Bankmed’s 2017 Corporate Social Responsibility (CSR) Report outlines the progress of the Bank’s CSR strategy, reflecting the central theme: We Walk the Talk. Each year we select a specific theme through which we demonstrate our support impartially to all segments of society. In 2017, we chose to focus on good citizenship, displaying initiatives that highlight the respect for law.

Promoting Green Finance and investing in eco-friendly solutions continue to be at the forefront of our environmental practices. Our Green School and Green Student competition remains the venue that manifests both. This competition affirms our commitment to the environment and accentuates our efforts to pass this pledge to the young generation.

Attending to the vital needs of our community remains among our top initiatives, so we continued to extend support to organizations that address health and well-being programs within the community. In parallel, we sponsored a number of artistic events that allow youth to discover the aesthetic attributes that make our community culturally rich. Hence, our partnerships with Beiteddine Art Festival, Beirut Art Festival, Beirut Chants and Salon du Livre reflect our aim to transfer our cultural values to the younger generation in line with our civic commitments.

Our economic participation is the defining feature that underpins our involvement in the greater community. We continued to support startups, particularly those geared towards technology, given their central role in creating jobs and providing career opportunities. We partnered with Endeavor Lebanon, which is part of the high-impact entrepreneurship movement around the world, focusing on developments and trends in social entrepreneurship, and innovation in the educational sphere in Lebanon. We also took part in Beirut International Franchise Forum and Exhibition (BIFEX), organized by the Lebanese Franchise Association (LFA). The Exhibition offers the Lebanese private sector the platform to advocate the “pro-business” policies that can unleash talents and innovative capabilities. Further within our economic engagement, we continued to extend support to the unbanked segment of the population in an aim to help them improve their financial well-being. Our microfinance subsidiary, Emkan Finance (Emkan) continued to play an instrumental role in this regard, providing affordable financial solutions to those individuals. To date, Emkan’s lending portfolio has cumulatively reached more than USD 250 million through more than 90,000 microloans.

Moving forward, our commitment to sustainability will continue to define our endeavors to introduce tangible changes within our community. We will continue to seek the right channels and projects through which we can make a positive difference in our society in the medium and long runs.
BANKMED AT A GLANCE
Established in 1944

Servicing 150,000 across 3 continents

2,558 Employee

Total Net Income in 2017 USD 104.4 million

Branches across Lebanon 63

50% Women 50% Men

25,691 Training Hours for 3,356 Staff

More Than USD 250 million in Microfinance Loans since inception

50% Women 50% Men

Best Banking Group in Lebanon
Best Trade Finance
Best Investment Bank
Best Retail Bank
Excellence Program Award

A Universal Bank
Offering a wide array of financial solutions

Small & Medium Enterprises Banking
Corporate and Commercial Banking
International Commercial Banking
Microfinance
Global Financial Institutions and Transaction Banking
Insurance
Private Banking
Investment Banking
Retail Banking
Wealth Management & Brokerage
C. About This Report

This report covers Corporate Social Responsibility (CSR) initiatives throughout 2017 for the Bank, its regional branch in Dubai International Financial Centre (DIFC), Bankmed (DIFC) and the Bank’s microfinance arm, Emkan Finance (Emkan) in Lebanon.

The report complements Bankmed’s 2017 Annual Report. It also outlines the Bank’s environmental, social and cultural endeavors over the same period.
BANKMED'S CSR SCOPE
A. Introduction

Establishing a strong foothold in the community requires serious efforts and commitment. Over the past nine years, we, at Bankmed, have been demonstrating a true engagement within our greater community. Our approach to sustainability is embedded in the initiatives that we embrace and which are aimed towards introducing tangible change. As such, CSR at Bankmed permeates within both, our business and culture, and it is strongly reflected across five pillars: Corporate Governance, Environmental Sustainability, Community Development, Economic Development, and Human Development.

This strong engagement in the community continuously inspires us to transfer our sense of duty to all those around us. As we “walk the talk,” we invite others to walk along our side in our journey of creating a sustainable future.

B. Understanding Citizenship

Good citizenship goes beyond upholding the law. It is a process that prepares citizens to establish a sense of belonging to their state, exhibiting values of order, responsibility, and respect for law. However, the notion of citizenship in Lebanon has been challenged by many factors following many years of pitfalls and lack of order.

Despite the widespread chaos, the banking sector emerged as a pioneer in exercising good citizenship. The sector has been playing an instrumental role not only in supporting the economy but also in complying with local regulators’ and international requirements.

With respect to us at Bankmed, we have for long demonstrated a comprehensive understanding of good citizenship, capitalizing on the Bank’s strong governance, its economic undertakings, and its avid support to its local community.

C. Our Traffic Law Awareness Campaign

In 2017, we looked into one of the main problems that challenge the concept of good citizenship. We noticed that the growing havoc on our streets needs to be addressed, especially that the number of reported car crashes reached 3,277 by the end of 2016 with 4,450 reported injuries and total of 443 causalities as per YASA and Kunhadi organizations.

We aimed to address the following challenges when it comes to the Traffic Law:

- **Lack of Awareness**: One of the main reasons, disorder overtakes the streets is highly attributed to the lack of awareness. Whenever a new modification is introduced to the local traffic law, little education is conducted in this regard.

- **Mindfulness**: Through our “Traffic Law Awareness Campaign,” we aimed to spread awareness of the newest Lebanese “Traffic Law” rules that came in effect at the beginning of 2017. The aim has been to assist the Lebanese authorities in conveying information to citizens through TV and social media.

- **A Cultural Chaos**: The traffic chaos has unfortunately become a trend in Lebanon despite all attempts to contain it. Unfortunately, irresponsibility defines driving in the country as a big number of Lebanese fail to abide by the law despite the big price they eventually have to pay be it a ticket, or a crash, and worst of all, someone’s life.

- **A Cultural of Responsibility**: The second half of the “Traffic Law” campaign highlights the culture of responsibility that is prevalent at Bankmed. Our aim is to spread around such culture.
We focused on common mistakes that Lebanese drivers commit, unaware of the fact that they are jeopardizing their own lives and those of others by violating the traffic law. The selected topics included:

- Having a baby on board instead of having it in its own baby seat
- Honking
- Driving in reverse
- Burning the traffic light
- Drinking and driving
- Exceeding the speed limit

And many other issues that bring out chaos on our streets!
A. Aligning Our Strategy with the United Nations Sustainable Development Goals (UN-SDG)

The launch of UN Sustainable Development Goals (UN-SDGs) opened up a room for us to align our strategy as much as possible with broader development goals, hereby confirming that our approach to sustainability is aimed towards creating real value within our greater community and our Bank. We intended, through this integration, to define our citizenship practices and set tangible examples to be adopted within the community.

In September 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development that includes 17 Sustainable Development Goals (SDGs). Building on the principle of “leaving no one behind”, the new Agenda emphasizes a holistic approach to achieving sustainable development for all.

