

SEC/EB/21/1184/12
Directorate General Human Resources

ECB-RESTRICTED

To: The Executive Board
Via: M. Diemer *[approved]*, A.-S. Catherin *[approved]*
From: [REDACTED]
Cc: E. Murciano, I. Raczne Szőke, K. Tsitsibikou, [REDACTED]
Date: 17 February 2021
Subject: **Outcome of the consultation with staff representatives on the gender strategy consultation measures**

On 13 October 2020, the Executive Board approved the launch of the consultation with staff representatives on measures necessary to support the ECB in achieving its gender targets. This consultation has now been concluded. This memo presents: (1) a recap on the context for this consultation; (2) a summary of comments and proposals received during the consultation; and (3) information on the next steps.

The Executive Board is invited to:

- (a) take note of the outcome of the consultation with the Staff Committee and IPSO;
- (b) request DG/HR to begin work on the measures outlined in the consultation

1. Recap: Context for the consultation on Gender Strategy 2020-2026 measures

In May 2020, the Executive Board approved the introduction of ECB-wide annual minimum intake targets of 50% females for all levels starting at Analyst (E/F), combined with realistic share targets considering projected female outflow. To facilitate their success, these targets are accompanied by a series of measures, for implementation in 2020-2023.

DG/HR developed measures, and an accompanying operationalisation plan, considering the priority of certain measures, in combination with the resources and effort necessary for maximum impact. In October 2020, the Executive Board approved the launch of a consultation on a list of measures changing the bank, e.g. ones that will result in either changes in rules or procedures:

Attraction, Recruitment, Promotion	Culture & Accountability	Leadership Development	Flexible Working
Neutral and inclusive vacancies	Enhanced Monitoring, reporting & publication	Mentoring	Leave and Child Support
Internal head-hunting and career fairs			Integration of staff on leave
Career Transition Support Scheme 3.0			Job Sharing/part-time opportunities
Career Opportunities for staff at bands A-E			

2. Summary of the consultation with staff representatives

In 2019, a wide number of stakeholders, including staff representatives, defined the proposed measures, thus no significant changes were expected through this consultation. Nevertheless, the staff representatives thoroughly engaged with the topic, providing rich feedback and ideas, both in bi-lateral meetings and in the context of the D&I Forum and the D&I Ambassadors' group. Several of the comments and proposals are supportive of the measures put forward by DG/HR, and provide details for how to operationalise them. DG/HR will engage with the Staff Representatives on those once work on the different measures begins, e.g. the final details of elements which will be considered as part of the review of our parental leave and child support policies. The remainder of the comments did not have an impact on the list of proposed measures as they were:

- **Already factored in the measures or other processes in place, for example,**
 - *Closing the female application gap:* a number of measures will address this, including specifically internal head hunting, career fairs, and the mentoring programme could support and motivate women to apply;
 - *Improved identification of learning needs and opportunities for staff to prepare for future needs and positions:* the ECB Strategic Workforce planning exercise identifies business priorities and skills needs over the coming years; in performance management discussions (annual or mid-year) staff discuss long-term professional development goals; HR collects learning needs from the two above exercises and offers specific trainings to address those needs. These tools can be critical in preparing women to flourish in their careers, albeit that they benefit all staff regardless of gender.
 - *Concerns about the implementation of the new promotion framework:* DG/HR has launched an ECB wide check-in on the effectiveness of the career framework.
- **Questions which could be clarified by DG/HR, for example**
 - *Inclusive nature of the measures:* although the targets are gender specific, the measures are inclusive and will benefit all staff, and other diversity facets where appropriate. The measures aim to support women in overcoming the barriers that inhibit them from applying and fulfilling their full potential, as well as to mitigate and overcome biases that may hinder them. Such barriers and biases could apply also to LGBT+ staff or colleagues with disabilities, and the measures aim to support them as well – as an example job sharing

which could also support colleagues with disability, or inclusive vacancies to avoid any elements that would put off colleagues of other facets

- *Need for staff representatives to have access to data:* to enable more strategic input from staff representatives on questions of gender balance, they expressed a need for more granular data about the gender make-up of our population; in a dedicated meeting DG/HR clarified that the new dashboards will provide this granular data about female intake and female share. In addition, DG/HR has agreed to share with the staff representatives data on the application of the equal merit clause, as soon as it is trackable in the ECB's systems.
- **Out of scope of this consultation**, for example,
 - *The gender targets:* the staff representatives reiterated their wish to be consulted on the targets themselves. However, as the targets present an overarching plan that provides focus and supports the ECB in increasing female representation, without changing our rules, they therefore were not consulted on.
 - *Review of the organisational structure of the ECB:* the staff representatives made proposals to restructure the organisation in order to help us meet the targets. Such restructuring would be artificial and not fundamentally addressing the structural issues – especially considering current headcount freezes. Nevertheless, there is already scope for adjustments in organisational structures through Strategic Workforce Planning which examines the need for upgrades or downgrades.
- **Not actively responded**, for example,
 - *Fully funded study support:* such a measure review requires a thorough analysis which will be part of the Learning and Development policy review starting at a later stage.
 - *Egg freezing:* The ECB health insurance scheme was recently revised, in 2017, including extensively substantially changing and improving the rules concerning fertility treatments. Revising the policy rules, even minor changes, requires significant time and resources which are currently not available.

All the documentation exchanged with the staff representatives is enclosed to this memo.

3. Next steps and communication

Once approved, a communication will be published on the ECB Intranet announcing the approved measures in place to support the implementation of the gender strategy.

DG/HR will in turn launch the gender scorecards to allow for progress monitoring and transparency.

DG/HR will begin work on these measures sequentially in line with the operationalisation plan. These measures will be supported by the work of our Diversity and Inclusion Ambassadors in their role as defined by their new mandate (see Annex 2).

Annexes:

Annex 1: Stakeholder engagement in 2019 on potential measures to facilitate gender targets

Annex 2: New Diversity and Inclusion Ambassador mandate

Annex 3: Consultation documentation with the Staff Committee and IPSO

Annex 4: Proposed response to concerns raised by staff representatives in the second consultation round

ECB-PUBLIC