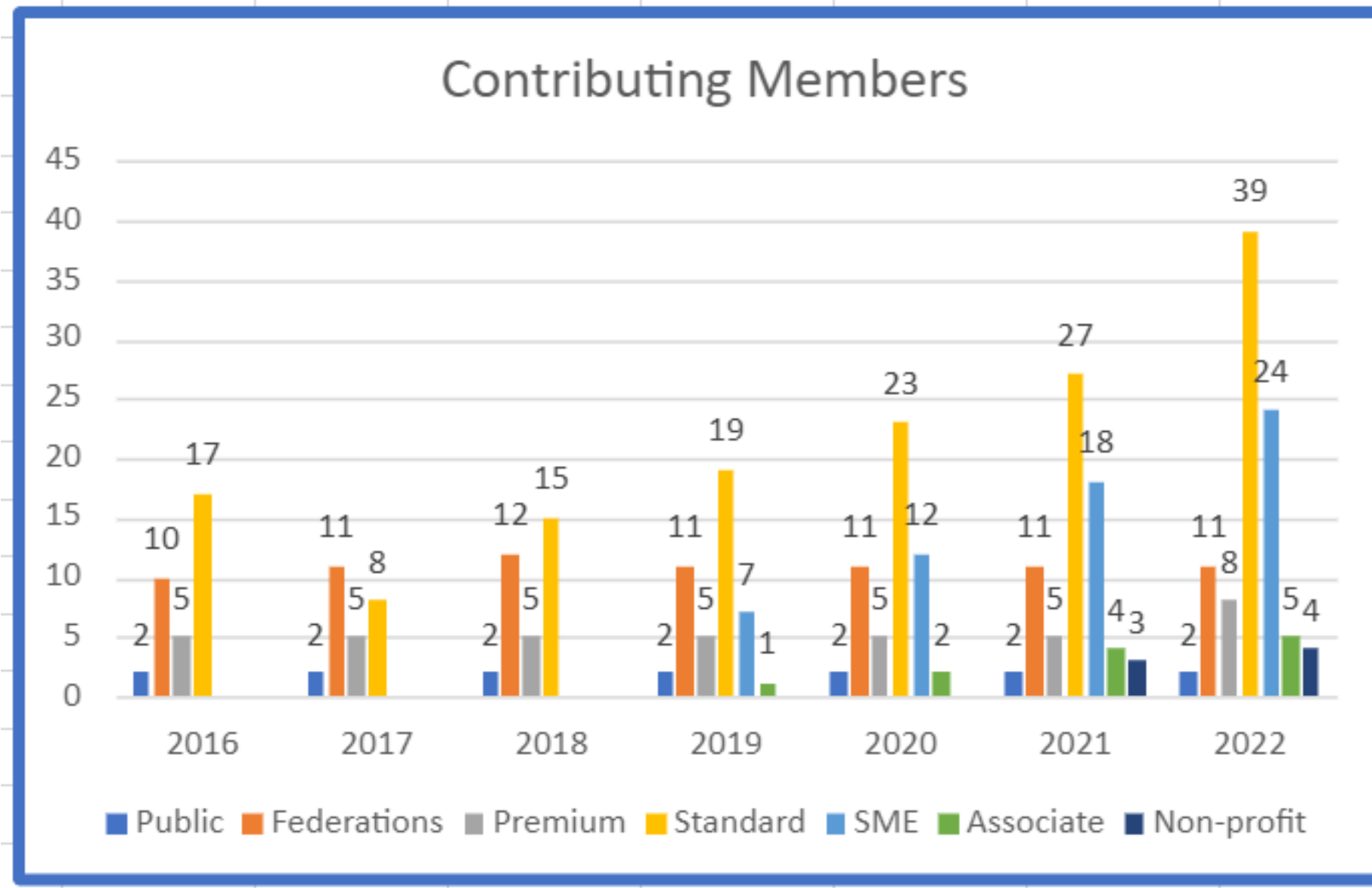


# Management Report 2022

## Membership growth



156 members  
93 contributing members



Situation 31 December 2022.

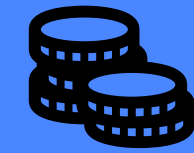
### Highlights:

- 156 members
- 93 contributing members (89 legal entities; 5 associate members)
- Very strong growth last year, especially in the private sector.
- 1 new **Premium** member: **Mastercard**
- Important growth in the SME segment
- 8 healthcare institutions joined, making total of 17 health care members
- 9 membership terminations: *federations* Embuild, UWE; *standard members*: Lineas; Siemens; *SMEs*: Eurofins Digital Testing Belgium, & *associate members* Alexandre Thomaere & Marc Decaffmeyer (retired). Terminated in 2022: Allianz Belux (standard), Dilaco (SME)

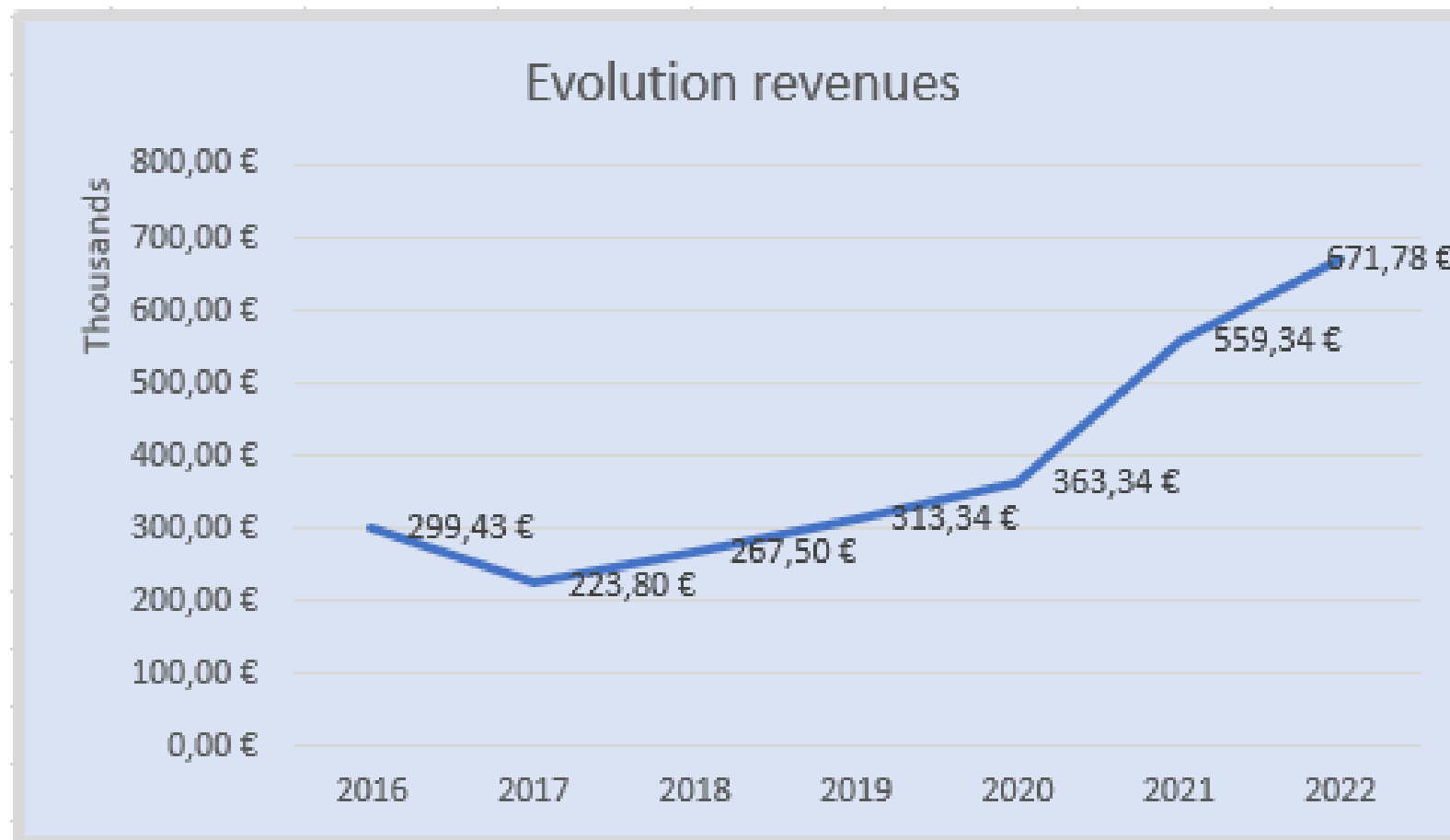


# Management Report 2022

## Revenues



Almost €672k funding  
11% public -89% private



### Highlights:

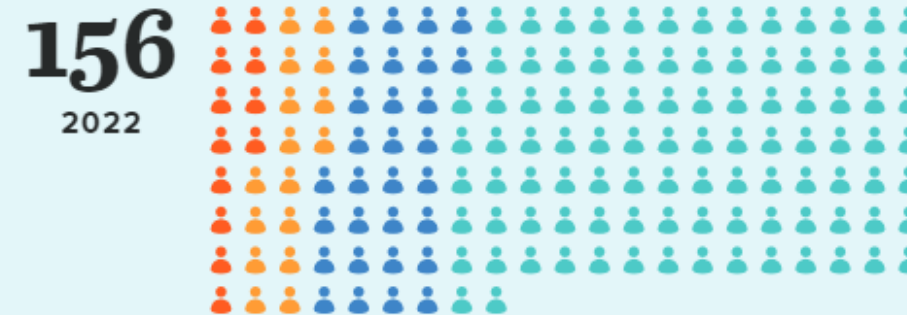
- Continuous growth in private funding.
- Growth especially in segment of **privately-owned large companies & SMEs**.
- Circa 11% of funding derived from **public** sources thanks to federal subsidy of €71k.

