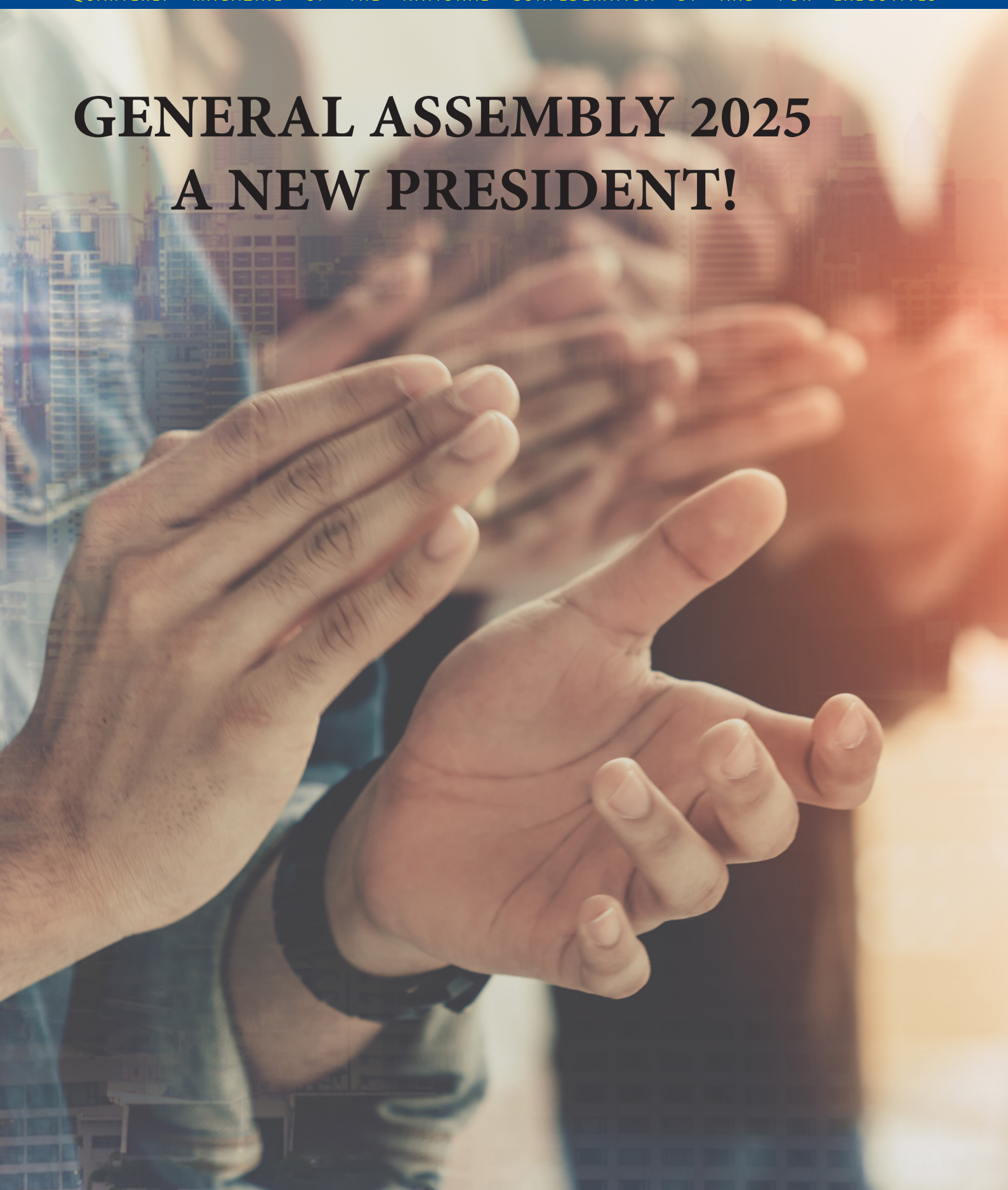


## GENERAL ASSEMBLY 2025 A NEW PRESIDENT!





## CONTENT

2

Editorial: Koen Grégoir - National President CNCK

---

4

General assembly CNCK

---

7

End of the nuclear phase-out law

---

8

Conference - Debate Tihange 1, (im)possible

Extension?

