

ECB Gender Strategy 2020-2026



Operationalisation Plan

The plan outlines the objectives, responsibilities and timelines for

- (a) measures approved by the Executive Board, 12.05.2020 (in **green text** below)
- (b) one measure resulting from exchange with senior stakeholders, 08.2020 (in **red text** below)

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Table 1 Consolidated Timelines

		2020		2021				2022				2023			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1		Attraction, Recruitment, Promotion													
1.1	CtB														
1.2	RtB														
1.3	CtB														
1.4	CtB														
1.5	CtB														
1.6	RtB														
2		Culture & Accountability													
2.1	RtB														
2.2	CtB														
2.3	RtB														
3		Leadership Development													
3.1	RtB														
3.2	CtB														
3.3	RtB														
4		Flexible Working													
4.1	RtB														
4.2	CtB														
4.3	CtB														
4.4	CtB														

Key	<i>Running the Bank</i>	RtB
Key	<i>Change the Bank</i>	CtB
Key	<i>Development</i>	
Key	<i>Maintenance</i>	

Table 2 Responsibility and Involvement of Business U nits

Key: Responsible units in red, involved units in blue

		TMA / WoCu	TMA / L&D	TMA / TACD	TMA / SWFP & PMD	BPA / Hub	BPA / HRBPs	BPA / Talent Acq.	ESE / Analytics	ESE / SMES	DG/C	DPO	CPO	DG/IS	DG/CS – DA	D&I Ambassadors
1	Attraction, Recruitment, Promotion															
1.1	Vacancies	Red		Red				Blue			Blue					
1.2	EDGE	Red	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue		
1.3	Internal recruitment	Red		Red				Blue			Blue					
1.4	CTS 3.0	Blue			Blue					Red						
1.5	Career Opportunities A-E	Red	Red	Red	Red		Blue	Blue	Blue	Blue						
1.6	Enhanced outreach	Blue				Blue		Red			Blue					
2	Culture & Accountability															
2.31	SB Sponsor	Blue				Red					Blue					
2.2	Reporting and publication	Red				Blue	Red		Red		Blue					
2.3	Recognise good behaviour	Red		Red	Red	Blue	Blue		Blue		Blue					
3	Leadership Development															
3.1	Inclusion Training	Red	Blue			Blue										
3.2	Mentoring	Red	Red	Blue					Blue		Blue			Blue		
3.3	Career-critical tasks	Red		Blue	Blue	Blue	Blue		Blue							Red
4	Flexible Working															
4.1	Promotion / role-modelling	Red					Blue		Blue	Red	Blue					
4.2	Leave and child support	Blue					Blue			Red	Blue					
4.3	Integration of staff on leave	Red					Blue			Red	Blue			Blue	Blue	Blue
4.4	Job sharing / part-time	Red			Blue		Blue	Blue	Blue	Red						

1. Attraction, Recruitment, Promotion

What? 1.1 Systematically neutral vacancy notices

Why? Objectives

- Ensure that the formulation our vacancy notices is truly gender-neutral and generally inclusive
- Potentially: leverage an external expert service to reduce internal resource use

Who? Responsible TMA / Working Culture Team
TMA / Talent Acquisition and Career Development

Other units involved BPA / Talent Acquisition Team
DG/C

Stakeholders to be consulted during design/implementation

- DG/HR MT
- D&I Ambassadors
- Women's Networks
- Other Employee Networks
- Staff Representatives
- IPSO

Start to end Jan 2023 – June 2023

When? Timeline

- Market Research Jan 2023 – Feb 2023
- HR MT Decision on whether to engage an external provider End Feb 2023
- Procurement Mar 2023 – May 2023
- Engagement of Provider End May 2023
- Roll-Out of systematic checks June 2023

What? 1.2 Prepare for EDGE certification at level 2 “Move” in early 2021

Why? Objectives

- Enhance / maintain ECB employer brand by continuing certification
- Improve certification to “Move” to illustrate the progress we are making
- Gain further data-based insight into our strengths and challenges

Who? Responsible: TMA / Working Culture Team

Other Units involved

- All DG/HR subject matter experts (as in 2018) for confirmation of the text in the questionnaire (as in 2018)
- HR Analytics Team regarding data gathering and survey preparation
- DPO
- CPO
- DG/C

