



# General Assembly

Milan, 14 March 2024

# Code of Conduct

The FEST Antitrust Guidelines stipulate that:

- 1) Under no circumstances shall members exchange competitive-sensitive information.
- 2) Exchange of competitive-sensitive information shall be limited to what is necessary to achieve the FEST objectives and shall be provided through an independent third party that can guarantee that confidentiality is maintained.
- 3) Every meeting of the FEST shall have a specific, demonstrable purpose.

# Action items from 6 Feb 2024

Action	Who	When
Ask WILO to pay membership fees	JCK / EA	DONE
Select successor for Ms Sue Knight as FEST's Director General	BoD	ONGOING *
Share example of membership survey with Secretariat	SN	DONE
Organise Strategy Session	SEC	DONE
Circulate Issue Tracker and draft first version of a Position Paper	SEC	N/A
Record and circulate distribution lists of the Working Groups	SEC	DONE
Ask WG Sustainability to decide on establishing matrix with best practices	ALL	N/A
Encourage members to download the BRG Report	JCK	DONE

# Agenda

09.00	<b>1. Opening and procedure</b> <ul style="list-style-type: none"><li>a. Code of Conduct</li><li>b. Approval of minutes of 16 March 2023</li><li>c. Approval of agenda</li><li>d. Confirmation of presence and voting proxies</li></ul>
09.15	<b>2. For info: Secretariat's report</b> <ul style="list-style-type: none"><li>a. 2023 – 2024 activities</li><li>b. Debrief of the 6 – 7 March 2024 Strategy Session</li></ul>
09.45	<b>3. For info: President's report</b> <ul style="list-style-type: none"><li>a. 2023 financial report (incl. profit and loss overview)</li><li>b. 2024 budget and 2025 draft budget</li></ul>
10.00	<b>4. For decision: statutory financial administration</b> <ul style="list-style-type: none"><li>a. Approval of the 2023 financial report</li><li>b. Approval to discharge the Board of Directors over 2023</li><li>c. Approval of the 2024 budget and membership fees</li><li>d. Approval of Auditors for 2024</li></ul>
10.15	<b>5. For approval: composition of the Presidium</b> <ul style="list-style-type: none"><li>a. Departure of Mr Edgar Aker, President</li><li>b. Approval of Presidential election of Ms Dobrochna Kasperek, currently Vice-President</li><li>c. Election of Ms Karolina Hagberg Chinell as Vice-President</li></ul>
10.45	<b>6. For approval: profile, role, and selection process of Director General</b>
11.45	<b>7. For discussion: 2024 – 2025 priorities</b>
12.30	<b>8. Next meeting and closing</b>

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## 2) Secretariat's report

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- a) Overview of Secretariat's activities
- b) Working Group activities
- c) Field Trip
- d) FEST x ARGE
- e) Strategy Session



## 2.b) Working Group activities

WG Sustainability	WG Product Regulation	WG Logistics & Master Data
Chair: John Newcomb (BMF)	Chair: Kim Holst (Rørforeningen)	Chair: Magnus Sirén (TALTEKA) <i>Note: on 26 Feb 2024, Rune Rugbjerg (Rørforeningen) took over</i>
Met on 4 Sep and 4 Dec 2023	Met on 28 Jun and 4 Dec 2023	Met on 26 Jun and 4 Dec 2023
Covers the following topics: <ul style="list-style-type: none"> <li>▪ Green Claims Directive</li> <li>▪ Late Payments Directive</li> <li>▪ Ecodesign for Sustainable Products Regulation (incl. Digital Products Passport)</li> </ul>	Covers the following topics: <ul style="list-style-type: none"> <li>▪ Energy Performance of Buildings</li> <li>▪ Ecodesign for Sustainable Products Regulation</li> <li>▪ Construction Products Regulation</li> <li>▪ Chemicals (REACH and PFAS)</li> </ul>	Covers the following topics: <ul style="list-style-type: none"> <li>▪ Eurovignette</li> <li>▪ Heavy Duty Vehicle Regulation</li> <li>▪ Euro 7 emission standards</li> <li>▪ Ambient Air Quality Directive</li> <li>▪ Weights and Dimensions Directive</li> <li>▪ EMDG and Master Data</li> </ul>

