



## Part III

### HUMAN RESOURCES IN BANKS OPERATING IN LEBANON

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# 01 BANKING POPULATION IN 2019

In spite of the difficult circumstances that Lebanon has gone through and still is, and the difficulties faced by banks in the year 2019, the renewed Collective Labour Agreement for the years 2019-2020 was signed on December 6th, 2019 between the Association of Banks in Lebanon and the Union of bank employees. It is known that this agreement in the banking sector has contributed for decades in ensuring professional stability and social security for thousands of the Lebanese workforce, and it is the result of efforts between executives in the Association and Unionists committed to the interest of the workforce and to ensuring their legitimate rights. Through this agreement, workers in the banking sector are guaranteed an adequate standard of living, and banking institutions have regular work and professional stability. Among the improvements made in the content of the agreement, are raising the minimum salaries for beginners appointed in the staff of employees, increasing the educational allowances given to the children of employees enrolled in schools (from LBP 3.5 million to LBP 4.5 million) and universities (from LBP 5.5 million to LBP 7 million), maintaining the annual increment (3%), and defining a mechanism for distributing this increase to employees in a fair and equitable manner, along with some additional benefits in relation to administrative leaves.

In 2019, the number of employees in the banking sector decreased to 24,886 persons from 25,908 persons in 2018 and 26,005 persons in 2017. It is the second time since 2004 that the banking population in Lebanon decreases knowing that its growth rate ranged between 2.5% and 3.1% in the period (2013-2017). This decrease is due to (i) the removal of two banks from the official list of banks ("Al-Bilad Islamic Bank for Investment and Finance P.S.C" and "Jamal Trust Bank -JTB s.a.l that had employed

406 people in 2018) (ii) the decline in the number of bank branches from 1,101 branches in 2018 to 1,079 branches in 2019, with banks adopting the policy to control operating expenses amid the bad economic conditions and loans' decrease to the economy, (iii) the number of employees leaving the sector, either because they reached the legal retirement age or because they preferred to leave work in advance for compensation or other reasons, and (iv) the slowdown in employment in the sector to a large extent in the year 2019.

## The banking population characteristics

**Distribution by gender.** The banking population in Lebanon is characterized by employing an important share of female which represented 48.3% of the total banking population by the end of 2019 (48.1% at end of 2018) above the 25% female share in the total active workforce in Lebanon.

**Family status.** The percentage of single employees further decreased to 34.3% of the total number of the banking population by the end of 2019 (compared to 36.5% in 2018), the number of singles reached 8,541 persons compared to 16,345 married employees.

**Age brackets.** The share of employees whose age is below 40 years is still prominent despite its slight decrease to 58.4% of the total number of the bank population in 2019, compared to 59.9% in 2018. It was remarkable that the number of employees whose age is below 25 years decreased, indicating therefore the deceleration in recruitment in the sector (their number reached 1,007 persons in 2019 against 1,774 persons in 2018). Meanwhile, the share of employees whose age range between 40 and 60

years slightly increased to 35.5% in 2019 compared to 34.4% in the preceding year, and the share of employees whose age is above 60 years increased to 6.1% from 5.7% in the two years respectively.

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 above 40 years old. The opposite is true for the age bracket below 40 years, where the share of women is significantly higher than that of male for the bracket below 25 years, which means that the new employees within the sector are mainly females.

## Distribution of bank employees by gender and age - End of 2019 (%)

	Below 25 years	25-40 years	40-50 years	50-60 years	Above 60 years
Male (%)	39.3	48.8	53.6	56.6	66.4
Female (%)	60.7	51.2	46.4	43.4	33.6
<b>Total Number</b>	<b>1,007</b>	<b>13,526</b>	<b>4,796</b>	<b>4,031</b>	<b>1,526</b>

The distribution of employees by gender over the different age categories reveals that 62.7% of total

female employees are below 40 years compared to 54.4% for male in 2019

## Distribution of male and female employees by age category - End of 2019 (%)

	Below 25 years	25-40 years	40-50 years	50-60 years	Above 60 years	Total number
Male (%)	3.1	51.3	20.0	17.7	7.9	<b>12,865</b>
Female (%)	5.1	57.6	18.5	14.5	4.3	<b>12,021</b>

**Concerning job grades in 2019,** most of the banks adopted the new classification system stipulated in the Collective Labour Agreement. The "Technicians" represented 75% of the total number of the banking population, while "Cadres" represented 25%. "Technicians" occupy jobs that need skills acquired through education, experience and training. They have the ability to solve problems,

to oversee a team work and to have flexible relations with customers. The "Cadres" are individuals who can handle jobs with bigger responsibilities and have extensive knowledge and leadership skills, and are able to take decisions. Men and women employees are almost equally distributed in the Technicians category, while in the Cadre category the men's share is bigger.

