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DIVERSITY | ANNUAL REPORT

10



Diversity Council and
Diversity Advisor
Kedibone Letlaka-Rennert





International Monetary Fund

Diversity Annual Report 2010

Diversity Council

Mr. Murilo Portugal, Ms. Shirley Siegel, Ms. Catherine Willis, Mr. Masood Ahmed,
Mr. Hugh Bredenkamp, Ms. Adelheid Burgi-Schmelz, Ms. Anne-Marie Gulde-Wolf,
Ms. Kalpana Kochhar, Mr. Jianhai Lin, Ms. Antoinette Sayeh, Mr. Christopher Towe, and

Diversity Advisor

Ms. Kedibone Letlaka-Rennert

Diversity Office

Ms. Sujatha Korappath

Mr. Branden Laumann

The 2010 Diversity Annual Report was prepared by the Diversity Office in coordination with the Diversity Council.

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Executive Summary

The year 2010 saw further progress in the implementation of the Fund's diversity agenda. A few developments stand out: (i) the adoption of new policy measures to raise the low share of nationals from the four underrepresented regions (Africa, East Asia, the Middle East, and Transition Countries) among the senior staff; (ii) the full implementation of a diversity scorecard to measure progress and enhance accountability; and (iii) further improvements in the comprehensive training and education program. At the same time, the benchmark for the representation of women among senior staff was reached ahead of schedule and the share of staff from developing and Transition Countries among all the professional staff is nearing the 45 percent mark.

What began in 1995 with the first formal initiative has by now become a comprehensive effort to improve the diversity of the organization, promote inclusiveness, and adapt the image the Fund presents to its global membership (in the words of the Managing Director, "Member countries need to feel at home in the Fund"). Based on a clearly articulated strategy, these efforts comprise: (i) a set of benchmarks for the representation of women and nationals from the four underrepresented regions among senior staff and all professional staff; (ii) policy measures in the areas of recruitment, the on-boarding of new staff; career development and promotions; benefits and the work environment; (iii) a robust infrastructure (the executive-level Diversity Council and the "grassroots" Diversity Reference Groups) and monitoring and measuring means (e.g., the Diversity Scorecard); and (iv) an extensive training and awareness-raising program.

Building this framework and bringing about results, such as those achieved in 2010, are remarkable accomplishments. However, the job is far from done. The share of underrepresented regions among the senior staff is still unacceptably small—thus the recent policy measures. The representation of women on the senior staff remains low—thus the current initiative to set a new benchmark. Also, as with any big change initiative, acceptance and awareness of diversity still pose challenges—thus the comprehensive training program. The 2014 benchmarks will not be reached unless recruitment, career development, and promotion pay increased attention to diversity. There are also other features of the diversity composition of the staff that need to be addressed, such as the strong "home bias" of the Fund's area departments, the uneven distribution of women across departments, and the relatively weak diversity of senior staff managing human resources.

Looking to the future, the emphasis should be on measuring, monitoring, and stepping up the momentum. At the same time, policies will have to be adapted—as they were in 2010—when circumstances change or progress proves to be too slow. The new short-listing rules for the filling of senior positions should make a tangible difference, the Diversity Scorecard offers the opportunity to raise the accountability for personnel decisions, and the training program should promote awareness and inclusiveness. Beyond this, management and senior staff must never cease to stress the business case for greater diversity.

Foreword from the Diversity Advisor

As my five-year tenure comes to a close and I sign off in my capacity as the Fund's Diversity Advisor, I would like to share my parting thoughts on the Fund's diversity vision, accomplishments in this area, and the challenges ahead. A reassuring look back over the past almost five years reveals the establishment of a robust diversity infrastructure consisting of a Diversity Council, a Diversity Strategy, a departmental Diversity Reference Group (DRG) network, a Diversity Scorecard and comprehensive annual diversity programs consisting of diversity seminars, DRG annual conferences and diversity training programs for staff at all levels. The paradox though is that this work is as simple as it is difficult.

Vision: In many respects, the spirit of the Fund's long-term vision is crystallized in seven languages in its 2007 Statement on Diversity. It clearly lays out its business case for diversity as enabling it to legitimately better serve its member countries. The shorter-term vision consists of the Diversity Strategy and the 2014 benchmark targets. This vision is articulated within the broader context of the ever-evolving global economic environment with dynamic attendant global forces.

Accomplishments: The implementation of the Diversity Scorecard is sharpening the focus on the achievement of our diversity benchmarks for 2014. Sustained effort is needed to fully realize our objectives within the time we have allotted ourselves. New human resources policies have been put in place in 2010 to stimulate the increased pace towards our 2014 benchmarks. We have also seen an increasing depth of knowledge and understanding of diversity-related constructs, much improved diversity management, empowered grassroots diversity advocacy from the DRGs, and commendable diversity leadership from the top. Substantive research-based evidence of the benefits of diversity and inherent contradictions of the complex neuropsychological wiring of our elastic brains was brought to us by the mathematical economist Professor Scott Page and Harvard University's Professor Mahzarin Banaji. Page has published a prediction theorem which demonstrates that diverse heterogeneous groups consistently outperform non-diverse homogenous teams, and Banaji, whose research demonstrates our "Implicit Bias" and how it influences individuals in favor of those who look like them, alerts us to guard against this tendency to unintentionally select (and by extension promote) people who are similar to ourselves. The Fund also needs to better understand the link between diversity, innovation, creativity and superior problem solving to stay committed to the business case for diversity and the importance of retooling in this way for the Fund's future work.

Challenges: There are many challenges ahead for the Fund when it comes to achieving our diversity goals. Perhaps one of the biggest is maintaining a sustained effort towards our stated objectives. Not all of this is going to be easy. Change management theory cautions us against inevitable resistance to necessary progress. In our case the required change is towards equity and diversity success. We need to advance forward in a balanced, justifiable, sensitive yet resolute manner. This work is indeed as simple as it is difficult, and the Fund's future success hinges, in part, on its ability to become more diverse.

I. INTRODUCTION

1. **This paper reports on the implementation of the Fund's diversity agenda in 2010, focusing on key developments and events and highlighting the challenges to be addressed going forward.** Following an introduction, Section II discusses the current state of diversity in the Fund, reporting on the benchmarks, the Diversity Scorecard, and other key features of the diversity picture in 2010. The new measures announced in the fall of 2010 to improve diversity at the senior level are described in Section III. Section IV provides a brief summary of training, education and awareness building in 2010, while Section V discusses recruitment, promotions, and separations in 2010 from a diversity perspective. Some issues concerning diversity and the educational background of staff are discussed in Section VI. Section VII provides a broad picture of the diversity of staff at Grades A1-A8 and contractual employees. The progress on implementing the recommendations of the 2009 Annual report is reviewed in Section VIII. Section IX presents conclusions and recommendations. A retrospective of the Fund's efforts to improve diversity and the results of these efforts since the first formal policy initiative was taken in 1995 is provided in an Annex.

2. **In 2010, the Fund made significant progress in implementing its diversity agenda.** Key developments were:

- the adoption of new policy measures to raise the share of nationals from underrepresented regions of the senior staff;
- the full implementation of a Diversity Scorecard to measure progress and improve accountability; and
- the strengthening of the diversity program to train staff and raise awareness.

3. **At the same time, the workforce of the Fund continued to become more diverse in 2010, but important challenges remain and they need to be addressed as a matter of priority in the years ahead.** Among the positive developments, the continued growth in the aggregate representation of nationals from developing and Transition Countries and the achievement of the benchmark for the representation of women at senior levels stand out. The Fund is also at the cusp of achieving its benchmark for Transition Countries nationals at the professional grades. However, the share of nationals of almost all underrepresented regions at senior levels continues to be unacceptably low.

4. **While diversity is now firmly part of the institutional culture, awareness-raising and education continue to be needed to reinforce acceptance of diversity and foster inclusiveness.** Led by the Diversity Office, the extensive program of seminars, training sessions, and visits by prominent speakers was continued in 2010. The firm and visible commitment of Fund management to the diversity strategy has also been critical to the progress achieved.

5. **The business case for diversity at the Fund is clear:** a staff diverse in nationality, culture, academic and professional background, and gender enhances the legitimacy of the organization and its ability to effectively engage with its diverse members; it improves its decision making and policy advice and thus the effectiveness of the institution; and it increases the attractiveness of the institution as an employer of choice. The principal means to achieve the diversity goals are the attraction, development, and retention of a full range of diverse staff, and the creation of a diverse and inclusive work environment.

6. **Based on this business case, the Fund's diversity strategy has four key goals:**

- increasing the share of underrepresented groups;
- providing a level playing field to all;
- ensuring Fund members that their diversity concerns are being addressed; and
- achieving full buy-in to diversity by all staff.

7. **To achieve these goals, the Fund has put a broad range of measures in place:**

- benchmarks and numerical targets for the representation of women and nationals from underrepresented regions;
- policies that support diversity in recruitment, on-boarding, career development, and retention of staff;
- an extensive diversity training program; and
- an infrastructure comprising both organizational (e.g., Diversity Council and Diversity Reference Groups) and monitoring elements (e.g., Diversity Scorecard).

8. **Many of these efforts began in the mid-1990s (see the Annex for a summary of the Fund's diversity efforts in the past 15 years), but they were broadened and reinforced in the past few years.** Policies and practices on recruitment and promotions were strengthened; new benchmarks were introduced; the training program was greatly enhanced; and the building of the infrastructure was initiated. These efforts were undertaken at the initiative of the Diversity Advisor and under the guidance of the Diversity Council.

Diversity Council, December 2010	
The primary objective of the Diversity Council is to provide strategic guidance on all matters that impact diversity. The Council is chaired by management and includes 10 senior staff members, who are appointed for two-year terms, and a member of the Staff Association Committee (SAC).	
Murilo Portugal, Chair	Deputy Managing Director, <i>ex-officio</i>
Shirley Siegel	Director, Human Resources Department, <i>ex-officio</i>
Kedibone Letlaka-Rennert	Diversity Advisor, <i>ex-officio</i>
Catherine Willis 1/	Staff Association Committee, <i>ex-officio</i>
Masood Ahmed	Director, Middle East and Central Asia Department
Hugh Bredenkamp	Deputy Director, Strategy, Policy, and Review Department
Adelheid H. Burgi-Schmelz	Director, Statistics Department
Anne-Marie Gulde-Wolf	Senior Advisor, European Department
Kalpana Kochhar	Deputy Director, Asia and Pacific Department
Jianhai Lin	Deputy Secretary, Secretary's Department
Antoinette Monsio Sayeh	Director, African Department
Christopher Towe	Deputy Director, Monetary and Capital Markets Department

1/ Representative for the Chair of the Staff Association Committee.

II. DIVERSITY: THE CURRENT STATE

9. **The 2009 benchmarks and the Diversity Scorecard are the primary means of assessing the state of diversity in the Fund.** The benchmarks allow measuring progress against specific numerical goals, while the scorecard provides a broader measure of performance.

A. Benchmarks

10. **The benchmarks adopted in 2009 are central to the current diversity efforts (Table A).** They were developed by the Benchmark Working Group and build on the 2003 benchmarks. They cover (i) the share of nationals from underrepresented regions (Africa, East Asia, the Middle East, and Transition Countries) as well as the aggregate share of nationals of developing and Transition Countries among the professional staff (Grades A9-B5);¹ and (ii) the share of nationals from the underrepresented regions and women among the senior (B-level) staff.² The Fund has committed to achieving these benchmarks by 2014. However, at the B-level, the benchmarks for the underrepresented regions are interim targets (aggregate of 22 percent) and the long-term goal for regional representation would be a convergence with the combined financial quotas of these groups (35 percent).

¹ The professional staff comprises Grades A9-15 and B1-B5 (senior staff).

² The terms senior staff, managerial staff, and B-level staff are used interchangeably in this report.

Table A. Geographic and Gender Benchmark Indicators and Staff Representation 1/
(In percent)

	Financial Quota (as of 12/31/2010)	Diversity Benchmarks for 2014	Staff Representation (A9-B5)				
			2006	2007	2008	2009	2010
Africa	4.2	8.0	6.0	6.1	6.1	6.5	6.5
Asia	19.1		15.0	15.4	16.0	16.9	17.7
East Asia 2/	14.6	12.0	6.9	7.4	7.9	9.1	10.0
Europe	40.6		35.7	35.9	36.3	37.6	37.7
Middle East	8.7	8.0	4.5	4.5	4.3	4.2	4.3
Western Hemisphere	27.4		39.1	37.6	37.1	34.8	33.7
Industrial countries	60.2		59.5	59.2	58.1	56.4	55.2
Developing and Transition	39.8	40.0	40.5	40.8	41.9	43.6	44.8
Of which: Transition Countries	7.4	8.0	5.6	6.1	6.6	7.4	7.9
B-Level 2/							
Regions (In percent of all B-level)							
Africa	4.2	6.0	3.4	3.5	4.3	4.6	5.0
East Asia	14.6	7.0	3.4	3.2	4.3	4.9	5.0
Middle East	8.7	5.0	4.8	4.3	3.1	2.6	2.8
Transition Countries	7.4	4.0	1.1	1.2	1.5	1.6	2.2
Women (In percent of all B-level)							
All B-Level		20	16.3	15.6	16.2	18.4	21.5
B-Level		15-20	11.6	11.5	13.5	15.3	17.6
B-Level SCS		35-40	35.2	31.9	28.3	31.0	34.7

Source: PeopleSoft HRMS; Report ID: DAR_007.

1/ The Enhanced Diversity Action Plan (2003) established indicators for gender and three regions (Africa, the Middle East, and Transition Countries).

2/ The Benchmark Working Group (2008) established indicators for East Asia (A9-B5) and B-level indicators for Africa, East Asia, the Middle East and Transition Countries. For a list of diversity country groupings, see page 46.

11. **In addition to the benchmarks, indicative annual targets were established for the senior level representation of the regional groups to chart a path leading to the medium-term targets and help guide the efforts to be made in the intervening years (Table B).** This would require a significant increase in external recruitment, building a bigger internal pipeline of strong candidates for promotion, and maintaining the recently achieved convergence of the promotion rate to the B-level of staff from underrepresented regions with the Fund average, while seeking to prevent a disproportionately high separation rate of diverse staff.

12. **Highlights of the 2010 outcomes are as follows:**

- ***Women’s representation at the B-level exceeded the target.*** The 20 percent benchmark was met in May 2010 and the actual share reached 21.5 percent at the end of the year. B-level women in the economist career stream were within the target range of 15–20 percent. Their share in the specialized career streams (SCSs), which comprises all other professions, increased significantly in 2010, close to the benchmark range of 35–40 percent.
- ***Representation of professional staff from developing and Transition Countries showed continued positive improvement beyond the benchmarks.*** The benchmark of 40 percent for representation of nationals from these countries (based on the current combined financial quota) has been exceeded for several years, and the share reached a new high of almost 45 percent in 2010.
- ***Despite some progress, continued shortfalls in shares of underrepresented regions for Grade A9-B5 staff.*** The shares of staff from Africa and the Middle East, at 6.5 percent and 4.3 percent, respectively, remained virtually unchanged from previous years and were well below their respective benchmarks of 8 percent. By contrast, the percentage of East Asian staff rose to 10 percent in 2010, closer to the 2014 benchmark of 12 percent. Transition Countries, with a share of 7.9 percent at end-2010, are poised to reach the 8 percent benchmark well before 2014.
- ***The B-level representation of the four underrepresented regions rose in 2010, but the gap relative to the 2014 benchmarks remained large.*** However, developments in 2010 were broadly on track, with the actual shares either reaching or coming very close to the indicative targets. The largest increase in actual shares was registered by Transition Countries, followed by Africa. With a share of 5 percent, Africa is closest to its benchmark of 6 percent, while the gap is largest for the Middle East, with an actual share of 2.8 percent versus a benchmark of 5 percent. In the case of East Asia, the actual share in 2010 was 5 percent compared with a benchmark of 7 percent.

Table B. Indicative Targets and Benchmarks for B-Level Benchmark Achievement

	Quota share	2008	Indicative targets					Actual 2010	Benchmark 2014
			2009	2010	2011	2012	2013		
Africa									
In percent of Fund total	4.2	4.3	4.3	4.7	5.2	5.6	6.0	5.0	6.0
East Asia									
In percent of Fund total	14.6	4.3	4.5	5.1	5.6	6.1	6.6	5.0	7.0
Middle East									
In percent of Fund total	8.6	3.1	3.3	3.0	3.4	3.9	4.3	2.8	5.0
Transition Countries									
In percent of Fund total	7.4	1.5	1.8	2.2	2.7	3.2	3.7	2.2	4.0
Four groups total									
In percent of Fund total	34.8	13.1	13.9	15.0	16.9	18.8	20.6	15.0	22.0

Source: 2009 Benchmark Working Group Report.

B. Other Features of the Diversity Composition of Staff

13. **All five area departments³ exhibit a strong “home bias” in the geographic composition of their senior staff (Table C and Table 7).** More than 75 percent of senior staff in the European Department (EUR) are Europeans, about 60 percent of Western Hemisphere Department’s (WHD) B-level staff come from that region, and the share of Asians of the Asia and Pacific Department’s (APD) senior staff is over 60 percent. Only in the African Department (AFR) and the Middle East and Central Asia Department (MCD) do senior staff from the region not constitute a majority. The other notable feature is that, from among the area department senior staff, all African senior staff are in AFR, all East Asian in APD, and all Middle East senior staff in MCD. There are, of course, good business reasons for the concentration of senior staff from a region in the area department serving that region, and staff may also feel more comfortable working on their own region. At the same time however, this “home bias” is a cause for concern because it raises questions about the mobility of staff from underrepresented regions. One of the ways of moving beyond this would be a more rigorous mobility effort. In comparison with area departments, the distribution of senior staff from underrepresented regions in functional and support

³ **Area departments** include the following: African Department (AFR); Asia and Pacific Department (APD); European Department (EUR); Middle East and Central Asia Department (MCD); Western Hemisphere Department (WHD). **Functional departments** include the following: Finance Department (FIN); Fiscal Affairs Department (FAD); IMF Institute (INS); Legal Department (LEG); Monetary and Capital Markets Department (MCM); Research Department (RES); Statistics Department (STA); Strategy, Policy, and Review Department (SPR). **Support departments** include the following: External Relations Department (EXR); Human Resources Department (HRD); Secretary’s Department (SEC); Technology and General Services Department (TGS); Office of the Managing Director (OMD).

departments is more varied. There are several departments where the percentage of B-level staff from underrepresented regions is significantly higher than the Fund benchmark. However, there are also other departments where the representation is quite low or non-existent. Those departments with low or no representation present an opportunity for focused recruitment efforts and enhanced mobility across departments.

Table C. Distribution of B-Level Staff by Area Department
(As of 12/31/2010)
(In percent)

Departments	B1-B5 Staff							
	Africa	East Asia	Middle East	Transition Countries	Other Asia	Other Europe	U.S. and Canada	Other W. H.
Area								
Departments								
AFR	17.2	0.0	0.0	3.4	3.4	44.9	24.1	6.9
APD 1/	0.0	28.6	0.0	4.8	33.3	23.8	9.5	0.0
EUR 2/	0.0	0.0	0.0	3.2	9.7	74.2	12.9	0.0
MCD	0.0	0.0	14.3	0.0	9.5	38.1	23.8	14.3
WHD	0.0	0.0	0.0	9.5	4.8	23.8	23.8	38.1

Source: PeopleSoft HRMS, DAR_004.

1/ APD includes OAP.

2/ EUR includes EUO.

14. **Women accounted for 21.5 percent of all B-level staff at the end of 2010, but the distribution among departments was uneven (Table 8).** While more than a one-third of the senior staff in support departments were women, their share was significantly lower in area departments (17 percent) and functional departments (19 percent), although in both cases the lower end of the benchmark of 15 percent was exceeded. Two thirds of the senior staff in the Human Resource Department (HRD) were women, with the Legal Department (LEG) being next with a share of 38 percent. At the other end of the range, WHD had the lowest share of women (5 percent), followed by the Research Department (RES) with 6 percent.

