

PART 3

**HUMAN RESOURCES
IN BANKS OPERATING
IN LEBANON**

03



I- BANKING POPULATION IN 2017

The Lebanese banking sector continued in 2017 recruiting young Lebanese university graduates so that the number of employees reached by the end of that year 26005 persons, i.e. an increase of 745 individuals against 622 in 2016. By the end of 2017, the banking population was distributed as follows: 23,603 employees in 32 Lebanese commercial banks - i.e. 90.8% of the total banks' employees; 1,045 employees in 7 Lebanese banks of major Arab shareholders; 410 employees in the branches of 7 Arab banks operating in Lebanon. There are 3 non-Arab Banks which employ 105 persons and 842 employees working in the investment banks (16 banks which are all Lebanese joint stock companies).

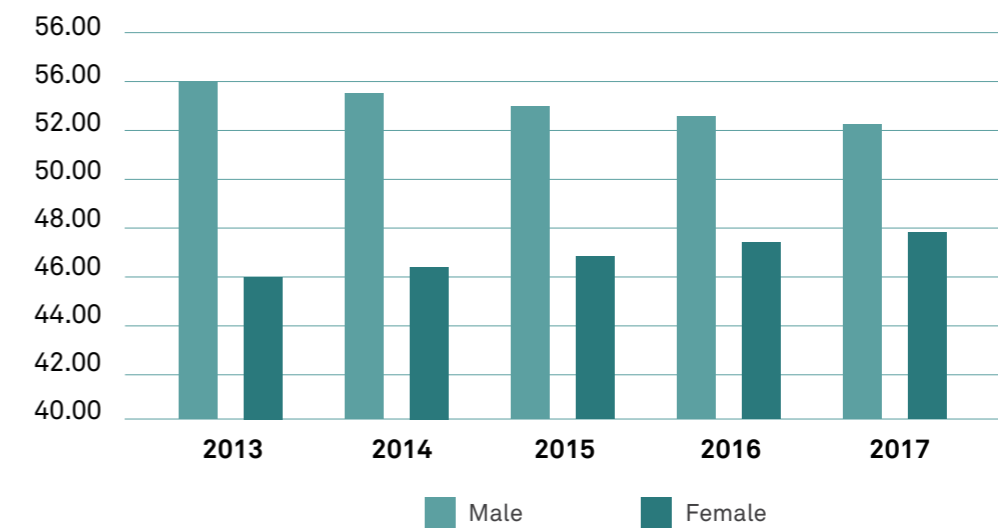
It is worth noting that in 2017, two banks were removed from the official list of banks namely (i) "BLC Invest S.A.L" according to BDL decision n° 12561 dated May 24th, 2017 (O.G. 24/2017) after property transfer to "B.L.C. Bank S.A.L.", and (ii) "HSBC Bank Middle East" – Lebanon Branch, according to BDL decision n° 12598 dated June 23th, 2017 (O.G. 57/2017) after its merger with BLOM Bank S.A.L.

The increase in employment in the Lebanese banking sector can be attributed to several factors including the banks' higher volume of activities, the increase of number of banks' operating branches which attained 1,078 by the end of 2017 in addition to the diversity of services and the specialization in banking tasks, and the creation of units designed to deal with specific and sensitive themes that follow the development of the global compliance procedures such as the compliance unit and the consumer protection unit. In 2017, the number of employees working in the compliance units of all operating banks in Lebanon reached 1,200 employees (454 employees in Head offices and 746 in the branches).

The banking population characteristics

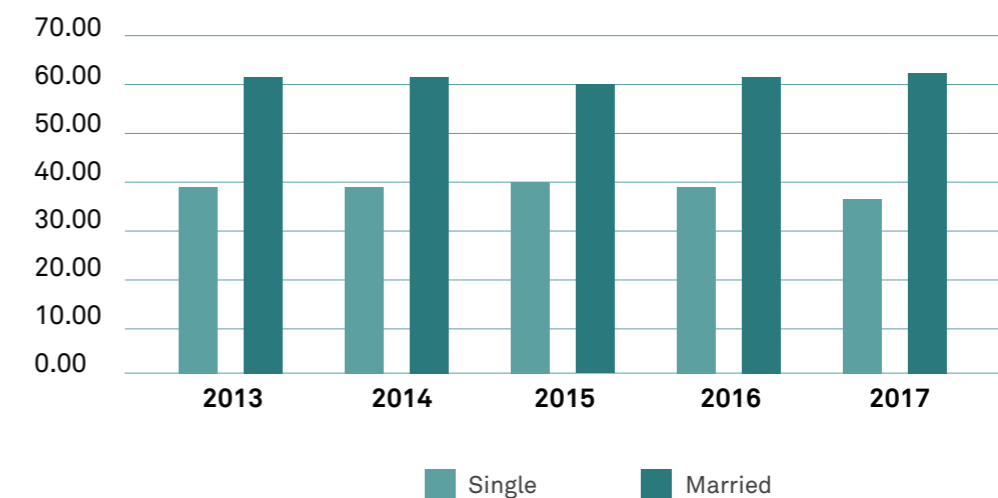
Distribution by gender, the share of women employees of the total banking population continued to rise in 2017 to reach 47.8% by the end of that year. The women's share in the banking sector exceeds the national female employment rate in Lebanon which is estimated at around 25%.