**ESTABLISHING A STRONG FOOTHOLD**

Our ethical conduct has always been the foundation on which we have based our operations and hereby established trust with our various stakeholders. Our profound understanding of responsibility requires us to enhance customer protection, balance stakeholders’ interests, and comply with Banque du Liban (BDL)’s directives as well as the best international practices.

By promoting environmental practices internally and externally, we intend to set the right examples for others to take similar steps and develop a sense of environmental responsibility. This step comes in line with UN-SDG 13 which calls for taking urgent action to combat climate change and its hazardous outcome by improving education, raising awareness on environmental matters, and taking part in impact reduction and early warning.

Developing programs that enable our community to flourish and allow its members to realize their real potential are key factors towards a prosperity on the individual, institutional, and state levels. This step aligns with UN-SDG 3 which calls for ensuring healthy lives and promoting well-being for all at all ages through substantially increasing access to better health practices, reducing child and infant mortality as well as reducing global deaths and injuries from road traffic accidents.

Creating a healthy work environment is important to keep our staff motivated and able to rise to challenges in order for them to grow professionally and personally. In addition, we constantly strive to ensure that our workplace caters for equal opportunities for both genders. This practice also aligns with UN-SDG 5 which calls for achieving gender equality and for empowering women, a matter that we have been perfectly attending to by maintaining equality between genders and empowering our female employees to assume leading positions within the Bank.

**WALKING TOWARDS AHealthier Environment**

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**WALKING TOWARDS A Thriving Community**

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B. Engaging with Our Stakeholders

For our business to grow, our stakeholders’ needs must be placed at the core of our operations. We, therefore, continuously seek to implement our corporate signature, “You! Count,” by listening to our stakeholders in an aim to better understand their needs. Hence, through ongoing dialogue with our various stakeholders, we can identify environmental, social, and governance trends on which we build our CSR initiatives.

The table below outlines how we engage with our stakeholders through formal and informal channels and across a myriad of activities:

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Engagement Process</th>
</tr>
</thead>
</table>
| **Board of Directors** | • Implementing the Bank’s policies and practices as set and defined by the Board of Directors  
• Adopting the ethical tone of the Bank as required by the Board of Directors  
• Adopting a culture of integrity throughout the Bank  
• Following through decisions made by the Board of Directors and Senior Management in the pursuit of strategic objectives |
| **Customer** | • Devising modern and tailored financial solutions that best meet customers’ needs  
• Expanding our reach by increasing the number of ATMs and ITMs Lebanon  
• Launching additional e-branches and e-zones to meet the expectations of our young and dynamic clientele  
• Adopting state-of-the-art technology in an aim to optimize our customers’ banking experience  
• Issuing publications to help clients stay up-to-date with the development in the Lebanese economy as well as the economies of the countries where the Bank is present, and gain insights over specific sectors, which will assist them in making their business decisions  
• Engaging customers in the CSR program by encouraging to adopt environmental-friendly banking solutions |
| **Employees** | • Providing employees with enriching benefits and experience  
• Providing employees with the necessary training including risk awareness and anticorruption  
• Engaging employees in CSR-related activities |
| **Regulator** | • Fully adopting BDL’s circulars as well as banking regulations adopted in countries where we are present  
• Partnering with the Government, NGOs, corporations and the civil society over issues pertaining to development and sustainability  
• Consulting with CSR experts |
| **NGOs & Community** | • Responding to economic, social, and environmental needs through an array of specialized programs  
• Encouraging employees to take an active role in CSR activities especially within their local communities |
| **Human Rights** | • Adopting clear and robust commitments and policies on Human Rights, which we support at the Bank and within the community  
• Integrating UN-SDGs into our CSR strategy |
A. Maintaining Trust

Upholding strong governance and operating as per our ethical code have earned us our stakeholders’ confidence and trust in our business. We, therefore, strive to maintain their trust by developing solid relationships with them and promoting a culture of integrity within our institution. We take pride in our legacy of sound corporate governance which has for long defined who we are.

Bankmed’s Board of Directors plays an instrumental role in the overall shareholder’s governance of our institution. Our Board of Directors seeks to create an enduring shareholder value by overseeing Management’s performance and determining our ethical and governance scopes.

In 2017, Bankmed’s Board of Directors welcomed four new members who brought in exceptional talent and expertise, which will enable the Bank to continue strengthening its position and solidify the culture of integrity within it. Furthermore, as part of our commitment to fostering diversity and inclusion, 33% of our Board of Directors are female, in line with the UN-SDGs which we support.

B. Our Governance Scope

Our governance structure, policies and processes serve our various stakeholders in a manner that reflects their needs while promoting a culture of accountability and ethical conduct across our Bank.

1. Operating with Integrity

We have established a legacy that spans 70 years of integrity and commitment. Throughout this period, we have been employing every effort to meet our stakeholders’ expectations, particularly our clients, who lie at the heart of everything we do.

Hence, safeguarding assets, providing customized financial solutions through carefully designed programs, devising state-of-the-art payment facilities, and accessing the capital markets on our clients’ behalf form the core of our activities and operations. These attributes have gained us our clients’ trust. In turn, we strive to maintain this trust by adhering to the highest ethical standards that define the scope of our relationships with our clients as well as our shareholders, employees, and the greater community in which we operate.

2. Upholding Steady Compliance and Strong Governance

Adhering to Banque du Liban (BDL)’s regulations as well as with Corporate Governance guidelines adopted by the Association of Banks in Lebanon (ABL) and with other international regulations/guidelines makes up scope of our compliance framework. As for Corporate Governance, it covers Bankmed’s governing processes and policies, through which the Bank manages risks, sets progression goals and fosters sustainable growth.

Hereby, our steady compliance and rigorous governance framework reflect our commitment to the highest standards of honesty, integrity, and ethical behavior.

3. Protecting Stakeholders’ Rights and Information

Protecting our stakeholders’ rights in addition to respecting, preserving, and treating equitably the interests of all stakeholders make up the pillars of our Governance principles.

Within this framework, we require our staff to preserve and protect clients’ financial banking information, a manner that clearly reflects our genuine commitment to strong governance.

C. Governance and Training

As mentioned earlier, maintaining our customers’ data privacy and security given the rapidly evolving cyber security risks is one of our top priorities. We, therefore, require all employees to treat confidential data with utmost sensitivity and disciplinary measures are taken in case of breaches. Accordingly, we continuously raise awareness through internal communications on the importance of privacy and information security within our Bank. Going forward, the Bank is also taking the required measures to ensure compliance with the “General Data Protection Regulation” (GDPR) which came into effect on May 25, 2018.

Further within governance training, we also strive to ensure that our employees comply with applicable laws, international regulations, adhere to Bankmed’s Code of Ethics. After all, the ethical conduct and compliance with regulations and best practices form the bedrock of our governance system at Bankmed. Consequently, in order for us to establish a solid foundation that ensures that all Bankmed staff are aware of the newly issued directives and are able to comply with them, all newly issued circulars and directives are sent to the concerned parties for info and application. In addition, we provide our employees with proper training in key regulatory areas including anti-money laundering and terrorist financing.

