



WORKING GROUP on DIVERSITY

Status report & outlook 2021

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Survey of the Diversity WG

- Diversity is a very wide subject, covering many aspects such as age, gender, sexual orientation, religion, cultural background...
- Focus on two aspects of diversity: GENDER & AGE
- 18 completed surveys by: Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Lithuania, Luxembourg, The Netherlands, Poland, Portugal, Romania, Spain, United Kingdom

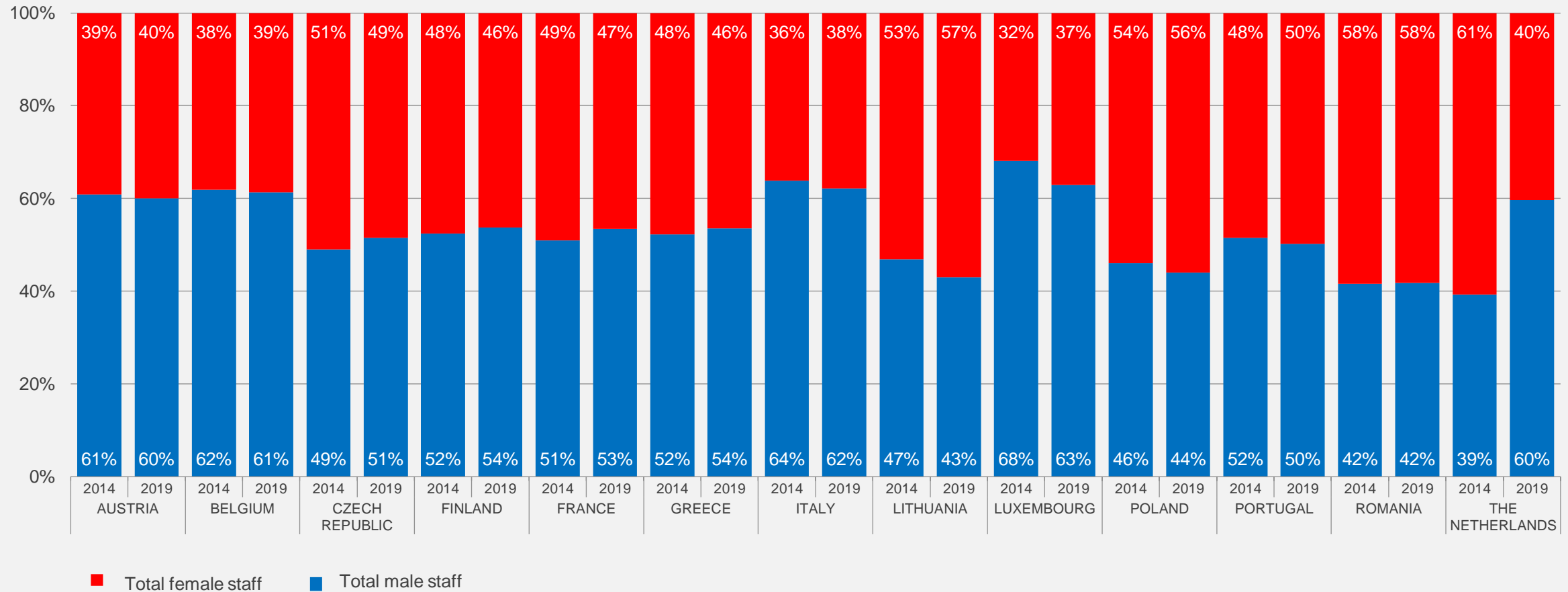




Gender

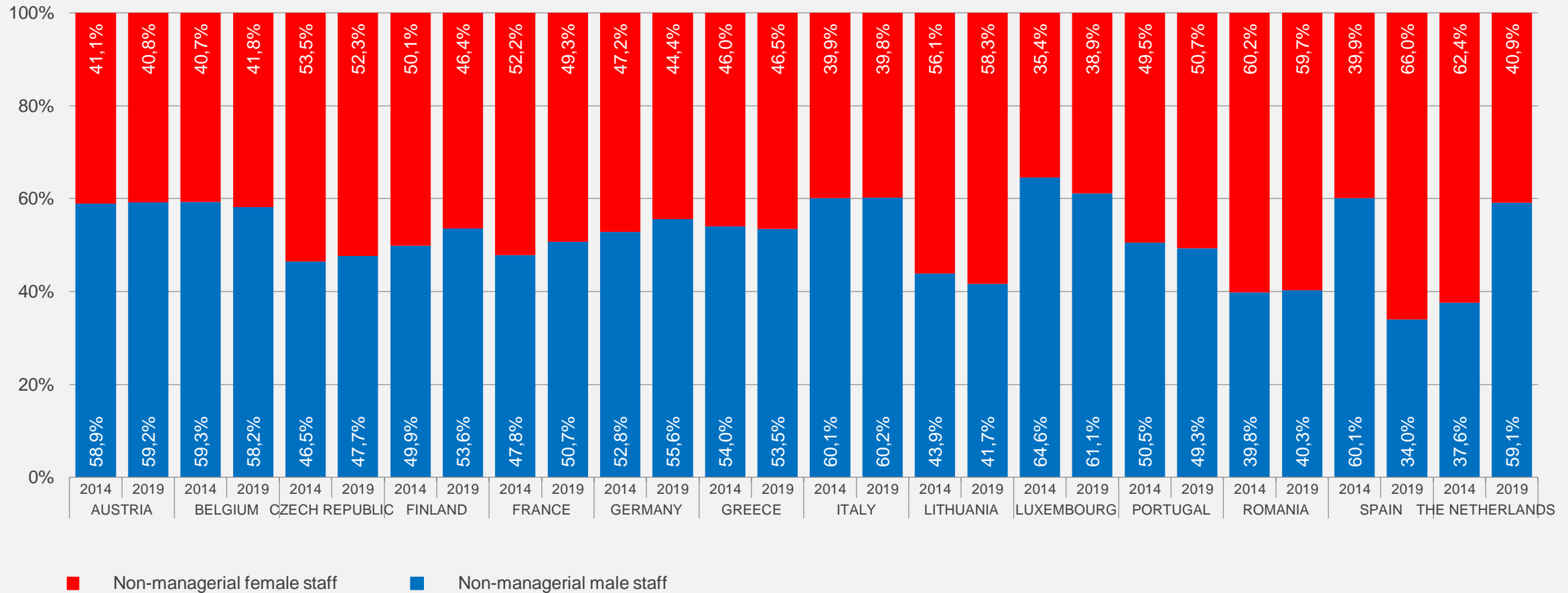
Gender Diversity

Chart 1. Total staff 2014 vs. 2019



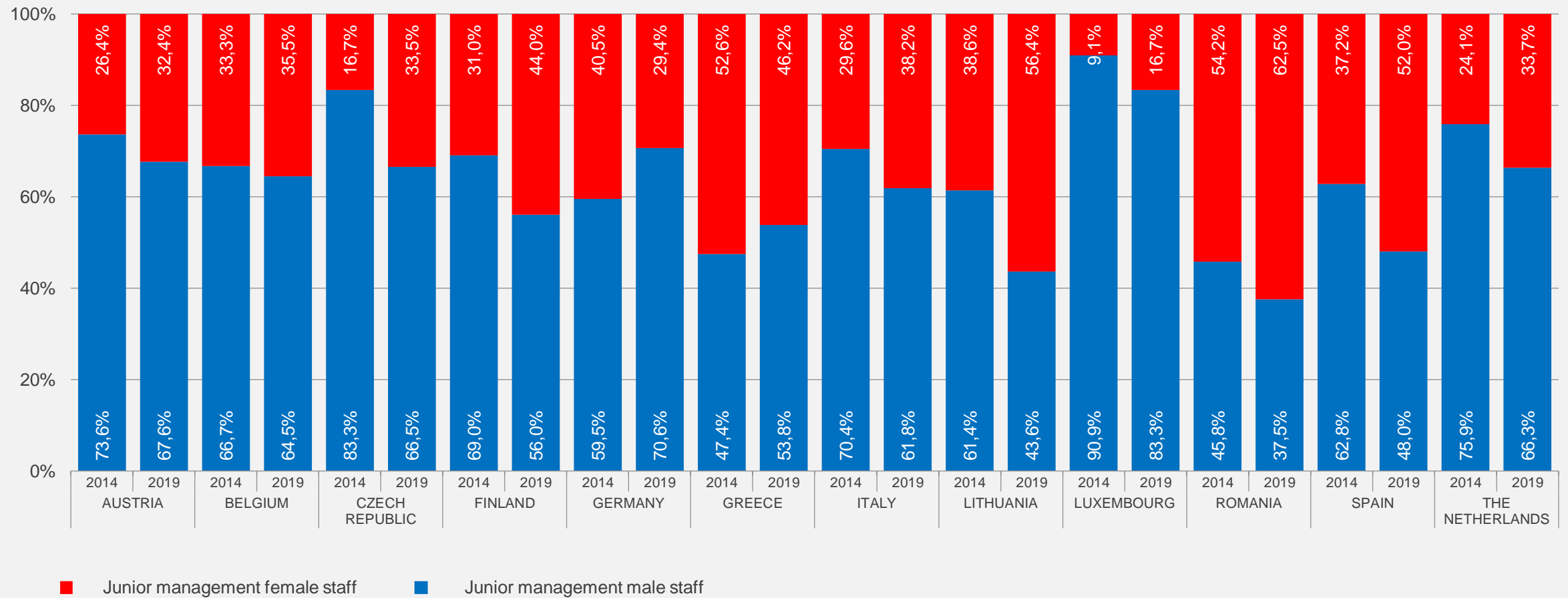
Gender Diversity

Chart 2. Non-managerial staff 2014 vs. 2019



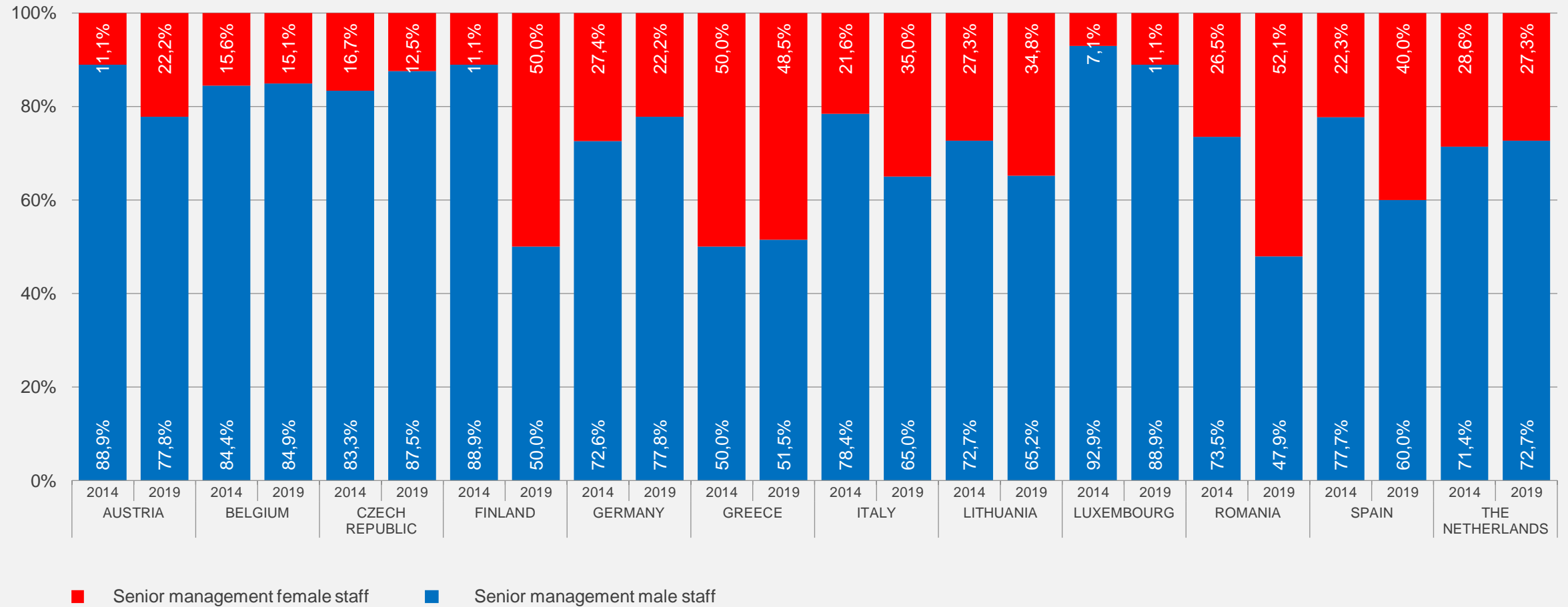
Gender Diversity

Chart 3. Junior management staff 2014 vs. 2019



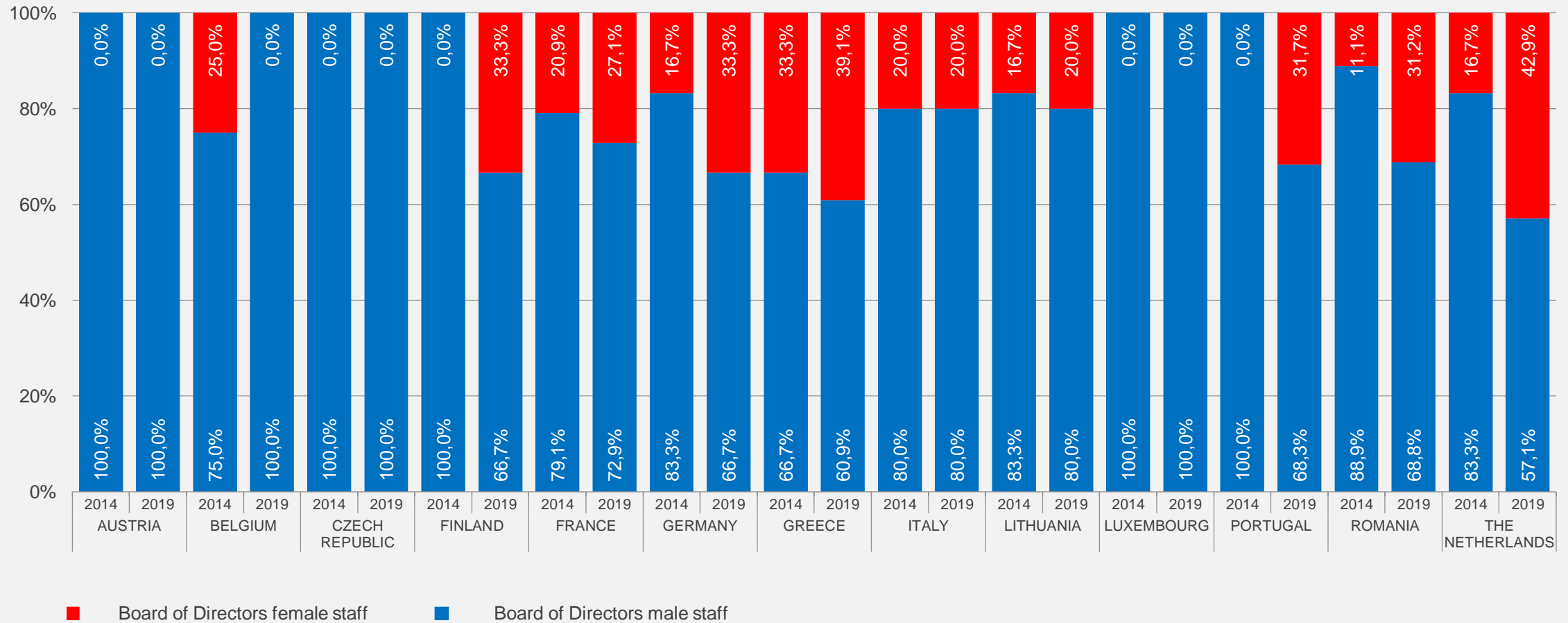
Gender Diversity

Chart 4. Senior management staff 2014 vs. 2019



