



PART III  
HUMAN RESOURCES IN BANKS  
OPERATING IN LEBANON

## I. BANKING POPULATION IN 2016

Sustainable development in any country. In the Lebanese banking sector, educating employees is a key factor in improving work, increasing productivity and keeping pace with the global banking industry changes. For this purpose, banks rely on a policy of concentrated use of university graduates and subjecting staff and cadres to intensive training that addresses most aspects of banking. This report includes a presentation of the most prominent data available for the employees in the Lebanese banking sector, commercial and investment banks in the year 2016. We will start with some of the criteria and characteristics, and then show the average income and the cost of the banks' employee in Lebanon, relying on the earning of a basic salary up to the total income which includes all benefits. We will conclude with some of the productivity indicators in the Lebanese banking sector.

### **The banking population distribution**

By the end of 2016, the number of employees working in banks operating in Lebanon reached 25,260 distributed as follows: 22,689 employees in 32 Lebanese commercial banks - i.e. 89.8% of the total banks' employees; 1,064 employees in 7 Lebanese banks of major Arab shareholders; 409 employees in the branches of 7 Arab banks operating in Lebanon. There are 4 non-Arab Banks which employ 299 persons and 799 employees in the investment banks (16 banks which are all Lebanese joint stock companies).

The Lebanese banking sector continued to provide in 2016 more job opportunities reaching 622 employees against an increase of 788 employees in 2015. The employment increase 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 1078 by the end of 2016 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 2016, the number of employees working in the compliance units of all operating banks in Lebanon reached 423 persons.

According to a World Bank (WB) study, the average annual growth rate of the labour force in Lebanon was 2.2% in the period 2004-2010 compared to an average population annual growth rate of 0.9%. The report stated that nearly 25 thousand people graduate annually from Universities while the labour market provides only 4 thousand new jobs. The private sector remains the primary employer in Lebanon. The WB estimated the unemployment rate in Lebanon to be about 20% in 2013, and that rate is higher among the youth. The University graduates represent 50% of the

employees in the Lebanese economy. New jobs in the labour market in Lebanon are particularly evident in the technology and social networking sector, compliance and risk management in banks and financial institutions, as well as in accounting, where training is subject to the global financial reporting model.

### The banking population characteristics

**For the distribution by gender**, the share of women employees of the total banking population continued to rise up to 47.4% in 2016 (while it represented 47% in 2015) against 52.6% of men employees. The women's share in the banking sector exceeds the national female employment rate in Lebanon which is estimated at around 25%.

**For family status**, the percentage of single employees decreased to 38.8% of the total number of the banking population by the end of 2016 (51.5% single female and 48.5% single male employees). As for the share of married employees, it represented 61.6% -of which 55.1% males and 44.9% females- with a total number of dependent children reaching 20,430, with all the implications to banks in terms of family allowances, scholarships and other benefits.

**For age brackets**, a slight increase was registered for the percentage of employees whose age does not exceed 40 years and constituted 59.3% of the total number of the banking population at the end of 2016 (58.4% by the end of 2015), against a decrease to reach 35.1% in the share of employees whose age varies between 40 and 60 years (36.1% in 2015), while the share of employees above 60 years old remains stable at 5.6% in 2016.

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, except 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 women, 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 2016 (%)

	Below 25 years	40-25 years	50-40 years	60-50 years	Above 60 years
Male (%)	38.5	49.8	55.8	58.4	70.1
Female (%)	61.5	50.2	44.2	41.6	29.9
<b>Total Number</b>	<b>2,044</b>	<b>12,941</b>	<b>4,736</b>	<b>4,129</b>	<b>1,410</b>

The distribution of employees by gender over the different age categories reveals that 64.7% of total banks female employees are below 40 years against 54.5% for male (63.5% against 53.8% at the end of 2015).

### Distribution of Male and Female Employees by Age Category End of 2016 (%)

	Below 25 years	40-25 years	50-40 years	60-50 years	Above 60 years	Total number
Male (%)	5.9	48.6	19.9	18.2	7.4	13,276
Female (%)	10.5	54.2	17.5	14.3	3.5	11,984

**For job grades, few banks have not adopted yet** the detailed staff distribution by grade stipulated in the Collective Labour Agreement. However, we can give a brief idea of this new classification as the pertaining declared number of employees has reached 22,166 persons at the end of 2016, 78% of that number are classified as "Technicians" against 22% 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 makers. The female gender constituted 49.3% in the category of technicians and 43.8% in that of cadres.

