CHAMPION COMPANIES ON FAMILY FRIENDLY WORKPLACES IN ALBANIA

Champion Companies on Family-Friendly Workplaces in Albania

November 2020

Team of Authors
DM Consulting Services
Dritan Mezini, Executive Director
Eljana Mete, Recruitment & Headhunting Manager
Suela Kapllani, Junior Consultant/Business Analyst

Contribution from UNFPA Albania
Elsona Agolli, Programme Analyst on Population Development and Gender
Fiorela Shalsi, Project Officer, 'Expanding Choices' project

DISCLAIMER

The scanning of 'Champion Companies for Family-Friendly Workplaces in Albania' is part of an analysis conducted under the regional project "Expanding Choices: Gender-Responsive Family Policies for the Private Sector in the Western Balkans and Moldova". Implemented by the UNFPA and supported by the Austrian Development Agency, the project aims to establish partnerships with the private sector and respective governments so as to advocate for and advance gender-responsive family policies in the Western Balkans and Moldova. Evidence shows that when implemented by both the public and private sectors, these policies are powerful tools to shift discriminatory gender norms, reduce inequalities and contribute towards the redistribution of unpaid care work, so that both men and women can realize their career aspirations and their fertility intentions.

The scanning report has been prepared by DM Consulting Services with the support of UNFPA Country Office in Albania. The opinions expressed herein are those of the authors and do not necessarily reflect the views of UNFPA or Austrian Development Agency.

UNFPA

The UNFPA has assisted Albania in improving reproductive and sexual health, alongside population and development strategies and policies since 1989. Key programmes contribute towards Albania's integration in the European Union (EU), one of Albania's main priorities. The UNFPA also assists government counterparts to strengthen governance and rule of law by improving policy frameworks, developing higher quality services, enhancing standardized oversight mechanisms, and fostering a more effective use of data in planning and policymaking. [1]Albania's youth of 15-29 years of age represents 23.9 percent of the total population, whereas its reproductive age group, 15-49, makes up 48.3% of the total population. As such, it makes strong business sense to actively promote gender equality and initiatives that target the empowerment of young people and adults.

DM Consulting Services (DMCs)

Established in 2006, DMCs provides extensive expertise in HR Management, Recruitment and Training, IT Consulting Services, Business Process Analysis and Management. One of its core products and services is the largest online job portal - www.duapune.com - which operates in both Albania and Kosovo, as well as further afield. DM Consulting Services is an active member of various business organizations, such as Albanian ICT Association (AITA), Albanian Consulting Network (ACN), American Chamber of Commerce, and is also the founder of HRHub Albania, the largest HR community in Albania.

---

[1] INSTAT Population 1 January 2020 http://www.instat.gov.al/al/temat/treguesit-demografik%C3%AB-dhe-social%C3%AB/popullsia/#tab2

CONTENT

ACRONYMS AND ABBREVIATIONS

UNPFA	United Nations Population Fund
CMMI	Capability Maturity Model Integration
DMCs	DM Consulting Services
GDP	Gross Domestic Product
IT	Information Technology
ICT	Information Communication Technology
WB	World Bank

The main purpose of this report is to present the results of the scanning process/research conducted with about 100 private companies, followed by a selection of about 30 companies and the submission of the final shortlist of companies that have implemented Gender-Responsive Family Policies.

The report is organized in 4 (four) main sections:

▷ The first section presents a short description of the project background and its main objectives.

▷ The second part gives a brief overview of the Albanian economy, labour market and the impact of the 2019 earthquake and COVID-19 pandemic.

▷ The third section outlines the methodology followed for the scanning project, including the data collection process, the evaluation matrix and all the challenges encountered. Existing information and data, as well as original data and information collected through interviews are analyzed so as to identify the most suitable companies that will implement gender-responsive family actions and initiatives in the workplace.

▷ The fourth section presents an overview of the data analysis, including the profiles of the pre-selected companies. The report includes some interesting findings from the survey along with the next steps for the purposes of analysis and the gender-responsive family actions and initiatives in the workplace that will be implemented.

The following steps (Identify, Distribute, Collect, Evaluate, Select) were undertaken to identify the final 9 champion companies.

1 Pre-selection of 100 companies based on some initial scan criteria.

2 Preparation of online Survey.

3 Distribution of survey to all the companies via email.

4 Collection of responses and the preparation of the list of 31 companies which responded.

5 Scanning of 31 companies, performing another selection (removing the companies with missing core information or duplication), and the preparation of a preliminary shortlist of 23 companies.

6 Preparation of the Evaluation Matrix and applying it to the final 23 companies.

7 Sorting them based on the evaluation matrix assessment.

8 Identification of the List of final champions.

The survey was the main document used for data collection. It was prepared in order to contact all the listed initial companies. The overall outline of the survey was focused on the: 1. business details 2. Location 3. staff employment and 4. the gender equality programs/or initiatives they have implemented at the workplaces.

The Evaluation Matrix is the main framework used to evaluate the pre-selected companies, to scan and select the last final champions. The Evaluation Matrix is based on at least 25 indicators with a specific weight based on the relevance. The top 9 companies which had the highest score were selected as champions.

As a result of this process, the following list of selected Champion companies has been compiled for the next steps of the project.

	Name of Company	Industry	Location
1	Raiffeisen Bank Albania	Banking	Vienna
2	Efa Solution	Shoe production	Tirana
3	ikubINFO	IT	Tirana
4	VEKO SHPK	Export-Import Trade and Processing	Gjirokastër
5	R&T Group	Trade, Construction, Retail, Telco	Tirana
6	Agna Group	Distribution FMCGS, and Production/Processing	Tirana
7	Golden Eagle shpk – Rogner Hotel Tirana	HORECA	Tirana
8	Fix Pro	Food Processing Industry	Korça
9	INCA Fish	Fishing/Food Processing Industry	Lezhë

Economy and Labour Market in Albania

Recent economic developments have been driven by two significant shocks hit the economy: the 2019 earthquake and the COVID-19 pandemic. These came at a time when the underlying growth model was already showing signs of fragility.

Following a decade of annual average GDP growth of 6 percent between 1998-2008, growth decelerated sharply in 2008-2014 to an average of 2.4 percent per year, reflecting the global financial crisis and the subsequent Eurozone crisis. During 2015-2018, growth recovered to an average of 3.4 percent. On the one hand, this reflected sustained improvements in economic developments. Private investment strengthened, given increasing macro-economic stability and economic recovery in the EU. Consumption picked up thanks to a gradual recovery of employment, wages, and household credit. The change in net exports contributed positively to growth, driven by an expansion in services exports, mainly tourism. On the other hand, the rise in investment was driven in a substantial part by large one-off foreign-financed projects in energy generation, including the Trans-Adriatic Pipeline and the Devoll hydro-power plant[1]. Given Albania's reliance on hydropower, annual rainfall and hydrological conditions continued to play a key role in shaping annual GDP growth dynamics, with important risks to fiscal and external sustainability. By early 2019, both of these risks materialized. The large investment projects that had supported growth in previous years started to wind down. A drought slashed hydropower production, subtracting more than half a percentage point from growth. Nevertheless, and despite the severe earthquake, which led to a negative growth in the last quarter of 2019, GDP growth for 2019 overall remained positive at 2.2 percent.

The Gross Domestic Product (GDP)[2] in Albania was worth 15.28 billion US dollars in 2019, according to official data from the World Bank. The GDP value of Albania represents 0.01 percent of the world economy.

SOURCE: TRADEINECONOMICS.COM | WORLD BANK
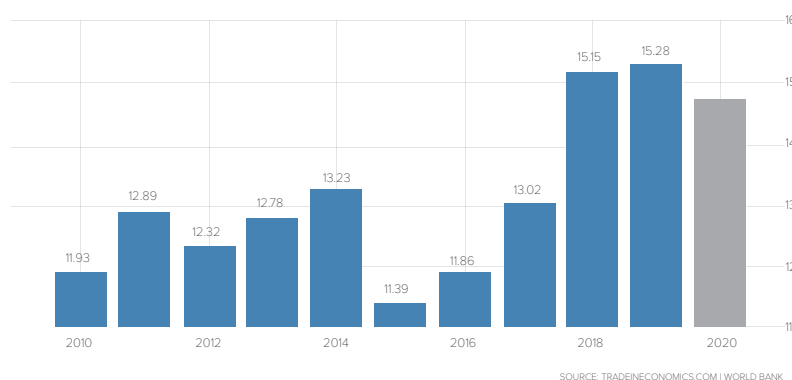
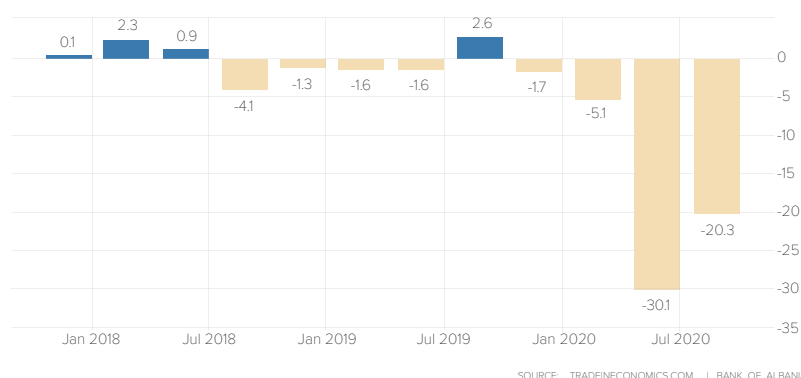| Actual	Previous	Highest	Lowest	Dates	Unit	Frequency	
15.28	15.15	15.28	0.65	1984 - 2019	USD Billion	Yearly	Current USD

Figure 1. Albania GDP (in US Dollars – 2010 – 2020)

---

[1] At the sectoral level, the growth recovery was driven by services, including tourism and trade, followed by construction and agriculture. The contribution of industry to growth shrank during this period due to unfavorable commodity prices affecting Albania's extractives.
[2] https://data.worldbank.org/

A confidence indicator is a statistical indicator based on the results from business surveys interrogating enterprises on their current economic situation and their expectations about future developments. Five separate confidence indicators are produced, for industry, construction, services, retail trade and consumers.

The industry confidence indicator in Albania increased by 9.7 points from the previous period, starting from January 2018 as shown in the Figure 2, to -20.3 in the third quarter of 2020, as coronavirus-induced restrictions were gradually lifted. Still, the indicator remains well below pre-pandemic levels.