Gender Diversity

Chart 5. Board of Directors 2014 vs. 2019



Gender policies

Chart 6. Do you have quotas in your Central Bank?

 No



Gender policies

Chart 7. Do you have quotas in your Central Bank?

No, but target

 Yes, only target



Gender policies

Chart 8. Were initiatives undertaken in your Central Bank over the last 5 years, to promote gender equality?

 Yes
 No

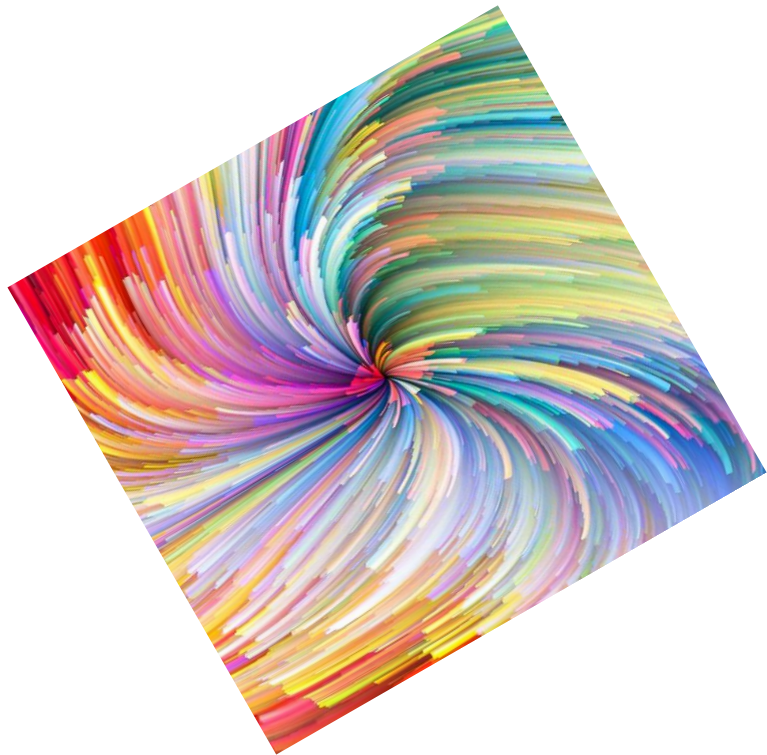


Initiatives to promote gender equality



- Committees to monitor policy compliance and establish action plans
- Internal forums to discuss initiatives
- Collective Agreements and Codes of Conduct to respect the principles of equal treatment
- Gender equality studies and surveys, also on the gender pay gap
- Striving for equal participation of men and women in talent programmes
- Leadership training specifically for female staff

Improving diversity & inclusion in central banks



- Training on avoiding stereotypes, encouraging diversity and inclusive leadership
- Supporting remote working to enable greater working flexibility
- Introduction of purposeful mobility to ensure that more employees could avail of opportunities to develop knowledge of different areas
- Professional courses during parental leave to facilitate return to work



Efforts & commitments

- Inclusive recruitment to attract diverse talents
- Diverse, inclusive and supportive working environment for everyone



