
EBA REPORT ON BENCHMARKING OF DIVERSITY PRACTICES IN THE EU BANKING SECTOR – 2024 DATA

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Abbreviations

CI	Credit institution
IF	Investment firm
Institutions	Credit institutions and investment firms
MB	Management Body
CEO	Chief Executive Officer
Chair	Chair of the management body in its supervisory function
ED/EDs	Executive Director(s); members of the management body in its management function
Non-ED/Non-EDs	Non-Executive Directors; members of the management body in its supervisory function
ER	Employee Representation
EBA	European Banking Authority

Executive Summary

Since 2015, the EBA has benchmarked every three years diversity policies and practices, and since 2021, information on the gender pay gap of members of the management body.

While further progress has been made regarding the adoption of diversity policies in institutions as 81.20% of them (CIs: 84.52%, IFs: 66.87%) have such policies in place, still 18.80% of institutions (2021: 27.05%, 2018: 41.61%) have not yet adopted a diversity policy. Only 67.24% of institutions (2021: 56.26%, 2018: 40.65%) have a policy that includes gender representation targets (CIs: 72.59%, IFs: 44.17%). While there is not yet full compliance with the requirements on diversity policies, many competent authorities have since the last diversity benchmarking report integrated a review of diversity practices into their fitness and propriety assessment processes or into their regular supervisory review processes. Where CIs or IFs have not adopted the necessary policies, competent authorities should consider taking appropriate supervisory measures.

In total, 45.87% of institutions have no female EDs¹; this also applies to around one third of large institutions. On the other hand, only 13.04% of the institutions have no women represented in the supervisory function (incl. the employee representation) of the management body.

In the EU, the number of male EDs exceeds, by far, the number of female EDs, including CEO which, although growing from previous years, counts only for 21.78% of the total. Only 12.37% (2021: 11.32%) of 792 CEOs are female.

The majority of non-EDs² are also male. Only 13.51% (2021: 10.43%) of chairpersons are female. Overall, in the supervisory function of the management body, women hold 32.48% (2021: 27.75%) of the non-EDs positions (including the Chair and ER).

The gender balance of newly recruited directors has improved over time but is still insufficient, in particular, with regard to the management body in its management function. Between 2022 and 2024: 26.17% (2019-2021: 24.27%) of vacant ED positions, 36.98% (2019-2021: 32.30%) of vacant non-ED positions and 45.51% (2019-2021: 43.46%) of vacant positions of ER have been filled with women in the sampled institutions.

Regarding the gender pay gap, the majority of institutions reported figures that indicate that male directors receive higher total remuneration than female directors. On average male EDs, even if not considering the pay of the CEO, receive 9.82% (2021: 9.43%) higher remuneration than their female colleagues. For non-EDs, the respective average pay gap is at 2.18% (2021: 5.90%), when basing the calculation on the median remuneration of male and female directors. These findings confirm ongoing shortcomings in the application of gender-neutral remuneration policies and highlight the need for targeted institutions specific corrective measures to address unjustified pay disparities and

¹ Unless explicitly indicated otherwise in this report, CEOs are counted as executive directors.

² Unless explicitly indicated otherwise in this report, Chairs are counted as non-executive directors.

ensure compliance with EU requirements. Competent authorities should therefore, as part of their supervisory review processes, continue to assess whether institutions' remuneration policies are gender-neutral, as required under Article 74(1) of Directive 2013/36/EU and Article 26(1)(d) of Directive (EU) 2019/2034.

EBA has looked also into the age-demography of the board, its educational and professional background and geographical provenance, as diversity within these dimensions brings different perspectives into decision making.

The EBA will continue to monitor diversity practices in management bodies and periodically issue benchmark reports on diversity and on the gender pay gap at the level of the management body.

Background and legal basis

1. Article 91 of Directive 2013/36/EU³ requires that credit institutions take into account the diversity of the management body when recruiting new members. The same article applies in accordance with Article 9 of Directive 2014/65/EU⁴ to investment firms. Paragraph 8 of Article 91 requires all institutions to adopt a policy promoting diversity in the management body. Those policies should promote diversity with regard to several aspects, including gender, age, educational and professional background, and, in particular for internationally active institutions, the geographical provenance of members of the management body.
2. Under Article 88 of Directive 2013/36/EU the nomination committee of significant institutions should set a target for the representation of the under-represented gender and prepare a policy on how to increase the number of the under-represented gender in the management body. The Joint EBA and ESMA GL on the assessment of the suitability of the management body and key function holders specify further that all institutions should set diversity targets.
3. Having different perspectives helps improve decision-making. A more diverse management body reduces the phenomena of 'group think' and 'herd behaviour'. Diversity can thus help achieve a business and risk strategy that is in the best interest of the institution and its stakeholders and ensures sound management of the institution and its staff.
4. In accordance with Article 91(9) of Directive 2013/36/EU, competent authorities are to collect the information on diversity policies and practices. They must provide the EBA with the information collected. The EBA and the competent authorities are also mandated to collect information on the gender pay gap of members of the management body under Article 75(1) of Directive 2013/36/EU and 34(1) of Directive (EU) 2019/2034. The EBA uses the information to benchmark diversity practices at EU level.
5. Following EBA's 2023 report on diversity, the EBA issued guidelines on the remuneration and gender pay gap benchmarking exercise to reflect the CRD V changes to remuneration and

³ Directive 2013/36/EU of the European Parliament and of the Council of 26 June 2013 on access to the activity of credit institutions and the prudential supervision of credit institutions and investment firms (<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A02013L0036-20260111>).

⁴ Directive 2014/65/EU of the European Parliament and of the Council of 15 May 2014 on markets in financial instruments (<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A02014L0065-20250117>).

disclosure requirements and to harmonise data collection for credit institutions and investment firms.⁵

6. Institutions must apply gender-neutral remuneration policies and monitor the gender pay gap, which is calculated as the percentual difference between the pay of male and female staff based on the average male remuneration. The overall pay gap is unadjusted (e.g. different positions within the institution are usually not taken into account). However, as the responsibilities of members of the management body are well defined, a more meaningful calculation of their gender pay gap as compared to the unadjusted gender pay gap for all staff can be performed. The results of the analysis presented in this report still need to be interpreted with care as the remuneration of members of the management body depends not only on their role as CEO, ED, Chair or Non-ED, but also on exact responsibilities (e.g. chairing of committees) or on their specific expertise and experience.

⁵ [EBA/GL/2023/08 Guidelines on benchmarking of diversity practices, including diversity policies and gender pay gap, under Directive 2013/36/EU and Directive \(EU\) 2019/2034](#)

1. Diversity Benchmarking

7. The EBA analysed information on the diversity policies established by individual CIs and IFs, including the targets set for the under-represented gender, together with data on the actual composition of management bodies. The data depicts the situation as of 31 December 2024. In addition, data was collected on the gender pay gap for the performance year 2024 for members of the management body in the management and in the supervisory functions, separately for each gender.
8. The EBA collected data⁶ from 704 CIs and 163 IFs (2021: 662 CIs and 129 IFs) from all Member States of the European Union/EEA.
9. To allow a more granular analysis, CIs have been allocated to four different size categories, based on the balance-sheet total (balance-sheet total in EUR: < 1 billion; 1 billion to < 10 billion; 10 billion to < 30 billion; ≥ 30 billion). For each size category, competent authorities collected data, where available, from at least five CIs and, separately, most competent authorities⁷ collected data from at least five IFs. Figures for significant institutions (global systemically important institutions, other systemically important institutions and other significant institutions as determined by the competent authority) are given separately as they are subject to stricter diversity requirements.

1.1. Diversity policies

10. The present report analyses institutions' practices regarding diversity policies with a focus on gender diversity and the representation of the under-represented gender.

Figure 1: Composition of the sample used for diversity benchmarking, 2024 data

Frequency	CIs < EUR 1 bn	CIs EUR 1 bn to < EUR 10 bn	CIs EUR 10 bn to < EUR 30 bn	CIs EUR ≥ 30 bn	Investment firms	Thereof significant institutions
Number of institutions responding	241	215	118	130	163	266

11. While all institutions must take into account diversity when recruiting members of the management body and have diversity policies setting targets, the nomination committee in

⁶ Please refer to the [EBA GL on diversity benchmarking](#) for more details on the benchmarking methodology.

⁷ A few competent authorities are not responsible for the supervision of investment firms and not all those competent authorities collected the information from the competent authority supervising investment firms.

significant institutions have to prepare a policy on how to increase the number of the under-represented gender in the management body to meet a specified quantitative target.

12. While further progress has been made regarding the adoption of diversity policies in institutions and most of them 81.20% (CIs 84.52%, IFs 66.87%) have such policies in place, still 18.80% of institutions (2021: 27.05%, 2018: 41.61%) have not yet adopted a diversity policy. Only 67.24% of institutions (2021: 56.26%, 2018: 40.65%) have a policy that includes gender representation targets (CIs: 72.59%, IFs: 44.17%). Also, a few significant institutions have not yet set the required quantitative targets. The extent to which institutions have already adopted diversity policies, and gender diversity policies in particular, differs significantly between Member States (Figure 2). Overall, the level of compliance in CIs is slightly higher than in IFs (Figures 3 and 4).

13. While there is not yet full compliance with the requirements on diversity policies, many competent authorities have since the last diversity benchmarking report integrated a review of diversity practices into their fitness and propriety assessment processes or into their regular supervisory review processes. The EBA has in 2025 issued a peer review report⁸ on supervisory practices in this regard. Where institutions still do not comply with the respective requirements, competent authorities should take supervisory measures and review the adoption of such policies and the setting of gender representation targets.