	2016	2017	2018	2019	2020	2021	2022
Private	299.432,00 €	223.796,00 €	267.500,00 €	301.200,00 €	351.200,00 €	477.200,00 €	600.783,00 €
Public	0,00 €	0,00 €	0,00 €	12.143,00 €	12.143,00 €	82.143,00 €	71.000,00 €
<b>Total</b>	<b>299.432,00 €</b>	<b>223.796,00 €</b>	<b>267.500,00 €</b>	<b>313.343,00 €</b>	<b>363.343,00 €</b>	<b>559.343,00 €</b>	<b>671.783,00 €</b>

# Infographics

# 31-12-2022

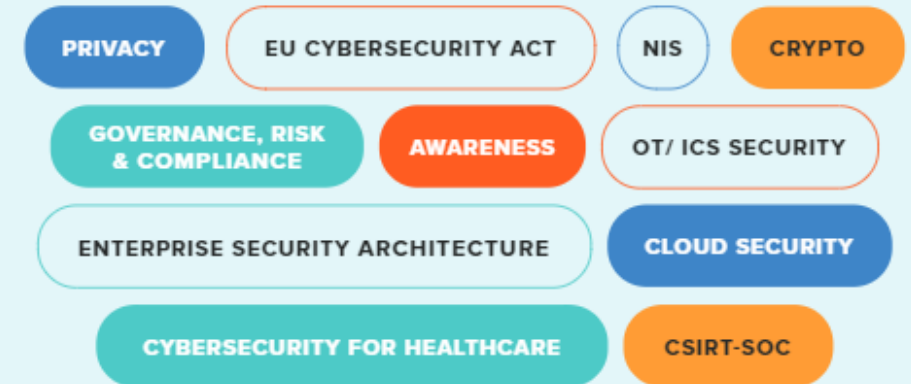
## MEMBERS



98 PRIVATE | 30 PUBLIC  
12 FEDERATIONS | 16 ACADEMIC

## FOCUS GROUPS

11 FOCUS GROUPS - 2022

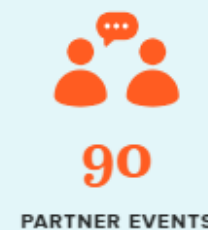


33 PLENARY MEETINGS  
1120 PARTICIPATIONS IN PLENARY MEETINGS

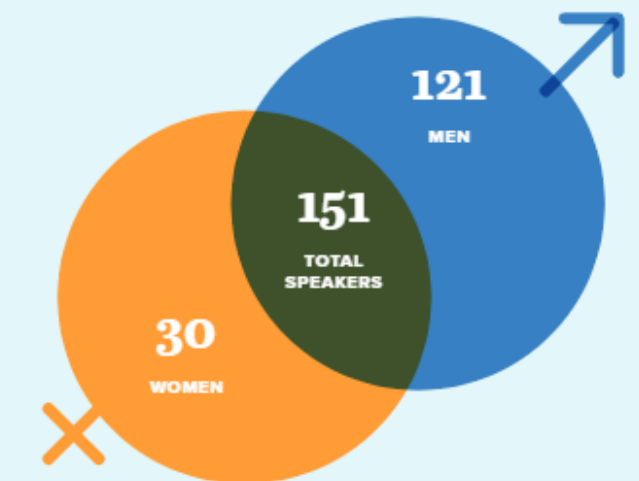
## EVENTS

759

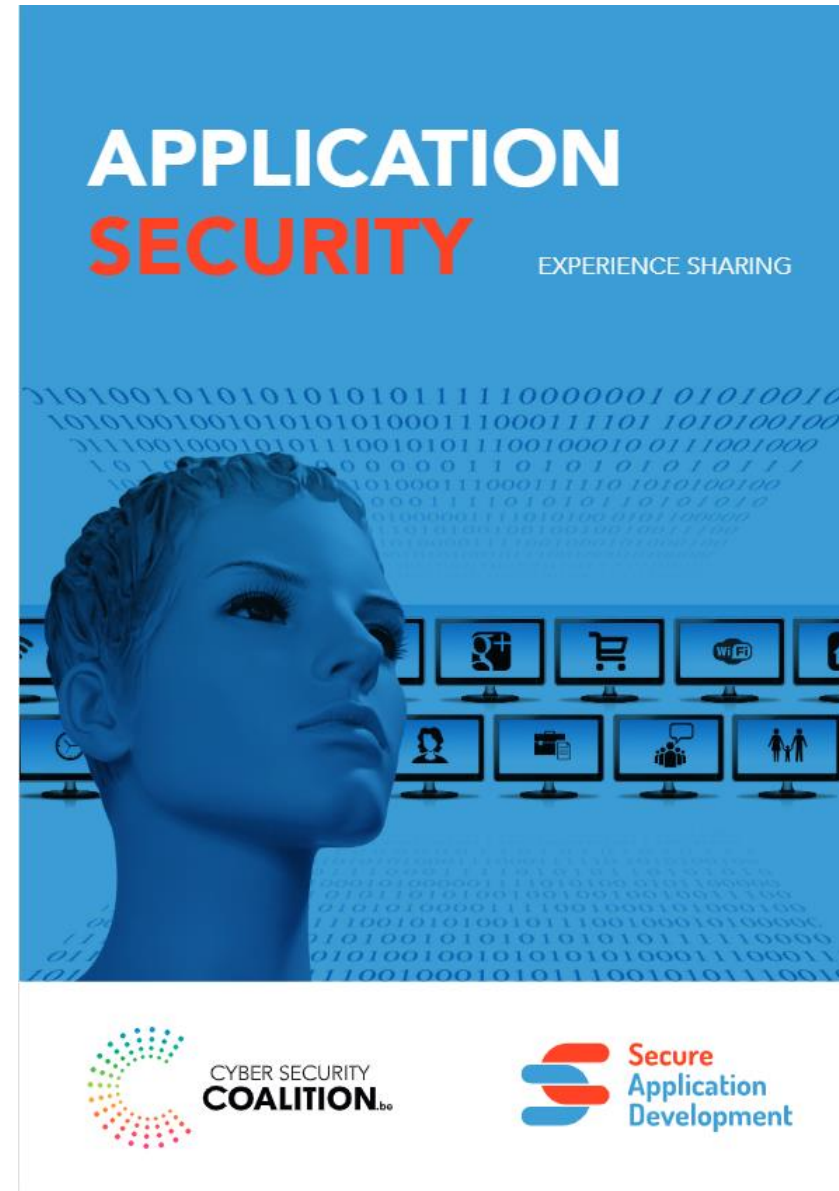
TOTAL PARTICIPATIONS IN EXPERIENCE SHARING EVENTS 2022



## GENDER DIVERSITY







# Management Report 2022

## Strategic pillar – Experience Sharing Events





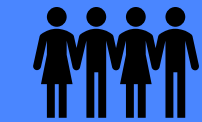
# Experience Sharing Events

## Application Security, GRC: Be Connected!, BE-CYBER



# Management Report 2022

## Strategic pillar – Experience Sharing Events



91 certified alumni  
12 trainers  
Four editions completed

Six modules:



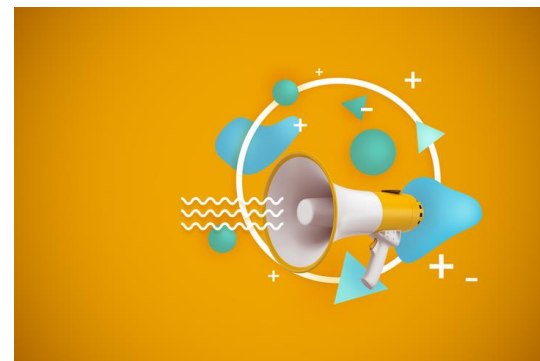
Threat landscape



Culture



Risk Management



Communication skills



Behavioural change



Roadmap

#Trainees	2019	2020	2021	2022
Academic	0	1	1	0
Private	19	16	19	9
Public	4	9	7	6
<b>Total</b>	<b>23</b>	<b>26</b>	<b>27</b>	<b>15</b>