In 2024, the WGs will meet at least thrice per year

## 2.c) Field Trip

**27 – 28 Sep 2023 in the Netherlands**

- 37 paying participants (40 incl. organisation)

**Visited, learned, and networked**

- Van Wijnen, a digital housing manufacturer
- Remeha, producing hybrid heat pumps
- Technische Unie, promoting new smart building techs
- Memodo, providing sustainable energy solutions
- Home Studios, immersing customers in design and personalisation

Next Field Trip to be organised at a to-be-confirmed date



## 2.d) FEST x ARGE on ETIM xChange

- Following four preparatory meetings in 2023, on 19 Feb 2024: meeting between FEST and ARGE in Paderborn, DE
  - **FEST:** Edgar, Dobrochna, and Magnus
  - **ARGE:** Wolfgang Richter (MD), Katharina Kirsch de Fernández (Senior VP), Elisabeth Emde (Data Manager International)
- Agreement to work on a common format for data
- Agreement to organise a **European Sanitary & HVAC Master Data Summit**
  - Co-organised by FEST and ARGE, incl. Technical Preparation with support from ETIM
  - Budget and agenda are still to be determined
  - Costs to be shared 50/50 between FEST and ARGE, registration fee to be considered



## 2.e) Strategy Session

Based on

- 2023 Membership Survey
- Individual interviews with BoD members
- Feedback from WGs and Field Trip participants

Took place on 6 – 7 Mar 2024 in Brussels, with the help of a moderator (Business4Good)

- Resulted in a draft **mission**, draft **vision**, draft **2030 roadmap**, and **priority actions**, overview of **opportunities and threats**, and **key decisions**
- The details for each of those need further detailing by the BoD in the coming weeks

*See next slides for overview*

## 2.e) FEST Mission

### **Draft text**

FEST represents the interests of national trade associations of sanitary ware products and the heating wholesale trade.

Our Mission is to bring together European Wholesalers, Trade Associations, and Suppliers to network, share knowledge and best practice so they can make informed decisions that drive business success and collectively contribute to a more sustainable world and better quality of life for all.

## 2.e) FEST Vision

### Draft text

Our Vision is that by 2030, FEST is:

- 1) The leading European Trade Association of the Sanitary Ware and Heating Wholesale Trade.
- 2) The representative voice of our business to all relevant Stakeholders (Suppliers, Installers, and EU governmental bodies).
- 3) The go-to Partner and leading Industry Reference Point for information and standardised product data that profoundly impacts our industry.
- 4) A trusted Partner for Sustainability and quality of life.

## 2.e) Key decisions

- 1) Hire a Director
- 2) Increase Associate Membership fee by € 1k
- 3) Build closer relationships with Suppliers through different membership categories\*
- 4) Position us as the go-to reference point for market information & standardised product data

