



# GROWING STRONGER TOGETHER

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# Message from the Chairman



“ At Bankmed, we remain firmly committed to the environment. ”

Bankmed integrated Corporate Social Responsibility (CSR) within its culture in an aim to create value in its greater community. The Bank laid out its strategy along five CSR pillars: corporate governance, environmental sustainability, community development, economic development, and human development. This strategy focuses on projects with environmental, social, and cultural dimensions in addition to supporting educational programs and sports events in the community.

Guided by a customer-centric culture, Bankmed adopted a number of initiatives that span across an array of commitments. These include: reducing its environmental impact, improving access to social welfare and healthcare, customizing products and financial solutions, as well as investing in its employees to better service its customers.

In 2014, Bankmed reaffirmed its commitment to its “Happy Planet” eco-friendly program, highlighting the measures already taken toward reducing its environmental influence as well as adopting projects aimed at supporting green events and

raising awareness among children and youth. The Bank also reiterated its commitment to educational, social, cultural, as well as recreational projects. Its partnerships with the “Beiteddine Art Festival,” “Jounieh International Festival,” “Beirut Art Fair,” and “Salon du Livre” still attest to its efforts toward supporting cultural events.

Bankmed continues to adopt a number of social causes aimed at empowering individuals with skills that enable them to endure challenging medical and social situations they face. It engaged, within this context, in partnerships with “Brave Heart Fund” and the “Lebanese Society of Osteoporosis and Metabolic Bone Disorders” (OSTEOS), and sponsored events for around 20 different non-profit organizations during the year.

Bankmed will remain committed to making a difference in its community. It will continue to upgrade and expand the scope of its strategy to cover new fields and adopt new initiatives that can address the evolving needs of the society.

Mohammed Hariri



# Bankmed's CSR Scope ...

With a deep historical presence that dates back to 1944 and an enduring mission to provide tailored financial solutions that are best suitable for its clients' needs, Bankmed has successfully positioned itself among the top-tier banks in Lebanon. Capitalizing on this position and realizing the key role and opportunity it can play in prompting economic, human, environmental, as well as social and cultural development, Bankmed integrated Corporate Social Responsibility (CSR) within its business strategy.

The Bank's approach to business reflects its caretakers' vision, which enables it to build a strong foundation based on high moral standards of honesty, integrity, excellence, transparency, and respect. Over the past few years, Bankmed's CSR application underwent major evolvement as the Bank shifted its focus from direct donation to community projects to becoming one of the main drivers of the community's continuity and development. Bankmed has set several principles that are aimed at reflecting its commitment to sustainability. Reducing the Bank's carbon footprint emission, taking care of the environment, educating the public on the importance of being eco-friendly, supporting cultural and sports activities across the country, and developing the community by helping those who are most disadvantaged and marginalized, have been top priorities on the Bank's CSR list.

To demonstrate a deep understanding of the importance of adopting and practicing a responsible approach to business, Bankmed responds to the needs of the local community at all levels, bringing together the passion of its employees, the insight of its stakeholders, and the spirit of the community by increasing social value and reducing environmental footprint.

Bankmed modifies its CSR strategy every year in order to keep up with the demands of the community and respond carefully to its needs, while it continues to grow.

## About This Report

Realizing that the accomplishment of its long-run mission and vision requires immediate commitment and frequent monitoring, Bankmed has designed a CSR program of short and long-term goals aimed at making its sustainability plan more accessible to its stakeholders. This program is implemented, evaluated, and shared with stakeholders through various communication channels including media releases, published reports, as well as the Bank's dedicated website. Every year the Bank publishes,

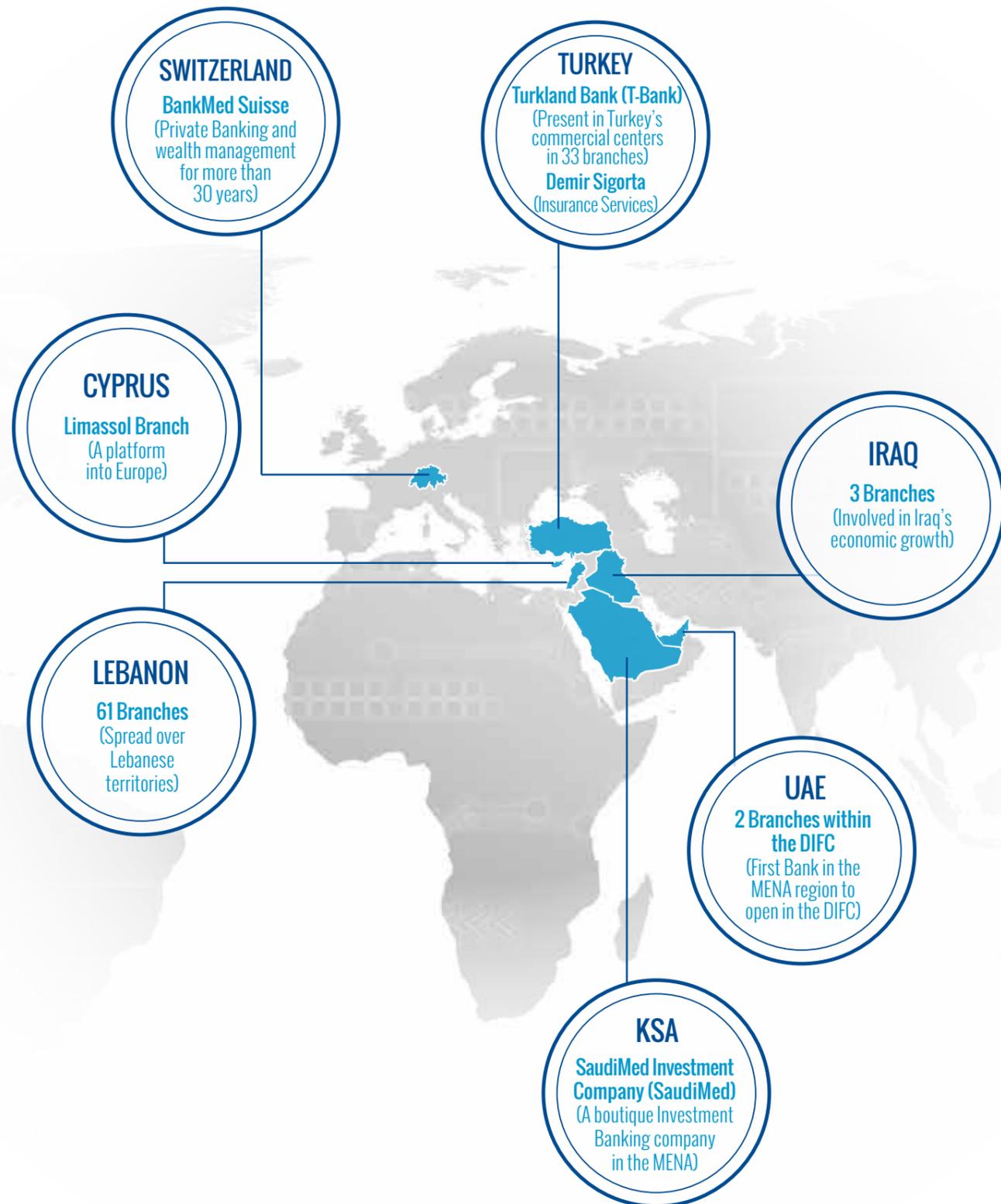
along with its Annual Report, a CSR Report that demonstrates the Bank's economic, human, environmental, as well as social and cultural development endeavors.

Bankmed's CSR Report outlines the Bank's milestones and articulates its performance in these areas. The report also highlights how the Bank engages with its stakeholders.

## Bankmed at a Glance

 GENERAL OVERVIEW	 BANKMED'S FINANCIAL SOLUTIONS	 PRESENCE
<ul style="list-style-type: none"> <li>Established in 1944 as a credit institution</li> <li>One of the oldest and top financial institutions in Lebanon</li> <li>A major player in financing commercial, industrial, and contracting activities in reconstruction-era</li> <li>Managed by seasoned bankers with extensive experience in local, regional, and international banking scene</li> <li>A wide network of correspondents allowing customers to transact with virtually every corner of the globe</li> </ul>	<ul style="list-style-type: none"> <li>Institutional Banking</li> <li>Private Banking</li> <li>Investment Services and Brokerage</li> <li>Insurance Services</li> <li>Retail Banking</li> <li>Investment Banking</li> <li>Trade Finance</li> <li>Microfinance</li> </ul>	<p><b>Locally:</b> 61 branches throughout Lebanon</p> <p><b>Internationally:</b> Present in six countries: Switzerland, Saudi Arabia, Turkey, Cyprus, Iraq and UAE</p>

## International Presence



## Business Highlights in 2014

Servicing **150,000** customers across **7** countries



Most Sustainable Bank Award  
Best Banking Group in Lebanon  
Best Trade Finance Award

**15,365** Training Hours for **2,057** Participants

Total Net Income  
**USD 133.5 million**



More than **USD 100 million** in MICROFINANCE Loans



**2,408** Employees



**27%** from Europe  
**73%** from the Middle East



# Governance and CSR Management



The main feature that defines the scope of business at Bankmed is the Bank's profound commitment to conducting business in ways that are ethical and beneficial to the community. Within this context, the Bank is committed to adopting a responsible and sound Corporate Governance. Bankmed's approach to Corporate Governance and CSR reflects its caretakers' insight, enabling them to build a strong business foundation based on high moral standards of honesty and integrity. Through these Governance systems, the Bank is able to manage risks, set our progression goals, in addition to fostering sustainable growth.