Depending on the context and framework of the issued requirements, trainings on compliance encompass a large segment of Bankmed’s staff. These trainings come in line with our ongoing commitment to ensure compliance in all its forms and increasing the staff’s awareness levels.

*For more information on regulatory training, kindly check p. 61 in the chapter on Human Development.
We recognize the role that we can play as a business institution in creating a better, more sustainable future. We, therefore, strive to introduce a positive difference by promoting green loans, assessing our environmental footprint, and investing in sustainable solutions. Through these channels, we intend to tackle climate challenges as much as possible even if it is only on a modest scale. No matter how tiny it may seem, a step towards environmental sustainability can always mark the beginning of a journey. Besides, as we aim to leave a visible footprint in this regard, we continued to expand and modify our Green School and Green Student competition, reaching out for more schools and students year by year and encouraging them to take similar steps on both, the personal and institutional levels.

A. Promoting Sustainability through Green Finance

The escalating hazards of climate change require individuals, institutions and nation-states to take action to combat its impact. As a financier of local economy, we are aware that climate change affects many of our clients across different sectors. In response, we devised financial solutions that are directly intended towards green projects. This step aligns with BDL directives that are aimed at promoting environmental awareness and encouraging eco-friendly measures within the Lebanese banking sector. In fact, BDL issued circulars to stimulate lending in the Lebanese pounds at a lower cost. Among these credit incentives are projects such as renewable energy, waste management, waste water treatment and recycling. Capitalizing on this opportunity, we directed more capital to finance environmental initiatives.

Sustainable financing motivates our clients to actively take part in diminishing the impact of climate change while growing their businesses. Within this framework, clients can avail themselves of loans that are intended towards green projects such as Energy projects, Ecotourism, Recycling, and many more.

With spreading awareness of eco-friendly projects, green loans at Bankmed surged to reach more than USD 36 million by the end of 2017. This substantial growth underscores the Bank’s leadership in playing a key role to provide financial solutions to environmental endeavors. It also demonstrates Bankmed’s genuine commitment to sustainability through boosting environmental projects.

B. Reducing Our Impact

We have set several measures in place in order to reduce our environmental impact and improve the efficiency of our business. Within this context, we have employed a number of initiatives through which we engaged our employees and customers in the effort.

1. Paper Consumption

We have set several measures in place in order to reduce our environmental impact and improve the efficiency of our business. Within this context, we have employed a number of initiatives through which we engaged our employees and customers in the effort.
On a similar note, digitizing has exhibited a key role in boosting our clients’ engagement in the paper reduction process, hence diminishing our environmental impact. Through our targeted campaigns that promote the use of digital technology, more than 80% of Bankmed credit cardholders have opted to receive an electronic statements rather than printed ones.

Furthermore, our online payment facilities and virtual financial management have also contributed to reducing our environmental footprint. In this regard, clients are offered several options to check their accounts and carry out their transactions through their computers or mobiles. This translates into less visits to the branches and of course reduced paper use.

2. Energy Consumption

Controlling energy consumption is another area of environmental focus that we dwell on. We have, therefore, adopted initiatives that enable us to curtail our impact and promote environmental sustainability. In this respect, we have established e-branches and e-zones which help in contracting banking space and cutting off energy consumption, particularly water, electricity and gas. Moreover, we continued throughout 2017 to switch off the generators located at Bankmed’s branches from 12:00 midnight until 7:00 am. Although this measure, reduces electricity usage, it does not impact our continuously running ATM servers which remain operational through long autonomy UPS systems.

3. Environmental Actions at Bankmed DIFC Branch

In line with Dubai International Financial Center (DIFC) directives and in the spirit of collaboration with the greater community in Dubai, we embraced a number of CSR initiatives that are aimed towards environmental protection and community development.

On the environmental front, our employees at the DIFC Branch employed initiatives through which they turned their workplace into an environmental friendly one through the recycling of papers, plastic bottles and caps. Although these are the efforts of a single office in Dubai with a team of around 10 employees, yet they succeeded at making some impact adding up to our efforts and to those of DIFC.

The following table outlines the initiatives that had been carried out at Bankmed DIFC Branch:

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>RESULT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycled 120 Kg of papers</td>
<td>Saved two trees</td>
</tr>
<tr>
<td>Controlled water usage</td>
<td>Saved 830 gallons</td>
</tr>
<tr>
<td>Reduced oil usage</td>
<td>Saved 460 gallons</td>
</tr>
<tr>
<td>Reducing Green House Gas emissions</td>
<td>Offset two tons of CO2</td>
</tr>
</tbody>
</table>

Moreover, the results achieved from bottle caps collection helped in purchasing a wheelchair for an underprivileged child, while the same recycled caps were artistically used to build a wall at one of the schools in Dubai.

C. Investing in Sustainable Solutions: A Certified Green Building

We seek to implement the best environmental and energy practices; chief among these practices are building regulations. As such, constructing a fully green new headquarters is recognized as a major step toward green commitment. In this regard, we acquired Leadership in Energy and Environmental Design (LEED) accreditation to complete the construction project. We look forward to moving into a new workplace that rivets with life while simultaneously meets the international environmental standards of energy efficiency and environmental criteria.

D. Restorative Measures and Green Awareness

For the eighth year, our ongoing campaign, “The Happy Planet” still stands as one of the recognized environmental programs in Lebanon. Hereby, we continued to implement a number of initiatives within the framework of this program. Chief among these initiatives is the Green School and Green Student Competition, which forms the bedrock of our citizenship commitment. Through this competition, we intend to encourage Lebanese schools and students to adopt the best environmental practices, the way we do.
In recognition to the role that we can play in preserving Lebanon’s environment, we reiterated our commitment to Jabal Moussa biosphere, which hosts more than 215 different types of plants and 20 different types of trees, 11 of which are endemic, in addition to more than 16 different species of mammals. This initiative rests on the protection of wild life within its wide premises. It has also been designated a Global IBA or Important Bird Area due to all the important migratory birds passing through it during autumn and spring seasons. Accordingly, we participated in the initiative’s fundraising events, which are held annually, in an aim to promote environmental sustainability through the protection of the diversity of wild life in Lebanon.

Beirut’s premier outdoor spring event, the Garden Show and Spring Festival is an important green initiative that we embrace year after year. As a celebration of great Lebanese outdoors lifestyle, the festival featured more than 225 exhibitors who showcase an array of creative concepts for outdoor spaces. In its 14th edition, the festival welcomed a large crowd of visitors, who enjoyed a stroll among the beautifully appointed stands to shop and benefited from exhibitors’ tips and advice. All this was coupled with great food and entertainment for the whole family.

The festival echoes our environmental pledge as we continuously aim to support green enterprises, namely those that offer room for creativity and entertainment at the same time.

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The Green School and Green Student competition is the venue that manifests both, our environmental engagement and also our intention to spread awareness on environmental matters among children and youth.

