

Examples from other organisations



European Central Bank

- The ECB has recently launched a **new Career Framework**
 - This framework has **prioritised internal talent**, focused on **new methods of promoting staff** and **incentivised mobility** both internally and externally
 - Early indicators of success with a **higher promotion ratio** and an **all time high mobility rate** in 2021 (4.5%) and 2022 (4.3%)
 - 2 key enablers of internal mobility are the Schuman Programme (44 projects) and the System wide virtual teams pilot (22 projects) which are **work exchange programmes** with other European Financial institutions.
 - Other areas of focus for talent management is on **diversity and inclusion** (particularly on the recruitment side) and on leadership behaviours (**Leadership Growth Programme** which has engaged with 600 leaders to date)
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