



ACADEMY

febelfin

Learning, key for evolution



Activity report 2016

www.febelfin-academy.be

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01 PREFACE

Learning, key for evolution: the mission of Febelfin Academy since its foundation in 2006. Indeed, this year we are embarking on our second decade of existence and celebrating our tenth anniversary!

Febelfin Academy is proud that in these 10 years it has been able to contribute to the development of employees in the financial sector, a sector that has undergone very many changes in this last decade, and which now faces the challenge of continuing to guarantee a sustainable business model for its customers and employees.

No easy matter as our world is changing. Digitisation, various innovative applications that require completely different skills, new organisational structures, etc.: employers must always keep an eye on the training requirements of employees and be able to respond to them with an offering that keeps their employees, their human capital, competent. The employee himself or herself must also take the initiative to invest in his or her career.

In addition the prudential supervisors will focus further on a legal supervisory framework with clear codes of conduct and knowledge requirements for our employees. This requires an important investment by the sector.

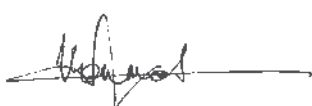
You can count on us, the Febelfin Academy, to actively support you over the next decade through the ongoing development of sustainable learning solutions. The future is impossible to predict, and it is unclear in what direction it will take us. Will classrooms disappear and be entirely replaced by new forms of digital learning? Various studies into the matter have proved inconclusive, but it is nevertheless clear that innovation and tradition can successfully coexist. For this reason, we have decided to continue investing in “customised” learning solutions.

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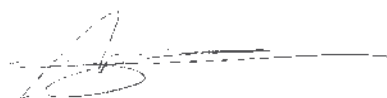
Learning, key for evolution

Febelfin Academy would like to thank you, its members, customers, directors and employees for the constructive and informative relationship over the last decade and looks forward to enriching the cooperation in 2017.

Ann Vanlommel
Managing Director



Werner Abelshausen
Chairman



02 GOVERNANCE

KEY POINTS

- The **board of directors** of Febelfin Academy remained unchanged in 2016.
- The Febelfin Academy team was strengthened by **two new colleagues**.

BOARD OF DIRECTORS

The Board of Directors of Febelfin Academy remained unchanged in 2016 and consists of the following members:

Werner Abelshausen, Febelfin, Chairman
Hilde Brackeva, BNPP Fortis, Director
Wien De Geyter, Febelfin, Director
Ansie De Jaeger, KBC, Director
Johan Desmedt, VDK Bank, Director

Camille Gillon, Belfius, Director
Eric Pulinx, BNY Mellon, Director
Ann Vanlommel, Febelfin Academy, Managing Director
Marc Vermeiren, RBC Investor & Treasury services, Director

NEW RECRUITMENT

In order to guarantee the high-quality growth and new activities of Febelfin Academy, the team was strengthened by two new colleagues.



Alain Veirman started on 19 September as business support coordinator and he is primarily responsible for the planning and organisation of the central examinations.



Sarah Van Eeckhout started on 14 November as a junior business project manager, in which role she is responsible for the development and implementation of learning paths, with a focus on in-company training and credit intermediation.

TEAM



03 HIGHLIGHTS

2016

- 5 January** • Start of “Patrimonial approach” together with the PBA-B (Private Bankers Association - Belgium)
- 27 January** • Febelfin Academy New Year’s event
- 22 February** • Start of “Elan+” joint training initiative
- 15 March** • Start partnership with the Frankfurt School of Finance and Management
- 17 April** • Participation of Febelfin Academy in “Laureates of Labour”
- 23 April** • Launch of “coaching paths” for central group examinations
- 14 June** • Info session “Comparison of knowledge and training requirements”
- 1 July** • Launch of “Elan+ outplacement”
- 1 September** • Start of 4th edition of “Professional Certificate in Risk management” in cooperation with ABAF
- 12 September** • Launch of online planning tool for individual examinations
- 26 September** • 2nd Masterclass in banking
- 30 September** • Febelfin Academy website “revite”
- 4 October** • Launch of “Information Security” e-learning course
- 15 October** • Start of cooperation with Sofuba, joint training initiative PC 341
- 20 October** • Participation in “Work for change” of youth organisation Zuiddag
- 27 October** • Graduation ceremony of “Professional Certificate in Leasing”
- 24 November** • Participation in “Forum for the Future” congress
- 7 December** • Graduation ceremony of “Certified Compliance Programme”

