



**DIVERSITY  
AND INCLUSION**

# 2019 REPORT

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Prepared by the IMF Diversity & Inclusion Office

# Foreword by the Managing Director

The IMF prides itself on having a diverse staff and fostering inclusiveness, attributes that make us stronger as an institution and enable us to better serve our 189 member countries.

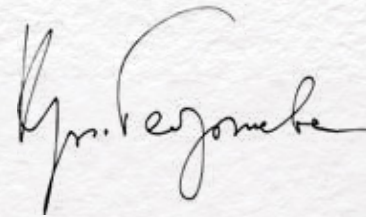
Diversity and inclusion are at the very core of and embedded in all our ongoing HR strategy initiatives, and this is yielding results. The high value we place on diversity and inclusion helps us to continue to make progress in improving the gender balance and regional representation of our staff. Our progress has been recognized by the *Economic Dividends for Gender Equality* (EDGE), the world-leading global assessment methodology and business certification standard for gender equality. The EDGE certification process includes a review of policies and business practices, a survey to measure staff perceptions, and a gender pay gap analysis.

Each year, the IMF undertakes numerous initiatives to build a more inclusive work environment, including mandatory courses, inclusive leadership training, and activities to strengthen grassroots champions. We are also working to raise awareness on disabilities and this year marked the *International Day for People with Disabilities* (IDPWA) for the very first time.

But there is always more to be done, and we will focus on our areas for improvement, starting with addressing regional representation and greater gender balance in senior leadership roles. Some of our practices need to change if we are to deliver better results in the future. Managers and those who make people management decisions will be held more accountable for contributing to meeting our diversity and inclusion objectives.

The benefits of nurturing a culture of inclusion cannot be overemphasized—challenging, yet possible, through continuously working together to shift behaviors and create an environment where everyone feels a sense of belonging.

With the support of my management colleagues and all staff members, I reiterate my pledge for meaningful and measurable advancements in all aspects of diversity and inclusion, which I view as a shared responsibility. We must work together to continue to build on the progress already made.



Kristalina Georgieva  
Managing Director



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# Executive Summary

This report provides an update to the Diversity & Inclusion Annual Report 2016–17<sup>1</sup> and presents the IMF’s progress as of end April 2019 toward meeting the FY 2020 benchmarks; provides a general overview of the diversity of the Fund’s staff population; delves into some of our key challenges; details our inclusion efforts; and maps a strategic direction for the future.

Three major factors affect diversity: recruitment, promotions, and separations. Overall, the IMF has progressed well against the gender benchmark targets for management-level staff (B1–B5 levels), hitting the 30 percent goal for women and surpassing 25 percent for women in the Economist Career Stream. Progress has been steady but not sufficient in meeting the benchmarks for management-level staff from so-called underrepresented regions (URRs)—countries in Sub-Saharan Africa; East Asia (the 10 ASEAN countries plus People’s Republic of China, Japan, and Korea); and the “Middle East and North Africa plus” (MENA +) countries.<sup>2</sup> For professional staff (levels A9–B5), the URR benchmarks reveal a small (0.1 percent) gap for Sub-Saharan Africa, and room for improvement persists for nationals from East Asian, and MENA+ countries. Recruitment targets for grades A9–B5 are lagging: for women (31 percent vs. 50 percent), MENA+ (4.8 percent vs. 10 percent), and Sub-Saharan Africa (9.5 percent vs. 10 percent).

There continues to be a need to hold IMF managers more accountable for achieving diversity benchmarks; and providing more central oversight over recruitment. To prepare for the increase in staff retirements expected in the next decade and provide clear career development opportunities for existing staff, the Human Resources Department, together with all other Fund departments will deploy a number of tools, including: talent inventories, talent management, workforce planning, and succession planning. The Diversity & Inclusion Office will guide the Diversity Reference Groups (DRGs), which are housed in individual IMF departments and work units, towards playing a more strategic role in promoting and supporting the IMF’s D&I initiatives. Finally, the D&I Office plans to develop a more robust and objective index to measure the extent to which the Fund offers an inclusive work environment.

<sup>1</sup> Diversity & Inclusion Annual Report 2016–2017: <https://www.imf.org/external/np/div/index.asp>

<sup>2</sup> The “MENA +” countries include: Members of the League of Arab States, plus Afghanistan, the Islamic Republic of Iran and Pakistan.

# Introduction

To thrive in today's uncertain and complex world, many organizations are responding to current workforce trends that demand increased diversity and inclusion efforts. The IMF leadership is committed to greater diversity and a more inclusive work culture.

The Fund can draw from a mix of human capital from across its 189 member countries, but this becomes a diversity advantage only when we extract the best contributions out of the right mix of people, skills, experiences, and backgrounds. A diverse and inclusive culture are key ingredients in building a more agile, integrated, innovative and member-focused IMF.


A significant number of actions were proposed in our 2016–2017 D&I report (Table 1). More than 80 percent of these were undertaken and either have been completed or are underway, representing strong progress. Notably, we met the benchmark set in 2015 for the number of women in senior-level positions (B1–B5 levels), including B-level women economists; revisions to the mid-career hiring process, governance, and selection practices; launch of a new Enhanced Performance Management process, which emphasizes behavioral competencies





and structured multisource feedback; mandatory diversity and inclusion related trainings; and the addition of "Inclusion," or to be more specific inclusive behaviors, to the Fund's core values.

This report provides an update on achievements since 2017 and a look ahead to our future intentions. The first section examines the progress made against the FY 2020 benchmarks and provides a summary of the diversity distribution among staff and contractual employees<sup>3</sup> as of end FY 2019 (April 30, 2019). The three main contributors to building a diverse workforce—recruitment, promotions, and separations—are discussed in the next three sections. We then turn to inclusion, and finally set out a future strategic direction.

<sup>3</sup> Contractual employees include those on long-term contracts of one year or more, both HQ and non-HQ based.