### Distribution of male and female employees by age grade - End of 2019 (%)

	Technicians	Cadres
Male (%)	50.4	54.0
Female (%)	49.6	46.0

**As for the level of education,** the banking population in Lebanon is characterized by a high level of education. The share of employees holding a university degree exceeded 81% of the total Lebanese banking population by the end of 2019 (79.9% at end 2018), knowing that the number of university graduates holders in the sector decreased by 521 persons between the end of 2018 and 2019 to reach 20,181 persons. The share of employees who obtained the baccalaureate or its equivalent

represented 11.3% of total banking population in 2019 (12.2% in 2018) and the share of who are below baccalaureate level 7.6% (7.9%) at the end of the two years respectively.

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 2019, while females who obtained the baccalaureate or its equivalent represented 40.7% of this category.

### Distribution of bank employees by gender and level of education - End of 2019 (%)

	Below the baccalaureate level	Baccalaureate or its equivalent	University graduate
Male (%)	85.0	59.3	47.5
Female (%)	15.0	40.7	52.5
<b>Total Number</b>	<b>1,898</b>	<b>2,807</b>	<b>20,181</b>

The distribution of employees by gender and according to the level of education indicates also that more than 88% of female bank employees are university graduates compared to 74% of 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 2019 (%)

	Below the baccalaureate level	Baccalaureate or its equivalent	University graduate	Total Number
Male (%)	12.5	12.9	74.5	<b>12,865</b>
Female (%)	2.4	9.5	88.1	<b>12,021</b>

### Salaries, Wages and Benefits

In 2019, the total amount of salaries and various allowances allocated by banks to their employees reached LBP 2,040.3 billion compared to LBP 2,110.3 billion in 2018, decreasing therefore by 3.3% (5.7% increase in 2018). This is due to the decrease in the number of employees in the sector by more than one thousand persons, knowing that banks offered to their employees the statutory annual raise and other allowances and indemnities as stipulated in the Collective Labour Agreement.

Therefore, the average annual cost of a bank employee reached around LBP 82 million in 2019 (i.e. LBP 6.8 million per month, on the basis of 12 months per year) compared to LBP 81.5 million (i.e. LBP 6.8 million per month, on the basis of 12 months per year) in 2018. The salary level does not reflect the real amount earned by employees

from different categories because the cost differs from one employee to another according to several criteria such as ranking and bank policy on salaries.

As for the distribution of **salaries and benefits**, the total **salaries alone before taxes** amounted to 1,349.1 billion in 2019 compared to 1,313.3 billion in 2018, i.e. an increase of 2.7% (compared to a higher increase of 3.9% in 2018). This increase is explained by the statutory annual raise that banks offer to their employees. Therefore, the **average monthly basic salary** of a bank employee reached in 2019 LBP 3.4 million on the basis of 16 months (as stipulated in the Collective Labour Agreement) compared to LBP 3.2 million in 2018.

Below is a table showing the average salary in 2019 based on 16 months, according to the grade based on the received data:

### Average Salary LBP thousands

TECHNICIANS			CADRE		
Grade A	Grade B	Grade C	Grade D	Grade E	Grade F
630	923	1,818	1,893	4,591	14,005

By the end of 2019, **the Family allowances** represented LBP 38.7 billion compared to LBP 39.9 billion in 2018, i.e. a decrease of 3.0%. This is due to the decrease in the number of employees and the benefiting children. These allowances are composed of contributions to the National Social Security Fund (NSSF) related to employees' salaries, and the surplus paid by banks. According to the Collective Labour Agreement, banks pay the allowance designated by the Social Security (LBP 33 thousand for each child and LBP 60 thousand for the wife) plus an additional 50% for each dependent child and 75% for the wife.

Each of banks' contribution to NSSF and additional allowances decreased by 2.9% and 4.0% respectively in 2019 compared to the year 2018.