**For the level of education,** the share of employees holding a university degree continues to significantly increase across the years to reach 77.6% of the total Lebanese banking population by the end of 2016 (76% by the end of 2015). This is partially due to the recruitment of university graduates in the sector. In fact, their number has increased by 879 employees by the end of 2016; 523 female and 356 male employees (880 employees in 2015: 517 female and 363 male). In parallel, the percentage of banks' employees holders of baccalaureate or its equivalent (less than a university degree) continued decreasing to 13.3% (14.4% by the end of 2015) and the percentage of employees who did not reach that level of studies has decreased to 9.2% in 2016 (9.6% in 2015).

The distribution of bank employees by gender and education level reveals that the share of women exceeds that of men among the holders of university degrees by the end of 2016; whereas the share of women holders of baccalaureate or its equivalent attained 40.6% of that category, and those a level below baccalaureate reached 17.3% against bigger shares for men employees.

## Distribution of Bank employees by Gender and Level of Education End of 2016 (%)

	Below the baccalaureate level	Baccalaureate or its equivalent	University graduate
Male (%)	82.7	59.4	47.8
Female (%)	17.3	40.6	52.2
<b>Total Number</b>	<b>2,316</b>	<b>3,351</b>	<b>19,593</b>

The distribution of employees by gender and according to the level of education indicates that more than 85% of bank female employees are university graduates against 70.6% for male; while those who have not reached the baccalaureate level represent less than 3% of the total number of female employees in the banking sector.

	Below the baccalaureate level	Baccalaureate or its equivalent	University graduate	Total number
Male (%)	14.4	15	70.6	<b>13,276</b>
Female (%)	3.3	11.4	85.3	<b>11,984</b>

### Salaries, Wages and Benefits

In 2016, the total amount of salaries and various allowances allocated by banks to their employees reached LBP 1,888 billion against LBP 1,795.4 billion in 2015, increasing therefore by 5.2% against 4.3% in 2015. The increase in 2016, as in general, 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 according to the Collective Labour Agreement.

Therefore, the average annual cost of a bank employee reached around LBP 74.7 million in 2016 (i.e. LBP 6.2 million per month, on the basis of 12 months) against LBP 72.87 million (i.e. LBP 6.1 million per month, on the basis of 12 months) in 2015. 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, bank policy on salaries, and bank category and size.

As for the distribution of **salaries and benefits**, the share of **salaries alone** represented 63.2% of the total cost in 2016 (62.5% in 2015). The total salaries amounted to LBP 1193.2 billion against LBP 1122.3 billion in 2015, i.e. an increase of 6.3%. This increase is explained by the increase in the number of employees (622) and by the annual raise given by banks to their employees according to the Collective Labour Agreement. Therefore, the average monthly basic salary of a bank employee reached in 2016 LBP 2.95 million on the basis of 16 months (as stipulated in the Collective Labour Agreement) against LBP 2.85 million, on the basis of 16 months in 2015.

**The Family allowances** represented, as in 2015, 2% of the total cost paid by banks to employees in 2016, amounting to LBP 38.1 billion against LBP 37.3 billion in 2015, i.e. an increase of 2.1%. First, these allowances are composed of contributions to the National Social Security Fund based on employees' salaries, and according to the Collective Labour Agreement in second, 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 have increased by 2.5% in 2016 and additional allowances by 1.2% compared to the year 2015, 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** represented 4.8% of the total cost paid by banks to employees in 2015. The value of these allowances increased to reach LBP 90.8 billion in 2016 against 86.7 billion in 2015, i.e. an increase rate of 4.7%. 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 1.9% in 2016 in comparison with 2015 and surplus by 8.2%. 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 share constituted 12.1% of the total cost paid by banks to employees by the end of 2016 (13% by the end of 2015), amounting to LBP 227.8 billion in 2016 against LBP 232.6 billion in 2015, i.e. a decrease of 2.1%. This is due to the increase rate of the NSSF contributions of 7.3% in accordance with the increase of the number of employees while provisioning decreased by 10%. 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 taxes.