---

11

CNCK welcomes a responsible energy policy including nuclear power

13

Tax increase n second pillar pensions

---

14

Political parties in the social dialogue

---

## EDITORIAL:

### KOEN GRÉGOIR – NATIONAL PRESIDENT CNCK

It is a great honor for me to take on the presidency of the CNCK for the next two years, following six years of successful leadership by Pierre Pirson.

I will proudly, energetically, and passionately take on the daily leadership of the CNCK, working closely with the vice-presidents Muriel Wery, Johan Criel, and Philippe Hendrickx, with the general secretary Pierre Pirson, and with the person responsible for “growth,” Luc Vinckx.

I am really looking forward to constructive co-operation with the National Committee, the general assembly, and all members of the CNCK.

I consider it my mission to strengthen the CNCK between two social elections — making it broader and deeper — and to modernize the CNCK. For that, I definitely want to engage more and different sectors (metal, textiles, food, care, IT...), which are currently not strongly represented in the CNCK.

I also want to draw attention to the working groups that are already active or still in the startup phase. I’m thinking of the pension working group, company cars, AI working group, innovation working group... We call on our members to apply to participate in existing working groups, and also to suggest topics relevant to executives and managers as possible themes for new working groups. In this way, we can create additional value for our managers.

We want to be the privileged representatives of managers in social consultations in their specific context because we believe managers have a right to that.

It should be clear that a lot is happening, both internationally and nationally, that requires our indispensable attention. President Trump seems intent on reshaping the international order, international politics, and global military, economic, and social cooperation, creating great uncertainty about the expected impact and about how things will move forward.

Nationally, the Arizona government has embarked on an extremely difficult exercise to get the country financially and budgetarily back on track, including meeting our international and European commitments, and without undermining our social achievements. It will be necessary for everyone to contribute according to their means, including us as managers.

So these will be exciting and challenging times, which we can only successfully navigate if we do it together. I look forward to it!

Thank you for your support and cooperation.

Koen Grégoir – National President CNCK







## GENERAL ASSEMBLY CNCK

PAR ROLAND GLIBERT

The General Assembly of the CNCK was held in Brussels on 27/03/2025 in the presence of more than forty members.

Vice-Presidents Grégoir and Hendrickx recalled the origins of the CNC/NCK and its objectives Created in 1966 in reaction to an attack on their social rights, executives came together in defence of the CNC/NCK and obtained partial recognition in 1986 in the social dialogue through their participation in social elections.



Vice-Presidents Grégoir and Hendrickx recalled the origins of the CNCK and its objectives Created in 1966 in reaction to an attack on their social rights, executives came together in defence of the CNCK and obtained partial recognition in 1986 in the social dialogue through their participation in social elections. The CNC/NCK is the only union managed by and for managers and independent of political parties.

The defence of managers must continue with the full recognition of the CNK in social dialogue: participation in CCT/CAO negotiations in companies, in CPPTs, in economic councils,.. Our political independence is an asset during our contacts with the parties: today lobbying to cancel the project to increase taxation on the second pillar of pensions, on our country's energy policy to maintain nuclear power.

The details of the objectives can be found on the CNCK website under the heading Memorandum 2024. Finally, as a reminder, the CNCK offers its members legal assistance in the event of a conflict in their company.

# GENERAL ASSEMBLY CNCK

CNCK is a member of the European Confederation of Managers (CEC European Managers) which expresses and defends managers in Europe with the European institutions. It is also present and active in various European organisations that are members of the CEC and specialised in different sectors of activity.

In 2024, the European Federation of Energy and Research Executives (FECER) organised a visit to the Kemps hydroelectric power plant (Mulhouse) and discussed the energy policies of European countries.

The Board of Directors of the European Federation of Credit Executives (EFCEC) met in Ghent in November 2024.