*\*) for further discussions*

# 3) President's report

See attachment 3.01

# 3) 2023 finances and 2024-2025 budgets

	Budget 2022	Actuals 2022	Budget 2023	Actuals 2023	Budget 2024	Budget 2025 (provisional numbers)
<b>Income</b>	<b>109,180.00 €</b>	<b>101,970.00 €</b>	<b>110,315.60 €</b>	<b>106,051.40 €</b>	<b>125,076.66 €</b>	<b>122,826.66 €</b>
Members	59,740.00 €	56,650.00 €	59,145.20 €	54,881.00 €	54,826.66 €	54,826.66 €
Associate Members	49,440.00 €	45,320.00 €	51,170.40 €	51,170.40 €	68,250.00 €	63,000.00 €
Other	- €	- €	- €	- €	2,000.00 €	5,000.00 €
Interest fees back account		- €			2,000.00 €	5,000.00 €
<b>Expenditures</b>	<b>98,010.00 €</b>	<b>114,929.30 €</b>	<b>120,665.00 €</b>	<b>129,664.69 €</b>	<b>133,800.00 €</b>	<b>144,255.00 €</b>
<b>OPERATIONS</b>	<b>98,010.00 €</b>	<b>82,929.30 €</b>	<b>115,665.00 €</b>	<b>120,299.78 €</b>	<b>122,830.00 €</b>	<b>144,255.00 €</b>
Secretariat	80,450.00 €	70,770.00 €	89,105.00 €	75,105.00 €	89,105.00 €	111,105.00 €
General Administration	6,300.00 €	5,414.72 €	4,800.00 €	3,846.70 €	5,475.00 €	7,650.00 €
Meetings & Events	1,000.00 €	1,449.58 €	12,000.00 €	36,798.58 €	7,500.00 €	12,750.00 €
Internal meetings	1,000.00 €	1,449.58 €	3,000.00 €	- €	2,000.00 €	1,750.00 €
Internal meetings - General Assembly			4,000.00 €	5,352.90 €	5,500.00 €	5,500.00 €
Internal meetings - Congress 2024				23,595.00 €	- €	5,500.00 €
Internal meetings - Field Trip 2023			5,000.00 €	7,850.68 €		
Marketing & Communication	5,260.00 €	5,295.00 €	9,760.00 €	4,549.50 €	15,750.00 €	7,750.00 €
Membership and Coalition Fees, Tools	5,000.00 €	- €	- €	- €	5,000.00 €	5,000.00 €
<b>PROJECTS</b>	<b>- €</b>	<b>32,000.00 €</b>	<b>5,000.00 €</b>	<b>9,364.91 €</b>	<b>10,970.00 €</b>	<b>- €</b>
Projects & Studies	- €	32,000.00 €	5,000.00 €	9,364.91 €	10,970.00 €	- €
BRG (Industry Statistics Report)		32,000.00 €				
Strategic Review & Session			5,000.00 €	9,364.91 €	10,970.00 €	
<i>Total income over operations</i>	<i>11,170.00 €</i>	<i>19,040.70 €</i>	<i>5,349.40 €</i>	<i>14,248.38 €</i>	<i>2,246.66 €</i>	<i>21,428.34 €</i>
<i>Total projects</i>	<i>- €</i>	<i>32,000.00 €</i>	<i>5,000.00 €</i>	<i>9,364.91 €</i>	<i>10,970.00 €</i>	<i>- €</i>
<b>INCOME OVER EXPENDITURES</b>	<b>11,170.00 €</b>	<b>-12,959.30 €</b>	<b>-10,349.40 €</b>	<b>-23,613.29 €</b>	<b>-8,723.34 €</b>	<b>-21,428.34 €</b>
Available reserves at start of the year	207,479.25 €		274,166.84 €	274,166.84 €	244,864.86 €	236,141.52 €
Loan for the 2022 Congress	75,000.00 €					
Strategic reserves (= 1 year operations budget)	100,000.00 €		100,000.00 €	100,000.00 €	100,000.00 €	100,000.00 €
<b>Available reserves that can be utilised</b>	<b>193,649.25 €</b>		<b>163,817.44 €</b>	<b>150,553.55 €</b>	<b>136,141.52 €</b>	<b>114,713.19 €</b>

# 3) 2023 finances and 2024-2025 budgets

National association membership fees		
National turnover of association	2023 fees	2024 fees
€ 0 - 250 M	€ 1,066.05	€ 1,119.35
€ 250 - 500 M	€ 2,132.00	€ 2,238.60
€ 500 M - 1 B	€ 3,731.18	€ 3,917.74
€ 1 B - 4 B	€ 4,264.20	€ 4,477.41
+ € 4 B	€ 6,929.33	€ 7,275.80
<b>Associate membership fees</b>	<b>€ 4,264.20</b>	<b>€ 5,250.00</b>

# 4) Statutory financial admin

## 4) Statutory financial admin

- 1) **For your approval:** 2023 financial report
  - Auditors (Ms Esther Estévez and Mr Hans Henning) confirm the 2023 invoices, expenses, bank statements, and the correctness of the financial reports and documentation
- 2) **For your approval:** discharge of the Board of Directors over 2023
- 3) **For your approval:** the 2024 budget and membership fees
- 4) **For your approval:** appointment of Auditors for 2024

