



EUROPEAN CENTRAL BANK
EUROSYSTEM

Mario Draghi
President

Frankfurt, 27 February 2018

TO ALL ECB MANAGEMENT

Dear colleagues,

We want to make the ECB more inclusive and diverse. In a rapidly changing world, this enhances our resilience and fosters a better decision-making culture that benefits everyone. Right now our focus is on gender diversity because there are still too few women in ECB management positions.

We introduced gender targets for management positions in 2013 and implemented an action plan. Despite much good work in this area we are unlikely to achieve our 2019 targets – and we need to change that. That's why I'm asking for your active help and support today.

The Board has agreed that the ECB should have at least 1 woman in each business-area senior management team (K-L band) and that at least one-third in each business-area management team are women (I-L band).

Here's how you can help achieve this:

- Recruiting managers should make dedicated efforts to attract, shortlist and select a significant number of female candidates. We now have an additional opportunity with the upcoming vacancies arising from the CTS.
- We need more women on recruitment panels to counter potential biases and ensure more gender-balanced decision-making. For all I-L campaigns there should be at least two women and, ideally, three women in the business areas where at least one-third of the management (I-L) team is not female.
- In recruitment campaigns, we want at least one-third of shortlisted candidates to be women. If not, you should consider prolonging the application period for the campaign or closing it and relaunching the vacancy. To improve in this area, recruiting managers need to be more proactive and reach out to women potential candidates so that more women apply for ECB jobs.
- Use the headhunting services we have procured, especially in the business areas that have particular gender-balance difficulties. Headhunters should be asked to present at least 50% of female candidates meeting the requirements of the vacancy notice.

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- To enhance gender diversity, the Executive Board strongly recommends that ECB management and ECB recruitment panels make active use of Article 1.a.1.1. of the Staff Rules. This establishes that if candidates have equal merits against the requirements of the position, the diversity of gender may be used as additional criterion for the appointment.
- Recruitment documentation should spell out what efforts were made to find female candidates and how the proposed selection affects the business area's gender targets. In recruitment memos at I-L band, the memo needs to explain why women were not shortlisted and why they were not considered after the interview stage, in addition to the usual rationale for the successful candidate;
- In addition, the Executive Board decided to make it a rule that there must be a woman on each public conference panel. We have been making good progress on this in our various conferences and this will reinforce our commitment.
- This year, all managers, advisers and team leads will take part in training that focuses on inclusiveness.
- To enhance transparency about these efforts, we will publish gender-diversity data on each business area on the Intranet.

With your help, we can create a better working environment that benefits all and reflects what we strive for: diversity, openness, inclusion and respect.

Thank you for your continued commitment.



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