Actual	Previous	Highest	Lowest	Dates	Unit	Frequency
-20.30	-30.10	5.50	-30.10	2002 - 2020	points	Quarterly

Figure 2. Albania Industry Confidence Indicator

Based on the World Bank Report of April 16th, 2020[3] , Albania is implementing important structural reforms that will support equitable growth, raise productivity and competitiveness in the economy, create more jobs, and improve governance and public service delivery.

Enhanced regional connectivity and access to regional and global markets, coupled with export and market diversification, can also help promote faster growth.

In addition, the Government of Albania has been working on a broad-based reform program focused on macroeconomic and fiscal sustainability, financial sector stabilization, energy concerns, social assistance and disability reform, and territorial decentralization.

Albania was hit by a devastating earthquake on November 26, 2019. In response, a donor's conference was organized in Brussels in February 2020 to mobilize financial support for Albania, and countries and international financial institutions pledged roughly €1 billion.

In the midst of these reconstruction efforts, the Covid19 crisis put more pressure on the Government's budget and response. Several donors and partners are cooperating to support Albania in overcoming these challenges and implementing the country's longer-term development goals.

---

[3] https://www.worldbank.org/en/country/albania/overview#3

The economy is likely to suffer from both a demand shock, fueled by the virus's spread across the EU, as well as a supply shock, as the labor supply remains restricted due to social distancing measures.

Public debt is expected to increase in 2020, as the deficit increases to 3.9 percent of GDP to counteract the loss in income due to the epidemic and support for post-earthquake reconstruction. Monetary poverty is expected to fall slowly by roughly 1 percent per year unless a larger increase in labor earnings for the poor is put in place.

A sharper and more durable decline in oil prices would deepen the recession in 2020, further increasing public debt to GDP and forcing the Government to delay reconstruction spending.

Weaker global demand, reflected in lower commodity prices and a continuous decline in oil prices, would also hit the country's extractive industry, with important fiscal and economic repercussions. Implementation delays in the reconstruction program could fuel domestic uncertainty and lower consumption.

Labour Market in Albania

While the labour market is improved, the need for more and better jobs remained a key concern throughout the whole period.

Job creation accelerated from an average of 3 percent per year during 2010-2014 to 4 percent during 2015-2019. By 2019 Albania had the highest employment rate in the Western Balkans at 53.8 percent[4].

More jobs and higher wages increased the incomes of workers in the bottom 40 percent of the income distribution and contributed to reducing poverty[5]. Nonetheless, Albania's jobs challenge remained significant throughout this period. The labor force participation rate remained low at 52.5 percent in 2019. The unemployment rate remained high, at 11.5 percent at end-2019 (though below the WB[6] average of 15.9 percent). Much of the job creation gains recorded in this period were concentrated in low-sophistication sectors, such as basic textiles manufacturing, administrative support services as well as construction. Lack of job opportunities was a major concern for citizens throughout: according to the 2018 Balkan barometer, about 30 percent of respondents in Albania cited unemployment as their top concern, and 66 percent considered the lack of adequate jobs as the biggest obstacle for securing employment in the country. Given these jobs challenges, many young and qualified Albanians continued to resort to emigration.

Based on Instat, Labour Market Survey 2019[6] over the year 2019, according to Labour Force Survey 2019 estimates:

---

[4] Employment growth may have partially reflected increasing formalization of the labor market following the government's actions against informality since 2015.

[5] The average real wage is estimated to have increased slightly since 2014 due to freezes in nominal public sector wages and inflation-adjustment in pensions in a context of needed fiscal consolidation (see further below).

[6] http://www.instat.gov.al/media/6943/njoftim-per-media-lfs-vjetore-2019_eng.pdf
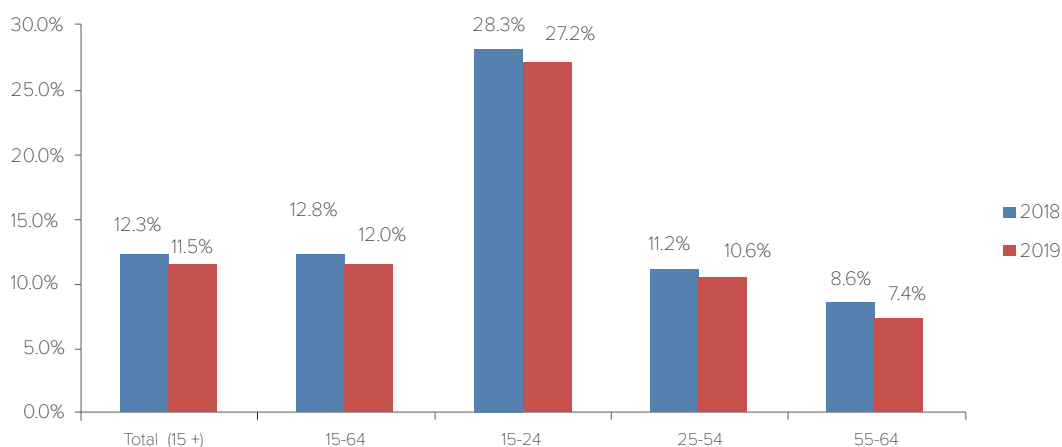
Source: INSTAT, Labour Force Survey

Figure 3. Unemployment rate by age-groups, 2019

The official unemployment rate for the population 15 years old and over is 11.5 % decreasing by 0.8 percentage points compared to 2018. For males, the unemployment rate is 0.2 percentage points higher than for females. Youth (15-24 years old) unemployment rate is 27.2 %, (27.8 % for males and 26.3 % for females).

Compared to the previous year, youth unemployment rate has decreased by 1.1 percentage points.

Based on Figure 4, the unemployment rate by gender shows that the unemployment rate among the women it is larger at any group age, and also at any quarter starting from Quarter 1 2018.

Unemployment rate

Age	Sex	Tr. 1.2018 Q1.2018	Tr. 2.2018 Q2.2018	Tr. 3.2018 Q3.2018	Tr. 4.2018 Q4.2018	Tr. 1.2019 Q1.2019	Tr. 2.2019 Q2.2019	Tr. 3.2019 Q3.2019	Tr. 4.2019 Q4.2019	Tr. 1.2020 Q1.2020	Tr. 2.2020 Q2.2020	Tr. 3.2020 Q3.2021
15 years and above	*Total*	**12.5**	**12.4**	**12.2**	**12.3**	**12.1**	**11.5**	**11.4**	**11.2**	**11.4**	**11.9**	**11.6**
	Men	12.6	12.9	12.6	12.5	12.2	11.6	11.4	11.3	11.0	12.0	11.4
	Women	12.3	11.8	11.7	11.9	11.9	11.4	11.4	11.0	11.9	11.9	11.8
15-64 years	*Total*	**13.0**	**12.9**	**12.7**	**12.7**	**12.6**	**12.0**	**11.8**	**11.6**	**11.9**	**12.5**	**12.1**
	Men	13.2	13.5	13.1	13.0	12.8	12.1	11.9	11.8	11.5	12.6	11.9
	Women	12.7	12.2	12.1	12.3	12.3	11.8	11.8	11.4	12.4	12.4	12.3
15-29 years	*Total*	**24.5**	**22.6**	**23.2**	**22.3**	**22.2**	**20.9**	**21.4**	**21.4**	**20.0**	**21.4**	**20.7**
	Men	24.2	23.4	22.8	22.4	22.4	21.0	20.6	21.2	19.9	21.9	20.3
	Women	24.9	21.5	23.8	22.2	21.9	20.8	22.4	21.5	20.2	20.8	21.4
30-64 years	*Total*	**9.2**	**9.6**	**8.9**	**9.2**	**9.1**	**8.8**	**8.5**	**8.3**	**9.1**	**9.5**	**9.0**
	Men	9.3	9.7	9.2	9.4	9.1	8.8	8.8	8.5	8.4	9.3	8.8
	Women	9.0	9.5	8.5	8.9	9.1	8.8	8.1	7.9	9.8	9.8	9.4

Labour Force Survey, Q1.2018–Q3.2020

Table 1. Unemployment rate by gender, 2019

Private Business Context

Albania made substantial progress in reducing poverty before the 2008 crisis, and between 2014 and 2019. Between 2002 and 2008 poverty decreased by 18 percentage points (a third of the total), mostly due to accelerated growth in labor earnings from the rapid expansion of the construction and services sectors[7]. After 2009, about a fifth of poverty reduction was reversed during the global financial crisis and Eurozone crisis, and by 2012, poverty had increased to 39 percent of the population. A gradual recovery since 2014 started to reverse this trend, and poverty fell slightly until 2017 (the last year of available data – see Figure 2)[8]. Encouraging developments in the labor market with accelerated job creation and wage growth indicated that poverty reduction might have accelerated after 2018.

Based on Figure 5, the 3 (three) main private sector GDP contributors are:

Agricultural, forestry, fishing - 18.44%

Trade, Transport, Accommodation and food service activities – 16.40%

Industry – 12.29%
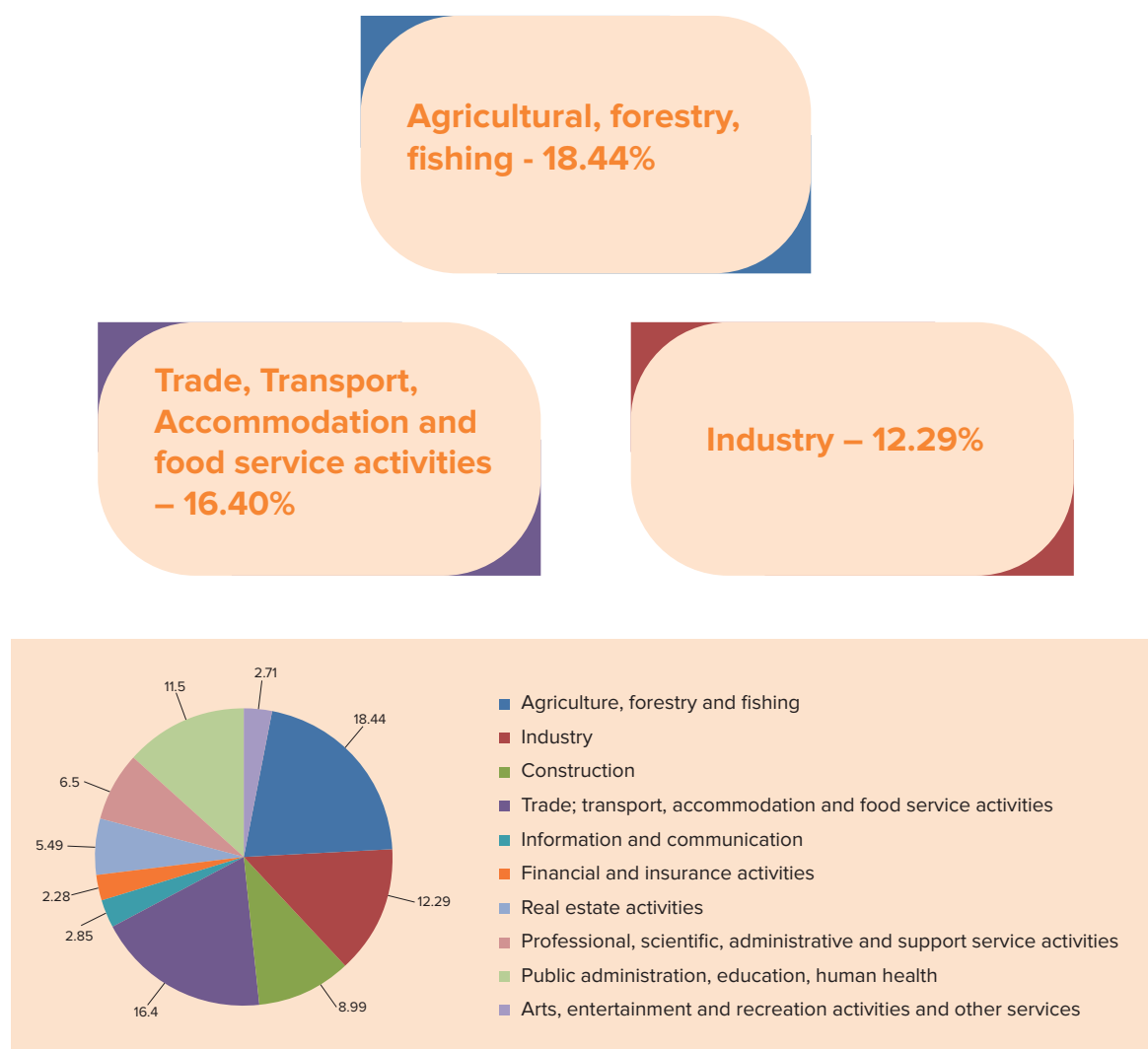
Figure 4. Structure of branches of economy to GDP (Source:INSTAT 2019)

---

[7]   Poverty is measured as the percentage of the population living with less than US$5.5 per person per day (measured in 2011 PPP US dollars), which is the internationally comparable poverty line for upper-middle-income countries.

[8]   Poverty rates before and after 2012 are not comparable as they come from different data sources. As 2017 is the latest year for which poverty data is available, all poverty rates after 2017 are only available as model estimates.

In the meantime, the percentage of women as administrators or owners of active private businesses is presented in Figure 6, grouped by regions where Tirana leads by 32.17% in 2019, followed by Lezha with 28.92% and Durrës with 28.56%.

Percentage of women owners/Administrator						
	2014	2015	2016	2017	2018	2019
Regions	Active enterprises					
Total	28.46%	31.33%	26.76%	29.67%	25.69%	25.38%
Region 1 - AL1	26.28%	29.33%	26.34%	29.49%	25.70%	25.70%
Dibër	18.67%	25.82%	24.02%	27.22%	22.74%	22.74%
Durrës	27.56%	29.94%	28.45%	32.52%	28.56%	28.56%
Kukës	15.64%	21.84%	17.75%	23.95%	19.00%	19.00%
Lezhë	28.63%	32.25%	30.02%	31.70%	28.92%	28.92%
Shkodër	27.69%	29.25%	24.01%	26.59%	22.82%	22.82%
Region 2-AL2	30.03%	32.72%	31.17%	34.27%	30.49%	30.49%
Elbasan	25.65%	29.30%	24.79%	28.96%	23.74%	23.74%
Tiranë	30.72%	33.45%	32.76%	35.56%	32.17%	32.17%
Region 3-AL3	27.17%	30.84%	22.03%	24.60%	20.40%	20.40%
Berat	28.57%	30.34%	19.73%	22.73%	18.05%	18.05%
Fier	26.58%	31.80%	20.36%	22.90%	18.52%	18.52%
Gjirokastër	24.02%	29.75%	24.35%	26.70%	22.83%	22.83%
Korçë	26.88%	28.31%	18.62%	21.79%	18.23%	18.23%
Vlorë	28.26%	32.34%	29.81%	31.36%	27.32%	27.32%

Table 2. Percentage of women owners/Administrators

The percentages in Table 2 are generated by Table 3.

Regions	2014		2015		2016		2017		2018		2019	
	Active enterprises	Enterprises with women owners / administrators	Active enterprises	Enterprises with women owners / administrators	Active enterprises	Enterprises with women owners / administrators	Active enterprises	Enterprises with women owners / administrators	Active enterprises	Enterprises with women owners / administrators	Active enterprises	Enterprises with women owners / administrators
Total	112537	32023	152288	47706	160679	43003	162452	48193	162835	41825	162342	41209
Region 1 - AL1	21644	5689	32719	9596	34924	9199	34772	10255	34522	8871	33569	8454
Dibër	2164	404	2850	736	2935	705	2906	791	2916	663	2889	645
Durrës	9578	2640	13125	3930	13310	3787	12963	4216	12921	3690	12480	3450
Kukës	1068	167	1543	337	1780	316	1946	466	1974	375	2034	388
Lezhë	3388	970	4902	1581	5550	1666	5354	1697	5402	1562	5167	1495
Shkodër	5446	1508	10299	3012	11349	2725	11603	3085	1130 9	2581	10999	2476
Region 2 - AL2	57326	17213	65730	21508	66706	20795	67492	23129	67186	20485	67048	20539
Elbasan	7859	2016	11493	3367	13301	3297	13201	3823	13419	3186	13441	3156
Tiranë	49467	15197	54237	18141	53405	17498	54291	19306	53767	17299	53607	1738 3
Region 3 - AL3	33567	9121	53839	16602	59049	13009	60188	14809	61127	12469	61725	12216
Berat	4302	1229	7205	2186	8300	1638	8763	1992	9035	1631	9131	1602
Fier	9693	2576	19199	6106	20497	4174	20818	4767	21631	4006	22489	3997
Gjirokastër	2681	644	3661	1089	4600	1120	4847	1294	4771	1089	4721	1057
Korçë	7311	1965	11609	3287	14032	2613	13814	3010	14035	2559	14099	2520
Vlorë	9580	2707	12165	3934	11620	3464	11946	3746	11655	3184	11285	3040

Table 3. Active enterprises / Active Enterprises with women owners/administrators (source: INSTAT)

Earthquake and Covid-19 Impact to Private Business

In November 2019, Albania was hit by a devastating earthquake.

It measured 6.3 on the Richter scale, causing 51 fatalities. 17,000 people lost their homes. Damages to physical assets and losses were equivalent to an estimated 7.5 percent of GDP. The damages amounted to 26.4 percent of 2018 gross fixed capital formation. Tourism and housing were hit hardest, although buildings related to education, health and other public infrastructure and manufacturing were also damaged. Given the drought and the phasing out of large energy projects in 2019 and the devastating impact of the earthquake on the last quarter of the year (contracting consumption and investment dramatically), overall GDP growth decelerated from 4.1 percent in 2018 to 2.2 percent in 2019.[9]

mid-May 2020, allowing most business to resume (albeit subject to public health restrictions). By October 30, 2020, Albania reported 20,634 confirmed cases and 502 confirmed deaths – with an uptick in cases since public health measures were partially relaxed at the start of the summer and a further increase in daily cases since the start of the Fall. Key services such as cross-border travel and tourism remain subdued. Given unprecedented disruptions and uncertainty about what is to come, non-essential spending by households and businesses has been delayed. Export orders have sharply reduced in the face of severe economic dislocations in key trading partners, including Italy.

Earthquake reconstruction was about to start in 2020 when the COVID-19 pandemic plunged the country into an unprecedented – and still ongoing – public health crisis.

Just as a February 2020 donor conference raised €1.15 billion for reconstruction, Albania was hit by the global COVID-19 pandemic in March 2020, like much of the world. To contain the spread of the virus, Albania ordered the temporary lockdown of key economic sectors (such as restaurants, theaters and non-essential trade), limited the movement of people as well as put in place wide-ranging domestic and international travel limitations. Many industries (including textiles, mining, call centers and construction) – even if still permitted to operate - were forced to restrict business to comply with social distancing requirements and travel restrictions. The country started to gradually open borders and economic activity in

However, the pandemic situation is still ongoing with lots of negative impact into HORECA industry, Tourism, and mostly into people's hope and confidence for the future.

---

[9]   A strong tourism season allowed net exports to contribute 0.7 pp to growth in 2019, providing much needed support for the economy.

The report is adopted based on CMMI methodology (Capability Maturity Model Integration) for services. It consists of three main steps:

Each of these steps is described in detail in the following sections of the report.

1 Desk research and data collection → **2** Analysis and processing → **3** Selection of the Champs

This overall process was completed with the list of final champion companies.

1 Pre-selection of 100 companies based on some initial scan criteria.

2 Preparation of survey.

3 Distribution of survey to all the companies via email.

4 Collection of responses and the preparation a list of 31 companies which responded.

5 Scanning of 31 companies, performing another selection (some of the companies were missing the names, and other relevant information), and the preparation of a list of 23 companies.

6 Preparation of the Evaluation Matrix and apply it to all the 23 companies.

7 Sorting them based on the evaluation results.

8 List of final champions.

The results of this process are presented in the Excel file which accompanies this report and the details of this process are presented in the following sections.

Team and Partners

The main partner of the DMCs team is the Tirana Union of Chambers of Commerce and Industry[10], managed by Mrs. Ines Muçostepa.

The Tirana Union of Chambers of Commerce and Industry coordinates the work of the Chambers of Commerce and Industry at the national level, and has the following mission:

▷ to represent and promote the general interests of chambers for the development of trade and industry at the national level;

---

[10]   http://uccial.al/

▷   to promote relations between the chambers and their relations with the sister organisms of other countries;

▷   collect, process and distribute trade data nationally, creating its own trade and industry data system;

▷   obtain continuous data from the court on the situation and changes in the commercial register;

▷   to organize, administer and finance exhibitions and fairs, courses and trainings at the national level, as well as any other activity in the interest of the Chambers of Commerce and Industry;

▷   to give opinions, proposals and make assessments for legal initiatives or public policies undertaken by the Government, the content of which is related to the interests of its members.

