

Annual General Meeting

Date: Thursday 15th January 2026 from 19h to 23h50

Location: Alcide de Gasperi, Charlemagne Building (European Commission) and not available online.

Present in situ: 270 class representatives or Board members present, who carry a total of 159 proxies.

Others: APEEE Director, APEEE staff, staff OneTec responsible for voting software, lawyer (Eubelius) representing APEEE, APEEE Expert Comptable Ms. Tuytens, members of the student counsel (CDE).

Prior to the Annual General Meeting there is a thirty-minute session with Ms Malik, Director of the European School Brussels II. Ms Malik provides an overview of the move to Evere, and the transformation of the Woluwe site into a secondary school site. The General Meeting is invited to submit questions at the end of the intervention by Ms. Malik.

The General Meeting thanks Ms Malik for her availability as she leaves the meeting.

Following the question-and-answer session with Ms Malik, the Annual General Meeting officially starts.

A minute of silence is observed in memory of Ms Sabrina Fasoli, a dedicated member of the Board, who passed away unexpectedly on 23 July 2025.

The Chair formally opens the Annual General Meeting by presenting the housekeeping rules, informing the Meeting of the 20 vacant Board mandates, and inviting members to stand as candidates. Voting procedures are explained.

The Chair presents the agenda. Members state that they want to add resolutions. The Chair responded that according to the statutes the agenda, including the proposed items, should be announced to the parent community at least two weeks in advance. Absent members must be able to rely on the communicated agenda. For this reason, the agenda cannot be modified.

Members raise questions concerning item 4, noting that Resolution 10 is not introduced on the agenda under 4 *Votes*, with the other resolutions listed. Concerns are expressed regarding Resolution 10, particularly the proposal to limit the number of votes per ballot to 10 for 20 vacant mandates.

The Chair invites members to express their views when Resolution 10 is formally submitted to the vote.

1. **Approval of the agenda.**

The members vote on resolution 1: *the General MEETING approves the agenda of the AGM on 15th January 2026.*

Decision: Resolution 1 is approved by 50.6% majority (40.05% no - 9.35% abstention)

2. **Approval of the tellers.**

The Chair introduces the second resolution and invites members to vote.

The members vote on resolution 2: *The GENERAL MEETING names as tellers: John Carroll, Riccardo Mulas, Emilia Seixas, Johanna Peyredieu du Charlat et Milena Sardella, the latter being the Presiding Officer of the Electoral Office.*

Decision: Resolution 2 is approved by 81% majority (6.89% no - 12.11% abstention)

3. Presentations with questions and answers.

Presentation by Chairperson

The Chair presents a review of the year 2025, stating also that due to the many changes, the year 2026 will be one of the most important in the history of the APEEE.

The chair points out to internal changes and external changes which had a bit impact on the functioning of the APEEE in 2025. Regarding internal changes there were steps towards clearer governance and investments in the back office. The external changes are the preparation of the move of the nursery and the primary to the Evere site, and remodelling of the Woluwe site.

Internally, the Board has fostered clearer governance. Key steps were the adaption of the internal rules, which regulates how APEEE functions internally and the formalisation of the mandate of the Director responsible for day-to-day management. Moreover, the three service working groups have been consolidated into one business working group. These decisions are steps into transforming the Board into a strategic decision-making body, and, heighten transparency among parents, the Board, and staff.

Regarding the functioning of the back office, the Board also took several decisions.

Notably, concerning the Salesforce CRM integration, despite the Board's decision in 2021 to adopt this solution, core functionalities remain missing or underused, and are frequently delegated to manual workaround processes. This has resulted in repetitive manual entries, double handling of information, and the management of unautomated processes marked by inefficiencies and error rates. Additionally, a lack of process ownership, vision alignment, and IT demand management has been identified alongside weaknesses. Consequently, the Board decided on an audit for salesforce, which resulted in a 70-page report. The Board decided to implement the steps recommended in this report and limit further investments in Salesforce.

However, the main issues the audit on Salesforce mentioned are linked to the internal functioning of APEEE: operation in silo's, undocumented processes, no process ownership, no vision alignment between Board and staff and no IT demand management. All these issues need to be addressed before the APEEE can move forward with any IT project.