DISTRIBUTION BY GENDER (%) 2013 - 2017



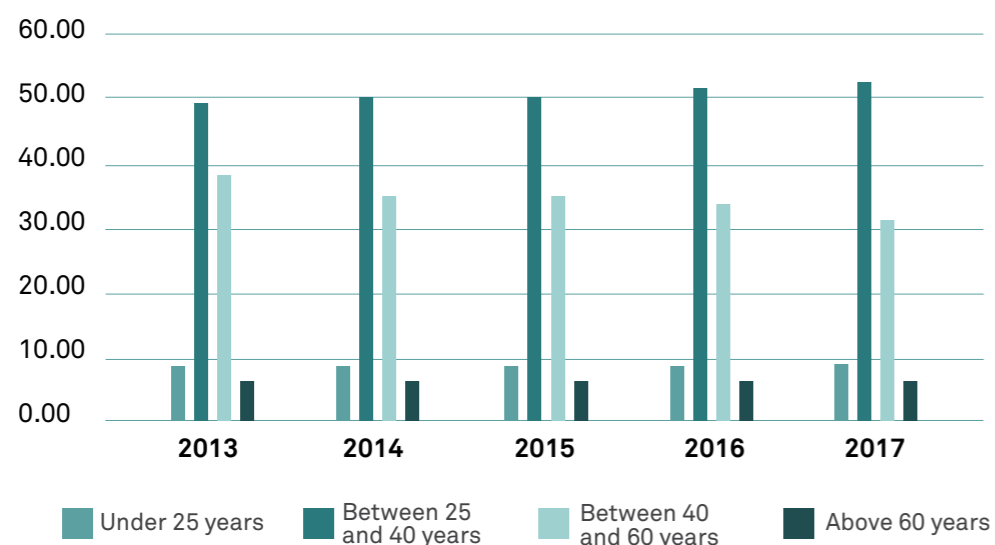
Family status, the percentage of single employees decreased to 37.7% of the total number of the banking population by the end of 2017, i.e. 9,801 employees (51.7% single female and 48.3% single male employees). Hence, the share of married employees increased to 62.3% by the end of 2017, -of which 54.6% males and 45.4% females.

DISTRIBUTION BY FAMILY STATUS (%) 2013 - 2017



Age brackets, a continued increase was registered across the years for the share of employees whose age does not exceed 40 years and constituted 60.3% of the total number of the banking population at the end of 2017.

DISTRIBUTION BY AGE GROUP (%) 2013 - 2017



The distribution of bank employees by gender and within the different age brackets shows that the share of male employees exceeds that of female ones in the age bracket greater than 40 years old. The opposite is true for other ages and especially for the age bracket

below 25, where the share of women is greater than that of male, i.e. the new employees within the sector are mainly females, while the share is nearly equal for both gender in the age bracket between 25-40 years.

DISTRIBUTION OF BANK EMPLOYEES BY GENDER AND AGE – END OF 2017 (%)

	Under 25 years	25-40 years	40-50 years	50-60 years	Above 60 years
Male (%)	39.6	49.7	55.2	57.7	69.1
Female (%)	60.4	50.3	44.8	42.3	30.9
Total Number	2,150	13,536	4,696	4,183	1,440

The distribution of employees by gender over the different age categories reveals that 65.3% of total female employees are below 40 years against 55.8% for male category (64.7% against 54.5% at the end of 2016).

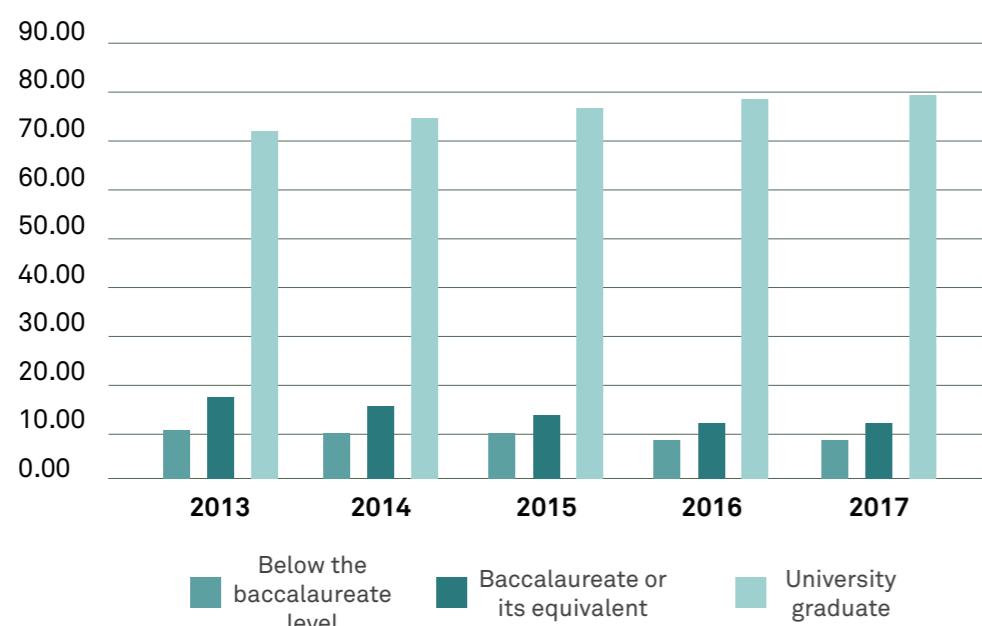
DISTRIBUTION OF MALE AND FEMALE EMPLOYEES BY AGE CATEGORY END OF 2017 (%)