Since CSR is an integral part of its operations and vision, Bankmed works incessantly on refining its CSR governance and management practices in addition to enhancing its stakeholder engagement process. As the Bank grows and expands the scope of its operations, it revisits its strategies in order to align its business with its stakeholders' expectations. Through these steps, the Bank ensures its business sustainability while making a positive impact in society.

## Stakeholder Engagement

Bankmed's strong governance and ethics systems in addition to commitment to moral behavior form the general framework for setting the Bank's CSR strategy and conducting its CSR activities. In its aim to confirm and solidify its business continuity,

Bankmed realized the need to deepen its commitment to society. This has been made possible as the Bank intensified and outlined its stakeholder engagement. The process also helped in readdressing the Bank's priorities and in redesigning its CSR strategy.

FOCUS AREA	ENGAGEMENT PROCESS
<b>Board of Directors Role</b>	<ul style="list-style-type: none"> <li>• Sets and defines the Bank's policies and practices</li> <li>• Sets the ethical tone of the Bank</li> <li>• Delegates to the Management and specific committees the task of creating a culture of integrity throughout the organization</li> </ul>
<b>Internal Governance</b>	<ul style="list-style-type: none"> <li>• Manages business and ethical considerations</li> <li>• Sets the main guidelines for training in key issues to ensure compliance with best practices as well as the Central Bank's circulars and directives</li> </ul>
<b>External Governance</b>	<ul style="list-style-type: none"> <li>• Fully adopting the Central Bank's circulars as well as the banking regulations adopted in countries where we are present</li> <li>• Partnering with the Government, NGOs, corporations and the civil society over issues pertaining to development and sustainability</li> <li>• Consulting with CSR experts</li> </ul>
<b>Environmental Impact</b>	<ul style="list-style-type: none"> <li>• Setting a special program, "The Happy Planet"</li> <li>• Reducing environmental impact</li> </ul>
<b>Community Impact</b>	<ul style="list-style-type: none"> <li>• Responding to economic, social, and environmental needs through an array of specialized programs</li> <li>• Encouraging employees to take an active part in CSR activities especially within their local communities</li> </ul>
<b>Customer Impact</b>	<ul style="list-style-type: none"> <li>• Devising solutions that meet customers' needs</li> <li>• Planning conferences and seminars for the Bank's clients</li> <li>• Issuing publications to help clients stay up-to-date with the development in the Lebanese economy, gain insights over specific sectors, which will assist them make decisions based on analysis of these sectors</li> <li>• Engaging customers in the CSR program by encouraging to adopt environmental-friendly banking solutions</li> </ul>
<b>Employees' Role</b>	<ul style="list-style-type: none"> <li>• Providing employees with enriching benefits and experience</li> <li>• Providing employees with the necessary training including risk awareness and anticorruption</li> <li>• Engaging employees in CSR-related activities</li> </ul>
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Adopting clear and robust commitments and policies on Human Rights, which we support at the Bank and within the community</li> </ul>
<b>Labor</b>	<ul style="list-style-type: none"> <li>• Ensuring diversity and equal opportunity</li> <li>• Providing equal remuneration for men and women</li> <li>• Implementing fair labor practices</li> </ul>

## Our Customer-Centric Culture

For more than 70 years, the customer-centric culture has defined the way Bankmed carries out its business. The Bank's customers are always at the heart of every activity that we set up and execute. However, the Bank's commitment to its customers is not limited to providing them with financial solutions only. In fact, the Bank acts as its customers' preferred partner by going far beyond this scope, engaging customers in integral CSR matters and providing them with the advice and foresight that are necessary for developing their financial and business status wherever they are.

In 2014, Bankmed issued an array of publications assessing the performance of the main sectors in the Lebanese economy. The Bank also provided quarterly assessments of the Saudi and Iraqi economies in addition to weekly news bulletins that summarize the main business, banking, and economy news in

Lebanon. The purpose behind this contribution is to help our clients gain insight into the economic activities in countries where the Bank operates. As such, Bankmed's clients can make sound decisions pertaining to their business development.

This contribution has gained a lot of popularity among our clients. Therefore, in response to this appreciation, the Bank employed further expertise to present more focused reports and studies to its clients. Hereby, in 2014 and in collaboration with the Beirut Traders Association, the Bank provided a thorough analysis of the wholesale sector's status and performance, through "Beirut Traders Association-Bankmed Investment Index." Moreover, during the same year, the Bank issued a detailed report evaluating the status of the Oil and Gas Sector in Lebanon.

### Beirut Traders Association - Bankmed Investment Index

In order to assess the reality of the wholesale sector in Lebanon, Beirut Traders Association and Bankmed launched the Beirut Traders Association - Bankmed Investment Index, backed by the technical support of the Central Administration of Statistics in Lebanon. The index reflects the investment climate in Lebanon, giving an overview of the present commercial activity and the overall economic situation. It is released on a quarterly basis, and it aims at assisting the caretakers in the commercial sector generate educated decisions for future investments.

### Assessment of the Status of Oil and Gas Sector in Lebanon

In line with its objectives to evaluate the status of economic sectors in Lebanon and assess their viability and contribution to the Lebanese economy, Bankmed held in June 2014 a forum, titled, "Oil and Gas in Lebanon 2014," at the Four Seasons Hotel in Beirut to address Lebanon's oil and gas potential. The event, which received high interest and recognition, was attended by a large number of the Bank's clients and key stakeholders in the sector. The forum featured two keynote speakers, Dr. Walid Khadduri, Energy Affairs Expert, and Mr. Wissam Zahabi, Board Member and Head of the Economic and Financial Department at Lebanon's Petroleum Administration (LPA), who addressed the opportunities and challenges of these resources for Lebanon and the Levant region. At the end of the forum, all attendees received a comprehensive report on the Oil and Gas sector, prepared by Bankmed's research team. This pioneer event is another clear manifestation of Bankmed's continued efforts to keep its clients updated on the most recent insights of promising sectors.

## Governance and Updated Strategy

Conducting business that is both, beneficial and ethical, has always been one of the Bank's strategic priorities. Bankmed's approach to Corporate Governance and CSR reflects its caretaker's insight and enables it to set solid foundations for its

business, based on high moral standards of honesty and integrity. Through its sound Governance systems, Bankmed has been able to manage risks, set its progression goals, as well as foster sustainable growth.

### Corporate Governance

We operate according to the soundest measures of governance, adopting all of the Central Bank circulars and directives as well as international best practices. We also ensure that our employees are provided with the adequate training on all forms on anti-corruption and other international directives.

### Environmental Sustainability

We continue to demonstrate a firm commitment toward the environment in Lebanon. We also continue to take active steps to identify the various impacts on the environment and minimizing them. We undertake several eco-friendly initiatives through which we demonstrate a sustainable approach toward promoting a healthy environment.

### Community Development

We provide social support and extend access to education by collaborating with the Government and a number of organizations in an aim to respond to a number of human needs, thus helping the community thrive.

### Economic Development

We create opportunities in order to promote development. In addition to adopting projects that are aimed toward economic development, Bankmed established a microfinance institution in order to provide access to microfinance services that are generally unavailable in the formal banking sector.

### Human Development

We help our employees develop their talents and achieve their full potential in a collaborative and healthy workplace. Our ability to attract and invest in talented professionals is important to our growing success.

## Governance and Training

Our Governance system sets the main guidelines for training in key issues to ensure compliance with the best practices as well as the Central Bank's circulars and directives.

Trainings on complying with the Central Bank's and other regulatory authorities (local and international) encompass a larger segment of Bankmed's staff, depending on the issued requirements. Once a new circular or directive is issued by the regulatory authorities, the Head of GAC reviews the circular and drafts a brief about it, and then circulates to

the concerned parties who are responsible for compliance. In addition, the Talent Management and Training Division (TMT), whose task is to ensure that staff members receive the necessary training and support in order to best serve Bankmed's customers, gets notified in order to set the framework for staff training as needed (where applicable).

In 2014, Bankmed staff underwent several trainings in light of Central Bank's Circulars 128 and 83 requirements in addition to FATCA training and Anti-Money Laundering new issues.

### FATCA Training



**1,320**  
Hours



**682**  
Employees

### Anti-Money Laundering Training



**330**  
Hours



**139**  
Employees

### Central Bank - 103 Certification



**71** Employees attained  
certifications



**55** Employees completed  
required courses

# Environmental Sustainability



In recognition of environmental issues in Lebanon and the need for creating a healthy environment for tomorrow's generation, Bankmed devised a full-fledged program to address these challenges. The "Happy Planet" program demonstrates the Bank's commitment toward the environment in Lebanon. Through this program, Bankmed adopts a number of initiatives, which translate its commitment toward preserving the environment.