Stakeholders to be consulted during design/implementation

- Executive Board
- CSO
- DG/HR MT
- D&I Ambassadors

When? Start to end: Jun 2020 – Feb 2021

Timeline

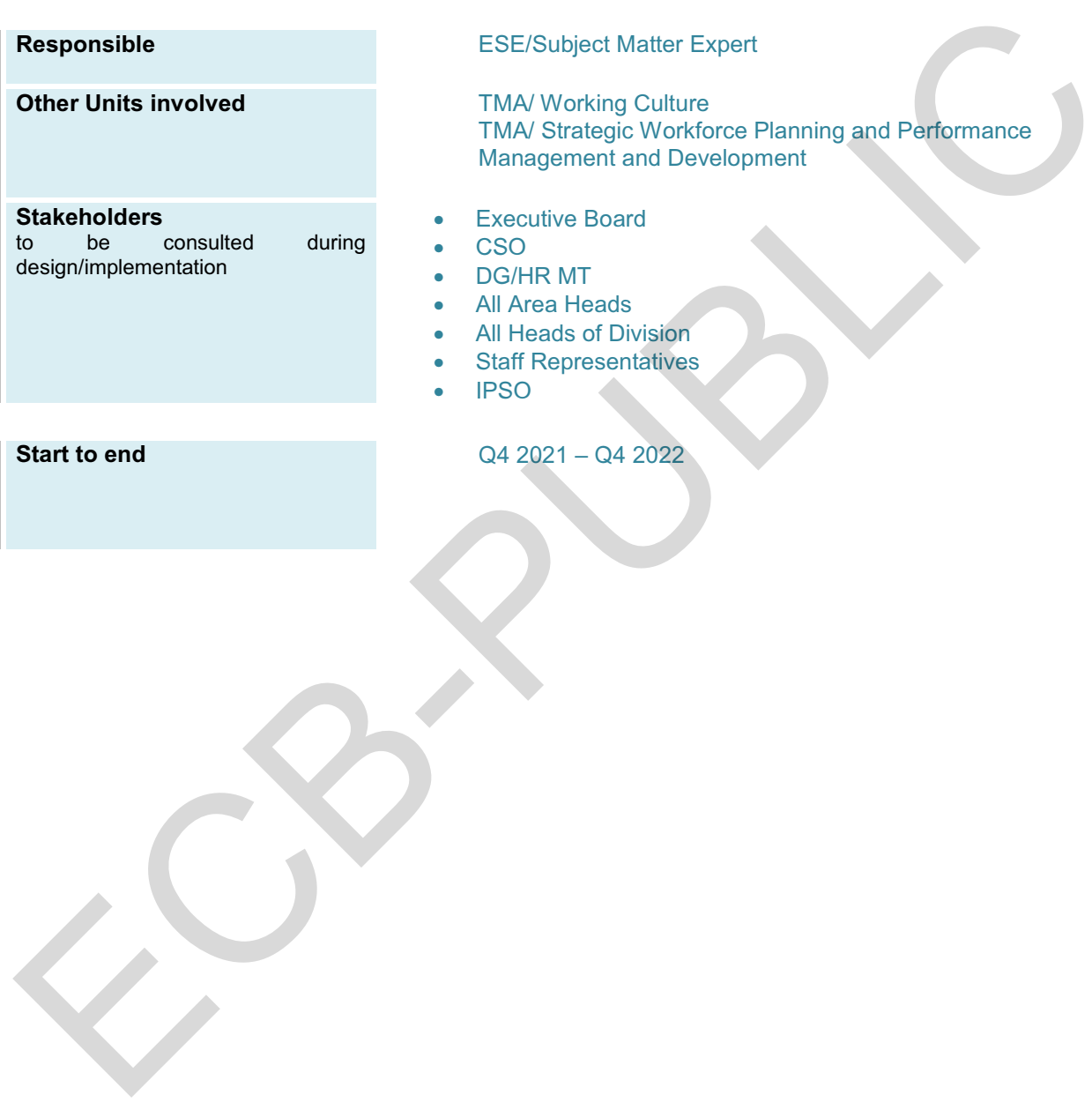
- Kick-off call with EDGE Jul 2020
- CPO / order progress Jul 2020 – Sep 2020
- Preparation for survey Jul 2020 – Oct 2020
- Data gathering Jul 2020 – Oct 2020
- Completion of Questionnaire Jul 2020 – Oct 2020
- Running of staff survey Nov 2020
- Audit procedure with Flocert Dec 2020
- Certification Jan 2021
- Communications (internal & external) Jan 2021 – Feb 2021 and where appropriate thereafter

