

# Diversity and Inclusion

2021 Progress Report



# MESSAGE FROM THE ACTING DIRECTOR GENERAL OF HUMAN RESOURCES, EUROPEAN INVESTMENT BANK



**Barbara Balke**

Acting Director General of Human Resources

**T**he 2018-2021 EIB Diversity and Inclusion (D&I) Strategy was established to ensure equal access to opportunities for all, and to create a working environment in which our colleagues can excel and contribute to the Bank's success with their diverse identities and experiences.

The strategy was the third of its kind since 2008 and the most ambitious to date. Making diversity and inclusion a strategic factor in the development of the organisation is always a complex objective. It can only be achieved if all relevant stakeholders inside the institution and in its governing bodies are fully involved and committed. The Bank's diversity and inclusion work has helped build an environment that raises awareness and empowers people in fostering inclusion at all levels and for all dimensions of diversity. That is why, in addition to reporting on our gender targets, which remained the core of the 2018-2021 strategy, this report also contains information on the many different qualitative actions that have played a crucial role in reinforcing the inclusive nature of the EIB.

Naturally, our work in this important field continues. We still have a lot to do, and we remain committed to our targets, especially on ensuring continuous improvement in areas where we may be lagging, with new ambitious objectives already in sight.

Going forward, we will have to make a shift in the way the EIB structures its efforts to foster an environment in which people not only feel included, but also feel they truly belong. Until now, the EIB diversity and inclusion strategies have mainly focused on gender equality, and this will remain a cornerstone of our work in the future. Our new approach will also look at broadening the dimensions of diversity we address to further enhance and leverage the diversity of our organisation.

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## INTRODUCTION

**T**he European Investment Bank (EIB) prioritises building a diverse and inclusive workplace in which people can excel and contribute to business success. The Bank's 2018-2021 Diversity and Inclusion Strategy set out a series of operational key performance and monitoring indicators to drive towards equal opportunities for all. This fourth annual report details the progress made in 2021, the final year of the strategy.

In addition to gender equity, the report provides information on unconscious bias, LGBTIQ, disability, COVID-19 inclusion efforts and engagement with diversity and inclusion stakeholders.

# BACKGROUND

The EIB's 2018-2021 Diversity and Inclusion Strategy was built on three strategic pillars:



# EIB WORKFORCE IN 2021

**3 815**  
staff members

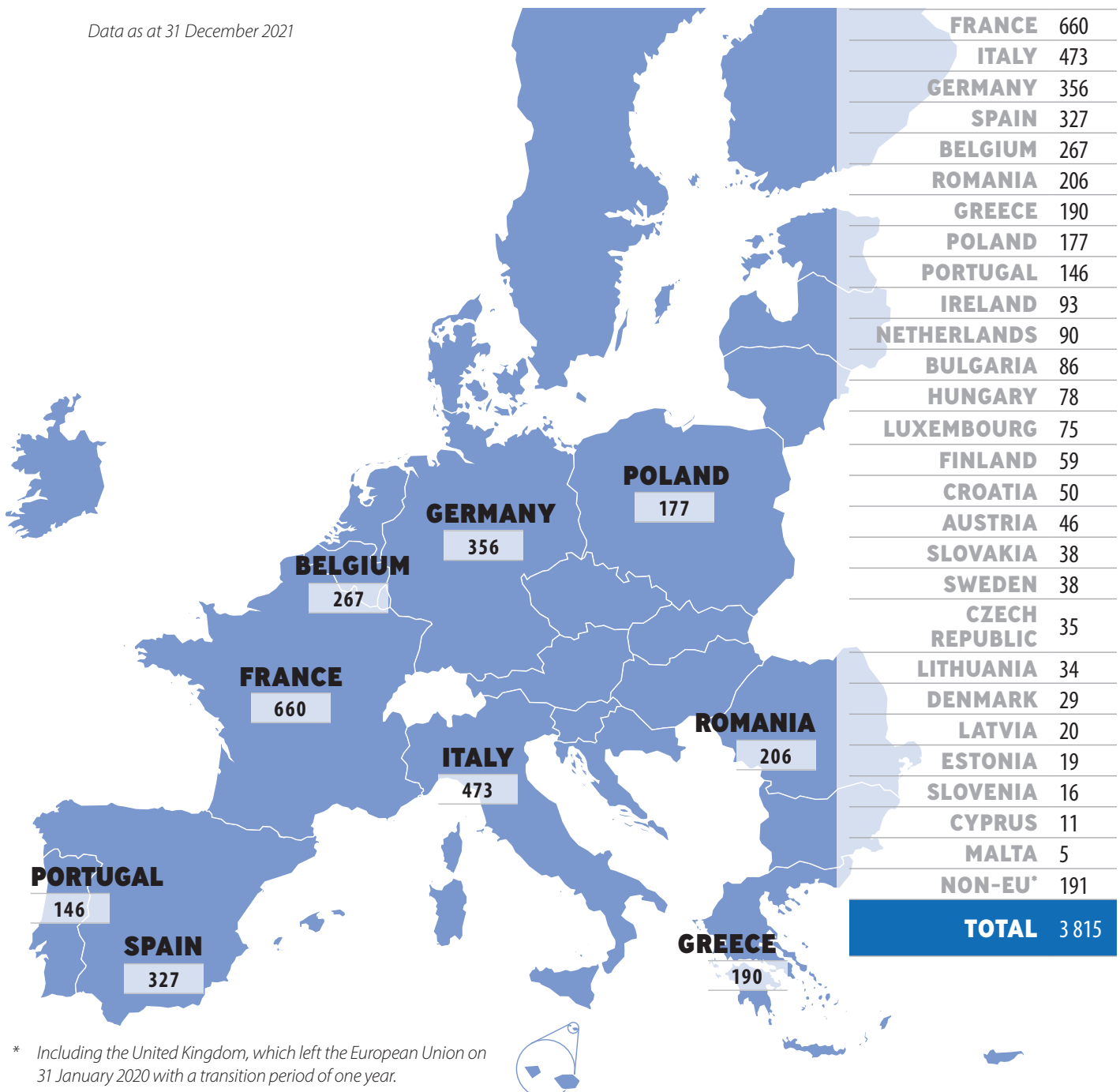
**51%**  
women



**49%**  
men

## NUMBER OF EIB STAFF MEMBERS BY PRIMARY COUNTRY OF CITIZENSHIP

Data as at 31 December 2021



\* Including the United Kingdom, which left the European Union on 31 January 2020 with a transition period of one year.

# PROGRESS TOWARDS KEY DIVERSITY TARGETS

**Improving gender balance and working towards gender equity is a social and business imperative for the EIB.**

## GENDER

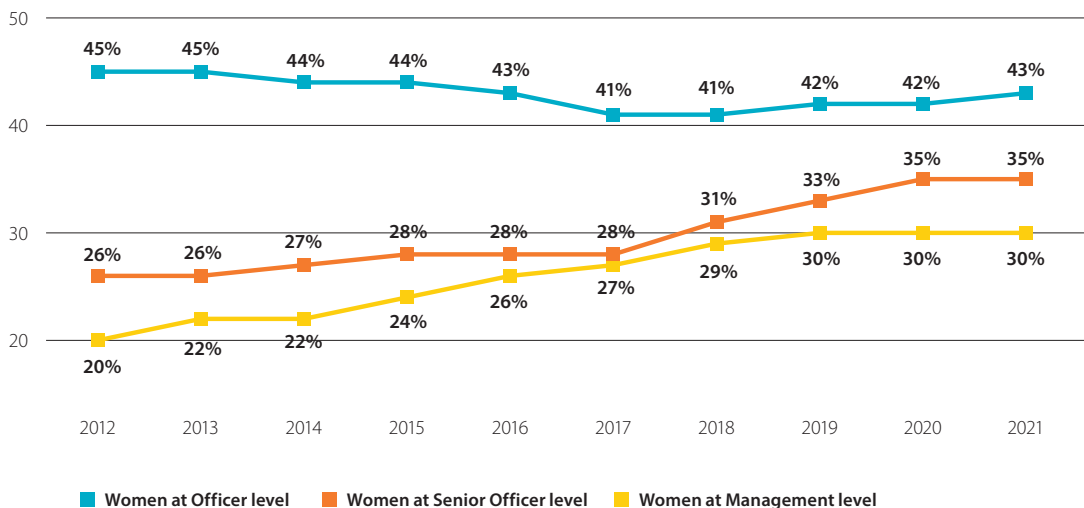
The Bank made important progress during the four-year period of the Diversity and Inclusion Strategy and our gender balance has improved over the last decade.