Bank contributions to **health allowances and maternity or what is commonly known as health insurance** increased to reach LBP 110.8 billion in 2019 compared to LBP 109.4 billion in 2018, i.e. an increase of 1.3%. These allowances include contributions paid by banks to the NSSF, knowing that the rate applied to that division is 8% of the employee's salary (3% deducted from the

## 02 | ACTIVITIES OF THE HUMAN RESOURCES DEVELOPMENT DEPARTMENT IN 2019

employee's salary), in addition to **the surplus**, which is not covered by the NSSF and granted by banks to their employees. The surplus increased by 5.1% while contributions decreased by 1.4% in 2019 in respect of 2018.

The **end-of-service indemnities** amounted to LBP 222.5 billion in 2019 compared to LBP 270.9 billion in 2018, i.e. a decrease of 17.9%. This is due to the decrease in each of the NSSF contributions by 5.3% and provisions by 28.1%. 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 amounted to LBP 319.1 billion in 2019 compared to LBP 376.8 billion in 2018, i.e. a decrease of 15.3%. These benefits include bonuses, education allowances (25% of total other benefits in 2019), transportation allowances (16.8%), cashier allowances, marriage and maternity allowances, representation fees, clothing, and others.

**Education allowances:** They increased from LBP 75.5 billion in 2018 to LBP 80.1 billion in 2019 with the raise of educational allowances for schools and

universities. In 2019, the total amount of education allowances reached LBP 58.5 billion attributed to the 14,230 dependent children of bank employees registered in private schools, i.e. an average of LBP 4 million 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 20.1 billion, i.e. an average of nearly LBP 7 million per student. Parents of children registered in the Lebanese University benefited from a total amount of LBP 1.2 billion distributed to 369 students, i.e. above LBP 3 million per student. The number of children of employees registered in public or tuition-free schools was 184 in 2019, with LPB 290 million of total allowances paid by banks to their employees.

**Transportation allowances:** Their value decreased from LBP 59.6 billion in 2018 to LBP 53.6 billion in the preceding year (-10.1%). This is due to the decline in the number of employees and the drop in the average price of 20 litres of gasoline, as circulated by the Association of Banks in Lebanon to its members on a monthly basis, from LBP 27,250 in 2018 to LBP 25,167 in 2019, and also to the increase in the number of forced closure days, especially in the third quarter of 2019.

### 02 | 1 General Overview

The Human Resources Development (HRD) department focuses on three main areas in its activities within the General Secretariat at the Association of Banks in Lebanon (ABL): organizational development, corporate social responsibility, and training. The HRD department is keen to keep up with all the developments in banking as well as to keep pace with global technological developments in order to provide what is best to technicians, middle and senior cadres to elevate the sector to the highest levels.

In 2019, and in the field of organizational development, the HRD department continued to assist banks in implementing some clauses of the Collective Labor Agreement 2019/2020. It also conducted statistics concerning BDL circular 103, mainly revolving around the cost of the exams and their return on investment as they are targeting a very large audience, to be able to discuss with BDL better conditions for the application of this circular. Regarding its e-learning platform "ABL-eT", the HRD department developed a new design for its homepage and added new features and updates for the users. The "Anti Money Laundering" course was also updated and translated to Arabic, and the preliminary test as well as the final test were updated. Modifications were brought to the "Lebanese Financial Regulations" mock test and a number of new videos were added to the "MOOC" to enrich the users' knowledge in a wide variety of subjects related to banking.

In the field of corporate social responsibility, the HRD department continued its efforts to achieve the three Sustainable Development Goals (SDGs) that they have pledged to since ABL joined the UN

Global Compact: zero hunger, quality education and gender equality. To do so, the department cooperated with local NGOs to provide coffee breaks during seminars and conferences held at ABL. The money collected from this service goes to help needy families. Moreover, through ABL-eT, learning became accessible to a larger banking population.

The HRD department took a humanitarian initiative during May to invite children, who are taken care of by an NGO due to their difficult social status, to have lunch and play in a restaurant along with a group of employees from ABL. And on the occasion of the end of year festivities, ABL employees bought food and sent it to an NGO that distributed it to needy families.

As for training, the HRD department continues to cooperate with HR departments in banks and seeks to fulfill their training needs by listing them in its annual program. This program is approved by ABL's Board of Directors and published at the beginning of the year on ABL's website: [www abl org lb](http://www abl org lb) under "Human Resources Development Department" section and is updated when needed. The program of 2019 included subjects in line with banks expectations and international developments covering areas in risk management, credit management & operations, treasury management & financial products, legal & regulatory framework, accounting, budgeting & financial control, auditing, management, developing personal skills, information technology management & uses.