Regarding cyber security, the current issues are outdated IT infrastructure and inadequate documentation on data processing. Consequently, the Board has embarked on a Cyber Action Plan with immediate, mid-term, and long-term actions, including the appointment of a new Data Protection Officer and a commitment to renewing our IT infrastructure over two years.

Externally, the move of Nursery/Primary to the Evere site and the subsequent transformation of the Woluwe site are a priority for APEEE, amid uncertainties surrounding cost implications, operational

changes, and the long-term future of the Evere site. The APEEE has currently good communication with school management, fostering a "one team" approach.

Another significant decision made by the Board is regarding the Woluwe canteen, to go for a self-service model to offer an age-appropriate canteen experience for pupils.

The chair pointed out to challenges for staff: notably inadequate IT tools, lack of space in Woluwe offices, and governance complexities within APEEE, uncertainties on the Evere move/Woluwe transformation. The chair mentioned mitigation measures to address these challenges such as decisions taken by the Board regarding IT, clearer governance in APEEE, the recruitment of temporary staff, the creation of one business group for interaction between board and staff dealing with services. One permanent element of uncertainty for staff are the yearly board elections, however, this is something that can only be addressed in the statutes.

Moreover, the Board faces regular duties within its mandate, including representation at CEES, CEPM, and InterParents, alongside on the yearly cycle of budgetary discussions and work involved into the preparation of the AGM. The additional responsibilities of investments in back-office improvements and the Evere/Woluwe transformation have led to an increase in Board meetings – totalling 22 this year, surpassing the average of 14 meetings in the previous years.

Presentation by Treasurer

Following the presentation of the chair, the treasurer explains the governance structure of the Board, whereby the APEEE Director is responsible for day-to-day execution, whereby the treasurer, together with the Budget Working Group oversees how the finances are managed. Notably the finances are audited by an external auditor appointed by the annual general meeting, whereby through sample checks the accounts are verified if they are true and correct.

Presentation by APEEE Director

The APEEE Director then presents the accounts for the year 2024-2025 and the budget for 2025-2026.

The APEEE Director stated that the financial year closed with a positive result of 145.767,72 Eur. Whereby, overall, the financial situation is healthy, with strong cash reserves, enabling the APEEE to meet commitments to suppliers and staff and to continue investments. Furthermore, the management of customer receivables has significantly improved compared to last year, thanks to effective follow-up procedures, with a decrease of approximately 44%. Finally, equity remains positive, although a slight deficit should be noted for general affairs and the canteen.

Regarding transport:

During the 2024–2025 school year, the APEEE Transport Service continued to operate in a highly complex and evolving environment, ensuring the daily mobility of a large majority of the EEB2 pupil population while maintaining high standards of safety, compliance and service continuity.

Beyond the steady increase in registrations, the year required significant adaptability to operational and organizational changes, including the progressive deployment of monitors on the 16:20 buses to enhance safety for S1–S2 pupils, as well as the relocation of the administrative offices, which required continuity of service throughout the transition.

The Transport Team also worked on refining complaint classification criteria in order to provide more structured, actionable feedback to internal and external stakeholders, while improving communication with drivers, monitors and parents despite limited digital tools.

In addition, a new protocol was developed to allow teachers to travel on school buses during strike days, supporting the school in managing staff absenteeism.

All these developments were delivered while maintaining daily operations in a context of constrained human resources, demonstrating the team's strong commitment, flexibility and sense of responsibility.

Overall, the 2024–2025 school year highlighted the Transport Service as a strategic and adaptive pillar of the school's functioning, requiring anticipation, coordination and continuous vigilance to ensure safe and reliable journeys for pupils.

Transport is closing the year with a turnover of 7.008.238,79€ with more students enrolled in the service: 2.945 (24/25) compared to 2.909 (23/24)

The main changes in Account 60 are mainly explained by the fees of the FBAA (Bus Federation) which increased by +3,14%, adjusted in line with inflation.

Overall, Account 61 remained relatively stable. However, some variations should be highlighted due to costs linked to external service supplies.