What? 1.3 Internal head-hunting and career fairs to identify talent from underrepresented gender

Why?	<p>Objectives</p>	<ul style="list-style-type: none"> • Lower the barriers for women to apply for promotion • Generate awareness among women of new career opportunities within the ECB • Generate more awareness among hiring managers of the female talent available in their hiring pool • Potentially: widening the inclusiveness of head-hunting and internal career fairs to cover other facets of diversity
Who?	<p>Responsible</p>	TMA / Two Teams: Talent Acquisition and Career Development and Working Culture
	<p>Other Units involved</p>	BPA / Talent Acquisition Team DG/C
	<p>Stakeholders to be consulted during design/implementation</p>	<ul style="list-style-type: none"> • CSO • DG/HR MT • All Area Heads • All Heads of Division • D&I Ambassadors • Women's Networks • Other Employee Networks • Staff Representatives • IPSO
When?	<p>Start to end</p>	Apr 2022 – Mar 2023
	<p>Interdependencies</p>	Potential link with external mobility / facilitated mobility
	<p>Timeline</p> <ul style="list-style-type: none"> • Discovery Phase • Design Phase • HR/MT sign-off on design • Concrete planning of first head-hunting mechanism and internal career fair • Launch 	<p>Apr 2022 – Jun 2022</p> <p>Jun 2022 – Oct 2022</p> <p>End Oct 2022</p> <p>Oct 2022 – Mar 2023</p> <p>Mar 2023</p>

1.4 Career Transition Support Scheme, Version 3.0

What?		
Why?	<p>Objectives</p>	<ul style="list-style-type: none"> • Generate new promotion opportunities by creating space in upper salary bands • Potential high male outflow which may enable an improvement in female share in upper salary bands
Who?	<p>Responsible</p>	<p>ESE/Subject Matter Expert</p>
	<p>Other Units involved</p>	<p>TMA/ Working Culture TMA/ Strategic Workforce Planning and Performance Management and Development</p>
	<p>Stakeholders to be consulted during design/implementation</p>	<ul style="list-style-type: none"> • Executive Board • CSO • DG/HR MT • All Area Heads • All Heads of Division • Staff Representatives • IPSO
When?	<p>Start to end</p>	<p>Q4 2021 – Q4 2022</p>



What? 1.5 Career support programme for support bands (A-E) and exploration of possibility to offer dedicated career opportunities to qualified staff at D and E bands

Why? **Objectives**

- Generate new career opportunities and lower the barriers for women to apply for promotion to higher bands
- Address the concern among staff in support bands that our gender diversity policy excludes them
- Reduce the hierarchical culture of the ECB by providing concrete examples of talent being promoted from the A-E bracket to the E/F-L bracket
- Discovery process already underway regarding a localised pilot programme

Who? **Responsible** TMA (all teams)

Other Units involved BPA, ESE

Stakeholders to be consulted during design/implementation

- Executive Board
- CSO
- DG/HR MT
- All Area Heads
- All Heads of Division
- D&I Ambassadors
- Women's Networks
- Other Employee Networks
- Staff Representatives
- IPSO
- Staff in A-E bands

When? **Start to end** Sept 2020 – Mar 2022

Timeline

- Discovery phase: Pilot Sept 2020 – Dec 2020
- Further refinement Jan 2021 – Mar 2021
- Full Discovery Phase Apr 2021 – Jun 2021
- Design Phase Jun 2021 – Aug 2021
- HR/MT sign-off on design Beginning Sept 2021
- EB sign off End Sept 2021
- Consultation with stakeholders, including formal consultation with Staff Committee Oct 2021 – Feb 2022
- Planning for launch Feb 2022 – Mar 2022
- Launch Mar 2022

What? 1.6 Enhanced outreach efforts to attract female talent

Why? **Objectives**

- Identify exceptional female talent earlier by more active academic outreach, e.g. working directly with specific universities
- Leverage on the relevant best practice of the ECB's peer institutions

Who? **Responsible** BPA / Talent Acquisition Team

Other Units involved TMA/ Working Culture
TMA / Talent Acquisition and Career Development
DG/C

