

To: The Executive Board
Via: The Chief Services Officer; C. Graeff
From: [REDACTED]
Cc: [REDACTED]
Date: 11 May 2016
Subject: Gender Diversity – update and further measures (EB meeting on 17/05/2016)

1. Background

Against the background of having reached the end 2015 gender targets (an increase which was mainly related to the impact of SSM recruitment) and the achievement of future targets (end 2017 and end 2019) becoming much more challenging, on 19 May 2015 DG/H presented a list of additional Gender Diversity (GD) measures to the Executive Board (EB). The EB approved the immediate implementation of several proposed measures (*Annex 1*) and mandated DG/H to revert on others with more concrete proposals. This memo presents the further elaborated proposals with regard to the establishment of local targets, the introduction of a Talent Development Programme for Women, and the introduction of a GD Officer/Sponsor for your information and approval. It also introduces a new proposal with regard to ASBR for colleagues (mostly women) on maternity/unpaid parental leave. Finally, the memo outlines additional measures with a view to strategically expand the ECB's outreach on the topic.

2. Elaborated measures for EB approval

2.1 Local targets

In order to increase local ownership and responsibility for the achievement of the ECB-wide GD targets, Business Areas (BAs) have been asked to determine local targets (interim and final targets for different salary band clusters) taking into account their specific business reality. In April 2016, local targets have been made available to all ECB management, in the following BAs' progress will be monitored by local Diversity Ambassadors (DAs) and DG/H via bi-annual GD dashboards, introduced in mid-2014. Looking ahead and assuming unchanged headcount, the comparison of the weighted average of BAs' targets to the ECB-wide targets shows an overall positive trend, however, a substantial gap remains, especially for end 2017 and end 2019 (*Annex 2*). According to the local targets provided, the ECB would miss its final

end 2019 gender targets by 16 women at management level (3.9% points), 17 women at principal level (4.5% points) and 72 women at professional level (6.6% points). The above suggests that more targeted efforts need to be made. In this context, additional measures aiming at building the pipeline of female talent to ensure a level playing field for future appointments are key (e.g. a specific Talent Development Programme for Women, see *Chapter 2.2*). Such measures would also send a clear message internally and be a strong signal to the public.

2.2 Talent Development Programme for Women

In parallel to other Talent Development Programmes that may be introduced to foster pockets of talent within the ECB, it is proposed to introduce a Talent Development Programme specifically for women. Such a programme would include transparent identification of female talent in the organisation, its development and the creation of an active pipeline of potential women for leadership positions. An assessment and development of talented women over a period of e.g. two years is foreseen, resulting in a pool for direct appointments. In line with similar programmes already in place in other public and private organisations, e.g. De Nederlandsche Bank, Deutsche Bank or Ernst & Young, the programme would entail the following features:

1. **Nomination** of a given number of talented women (following given criteria) by the Senior Management of each BA. Nominees will also require endorsement by at least one Senior Manager from another BA.
2. **Assessment** of potential and competencies/skills of nominated candidates.
3. **Development plan** tailored to each individual participant.
4. **Development measures** that have to be taken in the course of two years. During this time, managers have the responsibility to support and give the nominees space to undertake relevant activities (including internal and/or external secondments, coaching, dedicated executive training, etc.).
5. **Final review and graduation** of the programme participants.

Annex 3 shows how the milestones of the process could look. Successful participation in the programme will result in a pool of female potential for leadership positions, which could be directly appointed. The implementation of a programme as outlined above will imply costs connected with the development measures that will be put in place. *Annex 4* shows a tentative calculation based on given assumptions. The implementation of such a programme would require a change in the Staff Rules and is foreseen to start at the beginning of 2017. It should be noted that the features of the Talent Development Programme can also be expanded for use with other ECB colleagues. Hence, it could be open to men and women after 2019 or as soon as the gender targets have been achieved.