During 2019, 1158 persons participated to the different training activities, along with 473 persons who registered on ABL-eT. Throughout the 33 topics which were covered this year, either as seminars or different types or conferences/Groupthink, the HRD

department developed subjects that were offered in previous years, such as Legal Aspects of Banking Operations, Fighting Money Laundering, Latest Taxation Updates, as well as few programs related to developing personal skills. New themes were also introduced such as Management of Interest Rate Risk in the Banking Book, Fundamentals of Investment Analysis & Capital Markets, Economic and Financial Indicators, Risk-Based Human Resources Management, FinTech and Digital Banking, as well as other subjects.

## 02 | 2

### Distribution of participants by type of training activity

During 2019, participants were distributed by type of training activity, as shown in the chart below: 738 employees participated to the seminars which formed 64% of the HRD department training activities, 97 participated to the customized private courses which formed 8% of the training activities, and 323 participated to conferences/groupthink which constituted 28% of the training activities.

#### Distribution of participants by type of training activity in 2019



Hereafter are the details concerning the content of the different types of training activities for the year 2019:

#### a | Seminars

The seminars aim to develop the knowledge and capacities of participants in the banking field through lectures and case studies. Each of these activities lasts from one to three days. In 2019, the

seminars attracted 738 participants, 154 of them attended the "Fighting Money Laundering" seminar held in cooperation with the SIC and were divided into 8 groups. The participation was also intense to the "Latest Taxation Updates 2018" seminar that was held in cooperation with the "Institut des Finances Basil Fuleihan". Also, 42 participants attended the seminar on "FinTech and Digital Banking" that was delivered by the CEO of Banking Reports Limited

London, a company that provides top quality 'FinTech Training for Bankers' all over the world. As for the participation to other subjects, it depended on banks' priorities, mainly focused on Credit Management and Operations, Legal Aspects of Banking Operations, Budgeting & Financial Control, and Information Technology Management & Uses. All in all, the HRD department organized 35 sessions that covered 26 different subjects during 2019, and cooperated with local and foreign experts to deliver these sessions. For instance, it cooperated with an expert in banking and financial investment with a wide experience from New York, Canada and the Middle East to deliver the "Cash Flow & Ratio Analysis" seminar. Also, it cooperated with the owner and master international trainer at MLR Matters International - USA to deliver the "True Double Smart Team Leadership in Action in Different Situations Matters" seminar. Finally, a cooperation with a Scotwork certified tutor and consultant led to the organization of the "Advancing Negotiation Skills" 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.

#### b | Customized private courses

The customized private courses aim to assist training departments in banks to elaborate and organize special training courses for their employees and deliver them according to their needs and priorities. In this context, the HRD department organized the "Fighting Money Laundering" course for 2 banks for a total of 37 participants. It also delivered two sessions of the "Legal Aspects of Banking Operations" seminar for one bank. Finally, the course on "Emotional Intelligence" was organized for a bank in cooperation with "Meirc Training & Consulting".

#### c | Conferences/Groupthink

The conferences/Groupthink attracted 323 participants, of whom 94 persons participated to the Groupthink on "Law 81" that shed light on the implementation of the law in banks by experts in the field and the minister of State for Investment and Technology shared his vision on Digitalization with the audience. The HRD department has previously organized a roundtable to explain the law and it was presided by a renowned judge. Also, 91 persons attended the Groupthink on "GDPR" and discussed where the Lebanese banks community stands after one year of the GDPR inception and they came up with suggestions and recommendations. Moreover, 55 persons participated to the conference on "IFRS 15-16" that was delivered in cooperation with Deloitte. The HRD department invited banks to attend a conference held by USAID/Lebanon to explain their Livelihoods and Inclusive Financial Expansion (LIFE) project in cooperation with BDL which grants Lebanese commercial banks investments that support greater financial inclusion in Lebanon. This conference gathered 27 persons and ended with a Q&A session. Finally, 29 persons participated to the conference related to "Digital Navigators and Virtual Advisors to Optimize Client Servicing" that covered the challenges that face the service and sales teams in banks who struggle to consistently deliver fully compliant and contextual customer experience across all delivery channels, and whose efforts at embracing Artificial Intelligence (AI) are hampered by legacy systems and inconsistent data sets.