In terms of women in middle and senior management positions, we advanced to 30% at the end of the strategy period (end-2021). Furthermore, all new staff members recruited externally for middle and senior management-level positions in 2021 were women.

Despite this progress, the gender targets set for women at various levels were not achieved by the end of 2021.

## WOMEN AT MANAGEMENT, SENIOR OFFICER AND OFFICER LEVEL

At the end of 2021, women were represented as follows:



The targets for 2021 as set in the D&I Strategy were 50% for Women at Officer level, 40% for Women at Senior Officer level and 33% for Women at Management level.

However, the managerial definition in the 2018-2021 Diversity and Inclusion Strategy does not include entry-level management positions, which have grown in number since 2018. If we also consider entry-level management, at the end of 2021, women with managerial responsibilities represented 35% of all management at the EIB. This compares favourably with industry peers.

## **MEN AT SUPPORT STAFF LEVEL**

At the EIB, we encourage a better balance of genders across all functions. The percentage of men in support functions slightly increased from 9.7% in 2020 to 10.5% in 2021. For the first time, 25% of the support staff hired over the course of a year were men, achieving the recruitment target set in the Diversity and Inclusion Strategy.

## **INCLUSION**

2021 saw unprecedented levels of activity from across the EIB. The Bank continued to provide unconscious bias training for all managers, helping them become aware of the existence of natural unconscious biases, understand how they affect recruitment and decision-making, and guide them on how to tackle bias to further create inclusive teams. Almost all managers (95%) had completed the training by the end of 2021.

In addition, an e-learning course launched in February 2021 is helping all staff understand how unconscious bias affects their work and behaviour towards colleagues. Many teams have also run unconscious bias workshops, based on guidelines developed using managers' experiences and suggestions.

# MAIN ACHIEVEMENTS AND ACTIVITIES

## COMMITMENT TO GENDER EQUALITY

On International Women's Day 2021, EIB President Werner Hoyer proudly announced that the Bank had been awarded the Economic Dividends for Gender Equality (EDGE) Assess certification — the leading global assessment methodology and business certification standard for gender equality. This followed on from an audit of the Bank's policies and practices, gender representation and gender pay gap analysis, together with a dedicated staff survey to gauge perceptions of inclusive culture at the EIB.

As a result of the action plan established with EDGE, the EIB identified areas of improvement, leading to concrete actions for further progress. During 2021, the Bank worked on the implementation of these actions and started the re-assessment process for the purpose of future re-certification.

Formal mentoring was one such action. A successful pilot for female mentorship was launched in 2021, aiming to expedite the female talent pipeline and redress the gender imbalance in the EIB leadership. The two pilot cohorts included a total of 20 mentees and 20 mentors. To build on the experience, the Bank is working on an extended programme to enable the continuation of female leadership mentoring as well as mentoring for other inclusive talent development and staff engagement purposes.

As part of the EDGE Action Plan, the Bank remains committed to proactively managing pay equity by running annual pay gap analyses. The 2021 analysis showed that there is no statistically significant unexplained gender pay gap at the EIB.

Another point of action was to continue attracting more women to roles where they are underrepresented. To this end, we promoted videos of our women colleagues speaking about their roles at the Bank and their lives in Luxembourg.

Furthermore, to support breastfeeding in the workplace, the EIB updated and clarified its guidance on the availability of paid breaks for breastfeeding or expressing milk and the use of dedicated on-site breastfeeding facilities, which have been upgraded to conform to international best practices.

The Bank also hosted an event for its staff members to address the impact of the coronavirus pandemic on gender equity, with speakers reflecting on how EU bodies and individuals can help tackle challenges to gender equity resulting from COVID-19.