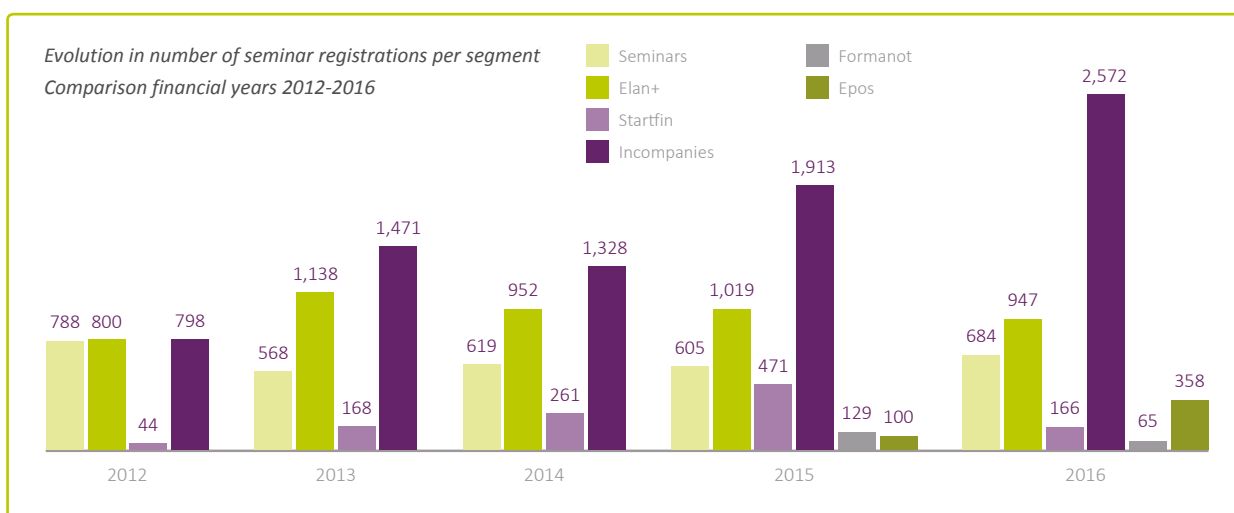
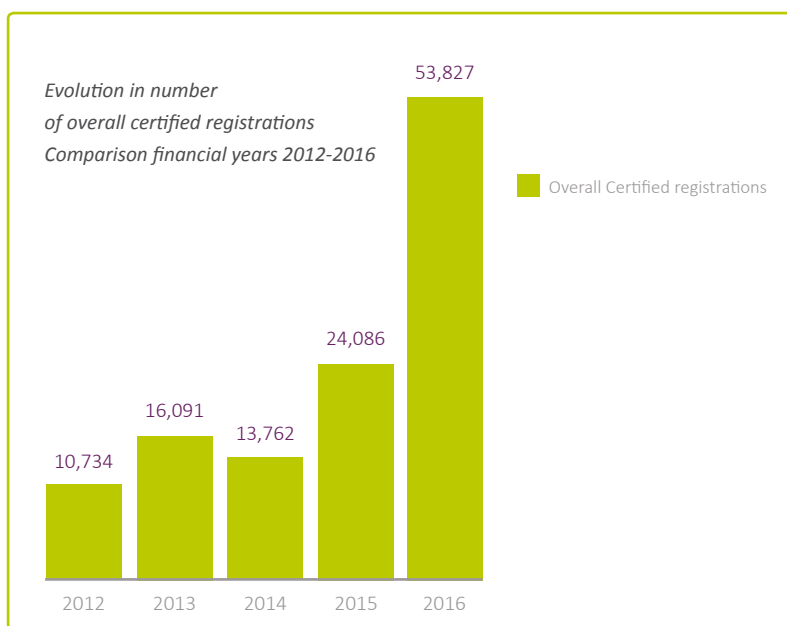


04 FACTS & FIGURES

QUANTITATIVE ANALYSIS

2016 was for Febelfin Academy a year that was primarily defined by a large demand for central examinations in insurance and credit intermediation.

In addition the other activities remained stable or saw slight growth. Further details on this can be found in the survey of activities (0.5).



QUALITATIVE ANALYSIS

QUALITATIVE RESULTS PARTICIPANTS

The quality of its training courses is a priority for Febelfin Academy, which is why it conducts meticulous quality controls among its course participants. Since 2016, Febelfin Academy has switched to a completely written survey at the end of the course day instead of a digital survey. With the digital survey the response rate was unfortunately too low.

The evaluation form gauges their experiences with regard to content, lecturer and accommodation. In this way it is possible to make continuous adjustments very quickly where necessary. In 2016 Febelfin Academy again achieved good results with a general satisfaction score of 95%.

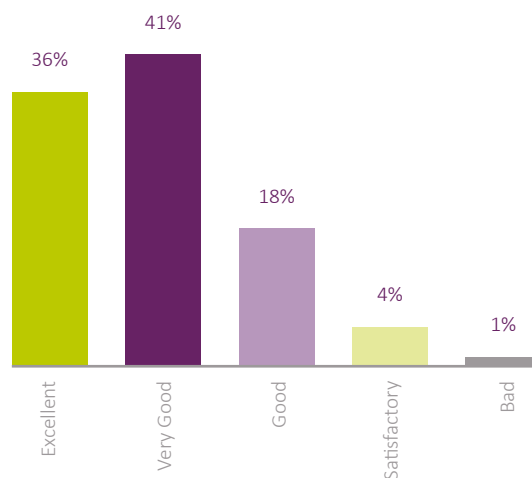


Training Kredietbemiddeling

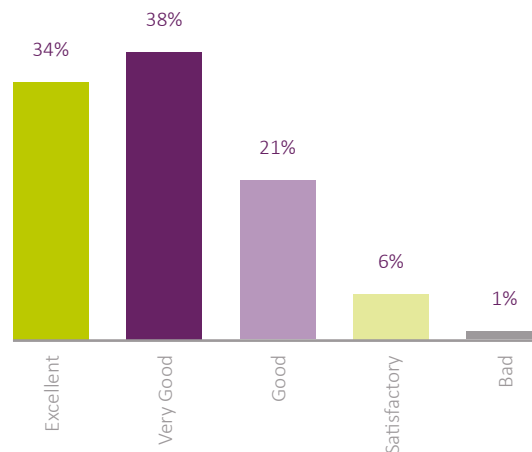
Jan Desmedt - Manager Retail Experience – Telenet

Onze retail afdeling werd geconfronteerd met nieuwe wettelijke verplichtingen die leiden tot de noodzakelijke certificering van ongeveer 500 winkelmedewerkers binnen een bepaalde tijdspanne. Dankzij een correcte informatieverstrekking van Febelfin Academy kregen we dit snel onder de knie. De verstrekte steun was zeer behulpzaam bij het realiseren van deze grootschalige opleidingsoperatie. Zeker het online oefen- en examenplatform van Febelfin Academy bleek een grote hulp te zijn. Het stelde ons in staat om op zelfstandige manier alle accounts van onze medewerkers aan te maken en te beheren gaande van de inschrijving tot de opzet van de examensessies. Onze medewerkers krijgen zo op een hele eenvoudige wijze toegang tot het online oefen- en examenplatform om de cursussen te raadplegen en om onbeperkt te oefenen met onmiddellijke feedback. Uitgenomen het verplichte karakter van het examen hechten onze medewerkers waarde aan hun certificering als een bewijs van hun kennis om klanten op de best mogelijke manier te adviseren, en kijken naar deze erkenning als een aanwinst voor hun persoonlijke carrière.

Overall results 2016



Accommodation results 2016



QUALITATIVE RESULTS LECTURERS

In 2016 Febelfin Academy also started a survey on the cooperation with its lecturers. In view of the crucial role of the lecturers for Febelfin Academy, it is important that they also experience the cooperation as positive and with added value.

The results of the survey are positive: 94% of the lecturers who responded to the survey were of the opinion that the cooperation with Febelfin Academy yields clear added value for them.