**Table 1. 2017 Diversity and Inclusion Report Proposed Actions**

	ACCOMPLISHED	IN PROGRESS	NOT STARTED
 <p>Recruit Diverse Talent</p>	<ul style="list-style-type: none"> <li>Implement strategic workforce planning fully aligned with IMF's business needs; the plan should include these 5 inter-related dimensions: skills, diversity, appointment type, grade, and tenure.</li> <li>Increase collaboration between departments and the <i>Human Resources Department</i> (HRD) prior to recruitment missions.</li> <li>Use rigorous processes, modelled after the Economist Program, to screen a broad range of mid-career hires.</li> <li>Continue to expand the sourcing strategy and broaden skill sets to target talent from Under Represented Regions (URRs) and a wide variety of universities.</li> </ul>	<ul style="list-style-type: none"> <li>Prior to hiring B-level managerial talent from external markets, conduct thorough reviews of the internal pipeline, including staff from Under Represented Regions (URRs) and female talent; improve development and monitoring of internal pipelines.</li> </ul>	

	ACCOMPLISHED	IN PROGRESS	NOT STARTED
 <p><b>Improve Development and Promotion of Diverse Talent</b></p>	<ul style="list-style-type: none"> <li>Continue to include competitive diverse candidates in the final short list for all vacancies in grades A15 (A14)-B3.<sup>4</sup></li> <li>Give due attention to gender and nationality in building a diverse pipeline at senior levels.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and monitor clear development plans for diverse talent to enhance selection for career-enhancing assignments.</li> <li>Conduct an annual review of diversity and inclusion action plans to assess net gain.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement mentoring and sponsorship programs, targeting women and URR staff.</li> <li>Develop career tracks for managers and non-managers to foster stronger people managers benefitting the development of all staff, including diverse staff.</li> </ul>
 <p><b>Improve Retention and Plan for Attrition</b></p>	<ul style="list-style-type: none"> <li>Make the exit interview process more systematic to better leverage insights from departing staff.</li> </ul>	<ul style="list-style-type: none"> <li>Drawing on external and internal survey findings, revise the approach to flexibility across all levels and career streams.</li> <li>Conduct innovation labs for under-represented groups and staff nearing retirement to improve career transitions.</li> </ul>	<ul style="list-style-type: none"> <li>Partner with International Financial Institutions (IFIs) to launch a dual-career network to attract dual career couples to the Fund.</li> </ul>
 <p><b>EDGE Certification Action Plan</b></p>	<ul style="list-style-type: none"> <li>Design a recruitment, promotion, and retention plan to meet set targets for gender composition by management level.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct systematic gender pay gap assessments and communicate results.</li> </ul>	
 <p><b>Foster a Culture of Inclusion and Innovation</b></p>	<ul style="list-style-type: none"> <li>Identify explicit behaviors for Inclusion; add Inclusion as a Fund core value.</li> <li>Pilot a “Human Library” event for honest, open conversations on “taboo” subjects to challenge stereotypes.</li> <li>Target specific “de-biasing” processes and policies in recruitment, development, and promotion practices across the HR spectrum.</li> <li>Roll-out core interview skills training to build cross-cultural competency.</li> <li>Design and implement a consistent Fund-wide flexible work system that addresses the flexibility needs of employees.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct educational sessions, as part of the ongoing <i>Inclusion begins with I</i> series, that make the core values actionable and observable.</li> <li>Continue to leverage inclusion to drive innovation using human centered design labs.</li> </ul>	<ul style="list-style-type: none"> <li>Develop inclusion metrics related to the development of diverse staff to include in D&amp;I dashboards currently in use.</li> <li>“Hire” to “retire”: mitigate bias throughout the employee life cycle.</li> </ul>

<sup>4</sup> Manager profiles for the Fund’s Leadership Development Framework begin at grade A14.

