



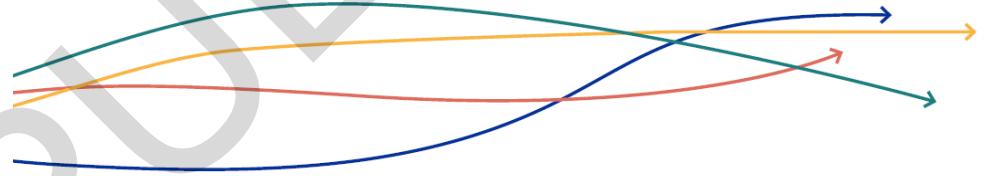
EUROPEAN CENTRAL BANK

EUROSYSTEM

# Gender diversity strategy operationalisation

Executive Board Meeting

13 October 2020



**A**

**Context: ECB-wide Targets**

**B**

**Female Intake Targets: Two Options**

**C**

**Female Share Targets**

**D**

**Implementing accompanying measures**

**E**

**Consultation with staff representatives**

# A. Context: ECB-wide Targets



## Two new sets of gender targets

- **Share targets** – % of women in the population (includes mobility)
- **Intake targets** – % of women hired or promoted to the respective salary band (excludes mobility)

	Share targets 2022	Share targets 2024	Share targets 2026	Intake targets*	Intake 2012-19
Sen. managers (K-L band)	37%	38%	40%	50%	32.9%
All managers (I-L-bands)	33%	34%	36%	50%	35.4%
Team lead (H-band)	37%	40%	42%	50%	35.9%
Experts (F/G-band)	44%	45%	47%	50%	40.2%
Analysts (E/F-band)	51%	51%	51%	50%	49.9%

\* These are minimum targets

## B. Operationalising targets locally

### Proposal



#### Previous Cycle

- BA targets defined by BA management teams in consultation with HR
- **Realism vs. Ambition** at local level
- Not based on analytics; not cumulatively calculated

#### Female Intake\* Targets

Universal 50/50 Business Area targets

or

Business Area differentiated intake targets

**New local targets**

2020-2026

#### Female Share Targets

Localised to business unit

\*Intake is any movement to a new position either through (external or internal) recruitment, reserve list usage, or promotion without recruitment. It does not include mobility



## B. Female Intake Targets: Two Options

*Universal or Differentiated Business Area intake targets*

	OPTION 1 Universal 50/50 Intake Targets	OPTION 2 [...]
<b>HR Recommendation</b>		
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Clarity of narrative: “gender-balanced intake”</li> <li>• Tracking: simple and transparent</li> <li>• ECB-wide target met if all BA targets met</li> <li>• Avoids some business areas compensating for others</li> <li>• Broad buy-in from Diversity and Inclusion ambassadors (including from areas which would require more of a stretch)</li> </ul>	[...]
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Risk of applying the same rules to different realities – i.e. low number of female applicants in certain business areas</li> <li>• Could see push-back from some business areas</li> </ul>	[...]

## C. Female Share Targets



### Localised female share

- Based on intake target and assumed outflow
- Weighted based on size of unit in relation to ECB
- Factor in different Business Area starting points