Points of attention for Febelfin Academy are a more proactive communication of the evaluations, which has been incorporated in the 2017 action plan for its lecturers. In addition, the possibilities of FA-cts, the Febelfin Academy learning platform, are still inadequately known and used too little. In 2017, Febelfin Academy will also work on this so that it attracts sufficient attention from the lecturers.

BEST LECTURERS AWARDS

This year the “Best Lecturers Awards” will be communicated at the event marking the 10 years of existence of Febelfin Academy on 27 April 2017.

A “Best Lecturer in Banking” and a “Best Lecturer in Personal Development Skills” will again be elected on the basis of the 2016 evaluation results of participants.

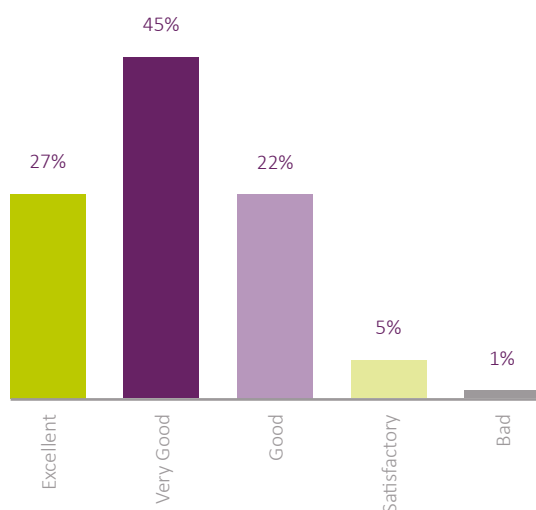


Training at Argenta Hoe verbeter ik mijn trainingsvaardigheden?

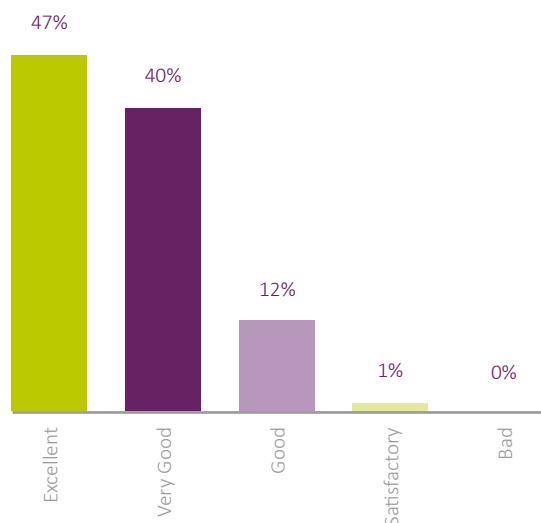
Deelnemer:

Ongedwongen opleiding met respect voor de deelnemers. Ik heb veel zaken kunnen opsteken om mee te nemen op de werkvloer. De inhoud van de cursus en methodes zijn uitstekend, maar een extra troef is de persoonlijkheid en expertise van Martine De Prijcker, de trainer zelf. Deze interactieve opleiding was tot nu toe de beste die ik kon volgen!

Content results 2016



Lecturers results 2016



05 ACTIVITY REVIEW

KEY POINTS

TRAINING OFFERING

- **General open calendar offering** remains stable and is being updated with new topics.
- The demand for **tailor-made training courses** continues to increase.

INTERMEDIATION

- **Bank intermediation** saw a slight fall compared to 2015 and previous years.
- **Insurance brokerage** once again noted a significant increase in 2016.
- **Credit intermediation** experienced an enormously high demand in 2016.
- **Overview of accreditations in training.**

SECTORAL INITIATIVES

- **Elan+** again saw great success with some 1,000 participants.
- Since July Febelfin Academy has taken care of the administrative support and training for the outplacement sector initiative of the bank sector, **Elan+ outplacement**.
- In September Febelfin Academy started its cooperation with **the joint training initiative SOFUBA**.

BUSINESS DEVELOPMENT

- Cooperation with other **sector-based training providers** for training courses and examinations.
- **Cooperation with colleges** for central examinations.
- **New functionalities for the organisation of the central examinations** such as planning tool and coaching paths.



TRAINING OFFERING

OPEN CALENDAR OFFERING

The open calendar offering is arranged such that the basic training courses mainly take place in the spring and the advanced and expert courses in the autumn. The number of enrolments in the open offering remained stable with 684 individual enrolments.

The offering was updated with the following new training courses among others:

Technical training courses: focus on new legislative initiatives and themes

- Fraud detection using social network methods
- Introduction to financial product pricing for compliance
- Fraud in credit files
- Integrity management
- Fundamentals of international banking
- Fundamentals of payment traffic and new developments
- MiFID II
- "Information Security" e-learning course

Personal development

- Copywriting for the web
- Making presentations with MS Sway
- How to deal with aggression?
- Preventing burn-out and bore-out through personal leadership
- Using my smartphone and tablet smartly
- Engaged interactions with the ill employee
- Online language courses

In 2016 Febelfin Academy continued to organise also a range of certified training courses

- Patrimonial approach and investment management in cooperation with the PBA-B
- Certified Compliance Officer
- Certified Leasing Officer in cooperation with the BLV
- Professional Certificate in Risk Management in cooperation with ABAF.

IN-COMPANY TRAINING COURSES

The open offering of training courses can also be given in-company. Here Febelfin Academy once again saw growth, in all training categories.

Over 60 unique organisations called on the services of Febelfin Academy.

The training courses in insurance subjects, i.e. preparation for the examination and permanent education, remain the largest with 282 training days and 4,203 participants. Then follow the banking-technical and credit training with 158.5 training days and 2,435 participants.

Institutions also count on Febelfin Academy for the organisation of personal development skills training courses, and for 2016 this represented a total target group of 481 people with a total of 85 training days.