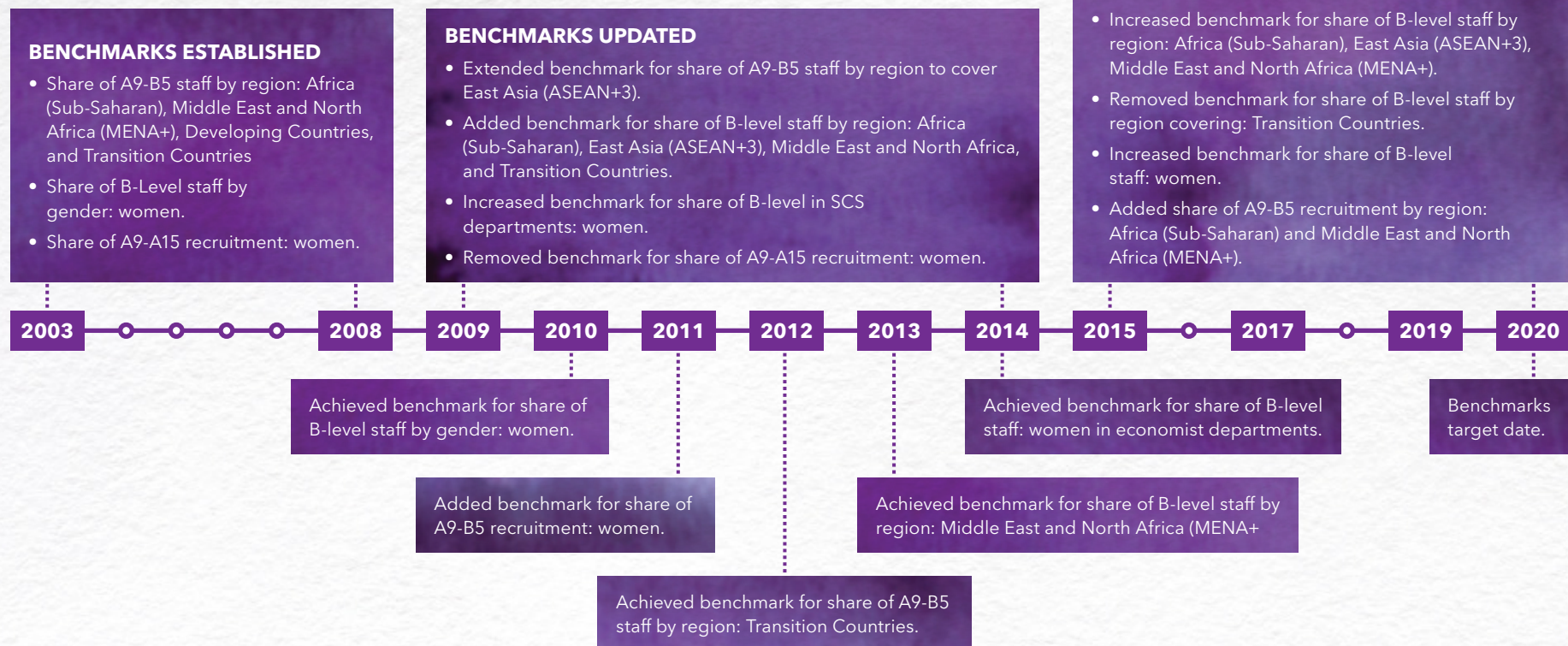
# Diversity

## FY 2020 Diversity Benchmarks: How Are We Doing?

First, a bit of history: the IMF's diversity benchmark experience spans 15 years (Figure 1). Since 2003, benchmarks have focused on the representation of (1) women at management levels (those in grades B1–B5), and (2) underrepresented regions (URRs) for professional staff (those in grades A9–B5). Targets for women and URR nationals in external recruitment at levels A9–B5 have also traditionally

been set. Currently the Fund has three URRs: Africa (Sub-Saharan), East Asia (ASEAN+3), and Middle East and North Africa+ (MENA+). The benchmarks are set by a Diversity Benchmarks Working Group, comprised of staff at various grade levels and from various departments across the Fund. The last review took place in 2015, with benchmarks set through end FY 2020 (April 30, 2020).

**Figure 1. Diversity: Benchmarks Timeline, 2003–2020**





At the end of April 2019, we report a mixed outcome in relation to progress towards the FY 2020 benchmarks—we experienced successes, but still have areas where we need to improve (Table 2). We have achieved two of the B-level benchmarks and are very close to reaching three of our URR benchmarks.

- ✓ The 30 percent benchmark for women as a share of B-level staff has been achieved.
- ✓ The 25 percent benchmark for women as a share of B-level staff in the Economist Career Stream has been surpassed by 3.1 percent.
- ± The 8 percent benchmark for Sub-Saharan African nationals as a share of A9–B5 staff is for all intents and purposes achieved, with a 0.1 percent gap.
- ± The 6 percent benchmark for MENA+ nationals as a share of B-level staff is within half a percentage point.
- ± The 10 percent target as a share of Sub-Saharan African nationals recruited is close to being achieved.

The Fund’s first female Chief Economist and first female General Counsel have been appointed. These and other achievements related to gender distribution are to be celebrated, but they do mask the low representation of women from URRs in senior leadership roles, who count for only 5.2 percent of B1–B5 staff vs. 24.8 percent of women from Other Regions.<sup>5</sup> Furthermore, of the 5 area and 7 functional (economist) departments,<sup>6</sup> 10 are headed by men; and in the Fund’s entire history, only 4 women, including the current Head of Research, have led these departments.<sup>7</sup> The Fund continues to struggle to achieve the benchmarks for URRs, more specifically those for East Asia and MENA+. Finally, there is a clear need to set the tone from the top and improve gender balance on the Executive Board, which counts only three female Executive Directors out of 24 Chairs (one vacancy at the time of writing).

5 “Other Regions” refers to all regions excluding underrepresented regions: i.e. Asia (excl. East Asia), Europe (excl. Transition Countries), Other Western Hemisphere, Transition Countries, and US & Canada.

6 A list of departments, including Area and Functional economist departments, can be found at <https://www.imf.org/external/np/obp/orgcht.htm>

7 Sharmini Coorey (current director of ICD), Gita Gopinath (current director of RES), Antoinette Sayeh (former director of AFR), and Teresa Ter Minassian (former director of FAD).

**Table 2. FY 2020 Benchmarks: Status as of end FY 2019**

Percent of benchmark achieved is denoted by color scheme based on the threshold shown below.

■ 100% Benchmark ■ 80–99% Benchmark ■ Below 80% Benchmark

	2020 BENCHMARK Percent (No.)	END FY2019 Percent (No.)	GAP FROM BENCHMARK Percent (No)
<b>STOCK</b>			
<b>Share of A9–B5 Staff by Region</b>			
Africa (Sub-Saharan)	8.0 (186)	7.9 (183)	-0.1 (-3)
East Asia (ASEAN+3)	15.0 (350)	12.4 (290)	-2.6 (-60)
Middle East and North Africa+ (MENA+)	8.0 (186)	5.5 (128)	-2.5 (-58)
Transition Countries (2014 benchmark = 8.0)	n.a.	8.9 (207)	n.a
<b>Share of B-level staff by Region</b>			
Africa (Sub-Saharan)	7.0 (24)	5.2 (18)	-1.8 (-6)
East Asia (ASEAN+3)	8.0 (27)	5.8 (20)	-2.2 (-7)
Middle East and North Africa+ (MENA+)	6.0 (21)	5.5 (19)	-0.5 (-2)
Transition Countries (2014 benchmark = 4.0)	n.a.	4.1 (14)	n.a
<b>Share of Women B-level staff</b>			
All B-Level	30.0 (103)	30.0 (103)	-0.0 (-0.0)
B-Level in Economist Career Stream	25.0 (67)	28.1 (75)	+3.1 (+8.0)
B-Level in SCS Career Stream	45.0 (34)	36.8 (28)	-8.2 (-6.0)

	2020 BENCHMARK Percent (No.)	END FY2019 Percent (No.)	GAP FROM BENCHMARK Percent (No)
<b>EXTERNAL RECRUITMENT</b>			
<b>Share of A9–B5 Recruitments</b>			
Female Hires	50.0 (63)	31.0 (39)	-19 (-24)
Hires from Africa (Sub Saharan)	10.0 (13)	9.5 (12)	-0.5 (-1)
Hires from MENA+	10.0 (13)	4.8 (6)	-5.2 (-7)

Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

**Note:** When staff who have voluntarily declared secondary nationalities are included, the gap in achieving the benchmarks, most significantly for MENA+, is reduced (Table 3). Since reporting secondary nationalities is voluntary, the true scale of the impact may be larger than shown.

**Table 3. FY 2020 Benchmarks: Status as of end FY 2019  
(Secondary Nationality Included)**

Percent of benchmark achieved is denoted by color scheme based on the threshold shown below.