And even more

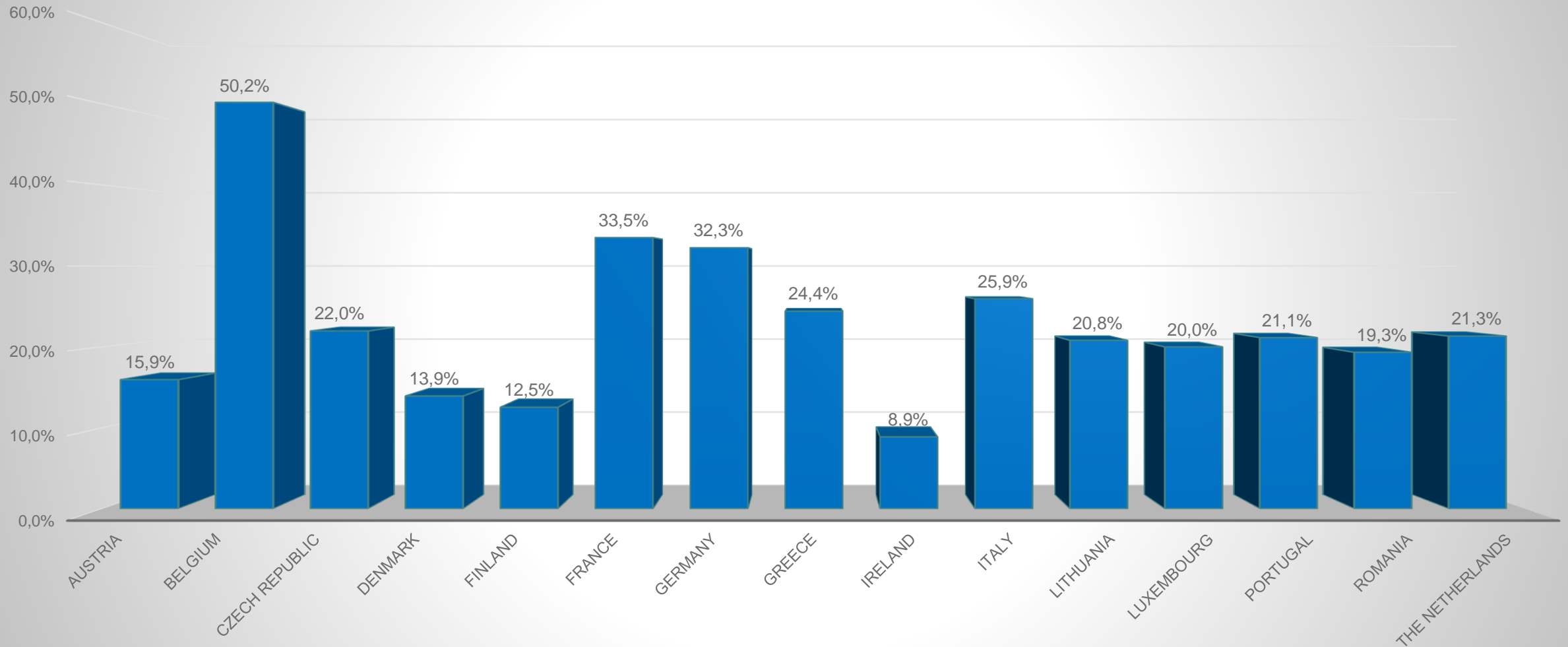
- Plans for anonymous recruiting
- Recognition and welcoming colleagues identifying themselves outside of the binary male and female genders...
- ... that requires gender goals to be reviewed in the future