15. **Achieving greater diversity of senior staff managing human resources continued to be a challenge.** This group of key HR decision makers, which represents the face of HR management to staff, comprises department directors, Senior Personnel Managers (SPMs), and division chiefs. Women and nationals from developing and Transition Countries are underrepresented in this group, although their shares among SPMs and division chiefs rose in the past two years (Table D).

**Table D. The Fund's Human Resources
Management Profile: 2008–10**

	Total	Women		English-speaking Industrial Countries 1/		Developing and Transition Countries	
	#	#	%	#	%	#	%
Department Heads and Directors							
2010	21	4	19.0	8	38.1	6	28.6
2009	22	4	18.2	10	45.5	7	31.8
2008	24	4	16.7	8	33.3	8	33.3
Senior Personnel Managers							
2010	20	5	25.0	12	60.0	2	10.0
2009	21	4	19.0	11	52.4	2	9.5
2008	20	2	10.0	13	65.0	0	0.0
Division Chiefs							
2010	84	15	17.9	39	46.4	26	31.0
2009	90	16	17.8	41	45.6	23	25.6
2008	92	15	16.3	42	45.7	27	29.3

Source: PeopleSoft HRMS; Report ID: STFA14B5 and DPT_HEAD.

1/ English-speaking Industrial Countries include: Australia, Canada, Ireland, New Zealand, United Kingdom, and United States.

C. Diversity Scorecard

16. **In 2010 the new Diversity Scorecard was used for the first time to measure the progress made toward achieving the goals of the diversity strategy.** Besides the quarterly tracking of developments, the scorecard is expected to help increase awareness of diversity, improve transparency, and strengthen departmental accountability. The scorecard uses a “stoplight” approach to picture the results: when the score is less than 30 percent of the target, the grid shows a negative red; a score of between 30 and 70 percent is indicated by a yellow light; and a green light signals on track progress towards success, a score of 70 percent of target or above.

DIVERSITY SCORECARD OVERALL SUMMARY

LEGEND:

■ Below 30% of Target
 ■ Between 30 and 70% of Target
 ■ Above 70% of Target

IME LEVEL RESULTS						
Diversity Performance Opportunity Areas	Target	2010Q1	2010Q2	2010Q3	2010Q4	% of Target Achieved (2010Q4)
Goal 1 - Share of Underrepresented Groups should be increased						84.4%
- Share of A9 - B5 level Staff from Underrepresented Regions	36%	27.6%	28.0%	28.4%	28.8%	79.9%
- Share of B level Staff from Underrepresented Regions	22%	13.7%	14.4%	15.4%	15.2%	69.0%
- Share of B level women Staff	20%	18.8%	21.0%	21.5%	21.2%	104.4%
Goal 2 - Level the Playing Field						83.4%
- Equal Access to Advertised Positions	100%		85.3%	87.2%	94.1%	94.1%
- Representation on Interview Panels	100%		59.7%	68.1%	66.8%	66.8%
- Training	100%		95.5%	95.1%	94.2%	94.2%
- Mentoring	100%		74.3%	80.8%	81.0%	81.0%
- Support to DRG	100%		82.5%	82.5%	88.6%	88.6%
Goal 3 - Membership should believe their Diversity concerns are being addressed	Between 70 and 100%	42.7%	42.7%	42.7%	42.6%	42.6%
Goal 4 - Full buy in to diversity objectives and strategy	Between 70 and 100%	59.1%	59.1%	59.1%	59.1%	59.1%

Notes:

Goal 3 and Goal 4 data to be collected annually and rolled over until the next survey results are available.

All results by calendar quarter/year.

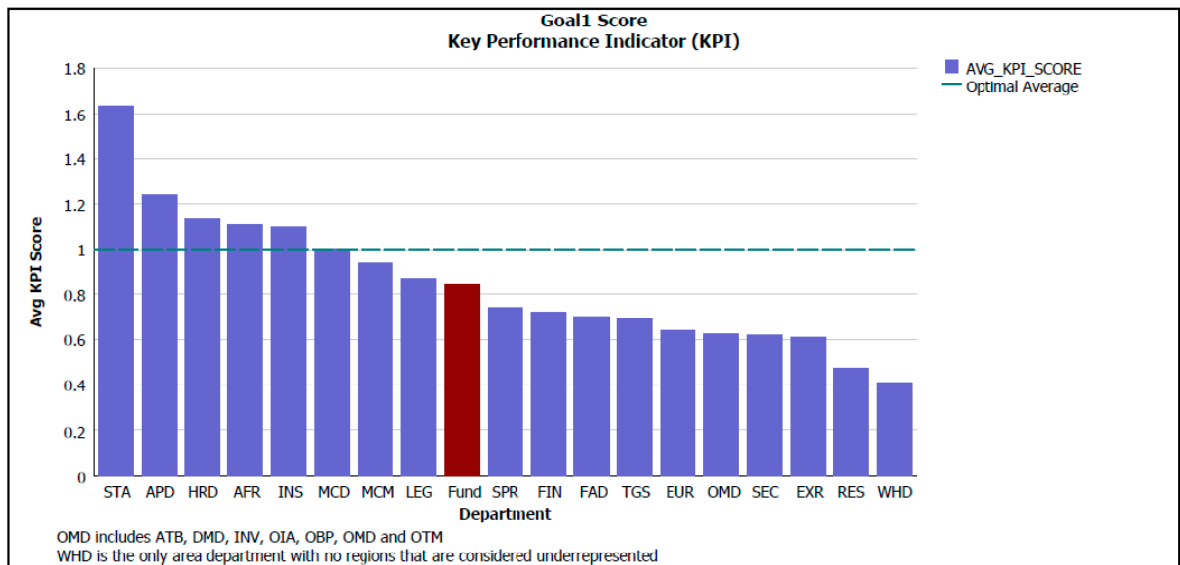
Goal 2: Results for KPIs 1, 2, and 3 (i.e., Equal Access to Advertised Positions, Representation on Interview Panels, and Training, respectively, reflect a four-quarter moving average. Since data collection on KPIs 1 and 2 began in Q2, 2010, current quarter scores are an average of Q2, Q3, and Q4 scores.

17. For the Fund as a whole, the scores on the four goals were all in the green or yellow zones in 2010 (third quarter results):

- The average score for Goal 1—increasing the share of underrepresented groups—was 84 percent.** The percentage of women at the B-level exceeded the target and the combined share of A9-B5 staff from the four underrepresented regions was at 80 percent of the benchmark. However, the share of B-level staff from underrepresented regions remained at 69 percent of the benchmark, bringing on a yellow light. There were modest improvements in all three indicators compared with 2009. Looking at departments by group, area departments achieved the highest scores, closely followed by functional departments, with the support departments having the lowest aggregate scores. STA, APD, and HRD had the highest scores of individual departments, while EXR, RES, and WHD had the lowest scores.

GOAL 1 - SHARE OF UNDERREPRESENTED GROUPS

Departmental and Fund Scores : 2010 Q4



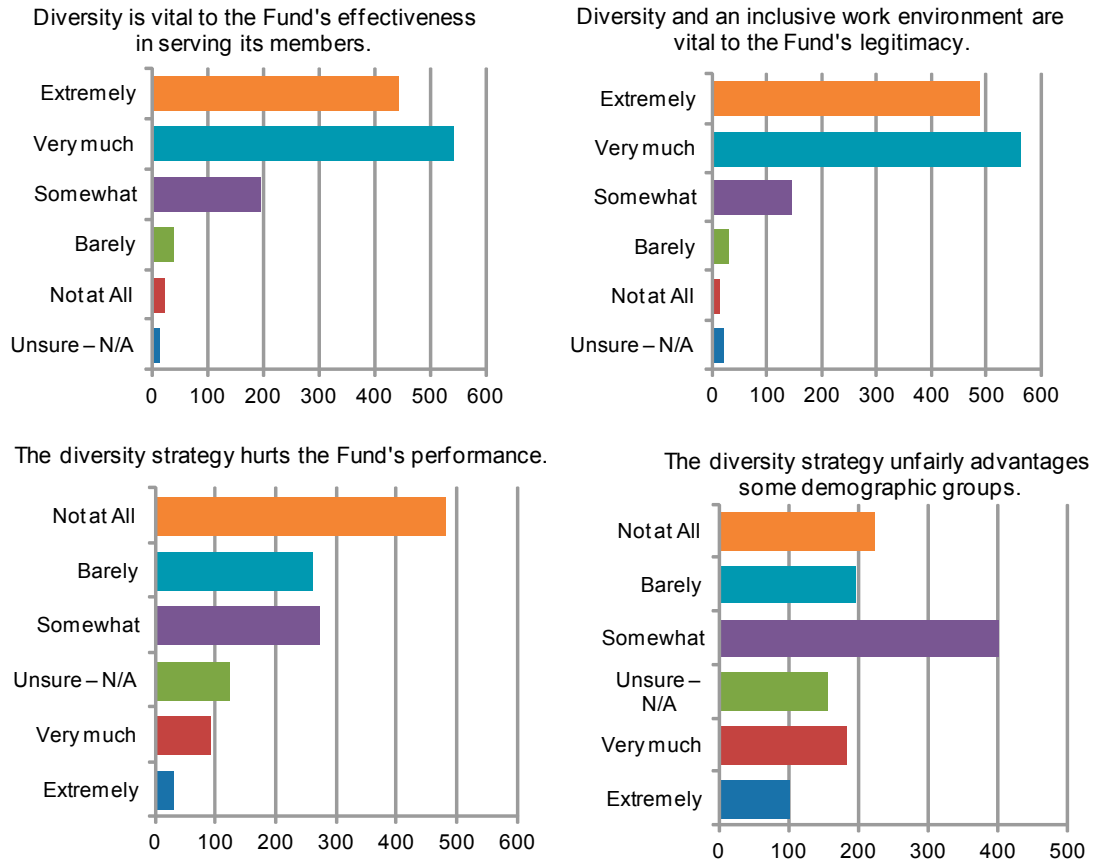
- Goal 2—leveling the playing field—also showed a favorable outcome with an average score of 83 percent.** Four of the five components: (i) Training, (ii) Equal Access to Advertised Positions, (iii) Support to DRGs, and (iv) Mentoring were all in the green zone, although there is room for improvement with regard to mentoring (a few departments have no or only a limited program). The diversity of interview panels showed the weakest result at 67 percent of target. Area departments had the highest scores, followed by functional departments and then support departments. The data collection for this goal began only in the second quarter of 2010, and a full picture will emerge after a year’s reading is completed.
- To assess the implementation of Goal 3—membership should believe that their diversity concerns are being addressed—the Fund carries out an annual survey of Executive Directors: the overall score from the second annual survey was 43 percent of target (yellow light), and virtually unchanged from the previous year’s results.** Directors gave the highest marks to the Diversity Advisor (score of 58 percent compared with 50 percent the previous year), followed by Management (40 compared with 37 percent last year). The Diversity Council’s score fell from 54 to 32 percent this year, as did the score for hiring managers – from 30 to 20 percent. Compared with the first survey, scores for the Council and hiring managers mostly fell while that of the Diversity Advisor and management increased. Of the three indicators that were rated - responsiveness, effectiveness and accountability – the latter two received the lowest scores. Clearly there is considerable room to improve performance and perception, although the detailed reasons behind the low scores are not always clear and requires further analysis.

- **The average score for full buy-in to diversity objectives and strategy by staff, Goal 4, was 59 percent (yellow light).**⁴ This result is consistent with the levels of buy-in that is typical for a major change initiative in corporate and other work places. There was greater buy-in to the objectives (69 percent) than the strategy (49 percent). Women gave the diversity objectives and the strategy higher marks than men, and A1-A8 staff showed greater buy-in than the rest, with B-level staff expressing the lowest support. From among staff of the four underrepresented regions, those from Africa gave the diversity objectives and strategy the highest marks, followed by staff from East Asia, the Transition Countries and the Middle East in that order. Staff in support departments have more favorable views of the promotion of diversity by their departments (53 percent) than their colleagues in area and functional departments (43 percent). LEG, AFR, and TGS were given the highest scores for their effective promotion of diversity, while RES, MCM, and APD scored lowest (they were all in the red zone).

18. **Goal 4 also included a number of supplementary questions.** In response to the question of whether “diversity and an inclusive work environment are vital to the Fund’s legitimacy” 84 percent of respondents said that it was very or extremely important and only 3 percent said barely or not at all (Figure 1). The responses to the question of whether “diversity is vital to the Fund’s effectiveness in serving its members” were also overwhelmingly positive. About 60 percent of the staff believed that the diversity strategy does no or only minimal harm to the Fund’s performance, while only less than 10 percent of respondents saw extreme or strong damage. The rest was unsure or held the view that any damage was small. The staff’s response to the question of “the diversity strategy unfairly advantages some demographic groups” showed a mixed picture: 22 percent of the staff responded “very much” or “extremely,” about a third said “somewhat,” and another third “barely” or “not at all,” with the rest being unsure.

⁴ In the context of this goal, staff was also asked a number of survey questions. The responses to some of these questions are discussed in Section IX and the Annex.

Figure 1. First Annual Diversity Scorecard Survey—2010



Source: Results of the First Annual Diversity Scorecard Survey, 2010.

III. NEW PUSH TO IMPROVE SENIOR LEVEL DIVERSITY

19. **In late 2010, Fund management announced new measures to improve diversity at the B-level.** These measures were prompted by the Diversity Council’s dissatisfaction with the current state of diversity in general and two developments, in particular: the reaching of benchmark for B-level women in mid-2010; and the stubbornly large gap in the share of underrepresented regions at the managerial level.

20. **In this context, the Managing Director stressed the critical importance of improving diversity for the legitimacy and effectiveness of the Fund and the need to do so now.** He said that it was imperative that the Fund achieve a more appropriate regional representation and gender balance at senior levels. He also acknowledged the anxiety of non-diverse staff about their career prospects. Progress toward the diversity targets would be made in a deliberate manner, keeping the overall interests of staff in mind. Quality would remain a top priority. It was also noted in this context that additional B-level positions were created, albeit only temporarily, to accommodate some of the external hires.

21. **With the 20 percent benchmark for women at the B-level having been reached, this benchmark needs to be re-set.** The new benchmark should be established at an appropriately ambitious level. The share of women at the professional level at the Fund is about 33 percent and the internal pipeline of women for promotion to managerial positions is strong. The Benchmark Working Group⁵ was reconstituted to review and update the Fund's gender benchmarks by early 2011. Our comparator organizations such as the World Bank and the Inter-American Development Bank are aiming for 50 percent (by 2012) and 38–40 percent (by 2015) respectively at the managerial levels. Overall, the Fund's share of women, especially at the professional and managerial grades, is lower than that of other international organizations (Table 15).

22. **For underrepresented regions, a significant gap remains with regard to the 2014 B-level benchmarks and achieving them will require stronger efforts and new measures.** At the time these measures were formulated, it was estimated that a total of about 30–35 staff (including secondments) from underrepresented regions would have to be appointed to the B-level through external recruitment or internal promotion over the four-year period to end-2014. This number would account for about 40 percent of all new B-level appointments, compared with less than 20 percent in the period 2006–09. Four new measures were introduced to meet these targets, while maintaining the top-quality requirement for recruitment and promotions and ensuring adequate career prospects for all staff.

- ***Short-listing of diverse staff.*** For each vacancy at Grades A15 to B3, the final shortlist of candidates must include at least one diverse candidate, namely a national from an underrepresented region or a woman. If no competitive diverse internal candidate is available, the department is expected to turn to the outside in order to ensure that the short list is appropriately diverse.
 - ***Strengthened career development support through two initiatives:*** a pilot Executive Diversity Mentoring Program for strong performers from underrepresented regions at Grade A15 was introduced, pairing them with senior staff at Grades B4-B5 from another department; and the Review Committee and hiring department are to give enhanced feedback to shortlisted unsuccessful candidates for A15 and B1 positions.
 - ***Additional resources for external hires.*** Departments hiring diverse external candidates at Grades B1-B3 will receive an extra budgetary allocation (Fund-wide total of four positions per year) for a period of three years. This measure is designed to provide an incentive to hiring departments, give extra time to external hires to integrate in the Fund—a problem frequently noted in the past—and mitigate the impact on the promotion prospects of internal non-diverse staff.
-

- ***Strengthened external sourcing capacity.*** Resources will be made available to HRD to provide departments with a larger number of competitive diverse candidates and create a strong rolling pipeline of B-level candidates from underrepresented regions.

IV. DIVERSITY TRAINING, EDUCATION, AND AWARENESS BUILDING

23. The Diversity Office organized a broad range of events:

- **International Women’s Day in March 2010.** “If you expect to win, you will,” was the key message from 22-year Wall Street veteran and author Carla Harris who addressed a special International Women’s Day event. She offered also other pearls of wisdom on how to achieve career success. Deputy Managing Director Murilo Portugal saluted his female colleagues and thanked them for their contribution and dedication, both those in the office and women at home.
- **ORIGIN (Organizational and Institutional Gender Information Network) 15th Anniversary Conference hosted by the World Bank, the IMF, and the IDB.** The Diversity Council, senior staff and members of the DRG participated in sessions addressing strategies, policies and best practices in gender equality, diversity, and inclusion in this annual gathering of heads of diversity of about 20 multilaterals and comparators against whom the Fund benchmarks.
- **Diversity training seminar on “implicit bias” in selection and performance management processes, conducted by Harvard professor Dr. Mahzarin Banaji.** Five seminars and workshops were held for management, department heads and other staff. This means that all 300 B-level staff and 800 other staff have now benefited from this important training. Professor Banaji discussed the hidden biases we have that can undermine our work as managers and how we can overcome them. To make an organization a better place, we must be aware of how we think and how our unconscious biases work. We must learn to value difference.
- **Women’s networking events in April and October 2010.** In these informal gatherings organized by the Diversity Office on behalf of EXR Director Caroline Atkinson and HRD Director Shirley Siegel, senior-level women across departments and career streams shared their experience on how to overcome career progression barriers.
- **New Executive Diversity Mentoring Program launched in November 2010.** This program is part of the measures announced earlier to increase B-level diversity. The program objectives are to cultivate a mentoring relationship between senior managers and diverse top performers and to strengthen the competitiveness of the mentees for advancement to the B-level.

- **Annual DRG Conference in December, with the Diversity Council, many department directors, senior staff and about 150 DRG members in attendance.** The conference was an opportunity for participants to take stock of the Fund's progress, as well as challenges to the diversity agenda, and to learn from external experts about developments and trends in the diversity arena. John Lipsky, First Deputy Managing Director, opened the conference saying that the Fund is now perceived as more diverse and more representative of its membership, but significant gaps remain, with the DRGs as a critical link to implementation of diversity on the ground.
- **Roadshows on Diversity Annual Report and diversity trends.** Diversity Council members visited departments and offices to discuss key findings of the Annual Report as well as the first scorecard results. These meetings covered a range of issues confronting departments: how to increase recruitment of diverse candidates in the face of scarce supply and low growth of the institution; how to better align HR policies and practices with diversity; how to broaden the present approach to diversity by considering dual nationality, contractual employees, and the diversity profile of Grade A1-A8 staff.

V. STAFF DYNAMICS

24. Recruitment, promotion, and separation are the three key factors determining the evolution of the diversity picture over time.

A. Recruitment

25. **On the whole, external recruitment in 2010 presented a mixed picture from a diversity point of view (Table E).** The share of women among the new Grade A9-A15 staff joining the institution (31 percent) in 2010 was in line with the medium-term average but below the share of the stock of women at these grades (36 percent). However, the share of women of the incoming B-level staff (35 percent) was significantly higher than the stock and recent recruitment experience. The proportion of recruits from the four underrepresented regions as a whole (44 percent) was slightly above the medium-term average, mainly due to strong recruitment of East Asians.⁶ However, recruitment of nationals from African and Middle Eastern countries once again fell short of the stock benchmarks. Overall, recruitment remained relatively elevated in 2010 in order to fill the new positions created in response to the recent financial crisis and the vacancies from the 2008 restructuring.

⁶ The recruitment data for East Asians includes a sizeable number of secondments. Staff typically come for two to three years, after which they return to their home country.