■ 100% Benchmark ■ 80-99% Benchmark ■ Below 80% Benchmark

	Primary Nationality Percent (No.)	Secondary Nationality No.	Primary + Secondary Nationality Percent (No.)	2020 Benchmark Percent (No)	Gap from Benchmark Percent (No Net Gain)
<b>Share of A9-B5 Staff (in percent) by Region</b>					
Africa (Sub-Saharan)	7.9 (183)	19	8.7 (202)	8 (186)	+0.7 (+16)
East Asia	12.4 (290)	8	12.8 (298)	15 (350)	-2.2 (-52)
Middle East and North Africa+ (MENA+)	5.5 (128)	34	6.9 (162)	8 (186)	-1.1 (-24)
<b>Share of B-level staff (in percent) by Region</b>					
Africa (Sub-Saharan)	5.2 (18)	1	5.5 (19)	7 (24)	-1.5 (-5)
East Asia	5.8 (20)	0	5.8 (20)	8 (27)	-2.2 (-7)
Middle East and North Africa+ (MENA+)	5.5 (19)	5	7.0 (24)	6 (21)	+1.0 (+3)

Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

Note: Tables includes self-reported secondary nationalities from URRs.

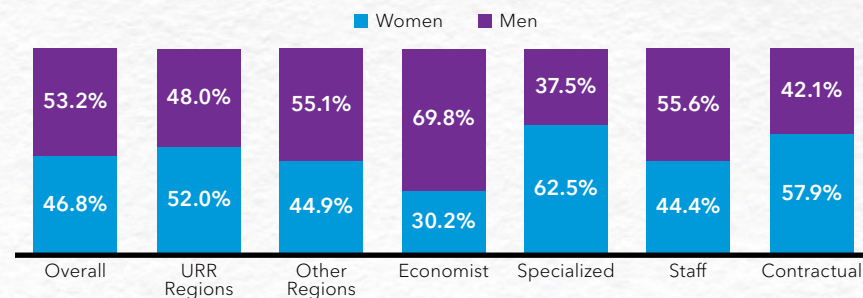
## Staff Makeup

Looking beyond benchmarks to staff composition, we can identify opportunities for improvement. What follows is a high-level summary of the diversity of our employees, both staff and contractual, who represent 148 member countries as of end FY 2019. Figure 2 presents an overview of the gender distribution of employees by regional groupings, career stream, and employment type. The overall distribution of staff and contractual employees by gender and career stream is shown in Figure 3.

The share of URR staff Fund-wide in grades A1-B5 stands at 26 percent, identical to the share of A9-B5 URR nationals vs. a cumulative benchmark of 31 percent. At management levels (B1-B5), the total share of URRs is 16.5 percent vs. a cumulative benchmark of 21 percent. Figure 4 provides a more granular breakdown of the share of staff by region and grade group, and the share of staff by region and gender; while Figure 5 gives a view by gender and career stream.

**Figure 2. Gender: Distribution by Regional Grouping, Career Stream, and Employment Type, FY 2019**

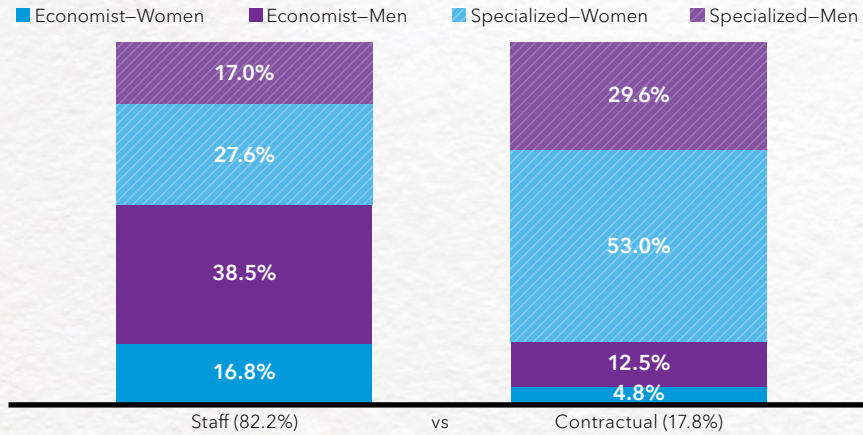
(Percent share of total staff and contractuels as of end FY 2019)



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED), and Independent Evaluations Office (IEO).

**Figure 3. Staff and Contractuals: Distribution by Gender and Career Stream, FY 2019**

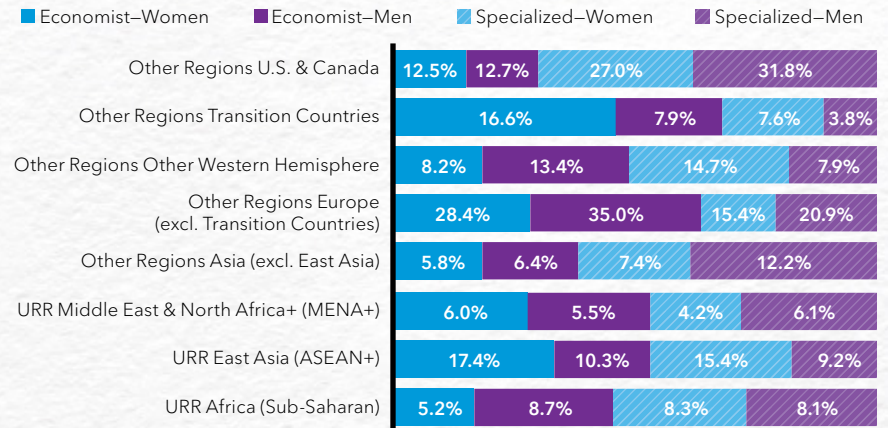
(Percent share as of end FY 2019)



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED), and Independent Evaluations Office (IEO).