	Under 25 years	25-40 years	40-50 years	50-60 years	Above 60 years	Total number
Male (%)	6.3	49.5	19.1	17.8	7.3	13,577
Female (%)	10.5	54.8	16.9	14.2	3.6	12,428

Concerning job grades in 2017, few banks have not adopted yet the detailed staff distribution by grade stipulated in the Collective Labour Agreement. According to the new classification, the declared number of employees has reached 24,682 persons at the end of 2017, i.e. of 95% of total number of the banking population at the end of 2017; of which 76.4% of that number are classified as “Technicians” against 23.6% as “Cadres”. We remind that “Technicians” occupy jobs that need skills acquired by education, experience and training; and they have the ability to solve problems, to oversee a team work and to have flexible relations with customers. The “Cadres” are the persons that can handle jobs with bigger responsibilities, extensive knowledge, and leadership skills with the ability of decision taking. The female gender constituted 49.2% in the category of technicians and 44.8% in that of cadres.

As for the level of education, the share of employees holding a university degree continues to significantly increase across the years to reach 78.8% of the total Lebanese banking population by the end of 2017. This is partially due to the recruitment of university graduates in the sector. In fact, their number increased by 900 employees in 2017; 498 female and 402 male employees (879 employees in 2016: 523 females and 356 males). The distribution of bank employees by gender and education level reveals that the share of women (52.3%) exceeds that of men (47.7%) among the holders of university degrees by the end of 2017. In parallel, the percentage of banks’ employee holders of baccalaureate or its equivalent (less than a university degree) reached 40.8% for the female category compared to 59.2% for the male one, and the percentage of female employees with a level below baccalaureate attained 16.3% in 2017 against bigger share (83.7%) for men employees.

DISTRIBUTION OF BANK EMPLOYEES ACCORDING TO THE LEVEL OF EDUCATION (% 2013 - 2017)



The distribution of employees by gender and level of education shows that females share surpassed that of males in the university degree at the end of 2017, while females who obtained the baccalaureate or its equivalent represented 40.8% and who are below baccalaureate level 16.3% of the total of each category compared to the higher percent for males.

DISTRIBUTION OF BANK EMPLOYEES BY GENDER AND LEVEL OF EDUCATION END OF 2017 (%)

	Below the baccalaureate level	Baccalaureate or its equivalent	University graduate
Male (%)	83.7	59.2	47.7
Female (%)	16.3	40.8	52.3
Total Number	2,208	3,304	20,493

The distribution of employees by gender and according to the level of education indicates also that more than 86% of bank female employees are university graduates against 72% for male employees; while those who have not reached the baccalaureate level represent less than 3% of the total number of females employed in the banking sector.

DISTRIBUTION OF MALE AND FEMALE BANK EMPLOYEES BY THE LEVEL OF EDUCATION - END OF 2017 (%)

	Below the baccalaureate level	Baccalaureate or its equivalent	University graduate	Total number
Male (%)	13.6	14.4	72.0	13,577
Female (%)	2.9	10.9	86.2	12,428

Salaries, Wages and Benefits

In 2017, the total amount of salaries and various allowances allocated by banks to their employees reached LBP 1,996.9 billion against LBP 1,888 billion in 2016, increasing therefore by 5.8% against 5.2% in 2016. The increase in 2017 is due to the increase in the number of employees, the statutory annual raise, the contributions to the NSSF, family allowances, end-of-service provisions, and other benefits stipulated in the Collective Labour Agreement.

Therefore, the average annual cost of a bank employee reached around LBP 76.8 million in 2017 (i.e. LBP 6.4 million per month, on the basis of 12 months per year) against LBP 74.7 million (i.e. LBP 6.2 million per month, on the basis of 12 months per year) in 2016. Obviously, the salary level and the amount of allowances differ from one employee to another according to several criteria, among which, ranking, seniority, level of education, family status, gender, bank policy on salaries, and bank category and size.

As for the distribution of **salaries and benefits**, the total **salaries alone before taxes** amounted to 1,263.4 billion in 2017 against 1,193.2 billion in 2016, i.e. an increase of 5.9% (an increase of 6.3% in 2016). This increase is explained by the increase in the number of employees (745) and by the annual raise given by banks to their employees based on the Collective Labour Agreement. Therefore, the **average monthly basic salary** of a bank employee reached in 2017 LBP 3.0 million on the basis of 16 months (as stipulated in the Collective Labour Agreement) against LBP

2.95 million, on the basis of 16 months in 2016.

By the end of 2017, **the Family allowances** represented LBP 39.2 billion against LBP 38.1 billion in 2016, i.e. an increase of 3.1%. These allowances are composed firstly of contributions to the National Social Security Fund based on employees' salaries, and according to the Collective Labour Agreement. Secondly, banks pay in addition to the contributions required by NSSF, additional allowances for dependent child of 50%, and for the spouse of 75% of the respective amounts stated by NSSF regulation (LBP 33 thousand for one child and LBP 60 thousand for the spouse). Banks' contribution to NSSF increased by 2.6% in 2017 and additional allowances by 4.2% compared to the year 2016, in accordance with the higher number of married employees and their benefiting children.

