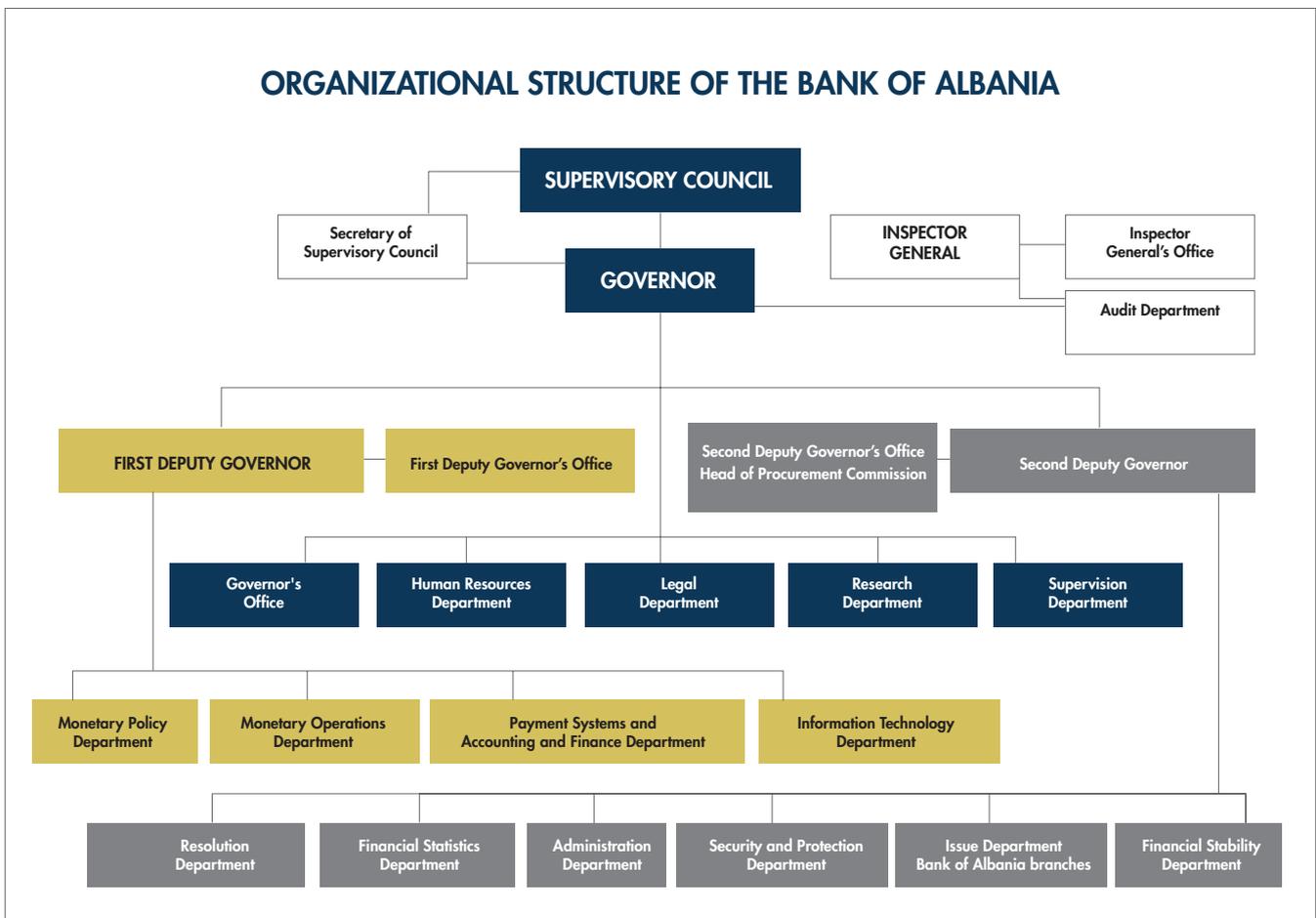


4. HUMAN RESOURCES

Development and management of human resources of the Bank, in compliance with the objectives, strategy and implementation of the relevant policies of the Bank, aims at establishing an adequate and motivating environment, which not only serves to increase employees' professionalism, but also continuously improves the administrative processes of the institution.

Pursuant to the medium-term strategic objectives of the institution, the human resources management Policy is focused on the professional increase of staff; strengthening and maintaining a motivating and accountable environment for employees; as well as the improvement of the regulatory base and structure of the Bank. This is achieved through adoption and implementation of the best practices in human resource management applied by similar institutions in the European Union. The pursuit of proactive policies on employment, management and career promotion of human capacities for a structured professional and flexible organization remains a priority of the Bank. Also, rationalising the organizational structure and improving the Bank's effectiveness, in line with its strategic objectives and the relevant regulatory framework, are the main goals of these policies.

