GENDER EQUALITY
AT THE EBA

EBA/REP/2026/04   AS OF 31.12.2025

Contents

Foreword

Alongside its mandate of monitoring diversity and inclusion in financial institutions, by issuing guidance and reporting on gender equality practices in the banking and financial sector, the EBA has, since the end of 2020, placed gender equality at the core of its internal policies for diversity and inclusion, promoting this value at all levels of its human resources policy.

Since 2021, I have been chairing an internal task composed of EBA staff from various areas to propose and carry out actions to maintain or increase gender equality across the organisation. These included gender rebalancing at management level, close monitoring of and ensuring balance in selection procedures and recruiting, raising awareness on unconscious bias for staff and selection boards. The task force also sponsored a variety of actions targeted at external stakeholders, including annual high-level conferences featuring prominent speakers (see EBA's related pages on its website).

Against that backdrop, the EBA closely monitors the impact of its actions with a view to identifying any issues or trends which should need special attention. In 2025, the EBA published for the first time a wide range of gender equality indicators for our statutory staff (i.e. temporary and contract agents). This second edition report presents a refined picture of the gender equality situation as of end-2025 and for the past four years.

The indicators tend to demonstrate that EBA's efforts to pro-actively tackle gender equality have produced effective results. Overall, the EBA employs a gender-balanced staff, not only from an aggregate perspective, but across roles (e.g. management vs. non-management), areas, departments, grades and ages. An analysis of each of these specific dimensions confirms the absence of significant imbalances. The rebalancing of the underrepresented gender in management and in certain grade groups needs to be highlighted. On the whole, many indicators have improved and stabilised at an adequate level over the past three to four years. Legacy imbalances are obviously easier to address when staff turnover is higher which is not generally the case at the EBA. On the other hand, the introduction of structural adjustments (new organisation, new roles) provides an opportunity for achieving change, which should nevertheless be maintained over time.

Finally, actions are mentioned for all these dimensions as necessary, confirming EBA's endeavour to reflect gender equality at all levels.

François-Louis Michaud
EBA Executive Director

1.   Gender representation of all staff[1]
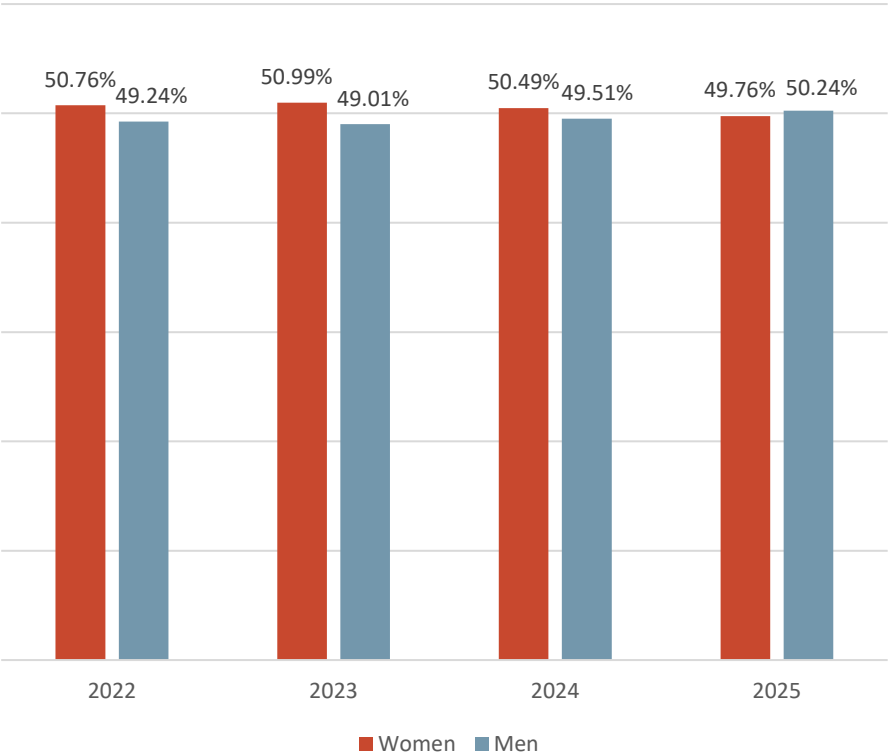
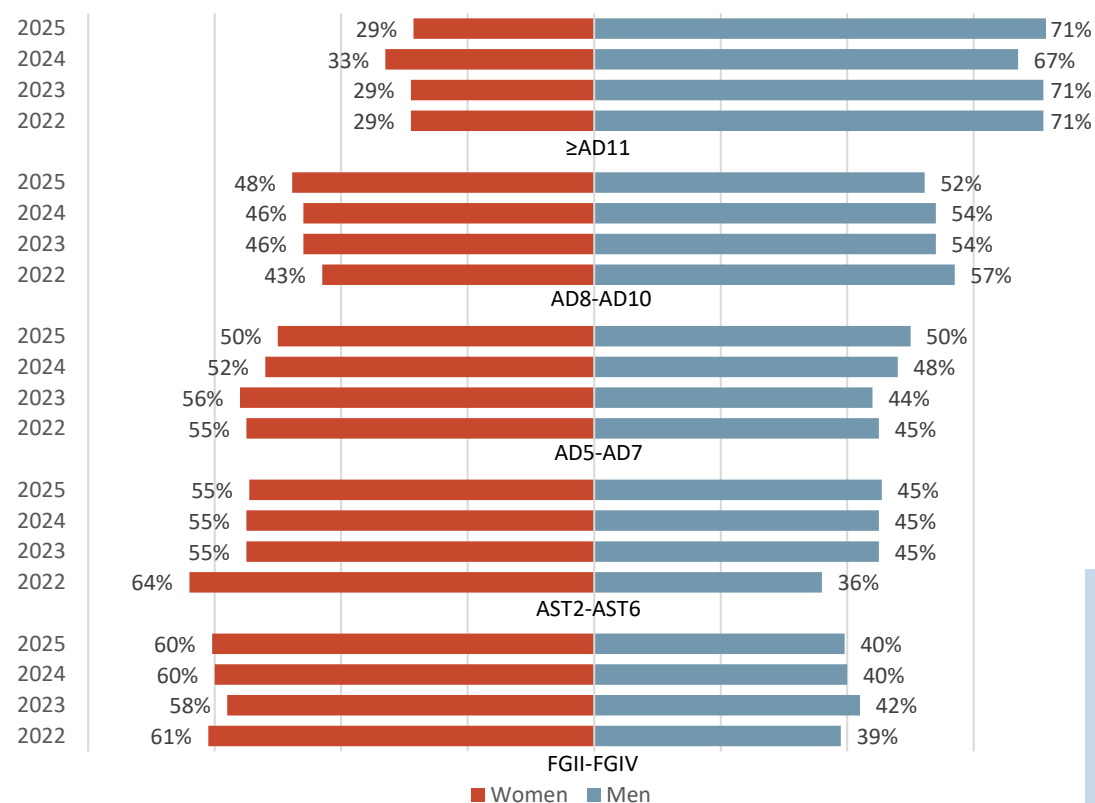|	2022	2023	2024	2025
Women	100	103	104	102
Men	97	99	102	103