### Trainers in 2022:

- Alexandre Pluvinage (ING Belgium)
- Kristien Bergans (BNP Paribas Fortis)
- Laurie-Anne Bourdain (Isabel Group)
- Vincent Defrenne (NVISO)
- Mercedes Diaz (NVISO)
- Christine Van Dessel (KBC Group)
- Ann Mennens (European Commission)
- Emmanuel Nicaise (Approach Belgium)





# Awareness Training







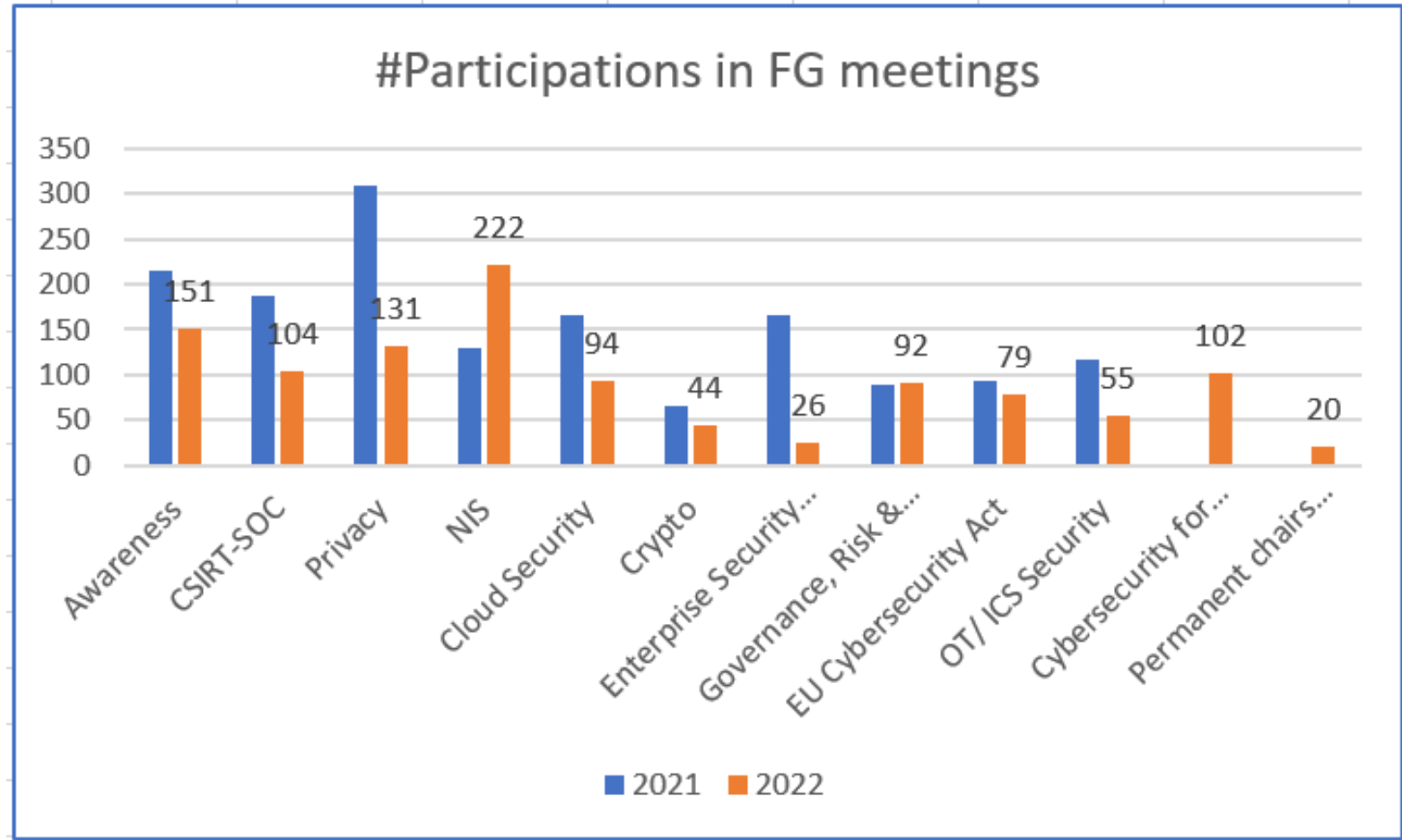
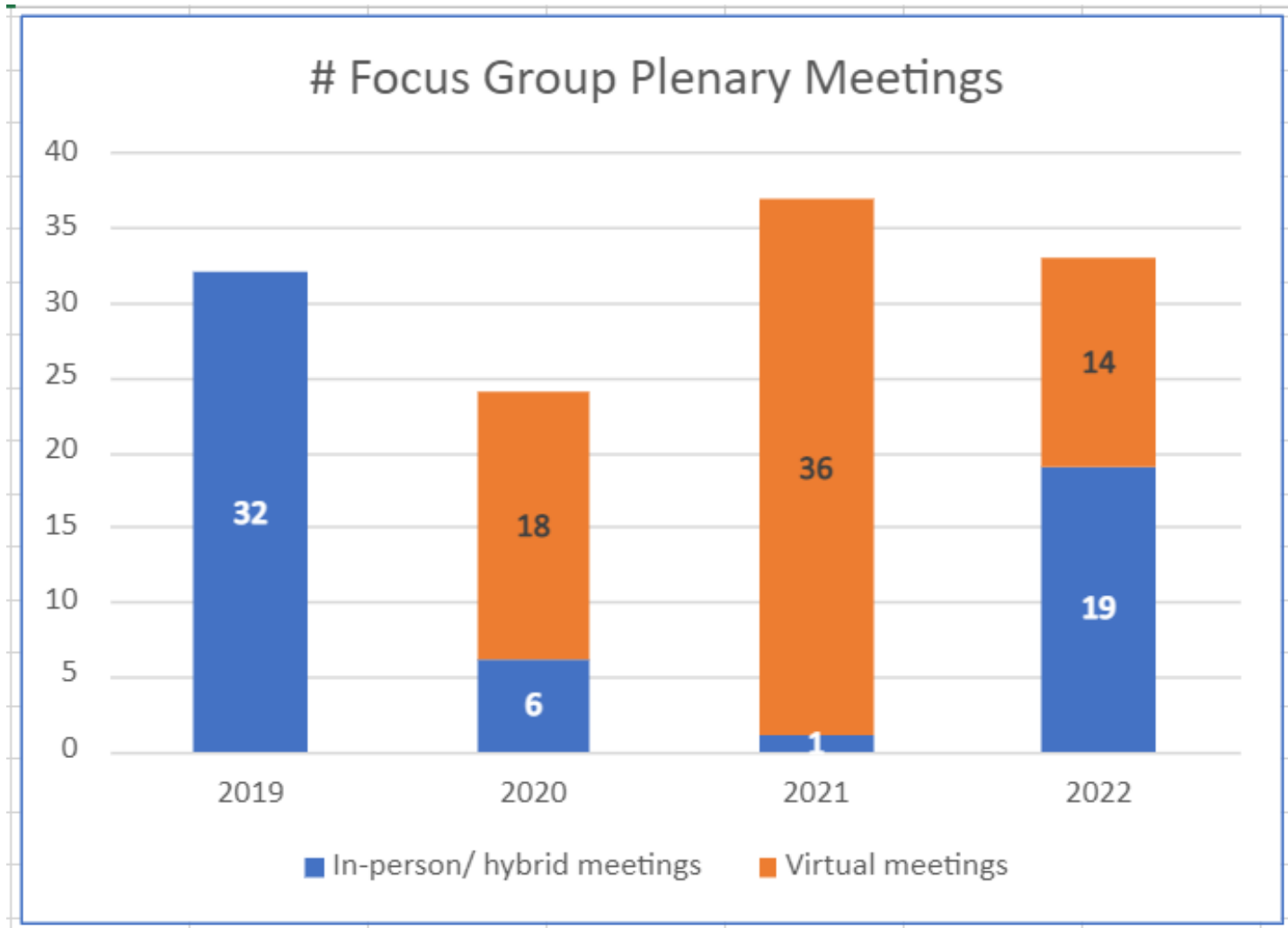
# Management Report 2022

