EFB
EUROPEAN FAMILY BUSINESSES

EY
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NextGen 2026

Brussels from the Inside

17-18 November

Beyond Succession: The Future of Family Businesses

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Day One - 17 November 2026

Location: Silversquare Europe. 35 Square de Meeûs, Brussels

11.00h Registration

11.30h Welcome & Introductions

12.00h Inside EFB: Shaping the Future of Family Enterprise

Discovering the role of European Family Businesses and the opportunities for the next generation.

12.30h -13.30h Lunch

14.30h European Parliament: Meeting with MEP Fernando Navarrete Rojas and Moderated Q&A

Group Photo at the European Parliament and return to Silversquare.

16.00h Coffee Break

16.30h A family Business Story: Lessons Across Generations

Presentation by Filippo Garrone, Corporate Finance Specialist at San Quirico

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18.00h Chocolate Workshop at The Belgian Chocolate Makers

Get hands-on with Belgian chocolate and discover the secrets behind one of Belgium's most iconic culinary traditions.

20.00h Traditional Belgian Dinner at Aux Armes de Bruxelles

A taste of Belgium featuring the iconic combination of fresh mussels and crispy Belgian fries.

Day Two – 18 November

Location: Comet Meetings: Louise, Pl. Stéphanie 20, Brussels

09.00h The Policies Shaping Tomorrow's Family Businesses

Presentation by Darius Movaghar and Joana Peixinho, Policy Advisors at EFB.

From the Industrial Accelerator Act to the Business Transfers Recommendation and the Union of Skills. During this session we will discuss the current policies EFB is working on and how they impact family businesses.

09.45h EY Presentation*

10.15h Coffee Break

10.45h Making Ownership Visible

Presentation by Prof. Stefano Orioli, DBA candidate and Adjunct Professor at IE University (Q&A)

Drawing on a research collaboration between IE Business School and European Family Businesses, this session explores how ownership concerns travel into European policymaking, why a strong collective voice is what makes ownership visible, and how this generation can build on the work of those who came before. Because in a Europe whose competitiveness depends on long-term ownership, making ownership visible is no longer just a family matter — it is a European one.

Day Two – 18 November

Location: Comet Meetings: Louise, Pl. Stéphanie 20, Brussels

11.15h When Family Meets Business: Understanding Emotions, Shaping the Future

By Prof. Rania Labaki, Full Professor of Finance and Family Business, Family Business Chair Director at EDHEC Business School

Shaping the future starts with understanding what makes your family business distinctive. Family businesses differ not only in their ownership and leadership, but also in their emotional fabric. Relationships, attachments, expectations, positive and negative emotions influence decisions across generations, with implications on both family harmony and business continuity. This speech offers a roadmap for exploring how these emotional specificities interact with your family history and business development, giving rise to distinct challenges and opportunities. Learn how managing emotions and adapting governance can help you navigate these dynamics and identify the range of roles and responsibilities you could take on as your family business evolves.

11.45h Closing reflections

12.00h Lunch

12.45h Leave to Commission

13.25h Arrival in European Commission

14.00h Meeting with Commissioner Glenn Micallef, responsible for Intergenerational Fairness, Youth, Culture and Sport

15.00h Tour of the Berlaymont Building

16.00h End of Event

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Fernando Navarrete, Member of the European Parliament

Fernando Navarrete is a Member of the European Parliament for the 10th legislature, elected in 2024. He serves as Deputy Coordinator for the European People's Party (EPP) in the Committee on Economic and Monetary Affairs (ECON) and as Coordinator for the EPP in the Subcommittee on Tax Matters (FISC). With over two decades of experience in economic policy and financial regulation, Navarrete has held senior leadership positions at the highest levels of public administration and central banking. Before joining the European Parliament, he was Chief of Staff to the Governor of Banco de España, where he played a pivotal role in shaping the bank's strategy and gained deep insight into the workings of the Eurosystem and the Single Supervisory Mechanism.

Prior to that, he served as Secretary General of the Spanish Treasury, overseeing financial policy and debt management for the Spanish government. He had previously been Director General of the Instituto de Crédito Oficial (Spain's national development bank), where he played a key role in economic development initiatives.

Earlier in his career, he led the Economic and Public Policy Department at FAES, designing a policy agenda to address the aftermath of the Global Financial Crisis. He started his professional journey as an economist at Banco de España, where he monitored the national implementation of the European banking regulatory framework.