2.3 Gender Diversity Officer/Sponsor

GD is a shared responsibility and a diversity of ECB stakeholders contributes to its development including the EB/ Chief Services Officer (CSO), local DAs and DG/H. Similarly to other organisations, a clear sponsorship from top leaders in the organisation would ensure further visibility and gravitas to the topic within and outside of the ECB. It is therefore proposed to establish a co-sponsorship of a member of the EB and the CSO. In this context, it is proposed to nominate Benoit Coeuré and Michael Diemer as sponsors for the leadership and progress in this dossier, promoting its activities and giving guidance to all interim actions that will be developed in connection to it. Following Mr Diemer's commitment in the General Staff Assembly on 8 March 2016, both sponsors will be invited to join one of the upcoming meetings of the local DAs group.

2.4 ASBR and maternity/unpaid parental leave

ASBR steps are key to colleagues' career development, even more so in the context of actions proposed by Crescendo WS4. Although the ECB's policy states that "periods of absence do not as such constitute a discriminating element for the purpose of the ASBR", the ASBR exercise does not foresee a pro-rating in cases of maternity or unpaid parental leave. The most recent exercise shows that colleagues on maternity and unpaid parental leave for at least 20 weeks/140 days (women only!) received on average approximately 2.5 ASBR steps less than the rest of the organisation. In order to equalise the level playing field for both genders, it is therefore proposed to consistently set the ASBR for women on maternity leave and women and men on unpaid parental leave for at least 20 weeks/140 days equal to the steps they received in the assessment of the cycle prior to their leave.

2.5 Additional communication measures and outreach within the ESCB/SSM

The following communication measures are proposed jointly with DG/C aiming at strengthening the strategic approach on the GD topic:

- a) Establishment of a high-level female network, consisting of female NCB governors and their alternates. As a first act, we suggest to invite the network to initiate the establishment of the 'ESCB & SSM Diversity Network', with a current focus on gender, as approved by the EB on 19 May 2015; and
- b) Creation of an anticipated schedule of high level speakers embodying the topic of GD, with a regular, e.g. quarterly frequency of events tailoring different fora within the ECB.

3. Way forward

In the coming months BAs will be supported by DG/H to take up and progress on local GD initiatives. Progress in terms of targets and implementation of concrete actions will be monitored by DG/H via bi-annual dashboards, and reported back to Michael Diemer and Benoît Coeuré as GD Officers/Sponsors.

Following the approval of the EB, work will be started to develop the details and the relevant scheme for the introduction of a Talent Development Programme for Women. DG/H will revert towards the end of the year with a concrete design of the programme to be started in 2017.