Take-aways	Actions
- Gender-balance maintained over the past four years in a context where work force grew by 5%.	- To maintain gender balance through continued careful recruitment processes (from vacancy notice drafting to publication and advertisement, balanced selection panels, training of recruiters, objective for managers…).

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[1] Except in the section related to Management, the Chairperson and Executive Director are not included in the EBA staff statistics, due to a different nomination process and contract type. The DORA directorate, which includes staff from the three European Supervisory Authorities (ESAs), is not included given its separate governance (i.e. "three ESA Joint Oversight Venture").

2. Gender distribution per function group and grade brackets

Chart — Gender distribution per function group and grade bracket, by year:

≥AD11
- 2025: Women 29% | Men 71%
- 2024: Women 33% | Men 67%
- 2023: Women 29% | Men 71%
- 2022: Women 29% | Men 71%

AD8-AD10
- 2025: Women 48% | Men 52%
- 2024: Women 46% | Men 54%
- 2023: Women 46% | Men 54%
- 2022: Women 43% | Men 57%

AD5-AD7
- 2025: Women 50% | Men 50%
- 2024: Women 52% | Men 48%
- 2023: Women 56% | Men 44%
- 2022: Women 55% | Men 45%

AST2-AST6
- 2025: Women 55% | Men 45%
- 2024: Women 55% | Men 45%
- 2023: Women 55% | Men 45%
- 2022: Women 64% | Men 36%

FGII-FGIV
- 2025: Women 60% | Men 40%
- 2024: Women 60% | Men 40%
- 2023: Women 58% | Men 42%
- 2022: Women 61% | Men 39%

Legend: Women, Men

Function group/Grade		2022	2023	2024	2025
FGIII-FGIV	Women	27	28	30	29
	Men	17	20	20	19
AST2-AST6	Women	7	6	6	6
	Men	4	5	5	5
AD5-AD7	Women	34	33	31	29
	Men	28	26	29	29
AD8-AD10	Women	27	31	31	32
	Men	36	36	36	35
≥ AD11	Women	5	5	6	6
	Men	12	12	12	15

- Posts of Expert/Officer are filled from grades AD5 to AD7, while Senior Expert/Officer posts refer to grades AD8 to AD12.
- Management roles at Head of Unit level refer to grade AD9 and higher.
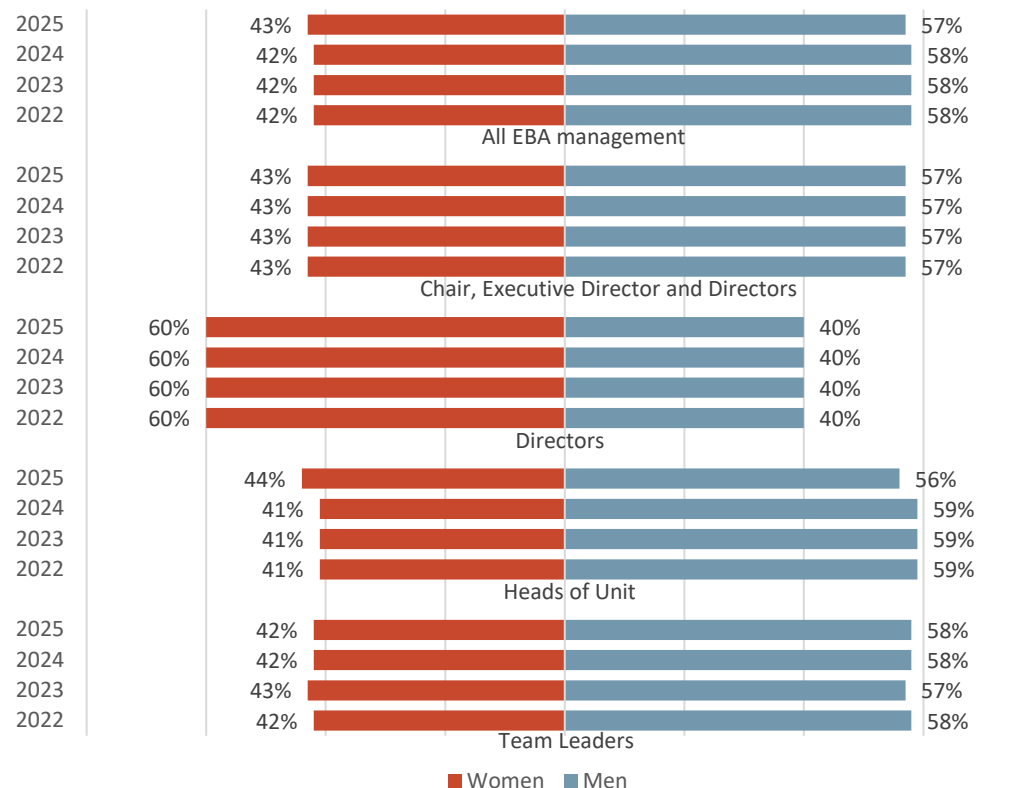- Director positions are filled from grades AD12 to AD14.

Take-aways

- The presence of women is very high at contract agent level;

- While women's representation in the highest AD grades is lower, women presence increases in the AD8-AD10 bracket ("senior experts/officers") from 2023.