Desk Research and Data Collection

The market research work was conducted on the basis of primary and secondary data. There is a list of about 100 companies (listed in Annex D), which were selected by the team for the scanning process. The main connectors were:

1 A preliminary list from the UNFPA

2 Cooperation with the Tirana Union of Chambers of Commerce and Industry

3 A list generated by several Albanian Business Associations and Chambers of Commerce (please refer to Annex C)

4 Direct connections DM Consulting Services/duapune.com had already in place, and

5 Other sources

The entire research and initial analysis were conducted through the gender lens. Gender dimensions were investigated and evaluated wherever possible. All the selected companies met certain conditions such as geographical distribution, number of employees, number of female employees, industry, etc.

Based on those criteria, a first list of 100 businesses was generated for further processing. The list has general information about the companies, including the contact person's details and their e-mail which was used to disseminate the survey.

Online Survey

Afterwards, a survey was prepared as shown in **Annex A**, with Google Forms. Online surveys are the most cost-effective and can reach the maximum number of people in comparison to the other mediums.

The survey is organized into the following sections:

▷   General information about the company, its size, employee structure, age distribution, gender distribution, industry, location etc..

▷   Policies and Commitment about any policy related to gender, family care, etc..

▷   Company Commitment about the gender recruitment policies, parenting etc..

▷   Ownership Structure (public, private etc..)

This survey was sent to all of the 100 initial companies via MadMimi, an e-platform for the purposes of dissminating information, surveys and/or newsletters using e-mail addresses. 31 companies responded to the survey, and the results are as follows:

General Section
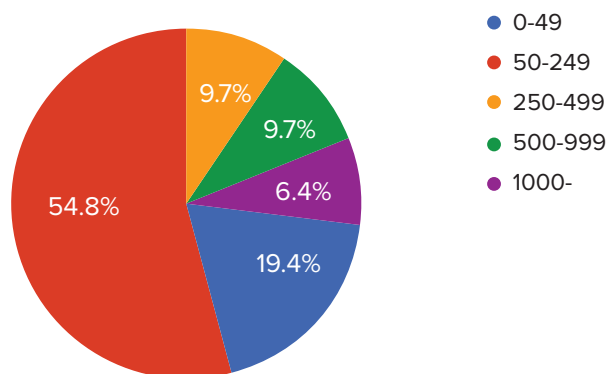
Total number of full-time employees

Figure 5: Total number of full-time employees
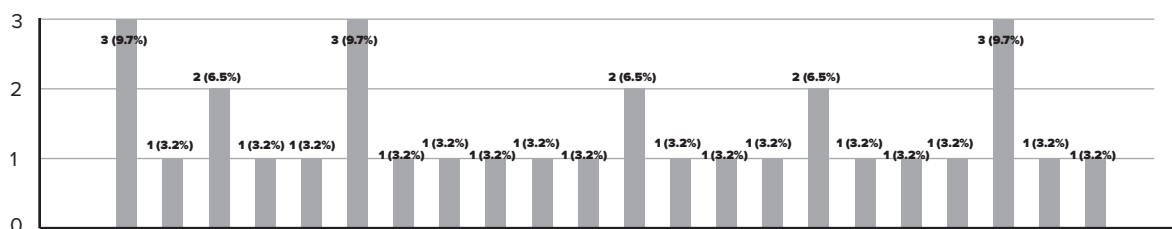
Percentage of female to total employees

Figure 6: Percentage of female to total employees

How many managers in your company have at least 5 employees reporting directly to them?
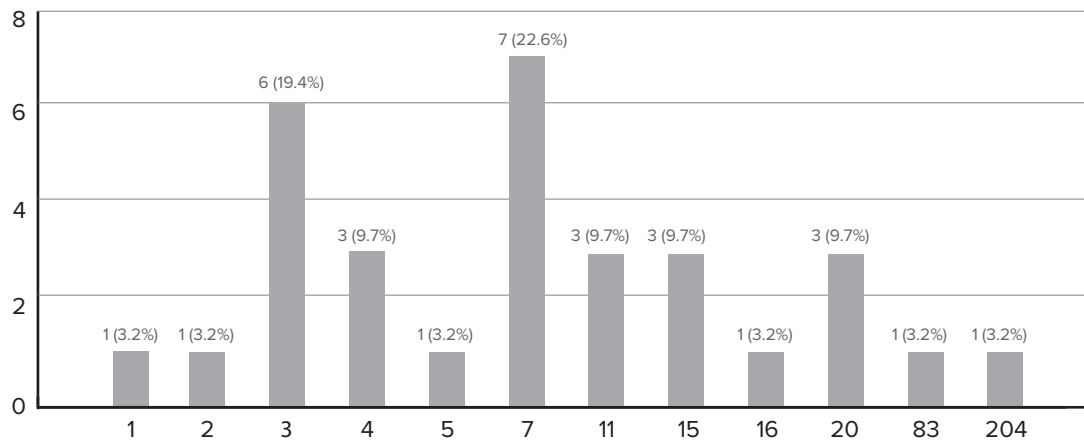

Figure 7: Total Managers with 5 employees

How many of these managers are female?
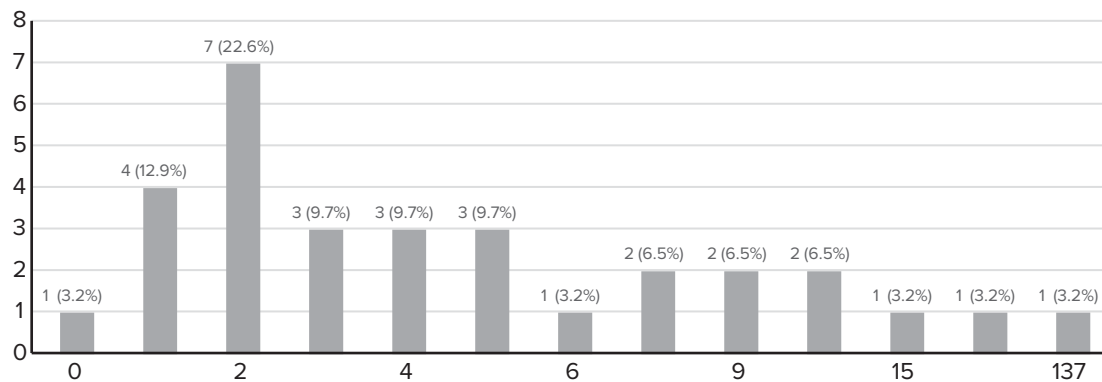

Figure 8: Percentage of female managers

Ethnicity/language
How many employees with foreign background (born in another country or both parents from another country)?
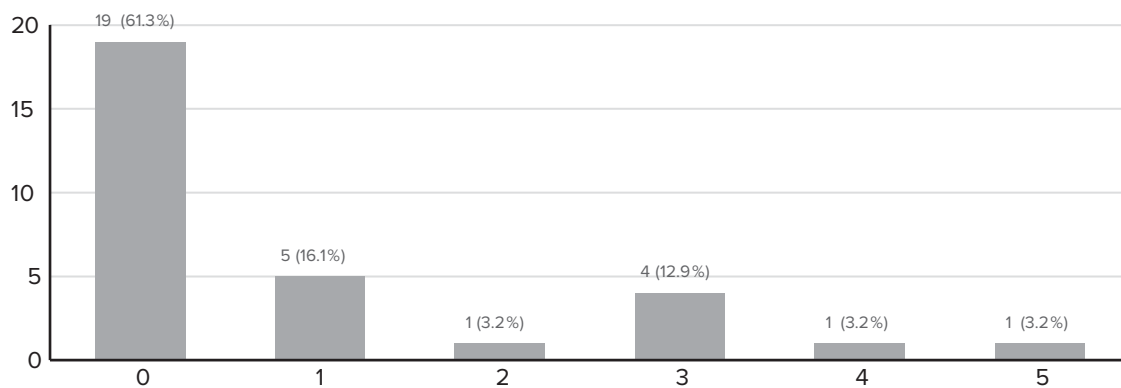
Figure 9: Total number of employees with foreign background

Main business/industry area

Automotive Industry
Construction, Tourism
Retail and Wholesale
Health and medicine
ICT
Manufacturing
Technology
Sales & Distribution
Consultancy services: environment, engineering, architecture, capacity-building

Table 4: Main Industries

Global/Domestic

- Domestic
- Global
- Mixed
- Franchise

16.1%
25.8%
58.1%
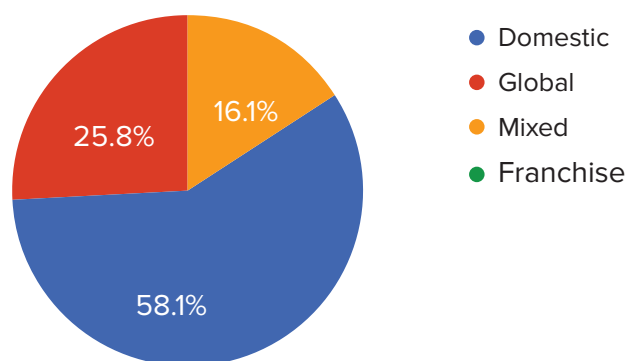
Figure 10: Percentage of Global/Domestic

Do you have branches in other locations?