The amount of other benefits paid by banks to their employees represented nearly 17.9% of the total cost (salaries and benefits) by the end of 2016 (17.6% in 2015). Their value amounted to LBP 338.1 billion against LBP 316.5 billion in 2015, i.e. an increase of 6.8%. This is largely attributed to bonuses, education allowances (21% of total other benefits in 2016), transportation allowances (16%), cashier allowances, marriage and maternity allowances, representation fees, clothing, and others.

**Education allowances:** They reached LBP 71.1 billion in 2016 against LBP 69.4 billion in 2015, i.e. an increase of 2.4% against a higher rate of 5.6% in 2015. In fact, the dependent children of bank employees registered in private schools were 13,667 children in 2016 and the allowances paid by banks to their employees amounted to LBP 51.3 billion, i.e. an average of LBP 3.755 million per student (knowing that the scholarship 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 2,884, and the allowances paid by banks to their employees amounted to LBP 18.3 billion, i.e. an average of nearly LBP 6,359 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 (379 students in 2016) benefited from a total amount of LBP 1.010 billion, knowing that the amount stipulated in the Collective Labour Agreement is LBP 3 million per student. The number of children of employees registered in public and specialized schools was 208 in 2016, thus the total allowances paid by banks to their employees amounted to LBP 315 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 decreased from nearly LBP 55.6 billion in 2015 to 54.2 billion in 2016, i.e. an average of 2.5%, despite the increase in the number of employees. This is due to the decrease of the average price of 20 litres of gasoline at LBP 21,500 in 2016 to LBP 24,500 in 2015 as circulated by the Association of Banks in Lebanon to its members on a monthly basis.



We point at the ABL Extraordinary General Assembly of Members held on February 7, 2017 which approved the terms of the 2016-2017 Collective Labour Agreement which was later signed by the Association of Banks and the Syndicate of Banks' Employees. **The Post-End-of Service hospitalization system** constituted 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 worthy to remind 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.

We also need to point to Law n° 27/2017 dated February 24, 2017 (O.G. n° 8/2017) addressed to employees adhering to the NSSF after end of service, by providing services to the pensioners.

### **Productivity**

Banks operating in Lebanon are seeking 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, specially the regional one. The newlee recruited employees and cadres in the Lebanese banks, especially the large ones, are subject to extensive training, handling most aspects of the three banking businesses, namely technology, operations and banking management. Bank employees also participate in the training courses organized by the Human Resources Development Department of the Association of Banks in Lebanon, which regularly and consistently tracks their activities since 1991 in the framework of the General Secretariat of the Association of banks in Lebanon. Courses themes are focused on labour and tax legislations, application of the provisions of the Central Bank and the Banking Control Commission of Lebanon. It also includes legal aspects of operations and credits, their keeping records and covers in particular and intensively the fighting of money laundering (compliance), the terrorist financing, as well as topics of banking risks, funding foreign trade, exchange of information for taxation purpose.

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 the global developments and standards in the banking industry in regard to human resources, 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 in 2015, knowing that the sector employs a small share of the labour force in Lebanon. It also appears that the ratio of total assets, that of total deposits, and that of total capital as percent to the number of employees in the sector has improved in 2016.

### Employees' productivity indicators in the Lebanese banking sector

	End of 2013	End of 2014	End of 2015	End of 2016
Total assets/number of employees (million USD)	7.30	7.54	7.74	8.27
Deposits of clients/number of employees (million USD)	5.97	6.14	6.24	6.68
Total capital/number of employees (million USD)	0.66	0.71	0.73	0.78

Sources: BDL - ABL

## II. ACTIVITIES OF THE HUMAN RESOURCES DEVELOPMENT DEPARTMENT

### 01 | General overview

Further to the establishment of the Human Resources Development (HRD) department within the General Secretariat at the Association of Banks in Lebanon (ABL) last year, it focused on three main sections: organizational development, corporate social responsibility, and training.