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# 5) Composition of the BoD

## 5) Board of Directors

The FEST Statutes refer to a '**Board of Directors**' (BoD) – as such, the term 'Advisory Board' is now defunct and out of use

- Departure of Mr Edgar Aker, President
- **For your approval:** Presidential election of Ms Dobrochna Kasperek
- **For your approval:** election of Ms Karolina Hagberg Chinell as Vice-President

# 5) Board of Directors

- **For your approval:** continuation of the remaining composition of the BoD until the General Assembly taking place on 2025:
  - Johan Stevens, Past-President
  - Kim Holst, Treasurer
  - John Newcomb
  - Sven Machielsen
  - Uwe Niederprüm

# 6) Selection of Director General

# 6) Director General: profile

## Profile

- A self-driven and seasoned professional, well-versed in the sectors intricacies and challenges
- Robust leadership skills with experience in leading similar organisations
- Located in Brussels
- A collaborative approach, with effective salesmanship and entrepreneurial mindset
- Charisma, the 'likeability factor,' and a willingness to travel are key attributes
- Proficiency in English is a must, and multi-lingual capabilities are a plus
- Has a collaborative mindset in supporting the FEST BoD's direction
- Familiarity with data standardisation is an additional asset

## Key Responsibilities:

- Strategic Leadership: deliver the vision, mission, and strategy
- Drive and achieve tangible results aligned with FEST's objectives
- Membership Development: cultivate and maintain relationships with new and existing members
- Conduct necessary visits to enhance membership engagement
- Communication Management: oversee and coordinate all communication efforts
- Working Group Coordination drive the re-energisation of the WGs, enhancing structure, terms of reference, and results – ensure diverse expert representation, including associate members, fostering impactful results; and initiate the restructuring of the WGs using the WG Master Data as the initial pilot to test and refine approach

## Recruitment Process

- *See next slide in process and timeline*
- Salary budget: € 50,000 for 2 – 3 days per week plus a budget of € 10,000 for travel

## 6) Director General: selection process

- BoD and Secretariat propose and filter possible candidates, which are subsequently interviewed by the Presidium
- The Presidium selects the most suitable candidate for introduction to the BoD
- According to the Statutes, the BoD formally approves the selection made by the Presidium (*following the BoD decision of 6 Mar 2024*)

### **Timeline** (ambitious version)

- End-Mar 2024: selection and interviewing of candidates for the role of Director General
- Mid-Apr 2024: decision by the Presidium on the most suitable candidates, to be shared with the BoD for formal approval
- May 2024: starting of new Director General (*note: realistically, no later than Sep 2024*)

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# 7) Short-term priorities

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- 6 – 9 Jun 2024: Parliamentary elections, followed by the new Commission’s Working Plan (expected in Q3 2024)
- In that background, FEST will establish itself as a stakeholder by finalising its Strategy review, for which it also needs the following:
  - Selection of a Director General, for the implementation of the Strategy Session conclusions
  - Structuring and development of the EMDG Working Group
  - In the meantime, the WGs are following priority files for FEST:

WG Sustainability	WG Product Regulation	WG Logistics & Master Data
Covers the following topics: <ul style="list-style-type: none"> <li>▪ Green Claims Directive</li> <li>▪ Late Payments Directive</li> <li>▪ Ecodesign for Sustainable Products Regulation (incl. Digital Products Passport)</li> </ul>	Covers the following topics: <ul style="list-style-type: none"> <li>▪ Energy Performance of Buildings</li> <li>▪ Ecodesign for Sustainable Products Regulation</li> <li>▪ Construction Products Regulation</li> <li>▪ Chemicals (REACH and PFAS)</li> </ul>	Covers the following topics: <ul style="list-style-type: none"> <li>▪ Eurovignette</li> <li>▪ Heavy Duty Vehicle Regulation</li> <li>▪ Euro 7 emission standards</li> <li>▪ Ambient Air Quality Directive</li> <li>▪ Weights and Dimensions Directive</li> <li>▪ EMDG and Master Data</li> </ul>

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## 8) Next meeting

## 6) Next meeting

Proposal: ISH of 17 – 21 Mar 2025 in Frankfurt a/M, DE

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**Thank you for your attention!**