Themes	Nb of persons	Nb of banks
Groupthink: GDPR <sup>1</sup>	91	40
Groupthink: Law 81 <sup>2</sup>	94	45
Roundtable on Law 81	27	15
IFRS 15- 16 <sup>3</sup>	55	20
Financial Inclusion <sup>4</sup>	27	15
Digital Navigators and Virtual Advisors to Optimize Client Servicing <sup>5</sup>	29	14
<b>Total</b>	<b>323</b>	<b>45</b>

1 in cooperation with "BDL, Justicia Beirut Consult Lawfirm, Logica s.a.r.l., with the participation of 2 banks"

2 in cooperation with "Ministry of State for Information Technology, & Logica s.a.r.l."

3 in cooperation with "Deloitte"

4 in cooperation with "BDL" & "USAID"

5 in cooperation with "BankT&D Consulting"

## 02 | 3 Training hours

The statistics for 2019 show that the number of participants to the seminars and customized private courses reached 835 persons (see annex attached) and were trained for 10834 hours, which means almost 13 hours for each one of them.

We notice that the average number of training hours for the seminars as well as for the customized

private courses equals the total annual average for training hours, which is 13 hours for each trainee.

## 02 | 4 Participants' characteristics

Except for the participants to the conferences/ Groupthink (323), the HRD department collects statistical information about the participants' gender, years of experience and grade to read as follows:

	Seminars	Customized Private Courses
Female	50.27%	53.61%
Male	49.73%	46.39%
Less than 5 years	19.25%	27.84%
5-10 years	32.11%	15.46%
More than 10 years	48.64%	56.70%
Technicians	30.62%	23.71%
Middle level cadres	40.79%	21.65%
High level cadres	28.59%	54.64%
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 that of 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, legal aspects of banking operations, budgeting & financial control, management, information technology management and uses, as well as other subjects, considering their importance to them and to their banks. The participation of middle level cadres to seminars is also noticeable.

## 02 | 5 Training evaluation

ABL's General Secretariat follows up the training activities of the HRD department with great interest and ensures that they are up to the participants' expectations as well as their management's.

At the end of 2019, it has been proven through participants' feedback that employees benefited from the training topics selected for the year as well as from the trainers chosen to deliver them.

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 and elevate the employees' professionalism and knowledge levels.

## 02 | 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 2019, one candidate from Lebanon sat for the CDCS examination that was held on April 26 at the Association of Banks premises.

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

since ABL joined this network, it has been following its activities and participating to most of them. In 2019, Mr. Bechara Khachan, director of Human Resources Development at ABL, was elected board member for a three-year mandate (January 2020 till December 31st, 2022) during the General Assembly that was held in Frankfurt in June 2019.

