

Managing the Bank

Human Capital Management

Talent Acquisition Initiatives

In response to evolving organisational needs to effectively deliver its mandates and ensure the smooth functioning of operations, the Central Bank undertook a series of targeted talent acquisition and workforce strengthening initiatives throughout 2025. During the year, the Bank continued to strengthen its workforce by recruiting across a range of positions identified within various departments and finalising a key general recruitment process at the bottom tier of the Bank's hierarchy, with the objective of maintaining an appropriate balance in staffing requirements. These recruitment efforts brought in specialised knowledge, industry experience, and diverse professional perspectives, contributing positively to operational effectiveness.

Manpower Planning

With a view to supporting workforce optimisation in the Bank, structured manpower planning exercises were continued during the year, using a scientific and structured approach, including manhour calculations. This approach is applied to determine the optimal staffing requirement by identifying all current and anticipated departmental activities over a defined planning horizon and estimating the time required to perform each activity at different staff levels. The outcomes of this process are expected to support future recruitment decisions while ensuring the efficient and effective functioning of the Bank and the continued alignment of human resources with organisational needs.

Career Progression and Internal Talent Pool Development

As part of the Bank's ongoing commitment to career progression and internal talent pool development, eligible officers were promoted and strategically placed to strengthen leadership and managerial capacity. These progression initiatives reflect the Bank's continued emphasis on leadership development, succession readiness, and internal talent pool progression.

Human Resources Strategies Revamping Project

Transformational HR Initiatives

In line with the Bank's commitment to building a future-ready, competent, and high-performing workforce, transformational human resource initiatives were introduced under the ongoing Human Resources Strategies Revamping Project (HRSRP). These initiatives encompassed key areas including performance management, competency assessment, leadership development, the Job Family framework, flexible working arrangements and talent engagement.

Enhanced Performance Evaluation System

In support of effective talent management and a high-performance culture, the Central Bank introduced an enhanced Performance Evaluation System (PES) with effect from 2025. The revised framework was designed to strengthen both individual and organisational performance by aligning employee goals with departmental objectives and the Bank's strategic priorities, while strengthening transparency, accountability, and continuous professional development through clearly defined goals and competency-based assessments.

Comprehensive Competency Framework

To modernise HR practices and strengthen competency-based talent management in line with the Bank's evolving functional needs, measures were taken to introduce the phased implementation of the Leadership Competency Model (LCM), Technical Competency Model (TCM), and the Leadership Assessment and Profiling Framework (LAPF). The LCM defines the key leadership behaviours and capabilities required across all levels of the Bank, focusing on competencies such as adaptability, strategic orientation, risk awareness, innovativeness, stakeholder inclusiveness, and talent development. The TCM provides a structured framework outlining the technical knowledge and skills required for specific roles, ensuring

alignment between job requirements and organisational objectives. Complementing these models, the LAPF is being established as a three-tiered profiling approach, comprising of Leadership Profiling Centre (LPC), Middle Management Profiling Centre (MMPC), and Executive Profiling Centre (EPC), which will facilitate to evaluate and develop competencies at different levels across the Bank, ensuring readiness for current and future roles.

Job Family Framework

A Job Family framework was also introduced as a macro-level structure for the Central Bank, grouping together roles with similar functional responsibilities and requiring comparable bodies of knowledge, skills, and competencies. Integrating related roles within defined job families facilitates development and enhancement of leadership and technical capabilities, in a structural manner and ease movement and progression.

Redesigning and Modernising HRM Business Processes

Moreover, the Bank focused on enhancing efficiency, effectiveness, and alignment with best practices through the re-engineering of existing HR related processes and the introduction of new workflows. By the end of 2025, a significant portion of the process redesign had been completed, representing a major milestone in the Bank's HR transformation journey.

Transformation Agent Initiative

In line with the Central Bank's institutional reform agenda and the HRSRP, the Transformation Agent initiative was initiated to enhance internal change capability by enabling officers to serve as change champions, supporting organisational agility, leadership and capability development, cultural transformation, and the sustainable implementation of people-centric reforms across the Bank.

To promote employee engagement and transparency, the Central Bank has taken several initiatives including open, agenda-free discussions and town hall meetings, inviting a sense of openness and collective problem-solving.

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Training and Development

During the year, key policy initiatives were also undertaken to strengthen the Bank's training and development framework. These efforts were complemented by a notable expansion in learning opportunities, reflecting the Bank's continued commitment to nurturing talent and investing in the professional growth of its employees. While encouraging staff to pursue postgraduate studies, the Bank recorded a significant increase in foreign training exposure compared to the previous year, with broader participation in overseas programmes, webinars, and both physical and virtual training modalities. In addition, targeted training initiatives were implemented for operational, leadership,

and support staff categories, reinforcing a holistic and inclusive approach to capability development.

Centre for Banking Studies

In 2025, the Centre for Banking Studies (CBS), the human capital development arm of the Central Bank of Sri Lanka, further strengthened its position as a premier institution for professional development and capacity building in the banking and financial sector. The CBS delivered a range of structured and comprehensive training programmes, workshops, and awareness initiatives that enhanced the skills, knowledge, and operational readiness of the Central Bank staff, while also extending its learning opportunities to participants from the wider financial sector.

The Centre emphasised the development of technical, analytical, and strategic competencies, enabling staff to process complex data, conduct quantitative analyses, and generate actionable insights that support sound decision-making. Financial and operational acumen was further enhanced, preparing staff to manage core central banking functions, adapt to dynamic market conditions, and make informed strategic decisions. Regulatory compliance, leadership, and professional competencies were systematically developed through targeted capacity-building sessions, fostering a culture of ethical practice, accountability, and operational excellence. In order to enhance operational efficiency and institutional coordination in staff development, the CBS commenced the integration of the training functions of the Human Resources Department during 2025, with the unified training operations becoming effective from 01 January 2026

The CBS also proactively addressed emerging trends and challenges in operations and technology, offering awareness sessions on regulatory framework, cyber – security risks, anti-corruption measures, and technological innovations, including artificial intelligence and cloud computing. Collaborations with regional and international institutions enriched learning opportunities, facilitating knowledge exchange, exposure visits, and cross-border professional development that benefitted both internal staff and participants from the broader financial ecosystem.

Through its integrated and forward-looking approach to capacity building, CBS not only enhanced technical competencies and regulatory awareness but also strengthened organisational effectiveness, supporting institutional modernisation and contributing meaningfully to the stability, resilience, and sustainable growth of Sri Lanka's financial system.

Key HR Statistics as at 31 December 2025

Figure – 14

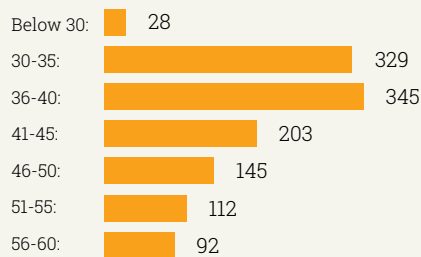
Executive



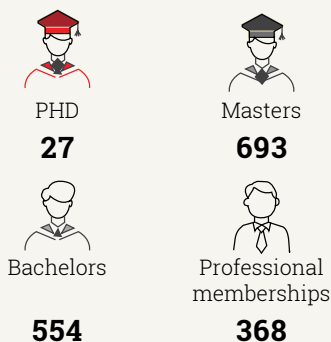
Non - Executive



Age Group



Employees by Qualifications and Memberships



Employees by Type (Including Outsourced)