- Yes
- No

35.5%
64.5%
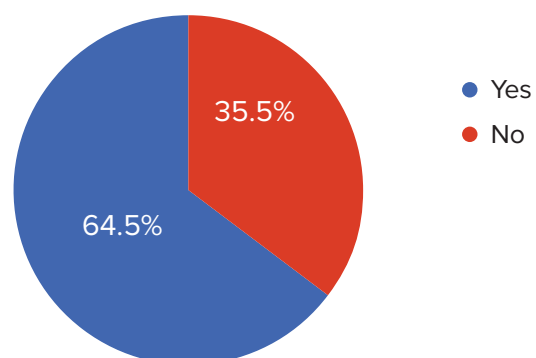
Figure 11: Percentage of companies with branches

If yes, please specify
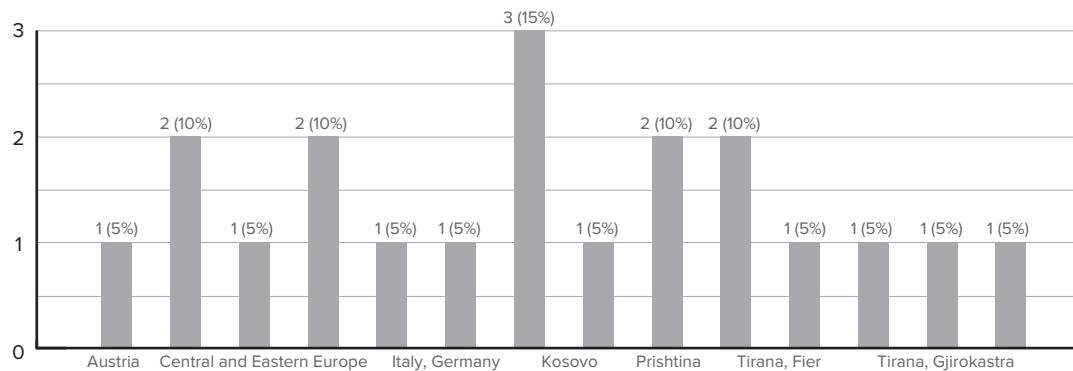
Figure 12: Location of branches

Policies and Commitment

Policies
Does your Company have a gender equality policy? Should the policy not be ubiquitous, is gender mentioned in the company objectives and guidelines?
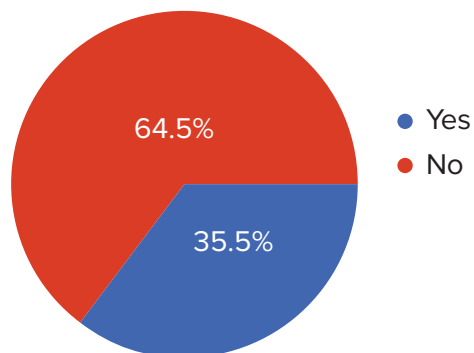
Figure 13: Company Gender Policy

Do you give employees financial contribution during parental leave?
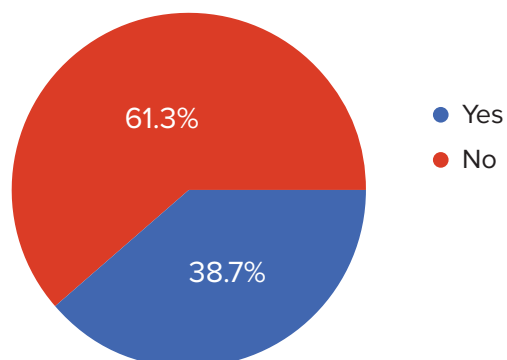
Figure 14: Financial contribution during parental leave

Do you have any type of parental leave programs/policies?
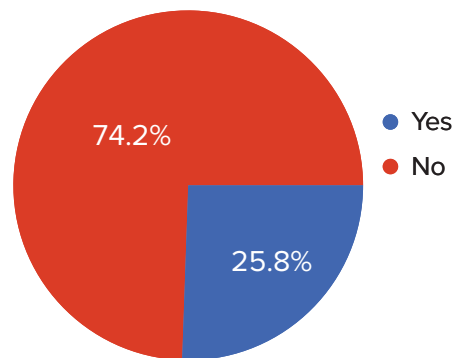
Figure 15: Parental Leave programs/policies

Commitment

In your judgment, what is your Company´s commitment to gender equality programs/or initiatives at the workplace?
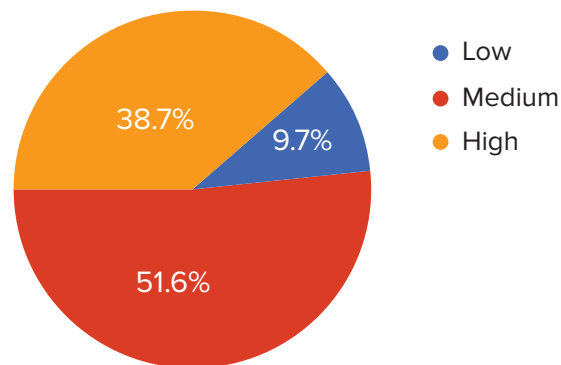
Figure 16: Company commitment towards gender quality

Ownership Structure
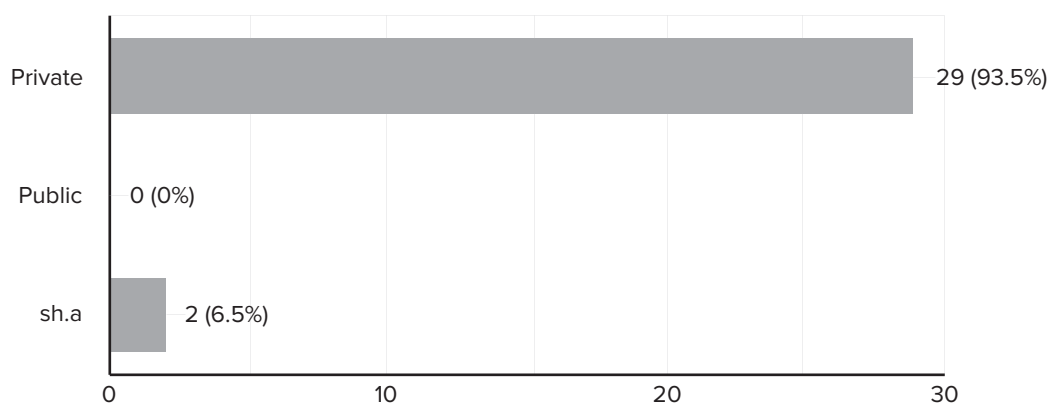
Figure 17: Ownership Structure

Data Analysis

Here is a brief summary of the steps taken by DMCs for the final list of champion companies. Further details are found in the Excel file, however the results are as follows:

The DMCs team analysed all of the responses that were received from the 31 companies, following the survey sent to them by e-mail. The respondents were contacted either over the telephone or, on a few occasions, also in person, albeit respecting the Covid-19 protocol and rules.

Therefore, of 31 respondents 23 were selected for further analysis and evaluation on the basis of the matrix evaluation system (please refer to the section below). The details of the Evaluation Matrix and the selection process are described in the afore-mentioned Excel file that accompanies the report.

The analysis and its findings focused on questions related to company Policies and Commitments. These are also indicators of the Evaluation Matrix.

The answers provided by the 23 companies/respondents show that there is still room for improvement and intervention.

Policies and Commitment	How many "Yes" out of 23 (in %)
Do you have a Company gender equality policy? Or is gender mentioned in goals & guidelines if policy is not common?	36%
Do you give financial contribution to employees during parental leave?	32%
Do you have any type of parental leave programs/policies?	23%
Commitment	
In your judgment, what is your Company´s commitment to gender equality programs/or initiatives at the workplace?	Mainly at medium level
Company's commitment	
Does the Company proactively consider how to recruit more women?	50%
Do you have any fathers among managers who have taken parental leave?	27%
Do you offer any practical support to working parents today? See examples below:	82%
Flexible working hours	82%
Work at home if a child is sick	86%
Meetings only after 9am and before 3 pm	56%
Flexible parental leave periods	39%
More part time opportunities than required by law	50%
General routines before-during-after a parental leave	68%
Internal program for employees on parental leave	23%
Baby sitting or children day care offer to employees	0%
Cleaning/housekeeping help	0%
Study support to school children	5%
I offer nursery / garden facilities in the company premises	5%

Table 5: Main responses

Challenges

The overall economic situation in Albania due to the November 2019 earthquake and the Covid-19 pandemic is worsening. Therefore, the overwhelming majority of companies have adopted survival mode rather than one of growth.

Based on the various sources of information, including INSTAT, the most affected sectors during this time were travel agencies, distribution companies, export-import, bars and restaurants as well as hotels. Less affected, however, according to INSTAT, was the information and communication sector.

During the scanning process, the Consultants faced several challenges, as outlined below:

▷ The companies were focused on the impact of the Covid-19 pandemic, and, as such, many of them neither responded to the survey, nor expressed a willingness to cooperate in this regard, given that the pandemic has caused both present and future uncertainty.

▷ Companies seemed "tired" and "bored" with either surveys or calls for cooperation from donors or local organizations, as there were many surveys circulating at this time.

▷ When they did express a willingness to complete the survey, they expressed concern about any related costs if they made it to the list of champions.

▷ The companies lacked automated HR systems. Consequently, they were unable to generate data automatically, due to difficulties encountered in accessing the information required.

A certain level of uncertainty remains in relation to their commitment even if they are selected in the Champion companies' list, mostly because of the uncertainty of the pandemic, or any other unforeseen issues that may crop up.

Evaluation Matrix

The evaluation matrix is based upon 25 indicators from the survey questions with apportioned weight and percentages, as per the relevance and impact of the indicator on the company profile. Should the weight and percentage be revised, the ranking of the results is quite likely to be affected.

The calculation of the score is as follows:
Score = Sum of indicators (Percentage multiple by weight)

The indicators are grouped according to relevance and weight, as below:

No.	Main indicator	Weight in percentage
1	Number of employees	10%
2	Percentage of female	10%
3	Percentage of female managers	5%
4	Industry	5%
5	Global/Domestic	5%
6	Location	5%
7	Policies and Commitment (17 indicators) – 2.06% each	35%
8	Company engagement	10%
9	Management commitment	15%
	Total	100%

Table 6: Main indicators of the Evaluation Matrix

The detailed Evaluation Matrix is shown in Annex B.

Selected Companies

The following table represents the steps that were undertaken till the final list of Champion companies was selected.