**Figure 5. Share of Grades A9–B5 Staff by Region, Career Stream, and Gender**

(In percent share of total career stream and gender at the end FY 2019)

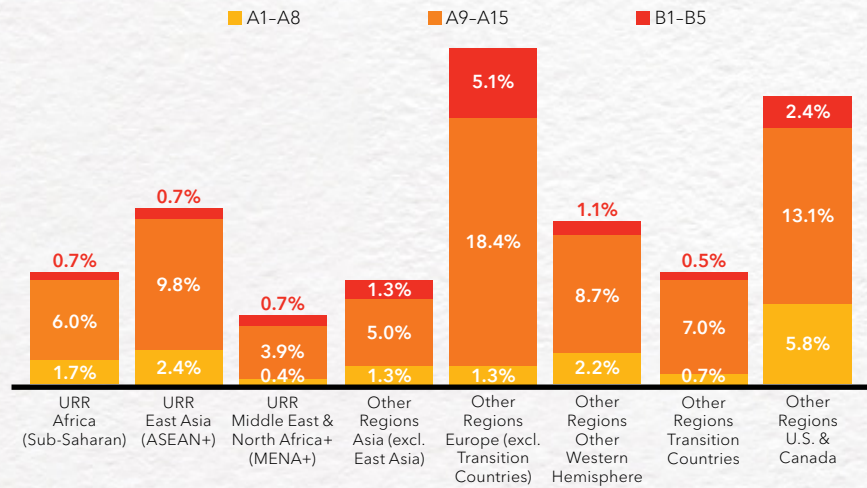


Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

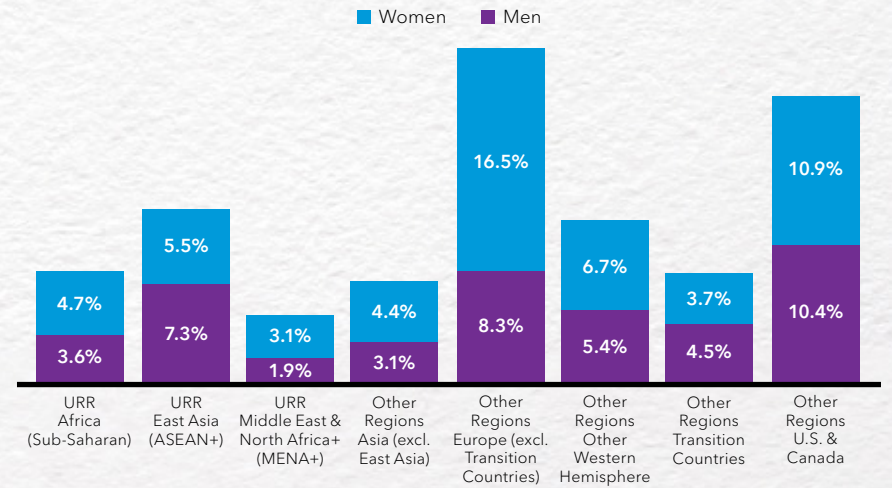
**Figure 4. Regional Share of Staff, FY 2019**

(Percent share of total staff as of end FY 2019)

**Regional share of staff by grade group**



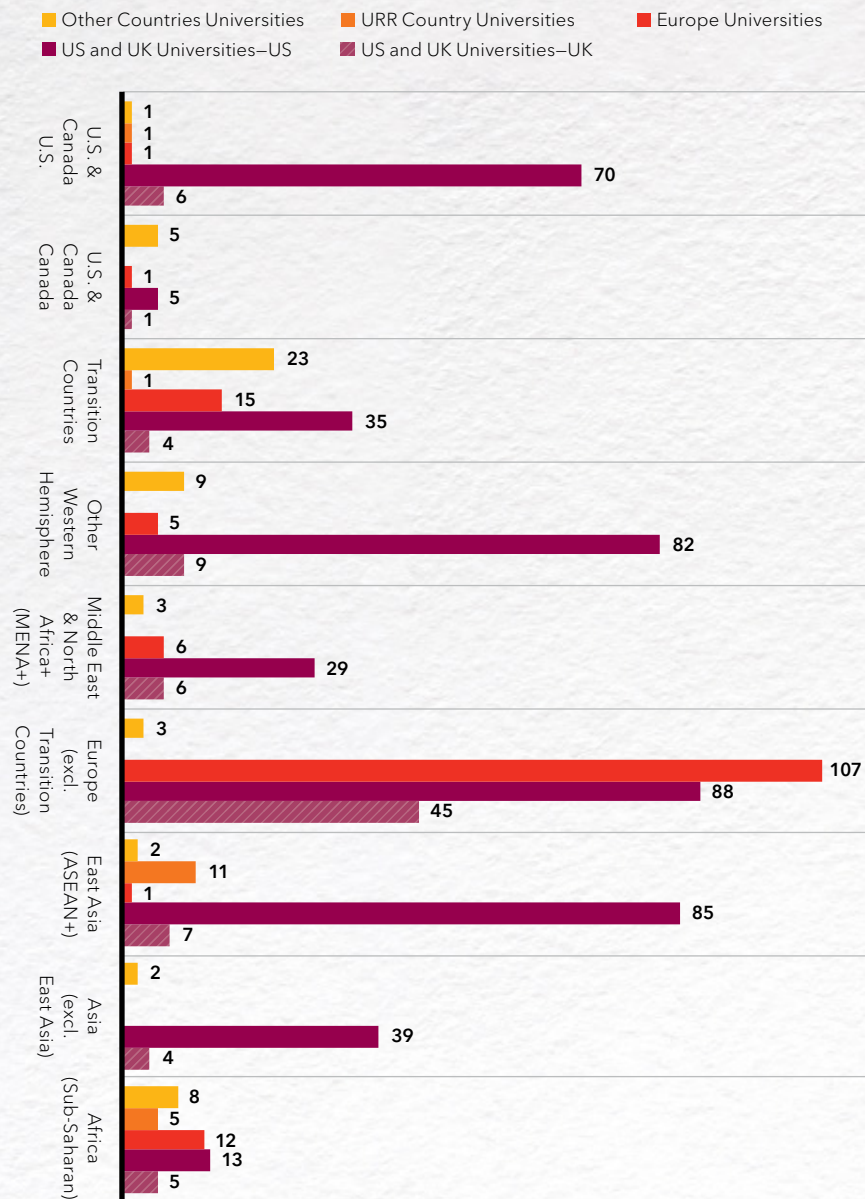
**Regional share of staff by gender**



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED), and Independent Evaluations Office (IEO).