The Executive Board is invited to

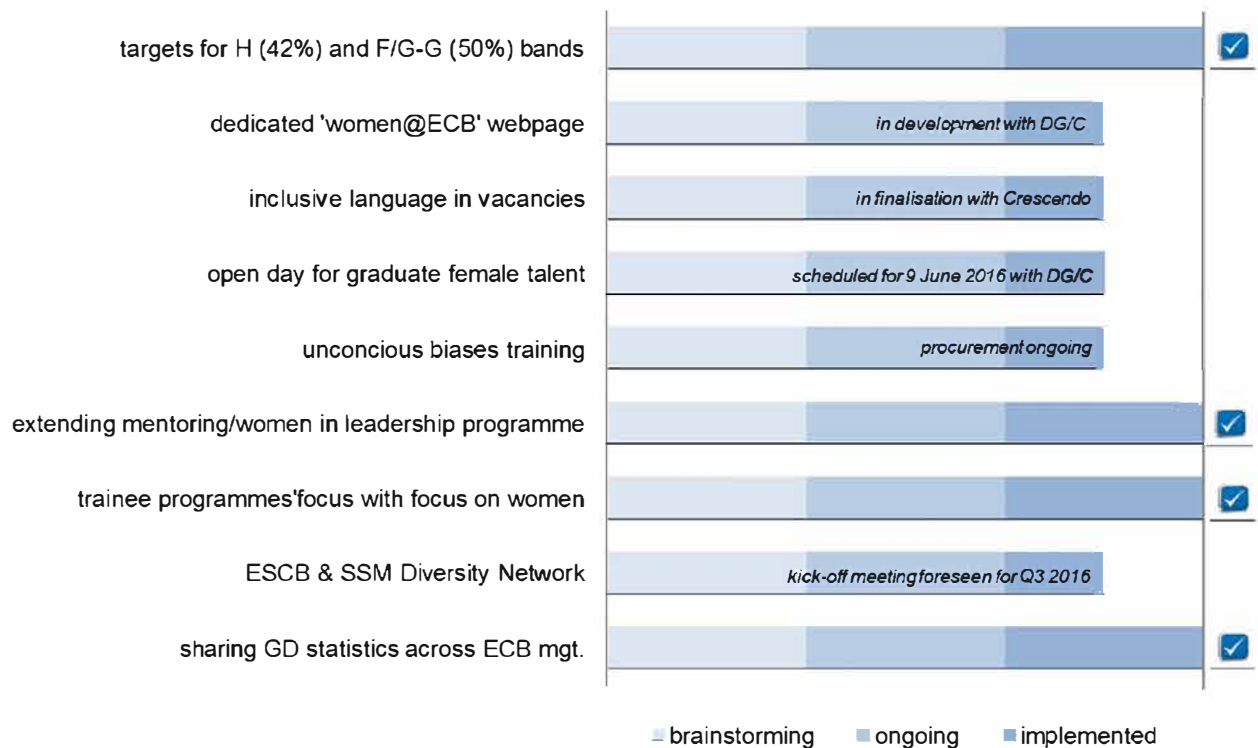
- a) take note of the proposed local targets;**
- b) approve that DG/H starts the design and development of a Talent Development Programme for Women;**
- c) establish the introduction of a GD co-sponsorship between Michael Diemer and Benoît Cœuré;**
- d) approve the change of ASBR rules to maintain ASBR steps in cases of maternity and/or unpaid parental leave for at least 20 weeks/140 days at the same level prior to the leave;**
- e) approve the introduction of additional communication measures, namely the establishment of a high level NCB female network and a schedule of external speakers.**

Annex 1 – Gender targets and actions

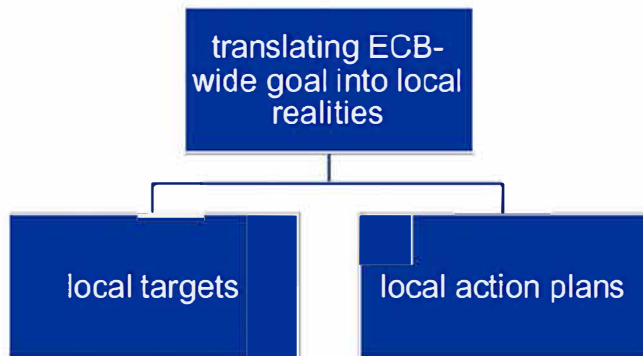
a. ECB gender targets, status at the time of their introduction (mid 2013), end 2015 and Q1 2016

% women	Status			Targets		
	mid 2013	end 2015	Q1 2016	end 2015	end 2017	end 2019
Senior management	15%	19%	18%	19%	24%	28%
All management	17%	24%	24%	23%	29%	35%
Pre-management	24%	29%	30%	28%	35%	42%
Professional level	40%	39%	38%	-	-	50%

