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ANNUAL  
REPORT  
FY2013



## FY 2013 DIVERSITY AND INCLUSION ANNUAL REPORT<sup>1</sup>

June 13, 2013

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<sup>1</sup> Prepared by the Diversity Office: Pamela Paul, Diversity Advisor, Denise Robinson, Diversity Officer and Amparo Vazquez, Projects Assistant. The team gratefully acknowledges the work of James Corr on the report.

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## EXECUTIVE SUMMARY

- The Fund has been focused on becoming more diverse and inclusive in recent years.** The share of staff from underrepresented regions<sup>2</sup> in senior positions and the representation of women in the professional and managerial grades have increased. In addition, measures have been taken to help foster a work environment that is inclusive (i.e., hospitable and supportive of all staff), in which different perspectives can be shared and given a fair hearing. Even so, there is much left to be done and a sustained effort to strengthen diversity and inclusion remains necessary.
- Progress has been made on most of the diversity benchmarks, though uneven.** The benchmark for Transition Countries in the professional grades has been surpassed and the share of East Asian staff is closing in on its 2014 benchmark. More limited advances have been made for African and Middle Eastern staff, and in the case of the latter, the B-level benchmark has been exceeded for the first time this year. The current share of women at the B-level is still below the 2014 benchmark though higher than in 2003, when the Fund's diversity indicators and benchmarks were initially established. For B-level women economists, the distance to the minimum benchmark is quite narrow, whereas the gap is more substantial for Specialized Career Stream (SCS) women staff.
- Not all the diversity benchmarks are likely to be met by CY2014, per the established timeline.** Accordingly, a detailed analysis is needed to better understand the reasons why many of the benchmarks will likely be missed, as well as a determination of which benchmarks remain relevant within the current context. To this end, the Diversity Council intends to reconstitute a working group that would propose new benchmarks and make recommendations for continuing to effectively diversify the Fund.
- Fund-wide, the diversity composition of new staff in FY 2013 is encouraging.** While changes to the stock are taking place slowly, the flow is increasing at a faster pace. The share of new hires from underrepresented regions (43 percent) remained within the range of new hires for recent years. At the B-level, four of the seven new hires were from underrepresented regions, and two of the seven were women. Mid-career appointments are also an important channel for increasing diversity. Former contractual employees made up close to 50 percent of Fund mid-career appointments in FY 2013 and of these, 38.6 percent were women and one-fifth were from underrepresented regions, both sharp increases from FY 2012. In addition, the Economist Program continues to be an important source of diversity for entry-level economists, with the gender and nationality diversity of the 2013 EP cohort among the highest in recent years.

<sup>2</sup> Underrepresented regions are: Africa, East Asia, Middle East and Transition Countries. Underrepresented *Groups* are: underrepresented *regions* and women.

- **Managing diversity is an area of accountability for all department directors** and is measured in the new Accountability Framework. Across the four categories of underrepresentation that are measured in the Diversity Scorecard under Goal 1, which is part of the Accountability Framework, the Fund reached 84 percent of its overall target for FY 2013, on average.<sup>3</sup> This is compared to the average 80 percent of the target reached at the end of FY 2012. Additionally, Goal 4<sup>4</sup> will be added to the Accountability Framework beginning in June 2013 using findings from the Inclusion Index in the 2013 staff survey, which will hold departments accountable in fostering an inclusive environment.
- **Fund staff represent a rich and varied multicultural set of experiences** that are not always fully captured in the “standard” diversity statistics used for assessing changes relative to the diversity benchmarks. Accordingly, and reflecting interest expressed by Executive Directors during the discussion of last year’s report, this paper includes information on multiple nationalities and staff’s educational backgrounds.

***In 2012, the reporting period for the Diversity Annual Report was changed from a calendar year to a financial year to better align with other major reports produced in HRD. As a result, the 2011 report covered a 16-month period (CY 2011 to end of FY 2012). The current report covers FY 2013.***

<sup>3</sup> Stock benchmarks: A9-B5 underrepresented regions, B-level underrepresented regions, and B-level women.

<sup>4</sup> Goal 4 is “foster an inclusive work environment in which everyone is aware of the benefits of diversity”

## FOREWORD

- In its early years, the Fund’s diversity strategy focused on assessing the climate and building awareness of the business case for diversity. Next came the infrastructure and accountability through the development of the diversity goals, scorecard and the departmental Diversity Reference Groups. In the past two years, the Diversity Office has worked across the Fund to integrate the goals and accountability into the operations of the Fund and to expand the focus on inclusion while maintaining the emphasis on progress towards the benchmarks.
- Diversity (i.e. the demographic composition of the Fund and the equitable treatment of all employees) remains the key focus of the diversity strategy. Inclusion, a necessary complement to diversity, is more intangible; it is the process through which the benefits of having an internationally diverse staff are realized. In an inclusive workplace, multiple perspectives (such as professional, cultural, ideological) can be shared and given a fair hearing and employees can interact in authentic ways without the need to mask aspects of their identity.
- Here at the Fund, inclusion obviously goes well beyond creating a work environment free from harassment, discrimination or bias. It is about ensuring that the work environment is hospitable and supportive of everyone, and that the wide spectrum of differences that employees bring are effectively managed to foster an “intellectually open atmosphere that seeks diverse views to develop the best solutions.” Inclusion engages everyone and benefits everyone, so for individuals who are seeking to be included, inclusion offers multiple points of connection from how one manages teams across lines of differences (such as culture, grade, and generation), to using one’s cultural knowledge and skills in interacting effectively in a multicultural environment.
- One of the questions raised about inclusion is, “how will we know when we are truly inclusive?” Institutions that are most effective at being inclusive have three things in common: 1) they have gone well beyond the “diversity” versus “quality” debate and have crafted effective approaches to source and develop talent across the entire spectrum of their target groups for all levels of their institutions; 2) they view their diversity and the cultural knowledge of their employees as important assets and provide their managers and individual contributors with the training and support needed to manage and interact with both competence and respect in today’s global workplace; 3) they create environments in which their employees are expected to draw on their experiences (cultural, professional and other) to help find innovative solutions to their work. In doing so, they bring their whole selves to the job, not downplaying or denying aspects of their identity in order to fit in.
- In the coming year as we continue our work of strengthening diversity and inclusion in the Fund, the diversity strategy will focus on three broad areas: 1) increasing demographic (regional and gender) diversity while recognizing that the current diversity benchmarks and timeline will need to re-visited; 2) integrating diversity into the institutional culture, operations and policies of the Fund, and 3) continuing the process of becoming more inclusive.

**PAMELA PAUL**, Diversity Advisor

## I. INTRODUCTION

**1. This paper reports on developments in the Fund’s diversity strategy in FY 2013** and discusses a number of issues related to the future of the diversity agenda. Following the introduction, Section II describes recent changes in Fund staff composition, including the history, purpose, and operation of the Fund’s diversity benchmarks and other aspects of diversity demographics in the past year. Section III takes up issues related to the management of diversity and inclusion. Following up on issues raised at the Executive Board’s discussion of last year’s Annual Diversity Report, Section IV provides a broader understanding of the multicultural environment of the Fund in two areas: dual nationalities and educational backgrounds. In Section V we set out some broad conclusions and recommendations for further development of the diversity agenda.

**2. Diversity is inherent to the Fund**, a multinational, multicultural institution with a mandate to recruit personnel “on as wide a geographical basis as possible” (subject to the paramount importance of securing the highest standards of efficiency and of technical competence).<sup>5</sup> In her most recent Global Policy Agenda, the Managing Director spoke on the importance of making progress in increasing the diversity of staff as “a key component of the Fund’s legitimacy”.<sup>6</sup> In addition, in establishing the enhanced diversity action plan in 2003, Management noted that the Fund’s commitment is founded on the clear business case for diversity: improved institutional quality and performance.<sup>7</sup> Staff diversity helps the Fund to serve its member countries more effectively. It enriches the work environment, enhances responsiveness to change, and increases innovation and problem-solving capacity. A diverse work environment also increases the attractiveness of the institution as an employer of choice.

**3. The Fund has become noticeably more diverse and inclusive in recent years.** The share of staff from underrepresented regions in senior positions and the representation of women in the professional and managerial grades have increased. In addition, measures have been taken to help foster a work environment that is inclusive i.e., hospitable and supportive of all staff, in which different perspectives can be shared and given a fair hearing. Even so, as discussed further below, there is much left to be done and a sustained effort to strengthen diversity and inclusion remains necessary.

## II. CHANGES IN IMF STAFF COMPOSITION

### A. Diversity Benchmarks: Historical Context

**4. An explicit effort to strengthen diversity in the Fund was adopted** in the mid-1990s, with actions that included the appointment of a Special Advisor on Diversity in 1995 and issuance of an Action Plan to Promote Staff Diversity and Address Discrimination in 1996. Beginning in 2003,

<sup>5</sup> Article XII, Section 4 (d).

<sup>6</sup> Managing Director’s Global Policy Agenda, April 2013.

<sup>7</sup> See “The Role of Diversity in the Fund’s Human Resource Strategy,” (SM/03/194, 5/28/03).

following the report of an internal Task Force on Diversity Benchmarks, the Fund established a set of indicators or benchmarks to help guide central recruitment efforts. These benchmarks also provided a device to measure progress over time and compared to other organizations, in promoting geographical and gender balance. The Task Force considered a number of indicators, but concluded that financial quotas were broadly suitable overall to determine the geographic representation of staff. The only exception was Africa, where the Task Force recommended a higher-than-quota share of representation of eight percent.<sup>8</sup>

**5. The benchmarks adopted in 2003 covered:** the share of staff from underrepresented regions and country groups (Africa, Transition Countries, Middle East, and all Developing and Transition Countries combined); and the share of women in total B-level staff, with sub-benchmarks for economists and specialized career streams (Box 1).<sup>9</sup>

**Box 1. The 2003 Quantitative Indicators to Measure Progress in Diversity**

**Geographic Indicators (A9-A15)**

- Africa—8 percent
- Middle East—8 percent
- European Transition Countries—8 percent
- Developing Countries—40 percent

**Gender Indicators (B-level)**

- Women at B level—20 percent
- Women Economists at B level—15 percent — 20 percent
- Women Specialized Career Streams at B level—35 percent —40 percent

**6. In late 2008, the Diversity Council decided to recommit to these benchmarks** for the period 2009-2014. At the same time, based on recommendations of a Working Group appointed by Management, they approved extending the benchmarks in two ways: first, by adopting a new benchmark on the share of East Asian staff in professional levels (A9-B5); and second, by setting benchmarks on the share of B-level staff from each of the underrepresented country groupings (Africa, East Asia, Middle East, and transition countries). The Working Group proposed that the benchmark for East Asian staff—at that time the most underrepresented region in the Fund relative to quota—be set at 12 percent for the period to 2014.<sup>10</sup>

**7. With regard to staff at the B-level,** the 2008 Working Group further proposed that benchmarks be set for each of the regional groupings: Africa —six percent; East Asia — seven percent, the Middle East — five percent, and Transition Countries — four percent. As with the

<sup>8</sup> The higher-than-quota indicator for Africa was based on a number of additional quantitative measures (including number of Fund arrangements, share of staff days in area and functional departments spent on Africa) as well as the desirability of having a critical mass of staff of sub-Saharan origin. The offset to the above quota share for Africa was distributed broadly proportionately across the other regions.

<sup>9</sup> The Developing Countries benchmark was surpassed in 2006 and the benchmark is no longer tracked.

<sup>10</sup> The Working Group considered this an interim benchmark, given that it appeared unrealistic in that timeframe to achieve a representation of 15 percent, which would be closer to the region's financial quota in the Fund.

indicator for East Asian staff (A9-B5), these benchmarks were considered interim standards for practical considerations in light of then-projected hiring, retention, and promotion trends.

**8. One further change was made to the diversity benchmarks in 2011**, with adoption of a revised benchmark for representation of women at the B-level. In late 2010, the initial 2003 gender benchmarks were surpassed and Management reconvened the Diversity Benchmark Working Group to make recommendations on how new gender benchmarks should be set to guide policies in the years ahead. On the basis of a detailed analysis of historic and projected demographic trends, the Working Group proposed that the range for each indicator be increased by five to ten percentage points, to encourage more ambitious efforts overall. Accordingly, the revised B-level gender benchmarks for the period to CY2014 became: 25-30 percent for all B-level women, 20-25 percent for B-level economists, and 40-45 percent for B-level SCS. The current diversity benchmarks are set out in Table A.

**9. Overall, progress has been made on most of the diversity benchmarks though uneven across regions and grades** (see Table A and Figure 1). In the case of Transition Countries, the benchmark for all staff has been surpassed, and the share of East Asian staff is closing in on its 2014 benchmark. For Africa, progress has been quite limited (6.8 percent) for FY 2013 compared to 5.4 in 2003, when the original indicator was set, and remains below the benchmark of eight percent. The overall share of Middle Eastern staff (A9-B5) has proved the hardest to move, being 4.5 percent at the end of FY 2012, not much different from the 4.4 percent that prevailed in 2003, and compared to the benchmark of eight percent. In some cases, but not all, it has been difficult to make sustained headway at the B-level, while marked shifts have been seen at the A9-A15 levels. In other categories, the reverse has been true. In addition, the issues that impact hiring and retention trends vary both across region and between region and gender.

**10. The disaggregated benchmarks for B-level staff from underrepresented regions show mixed progress.** The Middle East is the only region that has already attained the B-Level benchmark—5.4 percent at end-FY 2013 compared to the five percent benchmark. Efforts to sustain the progress made on this target will require, among other things, close monitoring of conversion rates of staff hired through the B-level Diversity Hiring Initiative. Transition countries, in contrast to their representation in the A-level professional grades, are currently only halfway toward the B-level benchmark. The share of East Asian staff at the most senior levels has increased fairly steadily over the years, but, at nearly six percent, is still somewhat below the benchmark of seven percent. The share of B-level staff from Africa has fluctuated, and is still short of its benchmark, but has been on an upward trend over the longer term. The largest share of B-level staff (40.8 percent) is European, excluding Transition Countries, and the US and Canada make up the second largest share at 24 percent.

**Table A. Geographic and Gender Benchmark Indicators and Staff Representation 1/ 2/**  
(Grades A9-B5, in percent)

<b>A9-B5</b>	Diversity	CY2009	CY2010	FY2012	FY2013
	Benchmarks for 2014				
Africa	<b>8.0</b>	6.5	6.5	6.8	6.8
Asia		16.9	17.7	18.2	18.8
East Asia 3/	<b>12.0</b>	9.1	10.0	10.6	11.3
Europe		37.6	37.7	37.2	37
Of which: Transition Countries	<b>8.0</b>	7.4	7.9	8.1	8.3
Middle East	<b>8.0</b>	4.2	4.3	4.2	4.5
Western Hemisphere		34.8	33.7	33.6	32.9
<b>B-Level</b>					
<b>Regions</b> (in percent of all B Level) 4/					
Africa	<b>6.0</b>	4.6	5.0	4.7	4.8
Asia		15.4	14.8	15.3	15
East Asia	<b>7.0</b>	4.9	5.0	5.3	5.7
Europe		41.5	44.5	43.4	42.9
Transition Countries	<b>4.0</b>	1.6	2.2	2.2	2.1
Middle East	<b>5.0</b>	2.6	2.8	3.8	5.4
Western Hemisphere		35.9	32.5	32.8	31.8
<b>Women</b> (in percent of all B Level) 5/					
All B-Level	<b>25-30</b>	18.4	21.5	20.9	21.9
B-Level Economist	<b>20-25</b>	15.3	17.6	17.5	19
B-Level SCS	<b>40-45</b>	31.0	34.7	33.8	34.4
<b>Men</b> (in percent of all B Level)					
All B-Level		81.6	78.5	79.1	78.1
B-Level Economist		84.7	82.4	82.5	81
B-Level SCS		69.0	65.3	66.2	65.6

Source: PeopleSoft HRMS; Report ID: DAR\_007.

1/ Excludes OED and independent offices.

2/ Starting with the 2011 Diversity Annual Report, the reporting period for data in the Diversity Annual Report changed from a calendar year to a fiscal year. Prior to the 2011 report, the data was reported on a calendar year basis.

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

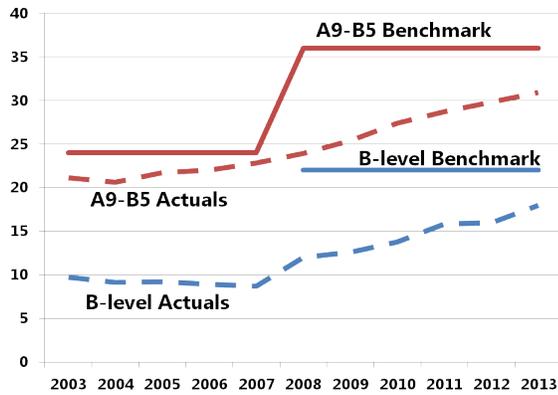
4/ The Benchmark Working Group (2008) established indicators for East Asia (A9-B5) and B-level indicators for Africa, East Asia, the Middle East and Transition Economies, and recommitted to the initial benchmarks for 2014.

5/ The reconvened Benchmark Working Group (2011) updated the benchmarks for B-level women after the benchmarks established in 2003 were met in late 2010.