Finally, benchmarking and research explored how we can be more inclusive of non-binary gender identities in the workplace. As an initial development, a third gender option became available on the EIB's external recruitment portal during 2022.



## LGBTIQ

The Bank aims to foster a safe and inclusive environment to ensure staff who are lesbian, gay, bisexual, transgender, intersex, or queer (LGBTIQ) feel comfortable bringing their whole identity to work.

Commemorating the International Day Against Homophobia, Biphobia and Transphobia on 17 May, the Bank publicly pledged “to ensure that the rights of LGBTIQ people are respected in our operations as well as internally.”

To advance a culture of inclusion, the EIB developed a short guide on how to be an ally and published an LGBTIQ glossary of key terms. Gaining a better understanding of sexual orientation, gender identity and expression and correctly using appropriate terms and language is an important step towards ensuring the respect and inclusion of LGBTIQ people in workplaces and society.

During Pride Week celebrations at the EIB in July 2021, the Bank’s top leaders further visibly expressed their full commitment to guaranteeing LGBTIQ rights.

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**“ We continue undertaking the relevant due diligence to ensure that vulnerable people, including LGBTIQ people, can benefit from our operations on an equal footing, that they are not discriminated against regarding employment, and that their voices can be heard. ”**

**Thomas Östros**  
**EIB Vice-President,**  
**responsible for diversity and inclusion**

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**“ We foster a working environment where everybody feels at ease, regardless of background, experiences and perspectives, and can bring their best commitment and dedication to our mission and mandates, driven by Europe’s policies, values and ideals.”**

**Marjut Falkstedt  
EIB Secretary-General**

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The rainbow colours of Pride were prominently displayed across EIB sites, and staff were encouraged to wear vibrant clothing and record short messages of support. Many staff also adapted their profile picture and email signature to include gender pronouns, the EIB rainbow logo and the message “I am an LGBTIQ Ally.”

The EIB also conducted an extensive **consultation on LGBTIQ inclusion**, whose ten recommendations will foster the inclusion and belonging of LGBTIQ staff from now on.

## **DISABILITY**

2021 was a landmark year for disability inclusion. We held our first ever **EIB Disability Awareness Week**, bringing together global leaders, experts and colleagues to discuss important perspectives and share experiences.

We have focused on promoting and implementing actions to uphold the rights of people with disabilities and facilitate the removal of barriers to their development. We ensure we provide the necessary working environment to help our staff thrive in their role, always affirming full respect for human dignity.

The EIB also publicly committed to putting disability at the top of the institutional agenda by joining **The Valuable 500**, the world’s biggest business community for disability inclusion.

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**“ The Valuable 500 is a great opportunity for us to exchange with and learn from our peers to make sure that the EIB is fully inclusive as an employer and financial partner. ”**

**Thomas Östros**  
**EIB Vice-President,**  
**responsible for diversity and inclusion**

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**“ I am delighted that the EIB has joined The Valuable 500. The EIB has incredible influence and reach, and their public commitment to making the workplace more inclusive for people with disabilities is an important step towards creating better workplaces for all. ”**

**Caroline Casey**  
**Founder of The Valuable 500**

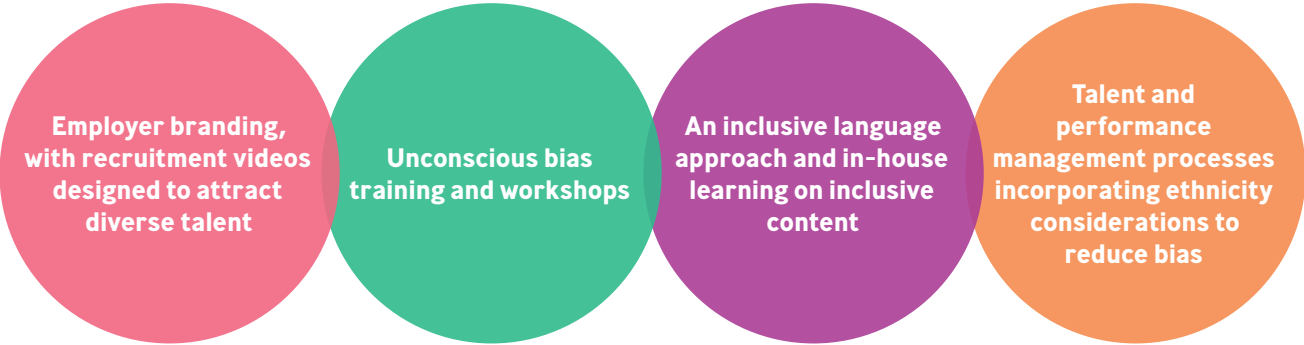
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In summer 2021, the EIB joined Purple Space, the world's only professional development hub for disability network leaders. The platform aims to empower disability networks to become real agents of change and drive inclusion in their organisations. enAble — the Bank's staff-led support network for colleagues living with a disability or caring for a person with a disability, chronic illness or special needs — has benefited greatly from participating in the network. During the 2021 #PurpleLightUp initiative, enAble met with EIB President Werner Hoyer to publicly discuss what the Bank can do to further its inclusion credentials and why this is so important.