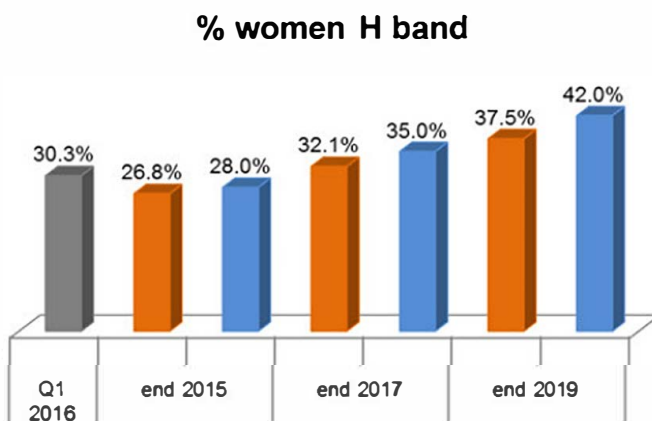
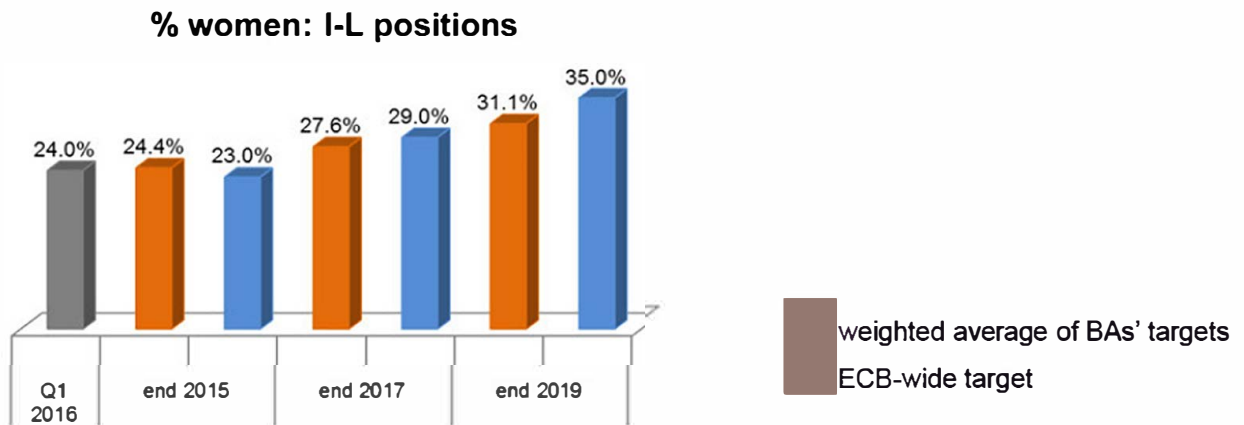
b. Overview of additional GD measures as approved by the EB on 19 May 2015

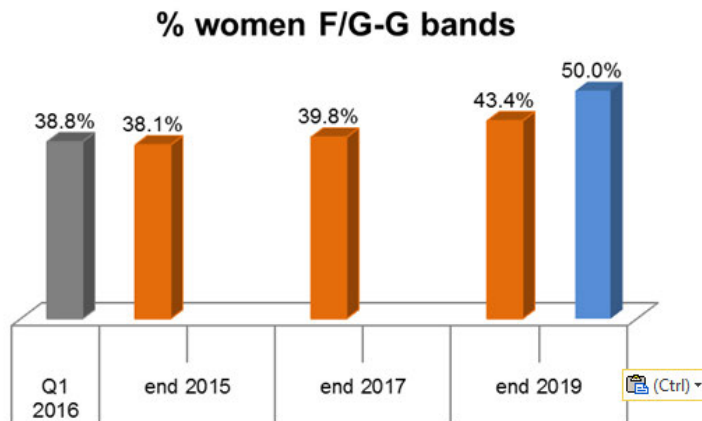


Annex 2 – Local targets exercise



a. Local targets: weighted average of BAs' targets, assuming unchanged headcount compared to ECB-wide targets