The CNCK is currently present as an observer to the European Federation of Executives in Chemistry and Allied Industries (FECCIA) and is considering membership with the support of executives from the chemical and pharmaceutical industries

The evolution of the CNCK's finances was presented by President P Pirson, The year 2024 ended with stability compared to 2023

Members of COMNAT have signed up for working groups organized by the CEC. CNCK invites its members to join them. These are the following groups:

- Innovation for a more competitive EU
- Digitization and artificial intelligence
- Just transition of climate leadership
- Gender equality and diversity

The CNCK in collaboration with the company PWC offers conferences on various topics which are mentioned below. The selection will be made on the basis of the request of our members

Our next info session, supported by PwC, will focus on the topic: "Brains, bot and digital IQ: why workforce transformation needs to get up to speed fast."

We will share the date with you as soon as possible.

We also want to review the measures of the ARIZONA government. Finally, please don't hesitate to give us your feedback on the sessions you would like to see offered.

The CNCK has set up various working groups on topics of interest. Members are invited to participate by contacting the leader of each group.

- **Pension group:** manager Johan Criel e-mail johan.criel@kbc.be  
Johan is a CNCK delegate to the Federal Advisory Council for Seniors (CCFA/FAVO)
- **Groupe car policy:** responsable Cedric Peeters e-mail cedric.peeters@engie.com
- **Group methodology:** Luc Vinckx luc.vinckx@telenet.be e-mail manager

The presentation of the CNCK's management strategy for the coming years. was presented The presidency would be held by Koen Grégoir for the next 2 years and then by Philippe Hendrickx. The current president

# GENERAL ASSEMBLY CNCK

Pierre Pirson would occupy the position of secretary general. During the 2-year term, the current vice-presidents Philippe Hendrickx and Johan Criel would be joined by Muriel Wery in accordance with the linguistic statutes of the CNC

This proposal was voted unanimously with 2 abstentions.

Koen Grégoir has been retired since September 2024. He has spent his entire career at BEKAERT as a civil engineer in charge of safety and has been Vice-President of the CNC since 2020. Koen spoke about his role as president for the next 2 years.

The National Executive Board and the National Committee are represented below. Two new delegates came to strengthen the National Committee. **Muriel Hanet** from BNP Paribas Fortis who will be in charge of the defence of women executives and **Cedric Peeters** from Electrabel who will take charge of the Car policy working group



The General Assembly concluded with a tribute to Pierre Pirson, who served as president of the CNCK for 6 years and will continue to contribute to the CNCK as Secretary General.

In a challenging context, marked by the passing of the CNCK president, he successfully managed the modernization of the CNCK, with a much-appreciated sense of humor.

Thank you, Pierre!

# End of the nuclear phase-out law

BY ROLAND GLIBERT

The association 100TWh, a group of engaged citizens advocating for a sustainable energy transition including nuclear energy, organized a meeting on May 15 to celebrate the repeal by Parliament of the 2003 law on nuclear phase-out.

This repeal was adopted by a large majority, with opposition mainly limited to the Ecolo/Groen parties.

This vote marks the culmination of a long effort carried out by many actors within the political world, the media, and the general public. The CNCK, thanks to the expertise of its members, played a key role in this process, significantly contributing to the rejection of the 2003 law and promoting nuclear energy as an essential component of the energy mix.

Minister Bihet, the bill's rapporteur and present at the meeting, emphasized the unanimous support of the unions for this government initiative. The end of the nuclear phase-out law also sends a strong signal to investors, who can now more confidently consider developing projects related to nuclear energy production.





# Conference - Debate Tihange 1, (im)possible Extension?

PAR ROLAND GLIBERT

A large audience attended the conference-debate organized by the Federation of Belgian Engineers Associations (FABI) in Gembloux.

The closure of the Tihange 1 reactor is scheduled for October 2025, and many citizens are concerned about the financial, environmental, and supply security consequences for our country's electricity market.



As a reminder, other reactors at the Tihange and Doel sites have already been shut down. The next closures concern Doel 1 and 2, and Tihange 1. Two reactors—Tihange 3 and Doel 4—will be extended for an additional 10 years according to the agreement of the previous government.

Henri Marenne, president of the association 100TWh, presented his proposal to create a cooperative aimed at enabling Belgian companies, citizens, and local authorities to take over Engie Group's 50% stake in the Tihange 1 reactor (the other 50% is owned by EDF) and to extend the operation of this plant. This management model exists in Finland under the name "mankala model."