**Figure 6. A9–B5 Staff PhDs Diversity Region**

(In number as of end FY 2019)



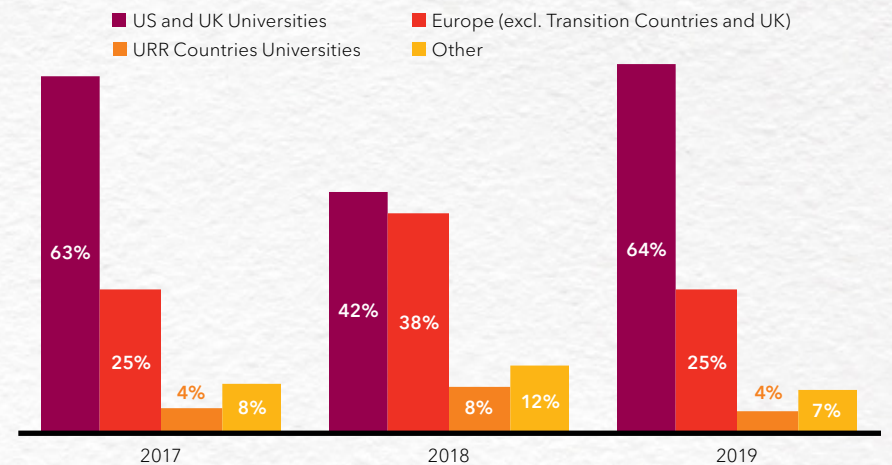
Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

Educational diversity, which introduces diversity of thought, different approaches to problem-solving, and enables us to provide more innovative solutions to our members, is another important dimension of diversity for the Fund. Staff across all grade levels hold Bachelor’s, Master’s, and PhD degrees obtained from top universities located in all the regions represented in the Fund. Figure 6 provides an overview of the diversity of regions from which staff in grades A9–B5 obtained their PhDs—the primary degree required for Economists.

For the last 3 calendar years (2017 to 2019), most Economist Program (EP) hires—the level at which Economists start their career at the Fund—have been graduates from US and UK universities (Figure 7). We also saw an increased share of graduates from European universities in 2018, which is where many diverse EP hires (MENA+ and Sub-Saharan Africa) are sourced.

**Figure 7. Educational Diversity of EP Cohorts for PhD by Region, CY 2017–CY 2019**

(In percent)



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

Note: EP Cohorts are selected in a yearly cycle with each cohort starting in September.

Staff composition is impacted by three variables: inflow (recruitment), career progression (promotion), and outflow (separation). Each of these is addressed separately in the coming sections, with actions set out for addressing the Fund’s challenges in each area.

# Recruitment

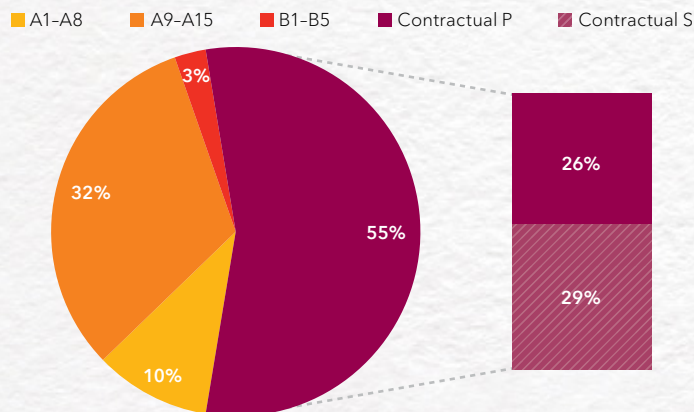
Recruitment is a critical activity for increasing diversity at the Fund. With the goal of maintaining the highest-quality staff, sourcing and hiring candidates requires a diversity focus—gender, regional representation, educational and professional background, as well as other diversity characteristics.

## Trends

In FY 2019, 45 percent of hires were staff, and 55 percent were contractual employees. Figure 8 shows the breakdown by grade grouping. From the total of 163 staff hired in FY 2019, 96 (59 percent) were previous contractual employees; and of the 126 hired into grades A9-B5, 60 (48 percent) were previous contractual employees. Monitoring diversity within the contractual population is, therefore, important given that this population serves as a frequently tapped pool of candidates for staff positions.

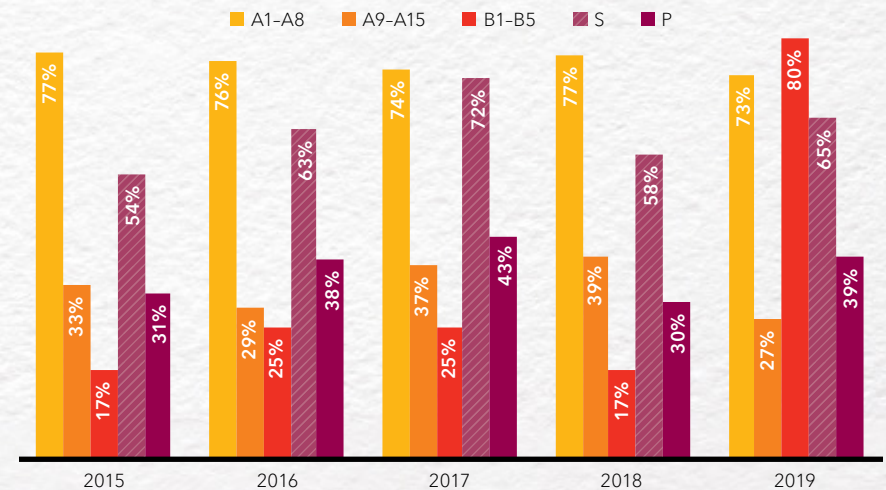
Over the last 5 years, women accounted, on average, for 75 percent of hires in grades A1-A8, and approximately 63 percent of contractual Support (S) employees (Figure 9). This reflects the fact that female applicants tend to dominate assistant roles and that many of these positions are staffed through initial contractual appointments.