Training Les bases de la macro-économie

Participant :

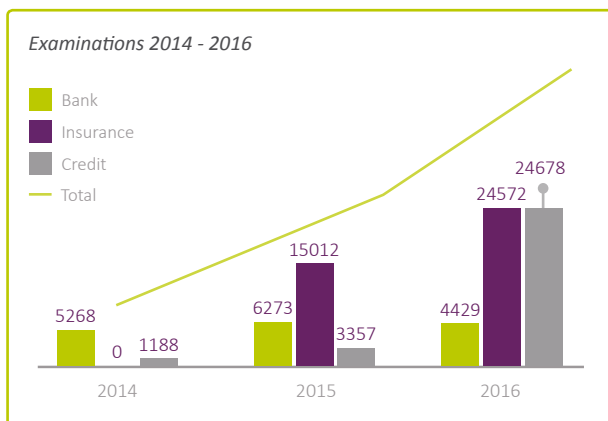
Le cours est donné avec beaucoup d'aisance par Stéphanie Smet, formatrice douée et posée. La présentation très actuelle révèle une matière très dense. Le contenu est souvent adapté aux thèmes macro-économiques actuels.

INTERMEDIATION

The intermediation activities and more specifically the central examinations that are a requirement for access to the profession occupy an ever growing place in the activities of Febelfin Academy.

Bank intermediation fell this year for the first time since the start with a total of 4,429 examinations. This can mainly be explained by the fact that the fifth module, credit intermediation, has been a separate examination since 2015 that is determined from a different legislative initiative.

Febelfin Academy does however note that both the average pass percentage, 83%, and the average result, 73%, are falling. A direct cause of this cannot be indicated, unless the study pressure increases in the first year of recruitment due to the greater quantity of examinations to be taken.



Insurance intermediation saw a record year with 24,572 examinations (2015: 15,012 examinations). This is explained on the one hand by the central examinations in insurance intermediation being fully introduced, with various organisations having made a number of changes relating to intermediation in certain branches in this regard. This meant that a large group of employees had to take an exam for a certain branch.

Both the pass percentages (82%) and the average results (73%) of the examinations in insurance intermediation remained stable.

Credit intermediation, as a legislative initiative relating to knowledge requirements for the profession, started in November 2015 and everyone who intermediates in credit must be able to prove these knowledge requirements, among other things by passing a central examination.

In 2016, a total of 24,678 examinations were taken in the various credit subjects with an average pass percentage of 85% and an average result of 74%. Febelfin Academy expects another high demand in the spring of 2017 as all existing credit intermediaries must be able to present these knowledge requirements before April 2017.

At the end of 2016, Febelfin Academy counted 77 unique organisations, across the different intermediation examinations, that cooperate with Febelfin Academy for the preparation and taking of the examinations. The blended learning path, a composition of syllabi, learning platform and examination, meets the customer requirements here.

The Febelfin Academy examination platform is accredited by the FSMA as examination system. In this context, Febelfin Academy has today 144 decentralised examination centres. Febelfin Academy monitors the functioning of the decentralised examinations centres closely to guarantee that the examination rules are being followed correctly. In 2016, it regularly conducted on-site inspections and has been able to note that the examinations rules are being observed properly.



Training Intermédiation bancaire

Anne DE ROUCK - Training Logistics - AXA Bank

Reeds verschillende jaren behalen onze nieuwe medewerkers in de bankagentschappen, dankzij een vlotte samenwerking met Febelfin Academy, de wettelijk verplichte diploma's inzake bemiddeling.

Hiervoor doen we beroep op de zelfstudieformule: wij regelen de toegang tot het oefen- en examenplatform van Febelfin Academy waarop de kandidaat de syllabi met de te kennen materie kan terugvinden en zijn kennis kan testen dankzij oefenexamens. Zo kan hij de materie op eigen tempo aanleren. Eens hij oordeelt klaar te zijn voor het examen, schrijven wij hem hiervoor in.

Deze formule, aangevuld met de verplichte opleidingen bij AXA Bank, maakt de nieuwe medewerker in een minimum van tijd operationeel in het verkooppunt.

ACCREDITATION OF TRAINING PROVIDERS IN PERMANENT EDUCATION

In 2016, Febelfin Academy did not accredit any new training providers.

Adjustments were carried out for BKCP, now Beobank and Optima Bank, further to organisational and institutional changes.

Bank Intermediation:

600 001 Centea nv	600 021 Leleux Associated Brokers	Academy vzw
600 002 Citibank nv	600 022 Bank Delen	700 011 BZB
600 003 AXA Bank Europe nv	600 023 Fedafin	700 012 Citibank nv
600 004 AXA Belgium nv	600 024 Bpost	700 013 Delta Lloyd
600 005 VDK Spaarbank nv	600 025 Patronale Life	700 014 BNPP Fortis
600 006 Record Bank nv	600 026 Capital at Work	700 015 Centea nv
600 007 Dexia Bank Belgium nv	600 027 Petercam NV	700 016 Europa Bank nv
600 008 BKCP nv	600 028 Optima Bank NV (stopped 2016)	700 017 ABK Bank nv
600 009 Onderling Beroepskrediet cvba		700 018 Bank Van Breda nv
600 010 ING België nv	Insurance Brokerage:	700 019 Fedafin
600 011 Argenta Spaarbank nv	700 001 KBC Bank nv	700 020 Bpost
600 012 Landbouwkrediet nv	700 002 Record Bank nv	700 021 Patronale Life nv
600 013 Febelfin Academy	700 003 BKCP nv	700 022 Credimo NV
600 014 BZB	700 004 Onderling beroepskrediet cvba	
600 015 Delta Lloyd	700 005 ING België nv	
600 016 BNPP Fortis	700 006 Argenta Sparbank nv	
600 017 ABK Bank cvba	700 007 CBC Bank nv	
600 018 Goffin Bank nv	700 008 Dexia Bank Belgium	
600 019 Centrale Kredietverlening nv	700 009 VDK Spaarbank nv	
600 020 Bank Van Breda nv	700 010 Febelfin	



SECTORAL INITIATIVES

ELAN+

The joint initiative Elan+ for the banking sector (PC 310) was relaunched in 2016 with a new training offering. The training programme was reorganised with the addition of 13 new training courses. The enrolment procedure has remained the same:

- Preset number of participants per course;
- Enrolment possible up to the day of the training course (depending on availability);
- No validation of the enrolment by the employer required.

The programme was again a success but compared to previous years absenteeism has risen again. This is explained on the one hand by the work pressure on employees in the banking sector increasing and the time available for training falling. On the other hand it can be noted that the greater the timespan between the request for training and the training day, the higher the absenteeism. The enrolment procedure for Elan+ 2017 will therefore be adjusted to keep this timespan shorter. The training offering is available on the website www.elanplus.be.