Bank contributions to **health allowances and maternity or what is commonly known as health insurance** increased to reach LBP 102.9 billion against LBP 90.8 billion in 2016, i.e. an increase of 13.3%. These allowances include contributions paid by banks to the NSSF, knowing that the rate applied to that division is 7% of the employee's salary (2% deducted from the employee's salary), in addition to the surplus, which is not covered by the NSSF and granted by banks to their employees. Contributions have increased by 22.4% and **the surplus** by 3% in 2017 compared to 2016. This is due to the increase in the number of employees and their dependent children, and

the increase of health allowance provided by the banks according to the latest Collective Labour Agreement.

The **end-of-service indemnities** amounted to LBP 231.3 billion in 2017 against LBP 227.8 billion in 2016, i.e. an increase of 1.5%. This is due to the increase of the NSSF contributions by 3.6% in accordance with the increase of the number of employees while provisioning slightly decreased by 0.5%. It is worthy to note here that the contribution rate paid by banks to NSSF for end-of-service indemnities is 8.5% of the aggregate salaries subject to tax.

The amount of **other benefits** paid by banks to their employees reached LBP 360 billion in 2017 against LBP 338.1 billion in 2016, i.e. an increase of 6.5%. This is largely attributed to bonuses, education allowances (19.9% of total other benefits in 2017), transportation allowances (15.7%), cashier allowances, marriage and maternity allowances, representation fees, clothing, and others.

Education allowances: They reached LBP 71.6 billion in 2017 against LBP 71.1 billion in 2016. In 2017, the amount of education allowances attributed to 13,800 dependent children of bank employees registered in private schools, attained LBP 51.8 billion i.e. an average of LBP 3.757 million per student (knowing that the scholarship allowances according to the latest Collective Labour Agreement is set at LBP 3,500 thousand per student). The number of children registered in private universities was 2,857 students, and the

allowances paid by banks to their employees amounted to LBP 18.3 billion, i.e. an average of nearly LBP 6,404 thousand per student (LBP 5,500 thousand per student according to the latest Collective Labour Agreement). **These figures indicate that some banks are granting education allowances exceeding the amounts stipulated by the terms of the Collective Labour Agreement.**

Parents of children registered in the Lebanese University benefited from a total amount of LBP 1.2 billion distributed to 408 students, i.e. an average of nearly LBP 3 million similar to the amount stipulated in the Collective Labour Agreement. The number of children of employees registered in public and specialized schools was 213 in 2017, thus the total allowances paid by banks to their employees amounted to LBP 327 million, i.e. an average of LBP one million five hundred thousand per student which is nearly the amount per student stated in the Collective Labour Agreement.

Transportation allowances: Their value increased from LBP 54.2 billion in 2016 to LBP 56.6 billion in 2017, i.e. an increase of 4.5%. This is firstly due to the increase in the number of employees and secondly to the increase in the average price of 20 litres of gasoline to LBP 23,621 in 2017 against LBP 21,500 in 2016 as circulated by the Association of Banks in Lebanon to its members on a monthly basis, in parallel, to the increase in global oil prices.

It is worth mentioning that meetings between the HR committee of the Association of Banks in Lebanon and the Syndicate of Banks' Employees are currently in course in order to amend some of the Collective Labour Agreement 2018-2019 articles. Also, The Post-End-of Service hospitalization system which was approved in the latest Collective Labour Agreement confirms the main concern of the banks' management and the Association to assure their deep commitment by ensuring the best living conditions to employees of the banking sector throughout their life. It is worth

to remind also that the Collective Labour Agreement is signed by the Association of Banks in Lebanon and the Federation of Banks' employees. This agreement sets the relationship between the administrations of ABL bank members, on the one hand, and employees of banks in Lebanon, on the other. It determines, in its various chapters and annexes, all that relates to allowances, benefits, indemnities, raises, leaves, medical care, salary scale, and different relevant topics. It also imposes the application of the new regime classification.

Productivity

Banks operating in Lebanon seek to increase the productivity of their employees by many means which are reflected through training and development of human resources, investment in fixed assets and staff related costs. In terms of human resources, the development is based on the employees' in house training and in the countries where Lebanese banks are implemented, especially the regional ones. The acceleration of global banking development forces banks to subject their staff to specialized seminars in several areas, including compliance, anti-money laundering and financing terrorism, and Tax compliance Act. Bank employees also participate in the training courses organized by the Human Resources Development Department of the Association of Banks in Lebanon.

On the other hand, some bank employees attend the banking classes at the **Higher Institute of Banking Studies (ISEB)**, which is eligible to deliver degrees and higher studies diplomas to its registered students.

In the context of keeping up with the global developments and standards in the banking industry in regard to human resources, it is worth noting that the Lebanese banks always commit to the content of the Central Bank basic circular n° 103 dated March 9, 2006, which determines the frameworks of the scientific, technical and moral qualifications required from the appointed staff that exercise certain functions in both financial and banking sectors.