Actions

- To further raise the awareness of selection panels on the need to rebalance towards men at CA level and towards women in higher AD grades and of possible gender biases when promoting;

- To ensure more targeted communication actions towards underrepresented groups when recruiting;

- The regular improvement for the cluster AD8-AD10 should help improve the situation in the ≥ AD11 cluster.

3.   Gender distribution per management and team leader positions

All EBA management
- 2025: Women 43%, Men 57%
- 2024: Women 42%, Men 58%
- 2023: Women 42%, Men 58%
- 2022: Women 42%, Men 58%

Chair, Executive Director and Directors
- 2025: Women 43%, Men 57%
- 2024: Women 43%, Men 57%
- 2023: Women 43%, Men 57%
- 2022: Women 43%, Men 57%

Directors
- 2025: Women 60%, Men 40%
- 2024: Women 60%, Men 40%
- 2023: Women 60%, Men 40%
- 2022: Women 60%, Men 40%

Heads of Unit
- 2025: Women 44%, Men 56%
- 2024: Women 41%, Men 59%
- 2023: Women 41%, Men 59%
- 2022: Women 41%, Men 59%

Team Leaders
- 2025: Women 42%, Men 58%
- 2024: Women 42%, Men 58%
- 2023: Women 43%, Men 57%
- 2022: Women 42%, Men 58%

■ Women ■ Men

- Team leaders are not included under "All EBA management".
- The DORA Joint Oversight director is not included either as the position is common to EBA, EIOPA and ESMA.

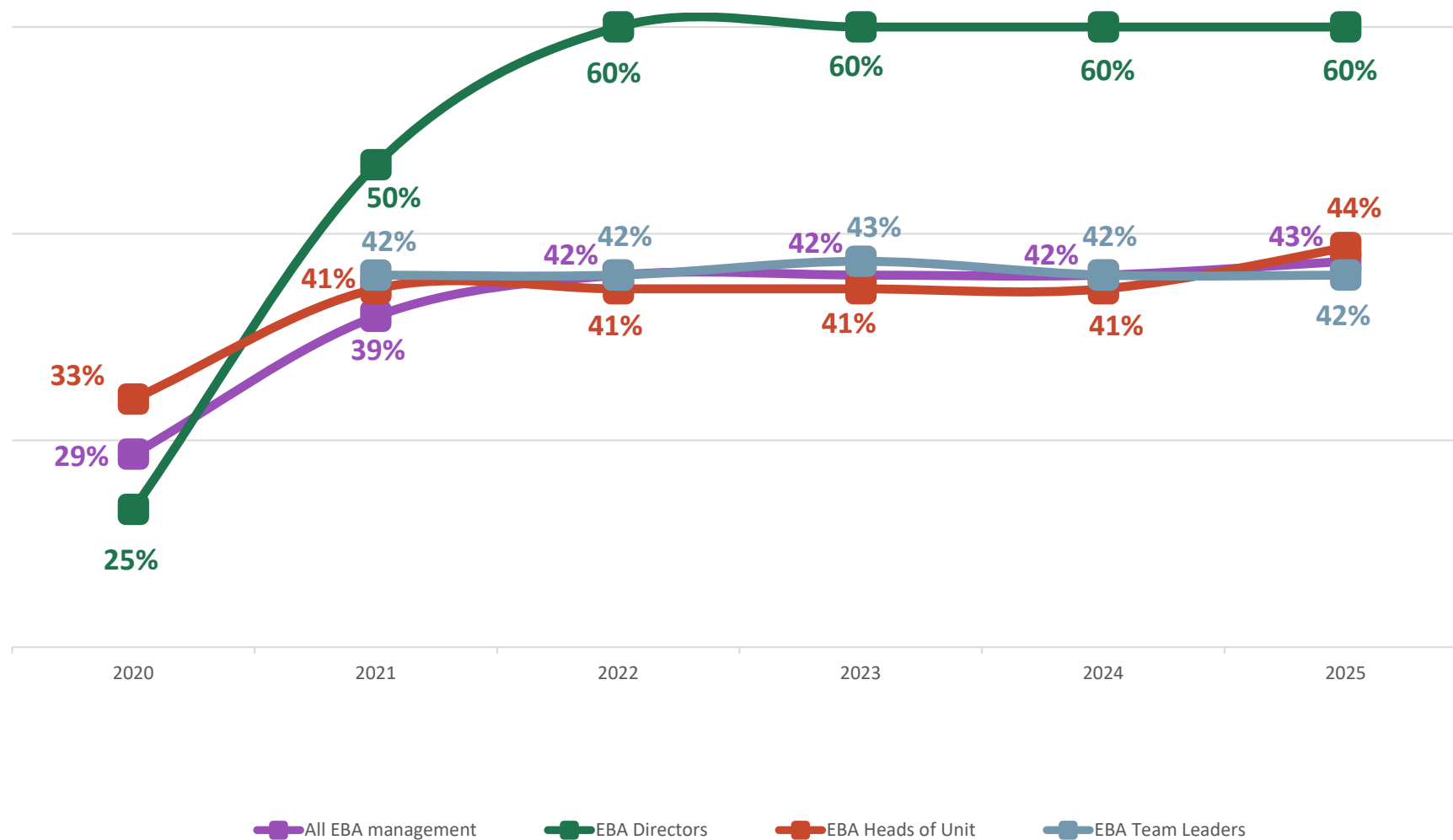| Category		2022	2023	2024	2025
Team leaders	Women	10	9	8	8
	Men	14	12	11	11
Heads of Unit	Women	7	7	7	7
	Men	10	10	10	9
Directors	Women	3	3	3	3
	Men	2	2	2	2
Chair, ED, Directors	Women	3	3	3	3
	Men	4	4	4	4
All EBA management	Women	10	10	10	10
	Men	14	14	14	13

Take-aways

- An internal reorganisation in 2021 helped rebalancing in favour of women for Directors and Heads of Unit roles, and at the occasion of the creation of a Team leader role;

- Above 40% for all management (i.e., exceeding industry targets);