Regarding Canteen:

The 2024-2025 school year was marked by major achievements and strategic developments within the canteen service. In September, the school showed its confidence by entrusting the canteen team with the responsibility of large-scale missions:

- Organization and coordination of the 50th anniversary Gala.
- Organization of the FiftyFest in May, an emblematic event celebrating the history of the establishment.

These ambitious projects were a challenge that was successfully met, confirming the team's ability to manage complex and unusual operations while ensuring the expected quality.

In order to optimize the internal organization and meet several strategic challenges – rising raw material costs, increased administrative tasks, and compliance with increasingly demanding HACCP standards – several actions have been implemented:

- Creation of a strategic position dedicated to purchasing management and compliance with HACCP standards.
- Appointment of a new head chef, guaranteeing control of production and continuous improvement, while preserving the quality and philosophy of the canteen.

The canteen is closing the year with a turnover of 3.034.015,61€.

- * 2.250 subscription meals served on a regular basis.
- * An average of 300 daily sales at the cafeteria (+30%).

- * An increase in subscriptions during the second quarter, an unprecedented phenomenon, reflecting strong interest in our department and growing user satisfaction.
- * +5% in OIB sales.
- * Invoice related to the 50th Anniversary Gala.

The following figure shows the impact of these changes on expenses:

The changes in Account 60 are mainly explained by three factors:

- * An 8% increase in the number of secondary school students, leading to higher consumption.
- * An 8% decrease in nursery and primary school students, whose consumption levels are lower.
- * An increase of approximately 15% in raw material prices.

Overall, Account 61 remained relatively stable. However, some variations should be highlighted due to costs linked to external service supplies.

The year 2024-2025 illustrates the canteen's ability to meet ambitious challenges, innovate and maintain a high level of quality, while adapting to strategic changes and user expectations.

Regarding After-school activities

Overall, activities are running smoothly. Registrations for activities remain stable, although we have seen an overall decrease in registrations for supervision services.

This can mainly be explained by two factors:

- OIB is offering more places;
- many parents are now working remotely, which allows them to meet their children more easily at the bus stop after school
- Moreover, there is less interest in Wednesday activities, while demand is particularly strong on Fridays between 12:30 and 3:30 p.m., due to the shorter school day for nursery, P1, and P2 classes.

Finally, the end-of-year activities for secondary school students, which run for two weeks, have been very successful and will therefore be offered again this year.

There is an observed increase in the use of self-employed monitors (+11K) and volunteers (+10K). This increase has led to a reduction in CDD contracts, as such contracts are less attractive for them. In addition, a staff restructuring was carried out in the supervision team, resulting in three fewer positions, which resulted in a reduction of costs.

Overall, Account 61 remained relatively stable. However, some variations should be highlighted due to costs linked to external service supplies.

For the year 2025-2026 it was explained that this includes the many investments needed for the functioning of the back-office as explained by the chairperson.

Questions and answers

Members ask questions regarding HR. In response the APEEE lawyer responded that the Board members have to act within the legal framework and respect GDPR and confidentiality rules,

underlining that no one according to GDPR rules are allowed to give reasons or circumstances of leave. It was also stated that salaries and payments to employees fall under GDPR regulations.

Members ask questions regarding account 61 and the increase. The APEEE Director responds that the question should be asked what would be the appropriate level of costs for account 61. And that it might be considered that there were in the past under-investments in certain domains within APEEE.

4. Votes.

The members vote on resolution 3: *The GENERAL MEETING approves the submitted 2024-2025 annual accounts and the allocation of the results to the corresponding funds.*

Decision: Resolution 3 is approved by 55.24 majority (34.27% no – 10.49% abstention)

The members vote on resolution 4: *The GENERAL MEETING gives full discharge to the Auditor for her mandate in the past financial year.*

Regarding Resolution 4 the chairperson stated that the APEEE is in transformation and is implementing recommendations that the auditors made to the APEEE over the years. Therefore, the Board had decided to propose to the Annual General Meeting to continue with the current auditor, to further accompany the changes implemented in the APEEE.