## FIC Forum – Cybersec Europe – SANS Institute



# Management Report 2022

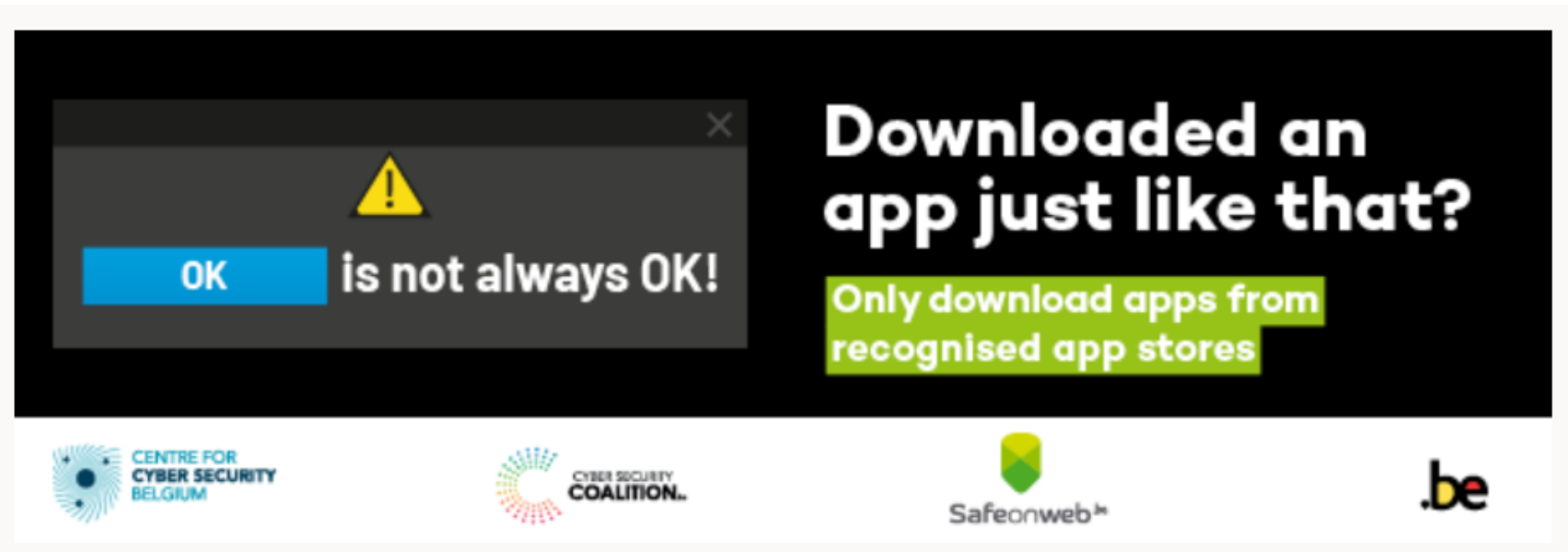
## Strategic pillar – Operational Collaboration





# Management Report 2022

## Strategic pillar – Awareness Raising



The Coalition financed the Dutch subtitles of the campaign videos **Inspecteur Sam Leroy** of the **Unité 42**.



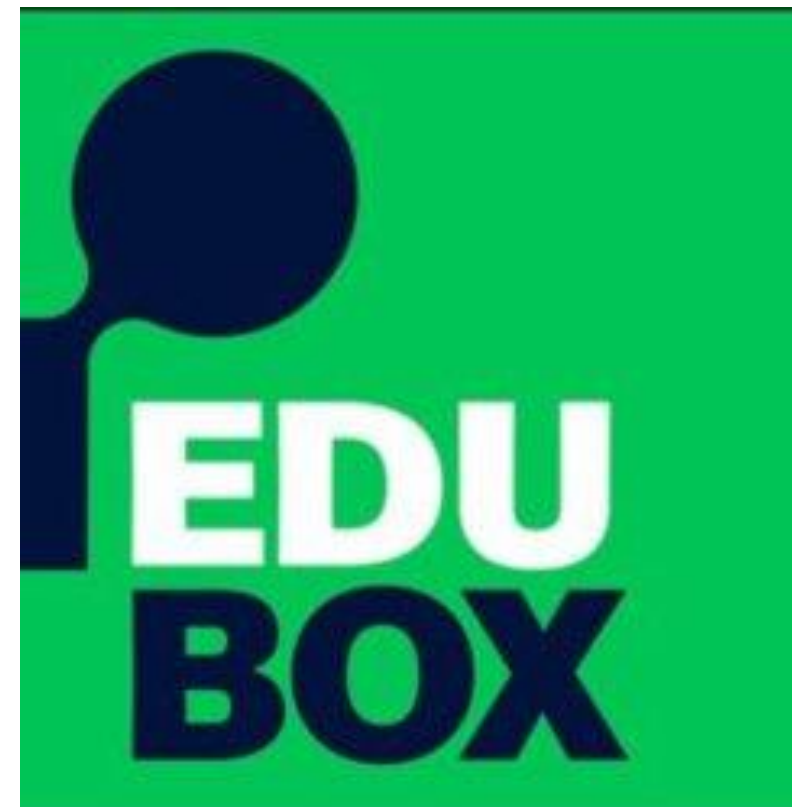
# Management Report 2022

## Education

Main sponsor, also in 2022



CTF



The Coalition signed the Digital Inclusion Charter in June and is a partner of DigiSkillsBelgium.be.





# Management Report 2022 Sponsored Events – Kick-off meeting

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# W4C Belgium Chapter Event with Chris Kubecka

Sponsored by SAI.BE and the Coalition



# Management Report 2022 Operations

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**3.6 FTEs as from July 1<sup>st</sup>, 2022:**

**Pascal Champagne**

**Christian Mathijs**

**Guy Hofmans**

**Cathy Suykens**





# Management Report 2022

## Operations

### *Recruitment:*

- **Expansion of the Operations team:** recruitment of Pascal Champagne (start February 1<sup>st</sup>) & of Guy Hofmans (start July 1<sup>st</sup>) in replacement of temporary worker Hilde Lion. All contractors have been hired through Experience@Work.

### *Board of Directors:*

- Development of **Code of Good Governance/ Code of Conduct/ Self-assessment template** for Board members.

### *Experience Sharing Events:*

- Organization of **3 Experience Sharing Days**.
- Organization of Coalition booth at **Cybersec Europe 2022** in Brussels (2 days)
- Coordination of Belgian booth at **FIC Forum** in Lille (3 days)
- Booth at **Security Forum** in Nivelles (1 day).

### *Operational collaboration:*

- Logistic & content support to **permanent chairs of the 11 focus groups**.
- Organization of social event for permanent chairs.

### *Projects:*

- Participation in taskforce for the **Cyber Security Personality of the Year Award** project & organization of award ceremony (VBO-FEB).
- Logistic support to the 4<sup>th</sup> edition of the **Certified Cyber Security Awareness & Culture Manager training** (registration process + organization of the sessions/ examination + organization of celebration event for alumni)



# Management Report 2022

## Communication

- Support of **national awareness campaigns** & awareness campaigns of members/ partners (e.g., Febelfin, DNS Belgium, DigitAll)
- Development of digital **annual Cyber Security Coalition Gazette 2022**.
- Development of **Podcasts** for International Women's Day, DigitAll, Belgian Defence (Major General Michel Van Strythem).
- Release of 9 **Cyber Pulse** newsletters.
- Feeding of newly designed **Coalition blog** with blogposts, white papers, podcasts & webcasts/ videos
- As from September resuming the '**Member in the picture**' section on Coalition website cured by The Content Company.
- **Mail campaigns** for a.o. BE-CYBER Experience Sharing Day, Certified Awareness training & Cyber Security Personality of the Year Award competition.
- **Social media** content development (LinkedIn, Twitter).
- Development of a **photo gallery** on website and **members testimonial** videos.
- New roll-ups, lanyards, gadgets with Coalition logo.