- The situation has been maintained and, in some cases, improved, since 2021, even during periods of organisational changes and mobility.
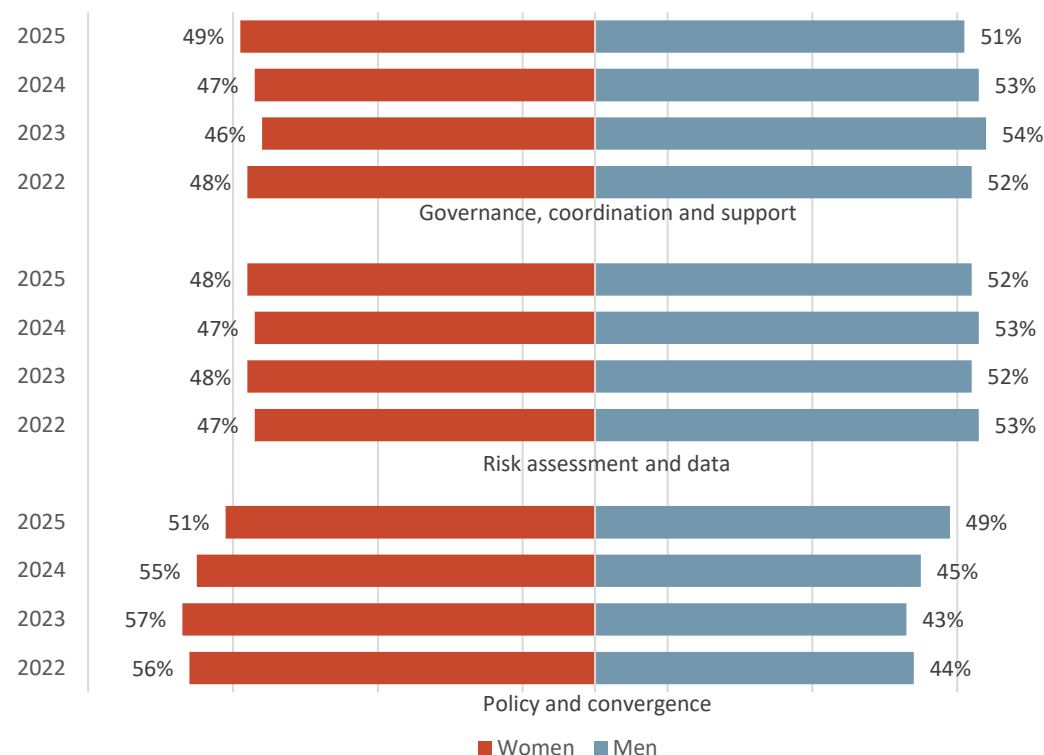
Actions

- To implement an EBA's leadership development programme with special attention on women at pre-management grades (e.g. women network and allies, mentoring);

- To continue paying special attention to gender balance in selection procedures for managerial positions.

Women in management and team leader positions (2020-2025)

Legend:
- All EBA management (purple)
- EBA Directors (green)
- EBA Heads of Unit (red/orange)
- EBA Team Leaders (grey/blue)

EBA Directors: 25% (2020), 50% (2021), 60% (2022), 60% (2023), 60% (2024), 60% (2025)
EBA Heads of Unit: 33% (2020), 41% (2021), 41% (2022), 41% (2023), 41% (2024), 44% (2025)
All EBA management: 29% (2020), 39% (2021), 42% (2022), 42% (2023), 42% (2024), 43% (2025)
EBA Team Leaders: 42% (2021), 42% (2022), 43% (2023), 42% (2024), 42% (2025)

4.   Gender distribution per area of the Single Programming Document

Area		2022	2023	2024	2025
Policy and convergence[2]	Women	44	47	46	39
	Men	35	35	37	37
Risk assessment and data[3]	Women	23	24	24	25
	Men	26	26	27	27
Governance, coordination and support[4]	Women	33	32	34	38
	Men	36	38	38	39

Take-aways

- Very good gender balance in the two core business parts, i.e., both in policy and in the quantitative area;

- Situation remained balanced overall across areas with minimum variations over the past four years in a context of continuous recruitments.

Actions

- To regularly monitor the composition of staff and consider rebalancing options where necessary with the aim to ensure good gender balance in addition of the needs of the service (minimum share of underrepresented gender above 40%) over time.

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[2] "Policy and convergence" includes Prudential Regulation and Supervisory Policy (PRSP), Innovation, Conduct and Consumers (ICC), Environmental, Social and Governance Risks (ESGR).

[3] "Risk assessment and data" includes Data Analytics, Reporting and Transparency (DART), Economic Analysis and Impact Assessment (EAIA), Risk Analysis and Stress Testing (RAST).

[4] "Governance, coordination and support" includes Governance and External Affairs (GEA), Operations (OPER), Legal and Compliance (LC) and staff reporting directly to senior management.