The competition has been witnessing a growing success, expanding its parameters to welcome more schools and students each year. This year’s edition, which was held under the theme, “Sustainable Development: Protect Your Architectural and Cultural Heritage,” featured more than 177 schools, from both the public and private sectors, as well as more than 17,000 students, who exhibited serious effort in displaying talent and awareness.

The participating students creatively produced a wide range of drawings and art works reflecting this year’s slogan: “Our Priceless Heritage: Preserving It for the Future.” The students’ projects highlighted the importance of protecting nature to preserve culture, translating the vision of living in a country that respects its historical architecture in an aim to promote neighborhood vitality, work toward a thriving economy, and establish cultural and artistic enrichment as well as environmental and social sustainability.

The projects were assessed according to the following criteria: trees planted; water saved; energy saved; recycling; number of people involved or impacted; educating children to respect the environment; environmental activities held at the school, as well as changes in the school including the creation of a non-smoking environment. The 2017 jury consisted of representatives from the Ministry of Environment, the Ministry of Education in addition to representatives from the civil society and from L’Orient le Jour newspaper.

The winners were recognized in a special ceremony that held at Bankmed Headquarters, where 40 schools and 100 students, from all over Lebanon, received awards. Moreover, all schools that took part in this year’s competition received a certificate of participation in this annual event.

Once again, this competition asserts our commitment to the environment and underscores our efforts to pass this pledge to the young generation.

"Jabal Moussa is one of only 3 biosphere reserves in Lebanon and one of 24 in the Middle East. The reserve is characterized by its wide biodiversity that rivals with a unique presentation of wild life in Lebanon."
Devising the right channels to reach out to our community has always been the cornerstone for our active engagement. We strived, throughout the years, to establish solid partnerships with organizations that aim to help people become better off by addressing needs pertaining to health, education and social well-being. Through these mutual collaborations, we have succeeded at creating a meaningful presence in our community, vividly attesting to our sincere commitment as good citizens. Our involvement, nonetheless, is not confined to addressing basic needs of health and education, but rather expands to include artistic and cultural programs that essentially reflect our Lebanese identity.

That being said, transferring these values to young people as well as investing in the younger generation have also been among the chief priorities that we have been focusing on. We take pride in this investment as it underpins our efforts towards developing long-term security, stability, and prosperity within our community.

**A. Addressing Health Needs**

1. Providing Social and Healthcare Support

Safety, nutrition, and an active lifestyle form the foundations of healthy living. Once these needs are tackled, both individuals and communities are set to thrive. We, therefore, strive to attend to the vital needs within our community in an aim to promote healthcare and social well-being through an active engagement.

In this sense, we extend a helping hand to organizations that focus on basic physical and health needs. We aim through this collaboration to improve patient care by covering the cost of medical operations, enhancing clinical education, and offering the help needed for the patients’ families. We equally support organizations that focus on the psychological and social aspects of individuals and communities wellbeing.

On the health front, our partnership with the Lebanese Society of Osteoporosis and Metabolic Bone Disorders (OSTEOS), an organization whose mission is centered on enhancing state-of-the-art knowledge and expert care for osteoporosis and metabolic bone disorders in Lebanon, still attest to our deep-rooted and diversified commitment to providing medical care support in all forms. In addition, our sponsorship of Brave Heart Fund, the fundraising initiative that works on covering the cost of surgeries and hospitalization for needy children suffering from Congenital Heart Disease (CHD) comes and The Lebanese Autism Society (LAS), an organization whose mission is to advocate for the rights of individuals with Autism remain at the forefront of our engagement. Similarly, our support to the Lebanese Red Cross continues to the list. In fact, standing alongside these organizations accentuates our commitment to our community, further within health support, we continue to extend support to OpenMinds, a fund established in Lebanon in 2012 by concerned parents to enable the American University of Beirut Medical Center (AUBMC) Special Kid’s Clinic (ASKC) to accomplish its objectives related to neurogenetic and neurodevelopmental disorders research, community awareness and education, and clinical services for families in need.

In terms of safety and security, we continued to offer support to Roads for Life – the Talal Kassem Fund for Post-Accident Care – a fund established to help save as many lives as possible and increase the victims’ chances of surviving an accident within the first 60 minutes, known as “The Golden Hour Trauma.”

Lastly, regarding psychological and emotional wellbeing, we continued to collaborate with Skoun, whose aim is to help young people with addiction problems claim their lives by providing a non judgmental and caring environment of client-centered treatment and counseling.
2. Advocating Sports and Active living

For youth to lead a dynamic lifestyle, they must be provided by suitable programs that invite them to do so. We, therefore, invest in and create programs that encourage the young generation to adopt an active lifestyle. We also sponsor sports clubs and professional athletes that have the attributes to promote Lebanon’s name worldwide. In addition, we demonstrate true citizenship in this regard by inviting our employees to partake in sports events such as Beirut Marathon. We also support our Football and Basketball Teams in their annual tournaments.

For the third year in a row, we joined efforts with Beirut Marathon Association and organized “Bankmed Youth Race” which took place on Sunday, April 2, 2017.

In its third edition, Bankmed Youth Race was held under the theme “RKDLO” (which translates into “Run for Him” – the pronoun “Him” stands for the Lebanese Soldier). The event gathered 7,079 runners aged between seven and seventeen, including 393 participants from 32 nationalities. In addition, more than 1,100 personnel collaborated to ensure the success of this event, which featured five different races: 2km Run, 3km Run, 5km Run, and 5km Special Needs Run, and 5km Fun Run.

Lying at the heart of our CSR mission, Bankmed’s Youth Race reinforces our social and educational initiatives, specifically in terms of providing youth with the space to compete and set new records. It also highlights the common goals that we share with Beirut Marathon Association, specifically in promoting sports, health, and tourism.

We remain proud of this collaboration with Beirut Marathon Association team, headed by Mrs. May Khalil, and we are happy to be a driving force behind such an honorable mission.
Sponsoring athletes who are capable of promoting Lebanon’s name on international fronts is a mission that we undertake with pride and honor. Hence, we extended support to the Deserts’ Runner, Ali Wehbi, and the prime female Lebanese sports shooter, Ray Bassil.

Just like every year, Ali Wehbi sets new challenging parameters for himself to overcome. However, this year he invited young people to join him in his event, “Ta3o Nerkod Sawa,” which translates into “Let’s Run Together.” Wehbe invited more than 1,000 students to join him in this challenge, which took place from April 8-16, 2017. He aimed through this event to raise awareness about the benefits of sports and endurance among the youth, a matter that we indisputably care about.

As for Ray Bassil, we take pride in sponsoring this young and active woman, who is breaking away from gender labels and proving herself as a capable international shooter.

On a similar note, we continued to support leading sports events and top sports clubs in Lebanon. As such, we sponsored the basketball tournament of Hussam Eddine Hariri, Lebanon’s basketball titleholder, Sporting Club, as well as the football clubs, Al-Jazeera and Al-Nijmeh. Furthermore, we continued to establish collaborations with a number of leading health clubs in an aim to encourage youth to adopt a healthy lifestyle and integrate exercising in their daily life.

b. Athletic Sponsorships

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1. VISUAL ART FESTIVALS

a. Beirut Art Fair (BAF)

Art plays an instrumental role in defining a nation’s cultural identity. This aspect has always been the drive behind our renewed partnership with the leading arts event, Beirut Art Fair (BAF).