In the field of organizational development, the HRD department assisted number of banks in reorganizing their grading system to comply with the latest Collective Labor Agreement. Furthermore, the HRD director consulted with the Human Resources and Social Affairs Committee at ABL to launch the ABL-eT Ability platform and the project was welcomed by all members. After the approval of ABL's Board of Directors on this issue, the HRD department started its cooperation with IQUAD to prepare the suitable courses for the Lebanese banking sector and design them as per the latest technologies in order to launch the project during the second trimester of 2017. Concerning the department's annual training program, the HRD director conducted a field visit to banks and discussed their HR and training needs. Also, a questionnaire was distributed to all human resources departments in banks to identify the topics that they are interested to tackle in the coming year. At the same time, the HRD director met with the regulators to discuss the most important banking circulars to include them in the training program.

In the field of corporate social responsibility, the HRD department took a humanitarian initiative to gather a group of employees from ABL and visit the "Missionaries of Charity – Home of Peace" during December 2016 and presented gifts to children and the elderly on the occasion of the end of year festivities.

As for training, it takes the biggest part of the department's activities as it targets all categories of employees in the banking sector and covers all subjects related to the banking activity. The main purpose of training employees is to develop their knowledge and professionalism on one hand, and on the other hand, update them on the latest trends in the banking industry, 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](http://www.abl.org.lb) under "Human Resources Development

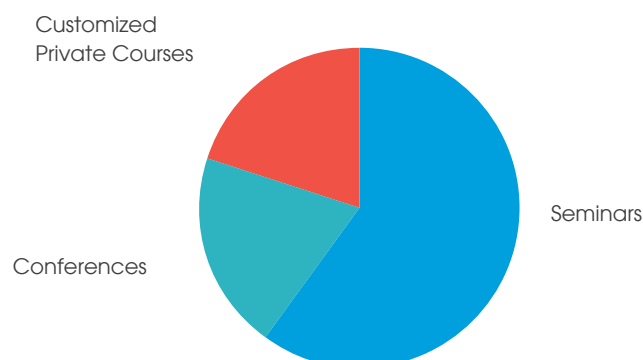
Department” section and updated when needed. Banks can communicate with the HRD department through this website, whether to register their employees in the different training activities or to submit their comments and suggestions.

During 2016, the HRD department distributed 1661 attendance certificates to employees who attended different training activities, compared to 1560 attendance certificates distributed in 2015. Throughout the 38 topics covered this year, either as seminars, customized private courses or conferences, the HRD department focused on the completion of programs that were offered in previous years, such as Credit contract: rules & guarantees, Fraud auditing: detection & prevention, and the Development of personal skills. Moreover, the HRD department developed some of the subjects adopted in its training programs since many years, such as the Legal aspects of banking operations, Fighting money laundering, Banking contracts: drafting and content, among others. New themes were also introduced such as Latest trends in Basel Accord, Organizing compliance to mitigate risks, Branch manager programme, Succession planning, Technology trends and digital transformation in the financial services industry, as well as other new subjects.

## 02 | Distribution of participants by type of training activity

During 2016, participants were distributed by type of training activity, as shown in the chart below, as follows: 1252 employees participated to the seminars which formed 60% of the HRD department training activities, 409 participated to the customized private courses and 399 participated to conferences. The last two types of activities formed 20% each of the training activities for 2016.

### Distribution of participants by type of training activity in 2016



Hereafter are the details concerning the content of the different types of training activities for the year 2016:

**Conferences:** The conferences attracted 399 participants, of whom 82 persons participated to the discussion on "The latest developments concerning the sanctions and fighting money laundering", presided by ABL's General Secretary and the chairman of the committee for compliance and fighting money laundering, who shared with the audience the results of ABL's delegation visit to the United States in April 2016, as one of their periodic visits to countries that are important to the Lebanese banking sector. Moreover, 46 persons attended the meeting intended to discuss the manual on "Anti-bribery and Corruption" prepared by Deloitte. Also, 67 persons participated to the discussion of BDL's intermediate circular 430 related to BDL's basic circular 103. And another meeting was organized to discuss CMA's decision 24 related to the qualifications employees should have to undertake certain functions related to dealing with financial instruments. Similar to previous years, the HRD department organized a conference on "Fighting money laundering" in cooperation with the Special Investigation Commission. Finally, a conference on Leadership and another on De-risking were also organized during the past year.

