Further impetus to gender equality and diversity

The Bank’s new gender equality and diversity strategy will contribute to a modern and attractive workplace. Gender equality in the workplace is achieved when all employees are able to access and enjoy the same rewards, resources and opportunities regardless of their gender. The CEB’s work and competitiveness is enhanced if objectives and activities are considered from diverse angles.

GRI 102-16

CEB values and HR Strategy

In 2018, the Directorate for Human Resources continued to implement its HR Strategy structuring its work around four pillars:

- **HR best practices**: Developing a dynamic policy framework enables the CEB to identify, capitalise and align its HR practices with other IFI and private sector best practices;
- **CEB staff excellence**: The CEB not only attracts and retains the right people for the right jobs, but it also provides staff members with development opportunities.
- **Efficiency and planning**: Providing the Bank with staff members equipped with the right skillsets while also ensuring a consistent, efficient and transparent organisation.
- **Diversity and culture**: Reinforcing the Bank’s shared set of values, principles and behaviours among management and staff and improving organisational performance.

Over the years, as an international organisation, the Bank has fostered a culture of diversity and cohesion while striving to promote the rights and principles set out in the revised European Social Charter. Staff members are therefore entitled to equal treatment without direct or indirect discrimination, in particular on grounds of racial, ethnic or social origin, colour, nationality, disability, age, marital or parental status, sex or sexual orientation, and political, philosophical or religious opinions.

To support the HR Strategy and advance a culture of diversity, the Bank can rely on its five values, namely: commitment, cooperation, creativity, transparency and professionalism. For each of these values, professional behaviours have been defined, thereby enabling staff members to better understand how their own behaviour may positively affect their peers and contribute to the CEB’s culture.

Finally, in addition to specific training and measures to develop the five values, staff members are evaluated on their adherence to the five values. The combination of all these continuous actions ensures that CEB’s values are more than just a statement.

CEB Competency model

For the Bank to represent a major instrument of the European solidarity policy and to remain competitive in a changing environment, the competency model is central in identifying what the CEB needs to do today to position for future performance.

Understanding what competencies are needed today and for the future is essential to attracting and retaining the right people for the right jobs, while providing them with opportunities to develop. Competencies enable us to translate values into daily professional behaviours that can be identified, measured and developed.

The CEB’s competency model is structured around the behaviours, knowledge, skills, abilities and attributes that staff members must have or acquire to perform their jobs effectively. It seeks to provide the CEB with clear and transparent criteria and priorities for human resources matters through a common language.
Training

The Bank offers its staff members the opportunity to follow IT, technical, language, communication and managerial training. In 2018, 77% of all staff members followed one or more training courses in these fields. HR also organised external training on project management (Prince 2), thereby fostering technical knowledge and inter-team cooperation opportunities. Finally, to help managers define smart objectives and provide feedback, a training session on staff performance was organised for both staff members and managers.

As part of the Safety Committee, the HR team participated in setting up a service that provides travelling staff members with local health and safety information, as well as emergency assistance. In 2018, a training session was organised to identify and prevent problems associated with ergonomics at the workplace. Other topics around the CEB’s “duty of care”, e.g. health, safety, security and well-being of staff members will be taken up in the coming years.

Gender Strategy and Programme

In January 2018, the CEB launched its gender equality strategy. Essential input for the strategy was obtained through an employee survey, examining attitudes towards key areas including equal pay, recruitment and promotion opportunities, leadership development, and flexible working. The CEB’s strategy outlines five objectives that it must meet if gender equality is to be achieved:

1. Strive to achieve at least 40% female representation at expert, middle and higher management levels.
2. Maintain the objective of a minimum of 50% female recruitments for higher management over the coming years with emphasis on the recruitment and internal promotion of women at expert, middle and higher management.
3. Improve awareness, e.g. senior management training on gender equality and diversity.
4. Provide women with opportunities for external coaching and in-house mentoring.
5. Mainstream gender into the CEB’s internal policies and processes.

Throughout 2018, among the actions identified to help create an equal workplace for men and women, the HR team accomplished the following:

• Setting up of gender advisory group to monitor progress on equality
• Reinforcement of the CEB’s recruitment processes by:
  - Ensuring gender representation within the CEB’s selection committees
  - Including senior women profiles from a “reserve list” into application processes
  - Ensuring that both women and men are short listed
  - Using specialised social media, press and dedicated career fairs to attract talent
  - Leveraging the CEB’s Administrative Council to identify female networks and talent pools
  - Providing hiring managers with a diversity scorecard focusing on gender and less represented countries
• Development of networking opportunities and internal career development for women through:
  - Coaching programme for women’s leadership development with 34% of CEB women participating
  - Mandatory gender awareness training for all managers.

Breakdown by gender

<table>
<thead>
<tr>
<th>Gender</th>
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EDGE Certification
Another strategic action for 2018 was to embark on EDGE, a global assessment methodology and three-level business certification standard for gender equality.

To that end, the CEB worked with EDGE to understand where the Bank stands in terms of gender balance and equality, and where it needs to focus in order to achieve best practice in gender equality.

EDGE also analysed the following:

1. Statistics on 200 staff members from January to December 2017.
2. Review of equitable career policies and practices implemented at the Bank.
3. Audit of HR data and questionnaire on gender equality policies and the inclusiveness of the CEB’s culture, by an accredited independent certification body.
4. Survey answered by 118 employees, representing 59% of the workforce.

An audit report, including a peer benchmark, was also prepared and served a basis for an action plan as well as the first level of EDGE certification. HR aims to reach the second level of EDGE Certification in 2020 by looking at improvements in gender balance at higher management levels, policies and practices on, for instance, equal pay, promotion, or leadership and professional development at the CEB.

“"Our gender equality strategy is a clear signal of the Bank’s commitment to promoting an environment that values and rewards the contributions of women and men in the same way."”

— Terje Hagen, Director of Human Resources