

		<p>President and the responsible Executive Board member.</p> <ul style="list-style-type: none"> • Biannual check-up between Business Area Management, Diversity Ambassadors, and DG/HR • Design and develop a process to recognise and encourage positive diversity & inclusive behaviour by managers
<p>3. Leadership Development</p>	<ul style="list-style-type: none"> • Mandatory inclusion training for all staff; comprehensive inclusion training for managers, Diversity Ambassadors and the D&I Forum; • Re-launch ECB-wide mentorship 	<ul style="list-style-type: none"> • Sponsorship programme to accelerate the promotion of talented women; • Business Areas to monitor and support allocation of career-critical tasks by gender
<p>4. Flexible Working</p>	<ul style="list-style-type: none"> • Promotion and role-modelling of flexible working by managers • Part-time positions by default 	<ul style="list-style-type: none"> • Review of parental leave and child support policies • Improve staff integration during/after parental leave • Consider job sharing possibilities, including for managers

5. Next steps and communication

Should the Executive Board decide to implement targets, DG/HR will further elaborate the additional proposals to facilitate their implementation. DG/HR will also prepare an information package for managers, Diversity Ambassadors and Diversity Networks, to support the cascade of information, and publish an intranet article to inform all staff and managers about the new gender strategy. More details in Annex 5 on envisaged communication activities, and Annex 6 and Annex 7 which contains the script for the video by the President to all staff and the draft press release.

List of annexes

- Annex 1: Gender Target Analysis
- Annex 2: Stakeholder Input A: results of meetings in 2019 on measures
- Annex 3: Stakeholder Input B: responses to target proposals in 2020
- Annex 4: Overview of external benchmarking
- Annex 5: High level communication plan with envisaged activities
- Annex 6: Script for video from the President
- Annex 7: Draft press release setting out new model of targets
- Annex 8: Response to new gender targets from Women in Leadership Network