Figure 2: Numbers of institutions and percentages of institutions with a diversity policy and gender diversity policy in place, 2024 data per Member State

Member State	Number of institutions in the sample	Institutions with diversity policy	Institutions with gender targets	Thereof, number of significant institutions	Significant institutions with diversity policy	Significant institutions with quantitative gender targets
AT	57	85.96%	68.42%	10	100.00%	100.00%
BE	24	91.67%	91.67%	10	100.00%	100.00%
BG	17	100.00%	76.47%	6	100.00%	83.33%
CY	17	100.00%	100.00%	8	100.00%	100.00%
CZ	27	100.00%	92.59%	5	100.00%	100.00%
DE	156	66.67%	55.13%	49	91.84%	79.59%
DK	26	96.15%	92.31%	9	100.00%	88.89%
EE	14	64.29%	35.71%	5	80.00%	80.00%
ES	45	64.44%	55.56%	15	80.00%	73.33%
FI	31	93.55%	80.65%	11	100.00%	100.00%
FR	46	82.61%	56.52%	19	89.47%	73.68%
GR	12	83.33%	58.33%	4	100.00%	100.00%
HR	17	88.24%	58.82%	7	100.00%	85.71%
HU	19	52.63%	52.63%	7	85.71%	71.43%
IE	23	91.30%	69.57%	7	100.00%	100.00%

⁸ See also EBA's report, the peer review on diversity and gender.

Member State	Number of institutions in the sample	Institutions with diversity policy	Institutions with gender targets	Thereof, number of significant institutions	Significant institutions with diversity policy	Significant institutions with quantitative gender targets
IS	5	100.00%	100.00%	3	100.00%	66.67%
IT	66	93.94%	92.42%	13	100.00%	100.00%
LI	10	40.00%	20.00%	3	66.67%	0.00%
LT	15	73.33%	40.00%	5	80.00%	80.00%
LU	30	90.00%	53.33%	5	100.00%	100.00%
LV	16	56.25%	25.00%	5	80.00%	60.00%
MT	21	61.90%	42.86%	4	100.00%	75.00%
NL	27	81.48%	74.07%	7	100.00%	100.00%
NO	15	80.00%	80.00%	5	60.00%	60.00%
PL	27	100.00%	85.19%	9	100.00%	77.78%
PT	24	91.67%	91.67%	6	100.00%	100.00%
RO	18	88.89%	83.33%	10	90.00%	70.00%
SE	34	91.18%	58.82%	5	100.00%	20.00%
SI	13	76.92%	53.85%	8	87.50%	37.50%
SK	15	73.33%	73.33%	6	100.00%	100.00%
EU 2024	867	81.20%	67.24%	266	93.23%	81.58%
EU 2021	791	72.95%	56.01%	212	93.40%	88.21%
EU 2018	834	58.39%	40.65%	241	83.40%	71.37%
EU 2015	864	35.53%	24.54%	-	-	-

Figure 3: Numbers of CIs and percentages of CIs with a diversity policy and gender diversity policy in place, 2024 data per Member State

Member State	Number of CIs in the sample	CIs with diversity policy	CIs with gender targets	Thereof, number of significant CIs	Significant CIs with diversity policy	Significant CIs with quantitative gender targets
AT	54	90.74%	72.22%	10	100.00%	100.00%
BE	21	90.48%	90.48%	8	100.00%	100.00%
BG	16	100.00%	75.00%	6	100.00%	83.33%
CY	11	100.00%	100.00%	5	100.00%	100.00%
CZ	22	100.00%	95.45%	5	100.00%	100.00%
DE	144	68.06%	57.64%	48	91.67%	79.17%
DK	22	95.45%	90.91%	9	100.00%	88.89%
EE	12	58.33%	41.67%	5	80.00%	80.00%
ES	25	88.00%	72.00%	12	91.67%	91.67%
FI	25	100.00%	96.00%	11	100.00%	100.00%
FR	36	80.56%	58.33%	16	93.75%	75.00%

Member State	Number of CIs in the sample	CIs with diversity policy	CIs with gender targets	Thereof, number of significant CIs	Significant CIs with diversity policy	Significant CIs with quantitative gender targets
GR	12	83.33%	58.33%	4	100.00%	100.00%
HR	12	91.67%	75.00%	7	100.00%	85.71%
HU	14	57.14%	57.14%	7	85.71%	71.43%
IE	15	93.33%	80.00%	6	100.00%	100.00%
IS	5	100.00%	100.00%	3	100.00%	66.67%
IT	60	96.67%	95.00%	11	100.00%	100.00%
LI	10	40.00%	20.00%	3	66.67%	0.00%
LT ⁹	12	75.00%	50.00%	5	80.00%	80.00%
LU	20	90.00%	65.00%	5	100.00%	100.00%
LV	10	70.00%	40.00%	5	80.00%	60.00%
MT	13	69.23%	53.85%	3	100.00%	100.00%
NL	17	94.12%	88.24%	7	100.00%	100.00%
NO	15	80.00%	80.00%	5	60.00%	60.00%
PL	22	100.00%	90.91%	8	100.00%	87.50%
PT	21	95.24%	95.24%	6	100.00%	100.00%
RO	13	92.31%	84.62%	8	100.00%	75.00%
SE	26	88.46%	53.85%	5	100.00%	20.00%
SI	9	100.00%	77.78%	7	100.00%	42.86%
SK	10	90.00%	90.00%	6	100.00%	100.00%
EU 2024	704	84.52%	72.59%	246	94.72%	83.33%
EU 2021	662	77.64%	61.93%	217	92.63%	86.18%

Figure 4: Numbers IFs and percentages of IFs with a diversity policy and gender diversity policy in place, 2024 data per Member State

Member State	Number of IFs in the sample	IFs with diversity policy	IFs with gender targets	Thereof, number of significant IFs	Significant IFs with diversity policy	Significant IFs with gender targets
AT	3	0.00%	0.00%	0	-	-
BE	3	100.00%	100.00%	2	100.00%	100.00%
BG	1	100.00%	100.00%	0	-	-
CY	6	100.00%	100.00%	3	100.00%	100.00%
CZ	5	100.00%	80.00%	0	-	-
DE	12	50.00%	25.00%	1	100.00%	100.00%

⁹ In the data shown for Lithuania (LT), due to a classification issue within the supervisory data template, two entities were incorrectly categorised as credit institutions rather than investment firms. However, this difference in classification has very limited impact on the aggregated data and does not affect the overall findings and conclusions of the report.

Member State	Number of IFs in the sample	IFs with diversity policy	IFs with gender targets	Thereof, number of significant IFs	Significant IFs with diversity policy	Significant IFs with gender targets
DK	4	100.00%	100.00%	0	-	-
EE	2	100.00%	0.00%	0	-	-
ES	20	35.00%	35.00%	3	33.33%	0.00%
FI	6	66.67%	16.67%	0	-	-
FR	10	90.00%	50.00%	3	66.67%	66.67%
HR	5	80.00%	20.00%	0	-	-
HU	5	40.00%	40.00%	0	-	-
IE	8	87.50%	50.00%	1	100.00%	100.00%
IT	6	66.67%	66.67%	2	100.00%	100.00%
LT ⁹	3	66.67%	0.00%	0	-	-
LU	10	90.00%	30.00%	0	-	-
LV	6	33.33%	0.00%	0	-	-
MT	8	50.00%	25.00%	1	100.00%	0.00%
NL	10	60.00%	50.00%	0	-	-
PL	5	100.00%	60.00%	1	100.00%	0.00%
PT	3	66.67%	66.67%	0	-	-
RO	5	80.00%	80.00%	2	50.00%	50.00%
SE	8	100.00%	75.00%	0	-	-
SI	4	25.00%	0.00%	1	0.00%	0.00%
SK	5	40.00%	40.00%	0	-	-
EU 2024	163	66.87%	44.17%	20	75.00%	60.00%
EU 2021	129	48.84%	27.13%	3	66.67%	66.67%

14. While Directive 2013/36/EU does not specify a minimum level for the representation of the under-represented gender, many Member States have already implemented such targets in national legislation¹⁰, typically ranging between 30% and 40% for the representation of the under-represented gender at board level in listed companies.

15. Institutions have used different approaches to set internal gender diversity targets in their policies. Some have set targets separately for the management and supervisory functions of the management body, while the most common approach is to set joint targets for both functions.

16. Some institutions (19.77%) have set targets that aim only at the representation of women of 25% or even less in the management body (Figure 5).

¹⁰ Directive (EU) 2022/2381 on improving the gender balance among directors of listed companies and related measures (OJL 315, 7.12.2022, p. 44, ELI: <https://eur-lex.europa.eu/eli/dir/2022/2381/oj/eng>) requires gender targets of 33% for the MB or 40% for its supervisory function as of 2026.

17. Gender targets that aim at a representation of the under-represented gender of around 40% would be in line with expectations also from a good governance and socio-political perspective. Targets for the underrepresented gender of 33% for the management body in total and 40% for the management body in its supervisory function are included in Directive (EU) 2022/2381 on improving the gender balance among directors of listed companies and related measures.
18. An increasing number of institutions, 70.98%, that have set a gender target (2021: 56.18%, 2018: 49.56%) declared that they already meet the target (see Figure 6).
19. Institutions that do not have a diversity policy that is promoting gender diversity should be aware that gender equality and equal opportunities are important values of today's society that are enshrined in Article 157 of the Treaty on the Functioning of the European Union and Directive 2006/54/EC. Article 91 of Directive 2013/36/EU requires that diversity should be taken into account when recruiting members to the management body and that institutions have diversity policies.

