

SEC/EB/13/855/22

DIRECTORATE GENERAL COMMUNICATIONS AND LANGUAGE SERVICES

To: The Executive Board
Via: M Draghi [*approved*]; C Graeff [*signed*]
From: [REDACTED]
Cc: [REDACTED]
Date: 13 November 2013
Subject: **PROPOSAL HOW TO EMBED GENDER DIVERSITY IN THE ECB'S COMMUNICATION STRATEGY**

The Executive Board has requested DG/C to embed gender diversity in the ECB communication strategy. The advent of establishing the Single Supervisory Mechanism and the recruitment of several senior positions provides a unique window of opportunity for the ECB to hire more female managers and strive for a diverse workforce.

1. Current Situation

At its June 4 meeting, the Executive Board approved the introduction of ECB-wide gender targets (proposed by DG/H): by end 2019 35% of the K-L banded, senior management positions (Directors General, Deputy Directors General, Directors and Principal Advisers) and 28% of the I-J banded, middle management positions (Heads of Division, Deputy Heads of Division, Heads of Section, Senior Advisers and Advisers) should be held by women. The Executive Board mandated DG/H to implement the gender diversity action plan.

These measures were communicated in a low key manner via publication on the intranet but with no further communication support internally nor externally.

- The external communication plans were pre-empted by a request by Süddeutsche Zeitung and provided the platform to communicate on gender diversity both through quotes by JA and an interview with DG/H. This was followed up by a press release presenting the ECB's exact gender targets.
- DG/H has started implementing the action plan. Measures include, inter alia, opening up recruitment of H-bands and above to external candidates and allowing at least five teleworking days per month. In a separate memorandum, DG/H updates the Executive Board on the progress of the action plan and proposes establishing Diversity Ambassadors in the ECB's business areas.

2. Next steps and communications measures

The external awareness will support internal communications and the fact that the ECB is serious about this topic.

Internal communications measures will support the implementation of the various measures adopted by HR and include:

“Traditional” internal measures:

- Communicating the targets on the intranet (done in June as “HR news”). This could be expanded to include regular updates and testimonials.
- Getting the “buy-in” from management at events such as the Senior Management Luncheon and Heads of Division Communications Forum (both organised by DG/H).

Additional internal measures:

- Organise a coffee morning for staff hosted by Mr Praet and by that demonstrating his and the Executive Board’s commitment (DG/C to organise for December or January).
- Profile gender balance as a key goal in internal communications material.
- Prepare a short video clip on diversity, to be published on the website, addressing the importance of diversity in simple language with a statement by the President. This will support female applications for the SSM (DG/C to organise).
- [...]
- Provide Diversity Ambassadors with a platform to tell “their” success story in internal forums, e.g. Connected (DG/C).
- Invite on semi-annual basis an external guest speaker from the private or public sector (e.g. Bosch) to present how this particular company or institution “did it” and achieved the change (DG/C).

External measures:

- Communicate the targets more prominently on the ECB’s Website, not only in the section on job opportunities, but also in the “main” text on the organisation.
- Organise in late 2014 an event with the working title “Women in Supervision and Central Banking - Challenging and Challenges” where senior SSM female managers (or the SSM chairwoman should it be a woman) should deliver the keynote speech. Other speakers should include key, top-level female central bankers from around the world as well as testimonials from female ECB managers. External high-profile speakers could talk about progress in the advancement of women in other professions. The invitation should be open to all staff, external participants and media (DG/C to organise).
- Use the quarterly appearances in the European Parliament to flag the promotion of women/senior female managers in the SSM, but also in the ECB.
- [...]
- Organise an annual review on media reports about the gender diversity at the ECB and SSM.
- Include diversity as a benefit in key SSM communication e.g. by using female SSM managers whenever possible to tell “the SSM story”.
- Publish diversity metrics in the section on human resources in the ECB’s Annual Report.

Following the Executive Board’s guidance and approval, DG/C will prepare a detailed communication plan including timing of the different measures, monitor the implementation of the measures and cooperate closely with DG/H to achieve the agreed objective by the end of 2019.

The *Executive Board* is invited to:

- (a) provide guidance on the proposal how to embed the gender diversity into the ECB communication strategy;**
- (b) approve the proposed measures.**