Moreover, we have set clear responsibilities for environmental issues within the Bank. In order to have a proper follow-up on the environmental initiatives that the Bank adopts in-house, two main bodies have been assigned specific responsibilities to ensure that the environmental targets are being met:

1. The Green Committee, comprised of the Bank's top executives, is in charge of identifying the main environmental issues and initiatives, which the Bank intends to address each year.
2. Bankmed Administration Unit oversees and maintains the overall usage of electricity, water, diesel, etc. at the Bank's premises. The Unit also follows up on carpooling, encouraging employees who reside in the same region to commute together.

In 2014, we enhanced our internal practices in an aim to reveal our serious intention toward reducing the Bank's direct and indirect environmental impact. We also continued to take the lead in raising environmental awareness among school students all over Lebanon. This practice stems from our core environmental conviction, as we believe that young people can play a dynamic role in preserving and restoring the image of Lebanon if they are made aware of the environmental challenges early on. In addition, as part of demonstrating its firm commitment to environmental initiatives in-house, Bankmed was keen to establish a fully green new headquarters. For that it acquired Leadership in Energy and Environmental Design (LEED) accreditation to proceed with the construction project.

## Paper Consumption

As an organization with a significant footprint, Bankmed takes serious action in reducing its environmental impact. Within this context, we have recognized that best opportunity for reducing paper consumption is in digitizing client statements and optimizing paper usage within the Bank's headquarters and branches.

Bankmed customers are constantly encouraged to adopt an environmental attitude in their day-to-day banking operations. Hereby, they can check their accounts and perform numerous transactions with just few clicks through their computers or mobiles.

To reduce paper usage at the Bank's premises, we have put in place a recycling policy which encourages employees to shred the used papers in order to facilitate their recycling process.

According to a study by SERVICORP, recycling one ton of paper saves:

- 17 trees
- 380 gallons of oil
- 7,000 gallons of water
- 3 cubic yards of landfill space (3 yd<sup>3</sup>= 2.29 m<sup>3</sup>)
- 60 lbs. of air pollution (60 lbs. = 27.22 kg)
- 4,000 kilowatts of energy

## Recycling Progress (Kg)

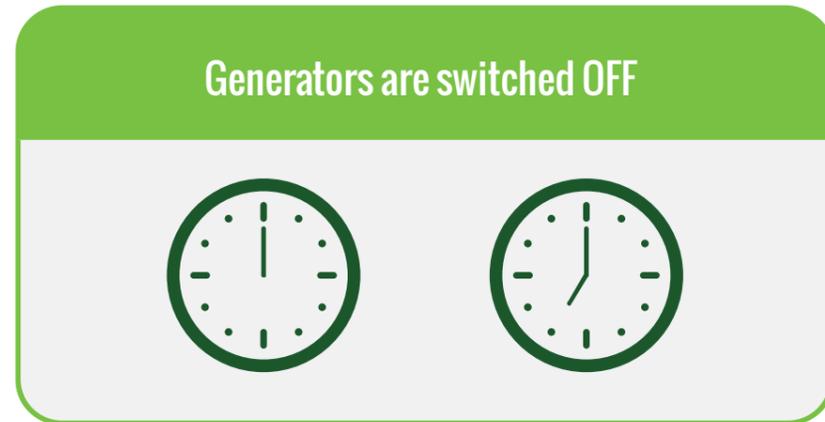


With increased awareness and proper education on environmental protection, employees exhibited a significant personal liability and involvement in the process.

## Energy Consumption

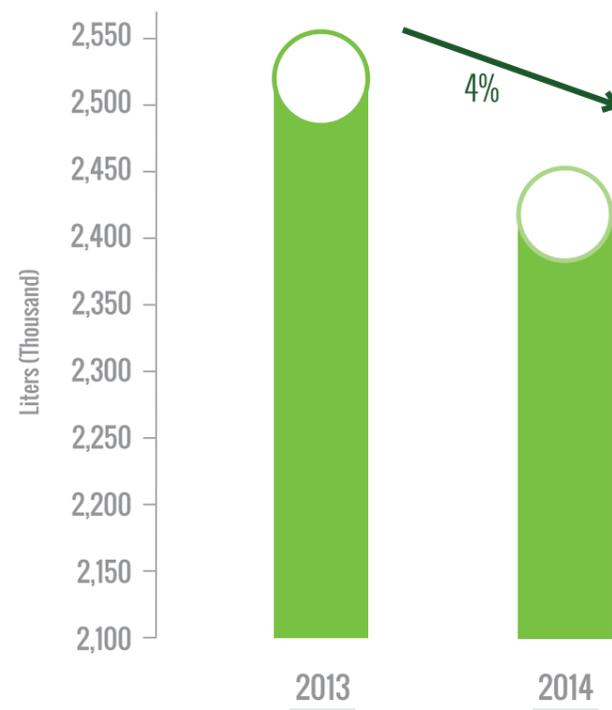
In order to reduce generator fuel consumption, we switch off the generators at our branches from 12:00 midnight until 7:00 a.m. To keep servers and ATMs operational, we ensure that they are supplied

through long autonomy UPS systems. Only in case the UPS signals a low battery, will the generator start after midnight to recharge the UPS.



This measure alone led to obvious reduction in fuel consumption in 2014 compared to 2013.

## Fuel Consumption Liters (Thousands)



This measure also led to reduction in electricity consumption as indicated in the following graph:

## Bankmed's Electricity Consumption Index



\*There is no available data for the remaining months of 2014 due to a lag in collection of fees.

## Promoting Sustainability through Green Banking

The Central Bank of Lebanon has been taking a leading position in promoting environmental awareness and encouraging environmental-friendly measures within the Lebanese banking sector. Within this framework, the Central Bank issued circulars to stimulate lending in the Lebanese pounds at a lower cost. Among these credit incentives are environmental-friendly projects such as renewable energy, waste management, waste water treatment and recycling.

In compliance with the Central Bank incentives, Bankmed continued to grant environmental loans aimed at financing new eco-friendly projects. The Bank also continued to provide loans that aim toward developing old projects, in an attempt to make them sustainable, such as Renewable Energy projects, Ecotourism, and Recycling.

Granting soft loans, with competitive interest rates and repayment periods, for eco-friendly green architecture projects

Financing projects that work on reducing air pollution in Lebanon

Financing projects aimed at the rationalization of energy consumption and increasing its efficiency

## Restorative Measures and Green Awareness

In 2014, Bankmed continued implementing a number of initiatives aimed at restoring the beautiful image of Lebanon. In this regard, the Bank continued with

the reforestation initiative, which it started in 2013 in addition to adopting projects aimed at supporting green events and raising awareness.



## The Garden Show and Spring Festival

As the term "green" has increasingly grown synonymous with correct environmental behavior, Bankmed continued to embrace initiatives that fully reflect this concept. As the official partner of the Garden Show and Spring Festival, Bankmed employed efforts to support the 11<sup>th</sup> edition of this green event, which took place at the Beirut Hippodrome. More than 220 exhibitors received over 22,000 visitors from all over Lebanon, who were exposed to landscape design, nurseries, gardening tools, and outdoor furniture.

## JABAL MOUSSA

Bankmed continued to sponsor Moussa Mountain (Jabal Moussa) yearly event as part of its extended support to promote environmental sustainability and protect the diversity of life. The Jabal Moussa Biosphere serves as the main habitat for around 1,000 species, and it remains one of those few pristine areas of Lebanon. We recognize that our role in helping preserve this place lies at the heart of our environmental program, "The Happy Planet."



## Educating Public Schools on Water Consumption

Within the environmental-educational framework, Bankmed supports nationwide seminars that are aimed at promoting environmental awareness in all public schools around Lebanon. This year's central theme was on "Saving Water," and we, at Bankmed, are very happy to take part in this initiative.



## Lebanon Student StarPack 2014

In line with its mission to increase environmental awareness and promote creativity among the Lebanese youth, Bankmed sponsored the fifth edition of Lebanon Student StarPack Competition, organized by the Lebanese Packaging Center (LibanPack). The event is aimed at increasing competitiveness of Lebanese products on export markets through packaging improvement. Students are invited to promote sustainability in their package designs, using recycled items and products with low carbon footprint. 500 university students from Lebanon, Egypt, Jordan, and Palestine took part in this contest in its 2014's edition. The event was concluded in an award ceremony held at the UNESCO Palace in May 2014, where the most creative and environmental-friendly designs were recognized.

## Feature Story: Greenest School and Green Student Competition 2014

Educating children and youth on the importance of preserving the environment is an integral component of our "Happy Planet" program. Within this context, we have been creating opportunities to educate children and youth in a manner that stimulates their interest and motivates them to take an active part in environmental protection. Hereby, as part of our "Happy Planet" program, we have launched a series of activities, integrating the concept of caring for the environment within educational programs, which are aimed at raising environmental awareness among children and youth.

In this regard, Bankmed held for the fifth year in a row, the "Greenest School and Green Student Competition 2014." More than 170 schools and 10,000 students participated in this contest whereby schools exhibited concrete efforts in reducing

their impact on the environment, while students creatively produced a wide range of drawings, which highlighted the importance of trees in our lives.