Table E. Recruitment and Separations by Diversity Category—Staff 1/
(January - December 2010)

Category	Grade	Recruitment 2/		Separations 3/	
		#	%	#	%
Total	A1-B5	190	100.0	65	100.0
	A9-A15	144	75.8	46	70.8
	B1-B5	17	8.9	9	13.8
Women	A1-B5	74	38.9	28	43.1
	A9-A15	44	30.6	17	37.0
	B1-B5	6	35.3	2	22.2
Developing and Transition Countries	A1-B5	101	53.2	25	38.5
	A9-A15	78	54.2	20	43.5
	B1-B5	4	23.5	1	11.1
Underrepresented Regions	A1-B5	86	45.3	24	29.3
	A9-A15	63	43.7	18	39.1
	B1-B5	5	35.3	4	44.4
Africa	A1-B5	13	6.8	5	0.0
	A9-A15	8	5.6	4	8.7
	B1-B5	1	5.9	0	0.0
East Asia	A1-B5	41	21.6	12	18.5
	A9-A15	29	20.1	8	17.4
	B1-B5	4	23.5	3	33.3
Middle East	A1-B5	14	7.4	3	4.6
	A9-A15	10	6.9	3	6.5
	B1-B5	0	0.0	0	0.0
Transition Countries	A1-B5	18	9.5	4	6.2
	A9-A15	16	11.1	3	6.5
	B1-B5	1	5.9	1	11.1

Source: PeopleSoft HRMS; Report ID: DAR 017a.

1/ Excluding Office of Executive Directors (OED) and Independent Evaluation Office (IEO).

2/ Including EP recruitment and transfers from OED and IEO to the staff.

3/ Includes transfers to Separation Benefits Fund (SBF), transfers from staff to OED and IEO, and excludes staff leaving SBF.

26. **Continued strong regional diversity in Economist Program (EP) recruitment (Table F).** More than half of the new EPs in 2010 came from the four underrepresented regions, broadly in line with the medium-term average. As in previous years, the largest group came from East Asia, mainly China, closely followed by nationals of Transition Countries in Europe. However, there was only one recruit from the Middle East and only two from Africa in 2010. The share of women among the new EPs was 32 percent, well below the medium-term average of 44 percent.

Table F. Economist Program: Appointments, CY 2005–10
(In percent where indicated)

	2007–10 (annual average)	2007	2008	2009	2010
Participants (end of year)	56	47	40	82	94
Appointments	27	19	19	44	31
Gender					
Men	15	11	15	21	21
Women	12	8	4	23	10
Women (in percent)	44.4	42.1	21.1	52.3	32.3
Nationality					
Industrial countries	9	6	4	16	9
Industrial countries (in percent)	33.3	31.6	21.1	36.4	29.0
Developing and Transition Countries	19	13	15	28	22
Underrepresented regions	16	10	14	22	17
Africa	2	2	1	4	2
East Asia	7	5	5	9	8
Middle East	2	0	4	2	1
Transition Countries	5	3	4	7	6
Underrepresented regions (in percent)	59.3	52.6	73.7	50.0	54.8

Source: Recruitment and Staffing Division, HRD.

27. **As in previous years, it proved more difficult to attract diverse mid-career candidates than diverse university graduates in 2010.** The reasons for this—smaller supply, greater competition, lower mobility, decentralized decision-making in the Fund—have been discussed many times. Overcoming these problems requires highly resource-intensive search methods by multiple means, strong knowledge of local markets and institutions, excellent connections, forthcoming member authorities, and the willingness of hiring departments to make some modifications to traditional approaches. As a result, the shares of women and nationals from underrepresented regions among new Grade A9-A15 staff were all somewhat below those reported in Table E, with the exception of the Middle East, which was the same.

28. **Overall diversity of B-level recruitment improved.** Of the 17 B-level staff hired externally, six (35 percent) were women and four (23.5 percent) came from developing and Transition Countries (Table 9). These shares were above those experienced in the last few years. A total of six (including secondments) of the new B-level staff—a share of 35 percent—were from three of the four underrepresented regions. As was the case in the previous four years, none of the B-level recruits came from the Middle East.

B. Promotions

29. **The promotion rate to the B-level (Grade B1) of staff from the four underrepresented regions increased in 2009–10 and reached the same level as that of other regions (Table G).** This development constituted significant progress compared to the previous three years, when the combined promotion rate of nationals from Africa, East Asia, the Middle East, and Transition Countries was less than half that of other nationals.

Table G. Promotion Rates (A14/15 to B1)
(In percent)

	2006–08 (average)	2009–10 (average)
Africa	1.7	4.6
East Asia	0.8	2.4
Middle East	2.1	4.8
European Transition Countries	1.1	3.3
All Underrepresented Regions	1.5	3.8
Other regions	3.4	3.9
Fund average	3.0	3.9

Sources: PeopleSoft HRMS; Report ID: DAR_017 and Report ID: PROM_003.

1/ Promotion rate is the number of promotions as a percentage of stock of staff in preceding grade in previous year.

30. **Overall, the shares of women and of staff from the four underrepresented regions of all promotions to Grade B1 rose significantly in 2010 (Table H).** Women accounted for almost one-half of promotions to the B-level in 2010 and nationals from the underrepresented regions for 24 percent. At Grades A13-A15, both economists and SCS combined, the percentage of nationals from the four underrepresented regions promoted (as a share of the stock of staff from these regions) exceeded the Fund average in 2010, with the exception of staff from Africa, whose promotion rate was somewhat below the average (Table 13). At grades A9-A12, however, the promotion rate for the four regions (economists and SCS combined) was somewhat lower than the Fund average, with the exception of Transition Countries nationals.

Table H. Pipeline and Promotions
(In percent)

Summary	2007–09 (average)	2010
Share of underrepresented regions in:		
A14	26.4	27.5
A15	15.9	17.9
B1	20.9	26.8
Promotions to B1	14.0	24.0
B-level benchmark	22.0	22.0
Share of women in:		
A14	27.2	26.8
A15	23.2	22.4
B1	25.5	36.6
Promotions to B1	25.0	48.0
B-level benchmark	20.0	20.0

Sources: PeopleSoft HRMS; Report ID: DAR_017 and Report ID: PROM_003.

31. **The pipeline of staff from underrepresented regions at key grades (A14-B1) improved in 2010, while that of women remained broadly unchanged.** This improvement for the underrepresented regions was modest at Grades A14-15, but there was a jump in the share of this group of all B1 staff. The continued relative weakness of the pipeline at Grade A15 remains a concern. The pipeline of women is more robust, and the share of women at Grade B1 also experienced a sharp increase in 2010. Another indicator of promotions is the time spent at key grades (A14-15). It shows that staff from the four underrepresented regions, with the exception of Africa spent less time than the average at these grades in 2010 (Table 14).

32. **B-level pipeline and performance.** Table I provides data on the performance of diverse candidates at key grades for promotion to the B-level in 2008–10, Grade A15 for economists and Grades A14-A15 for SCS staff. It shows that the share of women with strong performance—a MAR (Merit-to-Allocation Ratio) of 1.05 or higher—of all economists at Grade A15 was 24–27 percent, while women’s share of all economists at that grade was 22 percent. In the case of staff from underrepresented regions, their share of high performers was in line with the share of the overall stock of Grade A15 economists. The same results hold for women at Grade A14-A15 in the SCSs. Staff from underrepresented regions had a somewhat higher share of the strong performers in the SCSs than of the overall stock.

Table I. B-Level Pipeline and Performance—Economists and Specialized Career Streams (SCS), 2008–10 1/

(In percent)

		Underrepresented Regions	Women
Economists (A15)	Avg. MAR ≥ 1.05	17	24
	Avg. MAR ≥ 1.10	18	27
	Share of Staff (Dec 31, 2010)	18	22
SCS (A14 and A15)	Avg. MAR ≥ 1.05	17	41
	Avg. MAR ≥ 1.10	23	44
	Share of Staff (Dec 31, 2010)	16	43

Source: PeopleSoft HRMS; Report ID: EMP_INFO.

1/ Excludes IEO and OED.

2/ Three-year average MAR (2008–10). Excludes 14 staff members who do not have MARs over a three-year period (Six A14 economists, of which one woman; and eight A14/A15 SCS, of which three women).

C. Separations

33. **On balance, separations in 2010 had no significant effect on diversity (Table E).** The share of women at Grades A9-A15 leaving the Fund was somewhat above the share of women among all professional A-level staff. With regard to the four underrepresented regions as a whole, two developments stand out in 2010: the relatively large number of A9-A15 staff from Africa and the Middle East leaving compared with the small stock; and the continued sizeable number of professional staff from East Asia, including at the B-level, separating. However, the number of separations of East Asians is inflated by the expiration of secondment arrangements, which are typically for two to three years, after which the staff return to their home country.

VI. DIVERSITY AND EDUCATIONAL BACKGROUND

34. **To help ensure the highest quality of staff, the Fund recruits EPs at the top universities and graduate schools of economics around the world (Table 16).** EPs account for about one-third of the annual recruitment of economists. The academic institutions meeting the Fund’s requirements are overwhelmingly located in North America and Western Europe. Although there is no globally accepted ranking of universities in economics, available surveys show that the top 50 universities are almost exclusively located in the United States, Canada, the United Kingdom and continental Europe.⁷ These

⁷ One of these surveys is the “Academic Ranking of World Universities in Economics/Business,” <http://www.arwu.org/>.

universities attract students from all over the world, with a large share of students from developing and Transition Countries. As cultural and other values tend to be set in a person's early teenage years, attendance of a top university abroad would not be likely to diminish a candidate's intrinsic diversity, but rather equip a diverse candidate with the education and training to be successful at the Fund. Given the geographic and gender diversity of the student body, EP recruitment has traditionally shown the greatest diversity of all of the Fund's recruitment.

35. **For mid-career recruitment, the key requirement is the quality and relevance of professional experience.** The recruitment of mid-career economists accounts for the majority (about two-thirds) of hiring in recent years. These professionals directly bring the diversity of country experience to the Fund. In most cases, they also have top degrees, because without those they would not be assigned the work they are carrying out in their home countries.

36. **This trend seen in the educational background of these two groups is quite consistent with that of the Fund staff as a whole. A review of the country of education of Fund staff shows that by far the majority have been educated in the United States, followed at great distance by the United Kingdom, with a few developing countries also among the top ten.**⁸ No fewer than 63 percent of all PhDs, half of the Master's degrees and 40 percent of Bachelor's degrees were obtained in the U.S. In addition, the United Kingdom, France, Canada, Germany, and Italy are important countries of education of Fund staff. However, India, China, the Philippines and Russia are also among the top ten countries (Table J).

⁸ A caveat applies to these data, because they are not systematically collected and recorded in all cases.

**Table J. Country of Education of Fund Staff 1/
All Departments**
(In percent)

Country	Bachelor's Degree	Master's Degree	Doctorate	Overall
United States	40.2	49.4	63.0	47.9
United Kingdom	6.2	11.2	9.2	9.0
France	3.1	5.4	3.2	4.4
Canada	3.7	4.0	2.6	3.7
India	5.0	2.6	0.0	3.1
Germany	1.5	2.7	3.2	2.5
Italy	1.9	1.6	2.9	2.0
China	2.6	1.1	0.6	1.6
Philippines	2.9	0.5	0.0	1.4
Russia	1.0	1.9	0.8	1.3
Belgium	0.9	1.8	1.2	1.3
Brazil	1.9	0.8	0.0	1.1
Japan	1.8	0.7	0.6	1.1
Netherlands	0.0	1.3	2.4	1.1
Argentina	1.3	1.0	0.0	1.0
Switzerland	0.7	0.7	2.3	1.0

Source: PeopleSoft HRMS; Report ID: DIV_EDU.

1/ Countries with a share of 1.0 percent or more of the total.

37. **There is also the question of whether recruiting at the top universities results in uniform thinking and a loss of intellectual diversity.** The universities where the Fund recruits are intellectually not monolithic and provide a broad range of schools of thought in economics. As previously lower ranked universities have made it into the top tier, the Fund has adapted its recruitment pattern and should continue to do so. There are no indications that the pattern of the recruitment of new graduates as such promotes uniform or group thinking. What is important is the intellectual curiosity imparted by a good education and the openness to new thinking. To be successful, Fund economists have to be open to the diverse experience of member countries and to changes in thinking over time.

VII. STAFF AT GRADES A1-A8 AND CONTRACTUAL EMPLOYEES

38. **Staff at Grades A1-A8 and contractual employees are not included in the diversity benchmarks and the Fund's diversity data.** However, these two groups together account for about one third of the Fund's approximately 3,000 employees (excluding the Offices of Executive Directors). Moreover, contractual employment, in particular, frequently serves as an entry gate into the professional staff. Therefore, the diversity of these groups warrants attention.

39. **The large majority of Grade A1-A8 staff are women (86 percent) and most are nationals of developing countries (58 percent) (Table 1).** Compared with staff at the professional grades, a larger proportion comes from Africa and developing countries in East Asia and the Western Hemisphere. By contrast, there are relatively fewer A1-A8 staff from the Middle East and Transition Countries. The United States (27 percent) and the United Kingdom (6 percent) are relatively strongly represented among A1-A8 staff, while other industrial countries have proportionally less staff at these levels than at the professional grades.

40. **On the whole, the contractual employees of the Fund include a larger share of women, but are geographically somewhat less diverse than the professional staff.** Of the 535 long-term contractual employees⁹ at the end of 2010, roughly one-half were at the professional level and virtually all of those worked in the specialized career streams (SCSs) (only 19 were economists). There are relatively few nationals from Africa and Middle Eastern countries among the professional contractual employees, while the shares of East Asians and nationals from Transition Countries are slightly above the respective shares of the professional staff. The United States is relatively strongly represented among professional contractual employees, because of local hiring. The diversity of contractual employees matters, because they constitute an important pipeline for staff recruitment in specialized career streams. In the past five years, 39 percent of new Grade A9-B5 staff, almost all in the SCS, were former contractual employees (Table K). Of the contractual employees appointed to the staff, 48 percent were women and 40 percent came from underrepresented regions.

⁹ Contracts of one year or longer.

**Table K. Staff Appointments (Grades A9-B5)
All Departments
January 2006 - December 2010**

Diversity Region	Total Appointments				Previous Contractuals			
	Women	Men	Total	%	Women	Men	Total	%
	#	#	#		#	#	#	
Africa	10	37	47	7.1	7	12	19	7.3
Asia (excl. East Asia)	7	25	32	4.8	5	12	17	6.6
East Asia	42	72	114	17.3	20	18	38	14.7
Europe (excl. Trans. Countries)	47	132	179	27.1	23	45	68	26.3
European Transition Countries	33	34	67	10.2	17	13	30	11.6
Middle East	10	30	40	6.1	6	10	16	6.2
Other Western Hem	15	57	72	10.9	7	29	36	13.9
US/Canada	43	66	109	16.5	15	20	35	13.5
Total	207	453	660	100.0	100	159	259	100.0
Fund staff appointments: Previous Contractuals				39.2	1/			
Underrepresented Regions				39.8	2/			
Women				48.3	2/			

Source: PeopleSoft, Report: EMP_INFO.

1/ In percent of staff appointments.

2/ In percent of staff appointments of contractuals.

VIII. REVIEW OF PROGRESS ON THE 2009 DIVERSITY ANNUAL REPORT RECOMMENDATIONS

41. Maximize and leverage the use of the Diversity Scorecard.

- The scorecard is widely used by departments to assess their own performance and to guide HR decisions. Greater diversity in the composition of interview panels and progress in the mentoring program are directly related to the introduction of the scorecard. The Diversity Office met twice with all 18 departments and offices during 2010 to discuss the diversity scorecard results. Thus, department heads, senior staff and DRG members are aware of and engaged in the diversity efforts of their departments. DRGs have also incorporated aspects of the scorecard into their own work program. For example, they have carefully analyzed their Goal 4 results with a view to addressing some of the concerns expressed.

42. Increase, over time, the share of underrepresented groups in senior positions, by achieving at least an equal rate of promotion relative to the Fund average.

- The promotion rate of staff from underrepresented regions to the B-level reached that of the Fund average in 2009–10.
- A specific approach was outlined to achieve the 2014 B-level benchmarks for underrepresented regions; this approach was mostly adhered to in 2010.

- The enhanced external sourcing capacity agreed on in 2010 should help build a stronger pipeline of competitive diverse candidates for the B-level.
- The Executive Diversity Mentoring Program launched in November 2010 should also help to strengthen the competitiveness of diverse candidates for career advancement.
- Close liaison between the Senior Review and Review Committees with the Diversity Advisor and the Diversity Council has not yet been reached, but both committees met with the Council in early 2011.

43. **Continue diversity training and turn it into tangible action.**

- An extensive training program on implicit bias in selection and performance management has included management, department heads and many other staff (1,100 altogether). The Recruitment Division of HRD is consulting with Professor Banaji to improve recruitment procedures.
- The revised diversity module on microinequities continues to be well received in the Fundamentals of Management course.

44. **Explicitly integrate diversity into all key human resource procedures.**

- A key step was the introduction of the requirement that for each A15-B3 vacancy the final shortlist must include at least one diverse internal or external candidate.
- A diversity-specific composite was introduced with the new Staff Assessment of Managers (SAM) in 2010; it is too early to assess its impact on human resource management practices.

45. **Provide ongoing support for the retention and accelerated growth of mid-career staff, including those from underrepresented groups.**

- The recent actions to strengthen B-level diversity should help with this objective. Specifically, a pilot executive diversity mentoring program was introduced, and the Review Committee and hiring departments are required to give better feedback to unsuccessful candidates for senior level positions.

46. **Ongoing analysis of contractual employees and A1-A8 staff.**

- Preliminary discussions were held to include long-term contractual employees in the diversity scorecard after the one-year pilot ending in April 2011.
- The monitoring of the diversity profile of Grade A1-A8 staff was continued.

IX. CONCLUSIONS AND RECOMMENDATIONS

47. **Recent years have seen some tangible successes as well as a change in culture, but the job of making the Fund sufficiently diverse is far from done.** The business case for greater diversity is self evident: it improves the Fund's intellectual and human capital and makes it more representative of its global membership. In order to realize that, it is important that the Fund draw on the cultural knowledge and worldviews of member countries to inform the thinking and the work. Recognizing that as an imperative does not, however, make the task easier, for any change initiative inevitably leads to some friction and apprehension. There are, on the one hand, some expressions of concern by non-diverse staff, about what they perceive to be diminishing opportunities for career advancement and promotions. On the other hand, for staff and member countries that have been underrepresented for some time, change will likely be perceived as not coming fast enough. The efforts to increase diversity are focused on helping create a level playing field. It is likely that everyone will feel a bit unsettled while we are in the process of making the necessary adjustments. This poses a difficult challenge for diversity policy: it has to be ambitious in its objectives; firm in its implementation; unceasing in its effort to educate, train, and build skills; and mindful of the needs of all staff and stakeholders. And above all, it has to remain demonstrably true to the basic tenet that in its application it adds value and enhances the effectiveness of everyone in the Fund.

48. **Over the years, the Fund has made steady progress on diversity, and 2010 was no exception.** Three developments stand out in 2010: the reaching of the benchmark for the representation of women at senior levels; the introduction of the measures to achieve an acceptable share of senior staff from underrepresented regions; and the introduction of the scorecard. The first is a good result in itself, and suggests that the strategies used to achieve it can be modified for consideration for underrepresented regions, even allowing for the reality that some of the challenges are different. The new B-level policy measures are a departure from the approach pursued so far but they are necessary given the low rate of progress with regard to senior level promotions and appointments of staff from underrepresented regions. Regarding the scorecard, it offers a very welcome opportunity not only to assess progress, but also to show transparency and strengthen the accountability of departments.

49. **Looking to the future, the main approach should be to measure, monitor, and increase momentum.** The Fund has built a strong diversity infrastructure in terms of organization and tracking capacity, has good policies in place to achieve the diversity objectives, and has developed an extensive education, training, and awareness raising program. With this comprehensive framework in place and the change in culture that has taken place, it is primarily up to staff, both diverse and non-diverse, to take ownership of their career. Monitoring mechanisms may have to be refined, policies adapted to new developments, and the training program further strengthened, but the main challenge is to

maintain, and where appropriate, increase the momentum of implementation and hold those accountable who make the personnel decisions. At the same time, management and senior staff must never cease to make the business case for greater diversity.