Underscoring the already recognized high productivity of the Lebanese banking sector is its contribution to about 6% of gross domestic product or GDP, knowing that the sector employs a small share of the labor force in Lebanon. It also appears that the ratios of total assets, total deposits, and total capital as percent to the number of employees in the sector improved in 2017.

EMPLOYEES' PRODUCTIVITY INDICATORS IN THE LEBANESE BANKING SECTOR

	End of 2014	End of 2015	End of 2016	End of 2017
Total assets/number of employees (million USD)	7.54	7.73	8.27	8.65
Deposits of clients/number of employees (million USD)	6.14	6.24	6.51	6.56
Total capital/number of employees (million USD)	0.71	0.73	0.78	0.80

Sources: BDL - ABL

II- ACTIVITIES OF THE HUMAN RESOURCES DEVELOPMENT DEPARTMENT AT ABL IN 2017

1- General overview

The Human Resources Development (HRD) department continuously develops its activities within the General Secretariat at the Association of Banks in Lebanon (ABL) and focuses on three main sections: organizational development, corporate social responsibility, and training.

In the field of organizational development, the HRD department continues to assist number of banks in reorganizing their grading system to comply with the latest Collective Labor Agreement. In the context of the continuous cooperation that started years ago between ABL and “Institut des Finance Basil Fuleihan”, and in order to enhance the positive communication and exchange of experiences between the public and the private sectors in the field of HR management and training, the members of the HR and Social Affairs Committee at ABL met with the director of the Institute and her team at their premises on July 19, 2017 to discuss initiatives and activities related to financial and economic awareness among other subjects and issued recommendations about them at the end of the meeting.

Furthermore, the HRD department launched its e-learning platform “ABL-eT” in May 2017 in cooperation with IQUAD. The platform includes courses on “Anti Money Laundering” and “Information Security” as well as a “Mock test” on Lebanese Financial Regulations that a large number of employees has to sit for as per BDL’s circular 103. Once registered on ABL-eT, the learner can also benefit from the MOOC (Massive Open Online Courses) which includes hundreds of short videos that enhance employees’ knowledge in all fields related to banking.

On the other hand, the HRD department continues to consult with BDL’s second vice governor Dr. Saad Andari on the results of the exams that banks’ employees sit for as

per BDL’s circular 103 in order to increase the success ratio and minimize the financial burden on banks. It has been also agreed with him to translate the “Lebanese Financial Regulations” book to English as per banks’ request.

In the field of corporate social responsibility, ABL joined the “UN Global Compact”, the world’s largest corporate sustainability initiative that aims to achieve ten principles related to human rights, labor, environment and anti corruption in businesses. ABL chose three Sustainable Development Goals (SDGs) among seventeen to promote through its activities: zero hunger, quality education and gender equality.

As every year, the HRD department took a humanitarian initiative to gather a group of employees from ABL and visit needy families in the area of Karantina and Mar Mikhael during December 2017 in cooperation with the NGO “Rouh Zouroun Bi Bayton” and presented food and gifts to them on the occasion of the end of year festivities.

As for training, it takes the biggest part of the department’s activities with the purpose of increasing bank employees’ knowledge, enhancing their skills and competencies and developing their personal and professional capabilities, thus, bringing the sector to higher echelons.

As in previous years, the HRD department has committed to deliver its annual program which was approved by ABL’s Board of Directors and published at the beginning of the year on ABL’s website: www.abl.org.lb under “Human Resources Development Department” section and updated when needed. Banks can communicate with the HRD department through this website, whether to register their employees in the different training activities or to submit their comments and suggestions.

During 2017, the HRD department distributed 1408 attendance certificates to employees who attended different training activities, compared to 1661 attendance certificates distributed in 2016, due to the registration on ABL’s e-learning platform “ABL-eT” that polarized 464 learners at the end of 2017. Throughout the 37 topics covered this year, either as seminars or conferences, the HRD department focused on the completion of programs that were offered in previous years, and developed others such as the

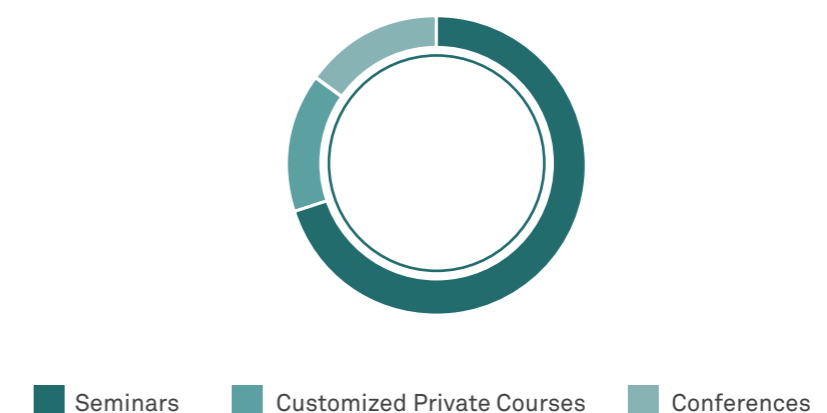
Legal aspects of banking operations, Fighting money laundering, Problem loans & remedial solutions and programs related to developing personal skills. New themes were also introduced such as Risk & capital management under Basel III & IFRS 9, Credit analysis, Controlling legal risks in international trade private contracts, IT audit, Boosting the growth & profitability of bank branch networks, Data science and big data, as well as other subjects.