Jacques Debry discussed the specifics of the cooperative model and its application in the nuclear sector.

Serge Dauby, director of the Belgian Nuclear Forum, reminded the audience of Belgium's electricity needs. Electricity demand will increase significantly in the coming years due to the electrification of industry and households. Nuclear and renewable energy are not in opposition; rather, nuclear is necessary as a reliable baseload power source with an average capacity factor of 80%. The government's 2003 decision to shut down nuclear plants after 40 years of operation is not based on technical logic.

Internationally, many plants operate beyond 40 years. Belgian nuclear plants are controlled by



# Conference - Debate Tihange 1, (im)possible Extension?

the Federal Agency for Nuclear Control (FANC) and are reviewed every 10 years. The shutdown of Tihange 1 is scheduled for October 2025. Any possible extension would require submitting a safety dossier to FANC and would involve an estimated €1 billion investment for upgrades. The current operator, ENGIE, which no longer includes nuclear energy in its industrial policy, would likely be replaced, and a future government more favorable to nuclear would have to approve the extension.

Philippe Lalieux, representative of the National Organization for Radioactive Waste and Fissile Materials (ONDRAF), provided an update on the production and management of radioactive waste in Belgium. Nuclear waste is categorized into low-level waste (Category A) and high-level waste (Categories B and C). Waste management costs are covered by producers based on a tariff system.

For Category A waste, a surface bunker storage facility is under construction in Desel. The volume of this waste is estimated at 160,000 m<sup>3</sup> with a cost of €2.6 billion.

High-level waste will be disposed of in a permanent geological repository. Since 1974, the Nuclear Research Center (SCK CEN) in Mol has been experimenting with the disposal of high-level waste models in clay layers. Currently, high-level waste—which includes spent nuclear fuel and reprocessing waste—is stored temporarily. The decision on the choice and location of the geological disposal facility will involve public consultation. The volume of this waste is estimated at 10,000 m<sup>3</sup> with a cost of €12 billion.

The impact of extending a nuclear plant's operation on waste volumes would be very limited.

Philippe Hendrickx, President of the Belgian Energy Federation at the CNCK, discussed the future of human resources and provisions. The CNC is a very active union representing executives working in the nuclear sector. In the last social elections, the CNC obtained 80% of mandates nationally, and 95% at Tihange.

At the European level, the CNCK is a member of the European Federation of Energy and Research Executives (FECER). The CNCK initiated FECER's defense of favorable financing access for nuclear plants on par with renewable energy production units (taxonomy).

The electricity production sector employs 7,000 workers in Belgium, split between 3,000 direct and 4,000 indirect jobs.

Decommissioning is planned over a period of 12 to 15 years. During the first 5 years, the plant's operating personnel will be reduced by about 20%. Subsequently, demolition work would likely be contracted to foreign companies, supervised by an operations team (100 people per 1,000 MWe). These figures show the employment impact of nuclear power shutdown.

Maintaining nuclear production in general, and extending Tihange 1 specifically, also relies on supply security of nuclear fuel. Uranium mines are located in politically stable countries such as Canada, Australia, and Kazakhstan. For example, the French group ORANO, responsible for nuclear fuel, holds a 30-year uranium reserve for the French nuclear fleet.