Decision: Resolution 4 is approved by 65.89% majority (22.66% no – 11.45% abstention)

The members vote on resolution 5: *As the mandate of the Auditor expires on the date of this General Meeting, the latter designates the company SRL BV GROUPE AUDIT BELGIUM, avenue du Bourgmestre Etienne Demunter 5/10, 1090 Brussels (Jette), represented by Mrs TUYTTENS Sophie, Réviseur d'Entreprises, for a term of three years expiring at the end of the ordinary general meeting which will approve the annual accounts for the budgetary year 2027-2028.*

Decision: Resolution 5 is approved by 66.82% majority (21.03% no – 12.15% abstention)

The members vote on resolution 6: *The GENERAL MEETING approves the annual report for the year 2025.*

Decision: Resolution 6 is approved by 56.57% majority (34.51% no – 8.92% abstention)

The members vote on resolution 7: *The GENERAL MEETING gives full discharge to the outgoing Administrative Board for 2025.*

Decision: Resolution 7 is approved by 52.11% majority (34.98% no – 12.91% abstention)

The members vote on resolution 8: *The GENERAL MEETING approves the budget 2025-2026.*

Decision: Resolution 8 is approved by 60.56% majority (26.29% no – 13.15% abstention)

The members vote on resolution 9: *The GENERAL MEETING sets the annual contribution per family for the financial year 2026-2027 as equal to 57 euros, out of which 6 euros per contribution paid is allotted to the Social Fund.*

Decision: Resolution 9 is approved by 69.95% majority (16.43% no – 13.62% abstention)

The General Meeting discusses Resolution 10, with a majority of members expressing disagreement with the proposed limitation of 10 crosses per ballot for 20 vacant Board mandates. Members request

that the method previously used be reinstated, allowing a number of crosses equal to the number of vacant mandates.

The Chair explains the Board's rationale for proposing a limit of 10 crosses: the past practice of equalling the number of crosses to the number of vacant positions resulted with some parents applying voting strategies whereby all crosses were indicated, apart from the candidates perceived negatively. Therefore, the voting became a negative vote. In reducing the maximum number of crosses, the Board is of the view that the voting will become a positive and a conscious choice for the candidate whose project is supported. Ultimately nudging parents to take positive choice should create a different positive dynamic within the parent community in relation to the elections at the general meeting.

Following a discussion, the chairperson states that the Board proposes the resolution for the Annual General Meeting, and the members can decide through a vote to support or not support this vote.

The members vote on resolution 10: *The GENERAL MEETING fixes for the election of the members of the Board the maximum number of "crosses" per ballot at 10 for a total of 20 vacant positions.*

Decision: Resolution 10 is not approved by 49.41% majority (42.86% yes – 7.73% abstention)

The Chair subsequently amends the resolution and fixes the maximum number of crosses per ballot at 20 for a total of 20 vacant positions.

The members revote on resolution 10: *The GENERAL MEETING fixes for the election of the members of the Board the maximum number of "crosses" per ballot at 20 for a total of 20 vacant positions.*

Decision: Resolution 10 is approved by 63.47% majority (26.23% no – 10.3% abstention)

5. Election of Board Members.

The Chair announces that 23 participants have stepped forward to present their candidacy. The Chair invites, in alphabetical order, the candidates to take the floor to present their candidacy. The parents that stood on the spot will be invited to take the floor in order of candidacy. Ms Anne Becker is absent and represented by a German section parent.

The Chair invites members to cast their votes.

The Electoral Office Presiding Officer announces the results of the elections.

Vanessa	BATISTA COUTINHO
Virginie	BATTU HENRIKSON
Anne	BECKER
Pim	GESQUIERE
Alessia	GHEZZI
Peter	KÖGLER
Nicolas	LACROIX
Soraya	LEMAIRE
Jose	MADEIRA
Rüdiger	MARTIN
Virgilio	MIOLATO
Pascale	NOTARRIGO
Ines	PAES MOREIRA

Andrea	PANIZZA
Carin	PERSSON
Elita	PETRAITIENE
Albert	RÄDLER
Anja	SEMMELRÖDT
Mindaugas	SKARAITIS
Jan	VON PFALER
Lena	WIDEFJÄLL

Have been elected as Board members for the Board 2026.

Meeting ended at 23h50.



Pim Gesquiere
Chairperson

09/02/26



Elita Petraitiene
Secretary

09/02/26