2- Distribution of participants by type of training activity

During 2017, participants were distributed by type of training activity, as shown in the chart below, as follows: 1119 employees participated in the seminars which formed 66% of the HRD department training activities,

289 participated in the customized private courses and 295 participated in conferences. The last two types of activities formed 17% each of the training activities for 2017.

DISTRIBUTION OF PARTICIPANTS BY TYPE OF TRAINING ACTIVITY IN 2017



Hereafter are the details concerning the content of the different types of training activities for the year 2017:

a- Conferences

The conferences attracted 295 participants, of whom 78 persons participated in the conference on “Common Reporting Standards (CRS)” organized in cooperation with Deloitte to inform participants about the latest updates concerning CRS as per the international standards as well as the most important challenges facing banks in the implementation of the needed procedures. Moreover, 71 persons attended the conference on “Cybersecurity and Fraud Awareness” organized by Citibank to discuss the strategies and tools used to protect the bank from fraudulent operations. Also, 57 persons attended the conference intended to explain the NSSF law number 27 issued on 10/2/2017. The HRD department

organized the first conference related to “Corporate Social Responsibility” in a series that will be organized on a yearly basis. This conference was attended by 26 persons. On another hand, the General Secretariat at ABL invited compliance managers of the banks to a meeting intended to discuss the latest updates concerning international sanctions, as well as the readiness of banks to implement CRS; 51 persons participated to this meeting that was presided by the head of the Compliance committee at ABL and in presence of the Secretary General. Finally, the HRD department cooperated with IQUAD and CrossKnowledge in organizing a conference on “How can Learning Technologies serve HR strategies”.

Themes	Nb of persons	Nb of banks
CRS: Common Reporting Standards ¹	78	52
Cybersecurity and Fraud Awareness ²	71	33
CNSS Law number 27	57	38
CSR: The Series ³	26	18
The Latest Developments concerning the sanctions and CRS	51	40
How can Learning Technologies serve HR strategies ⁴	12	9
Total	295	52

¹ in cooperation with "Deloitte"

² in cooperation with "Citibank"

³ in cooperation with "Global Compact Network Lebanon"

⁴ in cooperation with "IQUAD & CrossKnowledge"

b- Seminars

In 2017, the seminars attracted 1119 participants, 191 of them attended the “Fighting Money Laundering” workshop held in cooperation with SIC and were divided into 10 groups. The participation was also intense in the “IFRS 9” seminar that was attended by 93 persons. A large number of participants also attended the seminars on “Risks in Retail Banking”, “Business Continuity Planning” and “IT Quality Assurance”. As for the participation in other subjects, it depended on banks’ priorities, mainly focused on risk management, credit management and operations, treasury management and financial products, audit and security.

All in all, the HRD department organized 49 sessions that covered 34 different subjects during 2017, and cooperated with local and foreign experts to deliver these sessions. For instance, it cooperated with an international expert in internal audit who works for the training institute related to the Greek Banking Association to deliver a seminar on “Risk based internal audit”; it also cooperated with an expert in banking and financial investment with a wide experience from New York, Canada and the Middle East to deliver the “Risk & Capital Management under Basel III & IFRS 9”; moreover, it cooperated with an expert from Euromoney Learning Solutions who is an adviser to leaders of banks about strategy formulation & execution, reorganization, best practices & profit improvement to deliver the seminar on “Boosting the Growth & Profitability of Bank Branch Networks”. Also, a seminar on “Back Office Operations for Securities and Derivatives” was organized in cooperation with the House of Training in Luxembourg and delivered by a trainer and consultant at the House of Training with more than 20 years of experience in developing financial products, marketing and management of financial services. The HRD department cooperated with the International Finance Corporation (IFC), a member of the World Bank Group, in the organization of a roundtable on “Risk management: getting prepared for a better future in Lebanon” and tackled two main subjects, the first on

“Promoting risk culture and moving to better risk Governance” and the second on “ICAAP as a strategic tool to effectively manage risk and capital”. Experts from IFC and from Lebanese banks managed both sessions. Finally, a cooperation with MEIRC Training & Consulting led to the organization of the “Crisis Management” seminar.

The table in the annex shows the different subjects discussed as well as the number of training hours for each session, the details concerning the participants and their distribution by gender, seniority and grade.

c- Customized private courses

These courses aim to assist the training departments in banks to elaborate and organize special courses for their employees, and deliver them according to their needs and priorities. In this context, the HRD department organized 16 customized private courses for 289 participants from 3 banks.

During the year, the course on “Fighting Money Laundering” was organized 14 times. Courses on “Legal aspects of banking operations” and “Legal aspects of credit file” were also covered in the frame of customized private courses for two banks.

3- Training hours

The statistics for 2017 show that the number of participants to the seminars and customized private courses reached 1408 persons, who were trained for 14921 hours, which means almost 10.6 hours for each one of them.

We notice that the average number of training hours for the seminars exceeds the total annual average for training hours (10.6), and is 12 hours for each trainee. As for the customized private courses, the average number of training hours reached 5.5 hours.

4- Participants' characteristics

Except for the participants to the conferences (295), the HRD department collects statistical information about the participants' gender, years of experience and grade.