Stakeholders to be consulted during design/implementation

- Executive Board
- CSO
- DG/HR MT
- All Area Heads
- All Heads of Division

When? **Start to end Timeline** Dec 2020 – Jul 2021

- Review of current ECB outreach activities; benchmarking with peer institutions and developing a plan for enhanced outreach and market research on available events and possible CSR avenues Dec 2020 – Jun 2021
- Approval of proposal by HR/MT and informing to EB on plan Jun 2021
- Commencement of new outreach activities Jul 2021

2. Culture and Accountability

2.1 Appointing an ECB Supervisory Board Diversity Sponsor

What?		
Why?	Objectives	<ul style="list-style-type: none"> Spread further the impact of the message “from the top” by having a senior sponsor to concentrate on the SSM
Who?	Responsible	BPA / Stakeholder Hub
	Other Units involved	TMA / Working Culture Team (for onboarding) DG/C
When?	Start to end	Sept 2020
	Timeline	<ul style="list-style-type: none"> Confirmation and announcement of sponsor (this does not require formalities) Sept 2020 Onboarding session Oct 2020



2.2 Reporting, Monitoring and Publication

What?

Why?

Objectives

- Data transparency as a basis for managerial accountability in effecting change
- Move from quarterly reporting to real-time reporting with half-yearly check-ins
- Through external publication: enhance and maintain employer brand as an institution that takes gender balance seriously
- Make external narrative more inclusive by focusing on a wider group than only management

Who?

Responsible TMA / Working Culture Team

Other Units involved ESE / HR Analytics Team
BPA / HRBPs

Stakeholders to be consulted during design/implementation

- Executive Board
- CSO
- DG/HR MT
- All Area Heads
- All Heads of Division
- D&I Ambassadors

Start to end Jun 2020 – Dec 2021, thereafter maintenance

When?

Timeline

- HR MT decision on localisation of targets Jul 2020
- Design of real-time data source and annual scorecard Aug – Oct 2020
- Executive Board approval of localisation of targets and minimum viable product Oct 2020
- Roll-out through D&I Ambassadors and HRBPs to business areas with status quo score card, information about underperformance procedure, etc. Nov 2020
- Biannual check up with business areas Mar 2021
- First biannual update to Executive Board April 2021
- Design of external comms April-Oct 2021
- First annual scorecards Oct 2021
- Organisation and running of meetings between relevant Area Heads and their Executive Board members if underperforming Nov 2021
- First external publication Dec 2021

What? 2.3 Design and develop a process to recognise and encourage positive diversity & inclusive behaviour by managers

Why? Objectives

- Effect cultural and behavioural change through positive incentives (as opposed to accountability based only on negative consequences)
- Strengthen the narrative through storytelling that we are aiming for broad institutional change

Who? Responsible
Other Units involved
Stakeholders to be consulted during design/implementation

TMA / Working Culture

TMA/ Strategic Workforce Planning and Performance Management and Development
BPA / Stakeholder Hub and HRBPs
ESE / HR Analytics
DG/C

- Executive Board
- CSO
- DG/HR MT
- All Area Heads
- All Heads of Division
- D&I Ambassadors
- Women's Networks
- Other Employee Networks
- Staff Representatives
- IPSO

When? Start to end
Interdependencies
Timeline

Sep 2021 – Mar 2022 (Subject to scope, see Launch below)

- Performance Management and Development process currently being reviewed for 2021.
- All managers to have completed Inclusive Leadership training to increase awareness by Jun 2021
- New Leadership Growth Programme to be rolled out in 2021