Recommendations:

50. *For management and departments:*

- **Introduce a new and appropriately ambitious benchmark for the representation of women at the B-level.** The Fund is behind comparable international organizations in the representation of women at senior levels (Table 15), and the share of women at the B-level is well below that in the lower professional grades. However, the Fund has a robust pipeline of high-performing women who are ready for promotion. To support the new benchmark, an equally ambitious target would have to be adopted for mid-career and B-level external recruitment of women.
- **Firmly implement the new measures adopted to meet the 2014 B-level benchmarks for underrepresented regions and observe the indicative targets for the period up to 2014.** Meeting this benchmark has now become a litmus test of diversity in the Fund.
- **Review the orientation program for new staff.** Be frank in the initial orientation about the success factors for a Fund career: strong analysis, good writing, strong English language skills, excellent teamwork, finding mentors, and making use of help from and the experience of others. Ensure that new staff have appropriate coaching, supervision, and training (language and/or writing) to close any skill gaps.
- **Develop a stronger pipeline of staff from diverse backgrounds.** To achieve this, staff need training, coaching, mentoring, and high-visibility assignments. This would help provide the mobility for staff that is such an important factor in being considered for upward mobility. Departments should keep careful track of high-visibility assignments and ensure that a fair share is allocated to staff from underrepresented regions.
- **Broaden the “talent reviews” and strengthen career and succession planning.** Ensure that the promotion rate of staff from the underrepresented regions remains at least the same as that of other staff.
- **Complete the work on dual/original nationality to get a better picture of actual diversity.** A systematic collection of these broader measures of diversity was approved by management in 2010, since the data currently available is voluntary and unverified. This information would continue to be self-reported and would not have

the objective validity of the current policy for counting nationalities, but would help to provide a clearer understanding of the depth of cultural perspectives and capacity in the Fund.

- **Further strengthen accountability for personnel decisions.** Management should include the diversity scorecard in departmental performance reviews and hold department heads and senior managers accountable for the results.

51. *For member countries:*

- **Strengthen the support for diversity from member countries.** They can help candidates from their countries to be competitive in an international environment, in terms of academic and professional qualifications, language ability, and written and oral communication skills. Furthermore, member countries should feel free to refer qualified professionals from their countries, with the understanding, however, that all candidates have to go through a competitive process.

Annex. Diversity in the Fund: A Brief Retrospective: 1995–2010

A. Key Steps

- 1. Diversity has been a fundamental personnel principle at the Fund from its very beginning.** The basic rules and regulations of the Fund require geographically diversified recruitment (Rule N-1) and prohibit discrimination against any person because of sex, race, creed, or nationality (Rule N-2). The concept of diversity in the Fund has gradually evolved from a focus on geographical representation to a broader approach that encompasses a range of staff characteristics, including gender, age, family status, and sexual orientation. Against this backdrop, the Fund’s diversity efforts have had two main goals: first, to promote higher shares of women and staff from underrepresented regions at all levels of the organization and, second, to ensure that all individuals are respected and recognized and have equal opportunities.
- 2. Although diversity had been a longstanding concern of the Fund’s personnel policies and practices, the strategy to achieve greater diversity was not formalized until the mid-1990s.** By that time, diversity had become an issue of growing concern in international organizations and elsewhere, giving impetus to new approaches and policies and leading to the development of a whole new diversity culture. Prompted by this change in the external environment, a report on the Status of Women in the Fund was issued in 1994, and a discrimination report was prepared in 1995. Follow-up actions included the creation of the position of Advisor on Diversity in 1995, whose responsibilities cover all aspects of staff diversity, and a review of individual discrimination cases.
- 3. The Managing Director’s statement of January 1996 on “Measures to Promote Staff Diversity and Address Discrimination” constituted the first formal diversity program in the Fund.** The statement emphasized the importance of human resource and diversity management; equal rights and opportunities; zero tolerance of discrimination; remedial action through reviews and adjustment measures; transparency in personnel policies and practices; open communication; constructive performance feedback; and departmental accountability in promoting diversity.
- 4. To achieve greater geographical and gender diversity, the Fund decided to rely on quantitative and qualitative guidelines rather than quotas, and on regularly monitoring progress.** Efforts were also made to delineate diversity categories in the Fund’s existing database. Specific actions taken in the next few years included the formulation of departmental diversity action plans, which were subsequently incorporated in comprehensive human resource plans. Furthermore, diversity considerations began to be incorporated in policies on recruitment, career development, promotions, performance assessment, as well as the staff assessment of supervisors.

Key Steps and Developments	
2010	New policy measures introduced to strengthen senior-level diversity
	Women's benchmark achieved Diversity Scorecard implemented
	B-level Diversity Training on "Implicit Bias" followed by training for A-level staff
2009	Diversity Annual Report Roadshows in all departments Review Committee and Senior Review Committee interface with the Diversity Council Staff Assessment of Managers Diversity Related Composite introduced Fundamentals of Management revamp – focus on microinequities New quantitative targets for 2014 adopted
	Diversity scorecard developed
2008	Comprehensive diversity work program introduced, comprising workshops, seminars, and cross-cultural learning events (International Women's Day, Nationality Equity Celebration, Festival of Cultures)
2007	Statement on diversity formulated
	New diversity strategy adopted
	Diversity Reference Groups created
2006	Diversity Council created
2004	Actions to address Staff Survey results taken
2003	Enhanced Diversity Action Plan adopted with quantitative benchmarks
	Staff Survey carried out
	Fund-wide Mentoring Program initiated
2002	Mission Code of Conduct and Management Standards introduced
	Domestic partner benefits extended
2001	Compressed Work Schedule introduced
	Child Care Center opened
2000	Ethics Office created
	Policy on harassment revised
1999	Diversity-sensitive interview methods and training introduced
	Study on gender differences in APRs carried out
1998	Code of Conduct introduced
1997	Discrimination review of individual cases
	Diversity workshops and seminars initiated
	APR changes to accommodate diversity
1996	First formal diversity program: MD statement on "Measures to Promote Staff Diversity and Address Discrimination"
1995	Report on discrimination in the Fund
1994	Report on status of women in the Fund

5. **The next milestone in the Fund’s efforts to increase staff diversity was the adoption of the Enhanced Diversity Action Plan in 2003, which for the first time included numerical benchmarks in addition to new actions on recruitment, career development, and the work environment.** At the same time, the policies and safeguards on discrimination introduced in the 1990s were consolidated in a document on Discrimination Policy. The quantitative indicators consisted of benchmarks for the period 2003–08 for the representation of women at the senior level (the B-level comprising Grades B1-B5); the recruitment of women in the economist and specialized career streams (SCS); the stock of developing country nationals at the professional grades (Grades A9- B5); and the representation of nationals from Africa, European Transition Countries, and the Middle East at these grades.

6. **A new chapter in the Fund’s diversity policy was opened with the creation of a high-level Diversity Council in 2006.** Its primary objective is to provide strategic institutional guidance on all matters that impact diversity at the Fund. The Council is chaired by management and includes 11 senior staff, with the Director of HRD, the Diversity Advisor, and the chair of the SAC as ex-officio members.

7. **In cooperation with the Executive Board the Council issued a *Statement on Diversity* in July 2007:**

Box 1. Statement on Diversity

“The IMF recognizes the importance of promoting the diversity of its staff. An IMF staff that reflects the diversity of its membership will enhance legitimacy and understanding of the Fund’s role, and strengthen the Fund’s ability to serve its member countries.

The need for effective engagement in all member countries—in the context of globalization, the increasing prominence of emerging-market and low-income countries, and the changing role of women in the economy—makes diversity increasingly critical of all activities of the Fund. As an international organization, our work requires a staff that is diverse in nationality, academic, cultural, and professional background, and gender. Drawing effectively on diverse perspectives will add value to our decision making, enrich the quality of our policy advice, and enhance our efficiency and effectiveness.

Accordingly, we will strive to attract, retain, and develop a wider pool of talent and to tap the diverse knowledge and experiences of our human capital. We believe that a diverse and inclusive work environment will promote fairness, foster productivity, and motivate staff, thereby maximizing contributions from all staff for the benefit of all stakeholders.”

8. **The Diversity Council also adopted a new *Diversity Strategy* which has four key goals:**

- increasing the share of underrepresented groups,
- providing a level playing field to all,
- ensuring Fund members that their diversity concerns are being addressed, and
- achieving full buy-in to diversity by all staff.

9. **With the Diversity Council at the executive level, the Diversity Reference Groups (DRGs) were created in each of the 18 departments and offices in 2007 in order to complement the organizational framework with a structure at the operational level.**

These groups consist of up to a dozen staff each and their main role is to realize the Fund-wide diversity strategy as it applies to their departments. They are to help senior managers implement diversity policies, surface issues confronting individuals and smaller groups in their work environment, and, more generally, serve as a link to the grassroots of the organization on matters related to diversity.

10. **A varied and comprehensive diversity work program was introduced in 2008.** Regular diversity events, consisting of conferences, workshops, seminars, and cross-cultural learning events, were held to raise awareness as well as provide diversity training.

11. **In a Town Hall meeting after the 2009 Annual Meetings, the Managing Director emphasized the importance of creativity and innovation as keys to the Fund's success in the future.** He stressed that, for this, the staff needs to be a source of new ideas and a source of change. Management's emphasis on new ideas and innovation strengthens the case for greater diversity. Research has shown that diverse heterogeneous groups consistently outperform non-diverse homogeneous teams. Creativity, innovation and superior problem solving are key aspects of strong performance.

12. **The next step in the implementation of the diversity strategy was the adoption in 2009 of new quantitative targets to be achieved by 2014.** The new targets recommitted to the benchmarks established in 2003 and complemented them with new benchmarks for East Asian staff and for regional representation at the senior level. The new quantitative indicators reflected the outcome with respect to targets for 2008 established in 2003 and more recent concerns about underrepresentation of East Asian nationals, as well as the small share

Box 2. The Fund's Diversity Benchmarks, 2009–14 (In percent)		
<i>Region</i>	<i>A9–B5 Grades</i>	<i>B-level</i>
Africa	8.0	6.0
East Asia	12.0	7.0
Middle East	8.0	5.0
Transition Countries	8.0	4.0
Developing Countries	40.0	
Women		20.0
Women (Economists)		15–20
Women (SCS)		35–40

of Africans, East Asians, and nationals from the Middle East and Transition Countries at the B-level.

13. **To enhance transparency and accountability and facilitate monitoring, a Diversity Scorecard was introduced in 2010.** The scorecard records departmental performance with regard to the four goals of the diversity strategy and the 2014 benchmarks. It includes measures of the inclusiveness and equal access to opportunities, as well as of the views of the Fund's shareholders and staff on the objectives and implementation of the diversity strategy.

Table L. Elements of the Diversity Scorecard

Table L. Elements of the Diversity Scorecard			
GOAL 1	THE SHARE OF UNDERREPRESENTED GROUPS MUST BE INCREASED		
	SHARE OF STAFF FROM UNDERREPRESENTED GROUPS	→	1. Share of A9–B5 staff from Africa, East Asia, the Middle East, and Transition Countries
		→	2. Share of B-level staff from Africa, East Asia, the Middle East, and Transition Countries
		→	3. Share of B-level women
GOAL 2	PROVIDE A LEVEL PLAYING FIELD TO ALL		
	1. EQUAL ACCESS TO ADVERTISED POSITIONS	→	Share of underrepresented groups in managerial positions A14 and above and res-reps (applicants, shortlists and hires)
	2. REPRESENTATION ON INTERVIEW PANELS	→	Composition of interview panels for managerial positions (A14 and above and res-reps)
	3. TRAINING	→	Access to selected training courses - <i>Team leadership skills, Giving and receiving feedback, Fundamentals of Management, Effective presentation skills, communication skills, Strategic negotiation and influencing skills, Assertive communication for women, Short document writing for research assistants and SCS staff, and Written communication for economists and research officers.</i>
	4. MENTORING	→	Characteristics of department's mentoring program
	5. SUPPORT TO DIVERSITY REFERENCE GROUPS	→	Department's support of Diversity Reference Groups
GOAL 3	FUND MEMBERSHIP SHOULD BELIEVE THEIR DIVERSITY CONCERNS ARE BEING ADDRESSED		
	1. RESPONSIVENESS	→	Annual Survey of Executive Directors gauging performance of Diversity Council, Diversity Advisor, Fund Management and Departmental hiring managers
	2. EFFECTIVENESS		
	3. ACCOUNTABILITY		
GOAL 4	FULL BUY-IN TO DIVERSITY OBJECTIVES AND STRATEGIES SHOULD BE ACHIEVED		
	ANNUAL STAFF DIVERSITY SURVEY	→	Staff buy-in to Fund's diversity objectives and strategy; staff views on their department's effective promotion of diversity

14. **The latest action capping this 15-year period of diversity initiatives has been the adoption of a set of policy measures to strengthen diversity at senior levels in late 2010.** These measures break new ground in terms of specific and targeted actions. The new measures provide for the mandatory inclusion of at least one diverse candidate (woman or national from an underrepresented region) in the short list for A15-B3 vacancies; strengthened career development through mentoring and better feedback; temporary additional resources for diverse external hires; and strengthened external sourcing capacity.

B. Outcomes

15. It is only fair to ask what has been the outcome so far of 15 years of efforts to strengthen diversity in the Fund in terms of the awareness and acceptance of diversity, the policies promoting diversity, and the numerical results.

Awareness and acceptance

16. **The Fund has come a long way from the initial rather lukewarm reception of diversity in the mid-1990s.** There is no denying that despite the international character of the Fund diversity was less than enthusiastically embraced by the staff when it first became an explicit institutional objective. However, there has been substantial progress since that time.

- ***There is now much greater appreciation of the value that gender, regional, cultural and professional diversity bring to internal discussion, policy formulation, advice to members, and institutional performance as a whole.*** Initially there was widespread concern that actions to increase diversity, because of a potential lack of focus on competence and ability, could undermine the quality of output and the efficiency of the Fund, which were and continue to be the pride of the organization. These worries have been allayed by the fact that the drive for continued high quality in an ever changing and increasingly demanding environment has in no way been impeded by the greater diversity the Fund has achieved since the mid-1990s. The greater acceptance of diversity is borne out by the answers to some of the supplementary questions to Goal 4 of the Diversity Scorecard described in Section IIC.
- ***Diversity is no longer an afterthought, but has become an integral element of human resource policies and practices.*** Diversity considerations are part of the policies on recruitment, promotion, career development, performance assessment and the assessment of supervisors, but there is still a long way to go to make this more explicit. Practices were also slow to improve, in part because of the intense workload on supervisors. However, a strong and sustained campaign to improve human resource management in the Fund, combined with an extensive training program of

managers, including on diversity issues, has resulted in much better practices across the institution.

- ***The profession itself has become more diverse over time, with rising numbers of women and nationals of underrepresented regions at graduate schools of economics.*** Macroeconomics had long been a profession with a greater share of male students and professionals than was the case in other disciplines and other areas of economics. In addition, as a Western social discipline it had not been taught at the same level all around the world. Furthermore, the competition for qualified diverse candidates was strong as other employers also sought to improve their diversity profile. All this made recruitment of diverse candidates difficult and frustrating. However, reflecting the greater supply of diverse candidates and a concentrated recruitment effort, the Fund became much more successful in hiring diverse candidates, especially for the Economist Program.

17. **While diversity is now firmly part of the institutional culture, the acceptance of diversity with all its consequences remains a challenge, and awareness raising and education continue to be needed.** There have been comprehensive efforts to train and educate staff and to build awareness. Every year, the Diversity Office has organized a large program of seminars, training sessions and visits by prominent speakers. As a result, a learning culture has emerged, which should over time affect behavior. Equally important has been the firm commitment by management to an effective diversity strategy. A supporting infrastructure and the introduction of well-publicized quarterly metrics have also raised awareness.

Policies

18. **In the past 15 years the Fund has put policies in place that effectively support diversity and are in accordance with international standards.** These policies fall into four categories: recruitment; bringing new staff on board; career development; and retention. To underpin these policies, the Fund introduced a code of conduct, a mission code of conduct and a new anti-harassment policy.

- ***Diversity considerations have become a key objective of recruitment, supported by benchmarks for women and staff from underrepresented regions.*** To help meet these objectives, a wider net has been cast in terms of recruitment sourcing (countries and universities), interview panels have become more diverse, training has been provided for diversity-sensitive interview methods, HRD has strengthened its capacity for external searches, and new targeted recruitment approaches have been introduced.

- ***Greater efforts have been made to facilitate the acculturation of new staff.*** A number of measures have been taken to smooth the entry of staff into the institution, including a mentoring program, English language training, and an introduction to the organizational culture of the Fund.
- ***At the same time, strides have been made to create a level playing field for all staff.*** The Fundamentals of Management course, the flagship course for future managers, and the Staff Assessment of Managers (SAM) has been redesigned to include explicit diversity components. With regard to promotions, benchmarks were established for women and staff from underrepresented regions at the B-level. The Review Committee has taken diversity into account in establishing the list of Grade A15 staff considered ready for promotion to the B-level, although this is not done in a systematic manner. Furthermore, Fund-wide “talent reviews” have been instituted for promotion to Grades B2-B4, which pay attention to diversity.
- ***To support retention, including of diverse staff, the Fund has taken steps to create a more family-friendly work environment and allow a better balance of work and private life.*** These measures have included inter alia the creation of an in-house child care center and the introduction of a compressed work week and paternity leave.

19. **In addition, the Fund has built a strong diversity infrastructure, comprising governing bodies on the one hand, and quantitative targets and monitoring mechanisms on the other.** Key features of this infrastructure are: the Fund-wide management-led Diversity Council; the departmental grass roots DRGs; a set of diversity benchmarks; and a scorecard to monitor developments.

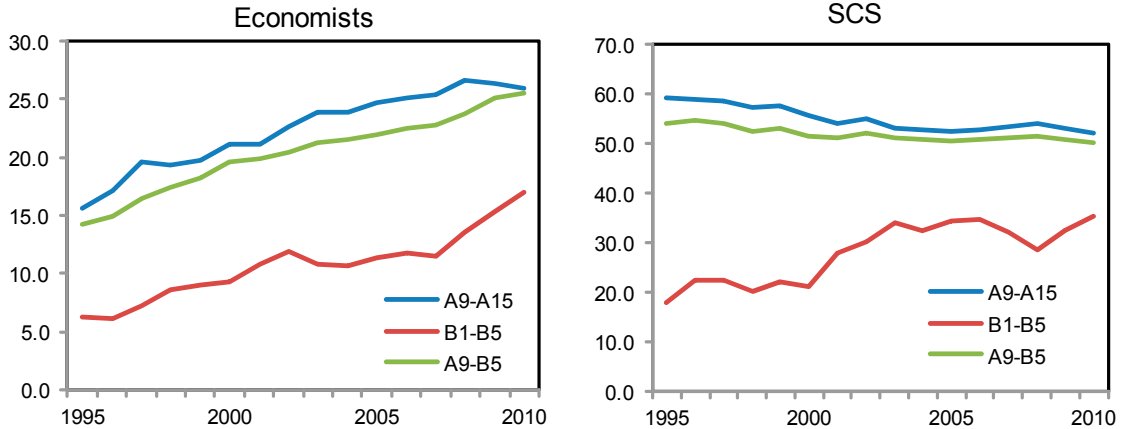
Results: Long-term trends

20. **The diversity strategy adopted by the Fund has emphasized a gradual approach, based on qualitative changes and benchmarks, while seeking to firmly anchor diversity in the institution’s culture.** This approach was not expected to produce dramatic changes in numerical terms in the short-run, but rather result in significant improvement over the medium-term. In fact, there has been significant progress toward some of the broader diversity goals in the past 15 years—increasing the representation of women and nationals of developing countries as a whole—while developments were more disappointing with regard to achieving a better regional balance among staff.