Figure 5: Level of quantitative gender targets¹¹ set by institutions based on the target for the representation of women, 2024 data

Number of institutions with gender targets, scope and level of targets set	> 0% to 25%	> 25% to 33.4%	> 33.4% to 50%	> 50% ¹²
EDs	41	68	28	29
Non-EDs	35	80	43	34
MB (where a joint target is set)	9	12	12	36
Employee Representation	1	0	4	3
Total in 2024	86	160	87	102
Distribution in 2024	19.77%	36.78%	20.00%	23.45%
Total in 2021	163	132	114	7
Distribution in 2021	34.81%	32.04%	31.22%	1.93%
Total in 2018	139	159	143	8
Distribution in 2018	30.96%	35.41%	31.85%	1.78%

20. Diversity policies take into account not only the aspect of gender, but also other aspects, including the educational and professional background. For the aspect of gender many have set

¹¹ Percentages, when targets have been set as minimum headcount, have been calculated based on the numbers of the under-represented gender (in nearly all cases women) compared to the number of members of the management body. A few credit institutions have indicated that they set the target as a percentage as well as a minimum headcount. In such cases the higher resulting percentage has been taken into account when the approaches led to different values.

¹² Some institutions reported that their target would aim explicitly at a higher representation of women compared to men with regard to their EDs, resulting in a target percentage of above 50%.

a quantitative and a qualitative target. Geographical provenance means the region where a person has gained a cultural, educational or prior professional background and is an aspect that is more important for internationally active institutions. More and more institutions have adopted policies that cover all those aspects (Figure 6).

Figure 6: Overview over the different policy aspects in diversity policies, 2024 and 2021 data, percentages based on institutions that have adopted a diversity policy

Aspect	Number of institutions with a diversity policy for the aspect in question	Percentage of Institutions having a policy for the aspect under their diversity policy	Number of institutions indicating that they meet the target set	Percentage of institutions that have a policy, who are meeting the target set
2024¹³				
Gender	583	82.81%	500	71.02%
Quantitative target	465	66.05%	475	67.47%
Qualitative target	397	56.39%	259	36.79%
Quantitative and qualitative target	446	63.35%	471	66.90%
Age	504	71.59%	373	52.98%
Educational background	531	75.43%	397	56.39%
Professional background	536	76.14%	402	57.10%
Geographical provenance	373	52.98%	279	39.63%
2021				
Gender	445	77.12%	250	56.18%
Age	341	59.10%	162	47.51%
Educational background	387	67.07%	219	56.59%
Professional background	404	70.02%	232	57.43%
Geographical provenance	216	37.44%	107	49.54%

¹³ Information based on the updated template in the EBA/GL/2023/08 Guidelines on benchmarking of diversity practices, including diversity policies and gender pay gap, under Directive 2013/36/EU and Directive (EU) 2019/2034

21. Independent of the existence of a diversity policy, institutions are required to take into account diversity, when recruiting members of the management body. This ensures that the management body collectively possesses the needed knowledge and experience to manage the institution and to oversee within the supervisory function of the management body the decisions taken by its management function. While the aspect of age is relevant (e.g. in terms of succession planning and having different perspectives), this aspect is only taken into account by a bit more than two thirds of institutions.

Figure 7: Numbers of CIs and IFs that take diversity into account when recruiting members of the management body.

Institutions	Gender	Age	Educational background	Professional background	Geographical provenance
2024					
CIs < EUR 1 bn	192	170	190	193	116
CIs EUR 1 bn to < EUR 10 bn	191	170	185	189	122
CIs EUR 10 bn to < EUR 30 bn	110	94	106	108	74
CIs ≥ EUR 30 bn	123	107	122	124	95
IFs	115	85	131	136	70
Total	731	626	734	750	477
Thereof significant institutions 2024	246	211	241	246	178
Total 2024 in % of all 867 institutions	84.41%	72.29%	84.76%	86.61%	55.08%
2021					
CIs < EUR 1 bn	126	121	129	136	77
CIs EUR 1 bn to < EUR 10 bn	211	184	203	211	126
CIs EUR 10 bn to < EUR 30 bn	106	82	97	99	67
CIs ≥ EUR 30 bn	109	89	103	109	87
IFs	82	57	94	102	50
Total	634	533	626	657	407
Thereof, significant institutions 2021	208	167	193	202	151
Total 2021 in % of all 791 institutions	80.15%	67.38%	79.14%	83.06%	51.45%

1.2. Diversity practices

22. Institutions gave information regarding the actual composition of their management bodies in terms of the number of members, their gender, age and other diversity aspects as of 31 December 2024. The analysis of diversity practices differentiated between the members of the management body in its management function (EDs) and in its supervisory function (non-EDs).

To the extent possible, the diversity of ER, who are elected by staff rather than appointed by shareholders, was taken into account separately.

1.2.1. Gender representation and governance structures

23. Nearly two thirds of credit institutions are organised in a 2-tier structure and have separated the management function of the management body and its supervisory function. Differently, the sample is nearly equally populated by IFs using one-tier structures and 2-tier structures. Some Member States allow only for one of those structures within their company law.

24. While the representation of women in the group of EDs in CIs appears to be slightly higher in tier2 systems (22.77%) compared to CIs with a 1-tier structure (21.53%), the representation of women in the group of non-EDs is visibly higher in CIs with a 1-tier structures (34.62%) compared to the ones with a 2-tier structure. (30.21%). The results differ between Member States (Figure 8).

Figure 8: Numbers of CIs by Member State and governance system and their average numbers of EDs, non-EDs and ER, 2024 data per Member State

Member State	Governance system	Number of CIs	Average number EDs	Female EDs	Average number non-EDs without ER	Female non-EDs without ER	Average number ER	Female ER
AT	2-tier	54	2.89	15.38%	8.02	28.41%	3.07	42.77%
BE	1-tier	15	4.67	20.00%	7.27	38.53%		
BE	2-tier	7	4.14	20.69%	7.71	29.63%		
BG	2-tier	16	4.44	32.39%	4.44	26.76%	0.00	
CY	1-tier	10	1.80	11.11%	6.20	35.48%	0.10	100.00%
CY	2-tier	1	2.00	50.00%	8.00	12.50%		
CZ	2-tier	22	5.00	20.00%	4.41	22.68%	1.00	59.09%
DE	1-tier	2	2.00	0.00%	0.00		0.00	
DE	2-tier	142	3.32	16.10%	9.19	23.91%	2.97	34.60%
DK	2-tier	22	2.50	14.55%	6.68	29.93%	2.32	43.14%
EE	1-tier	3	4.33	23.08%	5.33	18.75%	0.67	100.00%
EE	2-tier	9	5.00	31.11%	5.33	31.25%	0.00	
ES	1-tier	22	4.95	18.35%	10.68	38.72%	0.09	50.00%
ES	2-tier	3	13.00	20.51%	13.67	39.02%	0.67	100.00%
FI	1-tier	3	6.67	45.00%	14.00	40.48%		
FI	2-tier	22	6.68	37.41%	15.00	42.12%	0.18	25.00%
FR	1-tier	19	3.84	21.92%	8.89	37.28%	1.05	60.00%
FR	2-tier	17	3.18	16.67%	8.94	39.47%	1.65	53.57%
GR	1-tier	12	2.67	12.50%	8.25	21.21%	0.08	0.00%

Member State	Governance system	Number of CIs	Average number EDs	Female EDs	Average number non-EDs without ER	Female non-EDs without ER	Average number ER	Female ER
HR	2-tier	12	4.42	28.30%	5.75	33.33%		
HU	2-tier	14	4.14	13.79%	6.43	31.11%	0.71	80.00%
IE	1-tier	15	1.73	15.38%	7.40	46.85%	0.00	
IS	2-tier	5	7.60	36.84%	6.20	51.61%		
IT	1-tier	53	3.13	18.07%	6.57	33.91%	0.02	0.00%
IT	2-tier	7	2.00	28.57%	9.00	46.03%		
LI	1-tier	6	3.83	13.04%	5.17	16.13%	0.17	0.00%
LI	2-tier	4	4.00	12.50%	5.75	13.04%		
LT	1-tier	3	2.67	25.00%	2.33			
LT	2-tier	9	5.78	25.00%	5.44	36.73%	0.78	100.00%
LU	1-tier	14	4.21	25.42%	7.00	26.53%	1.14	25.00%
LU	2-tier	6	4.50	18.52%	5.67	29.41%	0.33	100.00%
LV	2-tier	10	5.30	32.08%	5.30	41.51%		
MT	1-tier	13	2.92	15.79%	6.54	16.47%	0.15	50.00%
NL	2-tier	17	5.12	33.33%	5.47	44.09%	0.18	66.67%
NO	1-tier	10	4.70	31.91%	6.20	46.77%	1.50	53.33%
NO	2-tier	5	9.80	28.57%	6.20	41.94%	2.40	50.00%
PL	2-tier	22	5.82	22.66%	7.95	31.43%	0.00	
PT	1-tier	9	5.89	22.64%	7.44	43.28%		
PT	2-tier	12	3.67	18.18%	5.75	26.09%	0.00	
RO	1-tier	6	5.00	23.33%	6.00	33.33%	0.00	
RO	2-tier	7	5.00	25.71%	5.57	41.03%	0.00	
SE	1-tier	17	4.35	31.08%	6.76	34.78%	0.82	71.43%
SE	2-tier	10	6.30	36.51%	7.40	35.14%	1.20	66.67%
SI	1-tier	2	5.00	30.00%	6.00	50.00%		
SI	2-tier	7	3.43	25.00%	7.00	30.61%	0.29	100.00%
SK	2-tier	10	4.20	11.90%	4.00	20.00%	1.90	36.84%
EU/EEA 2024	1-tier	234	3.73	21.53%	7.28	34.62%	0.32	52.00%
EU/EEA 2024	2-tier	472	4.16	22.77%	7.77	30.21%	1.61	40.94%
EU/EEA 2021	1-tier	268	3.09	16.65%	7.57	28.62%	0.49	34.85%
EU/EEA 2021	2-tier	394	4.20	18.87%	7.71	25.03%	1.72	37.61%
EU/EEA 2018	1-tier	324	3.01	14.65%	7.03	24.36%	0.31	42.42%
EU/EEA	2-tier	371	3.99	15.80%	8.32	21.02%	1.94	35.05%

Member State	Governance system	Number of CIs	Average number EDs	Female EDs	Average number non-EDs without ER	Female non-EDs without ER	Average number ER	Female ER
2018								

23. For IFs, the representation of women in 1-tier structures is for EDs (17.72%) and for non-EDs (30.98%) slightly higher than for IFs with 2-tier structures (EDs: 18.59%, non-EDs: 23.79%). Overall, the representation of women in the management body is lower in IFs as compared to CIs. The results differ between Member States. Considering the smaller size of IFs, hardly any of them have an employee representation or even full-time members within the employee representation (Figure 9).