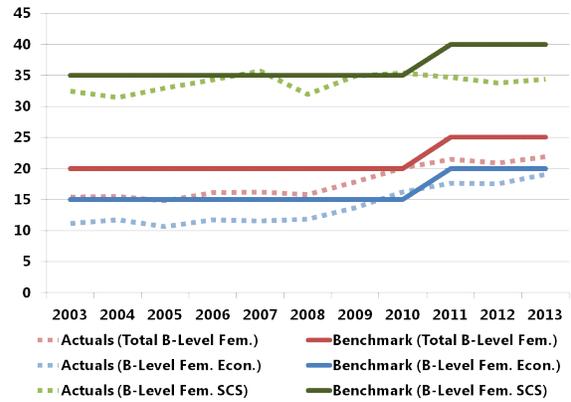
**Figure 1. Benchmark Trend Data (2003-2013)**

(All data as of end of FY, in percent) 1/ 2/

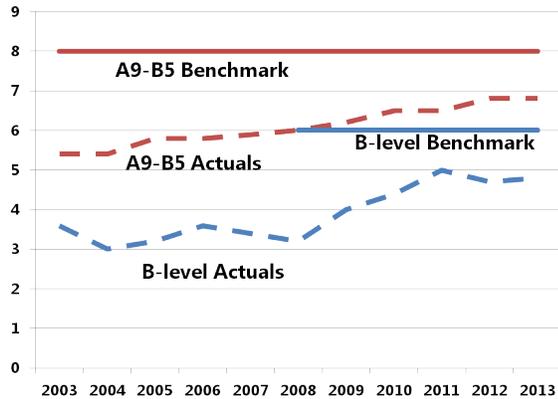
**Total Nationality Benchmark Trend Data**



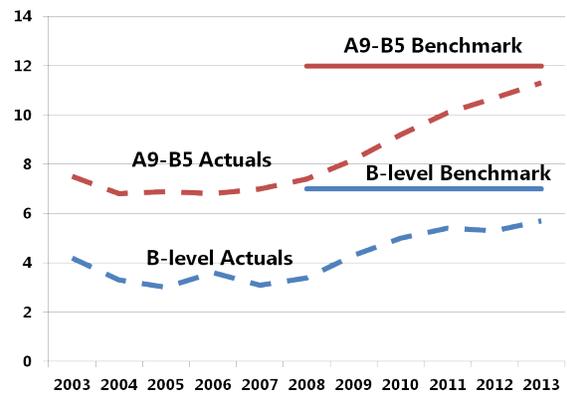
**B-Level Women Benchmark Trend Data**



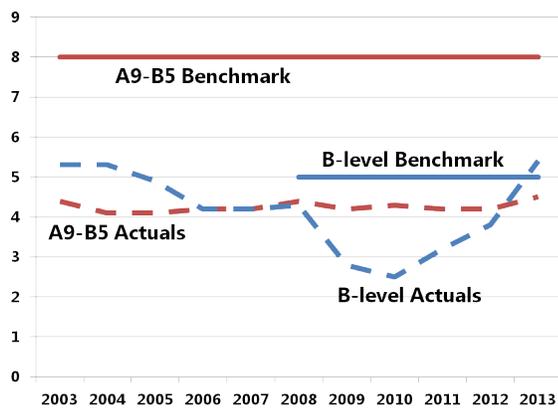
**African Benchmark Trend Data**



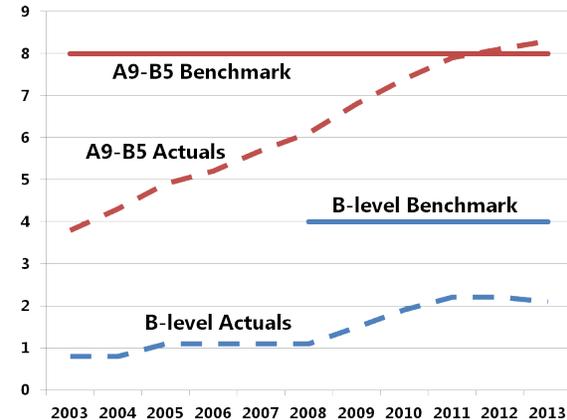
**East Asian Benchmark Trend Data**



**Middle Eastern Benchmark Trend Data**



**Transition Countries Benchmark Trend Data**



1/ In 2008, the Benchmark Working Group (BWG) established B-Level Benchmarks for Africa, the Middle East, East Asia, and Transition Countries. The BWG also established the A9-B5 Benchmark for East Asia.

2/ In 2011, the BWG updated the B-level gender benchmarks as the ones initially set in 2003 were met prior to the 2014 goal.

**11. At the B-level, the current share of women is still below the revised 2014 benchmark of 25-30 percent** but substantially higher than at the end of 2003 (21.9 percent vs. 14.9 percent). The share of economist and SCS B-level women lag their specific benchmarks (of 20-25 percent and 40-45 percent, respectively). For B-level women economists, the gap is quite narrow, at 19 percent. In the SCS, however, the variance is substantial, at about five percentage points below the 2014 benchmark.

**12. The pace of progress toward the diversity benchmarks has been affected by changes to the Fund's workforce and budget environment**, which has changed considerably over the last ten years.<sup>11</sup> In the early 2000s, the institution was growing, and total staff turnover stood at a healthy six to eight percent a year. Diversity benchmarks were widely seen as achievable in this environment through increased attention to diversity in hiring and promotion decisions. Since then, the budget envelope has remained flat, and staff turnover declined considerably to about four percent in FY13. The 2008 downsizing and restructuring exercises and a weak internal job market in the aftermath of the global financial crisis contributed to this decline.

**13. In summary, many of the diversity benchmarks are not likely to be met by the target date of end CY2014.** The stock of staff from underrepresented groups (women and underrepresented regions) has shown little movement in the past year, there are indications of progress in that the flow of staff has increased noticeably, and turnover has been low. The benchmarks remain an important tool for conveying the importance the Fund attaches to diversity as an institutional goal and should continue to be reflected in the Diversity Scorecard and in the Accountability Framework. A deeper understanding of the reasons why specific benchmarks will likely be missed by end-CY2014 is warranted to help in establishing new benchmarks for CY2015 and beyond. A proposed approach to this review is presented in the recommendations in Section V below.

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<sup>11</sup> For a more detailed discussion of these trends, see *Corporate Workforce Planning*, FO/DIS/13/24, February 2013

## B. Developments in Staff Demographics in FY 2013

### 14. Fund-wide, the diversity composition of newly-hired staff in the past year is encouraging.<sup>12</sup>

The share of new hires from underrepresented regions, at 44 percent, remained within the range of new hires for recent years (see Table C and Annex XI). In addition, four of the seven new hires at the B-level were from underrepresented regions, and two of those seven were women (Table B). This matched the lower end (20 percent) of the revised B-level stock benchmark for women and was significantly higher than the average recruitment of B-level women in the preceding five years. Three of the new hires were part of the Fund’s B-level Diversity Hiring Initiative which makes four vacancies available to departments each year (for three years) to hire competitive senior-level candidates from underrepresented regions. After three years in this program, each department is expected to absorb the staff that they have hired through this program, assuming standard performance expectations have been met.

Category	Grade	Appointments 2/	
		No.	Percent
Total	A1-B5	150	100.0
	A9-A15	111	74.0
	B1-B5	7	6.3
Women	A1-B5	72	48.0
	A9-A15	46	41.4
	B1-B5	2	28.6
Men	A1-B5	78	52.0
	A9-A15	65	58.6
	B1-B5	5	71.4

Source: PeopleSoft HRMS; Report ID: EMP\_INFO.  
1/ Excludes OED and independent offices.  
2/ Includes EP recruitment and excludes transfers from OED and IEO to the staff.

Grade	Total		Underrepresented Regions						Transition Countries					
	No.	Percent	Africa		East Asia		Middle East		Other Regions		No.	Percent		
			No.	Percent	No.	Percent	No.	Percent	No.	Percent				
A1-B5	150	100.0	66	44.0	11	7.3	30	20.0	11	7.3	14	9.3	84	56.0
A9-A15	111	74.0	50	45.0	9	8.1	25	22.5	8	7.2	8	7.2	61	55.0
B1-B5	7	6.3	4	57.1	0	0.0	2	28.6	2	28.6	0	0.0	3	42.9

Source: PeopleSoft HRMS; Report ID: EMP\_INFO.  
1/ Excludes OED and independent offices.  
2/ Includes EP recruitment and excludes transfers from OED and IEO to the staff.

<sup>12</sup> For additional information on recruitment, including diversity recruitment, see *Staff Recruitment and Retention Experience in CY 2012* (EBAP/13/29, March 26, 2013).

**15. The Economist Program continues to be an important source of diversity** for entry-level economists. The gender and nationality diversity of the 2013 EP cohort is among the highest in recent years (see Annex Table XII). Among the 30 accepted offers, 57 percent are women, and two thirds are from underrepresented regions—seven percent are from Africa, 33 percent from East Asia, seven percent from the Middle East and 20 percent from transitioning countries (Table D). With regards to educational diversity, just over half the new EP hires are from non-U.S. universities.

**Table D. Economist Program (EP): Class year 2013**  
Regional Diversity by Nationality and University

Region	Nationality		University	
	No.	Percent	No.	Percent
<b>Total Appointments</b>	<b>30</b>	<b>100</b>	<b>30</b>	<b>100</b>
Underrepresented Regions (Total)	22	73.3	4	13.3
Africa	4	13.3	0	0.0
East Asia	9	30.0	1	3.3
European Transition Countries	7	23.3	3	10.0
Middle East	2	6.7	0	0.0
All Other Regions	8	26.7	26	86.7
Asia	2	6.7	0	0.0
Europe	6	20.0	11	36.7
<i>Of which U.K.</i>	0	0.0	8	26.7
U.S. & Canada	1	3.3	14	46.7

Source: HRD.

**16. Mid-career appointments are also an important channel for increasing diversity.**

Contractual employees are a significant source for such hires. Former contractuales made up close to 50 percent of Fund professional appointments in FY 2013 (Table E and Table F). Of the 44 staff appointed who were previously contractuales, 17 (38.6 percent) were women, a sharp increase from

**Table E. Mid-Career Staff Appointments**  
(In Percent, Grades A9-B5) 1/ 2/  
FY 2013

Fund staff appointments: Previous Contractuales 3/	47.1
Underrepresented Regions 4/	32.1
Other Regions 4/	67.9
Women 4/	39.3
Men 4/	60.7

Source: PeopleSoft, Report: EMP\_INFO.

1/ Excludes EP hires. Excludes OED and independent offices.

2/ Captures the percent of mid-career staff appointments resulting from conversions from contractual to staff.

3/ In percent of staff appointments.

4/ In percent of staff appointments of contractuales.

FY 2012 when only 28.6 percent of such changes in appointments were women. In addition, about one-fifth of these staff were from underrepresented regions, again a significant increase on FY 2012 (9.5) percent. As noted in the Recruitment and Retention paper, the mid-career economist pipeline of tested candidates has played an important role in establishing a robust pool of diverse, ready-to-hire candidates, representing all regions including underrepresented and developing countries.<sup>13</sup>

<sup>13</sup> *Staff Recruitment and Retention Experience in CY 2012*, EBAP/13/29, March 26, 2013.

**Table F. Mid-Career Staff Appointments (Grades A9-B5) 1/  
FY 2013**

Region	Total Appointments				Previous Contractuals 2/			
	Women	Men	Total		Women	Men	Total	
	No.	No.	No.	Percent	No.	No.	No.	Percent
Africa	2	5	7	5.9	1	2	3	5.4
Asia	9	16	25	21.0	5	7	12	21.4
East Asia	8	14	22	18.5	5	6	11	19.6
Europe (excl. Trans. Countries)	15	11	26	21.8	7	7	14	25.0
European Transition Countries	5	3	8	6.7	0	1	1	1.8
Middle East	1	6	7	5.9	1	2	3	5.4
Other Western Hem	1	6	7	5.9	1	4	5	8.9
US/Canada	6	11	17	14.3	2	5	7	12.5
<b>Total</b>	<b>47</b>	<b>72</b>	<b>119</b>	<b>100.0</b>	<b>22</b>	<b>34</b>	<b>56</b>	<b>100.0</b>

Source: PeopleSoft, Report: EMP\_INFO.

1/ Excludes EP hires. Excludes OED and independent offices.

2/ Refers to the number of mid-career staff appointments resulting from conversions from contractual to staff.

3/ In percent of staff appointments.

4/ In percent of staff appointments of contractuales.

**17. Contractual employees are not reflected in the diversity benchmarks but have increased as a share of Fund employees.** The intent of the benchmarks is to permanently change the demographics of the Fund by moving to a more balanced representation of staff from member countries. Contractual employees are, by definition, a temporary resource; therefore including them in the count for the benchmarks would undermine their intent. In addition, since contractual periods vary, particularly among economists, separation rates are not systematic and thus the share of individual groups can shift markedly from year to year. In FY 2013, for example, the share of contractual economists from Transition Countries was 18.8 percent, essentially double their share in the previous year; by contrast, the share of contractual economists from East Asia fell sharply, to 6.3 percent in FY 2013 compared to 14.3 percent in FY 2012. The shares of contractual economists from Africa and the Middle East showed little or no change. For some time, this category of employees—contractual economists—has been overwhelmingly male, and it remains so, but the number of women more than doubled in FY 2013, raising their share to 21.9 percent (compared to 14.3 percent a year earlier). While the number of contractual Specialized Career Stream employees at the professional level also rose, the distribution by diversity categories was not markedly different, although with regard to gender it shifted further toward men.

**18. Monitoring and reporting on promotion rates** is important because promotions are a useful indicator of trends and pipeline strength. Transparency in this area is an issue raised by some staff, both among those groups who are concerned that they may be overlooked, as well as by those

who are concerned that underrepresented groups may be unduly favored.<sup>14</sup> The stock of underrepresented staff in the “pipeline” grades (A14-B1) was generally in line with the 2014 benchmarks (Table H) and little changed from the previous year. The proportion of staff from underrepresented regions promoted to B1 in FY 2013 was relatively high (32.1 percent) compared to a very low percentage of 7.7 percent in FY 2012. For women, the percent was 28.6, in line with the benchmark for B-level women and slightly lower than the previous year.

**Table G. Promotion Rates,  
A14 to A15 and A15 to B1 1/  
FY 2013**

Region	A14 to A15		A15 to B1	
	No.	Percent	No.	Percent
<b>Fund Total</b>	<b>32</b>	<b>5.5</b>	<b>28</b>	<b>11.4</b>
Africa	0	0.0	1	6.3
East Asia	2	3.6	2	20.0
Middle East	0	0.0	4	40.0
European Transition Countries	2	4.3	1	7.1
All Underrepresented Regions	4	2.5	8	16
Other regions	28	6.6	20	10.3
Women	11	7.1	8	12.7
Men	21	4.9	20	11.1

Sources: PeopleSoft HRMS; Report ID: EMP\_INFO 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.

**Table H. Pipeline and Promotions  
FY 2013**

	2014 Benchmark B-level	Stock						Promotions to B1	
		A14		A15		B1		No.	Percent
		No.	Percent	No.	Percent	No.	Percent		
<b>Regions</b>									
Underrepresented Regions	22	180	29.4	46	18.9	15	30.0	9	32.1
All Other Regions		433	70.6	197	81.1	35	70.0	19	67.9
<b>Gender</b>									
Women	25-30	171	27.9	65	26.7	16	32.0	8	28.6
Men		442	72.1	178	73.3	34	68.0	20	71.4
<b>Total</b>		<b>613</b>	<b>100.0</b>	<b>243</b>	<b>100.0</b>	<b>50</b>	<b>100.0</b>	<b>28</b>	<b>100.0</b>

Sources: PeopleSoft HRMS; Report ID: EMPINFO and Report ID: PROM\_003.

**19. In broad terms, the percent of underrepresented staff (gender and region) who separated** were generally in line with their representation in the Fund and with the overall separation percentages. A total of 132 women and staff from underrepresented regions, A1– B5, separated (with departures for various reasons) in FY 2013.<sup>15</sup> The separation of women in the mid-professional grades (A9-A15) was 27.3 percent compared to 72.7 percent for men (see Table I), and the percent for underrepresented regions taken together, in the same grade span was 22.7

<sup>14</sup> As noted in Section III below (Box 3), a number of departments have begun to issue internally data on promotions and assignment selection by diversity categories.

<sup>15</sup> For more details on trends through to December 2012, please see reference to the 2012 R&R paper.

compared to 77.3 percent for all other regions (see Table J). The picture at the B-level was similar. The turnover rate for women at the mid-professional and B-levels was lower (9.3 percent) than that for men (12.9 percent).<sup>16</sup> With regard to turnover by region, the rate of turnover for underrepresented regions as a group was relatively low at the mid-professional level (3.5 percent compared to 5.9 percent for all other regions). The rate was higher at the B-level, however, and significantly so with respect to East Asian and transition country staff. The three East Asian B-level staff who separated in FY 2013 represented 15.8 percent of all B-level East Asians, and for Transition Countries the corresponding figure was 14.3 percent.

**Table I. Staff Turnover by Gender 1/  
FY 2013**

Category	Grade	Current Stock		Separations 2/ No.	Turnover Percent
		No.	Percent		
Total	A1-B5	2517	100.0	132	5.2
	A9-A15	1729	68.7	88	5.1
	B1-B5	332	19.2	22	6.6
Women	A1-B5	1117	44.4	45	4.0
	A9-A15	655	37.9	24	3.7
	B1-B5	72	21.7	4	5.6
Men	A1-B5	1400	55.6	87	6.2
	A9-A15	1074	62.1	64	6.0
	B1-B5	260	78.3	18	6.9

Source: PeopleSoft HRMS; Report ID: EMP\_INFO.

1/ Excludes OED and independent offices.

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

3/ Includes transfers to Separation Benefits Fund (SBF).

**Table J. Staff Turnover by Region 1/  
FY 2013**

Category	Grade	Current Stock		Separations 2/ No.	Turnover Percent
		No.	Percent		
Total	A1-B5	2517	100.0	132	5.2
	A9-A15	1729	68.7	88	5.1
	B1-B5	332	19.2	22	6.6
Underrepresented Regions	A1-B5	791	31.4	32	4.0
	A9-A15	579	33.5	20	3.5
	B1-B5	60	18.1	5	8.3
Africa	A1-B5	195	7.7	7	3.6
	A9-A15	125	7.2	5	4.0
	B1-B5	16	4.8	1	6.3
East Asia	A1-B5	299	11.9	18	6.0
	A9-A15	214	12.4	12	5.6
	B1-B5	19	5.7	3	15.8
Middle East	A1-B5	108	4.3	3	2.8
	A9-A15	75	4.3	1	1.3
	B1-B5	18	5.4	0	0.0
Transition Countries	A1-B5	189	7.5	4	2.1
	A9-A15	165	9.5	2	1.2
	B1-B5	7	2.1	1	14.3
Other Regions	A1-B5	1726	68.6	100	5.8
	A9-A15	1150	66.5	68	5.9
	B1-B5	272	81.9	17	6.3

Source: PeopleSoft HRMS; Report ID: EMP\_INFO.

1/ Excludes OED and independent offices.

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

3/ Includes transfers to Separation Benefits Fund (SBF).

<sup>16</sup> The turnover rate is defined as the percent of separation of underrepresented staff (region or gender) compared to the stock of all staff in the respective diversity (and grade) category.

## III. MANAGING DIVERSITY AND INCLUSION AT THE FUND

### A. The Significance of Inclusion

**20. “Diversity is the mix. Inclusion is getting the mix to work well together.”<sup>17</sup>** In June 2012, the Fund’s Diversity Statement (see Box 2) was broadened to increase the emphasis on inclusion while not taking away from the ongoing focus on diversity—reaching and maintaining the appropriate demographic mix of staff in the Fund. To ensure effective inclusion, diversity, meaning the mix of nationalities and the gender balance, must be well managed at all levels of the institution. Inclusion is operationalized by ensuring that the workplace is hospitable and free from bias or harassment; and creating an environment in which different perspectives can be shared, and given a fair hearing. Every employee, in a management or supervisory position as well as every individual contributor, has a role to play in helping to ensure that the workplace is inclusive. However, department heads, SPMs, division chiefs, and deputy division chiefs have a key role to play in helping to ensure that everyone has the skills needed for managing inclusion at the departmental, division, team, or individual level as needed.

**21. Diversity is not simply about the number of staff from each region.** The Fund’s diversity strategy through the use of benchmarks and other tools, aims to attract, retain, and develop a pool of talent for the Fund that is diverse along many dimensions, and to leverage the diverse knowledge and experiences of all the institution’s employees to advance the quality and relevance of the advice given to member countries. The success of those efforts, however, also requires that employees are supported and encouraged to bring their diverse expertise and unique perspectives to bear in supporting the mission of the Fund, i.e., that everyone is provided a work environment free from bias and hostility. This means the work environment needs to be well managed so that all employees are able to contribute to their best abilities.