	Seminars	Customized Private Courses
Female	50.94 %	56.75 %
Male	49.06 %	43.25 %
Less than 5 years experience	22.34 %	15.22 %
5-10 years experience	28.78 %	19.03 %
More than 10 years experience	48.88 %	65.74 %
Technicians	76.23 %	79.93 %
Middle level cadres	15.64 %	13.49 %
High level cadres	8.13 %	6.57 %
Total	100 %	100 %

It is clear from the above table that the percentages of females and males participating to seminars are almost the same, whereas the percentage of females participating to customized private courses exceeded the males'. We noticed that employees with more than 10 years of experience are participating to training activities, especially in subjects related to risk management, credit management and operations, fighting money laundering and terrorism financing, IFRS 9, as well as other subjects, considering their importance to them and to their banks as well. The participation of technicians to training is also noticeable, especially when it comes to new recruits.

5- Training evaluation

ABL's General Secretariat follows up the training activities of the HRD department with great interest and reviews participants' feedback regularly. It also communicates with the general management of banks to detect the direct and indirect effects of the training activities.

At the end of 2017, it has been proven that many banks appreciated the training topics selected for the year as well as the trainers chosen to deliver them. Some banks even requested that topics would be held for their employees as customized private courses under the supervision of the HRD department at ABL.

We would like to seize the opportunity to highlight the importance of the continuous cooperation between the banks' management and the General Secretariat at ABL for the

choice of training topics that correspond to banks' needs, and the day-to-day communication between the HR departments in banks and the HRD department at ABL, especially through the HR and Social Affairs Committee, to ensure that the training provided is the most efficient to develop the banking profession.

6- Other activities

Organization of the international examinations Certificate for Documentary Credit Specialists (CDCS), Certificate for Specialists in Demand Guarantees (CSDG) and Certificate in International Trade and Finance (CITF): the HRD department continues to supervise the international examinations organized by the "London Institute of Banking and Finance" in Lebanon. In 2017, these examinations were run twice, on April 7 and on October 13 and 12 candidates sat for them. According to the results, the number of persons holding the CDCS certificate in Lebanon is now 108 persons.

Follow up the European Banking Training Network "EBTN" activities:

since ABL joined this network, it has been following its activities and participating in most of them. In 2017, ABL participated in the network's annual meeting held in Spain during June to discuss several subjects, the most important being the changes and scenarios in the banking and financial sector during president Trump's mandate and further to Brexit, as well as the new developments in the context of financial technologies and projects related to enhancing financial literacy.

In-house sessions for ABL employees:

the HRD department organized an internal workshop on "Communication styles" in cooperation with LimeLeap for ABL employees during January 2017. The purpose of this workshop was to introduce to participants the importance of communication and its different styles through practical exercises and role plays. The HRD department also organized an internal training on "Putting motivational theories into action" during October, in cooperation with Formatech.

DISTRIBUTION OF PARTICIPANTS TO THE SEMINARS & CUSTOMIZED PRIVATE COURSES (2017)

Themes	Number of sessions	Number of participants	Distribution by gender		Distribution by seniority			Distribution by grade			Number of banks/ Financial Institutions	Number of training hours by session	Number of total training hours
			Male	Female	Less than 5 years	5-10 years	More than 10 years	Technicians	Middle Level Cadres	High Level Cadres			
Risk Management													
Risk Management: Getting Prepared for a Better Future in Lebanon	1	20	8	12	5	3	12	9	7	4	14	7	140
Risks in Retail Banking	2	48	24	24	9	9	30	30	7	11	18	14	672
Credit Risk	1	34	14	20	6	17	11	31	3	0	16	8	272
Market Risk	1	17	8	9	6	5	6	14	3	0	10	4	68
Operational Risk	1	18	6	12	5	4	9	15	2	1	13	4	72
Liquidity Risk	1	23	12	11	5	8	10	18	5	0	12	4	92
Risk and Capital Management under Basel 3 and IFRS 9	1	25	16	9	1	8	16	10	9	6	12	28	700
Credit Management & Operations													
Out of Court Workout for SME's	1	34	19	15	3	6	25	25	7	2	14	7	238
Credit Analysis	1	36	18	18	13	20	3	36	0	0	12	21	756
Treasury Management & Financial Products													
Back Office Operations for Securities and Derivatives	1	30	16	14	4	6	20	21	8	1	19	21	630
Trade Finance & Documentary Instruments													
Independent demand guarantee, stand-by letter of credit and suretyship	1	18	6	12	1	9	8	15	2	1	8	14	252
Legal & Regulatory Framework													
Controlling Legal Risks in International Trade Private Contracts	1	22	10	12	5	2	15	14	4	4	11	14	308
Investigating in suspicious money laundering operations (case studies)	10	191	77	114	51	42	98	147	41	3	38	4	764
Fiscal Stamp	1	26	8	18	6	10	10	23	3	0	12	6	156
Profit & Interest Taxation	1	19	7	12	7	6	6	16	2	1	12	12	228
Salaries & Compensation Taxation	1	19	6	13	5	6	8	18	1	0	13	6	114
Legal Aspects of Banking Operations	1	31	9	22	13	8	10	28	3	0	14	21	651
Budgeting & Financial Control													
IFRS 9	1	93	54	39	10	28	55	68	11	14	35	4	372
Auditing													
Risk Based Internal Audit	1	17	10	7	7	5	5	16	1	0	13	14	238
IT Audit	1	17	14	3	3	3	11	12	2	3	14	14	238