Figure 9: Numbers of IFs by Member State and governance system and their average numbers of EDs, non-EDs and ER, 2024 data per Member State

Member State	Governance system	Number of IFs	Average number EDs	Female EDs	Average number non-EDs without ER	Female non-EDs without ER	Average number ER	Female ER
AT	2-tier	3	2.67	12.50%	0.00	-	0.00	-
BE	2-tier	3	5.00	13.33%	5.00	46.67%	-	-
BG	2-tier	1	3.00	-	4.00	25.00%	-	-
CY	1-tier	6	2.17	7.69%	3.17	5.26%	-	-
CZ	1-tier	1	3.00	-	5.00	40.00%	-	-
CZ	2-tier	4	4.50	11.11%	3.50	35.71%	0.25	100.0%
DE	1-tier	4	3.00	0.00%	0.50	50.00%	0.00	-
DE	2-tier	8	3.38	11.11%	4.63	37.84%	0.00	-
DK	2-tier	4	1.00	50.00%	5.00	15.00%	-	-
EE	2-tier	2	3.00	16.67%	3.50	14.29%	-	-
ES	1-tier	16	2.56	21.95%	6.63	33.02%	0.00	-
ES	2-tier	4	5.25	38.10%	4.50	5.56%	0.00	-
FI	2-tier	6	5.50	24.24%	3.83	21.74%	0.00	-
FR	1-tier	4	3.50	7.14%	4.00	50.00%	-	-
FR	2-tier	6	2.67	25.00%	6.67	27.50%	1.50	33.33%
HR	2-tier	5	2.00	30.00%	2.80	14.29%	0.20	100.0%
HU	2-tier	5	3.20	6.25%	3.40	5.88%	0.00	-
IE	1-tier	8	2.38	26.32%	4.88	51.28%	-	-
IT	1-tier	8	2.75	27.27%	5.63	28.89%	0.00	-
LT	1-tier	3	1.67	20.00%	0.67	-	-	-
LU	1-tier	6	3.17	15.79%	3.67	22.73%	-	-
LU	2-tier	4	3.50	21.43%	5.75	30.43%	-	-

Member State	Governance system	Number of IFs	Average number EDs	Female EDs	Average number non-EDs without ER	Female non-EDs without ER	Average number ER	Female ER
LV	1-tier	6	3.17	15.79%	1.50	33.33%	1.00	-
LV	2-tier	1	5.00	20.00%	3.00	-	-	-
MT	1-tier	7	2.29	0.00%	2.14	6.67%	0.00	-
MT	2-tier	1	3.00	33.33%	3.00	0.00%	0.00	-
NL	1-tier	4	3.50	21.43%	0.50	100.0%	-	-
NL	2-tier	6	3.33	5.00%	2.83	41.18%	-	-
PL	1-tier	1	3.00	33.33%	4.00	-	-	-
PL	2-tier	4	3.75	26.67%	5.25	14.29%	-	-
PT	1-tier	2	2.00	-	1.00	-	-	-
PT	2-tier	3	3.00	22.22%	2.00	33.33%	0.00	-
RO	1-tier	4	1.00	25.00%	2.00	12.50%	0.00	-
RO	2-tier	1	4.00	50.00%	3.00	0.00%	0.00	-
SE	1-tier	8	3.63	27.59%	3.75	30.00%	-	-
SI	2-tier	4	2.00	-	2.75	9.09%	-	-
SK	2-tier	5	2.80	7.14%	3.00	20.00%	-	-
EU/EEA 2024	1-tier	88	2.69	17.72%	3.70	30.98%	0.07	0.00%
EU/EEA 2024	2-tier	80	3.36	18.59%	3.89	23.79%	0.14	45.45%
EU/EEA 2021	1-tier	70	2.37	18.67%	3.11	22.94%	0.19	30.77%
EU/EEA 2021	2-tier	59	3.29	15.46%	3.56	20.48%	0.19	72.73%
EU/EEA 2018	1-tier	108	2.93	13.92	3.14	21.53	0.08	11.11
EU/EEA 2018	2-tier	26	2.69	11.43	3.00	14.10	0.42	54.55

1.2.2. Gender representation and age

25. Overall, the representation of women in the management body in its management function is slowly improving over time but is still at a low level. Only 12.37% (2021: 11.32%, 2018: 8.53%) of 792 CEOs and 24.70% of other EDs (2021: 20.19%, 2018: 17.44%) are female, totalling an overall representation of women in executive functions within the management body of 21.78% (2021: 18.05%, 2018: 15.13%, 2015: 13.63%). The representation of women is higher in lower age categories than in the higher ones but could still benefit from further improvements.

Figure 10: Representation of CEOs and EDs (other than the CEO) per age and gender category, 2024 data and totals since 2015

Role/gender	<30	30-40	41-50	51-60	61-70	>70	Total
CEOs	0	24	195	415	150	8	792
Male CEOs		83.33%	82.56%	87.71%	93.33%	100.00%	87.50%
Female CEOs		16.67%	17.44%	12.29%	6.00%	0.00%	12.37%
CEO Other gender		-	-	-	0.67%	-	0.13%
EDs, without CEOs	4	188	907	1166	256	30	2551
Male	50.00%	70.74%	71.78%	76.24%	85.16%	90.00%	75.26%
Female	50.00%	29.26%	28.11%	23.76%	14.84%	10.00%	24.70%
Other gender	-	-	0.11%	-	-	-	0.04%
Total male 2024	50.00%	72.17%	73.68%	79.25%	88.40%	92.11%	78.19%
Total female 2024	50.00%	27.83%	26.23%	20.75%	11.60%	7.89%	21.78%
Total Other gender 2024	0.00%	0.00%	0.09%	0.00%	0.00%	0.00%	0.03%
Total male 2021	100.00%	77.30%	76.36%	84.03%	90.63%	97.96%	81.95%
Total female 2021	0.00%	22.70%	23.64%	15.97%	9.38%	2.04%	18.05%
Total male 2018	100.00%	80.56%	81.00%	86.40%	92.28%	97.44%	84.87%
Total female 2018	0.00%	19.44%	19.00%	13.60%	7.72%	2.56%	15.13%
Total male 2015	88.33%	79.75%	83.20%	89.10%	93.75%	96.88%	86.37%
Total female 2015	16.67%	20.25%	16.80%	10.90%	6.25%	3.13%	13.63%

26. Overall, the representation of women in the management body in its supervisory function has improved over time. Still, only 13.51% (2021: 10.43%) of chairpersons were female. However, in 2024 already 33.91% (2021: 28.75%, 2018: 24.02%, 2015: 18.90%) of other non-EDs (without employee representation) were women. The representation of women in the employee representation exceeds with 41.69% (2021: 39.03%, 2018: 35.82%) the representation of women in other positions in the management body in its supervisory function.

27. Within the group of younger non-EDs, the representation of women is higher than in the higher-age categories, with representation already exceeding 40% in the 41-50 age category.

Figure 11: Representation of chairpersons, non-EDs (without chair and without ER) and ER per age and gender category, 2024 data and EU totals since 2015

Role/gender	< 30	30-40	41-50	51-60	61-70	> 70	Total
Chairpersons	0	12	106	276	293	120	807
Male chair		91.67%	75.47%	84.78%	87.71%	95.00%	86.25%
Female chair		8.33%	24.53%	14.49%	12.29%	5.00%	13.51%
Chair Other gender		0.00%	0.00%	0.72%	0.00%	0.00%	0.25%
Non-EDs, excl. chairperson and excl. ER	21	229	992	2012	1618	333	5205
Male non-EDs	57.14%	62.01%	58.06%	62.52%	71.69%	87.69%	66.09%
Female non-EDs	42.86%	37.99%	41.94%	37.48%	28.31%	12.31%	33.91%
Non-EDs other gender	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
ER	11	73	239	410	119	2	854
Male ER	54.55%	45.21%	56.49%	59.76%	64.71%	50.00%	58.20%
Female ER	45.45%	54.79%	43.51%	40.24%	34.45%	50.00%	41.69%
ER other gender	0.00%	0.00%	0.00%	0.00%	0.84%	0.00%	0.12%
Total male 2024	56.25%	59.24%	59.16%	64.38%	73.60%	89.45%	67.48%
Total female 2024	43.75%	40.76%	40.84%	35.54%	26.35%	10.55%	32.48%
Total other gender 2024	0.00%	0.00%	0.00%	0.07%	0.05%	0.00%	0.04%
Total male 2021	38.89%	65.71%	62.77%	69.41%	79.50%	90.87%	72.25%
Total female 2021	61.11%	34.29%	37.23%	30.59%	20.50%	9.13%	27.75%
Total male 2018	60.00%	67.49%	67.80%	73.15%	83.97%	92.75%	75.98%
Total female EDs 2018	40.00%	32.51%	32.20%	26.85%	16.03%	7.25%	24.02%
Total male 2015	60.00%	72.42%	73.55%	78.89%	89.89%	95.50%	81.10%
Total female 2015	40.00%	27.58%	26.45%	21.11%	10.11%	4.50%	18.90%

1.2.3. Recently appointed directors

28. Institutions provided information on the numbers of directors recruited in recent years. The figures exclude reappointments of members of the management body. It can be observed that over time there has been a continuous change in the proportions of male and female directors recruited, leading to an increasing level of representation of women in management bodies over time. However, also with regard to the newly appointed directors, the gender balance would benefit from a higher number of women being appointed as members of the management body and in particular with regard to the management function.