**22. The business case for inclusion** as an essential component of a well-conceived diversity strategy is straightforward. Employee engagement through inclusion connects two different, but related factors: the employee’s personal satisfaction in their role and the contribution they make to the organization’s output. When these two forces align, both the organization and the individual benefit in the short and long run. For the Fund, one of the key benefits of inclusion is in the crafting of more relevant advice, technical assistance and support to members and the design of more effective programs, by leveraging not just the full range of staff’s technical skills but also differing cultural perspectives. Thus, in an inclusive work environment, different perspectives are shared and respected and employees feel able to contribute without fear of discrimination, harassment or disparagement so that each person is free to do his/her best work in support of institutional work and goals.

<sup>17</sup> *Andres Tapia, “The Inclusion Paradox”, IMF Diversity Conference Keynote Presentation, February 2013.*

### Box 2. Diversity and Inclusion Statement

At the Fund, our commitment to diversity and inclusion is crucial to fulfilling our mission.

As an international organization, we are committed to having a staff that reflects the diversity of our membership. A diverse staff allows us to effectively draw on different perspectives to further enhance the quality of the decision making, enrich the relevance of our policy advice, and enhance our efficiency and effectiveness. Diversity thereby strengthens the legitimacy and relevance of the Fund in delivering services to our member countries. Accordingly, we strive to attract, retain, and develop a pool of talent that is diverse along many dimensions, and to leverage the diverse knowledge and experiences of all our employees. To this end, our staff diversity benchmarks remain a key element of the diversity and inclusion strategy directed at increasing the numbers staff from underrepresented groups (women and nationals from underrepresented regions).

An inclusive work environment encourages different perspectives to be presented and given a fair hearing, and accepts diversity of thought as valuable and consequential. We acknowledge the wide range of experiences and viewpoints that employees bring to the Fund, including those based on nationality, gender, culture, educational and professional backgrounds, race/ethnicity, sexual orientation, gender identity and expression, disability, and age differences, grade level and religion. In our inclusive workplace, all employees at every level of the institution are valued members of the Fund community, regardless of their employment status, and everyone is assured the expectation of equitable, fair, and respectful treatment.

We seek to leverage the proven benefits of enhanced innovation and creativity, greater productivity and employee satisfaction that derive from a well-managed, diverse, and inclusive workplace, in delivering value to our stakeholders. Consequently, we are committed to taking concrete actions to ensure that the Fund is diverse and inclusive.

**23. Inclusion is now one of the four goals of the overall diversity strategy measured by the 2013 Staff Survey.** In 2012, the Diversity Council reviewed and made revisions to the four goals of the overall Diversity Strategy to more accurately reflect the current understanding within the Fund. For the first three goals the changes were minor, but for Goal 4, a substantive reworking was undertaken to strengthen focus on inclusion and reprioritize “buy-in” as a component of inclusion. Below are the current goals as approved by the Diversity Council and Management:

- i. To increase the share of staff from underrepresented groups.
- ii. To ensure equitable access to opportunity.
- iii. To attend to the diversity concerns of the Fund’s membership.
- iv. To foster an inclusive work environment in which everyone is aware of the benefits of diversity.

**24. Beginning with the recently completed 2013 Staff Survey, and going forward, inclusion in the Fund will be measured by an index of questions** analyzed by department as well as by geographic region and gender. This will provide an understanding of staff experiences in their departments and provide quantitative data to help Management and department heads monitor how well diversity is being managed throughout the Fund. Results of the 2013 Staff Survey will be reported shortly and will form the basis of inclusion initiatives for the second half of the current fiscal year.

## B. Communications, Outreach, and Learning

**25. Inclusion has measureable beneficial outcomes**, some of them as a result of the refinement and intensifying of long-standing sound human resource (HR) practices, as well as more recent initiatives. Examples of these expected outcomes are:

- Developing a common language – through training and dialogue, everyone becomes comfortable acknowledging and speaking about differences and about their cultural backgrounds even as they interact effectively.
- Ensuring that managers and supervisors have the awareness and skills to promptly address issues that undermine the quality of the workplace interactions.
- Having a workplace expectation that all employees treat each other with civility and respect.
- Increasing staff motivation and morale by having a work environment that is hospitable and supportive.

**26. These outcomes will be realized through an ongoing process of communications and learning/training.** In FY 2013, for example, the Diversity Office briefed senior staff in each department on recent updates to the diversity strategy, including the revised Diversity and Inclusion Statement and changes in the Diversity Scorecard. These briefings included the departmental Diversity Reference Groups (DRGs). The Office also held a variety of workshops focused on different facets of diversity and inclusion. Some examples:

- Personal Advisory Board sessions designed to provide participants with the tools to proactively assess their career goals and select a cadre of professionals inside and outside the Fund to mentor and guide them toward achieving those goals.
- “Generations Training” aimed at enhancing understanding and communication across the four distinct generations in the Fund’s workplace<sup>18</sup>;
- “Inclusive Communications Training” focused on the skills needed to build successful relationships in the workplace in ways in which intercultural collaboration contributes to becoming a high-performing organization that serves globally diverse stakeholders;
- “Diversity & Inclusion” training to provide a broad understanding of key aspects of diversity, inclusion, culture, and cultural competence; and to allow participants to practice effective skills for working well in a multicultural environment.

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<sup>18</sup> As noted in the Supplement to the *2011 Diversity Annual Report* (EBM/12/70, June 18, 2012), the four generations in the workplace are: Generation Y (1981-2002), Generation X (1965-1980), Baby Boomers (1946-1964), and Traditionalists (1927-1945).

**27. The Diversity Office also sponsored major Fund-wide events**, including the Fifth Annual Diversity Conference, for which this year’s theme was “Inclusion: Benefits to the Fund and to Each Individual.” One of the keynote speakers, Andres Tapia, emphasized a “globalist” view of diversity and inclusion in which the definition of these terms is tailored to the specific country/regional/organizational context. The Diversity Office also co-sponsored in cooperation with the HR Department in the World Bank a special event in celebration of International Women’s Day in March 2013 at which the Managing Director spoke.

**28. The Diversity Council advanced measures to strengthen progress towards diversity goals.**<sup>19</sup> The Council is the main body for shaping and promulgating the diversity policy in the Fund. In FY 2013, the Council: 1) considered actions to narrow the gap to the 2014 Diversity Benchmarks; 2) reviewed and revised the mission and goals of the Council; 3) reviewed and revised the Diversity Goals; 4) endorsed a list of best practices for managing diversity in departments; 5) approved a recommendation from the DRG Chairs to develop recommendations for Management’s consideration for a study on salary equity and career progression, by gender and nationality, in line with the study of career progression done in 2007<sup>20</sup>; and 6) recommended that a recognition program be developed to acknowledge the efforts of mid-level managers in advancing the diversity and inclusion agenda.

**Box 3. Diversity Council Members**

As of April 30, 2013

- Nemat Shafik, Chair, *ex-officio* 1/
- Mark Plant, *ex-officio* 1/
- Pamela Paul, *ex-officio* 1/
- Masood Ahmed
- Frank Harnischfeger
- Dora Metodieva Iakova
- Michel Lazare
- Jianhai Lin
- Armida San José
- Antoinette Sayeh
- Abdelhak Senhadji
- Rhoda Weeks-Brown
- Sweta Saxena (SAC Principal Representative) 2/
- Chris Lane (SAC Alternate Representative) 2/

1/ Ex-officio members are permanent.

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

**29. The Diversity Reference Groups continue to be key and active communication resources within each department.** In recent years, Departments, often working in conjunction with their respective DRGs, have undertaken a variety of actions to promote diversity and inclusion, with particular attention to transparency of assignment, selection, and promotion processes. Also, individual DRGs have undertaken their own initiatives to ensure that both new and current staff are kept aware of diversity and inclusion. A number of these best practices at the “grassroots” level are highlighted in Box 4 and Box 5. The Diversity Office will be working with departments and the DRGs in the year ahead to identify and further promulgate such best practices throughout the Fund.

<sup>19</sup> The Diversity Council is chaired by Deputy Managing Director Nemat Shafik.

<sup>20</sup> IMF Diversity Annual Report 2008

#### **Box 4. Departmental Actions and the Work of the Diversity Reference Groups (DRGs)**

Departments and their respective DRGs, have taken actions to promote diversity and inclusion. Examples include:

##### **Transparency: Sharing Data on Performance**

- AFR, APD, EUR, EXR, FAD, ICD, MCD, TGS and WHD post aggregated APR results by various diversity dimensions. MCD also posts promotions.
- APD gives their DRG access to the diversity composite in their (anonymous) SAMs for analysis and communication to their staff.

##### **Equal Access to Opportunity**

- AFR posts criteria and selections for special assignments and reviews selection data for trends and equity.
- MCD advertises all vacancies for desks assignment, special projects, and one-off country assignments and circulates post-selection data (number of candidates, of which number from underrepresented groups, makeup of the panel, and demographics of the selected candidate) to all employees.
- MCM announces department-wide all FSAP mission assignments for both mission chiefs and mission members and has created a new website that allows staff to express interest in upcoming FSAP missions.
- STA advertises high profile assignments and provides information to staff on the outcomes of job postings.
- TGS posts all positions for mobility.
- APD informs all staff about new working groups being formed and solicits interest in participation.
- FAD developed a web-based departmental vacancy tool that announces all fiscal economist assignments and allows employees to express interest in the positions.
- EUR advertises all vacancies and one-off assignments, and publishes the name of selected candidates.

##### **Accountability**

- FAD instituted the Accountability Framework at the divisional level, which, among other things, has heightened division chiefs' attention to divisional diversity indicators.

##### **Mentoring and Support**

- ICD has a systematic mentoring program for new staff and holds regular informal meetings with the Front Office open to all staff.
- LEG has a "Diversity Contact Person," (outside of the DRG) as a resource to their employees who wish to discuss diversity-related matters on a confidential basis. The Diversity Contact person explains Fund-wide diversity values and department-specific diversity values based on LEG's Diversity Guidelines.
- MCM holds individual Career Guidance Discussions with all employees, their managers and the SPM to explore career opportunities and constraints for a 3-5 year time frame to help to better assign work and develop staff skills.
- TGS has an Employee Engagement initiative on which the Diversity & Workplace Reference Group DWRG is represented and plays an active role.
- STA convenes HQ events for resident statistical advisors in the RTACs to interact more with HQ staff.

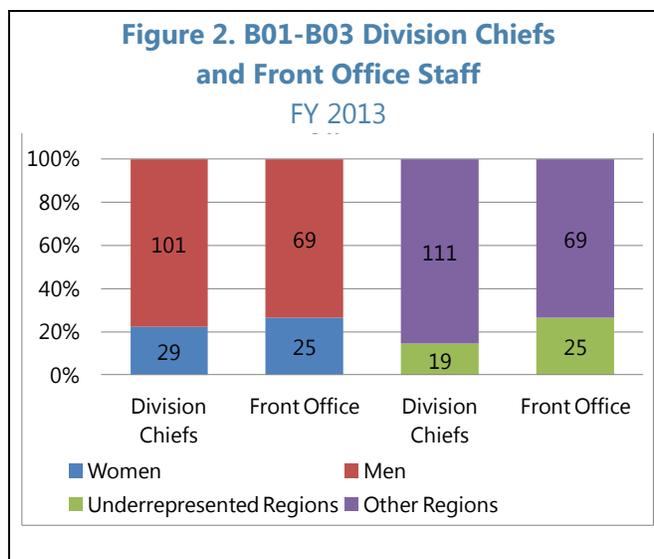
### Box 5. DRG Best Practices

Some DRGs have developed their own set of actions. For example:

- APD DRG: Proactively pairs new staff—especially those from underrepresented groups—with mentors. Also, contributes to quarterly newsletters of the department and presents at departmental retreats on pertinent diversity issues with the support of APD management. In cooperation with APD management, conducted a Diversity Survey in 2012.
- EUR DRG: Distributes diversity profile of the department every six months; implements a mentoring program for new staff and has led diversity related discussions for all EUR employees.
- FAD DRG: Provides the diversity profile of the department and each division to Front Office and Division Chiefs every six months. To better leverage work experiences outside the Fund, mid-career economists are invited to share their experiences in periodic, informal presentations for department staff. In addition, instituted of the accountability frameworks at the divisional level, which, among other things, has heightened attention to diversity matters.
- FIN DRG: Revamped its website to facilitate engagement, communications, and share best practices. Includes introduction to FINDRG in on-boarding documents. FIN DRG also circulates DRG Chairs meeting minutes on diversity initiatives and activities to the department.
- ICD DRG: Briefs new employees on the Diversity Strategy, role of the DRGs, and informs them of the zero tolerance policy towards harassment, bullying, and intimidation and provides information on informal and formal dispute resolution channels available to them. Staff transferring from within the Fund are informed about the role of the ICD DRG and asked about best practices from their former departments.
- MCM DRG: Asks all MCM managers provide 3-5 names of potential hires from underrepresented regions; makes periodic presentations at senior staff meetings; circulates minutes and resources to all staff to promote communication and awareness of diversity and inclusion.
- SPR DRG: Arranges meetings and workshops to discuss and promote diversity and work-life balance issues; includes a discussion on diversity and inclusion to new SPR employees as part of the on-boarding process.
- STA DRG: Presents diversity awareness-raising workshops, on topics including generational labor economics and best practices in managing in an intergenerational organization; provides briefings to new staff on DRG's work and diversity issues, and reports on DRG activities at departmental meetings and retreats.
- In 2013, WHD DRG won a Fund-wide award for their exceptional contribution to the Fund's diversity agenda. Initiatives included: Creating an informal women's network and having presentations on topics of interests; conducting discussions on flexible work arrangements, harassment and bullying, and the US election results' implications for diversity. Prepared and conducted a departmental survey on harassment and bullying, and organized a town hall meeting to discuss the results with the department, Ethics and Diversity Advisors.

### C. Accountability for Diversity and Inclusion

**30. The composition of the senior staff with formal responsibility for human resource issues is a critical element of diversity management**, in that they serve as “gatekeepers” whose decisions impact the composition of the Fund’s staff. This group of key decision makers includes department directors, Senior Personnel Managers (SPMs), and division chiefs. The makeup of these groups of decision makers is not specifically measured against diversity benchmarks, though progress on B-level benchmarks should gradually lead to improved diversity within these groups. That said, because the numbers here are so small, it is useful to focus on the actual numbers as well as the changes in percentages to get a clear understanding, particularly with regard to department heads and SPMs, as seen in Table K. For example, the number of staff from underrepresented regions among SPMs at the end of FY 2013 was not markedly changed from CY2010, despite the fact that their shares were higher. On the other hand, a decline of one in the number of female department heads saw their share drop noticeably. With respect to staff from underrepresented regions at the division chief level, although their number dropped by one, their share was essentially unchanged.



**Table K. The Fund’s Human Resources Management Profile**  
CY2010-FY 2013 1/ 2/ 3/

	Total		Women		Men		Underrepresented Regions		All Other Regions	
	No.	No.	No.	Percent	No.	Percent	No.	Percent	No.	Percent
<b>Department Heads and Directors</b>										
FY2013	21	3	14.3	18	85.7	2	9.5	19	90.5	
FY2012	20	3	15.0	17	85.0	2	10.0	18	90.0	
CY2010	21	4	19.0	17	81.0	3	14.3	18	85.7	
<b>Senior Personnel Managers 3/</b>										
FY2013	19	9	47.4	10	52.6	3	15.8	16	84.2	
FY2012	19	7	36.8	12	63.2	2	10.5	17	89.5	
CY2010	20	5	25.0	15	75.0	2	10.0	18	90.0	
<b>Division Chiefs 3/</b>										
FY2013	130	29	22.3	101	77.7	19	14.6	111	85.4	
FY2012	128	24	18.8	104	81.3	16	12.5	112	87.5	
CY2010	122	22	18.0	100	82.0	18	14.8	104	85.2	

Source: PeopleSoft HRMS; Report ID: STFA14B5, DPT\_HEAD, EMP\_INFO.

1/ Excluding OED and independent offices. Historical data track the period captured for the corresponding Annual Report on Diversity.

2/ Starting with the 2011 Diversity Annual Report, the reporting period for data in the Diversity Annual Report changed from a calendar year to a fiscal year. Prior to the 2011 report, the data was reported on a calendar year basis.

3/ Based upon best available data, as job titles vary for these position.

**31. The new Accountability Framework Scorecards help to monitor departmental progress on diversity.** Diversity is one of the areas of accountability for all department directors. Currently Goal 1 of the Diversity Scorecard – which addresses the diversity benchmarks (recruitment and retention of underrepresented staff) – is incorporated into the Framework, and Goal 4 (foster an inclusive work environment in which everyone is aware of the benefits of diversity) will be added beginning in June 2013 using findings of an Inclusion Index in the 2013 staff survey. As shown in Table L, across the four categories of underrepresentation that are measured, the Fund reached, on average, 84 percent of its overall target for FY 2013, compared to the average 80 percent of the target at the end of FY 2012.<sup>21</sup> One of the best practices that has emerged to drill diversity and inclusion down in the organization has been the approach of the heads in some departments to hold their direct reports (division chiefs) accountable for actions that advance the diversity agenda in the department and, in turn, the division chiefs hold their deputy division chiefs accountable. This approach has been used successfully by other institutions to help institutionalize their diversity efforts.

**32. Having the Diversity Scorecard in the Accountability Framework has been important** in assisting Management and departments to have a clearer focus on diversity progress. The Fund attaches a great deal of importance to diversity as an institutional goal as reflected in the diversity benchmarks in the Diversity Scorecard. They have served to guide hiring practices, and have enabled the Fund to measure progress on the diversity front over time and in relation to peer institutions. As such, the Diversity Scorecard have proven useful both in guiding the pace of progress within the Fund and in communicating with internal and external stakeholders.

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<sup>21</sup> Stock benchmarks: A9-B5 underrepresented regions, B-level underrepresented regions, and B-level women. Flow benchmark: A9-B5 women.