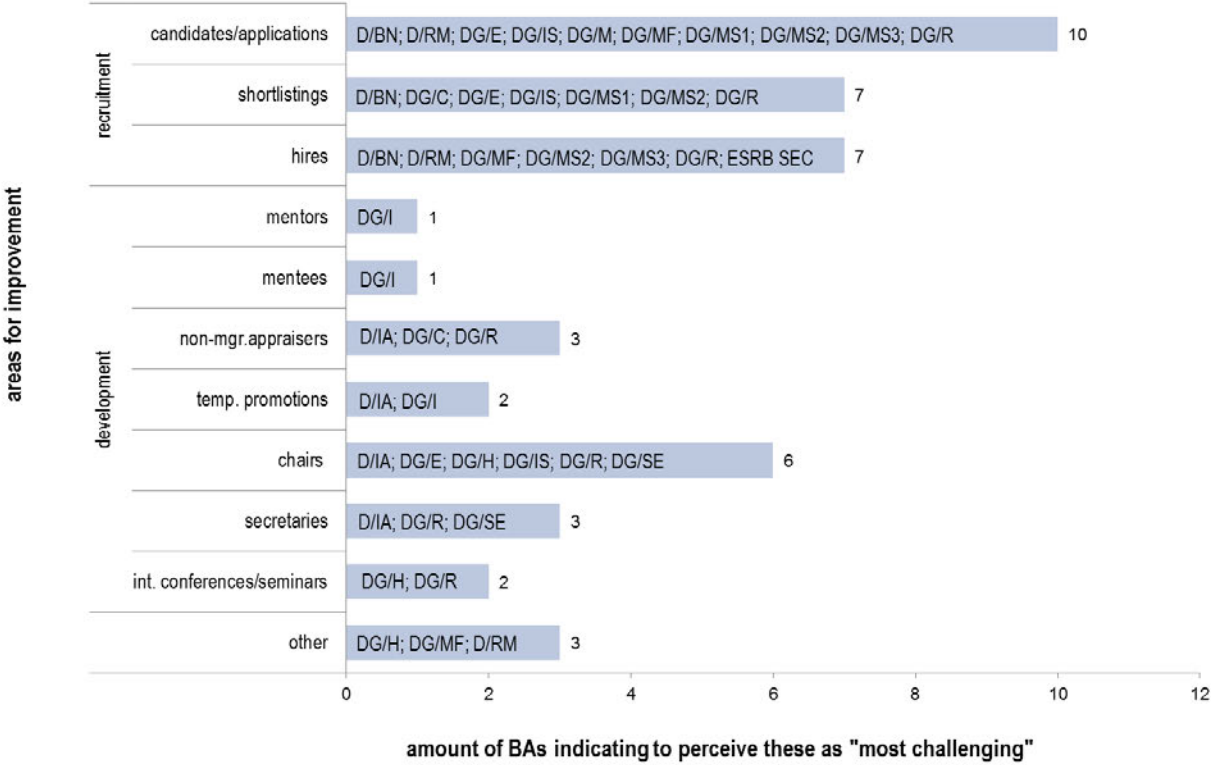
b. Local targets: overview of local targets per BA

	BA	all staff Q1 2016	women Q1 2016	% women Q1 2016	targets end 2015	targets end 2017	targets end 2019
	I-L bands	ECB overall	409	98	24.0%	23%	29%
	C	9	2	22.2%	30.0%	40.0%	50.0%
	DG/C	15	9	60.0%	68.8%	50.0%	50.0%
	D/IA	5	0	0.0%	0.0%	0.0%	0.0%
	DG/SE	7	1	14.3%	22.0%	29.0%	43.0%
	ESBR SEC	4	0	0.0%	0.0%	0.0%	0.0%
	DG/MF	16	3	18.8%	21.4%	28.6%	35.7%
	DG/A	19	2	10.5%	10.5%	20.0%	25.0%
	DG/R	13	2	15.4%	15.0%	20.0%	25.0%
	DG/IS	16	1	6.3%	6.6%	16.7%	22.2%
	DG/S	23	2	8.7%	9.0%	20.0%	28.0%
	DG/M	17	4	23.5%	22.0%	29.0%	35.0%
	DG/I	13	1	7.7%	7.7%	15.4%	23.0%
	D/BN	7	1	14.3%	14.0%	14.0%	14.0%
	D/RM	5	2	40.0%	29.0%	29.0%	35.0%
	DG/MIP	17	4	23.5%	23.0%	30.0%	35.0%
	DG/L	17	5	29.4%	29.0%	32.0%	35.0%
	DG/E	37	4	10.8%	10.8%	13.0%	15.0%
	DG/H	14	6	42.9%	50.0%	50.0%	50.0%
	DSSB	5	2	40.0%	25.0%	30.0%	35.0%
	DG/MS1	48	18	37.5%	39.0%	39.0%	39.0%
	DG/MS2	50	14	28.0%	30.0%	30.0%	30.0%
	DG/MS3	10	4	40.0%	33.0%	38.0%	40.0%
	DG/MS4	37	9	24.3%	25.7%	29.0%	35.0%