Age

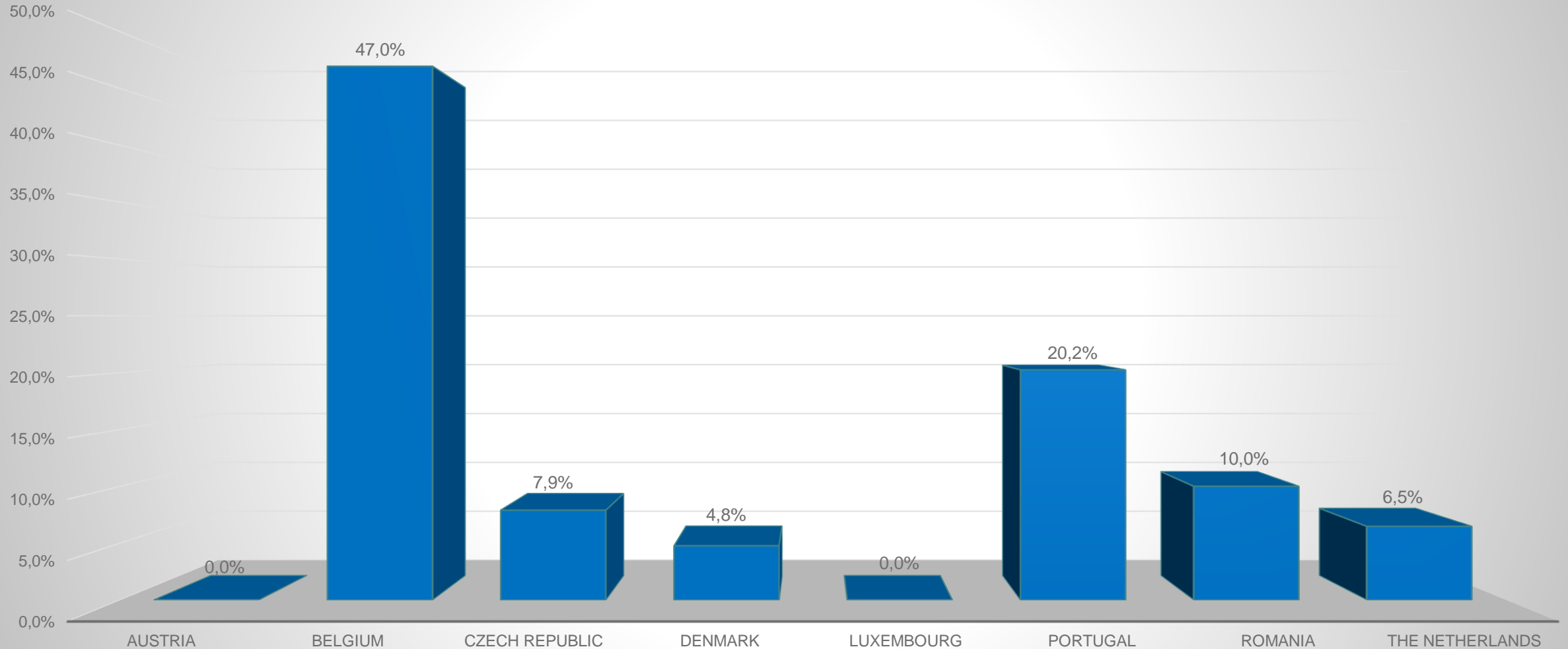
Age Diversity 2019

Chart 9. Number of staff ≥ 55



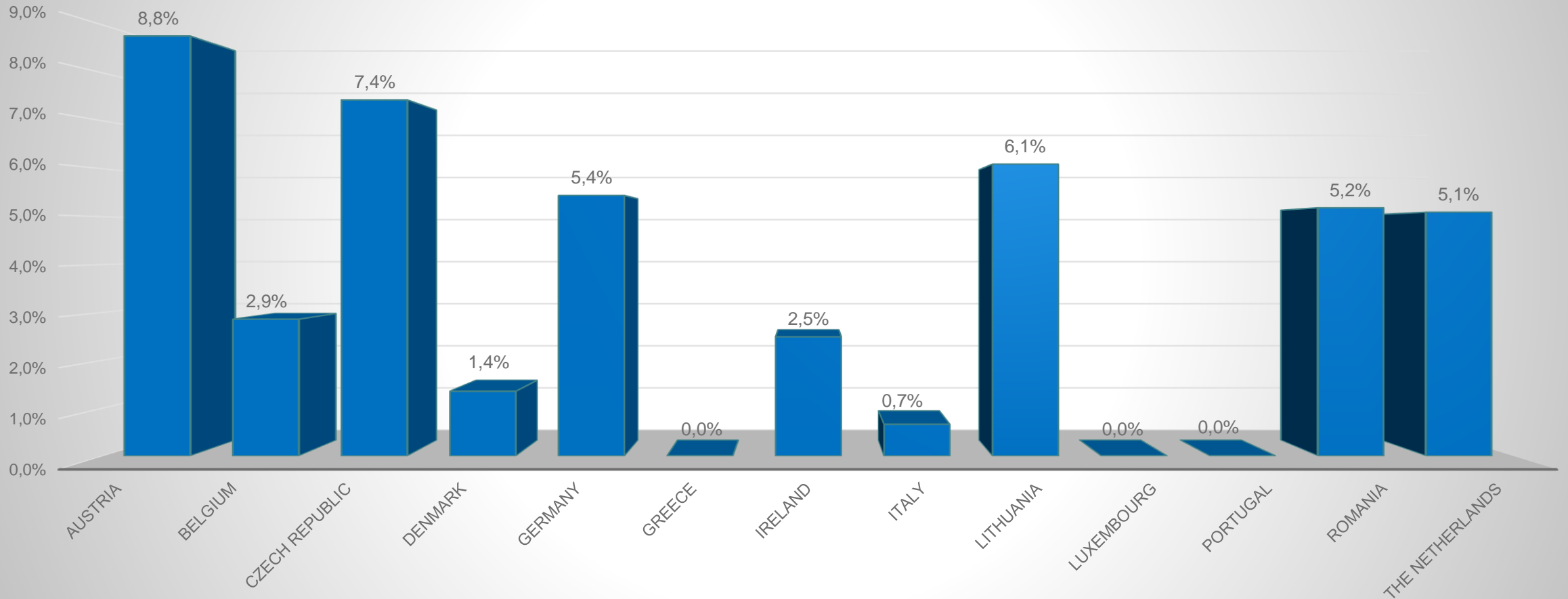
Age Diversity 2019

Chart 10. Share of PROMOTIONS of staff older than 54 in the TOTAL NUMBER OF PROMOTIONS






Age Diversity 2019

Chart 11. Share of RECRUITMENTS of staff older than 54 in the total number of RECRUITMENTS



Age Policies

Chart 12. Were initiatives undertaken in your Central Bank over the last 5 years, to keep elderly staff motivated and up to date?

-  Yes
-  No
-  No data



Age Policies

Chart 13. Were initiatives undertaken in your Central Bank over the last 5 years, to ease the end of career?

 Yes
 No



AGEING WORKFORCE Challenge for Central Banks



Reasons:

- Legal retirement age is rising
- Life expectancy is increasing
- Central Banks are stable employers



BIAS

There is bias that elderly staff are less flexible, less motivated, too slow, take too many sick days and are narrow minded.

General observation:

- Transfer of knowledge between generations – fill the talent gap
- Social impact of working in a central bank
- Happiness by way of being productive

REMEDIES

Often used in Central Banks

- Training and education programme
- Extra days off
- Part time models, remote working environment



Rarely used in Central Banks

- Still working on after retirement as a consultant
- Diversity manager
- Long term time accounts
- Work in a social organisation as a kind of sabbatical
- Job sharing
- Unpaid leave
- Special health programme

RECOMMENDATION

Watch closely the age development in your central bank



Successful strategies:

- Lectures
- Seminars
- Working Groups or Mentoring Programmes
- Consulting

WAY FORWARD for Diverse Teams:

Possible positive formula



- Health and training programme as elements of appreciation
- Motivation
- Team spirit –
Exchange of knowledge and experience



Thank you!

The Diversity wg team:

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***Our team thanks Karina Callens for the
coordination of the working group***