**Table L. Diversity Scorecard – Goal 1 Results 1/**  
(As of April 30, 2013)

Dept.	Stock					Flow 2/ 3/					Total Score										
	A9-B5 (Africa, East Asia, Middle East, Transition Countries)					B1-B5 (Africa, East Asia, Middle East, Transition Countries)						A9-B5 External Women Hires									
	Total # of Staff	Under-represented Regions (U/R) Staff	Share of U/R staff (in percent)	Benchmark (in percent)	Score	Total # of Staff	Total # U/R Staff	Share of U/R staff (in percent)	Benchmark (in percent)	Score	Total # of Hires	Total # Women	Share of women (in percent)	Benchmark (in percent)	Score						
<b>Area Departments</b>																					
AFR	187	67	35.8	36.0	1.00	32	4	12.5	22.0	0.57	32	8	25.0	22.0	1.14	3	2	66.7	50.0	1.33	<b>1.01</b>
APD	102	41	40.2	36.0	1.12	24	6	25.0	22.0	1.14	24	4	16.7	22.0	0.76	4	1	25.0	50.0	0.50	<b>0.88</b>
EUR	191	65	34.0	36.0	0.95	35	5	14.3	22.0	0.65	35	6	17.1	22.0	0.78	1	1	100.0	50.0	2.00	<b>1.09</b>
MCD	118	54	45.8	36.0	1.27	24	9	37.5	22.0	1.70	24	4	16.7	22.0	0.76	6	2	33.3	50.0	0.67	<b>1.10</b>
WHD	108	20	18.5	36.0	0.51	20	2	10.0	22.0	0.45	20	3	15.0	22.0	0.68	7	2	28.6	50.0	0.57	<b>0.56</b>
<b>Functional Departments</b>																					
EXR	72	16	22.2	36.0	0.62	12	1	8.3	22.0	0.38	12	5	41.7	40.0	1.04	1	1	100.0	50.0	2.00	<b>1.01</b>
FAD	141	36	25.5	36.0	0.71	21	4	19.0	22.0	0.87	21	3	14.3	22.0	0.65	7	0	0.0	50.0	0.00	<b>0.56</b>
FIN	88	28	31.8	36.0	0.88	12	2	16.7	22.0	0.76	12	2	16.7	22.0	0.76	5	2	40.0	50.0	0.80	<b>0.80</b>
ICD	77	23	29.9	36.0	0.83	14	2	14.3	22.0	0.65	14	3	21.4	22.0	0.97	3	0	0.0	50.0	0.00	<b>0.61</b>
LEG	62	15	24.2	36.0	0.67	9	2	22.2	22.0	1.01	9	3	33.3	40.0	0.83	8	5	62.5	50.0	1.25	<b>0.94</b>
MCM	196	56	28.6	36.0	0.79	31	5	16.1	22.0	0.73	31	7	22.6	22.0	1.03	11	3	27.3	50.0	0.55	<b>0.77</b>
RES	92	27	29.3	36.0	0.82	15	0	0.0	22.0	0.00	15	1	6.7	22.0	0.30	4	2	50.0	50.0	1.00	<b>0.53</b>
SPR	137	46	33.6	36.0	0.93	22	5	22.7	22.0	1.03	22	3	13.6	22.0	0.62	2	1	50.0	50.0	1.00	<b>0.90</b>
STA	113	38	33.6	36.0	0.93	11	2	18.2	22.0	0.83	11	4	36.4	22.0	1.65	2	1	50.0	50.0	1.00	<b>1.10</b>
<b>Support Departments</b>																					
HRD	52	9	17.3	36.0	0.48	9	2	22.2	22.0	1.01	9	5	55.6	40.0	1.39	5	2	40.0	50.0	0.80	<b>0.92</b>
OMD	44	11	25.0	36.0	0.69	14	2	14.3	22.0	0.65	14	4	28.6	22.0	1.30	3	2	66.7	50.0	1.33	<b>0.99</b>
SEC	34	10	29.4	36.0	0.82	7	2	28.6	22.0	1.30	7	1	14.3	40.0	0.36	2	1	50.0	50.0	1.00	<b>0.87</b>
TGS	245	76	31.0	36.0	0.86	19	5	26.3	22.0	1.20	19	6	31.6	40.0	0.79	15	6	40.0	50.0	0.80	<b>0.91</b>
<b>Fund All</b>	<b>2059</b>	<b>638</b>	<b>31.0</b>	<b>36.0</b>	<b>0.86</b>	<b>331</b>	<b>60</b>	<b>18.1</b>	<b>22.0</b>	<b>0.82</b>	<b>331</b>	<b>72</b>	<b>21.8</b>	<b>25.0</b>	<b>0.87</b>	<b>121</b>	<b>48</b>	<b>39.7</b>	<b>50.0</b>	<b>0.79</b>	<b>0.84</b>

Source: PeopleSoft (HRD)

1/ OMD includes DMD,INV,OBP, and OIA; APD includes OAP; SPR includes UNO; EUR includes EUO; and ICD includes CEF, JVI, and STI.

2/ Data include staff hired between May 1, 2012 and April 30, 2013. Data include staff converted from contractual status.

3/ Departmental data exclude Economist Program hires. Fund All data include Economist Program hires.

## IV. MULTIPLE NATIONALITIES AND DIVERSITY OF EDUCATIONAL BACKGROUND

**33. Fund staff represent a rich and varied multicultural set of experiences** that is not always fully captured in the “standard” diversity statistics used for assessing changes relative to the diversity benchmarks. A significant number of staff, for example, have dual nationalities but only one is counted for defining nationality in the diversity context. Also, staff at all levels bring a variety of educational training to the work of the Fund. At the 2012 Board meeting on diversity, a number of Directors expressed interest in learning more about the educational background of staff in the context of discussing diversity of thought. This section provides further information on these two topics.

### A. Multiple Nationalities

**34. Traditionally, the Fund has defined nationality for diversity purposes on the basis of the passport a staff member holds**, with possession of U.S. citizenship overriding any previous or parallel citizenship status. This is based on legal and administrative considerations, in particular reflecting the taxation reporting requirements for U.S. citizens. A staff member who joins the Fund with U.S. and other citizenship is counted only as a U.S. citizen. Similarly, staff members who in the course of their Fund career acquire U.S. citizenship are required to report that fact to HRD and their nationality status in the Fund’s databases is switched from the previously held nationality.<sup>22</sup>

**35. Thus, the present approach based solely on current (and single) nationality does not fully reflect the cultural diversity of Fund staff (see Table M).** Some staff and managers consider that the extent of diversity within the institution or within their own department is understated by not accounting for multiple citizenships. Moreover, while staff are periodically encouraged to update their citizenship status in PeopleSoft, such reporting remains voluntary and it is possible that some dual nationalities are not captured. Reflecting interest expressed by Executive Directors last year, the Diversity Office in cooperation with HRD has encouraged staff to

**Table M. Matrix of Staff Dual Nationality**  
Data as of April 30, 2013

First Nationality	Second Nationality								Total
	Africa	Asia (other)	East Asia	Europe (Other)	Transition Country	Middle East	Other Western Hemisphere	US and Canada	
Africa	3			9	1			1	<b>14</b>
Asia (other)		2		7					<b>9</b>
East Asia			2	1			1	2	<b>6</b>
Europe (Other)	9	4	1	25		12	18	6	<b>75</b>
Transition Country				5	3			2	<b>10</b>
Middle East	1			7		2		5	<b>15</b>
Other Western Hemisphere				34		1	7	2	<b>44</b>
US and Canada	16	8	9	52	7	25	26	3	<b>146</b>
<b>Total</b>	<b>29</b>	<b>14</b>	<b>12</b>	<b>140</b>	<b>11</b>	<b>40</b>	<b>52</b>	<b>21</b>	<b>319</b>

Source: PeopleSoft HRMS Report EMP\_INFO

<sup>22</sup> This issue and the approaches taken by some comparator organizations were considered in the Supplement to the Diversity Annual Report 2011: *Broadening the IMF Diversity Agenda—A Discussion Note*.

review their nationality status and report the existence of multiple citizenships. The current data is reflected in Table G.

**36. As of the end of FY 2013, a total of 319 staff have reported that they hold more than one passport (Table N).** This represents 13 percent of all staff and is a 62 percent increase on the number (197) who had indicated their dual nationality status a year earlier, almost certainly reflecting the “awareness campaign” by the Diversity Office and HRD. It is not accounted for by a sudden influx of such staff among new hires.

Region of Second Nationality	Staff				Contractuals	
	A1-A8	A9-A15	B1-B5	A1-B5	Professional	Support
	No.	No.	No.	No.	No.	No.
Africa	10	18	1	29	5	4
Asia (Other)	2	10	2	14	2	1
East Asia	3	9	-	12	0	0
Europe (Other)	19	106	15	140	15	12
Transition Countries	3	8	0	11	3	4
Middle East	9	25	6	40	3	3
Other Western Hem.	18	30	4	52	4	8
U.S./Canada	1	18	2	21	3	2
<b>Total</b>	<b>65</b>	<b>224</b>	<b>30</b>	<b>319</b>	<b>35</b>	<b>34</b>
U/R Regions Total	25	60	7	92	11	11

Source: PeopleSoft HRMS. Data as of April 30, 2013. (Self-reported)

1/ Excludes OED and independent offices.

**37. While secondary nationalities enrich understanding of the diversity of Fund staff, the Diversity Office and the Diversity Council do not consider it necessary to mandate reporting of dual nationality.** Moreover, it would not be appropriate to add or substitute secondary nationalities for staff’s current primary nationality as the measure of progress toward the established diversity benchmarks. The complexities involved in establishing objective measures to evaluate the extent to which secondary nationality adds to diverse perspectives or diversity of thought are great. Further, mandatory reporting would be time and resource intensive process. Therefore, while staff will be reminded to update their nationality profile through the HR Web so as to fully reflect any multiple nationality status they maintain, only the primary will count towards the 2014 benchmarks. We will continue to review the nationalities of staff in the PeopleSoft system annually and report them in the Diversity Annual Report to demonstrate the broad demographic profile of the institution.

## B. Diversity of Educational Background

**38. For a knowledge institution like the Fund, an important expression of inclusion is diversity of thought.** The basic premise is that by allowing differing viewpoints to be voiced and heard, groups can engage in more creative and innovative approaches and ultimately produce “better” solutions. In the words of Scott Page, the leading academic researcher in this field, “A diverse group will almost always outperform an alpha (expert) group.”<sup>23</sup> Among the factors contributing to diversity of thought is one’s educational background. With that perspective in mind, and allowing for data limitations, what does the educational background of Fund staff look like?

**39. Fund staff have degrees across a broad educational spectrum in terms of disciplines—**with, naturally, a strong concentration in economics—and, at the Bachelor’s level, from institutions in 128 member countries. As may be expected, the breadth of both disciplines and countries narrows as one moves up the educational hierarchy through Master’s degrees to Ph.D.’s. The United States dominates as the country in which most Fund staff receive at least one of their educational qualifications. However, as is well known, the U.S. educational system attracts many students from around the globe; in the more advanced degree categories of primary interest to the Fund, very large majorities of Fund staff with U.S.-awarded degrees are non-U.S. nationals.

**40. Almost all of the 777 Fund staff with PhDs entered in PeopleSoft received their doctorate in economics or one of its sub-disciplines** (international economics, development economics, financial economics and so on). And, self-reported data in the recent Staff Survey shows an even higher number of doctorate degrees earned by staff.<sup>24</sup> As shown in Table O, a sizable majority (63 percent) received their doctorates from U.S. institutions. Universities in the four largest European countries (United Kingdom, Germany, France, and Italy), accounted for a further 20 percent. It is, however, worth noting that, of the 480 staff who received a Ph.D. from a U.S. university, only 109 (23 percent) are U.S. nationals.<sup>25</sup>

**Table O. Educational Diversity at the Fund: Doctorate Degrees 1/ (As of April 15, 2013)**

Region	No. of degrees earned
US	480
UK	74
France	28
Italy	26
Germany	25
Europe (Other)	71
Transition	26
Canada	21
East Asia	11
Asia (Other)	5
South America	5
Africa (Sub-Saharan)	3
Middle East	2
<b>Total Doctorate Degrees</b>	<b>777</b>

Source: PeopleSoft, Report: DIV\_EDU

1/ Number of degrees varies from self-reported data in staff survey

<sup>23</sup> *The Difference: How the Power of Diversity Creates Better Groups*, Princeton University Press, 2007. Professor Page defines diversity along multiple dimensions, including different academic disciplines or work experience (e.g., bringing physicists, engineers, and biochemists together) as well as identity diversity (race, ethnicity, class). Somewhat similar arguments have been set out in James Surowieki’s *The Wisdom of Crowds*, Anchor Books, 2005 and Howard Rheingold’s *Smart Mobs*, Basic Books, 2002.

<sup>24</sup> HRD continues to work to update educational background data in PeopleSoft.

<sup>25</sup> In the case of U.K. institutions, the international nature of the student body is even more pronounced: of 69 U.K. Ph.D.’s, only 9 (13 percent) are British citizens.

**41. At the Master’s degree level (Table P),** just under a half of these degrees were earned in the United States. Moreover, the share of the two largest western European countries (UK and France) remains pronounced at this level, together accounting for 19 percent of this group. Non-western European countries also feature prominently, with Canada (3.9 percent) and India (2.9 percent) among the leading sources of M.A.s among Fund staff. Moreover, the diversity of discipline at the Master’s level is quite pronounced. Whereas almost all Ph.D.’s held by Fund staff are awarded in economics, slightly less than half of the Master’s degrees awarded in the United States were in economics or its subdisciplines. The picture varies somewhat in the other large countries providing M.A.s, but in all cases the variety of majors is far higher than at the Ph.D. level. On the other hand, the diversity of nationality decreases a little, at least among staff receiving a Master’s degree in the U.S.A.— with 26 percent of U.S. M.A.s being U.S. nationals.

**Table P. Educational Diversity at the Fund: Masters Degrees**  
(As of April 15, 2013)

Region	No. of degrees earned
US	953
UK	260
France	126
Canada	82
India	61
Europe	254
Transition Countries	122
Latin America & Caribbean	76
East Asia	62
Africa (Sub-Saharan)	35
Asia (Other)	24
Middle East	22
<b>Total Master's Degrees</b>	<b>2077</b>

Source: PeopleSoft, Report: DIV\_EDU

**Table Q. Educational Diversity at the Fund: Bachelor Degrees**  
(As of April 15, 2013)

Region	No. of degrees earned
US	841
UK	147
India	112
Canada	90
France	70
Europe (Other)	229
East Asia	220
Latin America & Caribbean	201
Africa (Sub-Saharan)	92
Transition	84
Middle East	51
Asia	45
<b>Total Bachelor Degrees</b>	<b>2182</b>

Source: PeopleSoft, Report: DIV\_EDU

**42. As expected, the range of countries from which Fund staff have received their Bachelor’s degrees increases further again (Table Q),** with a total of 128 countries represented at this level. In this case, U.S. institutions represent 39 percent of Fund B.A.s, with the U.K. at almost seven percent and India at five percent.<sup>26</sup> While economics again dominates as the single largest discipline, in many cases it is combined with another field of study; in addition, the breadth of disciplines at the Bachelor’s level is far greater than at the more advanced degree levels.

**43. Educational background, as measured by country in which degrees are awarded, is only a rough proxy for diversity of thought.** There is an argument to be made that staff with training from academic institutions in different countries will, other things being equal, more likely demonstrate some of the varied approaches to problem-solving that provide the benefits Page and other researchers have found. Conversely, too heavy a reliance on staff trained in a single country (or a small subset of countries) may lead to “groupthink” and failure to challenge prevailing paradigms or take

<sup>26</sup> Includes three Bachelor of Science degrees.

into account cognitive biases, such as confirmation bias.<sup>27</sup> On the other hand, while there may be truth to this view, it also needs to be acknowledged that, even within a single country and a single discipline, significantly different views and approaches may exist. The “saltwater/freshwater” dichotomy among U.S. economics academic programs is a prime example.<sup>28</sup> In addition, the life experiences of different individuals cannot be totally discounted—two Harvard-trained Ph.D. economists, one from Milwaukee and one from Mumbai, would not necessarily approach an economic issue from identical perspectives.<sup>29</sup>

**44. The Fund would likely gain from broadening its search for high-quality staff** from across the membership. As noted in this year’s Recruitment and Retention report, following a close review of the approaches used in the Economist Program and in response to concerns on the competitiveness of the Fund raised in 2012, HRD launched a renewed effort to market and brand the Fund more proactively.<sup>30</sup> Efforts included: reintroducing campus activities, broadening the university base in Western Europe, directly contacting faculty across East Asia, and using social media. (The list of university missions is presented in Annex Table XIV.) HRD intends to maintain this more widespread effort as much as possible and will also adapt these broadened search methods to the recruitment of mid-level staff.

**45. The development of greater diversity of thought** also relies on giving different perspectives a fair hearing. In addition to diverse perspectives, staff who have been educated in different countries and from institutions that may offer differing paradigms also need to be heard. For this reason, as discussed in Section III, the efforts that the Fund has begun to undertake to make inclusion a central part of the diversity strategy are important aspects of reaping the benefits of diversity by allowing multiple perspectives to be part of the internal debates across the range of Fund policies and initiatives.

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<sup>27</sup> Confirmation bias is defined as the tendency to overly weight information consistent with one’s pre-existing expectations and to ignore or discount information that is inconsistent with them. A now well-known criticism in this vein as it applies to the Fund is the IEO Report on *IMF Performance in the Run-Up to the Financial and Economic Crisis: IMF Surveillance in 2004-07*.

<sup>28</sup> The controversy reflected both technical methodological differences as well as broader policy views, particularly concerning the role of government intervention in the economy. The idea is that in the 1970s, a challenge to the prevailing consensus in macroeconomics research was mounted by economists associated with Carnegie Mellon University, the University of Chicago, the University of Rochester and the University of Minnesota, all universities near the “freshwater” Great Lakes. The supposed orthodoxy of the time was said to prevail at schools on the east and west coast (hence, “saltwater”) such as Berkeley, Harvard, MIT, University of Pennsylvania, Princeton, Columbia, Stanford, and Yale. There are, however, arguments about how deep this division was in both theory and practice.

<sup>29</sup> Other factors may also have a bearing, such as the nationality, culture, or generational profile of staff, since concepts and methodological approaches within a discipline can be expected to evolve over time.

<sup>30</sup> *Staff Recruitment and Retention Experience in CY 2012*, EBAP/13/29, March 26, 2013.

## V. CONCLUSIONS AND RECOMMENDATIONS

### A. Conclusions

**46. The Fund has become a more diverse and inclusive organization in recent years,** and further progress was made in the past year. However, continued efforts need to be made, and not only because it appears highly unlikely at this point that the full set of diversity benchmarks will be attained by the target date of end-FY2014. A detailed analysis leading to a better understanding of the reasons why, in most cases, the benchmarks will likely be missed is needed, as well as a determination of which benchmarks remain relevant within current context.

**47. It would therefore be reasonable to reconstitute a working group** under the auspices of the Diversity Council that would set new benchmarks and make recommendations for how to continue to effectively diversify the Fund. Specifically, such a working group would:

- Review the current benchmarks to determine how they should evolve in terms of regions, grades and other possible measures.
- Prepare new benchmarks for all underrepresented regions and for women.
- Present findings to the Diversity Council in 2014.

The working group's consideration of these issues and any preliminary recommendations would be reported in next year's Annual Diversity Report.

**48. Aspects of diversity that are not fully captured in the "standard" statistics** used to assess progress against the benchmarks are dual nationalities and diversity of education. As discussed above, an analysis of these elements serves to further our understanding of the richness of experience and backgrounds that Fund staff bring to their work. While, for reasons of both policy and practicality, it is not recommended that dual nationalities be incorporated into measuring regional diversity, the Diversity Office will continue to encourage staff to self-report this nationality data in the Fund's HR system and will report on it in future Annual Reports. With respect to diversity of educational background, HRD will continue to maintain its enhanced recruitment efforts for entry-level economists through the Economist Program and will take into account the advantages of diversity of education in the hiring of mid-level staff.

**49. In the past year, the Fund has stepped up the focus on inclusion** as part of the overall diversity strategy. These efforts have included the approval by Management of a revised Statement on Diversity and Inclusion in June 2012, as well increased outreach and learning initiatives aimed at staff at all levels by the Diversity Office, supported by the activities of the departmental DRGs. The Diversity Office will maintain an active communications and training program with the aim of ensuring that inclusion is an essential part of the strategy so that diversity and inclusion are incorporated all areas of the Fund and not simply perceived as a matter of numbers, important though the latter are.