**Figure 8. Overall Fund Recruitment Distribution by Grade and Appointment type**  
(Percent of total recruitment as of end FY 2019)



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

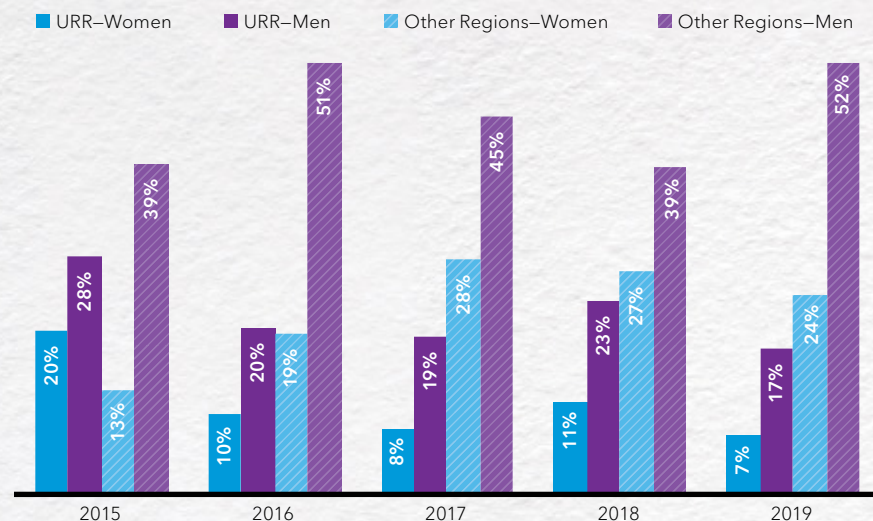
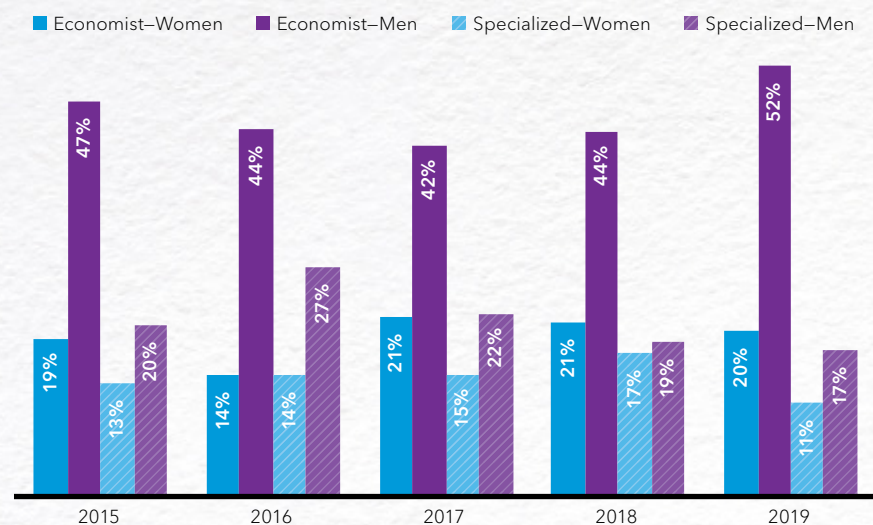
**Figure 9. Women as a Share of Total Hires, FY 2015–FY 2019**  
(In percent)



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

**Figure 10. External Recruitment of A9–B5 Staff, FY 2015–FY 2019**

(In percent of total hires)

**A9–B5 Recruitment by Gender and Region****A9–B5 Recruitment by Gender and Career Streams**

Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

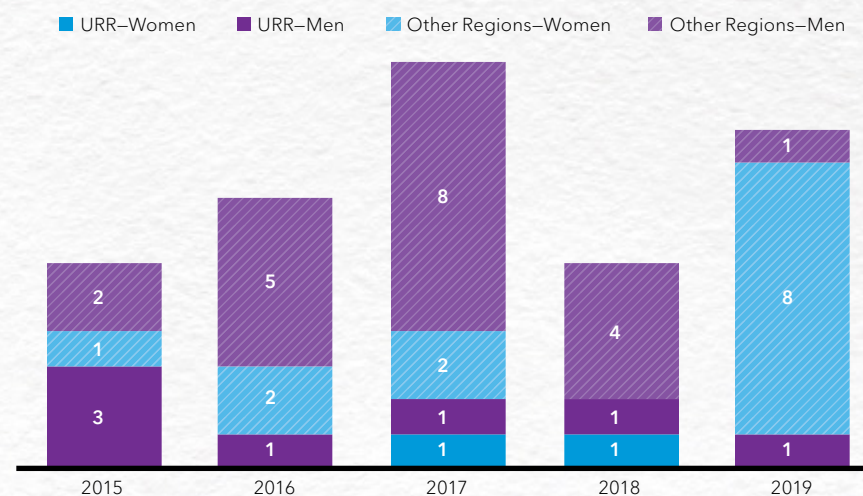
At the A9–B5 levels combined (top panel, Figure 10), women accounted for 31 percent of external hires in 2019, down from a high of 37.8 percent in 2018. However, women from “Other Regions” significantly outpaced those from under-represented regions (23.8 percent vs. 7.1 percent—a ratio of more than 3:1). This figure also shows a more general trend towards higher rates of recruitment of nationals from “Other Regions”

Turning to recruitment into the different Fund career streams, (bottom panel, Figure 10), the gap between the share of men and women recruited into the Economist Stream is widening, whereas the gap in the Specialized Career Stream has remained almost constant, except for 2018 when there was close to a 50/50 recruitment of each gender.

At the B1–B5 levels (Figure 11), 42 staff were hired externally between FY 2015 and 2019. Of these, only two were women from URRs (4.8 percent); 7 were men from URRs (16.7 percent). The remaining 33 were split: 13 women from Other Regions (30.9 percent) and 20 men from Other Regions (47.6 percent).