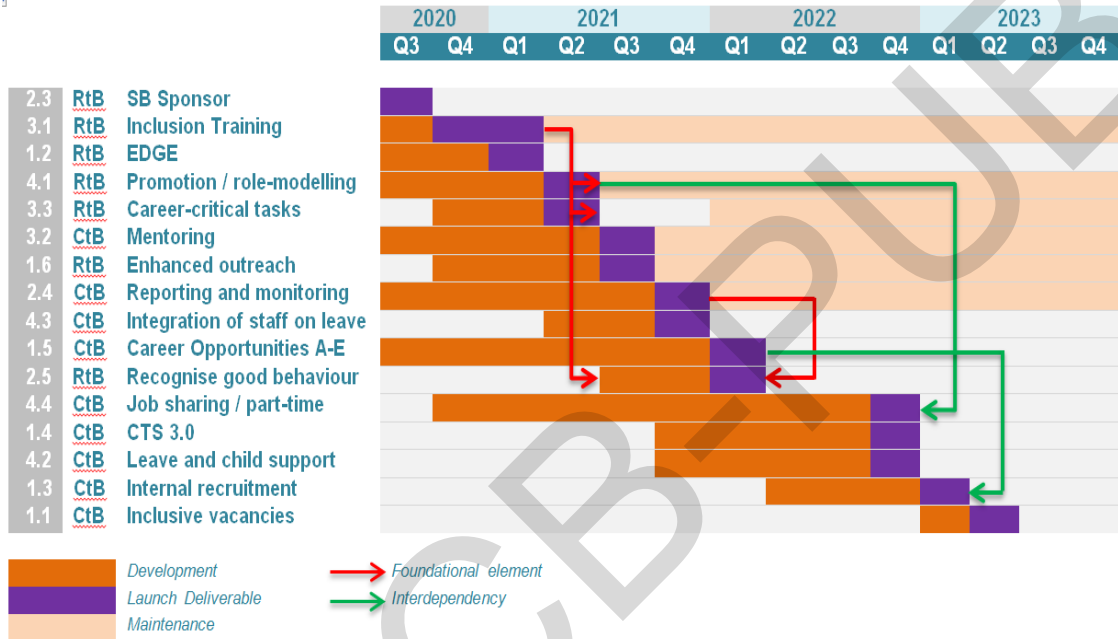
### Dynamic targets

- Factor in developments as result of career framework (e.g. mobility)
- Reviewed as part of regular monitoring





# D. Accompanying measures: operationalisation timeline



- Priorities in the next 6 months:**
- Gender scorecards & reporting for Business Areas to monitor their efforts
  - Diversity & Inclusion training (mandatory for all managers)
  - Preparation for EDGE certification
  - Making part-time a default in advertising positions



## E. Consultation with staff representatives

DG/HR will launch a formal consultation with the staff representatives for their insight and feedback on the list of accompanying measures

Attraction, Recruitment, Promotion	Culture & Accountability	Leadership Development	Flexible Working
Vacancies	Enhanced Monitoring, reporting & publication	Mentoring	Leave and Child Support
Internal Recruitment			Integration of staff on leave
CTS 3.0			Job Sharing/part-time opportunities
Career Opportunities			