- Discovery Phase
- Design Phase
- HR/MT sign-off on design
- Launch

Sep 2021 – Nov 2021
Dec 2021 – Feb 2022
Early Mar 2022
end Mar 2022

3. Leadership Development

What?	<h2 style="margin: 0;">3.1 Mandatory inclusion training for all staff; comprehensive inclusion training for Executive Board, managers, D&I Ambassadors and the D&I Forum;</h2>	
Why?	<p>Objectives</p>	<ul style="list-style-type: none"> Achieve cultural and behavioural change by increasing awareness, knowledge and skills around inclusive behaviour and the value of diversity Enhance the role of managers as role models and multipliers about diversity and inclusion Benefit from the varied advantages of more inclusive behaviour by managers
Who?	<p>Responsible</p>	<p>TMA / Working Culture Team</p>
	<p>Other Units involved</p>	<p>TMA / Learning & Development Team BPA / Stakeholder Hub and HRBPs</p>
	<p>Stakeholders to be consulted during design/implementation</p>	<ul style="list-style-type: none"> Executive Board CSO DG/HR MT All Area Heads All Heads of Division D&I Ambassadors Women's Networks Other Employee Networks Staff Representatives IPSO
When?	<p>Start to end</p>	<p>Jun 2020 – Apr 2021, thereafter maintenance</p>
	<p>Timeline</p>	<ul style="list-style-type: none"> Design Jun 2020 – Sept 2020 HR MT update about design Jul 2020 – Aug 2020 Piloting, consulting selected stakeholders, refinement Oct 2020 Launch of training for managers Nov 2020 Majority of managers trained End Apr 2021 Launch of eLearning units for all staff and all newcomers Possible from Jan 2021 <i>Preferable to launch once majority of managers have completed the training</i>

3.2 Re-launch ECB-wide mentoring

What?		
Why?	Objectives	<ul style="list-style-type: none"> • Provide career guidance for more ECB staff • In particular, break down barriers to apply for women, by giving them a neutral career sparring partner • Increase cross-institutional learning, career development and inclusion
Who?	Responsible	TMA / Working Culture Team
	Other Units involved	TMA / Learning & Development Team TMA / Talent Acquisition and Career Development ESE / HR Analytics Team ESE/ HR Systems Team DG/IS DG/C
	Stakeholders to be consulted during design/implementation	<ul style="list-style-type: none"> • DG/HR MT • D&I Ambassadors • Women's Networks • Other Employee Networks • Staff Representatives • IPSO
When?	Start to end	Mar 2020 – Sep 2021
	Timeline	
	<ul style="list-style-type: none"> • Discovery / benchmarking and scoping of possible solutions • Scoping in HR MT • Development of technical matching solution within talent/learning architecture; in parallel: design of general mentoring programme as well as inclusion-focused modules to be introduced; design of training and info materials • Launch 	Mar 2020 – Jun 2020 Jul 2020 Oct 2020 – Aug 2021 Sep 2021

What? **3.3 Business Areas to monitor and report allocation of career-critical tasks by gender**

Why? **Objectives**

- Achieve systematic reduction in any gender bias in task allocation in order to level the promotion playing field
- Enhance women’s careers by providing them with more “stretch” assignments
- Integrate Diversity and Inclusion Ambassadors in to the operationalisation of the strategy and take the lead on product

Who? **Responsible**
TMA / Working Culture Team
Diversity and Inclusion Ambassadors

Other Units involved
BPA / HRBPs
TMA / Talent Acquisition and Career Development
TMA / Strategic Workforce Planning and PMD Team
ESE / HR Analytics

Stakeholders to be consulted during design/implementation

- DG/HR MT
- All Area Heads
- All Heads of Division
- D&I Ambassadors
- Women’s Networks
- Other Employee Networks
- Staff Representatives
- IPSO

When? **Start to end** Oct 2020 – Jul 2021

Sub-Deliverables

- Mindset element, expected behavioural changes included in Inclusion training Oct 2020
- Diversity and Inclusion Ambassador workshop Jan 2021
- D&I Ambassador develop process Feb 2021 – May 2021
- Integrate behavioural tools in Leadership Growth training H1 2021
- Refine proposal and kick off Jun 2021 – Jul 2021

4. Flexible Working

What?	4.1 Promotion and role-modelling of flexible working by managers	
Why?	Objectives	<ul style="list-style-type: none"> Reducing the culture of “facetime” and enhancing the inclusion of diverse working patterns In particular, easing the burden on working mothers to be in the office at specific times, where this is not actually necessary for effective work results
Who?	Responsible	TMA / Working Culture Team ESE / Working Time Team
	Other Units involved	ESE / HR Analytics BPA / Business Partners DG/C
	Stakeholders to be consulted during design/implementation	<ul style="list-style-type: none"> Executive Board CSO DG/HR MT All Area Heads All Heads of Division D&I Ambassadors
When?	Start to end	<p>Jul 2020 – May 2021</p> <p>Explore integration within the new teleworking policy as part of the <i>new normal</i></p> <p>[We have gained early learnings and insights from coronavirus situation. More systematic work has not begun and needs to be considered in light of these. Therefore the proposal is:]</p>
	Timeline	<ul style="list-style-type: none"> Integrate quick win messaging with new teleworking framework <i>Jul 2020 – end Phase 3</i> Review data on current working time patterns <i>Jan 2021</i> Draft messages for (a) senior leaders to share and (b) all managers to share <i>Jan – Feb 2021</i> Draft a proposal for managerial behaviour around flexible working <i>Mar 2021</i> Share messages with managers through a one-hour workshop and info pack <i>May 2021</i> <i>Follow-up: Review data on working time patterns to assess impact and next steps Apr 2022</i>