## B. Recommendations

1. Create a Working Group to: i) review the current benchmarks, ii) determine the factors contributing to the likelihood that they will not be met, and iii) develop new benchmarks for increasing gender and regional diversity. The Working Group would also make recommendations on strategies for reaching the new benchmarks with consideration of the budget implications. Consider whether to develop benchmarks for staff in A1-A8, whether secondary nationality should be factored in, and the implications of the work on categories of employment and competitiveness, specifically the impact of conversions of contractuales to staff on benchmarks for both gender and regional representation.
2. Maintain the number of positions available in the current B-level Diversity Initiative through FY2016 and, as part of the charge of the Working Group (#1 above), assess the feasibility of continuing the program.
3. On an ongoing basis, monitor the benchmarks to ensure that the progress made is not lost as staff who enter through the B-level Diversity Initiative (which functions essentially like a Fixed Term appointment) come to the end of their three year term and conversion decisions are made. Put strategies in place to help ensure that the pipeline of A14/A15 staff from underrepresented groups is continuously replenished to ensure a pool of candidates for consideration for B-level vacancies.
4. Consistent with departmental vacancy projections, consult with department heads and Executive Directors on the development of a more systematic approach (including strategies and clear guidelines) for identifying highly qualified external candidates for B-level positions, that would replace the ad hoc methods used currently.
5. Undertake a study of salary equity and career progression within the Fund to determine whether systemic inequities exist due to gender or nationality; develop recommendations for approaches to prevent any systemic inequities in the future.
6. As part of Goal 4 of the Diversity Scorecard<sup>31</sup>, develop Fund-wide milestones for meeting and measuring progress on becoming an inclusive work environment.
7. As part of the performance management process, develop a framework to support, recognize (e.g. awards), and assess managers in their management of diversity and inclusion.
8. Establish procedures for all employees to periodically update their nationalities and educational background as needed.

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<sup>31</sup> Goal IV: To foster an inclusive work environment in which everyone is aware of the benefits of diversity.

### Annex I. Staff Nationality 1/

By Region, Gender, Career Stream and Grade grouping (As of April 30, 2013)

Region	Economists						Specialized Career Streams										Total Staff									
	A9-A15		B1-B5		A9-B5		A1-A8		A9-A15		B1-B5		A9-B5		Total		A1-A8		A9-A15		B1-B5		A9-B5		Total	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Africa	81	7.4	12	4.5	93	6.8	54	11.8	44	6.9	4	6.3	48	6.9	102	8.8	54	11.8	125	7.2	16	4.8	141	6.8	195	7.7
Asia	200	18.3	40	14.9	240	17.6	101	22.1	138	21.7	10	15.6	148	21.2	249	21.5	101	22.1	338	19.5	50	15.0	388	18.8	489	19.4
Australia & New Zealand	19	1.7	7	2.6	26	1.9	3	0.7	10	1.6	1	1.6	11	1.6	14	1.2	3	0.7	29	1.7	8	2.4	37	1.8	40	1.6
India	32	2.9	15	5.6	47	3.4	23	5.0	46	7.2	4	6.3	50	7.2	73	6.3	23	5.0	78	4.5	19	5.7	97	4.7	120	4.8
East Asia	139	12.7	14	5.2	153	11.2	66	14.4	75	11.8	5	7.8	80	11.4	146	12.6	66	14.4	214	12.4	19	5.7	233	11.3	299	11.9
Japan	40	3.7	9	3.3	49	3.6	3	0.7	8	1.3	0	0.0	8	1.1	11	1.0	3	0.7	48	2.8	9	2.7	57	2.8	60	2.4
Other Asia	10	0.9	4	1.5	14	1.0	9	2.0	7	1.1	0	0.0	7	1.0	16	1.4	9	2.0	17	1.0	4	1.2	21	1.0	30	1.2
Europe	469	42.9	123	45.7	592	43.4	72	15.8	150	23.6	20	31.3	170	24.3	242	20.9	72	15.8	619	35.8	143	42.9	762	37.0	834	33.1
U.K.	36	3.3	26	9.7	62	4.5	23	5.0	26	4.1	10	15.6	36	5.2	59	5.1	23	5.0	62	3.6	36	10.8	98	4.8	121	4.8
Transition Countries	122	11.2	7	2.6	129	9.5	17	3.7	43	6.8	0	0.0	43	6.2	60	5.2	17	3.7	165	9.5	7	2.1	172	8.3	189	7.5
Other Europe	311	28.4	90	33.5	401	29.4	32	7.0	81	12.8	10	15.6	91	13.0	123	10.6	32	7.0	392	22.7	100	30.0	492	23.9	524	20.8
Middle East	49	4.5	16	5.9	65	4.8	15	3.3	26	4.1	2	3.1	28	4.0	43	3.7	15	3.3	75	4.3	18	5.4	93	4.5	108	4.3
Saudi-Arabia	3	0.3	1	0.4	4	0.3	0	0.0	0	0.0	2	3.1	2	0.3	2	0.2	0	0.0	3	0.2	3	0.9	6	0.3	6	0.2
Other Arab countries	32	2.9	12	4.5	44	3.2	12	2.6	20	3.1	0	0.0	20	2.9	32	2.8	12	2.6	52	3.0	12	3.6	64	3.1	76	3.0
Other Middle East	14	1.3	3	1.1	17	1.2	3	0.7	6	0.9	0	0.0	6	0.9	9	0.8	3	0.7	20	1.2	3	0.9	23	1.1	26	1.0
USA & Canada	147	13.4	56	20.8	203	14.9	132	28.9	219	34.5	24	37.5	243	34.8	375	32.4	132	28.9	366	21.2	80	24.0	446	21.6	578	22.9
USA	112	10.2	48	17.8	160	11.7	128	28.0	197	31.0	22	34.4	219	31.3	347	30.0	128	28.0	309	17.9	70	21.0	379	18.4	507	20.1
Canada	35	3.2	8	3.0	43	3.2	4	0.9	22	3.5	2	3.1	24	3.4	28	2.4	4	0.9	57	3.3	10	3.0	67	3.2	71	2.8
Other Western Hemisphere	148	13.5	77	8.7	170	12.5	83	18.2	58	9.1	4	6.3	62	8.9	145	12.5	83	18.2	206	11.9	26	7.8	232	11.3	315	12.5
<b>Total</b>	<b>1,094</b>	<b>100.0</b>	<b>269</b>	<b>100.0</b>	<b>1,363</b>	<b>100.0</b>	<b>457</b>	<b>100.0</b>	<b>635</b>	<b>100.0</b>	<b>64</b>	<b>100.0</b>	<b>699</b>	<b>100.0</b>	<b>1,156</b>	<b>100.0</b>	<b>457</b>	<b>100.0</b>	<b>1,729</b>	<b>100.0</b>	<b>333</b>	<b>100.0</b>	<b>2,062</b>	<b>100.0</b>	<b>2,519</b>	<b>100.0</b>
Women	322	29.4	51	19.0	373	27.4	391	85.6	333	52.4	22	34.4	355	50.8	746	64.5	391	85.6	655	37.9	73	21.9	728	35.3	1119	44.4
Men	772	70.6	218	81.0	990	72.6	66	14.4	302	47.6	42	65.6	344	49.2	410	35.5	66	14.4	1074	62.1	260	78.1	1334	64.7	1400	55.6

Source: PeopleSoft HRMS, Report ID: DAR\_007

1/ Excludes OED and IEO.

**Annex II. Nationality of Contractual Employees 1/ 2/**  
By Region, Gender, Career Stream and Grade Grouping (As of April 30, 2013)

Region	Economists				Specialized Career Streams						Total					
	Professional		Support		Professional		Support		Total		Professional		Support		Total	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Africa	2	6.3	n.a.	n.a.	19	6.2	15	4.9	34	5.6	21	6.2	15	4.9	36	5.6
Asia	2	6.3	n.a.	n.a.	52	17.0	56	18.3	108	17.6	54	16.0	56	18.3	110	17.1
Australia & New Zealand	0	0.0	n.a.	n.a.	10	3.3	2	0.7	12	2.0	10	3.0	2	0.7	12	1.9
India	0	0.0	n.a.	n.a.	8	2.6	8	2.6	16	2.6	8	2.4	8	2.6	16	2.5
East Asia	2	6.3	n.a.	n.a.	34	11.1	42	13.7	76	12.4	36	10.7	42	13.7	78	12.1
Japan	2	6.3	n.a.	n.a.	4	1.3	4	1.3	8	1.3	6	1.8	4	1.3	10	1.6
Other Asia	0	0.0	n.a.	n.a.	0	0.0	4	1.3	4	0.7	0	0.0	4	1.3	4	0.6
Europe	20	62.5	n.a.	n.a.	90	29.4	28	9.2	118	19.3	110	32.5	28	9.2	138	21.4
U.K.	3	9.4	n.a.	n.a.	11	3.6	4	1.3	15	2.5	14	4.1	4	1.3	18	2.8
Transition Countries	6	18.8	n.a.	n.a.	29	9.5	14	4.6	43	7.0	35	10.4	14	4.6	49	7.6
Other Europe	11	34.4	n.a.	n.a.	50	16.3	10	3.3	60	9.8	61	18.0	10	3.3	71	11.0
Middle East	0	0.0	n.a.	n.a.	11	3.6	16	5.2	27	4.4	11	3.3	16	5.2	27	4.2
Saudi-Arabia	0	0.0	n.a.	n.a.	4	1.3	2	0.7	6	1.0	4	1.2	2	0.7	6	0.9
Other Arab countries	0	0.0	n.a.	n.a.	6	2.0	10	3.3	16	2.6	6	1.8	10	3.3	16	2.5
Other Middle East	0	0.0	n.a.	n.a.	1	0.3	4	1.3	5	0.8	1	0.3	4	1.3	5	0.8
USA & Canada	2	6.3	n.a.	n.a.	108	35.3	159	52.0	267	43.6	110	32.5	159	52.0	269	41.8
USA	1	3.1	n.a.	n.a.	96	31.4	156	51.0	252	41.2	97	28.7	156	51.0	253	39.3
Canada	1	3.1	n.a.	n.a.	12	3.9	3	1.0	15	2.5	13	3.8	3	1.0	16	2.5
Other Western Hemisphere	6	18.8	n.a.	n.a.	26	8.5	32	10.5	58	9.5	32	9.5	32	10.5	64	9.9
<b>Total</b>	<b>32</b>	<b>100.0</b>	<b>n.a.</b>	<b>n.a.</b>	<b>306</b>	<b>100.0</b>	<b>306</b>	<b>100.0</b>	<b>612</b>	<b>100.0</b>	<b>338</b>	<b>100.0</b>	<b>306</b>	<b>100.0</b>	<b>644</b>	<b>100.0</b>
Women	7	21.9	n.a.	n.a.	121	39.5	189	61.8	310	50.7	128	37.9	189	61.8	317	49.2
Men	25	78.1	n.a.	n.a.	185	60.5	117	38.2	302	49.3	210	62.1	117	38.2	327	50.8

Source: PeopleSoft HRMS, Report ID: DAR\_007

1/ Excludes OED and IEO.

2/ Does not include 180 Fund Technical Assistance Officers.

**Annex III. Nationality Distribution List – Staff and Contractual Employees 1/**  
(As of April 20, 2013)

Country	Staff						Contractual				Total	
	A1-A8		A9-A15		B1-B5		Professional		Support		No.	Percent
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent		
Angola	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Benin	2	0.4	4	0.2	1	0.3	1	0.3	0	0.0	8	0.2
Botswana	0	0.0	0	0.0	0	0.0	1	0.3	0	0.0	1	0.0
Burkina Faso	2	0.4	6	0.3	0	0.0	1	0.3	0	0.0	9	0.3
Burundi	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Cameroon	1	0.2	7	0.4	0	0.0	2	0.5	1	0.3	11	0.3
Cape Verde	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cen Afr Rep	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Chad	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Comoros	1	0.2	0	0.0	0	0.0	0	0.0	0	0.0	1	0.0
Congo, D. R.	2	0.4	6	0.3	0	0.0	0	0.0	0	0.0	8	0.2
Congo, Rep.	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
CoteD'Ivoire	4	0.9	2	0.1	0	0.0	0	0.0	0	0.0	6	0.2
Equa. Guinea	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Eritrea	1	0.2	0	0.0	0	0.0	0	0.0	0	0.0	1	0.0
Ethiopia	3	0.7	3	0.2	1	0.3	0	0.0	1	0.3	8	0.2
Gabon	0	0.0	0	0.0	0	0.0	0	0.0	1	0.3	1	0.0
Gambia, The	0	0.0	1	0.1	1	0.3	0	0.0	1	0.3	3	0.1
Ghana	10	2.2	8	0.5	1	0.3	0	0.0	2	0.6	21	0.7
Guinea	1	0.2	1	0.1	0	0.0	1	0.3	0	0.0	3	0.1
Guinea-Bissa	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Kenya	3	0.7	8	0.5	3	0.9	1	0.3	3	0.9	18	0.6
Lesotho	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Liberia	1	0.2	1	0.1	2	0.6	0	0.0	0	0.0	4	0.1
Madagascar	2	0.4	1	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Malawi	0	0.0	2	0.1	0	0.0	0	0.0	3	0.9	5	0.2
Mali	2	0.4	1	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Mauritania	1	0.2	1	0.1	1	0.3	0	0.0	0	0.0	3	0.1
Mauritius	5	1.1	3	0.2	1	0.3	1	0.3	1	0.3	11	0.3
Mozambique	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Namibia	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Niger	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Nigeria	3	0.7	9	0.5	0	0.0	3	0.8	0	0.0	15	0.5
Rwanda	0	0.0	3	0.2	0	0.0	2	0.5	0	0.0	5	0.2
Sao Tome & Prin.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Senegal	1	0.2	8	0.5	0	0.0	3	0.8	0	0.0	12	0.4
Seychelles	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sierra Leone	4	0.9	5	0.3	0	0.0	0	0.0	0	0.0	9	0.3
So Africa	0	0.0	17	1.0	3	0.9	2	0.5	0	0.0	22	0.7
So Sudan	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Swaziland	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Tanzania	1	0.2	1	0.1	0	0.0	1	0.3	0	0.0	3	0.1
Togo	2	0.4	3	0.2	0	0.0	0	0.0	0	0.0	5	0.2
Uganda	1	0.2	6	0.3	1	0.3	2	0.5	1	0.3	11	0.3
Zambia	0	0.0	4	0.2	1	0.3	1	0.3	0	0.0	6	0.2
Zimbabwe	1	0.2	6	0.3	0	0.0	0	0.0	2	0.6	9	0.3
<b>Africa</b>	<b>54</b>	<b>11.9</b>	<b>125</b>	<b>7.2</b>	<b>16</b>	<b>4.8</b>	<b>22</b>	<b>5.7</b>	<b>16</b>	<b>5.1</b>	<b>233</b>	<b>7.2</b>

Source: PeopleSoft HRMS, Report ID: EMP\_INFO

1/ Excludes OED and IEO. Does not include Technical Assistance Officers (contractual)

**Annex III. Nationality Distribution List – Staff and Contractual Employees 1/**  
(As of April 20, 2013)

Country	Staff						Contractual				Total	
	A1-A8		A9-A15		B1-B5		Professional		Support		No.	Percent
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent		
Australia	2	0.4	17	1.0	4	1.2	6	1.6	2	0.6	31	1.0
Bangladesh	3	0.7	7	0.4	1	0.3	0	0.0	0	0.0	11	0.3
Bhutan	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Brunei	0	0.0	0	0.0	0	0.0	1	0.3	0	0.0	1	0.0
Cambodia	0	0.0	3	0.2	0	0.0	0	0.0	1	0.3	4	0.1
China	6	1.3	72	4.2	5	1.5	16	4.2	21	6.6	120	3.7
Fiji	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
HongKong SAR	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
India	23	5.1	78	4.5	19	5.7	9	2.3	8	2.5	137	4.3
Indonesia	2	0.4	4	0.2	0	0.0	1	0.3	1	0.3	8	0.2
Japan	3	0.7	48	2.8	9	2.7	6	1.6	4	1.3	70	2.2
Kiribati	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Korea, Republic of	4	0.9	25	1.4	1	0.3	5	1.3	5	1.6	40	1.2
Lao P.D.R.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Macao SAR	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malaysia	0	0.0	15	0.9	1	0.3	2	0.5	1	0.3	19	0.6
Maldives	0	0.0	0	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	0.0	0	0.0
Micronesia	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Myanmar	2	0.4	1	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Nepal	0	0.0	3	0.2	1	0.3	0	0.0	3	0.9	7	0.2
New Zealand	1	0.2	12	0.7	4	1.2	4	1.0	0	0.0	21	0.7
Palau	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Papua New Guinea	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Philippines	45	9.9	19	1.1	1	0.3	2	0.5	6	1.9	73	2.3
Samoa	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Singapore	0	0.0	7	0.4	2	0.6	7	1.8	5	1.6	21	0.7
Solomon Islands	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sri Lanka	5	1.1	7	0.4	2	0.6	0	0.0	0	0.0	14	0.4
Thailand	3	0.7	13	0.8	0	0.0	4	1.0	0	0.0	20	0.6
Timor-Leste	0	0.0	0	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	0.0	0	0.0
Tuvalu	0	0.0	0	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	0.0	0	0.0
Vietnam	1	0.2	5	0.3	0	0.0	0	0.0	1	0.3	7	0.2
<b>Asia</b>	<b>100</b>	<b>22.0</b>	<b>338</b>	<b>19.6</b>	<b>50</b>	<b>15.1</b>	<b>63</b>	<b>16.4</b>	<b>58</b>	<b>18.4</b>	<b>609</b>	<b>18.9</b>
Brunei Darussalam	0	0.0	0	0.0	0	0.0	1	0.3	0	0.0	1	0.0
Cambodia	0	0.0	3	0.2	0	0.0	0	0.0	1	0.3	4	0.1
China	6	1.3	72	4.2	5	1.5	16	4.2	21	6.6	120	3.7
HongKong SAR	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Indonesia	2	0.4	4	0.2	0	0.0	1	0.3	1	0.3	8	0.2
Japan	3	0.7	48	2.8	9	2.7	6	1.6	4	1.3	70	2.2
Korea, Republic of	4	0.9	25	1.4	1	0.3	5	1.3	5	1.6	40	1.2
Lao P.D.R.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Macao SAR	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malaysia	0	0.0	15	0.9	1	0.3	2	0.5	1	0.3	19	0.6
Myanmar	2	0.4	1	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Philippines	45	9.9	19	1.1	1	0.3	2	0.5	6	1.9	73	2.3
Singapore	0	0.0	7	0.4	2	0.6	7	1.8	5	1.6	21	0.7
Thailand	3	0.7	13	0.8	0	0.0	4	1.0	0	0.0	20	0.6
Vietnam	1	0.2	5	0.3	0	0.0	0	0.0	1	0.3	7	0.2
<b>East Asia (ASEAN + 3)</b>	<b>66</b>	<b>14.5</b>	<b>214</b>	<b>12.4</b>	<b>19</b>	<b>5.7</b>	<b>44</b>	<b>11.5</b>	<b>45</b>	<b>14.2</b>	<b>388</b>	<b>12.1</b>

Source: PeopleSoft HRMS, Report ID: EMP\_INFO

1/ Excludes OED and IEO. Does not include Technical Assistance Officers (contractual)