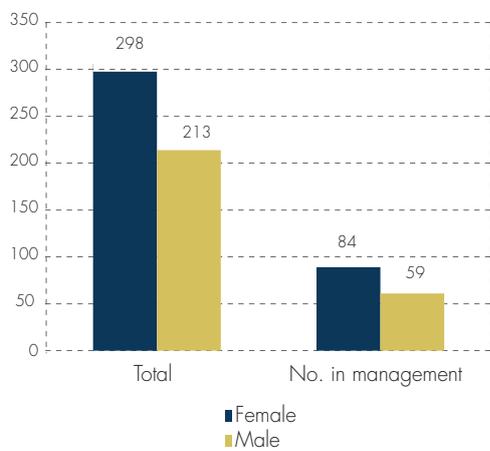
ORGANIZATIONAL STRUCTURE OF THE BANK OF ALBANIA



Effective human resource 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, one of the main challenges faced by central banks.

Gender representation at the level of specialists and managers is balanced. The ratio of women to men in total employees is 58% - 42%. This ratio is also equal at the management level.

Chart 33 Female/male ratio in management

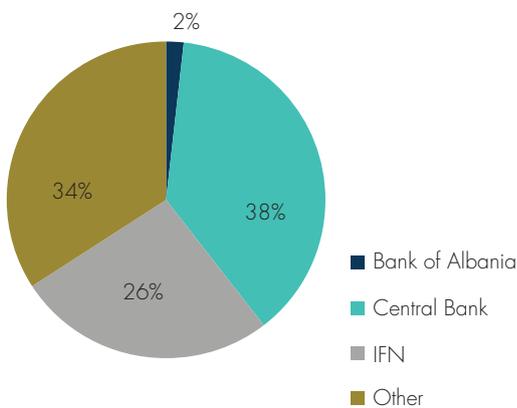


Source: Bank of Albania.

Special attention is paid to combining professional staff with new staff. The average age of the staff is 43. It is worth noting that 57% of employees have completed postgraduate studies at the Masters / PHD level, and have obtained internationally-recognised professional certificates. About 37% have completed postgraduate studies in the country and 20% in prestigious universities abroad.

An important element of human resource policy is the identification of interpersonal and professional skills and their usage to train and build professional capacities of employees, through professional trainings they have attended in Albania and abroad. Participation in these specialized trainings, organized by central banks, international financial institutions (IFIs) or other institutions, besides increasing professional knowledge, also allow the staff of the Bank to share professional and managerial experience with representatives of other financial institutions.

Chart 34 Participation in trainings by hosting institution



Source: Bank of Albania.

Breaking down hosting of training, 38% of trainings were offered by European central banks of countries including Germany, Turkey, the European Central Bank, the Netherlands, France Italy, and Poland. The trainings conducted by International Financial Institutions accounted for 26% of the training courses offered, hosted by the International Monetary Fund (IMF), the World Bank Group, and the Bank for International Settlements (BIS). Finally, 34% of trainings were carried out in collaboration with other organisers, namely, the European Commission, the Center of Excellence in Finance (CEF), EUROSTAT, and the Single Resolution Board.

Compared to previous years, in 2019, the Bank of Albania continued to host, organise and promote training courses, with an increase in on-line trainings



offered. The number of training courses organised abroad, also increased. Most of the professional trainings in 2019 were carried out in the field of monetary policy and operations (17, 45%), financial statistics (13, 45%), central banking (12, 36%), banking supervision (12%) and payment systems (5.82%). The rest of the training was organised in areas such as internal auditing, currency issuance and money management, accounting and finance, and economics and models. It should be noted that the largest number of professional trainings was focused on building the central bank's institutional capacity to fulfil its core functions.

Agreements and collaboration

Also, in 2019, a part of activities in Albania and abroad, were realised in the framework of the collaboration agreements of the Bank with partner institutions, such as the Central Bank of the Republic of Turkey, Bank of Kosovo, SECO (State Secretariat for Economic Affairs), ECB and the central Bank of Germany. Twenty-six different activities, with the participation of 73 employees, were realised in the framework of these agreements, aimed at acquiring the targeted, specific information.

BOX 8 SOCIAL POLICIES AND SOCIAL RESPONSIBILITY

The Bank of Albania aims to maintain and to further strengthen social values, increase the awareness of its employees in terms of support for vulnerable groups and various social causes. Examples of these efforts are initiatives to support financial education, create a better environment for vulnerable communities, and volunteer activities to contribute to improving quality of life for marginalized segments of the society. Based on the Law "On the Bank of Albania", the latter cannot allocate financial aid or donations. Yet, within social responsibility and civic sensitivity, during 2019, employees have voluntarily contributed to various humanitarian activities as a moral response to the achievement of common community goals.

On 1 June 2019, on "International Children's Day", Bank employees provided monetary and material support (gifts from employees), on a voluntary basis, for the purchase of clothing, equipment for kids, toys, teaching aids, and others items, according to the needs presented by the centre for children with disabilities "Lira", Berat.

In cooperation with the "Albanian Red Cross" and the "Blood Donor Centre", on the occasion of World Blood Donor Day, in May, the Bank's employees expressed solidarity with the humanitarian initiative for voluntary blood donation as an act of humanity to help sick people in need. The process was managed by employees of "The Albanian Red Cross" according to respective standards.

On 2 April 2019, the Bank of Albania's central building was decked in blue to mark World Autism Day as part of common national awareness-raising efforts.

Employees of the Bank of Albania, for the purpose of solidarity with the families which were affected by the Earthquake of 26 November 2019, provided monetary contributions and material aid to address this situation.