Themes	Nb of persons	Nb of banks
The latest developments concerning the sanctions and fighting money laundering	82	49
Anti-Bribery and Corruption <sup>1</sup>	46	34
BDL 103 <sup>2</sup>	67	44
Fighting Money Laundering <sup>3</sup>	32	1
Leadership	63	21
CMA #24 <sup>4</sup>	65	37
De-Risking	44	30
<b>Total</b>	<b>399</b>	<b>49</b>

<sup>1</sup> in cooperation with "Deloitte"

<sup>2</sup> in cooperation with Banque Du Liban

<sup>3</sup> in cooperation with "Special Investigation Commission"

<sup>4</sup> in cooperation with the "Capital Markets Authority"

### Seminars

In 2016, the HRD department focused on delivering seminars that attracted 1252 participants. 235 of them attended the "Fighting Money Laundering" workshops held in cooperation with SIC and were divided into 12 groups. Also, the participation to seminars on "Problem loans & remedial solutions", "Loan administration & review", "Organizing compliance to mitigate risks" and the "Branch manager programme" was intense. The HRD department also tackled subjects related to the "Latest trends in Basel Accord", "Credit contract, rules & guarantees" and "Legal aspects of banking operations", among others.

All in all, the HRD department organized 55 sessions that covered 27 different subjects during 2016, 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 the seminars on "Effective internal audit report writing" and "Fraud auditing: detection & prevention"; 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 "Assets & Liabilities Management" and "Equity & Bond Portfolio Management" seminars; moreover, it cooperated with AFGES, a French institution specialized in the fields of risk, accounting and auditing in banks to deliver a seminar on "Preparation of a bank budget and budgetary control"; and finally, a seminar on "Technology trends and digital transformation in the financial services industry" was organized in partnership with local and Microsoft experts.

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.

### Customized private courses

In 2016, the HRD department organized **20 customized private courses for 409 participants from 7 banks**. The purpose of such courses is to assist training departments in banks to elaborate and organize special courses for their employees, and deliver them according to their needs and priorities.

During the year, the course on "Fighting Money Laundering" was organized 15 times and the course on "Legal aspects of banking operations" 3 times. Topics such as "Making leadership reality inside-out matters" and "Branch manager programme" were also covered in the frame of customized private courses.

### 03 | Training hours

The statistics for 2016 show that the number of participants to the seminars and customized private courses reached 1661 persons, who were trained for 18983 hours, which means almost 11.4 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, and is 12.7 hours for each trainee. As for the customized private courses, the average number of training hours reached 7.5 hours.

### 04 | Participants' characteristics

Except for the participants to the conferences (399), the HRD department collects statistical information about the participants' gender, years of experience and grade.

	Seminars	Customized Private Courses
Female	54.63 %	54.28 %
Male	45.37 %	45.72 %
Less than 5 years	27.48 %	21.52 %
5 -10 years	29.31 %	18.34 %
More than 10 years	43.21 %	60.14 %
Technicians	83.79 %	90.71 %
Middle level cadres	9.19 %	7.33 %
High level cadres	7.03 %	1.96 %
<b>Total</b>	<b>100 %</b>	<b>100 %</b>

It is clear from the above table that the percentages of females participating to seminars as well as customized private courses exceeded those of males. We noticed the intense participation of technicians to training, especially new recruits. It is also worth to mention that employees with more than 10 years of experience are participating to training activities, especially in subjects related to risk management,

operations and credit management, fighting money laundering, organizing compliance to mitigate risks, the branch manager programme, leadership, as well as other subjects, considering their importance to them and to their bank as well.

## 05 | Training evaluation

ABL's General Secretariat follows up the training activities of the HRD department with great interest, and ensures that these activities are relevant to the expectations of both, the participants and their management.

At the end of 2016, and through participants' comments filled on an evaluation form at the end of every training activity, it has been proven that participants appreciated the training topics selected for the year as well as the trainers chosen to deliver them.