# Conference - Debate Tihange 1, (im)possible Extension?

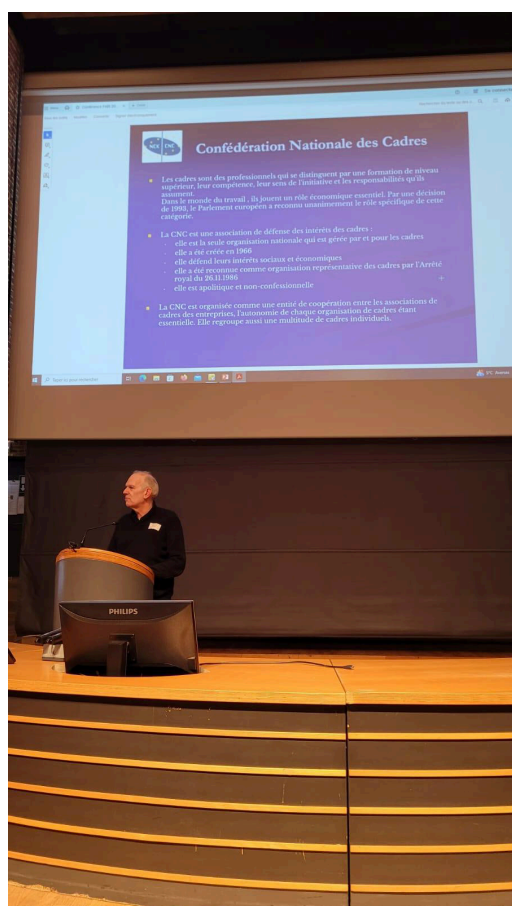
Finally, the spent fuel from nuclear power plants, after reprocessing, can be a source of recycled fuel (MOX) or used in fourth-generation reactors (fast reactors).

The presentations concluded with exchanges between the speakers and the audience.

The distribution of shares in the cooperative aiming to continue the operation of the 50% stake in Tihange 1 would be split between EDF (50%), industrial partners, and citizens. Citizens would benefit from certain advantages while also assuming risks. The operation of the plant would be entrusted to EDF.

Belgian and foreign industrial partners have expressed interest in participating in the extension of Tihange 1. This participation would be linked to investments in new nuclear power plant projects. The proposed sale price of €60/MWh includes the costs of nuclear waste management, investment, operation, and decommissioning of the nuclear plant.

When the Minister of Energy proposed in 2021 to shut down nuclear power plants by 2025, guaranteed by a capacity remuneration mechanism (CRM) based on gas-fired plants, CNCK representatives began lobbying against this plan, which endangered jobs and threatened Belgium's electricity supply security. The CNCK advocates for an energy mix that includes dispatchable sources (nuclear reactors) alongside renewables. Given the current operator ENGIE's lack of industrial commitment to nuclear, the CNCK supports the creation of an industrial structure involving Belgian interests and a strategic role for the state.



# THE CNC WELCOMES A RESPONSIBLE ENERGY POLICY INCLUDING NUCLEAR POWER



The new ARIZONA government has just unveiled its ambitious plan for the country's energy future. Among its key measures: the return of nuclear power as an essential source of electricity production and the abolition of the 2023 law that required the shutdown of power plants after 40 years of operation.

Under the previous administration, a nuclear phase-out was scheduled for 2025, to be compensated by gas-fired power plants. However, faced with soaring gas prices, two nuclear plants were eventually extended for a decade. This decision was deemed insufficient by the CNC, which led intense lobbying efforts to avoid jeopardizing electricity supply, industrial jobs, and household purchasing power.

Convinced that a balanced energy mix must include both controllable nuclear reactors and renewable energy sources, the CNC relies on the expertise of its members from various sectors of the energy industry.

The CNCK will remain vigilant regarding the implementation of this program and will place all its expertise at the service of stakeholders in the Belgian energy sector.

## BENIFITS for our members

Terms and conditions: contact the secretariat.

For current or additional information see [www.cnc-nck.be/members/benefits](http://www.cnc-nck.be/members/benefits)

### 1 LEGAL COVERAGE OF OCCUPATIONAL RISK :

Supplementary insurance In the context of professional activity, this insurance relates to :  
to the civil remedy, to the criminal defence  
to civil defence  
to the driver's guarantee  
disputes arising from social legislation and the employment contract.

Annual premium: 35

### 2 HERTZ:

Car rental at 10% off the national price.

### 3 LEGAL ADVISE ON LABOUR LAW :

This legal advice is extended to family members living in the same household as the CNC member.

### 4 CARLSON WAGONLIT TRAVEL :

Discount offered on various trips ordered via the website: <http://leisureatwork.cwtonline.be/index.aspx>

### 5 TRAINING SESSIONS

The CNC regularly organises training sessions. These are free of charge for members (or with a minimal participation fee). Non-members pay the full rate (min. 145).