Step	Description	See reference
1	Selection of 100 companies based on some scanning criteria	Annex D
2	Online survey preparation	Annex A
3	List of 31/100 which responded	Table 8. List of 31 companies
4	List of 23/31 pre-selected due to duplication	Table 9. List of 23 companies
5	Assessment based on the Evaluation Matrix	Annex B
6	List of final Champion companies	Table 10. Final List

Table 7: Steps of the final selection process

Nr.	Company name	Industry	Location
1	Globe	Sales&distribution	Tirane
2	Abcons	Consulting	Tirane
3	Kadiu	Automotive	Tirane
4	Communication Progress	ICT	Tirane
5	BroTech ose FM Reklama	Advertising	Tirane
6	INCA Fish	Fishery	Lezhe
7	AgiKons	Ndertim	Tirane
8	Efa Solution	Shoe production	Tirane
9	A.M.G Food	Food	Tirane
10	GECI	Construction/Tourism	Tirane
11	Digicom	Telecommunication	Tirane
12	Gotech Electronics	Construction/Tourism	Tirane
13	HAKO SHPK	Meat Processing	Tirane
14	DaVINCI Shpk	Health	Tirane
15	ikubINFO	ICT	Tirane
16	Fix Pro	Meat Processing	Korce
17	Gotech Electronics	Wholesale/Retail	Tirane
18	DaVINCI Shpk	Health	Tirane
19	MAPO MEDIA	Media	Tirane
20	Gotech Electronics	Wholesale/Retail	Tirane
21		Construction/Tourism	Tirane
22	DaVINCI Shpk	Health	Tirane
23	Innovaway Albania shpk	ICT	Tirane
24	DaVINCI Shpk	Health	Tirane
25	Agna Group	FMCG	Tirane
26	R&T	Retail	Tirane
27	Innovaway Albania shpk	ICT	Tirane
28	Golden Eagle shpk – Rogner Hotel Tirana	HORECA	Tirane
29	VEKO SHPK	Manufacturing/Export/ Import Wood	Gjirokaster
30	Raiffeisen Bank	Banking	Tirane
31	Matrix Konstruksion	Construction	Tirane

Table 8: List of 31 companies which responded

Nr.	Company Name	Industry	Location
1	Globe	Sales&distribution	Tirane
2	Abcons	Consulting	Tirane
3	Kadiu	Automotive	Tirane
4	Communication Progress	ICT	Tirane
5	BroTech ose FM Reklama	Advertising	Tirane
6	INCA Fish	Fishery	Lezhe
7	AgiKons	Ndertim	Tirane
8	Efa Solution	Shoe production	Tirane
9	A.M.G Food	Food	Tirane
10	GECI	Construction/Tourism	Tirane
11	Digicom	Telecommunication	Tirane
12	Gotech Electronics	Construction/Tourism	Tirane
13	HAKO SHPK	Meat Processing	Tirane
14	ikubINFO	ICT	Tirane
15	Fix Pro	Meat Processing	Korce
16	MAPO MEDIA	Media	Tirane
17	Innovaway Albania shpk	ICT	Tirane
18	Agna Group	FMCG	Tirane
19	R&T	Retail	Tirane
20	Golden Eagle shpk – Rogner Hotel Tirana	HORECA	Tirane
21	VEKO SHPK	Manufacturing/Export/Import - Wood	Gjirokaster
22	Raiffeisen Bank	Banking	Tirane
23	Matrix Konstruksion	Construction	Tirane

Table 9: List of 23 companies after the removal of the companies with not-completed information

	Final List of Champion Companies		
	Name of Company	Industry	Location
1	RZB	Banking	Vienna
2	Efa Solution	Shoe production	Tirana
3	ikubINFO	IT	Tirana
4	VEKO SHPK	Export-Import Trade and Processing	Tirana
5	R&T	Trade, Construction, Retail, Telco	Tirana
6	Agna Group	Distribution FMCGS, and Production/Processing	Tirana
7	Golden Eagle shpk – Rogner Hotel Tirana	HORECA	Tirana
8	Fix Pro	Food Processing Industry	Korca
9	INCA Fish	Food Processing Industry	Lezhe

Table 10: Final List of champion companies

For the purpose of being completely up-to-date, companies were asked to send their latest information - as of February 2020 - about their number of employees. The results show that gender-responsive family actions and initiatives in the workplace will be implemented and, therefore, affect a total of 3950 employees.

The percentage of women in all Champion companies is 55%.

Name of Company	Age: -19, Total	Age: -19, Male	Age: -19, Female	Age: 20-29, Total	Age: 20-29, Male	Age: 20-29, Female	Age: 30-39 Total	Age: 30-39, Male	Age: 30-39, Female	Age: 40-49 Total	Age: 40-49, Male	Age: 40-49, Female	Age: 50-59 Total	Age: 50-59, Male	Age: 50-59, Female	Age: 60+ Total	Age: 60+, Male	Age: 60+, Female	Total no. of employees	Total no. of females	% of females
RZB	0	0	0	271	60	211	566	130	436	281	81	200	152	25	127	47	24	23	1317	997	76%
Efa Solution	36	36	0	182	46	136	222	28	194	242	9	233	62	7	55	3	1	2	747	620	83%
ikubINFO	0	0	0	101	56	45	51	23	28	5	5	0	6	4	2	1	0	1	164	76	46%
VEKO SHPK	0	0	0	35	15	20	38	25	13	40	25	15	28	20	8	8	7	1	149	57	38%
R&T	0	0	0	33	6	27	59	23	36	27	18	9	19	13	6	11	8	3	149	81	54%
Agna Group	16	16	0	315	244	71	352	292	60	207	189	18	138	118	20	47	40	7	1075	176	16%
Golden Eagle shpk – Rogner Hotel Tirana	1	1	0	29	17	12	15	8	7	17	4	13	53	33	20	6	3	3	121	55	45%
Fix Pro	0	0	0	35	30	5	40	30	10	32	24	8	21	18	3	7	6	1	135	27	20%
INCA Fish	0	0	0	16	9	7	27	5	22	26	4	22	18	4	14	6	4	2	93	67	72%
	53	53	0	1017	483	534	1370	564	806	877	359	518	497	242	255	136	93	43	3950	2156	

Table 1: Updated Data of Champion Companies

Profiles of Champion Companies

Raiffeisen BANK (logo)	**Raiffeisen Bank** https://www.raiffeisen.al/
Description	It was originally known as *Banka e Kursimeve* (Savings Bank of Albania) although following its acquisition by Raiffeisen Zentralbank (RZB) in 2004, it was rebranded as Raiffeisen Bank. Since then, Raiffeisen Bank has embarked on retail lending and services, ATM services, debit cards, followed by other retail activities. The bank is also building its corporate and SME businesses.
Founded	1999
Number of employees	The total number of employees is 1317, of which 997 are female and 320 male. The dominant age group in this company is 30-39.
Services they offer	Investment Financing Trade Finance Products Cash Management Products Raiffeisen Bank offer money transfer service for all its clients in a simple, safe and fast way within bank accounts or other banks (within Albania or not) Debit Cards Visa Business Contactless - Debit Card Deposits

Table 12:Company Profile –Raiffeisen Bank

Efa Solution	https://www.efasolution.al/
Description	Established in April 2015, Efa Solution provides combined services in the shoe manufacturing sector. Efa Solution specializes in production, whilst providing the best market solution throughout a straightforward work process. Experience in the industry allows Efa Solution to provide the know-how and expertise that only a reliable local partner can.
Founded	2015
Number of employees	The total number of employees is 747, of which 620 are female and 127 male. The dominant age group in this company is 30-39
Services they offer	Efa Solution provides full management for start-ups of foreign businesses in the shoe sector in Albania. 1) Financial & Fiscal consultancy 2) Legal framework 3) Customs expertize & knowledge 4) Real estate support

Table 13:Company Profile – Efa Solution

	IkubInfo https://ikubinfo.al/
Description	With over 25 years of experience of founders and key senior managers, ikubINFO has become the leading Software Engineering company in Albania. The strong team of 150+ certified professionals in modern technologies is the key to company's success. While solidifying their position in Albania as the leading company in software and engineering services provision for the most important e-Government systems in Albania, IkubInfo is expanding its activities in European markets as well.
Founded	2011
Number of employees	The total number of employees is 164, of which 76 are female and 88 male. The dominant age group in this company is 20-29
Services they offer	Software Engineering System Integration Project Management Maintenance GIS- Geographical Information System Data Migration & Optimization Cloud Computing, etc

Table 14:Company Profile – Ikubinfo

VEKO	https://veko-al.com/
Description	A distinctive corporate identity with over 25 years of technological know-how and artisan culture.
	This is the story of a company that started from a size and a craft mentality in the second half of the nineties, through the foresight of the choices made by the property, Brothers Koca, it is deeply transformed, growing up to become one of the largest industrial groups in the difficult market of woodworking industry and the interior and exterior design.
Founded	1993
Number of employees	The total number of employees is 149, of which 57 are female and 92 male. The dominant age group in this company is 40-49
Services they offer	Good cooperation with many businesses, architects, clients and professionals, combining fairness, quality, market research and investment in the most advanced technology, have contributed to the successful completion of many important projects. In over 25 years Veko is present in homes, offices, hotels, bars, restaurants, gyms, commercial centers, and other premises.

Table 15:Company Profile – Veko sh.p.k

	R&T https://www.rt-grp.com/
Description	Established in 1995, R&T Group has been providing services in Civil Works/Engineering, Telecommunications, Energy, Distribution, Transport, Management Services, Infrastructure Development and Business/Management Consultancy services to a diverse range of demanding local and international clients.
Founded	1995
Number of employees	The total number of employees is 149, of which 81 are female and 68 male. The dominant age group in this company is 30-39
Services they offer	Distribution Construction Consulting IT & Telecommunications Restoration Civil Aviation Scientific Police/Forensics Elections

Table 16:Company Profile – R&T Group

	Agna Group	http://www.agnagroup.com/
Description	AGNA S.A. was established in 2010 following the merger of ANONIME KAKAVI S.A and AGNA INVESTITOR. With two main divisions - distribution and real estate - AGNA S.A. is a socially responsible business that constantly grows and contributes to a better quality of life for employees, partners and the community.	
Founded	1991	
Number of employees	The total number of employees is 1075, of which 176 are female and 899 male. The dominant age group in this company is 30-39	
Services they offer	Bring together a bottler, a distributor, advertiser, merchandiser, constructor and a real estate agent, and that is how you get AGNA Group. Given the economic interdependence around the world, this company can help consolidate the economic profile of the country by building bridges for foreign investment, whilst always remaining one step ahead of others.	

Table 17:Company Profile – AGNA Corp

ROGNER HOTEL TIRANA	**Golden Eagle shpk – Rogner Hotel Tirana** https://www.hotel-europapark.com/
Description	Rogner Hotel Tirana and its magnificent and inspiring Mediterranean garden is an oasis of relaxation and recreation in the very heart of the Albanian capital, the city of Tirana.
Founded	1990
Number of employees	The total number of employees is 121, of which 55 are female and 66 male. The dominant age group in this company is 50-59
Services they offer	Rooms & Suites Leisure & Sport Conference Rooms Conference Inquiry Conference Equipment Complimentary SPA Treatment Events Weddings Catering Service

Table 18:Company Profile – Rogner Hotel Tirana

FIX	**Fix Pro** http://sallamfix.al/
Description	FIX PRO sh.p.k. has been operating in the meat processing industry since 2003. The advanced technology used for the production and packaging of products ensure high quality along with a unique and exceptionally good taste, while keeping in line with required quality standards. ″FIX PRO″ sh.p.k. holds the EN-ISO-22000: 2005 Certificate.
Founded	2003
Number of employees	The total number of employees is 135, of which 27 are female and 108 male. The dominant age group in this company is 30-39.
Services they offer	The variety of products offered and the wide range of special and unique flavors of sausages, bacon and similar products have made Salami ″FIX PRO″ sh.p.k. the only company that provides the highest quality on the market. Located in Korça, the company reaches all corners of Albania with its sought-after products.