Due to the growing popularity of this competition, this year's edition witnessed an increase in the number of winners. More than 25 schools across the various Lebanese regions won and were awarded quality laptops, while more than 80 students received valuable monetary awards in recognition of their efforts. All participants –winners and non-winners– received a certificate of participation in addition to a wide selection of environmental books.

The event was concluded in an award ceremony in June 2014 at Bankmed Head Office in Clemenceau, Beirut where prizes were awarded to the winners.

# Community Development



We, at Bankmed, perfectly understand that in order for our business to flourish, our community should be thriving as well. Hereby, in order to demonstrate a genuine commitment to our community, we have adopted a number of social causes and partnered with non-profit organizations, whose mission is to empower individuals with skills to help them become better off. Our initiatives, in this regard, span across education, health, social well-being, culture, and sports. Through these initiatives, we address challenges and touch upon vital aspects that are important for our community's well-being.



## Education



Education is an important aspect for ensuring sustainability and improving the overall well-being of any community. As such, in recognition of the pivotal role that education plays in our community, we have embraced a number of educational projects in an aim to assist schools and higher educational institutions in shaping well-rounded and dynamic individuals.

Moreover, Bankmed continued to support Bibliobus activities. Bibliobus is a mobile bus library that provides access to a wide range of books in different languages through the districts of Shouf, Aley, Baabda, and upper Metn. The service is available to school children in the morning and to the general public in the afternoon.

In 2014, we continued to sponsor a number of school wide activities at the American Community School at Beirut (ACS) in order to assist the school construct new facilities and maintain existing ones, hire well-qualified faculty and enhance their professional development, and most importantly help ACS provide financial aid to deserving students.



## Healthcare



Bankmed assumes an active part in improving patient care and in allowing for patient reintegration within the community. Hereby, the Bank supports institutions that provide healthcare and cater for patients' well-being.

Similarly, Bankmed continued to support the Lebanese Society of Osteoporosis and Metabolic Bone Disorders (OSTEOS) in its endeavors to promote and enhance clinical education in Osteoporosis and Metabolic Bone Disorders.



As the main partner of the Brave Heart Fund, Bankmed continued to provide support to the foundation. The Bank assists Brave Heart Fund in its endeavors to raise money to cover the cost of operations for needy children, suffering from Congenital Heart Disease (CHD).

In addition, Bankmed continued to sponsor the Lebanese Autism Society events in an aim to raise more awareness on this matter and support the Lebanese Autism Society in its mission to advocate the rights of individuals with Autism and offer them and their families the necessary services throughout their lives.



In 2014, Bankmed supported the Lebanese publishing house, Dar Onboz, to fund an illustrated children's book, *Sama*, written by Nadine Touma and illustrated by Hassan Zahreddine. This comes as part of the Bank's contribution to Brave Heart. *Sama* honors in its own way all the beautiful children that Brave Heart has given a chance for a healthier life in the last eleven years.



Lastly, within this framework, Bankmed sponsored Les Bal des Débutantes, Lebanon, the annual fashion and Waltz dance event that is held in support of the Red Cross in Lebanon. This contribution translates the Bank's appreciation of the Lebanese Red Cross role in supporting everyone in need through numerous humanitarian acts.

Through these steps, Bankmed reiterates its mission to promote the community's well-being which serves as the basic foundation for the Bank's success and continuity.

## Social Well-being



We strive to leave a positive footprint in every endeavor we undertake. Hereby, we continued to lend a helping hand to social affair caretakers in our community. Within this context, we continued to support a variety of organizations across various social sectors throughout 2014. Through these contributions, we aim to assist these organizations in their attempts to respond adequately to complex social needs.

We extended support to awareness raising institutions such as Skoun and Himaya, to associations that work on human and character

development such as the Muslim Scout Association of Lebanon, and to nonprofit organizations that work on improving life conditions and well-being of underprivileged children such as Dar Al-Aytam Al-Islamiya, Ajialouna, Ayadina, Open Minds, Al-Younbough, René Moawad Foundation, and Tamanna.

In addition, we also extended support to institutions that address critical social needs such as Rotary Beirut, and Jzour Foundation. We also provided assistance to institutions that promote Human Rights and other humanitarian affairs such as the May Chidiac Foundation.

## Cultural Activities

### Visual Arts



#### Beirut Art Fair

Despite its delicate geopolitical context, Lebanon remains a cradle for art and culture. As such the organizers of Beirut Art Fair, Laure d'Hauteville and Pascal Odille, employ their efforts to bring artists from all over the world and provide them with the right venue to exhibit their works and interact with art collectors.

Year after year, Bankmed reconfirms its support to the Beirut Art Fair, taking an active and creative part in the exhibition that extends over four days. Through this participation, we translate our strong belief in arts and manifest our desire to spread Beirut's name in every corner of the globe.

Since its inception, Beirut Art Fair has been attaching great importance to the quality cultural program it offers. This year's event welcomed 20,000 visitors (8,000 on its opening night), who explored 47 galleries from 14 countries. Engraving Art lovers came from all over the world to celebrate the vitality of the unique exhibition as the organizers offered visitors a unique opportunity to create a work of art based on engraving. This was made possible through Bankmed's participation, whereby we dedicated a special venue for visitors to interact and learn from the leading engraving artist, Fadi Moghabghab.

Based on Moghabghab's idea, whose contribution has been instrumental in guiding and promoting young artists for many long years, the engraving workshop, which was the first of its kind in Lebanon, stood out as the highlight of the exhibition. The Lebanese gallery owner presented "Zaarura" edition, the first engraving publishing house in Lebanon. Artists and visitors were invited to discover the different engraving techniques: dry paint, aquatint, etching, Carbortundum, etc.. Moghabghab aimed through this workshop to grant new artists the public access to a large number of limited edition works.

In our turn, we remain proud of taking part in such a gracious artistic event. In fact, our participation confirms our genuine support to arts.



#### Afkart

In line with its mission to preserve heritage, promote creativity, and support Lebanese artisans, Bankmed teamed with Afkart in its annual exhibition. Afkart project targets Lebanese production and contributes to developing the status of Lebanese artists and artisans.

The 2014's edition, which was held during the Christmas season, showcased various works of art and handicrafts in addition to other products namely furniture, accessories, jewelry, garments, and household items.

Through its continued sponsorship of Afkart Exhibition, Bankmed confirms its support to talents especially the ones within the Artisans Sector.

#### Fondation Liban Cinema

Bankmed is proud to take part in events aimed at promoting Lebanese cinematography and audiovisual production. Hereby, the Bank continued to extend support to Fondation Liban Cinema, whose main goal is to gather cinema experts around the world in order to create synergies in the Lebanese cinematographic life.

Backed by Bankmed, Fondation Liban Cinema collaborated with Lebanese Film Festival in "Beirut

Cinema" 2014, a major event that included: the 11<sup>th</sup> edition of the Lebanese Film Festival, "Beirut Cinema Project," a platform of consultation between Lebanese filmmakers and international industry experts and the closure event-ceremony *La Nuit des Mabrouk*.

This event has become instrumental in promoting the Lebanese cinema and reflecting the image of Beirut as dynamic art and culture capital.

#### Photomed

For the second year in a row, Bankmed supported non-commercial photographers, who usually encounter numerous challenges in showcasing their works in Lebanon, through sponsoring the second edition of Photomed.

Photomed provides non-commercial photographers with the opportunity to exhibit their works on an

international platform alongside famous iconic photographers from France, Greece, Slovenia, and Morocco. Through this exposure young artists are able to gain international visibility, and we, at Bankmed, are glad to partake in this experience which reflects our incessant aim to promote Lebanese talent.

#### Tripoli Film Festival

Located in northern Lebanon, the city of Tripoli has been grappling with internal security challenges that had somehow dimmed its presence on the cultural front. However, in order to revive the city's cultural scene, filmmaker Jocelyne Saab collaborated with the city's Cultural Resistance Association to launch the Tripoli International Film Festival.

In order to assist in this endeavor, Bankmed employed its efforts to support this event, which offers a special blend of regional and international films over a six-day period.

## Music Festivals and Multidisciplinary Arts



### The Beiteddine Art Festival

Supporting prominent events that promote Lebanon's name across the world has always been the main drive for strengthening our culture.

Therefore, Bankmed renewed its partnership with the Beiteddine Art Festival in an aim to boost our cultural identity, asserting Lebanon as a capital of art in all disciplines.

Each year the Beiteddine Art Festival hosts outstanding performances by Lebanese artists and world renowned stars in a 200-year old palace in the Chouf Mountains, located to the south of Beirut.

The grand opening of 2014 edition featured the Lebanese diva, Magida Al-Roumy, and was attended by Bankmed's Management and the Bank's key clients. Through this participation and continued partnership, Bankmed asserts its role as a true advocate of arts and culture in Lebanon.



### Beirut Spring Festival

In an aim to enhance contemporary art creation and enhance Lebanon's artistic side, Bankmed renewed its support to the Samir Kassir Foundation's annual event, Beirut Spring Festival.

and international performances under the themes of tolerance and cultural diversity. It featured exclusive one-night performances that had been scheduled over a week in different venues across Beirut, hence reaching out to a wider audience within the capital. We are glad to participate in such an enriching and energizing event.

