

### 3. HUMAN RESOURCES AND INFRASTRUCTURE CAPACITIES

*The activities and policies of the Human Resources as well as technological developments in their service, aim to create a motivating working place, which helps the professional growth of employees, adoption of the best standards of central banks and the continuous improvement of administrative processes of the institution.*

#### 3.1. HUMAN RESOURCES

In accordance with the medium-term strategic objectives of the Bank, human resources management has aimed to continuously adopt and implement the best practices and examples in this field, which are applied in similar institutions in European Union countries, taking into account the new conditions and developments that arose as a result of the pandemic during the last year. Although the pandemic affected the personal and professional lives of the staff in various ways, the institution was constantly engaged to motivate the staff and to better manage the priorities created by the situation.

Proper human resources management requires adapting the institution's regulatory infrastructure to the best standards, by providing promotion opportunities for professional employees, aiming at increasing employee motivation and work effectiveness. Through policies for professional motivation, the goal is to retain the staff and to identify new talents, which are considered as one of the main challenges faced by central banks. The institution has done its best to continuously provide the staff with opportunities for them to reveal their full potential throughout the exercise of the duty.

The pursuit of consolidated policies on employment, management and career promotion of human capacities for a structured professional and flexible organization remains one of the main goals of the Bank. We also emphasise, that rationalising the organizational structure and improving the Bank's effectiveness, in line with its strategic objectives and the relevant regulatory framework, are a priority of these policies.

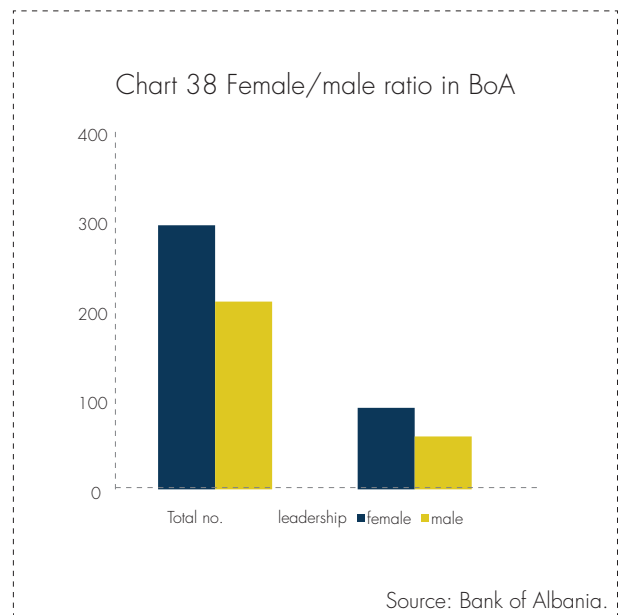
Gender representation at the level of specialists and managers is balanced. The ratio of women to men in total employees is 58% - 42%, while this ratio at the management level is 60% - 40%.



In 2021, in the framework of redesigning the role of some units of the Bank, some changes were made to the organizational structure of the Bank. These changes aimed to improve and strengthen some important processes, as well as better adaptation of the structures of some of the Bank's units with specific tasks stemming from the objectives and activity of the institution.

Special attention is given to the combination of the professional staff to the new one, currently the average age of the staff is 43 years old. Regarding vocational training, about 88% of the Bank's employees have an university degree and 58% of them have completed postgraduate studies at Master / PhD level and have obtained professional certificates recognized by international institutions.

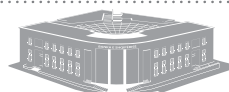
Around 38% have completed postgraduate studies in the country and 20% in prestigious universities abroad.



Another important element of human resources policy is the identification of interpersonal and professional skills and their usage to train and professional develop the employees. Bank of Albania staff has grown professionally because of the professional trainings they have attended in Albania and abroad. 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 these institutions.

The training activities were conducted with central banks in Europe, with international financial institutions (IMF, World Bank), as well as with other organizers such as: Centre of Excellence in Finance (CEF), EUROSTAT, Joint Vienna Institute (JVI) etc.

During 2021 as well, part of the activities were realized in the framework of the cooperation agreements of the Bank with homologue institutions such as: Bank of Kosovo, SECO (State Secretariat for Economic Affairs), European Commission, ECB and Bank of Germany, EBA (European Banking Authority), etc. 14 different activities with the participation of 57 employees are realised in the framework of these agreements, aiming at acquiring the targeted and specific information.



### 3.2. INFRASTRUCTURE IMPROVEMENTS

During 2021, the focus has been on several aspects of technological improvement in line with the Bank's strategic objectives.

**In the field of information technology**, work has been done in the direction of: information security, increase and improvement of electronic services that the BoA provides to third parties; further automation of internal processes and expansion and further improvement of infrastructure. Given the COVID-19 situation, communication at work was carried out on-line, thus guaranteeing the continuation of the Bank of Albania activities with no interruption.

**In the field of information security in general and cyber security in particular**, during the year work was done to further improve the regulatory and procedural basis in compliance with international standards and best practices, accompanied by an ongoing process of education and awareness regarding cyber threats. Special attention has been paid to the steps that the BoA has followed in the implementation of the project on a global scale CSP (Customer Security Program), undertaken by SWIFT for all financial institutions, to meet the highest security standards above all the infrastructure of this system.

In terms of **increasing and improving electronic services that the BoA offers to third parties**, we can single out the project for the implementation of the system of real-time gross settlement of euro transfers within the country and the further modernization of payment systems, reducing significantly the processing time and corresponding processing costs for payments. An important project, successfully finalized earlier this year, has been the improvement and updating of the Credit Registry, where in addition to improving technology and functionalities for reporters, it has provided borrowers the opportunity to access their data. In addition to the above, work has continued on 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 for the expansion and improvement of network infrastructure, as an ongoing process aimed at optimizing and virtualizing central equipment for a better management of them, improved costs and services, as well as the adoption of new technologies for environmental protection and energy efficiency.