- ***The share of women of the economist staff (Grades A9-B5) increased sharply between 1995 and 2010, while their share of the professional SCS staff fell (Figure 2).*** The share of women among the Fund economists grew from less than 15 percent in 1995 to about 25 percent by 2010, with particularly sharp growth at the B-level,

albeit from a very low level. At the same time, the share of women in the SCSs at Grades A9-A15 declined, while that at the SCS B-level continued to grow.

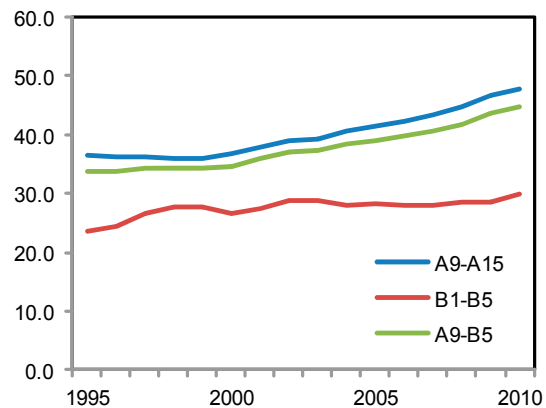
Figure 2. Share of Women in Grades A9-B5—Economists and Specialized Career Streams (SCS), 1995–2010
(In percent)



Source: PeopleSoft HRMS; Report ID: DAR_007.

- The share of nationals from developing countries rose significantly in the period 1995–2010 (Figure 3).*** Nationals from developing countries accounted for 45 percent of staff at Grades A9-B5 in 2010, up from 34 percent in 1995. However, this upward trend was much more pronounced at Grades A9-A15 than at the B-level. At the B-level the share jumped from 24 percent in 1995 to about 30 percent at the beginning of the 2000s, but has remained broadly unchanged since then.

Figure 3. Share of Developing Country Nationals in Grades A9-B5, 1995–2010
(In percent)

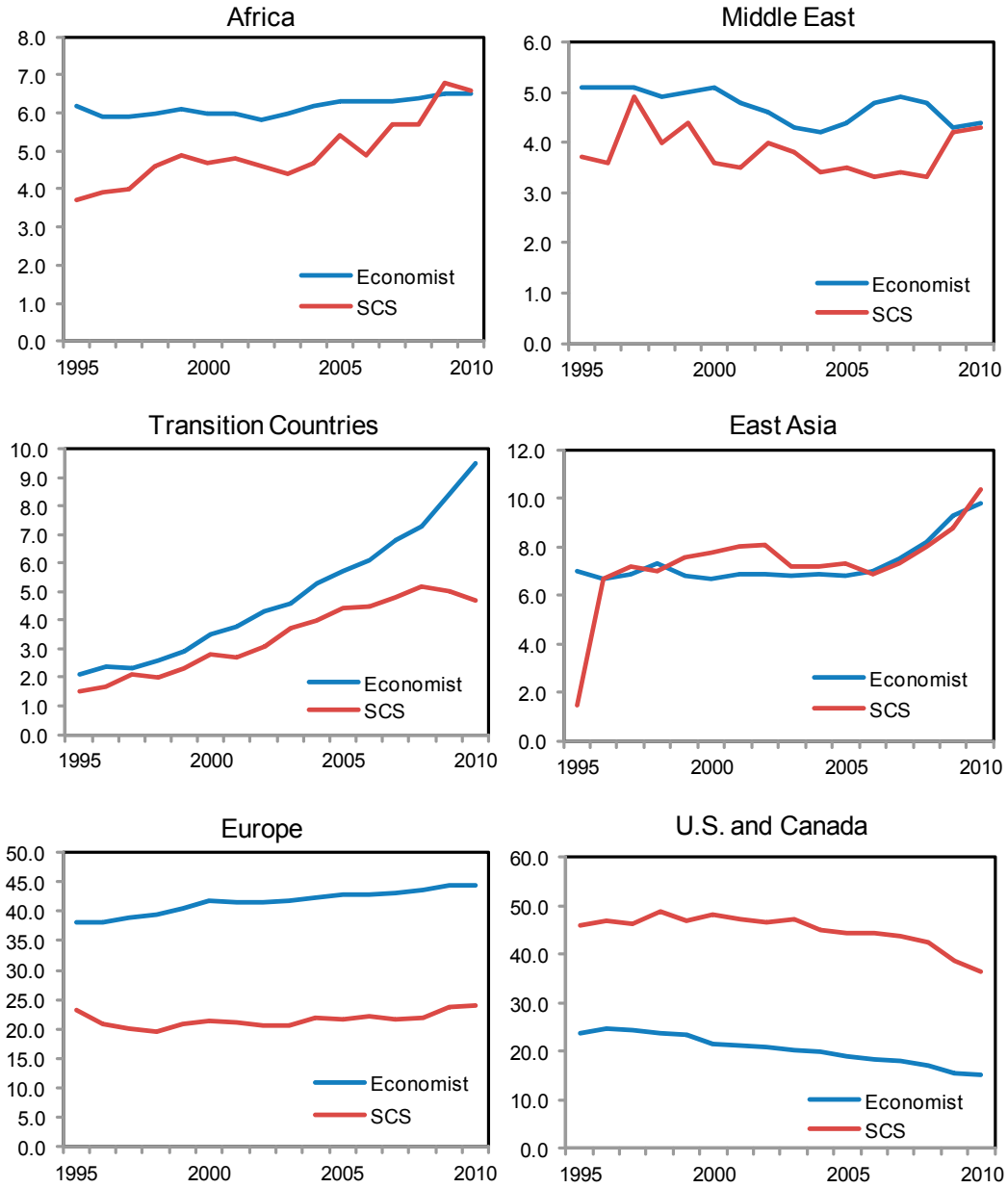


Source: PeopleSoft HRMS; Report ID: DAR_007.

- The share of Africans increased only slightly in the past 15 years (Figure 4).*** The proportion of African economists remained broadly unchanged at somewhat over 6 percent of all Grade A9-B5 economists throughout the period, while the share of Africans among the professionals in the SCSs rose from 3.7 percent in 1995 to 6.6 percent at present.

- ***The Middle East region lost ground between 1995 and 2010 (Figure 4).*** The share of economists from the Middle East fell from 5 percent in the mid-1990s to 4.4 percent in 2010, while that of professionals in the SCS fluctuated, rising somewhat in recent years.
- ***Nationals from Transition Countries accounted for rapidly rising proportions of both economist and specialized career stream staff (Figure 4).*** Between 1995 and 2010, the share of economists from this region grew from 2 percent to 9.5 percent, and that of professionals in the SCS from 1.5 to 4.7 percent.
- ***The share of nationals from East Asia grew significantly in the period 1995-2010, but most of the growth was since 2005 (Figure 4).*** The proportion of economists from this region increased from 7 percent in 1995 to close to 10 percent in 2010, while the share of East Asian nationals jumped from 1.5 percent to over 10 percent of SCS staff during this period.
- ***The share of European staff rose in the past 15 years (Figure 4):*** Europeans accounted for over 44 percent of the economist staff in 2010, compared with 38 percent fifteen years earlier. However, the share of SCS staff remained broadly unchanged at about 23 percent.
- ***There was a marked decline in the proportion of U.S. and Canadian nationals on the Fund staff between 1995 and 2010 (Figure 4).*** The number of economists fell both in absolute terms and as a share of all Grade A9-B5 economists. The share declined from 24 percent at the beginning of the period to 15 percent at the end. Similarly, the share of U.S. and Canadian nationals fell from 46–49 percent of all professional specialized career stream staff in the second half of the 1990s to 36 percent at present.

Figure 4. Share of Fund Staff by Region in Grades A9-B5—Economists and Specialized Career Streams (SCS), 1995–2010
(In percent)



Source: PeopleSoft HRMS; Report ID: DAR_007.

2010 Diversity Country Groupings

Africa		East Asia (ASEAN +3)	Middle East	Transition Countries
Benin	Sub-Saharan Africa (continued) Guinea Kenya Lesotho Madagascar Malawi Mauritius Mozambique Namibia Nigeria Rwanda São Tomé and Príncipe Seychelles Sierra Leone South Africa Swaziland Tanzania Uganda Zambia Zimbabwe	Brunei Darussalam	Afghanistan, I. R. of	Albania
Cameroon		Cambodia	Algeria*	Armenia ⁺
Central African Republic		Hong Kong, S.A.R.	Bahrain*	Azerbaijan ⁺
Chad		Indonesia	Djibouti*	Belarus
Comoros		Lao, P.D.R.	Egypt*	Bosnia and Herzegovina
Congo, Democratic Republic of		Macau SAR	Iran, I.R. of	Bulgaria
Côte d'Ivoire		Malaysia	Iraq*	Croatia
Equatorial Guinea		Myanmar	Jordan*	Czech Republic
Gabon		Philippines	Kuwait*	Estonia
Guinea-Bissau		Singapore	Lebanon*	Georgia ⁺
Liberia		Thailand	Libya*	Hungary
Mali		Vietnam	Morocco*	Kosovo
Mauritania ⁺		+ 3	Oman*	Kazakhstan ⁺
Niger		China	Pakistan	Kyrgyz Republic ⁺
Senegal		Japan	Qatar*	Latvia
Togo		Korea	Saudi Arabia*	Lithuania
Sub-Saharan Africa			Somalia*	Macedonia
Angola		Sudan*	Moldova	
Botswana		Syrian Arab Republic*	Montenegro	
Burkina Faso		Tunisia*	Poland	
Burundi		United Arab Emirates*	Romania	
Cape Verde		Yemen*	Russia	
Congo, Republic of			Serbia	
Eritrea			Slovak Republic	
Ethiopia			Slovenia	
Gambia, The			Tajikistan ⁺	
Ghana			Turkmenistan ⁺	
			Ukraine	
			Uzbekistan ⁺	

⁺ Covered by the Middle East and Central Asia Department.

* Arab countries.

2010 Developing and Industrial Country Groupings

Developing				Industrial	
Afghanistan, I.R. of	Costa Rica	Jordan	Mozambique	Slovenia	Australia
Albania	Côte d'Ivoire	Kazakhstan	Myanmar	Solomon Islands	Austria
Algeria	Croatia	Kenya	Namibia	Somalia	Belgium
Angola	Cuba	Kiribati	Nepal	South Africa	Canada
Anguilla	Cyprus	Korea	Netherlands Antilles	Sri Lanka	Denmark
Antigua and Barbuda	Czech Republic	Korea, D.P.R.	Nicaragua	Sudan	Finland
Argentina	Djibouti	Kosovo	Niger	Suriname	France
Armenia	Dominica	Kuwait	Nigeria	Swaziland	Germany
Azerbaijan	Dominican Republic	Kyrgyz Republic	Niue	Syrian Arab Republic	Greece
Bahamas	Ecuador	Lao, P.D.R.	Oman	Tajikistan	Iceland
Bahrain	Egypt	Latvia	Pakistan	Tanzania	Ireland
Bangladesh	El Salvador	Lebanon	Palau	Thailand	Italy
Barbados	Equatorial Guinea	Lesotho	Panama	Timor-Leste	Japan
Belarus	Eritrea	Liberia	Papua New Guinea	Togo	Luxembourg
Belize	Estonia	Libya	Paraguay	Tonga	Netherlands
Benin	Ethiopia	Lithuania	Peru	Trinidad and Tobago	New Zealand
Bhutan	Fiji	Macau	Philippines	Tunisia	Norway
Bolivia	Gabon	Macedonia	Poland	Turkey	Portugal
Bosnia and Herzegovina	Gambia, The	Madagascar	Qatar	Turkmenistan	Spain
Botswana	Georgia	Malawi	Romania	Tuvalu	Sweden
Brazil	Ghana	Malaysia	Russia	Uganda	Switzerland
Brunei Darussalam	Gibraltar	Maldives	Rwanda	Ukraine	Taiwan, Province of
Bulgaria	Grenada	Mali	St. Kitts and Nevis	United Arab Emirates	China
Burkina Faso	Guatemala	Malta	St. Lucia	Uruguay	United Kingdom
Burundi	Guinea	Marshall Islands	St. Vincent and the Grenadines	Uzbekistan	United States
Cambodia	Guinea-Bissau	Mauritania	Samoa	Vanuatu	
Cameroon	Guyana	Mauritius	San Marino	Vatican Cyprus	
Cape Verde	Haiti	Mexico	São Tomé and Príncipe	Venezuela	
Central African Republic	Honduras	Micronesia, Federated States of	Saudi Arabia	Vietnam	
Chad	Hungary	Moldova	Senegal	Virgin Islands	
Chile	India	Monaco	Serbia	West Bank and Gaza	
China	Indonesia	Mongolia	Seychelles	Yemen	
Colombia	Iran, I.R. of	Montenegro	Sierra Leone	Zambia	
Comoros	Iraq	Montserrat	Singapore	Zimbabwe	
Congo, Democratic Republic of	Israel	Morocco	Slovak Republic		
Congo, Republic of	Jamaica				

Table 1. Staff Nationality
by Region, Gender, Career Stream, and Grade Grouping (As of 12/31/2010)
(Excluding the Office of Executive Directors)

Region	Country	Economists																Specialized Career Streams								Total Staff											
		A9-A15				B1-B5				A9-B5				Total				A1-A8		A9-A15		B1-B5		A9-B5		Total		A1-A8		A9-A15		B1-B5		A9-B5		Total	
		Quota	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Africa		4.2	75	7.1	10	4.1	85	6.5	85	6.5	55	11.5	36	6.4	6	8.3	42	6.6	97	8.7	55	11.5	111	6.8	16	5.0	127	6.5	182	7.5							
Asia		19.1	176	16.6	39	15.9	215	16.5	215	16.5	106	22.1	120	21.2	8	11.1	128	20.1	234	20.9	106	22.1	296	18.2	47	14.8	343	17.7	449	18.5							
Australia & New Zealand		1.9	23	2.2	6	2.4	29	2.2	29	2.2	3	0.6	12	2.1	2	2.8	14	2.2	17	1.5	3	0.6	35	2.2	8	2.5	43	2.2	46	1.9							
India		1.9	28	2.6	16	6.5	44	3.4	44	3.4	23	4.8	39	6.9	3	4.2	42	6.6	65	5.8	23	4.8	67	4.1	19	6.0	86	4.4	109	4.5							
East Asia		14.6	115	10.9	13	5.3	128	9.8	128	9.8	71	14.8	63	11.2	3	4.2	66	10.4	137	12.3	71	14.8	178	11.0	16	5.0	194	10.0	265	10.9							
Japan		6.1	38	3.6	7	2.9	45	3.5	45	3.5	3	0.6	5	0.9	0	0.0	5	0.8	8	0.7	3	0.6	43	2.6	7	2.2	50	2.6	53	2.2							
Other Asia		0.6	10	0.9	4	1.6	14	1.1	14	1.1	9	1.9	6	1.1	0	0.0	6	0.9	15	1.3	9	1.9	16	1.0	4	1.3	20	1.0	29	1.2							
Europe		40.6	465	43.9	114	46.5	579	44.4	579	44.4	82	17.1	125	22.1	28	38.9	153	24.0	235	21.0	82	17.1	590	36.3	142	44.8	732	37.7	814	33.6							
U.K.		5.0	41	3.9	27	11.0	68	5.2	68	5.2	30	6.3	21	3.7	13	18.1	34	5.3	64	5.7	30	6.3	62	3.8	40	12.6	102	5.3	132	5.5							
European Transition Countries		7.4	116	11.0	7	2.9	123	9.4	123	9.4	17	3.5	30	5.3	0	0.0	30	4.7	47	4.2	17	3.5	146	9.0	7	2.2	153	7.9	170	7.0							
Other Europe		28.9	308	29.1	80	32.7	388	29.8	388	29.8	35	7.3	74	13.1	15	20.8	89	14.0	124	11.1	35	7.3	382	23.5	95	30.0	477	24.6	512	21.1							
Middle East		8.7	49	4.6	8	3.3	57	4.4	57	4.4	14	2.9	26	4.6	1	1.4	27	4.2	41	3.7	14	2.9	75	4.6	9	2.8	84	4.3	98	4.0							
Saudi-Arabia		3.2	1	0.1	0	0.0	1	0.1	1	0.1	0	0.0	1	0.2	0	0.0	1	0.2	1	0.1	0	0.0	2	0.1	0	0.0	2	0.1	2	0.1							
Other Arab countries		3.7	36	3.4	6	2.4	42	3.2	42	3.2	9	1.9	17	3.0	1	1.4	18	2.8	27	2.4	9	1.9	53	3.3	7	2.2	60	3.1	69	2.9							
Other Middle East		1.8	12	1.1	2	0.8	14	1.1	14	1.1	5	1.0	8	1.4	0	0.0	8	1.3	13	1.2	5	1.0	20	1.2	2	0.6	22	1.1	27	1.1							
U.S. and Canada		20.1	148	14.0	51	20.8	199	15.3	199	15.3	134	27.9	207	36.6	25	34.7	232	36.4	366	32.8	134	27.9	355	21.9	76	24.0	431	22.2	565	23.3							
U.S.		17.1	113	10.7	44	18.0	157	12.0	157	12.0	129	26.9	188	33.3	22	30.6	210	33.0	339	30.3	129	26.9	301	18.5	66	20.8	367	18.9	496	20.5							
Canada		2.9	35	3.3	7	2.9	42	3.2	42	3.2	5	1.0	19	3.4	3	4.2	22	3.5	27	2.4	5	1.0	54	3.3	10	3.2	64	3.3	69	2.9							
Western Hemisphere		7.4	146	13.8	23	9.4	169	13.0	169	13.0	89	18.5	51	9.0	4	5.6	55	8.6	144	12.9	89	18.5	197	12.1	27	8.5	224	11.5	313	12.9							
Total		0.0	1,059	100.0	245	100.0	1,304	100.0	1,304	100.0	480	100.0	565	100.0	72	100.0	637	100.0	1,117	100.0	480	100.0	1,624	100.0	317	100.0	1,941	100.0	2,421	100.0							
Developing Countries		39.8	528	49.9	76	31.0	604	46.3	604	46.3	279	58.1	249	44.1	17	23.6	266	41.8	545	48.8	279	58.1	777	47.8	93	29.3	870	44.8	1,149	47.5							
Developing Transition Countries		7.4	117	11.0	7	2.9	124	9.5	124	9.5	17	3.5	30	5.3	0	0.0	30	4.7	47	4.2	17	3.5	147	9.1	7	2.2	154	7.9	171	7.1							
Industrial Countries		60.2	531	50.1	169	69.0	700	53.7	700	53.7	201	41.9	316	55.9	55	76.4	371	58.2	572	51.2	201	41.9	847	52.2	224	70.7	1,071	55.2	1,272	52.5							
Women		0.0	290	27.4	43	17.6	333	25.5	333	25.5	411	85.6	293	51.9	25	34.7	318	49.9	729	65.3	411	85.6	583	35.9	68	21.5	651	33.5	1,062	43.9							
Men		0.0	769	72.6	202	82.4	971	74.5	971	74.5	69	14.4	272	48.1	47	65.3	319	50.1	388	34.7	69	14.4	1,041	64.1	249	78.5	1,290	66.5	1,359	56.1							

Source: PeopleSoft HRMS, Report ID: DAR_007.