5. Gender distribution per department
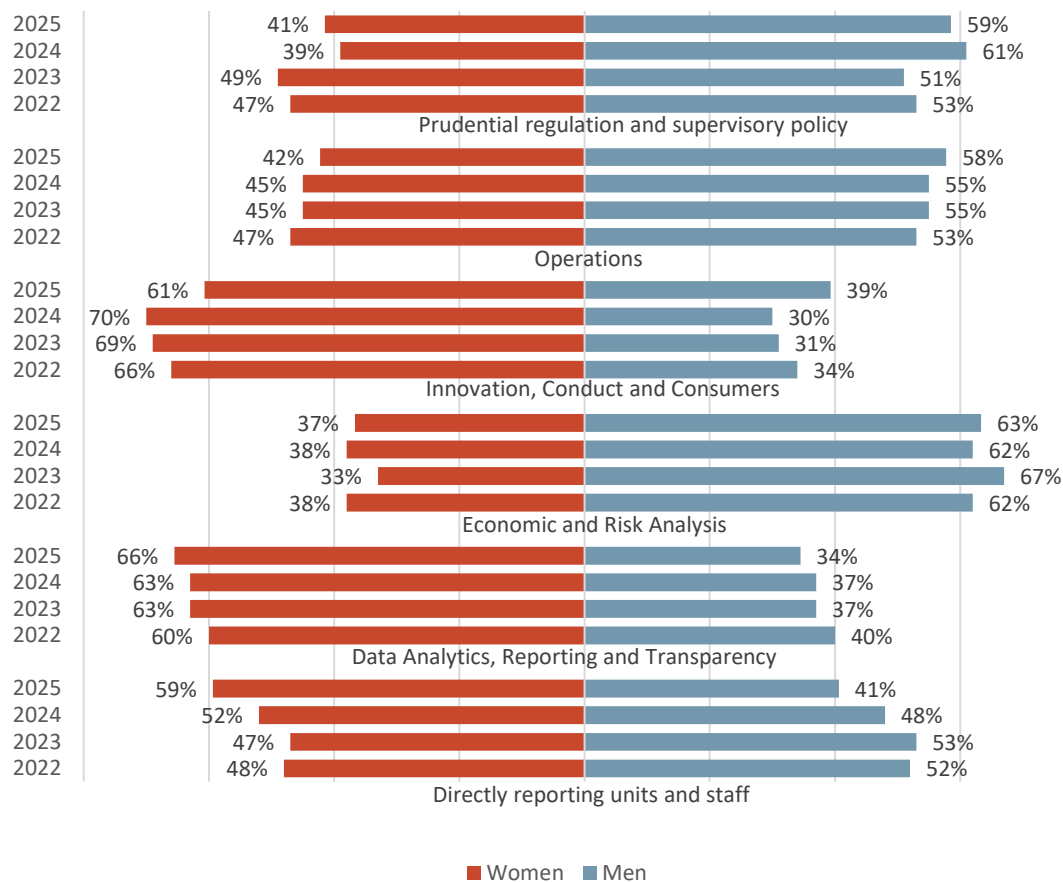
Area		2022	2023	2024	2025
Directly reporting units and staff[5]	Women	15	15	15	19
	Men	16	17	14	13
DART	Women	18	19	19	19
	Men	12	11	11	10
ERA[6]	Women	10	9	11	11
	Men	16	18	18	19
ICC	Women	19	22	23	17
	Men	10	10	10	11
OPER	Women	18	17	20	19
	Men	20	21	24	26
PRSP	Women	20	21	16	17
	Men	23	22	25	24

Take-aways

- Significant variability across departments, which is related to the pool of available candidates in these disciplines;

- Minimal variations can be seen across the four years in each department, except for a decrease in the presence of women in PRSP in 2024. The decrease of women in ICC in 2025 is mainly due to the AMLA transition.

Actions

- To keep encouraging internal mobility as part of career development;

- To increase talent attraction initiatives for areas with under-represented gender (e.g. presence at job fairs, speak at universities on EBA topics, Q&A sessions with hiring managers).
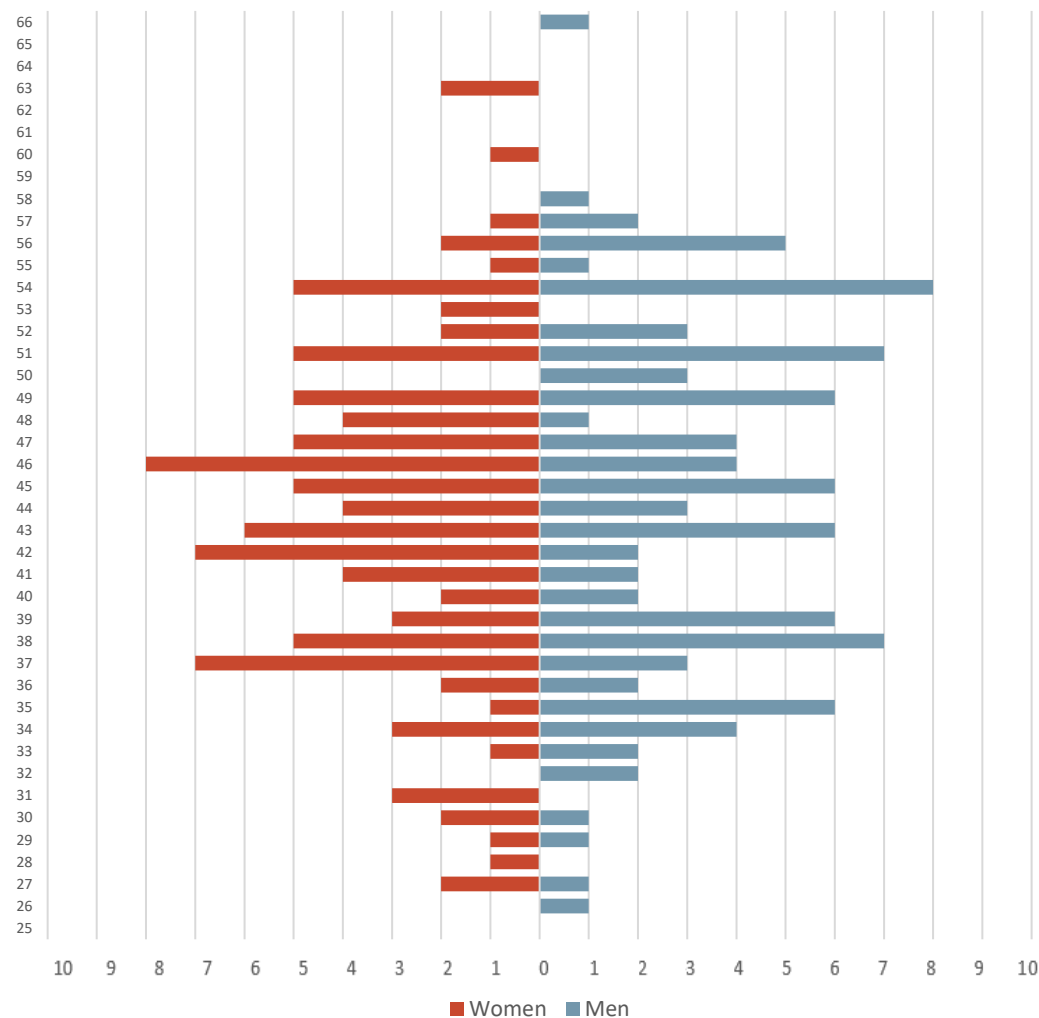
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[5] Directly reporting units and staff includes GEA, LC, the Accounting office, and the Executive office who report to the Executive Director or Chaiperson.

[6] Economic and Risk Analysis.

