

Directorate General HR, Budget & Organisation

121992587

To: The Executive Board

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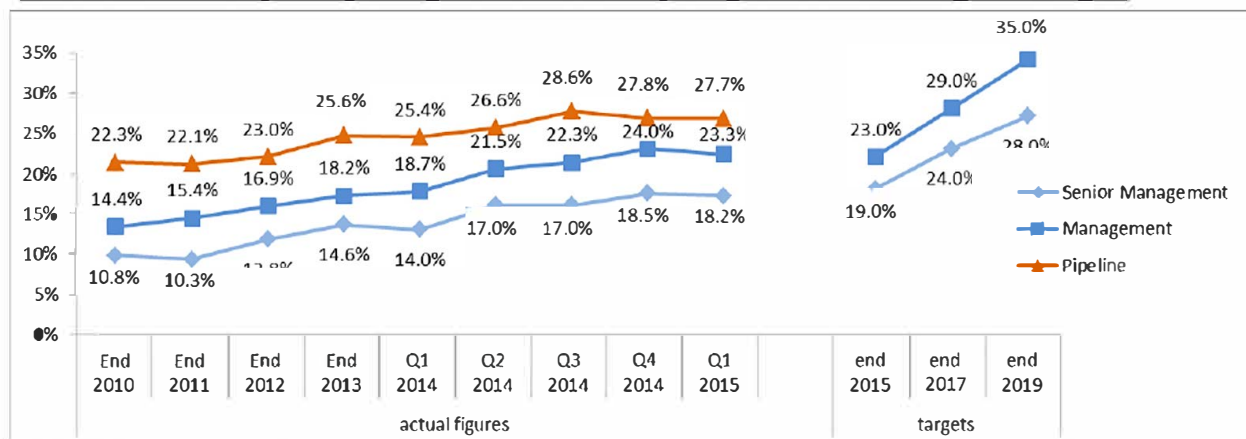
Subject: 360° thinking – proposal for additional measures to further foster gender diversity

This note proposes additional measures to foster gender diversity at the ECB, ensuring the achievement of the end-2019 gender diversity targets (35% for all management and 28% for senior management level positions). These measures are the outcome of a so-called “360° thinking exercise” focusing on several aspects of the gender diversity dossier: (i) targets, (ii) measures, (iii) stakeholders, (iv) accountability and (v) reporting.

1. Background and current situation

On 4 June 2013, the Executive Board decided to establish gender targets for female staff in (senior) management level positions for end-2019, and intermediate targets for end-2015 and end-2017. To support the achievement of the targets, the Executive Board endorsed a gender diversity action plan which has been subsequently implemented. When looking at the entire ECB (incl. SSM), the share of female managers has since then increased, pointing in the intended direction (see Table 1 below).

Table 1: Females at (senior) management and H band, compared to ECB wide gender targets



However, most of the increase took place in the second quarter of 2014, related to the establishment of the SSM and the on-boarding of newly recruited SSM staff. With the large SSM recruitment wave completed, and the action plan fully implemented, progress towards achieving the gender targets is expected to become much more challenging.

During its meeting on 11 November 2014, based on a DG/H progress report (see SEC/EB/14/901/34) the Executive Board asked DG/H to facilitate and to contribute to a 360° thinking process on the topic and to come back with additional measures to further foster gender diversity at the ECB.

2. 360° thinking

Following the Executive Board’s decision, various meetings involving stakeholders across the ECB took place: several brainstorming sessions within DG/H, two meetings between the Executive Board member in charge of DG/H and ECB female managers, a presentation to the EB/Area-Head luncheon on 25 February 2015 and a recent workshop of the Diversity Ambassadors group. These internal reflections were complemented by discussions with firms/institutions that have a good track record in fostering gender diversity (e.g. Accenture and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)). A number of concrete proposals and action points emerged from these discussions, summarised below.

Table 2: Proposal for additional measures to further foster gender diversity at the ECB, grouped by dimension and efforts required

360° THINKING DIMENSIONS	FUTHER IDEAS/MEASURES	TIME AND EFFORT REQUIRED
1. Enhance Targets Enhancing transparency and granularity	<p>QUICK WINS</p> <p>Targets for H and F/G</p> <ul style="list-style-type: none"> introduce targets for H (42%) and F/G (50%) band 	<ul style="list-style-type: none"> [...]
2. Attracting female talent Increasing female applications	<p>ECB event: open day for female talent</p> <ul style="list-style-type: none"> branding the ECB as an attractive employer for female graduates <p>Dedicated “Female talent @ ECB” webpage</p> <ul style="list-style-type: none"> branding ECB as attractive employer for women <p>Make vacancy notices more female-friendly</p> <ul style="list-style-type: none"> eliminate biases that hinder females to apply [...] 	<ul style="list-style-type: none"> [...]
Working on the internal pipeline Identifying/fostering female talent	<p>Introduce training for recruiters on unconscious biases</p> <p>Use Reserve lists as talent pool (priority for females)</p> <ul style="list-style-type: none"> to fill upcoming positions H band and above <p>Widen talent development opportunities</p> <ul style="list-style-type: none"> open Women’s Leadership 	<p>[...]</p>

	<ul style="list-style-type: none"> Programme to F/G band take away 3 year permanent contract criteria for Mentoring Programme 	
Work-life balance Enhancing working flexibility	Guidelines for the ECB's email culture (<i>Crescendo</i>) <ul style="list-style-type: none"> guidelines on distribution; timing; cc to e-mails; obligation to answer Technical set-up enabling meeting virtually (<i>Crescendo</i>) <ul style="list-style-type: none"> [...] 	
3. Stakeholders Enhancing stakeholder involvement	Increase Executive Board and senior management involvement <ul style="list-style-type: none"> each EB member to dedicate 1 hour per year to diversity related activities BAs to have quarterly meetings between sen. mgt. and DAs to discuss status quo & way forward/yearly BA event on topic ESCB Gender Diversity Network <ul style="list-style-type: none"> ad hoc workshops with the gender diversity representatives of NCB's to establish a network/tap on know-how/benchmark, etc. 	<ul style="list-style-type: none"> [...]
4. Accountability Enhancing accountability and active search for female talent	Focused succession planning <ul style="list-style-type: none"> "walk the talk" – consider how to achieve upcoming (sen.) mgt. appointments to be female Stop campaigns at I band & above, if not at least one third of females shortlisted <ul style="list-style-type: none"> AHs to be informed at shortlisting stage [...], alternatively BAs to introduce strategy to avoid such situations in the future 	<ul style="list-style-type: none"> [...]
5. Reporting Enhancing transparency	Share BA diversity statistics <ul style="list-style-type: none"> share statistics across mgt. to create transparency and peer pressure 	<ul style="list-style-type: none"> [...]

3. Way forward

The Executive Board is invited to:

- (a) approve the quick wins (as listed in column 2 of Table 2);
- (b) revert to the issue based on more concrete proposals from DG/H on the measures requiring more time and effort (as listed in column 3 of Table 2).