H band	BA	all staff Q1 2016	women Q1 2016	% women Q1 2016	targets end 2015	targets end 2017	targets end 2019
	ECB overall		379	115	30.3%	28%	35%
C		0	0	0.0%	50.0%	50.0%	50.0%
DG/C		9	2	22.2%	9.0%	22.0%	27.0%
D/IA		5	0	0.0%	0.0%	0.0%	17.0%
DG/SE		10	7	70.0%	64.0%	67.0%	67.0%
ESBR SEC		4	2	50.0%	50.0%	50.0%	50.0%
DG/MF		14	2	14.3%	13.3%	26.6%	39.9%
DG/A		17	3	17.6%	18.8%	25.0%	30.0%
DG/R		10	3	30.0%	15.0%	20.0%	25.0%
DG/IS		29	4	13.8%	7.7%	15.4%	23.1%
DG/S		29	6	20.7%	21.0%	34.0%	41.0%
DG/M		20	8	40.0%	29.0%	35.0%	42.0%
DG/I		14	5	35.7%	33.3%	40.0%	46.7%
D/BN		5	0	0.0%	0.0%	0.0%	14.0%
D/RM		7	2	28.6%	29.0%	35.0%	42.0%
DG/MIP		17	7	41.2%	44.0%	48.0%	50.0%
DG/L		14	7	50.0%	50.0%	50.0%	50.0%
DG/E		34	10	29.4%	28.1%	30.0%	32.0%
DG/H		17	7	41.2%	40.0%	47.5%	55.0%
DSSB		7	6	85.7%	30.0%	35.0%	37.5%
DG/MS1		30	9	30.0%	34.0%	34.0%	39.0%
DG/MS2		25	5	20.0%	22.0%	25.0%	30.0%
DG/MS3		7	4	57.1%	40.0%	45.0%	50.0%
DG/MS4		54	16	29.6%	25.0%	30.0%	35.0%