**Annex III. Nationality Distribution List – Staff and Contractual Employees 1/**  
(As of April 20, 2013)

Country	Staff						Contractual				Total	
	A1-A8		A9-A15		B1-B5		Professional		Support			
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Albania	0	0.0	4	0.2	0	0.0	1	0.3	1	0.3	6	0.2
Armenia	1	0.2	12	0.7	0	0.0	0	0.0	1	0.3	14	0.4
Aruba	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Austria	1	0.2	7	0.4	3	0.9	2	0.5	0	0.0	13	0.4
Azerbaijan	0	0.0	4	0.2	0	0.0	0	0.0	0	0.0	4	0.1
Belarus	3	0.7	4	0.2	0	0.0	0	0.0	1	0.3	8	0.2
Belgium	3	0.7	22	1.3	7	2.1	5	1.3	0	0.0	37	1.2
Bosnia-Herze	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Bulgaria	1	0.2	16	0.9	2	0.6	1	0.3	4	1.3	24	0.7
Croatia	1	0.2	4	0.2	0	0.0	2	0.5	0	0.0	7	0.2
Curacao	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cyprus	0	0.0	6	0.3	0	0.0	0	0.0	0	0.0	6	0.2
Czech Rep.	2	0.4	13	0.8	1	0.3	2	0.5	0	0.0	18	0.6
Denmark	0	0.0	12	0.7	2	0.6	1	0.3	0	0.0	15	0.5
Estonia	1	0.2	4	0.2	0	0.0	1	0.3	0	0.0	6	0.2
Finland	0	0.0	3	0.2	1	0.3	2	0.5	2	0.6	8	0.2
France	8	1.8	79	4.6	15	4.5	21	5.5	2	0.6	125	3.9
Georgia	0	0.0	6	0.3	0	0.0	0	0.0	0	0.0	6	0.2
Germany	2	0.4	71	4.1	24	7.2	10	2.6	4	1.3	111	3.5
Greece	0	0.0	6	0.3	5	1.5	0	0.0	0	0.0	11	0.3
Hungary	0	0.0	4	0.2	0	0.0	3	0.8	2	0.6	9	0.3
Iceland	0	0.0	3	0.2	0	0.0	2	0.5	0	0.0	5	0.2
Ireland	4	0.9	11	0.6	3	0.9	5	1.3	0	0.0	23	0.7
Israel	0	0.0	3	0.2	0	0.0	1	0.3	0	0.0	4	0.1
Italy	5	1.1	53	3.1	18	5.4	8	2.1	0	0.0	84	2.6
Kazakhstan	0	0.0	4	0.2	0	0.0	0	0.0	0	0.0	4	0.1
Kosovo	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Kyrgyz Rep.	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Latvia	0	0.0	3	0.2	0	0.0	0	0.0	0	0.0	3	0.1
Lithuania	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Luxembourg	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Macedonia	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malta	0	0.0	3	0.2	0	0.0	0	0.0	0	0.0	3	0.1
Moldova	1	0.2	6	0.3	0	0.0	0	0.0	0	0.0	7	0.2
Mongolia	1	0.2	0	0.0	0	0.0	1	0.3	1	0.3	3	0.1
Montenegro	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Netherlands	1	0.2	23	1.3	11	3.3	3	0.8	0	0.0	38	1.2
Nethr Antil	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Norway	0	0.0	7	0.4	1	0.3	1	0.3	0	0.0	9	0.3
Poland	4	0.9	18	1.0	2	0.6	3	0.8	1	0.3	28	0.9
Portugal	1	0.2	7	0.4	0	0.0	1	0.3	0	0.0	9	0.3
Romania	0	0.0	13	0.8	0	0.0	6	1.6	1	0.3	20	0.6
Russia	2	0.4	33	1.9	0	0.0	12	3.1	1	0.3	48	1.5
San Marino	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Serbia	1	0.2	1	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Sint Maarten	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Slovak Rep.	0	0.0	0	0.0	1	0.3	3	0.8	0	0.0	4	0.1
Slovenia	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Spain	3	0.7	31	1.8	5	1.5	9	2.3	1	0.3	49	1.5
Sweden	1	0.2	9	0.5	1	0.3	0	0.0	0	0.0	11	0.3
Switzerland	0	0.0	9	0.5	1	0.3	0	0.0	0	0.0	10	0.3
Tajikistan	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Turkey	2	0.4	27	1.6	3	0.9	2	0.5	2	0.6	36	1.1
Turkmenistan	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
U.K.	23	5.1	62	3.6	36	10.8	16	4.2	3	0.9	140	4.4
Ukraine	0	0.0	7	0.4	1	0.3	3	0.8	2	0.6	13	0.4
Uzbekistan	0	0.0	1	0.1	0	0.0	1	0.3	0	0.0	2	0.1
<b>EUR</b>	<b>72</b>	<b>15.8</b>	<b>617</b>	<b>35.7</b>	<b>143</b>	<b>43.1</b>	<b>128</b>	<b>33.3</b>	<b>29</b>	<b>9.2</b>	<b>989</b>	<b>30.8</b>

Source: PeopleSoft HRMS, Report ID: EMP\_INFO

1/ Excludes OED and IEO. Does not include Technical Assistance Officers (contractual)

**Annex III. Nationality Distribution List – Staff and Contractual Employees 1/**  
(As of April 20, 2013)

Country	Staff						Contractual				Total	
	A1-A8		A9-A15		B1-B5		Professional		Support		No.	Percent
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent		
Albania	0	0.0	4	0.2	0	0.0	1	0.3	1	0.3	6	0.2
Armenia	1	0.2	12	0.7	0	0.0	0	0.0	1	0.3	14	0.4
Azerbaijan	0	0.0	4	0.2	0	0.0	0	0.0	0	0.0	4	0.1
Belarus	3	0.7	4	0.2	0	0.0	0	0.0	1	0.3	8	0.2
Bosnia-Herze	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Bulgaria	1	0.2	16	0.9	2	0.6	1	0.3	4	1.3	24	0.7
Croatia	1	0.2	4	0.2	0	0.0	2	0.5	0	0.0	7	0.2
Czech Rep.	2	0.4	13	0.8	1	0.3	2	0.5	0	0.0	18	0.6
Estonia	1	0.2	4	0.2	0	0.0	1	0.3	0	0.0	6	0.2
Georgia	0	0.0	6	0.3	0	0.0	0	0.0	0	0.0	6	0.2
Hungary	0	0.0	4	0.2	0	0.0	3	0.8	2	0.6	9	0.3
Kazakhstan	0	0.0	4	0.2	0	0.0	0	0.0	0	0.0	4	0.1
Kosovo	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Kyrgyz Rep.	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Latvia	0	0.0	3	0.2	0	0.0	0	0.0	0	0.0	3	0.1
Lithuania	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Macedonia	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Moldova	1	0.2	6	0.3	0	0.0	0	0.0	0	0.0	7	0.2
Mongolia	1	0.2	0	0.0	0	0.0	1	0.3	1	0.3	3	0.1
Montenegro	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Poland	4	0.9	18	1.0	2	0.6	3	0.8	1	0.3	28	0.9
Romania	0	0.0	13	0.8	0	0.0	6	1.6	1	0.3	20	0.6
Russia	2	0.4	33	1.9	0	0.0	12	3.1	1	0.3	48	1.5
Serbia	1	0.2	1	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Slovak Rep.	0	0.0	0	0.0	1	0.3	3	0.8	0	0.0	4	0.1
Slovenia	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Tajikistan	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Turkmenistan	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Ukraine	0	0.0	7	0.4	1	0.3	3	0.8	2	0.6	13	0.4
Uzbekistan	0	0.0	1	0.1	0	0.0	1	0.3	0	0.0	2	0.1
<b>Transition Countries</b>	<b>18</b>	<b>4.0</b>	<b>163</b>	<b>9.4</b>	<b>7</b>	<b>2.1</b>	<b>39</b>	<b>10.2</b>	<b>15</b>	<b>4.7</b>	<b>242</b>	<b>7.5</b>

Source: PeopleSoft HRMS, Report ID: EMP\_INFO

1/ Excludes OED and IEO. Does not include Technical Assistance Officers (contractual)

Annex III. Nationality Distribution List – Staff and Contractual Employees 1/ (As of April 20, 2013)												
Country	Staff						Contractual				Total	
	A1-A8		A9-A15		B1-B5		Professional		Support		No.	Percent
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent		
Afghanistan	2	0.4	0	0.0	0	0.0	0	0.0	0	0.0	2	0.1
Algeria	2	0.4	5	0.3	0	0.0	0	0.0	1	0.3	8	0.2
Bahrain	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Djibouti	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Egypt	1	0.2	15	0.9	2	0.6	3	0.8	1	0.3	22	0.7
Iran	1	0.2	9	0.5	1	0.3	0	0.0	1	0.3	12	0.4
Iraq	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Jordan	2	0.4	6	0.3	3	0.9	1	0.3	0	0.0	12	0.4
Kuwait	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Lebanon	0	0.0	15	0.9	3	0.9	2	0.5	0	0.0	20	0.6
Libya	1	0.2	0	0.0	0	0.0	0	0.0	0	0.0	1	0.0
Morocco	4	0.9	4	0.2	2	0.6	2	0.5	3	0.9	15	0.5
Oman	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Pakistan	0	0.0	11	0.6	2	0.6	1	0.3	3	0.9	17	0.5
Qatar	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Saudi Arab	0	0.0	3	0.2	3	0.9	4	1.0	2	0.6	12	0.4
Somalia	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sudan	1	0.2	1	0.1	0	0.0	0	0.0	1	0.3	3	0.1
Syr Arb Rep	1	0.2	0	0.0	2	0.6	1	0.3	0	0.0	4	0.1
Tunisia	0	0.0	5	0.3	0	0.0	0	0.0	1	0.3	6	0.2
Un Abr Emir	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Yemen	0	0.0	0	0.0	0	0.0	0	0.0	1	0.3	1	0.0
<b>Middle East</b>	<b>15</b>	<b>3.3</b>	<b>74</b>	<b>4.3</b>	<b>18</b>	<b>5.4</b>	<b>14</b>	<b>3.6</b>	<b>14</b>	<b>4.4</b>	<b>135</b>	<b>4.2</b>

Source: PeopleSoft HRMS, Report ID: EMP\_INFO

1/ Excludes OED and IEO. Does not include Technical Assistance Officers (contractual)

**Annex III. Nationality Distribution List – Staff and Contractual Employees 1/  
(As of April 20, 2013)**

Country	Staff						Contractual				Total	
	A1-A8		A9-A15		B1-B5		Professional		Support		No.	Percent
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent		
Canada	4	0.9	57	3.3	10	3.0	17	4.4	3	0.9	91	2.8
U.S.	127	27.9	309	17.9	69	20.8	107	27.9	161	50.9	773	24.0
<b>USA &amp; Canada</b>	<b>131</b>	<b>28.8</b>	<b>366</b>	<b>21.2</b>	<b>79</b>	<b>23.8</b>	<b>124</b>	<b>32.3</b>	<b>164</b>	<b>51.9</b>	<b>864</b>	<b>26.9</b>

Source: PeopleSoft HRMS, Report ID: EMP\_INFO

1/ Excludes OED and IEO. Does not include Technical Assistance Officers (contractual)

**Annex III. Nationality Distribution List – Staff and Contractual Employees 1/**  
(As of April 20, 2013)

Country	Staff						Contractual				Total	
	A1-A8		A9-A15		B1-B5		Professional		Support		No.	Percent
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent		
Anguilla	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Antigua and Barbuda	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Argentina	5	1.1	40	2.3	5	1.5	4	1.0	4	1.3	58	1.8
Bahamas	2	0.4	1	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Barbados	0	0.0	3	0.2	0	0.0	0	0.0	0	0.0	3	0.1
Belize	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Bolivia	6	1.3	6	0.3	1	0.3	3	0.8	2	0.6	18	0.6
Brazil	12	2.6	32	1.9	2	0.6	6	1.6	2	0.6	54	1.7
Chile	1	0.2	3	0.2	2	0.6	4	1.0	1	0.3	11	0.3
Colombia	4	0.9	20	1.2	0	0.0	4	1.0	8	2.5	36	1.1
Costa Rica	2	0.4	5	0.3	0	0.0	0	0.0	2	0.6	9	0.3
Dominica	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Dominic Rep	0	0.0	1	0.1	0	0.0	1	0.3	1	0.3	3	0.1
Ecuador	2	0.4	7	0.4	1	0.3	1	0.3	2	0.6	13	0.4
El Salvador	3	0.7	5	0.3	1	0.3	0	0.0	1	0.3	10	0.3
Grenada	1	0.2	2	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Guatemala	4	0.9	2	0.1	0	0.0	0	0.0	1	0.3	7	0.2
Guyana	0	0.0	1	0.1	0	0.0	1	0.3	2	0.6	4	0.1
Haiti	4	0.9	2	0.1	0	0.0	0	0.0	2	0.6	8	0.2
Honduras	3	0.7	1	0.1	0	0.0	0	0.0	2	0.6	6	0.2
Jamaica	6	1.3	5	0.3	4	1.2	0	0.0	0	0.0	15	0.5
Mexico	0	0.0	15	0.9	4	1.2	5	1.3	1	0.3	25	0.8
Montserrat	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Nicaragua	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Panama	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Paraguay	0	0.0	2	0.1	1	0.3	0	0.0	0	0.0	3	0.1
Peru	22	4.8	26	1.5	2	0.6	0	0.0	0	0.0	50	1.6
St. Kitts and Nevis	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
St. Lucia	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
St. Vincent and the Grenadines	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Suriname	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Trin-Tobago	0	0.0	4	0.2	1	0.3	0	0.0	1	0.3	6	0.2
Uruguay	4	0.9	8	0.5	2	0.6	2	0.5	0	0.0	16	0.5
Venezuela	2	0.4	6	0.3	0	0.0	0	0.0	1	0.3	9	0.3
<b>Other Western Hemisphere</b>	<b>83</b>	<b>18.2</b>	<b>206</b>	<b>11.9</b>	<b>26</b>	<b>7.8</b>	<b>31</b>	<b>8.1</b>	<b>33</b>	<b>10.4</b>	<b>379</b>	<b>11.8</b>

Source: PeopleSoft HRMS, Report ID: EMP\_INFO

1/ Excludes OED and IEO. Does not include Technical Assistance Officers (contractual)

### Annex IV. Distribution of Pipeline Grade A09-B05, Share of Grade by Region and Gender 1/ 2/

(As of April 30, 2013)

Grade	Africa		Asia		East Asia		Europe		UK		Middle East		Arab Countries		USA & Canada		Other WH		All Fund		Women		Men	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
<b>Economists</b>																								
A11	8	8.6	27	11.3	23	15.0	37	6.3	3	4.8	8	12.3	5	10.4	9	4.4	14	8.2	103	7.6	41	11.0	62	6.3
A12	10	10.8	27	11.3	24	15.7	51	8.6	1	1.6	8	12.3	6	12.5	8	3.9	6	3.5	110	8.1	48	12.9	62	6.3
A13	12	12.9	33	13.8	28	18.3	58	9.8	1	1.6	7	10.8	5	10.4	16	7.9	20	11.8	146	10.7	43	11.5	103	10.4
A14	37	39.8	86	35.8	55	35.9	227	38.3	19	30.6	20	30.8	15	31.3	76	37.4	80	47.1	526	38.6	134	35.9	392	39.6
A15	14	15.1	27	11.3	9	5.9	96	16.2	12	19.4	6	9.2	4	8.3	38	18.7	28	16.5	209	15.3	56	15.0	153	15.5
B01	2	2.2	3	1.3	2	1.3	17	2.9	3	4.8	5	7.7	4	8.3	10	4.9	1	0.6	38	2.8	9	2.4	29	2.9
B02	5	5.4	13	5.4	7	4.6	43	7.3	5	8.1	6	9.2	6	12.5	28	13.8	9	5.3	104	7.6	24	6.4	80	8.1
B03	2	2.2	13	5.4	3	2.0	27	4.6	6	9.7	3	4.6	3	6.3	11	5.4	7	4.1	63	4.6	9	2.4	54	5.5
B04	2	2.2	7	2.9	2	1.3	31	5.2	10	16.1	2	3.1	0	0.0	6	3.0	3	1.8	51	3.7	7	1.9	44	4.4
B05	1	1.1	4	1.7	0	0.0	5	0.8	2	3.2	0	0.0	0	0.0	1	0.5	2	1.2	13	1.0	2	0.5	11	1.1
<b>Total 2/</b>	<b>93</b>	<b>100.0</b>	<b>240</b>	<b>100.0</b>	<b>153</b>	<b>100.0</b>	<b>592</b>	<b>100.0</b>	<b>62</b>	<b>100.0</b>	<b>65</b>	<b>100.0</b>	<b>48</b>	<b>100.0</b>	<b>203</b>	<b>100.0</b>	<b>170</b>	<b>100.0</b>	<b>1,363</b>	<b>100.0</b>	<b>373</b>	<b>100.0</b>	<b>990</b>	<b>100.0</b>
<b>Specialized Career Streams</b>																								
A09	4	8.3	15	10.1	10	12.5	16	9.4	3	8.3	2	7.1	2	9.1	24	9.9	4	6.5	65	9.3	50	14.1	15	4.4
A10	5	10.4	17	11.5	15	18.8	19	11.2	5	13.9	4	14.3	4	18.2	30	12.3	15	24.2	90	12.9	57	16.1	33	9.6
A11	11	22.9	27	18.2	9	11.3	21	12.4	0	0.0	6	21.4	2	9.1	40	16.5	15	24.2	120	17.2	67	18.9	53	15.4
A12	9	18.8	39	26.4	22	27.5	26	15.3	7	19.4	6	21.4	5	22.7	45	18.5	8	12.9	133	19.0	63	17.7	70	20.3
A13	9	18.8	23	15.5	13	16.3	24	14.1	6	16.7	5	17.9	4	18.2	36	14.8	9	14.5	106	15.2	50	14.1	56	16.3
A14	6	12.5	10	6.8	5	6.3	34	20.0	5	13.9	2	7.1	2	9.1	30	12.3	5	8.1	87	12.4	37	10.4	50	14.5
A15	0	0.0	7	4.7	1	1.3	10	5.9	0	0.0	1	3.6	1	4.5	14	5.8	2	3.2	34	4.9	9	2.5	25	7.3
B01	1	2.1	4	2.7	2	2.5	2	1.2	1	2.8	1	3.6	1	4.5	2	0.8	2	3.2	12	1.7	7	2.0	5	1.5
B02	1	2.1	4	2.7	1	1.3	7	4.1	3	8.3	0	0.0	0	0.0	11	4.5	1	1.6	24	3.4	6	1.7	18	5.2
B03	1	2.1	1	0.7	1	1.3	3	1.8	0	0.0	1	3.6	1	4.5	6	2.5	0	0.0	12	1.7	5	1.4	7	2.0
B04	1	2.1	0	0.0	0	0.0	5	2.9	4	11.1	0	0.0	0	0.0	1	0.4	1	1.6	8	1.1	3	0.8	5	1.5
B05	0	0.0	1	0.7	1	1.3	3	1.8	2	5.6	0	0.0	0	0.0	4	1.6	0	0.0	8	1.1	1	0.3	7	2.0
<b>Total 2/</b>	<b>48</b>	<b>100.0</b>	<b>148</b>	<b>100.0</b>	<b>80</b>	<b>100.0</b>	<b>170</b>	<b>100.0</b>	<b>36</b>	<b>100.0</b>	<b>28</b>	<b>100.0</b>	<b>22</b>	<b>100.0</b>	<b>243</b>	<b>100.0</b>	<b>62</b>	<b>100.0</b>	<b>699</b>	<b>100.0</b>	<b>355</b>	<b>100.0</b>	<b>344</b>	<b>100.0</b>

Source: PeopleSoft HRMS, Report ID: DAR\_017

1/ Excludes OED and IEO.