In its eighth edition, BAF had selected the London-based independent curator Rosa Issa, a world-renowned expert on contemporary Middle-Eastern art, to curate the local exhibition for the year 2017. The exhibition’s theme “Ourouba: The Eye of Lebanon” focused on the “unknown soldiers” of the art world - art collectors. The term “Ourouba,” which translates into “Arabicity,” represents a cultural view of the world, specific to the Arab people, their rich history and their artistic talents. The exhibition featured a selection of 70 different works by more than 40 artists from Morocco, Tunisia, Lebanon, Syria, Palestine, Iraq and many other nations. The artwork was borrowed from 20 private and public collections in Lebanon with selected pieces, encompassing paintings, photographs, paintings, photographs, sculptures, installations and videos, which mirror the artists’ response to personal, national and regional issues the Arab world witnessed during the recent upheavals.

Like each year, Bankmed designates a special corner within the exhibition through which it demonstrates its support to art. This year we honored contemporary Arab art through our themed section titled, “Lemons and Rainbows,” which featured the works of Lebanese and Arab artists including: Hala Audi Beydoun, Lina Shamma, Joseph El Khoury and Raffi Tokatlian.

b. Afkart

Our partnership with the arts and crafts exhibition, Afkart, remains very strong. We aim through this collaboration to support traditional artisans and also encourage new talents to shine. In 2017, we took part in Afkart’s exhibitions that were held in summer and around Christmas time to grant an opportunity for local artists, artisans and designers to showcase their work and reach a wide, sophisticated audience.

B. Promoting Culture

Preserving our cultural heritage is one of the fundamentals that we continuously work on at Bankmed. We intend through our adoption of a number of leading cultural events to build a sense of culture among our youth and empower them to unravel the aesthetic attributes that distinguish our culture. As such, our sponsorship of leading cultural events such as the Beirut Art Fair, Beiteddine Art Festival, Beirut Chants, Afkart Designers’ Exhibition, Beirut Art Film Festival, and Salon du Livre testify to our intention to promote Lebanon’s name worldwide and underscore our efforts to introduce inspiring cultural experience to the younger generation.
In our aim to increase awareness of audiovisual art and support cultural life in Lebanon, we renewed our commitment to Beirut Art Film Festival (BAFF), the leading cinematographic event. BAFF serves as an invitation to a journey into the mystery of creativity. Through its wide range of rare and exclusive documentaries, BAFF brings together an audience of all ages around an expression of modern culture. In its third year, BAFF presented a fine selection of 50 films on architecture, archeology, cinema, dance, design, history of art, museums, music, opera, and visual arts.

We also took part in sponsoring Foundation Liban Cinema (FLC), another cultural endeavor that aims to support of the film industry in Lebanon, facilitate local film production, promote Lebanon as a key destination for international film production, and preserve the Lebanese audiovisual heritage. We collaborated with FLC in a special screening of “Ila Ayn” (Where to?), which had been directed by Lebanese legend Georges Nasser. Ila Ayn was the first Lebanese film to be presented at Cannes Film Festival in 1957, and selected at Cannes Classics in 2017. More than 400 people lived the emotion of Ila Ayn in the presence of pioneer and visionary director, Georges Nasser 90 years old, who left his mark on Lebanese independent cinema.

Our partnership with Beiteddine Art Festival continued to top the list of our musical festivals sponsorships. This collaboration stands as a testimony to our enduring support to art and to our genuine aim to preserve Lebanon’s cultural face. In 2017, we invited our executives and key clients to enjoy the show of Pink Martini, one of the bestselling curiosities of the global musical scene. The show included a blend of melodies and rhythms from different parts of the world: from Amelia Rodrigues to Myriam Makeba, from French songs to 50’s pop.

For the past decade, Beirut Chants Festival has been spreading peace, love and tolerance. Through the collaboration with Bankmed, the festival has been expanding year after year to include more artists and concerts.

In its tenth season, the festival featured famous artists and choirs in 29 concerts that extended over a period of 23 days. In fact, it is a great honor for us at Bankmed to stand by Beirut Chants and be part of an event that brings joy to thousands of Lebanese people, enabling them to live the holiday spirit throughout December.

It is also worth noting that Bankmed supports a number of similar events including Al-Boustan Festival.

In line with our mission to pave the way for a knowledgeable generation, we continued to partners with Salon du Livre exhibition. This event is a major global event for the French-speaking culture and remains the third largest French-language fair in the world after Paris and Montreal. In its 24th edition, the exhibition paid homage to Lebanese journalist, writer and politician, Samir Frangié in recognition of his active involvement to revitalize Arabism and humanism.

This exhibition featured more than 180 authors from France, Belgium, Switzerland as well as Lebanon, who showcased their works. Besides, the event included round-table debates and cultural around the following themes: ‘The Politics of Translation’, ‘Palestine’, ‘The Quiet Revolution’ and ‘Syria’. On the last day, several prizes were awarded to young critics who took part in the event.

4The American Community School at Beirut is ACS is an accredited, not-for-profit, independent and secular American college preparatory school serving a multi-cultural international student body. ACS provides internationally enriched, standard-based curricula, preparing students for the International Baccalaureate, the Lebanese Baccalaureate, and the American college preparatory diploma.
1. **ENHANCING EDUCATION**

Education and knowledge are the building blocks upon which the notion of citizenship is founded. As such, supporting programs that provide students with the essential tools in order to improve academically and recreationally remain among our CSR priorities. We continued to invest in programs that cater for the financial needs, digital accessibility and even entertainment.

In 2017, we continued to support the French Institution of Deir El-Qamar by sponsoring Bibliobus, the mobile public library, whose mission is to promote reading and provide access to culture and information for the population of the region it serves. In this respect, Bibliobus collaborates with a number cultural institutions to offer a good range of books and reading materials to both, adults and children across the districts of Shouf, Aley, Baabda and upper Metn districts.

We similarly sponsored the school’s activities of the American Community School at Beirut (ACS). These activities are aimed at providing financial aid to deserving students, improving the school’s facilities, and ensuring ACS staff wellbeing.

While we continued to provide educational support to a number of educational institutions, we extended support to innovative programs that tackle technological integration at schools and universities in Lebanon. Hereby, we extended help to specific programs that are aimed toward organizing technology camps and preparing younger learners to take part in science and tech fairs locally and internationally.

2. **PROVIDING FINANCIAL AND DIGITAL ACCESS**

Promoting Learning through Technological Integration

Intrigued by the mission of Student Technology Club at Rafik Hariri University (STC-RHU), whose work focuses on promoting technology in universities and schools, we sponsored for the second year all STC activities.

