



ECB report on gender diversity in the period 2013-25

1 Background on gender diversity at the ECB

The European Central Bank (ECB) has taken a gradual, long-term approach to promoting gender balance:

- **2010:** The ECB first made its commitment to diversity public through its official [diversity statement](#).
- **2013:** The ECB introduced its first Gender Diversity Strategy. It aimed to double the share of women in management roles by 2019 and set interim milestones for 2015 and 2017 to track progress.
- **2020:** The ECB launched its second Gender Diversity Strategy for the period 2020-26. This strategy expanded the focus beyond management to include other roles, such as Team Leads, Experts and Analysts. It introduced targets both for the overall representation of women at the ECB and for the proportion of women recruited to take up new appointments.
- **2023:** The ECB received EDGE MOVE and EDGEplus certifications. The EDGE certification is the leading global assessment methodology and business certification standard for gender and intersectional equity. It is based on quantitative and qualitative analysis and benchmarking against peer organisations.

The ECB reports each year on its progress in gender diversity through the ECB [Annual Report](#) and the [Banking Supervision Annual Report](#)

2 Key trends in gender diversity at the ECB

2.1 Overall progress on gender diversity

The ECB's two Gender Diversity Strategies and their targets have played a key role in advancing gender balance within the organisation.

Since 2019 the most significant progress has been achieved at senior management level (K-L salary bands), where the share of women has increased by 8.8 percentage points, reaching 39.4% by the end of 2025.

In every band, women now account for at least 33% of positions.

2.2 Progress under the Gender Strategy for 2013-19

Under the Gender Strategy for 2013-19, the ECB made measurable progress in increasing female representation in management positions. By the end of 2019 the ECB had met one of its two targets, with women in 30.8% of senior management positions (K–L salary bands), exceeding the target of 28%.

During the same period the overall share of women in all management roles (I–L salary bands) rose from 18% in 2013 to 30.3% in 2019, although this was still below the target of 35%. At the end of 2019 the total share of female staff at the ECB was 45.3%.

2.3 Progress under the Gender Strategy for 2020-2026

The Gender Strategy for 2020-26 defined annual targets for the percentage shares of women appointed to new positions and vacant positions, as well as targets for the overall share of female staff in five different salary bands, for each year up to 2026. The targets were based on intake figures and projected staff turnover and promotions.

By the end of 2025 one of the five **female share targets** had been achieved.

At Analyst level (E/F salary bands), women accounted for 52% of positions compared with the target of 51%. At senior management level (K-L bands), women accounted for 39.4%, nearly meeting the target of 40%.

However, the targets had not yet been met at Expert level (F/G–G bands), where women accounted for 44.4% compared with the target of 47%; at Team Lead level (H band), with 36.2% against the target of 42%; and for all management positions (I–L bands), with 33.7% compared with the target of 36%.

Intake figures show a generally balanced gender distribution, with at least 50% of new appointments and promotions at Analyst level (E/F bands) and senior management level (K-L bands) awarded to women.

While the universal target of 50% female intake across all bands was only partially met, The ECB maintained a balanced hiring distribution of 40-60% across all salary levels.

Although it is unlikely that all gender targets will be fully met by the end of 2026, the gap will have narrowed significantly. It is worth noting that progress is typically slower and harder to achieve as representation gaps become smaller.

3 Measures supporting the Gender Strategies

The ECB Gender Strategies were accompanied by a set of measures aimed at supporting the achievement of targets while fostering sustainable cultural change across the organisation. These measures focused on strengthening the talent pipeline, enhancing recruitment practices, increasing managerial accountability, supporting career and leadership development, and enabling flexible working arrangements. The ECB's recruitment process is merit-based, with candidates selected based on their qualifications, skills and competencies relevant to the position¹. The design of several measures also drew on analytical work, including an [ECB working paper on gender and career progression](#).

3.1 Examples of implemented measures

To strengthen the talent pipeline and recruitment practices, the ECB implemented targeted outreach through career fairs, and offered the ECB Scholarship for Women in male-dominated fields and from challenging socio-economic backgrounds. Inclusive recruitment practices were promoted through the use of gender-neutral language in job advertisements, mandatory training for members of recruitment panels on unconscious bias, and safeguards such as the option to extend or halt a recruitment campaign if female applicants made up less than one-third of the applicant pool.

Career development and leadership support were reinforced through a range of initiatives, including the Women's Leadership Programme, internal mentoring schemes and reverse mentoring schemes.

To foster dialogue and awareness with regard to gender equality, the ECB hosts a Gender Talks series which informs staff on important topics such as gender norms, masculinity and inequality in caregiving.

Finally, the ECB provides extensive support for caregivers as well as flexible working arrangements. These include paid maternity leave, paid parental leave, special leave for parents and carers, additional unpaid parental leave options, breastfeeding facilities, teleworking options and part-time work arrangements. Practical childcare support is also available through after-school childminding, the ECB crèche and school holiday programmes.

¹ The ECB conducts a decentralised recruitment processes in which selection panels are chaired by the recruiting business area, while one DG/HR representative also participates. In management recruitment processes, decisions are always made by the Executive Board.

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The cut-off date for the data included in this report was 31 December 2025.

For specific terminology please refer to the [ECB glossary](#) (available in English only).