



Press Release

Fragiski Melissa at the Delphi Economic Forum XI: “Alpha Bank is redefining talent in the age of AI, with emphasis on progress, mobility and new skills”

The Bank’s CHRO highlighted how the Group’s career pathing and internal mobility programs, targeted learning journeys and new approach to reskilling, are turning transformation into a daily experience for employees

The way in which Alpha Bank is transforming the model for the development and optimal engagement of its human resources within an environment in which AI is changing the very nature of work, was highlighted by Fragiskí Melissa, Alpha Bank's Chief Human Resources Officer (CHRO), who participated in the panel “The Future of Work: Redefining the Human-Centric Workplace” of the Delphi Economic Forum XI.

As she pointed out, the Bank is investing in a new, dynamic talent management model, with emphasis on continuous progress, internal mobility and the acquisition of skills that enable employees to adapt to changing roles. *“Until now, ‘talent’ meant a person who could meet the requirements of their role exceptionally well. Today, the term is used to mean someone capable of changing quickly, given that roles are changing rapidly,”* was one of the key messages in Mrs. Melissa’s contribution.

Reskilling in the new era

At the same time, Alpha Bank’s approach to reskilling is considered as part of a broader change shift in the way work is planned. According to the Group CHRO, *“reskilling should be based on three key rules: redesigning of roles, targeted training and internal mobility.”*

This means less of a generic, “one-size-fits-all” type of training and more of shift to more targeted development tailored to each role. In line with this approach, the Bank is implementing personalized training paths by role and career progress stage, trainings in AI with practical application in day-to-day work tasks, and certification in change management, through which employees develop the skills that they need in order to adapt to the modern-day environment.

Dynamic career paths and internal mobility

Internal mobility within the Bank is equally important. In other words, through the career pathing programs designed by Alpha Bank, employees have the opportunity to gain new experiences and develop new skills in practice, within a dynamic environment where careers are no longer linear but dynamic. Moreover, as Mrs. Melissa pointed out, internal mobility is an essential tool for an employee’s professional development: *“People have the opportunity to try their hand at different roles, to learn through experience and to develop within the same organization.”*

The new talent strategy in the age of AI

“Artificial Intelligence is changing the very definition of talent and, consequently, the strategy surrounding it,” Alpha Bank’s CHRO pointed out, explaining that today at the Bank *“the way we define, identify, develop and ultimately retain talent is changing, shifting from performance to dynamic adaptiveness.”*

In closing, she emphasized that AI is changing not only the skills required, but also the very



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way in which organizations relate to their employees. *“AI does not just change the skills that you need. It changes the very nature of an organization’s ‘contract’ with talent. You are now promising career progress, you assess adaptability and you reward the ability to create value,”* Mrs. Melissa said.

“The organizations to stand out will be those that can redefine their talent in new terms of adaptability, and to do so more quickly than all the others,” she concluded.