To coincide with World Autism Awareness Day on 2 April 2021 and to celebrate the unique potential of neurodiverse individuals in our societies and workplaces, enAble also organised an event on neurodiversity in the workplace.

## **ETHNICITY AND ANTI-RACISM**

In 2021, the EIB continued to develop its approach for further consideration of ethnicity in organisation-wide processes and practices. Examples of these efforts include:



In addition, the Bank actively contributed to the first meeting of Diversité Europe, a non-profit association formed by employees of EU institutions to promote the representation of ethnic minorities and create a safe space for discussing experiences of ethnic diversity, discrimination and bias.

## ENGAGEMENT WITH DIVERSITY AND INCLUSION STAKEHOLDERS

Many stakeholders played a crucial role in furthering the Bank's diversity and inclusion progress during 2021.

### INTERNAL

Diversity and inclusion working groups, including the Bank's Joint Committee for Equal Opportunities, have been instrumental in shaping the EIB's future approach to diversity, equity, inclusion and belonging.

The Bank has over 100 diversity, equity, inclusion and belonging champions, who engage in relevant initiatives, share information and knowledge, and advocate for the Bank's values. The champions' actions are particularly visible on the international days (such as International Women's Day, International Day of Persons with Disabilities, Pride week) observed by the EIB.

Led by and for staff, the Bank's Employee Resource Groups expanded their activities both internally and with other international institutions during 2021:

- The long-running LGBTIQ network became EIB Proud, open to all LGBTIQ individuals and allies.
- enAble played a fundamental role in the development of new disability inclusion practices inside the organisation.
- Assisting the EIB was formed by colleagues who work at assistant level, to share best working practices and to provide a network for knowledge sharing.
- The Bank's longest-serving Employee Resource Group, ConnectedWoMen, has been focusing on three main areas since 2021: connected conversation, inspiration and careers, and developing dialogue on gender equity in our workplace.

Furthermore, the managers' peer network on disability inclusion met regularly in 2021 to share experiences and co-create best practices for managing staff members with disabilities.

## **EXTERNAL**

The Bank also engages in regular exchanges with external stakeholders to share its successes and learn from others. Such cross-fertilisation of ideas is particularly useful for newer diversity dimensions in which the Bank is starting to engage more fully.

The EIB is part of the newly established network of diversity and inclusion representatives from EU institutions, which meets quarterly to exchange insights and seek alignment. Within this network, a sub-group specifically dedicated to disabilities was established in 2021; the EIB is already an active member.

As a founding member, the Bank continued to co-lead the International Dual Career Network Luxembourg chapter in 2021, striving to self-promote as an employer of choice.

The EIB's contribution to raising standards to tackle gender-based violence and harassment was recognised by the Cross-Sector Safeguarding Steering Group in its October 2021 progress report.

# FUTURE ACTIONS

Our actions going forward will focus on fostering an environment in which people not only feel included, but also feel they truly belong. By building on lessons from the previous strategy, market trends, benchmarking and consultations, the Bank remains committed to embedding the principles of diversity, equity, inclusion and belonging in all its human resource processes, policies, and practices with an even broader scope to further enhance and leverage the diversity of the Bank's staff members.

# Diversity and Inclusion

2021 Progress Report



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