Throughout 2017, STC members organized technology camps for younger students to enable them to participate in sciences fairs and take part in local and international robotics competitions. STC-RHU empowers the young students with the necessary skills and technological tools in order to excel at these challenging competitions.

The endeavors of STC-RHU align with our CSR educational mission as we continuously strive to support programs that help young people take a step forward and play a vital role in their communities.

In 2017, six teams representing STC-RHU participated in the NERD17 robotics competition that was held at Balamand University. The teams competed in three different categories: First Lego League, SUMO and line tracking. STC-RHU teams won the second, third and fourth place in the SUMO category and qualified to represent Lebanon in the Open Arab Robotics competition to be held in Qatar. The Automatron team from Houssam Eddine Hariri High School coached by the RHU mechatronics engineering and Biomedical engineering student won the competition’s Strategy and Innovation Award.
In line with our mission to create a shared value with our community, we continued to embrace initiatives that magnify our economic footprint. Within this context, we leveraged our efforts to support different stakeholders in an aim to contribute to a more stable economy. Supporting and stimulating entrepreneurship as well as expanding job creation remain among the fundamentals that we strive to achieve within our economic contribution. In this regard, BDL directives continue to serve as our stimulus towards an enhanced involvement within the economy. Furthermore, we worked on increasing the ability of individuals and enterprises to access essential financial services, exhibiting through this process a prudent adaptation to the needs of the market and the local economy.

A. Small and Medium Enterprises Initiatives

Small and Medium-sized Enterprise (SMEs) are the backbone of the Lebanese economy. However, many SMEs face difficulties accessing the financing they need to thrive and grow. Therefore, we seek to support SMEs by providing them with tailored products that meet their needs.

To help small business grow and create jobs, Bankmed provides them with the necessary financial tools through loans, lines of credit as well as other products and services. Besides, the Bank works with public and private partners to help remove the barriers for small business owners. These collaborations enable us to expand the lending portfolio and include new sub-sectors with SMEs.

B. Microfinance Initiatives

Providing access to financially active individuals remains one of our underpinnings that has been sustaining our leading position in microfinance. Bankmed’s microfinance subsidiary, Emkan Finance continued its contribution to the low-income segment of the Lebanese society, namely the economic active individuals who do not have access to traditional financing means.

1. Emkan Finance (Emkan)

Bankmed’s microfinance subsidiary, Emkan Finance (Emkan), reaches out to the unbanked and underbanked segment of the population and provides them with microloans that enable to become better off. Through its efforts, Emkan complments our banking activities within the community and demonstrates our firm commitment to CSR. Emkan’s activities span a wide range of sectors. However, the service sector comprises the lion share with 46% of the company’s entire active client portfolio, indicating that the highest concentration of micro entrepreneurs lead jobs within this sector. Besides, small business activities pertaining to construction and transportation services continue to take the majority share of the service sector amongst Emkan’s portfolio.

Bankmed’s ownership of Emkan enhances the company’s rigor. Capitalizing on the Bank’s support, Emkan has evolved as one of the country’s most recognized micro-lending institutions. Moreover, through Bankmed’s backup, Emkan obtains financing through BDL and other external institutions. These facets raise confidence among the company’s clients. In terms of age and gender, Emkan extends support to both, men and women, young and old. Young borrowers aged between 18 and 25 represent around 12% of the company’s active client pool, with the service sector hosting the highest number of young borrowers.

The following detailed statistics reflect the concentration of the outstanding portfolio and active borrowers by sector, geographic distribution, and loan use.
With the first loan, Othman purchased a number of old engines and resold them at a profitable price. He then expanded his line of business by purchasing vehicle oils and accessories. Next, he improved his workshop and increased his tools and equipment. Most recently, he bought goods and inventory stock at wholesale price as part of his latest project.

Today, Othman’s goal is to expand the current working space where he can sell mechanical spare parts and accessories. He is confident that with the loans he is accessing from Emkan Finance, he will be able to realize all his business growth plans.

C. Supporting Knowledge Economy – Circular 331

Startups reflect Lebanese youth ambition and drive to create innovative solutions that reflect their modern views of business management and execution. Through this status, startups serve as catalysts for employment. In this respect, startups play a key role in creating new career opportunities, promoting research and innovation, and introducing values of proactiveness into the society.

In recognition of their dynamic role in stimulating the Lebanese economy, supporting startups has been one of our top CSR priorities over the past five years. As part of our forward strategy, we took on investing in small companies especially in the ones that are geared towards banking technology and solutions. This investment aligns with BDL initiatives that had been issued in this context such as Circular 331; it also underpins our commitment to the latest technology.

1. Endeavor Summit

Within our commitments to technology and innovation, we partnered with Endeavor Lebanon, which is part of the high-impact entrepreneurship movement around the world.

In its fourth edition, Endeavor Lebanon and Lebanese International Finance Executives (LIFE) hosted their annual Global Business Summit in Beirut. The Summit gathered more than 400 local businesspeople, entrepreneurs and members of the Lebanese diaspora to network and explore various trends and topics. In 2017, the Global Business Summit reviewed developments and trends in social entrepreneurship, innovation in the educational sphere in Lebanon, as well as Lebanese success stories from around the globe. Discussions also revolved around the support of local family businesses to the next generation of entrepreneurs.

The summit featured keynote speakers including: The President of the Council of Ministers H.E. Mr. Saad Hariri state and the Governor of the Central Bank of Lebanon, H.E. Mr. Riad Salamé. Mr. Hariri introduced, in his speech, the Capital Investment Project (CIP) that is set in collaboration with the World Bank and the IMF in an aim to adhere to international standards and safeguard investments. According to Mr. Hariri that the CIP would attract various investments for different industries and encourage Public Private Partnerships (PPP). He added that the Lebanese Government would identify and invest in areas that will aid in Lebanon’s economic growth, such as the medical sector, as well as technology, a sector that is founded on an advanced Lebanese entrepreneurial spirit.

In his turn, Mr. Salamé focused on the importance of stimulating entrepreneurial ecosystem in Lebanon in order to eventually halt brain drain, create opportunities and jobs to bridge the unemployment gap and contribute to economic growth.

2. BIFEX Conference

In our strive to support the private sector, we seek venues that open room for entrepreneurs and business tycoons to gather, exchange and showcase innovative ideas aimed towards reviving the economy. Within this context, we took part in The Beirut International Franchise Forum and Exhibition (BIFEX).

Organized by the Lebanese Franchise Association (LFA), BIFEX is a yearly event that gathers LFA members, government officials, the private sector, Arab retailers and entrepreneurs, alongside the media.

The seventh edition of BIFEX offered the Lebanese private sector the platform to advocate the “pro-business” policies that can unleash talents and innovative capabilities. BIFEX 2017 demonstrated that the retail industry and the brands it comprises is one of the important engines of economic growth. Within this context, the forum presented new ideas, technologies and innovations that Lebanese and Arab companies need to enhance their competitive advantages.

D. Bankmed Youth Program

Bankmed’s Youth Program continues to be one of the defining programs among our financial solutions. Launched in 2016, the groundbreaking program is aimed at supporting the young generation and attending to their evolving and dynamic needs.