**Table 2. Nationality of Contractual Employees
by Region, Gender, Career Stream, and Grade Grouping (as of 12/31/2010)
Contractuals - All Departments
(Excluding the Office of Executive Directors)**

Region	Country Quota	Economists						Specialized Career Streams						Total Contractuals					
		Professional		Support		Total		Professional		Support		Total		Professional		Support		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	0	0.0	0	0.0	0	0.0	12	4.9	14	5.1	26	5.0	12	4.6	14	5.1	26	4.9
Asia	19.1	3	15.8	0	0.0	3	15.8	44	18.0	54	19.9	98	19.0	47	17.9	54	19.9	101	18.9
Australia & New Zealand	1.9	0	0.0	0	0.0	0	0.0	6	2.5	1	0.4	7	1.4	6	2.3	1	0.4	7	1.3
India	1.9	1	5.3	0	0.0	1	5.3	10	4.1	11	4.0	21	4.1	11	4.2	11	4.0	22	4.1
East Asia	14.6	2	10.5	0	0.0	2	10.5	28	11.5	36	13.2	64	12.4	30	11.4	36	13.2	66	12.3
Japan	6.1	2	10.5	0	0.0	2	10.5	3	1.2	4	1.5	7	1.4	5	1.9	4	1.5	9	1.7
Other Asia	0.6	0	0.0	0	0.0	0	0.0	0	0.0	6	2.2	6	1.2	0		6	2.2	6	1.1
Europe	40.6	10	52.6	0	0.0	10	52.6	73	29.9	45	16.5	118	22.9	83	31.6	45	16.5	128	23.9
U.K.	5.0	2	10.5	0	0.0	2	10.5	13	5.3	2	0.7	15	2.9	15	5.7	2	0.7	17	3.2
European Transition Countries	7.4	2	10.5	0	0.0	2	10.5	20	8.2	23	8.5	43	8.3	22	8.4	23	8.5	45	8.4
Other Europe	28.9	6	31.6	0	0.0	6	31.6	40	16.4	20	7.4	60	11.6	46	17.5	20	7.4	66	12.3
Middle East	8.7	0	0.0	0	0.0	0	0.0	7	2.9	11	4.0	18	3.5	7	2.7	11	4.0	18	3.4
Saudi-Arabia	3.2	0	0.0	0	0.0	0	0.0	2	0.8	0	0.0	2	0.4	2	0.8	0		2	0.4
Other Arab countries	3.7	0	0.0	0	0.0	0	0.0	4	1.6	10	3.7	14	2.7	4	1.5	10	3.7	14	2.6
Other Middle East	1.8	0	0.0	0	0.0	0	0.0	1	0.4	1	0.4	2	0.4	1	0.4	1	0.4	2	0.4
USA & Canada	20.1	5	26.3	0	0.0	5	26.3	78	32.0	117	43.0	195	37.8	83	31.6	117	43.0	200	37.4
USA	17.1	1	5.3	0	0.0	1	5.3	72	29.5	114	41.9	186	36.0	73	27.8	114	41.9	187	35.0
Canada	2.9	4	21.1	0	0.0	4	21.1	6	2.5	3	1.1	9	1.7	10	3.8	3	1.1	13	2.4
Western Hemisphere	7.4	1	5.3	0	0.0	1	5.3	30	12.3	31	11.4	61	11.8	31	11.8	31	11.4	62	11.6
Total	0.0	19	100.0	0	0.0	19	100.0	244	100.0	272	100.0	516	100.0	263	100.0	272	100.0	535	100.0
Developing Countries	39.8	4	21.1	0	0.0	4	21.1	105	43.0	132	48.5	237	45.9	109	41.4	132	48.5	241	45.0
Developing Transition Countries	7.4	2	10.5	0	0.0	2	10.5	20	8.2	24	8.8	44	8.5	22	8.4	24	8.8	46	8.6
Industrial Countries	60.2	15	78.9	0	0.0	15	78.9	139	57.0	140	51.5	279	54.1	154	58.6	140	51.5	294	55.0
Women	0.0	3	15.8	0	0.0	3	15.8	105	43.0	179	65.8	284	55.0	108	41.1	179	65.8	287	53.6
Men	0.0	16	84.2	0	0.0	16	84.2	139	57.0	93	34.2	232	45.0	155	58.9	93	34.2	248	46.4

Source: PeopleSoft HRMS, Report ID: DAR_007.

**Table 3. Nationality Distribution List—Staff and Contractual Employees
(Excluding the Office of Executive Directors)
(As of 12/31/2010)**

Country	Quota %	Staff						Contractual				Fund All	
		A01-A08		A09-A15		B01-B05		Professional		Support		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
AFRICA	4.2	55	11.50	111	6.81	16	5.06	12	4.12	14	5.04	208	6.92
Angola	0.1	0	0	0	0	0	0	0	0	0	0	0	0
Benin	0.0	2	0.42	5	0.31	1	0.32	0	0	0	0	8	0.27
Botswana	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Burkina Faso	0.0	2	0.42	4	0.25	0	0	0	0	0	0	6	0.2
Burundi	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Cameroon	0.1	1	0.21	5	0.31	0	0	1	0.34	0	0	7	0.23
Cape Verde	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Central African Republic	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Chad	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Comoros	0.0	1	0.21	0	0	0	0	0	0	0	0	1	0.03
Congo, Democratic Republic	0.2	2	0.42	6	0.37	0	0	0	0	0	0	8	0.27
Congo, Republic	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Côte d'Ivoire	0.2	4	0.83	2	0.12	0	0	0	0	1	0.36	7	0.23
Equatorial Guinea	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Eritrea	0.0	0	0	0	0	0	0	0	0	1	0.36	1	0.03
Ethiopia	0.1	4	0.83	3	0.18	1	0.32	0	0	1	0.36	9	0.3
Gabon	0.1	0	0	0	0	0	0	0	0	0	0	0	0
Gambia, The	0.0	0	0	1	0.06	1	0.32	0	0	0	0	2	0.07
Ghana	0.2	10	2.08	8	0.49	2	0.63	0	0	1	0.36	21	0.7
Guinea	0.0	0	0	1	0.06	0	0	0	0	1	0.36	2	0.07
Guinea-Bissau	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Kenya	0.1	3	0.63	7	0.43	2	0.63	2	0.69	1	0.36	15	0.5
Lesotho	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Liberia	0.0	2	0.42	0	0	2	0.63	0	0	0	0	4	0.13
Madagascar	0.1	2	0.42	1	0.06	0	0	0	0	0	0	3	0.1
Malawi	0.0	0	0	2	0.12	0	0	0	0	1	0.36	3	0.1
Mali	0.0	2	0.42	1	0.06	0	0	0	0	0	0	3	0.1
Mauritania	0.0	1	0.21	1	0.06	0	0	0	0	0	0	2	0.07
Mauritius	0.0	5	1.04	1	0.06	2	0.63	2	0.69	1	0.36	11	0.37
Mozambique	0.1	0	0	2	0.12	0	0	1	0.34	0	0	3	0.1
Namibia	0.1	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Niger	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Nigeria	0.8	3	0.63	6	0.37	0	0	0	0	1	0.36	10	0.33
Rwanda	0.0	0	0	3	0.18	0	0	1	0.34	0	0	4	0.13
São Tomé and Príncipe	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Senegal	0.1	1	0.21	11	0.68	0	0	1	0.34	0	0	13	0.43
Seychelles	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Sierra Leone	0.0	3	0.63	4	0.25	0	0	0	0	1	0.36	8	0.27
South Africa	0.9	1	0.21	14	0.86	4	1.26	2	0.69	0	0	21	0.7
Swaziland	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Tanzania	0.1	1	0.21	1	0.06	0	0	0	0	0	0	2	0.07
Togo	0.0	2	0.42	2	0.12	0	0	0	0	0	0	4	0.13
Uganda	0.1	1	0.21	5	0.31	1	0.32	2	0.69	2	0.72	11	0.37
Zambia	0.2	0	0	5	0.31	0	0	0	0	0	0	5	0.17
Zimbabwe	0.2	2	0.42	4	0.25	0	0	0	0	2	0.72	8	0.27

Country	Staff							Contractual				Fund All	
	A01-A08		A09-A15		B01-B05		Professional		Support		Total		
	Quota %	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
ASIA	19.1	106	22.11	296	18.21	47	14.84	51	17.56	56	20.16	556	18.59
Australia	1.5	2	0.42	20	1.23	4	1.26	5	1.72	1	0.36	32	1.07
Bangladesh	0.2	1	0.21	6	0.37	1	0.32	0	0	2	0.72	10	0.33
Bhutan	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Brunei Darussalam	0.1	0	0	0	0	0	0	1	0.34	0	0	1	0.03
Cambodia	0.0	0	0	3	0.18	0	0	0	0	0	0	3	0.1
China	3.7	6	1.25	59	3.63	4	1.26	10	3.45	11	3.96	90	3.01
Fiji	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Hong Kong SAR	0.0	0	0	4	0.25	0	0	0	0	0	0	4	0.13
India	1.9	23	4.79	67	4.13	19	5.99	14	4.83	11	3.96	134	4.48
Indonesia	1.0	2	0.42	3	0.18	0	0	0	0	0	0	5	0.17
Japan	6.1	3	0.63	43	2.65	7	2.21	5	1.72	4	1.44	62	2.07
Kiribati	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Korea	1.4	5	1.04	17	1.05	1	0.32	3	1.03	6	2.16	32	1.07
Korea, D.P.R.	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Lao, P.D.R.	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Macau	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Malaysia	0.7	0	0	12	0.74	1	0.32	2	0.69	0	0	15	0.5
Maldives	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Marshall Islands	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Micronesia	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Mongolia	0.0	0	0	1	0.06	0	0	0	0	1	0.36	2	0.07
Myanmar	0.1	2	0.42	1	0.06	0	0	0	0	0	0	3	0.1
Nepal	0.0	0	0	3	0.18	1	0.32	0	0	3	1.08	7	0.23
New Zealand	0.4	1	0.21	15	0.92	4	1.26	1	0.34	0	0	21	0.7
Niue	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Papau New Guinea	0.1	0	0	0	0	0	0	0	0	0	0	0	0
Palau	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Philippines	0.4	49	10.21	14	0.86	1	0.32	1	0.34	10	3.6	75	2.51
Samoa	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Singapore	0.4	1	0.21	7	0.43	2	0.63	6	2.07	6	2.16	22	0.74
Solomon Islands	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Sri Lanka	0.2	8	1.67	6	0.37	2	0.63	0	0	0	0	16	0.54
Taiwan, Province of China	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Thailand	0.5	2	0.42	12	0.74	0	0	2	0.69	1	0.36	17	0.57
Timor-Leste	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Tonga	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Tuvalu	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Vanuatu	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Vietnam	0.2	1	0.21	3	0.18	0	0	1	0.34	0	0	5	0.17
EAST ASIA (ASEAN+3)	14.6	71	14.81	174	10.70	16	5.06	31	10.67	38	13.68	330	11.04
Brunei Darussalam	0.1	0	0	0	0	0	0	1	0.34	0	0	1	0.03
Cambodia	0.0	0	0	3	0.18	0	0	0	0	0	0	3	0.1
China	3.7	6	1.25	59	3.63	4	1.26	10	3.45	11	3.96	90	3.01
Indonesia	1.0	2	0.42	3	0.18	0	0	0	0	0	0	5	0.17
Japan	6.1	3	0.63	43	2.65	7	2.21	5	1.72	4	1.44	62	2.07
Kiribati	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Korea	1.4	5	1.04	17	1.05	1	0.32	3	1.03	6	2.16	32	1.07
Lao, P.D.R.	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Malaysia	0.7	0	0	12	0.74	1	0.32	2	0.69	0	0	15	0.5
Myanmar	0.1	2	0.42	1	0.06	0	0	0	0	0	0	3	0.1
Philippines	0.4	49	10.21	14	0.86	1	0.32	1	0.34	10	3.6	75	2.51
Singapore	0.4	1	0.21	7	0.43	2	0.63	6	2.07	6	2.16	22	0.74
Thailand	0.5	2	0.42	12	0.74	0	0	2	0.69	1	0.36	17	0.57
Vietnam	0.2	1	0.21	3	0.18	0	0	1	0.34	0	0	5	0.17

Country	Quota %	Staff						Contractual				Fund All	
		A01-A08		A09-A15		B01-B05		Professional		Support		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
MIDDLE EAST	8.7	14	2.94	75	4.62	9	2.86	7	2.41	11	3.96	116	3.87
Afghanistan, I.R. of	0.1	2	0.42	1	0.06	0	0	0	0	0	0	3	0.1
Algeria	0.6	1	0.21	5	0.31	0	0	0	0	1	0.36	7	0.23
Bahrain	0.1	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Djibouti	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Egypt	0.4	2	0.42	16	0.99	1	0.32	2	0.69	1	0.36	22	0.74
Iran, I.R. of	0.7	1	0.21	7	0.43	1	0.32	0	0	0	0	9	0.3
Iraq	0.5	1	0.21	0	0	0	0	0	0	0	0	1	0.03
Jordan	0.1	1	0.21	9	0.55	1	0.32	0	0	2	0.72	13	0.43
Kuwait	0.6	0	0	0	0	0	0	0	0	0	0	0	0
Lebanon	0.1	0	0	12	0.74	2	0.63	1	0.34	2	0.72	17	0.57
Libya	0.5	1	0.21	0	0	0	0	0	0	0	0	1	0.03
Morocco	0.3	2	0.42	4	0.25	2	0.63	1	0.34	3	1.08	12	0.4
Oman	0.1	0	0	0	0	0	0	0	0	1	0.36	1	0.03
Pakistan	0.5	1	0.21	12	0.74	1	0.32	1	0.34	1	0.36	16	0.54
Qatar	0.1	0	0	0	0	0	0	0	0	0	0	0	0
Saudi Arabia	3.2	0	0	2	0.12	0	0	2	0.69	0	0	4	0.13
Somalia	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Sudan	0.1	1	0.21	1	0.06	0	0	0	0	0	0	2	0.07
Syrian Arab Republic	0.1	1	0.21	0	0	1	0.32	0	0	0	0	2	0.07
Tunisia	0.1	0	0	5	0.31	0	0	0	0	0	0	5	0.17
United Arab Emirates	0.3	0	0	0	0	0	0	0	0	0	0	0	0
West Bank	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Yemen	0.1	0	0	0	0	0	0	0	0	0	0	0	0

Country	Quota %	Staff						Contractual				Fund All	
		A01-A08		A09-A15		B01-B05		Professional		Support		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
U.S.	17.1	129	26.88	301	18.53	66	20.82	84	28.97	117	42.09	697	23.32

Country	Quota %	Staff						Contractual				Fund All	
		A01-A08		A09-A15		B01-B05		Professional		Support		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
TRANSITION COUNTRIES	7.4	17	3.57	146	9.00	7	2.22	26	8.92	24	8.64	220	7.35
Albania	0.0	0	0	3	0.18	0	0	0	0	2	0.72	5	0.17
Armenia	0.0	1	0.21	11	0.68	0	0	0	0	1	0.36	13	0.43
Azerbaijan	0.1	1	0.21	4	0.25	0	0	0	0	0	0	5	0.17
Belarus	0.2	3	0.63	4	0.25	0	0	0	0	1	0.36	8	0.27
Bosnia and Herzegovina	0.1	0	0	0	0	0	0	0	0	1	0.36	1	0.03
Bulgaria	0.3	1	0.21	16	0.99	2	0.63	1	0.34	3	1.08	23	0.77
Croatia	0.2	2	0.42	1	0.06	0	0	0	0	0	0	3	0.1
Czech Republic	0.4	1	0.21	11	0.68	0	0	5	1.72	2	0.72	19	0.64
Estonia	0.0	1	0.21	4	0.25	0	0	0	0	0	0	5	0.17
Georgia	0.1	0	0	6	0.37	0	0	0	0	0	0	6	0.2
Hungary	0.5	1	0.21	5	0.31	0	0	0	0	1	0.36	7	0.23
Kazakhstan	0.2	0	0	2	0.12	0	0	0	0	1	0.36	3	0.1
Kosovo	0.0	0	0	0	0	0	0	1	0.34	0	0	1	0.03
Kyrgyz Republic	0.0	0	0	2	0.12	0	0	0	0	0	0	2	0.07
Latvia	0.1	0	0	2	0.12	0	0	0	0	0	0	2	0.07
Lithuania	0.1	0	0	0	0	0	0	1	0.34	0	0	1	0.03
Macedonia	0.0	0	0	0	0	0	0	1	0.34	0	0	1	0.03
Moldova	0.1	1	0.21	6	0.37	0	0	0	0	1	0.36	8	0.27
Mongolia	0.0	0	0	1	0.06	0	0	0	0	1	0.36	2	0.07
Poland	0.6	3	0.63	17	1.05	2	0.63	1	0.34	3	1.08	26	0.87
Romania	0.5	0	0	11	0.68	0	0	4	1.38	2	0.72	17	0.57
Russia	2.7	1	0.21	31	1.91	0	0	9	3.1	2	0.72	43	1.44
Serbia	0.2	1	0.21	0	0	1	0.32	1	0.34	0	0	3	0.1
Slovak Republic	0.2	0	0	0	0	1	0.32	0	0	0	0	1	0.03
Slovenia	0.1	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Tajikistan	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Turkmenistan	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Ukraine	0.6	0	0	6	0.37	1	0.32	1	0.34	2	0.72	10	0.33
Uzbekistan	0.1	0	0	1	0.06	0	0	1	0.34	1	0.36	3	0.1

Source: PeopleSoft HRMS, Report ID: NAT_001.

Table 4. Distribution of Staff in Grades A9-B5 by Region, Developing/Industrial Country, Gender, Career Stream, and Grade
(As of 12/31/2010)

Grade	Africa		Asia		East Asia		Europe		Middle East		Arab Countries		U.S. & Canada		Other W.H.		All IMF		Developing		Transition		Industrial		Women		Men		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Economists																													
A11	9	10.6	26	12.1	25	19.5	49	8.4	8	14.0	5	11.6	7	3.5	12	7.1	111	8.5	73	12.1	22	17.7	38	5.4	42	12.6	69	7.1	
A12	4	4.7	19	8.8	14	10.9	33	5.7	3	5.3	2	4.7	3	1.5	8	4.7	70	5.4	45	7.5	17	13.7	25	3.6	30	9.0	40	4.1	
A13	11	12.9	32	14.9	27	21.1	92	15.9	11	19.3	9	20.9	23	11.6	25	14.8	194	14.9	101	16.7	28	22.6	93	13.3	56	16.8	138	14.2	
A14	37	43.5	75	34.9	43	33.6	204	35.2	19	33.3	15	34.9	74	37.2	77	45.6	486	37.2	235	38.9	40	32.3	251	35.8	119	35.7	367	37.8	
A15	14	16.5	24	11.2	6	4.7	88	15.2	8	14.0	6	14.0	41	20.6	24	14.2	199	15.2	74	12.3	10	8.1	125	17.8	43	12.9	156	16.0	
B01	3	3.5	10	4.7	6	4.7	23	4.0	2	3.5	2	4.7	11	5.5	3	1.8	52	4.0	19	3.1	5	4.0	33	4.7	17	5.1	35	3.6	
B02	2	2.4	9	4.2	3	2.3	32	5.5	2	3.5	2	4.7	22	11.1	11	6.5	78	6.0	22	3.6	1	0.8	56	8.0	10	3.0	68	7.0	
B03	2	2.4	10	4.7	2	1.6	26	4.5	3	5.3	2	4.7	10	5.0	3	1.8	54	4.1	17	2.8	1	0.8	37	5.3	7	2.1	47	4.8	
B04	1	1.2	7	3.3	1	0.8	26	4.5	1	1.8	0	0.0	8	4.0	5	3.0	48	3.7	13	2.2	0	0.0	35	5.0	7	2.1	41	4.2	
B05	2	2.4	3	1.4	1	0.8	7	1.2	0	0.0	0	0.0	0	0.0	1	0.6	13	1.0	5	0.8	0	0.0	8	1.1	2	0.6	11	1.1	
Total	85	100	215	100	128	100	580	100	57	100	43	100	199	100	169	100	1,305	100	604	100	124	100	701	100	333	100	972	100	
Specialized Career Streams																													
A09	4	9.5	9	7.0	7	10.6	13	8.5	4	14.8	4	21.1	15	6.5	8	14.5	53	8.3	31	11.7	5	16.7	22	5.9	40	12.6	13	4.1	
A10	6	14.3	17	13.3	11	16.7	19	12.4	3	11.1	2	10.5	33	14.2	9	16.4	87	13.7	37	13.9	6	20.0	50	13.5	57	17.9	30	9.4	
A11	3	7.1	25	19.5	12	18.2	18	11.8	6	22.2	3	15.8	45	19.4	12	21.8	109	17.1	50	18.8	6	20.0	59	15.9	62	19.5	47	14.7	
A12	9	21.4	33	25.8	16	24.2	21	13.7	4	14.8	3	15.8	43	18.5	8	14.5	118	18.5	53	19.9	4	13.3	65	17.5	46	14.5	72	22.6	
A13	10	23.8	17	13.3	10	15.2	22	14.4	7	25.9	4	21.1	35	15.1	9	16.4	100	15.7	48	18.0	5	16.7	52	14.0	47	14.8	53	16.6	
A14	4	9.5	15	11.7	6	9.1	25	16.3	1	3.7	1	5.3	25	10.8	4	7.3	74	11.6	25	9.4	4	13.3	49	13.2	34	10.7	40	12.5	
A15	0	0.0	4	3.1	1	1.5	7	4.6	1	3.7	1	5.3	11	4.7	1	1.8	24	3.8	5	1.9	0	0.0	19	5.1	7	2.2	17	5.3	
B01	4	9.5	4	3.1	1	1.5	11	7.2	1	3.7	1	5.3	7	3.0	3	5.5	30	4.7	11	4.1	0	0.0	19	5.1	13	4.1	17	5.3	
B02	1	2.4	0	0.0	0	0.0	5	3.3	0	0.0	0	0.0	8	3.4	1	1.8	15	2.4	2	0.8	0	0.0	13	3.5	4	1.3	11	3.4	
B03	0	0.0	1	0.8	1	1.5	4	2.6	0	0.0	0	0.0	4	1.7	0	0.0	9	1.4	1	0.4	0	0.0	8	2.2	5	1.6	4	1.3	
B04	1	2.4	1	0.8	1	1.5	6	3.9	0	0.0	0	0.0	2	0.9	0	0.0	10	1.6	2	0.8	0	0.0	8	2.2	1	0.3	9	2.8	
B05	0	0.0	2	1.6	0	0.0	2	1.3	0	0.0	0	0.0	4	1.7	0	0.0	8	1.3	1	0.4	0	0.0	7	1.9	2	0.6	6	1.9	
Total 1/	42	100	128	100	66	100	153	100	27	100	19	100	232	100	55	100	637	100	266	100	30	100	371	100	318	100	319	100	

Source: PeopleSoft HRMS; Report ID: DAR_017.
1/ Totals are staff in grades A9-B5.