	Number of sessions	Number of participants	Distribution by gender		Distribution by seniority			Distribution by grade			Number of banks/ Financial Institutions	Number of training hours by session	Number of total training hours
			Male	Female	Less than 5 years	5-10 years	More than 10 years	Technicians	Middle Level Cadres	High Level Cadres			
Security													
Business Continuity Planning	2	50	38	12	11	20	19	36	4	10	27	7	350
Crisis Management	1	17	8	9	3	3	11	11	4	2	13	18	306
Customer Service & Marketing													
Boosting the Growth & Profitability of Bank Branch Networks	1	25	16	9	1	4	20	14	2	9	12	21	525
Contagious Customer Service	1	17	5	12	7	4	6	17	0	0	6	14	238
Management													
Succession Planning	1	18	1	17	5	4	9	12	6	0	12	7	126
Developing Personal Skills													
Negotiation - creating win-win agreements	1	20	6	14	1	7	12	17	1	2	7	21	420
Communication & Presentation Skills	1	25	12	13	8	6	11	21	3	1	11	14	350
Leadership Traits for Managers	2	29	15	14	3	5	21	14	8	7	14	14	406
Business Etiquette	1	18	5	13	8	6	4	15	3	0	10	14	252
Relationship Management	1	23	16	7	5	8	10	20	3	0	10	14	322
Developing English Language Skills	3	48	21	27	16	20	12	47	1	0	10	55	2460
Banking English Examination (B.E.E.)	1	6	3	3	3	2	1	6	0	0	5	3	18
Information Technology Management & Uses													
Data Science & Big Data	1	27	19	8	5	12	10	19	5	3	13	7	189
IT Quality Assurance	2	58	42	16	9	16	33	38	14	6	24	7	406
Sub-Total	49	1119	549	570	250	322	547	853	175	91	38	443	13329
Customized Private Courses													
Legal Aspects of Banking Operations	1	24	6	18	13	4	7	24	0	0	1	21	504
Legal Aspects of Credit File	1	14	6	8	0	1	13	14	0	0	1	6	84
Investigating in suspicious money laundering operations (case studies)	14	251	113	138	31	50	170	193	39	19	3	4	1004
Sub-Total	16	289	125	164	44	55	190	231	39	19	3	31	1592
Total	65	1408	674	734	294	377	737	1084	214	110	38	474	14921

III- ACTIVITIES OF THE HIGHER INSTITUTE FOR BANKING STUDIES- ACADEMIC YEAR 2017-2018

After the students have completed their years of study and obtained their bachelor's degree or their master's degree in banking studies, these 66 ISEB graduates and those who precede them have managed to enhance the image of the Institute with their added skills and good grounding that contributed to the development of their performance in the frame of duty in their respective banks, which has given the Higher Institute of Banking Studies further impetus to carry out the development of its educational curricula and the enhancement of the teaching staff and the increase in the students' number.

1- The Bachelor degree in Banking studies

Eighteen (18) students registered in the first semester of the academic year 2017-2018, in the French section. Therefore, the number of bachelor students in banking studies for the academic year 2017-2018 is as follows:

NUMBER OF REGISTRATION FOR THE 2017-2018 ACADEMIC YEAR (BY SECTION)

Year	Section	Nbr. of registered
First	French	18
Second	French	22
	English	5
Third	French	11
Total	A/E and A/F	56

2- The Master in Banking studies

Thirty one (31) new students registered for the first semester in the Master degree of the 2017-2018 academic year, in both French and English sections, after they have succeeded to the written and oral entrance exams. Eight (8) students holder of the advanced diploma in banking management registered in the special Master studies (40 units) in the English section. Thus, the total number of registration in the Master degree reached 88 students distributed as follows:

NUMBER OF REGISTRATION FOR THE 2017-2018 ACADEMIC YEAR (BY SECTION)

Year	Section	Nbr. of registered
First	French	14
	English	17
Second	French	19
	English	28
Special Program	English	10
Total	A/E and A/F	56

Important Academic Development

- As of April 2018, the Institute's management organized 3 training courses on the "Credit Bank".
- The "Salle des Marchés Financiers, Dealing Room" is now equipped at the Higher Institute of Banking Studies, in cooperation with Reuters, and is being followed up by a dedicated team. Thus, the Higher Institute has been able to receive many students from the Institute and the University and from the staff of banks to participate in various training courses on "Financial Markets" starting in May 2017. The duration of the course ranges between 20 and 30 hours divided into two and a half hours. Two halls for this purpose have been equipped with a capacity of 50 students.
- Employees of banks without a university degree (who have already obtained the second or equivalent degree baccalaureate) can take advantage of the timetable designed to give them the opportunity to pursue their university studies and to obtain a degree in banking studies. This new schedule does not interfere with the employee's time as the lessons begin in the afternoon and only three days a week over four years.
- The Institute continues to organize training courses to prepare candidates who wish to apply for the Lebanese Financial Regulations exam imposed by the Central Bank of Lebanon Circular No. 103. More than 200 employees from several banks have recently participated in these courses.