

3. HUMAN RESOURCES AND INFRASTRUCTURAL CAPACITIES

The Bank of Albania aims to develop its human resources in accordance with its strategic objectives and relevant policies, by creating an adequate and motivating work environment. This approach not only helps increase the professionalism and skills of employees, but also contributes to the continuous improvement of the organisation's administrative processes.

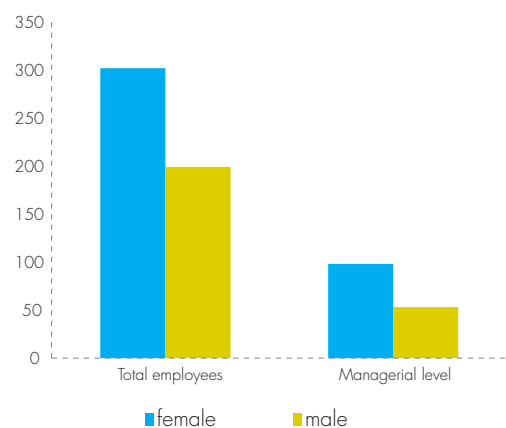
3.1. HUMAN RESOURCES

Pursuant to the medium-term strategic objectives of the institution, the human resources management policy has focused on the implementation of the most advanced models and practices in this field. We are focused on the professional development of staff, the establishment of a motivating and highly responsible work environment, as well as the improvement of the Bank's legal framework and organizational structure. This has been achieved through the continuous adoption and implementation of best human resource management practices, as applied in similar institutions within the European Union.

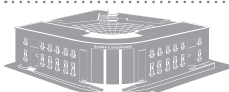
Effective human resource management requires continuous updating and adjustment of the institution's regulatory infrastructure, aligning it with the best standards and enabling ongoing development and advancement for employees with professional experience. Through policies aimed at enhancing professional competencies, the goal is to maintain staff stability and identify new talents. The implementation of policies for employment, management, and career advancement aims to create and maintain an efficient, professional, and dynamic organizational structure. Also, the rationalization of the organizational structure and the improvement of institutional performance, in line with strategic objectives and the relevant regulatory framework, remain at the core of these policies.

Some statistics, including gender representation and professional training, for the Bank's staff are provided below. The female-to-male ratio among the total staff is approximately 60% - 40%, while this ratio at the managerial level is 62% - 38%. The average age of the staff is 46 years, while special attention has also been given to the combination of experienced staff with new staff. Around 88% of the employees at the Bank have higher education, and about 58% of them have completed postgraduate studies at the

Chart 55 Male/female ratio at the Bank of Albania



Source: Bank of Albania.



Master's/PhD level, as well as obtained professional certificates recognized by international institutions.

Indeed, another crucial aspect of human resources policies is ensuring the provision of high-quality training, both domestically and internationally, to facilitate the implementation of new work processes. Participation in these specialized training, organized by central banks, international financial institutions (IFIs) or other institutions, besides increasing the professional knowledge, serves the staff of the Bank also to exchange professional and managerial experiences with representatives of other financial institutions.

Professional training activities have covered a wide range of Bank functions, with the aim of strengthening the institutional capacities of central bank. Its distribution for 2024 is as follows: in the area of Payment Systems (10.73%), Central Banking (9.87%), Financial Statistics (9.01%), Banking Supervision (8.15%), Monetary Operations (7.30%) and Informatics (7.30%). The rest of the training has been organised in areas such as: monetary policy, resolution, information technology, internal auditing, etc.

Likewise the previous years, training activities have been carried out, via online platforms as well.

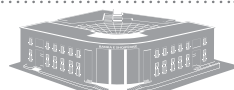
During 2024 several activities were organized within the cooperation agreements of the Bank of Albania with homologue institutions such as: State Secretariat for Economic Affairs (SECO), European Commission (EC), European Central Bank (ECB) and Bank of Germany, European Banking Authority (EBA), etc. 27 different activities with the participation of 65 employees are realised in the framework of these agreements, aiming at acquiring the targeted and specific information.

3.2. INFRASTRUCTURE IMPROVEMENTS

The Bank of Albania underwent continuous improvements in information technology systems and infrastructure.

Special attention has been paid to cybersecurity. In this regard, a series of initiatives have been undertaken – aimed at increasing the security level of infrastructure and information systems – including further enhancement of the regulatory and procedural framework, continuity plans, and the updating of Security and Protection Systems. These initiatives help ensure a faster response to security events, as well as increase awareness and responsiveness to cybersecurity threats.

The Bank of Albania has intensified controls and monitoring over the systems and services it provides. In addition, special attention has been given to intensifying



awareness campaigns to increase the preparedness level of responsible staff, as well as enhancing the vigilance of every employee in using electronic systems and services, regarding their response to various forms of threats they may face, in order to avoid falling victim to cyber threats.

The Bank of Albania has carefully monitored every cybersecurity event in the Republic of Albania, and beyond, while simultaneously intensifying cooperation with foreign and domestic institutions within the framework of improving security, such as the International Monetary Fund and the World Bank. National Cyber Security Authority (NCSA), and the Albanian Association of Banks (AAB).

Further modernisation of Payment Systems from an infrastructural perspective was important objective of the Bank of Albania over the course of 2024. This approach is a response to technological developments, precedes European integration, and expands the use of electronic payment services at the national and regional levels. At the same time, it addresses the need to implement strong security rules and protective measures to tackle all risks. It is achieved through the implementation of the best international standards and the legal and regulatory acts approved at the national level for cybersecurity.