Table 5. Share of Women and Men by Career Stream and Grade Grouping—Staff
(As of 12/31/2010)

	A1-A8				A9-A15				B1-B5				Total			
	Women		Men		Women		Men		Women		Men		Women		Men	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Economists																
2010	n.a.	n.a.	n.a.	n.a.	290	27.4	769	72.6	43	17.6	202	82.4	333	25.5	971	74.5
2009	n.a.	n.a.	n.a.	n.a.	277	27.5	729	72.5	38	15.3	210	84.7	315	25.1	939	74.9
2008	n.a.	n.a.	n.a.	n.a.	255	26.8	698	73.2	36	13.5	231	86.5	291	23.9	929	76.1
2007	n.a.	n.a.	n.a.	n.a.	263	25.8	756	74.2	32	11.5	246	88.5	295	22.7	1,002	77.3
2006	n.a.	n.a.	n.a.	n.a.	262	25.5	765	74.5	33	11.6	251	88.4	295	22.5	1,016	77.5
2005	n.a.	n.a.	n.a.	n.a.	257	25.1	767	74.9	33	11.3	260	88.7	290	22.0	1,027	78.0
Specialized Career streams																
2010	411	85.6	69	14.4	293	51.9	272	48.1	25	34.7	47	65.3	729	65.3	388	34.7
2009	417	85.6	70	14.4	294	52.8	263	47.2	18	31.0	40	69.0	729	66.2	373	33.8
2008	485	87.4	70	12.6	297	53.9	254	46.1	17	28.3	43	71.7	799	68.5	367	31.5
2007	562	87.7	79	12.3	318	53.2	280	46.8	22	31.9	47	68.1	902	69.0	406	31.0
2006	584	86.8	89	13.2	328	52.6	295	47.4	25	35.2	46	64.8	937	68.5	430	31.5
2005	601	86.7	92	13.3	324	52.3	295	47.7	23	34.3	44	65.7	948	68.7	431	31.3
Total																
2010	411	85.6	69	14.4	583	35.9	1,041	64.1	68	21.5	249	78.5	1,062	43.9	1,359	56.1
2009	417	85.6	70	14.4	571	36.5	992	63.5	56	18.3	250	81.7	1,044	44.3	1,312	55.7
2008	485	87.4	70	12.6	552	36.7	952	63.3	53	16.2	274	83.8	1,090	45.7	1,296	54.3
2007	562	87.7	79	12.3	581	35.9	1,036	64.1	54	15.6	293	84.4	1,197	46.0	1,408	54.0
2006	584	86.8	89	13.2	590	35.8	1,060	64.2	58	16.3	297	83.7	1,232	46.0	1,446	54.0
2005	601	86.7	92	13.3	581	35.4	1,062	64.6	56	15.6	304	84.4	1,238	45.9	1,458	54.1

Source: PeopleSoft HRMS, Report ID: DAR 8N9.

Table 6. Share of Developing Country Nationals by Department and Grade Grouping—Staff
(As of 12/31/2010)

	A1-A8		A9-A15		B1-B5		A9-B5		Total Staff	Developing Country	
	#	%	#	%	#	%	#	%	#	#	%
Total	279	58.1	777	47.8	93	29.3	870	44.8	2,422	1,149	47.4
Area Departments	86	69.4	299	54.7	39	31.7	338	50.4	794	424	53.4
AFR	23	69.7	80	51.3	9	31.0	89	48.1	218	112	51.4
APD 1/	13	68.4	44	55.7	9	42.9	53	53.0	119	66	55.5
EUR 2/	22	64.7	59	43.7	3	9.7	62	37.3	200	84	42.0
MCD	14	66.7	55	65.5	7	33.3	62	59.0	126	76	60.3
WHD	14	82.4	61	65.6	11	52.4	72	63.2	131	86	65.6
Functional Departments	118	60.5	334	47.0	38	29.9	372	44.4	1,033	490	47.4
FAD	11	55.0	48	42.1	3	16.7	51	38.6	152	62	40.8
FIN	19	65.5	34	47.9	1	8.3	35	42.2	112	54	48.2
INS 3/	16	51.6	23	48.9	6	50.0	29	49.2	90	45	50.0
LEG	10	76.9	12	30.0	3	37.5	15	31.3	61	25	41.0
MCM	22	64.7	75	46.3	9	33.3	84	44.4	223	106	47.5
RES	9	75.0	42	60.0	4	23.5	46	52.9	99	55	55.6
SPR 4/	16	61.5	50	43.1	7	33.3	57	41.6	163	73	44.8
STA	15	50.0	50	54.9	5	41.7	55	53.4	133	70	52.6
Support Departments	75	46.6	144	39.2	16	23.9	160	36.9	595	235	39.5
ATB	0	0.0	0	0.0	0	0.0	0	0.0	1	0	0.0
EXR	7	36.8	20	36.4	3	27.3	23	34.8	85	30	35.3
HRD	17	48.6	16	39.0	4	33.3	20	37.7	88	37	42.0
OMD 5/	12	60.0	13	36.1	4	25.0	17	32.7	72	29	40.3
SEC	9	47.4	8	38.1	2	25.0	10	34.5	48	19	39.6
TGS	30	44.8	87	40.7	3	15.8	90	38.6	300	120	40.0

Source: PeopleSoft HRMS, Report ID: DAR_003.

1/ APD includes OAP.

2/ EUR includes EUO.

3/ INS includes JAI, JVI, and STI.

4/ SPR includes UNO.

5/ OMD includes DMD, INV, OBP, OIA, and OTM.

Table 7. Distribution of A9-B5 Staff by Region by Department
(In percent)

Departments	A9-A15 Staff								B1-B5 Staff								Total A9-B5 Staff							
	Africa	Asia	East Asia	Europe	Middle East	U.S. and Canada	Other W. H.	Developing Transition	Africa	Asia	East Asia	Europe	Middle East	U.S. and Canada	Other W. H.	Developing Transition	Africa	Asia	East Asia	Europe	Middle East	U.S. and Canada	Other W. H.	Developing Transition
Area																								
Departments																								
AFR	20.5	9.0	7.1	38.5	3.2	15.4	13.5	6.4	17.2	3.4	0.0	48.3	0.0	24.1	6.9	3.4	20.0	8.1	5.9	40.0	2.7	16.8	12.4	5.9
APD 1/	2.5	38.0	26.6	35.4	3.8	13.9	6.3	7.6	0.0	61.9	28.6	28.6	0.0	9.5	0.0	4.8	2.0	43.0	27.0	34.0	3.0	13.0	5.0	7.0
EUR 2/	3.0	12.6	10.4	60.0	2.2	14.8	7.4	20.7	0.0	9.7	0.0	77.4	0.0	12.9	0.0	3.2	2.4	12.0	8.4	63.3	1.8	14.5	6.0	17.5
MCD	7.1	9.5	7.1	45.2	21.4	4.8	11.9	16.7	0.0	9.5	0.0	38.1	14.3	23.8	14.3	0.0	5.7	9.5	5.7	43.8	20.0	8.6	12.4	13.3
WHD	4.3	9.7	8.6	25.8	2.2	12.9	45.2	5.4	0.0	4.8	0.0	33.3	0.0	23.8	38.1	9.5	3.5	8.8	7.0	27.2	1.8	14.9	43.9	6.1
Functional																								
Departments																								
FAD	6.1	19.3	7.9	47.4	3.5	12.3	11.4	8.8	0.0	16.7	11.1	55.6	5.6	16.7	5.6	0.0	5.3	18.9	8.3	48.5	3.8	12.9	10.6	7.6
FIN	11.3	18.3	9.9	29.6	2.8	28.2	9.9	8.5	8.3	16.7	0.0	50.0	0.0	25.0	0.0	0.0	10.8	18.1	8.4	32.5	2.4	27.7	8.4	7.2
INS 3/	2.1	10.6	4.3	38.3	14.9	19.1	14.9	6.4	16.7	16.7	8.3	41.7	8.3	8.3	8.3	0.0	5.1	11.9	5.1	39.0	13.6	16.9	13.6	5.1
LEG	0.0	15.0	7.5	40.0	2.5	27.5	15.0	2.5	25.0	0.0	0.0	25.0	0.0	37.5	12.5	0.0	4.2	12.5	6.3	37.5	2.1	29.2	14.6	2.1
MCM	4.9	17.9	11.1	43.8	3.7	17.9	11.7	13.0	0.0	18.5	7.4	40.7	3.7	29.6	7.4	3.7	4.2	18.0	10.6	43.4	3.7	19.6	11.1	11.6
RES	0.0	27.1	18.6	37.1	4.3	15.7	15.7	11.4	0.0	17.6	0.0	47.1	0.0	35.3	0.0	5.9	0.0	25.3	14.9	39.1	3.4	19.5	12.6	10.3
SPR 4/	6.0	25.0	12.9	45.7	4.3	12.9	6.0	6.0	9.5	9.5	0.0	52.4	4.8	14.3	9.5	0.0	6.6	22.6	10.9	46.7	4.4	13.1	6.6	5.1
STA	6.6	26.4	14.3	28.6	1.1	20.9	16.5	12.1	16.7	8.3	8.3	25.0	8.3	33.3	8.3	0.0	7.8	24.3	13.6	28.2	1.9	22.3	15.5	10.7
Support																								
Departments																								
EXR	10.9	16.4	9.1	25.5	3.6	32.7	10.9	1.8	0.0	18.2	0.0	45.5	9.1	27.3	0.0	0.0	9.1	16.7	7.6	28.8	4.5	31.8	9.1	1.5
HRD	14.6	19.5	12.2	26.8	2.4	29.3	7.3	0.0	16.7	0.0	0.0	41.7	0.0	25.0	16.7	0.0	15.1	15.1	9.4	30.2	1.9	28.3	9.4	0.0
OMD 5/	2.8	27.8	13.9	33.3	2.8	30.6	2.8	2.8	0.0	6.3	6.3	43.8	0.0	31.3	18.8	0.0	1.9	21.2	11.5	36.5	1.9	30.8	7.7	1.9
SEC	4.8	28.6	14.3	19.0	0.0	38.1	9.5	4.8	0.0	25.0	12.5	37.5	0.0	37.5	0.0	0.0	3.4	27.6	13.8	24.1	0.0	37.9	6.9	3.4
TGS	5.6	17.8	9.3	15.9	5.1	50.0	5.6	6.5	0.0	21.1	10.5	36.8	0.0	36.8	5.3	0.0	5.2	18.0	9.4	17.6	4.7	48.9	5.6	6.0
Fund All	6.8	18.2	11.0	36.4	4.6	21.8	12.1	9.0	5.0	14.8	5.0	44.8	2.8	24.0	8.5	2.2	6.5	17.7	10.0	37.7	4.3	22.2	11.5	7.9
Quota	4.2	19.1	14.6	40.6	8.7	20.1	7.4	7.4	4.2	19.1	14.6	40.6	8.7	20.1	7.4	7.4	4.2	19.1	14.6	40.6	8.7	20.1	7.4	7.4

Source: PeopleSoft HRMS, DAR_004.

1/ APD includes OAP.

2/ EUR includes EUO.

3/ INS includes JAI, JVI and STI.

4/ SPR includes UNO.

5/ OMD includes DMD, INV, OBP, OIA and OTM.

Table 8. Share of Women by Department and Grade Grouping—Staff and Contractual Employees
(As of 12/31/2010)

Department	Staff								Contractual				Fund All		
	A1-A8		A09-A15		B01-B05		A09-B05		Professional		Support		Total	Women	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total Fund	411	85.6	583	35.9	68	21.5	651	33.5	115	39.7	182	65.5	2,990	1,359	45.5
Area Departments	109	87.9	167	30.5	21	17.1	188	28.1	10	47.6	31	55.4	871	338	38.8
AFR	30	90.9	33	21.2	7	24.1	40	21.6	2	33.3	5	45.5	235	77	32.8
APD 1/	18	94.7	26	32.9	4	19.0	30	30.0	6	85.7	11	68.8	142	65	45.8
EUR 2/	26	76.5	49	36.3	5	16.1	54	32.5	0	0.0	2	66.7	206	82	39.8
MCD	19	90.5	25	29.8	4	19.0	29	27.6	1	50.0	7	70.0	138	56	40.6
WHD	16	94.1	34	36.6	1	4.8	35	30.7	1	33.3	6	37.5	150	58	38.7
Functional Departments	171	87.7	242	34.0	24	18.9	266	31.7	39	30.2	89	67.9	1,293	565	43.7
FAD	20	100.0	27	23.7	2	11.1	29	22.0	7	22.6	13	76.5	200	69	34.5
FIN	27	93.1	35	49.3	2	16.7	37	44.6	4	80.0	14	73.7	136	82	60.3
INS 3/	27	87.1	16	34.0	2	16.7	18	30.5	2	40.0	14	77.8	113	61	54.0
LEG	12	92.3	17	42.5	3	37.5	20	41.7	11	64.7	7	87.5	86	50	58.1
MCM	31	91.2	54	33.3	6	22.2	60	31.7	7	24.1	12	66.7	270	110	40.7
RES	11	91.7	16	22.9	1	5.9	17	19.5	4	13.8	14	58.3	152	46	30.3
SPR 4/	24	92.3	41	35.3	3	14.3	44	32.1	2	25.0	6	66.7	180	76	42.2
STA	19	63.3	36	39.6	5	41.7	41	39.8	2	40.0	9	50.0	156	71	45.5
Support Departments	131	81.4	174	47.4	23	34.3	197	45.4	66	47.1	62	68.1	826	456	55.2
EXR	19	100.0	38	69.1	3	27.3	41	62.1	5	62.5	6	66.7	102	71	69.6
HRD	30	85.7	22	53.7	8	66.7	30	56.6	5	55.6	32	74.4	140	97	69.3
OMD 5/	18	90.0	14	38.9	3	18.8	17	32.7	7	77.8	5	50.0	91	47	51.6
SEC	13	68.4	9	42.9	2	25.0	11	37.9	5	50.0	2	100.0	60	31	51.7
TGS	50	74.6	91	42.5	6	31.6	97	41.6	42	42.0	15	60.0	425	204	48.0

Source: PeopleSoft HRMS, Report ID: DAR_005.

1/ APD includes OAP.

2/ EUR includes EUO.

3/ INS includes JAI, JVI, and STI.

4/ SPR Includes UNO.

5/ OMD Includes DMD, INV, OBP, OIA, and OTM.

Table 9. Recruitment by Region, Gender, Career Stream, and Grade Grouping—Staff
(January - December 2010)

Region	Country	Staff												
		Quota	Economists				Specialized Career Streams				Total			
			A9-A15		B1-B5		A9-A15		B1-B5		A9-A15		B1-B5	
%	#	%	#	%	#	%	#	%	#	%	#	%		
Africa		4.2	5	4.9	0	0.0	3	7.1	1	16.7	8	5.6	1	5.9
Asia		19.1	24	23.5	3	27.3	14	33.3	1	16.7	38	26.4	4	23.5
East Asia		14.6	20	19.6	3	27.3	9	21.4	1	16.7	29	20.1	4	23.5
Europe		40.6	35	34.3	7	63.6	10	23.8	2	33.3	45	31.3	9	52.9
U.K		5.0	5	4.9	0	0.0	1	2.4	0	0.0	6	4.2	0	0.0
European Transition Countries		7.4	14	13.7	1	9.1	2	4.8	0	0.0	16	11.1	1	5.9
Middle East		8.7	6	5.9	0	0.0	4	9.5	0	0.0	10	6.9	0	0.0
Arab countries		6.9	5	4.9	0	0.0	4	9.5	0	0.0	9	6.3	0	0.0
U.S. and Canada		20.1	18	17.6	1	9.1	6	14.3	2	33.3	24	16.7	3	17.6
Other Western Hemisphere		7.4	14	13.7	0	0.0	5	11.9	0	0.0	19	13.2	0	0.0
Total		100.0	102	100.0	11	100.0	42	100.0	6	100.0	144	100.0	17	100.0
Developing Countries		39.8	54	52.9	2	18.2	24	57.1	2	33.3	78	54.2	4	23.5
Underrepresented Regions		34.9	45	44.1	4	36.4	18	42.8	2	33.4	63	43.7	6	35.3
Industrial Countries		60.2	48	47.1	9	81.8	18	42.9	4	66.7	66	45.8	13	76.5
Women		0.0	25	24.5	2	18.2	19	45.2	4	66.7	44	30.6	6	35.3
Men		0.0	77	75.5	9	81.8	23	54.8	2	33.3	100	69.4	11	64.7

Source: PeopleSoft HRMS; Report ID: DAR_011b.

Table 10. Recruitment by Region, Gender, Career Stream, and Grade Grouping—Staff
(2006–10)

Region	Country	Staff												
		Quota	Economists				Specialized Career Streams				Total			
			A9-A15		B1-B5		A9-A15		B1-B5		A9-A15		B1-B5	
%	#	%	#	%	#	%	#	%	#	%	#	%		
Africa		4.2	25	6.2	2	5.6	15	9.4	1	4.5	40	7.1	3	5.2
Asia		19.1	85	21.0	10	27.8	41	25.6	4	18.2	126	22.3	14	24.1
East Asia		14.6	73	18.0	10	27.8	26	16.3	2	9.1	99	17.5	12	20.7
Europe		40.6	167	41.2	17	47.2	40	25.0	9	40.9	207	36.6	26	44.8
U.K		5.0	18	4.4	0	0.0	12	7.5	0	0.0	30	5.3	0	0.0
European Transition Countries		7.4	54	13.3	2	5.6	6	3.8	0	0.0	60	10.6	2	3.4
Middle East		8.7	28	6.9	0	0.0	9	5.6	0	0.0	37	6.5	0	0.0
Arab countries		6.9	21	5.2	0	0.0	8	5.0	0	0.0	29	5.1	0	0.0
U.S. and Canada		20.1	48	11.9	4	11.1	44	27.5	7	31.8	92	16.3	11	19.0
Other Western Hemisphere		7.4	52	12.8	3	8.3	11	6.9	1	4.5	63	11.2	4	6.9
Total		100.0	405	100.0	36	100.0	160	100.0	22	100.0	565	100.0	58	100.0
Developing Countries		39.8	218	53.8	8	22.2	74	46.3	4	18.2	292	51.7	12	20.7
Underrepresented Regions		34.9	181	44.7	14	38.4	56	34.9	3	13.6	237	41.9	17	29.3
Industrial Countries		60.2	187	46.2	28	77.8	86	53.8	18	81.8	273	48.3	46	79.3
Women		0.0	112	27.7	5	13.9	69	43.1	9	40.9	181	32.0	14	24.1
Men		0.0	293	72.3	31	86.1	91	56.9	13	59.1	384	68.0	44	75.9

Source: PeopleSoft HRMS; Report ID: DAR_011b.