In its 2014's edition, the festival, which is unique in its concept and program, hosted multidisciplinary

### Jounieh International Festival

Since its inception in 2011, Bankmed has been partnering with the organizers of the Jounieh International Festival, to support the international event, which is aimed toward promoting sustainable development in city of Jounieh.

In fact, the festival has been witnessing a mounting success year after year, bringing a set of new names of renowned international artists and bands. The 2014's edition featured a number of local and international artists in addition to a vibrant mix of events that extended over five days.

Through this partnership, we reiterate our mission to promote culture and to extend support to development in order to provide a decent live for all Lebanese citizens.

In addition to being a partner in two main international festivals, Bankmed sponsored a number of local festivals and musical events; among these are Beirut Chants Festival, Fête de la Musique, Al-Bustan Festival, and Ehmej Festival.



## Book Fairs



Promoting culture and literacy lies at the heart of our CSR scope. We, therefore, partake in events that reflect this mission. Hereby, each year Bankmed sponsors the Beirut Francophone Book Fair and the International Arab Book Fair.

Bankmed is glad to participate in both events, which continue to confirm that Lebanon remains a pioneer in book industry despite all challenges. Moreover, both fairs serve as a platform where we showcase our books and publications, hereby confirming our belief that books and reading are the key to knowledge and cultural sustainability.

The 21<sup>st</sup> edition of the Beirut Francophone Book Fair, which took place in early November of 2014 under the theme, "Words, Stories," gathered around 100 writers and authors from all over the world in addition to more than 80 exhibitors.

Similarly, the Beirut 58<sup>th</sup> edition of the International Arab Book Fair, an annual event organized by the Arab Cultural Club, took place at the Beirut International Exhibition and Leisure Center (BIEL) in Downtown Beirut and extended over a period of 15 days. It featured more than 200 Lebanese and Arab publishing houses and cultural activities for Arab intellectuals and received more than 300,000 visitors.



## Sports



As a leading financial institution, Bankmed remains fully committed to improving the community at all levels by contributing to its general health and well-being. Within this context, we continued to adopt a number of sports initiatives, which we regard as integral component for a healthy lifestyle and functional community.

the Sporting Club, Al-Najmeh, and Al-Jazeera. We also extend support to other athletic events such as Tripoli International Half Marathon and the seventh edition of the Internal Security Forces Half Marathon.

In 2014, Bankmed continued to be the main sponsor for a number of Lebanese sports clubs including:

Moreover, we continued to support athletes who enjoy the potential to compete and win at international fronts.

### Karim Alayli

Supported by Bankmed, the Lebanese tennis player, Karim Alayli continued to ace a number of local and international tennis tournaments. Alayli represented Lebanon as the number one player and competed in the qualification rounds at Association of Tennis Professionals (ATP) tournament in Budapest, Hungary. He also reached the quarter finals in singles at the same tournament in Iran. Alayali reached the

quarter finals in singles and doubles at the Islamic Solidarity Sport Federation (ISSF) international tennis championship in Indonesia. He also represented Lebanon as the number one player and helped the Lebanese team get promoted from Group 3 Asia-Oceania to Group 2. Lastly, he won Lebanon Tennis Cup Championship in singles as well as in doubles in partnership with his brother, Rami Alayli.

## Rashid El-Boubou



In an aim to improve the status of table tennis in Lebanon, Bankmed continued to sponsor the Lebanese athlete, Rashid El-Boubou, who maintained his title achieving a number of smashing successes throughout 2014; these include: first place in men's singles in Lebanon Cup, first place in men's singles and men's double in Lebanon Championship, first place in teams with Sporting Club, Beirut, and third place in men's singles in Michigan, USA.

## Ali Wehbe - The Desert Runner

Each year, the Lebanese Desert Runner, Ali Wehbe sets a new goal through which he redefines the parameters of self-challenge. In 2014, Wehbe ran a total of 700 kilometers across Lebanon in an aim to support autism and raise awareness on this cause. Starting from the city of Byblos, located to the north of Beirut, Wehbe ran an average of 40-50 kilometers per day. The race extended over 12 days and covered most of the Lebanese districts from Becharre (Cedars) in the north to Tyre in the south. Bankmed is delighted to sponsor this selfless athlete, who goes beyond the regular parameters to advocate causes he believes in.



## Bankmed Basketball Team

Bankmed's support to sports is not restricted to sponsoring athletes and clubs in the community only, but instead includes other means through which the Bank articulates its true commitment to promoting a healthy lifestyle. In this regard, Bankmed Basketball

team attests to the Bank's mission, and in 2014 the team succeeded at winning the "Lebanese Basketball League for Banks" championship with a final score of 67-60 against SGBL. In addition, the Bank's players achieved the following recognitions:

	<b>Best Player (MVP):</b>	<b>Nabet Oueidat</b>
	<b>Best Scorer:</b>	<b>Said Fakhereddine</b>
	<b>Best Coach:</b>	<b>Martin Mougharbil</b>

## Beirut Marathon

Another feature of Bankmed's active participation in sport activities was demonstrated in the 2014's edition of Beirut Marathon that was held under the same theme, "Peace, Love, Run." 524 employees along with their families took part in the event. Bankmed's Human Resources Division plays an active role in encouraging staff to participate in this event, hereby fostering teamwork among the various units and business lines in addition to fulfilling one of the Bank's roles in community development.



## CSR Activities in Bankmed Subsidiaries abroad

Our CSR practices are not limited to Lebanon; our subsidiary in Turkey (T-Bank) also carried out a cultural initiative which clearly demonstrates the Bank's active participation within the larger Turkish community.

photographs including the works awarded the first, second, third place and honorable mentions were exhibited. Owners of photographs in the first three places and those who earned honorable mentions were awarded at the ceremony held in December 2014. All awarded and chosen works were exhibited in Istanbul Metrocity Shopping Center for three weeks. 44 works were chosen, and a photography book compiling the distinctive photographs was printed.

In 2014, T-Bank held its first national photography contest titled, *Our Animal Friends Who Share Our Lives and Cities*. This contest, which was held in cooperation with Istanbul Photography and Movie Amateurs Association (iFSAK), featured more than 500 people with more than 2000 photographs. The participating photographs were assessed by a jury of seven people consisting of photography artists. At the end of the assessments, a total of 40

The national photography contest has become part of T-Bank's annual programs that are carried within its CSR initiatives.

# Economic Development



Bankmed has been playing a pivotal role in contributing to the growth of the Lebanese economy, supporting an array of vital sectors and creating job opportunities to back the Bank's local and regional expansion. In fact, Bankmed has been recognized for its dynamic role in the nineties when it contributed to the resurgence of the Lebanese economy and the reconstruction of the country. With its mounting experience and a widened scope of operations, the Bank continues to act responsibly toward the Lebanese economy, taking the lead in promoting vital sectors. Within this capacity, Bankmed has been one of the few banks that focused on the Small and Medium Enterprises (SMEs) sector and one of the pioneers in microfinance as well. In addition, guided by the Central Bank's directives, the Bank has been assuming a chief role in adopting numerous initiatives to enhance economic growth.



## Small and Medium Enterprises Initiatives

The SMEs Sector constitutes the backbone of the Lebanese economy. Nevertheless, the economic development in this sector has been suppressed due to the lack of banking penetration, keeping this sector largely under-banked. However, we at Bankmed realized the opportunities within this sector and recognized its importance in prompting the economy forward as well as in establishing a social balance. Therefore, we embarked on several initiatives to support SMEs' growth. In this regard, Bankmed geared its effort towards SMEs by actively working on capturing a large part of this market in an aim to leverage economic opportunities within it. The sizable SMEs Division at Bankmed offers tailored financial solutions that perfectly meet the needs of our clients. Within this context, Bankmed grants subsidized loans, Kafalat loans, and many other Central Bank incentive loans in addition to Trade Finance products and services. Over the past five years, our SMEs' portfolio grew by more than

20% per annum, and accordingly our headcount was increased to support this expansion.

Furthermore, in an aim to support SMEs and promote their growth, Bankmed collaborates with a number of leading local and international financial institutions. These partnerships allow the Bank to expand its lending portfolio to include new sub-sectors within SMEs. In this regard, the Bank has been collaborating for many years with Arab Traded Financing Program (ATFP).

It is worth noting that our subsidiary in Turkey, Turkland Bank (T-Bank) also plays a pivotal role in supporting SMEs, which similarly constitute the cornerstone of the Turkish economy. T-Bank continued to strengthen its position in financing SMEs and attracting a larger number of SME customers. Loans provided to SMEs in Turkish Lira grew by 22% in 2014.

## Supporting Knowledge Economy - Circular 331

In order to stimulate investment in business startups, the Central Bank of Lebanon issued Circular 331, a pursuant order to the Basic Decision 6116, which is aimed toward prompting economic development forward, promoting social equity, and creating career opportunities by supporting "Intellectual Capital" within "National Knowledge Economy."

been keen on taking an active part in this regard. Through its investment banking arm, MedSecurities Investment (MedSecurities) Bank participates in a number of funds aimed at enhancing the status of startup companies and VCs as well as support the knowledge sector.

Recognizing the dynamic role it can play in enhancing startups and promoting their growth, Bankmed has

Bankmed continues to support the ICT sector by taking part in a number of similar funds.