the content  
company

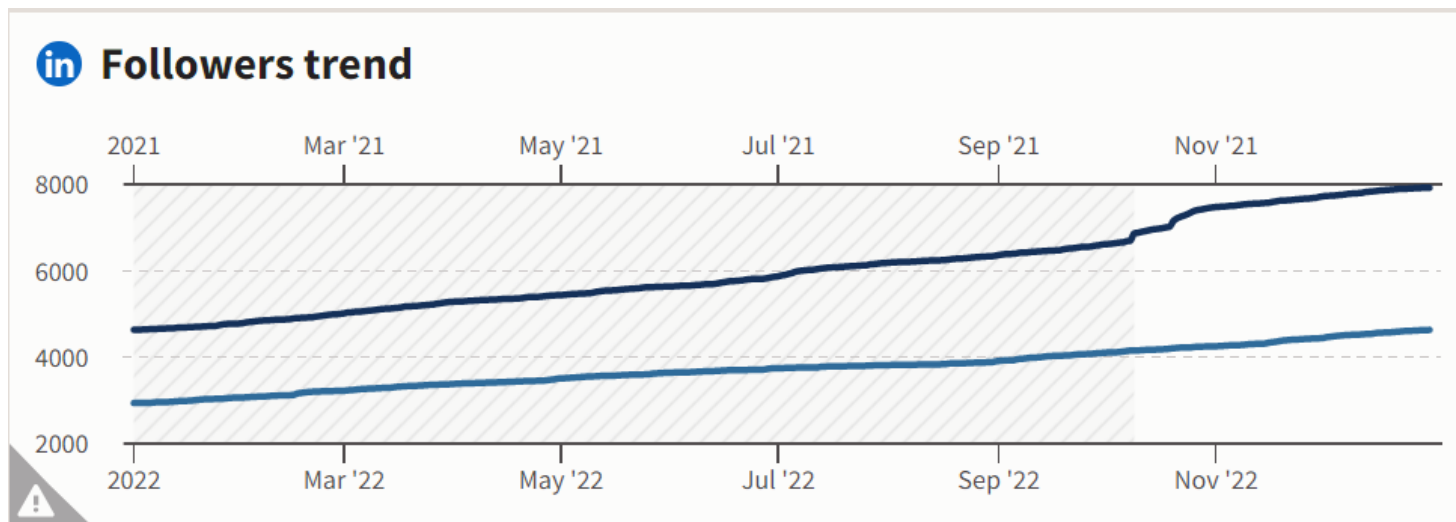


 wearethewords



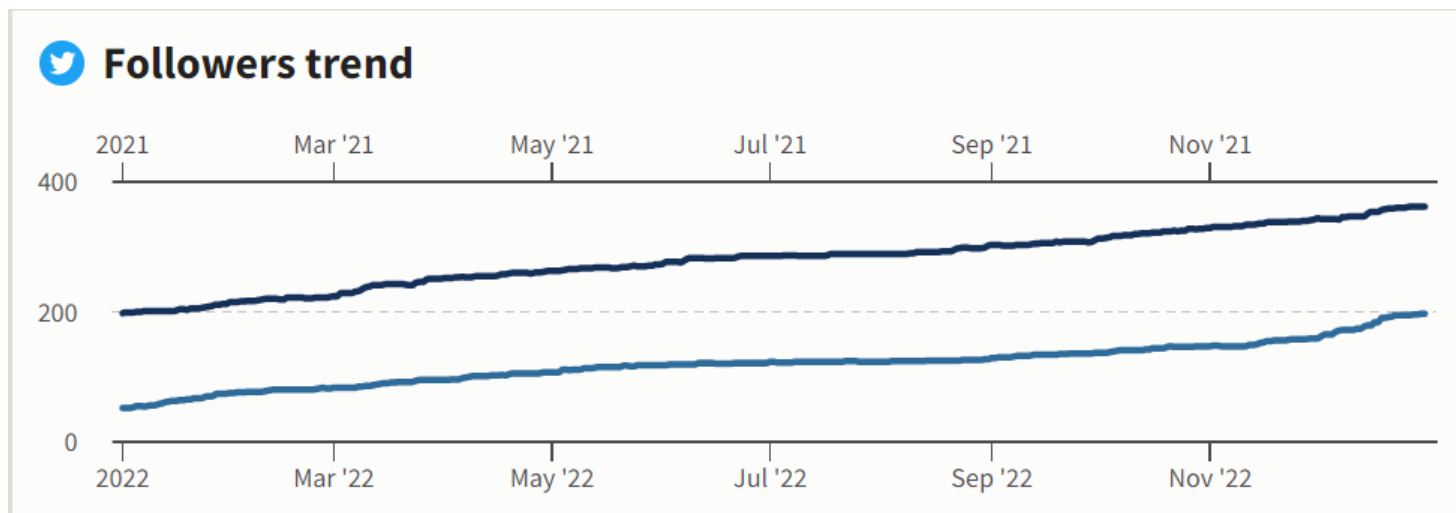
# Management Report 2022

## Communication



- **Twitter** followers increased from 197 (end-2021) to 362 followers (end-2022)
- **LinkedIn** followers increased from 4,631 (end-2021) to 7,918 (end-2022)

**> 50% growth in followers in 2022**





# Experience Sharing Events

## Timeline 2023



**AI4Belgium**

Artificial Intelligence by and for people

28/03/ **2023**

AI & Cybersecurity

Hybrid event

Partner: **AI4Belgium**

Target audience:  
CSC members & external people



30/03/ **2023**

GRC: Be Connected!

In-person event

Partners **ISACA Belgium, SBS**

Target audience:  
CSC members & partners' members

**General Assembly 2023**



15/06/ **2023**

Application  
Security event

In-person event

Partner: **SecAppDev**

Target audience:  
CSC members & partner's members



# Experience Sharing Events Timeline 2023

26/01/2025  
10th  
anniversary

14/09/ **2023**

Goodbye summer  
party

**Social in-person** event

Target audience: Coalition members

Content part limited followed by  
barbecue or garden party



26/10/ **2023**

BE-CYBER  
Signature Event

**In-person** event

Partners: Event Manager?

Target audience: members  
+ external people

6/12/ **2023**

Awards  
Ceremony

**In-person** event

Partners: TMAB

Target audience: members  
+ external people

**Cyber Personality of the Year Award  
+ new awards**



# Strategic pillar – Operational Collaboration Outlook 2023 – Sponsored Events





# In-person Experience Sharing Convention Outlook 2023



Christian Mathijs  
member of the  
Programme  
Committee  
**Cybersec Europe**





# Optimization of focus groups

## EU regulations & Standardizations Focus Group



### Broadening the scope

Merger between NIS & CSA focus groups; to expand the focus to other regulations impacting the security posture



### CCB

Regulations often require a transposition in national legislation. It is essential that Coalition members get feedback from the public sector, particular the CCB, on realistic implementation and timeframe. CCB is now the Belgian certification authority



### Permanent chair

Agoria, CCB, LSEC, Wavestone Belgium.



**Permanent Chair:**

- Toreon
- FPS BOSA
- KU Leuven

**Strategic pillar – Operational  
Collaboration  
Outlook 2023 – New  
Application Security Focus  
Group**





**Operations  
Outlook 2023  
Project  
Portfolio  
Budget**

**2**

**0**

**2**

**3**

**GOAL**

**PLAN**

**ACTION**



# Financial Statement 2022





The background features the words 'CONTROL' and 'ACCOUNTS' in large, 3D block letters. 'CONTROL' is in a light tan color and 'ACCOUNTS' is in a teal color. They are positioned over a stack of gold coins. The overall image has a dark, semi-transparent overlay.

**Agenda item 3:  
Report of the Accounts Controller**



BMO

Le 16 février 2023

Monsieur le Président,

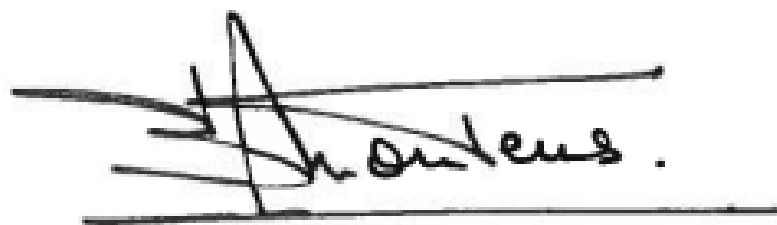
**Audit des comptes 2022 de la Cyber Security Coalition**

Je vous confirme avoir examiné les comptes de la Cyber Security Coalition sur base des documents qui m'ont été transmis et des téléconférences tenues les 2 et 16 février derniers.

Après examen attentif des documents relatifs aux comptes 2022, j'ai à cette occasion, reçu tous les compléments d'information et éléments de preuve souhaités.

Je vous confirme que sur base de ceux-ci, les comptes tels que présentés à l'Assemblée Générale sont selon moi, exactes et conformes aux décisions et engagements pris par les organes dirigeants.

Je vous prie d'agréer, Monsieur le Président, l'expression de mes sentiments distingués.



Benoît Montens  
Conseiller



# Report of Accounts Controller



# Agenda item 4: Financial Statement 2022

## Assets

Balance Sheet	2021	2022
<b>Current assets</b>	<b>€801,747</b>	<b>€874,070</b>
Amounts receivable < 1 year (1)	€149,870	€160,647
Investments (2)	€645,377	€712,768
Accruals (3)	€6,500	€656
<b>Total Assets</b>	<b>€801,747</b>	<b>€874,070</b>

(1) VAT to be recovered (€65,446.62); Federal subsidy (€71k, credited on our account in February); and outstanding invoices for membership fees 2022: 2dehands/2èmemain (€6,050), FEVIA (€3,025), Excellium Services' (€3,035) and Huawei's (€12,100): all invoices have been paid in the meantime.

(2) Cash amount on the Coalition's account in the books of BNP Paribas Fortis on 31 December 2022.

(3) Accruals = the Allianz invoice for the cyber plan insurance was paid in 2022 but refers to services rendered in 2023.