## Annexes

1

50% - argument for universal targets instead of business area specific targets

2

Female applicant shares

# 1. Operationalising targets locally

*How ambitious but realistic are 50% intake targets for each BA?*

Roger Bannister



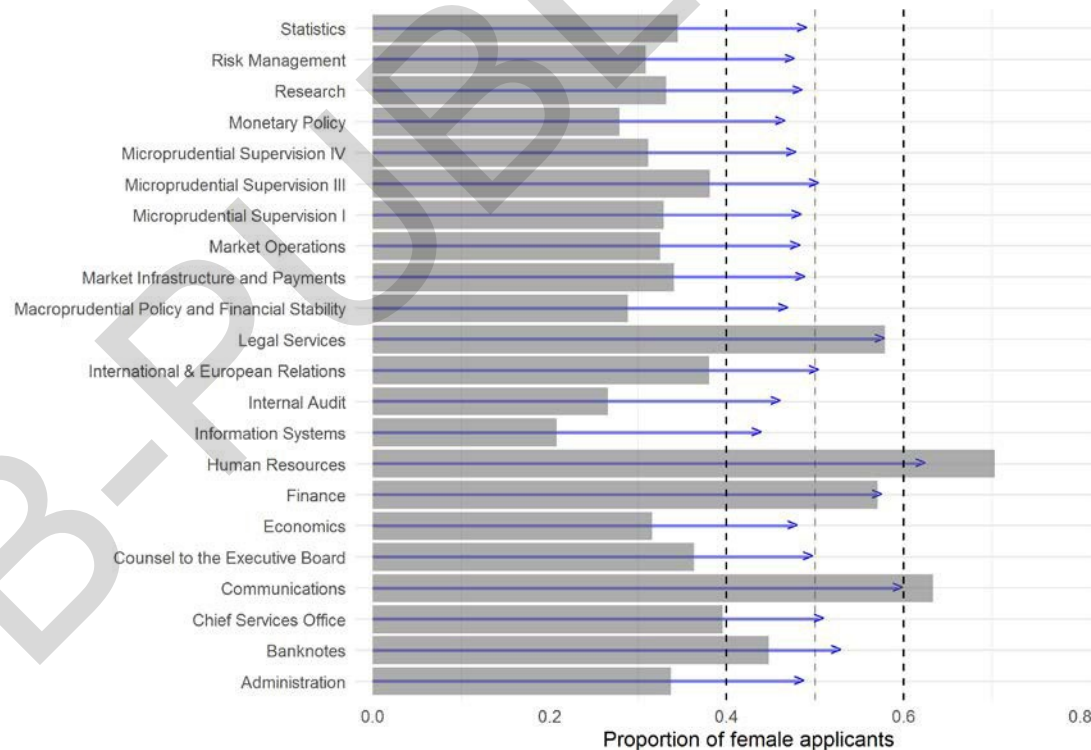
## Bannister Effect

- Running the mile below 4 minutes was known to be impossible in the early 1950s.
- The record stood at 4:01.4 for **nine years**
- Then, on 6 May 1954, Roger Bannister broke the 4-minute barrier.
- This record was again broken within only **1.5 months** later.
- By the end of 1957, **16 runners** completed the mile below 4 minutes.

## 2. Female applicant shares

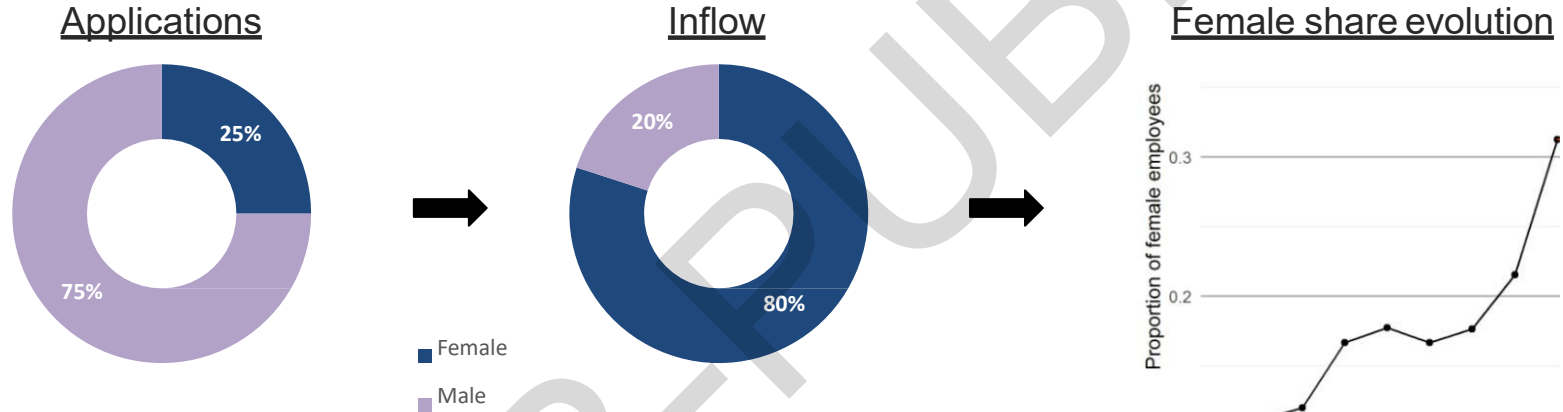
- The applicant gender distribution for F/G positions (see right) yields more than 30% of female applicants for most business area.
- Only DG-IS seems further away from a 40-60% female applicant range.

NB: Even local intake targets would need to be close to 50% in most cases to make real change.



## 2. Female applicant shares

### Senior Management inflow 2019 at the ECB



#### 2019 female inflow for K-L

- The female application rate was less than 25%.
- However, more than 80% of hires were female.