## Home Loan Programs

In response to the challenging economic conditions, which have been weighing down on most citizens, namely youth, and restraining their financial capabilities to purchase homes, Bankmed introduced comprehensive and personalized housing loan packages in early 2014. These packages are offered to both, Lebanese residents and non-residents, with innovative features that suit the diverse demands of growing consumers' needs. This step falls within our

CSR initiatives and underpins our efforts in stretching a helping hand to our community. Moreover, based on our strong belief in supporting the Lebanese youth own a property in their home country, we have established solid partnerships several years ago with well-known developers to introduce customized housing loans, which vary according to the property. We also aim through these programs to prompt the activity in the real estate market.

## Supporting Farmers and Producers of Consumer Goods

In line with its mission to promote economic prosperity and empower organic apple farmers, Bankmed continues to support G, a non-governmental organization, in its endeavors to help apple farmers enhance and sell their produce. Within this scope, G organizes sessions to educate and train apple farmers, and with the support of Bankmed, G was able to facilitate international certification, design appealing packages, and secure

reliable distribution channels to assist the farmers promote their products and achieve growth.

Within the same scope, Bankmed supported the producers of blossom water, honey, and jam in a number of villages across Lebanon with the necessary means to enhance their products and improve their business.



## Microfinance Initiatives

Ensuring access to finance to economically active individuals lies at the heart of our CSR mission. Our intent is to lift up the social and financial barriers that usually disable vulnerable customer segments from improving their financial status. As such, guided by a prudent CSR strategy aimed at promoting economic

development of local communities, Bankmed developed microfinance solutions to address the needs of microbusiness owners and small-scale entrepreneurs, who rarely seek traditional banking sources to develop their business.

## Emkan Finance (Emkan)



Emkan Finance S.A.L.  
شركة إمكان المالية ش.م.ل.

In response to the pent-up demand for financial services and limited economic stimulants in local communities, Bankmed established Emkan Finance (Emkan) in June 2011, with the purpose of addressing the needs of economically active individuals, who rarely have access to finance through traditional banking.

the population, thereby complementing Bankmed's outreach in the community. Within its framework, Emkan has succeeded at providing credit for the active low-income earners. It has also succeeded at establishing a financially sustainable institution and creating job opportunities for low-income groups.

Emkan continues to expand the scope of its operations, thanks to its active and committed team that has been growing steadily. To date, Emkan has disbursed over 42,181 loans with a value of USD 92.8 million at end of 2014.

Since its inception, Emkan has embarked on several initiatives aimed at improving the standards of living for the economically active low-income earners in Lebanon. Through its short-term microloans, Emkan has succeeded at expanding the access to financial services for the unbanked segment of

Emkan's scope of operations extends to the following regions: Beirut, Chtoura, Tripoli, Sidon, Halba, and Tyre. As it continues to grow as a sustainable local institution, Emkan will keep on moving closer to the community every day.

## Feature Stories: Supporting Female Entrepreneurs

Recognizing that women comprise an active component of the working power among the economically low-income earners, Emkan Finance provides female entrepreneurs with microloans, helping them in achieving financial stability.

**Borrower: Houry**  
**Location: Chtaura**



Houry is a 50-year old lady, who used to work as a teacher in her homeland, Armenia. However, after she got married and moved to Lebanon, Houry took on another profession and started working with her husband in his flower shop. With time, upon gaining experience in the field, she took over the shop and improved its structure and productivity.

Houry expanded the flower shop and purchased supplies and equipment, which played a significant role in its development. However, challenged by the high competition in the area, she had to seek means to enhance her productivity in order to gain a competitive advantage over the neighboring flower stores. Therefore, in order to fulfill her mission of developing and improving her shop, she turned to Emkan Finance to obtain a loan.

First, she secured an initial loan of USD 1,600, which she used to build a storage room. Shortly, after repaying her first loan, she obtained another one of USD 1,500 to register the flower shop and the van she uses for flower delivery. Upon repayment of her second loan, Houry applied for a third loan of USD 1,500, which she used to further expand the shop. With these upgrades and good customer service, Houry has been able to maintain a competitive edge and increase her profit and expand her client base.

Recently, Houry applied for a fourth loan of USD 2,000 that she used to purchase more products to keep up with high demand as well as the high season of weddings, birthdays, and other events. Houry's flower shop has been operating very well, allowing her to expand the scope of her work even more. She applied for a fifth loan of USD 4,300 to purchase table covers, chairs, vases, and flower pots to improve the quality of her service and products.

Houry continues to seek ways to improve her business. Currently, she is aiming to purchase greenhouses to plant flowers. She is positive that with the assistance of Emkan Finance loans, she will be able to fulfill her business growth plans.

**Borrower: Majida**  
**Location: Beirut**



Majida is a 44-year-old woman, married with two children. Her father's death was a turning point in Majida's life as it forced her to quit her career as a schoolteacher to run her late father's mini-market. With the help of her husband along with her savings, she was able to use USD 3,000 to diversify her products, adding canned food and flour to existing items. Eventually, her experience and good customer service allowed Majida to increase her profit, which encouraged her to consider expanding her business further.

As a small business owner, Majida faced difficulties securing a loan from a bank to help her develop her mini-market. However, when she applied for a loan from Emkan Finance, her business challenges began to downfall. She took an initial loan of USD 1,300 to purchase a fridge and diversify her products. Soon after she repaid the first loan, she secured a second loan of USD 2,600 to include more products, adding cleaning detergents, toiletries, etc. These improvements allowed her to substantially increase her popularity and daily sales as well as reach her financial goals, including building a house in her town. Later on, Majida benefited from a third loan of USD 2,000, which allowed her to further expand her products.

Majida continues to reach out to Emkan Finance in an aim to fulfill her business development plans. In its turn, Emkan is glad to respond to such requests that align with its institutional mission.

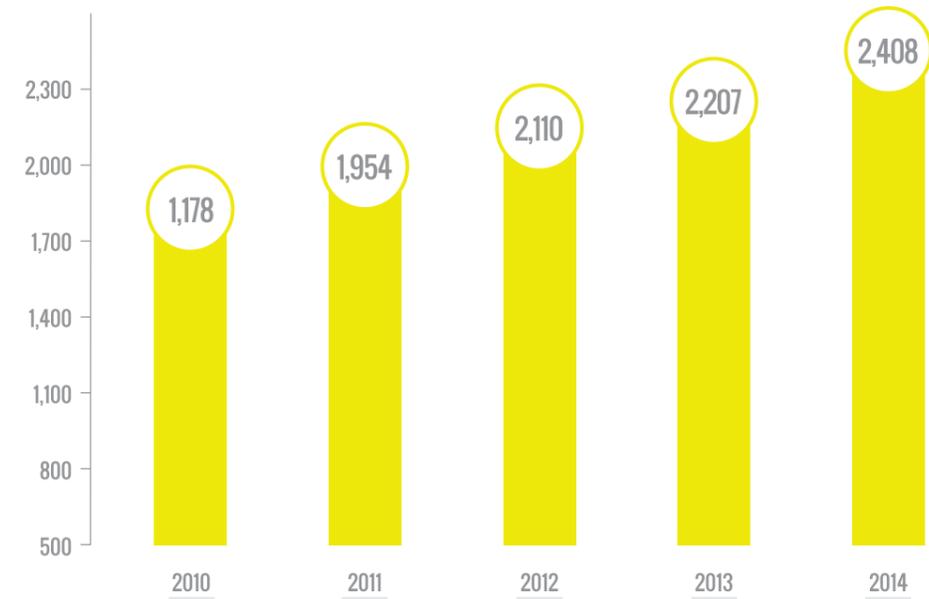
# Human Development



In recognition of the importance of its human asset, Bankmed has for long exhibited appreciation of its employees and of the efforts they exert to maintain the Bank's image and help in promoting its progress. The Bank has established strong relationships with its staff, providing them with enriched work experiences in an environment where they are respected, engaged and recognized. Through these efforts, Bankmed has boosted its ability to attract the right people. In fact, over the past five years, our headcount has been consistently increasing, supporting our local growth and regional expansion.