# Agenda item 4: Financial Statement 2022

## Liabilities

Balance sheet	2021	2022
Equity (Reserves)	€634,568	€743,338
Amounts payable (4)	€167,179	€130,732
<b>Total liabilities</b>	<b>€801,747</b>	<b>€874,070</b>

Amounts payable (4) – Invoices not received on 31 December 2022			
Provider	Description	Amount	Current status
Proximus	Contractor's costs 4Q	€35,848	Invoice paid.
KBC Group	Contractors' costs DEC	€12,287	Invoice paid
KPMG	Accrual direct tax compliance/ Income Year 2022	€700	Invoice expected end-2023
The Oval Office	National campaign contribution	€16,432	Invoice paid.
Sodexo	Accrual Catering event 13/9 at BNPPF	€2,920	Invoice not yet received
<b>Total</b>		<b>€68,187</b>	



# Agenda item 4: Financial Statement 2022

## Liabilities

Amounts payable (4) – Invoices outstanding on 31 December 2022			
<i>Provider</i>	<i>Description</i>	<i>Amount</i>	<i>Current status</i>
BluePoint-Agoria	Catering/ room rental 3 events in November/ December	€7,128	Invoices paid.
Sodexo and others	Catering	€718	Invoices paid.
VRT	EDUBox cybersecurity	€18,150	Invoice paid.
Proximus/ KPMG	Direct tax compliance/ Income Year 2021	€831	Invoice paid.
Wortell/ MailJet	Licences, support desk, Azure consumption	€1,849	Invoices paid.
Liquid	Hosting fee for cybersecurity scan	€160	Invoice paid.
The Content Company	Marketing costs BE-CYBER event	€7,042	Invoice paid.
<b>Total</b>		<b>€35,878</b>	

Amounts payable (4) – Revenue received in 2022 and transferred to 2023			
<i>Member</i>	<i>Description</i>	<i>Amount</i>	<i>Current status</i>
Sodexo	Standard membership fee 2022 (deviating fiscal year OCT22-SEP23)	€6,667	Invoice paid
SWIFT	Premium membership fee 2023	€20,000	Invoice paid.
<b>Total</b>		<b>€26,667</b>	

# Agenda item 4: Financial Statement 2022

## Expenditures

**Operational expenses (€313k) were in line with the budgeted expenses:**

- €293k contractors' costs
- €14k office rental & parking
- Circa €6k for insurance, consultancy, stationary, publications, etc.

**IT expenditures (€36k) exceeded the budget by circa 14%:**

- The major part of the cost (€20k) relates to the purchase of licenses, the webhosting & bug bounting programme with Intigrity.
- We spent much more on the IT support budget as there were 3 PC configurations and a problem with the remote desktop connection for accessing the website, which took some time to resolve in a structural way.
- A virtual desktop connection will be implemented in replacement of the remote desktop connection.



# Agenda item 4: Financial Statement 2022

## Expenditures

Membership engagement costs also exceeded the approved budget by 14%:

*Experience Sharing Events (€77k):*

- GRC: Be Connected! Experience Sharing Day: €12,137 (cost sharing with ISACA Belgium).
- Web Application Security Experience Sharing Day: €5,666.
- Cyber Security Personality of the Year award project: marketing + award ceremony: €25,721.
- BE-CYBER Experience Sharing Day: €28,449.
- *Sponsored event: Women4Cyber Belgium Chapter: €5,126.*

*Focus Group meetings (€31k):* venue rental & catering costs; costs have increased substantially due to high inflation rate.

*Marketing (€54k):* redesign blogsite, copywriting services, podcasts & videos; annual Gazette, social media campaigns, lanyards, badges, roll-ups, gadgets, etc.

*Education (€10,752):*

- Sponsoring of the Cyber Security Challenge Belgium & Capture-the-Flag VUB Infogroup.

# Agenda item 4: Financial Statement 2022

## Expenditures

Project costs (€52k) remain far below the approved budget (€93,500) (only 56% used):

*Awareness Focus Group projects (€48k):*

- National awareness campaign: €16,432 (versus €20k budgeted)
- Cyber Security Awareness & Culture Manager training : €14,882.
- Sponsoring of EDUbox Cybersecurity: €15,000.
- Online awareness tool – Module 1: pre-study: €1,780.

*Enterprise Security Architecture Focus Group project:*

- White Paper – copywrite: €1,350.

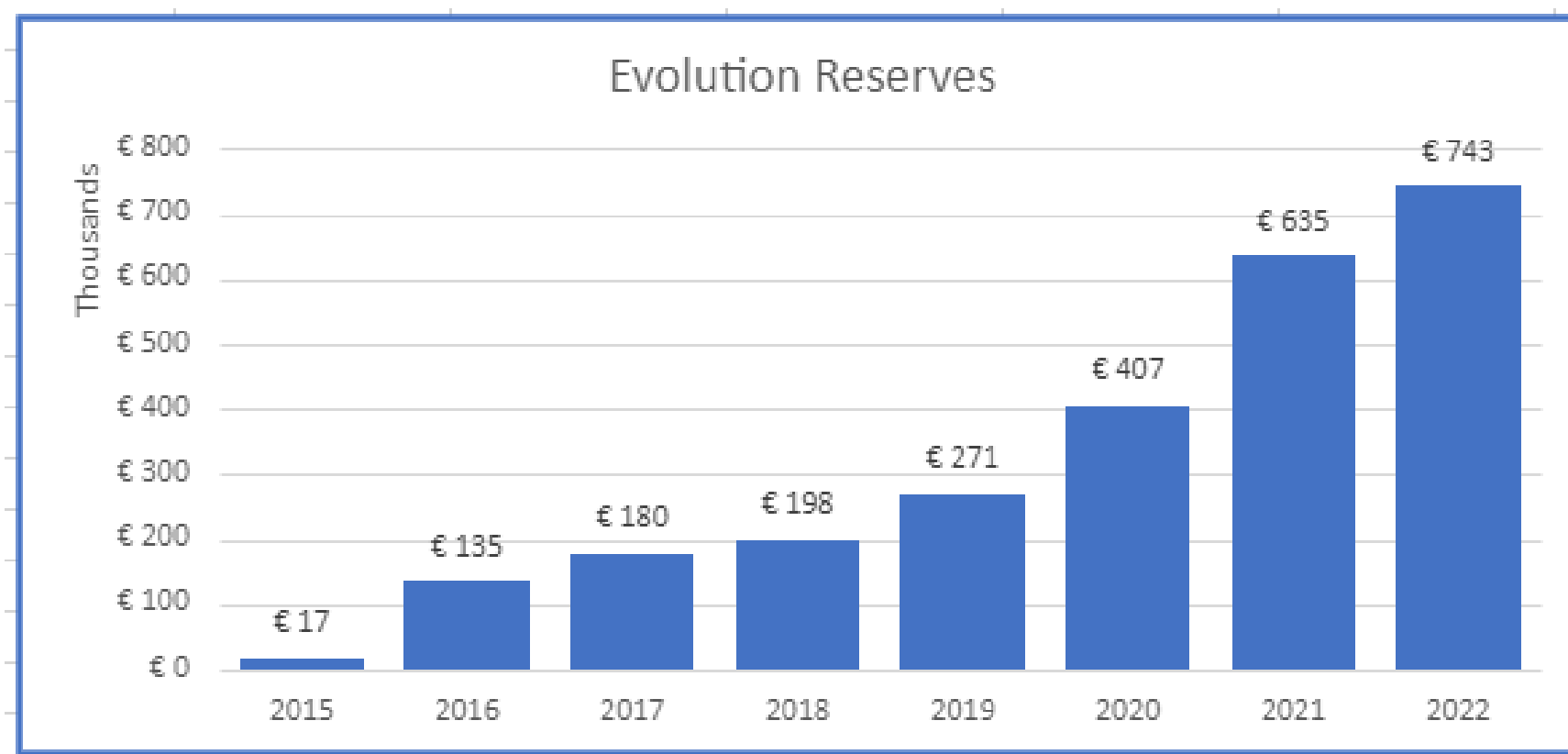
*Internal project:*

- Adjustments to Microsoft Dynamics CRM: €3,159.



# Agenda item 4: Financial Statement 2022

## Reserves



### Operational reserve targets 2022:

- Minimum target (6 months) : €437k
- Maximum target (12 months) : €874k

- If the entire result is allocated to the reserves, they increase to €743k.
- The 2022 budget approved by the General Assembly in April 2022 did not take account of the €71k federal subsidy, which was only granted last December but has been included in the 2022 Financial Statement.
- Expenses made in the course of 2022 are charged to this subsidy.