2/ Totals are staff in grades A09-B05

**Annex V. Distribution of Pipeline Grade A09-B05, Share of Region and Gender by Grade**  
(As of April 30, 2013)

Grade	Africa		Asia		East Asia		Europe		UK		Middle East		Arab Countries		USA & Canada		Other WH		All Fund		Women		Men	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
<b>Economists</b>																								
A11	8	7.8	27	26.2	23	22.3	37	35.9	3	2.9	8	7.8	5	4.9	9	8.7	14	13.6	103	100.0	41	39.8	62	60.2
A12	10	9.1	27	24.5	24	21.8	51	46.4	1	0.9	8	7.3	6	5.5	8	7.3	6	5.5	110	100.0	48	43.6	62	56.4
A13	12	8.2	33	22.6	28	19.2	58	39.7	1	0.7	7	4.8	5	3.4	16	11.0	20	13.7	146	100.0	43	29.5	103	70.5
A14	37	7.0	86	16.3	55	10.5	227	43.2	19	3.6	20	3.8	15	2.9	76	14.4	80	15.2	526	100.0	134	25.5	392	74.5
A15	14	6.7	27	12.9	9	4.3	96	45.9	12	5.7	6	2.9	4	1.9	38	18.2	28	13.4	209	100.0	56	26.8	153	73.2
B01	2	5.3	3	7.9	2	5.3	17	44.7	3	7.9	5	13.2	4	10.5	10	26.3	1	2.6	38	100.0	9	23.7	29	76.3
B02	5	4.8	13	12.5	7	6.7	43	41.3	5	4.8	6	5.8	6	5.8	28	26.9	9	8.7	104	100.0	24	23.1	80	76.9
B03	2	3.2	13	20.6	3	4.8	27	42.9	6	9.5	3	4.8	3	4.8	11	17.5	7	11.1	63	100.0	9	14.3	54	85.7
B04	2	3.9	7	13.7	2	3.9	31	60.8	10	19.6	2	3.9	0	0.0	6	11.8	3	5.9	51	100.0	7	13.7	44	86.3
B05	1	7.7	4	30.8	0	0.0	5	38.5	2	15.4	0	0.0	0	0.0	1	7.7	2	15.4	13	100.0	2	15.4	11	84.6
<b>Total 1/</b>	<b>93</b>	<b>6.8</b>	<b>240</b>	<b>17.6</b>	<b>153</b>	<b>11.2</b>	<b>592</b>	<b>43.4</b>	<b>62</b>	<b>4.5</b>	<b>65</b>	<b>4.8</b>	<b>48</b>	<b>3.5</b>	<b>203</b>	<b>14.9</b>	<b>170</b>	<b>12.5</b>	<b>1,363</b>	<b>100.0</b>	<b>373</b>	<b>27.4</b>	<b>990</b>	<b>72.6</b>
<b>Specialized Career Streams</b>																								
A09	4	6.2	15	23.1	10	15.4	16	24.6	3	4.6	2	3.1	2	3.1	24	36.9	4	6.2	65	100.0	50	76.9	15	23.1
A10	5	5.6	17	18.9	15	16.7	19	21.1	5	5.6	4	4.4	4	4.4	30	33.3	15	16.7	90	100.0	57	63.3	33	36.7
A11	11	9.2	27	22.5	9	7.5	21	17.5	0	0.0	6	5.0	2	1.7	40	33.3	15	12.5	120	100.0	67	55.8	53	44.2
A12	9	6.8	39	29.3	22	16.5	26	19.5	7	5.3	6	4.5	5	3.8	45	33.8	8	6.0	133	100.0	63	47.4	70	52.6
A13	9	8.5	23	21.7	13	12.3	24	22.6	6	5.7	5	4.7	4	3.8	36	34.0	9	8.5	106	100.0	50	47.2	56	52.8
A14	6	6.9	10	11.5	5	5.7	34	39.1	5	5.7	2	2.3	2	2.3	30	34.5	5	5.7	87	100.0	37	42.5	50	57.5
A15	0	0.0	7	20.6	1	2.9	10	29.4	0	0.0	1	2.9	1	2.9	14	41.2	2	5.9	34	100.0	9	26.5	25	73.5
B01	1	8.3	4	33.3	2	16.7	2	16.7	1	8.3	1	8.3	1	8.3	2	16.7	2	16.7	12	100.0	7	58.3	5	41.7
B02	1	4.2	4	16.7	1	4.2	7	29.2	3	12.5	0	0.0	0	0.0	11	45.8	1	4.2	24	100.0	6	25.0	18	75.0
B03	1	8.3	1	8.3	1	8.3	3	25.0	0	0.0	1	8.3	1	8.3	6	50.0	0	0.0	12	100.0	5	41.7	7	58.3
B04	1	12.5	0	0.0	0	0.0	5	62.5	4	50.0	0	0.0	0	0.0	1	12.5	1	12.5	8	100.0	3	37.5	5	62.5
B05	0	0.0	1	12.5	1	12.5	3	37.5	2	25.0	0	0.0	0	0.0	4	50.0	0	0.0	8	100.0	1	12.5	7	87.5
<b>Total 1/</b>	<b>48</b>	<b>6.9</b>	<b>148</b>	<b>21.2</b>	<b>80</b>	<b>11.4</b>	<b>170</b>	<b>24.3</b>	<b>36</b>	<b>5.2</b>	<b>28</b>	<b>4.0</b>	<b>22</b>	<b>3.1</b>	<b>243</b>	<b>34.8</b>	<b>62</b>	<b>8.9</b>	<b>699</b>	<b>100.0</b>	<b>355</b>	<b>50.8</b>	<b>344</b>	<b>49.2</b>

Source: PeopleSoft HRMS, Report ID: DAR\_017

1/ Totals are staff in grades A09-B05

## Annex VI. Share of Women and Men by Career Stream and Grade Grouping 1/

(As of April 30, for each fiscal year)

	A1-A8		A9-A15		B1-B5		Total									
	Women		Men		Women		Men		Women		Men					
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent				
<b>Economists</b>																
2013	n.a.	n.a.	n.a.	n.a.	322	29.4	772	70.6	51	19.0	218	81.0	373	27.4	990	72.6
2012	n.a.	n.a.	n.a.	n.a.	306	28.1	784	71.9	44	17.5	208	82.5	350	26.1	992	73.9
2011	n.a.	n.a.	n.a.	n.a.	293	27.4	775	72.6	43	17.6	202	82.4	336	25.6	977	74.4
2010	n.a.	n.a.	n.a.	n.a.	278	27.3	741	72.7	41	16.2	212	83.8	319	25.1	953	74.9
2009	n.a.	n.a.	n.a.	n.a.	261	27.1	703	72.9	36	13.7	227	86.3	297	24.2	930	75.8
2008	n.a.	n.a.	n.a.	n.a.	262	26.0	746	74.0	33	11.8	247	88.2	295	22.9	993	77.1
2007	n.a.	n.a.	n.a.	n.a.	259	25.5	757	74.5	33	11.5	255	88.5	292	22.4	1,012	77.6
<b>Specialized Career Streams</b>																
2013	391	85.6	66	14.4	333	52.4	302	47.6	22	34.4	42	65.6	746	64.5	410	35.5
2012	400	85.8	66	14.2	317	51.3	301	48.7	23	33.8	45	66.2	740	64.2	412	35.8
2011	405	86.0	66	14.0	302	51.9	280	48.1	25	34.7	47	65.3	732	65.1	393	34.9
2010	419	85.9	69	14.1	294	52.5	266	47.5	23	35.4	42	64.6	736	66.1	377	33.9
2009	496	87.2	73	12.8	295	53.2	259	46.8	22	34.9	41	65.1	813	68.5	373	31.5
2008	558	87.7	78	12.3	314	53.1	277	46.9	22	31.9	47	68.1	894	69.0	402	31.0
2007	589	87.1	87	12.9	320	52.1	294	47.9	25	35.7	45	64.3	934	68.7	426	31.3
<b>Total</b>																
2013	391	85.6	66	14.4	655	37.9	1,074	62.1	73	21.9	260	78.1	1,119	44.4	1,400	55.6
2012	400	85.8	66	14.2	623	36.5	1,085	63.5	67	20.9	253	79.1	1,090	43.7	1,404	56.3
2011	405	86.0	66	14.0	595	36.1	1,055	63.9	68	21.5	249	78.5	1,068	43.8	1,370	56.2
2010	419	85.9	69	14.1	572	36.2	1,007	63.8	64	20.1	254	79.9	1,055	44.2	1,330	55.8
2009	496	87.2	73	12.8	556	36.6	962	63.4	58	17.8	268	82.2	1,110	46.0	1,303	54.0
2008	558	87.7	78	12.3	576	36.0	1,023	64.0	55	15.8	294	84.2	1,189	46.0	1,395	54.0
2007	589	87.1	87	12.9	579	35.5	1,051	64.5	58	16.2	300	83.8	1,226	46.0	1,438	54.0

Source: PeopleSoft HRMS, Report ID: DAR\_8N9

1/ Excludes OED and IEO

### Annex VII. Distribution of A9-B5 Staff by Region by Department

(In Percent, As of April 30, 2013)

Dept	A9-A15 Staff						B1-B5 Staff						Total A9-B5 Staff					
	Africa	Asia	Europe	Middle East	USA and Canada	Other WHD	Africa	Asia	Europe	Middle East	USA and Canada	Other WHD	Africa	Asia	Europe	Middle East	USA and Canada	Other WHD
<b>Area Departments</b>																		
AFR	20.6	11.6	38.1	2.6	14.2	12.9	9.4	0.0	59.4	0.0	15.6	15.6	18.7	9.6	41.7	2.1	14.4	13.4
APD 1/	2.6	47.4	34.6	3.8	7.7	3.8	0.0	37.5	33.3	0.0	25.0	4.2	2.0	45.1	34.3	2.9	11.8	3.9
EUR 2/	2.6	18.6	56.4	3.8	12.2	6.4	2.9	17.1	60.0	2.9	17.1	0.0	2.6	18.3	57.1	3.7	13.1	5.2
MCD	6.4	7.4	47.9	18.1	9.6	10.6	8.3	0.0	37.5	29.2	16.7	8.3	6.8	5.9	45.8	20.3	11.0	10.2
WHD	8.0	8.0	26.1	0.0	17.0	40.9	0.0	0.0	50.0	0.0	25.0	25.0	6.5	6.5	30.6	0.0	18.5	38.0
<b>Functional Departments: TA</b>																		
FAD	7.5	15.8	45.0	3.3	11.7	16.7	4.8	14.3	47.6	4.8	23.8	4.8	7.1	15.6	45.4	3.5	13.5	14.9
ICD 3/	3.2	20.6	39.7	6.3	15.9	14.3	0.0	21.4	35.7	14.3	14.3	14.3	2.6	20.8	39.0	6.5	14.3	14.3
LEG	1.9	15.1	39.6	7.5	22.6	13.2	11.1	11.1	22.2	0.0	44.4	11.1	3.2	14.5	37.1	6.5	25.8	14.3
MCM	3.6	18.8	41.2	3.6	19.4	13.3	0.0	22.6	45.2	3.2	19.4	9.7	3.1	19.4	41.8	3.6	19.4	12.8
STA	7.8	26.5	28.4	1.0	21.6	14.7	0.0	18.2	36.4	0.0	36.4	9.1	7.1	25.7	29.2	0.9	23.0	14.2
<b>Functional Departments: Non-TA</b>																		
EXR	10.0	13.3	28.3	5.0	31.7	11.7	8.3	25.0	41.7	0.0	25.0	0.0	9.7	15.3	30.6	4.2	30.6	9.7
FIN	10.5	22.4	32.9	1.3	22.4	10.5	16.7	8.3	58.3	0.0	16.7	0.0	11.4	20.5	36.4	1.1	21.6	9.1
RES	0.0	27.3	33.8	6.5	16.9	15.6	0.0	13.3	33.3	0.0	53.3	0.0	0.0	25.0	33.7	5.4	22.8	13.0
SPR 4/	8.7	27.0	34.8	4.3	18.3	7.0	9.1	27.3	36.4	9.1	9.1	9.1	8.8	27.0	35.0	5.1	16.8	7.3
<b>Support Departments</b>																		
HRD	9.1	11.4	36.4	4.5	29.5	9.1	0.0	11.1	33.3	11.1	33.3	11.1	7.5	11.3	35.8	5.7	30.2	9.4
OMD 5/	6.9	27.6	31.0	0.0	34.5	0.0	6.7	6.7	40.0	6.7	40.0	0.0	6.8	20.5	34.1	2.3	36.4	0.0
SEC	3.7	25.9	25.9	0.0	33.3	11.1	0.0	14.3	28.6	14.3	28.6	14.3	2.9	23.5	26.5	2.9	32.4	11.8
TGS	7.5	19.9	17.3	4.4	45.6	5.3	10.5	21.1	26.3	5.3	31.6	5.3	7.8	20.0	18.0	4.5	44.5	5.3
<b>Total Fund</b>	<b>7.2</b>	<b>19.5</b>	<b>35.8</b>	<b>4.3</b>	<b>21.2</b>	<b>11.9</b>	<b>4.7</b>	<b>15.4</b>	<b>42.6</b>	<b>5.3</b>	<b>23.7</b>	<b>8.3</b>	<b>6.8</b>	<b>18.9</b>	<b>36.9</b>	<b>4.5</b>	<b>21.6</b>	<b>11.4</b>

Source: PeopleSoft HRMS, Report ID: DAR\_004

1/ APD Includes OAP.

2/ EUR Includes EUO.

3/ ICD Includes CEF, JVI and STI.

4/ SPR Includes UNO.

5/ OMD Includes DMD,INV,OBP,and

### Annex VIII. Share of Women by Department and Grade Grouping

(As of April 30, 2013)

Department	Staff								Contractual				Fund Total		
	A1-A8		A09-A15		B01-B05		A09-B05		Professional		Support		Total	Women	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	No.	Percent
<b>Area Departments</b>															
AFR	25	89.3	36	23.2	8	25.0	44	23.5	3	75.0	6	30.0	239	78	32.6
APD 1/	16	100.0	21	26.9	4	16.7	25	24.5	7	70.0	13	72.2	146	61	41.8
EUR 2/	26	78.8	51	32.7	6	17.1	57	29.8	2	66.7	6	60.0	237	91	38.4
MCD	18	90.0	29	30.9	4	16.7	33	28.0	1	33.3	7	50.0	155	59	38.1
WHD	15	93.8	29	33.0	3	15.0	32	29.6	0	0.0	9	39.1	149	56	37.6
<b>Functional Departments: TA</b>															
FAD	19	95.0	37	30.8	3	14.3	40	28.4	10	18.9	20	66.7	244	89	36.5
ICD 3/	32	86.5	25	40.3	3	23.1	28	37.3	8	57.1	16	55.2	155	84	54.2
LEG	14	93.3	25	47.2	3	33.3	28	45.2	13	68.4	8	80.0	106	63	59.4
MCM	25	89.3	60	36.4	7	22.6	67	34.2	9	23.7	13	76.5	279	114	40.9
STA	22	73.3	38	37.3	4	36.4	42	37.2	9	40.9	7	38.9	183	80	43.7
<b>Functional Departments: Non-TA</b>															
EXR	17	94.4	41	68.3	5	41.7	46	63.9	9	75.0	5	71.4	109	77	70.6
FIN	26	89.7	41	53.9	2	16.7	43	48.9	4	36.4	11	73.3	143	84	58.7
RES	9	81.8	23	29.9	1	6.7	24	26.1	5	12.5	15	57.7	169	53	31.4
SPR 4/	25	92.6	54	47.0	3	13.6	57	41.6	3	42.9	15	78.9	190	100	52.6
<b>Support Departments</b>															
HRD	24	82.8	23	53.5	5	55.6	28	53.8	4	66.7	14	87.5	121	70	68.0
OMD 5/	15	100.0	14	48.3	4	26.7	18	40.9	3	60.0	3	60.0	69	39	56.5
SEC	13	68.4	12	44.4	1	14.3	13	38.2	4	80.0	4	80.0	63	34	54.0
TGS	46	75.4	95	42.0	6	31.6	101	41.2	49	39.2	14	73.7	450	210	46.7
<b>Total Fund</b>	<b>387</b>	<b>85.4</b>	<b>659</b>	<b>37.9</b>	<b>74</b>	<b>21.9</b>	<b>1120</b>	<b>54.0</b>	<b>145</b>	<b>48.0</b>	<b>187</b>	<b>61.9</b>	<b>3,223</b>	<b>1,452</b>	<b>45.1</b>

Source: PeopleSoft HRMS, Report ID: DAR\_005

1/ APD Includes OAP.

2/ EUR Includes EUO.

3/ ICD Includes CEF, JVI and STI.

4/ SPR Includes UNO.