Table 11. Recruitment of Women by Career Stream and Grade Grouping—Staff
(As of 12/31/2010)

	A1-A8			A9-A15			B1-B5		
	#	Total	%	#	Total	%	#	Total	%
EPs									
2010	n.a.	n.a.	n.a.	9	30	30.0	0	0	0.0
2009	n.a.	n.a.	n.a.	22	43	51.2	0	0	0.0
2008	n.a.	n.a.	n.a.	5	20	25.0	0	0	0.0
2007	n.a.	n.a.	n.a.	8	21	38.1	0	0	0.0
2006	n.a.	n.a.	n.a.	10	26	38.5	0	0	0.0
Total 2006–10	n.a.	n.a.	n.a.	54	140	38.6	0	0	0.0
Economists									
2010	n.a.	n.a.	n.a.	19	76	25.0	2	11	18.2
2009	n.a.	n.a.	n.a.	25	106	23.6	1	5	20.0
2008	n.a.	n.a.	n.a.	7	20	35.0	2	9	22.2
2007	n.a.	n.a.	n.a.	4	42	9.5	0	8	0.0
2006	n.a.	n.a.	n.a.	9	41	22.0	0	3	0.0
Total 2006–10	n.a.	n.a.	n.a.	64	285	22.5	5	36	13.9
Specialized Career Streams									
2010	19	29	65.5	19	43	44.2	4	6	66.7
2009	50	67	74.6	22	54	40.7	1	4	25.0
2008	16	22	72.7	6	12	50.0	1	2	50.0
2007	27	35	77.1	13	27	48.1	1	2	50.0
2006	24	30	80.0	12	28	42.9	2	8	25.0
Total 2006–10	136	183	74.3	72	164	43.9	9	22	40.9
All									
2010	19	29	65.5	47	149	31.5	6	17	35.3
2009	50	67	74.6	69	203	34.0	2	9	22.2
2008	16	22	72.7	18	52	34.6	3	11	27.3
2007	27	35	77.1	25	90	27.8	1	10	10.0
2006	24	30	80.0	31	95	32.6	2	11	18.2
Total 2006–10	136	183	74.3	190	589	32.3	14	58	24.1

Source: PeopleSoft HRMS; Report ID: DAR_1213.

Table 12. Recruitment of Developing Country Nationals by Career Stream and Grade Grouping—Staff
(2006–10)

	A1-A8			A9-A15			B1-B5		
	#	Total	%	#	Total	%	#	Total	%
EPs									
2010	n.a.	n.a.	n.a.	22	30	73.3	0	0	0.0
2009	n.a.	n.a.	n.a.	22	43	51.2	0	0	0.0
2008	n.a.	n.a.	n.a.	15	20	75.0	0	0	0.0
2007	n.a.	n.a.	n.a.	12	21	57.1	0	0	0.0
2006	n.a.	n.a.	n.a.	20	26	76.9	0	0	0.0
Total 2006–10	n.a.	n.a.	n.a.	91	140	65.0	0	0	0.0
Economists									
2010	n.a.	n.a.	n.a.	35	76	46.1	2	11	18.2
2009	n.a.	n.a.	n.a.	25	106	23.6	1	5	20.0
2008	n.a.	n.a.	n.a.	7	20	35.0	4	9	44.4
2007	n.a.	n.a.	n.a.	19	42	45.2	1	8	12.5
2006	n.a.	n.a.	n.a.	19	41	46.3	0	3	0.0
Total 2006–10	n.a.	n.a.	n.a.	105	285	36.8	8	36	22.2
Specialized Career Streams									
2010	19	29	65.5	24	43	55.8	2	6	33.3
2009	50	67	74.6	21	53	39.6	1	4	25.0
2008	17	22	77.3	6	12	50.0	1	2	50.0
2007	21	35	60.0	17	27	63.0	1	2	50.0
2006	19	30	63.3	8	28	28.6	0	8	0.0
Total 2006–10	126	183	68.9	76	163	46.6	5	22	22.7
All									
2010	19	29	65.5	81	149	54.4	4	17	23.5
2009	50	67	74.6	68	202	33.7	2	9	22.2
2008	17	22	77.3	28	52	53.8	5	11	45.5
2007	21	35	60.0	48	90	53.3	2	10	20.0
2006	19	30	63.3	47	95	49.5	0	11	0.0
Total 2006–10	126	183	68.9	272	588	46.3	13	58	22.4

Source: PeopleSoft HRMS; Report ID: DAR_1213.

Table 13. Staff Promoted by Region, Career Stream, and Grade Grouping, 2010
(2009 in parentheses)

Region	A1-A8				A9-A12				A13-A15				B1-B5			
	#	Total	%	2009	#	Total	%	2009	#	Total	%	2008	#	Total	%	2008
Economists																
Africa	n.a	n.a	n.a	n.a	2	13	15.4	(14.3)	7	62	11.3	(10.5)	2	10	20	(22.2)
Asia	n.a	n.a	n.a	n.a	4	45	8.9	(2.4)	23	131	17.6	(16.5)	7	39	17.9	(22.5)
East Asia	n.a	n.a	n.a	n.a	4	39	10.3	(0.0)	13	76	17.1	(15.2)	2	13	15.4	(14.3)
Europe	n.a	n.a	n.a	n.a	13	82	15.9	(1.4)	49	383	12.8	(22.4)	18	114	15.8	(24.3)
U.K	n.a	n.a	n.a	n.a	0	3	0	(0.0)	3	38	7.9	(12.5)	3	27	11.1	(14.3)
Middle East	n.a	n.a	n.a	n.a	1	11	9.1	(0.0)	6	38	15.8	(21.2)	2	8	25	(28.6)
Arab Countries	n.a	n.a	n.a	n.a	0	7	0	(0.0)	3	30	10	(18.5)	2	6	33.3	(20.0)
U.S. and Canada	n.a	n.a	n.a	n.a	1	10	10	(11.1)	12	138	8.7	(17.2)	6	51	11.8	(27.6)
Other Western Hemisphere	n.a	n.a	n.a	n.a	0	20	0	(0.0)	13	126	10.3	(17.5)	0	23	0	(44.4)
Total	n.a	n.a	n.a	n.a	21	181	11.6	(3.0)	110	878	12.5	(19.2)	35	245	14.3	(27.0)
Developing Countries	n.a	n.a	n.a	n.a	14	118	11.9	(3.8)	60	410	14.6	(16.1)	11	76	14.5	(35.1)
Developing Transition Countries	n.a	n.a	n.a	n.a	7	39	17.9	(3.4)	15	78	19.2	(21.9)	2	7	28.6	(20.0)
Industrial Countries	n.a	n.a	n.a	n.a	7	63	11.1	(1.6)	50	468	10.7	(21.8)	24	169	14.2	(23.6)
Women	n.a	n.a	n.a	n.a	8	72	11.1	(6.1)	36	218	16.5	(22.7)	13	43	30.2	(36.8)
Men	n.a	n.a	n.a	n.a	13	109	11.9	(1.0)	74	660	11.2	(18.0)	22	202	10.9	(25.2)
Specialized Career Streams																
Africa	9	55	16.4	(16.7)	2	22	9.1	(8.3)	1	14	7.1	(7.7)	2	6	33.3	(60.0)
Asia	16	106	15.1	(19.0)	8	84	9.5	(13.5)	5	36	13.9	(25.8)	0	8	0	(12.5)
East Asia	9	71	12.7	(17.6)	5	46	10.9	(17.9)	3	17	17.6	(28.6)	0	3	0	(0.0)
Europe	12	82	14.6	(13.8)	12	71	16.9	(18.8)	6	54	11.1	(23.2)	6	28	21.4	(9.5)
U.K	5	30	16.7	(9.4)	5	17	29.4	(12.5)	0	4	0	(16.7)	2	13	15.4	(9.1)
Middle East	1	14	7.1	(23.1)	2	17	11.8	(27.8)	1	9	11.1	(25.0)	1	1	100	(0.0)
Arab Countries	1	9	11.1	(25.0)	2	12	16.7	(40.0)	0	6	0	(16.7)	1	1	100	(0.0)
U.S. and Canada	15	134	11.2	(11.8)	15	136	11	(11.2)	7	71	9.9	(12.3)	2	25	8	(14.3)
Other Western Hemisphere	6	89	6.7	(16.5)	7	37	18.9	(23.5)	1	14	7.1	(0.0)	1	4	25	(33.3)
Total	59	480	12.3	(15.4)	46	367	12.5	(14.9)	21	198	10.6	(16.9)	12	72	16.7	(17.2)
Developing Countries	33	279	11.8	(17.4)	23	171	13.5	(18.3)	10	78	12.8	(11.0)	4	17	23.5	(35.7)
Developing Transition Countries	2	17	11.8	(11.1)	3	21	14.3	(30.0)	1	9	11.1	(0.0)	0	0	0	(0.0)
Industrial Countries	26	201	12.9	(12.6)	23	196	11.7	(12.1)	11	120	9.2	(20.5)	8	55	14.5	(11.4)
Women	53	411	12.9	17	29	205	14.1	(18.2)	12	88	13.6	(15.3)	6	25	24	(22.2)
Men	6	69	8.7	5.7	17	162	10.5	(10.5)	9	110	8.2	(18.2)	6	47	12.8	(15.0)
Economists and Specialized Career Streams																
Africa	9	55	16.4	(10.1)	4	35	11.4	(10.5)	8	76	10.5	(10.0)	4	16	25	(35.7)
Asia	16	106	15.1	(13.9)	12	129	9.3	(9.5)	28	167	16.8	(18.4)	7	47	14.9	(20.8)
East Asia	9	71	12.7	(17.1)	9	85	10.6	(9.2)	16	93	17.2	(17.5)	2	16	12.5	(13.3)
Europe	12	82	14.6	(11.5)	25	153	16.3	(10.0)	55	437	12.6	(22.5)	24	142	16.9	(21.9)
U.K	5	30	16.7	(7.7)	5	20	25	(11.1)	3	42	7.1	(13.0)	5	40	12.5	(12.8)
Middle East	1	14	7.1	(0.0)	3	28	10.7	(16.1)	7	47	14.9	(22.0)	3	9	33.3	(28.6)
Arab Countries	1	9	11.1	(0.0)	2	19	10.5	(22.2)	3	36	8.3	(18.2)	3	7	42.9	(20.0)
U.S. and Canada	15	134	11.2	(11.0)	16	146	11	(11.2)	19	209	9.1	(15.4)	8	76	10.5	(24.1)
Other Western Hemisphere	6	89	6.7	(11.6)	7	57	12.3	(15.1)	14	140	10	(15.7)	1	27	3.7	(43.3)
Total	59	480	12.3	(11.4)	67	548	12.2	(11.1)	131	1,076	12.2	(18.8)	47	317	14.8	(25.2)
Developing Countries	33	279	11.8	(11.3)	37	289	12.8	(12.6)	70	488	14.3	(15.3)	15	93	16.1	(35.2)
Developing Transition Countries	2	17	11.8	(22.2)	10	60	16.7	(14.3)	16	87	18.4	(19.0)	2	7	28.6	(20.0)
Industrial Countries	26	201	12.9	(11.4)	30	259	11.6	(9.6)	61	588	10.4	(21.5)	32	224	14.3	(21.1)
Women	53	411	12.9	(11.5)	37	277	13.4	(15.3)	48	306	15.7	(20.6)	19	68	27.9	(32.1)
Men	6	69	8.7	(10.0)	30	271	11.1	(6.7)	83	770	10.8	(18.0)	28	249	11.2	(23.6)

Source: PeopleSoft HRMS, Report ID: DAR_016.

Table 14. Five-Year Review of Pipeline Indicators of Economists—Staff

(As of 12/31/2010)

	Africa	Asia	East Asia	Europe	Middle East	U.S. and Canada	Other Western Hemisphere	Total	Developing Countries	Transition Countries	Industrial Countries	Women	Men
Ratio of A15/A14													
2010	.38	.32	.14	.43	.42	.55	.31	.41	.31	.25	.50	.36	.43
2009	.38	.30	.11	.48	.63	.61	.37	.46	.34	.18	.56	.38	.48
2008	.41	.31	.18	.44	.38	.65	.34	.44	.33	.11	.53	.38	.46
2007	.42	.40	.19	.47	.32	.59	.28	.44	.34	.17	.52	.38	.45
2006	.39	.43	.30	.48	.39	.63	.30	.46	.36	.17	.53	.39	.47
2005	.41	.46	.35	.47	.56	.54	.27	.45	.36	.16	.51	.38	.46
Percent of staff in A15-B5 of all economists/region													
2010	28.2	29.3	14.8	34.8	28.1	46.2	27.8	34.0	24.8	13.7	41.9	25.8	36.8
2009	27.5	29.6	15.4	35.9	31.5	50.8	31.3	25.9	25.7	11.2	44.2	25.4	39.4
2008	31.2	31.2	18.0	36.9	30.1	51.2	33.3	37.3	27.9	10.0	44.4	26.5	40.7
2007	28.0	33.0	17.5	35.4	31.3	51.1	28.2	36.2	27.0	9.1	43.1	23.7	39.9
2006	29.3	32.6	19.8	35.2	34.3	49.8	28.9	36.2	28.3	8.8	42.0	23.4	40.0
2005	30.1	33.0	22.2	34.3	40.3	49.0	28.7	36.1	28.8	7.9	41.3	22.8	39.9
Average time in grade A15													
2010	6.9	3.4	2.1	4.1	2.8	3.9	4.6	4.2	4.0	0.9	4.3	3.3	4.4
2009	5.9	2.8	3.1	3.2	3.0	3.2	3.2	3.6	3.4	0.3	3.4	2.6	3.5
2008	5.9	3.5	2.9	4.2	4.7	4.3	4.1	4.3	4.2	1.8	4.3	3.5	4.5
2007	5.5	3.2	5.0	3.7	4.0	4.0	3.8	3.9	3.8	2.5	3.9	3.5	4.0
2006	3.9	1.9	3.7	2.7	3.9	3.2	3.1	2.9	2.9	1.6	2.9	2.0	3.1
2005	5.1	2.0	2.3	2.7	3.1	3.7	3.2	3.1	3.0	1.5	3.1	2.2	3.3
Average time in grade A14													
2010	5.6	3.6	3.5	4.0	4.8	5.1	5.0	4.4	4.5	3.8	4.3	3.7	4.7
2009	4.6	3.2	2.8	3.1	4.3	4.5	4.6	3.8	3.9	3.1	3.7	3.0	4.1
2008	5.6	3.4	3.3	3.7	4.4	5.4	5.1	4.4	4.5	3.4	4.4	3.7	4.7
2007	4.7	3.4	3.1	3.5	4.4	5.0	4.5	4.1	4.1	3.0	4.0	3.5	4.2
2006	4.4	3.1	2.8	3.3	3.6	4.8	4.2	3.8	3.8	2.8	3.8	3.3	3.9
2005	3.8	2.7	2.2	3.0	3.6	3.9	3.5	3.3	3.3	2.7	3.3	2.9	3.4

Source: PeopleSoft HRMS; Report ID: DAR_018 and DAR_017.

**Table 15. Female Staff in Multilateral Organizations
December 2010**

	Total			Support Staff			Professional Staff			Managerial Staff						
	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male				
	#	%	#	#	%	#	#	%	#	#	%	#				
Asian Development Bank	2,827	1,607	56.8	1,220	1,803	1,309	72.6	494	821	258	31.4	563	203	40	19.7	163
European Commission	23,963	12,488	52.1	11,475	11,429	7,447	65.1	3,982	12,534	5,041	40.2	7,493	358	79	22.0	279
European Investment Bank	1,866	977	52.4	889	548	477	87.0	70	1,087	461	42.4	627	231	39	16.9	192
Inter-American Development Bank	1,881	967	51.4	914	300	258	86.0	42	1,455	675	46.4	780	126	34	27.0	33
International Monetary Fund 1/	2,421	1,062	43.9	1,359	480	411	85.6	69	1,624	583	35.9	1,041	317	68	21.5	249
United Nations Population Fund 2/	2,178	1,140	52.0	1,038	1,017	547	53.0	470	1,161	593	51.0	568				
World Bank (IBRD) 3/	9,925	5,084	51.0	4,841	2,895	2,039	70.0	856	6,550	2,873	44.0	3,677	480	172	36.0	308

Source: Organizational and Institutional Gender Information Network (ORIGIN).

1/ Support grades A1-A8; professional grades A9-A15; and managerial grades B1-B5. Does not include contractuels.

2/ Support staff (G1-G7); Professional staff (P1-D2; NOA-NOD); Management (UGS, ASG).

3/ Support staff (G1-GD); Professional staff (GE+non managerial); Management (GG+ with HR Mgr Flag).

Table 16. EP Recruitment Missions by University, 2007–10

Region	University	Mission Year			
		2007	2008	2009	2010
Africa	Univ. of Lagos, Univ. of Ibadan			✓	✓
	University of Dakar				✓
	Univ. of Cape Town, Pretoria, Witwatersrand				✓
	Yaounde II University			✓	
	University of Nairobi		✓		
Asia	Hong University of Science and Technology	✓			
	Chinese University of Hong Kong	✓			
	Fudan University (Shanghai)	✓		✓	
	Shanghai University	✓		✓	✓
	Graduate School-People's Bank of China (Beijing)	✓			
	Chinese Academy of Social Sciences (Beijing)	✓			
	Peking University (Beijing)	✓		✓	✓
	Asian Institute of Technology	✓			
	Nanyang Technological University (Singapore)	✓			
	University of Indonesia (UI)	✓			
	Kyoto University	✓			✓
	Osaka University	✓			
	Seoul National University	✓			✓
Korea University	✓			✓	
Tokyo University			✓	✓	
Europe	La Sapienza Roma I	✓			
	Paris School of Economics				✓
	European University Institute	✓	✓	✓	
	Bocconi University	✓	✓	✓	
	Pompeu Fabra	✓			
	Center for Monetary and Financial Studies	✓			
	Carlos III University Madrid	✓			
	Graduate Institute of International Studies	✓	✓	✓	
	Goethe University			✓	✓
	Kiel Institute			✓	
	Center for Economic Research and Graduate Education (CERGE-EI)			✓	
	Maastricht University			✓	
	University of Tilburg	✓		✓	
	University of Zurich			✓	
	University of St. Gallen			✓	
	Catholic University Louvain	✓			
	Free University Brussels	✓			
	Erasmus University	✓			
	University of Mannheim				✓
	Central European University				✓
CERDI				✓	
Institut d'Études Politiques de Paris				✓	
Paris Dauphine University				✓	
Corvinus University				✓	
U.K.	University of Cambridge	✓	✓	✓	✓
	University of Oxford	✓	✓	✓	✓
	London School of Economics	✓	✓	✓	✓
	University of Warwick		✓		
U.S.	University of Pennsylvania	✓		✓	
	Princeton University	✓		✓	✓
	Columbia University	✓		✓	✓
	New York University	✓		✓	✓
	Yale University	✓			✓
	University of Minnesota	✓	✓		
	University of Chicago	✓	✓		✓
	University of Michigan Ann Arbor	✓			
	Northwestern University		✓		✓
	Harvard University	✓	✓	✓	✓
	Boston University	✓	✓	✓	✓
	MIT	✓	✓	✓	✓
	UCLA	✓		✓	✓
	UC Berkeley	✓		✓	✓
Stanford University	✓		✓	✓	

Source: Recruitment and Staffing Division, HRD.