Figure 12: Numbers and percentages of recently recruited EDs and non-EDs (without ER) and ER

Gender	EDs 2015-2016	EDs 2017-2018	EDs 2019-2021	EDs 2022-2024
Total	809	883	1 166	1 265
Male	81.71%	78.82%	75.73%	73.75%
Female	18.29%	21.18%	24.27%	26.17%

Gender	Non-EDs 2015-2016	Non-EDs 2017-2018	Non-EDs 2019-2021	Non-EDs 2022-2024
Total	1 501	1 597	2 223	1 917
Male	72.35%	72.01%	67.70%	62.81%
Female	27.65%	27.99%	32.30%	36.98%

Gender	ER 2015-2016	ER 2017-2018	ER 2019-2021	ER 2022-2024
Total	178	229	286	301
Male	58.99%	64.63%	56.29%	53.49%
Female	41.01%	35.37%	43.36%	45.51%

29. The majority of recently appointed directors are male in most Member States. However, in a few Member States a strong increase in the percentage of women being recruited can be observed. In contrast, other Member States reported that fewer women were being recruited than had been the case in previous years. In Member States with a relatively low number of institutions, the results will be volatile over time due to the relatively low number of new appointments. Considering that ER are not in place in several CIs and IFs, and because they are elected by staff rather than being recruited by the institution, they have not been considered in the data provided by Member State (Figure 13).

30. Overall, the data shows that for EDs and even more so for non-EDs there is a positive trend for the representation of women from 2017 to 2024 with an increase from 21.18% to 26.17%, and from 27.99% to 36.98% respectively.

Figure 13: Percentages of recently recruited female EDs and non-EDs (excl. ER) by Member State

Member State	Female EDs (%)			Female non-EDs without ER (%)		
	2017-2018	2019-2021	2022-2024	2017-2018	2019-2021	2022-2024
AT	12.12	19.57	24.07	17.69	34	40.38
BE	14.29	23.4	19.51	34.55	39.24	38.71
BG	23.53	42.86	16.67	15.38	26.09	40.91
CY	23.53	27.27	8.33	36.84	27.59	28.89
CZ	-	22.81	21.74	-	21.82	32.26
DE	10.77	16.3	24.46	21.78	27.78	31.89
DK	16.67	18.52	20.83	26.67	30.51	34.92
EE	34.78	30	27.59	19.05	21.43	31.82
ES	15	23.53	23.40	33.85	42.27	41.38
FI	33.33	39.39	37.08	36.36	33.7	39.22
FR	26.53	26.47	28.17	49.52	39.64	39.09
GR	0	7.14	75.00	15.79	20.55	34.48
HR	11.76	17.24	30.00	20	24.14	34.78
HU	8.33	24.07	6.06	25	25.49	29.79
IE	20	19.05	30.00	28.13	45.24	56.90
IS	50	33.33	34.78	66.67	36.36	54.55
IT	11.29	10	29.07	28.13	34.04	42.58
LI	20	13.33	16.67	16.67	15.38	11.11
LT	60	27.27	30.43	27.27	40	52.94
LU	14.63	22.45	28.07	20	37.78	26.76
LV	33.33	40.63	30.77	32.5	44.44	66.67
MT	0	0	23.08	0	15.79	22.86
NL	32.5	23.64	35.71	27.78	37.21	50.00
NO	33.33	-	28.57	45.95	-	57.14
PL	15.25	25.64	15.79	25.4	32.65	25.00
PT	15.63	26.47	31.03	24.62	25.45	49.15
RO	17.95	36.73	27.27	24.53	33.33	60.00
SE	35.71	33.93	35.94	29.41	44.71	38.03
SI	22.73	23.53	27.27	23.68	23.26	35.00
SK	25	10	20.00	30	9.52	30.77
EU 2024	21.18	24.27	26.17	27.99	32.3	36.98

1.2.4. Gender representation and size of institutions

31. Overall, the representation of women has only slightly improved. However, a majority of institutions have now EDs of both genders in their management body in its management function. Compared to previous benchmarking exercises 45.87% (2021: 55.98%) of institutions have no women within that function. In particular, in larger institutions the gender balance has improved (Figure 14).

Figure 14: Percentages of female EDs in CIs by size (balance-sheet total) and IFs, 2021 data and totals since 2015

Institutions	0%	> 0% to 25%	> 25% to 33.4%	> 33.4% to 50%	> 50% to 66.7%	> 66.7% to 100%
CIs < EUR 1 bn	52.17%	15.46%	11.59%	13.53%	3.86%	3.38%
CIs EUR 1 bn to < EUR 10 bn	50.51%	17.35%	16.33%	12.24%	2.55%	1.02%
CIs EUR 10 bn to < EUR 30 bn	24.07%	33.33%	15.74%	25.00%	1.85%	0.00%
CIs ≥ EUR 30 bn	31.71%	34.96%	8.13%	21.95%	3.25%	0.00%
Investment firms	59.29%	9.29%	10.71%	15.71%	2.86%	2.14%
Thereof significant institutions	30.92%	32.13%	12.45%	20.88%	2.41%	1.20%
Total 2024	45.87%	20.41%	12.66%	16.54%	2.97%	1.55%
Total 2021	55.98%	18.53%	8.94%	12.09%	1.97%	2.50%
Total 2018	64.39%	14.52%	7.32%	10.30%	1.86%	1.61%
Total 2015	68.57%	9.05%	5.71%	12.38%	2.38%	1.90%

32. Only 13.04% of institutions had no female non-EDs (including ER), and 14.71% of institutions had no female non-EDs when excluding the employee representation. This is a material improvement compared to previous exercises (Figure 15).

33. In the largest CIs, the representation of women in the supervisory function is significantly higher than in smaller CIs and IFs; this may be correlated to the larger size of management body that can very often be found in larger institutions.

Figure 15: Percentages of female non-EDs (without ER) in institutions by size (balance-sheet total), 2021 data and totals since 2015 (incl. ER)

Institutions	0%	> 0% to 25%	> 25% to 33.4%	> 33.4% to 50%	> 50% to 66.7%	> 66.7% to 100%
CIs < EUR 1 bn	15.52%	37.50%	19.83%	21.98%	4.74%	0.43%
CIs EUR 1 bn to < EUR 10 bn	13.55%	28.50%	21.96%	30.37%	3.74%	1.87%
CIs EUR 10 bn to < EUR 30 bn	4.24%	24.58%	22.03%	37.29%	10.17%	1.69%
CIs ≥ EUR 30 bn	0.77%	25.38%	10.77%	48.46%	14.62%	0.00%
Investment firms	36.62%	19.72%	11.97%	19.01%	7.75%	4.93%
Thereof significant institutions	5.28%	23.02%	15.47%	42.64%	11.32%	2.26%
Total, excl. ER, 2024	14.71%	28.47%	17.94%	29.90%	7.30%	1.67%
Total, incl. ER, 2024	13.04%	26.32%	20.33%	30.14%	8.49%	1.67%
Total, excl. ER, 2021	21.65%	29.13%	14.70%	24.15%	7.09%	3.28%
Total, incl. ER, 2021	16.17%	32.21%	14.62%	23.29%	9.70%	4.01%
Total, excl. ER, 2018	25.84%	37.64%	14.53%	18.14%	2.48%	1.37%
Total, incl. ER, 2018	22.65%	37.62%	16.58%	19.18%	2.60%	1.36%
Total, incl. ER, 2015	33.63%	39.91%	11.66%	13.00%	1.35%	0.45%

34. At national level, the representation of members of different gender in management bodies differs significantly (Figure 16).

35. As part of their governance structure, institutions have set up several committees beyond the regulatory necessary risk, audit and, where applicable, nomination and remuneration committee (Figure 17). The overall composition of committees reflects the gender representation within the management body in its supervisory function with around one third of women being represented. The gender balance regarding the positions as a chair of a committee is around the same level, indicating that there seems to be no material gender bias when filling those positions.

36. Increasing the representation of women in management positions is the responsibility not only of institutions but also of Member States in terms of developing a culture of diversity and inclusion and a social framework that supports equal opportunities (e.g. by removing the glass ceiling and providing equal education and career opportunities and appropriate support for families, e.g. in terms of childcare facilities).