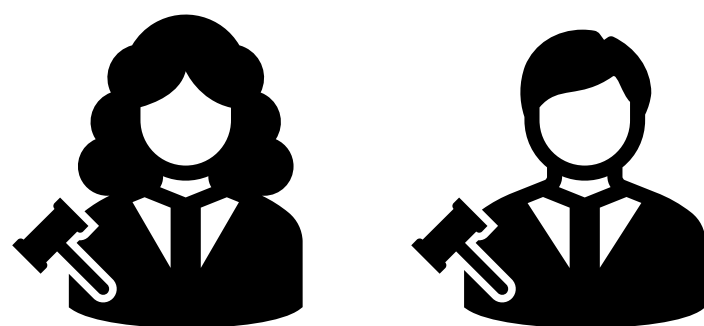
# Agenda item 4: Financial Statement 2022

## Income Statement

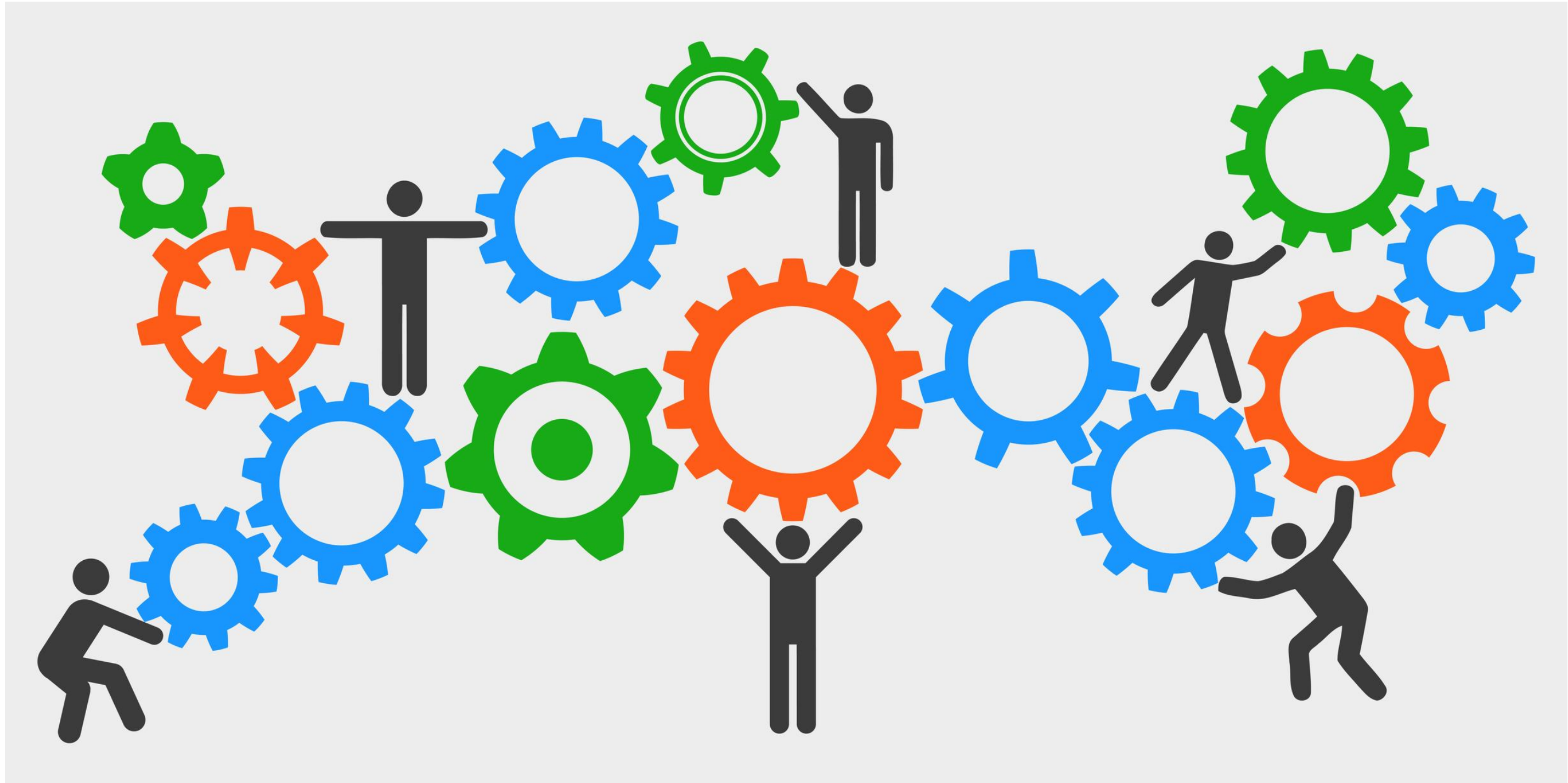
Income Statement	2021	2022
Fee income + grants	€559,343 (incl. €70k subsidy)	€675,551 (incl. €71k subsidy)
Goods & Services	€329,096	€564,679
<b>Operational result</b>	<b>€230,247</b>	<b>€110,872</b>
Financial costs	€2,459	€2,102
<b>Result</b>	<b>€227,788</b>	<b>€108,771</b>

### Draft decision:

The General Assembly approves the 2022 Financial Statement for the year ended 31 December 2022, including the allocation of the surplus of €108,771 to the reserves.







## Agenda item 5: Budget 2023

# Budget 2023 - Revenues

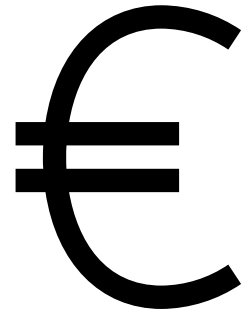
Budget Revenues	Description	Approved Budget 2022	Budget 2023	Repartition	% Change
<b>Membership fees</b>		<b>€598,400</b>	<b>€717,100</b>	<b>95.35%</b>	<b>19.84%</b>
	Premium (8)	€140,000	€160,000		
	Standard (39)	€310,000	€390,000		
	Federations (9)	€27,500	€22,500		
	SMEs (26)	€62,500	€77,500		
	Non-profit (5)	€3,600	€11,100		
	Associate (5)	€4,800	€6,000		
	New acquisitions	€50,000	€50,000		
<b>Project Subsidies</b>		<b>€0</b>	<b>€0</b>	<b>0%</b>	
<b>Public funding</b>		<b>€0</b>	<b>€35,000</b>	<b>4.65%</b>	
<b>Total</b>		<b>€598,400</b>	<b>€752,100</b>	<b>100.00%</b>	<b>25.68%</b>

(\*) At the moment of budget approval in 2022, the tender for federal subsidy was not yet launched.

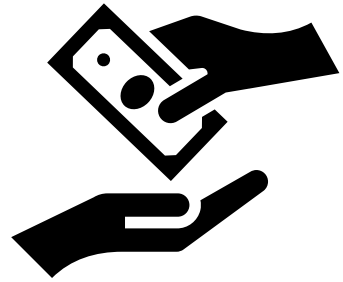




# Budget 2023 - Revenues



- No change in pricing strategy.
- **No change in membership fee** amount notwithstanding high inflation.
- The revenue budget takes account of the current number of contributing members and an acquisition budget of €50k to be realized by the business development managers.



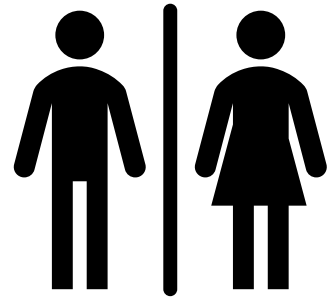
- It is likely that the **federal** government (Centre for Cyber Security Belgium) launches a new tender for a **subsidy** later this year.
- In the budget we take account of an amount of €35k as possible subsidy.

# Budget 2023 - Expenses

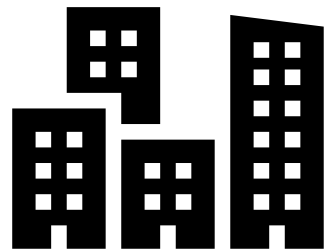
Budget Expenses	Description	Approved Budget 2022	Budget 2023	Repartition	% Change
Operational Expenses	Contractors, accountancy services, insurance, stationary, official publications, office rental	€317,035	€338,226	45.08%	6.68%
ICT Infrastructure	Webhosting, M0365 licenses, IT support	€31,566	€34,253	4.57%	8.51%
Membership Engagement	Events, Focus Groups, branding & website content management, educational initiatives	€151,474	€237,595	31.67%	56.86%
Projects	National campaign, Certified awareness training & various projects	€93,750	€137,823	18.37%	47.01%
Other costs	Membership other associations	€3,200	€2,310	0.31%	-27.82%
<b>Total</b>		<b>€597,024</b>	<b>€750,207</b>	<b>100.00%</b>	<b>25.66%</b>



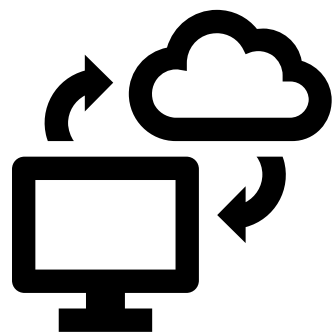
# Budget 2023 - Expenses



- No change in **FTEs** (3.6) in 2023, but FTE now count for the full year.
- Contractors at subsidized rate through Experience@Work (55+).
- 8.5% increase of contractors' expenses in 2023 but contractors' cost (€317k) remains below 60% of membership fee revenues (= target ratio) (44.22%).
- **Accounting & VAT & income tax declarations** performed by Proximus (€7,318)
- **Insurance premia** (D&O liability, professional liability & Cyber Plan) (€1,682)

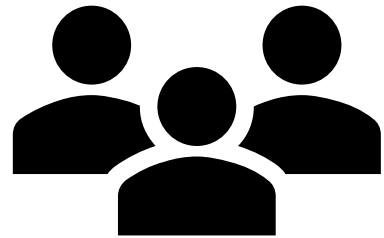


- CSC Operations has an **office in the BluePoint TechLounge** in Schaarbeek.
- Office space remains unchanged as teleworking is a well-established practice in the Operations team.
- But the rent & **parking** costs charged by BluePoint have increased by 10 per cent (€15k). There is also increased use of the parking by the contractors (more time spent in the office).