Table 19:Company Profile – FIX Pro

	I.N.C.A. NORD FISH Sh.p.k
INCA INDUSTRY OF NATURAL CASINGS ALBANIA PART OF AZ GROUP	http://inca-al.com/ion.al/
Description	I.N.C.A. NORD FISH Sh.p.k is a modern company which performs all works related to processing, packaging and logistics of animal intestines and related by-products. The manufacturing process is carried out in compliance with all veterinary and phyto-sanitary standards. The professionalism of the staff, its modern equipment and high manufacturing standards guarantee the safety and high quality of the company's products. Intestine products, which are produced under the trademark 'INCA: Natural Casing', comply with quality system requirements of ISO 9001:2008 Standards and HACCP.
Founded	2004
Number of employees	The total number of employees is 93, of which 67 are female and 26 male. The dominant age group in this company is 30-39.
Services they offer	Production of the highest quality natural casings and animal by-products that comply with International Standards requirements. Improvement of the manufacturing process by combining traditional hand-processing with the most advanced technologies and equipment.

Table 20:Company Profile – INCA Nord Fish

UNFPA Albania

Qëllimi i këtij pyetësori është të kuptojë mjedisin e sektorit privat në Shqipëri për të zbatuar në vendin e punës politikat dhe iniciativat familjare të lidhura me gjininë. Ky pyetësor do të ndihmojë në identifikimin e një kampioni të kompanive të mundshme ku do të punohet mbi këto politika dhe iniciativa në hapat e ardhshme të projektit.

Kjo konsulencë mbështetet financiarisht dhe teknikisht nga UNFPA Shqipëri dhe zbatohet nga DM Consulting Services (dm-consulting.biz).

Për çdo informacion të mëtejshëm dhe interes në bashkëpunim, ju lutemi kontaktoni Dritan Mezini, dmezini@dm-consulting.biz +355 69 2077847

The aim of this questionnaire is to understand the environment of private sector in Albania to implement gender-responsive family policies and initiatives in the workplace. This questionnaire will help to identify potential Champion Companies to work on these policies and initiatives in future steps of the project.

This consultancy is financially and technically supported by UNFPA Albania and is implemented by DM Consulting Services (dm-consulting.biz).

For any further information and interest in collaboration please contact Dritan Mezini, dmezini@dm-consulting.biz +355 69 2077847

Figure 18. Questionnaire screenshot 1

UNFPA Albania

Seksioni i Përgjithshëm (General Section)

Ky seksion është i përqendruar në informacionin e përgjithshëm të kompanive / organizatave.
(This section is focused in the general information of the companies/organizations.)

Emri i Kompanisë (Name of Company) *

Your answer

Numri total i punonjësve full-time (Total number of full-time employees) *

○ 0-49

○ 50-249

○ 250-499

○ 500-999

○ 1000-

Numri i punonjësve full time të zyrës / administratës (Number of full-time office/administrative workers) *

Your answer

Figure 19. Questionnaire screenshot 2

Numri i punonjësvefull-time të prodhimit / jo-zyre (Number of full-time manufacturing / non-office workers) *

Your answer

Përqindja e femrave ndaj totalit të punonjësve (Percentage of female to total employees) *

Your answer

Sa menaxherë janë në kompaninë tuaj që kanë të paktën 5 punonjës që raportojnë drejtpërdrejt tek ata? (How many managers are in your company that have at least 5 employees reporting directly to them?) *

Your answer

Sa prej këtyre menaxherëve janë femra? (How many of these managers are female?) *

Your answer

Shpërndarja e moshës - Numri i të punësuarve sipas moshës (Age distribution - Number of employees in ages)

Figure 20. Questionnaire screenshot 3

Mosha: -19, Mashkull / Femër (Age: -19, Male/Female) *

Your answer

Mosha: 20-29, Mashkull / Femër (Age: 20-29, Male/Female) *

Your answer

Mosha: 30-39, Mashkull / Femër (Age: 30-39, Male/Female) *

Your answer

Mosha: 40-49, Mashkull / Femër (Age: 40-49, Male/Female) *

Your answer

Mosha: 50-59, Mashkull / Femër (Age: 50-59, Male/Female) *

Your answer

Mosha: 60+, Mashkull / Femër (Age: 60+, Male/Female) *

Your answer

Etnia / gjuha (Ethnicity/language)

Figure 21. Questionnaire screenshot 4

Sa punonjës keni me prejardhje të huaj (të lindur në një vend tjetër ose me dy prindër nga një vend tjetër)? How many employees with foreign background (born in another country or both parents from another country)? *

Your answer

Sektori i industrisë (Industry sector)

Fusha kryesore e biznesit / industrisë (Main business/industry area) *

Your answer

Globale / E brendshme (Global/Domestic) *

○ E brendshme (Domestic)

○ Globale (Global)

○ E përzierë (Mixed)

○ Ekskluzivitet (Franchise)

○ Other:

Vendndodhja Gjeografike e Selisë (Geographical Location HQ) *

Your answer

Figure 22. Questionnaire screenshot 5

A keni degë në vende të tjera? (Do you have branches in other places?) *

○ Po (Yes)

○ Jo (No)

Nëse po, ju lutemi specifikoni (If yes, please specify)

Your answer

Qarkullimi financiar në vendin tuaj (monedha vendase 2019) në lekë/ose Euro
(Financial turnover in your country (local currency 2019) in ALL/Euro)

Your answer

Figure 23. Questionnaire screenshot 6

Politikat dhe Angazhimi (Policies and Commitment)

Politikat (Policies)

A keni një politikë të kompanisë për barazinë gjinore? ose a përmendet gjinia në qëllimet dhe udhëzimet e kompanisë nëse politika nuk është e zakonshme? (Do you have a Company gender equality policy? or is gender mentioned in goals & guidelines if policy is not common?) *

◯ Po (Yes)

◯ Jo (No)

Nëse po, ju lutemi specifikoni (If yes, please specify)

Your answer

A u jepni kontribut financiar punonjësve (veçmas sigurimeve shoqërore) gjatë pushimit prindëror? (Do you give financial contribution to employees during parental leave?) *

◯ Po (Yes)

◯ Jo (No)

Nëse po, ju lutemi specifikoni (If yes, please specify)

Your answer

Figure 24. Questionnaire screenshot 7

A keni ndonjë lloj programi / politikë të pushimit prindëror? (Do you have any type of parental leave programs/policies?) *

◯ Po (Yes)

◯ Jo (No)

Nëse po, ju lutemi specifikoni (If yes, please specify)

Your answer

Angazhimi (Commitment)

Në gjykimin tuaj, si është angazhimi i Kompanisë suaj ndaj programeve / iniciativave të barazisë gjinore në vendin e punës? (In your judgment, what is your Company´s commitment to gender equality programs/or initiatives at the workplace?) *

◯ I ulët (Low)

◯ Mesatar (Medium)

◯ I lartë (High)

Figure 25. Questionnaire screenshot 8

Angazhimi i kompanisë (Company's commitment) *

	Po (Yes)	Jo (No)
A e konsideron Kompania në mënyrë aktive se si të rekrutojë më shumë gra? (Does the Company proactively consider how to recruit more women?)	○	○
A keni ndonjë baba midis punonjësve që kanë marrë lejen prindërore? (Do you have any fathers among managers who have taken parental leave?)	○	○
A ofroni ndonjë mbështetje praktike për prindërit që punojnë sot? Shihni shembujt më poshtë: (Do you offer any practical support to working parents today? See examples below:)	○	○
Orë fleksibël në punë (Flexible working hours)	○	○
Punë nga shtëpia nëse një fëmijë është i sëmurë (Work at home if a child is sick)	○	○
Takimet vetëm pas orës 9 të mëngjesit dhe para orës 3 pasdite (Meetings only after 9 am and before 3 pm)	○	○
Periudha fleksibël të pushimit prindëror (Flexible parental leave periods)	○	○
Më shumë mundësi për punë me kohë të pjesshme sesa kërkohet nga ligji (More part time opportunities than required by law)	○	○

Figure 26. Questionnaire screenshot 9

Rutinat e përgjithshme para-gjatë-pas një leje prindërore (General routines before-during-after a parental leave)	○	○
Program i brendshëm për punonjësit në pushim prindëror (Internal program for employees on parental leave)	○	○
Kujdestari për fëmijët ose oferta e kujdesit ditor për fëmijët e punonjësve (Baby sitting or children day care offer to employees)	○	○
Ndihmë për pastrimin / mirëmbajtjen e shtëpisë (Cleaning/housekeeping help)	○	○
Mbështetje për studimet e fëmijëve në shkollë (Study support to school children)	○	○
Ofroj ambiente çerdhe/kopshti në mjediset e kompanisë (I offer nursery / garden facilities in the company premises)	○	○

Struktura e Pronësisë (Ownership Structure)

Struktura e Pronësisë (Ownership Structure) *

☐ Private (Private)

☐ Publike (Public)

☐ sh.a

Faleminderit për përgjigjet tuaja! Thank you for your responses!