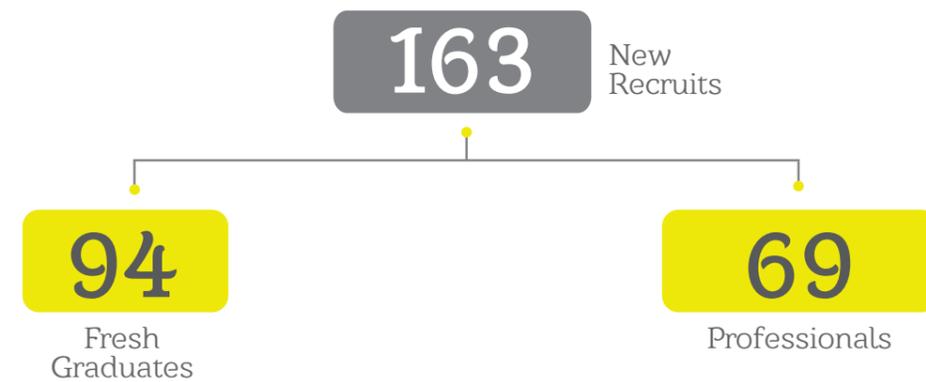


## Total Staff

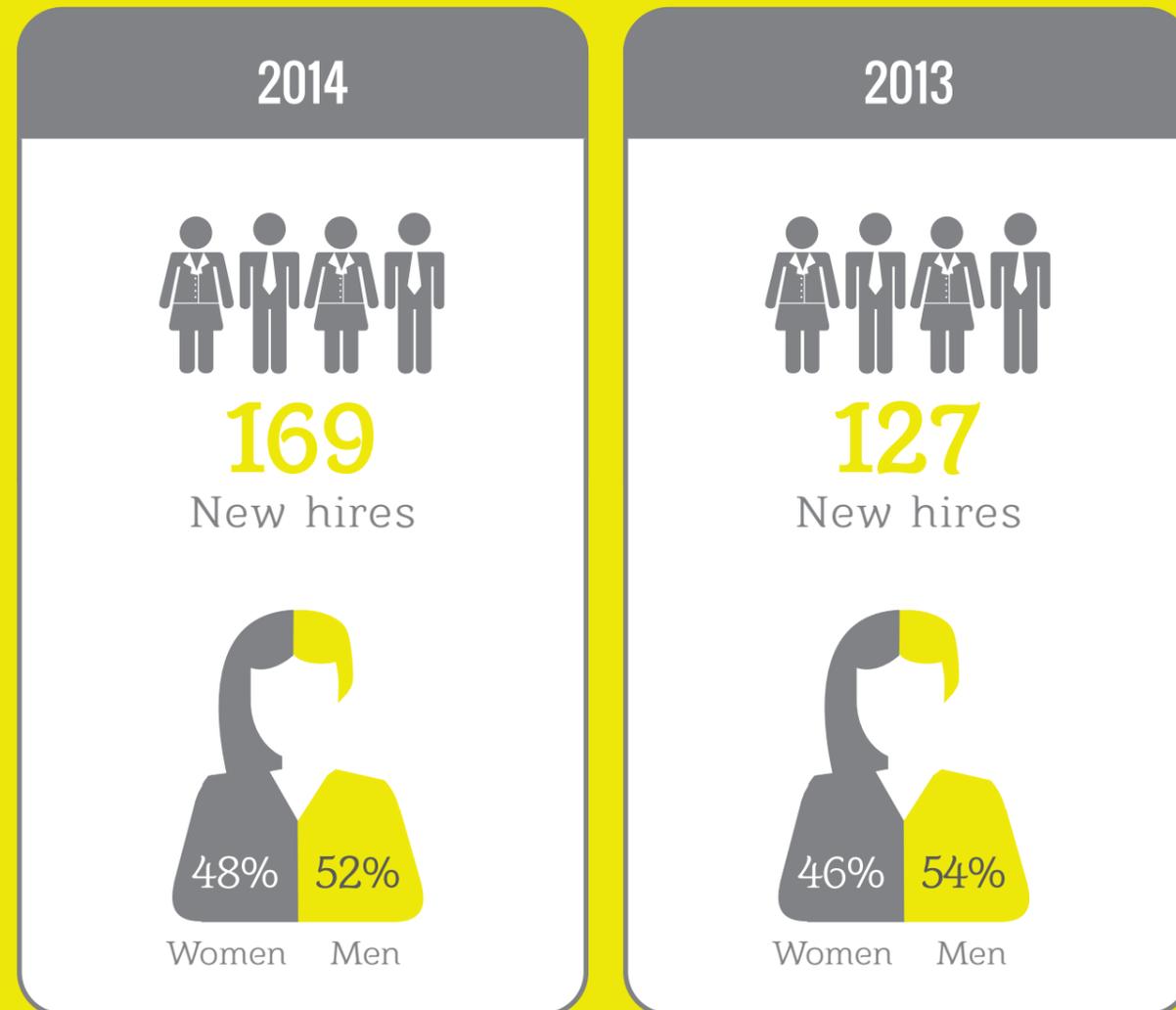


Moreover, as a leading financial institution, Bankmed serves as an employer of choice for many fresh graduates in Lebanon. This popularity was reflected by our application database that has reached more than 22,000 by the end of 2014. The Bank's

recruitment team screened around 750 applicants and selected 163 new recruits, evenly distributed among males and females. The new hires in Lebanon include 94 fresh graduates and 69 professionals.



## New Hires at Bankmed in Lebanon



## Labor Laws: Ensuring Staff Health and Safety

Within the scope of Corporate Social Responsibility, Bankmed is firmly committed to protecting labor rights in line with the Lebanese Labor Law. This commitment stems from Bankmed's position not only as an employer but also as a productive contributor to the Lebanese society. The Labor Law and the Collective Labor agreement are two important pillars that define the relation between the Bank and its staff members. Bankmed provides all employees with a safe and appropriate work environment. It also secures to all potential candidates equal hiring opportunities. Furthermore,

the Bank reviews on a yearly basis all salaries and disburses equal compensation. Bankmed respects all governmental decrees pertaining to high cost of living and minimum wage scale.

In terms of health benefits, Bankmed provides its employees with health insurance plans that cater for their well-being. In 2014, the Bank applied the Perpetual Conversion Plan (PCP) to all insured employees throughout all levels. The new policy enables employees to extend their insurance coverage after retirement.

## Employee Engagement

Staff involvement is crucial to ensure the efficiency and effectiveness of Bankmed's goals and the initiatives it undertakes. Accordingly, we have set the right channels to enhance employees engagement, creating an environment that fosters communication and promotes career development. Moreover,

Bankmed employees are always invited to take part in the CSR initiatives, and over the past five years, our staff have showed an increased involvement in our CSR activities. This enthusiasm reflects the staff's genuine commitment to the institution, hereby underpinning our ability to retain talent.

## Gender Equality



Respecting and maintaining gender equality across all business lines is one of the main hiring criteria at Bankmed.

Employee composition by age group	% Staff			% Middle Managers			% Top Managers (Grades 22 and above)		
	≤30	30 - 50	≥50	≤30	30 - 50	≥50	≤30	30 - 50	≥50
2013	33%	35%	21%	0%	5%	5%	0%	0%	1%
2014	32%	35%	22%	0%	5%	5%	0%	0%	1%

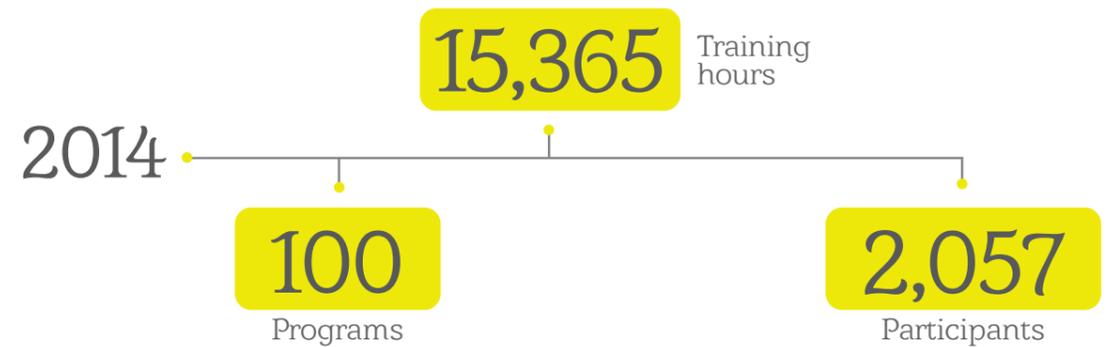
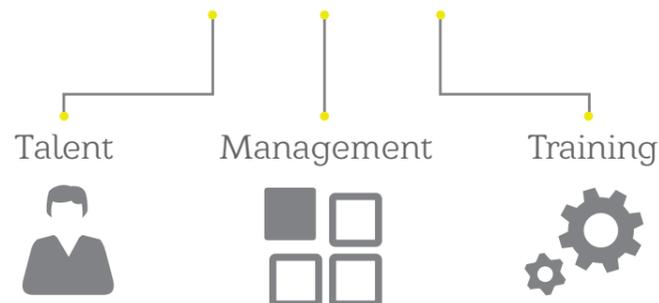
## Talent Management and Training

Given the size and scope of Bankmed, different employees may have different work backgrounds and experiences. For this reason, the Bank provides a variety of opportunities to cater for proper career development. In its efforts to improve quality and retain talent, the Bank has established the Talent Management and Training (TMT) Unit, which is required to manage talents, develop careers, and facilitate staff learning in order to keep Bankmed's

human power committed, competent, and productive. Within this capacity, TMT offers a wide range of programs to enhance performance and career progression and inbreed a cohesive culture oriented toward teamwork. The Unit also fulfills the Bank's role in the community by providing Lebanese college students the opportunity to acquire professional experience in the banking field.



# TMT



In 2014, a comprehensive Training Program catering for technical and soft arrays was offered through diversified training approaches. Distinctively, this year, most of the programs were developed and delivered by Bankmed teams, thus reflecting the cooperative team spirit amongst teams and the

sense of commitment of staff. In the occasion where the required expertise was not available, we relied on external consultancy to fill the gap. Moreover, 55 employees attended specialized banking studies during this year.