4.2 Review of parental leave and child support policies

Why? **Objectives**

- Reduce the barriers for working mothers to develop their careers and be promoted
- Enhance institutional recognition of the important role fathers play as parents at home

Who? **Responsible** ESE / all relevant colleagues

Other Units involved TMA / Working Culture Team
BPA / HRBPs
DG/C

Stakeholders to be consulted during design/implementation

- Executive Board
- CSO
- DG/HR MT
- All Area Heads
- All Heads of Division
- D&I Ambassadors
- Women's Networks
- Other Employee Networks
- Staff Representatives
- IPSO

When? **Start to end** Oct 2021 – Jan 2023

Timeline

- Discovery Phase Oct 2021 – Jan 2022
- Design Phase Jan 2022 – Mar 2022
- HR/MT sign-off on design End Mar 2022
- CSO and EB input, refinement of concept End Apr 2022
- Consultation May 2022 – Oct 2022
- Preparation for launch Oct 2022 – Dec 2022
- Launch Jan 2023

What? 4.3 Improve staff integration during/after leave, including parental leave

Why? Objectives

- Reduce the career lag associated with maternity leave
- Encourage inclusive behaviour towards absent staff by management and colleagues
- **Note: some elements of this may be addressed due to developments with ECBCConnect, the extranet platform that can be accessed remotely**

Who? Responsible

Other Units involved

Stakeholders to be consulted during design/implementation

ESE / all relevant colleagues
TMA / Working Culture Team

BPA / HRBPs
DG/IS
DG/CS – DA
DG/C

- CSO
- DG/HR MT
- All Area Heads
- All Heads of Division
- D&I Ambassadors
- Women's Networks
- Other Employee Networks
- Staff Representatives
- IPSO

When? Start to end

Timeline

- Discovery Phase
- Design Phase
- HR/MT sign-off on design
- CSO and EB informed
- Preparation for Launch
- Launch

Jun 2021 – Dec 2021

Jun 2021 – Aug 2021
Sep 2021 – Oct 2021
Nov 2021
Dec 2021

Nov 2021 – Dec 2021

Dec 2021

What? 4.4 Investigate job sharing possibilities, including for managers, and strengthen part-time models

Why?	Objectives	<ul style="list-style-type: none"> • Increase the variation of working patterns available and lower barriers for women to apply • Provide more avenues to assemble gender-diverse leadership teams • Eliminate the perception that part-time work is not compatible with leadership or career development at the ECB • Reduce the culture of “facetime” and enhancing the inclusion of diverse working patterns • In particular, ease the burden on working parents to be in the office at specific times, where this is not actually necessary for effective work results
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Who?	Responsible	TMA / Working Culture Team ESE / All relevant colleagues
	Other Units involved	TMA / Strategic Workforce Planning and PMD Team BPA/ Talent Acquisition BPA / HRBPs ESE / HR Analytics
	Stakeholders to be consulted during design/implementation	<ul style="list-style-type: none"> • Executive Board • CSO • DG/HR MT • All Area Heads • All Heads of Division • D&I Ambassadors • Women’s Networks • Other Employee Networks • Staff Representatives • IPSO

When?	Start to end	Part A: Oct 2020 – Dec 2020 Part B: Jun 2022 – Dec 2023
	Timeline	
	Part A:	<ul style="list-style-type: none"> • Integrate part time as default option on vacancy notice and communicate to managers <p>Oct 2020 – Dec 2020</p>
	Part B:	<ul style="list-style-type: none"> • Design Phase • Discovery Phase • Design Phase • HR/MT sign-off on design • CSO and EB approval, refinement of concept <p>Jun 2022 – Oct 2022 Oct 2021 – Sept 2021 Sept 2021 – Feb 2022 Mar 2022 Apr 2022</p> <ul style="list-style-type: none"> • Consultation • Preparation for Launch • Launch <p>Apr 2022 – Aug 2022 Sept 2022 – Dec 2022 Dec 2023</p>