Figure 16: Representation of genders in management bodies separately for EDs, non-EDs (without ER) and ER

Member State	Male EDs	Female EDs	Male non-EDs	Female non-EDs	Male ER	Female ER
AT	84.76%	15.24%	71.59%	28.41%	57.23%	42.77%
BE	80.70%	19.30%	63.48%	36.52%	-	-
BG	68.92%	31.08%	73.33%	26.67%	-	-
CY	87.88%	12.12%	73.03%	26.97%	0.00%	100.00%
CZ	81.68%	18.32%	75.00%	25.00%	39.13%	60.87%
DE	84.47%	15.34%	75.67%	24.33%	65.40%	34.60%
DK	83.05%	16.95%	71.86%	28.14%	56.86%	43.14%
EE	71.88%	28.13%	73.24%	26.76%	0.00%	100.00%
ES	78.57%	21.43%	64.25%	35.75%	25.00%	75.00%
FI	64.00%	36.00%	58.73%	40.76%	75.00%	25.00%
FR	80.25%	19.11%	62.33%	37.67%	47.37%	52.63%
GR	87.50%	12.50%	78.79%	21.21%	100.00%	0.00%
HR	71.43%	28.57%	69.88%	30.12%	-	100.00%
HU	87.84%	12.16%	72.90%	27.10%	20.00%	80.00%
IE	80.00%	20.00%	52.00%	48.00%	-	-
IS	63.16%	36.84%	48.39%	51.61%	-	-
IT	80.20%	19.80%	64.91%	35.09%	100.00%	0.00%
LI	87.18%	12.82%	85.19%	14.81%	0.00%	0.00%
LT	75.38%	24.62%	68.97%	31.03%	0.00%	100.00%
LU	78.15%	21.85%	72.88%	27.12%	66.67%	33.33%
LV	72.73%	27.27%	61.54%	38.46%	100.00%	-
MT	87.72%	12.28%	85.44%	14.56%	50.00%	50.00%
NL	72.73%	27.27%	55.36%	44.64%	33.33%	66.67%
NO	69.79%	30.21%	54.84%	45.16%	48.15%	51.85%
PL	76.71%	23.29%	71.00%	29.00%	-	-
PT	80.00%	20.00%	65.97%	34.03%	-	-
RO	73.97%	26.03%	66.28%	33.72%	-	-
SE	67.47%	32.53%	65.75%	34.25%	30.77%	69.23%
SI	78.57%	21.43%	69.44%	30.56%	0.00%	100.00%
SK	89.29%	10.71%	80.00%	20.00%	63.16%	36.84%
EU 2024	78.19%	21.75%	68.80%	31.17%	58.20%	41.69%
EU 2021	81.95%	18.05%	73.88%	26.12%	60.97%	39.03%
EU 2018	84.89%	15.11%	77.66%	22.34%	64.05%	35.95%

Figure 17: Composition of Committees, 2024 data

Committee	Male	Female	Total number of committee members
Chair of risk committee	68.67%	31.33%	466
Other members of the risk committee	67.46%	32.54%	1509
Chair of audit committee	64.62%	35.38%	455
Other members of audit committee	62.24%	37.76%	1 409
Chair of combined audit and risk committee	74.53%	25.47%	106
Other members of combined audit and risk committee	71.27%	28.73%	355
Chair of nomination committee	67.27%	32.73%	333
Other members of the nomination committee	65.56%	34.44%	961
Chair of remuneration committee	67.55%	32.45%	376
Other members of remuneration committee	66.92%	33.08%	1 049
Chair of the combined nomination and remuneration committee	66.33%	33.67%	98
Other members of the combined nomination and remuneration committee	73.05%	26.95%	282

1.2.5. Diversity regarding the age of directors

38. Overall, IFs have on average a younger population of EDs than CIs. The same holds true with regard to non-EDs. The population of ER is, as expected, on average younger than the population of other non-EDs.

39. The distribution of directors in different age categories does not show a material change since the last exercise. Overall, there is a good representation of directors of different age, which should facilitate a diverse composition of boards with members of different ages.

Figure 18: Percentages of EDs in certain age categories by institution size (balance-sheet total) and for IFs

Institutions	< 30	30-40	41-50	51-60	61-70	> 70
CIs < EUR 1 bn	0.27%	10.58%	32.53%	38.69%	15.80%	2.14%
CIs EUR 1 bn to < EUR 10 bn	0.00%	5.60%	32.76%	48.60%	11.57%	1.46%
CIs EUR 10 bn to < EUR 30 bn	0.00%	2.08%	37.54%	50.52%	9.34%	0.52%
CIs ≥ EUR 30 bn	0.00%	1.59%	25.65%	58.12%	14.20%	0.43%
IFs	0.40%	12.65%	38.54%	39.53%	8.10%	0.79%
Thereof significant institutions	0.08%	2.99%	32.41%	52.41%	11.80%	0.31%

Figure 19: Percentages of non-EDs (without ER) in certain age categories by institution size (balance-sheet total) and for IFs

Institutions	< 30	30-40	41-50	51-60	61-70	> 70
CIs < EUR 1 bn	0.20%	6.00%	21.33%	32.42%	30.98%	9.07%
CIs EUR 1 bn to < EUR 10 bn	0.19%	4.07%	19.74%	37.63%	31.09%	7.28%
CIs EUR 10 bn to < EUR 30 bn	0.20%	3.29%	18.15%	39.38%	32.50%	6.48%
CIs ≥ EUR 30 bn	0.00%	1.15%	9.88%	41.40%	39.42%	8.15%
IFs	2.03%	5.63%	23.28%	44.22%	19.84%	5.00%
Thereof significant institutions	0.13%	2.89%	15.75%	40.26%	34.08%	6.89%

Figure 20: Percentages of ER in certain age categories by institution size (balance-sheet total) and for IFs

Institutions	< 30	30-40	41-50	51-60	61-70	> 70
CIs < EUR 1 bn	0.00%	10.00%	33.64%	46.36%	10.00%	0.00%
CIs EUR 1 bn to < EUR 10 bn	2.83%	10.53%	29.55%	47.77%	8.50%	0.81%
CIs EUR 10 bn to < EUR 30 bn	0.00%	5.85%	33.33%	47.95%	12.87%	0.00%
CIs ≥ EUR 30 bn	0.32%	6.80%	21.68%	50.81%	20.39%	0.00%
IFs	17.65%	29.41%	29.41%	11.76%	11.76%	0.00%
Thereof significant institutions	0.66%	6.17%	24.89%	50.66%	17.40%	0.22%

40. The demographic structures of directors differ significantly between Member States, as shown in Figure 21. A few Member States, in particular the Baltic states, have on average significantly younger directors in institutions and therefore have a much more diverse age structure within the overall population of directors. The Member States with an on average younger population of directors are often also having a higher level of representation of female directors. On average, non-EDs are older than EDs.

Figure 21: Percentages of EDs and non-EDs (without ER) in certain age categories by Member State, 2024 data and EU data since 2015

Member State	Age of EDs (years)			Age of non-EDs (years)		
	≤ 40	41-60	> 60	≤ 40	41-60	> 60
AT	4.88%	82.32%	12.80%	3.70%	57.04%	39.26%
BE	7.02%	73.68%	19.30%	1.12%	51.12%	47.75%
BG	2.70%	91.89%	5.41%	1.33%	38.67%	60.00%
CY	3.03%	81.82%	15.15%	2.25%	60.67%	37.08%
CZ	9.92%	86.26%	3.82%	4.31%	68.10%	27.59%
DE	2.91%	83.88%	13.20%	5.58%	55.36%	39.06%
DK	0.00%	79.66%	20.34%	1.80%	62.87%	35.33%

EE	21.88%	78.13%	0.00%	11.27%	70.42%	18.31%
ES	3.33%	81.90%	14.76%	6.25%	55.75%	38.00%
FI	7.50%	81.00%	11.50%	7.59%	62.78%	29.62%
FR	3.82%	75.80%	20.38%	3.71%	51.72%	44.56%
GR	0.00%	37.50%	62.50%	1.01%	36.36%	62.63%
HR	4.76%	92.06%	3.17%	3.61%	68.67%	27.71%
HU	5.41%	85.14%	9.46%	2.80%	65.42%	31.78%
IE	2.22%	95.56%	2.22%	0.00%	48.00%	52.00%
IS	5.26%	94.74%		3.23%	64.52%	32.26%
IT	2.48%	53.47%	44.06%	2.63%	48.90%	48.46%
LI	17.95%	74.36%	7.69%	1.85%	59.26%	38.89%
LT	21.54%	75.38%	3.08%	5.17%	65.52%	29.31%
LU	3.36%	91.60%	5.04%	2.82%	59.89%	37.29%
LV	29.87%	70.13%		7.69%	60.00%	32.31%
MT	19.64%	57.14%	23.21%	11.65%	42.72%	45.63%
NL	8.26%	85.95%	5.79%	2.68%	42.86%	54.46%
NO	5.21%	79.17%	15.63%	4.30%	59.14%	36.56%
PL	2.76%	91.03%	6.21%	2.00%	69.50%	28.50%
PT	2.73%	80.00%	17.27%	2.78%	49.31%	47.92%
RO	4.00%	94.67%	1.33%	0.00%	67.42%	32.58%
SE	12.65%	75.90%	11.45%	3.65%	57.99%	38.36%
SI	7.14%	85.71%	7.14%	6.94%	69.44%	23.61%
SK	7.14%	83.93%	8.93%	12.73%	61.82%	25.45%
EU 2024	6.46%	80.25%	13.29%	4.36%	56.32%	39.32%
EU 2021	5.78%	80.16%	14.06%	4.13%	56.30%	39.57%
EU 2018	6.37%	81.38%	12.25%	4.13%	57.65%	38.22%
EU 2015	11.32%	77.61%	11.07%	6.80%	61.71%	31.49%

1.2.6. Professional experience and educational background

41. Institutions provided information on the different professional backgrounds of their members of the management body. The EBA provided a list of relevant professional backgrounds in the Guidelines and gave institutions the possibility to select for each member multiple backgrounds, where the length of the professional experience was at least three years.

42. As expected, the categories banking and activities in IFs UCITs, AIFs were the most relevant professional backgrounds, in particular for EDs and ER. Compared to 2021 the distribution of backgrounds is relatively stable.