SOFUBA

Sofuba is a new joint cooperation between Febelfin Academy and the Training Fund for Risk Groups for intermediation in banking and investment services (PC 341).

The training offering is available via the website www.sofuba.be and employees can register via this website.

STARTFIN

In 2016 the cooperation with joint committee 309 for employees of stock-exchange-listed companies was once again continued, and Febelfin Academy organised training for 212 participants in this regard, both through individual enrolments and through in-company training.

This is a fall in the number of enrolments by 56% that is primarily explained by a fall in the number of employees in this joint committee, i.e. Petercam and Puilaetco Dewaey which now form part of joint committee 310.

On the request of the joint partners, the offering for Startfin has been greatly expanded for 2017: compliance, compliance training and life insurance.

FORMANOT

This represents the personal development training

programme to all employees who come under joint committee 216 for notary employees. To this end they have worked together with Febelfin Academy since 2015, and 80 people took a training course in 2016. The programme is available via the website www.formanot.be.

In 2017, more communication is planned, such as publication in the notaries' newsletter, in order to raise awareness of the programme.

EPOS

EPOS (*Education Paritaire Opleiding Spaarbanken*), the Training Fund for Risk Groups for Savings Banks, provides a training offer to risk groups. It aims to give employees the opportunity to adapt to every development within their professional field through specialisation, updating, additional training and conversion. This can be done through general training (such as language, IT, general skills, etc.) and specialised, function-oriented training (financial and technical banking training, etc.).

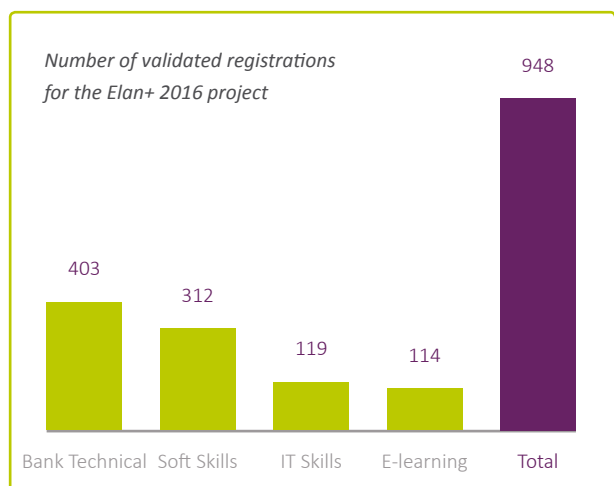
The training courses have also been organised since September by Febelfin Academy and 504 people participated in a course in 2016. The offering was also updated in 2016 with new training courses that are all available via the website www.epos.be.

ELAN+ OUTPLACEMENT

Elan+ outplacement is a new initiative taken by PC 310 (banking sector) in cooperation with Febelfin Academy. This initiative provides for a sectoral outplacement path, run by specialised outplacement agencies and supplemented by a training initiative, and it meets the new rules on outplacement.

As part of this sector-based outplacement offering, participants can take two additional training courses free of charge during their outplacement path.

The initiative started on 1 July 2016 and there were 3 enrolments at the end of the year.





BUSINESS DEVELOPMENT

COOPERATION WITH SECTORAL TRAINING PROVIDERS

Taking as a starting point its role as a training institute for the financial sector, Febelfin Academy wants to be as accessible as possible for its customers. For this reason it concluded various agreements in 2016 with other sectoral training providers such as EDUCAM (automotive sector) and Syntra (business training) so that they can also offer the training and examination with the training material and via the examination system of Febelfin Academy.

COOPERATION WITH COLLEGES

The regulator recognises certain specific diplomas for the knowledge requirements under the Willems law and the Cauwenberghs law.

As far as credit intermediation is concerned, no diplomas are recognised and the central examination in credit intermediation applies. Febelfin Academy has therefore concluded agreements with various colleges that offer courses in banking and finance to integrate the credit intermediation examination in the course curriculum. In this way the graduating candidate immediately meets the knowledge requirements for access to the profession.

Agreements have been concluded with, among others, UCLL, Vives, KDG Hogeschool, HOGent, Artevelde Hogeschool, etc.



Training Epos

Kurt Mariën – Responsable des crédits aux particuliers

Quatre de mes collègues ont suivi la formation de la Febelfin Academy: « Comment améliorer mes compétences de formateur ». Tous les quatre ont réagi très positivement. Bonne méthode et didactique efficace, interaction, accent sur la pratique,... et ce, grâce à l'expertise des coaches Els Puylaert et Martine De Prijcker. Bref, il est tout simplement fantastique de voir à quel point mes collaborateurs débordent d'enthousiasme avant, pendant et après la formation. La preuve que la formation est importante et constitue « une discipline » en soi.

DEVELOPMENT OF NEW FUNCTIONALITIES IN THE LEARNING AND EXAMINATION PLATFORM

This year Febelfin Academy developed two new additional applications in its learning and examination platform to better meet the needs of its customers.

Planning tool

Course participants start studying the subject with self-study and initially plan a date to take the examination. However, it often turns out that they want to change that date because for example they do not yet master the subject or there is a conflict in their schedule. These changes had to be done manually by a Febelfin Academy employee. With the planning tool, after payment the candidate can select the initial examination date himself or herself and change it up to five days before the planned examination date.

This new application offers the candidate more flexibility and has a positive impact on the workload of the Febelfin Academy administration.

Training path

The central examinations in insurance intermediation require extensive preparation with the planning of the different examinations spread over a broad period.

However, the learning and examination platform was built up in such a way that a candidate only gained access to the subject matter and the exercise platform of a certain examination subject after he or she had taken the previous examination. This was not in line with the needs of the candidate or organisation because the preparation was not always in line with the examination schedule.

With the new functionality, the candidate or training manager can immediately trace out the training path right from the start and gains immediate access to the subject matter and learning modules that he or she has incorporated in his or her training path.



Training at ABN AMRO Principes de base de l'IFRS

Participant:

Personne n'aurait pu mieux présenter cette matière que Serge Pattyn, le formateur de chez Febelfin Academy. Il est en effet parvenu à garder l'attention de 20 personnes pendant 8 heures. L'IFRS est pourtant un sujet plutôt aride. Chapeau!