More information ?

Contact the CNC/NCK secretariat

[info@nck-cnc.be](mailto:info@nck-cnc.be).



## TAX-INCREASE ON SECOND-PILLAR PENSIONS

PAR PIERREYKMAN



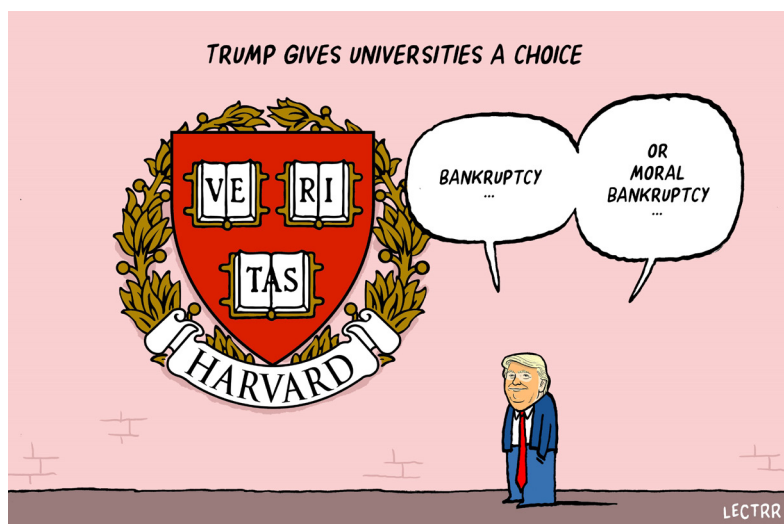
The Arizona government aims to better manage pensions.

This would involve measures to slow the increase of the highest pensions for civil servants and also an increase in the solidarity contribution on second-pillar pensions. This contribution would rise from 2% to 4% on capital above €150,000.

Estimates from 2024 indicate that 10 to 15% of the 73,000 people who took out their supplementary pension in 2024 had a capital of more than €150,000. Only the capital above €150,000 would be taxed at 4% instead of 2%.

This measure would come into effect after December 31, 2026.

Let us not forget that the capital is also taxed at 10 to 16.5%, depending on the retirement age, along with a 3.55% INAMI contribution and municipal surtaxes.





## POLITICAL PARTIES IN THE SOCIAL DEBATE

N-VA, Vooruit, CD&V, MV, Groen, PS, MR, and Les Engagés were consulted. Below are the responses from Les Engagés and MR, who answered our call.

We wish to reiterate, if necessary, that the responses from political parties in no way imply any endorsement by the CNC, which remains apolitical. The CNC's only policy is to defend executives. (See Infocadre 312).



The agreement concluded in Kern represents a significant advance for the Reformist Movement, incorporating many measures from its program.

On the economic front, nearly one billion euros will be mobilized by 2029 to support business competitiveness, notably through a reduction of employer contributions on low and middle wages, as well as the introduction of a cap on employer contributions related to high salaries, in order to stimulate hiring.

In social policy, the agreement plans to facilitate the return to work of long-term sick individuals by increasing the responsibility of doctors, mutual insurance funds, employers, and workers. The allowed duration for unjustified absences will be reduced from 3 to 2 days starting January 1, 2026.

On security, the military will resume the surveillance of sensitive sites such as nuclear power plants, enabling the redeployment of 350 police officers to field missions. Meanwhile, a justice reform is underway with a budget of 1 billion euros, criminalizing prison escapes and electronic bracelet sabotage, increasing penalties for trafficking (drugs, weapons), money laundering, organized crime involving minors, and terrorism (includ-

ing possible loss of nationality). The government is also considering prison capacities abroad (Albania, Kosovo) and investing in prison security (cell phone jamming, drone detection, secure cells).

Inmates might contribute financially to their incarceration according to their means, and video-conferencing will be expanded to reduce physical transfers. Specific measures will target illegal detainees, who account for over 40% of incarcerations.

In defense, Belgium will reach 2% of GDP spending by 2025, as per its international commitments. This will be accompanied by an updated strategic vision, the creation of a public-private Defense Fund, and funding through temporary measures, structural solutions, and management of public assets. Defense will also contribute to internal security by protecting sensitive sites from July onward.