Figure 28. Questionnaire screenshot 10

ANNEX B - EVALUATION MATRIX

**Private sector scan tool - INFORMATION & CRITERIA - Evaluation Matrix**					
% in total	**sub %**	**Indicator based on the number of question in**		**Weight**	**Evaluation Rule**
10%		**2. Total number of full-time employees ***			
		0-49		0,2	Lower the number - lower the score, but not less than 0.2 and no more than 1
		50-249		0,4	
		250-499		0,6	
		500-999		0,8	
		1000-		1	
10%		**5. Percentage of female to total employees ***			
		Female		1	if female > 40%, then the company takes maximum point 10%, and if less it takes 0%
5%		**7. How many of these managers are female?**			This number in % comes as a result of divison of number of female managers/total managers. It calculates from (6/7)*100%
		Female Managers in %		1	**if female managers > 50% then 10%, and if less it takes 0%**
5%		**15.Main business/industry area**			
					if Fason, Horeca, Telecommunication then 1
5%		**16. Global/Domestic***			
			Domestic	0,8	
			Global	1	
			Franchise	0,6	
			Other:	0,4	
					Not decided yet for the evaluation rule

Table 20/1:Evaluation Matrix

5%		Geography (**HQ, other offices/ ,branches, location**) - (**17,18,19**)			
			Rural area + branches	1	
			Other City + branches	0,8	
			Capital City + branches	0,6	
			Rural area	0,4	
			Other City	0,2	
			Capital City	0	
35%		**Policies and Commitment**			
	2,06%	21. Do you have a Company gender equality policy? or is gender mentioned in goals & guidelines if policy is not common? *	Yes/No	(0,1)	
	2,06%	23. (Do you give financial contribution to employees during parental leave? *	Yes/No	(0,1)	
	2,06%	25. Do you have any type of parental leave programs/policies? *	Yes/No	(0,1)	
		28. Company's commitment *			
10,00%		27. In your judgment, what is your Company´s commitment to gender equality programs/or initiatives at the workplace? *	Low / Medium / High		
			Low	0	
			Medium	0,5	
			High	1	
	2,06%	Does theCompany proactively consider how to recruitmore women?	Yes/No	(0,1)	
	2,06%	A keni ndonjë baba midis punonjësve qëkanë marrë lejen prindërore? (Do you haveany fathers among managers who havetaken parental leave?)	Yes/No	(0,1)	
	2,06%	Do you offer any practicalsupport to working parents today? See examples below:	Yes/No	(0,1)	

Table 20/2:Evaluation Matrix

	2,06%	Flexible working hours	Yes/No	(0,1)	
	2,06%	Work at home if a child is sick	Yes/No	(0,1)	
	2,06%	Meetings only after 9am and before 3 pm	Yes/No	(0,1)	
	2,06%	Flexible parental leave periods	Yes/No	(0,1)	
	2,06%	More part-time opportunities than required by law			
	2,06%	General routines before-during-after a parental leave	Yes/No	(0,1)	
	2,06%	Internal program foremployees on parental leave	Yes/No	(0,1)	
	2,06%	Baby sitting or children day care offer to employees	Yes/No	(0,1)	
	2,06%	Cleaning/housekeeping help	Yes/No	(0,1)	
	2,06%	Study support to school children			
	2,06%	I offer nursery / garden facilities in the company premises	Yes/No	(0,1)	
	35,00%				
15%		Managment Commitment	Low / Medium / High		
			Low	0	
			Medium	0,5	
			High	1	

Table 20/3:Evaluation Matrix

The following table represents the main connectors for the first 100 companies which were used for further processing till the selection of the Champion companies.

No.	Name	Contact Person	Type	Email/Phone
1	UN Women	Erisa Cela	UN Organization	Erisa.cela@unwomen.org
2	Austrian Chamber of Commerce	Marlinda Zotaj	Business Association	marlinda.zotaj@advantageaustria.org tirana@advantageaustria.org
3	IDRA Research Organization	Auron Pasha	Company	idra@idra.al
4	Albanian Exporters Association	Alban Zusi	Business Association	albanzusi@yahoo.com
5	Albanian ICT Association	Dritan Mezini	Business Association	dmezini@dm-consulting.biz
6	Union of Chambers of Commerce	Ines Mucostepa	Business Association	ines.mucostepa@gmail.com
7	Albanian Tourism Association	Matilda Naco	Business Association	ata@ata.org.al
8	Foreign Investors Association in Albania	Marinela Jazoj	Business Association	contact@fiaalbania.al
9	American Chamber of Commerce	Ilir Trimi	Chamber of Commerce	ilir.trimi@amcham.com.al
10	Albanian Banking Association	Spiro Brumbulli	Business Association	spiro.brumbulli@aab-al.org
11	Albanian Association of Hospitality - Tourism	Zak Topuzi	Business Association	z.topuzi@hotelmondial.al
12	Albanian Trade Union Association	Grigor Joti	Business Association	gjoti@infosoftgroup.com.al
13	BPO Association	Arjodita Musta	Business Association	arjoditamustali@vigangroup.com
14	Union of Fasoners of Albania	Flamur Hoxha	Business Association	klershirts@yahoo.it
15	Tirana Chamber of Commerce and Industry	Nikolin Jaka	Chamber of Commerce	jaka@cci.al
16	Albanian Confindustria	Gjergj Buxhuku	Business Association	gjbuxhuku@konfindustria.al
17	Business Albania	Luan Bregasi	Business Association	luan_bregasi@yahoo.com
18	Construction Association	Avenir Kika	Business Association	info@kikaconstruction.com
19	Duapune HR company	Eljana Mete	Company	eljana.mete@duapune.com

Table 21:Partners

Nr	Company name	Industry sector	Website
1	A.E.D DISTRIBUTION	Retail	aed.al
2	A.M.G Shpk	Food Processing	amgfood.com
3	Agikons	Construction	agikons.com
4	Agna Group	Distribution	agnagroup.com
5	AIBA	Food Processing	aiba.al
6	AL-Tour project	Tourism	oead.at/en/the-oead/welcome-kka/
7	AlbaCall	Support and Call Center	albacall.eu/en/
8	Albdesign	Printing	alb-design.net
9	Albpastrim SHPK	Services	albpastrim.al
10	Alpha Bank Albania	Banking	alpha.gr
11	Aluflor	Construction	aluflor.com
12	Ami Event	Entertainment	amievent.al
13	Antea Cement	Cement Manufacturing	anteacement.com
14	Arvis	Rental Car	viprent.al
15	Aza elektronik	Retail	azaelectronics.com
16	Balfin Group	Retail, Real Estate, Mining	balfin.al
17	Banka Kombetare Tregtare	Banking	bkt.com.al
18	Bankers Petroleum Albania	Oil and Energy	bankerspetrolum.com
19	Big Market	Retail	bigmarket.al
20	Billa & Co	Retail)	billa.al
21	Boga & Associate	Legal and Consulting	bogalaw.com
22	British American Tabacco Albania	Cigarette manufacturing	bat.com
23	Brotech Brands	Lighting Store	brotechbrands.com
24	BRUNES	Retail	brunes.al
25	Coca Cola	Beverage botteling distributor	ccbs.al
26	Communication Progress	Information Technology	commprog.com
27	Deloitte	Consulting Services	deloitte.com
28	Delta	Interior and exterior design and construction	deltagroup.eu
29	Digicom	Internet Provider	digicom.al
30	EasyPay shpk	Services	easypay.al
31	Efa Solution	Footwear	efasolution.al
32	Extrabis	Personal Services	veshjepune.com
33	F A R M A T E CH	Pharma Import-Export	farmatech.al
34	Facilization	Information Technology	facilization.com
35	Fashion Group Albania	Import Expor, Retail, Real-Estate	fga.al

Table 21/1: List of 100 companies

36	Fibank	Banking	fibank.al
37	FONDI BESA	Finance	fondibesa.com
38	Food Way	Horeca	foodway.al
39	Gener 2	Construction	gener2.al
40	Globe Shops shpk	Retail	globe.al
41	Gotech	Retail	www.gotech.al
42	HARI LENA	Distribution	harilenagroup.com
43	ICT Watcher	Business Process Outsourcing	www.ictw.pro
44	IkubInfo	Information Technology	ikubinfo.al
45	Inca Nordfish	Food Processing	inca-al.com
46	Infosoft Systems / ITD	Information Communication Technology	infosoftsystems.al
47	Innovaway	Support and call center	innovaway.it
48	INTERSIG – Vienna Insurance Group	Insurance	intersig.al
49	Intesa San Paolo Bank	Banking	www.intesasanpaolobank.al
50	Intracom Telecom Albania	Information Communication Technology	www.intracom-telecom.al
51	ITE Engineering	Construction and Engineering	www.aec.al
52	Jurrei shpk	Retail	www.bioju.al
53	Kadiu Group	Wholesale and Retail	kadiu.al
54	Klar & Coffe shpk	Coffee Wholesaler	klar.al
55	KMY	Food Processing	kmy.al
56	KRACO / CAPITAL RESOURCES shpk	Food , Drinks and Beverages	kraco.al
57	KRESHA PROD	Production, Import-Export,Coffee wholesaler	kresha-al.com
58	Life shpk	Support and call center	eurocol.com.al
59	Log In Albania	Car Rentals	loginalbania.al
60	Lufra shpk	Food Processing	lufra.al
61	ManeTCI	Trade Construction Investment	manetci.al
62	Maritim Hotel Plazza	Horeca	plazatirana.com
63	Matrix Construction	Construction	matrixkonstruksion.com
64	Megatek sha	Retail	megateksa.com
65	Milsped Albania / Tirana Logistic Park	Logistic	milsped.com
66	Mobile Bee / ReMax Advantage	Real Estate	remax-albania.com
67	Neptun	Retail	neptun.al

Table 21/2: List of 100 companies

68	NOA sh.a	Finance	noa.com.al
69	Orbico shpk	Distribution	orbico.al
70	Philip Morris International	Tobacco & Distribution	pmi.com
71	Procredit Bank Albania	Banking	procreditbank.com.al
72	R&T	Services in Civil Works /EngineeringTelecommunication, ect	t-grp.com
73	Raiffeisen Bank sh.a.	Banking	raiffeisen.al
74	Rapsodia	Horeca	rapsodia.al
75	Roal Food	Home goods store	roalfood.com
76	ROGNER EUROPAPARK HOTEL SH.P.K.	Hospitality	hotel-europapark.com
77	Sallam Fix	Food Processing	sallamfix.al
78	SHKK FED invest	Microfinances	fedinvest.al
79	Shyze	Horeca	
80	SiCRED sh.a.	Insurance	sicred.com.al
81	SIGAL – UNIQA GROUP AUSTRIA	Insurance	sigal.com.al
82	SIGMA INTERALBANIAN – Vienna Insurance Grp	Insurance	sivig.al
83	Spar Albania	Food Retail	spar.al
84	STRABAG sh.p.k	Construction	strabag.com
85	TCN shpk	Information Communication Technology	tcn.al
86	Telekom Albania	Telecommunication	telecom.com.al
87	Teleperformance	Call Center	
88	Teoren	Home Furnishing	teoren.al
89	Tirana Bank SA	Banking	tiranabank.al
90	Tirana Business Park	Renting Space and Construction	tiranabusinesspark.com
91	Trimed	Pharma	trimed.com.al
92	Usluga	Manufacturing	usluga.al
93	VEKO	Wood Processing	veko-al.com
94	Vibtis	Construction	vibtis.al
95	Vodafone	Telecomunication	vodafone.com
96	Abcons	Consulting	abkons.com
97	GECI shpk	Construction	tiranainternational.com
98	Hako	Food	hako.al
99	DaVinci	Medical Center	davinci.al
100	Gazeta Mapo	Media	gazetamapo.al

Table 21/3: List of 100 companies