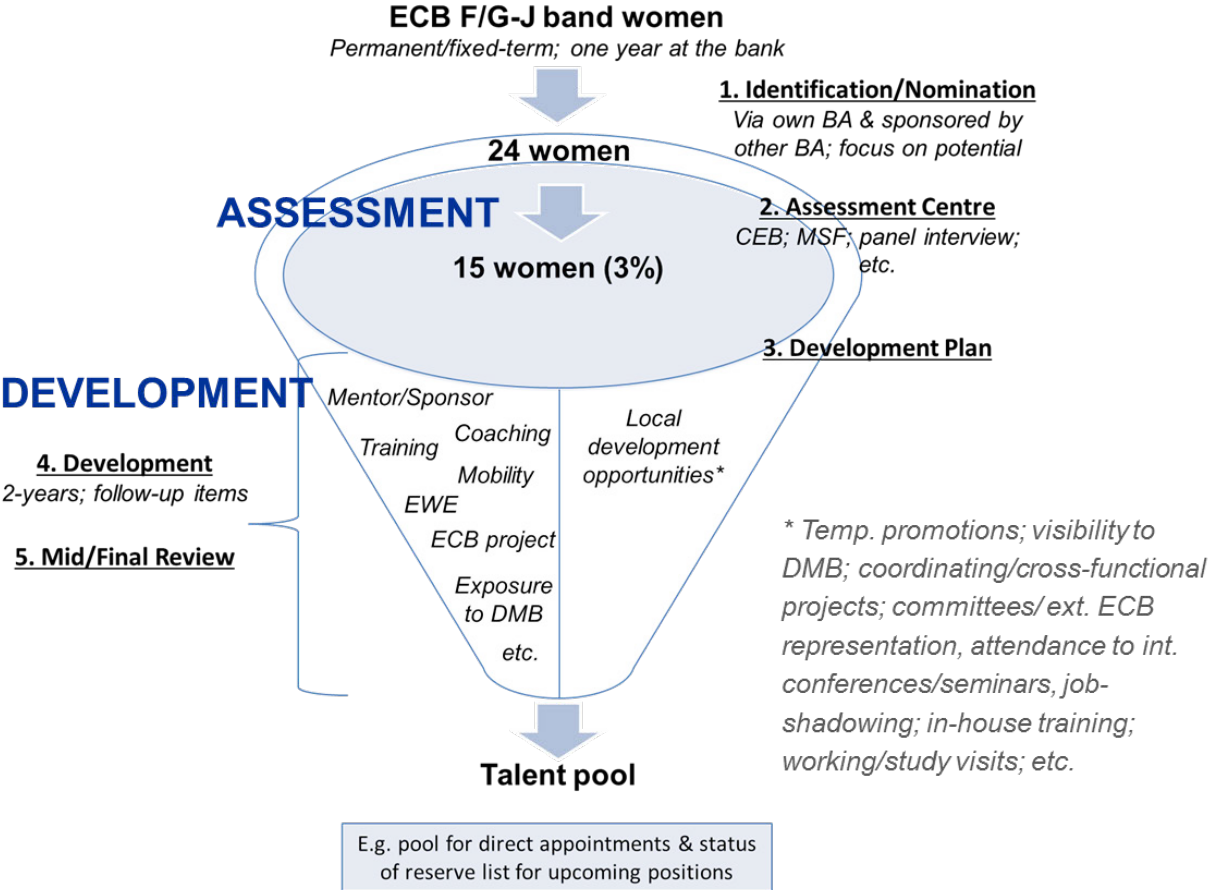
F/G-G bands	BA	all staff Q1 2016	women Q1 2016	% women Q1 2016	targets end 2015	targets end 2017	targets end 2019
	ECB overall		1,083	415	38.3%	/	/
C		1	1	100.0%	50.0%	50.0%	50.0%
DG/C		85	53	62.4%	63.2%	50.0%	50.0%
D/IA		17	6	35.3%	35.7%	35.7%	42.0%
DG/SE		19	12	63.2%	72.0%	69.0%	69.0%
ESBR SEC		2	1	50.0%	100.0%	100.0%	100.0%
DG/MF		43	13	30.2%	27.8%	36.8%	45.0%
DG/A		41	15	36.6%	38.0%	40.0%	45.0%
DG/R		30	3	10.0%	15.0%	20.0%	25.0%
DG/IS		135	31	23.0%	22.8%	25.0%	30.0%
DG/S		82	34	41.5%	38.0%	45.0%	50.0%
DG/M		50	22	44.0%	49.0%	50.0%	50.0%
DG/I		32	9	28.1%	30.0%	40.0%	46.7%
D/BN		30	6	20.0%	20.0%	23.0%	27.0%
D/RM		15	5	33.3%	29.0%	40.0%	50.0%
DG/MIP		43	17	39.5%	41.0%	45.0%	50.0%
DG/L		72	41	56.9%	50.0%	50.0%	50.0%
DG/E		81	27	33.3%	35.4%	37.0%	40.0%
DG/H		52	34	65.4%	66.0%	63.0%	60.0%
DSSB		10	5	50.0%	40.0%	42.8%	47.6%
DG/MS1		82	22	26.8%	30.0%	30.0%	33.0%
DG/MS2		67	18	26.9%	27.0%	30.0%	35.0%
DG/MS3		27	9	34.6%	33.0%	37.0%	50.0%
DG/MS4		66	29	43.9%	40.0%	45.0%	50.0%

c. Local action plans: overview of BAs’ areas for improvement, indicated as “most challenging”*



* Please note that five BAs did not indicate any area to be perceived as “most challenging”, amongst these C, DG/A, DG/L, DG/MIP, and DSSB. Four out of these BAs however indicated some of the areas as being perceived as “somewhat challenging”, namely C (hires), DG/A (candidates/applications; shortlistings; hires), DG/MIP (hires; non-mgr. appraisers) and DSSB (mentors). Please further note that two out of 23 BAs did not at all reply to the questionnaire (yet), namely DG/MS4 and DG/S.

Annex 3 – Talent Development Programme, envisaged process



Annex 4 – Estimation of costs

[...]