Migration policy is tightened: asylum seekers already protected in another EU country or rejected elsewhere will be excluded from reception; only essential services will be maintained (no financial aid).

Family reunification is more strictly regulated: the minimum age of spouses is raised, deadlines are lengthened, and income conditions are increased. Local Reception Initiatives (ILA) will be abolished, and hotel accommodation phased out.

Regarding pensions, self-employed persons continuing work after legal retirement age can acquire new rights if they contribute on an annual income of at least €17,008.88. Those choosing to remain in the current scheme can do so without opening new rights. A cap on indexation of the highest pensions (above €5,250 gross) is also planned between July 2025 and December 2029.

On taxation, the government doubles the tax credit for self-employed who increase their equity (20% of the increase, capped at €7,500). The VAT rate on demolition-reconstruction will drop from 21% to 6% for main residence projects up to 175 m<sup>2</sup>, while replacing fossil fuel boilers will be taxed at 21%.

The most ecological hybrid cars will remain 75% deductible until 2027, with a gradual reduction until 2030. The income ceiling for flex jobs will rise from €12,000 to €18,000, and for dependent students to €12,000 regardless of parents' status. These measures aim to support economic activity, encourage ecological transition, and improve labor market flexibility.

In energy, Belgium reached a historic milestone with the vote last week in second reading in Parliament to repeal the 2003 law on nuclear phase-out. Led by the Reformist Movement through Energy Minister Mathieu Bihet, this reform marks a decisive shift towards a new, pragmatic energy framework adapted to current realities. By ending the ban on nuclear energy, Belgium gains the tools to build a diversified energy mix, with nuclear power reclaiming its place alongside other sources.

This change overcomes past dogmatic approaches, notably embodied by the Deleuze law, adopting a more balanced and complementary vision of energy resources. It aims to strengthen national energy sovereignty, guarantee stable, competitive local production, and reduce dependence on imports—particularly vulnerable amid international crises. The MR, originator of this initiative, seeks to provide

Belgium with a strategy based on autonomy, security of supply, and sustainable decarbonization.

The vote is also symbolic: long the sole defender of nuclear energy, the MR now sees a political majority converge on this direction, aware of the strategic importance of this technology. The reform opens the door to new nuclear capacities while mobilizing the country's scientific, technological, and industrial potential for citizens and businesses.

Finally, this new energy approach fits a forward-looking vision focused on innovation, realism, and anticipation. It aims to break ideological deadlocks and build a robust energy policy capable of addressing the climatic, economic, and geopolitical challenges of coming decades. This marks the beginning of a new energy era for Belgium.



### The Arizona Coalition's Energy Policy: Combining Sustainability and Accessibility

The Arizona government has committed to implementing an energy policy aimed at addressing climate challenges while ensuring energy security and accessibility for citizens. This policy is characterized by a balance between accelerating the energy transition and supporting the country's energy independence.

### An Interfederal Energy Pact

At the core of the energy policy is an interfederal energy pact that guarantees a carbon-neutral energy mix. This mix includes a combination of renewable energies, nuclear power, and other sustainable sources. The government wants a transition that respects the specificities of each region while maintaining a common vision of sustainability and supply security. A High Council for Energy Supply will be estab-



lished to ensure transparency in decision-making processes and provide objective analyses on energy choices. This council will coordinate policies across the various federal and regional entities.

### **Nuclear Power, an Essential Player in the Transition**

Specifically, this includes extending the operation of the Doel 4 and Tihange 3 nuclear reactors for an additional 10 years. This extension aims to strengthen the country's energy independence and guarantee a constant electricity supply while allowing a gradual reduction of fossil fuel dependence. The government has also decided to lift the ban on building new nuclear capacities to meet the country's future energy needs, maintaining strict safety standards.

### **Environmental Taxation**

The government also intends to accelerate the transition to cleaner energy sources. To do so, fiscal incentives will be introduced to encourage investments in green technologies while reducing costs for citizens.