We would like to seize the opportunity to highlight the importance of the continuing cooperation between the banks' management and the General Secretariat at ABL to deliver the best services for the banking sector and its human resources. The HRD department continues to offer training to all employees of the banking sector according to a training calendar agreed upon with ABL's HR committee and approved by its Board of directors. The purpose of these activities remains to keep up with the latest practices, legislations and regulations in the banking profession, as well as to raise the level of professionalism among the employees of the Lebanese banking sector, that are considered one of the main advantages that enhance its competitiveness.

## 06 | Other activities

- **Organization of the international exam "Certificate for Documentary Credit Specialists" (CDCS) and Certificate for Specialists in Demand Guarantees (CSDG):** the HRD department continues to supervise the international exams organized by the "London Institute of Banking and Finance" in Lebanon. 8 candidates sat for the CDCS exam this year and according to their results, the number of persons holding this certificate in Lebanon is now 105 persons.
- **Follow up the European Banking Training Network "EBTN" activities:** since ABL joined this network, it follows its activities and participates to most of them. In 2016, ABL participated to two events. The first one is the 25<sup>th</sup> annual general meeting held in Athens during June to announce the election of a new president, executive committee and board with a three-year mandate starting 1/1/2017. The second event was a meeting in Brussels on October 6 about the "future skills and competences" in banking & financial services: challenges for professional education.



### 3 | HUMAN RESOURCES IN BANKS OPERATING IN LEBANON

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>															
Latest Trends in Basel Accord	1	59	29	30	10	17	32	42	5	12	28	4	236		
Assets & Liabilities Management	1	25	14	11	7	6	12	17	3	5	16	21	525		
Equity & Bond Portfolio Management	1	18	11	7	4	6	8	13	4	1	10	14	252		
<b>Operations &amp; Credit Management</b>															
Problem Loans & Remedial Solutions	3	71	39	32	14	20	37	56	7	8	28	7	497		
Loan Administration & Review	3	74	30	44	26	26	22	68	3	3	22	7	518		
<b>Trade Finance &amp; Documentary Instruments</b>															
UCP 600 & ISBP 745	1	24	8	16	3	9	12	23	0	1	18	14	336		
<b>Legal &amp; Regulatory Framework</b>															
Banking Contracts: drafting and content	1	38	17	21	14	6	18	30	6	2	22	14	532		
Investigating in suspicious money laundering operations (case studies)	12	235	101	134	63	76	96	216	9	10	43	4	940		
Credit contract, Rules & Guarantees	3	57	23	34	27	18	12	50	3	4	18	14	798		
Organizing Compliance to Mitigate Risks	3	77	32	45	14	25	38	55	13	9	34	7	539		
Legal Aspects of Banking Operations	2	63	21	42	31	13	19	60	2	1	19	21	1323		
Value Added Tax in Lebanon	1	37	15	22	8	14	15	36	0	1	21	6	222		
<b>Accounting, Budgeting &amp; Financial Control</b>															
CFO Programme	1	19	14	5	1	5	13	10	2	7	15	18	346		
Preparation of a bank budget and budgetary control	2	41	21	20	14	11	16	31	7	3	22	14	574		
Statistics Course	1	11	4	7	2	4	5	11	0	0	1	25	275		
Finance for non-finance professionals	1	16	4	12	7	7	2	16	0	0	9	15	240		
<b>Auditing</b>															
Effective internal audit report writing	1	22	9	13	8	8	6	18	3	1	14	14	308		
Fraud Auditing: Detection & Prevention	1	21	11	10	2	9	10	16	2	3	15	14	294		