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

### Annex IX. Recruitment by Region, Gender, Career Stream, and Grade Grouping

Between 05/01/2012 – 04/30/2013

Region	Economists				Specialized Career Streams				Total			
	A9-A15		B1-B5		A9-A15		B1-B5		A9-A15		B1-B5	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Africa	5	7.1	0	0.0	4	10.5	0	0.0	9	8.3	0	0.0
Asia	20	28.6	2	50.0	9	23.7	0	0.0	29	26.9	2	28.6
East Asia	17	24.3	2	50.0	7	18.4	0	0.0	24	22.2	2	28.6
Europe	20	28.6	1	25.0	12	31.6	0	0.0	32	29.6	1	14.3
U.K	3	4.3	0	0.0	2	5.3	0	0.0	5	4.6	0	0.0
European Transition Countries	2	2.9	0	0.0	5	13.2	0	0.0	7	6.5	0	0.0
Middle East	6	8.6	0	0.0	2	5.3	2	66.7	8	7.4	2	28.6
Arab countries	3	4.3	0	0.0	2	5.3	2	66.7	5	4.6	2	28.6
USA & Canada	9	12.9	0	0.0	8	21.1	1	33.3	17	15.7	1	14.3
Other Western Hemisphere	10	14.3	1	25.0	3	7.9	0	0.0	13	12.0	1	14.3
<b>Total</b>	<b>70</b>	<b>100.0</b>	<b>4</b>	<b>100.0</b>	<b>38</b>	<b>100.0</b>	<b>3</b>	<b>100.0</b>	<b>108</b>	<b>100.0</b>	<b>7</b>	<b>100.0</b>
Women	24	34.3	1	25.0	19	50.0	1	33.3	43	39.8	2	28.6
Men	46	65.7	3	75.0	19	50.0	2	66.7	65	60.2	5	71.4

Source: PeopleSoft HRMS, Report ID: DAR\_011

### Annex X. Five Year History: Recruitment by Region, Gender, Career Stream, and Grade Grouping

Between 05/01/2007 – 04/30/2013

Region	Economists				Specialized Career Streams				Total			
	A9-A15		B1-B5		A9-A15		B1-B5		A9-A15		B1-B5	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Africa	32	6.5	3	7.3	25	11.0	2	11.8	57	8.0	5	8.6
Asia	115	23.5	15	36.6	59	26.0	2	11.8	174	24.3	17	29.3
East Asia	96	19.6	15	36.6	39	17.2	2	11.8	135	18.9	17	29.3
Europe	195	39.9	15	36.6	62	27.3	4	23.5	257	35.9	19	32.8
U.K	19	3.9	0	0.0	15	6.6	0	0.0	34	4.7	0	0.0
European Transition Countries	59	12.1	2	4.9	16	7.0	0	0.0	75	10.5	2	3.4
Middle East	30	6.1	1	2.4	12	5.3	2	11.8	42	5.9	3	5.2
Arab countries	23	4.7	1	2.4	11	4.8	2	11.8	34	4.7	3	5.2
USA & Canada	57	11.7	3	7.3	54	23.8	6	35.3	111	15.5	9	15.5
Other Western Hemisphere	60	12.3	4	9.8	15	6.6	1	5.9	75	10.5	5	8.6
<b>Total</b>	<b>489</b>	<b>100.0</b>	<b>41</b>	<b>100.0</b>	<b>227</b>	<b>100.0</b>	<b>17</b>	<b>100.0</b>	<b>716</b>	<b>100.0</b>	<b>58</b>	<b>100.0</b>
Women	145	29.7	6	14.6	99	43.6	8	47.1	244	34.1	14	24.1
Men	344	70.3	35	85.4	128	56.4	9	52.9	472	65.9	44	75.9

Source: PeopleSoft HRMS, Report ID: DAR\_011

<b>Annex XI. Staff Promoted by Region, Career Stream, and Grade Grouping</b> For Years 2012-2013 (As of April 30)												
Region	A1-A8			A9-A12			A13-A15			B1-B5		
	No.	Total 1/	% 2/	No.	Total	Percent	No.	Total	Percent	No.	Total	Percent
<b>Economists</b>												
Africa	n.a.	n.a.	n.a.	5	18	27.8	4	63	6.3	3	12	25.0
Asia	n.a.	n.a.	n.a.	9	54	16.7	21	146	14.4	5	40	12.5
East Asia	n.a.	n.a.	n.a.	8	47	17.0	14	92	15.2	1	14	7.1
Europe	n.a.	n.a.	n.a.	27	88	30.7	59	381	15.5	26	123	21.1
U.K	n.a.	n.a.	n.a.	1	4	25.0	6	32	18.8	4	26	15.4
Middle East	n.a.	n.a.	n.a.	2	16	12.5	4	33	12.1	4	16	25.0
Arab Countries	n.a.	n.a.	n.a.	0	11	0.0	2	24	8.3	3	13	23.1
USA & Canada	n.a.	n.a.	n.a.	2	17	11.8	13	130	10.0	9	56	16.1
Other Western Hemisphere	n.a.	n.a.	n.a.	5	20	25.0	14	128	10.9	4	22	18.2
Total	n.a.	n.a.	n.a.	50	213	23.5	115	881	13.1	51	269	19.0
Women	n.a.	n.a.	n.a.	23	89	25.8	45	233	19.3	8	51	15.7
Men	n.a.	n.a.	n.a.	27	124	21.8	70	648	10.8	43	218	19.7
<b>Specialized Career Streams</b>												
Africa	7	54	13.0	6	29	20.7	2	15	13.3	2	4	50.0
Asia	9	101	8.9	18	98	18.4	12	40	30.0	4	10	40.0
East Asia	8	66	12.1	11	56	19.6	4	19	21.1	3	5	60.0
Europe	3	72	4.2	15	82	18.3	7	68	10.3	4	20	20.0
U.K	1	23	4.3	3	15	20.0	1	11	9.1	1	10	10.0
Middle East	1	15	6.7	2	18	11.1	1	8	12.5	0	2	0.0
Arab Countries	1	12	8.3	2	13	15.4	1	7	14.3	0	2	0.0
USA & Canada	18	132	13.6	14	139	10.1	13	80	16.3	6	24	25.0
Other Western Hemisphere	10	83	12.0	5	42	11.9	1	16	6.3	1	4	25.0
Total	48	457	10.5	60	408	14.7	36	227	15.9	17	64	26.6
Women	41	391	10.5	46	237	19.4	15	96	15.6	7	22	31.8
Men	7	66	10.6	14	171	8.2	21	131	16.0	10	42	23.8
<b>Economists &amp; Specialized Career Streams</b>												
Africa	7	54	13.0	11	47	23.4	6	78	7.7	5	16	31.3
Asia	9	101	8.9	27	152	17.8	33	186	17.7	9	50	18.0
East Asia	8	66	12.1	19	103	18.4	18	111	16.2	4	19	21.1
Europe	3	72	4.2	42	170	24.7	66	449	14.7	30	143	21.0
U.K	1	23	4.3	4	19	21.1	7	43	16.3	5	36	13.9
Middle East	1	15	6.7	4	34	11.8	5	41	12.2	4	18	22.2
Arab Countries	1	12	8.3	2	24	8.3	3	31	9.7	3	15	20.0
USA & Canada	18	132	13.6	16	156	10.3	26	210	12.4	15	80	18.8
Other Western Hemisphere	10	83	12.0	10	62	16.1	15	144	10.4	5	26	19.2
Total	48	457	10.5	110	621	17.7	151	1,108	13.6	68	333	20.4
Women	41	391	10.5	69	326	21.2	60	329	18.2	15	73	20.5
Men	7	66	10.6	41	295	13.9	91	779	11.7	53	260	20.4
Source: PeopleSoft HRMS, Report ID: DAR_016  1/ Total number of staff from each region at each grade group as of 4/30/2013 2/ percent of staff promoted of total from that region												

**Annex XII. Economist Program (EP): Diversity Breakdown of Appointments**  
(Class Year 2009-2012)

	2009		2010		2011		2012		2013	
	No.	Percent								
<b>Total Appointments</b>	<b>43</b>	<b>100</b>	<b>31</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>29</b>	<b>100</b>	<b>30</b>	<b>100</b>
<b>Gender</b>										
Women	22	51.2	10	32.3	11	55.0	14	48.3	16	53.3
Men	21	48.8	21	67.7	9	45.0	15	51.7	14	46.7
<b>Underrepresented Regions (Total)</b>	22	51.2	18	58.1	14	70.0	10	34.5	21	70.0
Africa	4	9.3	2	6.5	2	10.0	2	6.9	2	6.7
East Asia	9	20.9	9	29.0	8	40.0	5	17.2	11	36.7
European Transition Countries	7	16.3	6	19.4	2	10.0	0	0.0	2	6.7
Middle East	2	4.7	1	3.2	2	10.0	3	10.3	6	20.0
<b>All Other Regions</b>	21	48.8	13	41.9	6	30.0	19	65.5	9	30.0

Source: HRD.

**Annex XIII. Gender Composition in Multilateral Organizations 1/**  
December 31, 2012

	Total				Support Staff				Professional Staff				Managerial Staff			
	Total	Female		Male	Total	Female		Male	Total	Female		Male	Total	Female		Male
	No.	No.	Percent	No.	No.	No.	Percent	No.	No.	No.	Percent	No.	No.	No.	Percent	No.
Asian Development Bank	3,045	1,801	59.1	1,244	1,257	986	75.4	271	1,611	769	47.7	842	148	40	27.0	108
Council of Europe 2/	2,184	1,435	65.7	749	1,236	997	80.7	239	636	332	52.2	304	99	29	29.3	70
European Commission 3/	22,719	11,816	52.0	10,903	10,300	6,736	65.4	3,564	10,925	4,654	42.6	6,271	1,494	426	28.5	1,068
European Investment Bank (EIB) 4/	2,004	1,057	52.7	946	589	494	83.9	95	1,162	512	44.1	650	253	52	20.6	201
Inter-American Development Bank	1,986	1,024	51.6	962	281	241	85.8	40	1,583	741	46.8	842	122	42	34.4	80
International Monetary Fund 5/	2,502	1,103	44.1	1,399	447	381	85.2	66	1,724	650	37.7	1,074	331	72	21.8	259
UNICEF 6/	11,507	5,564	48.4	5,943	5,260	2,551	48.5	2,709	5,549	2,715	48.9	2,834	698	298	42.7	400
United Nations Population Fund 7/	2,343	1,231	52.5	1,112	1,108	597	53.9	511	1,235	634	51.3	601	N/A	N/A	N/A	N/A
World Bank (IBRD only) 8/	10,553	5,392	51.1	5,161	2,835	1,981	69.9	854	7,190	3,211	44.7	3,979	528	200	37.9	328
World Bank Group (WBG) 8/	14,671	7,560	51.5	7,111	3,707	2,686	72.5	1,021	10,210	4,598	45.0	5,612	754	276	36.6	478
World Health Organization 9/	6,549	3,006	45.9	3,543	3,498	1,832	52.4	1,666	2,785	1,113	40.0	1,672	266	61	22.9	205

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

1/ Unless indicated otherwise, all data as of December 31, 2012

2/ Support staff (assistants B1-B6); professional staff (administrators A1-A4); managerial staff (Directors General, Directors, Heads of Department, Heads of Division A7-A5); stats do not include technicians (C grades), linguistic and temporary staff

3/Support staff (AST); Professional staff (AD non-management); Management (Directors-General; Deputy Directors General; Directors; Principal Advisors; Heads of units) - Population = officials only

4/ Data as of March 31, 2013

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

6/ Support staff (General Service Category :GS1-GS7); Professional staff (International Professional category: P1-P4; and National Professional Officers category NOA-NOD); Management (International Professional category: P5-ASG). UNICEF Data excludes Staff on secondments and Loans, Consultants and Individual Contractors

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

8/ Support Staff (GA-GD); Professional Staff (GE+ non-managerial); Managerial Staff: (GG+ with manager flag)

9/ Support Staff (G1-G7); Professional Staff (P1-P5; NPO); Managerial Staff (P6/D1, D2, Ungraded). Does not include temporary appointments.

## Annex XIV. EP Recruitment Missions by University, 2008-2012

Region	University	Mission Year				
		2008	2009	2010	2011	2012
Africa	Univ. of Lagos, Univ. of Ibadan		✓	✓		
	University of Cape Town, South Africa			✓		✓
	University of Dakar			✓		
	University of Ibadan, Nigeria					✓
	University of Nairobi	✓				
	University of Pretoria, South Africa			✓		✓
	Yaounde II University		✓			
Asia	Chinese University of Hong Kong					✓
	Fourth International Financial Institutions Career Fair, Seoul, South Korea					✓
	Fudan University (Shanghai)		✓			✓
	Hong University of Science and Technology					✓
	Korea University			✓		
	Kyoto University			✓		
	Monash University					✓
	Peking University (Beijing)		✓	✓		✓
	Seoul National University			✓		
	Shanghai University		✓	✓		
	Tokyo University		✓	✓		
Tsinghua University					✓	
Middle East	King Saud University, Riyadh, Saudi Arabia					✓
	King Abdulaziz University, Jeddah, Saudi Arabia					✓
Europe	Bocconi University	✓	✓			
	Catholic University Louvain					✓
	Center for Economic Research and Graduate Education (CERGE-EI)		✓		✓	
	Central European University			✓		✓
	CERDI (Centre d'etudes et de recherches en developpement international)			✓		✓
	Corvinus University			✓		✓
	European University Institute	✓	✓			
	Goethe Univeristy		✓	✓	✓	✓
	Graduate Institute of International Studies	✓	✓		✓	✓
	Higher School of Economics, Moscow					✓
	Institut d'Études Politiques de Paris			✓		
	Kiel Institute		✓			
	Maastricht Univesity		✓			
	Moscow State Institute of International Relations					✓
	Paris Dauphine University			✓		
	Paris School of Economics (ENSAE)			✓		✓
	Pompeu Fabra				✓	
	Rhenish Friedrich - Wilhelm University Bonn					✓
Tilburg University (Netherlands)		✓			✓	
Universitat Konstanz					✓	
University of Amsterdam					✓	

**Annex XIV. EP Recruitment Missions by University, 2008-2012, Cont'd**

Region	University	Mission Year				
		2008	2009	2010	2011	2012
Europe (cont'd)	University of Mannheim			✓		✓
	University of St. Gallen		✓			
	University of Toulouse I					✓
	University of Warsaw					✓
	University of Zurich		✓			
	Warsaw School of Economics					✓
	WHU, Otto Beisheim School of Management					✓
U.K.	London Business School					✓
	London School of Economics	✓	✓	✓	✓	✓
	University of Cambridge	✓	✓	✓	✓	✓
	University of Oxford	✓	✓	✓	✓	✓
	University of Warwick	✓				
South America	Escola de Pós-Graduação em Economia (EPGE), Fundação Getulio Vargas					✓
	Pontifícia Universidade Católica do Rio de Janeiro, Rio de Janeiro, Brazil					✓
	Universidade de São Paulo, São Paulo, Brazil					✓
U.S.	American Association of Economics					✓
	Boston University	✓	✓	✓		✓
	Brown University					✓
	Columbia University		✓	✓		✓
	Cornell University					✓
	Harvard University	✓	✓	✓		✓
	MIT	✓	✓	✓		✓
	New York University		✓	✓		✓
	Northwestern University	✓		✓		✓
	Presentation at IMF Headquarters, Washington D.C. for local Universities					✓
	Princeton University		✓	✓		✓
	Stanford University		✓	✓		✓
	UC Berkeley		✓	✓		✓
	UCLA		✓	✓		✓
	University of Chicago	✓		✓		✓
	University of Michigan Ann Arbor					✓
	University of Minnesota	✓				✓
University of Pennsylvania		✓				
University of Wisconsin - Milwaukee					✓	
Yale University			✓		✓	
Canada	Canadian Economics Employment Exchange including Franco-phone African students from University of Montreal					✓
	McGill University					✓
	Universite de Montreal					✓
	University of Toronto					✓

Source: HRD

## **Annex XV. Updated Diversity Council Terms of Reference**

### Revisions approved by the Diversity Council January 31<sup>st</sup>, 2013

The Diversity Council serves as the governing body that advises Management on the strategy, and recommends policy and actions for establishing diversity goals and policies, and monitoring progress toward their achievement, using a broad-based consultative approach involving staff, department heads, the SAC, the HR Community, and Executive Directors. The Diversity Advisor advises the Diversity Council.

#### **Responsibilities of the Diversity Council include:**

1. Proactively addressing the issues of gender and underrepresented regions on the staff, in a manner that strengthens the Fund and improves its operational effectiveness.
2. Developing and promulgating a common understanding of the various components of diversity, the issues underlying them, and how the Fund's work can benefit from diversity.
3. Recognizing employees for outstanding contributions on diversity in the Fund's workplace through Fund-wide awards.
4. Promoting an inclusive work environment.
5. Making recommendations to Management on specific short-, medium- and long-term diversity initiatives.
6. Reviewing, on an annual basis, with inputs from the Diversity Advisor and HRD, progress made on achieving established diversity objectives; and making recommendations to Management and the Executive Board.
7. Reviewing and providing input to the Diversity Advisor's annual report on diversity at the Fund before it is conveyed to Management and the Executive Board.
8. Consulting on, and assessing the effectiveness of communication strategies to keep the Executive Board and staff informed of developments that have diversity implications.
9. Periodically monitoring and reviewing of the Council's operations to assess its effectiveness in moving the diversity agenda forward.

#### **Council Chair and Membership**

The Council is chaired by a DMD. The membership consists of a body of seasoned staff with leadership responsibilities and with knowledge of the Fund. Recommendations for membership are made to the Council Chair and approved by the membership.

- The Council has up to twelve members, with representatives from the SAC as well as the Director of HR and the Diversity serving Ex Officio.

- In order to ensure broader participation, members serve a two-year term that would be staggered.

### **Council Administration and governance**

- The Council meets approximately every other month, up to six meetings per year, with the option to add a meeting or two as the work flow warrants.
- Council members are at the forefront of the diversity strategic planning process; at times driving the implementation, as well as supporting initiatives by encouraging employees to engage in diversity related actions.
- The Council's decision-making mechanism involves the Chair, Council members, and Management. The Executive Board of Directors is kept informed of the Diversity Strategy through a formal meeting annually.

### **The Diversity Council's Working Relationships**

- The Diversity Advisor serves as the content expert on diversity and inclusion, and brings issues with diversity implications, along with recommendations for how to address them, to the Council. The Council also identifies issues for the Diversity Advisor to address.
- The Diversity Office/Advisor is located in HRD, reporting to the Director of HRD with a matrixed (dotted line) reporting to Management (Chair of the Diversity Council).
- Diversity Reference Groups: The Diversity Council meets periodically with the Chairs of the Diversity Reference Groups. The Diversity Advisor serves as the interface between the Council and the DRGs with the focus on aligning the work of the DRGs with the diversity goals and initiatives for which the Council has oversight responsibilities.

The Council makes recommendations to Management related to the diversity strategy and goals

Annex XVI. Diversity Regions Table 1/

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

+ Covered by the Middle East and Central Asia Department

\* Arab Countries

1/ Data prior to FY 2014, including the data in this report, reflect Mauritania as part of the Africa region. Data for FY 2014 forward will reflect Mauritania as part of the MENA region, consistent with its coverage by the Middle East and Central Asia department.

### Annex XVII. FY 2013 Diversity Office Work Program and Activities

The three main themes of the FY 2013 Work Program of the Diversity Office were: Workforce Composition, Inclusion, and Leadership & Accountability. The table below provides a high-level summary of the Diversity Office’s activities, organized by theme.

Workforce Composition	Launched the inaugural effort to collect more comprehensive data on staff’s multiple nationalities and report on staff’s educational background.
	Responded to frequent requests from Executive Directors and departments for diversity-related data.
	Provided data briefings on our progress towards benchmarks in preparation for the Annual and Spring Meetings.
Inclusion	As part of the Learning & Communications Initiative (diversity section of the Staff Survey Action Plan), launched 10 educational workshops and brief learning sessions called “Diversity Cafés” on the following topics: <ul style="list-style-type: none"> <li>• Generational Diversity</li> <li>• Diversity 101</li> <li>• Inclusive Communications</li> <li>• Creating a Personal Advisory Board</li> </ul> These sessions attracted over 100 participants total.
	Conducted 16 departmental briefings on recent updates to the diversity strategy, including the revised Diversity & Inclusion Statement.
	Presented the Fifth Annual Diversity Conference on the theme, “Inclusion: Benefits to the Fund and Each Individual.” Conference attended by DRG Chairs and members, SPMs, ASPMs, department heads and Management.
Leadership & Accountability	Hosted the annual meeting between the Diversity Council and Departmental Diversity Reference Group chairs.
	Updated the goals of the diversity strategy to more accurately reflect the current phase of the Diversity Strategy in the Fund. Updated goals were approved by Management.
	As part of the FY 2013 Staff Survey, established an Inclusion Index, which will be incorporated in the Diversity Scorecard and Accountability Framework starting in FY 2014.
	Also added seven dimensions to the Staff Survey to measure differences across demographics in how staff experience the Fund.

# DIVERSITY & INCLUSION