### Distribution of participants to the seminars & customized private courses (2019)

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				
<b>SEMINARS</b>														
<b>Risk Management</b>														
1   Basel III: Final Post-Crisis Reforms of December 2017 (so-called Basel IV)	1	21	9	12		2	6	13	5	8	8	13	7	147
2   Management of Interest Rate Risk in the Banking Book (IRRBB)	1	17	9	8		2	4	11	1	7	9	13	7	119
<b>Credit Management &amp; Operations</b>														
3   Feasibility Study	2	32	18	14		9	13	10	12	18	2	11	14	448
4   Credit Analysis	1	18	11	7		2	14	2	10	8	0	9	21	378
<b>Treasury Management &amp; Financial Products</b>														
5   Introduction to Capital Markets	1	23	5	18		11	6	6	13	5	5	11	7	161
6   Fundamentals of Investment Analysis & Capital Markets	1	10	5	5		3	3	4	6	1	3	7	14	140
<b>Legal &amp; Regulatory Framework</b>														
7   Fighting Money Laundering	8	154	70	84		39	47	68	64	56	34	29	4	616
8   Latest Taxation Updates 2018	1	53	16	37		7	14	32	13	12	28	26	6	318
9   Banking Contracts	1	21	6	15		2	12	7	2	10	9	12	12	252
10   Legal Aspects of Banking Operations	1	31	13	18		13	11	7	19	11	1	9	21	651
<b>Budgeting &amp; Financial Control</b>														
11 - Adapting to the New Regulatory Environment: IFRS 9 implications	1	32	13	19		4	15	13	8	15	9	13	14	448
12 - Economic and Financial Indicators	1	23	14	9		5	11	7	8	6	9	23	7	161
13 - Cash Flow & Ratio Analysis	1	23	16	7		2	9	12	6	16	1	8	21	483
<b>Auditing</b>														
14 - Effective Internal Audit Report Writing	1	22	10	12		6	8	8	5	10	7	12	14	308
<b>Management</b>														
15   True Double Smart Team Leadership in Action in Different Situations Matters	1	21	9	12		0	2	19	2	15	4	7	14	294
16   Branch Management Executive Program	1	24	18	6		0	3	21	0	6	18	6	21	504
17   Risk-Based Human Resources Management: Aligning Talent Management with Risk Management	1	17	4	13		1	6	10	1	14	2	13	14	238
18   Identification of Critical Functions in Banking: A Strategic Step toward Succession Planning and Management	1	15	5	10		0	6	9	2	9	4	7	14	210
19   Career Development Strategies & Succession Planning in Banking	1	17	5	12		0	8	9	2	11	4	10	14	238
20   Data Analysis for Decision Making	1	13	6	7		3	5	5	4	5	4	6	14	182
21   Spreadsheet Modeling Techniques (Modern Excel)	1	17	12	5		6	2	9	6	8	3	6	14	238
<b>Developing Personal Skills</b>														
22   Advancing Negotiation Skills	1	9	3	6		0	0	9	0	4	5	4	6	54
23   Developing English Language Skills	2	31	21	10		12	10	9	20	10	1	10	55	1705
<b>Information Technology Management &amp; Uses</b>														
24   FinTech and Digital Banking	1	42	24	18		7	8	27	6	19	17	18	14	588
25   Cybersecurity: Trends, Risks, Measures and Challenges	1	37	32	5		4	11	22	9	10	18	17	14	518
26   COBIT® 2019 Foundation	1	15	13	2		2	3	10	2	7	6	8	12	180
<b>Sub-Total</b>	<b>35</b>	<b>738</b>	<b>367</b>	<b>371</b>		<b>142</b>	<b>237</b>	<b>359</b>	<b>226</b>	<b>301</b>	<b>211</b>	<b>29</b>	<b>375</b>	<b>9579</b>
<b>CUSTOMIZED PRIVATE COURSES</b>														
27   Fighting Money Laundering	2	37	10	27		3	4	30	4	6	27	2	4	148
28   Legal Aspects of Banking Operations	2	43	29	14		10	10	23	19	6	18	1	21	903
29   Emotional Intelligence	1	17	6	11		14	1	2	0	9	8	1	12	204
<b>Sub-Total</b>	<b>5</b>	<b>97</b>	<b>45</b>	<b>52</b>		<b>27</b>	<b>15</b>	<b>55</b>	<b>23</b>	<b>21</b>	<b>53</b>	<b>4</b>	<b>37</b>	<b>1255</b>
<b>Total</b>	<b>40</b>	<b>835</b>	<b>412</b>	<b>423</b>		<b>169</b>	<b>252</b>	<b>414</b>	<b>249</b>	<b>322</b>	<b>264</b>	<b>33</b>	<b>412</b>	<b>10834</b>

# 03

## HIGHER INSTITUTE FOR BANKING STUDIES (ISEB)

### ACADEMIC YEAR 2018-2019

Loyal to its mission of acting as the partner of the Lebanese Banks in their educational and training efforts, the Institute continued its successful work ensuring its high quality academic and professional education to dozens of well-motivated people in both of its French and English sections. It awarded its Bachelor degree to 23 graduates and its Master's degree to 39 ones in its four specialties:

- > Risk Management
- > Digital Banking and Financial Technology
- > Retail and Corporate Credit
- > Financial Markets.

Most of the Masters students are on the job (around 80% of them) and many of them have their tuitions financed by their employers. They manage following their courses effectively, as these are normally scheduled three times a week from 5:00 p.m. to 9:30 p.m. over the duration of the program that extends over two years for most of the participants.

The Institute remained very active in its continuous education and ensured the following two seminars required by the Central Bank from a number of banks employees of various categories, in line with its circular number 103:

- > 376 participants were awarded the Bank Credit Certificate, and
- > 49 the Lebanese Financial Regulations Certificate.

The Institute is also working on building new seminars felt needed by the banking sector, such as in the field of the Human Resources professional training. It is also ready to work with the banks tailor made seminars to cover any of their special development needs as per the Institute capabilities and the ones of its international collaborators.