6. Staff distribution by gender and age

2022 — 2023 — 2024

Women ■ Men ■
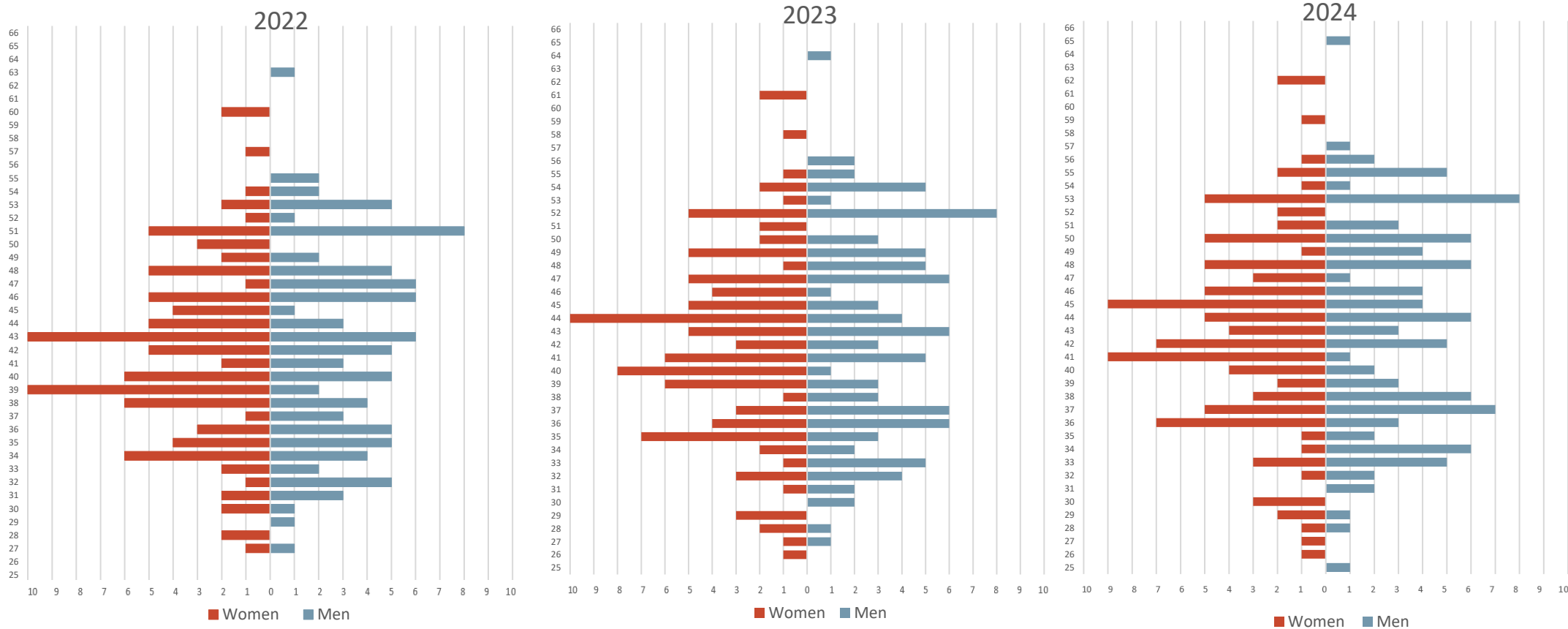
2025

Average age

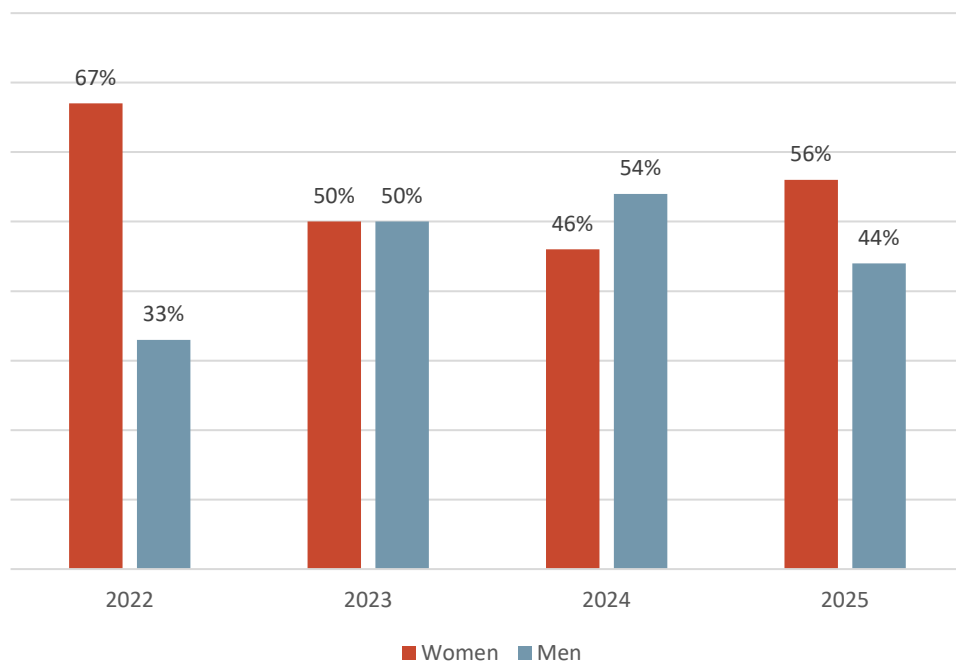|	**2022**	**2023**	**2024**	**2025**
Women	41.81	42.12	42.90	43.66
Men	42.34	42.83	43.31	44.26
Total	42.07	42.46	43.11	43.96

Take-aways

- The average (mean) age of women is comparable with men's average age;

- The presence of both women and men among the youngest members of staff has increased in the last two years.

Actions

- To keep monitoring the situation (no short-term action planned);

- The publication of vacancy at grades which do not require professional experience (e.g. CA/AD5) encourages younger candidates to apply.

- Age of 58 is minimum retirement age under the *Staff Regulations*, automatic retirement age is 65 or 66 (depending on the personal situation).