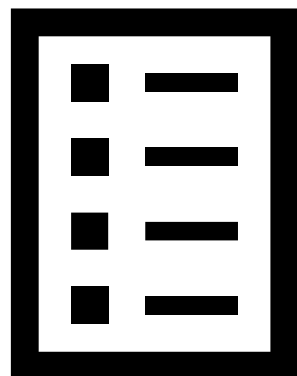


- Cost for **web hosting** with Combell, domain names registered, bug bounty programme with Intigriti, Security Scan hosting (Liquid) & Matomo Analytics (€7,238).
- Licenses for **social media management**: Hootsuite planner, MailJet (for Cyber Pulse newsletter), Kahoot e-learning, InviteDesk event tool. (€3,684)
- **M365 license costs** for contractors and members accessing the Coalition M365 tenant (€10,845).
- Leasing & purchase computers contractors & additional **hardware** components (€6,085).
- **Desktop support desk** for contractors (€6,400).

# Budget 2023 - Expenses



- Budget of €90k for **4 experience sharing events**. We take account of the increased rental & catering costs due to inflation.
- **Cyber Security Personality of the Year Award** ceremony. Partnership with TMAB to further professionalize the project. New awards will be introduced.
- We foresee a €67k budget for supporting the **focus groups** (catering, room rental).
- The big increase in the budgets reflect the increased activities and increased participation.
- We work with WeAreTheWords communication agency for marketing our events (€22k) and use the copywrite services of The Content Company to feed our website and social media with relevant content (€29k).
- The Coalition is partner of Cybersec Europe 2023. A small budget is foreseen for this participation (€1,700).



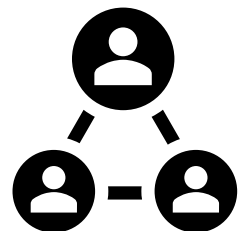
- Estimated 36% decrease in educational expenses: **visibility sponsorship for CSCB 2023** (no longer main sponsorship) + sponsoring **CTF** organized by **VUB Infogroup**. (€7,700)
- Event sponsoring: a budget of €20k for sponsoring the **Safer Internet Day** and **International Women's Day** organized by Women4Cyber Belgium.



# Budget 2023 - Expenses



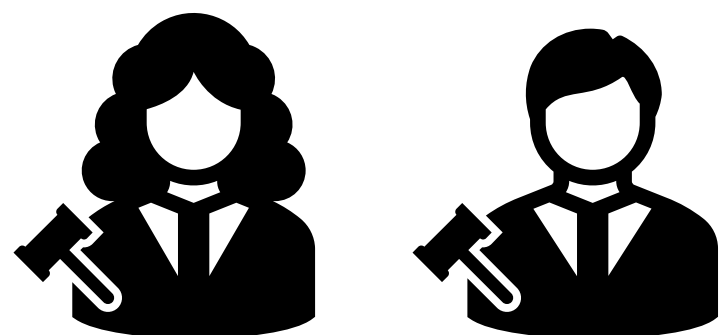
- Contribution to the **national awareness campaign** (€20k).
- Approved budget for development of first **Awareness training module** to reinforce Safe-on-Web (€25k). Development of subsequent modules will depend on evaluation of the impact of the first module.
- Small budget for change request for our **CRM Microsoft Dynamics** (€2,823).
- **Project portfolio budget** of €30k for **internal projects** to optimize the association's operations & communication.
- **Project portfolio budget** of €60k for **projects generated by members/ focus groups**.
- A business case must be submitted to the Board for approval.
- Membership of other association (ECSO, VSDC)



The increase of expenditures is in line with the increase of revenues (+26%). Budget items that increased most are membership engagement (+57%) and projects (+47%). Circa 50 per cent of the expenditure budget is allocated to member engagement activities & projects.

# Budget 2023 – Income Statement

Income Statement	Approved budget 2022	Budget 2023
Revenues	€598,400	€752,100
Expenses	€597,024	€750,207
<b>Operational Result</b>	<b>€1,376</b>	<b>€1,893</b>
Financial Cost	€1,300	€1,800
<b>Result</b>	<b>€76</b>	<b>€93</b>



## Draft decision:

The General Assembly approves the 2023 budget with a break-even result (€93).



# Agenda item 6: Discharge of the Board of Directors



## Draft decision:

The General Assembly discharges the directors of the Board for the financial year 2022.

- Mr. Jan De Blauwe (NVISO), Chair
- Prof. Georges Ataya (Solvay Brussels School of Economics & Management), Vice-chair
- Mrs. Phédra Clouner (Centre for Cyber Security Belgium), Vice-chair
- Mrs. Nathalie Ragheno (VBO-FEB)
- 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. Benoît Montens** in his capacity as accounts controller for the financial year 2022.





**Agenda item 8**  
**Appointment of new**  
**Board member**

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# Agenda item 8: Appointment of new Board Member

## Bio Saskia Van Uffelen

**Saskia Van Uffelen** has been working in the sector of information and communication technology (ICT) for over 25 years. She has held national and international sales and marketing functions in leading companies such as Xerox, Compaq, HP, Arinso, Bull, Ericsson and the French ICT group Inetum.

Since 2012, the federal government appointed Saskia Van Uffelen as '**Digital Skills Leader**' for **Belgium** representing the European Commission.

Saskia leads the **National Coalition for Digital Skills & Jobs for Belgium**. In this role she focus to skill/re-skill all talents to maximize the activation of everybody in the changing employment market going forward (**DigiSkills Belgium**).

For Agoria (Federation representing the technology companies in Belgium) she leads **Digital team** managing all the members of the technology, Digital and Telecom sector. Besides she is also actively promoting **BeTheChange programme** leading to a talent transition in a sustainable world.



# Agenda item 8: Appointment of new Board Member

## Bio Saskia Van Uffelen

As a manager, Saskia Van Uffelen always keeps a keen eye on the human aspects of collaboration in a company. She focusses heavily on ensuring the synergies between the different generations present in the workplace. In interviews, opinion articles and her book **'Iedereen Baas! – Tous Patron!'** she encourages her colleagues to pay more attention to it as well.

The world, our society, is changing and is screaming for a new model. We are living in a digital age, where everyone and everything is connected, where competition is no longer from the sector and customers, users and citizens are in the driver's seat. Data is gold and sharing is the new having. Dare to help build a new business world, with a balance between results in the short and long term. But dare just as much to help to build another society through personal life choices – a society that is ready for the next generation. **'Dare for tomorrow'**, the title of her latest book.

As a role model she received various awards among others

- 2011 'ICT Woman of the Year' in 2011 (Data News),
- 2013 Inspiring Women in Science, Technology and research(Luxembourg),
- 2016 Gulden Spoor voor Economische uitstraling (Vlaanderen),
- 2019 Leadership Award (Etion),
- Nominated as Manager of the Year 2019

Saskia Van Uffelen is married and a mother of five.



# Agenda item 8: Appointment of new Board Member

Name		Sector	
Mrs. Saskia Van Uffelen	Manager Digital & BeTheChange Agoria	Private	Succeeds Mr. Bart Steukers



## Draft decision:

The General Assembly approves the appointment of Mrs. Saskia Van Uffelen for a three-year Board mandate.



## Agenda item 9: Changes in membership



The following **health care institutions** joined:

- AZ Delta
- AZ Oudenaarde
- AZ Vesalius
- Broeders van Liefde
- Clinique Saint Pierre Ottignies (CSPO)
- GPN (Groep Philippus Neri) hospitals
- Jessa Ziekenhuis
- UMC Sint Pieter – CHU Saint Pierre
- UZ Leuven
- ZNA Ziekenhuisnetwerk Antwerpen
- VITAZ

New **Premium** member



New **public sector** members:

- BCED
- Enabel
- IDELUX
- Imio
- Irisnet

# Agenda item 9: Changes in membership

## New **private sector** members:

- About IT
- Bow Tie Security Brand Compliance
- Crelan
- Devoteam
- ITSME
- Maiky
- Multitel
- NRB
- Sodexo
- TCR International
- Trend Micro Belgium
- 2dehands/2ememain.be
- Uniwan
- Wavestone Belgium
- Westcon-Comstor

## New **non-profit** members:

- Landsbond der Christelijke Mutualiteiten (LCM)

## New **associate** members:

- Meenakshi Sundaram
- Sam Van Hauwaert
- Joost Rommelaere

+++  
**34 new member  
organizations  
3 associate  
members**





CYBER SECURITY  
**COALITION**.be

「Thank you」