Hybrid systems combining heat pumps and photovoltaic panels are developing as solutions for the future. These systems, which combine heating and energy production, are particularly efficient. Although their price can be a barrier, the energy calculation remains positive and represents a viable long-term solution to reduce CO<sub>2</sub> emissions. Consequently, the government plans to reduce VAT on heat pumps to 6% in its environmental taxation framework.

However, it is important to emphasize that a heat pump in a poorly insulated building is ineffective. That is why the government will implement measures to accelerate building insulation. A new comprehensive renovation grant system will be presented in October 2026, aiming to improve the energy efficiency of buildings and encourage thermal renovation.

Moreover, the government plans to progressively reduce subsidies for fossil fuels to promote a controlled transition without harming households or businesses.

A fairer taxation system will be implement-

ed, notably by advocating for kerosene taxation at the European level and increasing boarding taxes for the aviation sector.

### **Reducing Energy Costs for Citizens and Businesses**

The government is also working to align electricity transmission network tariffs with those of neighboring countries to ensure greater competitiveness for businesses and a more affordable energy bill for citizens. A reform of energy aid, which will be budget-neutral, will ensure better transparency and fairness for beneficiaries of social tariffs and the Heating Social Fund.

### **Sustainable Energy Networks and Technological Innovation**

In developing sustainable, carbon-neutral energy networks, interconnection with European grids will be essential to balance energy consumption and production, especially with variable energy sources such as wind and solar.

Local energy communities, which reduce losses related to energy transport and rethink balancing markets, will also be explored to strengthen energy autonomy at the local level. Investments in network infrastructure will be necessary to support this transition, along with encouraging innovative solutions such as home energy storage to guarantee more flexible and resilient energy management. Finally, smart meters will also be essential to optimize energy management by identifying and adjusting consumption habits, thus offering better energy agility.

### **A Coordinated and Transparent Transition**

One of the main goals of this energy policy is to simplify and accelerate the energy transition by strengthening cooperation among different levels of government and ensuring concrete, measurable actions. Through rigorous monitoring and clear governance, the Arizona government aims to guarantee Belgium's strong ambition in the face of climate challenges while remaining competitive and providing affordable energy to its citizens.

## CNC/ NCK: INFORMATION AND FACTS.

- The fourth trade union alternative that has been specifically defending the interests of professional and managerial staff since 1966.
- The CNC is an independent association.
- The CNC helps its members: per year +/-1000 individual interventions +/- 200 interventions at collective level.
- Gives a voice to it's members.

## OBJECTIVES OF NCK/CNC

- Improvement of working conditions for all workers including managers and executives
- The CNC/NCK is the only organisation that opposes fiscal and parafiscal discrimination.
- Defending our interests in a humanitarian context without belonging to a particular political party.
- Our association is fighting for legal recognition in order to be present at all levels of social dialogue.
- The defence of professional and managerial staff at European level through the European Confederation of Professional and Managerial Staff (CEC).
- Legal pension increased in relation to management contributions.

## SERVICES OF THE CNC/NCK

### • Individual juridical advise and assistance

- Conclusion of employment contract
- Working out an amicable agreement
- Secondment and modification of function
- (supplementary) pensionplan
- Evaluation of function
- Dismissal and outplacement
- Company car package
- Restructuring

### • Collective services.

- Organisation of an executive association
- Reorganisation in the company
- Analysis of collective labour agreements
- Closure or sale of the business

### • The NCK/CNC is present in the works council and supports candidates in social elections.



### NATIONALE CONFEDERATIE VAN HET KADERPERSONEEL

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JAARLIJKSE BIJDRAGE ( € )	Bankover- schrijving	Domiciliëring	
	jaarlijks	jaarlijks	maande
Actieve leden	145	135	11,5
Jonger dan 30 jaar	72	60	5,50
Gepensioneerden	61	50	4,00
Werklozen met uitkering, langdurig zieken	72	60	5,50
Echtparen	165	150	13,50

Collaborated to this

Pierre Pirson, Roland Glibert, Bas Pauwels,  
Philippe Gouat, Nikolaas Van Steenkiste,  
Frédéric Baudoux, Pierre Ykman

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