Themes			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
	Number of sessions	Number of participants	Male	Female	Less than 5 years	5-10 years	More than 10 years	Technicians	Middle Level Cadres	High Level Cadres			
<b>Management &amp; Administrative Skills</b>													
Branch Manager Programme	3	70	42	28	0	7	63	49	18	3	18	18	1260
Competency-Based Interviewing	1	17	8	9	6	6	5	15	0	2	12	18	306
Succession Planning	1	20	8	12	4	8	8	13	2	5	15	7	140
Best Practices in Appraising	1	22	5	17	11	4	7	15	7	0	16	7	154
<b>Developing Personal Skills</b>													
Making Leadership Reality Inside-Out Matters	2	37	23	14	1	6	30	25	10	2	10	7	259
Analytical & Critical Thinking Matters	1	19	10	9	1	4	14	14	4	1	7	14	266
Effective English Report Writing Skills	3	50	14	36	23	13	14	49	1	0	14	14	700
Developing English Language Skills	3	78	34	44	39	26	13	75	3	0	12	55	3630
<b>Information Technology Management &amp; Uses</b>													
Technology Trends and Digital Transformation in the Financial Services Industry	1	31	21	10	4	13	14	26	1	4	19	14	434
<b>Sub-Total</b>	<b>55</b>	<b>1252</b>	<b>568</b>	<b>684</b>	<b>344</b>	<b>367</b>	<b>541</b>	<b>1049</b>	<b>115</b>	<b>88</b>	<b>43</b>	<b>387</b>	<b>15904</b>
<b>CUSTOMIZED PRIVATE COURSES</b>													
Legal Aspects of Banking Operations	3	66	20	46	44	16	6	65	1	0	2	21	1386
Branch Manager Programme	1	22	11	11	1	1	20	11	11	0	1	16	352
Making Leadership Reality Inside-Out Matters	1	19	7	12	0	3	16	12	7	0	1	7	133
Investigating in suspicious money laundering operations (case studies)	15	302	149	153	43	55	204	283	11	8	7	4	1208
<b>Sub-Total</b>	<b>20</b>	<b>409</b>	<b>187</b>	<b>222</b>	<b>88</b>	<b>75</b>	<b>246</b>	<b>371</b>	<b>30</b>	<b>8</b>	<b>7</b>	<b>48</b>	<b>3079</b>
<b>Total</b>	<b>75</b>	<b>1661</b>	<b>755</b>	<b>906</b>	<b>432</b>	<b>442</b>	<b>787</b>	<b>1420</b>	<b>145</b>	<b>96</b>	<b>50</b>	<b>435</b>	<b>18983</b>

### III. ACTIVITIES OF THE HIGHER INSTITUTE FOR BANKING STUDIES ACADEMIC YEAR 2015-2016

After the students have completed their years of study and obtained their bachelor's degree or their master's degree in banking studies, these 78 ISEB graduates 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' size.

As per the academic year 2016-2017 in the Higher Institute of Banking Studies in relation to diplomas and university affairs is as follows:

#### 01 | The Bachelor degree in Banking studies

Thirty four (34) students registered in the first semester of the academic year 2016-2017, in both French and English sections. As for students registered in the Specialized Banking studies Bachelor (60 credits), twenty (20) registered in both French and English sections.

#### Number of registration for the 2017-2016 academic year (by section)

Year	Section	Nbr. of Registered
First	French	20
	English	5
Second	French	11
Third	French	15
Special Program	French	9
	English	14
<b>Total</b>	<b>A/E and A/F</b>	<b>74</b>

## 02 | The Master in Banking studies

Forty three (43) new students registered for the first semester in the Master degree of the 2016-2017 academic year, in both French and English sections, after they have succeeded to the written and oral entrance exams. Nineteen (19) students holder of the advanced diploma in banking management registered in the special Master studies (40 units) in both French and English sections. Thus, the total number of registration in the Master degree reached 83 students distributed as follows:

### Number of registration for the 2017-2016 academic year (by section)

Year	Section	Nbr. of Registered
First	French	24
	English	28
Second	French	8
	English	4
Special Program	French	4*
	English	15*
<b>Total</b>	<b>A/E and A/F</b>	<b>83</b>

#### Important Academic Development

- Approval of the Ministry of Education and Higher Education published in issue No. 5 of the Official Gazette dated January 26, 2017 on:
  - Equivalence of rating of certificates of the Center for Banking Studies with high education credits issued by the Higher Institute of Banking Studies.
  - Equivalence of rating of certificates of Bachelor and Master in banking studies issued by the Higher Institute of Banking Studies.
- 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.

### 3 | HUMAN RESOURCES IN BANKS OPERATING IN LEBANON

- 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 lessons. 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.
- As of March 2017, the Institute's management is organizing training courses on the Credit Bank.
- 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.
- Registration for the academic year 2017-2018 begins in April 2017.