06 PROJECTS 2017

KEY POINTS

- Envision **learning and examination platform**.
- Credit intermediation **online learning solutions**.

ENVISION LEARNING AND EXAMINATION PLATFORM

Febelfin Academy makes use of a technical platform named Envision to manage learning and examinations for certified programmes. This application was developed in 2006 and updated in 2012 in partnership with Vision by Deloitte. Due to changes in the sector and the customer profiles, significant updates are now required. Furthermore it is not scalable and has reached its limit in terms of potential evolution of functionalities.

Based on several discussions with all stakeholders, the existing platform needs to be replaced. There are several options, such as building a new platform or making use of an existing package or solution.

To move forward, the current and future needs of Febelfin Academy need to be documented. These requirements will be included in an RFP and a partner will be selected for the development/configuration of the new platform. The objective is to have the RFP finalised in Q1 and to start development in Q3 2017.

DEVELOPMENT OF LEARNING SOLUTIONS

Febelfin Academy continues to invest further in the various forms of learning.

In addition to the continuous updating of its conventional sessions, in 2016 an offering of distance learning paths was developed as part of permanent training in banking and insurance intermediation. The final test currently still has to be taken at the Febelfin Academy location. The necessary developments will be finalised in Q1 2017 so that these learning paths can be done entirely at a distance.

In 2017 two new e-learning courses were launched for the permanent training in credit intermediation. This is based on the one hand on theoretical knowledge and on the other on learning the correct behaviour. Here we also work with a number of cases in which the course participant has to make decisions regarding the credit that he or she must or must not offer, and the e-learning also places the emphasis on how he or she must approach this towards the different parties involved.



Training **Familiaal vermogensrecht en kredieten**

Participant:

De opleiding is voorbij gevlogen. De topic is zeer interessant want het gaat om een materie die vandaag meer en meer van toepassing is. De aanpak met cases als kapstok voor de theorie is verfrissend en blijft hangen. De toch zware materie wordt aan de hand van de cases luchtig gebracht en is zo makkelijker te begrijpen. Het enthousiasme en de doorgedreven kennis van de lesgever Jean-Emmanuel Beernaert wekt bovendien aanstekelijk.

07 MARKETING & COMMUNICATION

KEY POINTS

- **Results 2016:** increase of awareness and perception of Febelfin Academy and expansion of the reach.
- The improvement of the **user experience**.
- **Increased visibility** among our partners.

RESULTS

The purpose of the new communication strategy, launched in January 2015, was to improve the perception and awareness of Febelfin Academy based on a new corporate identity, a new website and optimisation of the communication through various channels (newsletters, blog posts, partnerships, events, publications, etc.).

In 2016, Febelfin Academy continued to work toward this and achieved the following results:

- 25% more website traffic in 2016 compared to 2015, with a marked increase in the number of new visitors;
- 35% more enrolments in 2016 compared to 2015.

As for the behaviour of visitors on the website, organic search traffic (search on key words) and direct search traffic are the two most important channels with the highest score. Both increase by 45-55% in number of visits.

The increase in direct search traffic may be explained by the increased visibility among a wider public in the financial sector.

The increased organic search traffic, in turn, can be attributed to the relevance of the website. Search engines like to provide users with tailored relevant search results. The content that Febelfin Academy publishes on the website must therefore and above all be as relevant as possible for people doing a search.

Febelfin Academy has therefore also published an extensive FAQ on its website with questions and answers regarding the regulatory initiatives. This is very relevant information for Febelfin Academy members and is frequently consulted.

USER EXPERIENCE

The financial sector is undergoing many changes, which also impacts Learning & Development. In the past, HR managers offered and booked training to and for employees, but now it is more and more the responsibility of the employee itself. Therefore Febelfin Academy has to reach these individual employees and the offer needs to fit within their own learning path.

It is therefore the role of Febelfin Academy to offer them the right training opportunities and learning forms through appropriate communication tools. With the continuous influx of new regulations, this information must also be easily accessible at all times. Febelfin Academy endeavours to make the use of the website as intuitive as possible in this regard. The ultimate goal is to ensure a user experience that is as smooth and centralised as possible.

This year it became very apparent that the various intermediation examinations increasingly form an essential part of the Febelfin Academy activities. This also had to be reflected on the website. A few structural adaptations were therefore made, such as the complete reworking of our examination pages.

INCREASED VISIBILITY AMONG FEBELFIN ACADEMY PARTNERS

Febelfin Academy wants to be the training partner of the broad financial world. It is therefore actively working on increasing its visibility through a diversification of partnerships. The aim is to further consolidate these partnerships in 2017.

Various marketing campaigns have been set up in this regard.



08 FINANCIAL BALANCE SHEET 2016

INTANGIBLE FIXED ASSETS		0,00
Software	0,00	

FIXED ASSETS		109.600,00
A. Land, buildings	0,00	
B. Plants, machinery, equipment	32.472,00	
C. Furniture, rolling stock	77.128,00	
D. Leasing		
E. Other fixed assets		

CURRENT ASSETS		
C. Outstanding receivables	2.683,00	2.683,00

SUPPLIES, ORDERS IN EXECUTION		0,00
A. Supplies	0,00	
B. Financial debts	0,00	

RECEIVABLES		710.609,00
A. Trade debtors	688.579,00	
B. Other amounts receivable	22.030,00	

OTHER INVESTMENTS & DEPOSITS		3.181.204,00
A. Treasury bonds		
B. Cash at bank and in hand	3.181.204,00	

DEFERRED CHARGES & ACCRUED INCOME	74.433,00	74.433,00
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TOTAL		4.078.529,00
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CAPITAL & RESERVES		2.571.920,00
A. Result previous fin. Year	1.449.834,00	
B. Result financial year	674.268,00	
D1. Untaxed reserves (personnel)	447.818,00	
D2. Untaxed reserves (building)	0,00	
D3. Untaxed reserves (security)	0,00	

PROVISIONS FOR LIABILITIES & CHARGES		23.203,00
A1 Provisions for retirement	6.639,00	
A3 Provisions for infrastruct. Projects	16.564,00	
A4 Other risks / expenses		

