

### 3. HUMAN RESOURCES AND INFRASTRUCTURAL CAPACITIES

*The Bank of Albania aims to develop its human resources in accordance with its objectives and strategy, as well as in the implementation of relevant policies. Among our objectives is the creation of an adequate and motivating work environment for employees, serving not only the growth of their professionalism, but also the continuous improvement of the organisation's administrative processes.*

#### 3.1. HUMAN RESOURCES

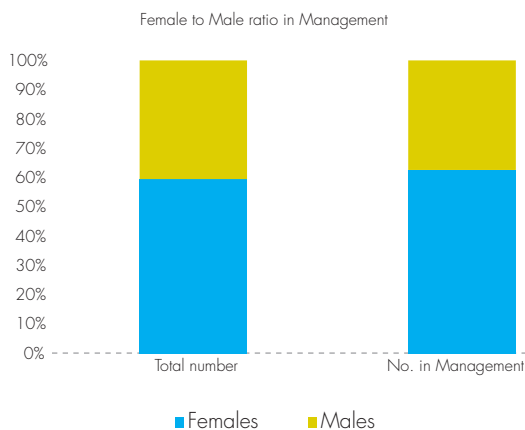
In accordance with the medium-term strategic objectives of the institution, the administration of human resources has aimed to follow the best practices and examples in this field. Our orientation is towards the professional growth of the staff, strengthening and maintaining a motivating and accountable work environment for employees, as well as improving the regulatory basis and organizational structure of the Bank. This achievement has been made possible through the ongoing adoption and implementation of best practices in human resource management, drawn from similar institutions within the European Union.

Effective management of human resources requires a constant updating and adaptation of the institution's regulatory infrastructure in accordance with the best standards, offering continuous opportunities for the promotion of employees with professional experience. Through policies aimed at increasing professional skills, the aim is to maintain staff stability and identify new talents. Establishing policies for staff employment, management and career promotion, is vital

for sustaining an efficient, professional and well-structured organizational framework. Furthermore, the rationalization of the organizational structure and the improvement of the institution's performance, in accordance with its strategic objectives and the relevant regulatory framework, are the main goals of these policies.

The ratio of women to men in total employees is 59% - 41%, while this ratio at the management level is 62% - 38%. Special attention is given to the combination of the professional staff to the new one. The average age of the staff is 45 years old. 88% of employees in the Bank have higher education. 58% of employees have completed postgraduate studies at the Master / PHD level, and have obtained internationally-recognised professional certificates.

Chart 56 Male/female ratio at the Bank of Albania



Source: Bank of Albania.



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

#### AGREEMENTS AND COLLABORATION

During 2023 several activities were organized within the cooperation agreements of the Bank of Albania with homologue institutions such as: SECO (State Secretariat for Economic Affairs), European Commission, ECB and Bank of Germany, EBA (European Banking Authority), etc. 23 different activities with the participation of 81 employees are realised in the framework of these agreements, aiming at acquiring the targeted and specific information.

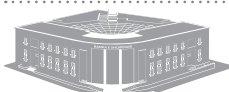
### 3.2. INFRASTRUCTURE IMPROVEMENTS

During 2023, the Bank of Albania underwent continuous improvements in information technology systems and infrastructure, paying special attention to cybersecurity.

**Information security** and **cyber security** in particular have always been the focus of the institution. Cyberattacks targeting Albania against public and private institutions continued. The national risk level remains high, prompting the Bank of Albania to elevate protective and monitoring measures, both technical and procedural, aligning with international standards and best practices. This activity has been accompanied by a sustained and highly intensive process of **educating and raising awareness** among all employees about cyber risks and appropriate response measures.

Additionally, the Bank of Albania has upheld ongoing communication with various national and international institutions. They are focused on improving security and aligning with international standards, as well as aiming for better coordination and faster exchange of information, in order to be resilient against possible cyber-attacks for the systems of the Bank of Albania and for the banking system. In the implementation of the project on a global scale CSP (Customer Security Program), undertaken by SWIFT for all financial institutions, the Bank of Albania has met all technical and procedural requirements in compliance with the highest security standards above all the infrastructure of this system.

In addition to the above, work continued on: **improvement of the electronic services** that the Bank of Albania offers to third parties, where some projects relating to payment systems can be identified; the **further automation of the Bank's internal processes**, responding to the needs of operational activities



in order to increase efficiency and effectiveness; as well as the **expansion and improvement of the network infrastructure**, as a continuous process aimed at the optimization and virtualization of central equipment for a better management of them, improved costs and services, as well as the adoption of new technologies for the protection of the environment and energy efficiency.