7. Gender recruitments per year

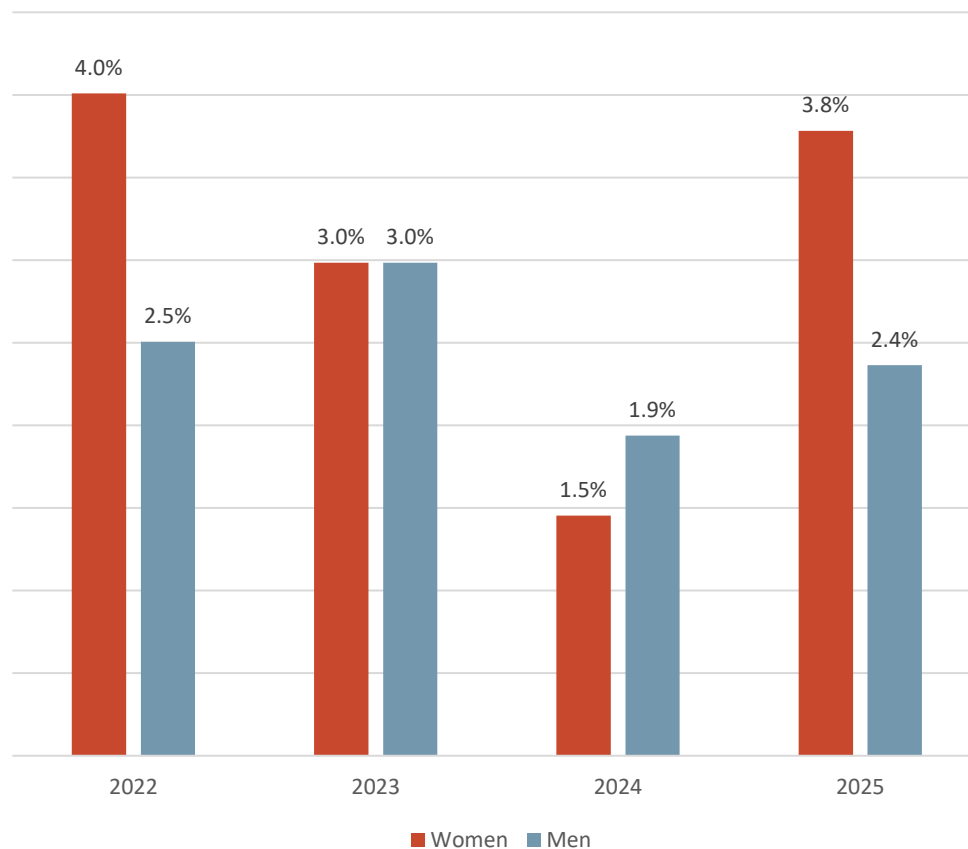|	**2022**	**2023**	**2024**	**2025**
Women	14	9	6	5
Men	7	9	7	4

Take-aways

- In 2022, many new recruitments of women took place;

- There is good gender balance in new recruitments in the last three years.

Actions

- To keep monitoring gender balance in selection procedures (see also above).

- Reference date for new recruitments is the contract start date (taking up duties).
- Changes of contract (e.g. contract agents to temporary agents) are considered as new recruitments and therefore included.

8. Staff turnover per gender

	2022	**2023**	**2024**	**2025**
Women who left	8	6	3	8
Men who left	5	6	4	5
Average of staff present in the year	200	201	207	211

Women   Men

Take-aways

- A sustained decrease in female turnover can be noticed between 2022 and 2024;

- Overall, turnover has decreased from 2022, except for 2025 which reflects the takeover by AMLA of EBA's responsibilities and a transfer to AMLA of most of EBA's AML staff.
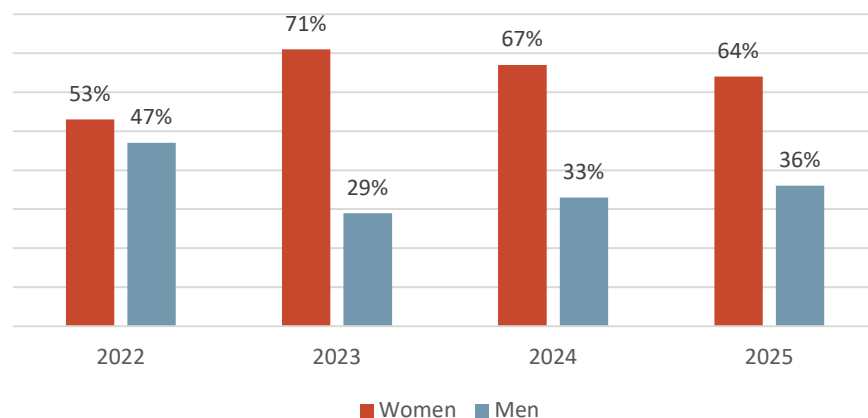
Actions

- To continue proposing increased internal and external career opportunities for both genders;
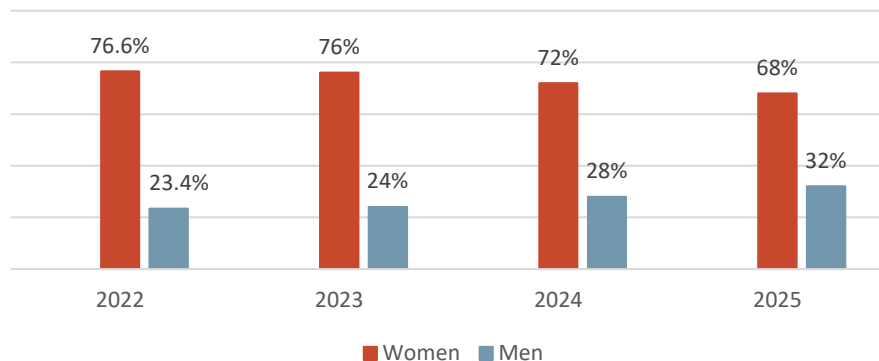
-To develop exit interviews.

- Only retirements and resignations are taken into account as turnovers, while contract changes and long-term unpaid leaves are not.

9. Parental leave and part-time work per gender

Parental leave requests

	2022	2023	2024	2025
Women	8	10	12	7
Men	7	4	6	4

Duration in days

	2022	2023	2024	2025
Women	986	553	719	285
Men	301	176	273	134

Total duration of parental leave per gender

- Staff is entitled to parental leave for each child, to be taken during the first 12 years after the birth or adoption of the child.
- These figures on parental leave do not include maternity and special leave for the birth of a child (10 days).
- Parental leave might be requested at 50%- or 100%-time patterns.