CREDITORS WITHIN ONE YEAR		627.915,00
A. Leasing		
B. Orders in execution		
C. Trade debts	482.902,00	
D. Prepayments received on orders		
E. Taxes, remuneration and social security	145.013,00	
F. Other amounts payable	0,00	

DEFERRED CHARGES & ACCRUED INCOME	855.491,00	855.491,00
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TOTAL		4.078.529,00
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09 FEBELFIN ACADEMY MEMBERS 2016

INDIVIDUAL MEMBERS

Achten Frédéric
Adriaens Michel
Anchisi Maurizio
Ayhan Bolduk
Bahar Celik
Bauwens Julie
Bellin Thomas
Boeykens Bert
Bossa Domba Jerry
Bossaer Philip
Bourdon Gaetan
Bourguignon Thierry
Boursin Patrick
Breynaert Bart
Brismee Jerome
Ceugniet Guillaume
Chopin Gaetan
Cialone Thomas
Clement Miguel
Collard Melissa
Corbeel Eric
Corbusier Pierre
Couturiaux Stéphan
Curnel Sébastien
David Ligny
De Wasch Nick
De Wert Shana
Débatisse Nicolas
Debonnet Jean-Pierre
Decordier Stijn
Decorte Nico
Defays Robert
del Marmol William
Delroex Jean-Michel
Denoyel Dimitri
Deridder Jean-Luc
Dewagemacker Christine
Dewandeleer Marianne
Droesbeke Olivier
Dubois Xavier
Dupon Kurt
Duwé Stéphanie
Eperjessy Céline
Erdey Monika
Everaert Koenraad
Faith Egbe Obaseki
Falleau José
Fontaine Stephane
Franssen Christel
Geboers Erwin
Georges Patricia
Gilson Mathieu
Goossens Geert
Grosjean Thomas
Hakan Goktas
Haq Qazi Thérèse
Harmand Emmanuel

Hasdo Jeseen
Herbosch Philippe
Heshmati Fariba
Hinderink Marco
Jacquemyn Femke
Jonkers Anne
Jonkers Olaf
Joos Philippe
Kalambokis Constantin
Kemps Ann
Lambrix Joost
Lange Rita
Leclair Patrick
Legros Marie-France
Leten Thomas
Lucas Xavier
Maes Jan
Mangin Jimmy
Minden Marc
Monin Steeven
Nessah Samuel
Nicholls Shauni
Nuray Kahyaoglu
Paquay Claudy
Paquay Francis
Paraskeva Sava
Pelegrin Karine
Petit Arnaud
Poncelet Corine
Provenzano Francesco
Raets Anne
Rijmenants Nico
Robin Manon
Roelandt Chelsea
Rosario Mirabella
Sagaert Niel
Salamone Vincent
Sendwe Dunia
Servais Yoan
Sevil Goktas
Sougné Philippe
Standaert Wim
Stavaux Cedric
Stinglhamber Sylvie
Sulejman Denis
't Serstevens Antoine
Tabhuret Abdellah
Tafurt Natalia
Tavernier Isabel
Van Assche Hilde
Van den Neste Elisabeth
Van den Venne Eric
Van der Bruggen Simon
Van Horebeek André
Van Roosbroeck Lars
Vancoillie Sybille
Vandorpe Stefaan

Vanhalle Bart
Vebonnet Jean-Pierre
Verplancke Paul
Vervaecke Christophe
Vervaeke Gianni
Vigo Rémi
Vyncke Mélanie
Windels Tanguy

INSTITUTIONS

Aareal Bank AG - Brussels Branch	BMW Financial Services Belgium	Doosan Benelux
AB Lease	BNP Paribas Fortis SA	East Capital Asset Management
AB SICAV I	BNP Paribas Investment Partners	EB-Lease
ABB-BVB VZW/ASBL	BNP Paribas Leasing Solutions	Econocom Lease
ABK Bank	BNP Paribas Securities Services - Succursale de Bruxelles	Econopolis Wealth Management
ABMB-BVBL	BNP Paribas, Bijkantoor van België N.V./S.A.	Edgewood L Select
ABN AMRO Bank NV/SA	Bocklandt	Edmond de Rothschild (Europe)
ABN AMRO Lease	BPost Bank	Edmond de Rothschild Asset Management (France)
Accuro NV	Brokers Training	Elan Participations
AG Insurance	Buy Way Personnel Finance S.A.	Elantis S.A./N.V.
Agfa Finance	Buyle Legal	Ellesassur@phelco sprl
Alken Fund	Byblos Bank Europe	ENGIE Global Markets
Allianz Benelux	CA Indosuez Wealth (Europe), Belgium Branch	EOS AREMAS BELGIUM
Alpha Crédit	CACEIS Belgium	Erkenningsraad voor Effectenmakelaars
Amonis	Candriam Belgium	Euler Hermes Credit Insurance Belgium
Amundi Luxembourg S.A.	Candriam Luxembourg	Euroclear Bank
ANDBANK Asset Management Luxembourg	Capfi Delen Asset Management	Euroclear Belgium
APBF-BBF	Capital@Work	Euronext S.A.
Architas	Caterpillar Financial Services Belgium	Europabank
Argenta	CBC Banque	F&C Asset Management PLC
Arkéa Direct Bank SA (commercial Name: Keytrade Bank)	CBP Quilvest Belgium N.V./S.A., Branch of CBP Quilvest S.A.	F. Van Lanschot Bankiers België
Atradius Credit Insurance	CBP Select	FCE Bank
Attijariwafa Bank Europe	CCR Asset Management	Federale Assurance / Federale Verzekering
Aviva Investors Luxembourg	Centrale Kredietverlening N.V. (CKV)	Fide Capital
AXA Bank Europe	CHG-Meridian Computer Leasing S.A./N.V.	Fidelity Investments International
Axa IM Benelux	Citibank Europe plc, Belgium Branch	Fimaser
Banca Monte Paschi Belgio	CM-CIC Leasing Belgium	Fonds du Logement Wallon
Banco Bilbao Vizcaya Argentaria	Cofidis	Fuchs & Associés Finance Belgium
Banco Santander	Commerzbank Aktiengesellschaft	FundPartner Solutions (Europe) S.A.
Bank Degroof Petercam	Coöperatieve Rabobank U.A.	General Motors Acceptance Corporation
Bank J. Van Breda & C`	CREAFIN	Continental
Bank Nagelmackers	CREDIBE	Generali Investments Sicav
Bank of America Merrill Lynch	Credimo	Goldman Sachs
Bank of America Merrill Lynch International	Crédit Agricole Corporate and Investment Bank	Goldwasser Exchange
Bank of Baroda	Credit Direct	Habib Bank Ltd.
Bank of China (Luxembourg) S.A. - Brussels Branch	Credit EuropeBank - Bijkantoor België	Hoist Krediet ab
Bank of India	Crelan	HSBC Bank
Banque Centrale de Compensation (LCH. Clearnet)	Crelan Invest	HSBC Global Asset Management France
Banque Chaabi du Maroc	Crosslaw	ICBC (Europe) S.A. Brussels Branch (Industrial and Commercial Bank of China)
Banque CPH	Davis Funds	ICBC (Europe) UCITS Sicav
Banque de Luxembourg - Succursale de Belgique	DDEL Portfolio Solution	Ignis Asset Management
Banque ENI	De Lage Landen Leasing	Ignis Global Funds SICAV
Banque Transatlantique Belgium	Degroof Petercam Asset Management	ING België
BCC Corporate	Degroof Petercam Asset Services	ING Lease Belgium
BEAMA	Delande et Cie	ING Private Banking
Belfius Bank	Delcap Asset Management Ltd. (Belgium)	Intégrale
Belfius Investment Partners	Delen Private Bank	Intesa Sanpaolo S.p.A.
Belfius Lease SA/NV	Delta Lloyd Asset Management	Invesco Asset Management
Belgian Venturing Association (BVA)	Delta Lloyd Life	Invest4Growth Asset Management Ltd
Belgische Leasingvereniging (BLV-ABL)	Deutsche Asset Management S.A.	Isabel
Bellatrix Asset Management	Deutsche Bank AG Brussels Branch	J.P.Morgan Europe Limited, Brussels Branch
BELSIPA Belgian Structured Investment Products Association	Deutsche Leasing Benelux	Johan De Bruycker
Beobank	Dexia Group	JPMorgan Asset Management (Europe) Sà r.l.
BinckBank	DHB Bank - Brussels Branch	JPMorgan Chase Bank
Blackrock	Dierickx, Leys & Cie nv Effectenbank	JPMorgan International Bank Limited
	D'leteren Lease N.V.	Jupiter Asset Management
	DNCA Finance	KBC Asset Management
	DNCA Finance Luxembourg	KBC Bank