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Glenn Micallef, Commissioner for Intergenerational Fairness, Youth, Culture and Sport.

Glenn Micallef is the Commissioner for Intergenerational Fairness, Youth, Culture and Sport. His task is to give young people more freedom, say and responsibility within our societies, building on what brings us together in diversity, from our cultural heritage to sport at all levels.

Commissioner Micallef is responsible for:

- Preparing a Strategy on Intergenerational Fairness to ensure that interests of present and future generations are respected throughout policy and law making
- Making sure young people's voices are heard to help shape Europe's future, including by coordinating the Youth Policy Dialogues each Commissioner will organise once a year, and helping to set up the President's Youth Advisory Board
- Developing a new Culture Compass to guide and harness the multiple dimensions of culture, with a focus on improving the working conditions of artists and cultural professionals
- Working on a strategy to strengthen the European Sport Model and making the most of the potential of physical activity to improve people's physical and mental health
- Working on an action plan against cyberbullying and the implementation of the EU Strategy on the Rights of the Child
- Taking forward the work on strategic foresight to identify trends, research and technology developments that will have an impact on future generations

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Filippo Garrone, Corporate Finance Specialist at San Quirico S.p.A.

Filippo Garrone is a corporate finance and investment professional with experience across M&A, portfolio management, Venture Capital and strategic advisory.

Member of the fourth generation of an Italian industrial family, he worked at San Quirico S.p.A. - the family holding company - where he was involved the investment oversight of a diversified portfolio of operating companies. His key focus was supporting the shareholders in strategic planning, generating and delivering M&A transactions, and managing liquidity. He also served as Board Member representing the investment holding company on the Boards of selected portfolio companies and is currently Board Observer in the holding company and Board Member of the family's non-profit foundation. Previously, he co-founded and managed 4 Ven S.r.l., a Venture Capital advisory firm focused on scouting and analyzing European VC funds, alongside delivering direct minority investments in early-stage start-ups. Earlier in his career, he worked in strategy consulting and at two global companies operating in the energy sector. Filippo holds a B.A. in International Business from Saint Louis University (Madrid, Spain), a Master in Corporate Finance from SDA Bocconi (Milan, Italy), and an M.S. in Global Finance from Fordham University (NYC, NY).

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Prof. Rania Labaki, Full Professor of Finance and Family Business, Family Business Chair Director at EDHEC Business School

Dr. Rania Labaki is a globally recognized expert in family business, with a focus on the relationships, values, and long-term vision that shape family enterprises.

She is Full Professor of Finance and Family Business at EDHEC Business School, Director of the EDHEC Family Business Chair, and Family Business Fellow at Cornell University. She advises family SMEs, family offices, and large family-controlled groups on next-generation development, succession, governance, and financial decision-making. A sought-after speaker, she has presented in over 70 countries, including at the European Parliament. She also served as FBN-I's academic expert for eight years and as a member of the FBN International Next Generation Committee.

Her work bridges rigorous academic research with practical insights, combining analytical depth with empathy and cross-cultural understanding.

Rania serves on the Board of the Family Firm Institute and on several editorial and advisory boards. Her work includes over 200 academic and media contributions, including in Family Business Review, Harvard Business Review, Financial Times, and Forbes.

She holds a PhD from the University of Bordeaux with highest honours, alongside certifications in family business advising, wealth management, and leadership. Her recognitions include the Barbara Hollander Award (2020), induction into the Family Business Hall of Fame (2023), and Family Capital's Top 25 Family Business Academics (2024).

Prof. Stefano Orioli, DBA Candidate and Adjunct Professor at IE University

Stefano Orioli is Adjunct Professor and doctoral researcher at IE University's Center for Families in Business, where he studies how business-owning families translate their values into governance influence, intergenerational advocacy and a voice in European policymaking. He leads IE's research programme in partnership with European Family Businesses (EFB).

In addition to academia, he brings over fifteen years in finance and asset management, advising entrepreneurial families, family offices and private investors across Europe, Latin America and Asia, including time at Allianz GI, AXA IM, Generali and Credit Suisse, always centered on succession, governance and cross-border trust-building. He holds postgraduate degrees in finance from Bocconi (Italy), international wealth management from ESCP (France), international relations from FGV (Brazil), and corporate governance and management from IE University (Spain).