

Frankfurt, 26 January 2018

Enhancing measures to foster gender diversity

Dear colleagues,

As you are well aware, the ECB is strategically¹ committed to fostering diversity on an on-going basis, recognising the fact that the diversity of our staff is a key enabler for our performance and success as an institution, and for achieving in the best way our institutional objectives. The low numbers of women in management level positions made us set the strategic focus initially on gender.

Therefore, while the ECB's Executive Board is fully supporting a holistic approach to diversity in general, in 2013, the Executive Board decided to introduce gender targets for management level and senior management level positions², supported by a dedicated action plan which has been fully implemented.

Despite all these efforts, the progress towards a better gender balance at management level has slowed down during recent years and we will very likely miss our publicly announced 2019 gender targets - unless we manage to change this trend.³ As one of our leaders, I would like to ask you personally for your commitment and help to change this trend.

¹ Pillar 4, objective 1 – “Drive a work environment based on diversity, respect, and ethical culture and staff well-being”.

² By the end of 2019, 35% of positions in middle management (Heads of Division, Deputy Heads of Division, Heads of Section, Senior Advisers and Advisers) and senior management (Directors General, Deputy Directors General, Directors and Principal Advisers) should be held by women. For senior management positions taken alone the gender target is 28%.

³ In Q4 2017, female managers account for 26.5% of the entire management (status as of end-December 2017, including ad personam appointments) and only 17.1% of the ECB's senior management population.

Let me inform you of what the Executive Board has decided accordingly:

First, in order to enhance our strategic commitment and step up our efforts to gender diversity, the Executive Board has decided that the ECB should have in principle (i) at least 1 woman in each BA's senior management (K-L) and (ii) at least 1/3 of women in each BA's management team (I-L).

Secondly, to achieve these goals, the Executive Board has endorsed an additional set of enablers. You and your peers play a key role in leading the change and implementing the below measures in cooperation with your DG/HR counterparts, to ensure that the ECB's strategic objective on gender diversity is met. These enablers are:

- (i) Aiming at having all CTS positions or, in case of a horizontal mobility cascading effect, positions arising from CTS positions shall be filled via recruitment procedures, in which the recruiting managers are asked to make dedicated efforts to ensure to attract, shortlist and select a significant number of female candidates;
- (ii) Strengthening female representation on recruitment panels: from now on there should be at least 2 women for all I-L campaigns, and ideally 3 women for the business areas where the number of females in the management (I-L) team is not at least 1/3;
- (iii) Recommending that in each recruitment campaign, at least 1/3 of the shortlisted candidates which meet the criteria of the vacancy notice is female; failing this, it should be duly considered to close the campaign and to launch a new vacancy. This will require more proactive female talent attraction activity by the recruiting managers prior to launching (or re-launching) a recruitment campaign;
- (iv) Recommending to the recruitment panels to actively make use of Art 1.a.1.1. of the Staff Rules which establishes that if the candidates have equal merits against the requirements of the position, the diversity of gender may be used as additional criterion. With a goal to enhance gender diversity, the Executive Board can strongly recommend ECB management and ECB recruitment panels to make active use of this Article;
- (v) Extensively using headhunting in the BAs that have particular difficulties, with head-hunters being asked to present at least 50% of female candidates meeting the requirements of the vacancy notice;

- (vi) Enhancing the recruitment and selection documentation:
 - HR visum for I-L campaigns providing information on the BAs efforts to attract women and how a proposed selection impacts the BAs local gender targets;
 - in those recruitment memos proposing a male I-L appointment, additional information on why women were not selected (if suitable) and why women were considered not suitable after the interview stage to be submitted;
- (vii) Mandatory participation of all managers, advisers and team leaders to an unconscious bias training (which will be offered in the course of 2018);
- (viii) Automatic increase to the ECB level of the local gender targets of any business area whose current local targets are lower than the ECB I-L 2017 targets;
- (ix) Publication of gender diversity data on the ECB Intranet by individual business area.

We are convinced that your dedication, commitment and contribution to the ECB's gender diversity strategy will help us achieve the ECB gender targets and create a more inclusive and gender balanced working environment.

Yours in anticipation,