This innovative program targets all young adults aged 18-25 years. It provides youth with comprehensive privileges and services, encouraging them to adopt financial responsibility at a younger age. Besides, it offers young people safe and practical banking solutions, attending, to every aspect of their lives from saving to music and entertainment. It includes a current account that can be safely accessed anywhere at any time, and provides immediate benefits to young consumers once they join the program.

In 2017, the program has further been enhanced with additional privileges that meet youth’s dynamic and tech-driven lifestyle. Most importantly, the Youth Program earned the recognition of Visa, the world leader in digital payments. Visa presented Bankmed the Excellence Program Award for the year 2017, acknowledging the Bankmed Youth Program and validating our unwavering commitment to design financial solutions with attractive benefits and exceptional features that carefully attend to its customers’ needs.

Bankmed Youth Program underscores our aim to support the young generation and become their leading banking partner.
HUMAN DEVELOPMENT

A. Human Resources

1. Citizenship through Diversity

Embracing our differences and similarities is the cornerstone for building a diverse and inclusive workplace environment that enables employees to reach their potential. In this respect, we do our best to establish balance among our staff members irrespective of their gender, belief or age. Besides, empowering female employees has always been among our top priorities. Hence, respecting gender balance underpins our determination to practice and exhibit good citizenship through every effort we undertake.

Furthermore, we managed through this practice to align our existing efforts with the UN-SDG 5, which calls for achieving gender equality and for empowering women. Striking the balance between genders stems from our understanding that diversity drives innovation and business success. In fact, recent studies have shown that companies with a good balance of men and women are 15% more likely to outperform their competitors.

Over the past three years, we succeeded at maintaining a good gender balance between males and female employees across Bankmed.

2. Employer of Choice

The Lebanese banking sector has been the main driver of growth in Lebanon. Accordingly, employment opportunities within the sector have grown to become the most sought after, particularly among the young generation. Along the same line, as technology began to shape employment within the financial sector, banks, in their own turn, embarked on recruiting young talents that are capable of supporting them move beyond traditional finance.

As one of the recognized banks in the country, Bankmed received 3,487 applications in 2017. 1,178 got interviewed and 135 new employees were hired. This high number of application reflects the Bank’s popularity among youth and underpins the fact that we remain an employer of choice for many, the young and the experienced alike.

Our recruitment framework, nevertheless, continues to rest on hiring competent staff members who are capable of addressing the evolving needs of our clients. In this regard, we continue to employ experienced individuals whose profound know-how adds to our human asset. However, integrating young employees helps move our business forward especially that the younger generation is more engaged in technology and is capable of introducing high-tech services that keep us ahead of the game. For this reason, we took part in job fairs at a number of prominent universities throughout the year. These opportunities enabled us to reach out to youth and encourage them to apply.

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The selected applicants branch into groups, professionals and fresh graduates, with the latter group constituting around 65% of the hired staff.
In terms of age, the number of new hires aged less than 30 constituted the lion share of new recruits with 75%. The table below indicates the breakdown of new hires according to their age:

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Professionals</th>
<th>Fresh Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>≤ 30</td>
<td>102</td>
<td>88</td>
</tr>
<tr>
<td>Between 30 and 50</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>≥ 50</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

3. Beyond the Office

Creating the right environment for employees to grow and connect with each other begins with engaging them and encouraging them to contribute to Bankmed’s vision. As such, we invite our employees to take part in the various events that are organized by the Bank. This engagement reinforces our staff’s true commitment, not only to their workplace, but also to the greater community which they are part of. It also serves as a great opportunity for employees to connect with colleagues from different branches and diverse business lines.

As part of the family day events, we invited the children of our colleagues in our DIFC branch to visit their parents’ workplace and shadow their parents during a day in the office. The event turned out to be successful as children experienced firsthand what a regular working day at the office felt like. They also learned about their parents’ work environment.

In line with our mission to promote health and wellness, we invited our colleagues and their children to take part in Bankmed Youth Race and Beirut International Marathon. The turnout was recognizable as 96 children participated in the Youth Race and 732 staff members took part alongside their families in Beirut Marathon.

B. Talent Management and Training

Capitalizing on the aspect that our people are our greatest asset, we continuously aim to providing our employees with learning and development opportunities they need to realize their full potential. Our Talent Management and Training (TMT) unit is entitled to prepare our human power for future experiences and career opportunities. Further within its capacity, the unit allows us to invest in young and promising talents through enriching internship opportunities that allow Lebanese college students receive their training at the Bank, hereby completing our greater role within the community. In 2017, the TMT unit organized more than 121 various programs for more than 3,356 participants from all business lines. The programs spanned across a total training hours that surpassed 25,600.
This reflects our continuous aim to enhance performance and career progression of our human power.

1. TALENT MANAGEMENT PROGRAMS

- **INTERNSHIP PROGRAMS**
- **SUCCESSION PLANNING PROGRAMS**
- **CAREER DEV PROGRAMS**
- **ON BOARDING PROGRAM**

### a. Succession Planning Programs

RMDP’s and HighFlyers were entrusted in transferring the knowledge they seized to their colleagues from various divisions in the bank. By that, they got heavily involved in the development of junior staff.

#### RMDP Thinking Tank Initiative

The “Thinking Tank” initiative was a two-day workshop through which RMDPs were trained to coach branch staff while tackling the major branch challenges. By that we were able to prepare the RMDPs for instigating change and enhancing the branch culture and at the same time equip them with the right leadership and coaching skills.

On day one, RMDPs were exposed to role plays and cases that will allow them to explore their leadership/coaching styles with some insights and techniques in coaching.

On day two, we ran further cases and role plays that RMDPs collectively learned from in coordination with our BNW branch managers/coaches. All selected cases were taken from our real life Bankmed challenges.

#### Trainee Allocation Initiative

According to the Thinking Tank panel scoring and feedback, RMDPs were asked to body 16 trainees from their areas. Their role is to make sure that trainees are properly trained – and are on track – in addition to being well engaged and motivated. Such workshops are proven to be effective in catalyzing change and synergy across the Branch Network.

#### b. OnBoarding Program

**Purpose:** To ensure efficient on-boarding of new recruits while running orientation sessions and following up on their learning and performance. TMT team followed up closely with the branches to ensure that they receive proper training, offering around 350 hours of counseling in this regard.

#### c. Career Development Program

**Purpose:** To manage development programs for staff assigned on career plans

As part of the Career Development program, the TMT team continues to manage the career development and learning of staff assigned on career plans. An important enhancement to the Career Plan program was introduced as TMT team started to craft in 2017 development plans based on respective assessment findings. Our TMT professionals work jointly on designing individual career development plans to cater for individual development needs of staff; proper coaching and feedback are being offered to help staff complete their plans and graduate from their programs. TMT Officers meticulously run interim and final feedback sessions with staff who are on Career Plan to enhance the program and make sure that every staff is on the right path.