### TalentPrint Program

**Purpose:** To fortify participants' expertise and competence across strategy, leadership, and organization-wide practices

**Scope:** Banking and Commercial Acumen, Risk Management and Compliance, Strategic Business Planning

**9,250**  
Hours

**25**  
Total  
participants

Total number of hours/participant: **370**

In the 2014 version of the "TalentPrint" program, participants exhibited a significant improvement in their skillsets, specifically in Banking and Commercial Acumen, Risk Management and Compliance, Strategic Business Planning and Leadership. In addition, the program led to the development of

strategic plans and business operating models for all Bankmed Departments. The program also broadened the participants' understanding of the different areas of the industry, unveiling their readiness to move across various directions in the career ladder.

## Career Planning and Fast Career Growth Programs

**Purpose:** To follow up on participants' performance and ensure that they are equipped with the right tools, resources, and references for their new assignments

**Results:** **43** staff members assumed higher positions  
**70** staff members were assigned new career learning plans

As part of the Career Development program, the TMT team continued to manage the career development and learning progression of staff. The team closely followed up on the participants' performance throughout their learning period and ensured that

they are equipped with the right tools, resources, and references for their new assignments.

Within the same scope, another group of Retail star performers graduated from the Retail Management Development Program (RMDP) in 2014.

## On-Boarding Program

**Purpose:** To enhance skills acquisition and learning among new recruits

**Results:** **243** new recruits joined the program  
**38** staff members were assigned to the Retail Lab Branch  
**22** new recruits undertook thorough rotation programs

## Risk Intelligent Culture

The volatile developments in the political, economic, social, legal-regulatory and recently technological domains, necessitates prioritizing a Risk Intelligent Culture. We aim to align behavior for risk strategies and comply with regulatory reforms to safeguard our institution. For this reason, we partnered with a prime consultancy firm to develop a "Risk Intelligent Culture" model. The program was launched on November 17, 2014 in the presence of senior

partners from Bank T&D. The latter's partners led an in-depth field assessment and explored our Risk policies and procedures through onsite visits, Policies and Procedures (P&P) reviews and, focus workshops. Consequently, a development program will be tailored in 2015 to improve and enhance our road map for a more Risk Intelligent Culture that ensures healthier and smarter growth strategies.



## In-House Programs Delivered by Bankmed Managers

Bankmed Retail, Compliance, Information Security and Business Continuity (ISBC) and Treasury managers trained staff on new products, procedures, systems (Insurance, treasury online app., CSM module), and Compliance Regulations (AML, FATCA).

In addition, Bankmed Chief Economist delivered seminars about, "Lebanon and the Challenges ahead in Context of High Emerging Markets Volatility," in an aim to brief our management and staff on the economic challenges that the country is grappling with.



## In-House Programs Delivered by TMT Team

### Teaming Talents



**285**  
Employees

**Purpose:** To harness team spirit and synergy

**Scope:** Communication strategies, conflict resolution, personal productivity, emotional intelligence, stress management, teamwork and team building, customer service, presentation skills, and time management

The program introduces foundation principles for effective team building through classroom presentations and group discussions. The principles

delivered are then brought to real life in offsite activities, increasing relationships among team members.

## In-House Programs Delivered by External Providers

321 staff were offered in-house programs delivered by specialized trainers. The programs highlighted

best practices to optimize performance at branch level as well as at relationship management levels.



## Project Finance

In October 2014, a subsidiary of a prime European Institution delivered an in-house program on Project Finance.

The trainer, a seasoned professional with wide experience in the field and specialized in oil and gas and power plants projects, went over fundamentals in Project Finance, Risk and Financial Analysis and Documentation. The program included hands on learning through case studies that were applied around oil and gas, Risk Analysis and Operational Risk of a power project.

### Staff from the listed Divisions attended this course:

- Corporate Credit
- SME
- International Banking
- Risk Management
- SaudiMed Investment Company
- MedSecurities Investment
- Financial Institutions
- Business Development

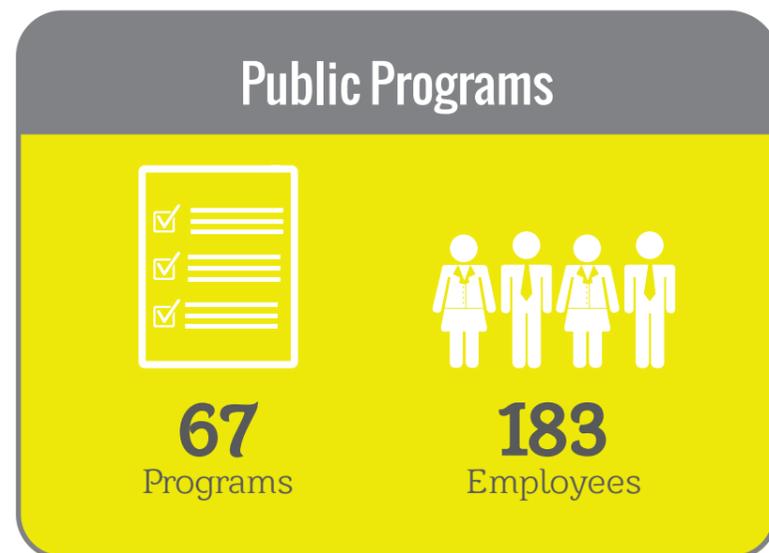


## Fund Management

In September 2014, and in partnership with Ecole Supérieure des Affaires (ESA), TMT offered a course on Fund Management for Retail Branch Area managers and sales coordinators. The program was delivered by Bankmed professionals and experts from ESA. It provided participants with fundamental knowledge in the fund industry along with needed tools and techniques.



## Public Programs



- ### Topics Covered
- Banking and Finance
  - Remedial
  - Credit
  - Internal Audit
  - Risk (BASEL)
  - Information Technology
  - Information Security
  - Treasury
  - Banking Operations
  - Accounting Standards
  - Compliance
  - Human Resources

## Feature Stories: Taking Training Beyond

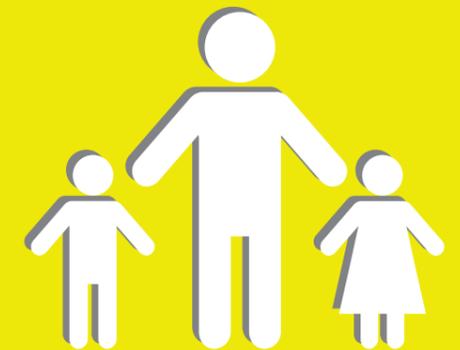
### Retail Internship Program

Bankmed offers undergraduates the opportunity to realize their potentials and fulfill their goals through a distinguished internship program, Bankmed's Retail Internship program. Throughout the program, students interact in an environment that allows them to think and interact in the operational banking setting.

The 2014 version catered for 110 interns, who came from various Lebanese universities. The students were exposed to a Retail Banking Module, whereby they fulfilled assignments at the Bank's branches. The program was concluded in a graduation ceremony, where top performers were rewarded.

### Fostering Team Spirit

In an aim to foster relationships among team members, the TMT team carried out a set of activities in order to enhance effective team relations among the Bank's employees.



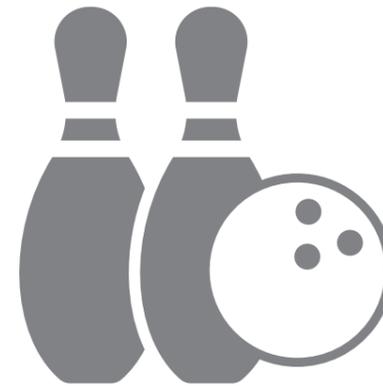
### Orphans' Visit

A number of Bankmed staff visited Beirut Orphans and collaboratively worked on fun activities to entertain the children and leave a smile on their faces. Moreover, gifts were distributed during the visit, which left a sentimental touch on both, the participants and the orphans.



## Teaming up for a Delicious Meal

A number of Bankmed staff teamed up to prepare a special meal. The activity involved a lot of fun and participants were proud enough of the outcome that they served to the Bank's Executive General Manager.



## Throw Them All with One Ball

A number of Bankmed staff joined together for a fun bowling game. The activity brought in a lot of excitement and high team spirits over a fun-filled competition.



# A Forward View

We have for long realized that a responsible participation in the community is crucial for our success. Hereby, in our continuous strive to create a greater impact in our community, we continued to revisit and modify our CSR strategy, aligning it better with our stakeholders' vision and expectations.

As outlined in this report, we have carefully demonstrated a clear understanding of the importance of adopting and practicing a responsible approach to business. We take pride in the achievements we have realized across all five pillars, specifically through sound governance and dynamic undertakings in local economic and community development.

When it comes to the question of sustainability, we perfectly understand that there is no finish line—only another beginning. Hence, as we move forward, we will continue to embrace new initiatives and focus on the fundamental needs of our local community at all levels. We will also seek the right channels to renew our commitment and confirm our presence. We aim, in this regard, to remain relevant to the greater community to which we belong and with which we look forward to thrive.



**We will continue to embrace new initiatives and focus on the fundamental needs of our local community at all levels.**