Figure 22: Percentages of directors with a given professional experience

Professional experience	EDs	Non-EDs, incl. chair, excl. ER	ER	Non-EDs, incl. Chair and ER
Banking	82.94%	49.81%	93.56%	55.25%
IFs, UCITS, AIFs	19.57%	15.63%	3.86%	14.16%
Payment institutions	6.16%	5.26%	2.46%	4.91%
Insurance, occupational pension schemes	6.91%	7.82%	3.40%	7.27%
Information and communication technology	7.12%	8.04%	3.51%	7.47%
Energy	1.53%	3.26%	0.59%	2.93%
Environment	1.17%	3.61%	0.23%	3.19%
HR, Sociology, Psychology	3.32%	4.03%	2.93%	3.89%
Legal services	4.07%	8.54%	2.81%	7.82%
Consulting, auditing, tax advice	14.39%	17.99%	3.16%	16.14%
Marketing	2.60%	2.68%	1.87%	2.58%
Public service (financial supervisor)	1.62%	2.83%	2.11%	2.74%
Public service (other)	2.81%	11.82%	1.76%	10.56%
Industrial production	2.36%	7.01%	0.94%	6.25%
Agriculture	0.66%	4.68%	0.00%	4.09%
Medical services	0.45%	1.95%	0.23%	1.73%
Other	8.38%	22.33%	7.85%	20.53%

43. The absence of diversity of the professional background in the management function for a good part of institutions seems to be inconsistent with the fact that this aspect is the second most present in diversity policies adopted by institutions (see Figures 6 and 23). Moreover, having different professional experiences present at the management body in its management function could improve its decision-making.

Figure 23: Percentages of institutions and number of different professional background in the MB in its management function, supervisory function and SR.

Number of different professional backgrounds	MB management function	MB supervisory function	SR
1	38.81%	9.79%	51.06%
2	17.80%	10.14%	25.11%
3	13.32%	13.92%	10.64%
4	9.87%	13.56%	7.23%
5	7.58%	12.62%	2.55%
6	4.82%	11.44%	2.13%
7	2.64%	8.37%	0.43%
8	1.72%	5.90%	0.85%
9	1.72%	4.83%	0.00%
10 and more	1.72%	9.43%	0.00%

44. Institutions provided information on the educational background of the members of their management bodies. Some members have multiple degrees. Business administration and economics are the most common educational backgrounds. The distribution of educational background of non-EDs is more diverse than the one of EDs. This is partly caused by the higher number of non-EDs. Compared with 2021, there were no material changes.

Figure 24: Educational backgrounds of EDs, non-EDs (without ER) and ER

Educational background	Percentage of EDs	Percentage of non-EDs	Percentage of ER
Law	8.69%	12.49%	5.43%
Business administration or Economics	53.35%	41.61%	30.60%
Mathematics, physics, engineering, other natural science	8.07%	9.11%	2.29%
Information technology	2.91%	2.07%	1.81%
University degrees in other than the above subjects	6.44%	10.69%	6.39%
Tertiary education in banking or finance	14.23%	9.43%	37.56%
Other tertiary education	3.91%	9.43%	7.24%
None of the above tertiary educations	2.42%	5.18%	8.67%

45. In many institutions, all EDs have the same educational background. Large and significant institutions show greater diversity in this regard than smaller institutions. Compared to 2021 data the diversity regarding the educational background has improved with fewer institutions having only EDs with the same educational background.

Figure 25: Percentages of institutions with a management body where, among the EDs, a given number of different educational backgrounds are present

Institutions	Number of different educational backgrounds					
	1	2	3	4	5	6
2024						
CIs < EUR 1 bn	37.45%	34.89%	16.60%	9.36%	1.70%	0.00%
CIs EUR 1 bn to < EUR 10 bn	33.33%	37.09%	15.49%	9.86%	1.88%	2.35%
CIs EUR 10 bn to < EUR 30 bn	16.10%	22.03%	33.90%	16.95%	5.93%	5.08%
CIs ≥ EUR 30 bn	10.85%	25.58%	38.76%	17.83%	4.65%	2.33%
IFs	35.37%	34.76%	18.90%	6.10%	3.66%	1.22%
Thereof significant institutions	17.42%	26.89%	32.58%	15.91%	4.55%	2.65%
2021						
CIs < EUR 1 bn	38.85%	40.13%	13.38%	6.37%	1.27%	0.00%
CIs EUR 1 bn to < EUR 10 bn	43.03%	33.86%	15.54%	5.58%	1.99%	0.00%
CIs EUR 10 bn to < EUR 30 bn	30.17%	37.07%	17.24%	12.93%	1.72%	0.86%
CIs ≥ EUR 30 bn	25.00%	24.11%	31.25%	15.18%	4.46%	0.00%
IFs	46.77%	32.26%	16.94%	3.23%	0.81%	0.00%
Thereof significant institutions	25.84%	30.62%	25.84%	12.44%	4.78%	0.48%

Figure 26: Percentages of institutions with an MB where, among the non-EDs (incl. ER), a given number of different educational backgrounds are present

Institutions	Number of different educational backgrounds					
	1	2	3	4	5	6
2024						
CIs < EUR 1 bn	9.96%	22.51%	30.74%	24.68%	8.23%	3.90%
CIs EUR 1 bn to < EUR 10 bn	4.76%	22.38%	26.67%	22.38%	16.19%	7.62%
CIs EUR 10 bn to < EUR 30 bn	3.39%	19.49%	22.88%	27.97%	15.25%	11.02%
CIs ≥ EUR 30 bn	0.00%	13.85%	20.77%	30.77%	23.85%	10.77%
IFs	22.00%	39.33%	24.67%	9.33%	4.00%	0.67%
Thereof significant institutions	4.91%	16.60%	24.15%	27.17%	17.36%	9.81%
2021						
CIs < EUR 1 bn	5.11%	10.23%	34.09%	30.68%	14.77%	5.11%
CIs EUR 1 bn to < EUR 10 bn	0.78%	6.23%	24.90%	27.63%	23.74%	15.56%
CIs EUR 10 bn to < EUR 30 bn	0.85%	5.93%	17.80%	31.36%	27.97%	12.71%
CIs ≥ EUR 30 bn	0.00%	1.80%	9.91%	22.52%	35.14%	21.62%

IFs	12.40%	27.13%	32.56%	20.16%	6.20%	1.55%
Thereof significant institutions	0.45%	4.09%	16.82%	29.55%	31.36%	12.27%

1.2.7. Geographical provenance

46. Institutions that are internationally active should have a MB that is diverse in terms of the geographical provenance of its members. For the data collection, the EBA specified the following areas: EU/EEA; Europe (non-EU/EEA); Africa; North America; South America; Asia and Australia and analysed how the MB composition matches the geographical presence of the institution.

Figure 27: Percentages of institutions covering business areas in terms of the geographical provenance of EDs

Institutions	All areas covered	All but 1 area covered	All but 2 areas covered	All but 3 areas covered	4 or more areas not covered
CIs < EUR 1 bn	82.64%	13.22%	2.89%	0.83%	0.41%
CIs EUR 1 bn to < EUR 10 bn	77.00%	16.43%	4.23%	0.94%	1.41%
CIs EUR 10 bn to < EUR 30 bn	62.71%	28.81%	3.39%	2.54%	2.54%
CIs ≥ EUR 30 bn	46.15%	20.00%	13.08%	10.77%	10.00%
IFs	61.90%	25.00%	7.14%	1.79%	4.17%
Thereof significant institutions	58.27%	22.18%	8.65%	6.02%	4.89%

Figure 28: Percentages of institutions covering business areas in terms of the geographical provenance of non-EDs

Institutions	All areas covered	All but 1 area covered	All but 2 areas covered	All but 3 areas covered	4 or more areas not covered
CIs < EUR 1 bn	76.45%	16.94%	5.37%	0.41%	0.83%
CIs EUR 1 bn to < EUR 10 bn	68.08%	19.72%	5.63%	4.23%	2.35%
CIs EUR 10 bn to < EUR 30 bn	51.69%	22.88%	11.86%	9.32%	4.24%
CIs ≥ EUR 30 bn	33.85%	23.85%	19.23%	13.85%	9.23%
IFs	55.95%	27.98%	7.14%	5.36%	3.57%
Thereof significant institutions	43.61%	24.06%	13.91%	11.65%	6.77%

1.3. Gender diversity and profitability of credit institutions

47. The EBA analysed if there is a correlation between the profitability of a CI expressed as return on equity (RoE)¹⁴ and gender diversity of EDs. This correlation seems to be relatively stable. The

¹⁴ The equity was determined based on the definition of own funds in Regulation (EU) No 575/2013 of the European Parliament and of the Council of 26 June 2013 on prudential requirements for credit institutions

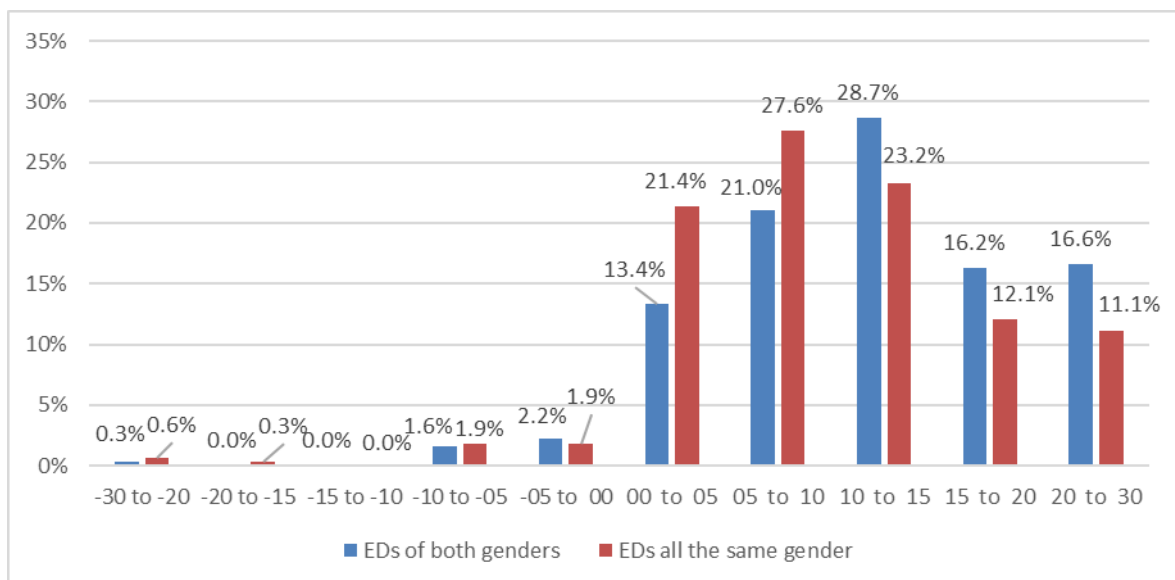
same analysis based on 2018 and 2021 data showed similar results. However, the existence of such a correlation cannot be interpreted as causality as other factors, which also influence the ROE, have not been taken into account.