KBC Lease Belgium NV/SA
 KBC Securities
 Keren Finance
 Keytrade Bank SA
 Komatsu Financial Europe
 Kredietpartner bvba
 Krediettrust Luxembourg
 Krefima
 La Cambre Funds
 Lawaisse
 Lazard Frères Gestion Belgique
 Legal & General Investment Management
 Legg Mason Investments (Europe)
 Leleux Associated Brokers
 Leleux Invest SA/NV
 L'Entr'aide Financière du Tournais
 Leo Stevens & Cie
 Lombard Odier (Europe) S.A. Luxembourg -
 succursale de Belgique
 Luxcellence - Alliance Trust Sustainable Future
 pan-European Equity fund
 Lyxor Asset Management
 Lyxor International Asset Management
 Magna Umbrella Fund Plc
 Maxitruck Finance & Lease
 MeDirect
 Mercier Vanderlinden Asset Management
 Merit Capital
 Mizuho Bank Europe, Brussels Branch
 Morgan Stanley Investment Funds
 Mozzeno
 MUFG Bank (Europe) Brussels Branch
 Natixis Bank - Succursale de Belgique
 Neuberger Berman Investment Funds PLC
 Neufilize OBC Investments
 NIBC Bank
 NN Investment Partners Belgium
 Nuveen Global Investor Fund Plc
 ONESTO KREDIETMAATSCHAPPIJ
 Onex
 Oyster SICAV
 P&V Assurances
 PACCAR Financial Belux
 Partners Group Listed Investments SICAV
 Patronale Life
 Paul Mestag
 Pictet Asset Management Ltd, Belgium Branch
 Pimco Europe Ltd
 Pire Asset Management
 Private Bankers Association - Belgium
 ProCapital
 Prudential International Investments
 PSA Finance Belux
 Puilaetco Dewaay Private Bankers
 Pure Capital
 Quaestor Vermogensbeheer
 Quest for Growth
 Racine Advocaten/Avocats
 RBC Investor Services Belgium
 RealLease
 Record Bank
 Record Credit Services
 Record Fund
 Ritchie Bros Auctioneers (Belgium)
 Robeco
 Rothschild & Cie Banque
 Ruffer LLP
 RWM Strategic Value
 Saint-Brice
 Sambrelease
 Santander Benelux
 Santander Consumer Finance Benelux BV
 Sarelco
 Schroder Investment Management
 (Luxembourg)
 SEB Asset Management
 SG Equipment Finance Benelux
 Shizuoka Bank (Europe)
 Skagen Funds
 SKY Harbor Global Funds
 Smart Value Investors
 Société Générale
 Société Générale Private Banking
 Société Wallonne du crédit social
 State Bank of India
 State Street Global Advisors
 Sumitomo Mitsui Banking Corporation (SMBC)
 SWIFT
 TCW Funds
 TELENET FINANCE BVBA
 The Bank of New York Mellon SA/NV
 The Royal Bank of Scotland Plc, Belgium Branch
 The Stralem Fund
 Think ETF Asset Management B.V.
 Threadneedle
 Tocqueville Finance Europe
 Traxgo
 Tree Top Asset Management Belgium
 Triodos Bank
 Troostwijk NV
 Truncus Wealth N.V.
 UBP Asset Management Benelux
 UBS Fund Services (Luxembourg)
 Union Bank of India
 Union Professionnelle du Crédit (U.P.C.-B.V.K.)
 United Taiwan Bank
 Value Square
 Van Bauwel & Co
 Van Breda Car Finance
 VAN DE PUT & CO Banquiers Privés
 Van Glabbeek en C°
 Van Goolen & C°
 VDK spaarbank
 Volkswagen D'leteren Finance
 Wealtheon N.V./S.A.
 Weghsteen
 Worldline
 Xerox Financial Services



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