#### d. Internship Programs

Bankmed hosted 120 interns during 2017, where they were divided among our various internship programs:

- **AUB Part-Time Program**
- **Retail Internship Program**
- **Customized H.O. Program**
- **Apprenticeship Program**

#### AUB Part-Time Job Program

The AUB Part-Time Job Program offers AUB students the opportunity to operate in our Retail branches. The program gives students a chance to experience a real life Banking profession. During their assignment at our branches, AUB students marketed our Retail products and serviced our clients. The program is offered all through the year and proves its ongoing success year after year.

#### Retail Summer Internship Program

Our Retail Internship Program is an oriented learning opportunity that is designed to enable undergraduate students gain a practical experience in the banking field. Throughout the program, students get exposed to an environment that allows them to think and interact in the operational banking setting. This step aligns with our CSR strategy and underpins our responsible approach to business by highlighting our endeavors in shaping its long-term sustainability goals.

In 2017, both the AUB Part-Time Job Program and the Retail Internship program generated the highest sales figures since their first launch.

<table>
<thead>
<tr>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td>1.41</td>
<td>2.24</td>
<td>3.95</td>
<td>2.33</td>
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</tbody>
</table>

Transfer of Knowledge Sessions

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<table>
<thead>
<tr>
<th>242</th>
<th>20</th>
<th>34</th>
<th>2,340</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff confirmations were processed</td>
<td>Staff members were assigned to the Retail Lab Branch Programs</td>
<td>Staff members were assigned rotation across various units</td>
<td>Hours were offered</td>
</tr>
</tbody>
</table>

The TMT team also improved on their coaching role whereby 174 feedback sessions were offered to new staff. Throughout these sessions, the team explored with the new staff the difficulties faced and development goals. By that, staff onboarding is smoothly completed.

### 1. PROFESSIONALS

- **HIGH FLYERS PROGRAM**

#### 10 PROFESSIONALS

- 5 RMDPS GRADUATED
- 18 RMDPS PROCEEDED WITH THE PROGRAM
- 291 TRAINING HOURS

<table>
<thead>
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<th>20</th>
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#### d. Internship Programs

Bankmed hosted 120 interns during 2017, where they were divided among our various internship programs:
Customized Head Office Internship Programs

This program exposes students to our institutional and investment banking operations. It also gives participants the opportunity to:

- Promote and sell Bankmed products
- Learn about our different banking lines
- Get introduced to our different banking services

Nevertheless, the most important aspect of this internship is to identify future employees based on their performance.

Apprenticeship Program

This program offers students a promising opportunity to explore the professional world and the banking industry. It is an observational, two-week program that exposes students to real work environment in a retail branch. Throughout the apprenticeship program, students have a chance to witness the Retail Banking procedures and transactions. They learn about different retail products and services, and acquire basic banking knowhow.

Retail Internship Program

<table>
<thead>
<tr>
<th>Programs</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>21,773</td>
<td>2,772</td>
</tr>
</tbody>
</table>

BDL CIRCULAR 103 AND CMA CERTIFICATIONS

- Lebanese Regulations
- Combating Financial Crime
- Risk in Financial Services
- Global Financial Derivatives
- Global Securities
- Business Conduct and Banking Ethics

<table>
<thead>
<tr>
<th>Employees Attained Certifications</th>
<th>Completed Required Courses</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>768</td>
<td>8,008</td>
</tr>
</tbody>
</table>

In addition, TMT organized a series of training programs that were carried out by the Bank’s Retail, Compliance, and Treasury executives who trained the staff on new products, procedures, systems and regulations.
Fundamentals of Consumer Lending: Bankmed delivered a program targeting Consumer Credit Products (CCP) staff. The program covered several topics including Credit and Economic Growth, How Banks Make Consumer Lending Decisions, the Consumer Lending Process, the credit cycle, Consumer Loan Products, Delinquency and Collection, Client Interviews, Central Bank Regulations, Rules, and Guidelines.

How to Sell Like a Pro and Win with Relationship Selling: Bankmed partnered with Dale Carnegie, a training consultancy with over 190 offices worldwide, to deliver a Sales training program for front liners in branches. The program was spread over six sessions, where participants practiced what they learned and brought back their feedback on the applied concepts. The trainers were able to coach and orient them towards best practices in the field.

The program covered different topics among which:
- Creating new opportunities
- Getting the right pre-approach information
- Getting favorable attention
- Asking questions to create interest
- Determining buyer interests and needs
- Presenting compelling, customized solutions
- Motivating the customer to buy
- Overcoming objections
- Gaining customer commitment

Credit Cards Sales: Offered by Visa International, this program targets selected Customer Service Representatives (CSRs) and outbound sales staff. It covered the following topics: Why Sell Credit Cards, The Keys to Successful Credit Card Sales, Know Your Customers, Know Your Products, Know Your Competition, Know Your Approach. It was concluded with a series of role plays to apply the learnt concepts.

C. PUBLIC PROGRAMS

In 2017, 160 staff members attended 57 public programs through a total of 3,055 hours. The programs covered topics in Banking and Finance, Treasury, Compliance, HR, Corporate Credit, Risk Management, Financial Control, IT and Information Security, Legal Management, and Operations.

Feature Program: The Second Online Trading University Competition

In line with its strategy to support youth in their educational and career paths, Bankmed concluded its second Online Trading University Competition in a special ceremony held at its headquarters in Clemenceau on May 05, 2017. The ceremony gathered university deans, professors, and students from the American University of Beirut (AUB), the Lebanese American University (LAU), and Université Saint-Joseph (USJ) alongside the Bank’s executives, who recognized the winners of this competition.

The event commenced with a conversation between Mr. Mohammed Hariri, Bankmed’s Chairman of the Board and General Manager, and the students who got the chance to share their experience. In his words, Mr. Hariri congratulated the winners on their achievement, adding that their success reflects the joint efforts exerted by both, Bankmed and their universities. He noted that Bankmed and the distinguished universities present at the event share the same vision of creating a well-cultured community capable of addressing challenges in a smart and professional way.

The Online Trading Competition was organized by Bankmed’s Treasury and Talent Management and Training units, who had set up Bankmed Online Trading Platform targeting Business, Finance, and Economics majors in the three universities. Through this platform, students had access to financial markets and participated in an online trading competition, extending from March 1 until March 31, 2017. The program accommodated for 30 students from each university.

Prior to the competition, students were invited for a six-hour training on the trading platform. Later, during the competition, they were introduced to modern financial instruments and were provided with a demo account to trade in Foreign Exchange, Spot, Forwards, and Options.

As part of the grading criteria, the students had been asked to present their deliverables in front of a group of judges from university professors and Bankmed executives.

The ceremony was concluded with the distribution of awards to the distinguished students. In addition to the financial awards that the winners received, the first winner in each university was also granted an internship opportunity at Bankmed’s Treasury unit.

Based on the success of its first and second Online Trading Competition, Bankmed will expand the scope of this competition to include more universities in the future. The Bank remains committed to giving back to its greater community and to offering propelling opportunities to talented students.