48. The sample of CIs was grouped into CIs that had EDs of both genders and CIs that had only EDs of one gender.

49. Institutions that have a gender-diverse management body in its management function had a weighted average RoE of 12.79% (2021: 7.88%), while CIs with EDs of only one gender have a lower weighted average RoE of 7.36%

50.6% (2021: 5.27%). A high RoE is more frequently observed where both genders are represented in the management body in the management function (Figure 29).

Figure 29: Distribution in percentage of CIs with a given RoE (in percent-brackets as shown in the horizontal axis) for CI with EDs of only one gender and EDs of both genders



and investment firms and amending Regulation (EU) No 648/2012 (OJ L 176, 27.6.2013, p. 1, ELI: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32013R0575>).

2. Gender pay gap at the management body

51. Under Directive 2013/36/EU, institutions must establish gender-neutral remuneration policies. As part of the diversity benchmarking exercise, information on the pay gap between male and female members of the management body was collected and analysed.

52. When analysing the existence of a pay gap, it needs to be considered that members of the management body have different functions (CEO or chairperson, member of a committee, etc.) and may receive different pay levels for this reason. For this reason, data was collected separately for members of the management body in its management function and its supervisory function. Data was also collected for the group of all executive and non-EDs, including and also excluding the CEO and Chair to further analyse if the pay gap is driven by those functions.

53. To provide an overview of the existence of pay gaps, percentiles for the pay gap were calculated based on the institutions where male and female directors. The pay gap for members of the employee representation has not been included in the report as in many cases they do not receive a specific remuneration for their role as members of the management body in its supervisory function, and in other cases they receive an equal fee for the participation in meetings on top of their regular remuneration.

Figure 30: Number of institutions that could not be taken into account in the calculation of gender pay-gap figures

	Number of institutions that did not report any person in the category	Number of institutions reporting only male directors	Number of institutions reporting only female directors
EDs incl. CEO	4	103	3
EDs excl. CEO	24	91	8
Non-EDs incl. Chair (without ER)	8	34	0
Non EDs excl. Chair (without ER)	12	35	2
ER	130	9	9

54. The majority of institutions reported figures that indicate that male directors receive higher total remuneration than female directors. Other factors that may influence the pay of EDs (e.g. their specific responsibilities, the length of professional experience or their professional background, have not been taken into account).

55. As can be expected, the gender pay gap is lower when the CEO of the management body in its management function or the Chair of the management body in its supervisory function is excluded from the calculation. Those positions are usually more highly remunerated than other positions within the management body.
56. On average (median) male EDs, even if not considering the pay of the CEO, receive 9.82% (2021: 9.43%) more remuneration than their female colleagues. For non-EDs the average pay gap is 2.18% (2021: 5.90%), when calculated on the median remuneration of male and female non-EDs (excluding employee representation).
57. The pay gap, with 12.18% and 5.66% (2021: 11.83% and 7.93%), excluding the CEO or Chair, is more pronounced if the calculation is based on the mean. At higher percentiles material differences in pay exist. In 2024, the pay gap for EDs, including the CEO, was 17.06% (2021: 15.96%, 2018: 16.71%) and non-EDs, including the Chair 16.97% (2021: 22.96%, 2018: 18.69%).
58. Considering the level of the pay gap at different percentiles, and while the pay gap seems to have increased for EDs and to be reduced for non-EDs, no clear trend is visible with regard to the development of the pay gap. The shift in the figures is partly linked to the fact that there has been an increase in the group of institutions where in the different functions of the management body both genders are present and that, therefore, the calculation of the pay gap is now based on a wider sample as compared to the previous exercises.

Figure 31: Percentiles (p) for gender-related pay gaps observed for EDs and non-EDs (%), calculated based on the mean remuneration of men and women

Role	Mean	p10	p25	p50	p75	p80
2024						
all EDs incl. CEO	17.06%	-21.44%	2.00%	17.79%	33.00%	37.76%
all EDs excl. CEO	12.18%	-15.70%	-3.48%	8.33%	25.00%	27.30%
non-EDs incl. Chair excl. ER	16.97%	-18.95%	1.00%	15.00%	33.91%	40.55%
non-EDs excl. Chair and ER	5.66%	-23.43%	-6.94%	5.00%	16.62%	21.81%
ER	2.74%	-26.24%	-11.11%	6.89%	14.86%	16.91%
2021						
all EDs incl. CEO	15.96%	-25.89%	3.49%	19.12%	36.66%	42.00%
all EDs excl. CEO	11.83%	-17.70%	-0.88%	9.59%	30.77%	35.71%
non-EDs incl. Chair excl. ER	22.96%	-16.86%	4.72%	23.43%	43.00%	48.75%
non-EDs excl. Chair and ER	7.93%	-30.65%	-4.00%	8.20%	24.99%	29.00%

Figure 32: Percentiles (p) for gender-related pay gaps observed for EDs and non-EDs (%), calculated based on the median remuneration of men and women

Role	Mean	p10	p25	p50	p75	p80
2024						
all EDs incl. CEO	13.54%	-20.67%	-1.03%	12.58%	30.00%	33.21%
all EDs excl. CEO	9.82%	-15.96%	-4.26%	6.74%	20.14%	27.00%
non-EDs incl. Chair excl. ER	9.17%	-33.33%	-6.00%	11.00%	24.44%	32.43%
non-EDs excl. Chair and ER	2.18%	-33.33%	-11.00%	4.13%	16.67%	20.00%
ER	0.24%	-22.99%	-12.03%	5.12%	13.51%	14.86%
2021						
all EDs incl. CEO	11.28%	-33.61%	-3.64%	14.52%	34.89%	37.69%
all EDs excl. CEO	9.43%	-22.01%	-3.64%	8.16%	27.06%	32.60%
non-EDs incl. Chair excl. ER	13.29%	-25.32%	-1.86%	13.89%	33.05%	37.19%
non-EDs excl. Chair and ER	5.90%	-36.25%	-7.51%	7.86%	23.22%	27.50%

3. Main findings and conclusions

59. Effective governance requires management bodies that are sufficiently diverse to enable independent judgement, constructive challenge, and robust decision making. Diversity across gender, age, geographical origin, and educational and professional backgrounds remains a key safeguard against groupthink and a core component of sound internal governance, as reflected in EU law and the Joint EBA and ESMA Guidelines on the assessment of the suitability of members of the management body and key function holders under Directive 2013/36/EU and Directive 2014/65/EU.
60. Despite sustained progress since previous benchmarking exercises, the continued absence of diversity policies in a material share of institutions (18,80%) indicates that compliance with EU requirements is not yet universal, posing both regulatory and reputational risk. Where institutions have not yet adopted and implemented diversity policies, competent authorities should take appropriate supervisory measures to ensure that all institutions comply with this legal requirement.
61. Overall, the report confirms that while progress towards gender balance in management bodies has continued, significant gaps remain, especially at executive level. Despite gradual increases in female representation in the management function over time, around a half of institutions still lack a female executive director, indicating that women remain underrepresented in key decision-making roles. Representation in the supervisory function is comparatively higher and has improved steadily, yet it also remains below a balanced level. These findings underline the need for institutions to sustain and further strengthen their efforts to promote gender neutral governance practices and to ensure a more balanced representation across both management and supervisory functions.
62. Recent appointment patterns point to gradual improvements in gender representation, especially in non-executive roles. However, they remain insufficient to address existing gender imbalances. A sustained and stronger focus on recruiting women—particularly into executive roles—therefore remains essential.
63. A further important dimension of inequality is the persistence of a gender-related pay gap at the level of the management body. While part of the disparity reflects the fact that CEO positions—generally the most highly remunerated roles—remain predominantly occupied by men, the data shows that pay differences extend well beyond this structural effect. These findings confirm ongoing shortcomings in the application of gender-neutral remuneration policies and highlight the need for targeted institutions specific corrective measures to address unjustified pay disparities and ensure compliance with EU requirements.

64. Competent authorities should check, e.g. in the context of the supervisory review and evaluation process or of the assessment of fitness and propriety of members of management bodies, if institutions have implemented diversity policies that are in line with regulatory requirements and if they appropriately consider diversity, including gender balance, when recruiting members of the management body. Another aspect for the supervisory review is to investigate if remuneration policies are gender neutral, as required under Article 74(1) of Directive 2013/36/EU and Article 26(1)(d) of Directive (EU) 2019/2034, including at the level of the management body.
65. Institutions that do not have a sufficiently diverse management body in terms of gender, age, educational background, professional experience, or geographical origin should take effective measures to improve diversity. In the longer term, CIs and IFs should develop a broader and more diverse pool of suitable candidates for management body positions, including by promoting appropriate gender balance, regularly monitoring the gender pay gap, and ensuring the consistent application of gender-neutral remuneration policies.
66. In this context, the EBA will continue its work on promoting diversity in management bodies by regularly monitoring practices and issuing benchmark reports on diversity and on the gender pay gap at the level of the management body.



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