Take-aways

- Most parental leave requests were received from women (while in 2022, there was a balance in the number of requests);

- Duration of parental leave is also longer for women on average.

Actions

- To raise EBA male staff's awareness about parental leave opportunities (full integration of parental leave in their career).

Part-time work versus full-time work per gender
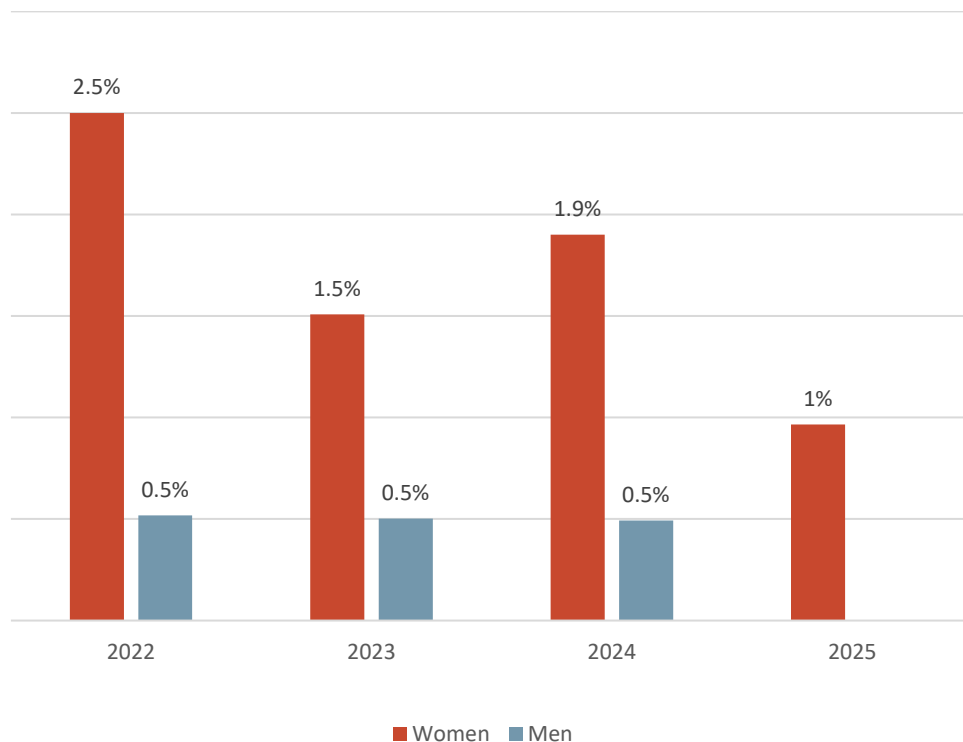
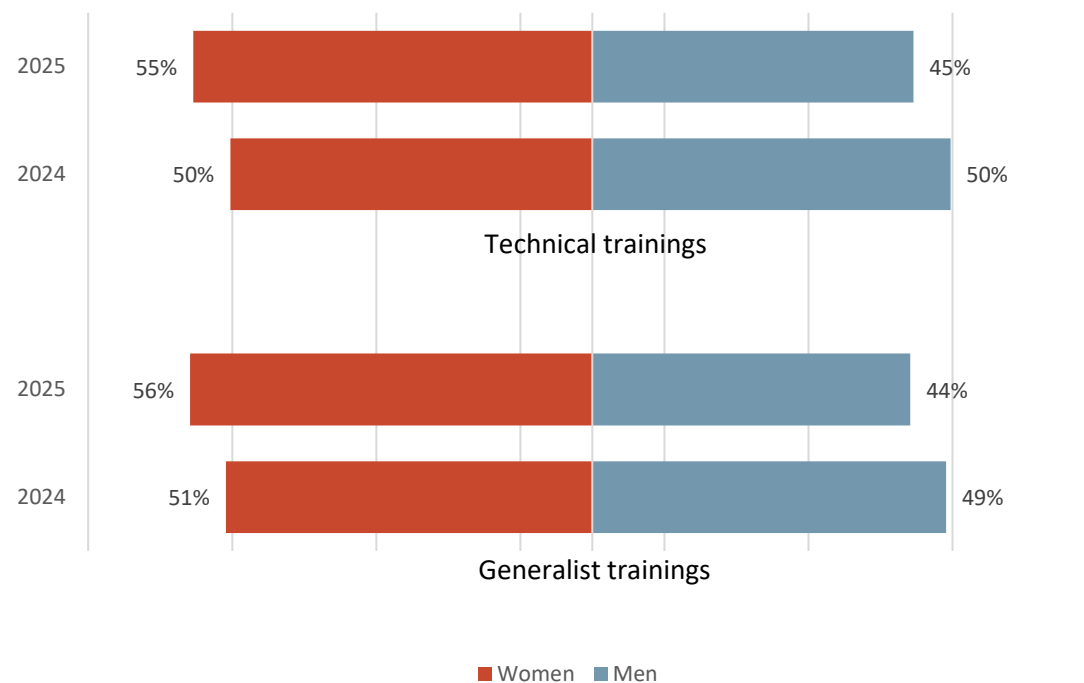|	2022	2023	2024	2025
Women	5	3	4	2
Men	1	1	1	0

Take-aways

- More women requested part-time work patterns compared to men.

Actions

- To inform all staff on the possibility of part-time work pattern opportunities.

- These figures include part-time work patterns of 50%, 60%, 75%, 80%, 90%.

10. Training days per gender

Technical trainings

| | 2025 | 55% | 45% |
| 2024 | 50% | 50% |

Generalist trainings

| | 2025 | 56% | 44% |
| 2024 | 51% | 49% |

■ Women ■ Men

Type		2024	2025
Generalist	Women	342	324
	Men	330	256
Technical	Women	294	181
	Men	291	146

Take-aways

- Good balance in the participation to trainings, both at generalist and technical level for women and men over the last two years.

Actions

- Continue to monitor the participation in trainings;

- Encourage men in considering training as part of the 2026 appraisal dialogues.

- 1 training day = 8 working hours.
- Trainings of mandatory character are not factored in.
- Generalist trainings include soft skills, info-sessions, language courses, management trainings, while technical trainings include policy, IT and AI.