**Figure 11. External Recruitment of B-Level Staff by Gender and Region, FY 2015–FY 2019**

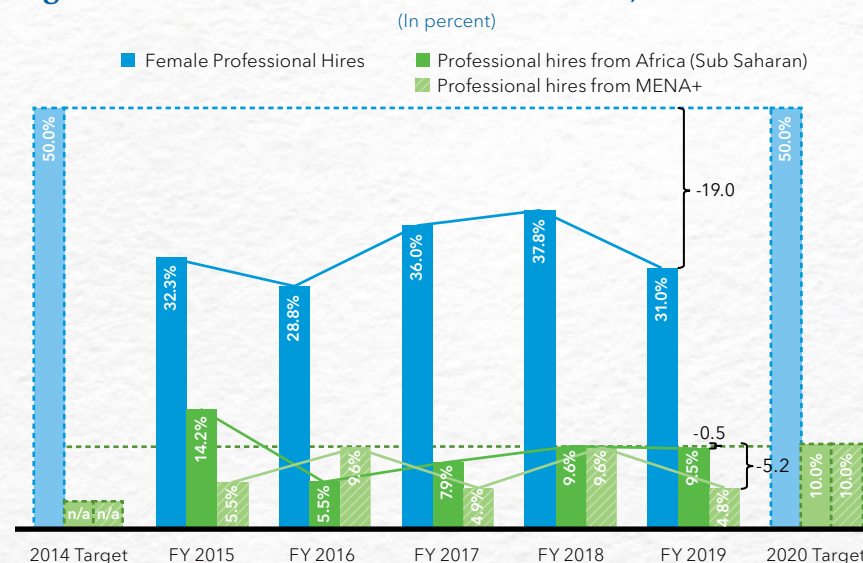
(In number)



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

One of the main contributors to the lack of progress in meeting our URR benchmarks, is the consistent underperformance in achieving recruitment targets. Figure 12 shows that not only are we not achieving our targets, but that in two categories, women and MENA+, there is a worrying downward trend; whereas for Sub-Saharan Africa we are close to the target.

**Figure 12. Share of A9–B5 Staff Recruitment, FY 2015–FY 2019**



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

## Economists

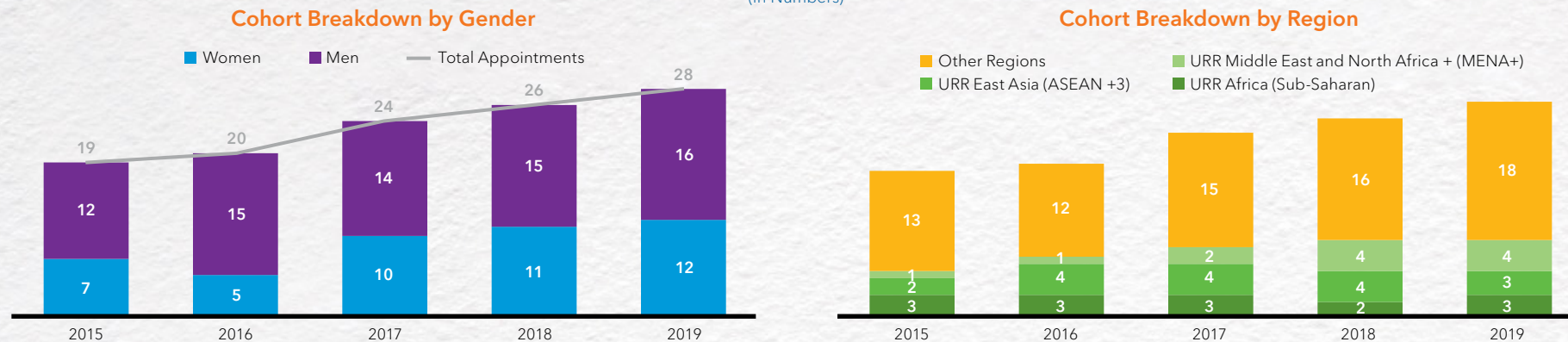
Each year the Fund recruits approximately 50 economists through two well-established programs: the Economist Program (EP) for recently graduated PhD students and the Mid-Career Program (MCP) for more experienced professionals. Historically, from a diversity perspective, the EP program has been a more robust source of diverse hires than the MCP.

An analysis of Economist Program (EP) appointments by gender and region for the 5 cohorts from 2015 to 2019 shows steady progress, both in terms of gender and regional representation (Figure 13). Over the period, the share of women has steadily increased to 43 percent, and the share of URR nationals has increased from 31.5 percent to 36 percent. There is room for further progress, but the trend is encouraging.

The recruitment of mid-career economists, however, has proven more challenging. Beginning in 2018, the MCP underwent several changes to bring it more in line with the rigorous vetting and selection process applied to the Economist Program (EP). It now has a more institutional focus under the governance of the Economist Committee (EC)—the same committee that oversees the EP program. During 2019, the MCP was further modified, with a view to streamlining the clearance process by introducing fixed periods throughout the year during which applications are received, reviewed and candidates are interviewed. Experience from 2019 indicates that these changes will result in more diverse candidates, particularly from URR countries, being placed in the pipeline for future recruitment, and early gains include the clearance in May 2019 of 15 URR candidates for placement in the pipeline.

**Figure 13. Recruitment: EP Cohort Appointments Breakdown, CY 2015–CY 2019**

(In Numbers)



Source: Talent and Acquisition Division, HRD

Note: EP Cohorts are selected on a yearly cycle with each cohort starting in September.

## Actions to Improve Recruitment

The Human Resources Department (HRD) has significant capacity to influence centralized, corporate recruitment programs, namely the Economist Program and the Fund Internship Program (FIP), both of which consistently deliver good diversity results for URRs and overall balanced representation. The Special Appointee Program (SAP), fully funded by HRD and within HRD's control, functions as a capacity building tool and may serve as a future pipeline for URR candidates. However, for most other recruitments, including MCP hires, decision-making lies with business departments.

Going forward, a major shift is needed through holding hiring managers more accountable for achieving diversity benchmarks and providing more central oversight over recruitment. HRD will work with hiring departments to increase the diversity of the Fund's workforce through a number of actions:

- Expand the sourcing of URR nationals, particularly women from URRs, to the entire spectrum of roles across career streams. Seek ways to expand opportunities for URR applicants, such as encouraging countries to set up a scholarship/ sponsorship program for women from URRs, particularly MENA+ and Sub-Saharan Africa regions, and offer a guaranteed internship at the Fund.
- Increase the share of women across the Fund, but particularly in leadership roles.
- Build labor market business intelligence for specialist economists needed now, and in the future, to proactively engage and source diverse candidates.
- Develop and implement a policy requiring a diverse slate of candidates throughout the recruitment process (longlist/shortlist/panels) for all vacancies.
- Leverage social media, in particular, LinkedIn.
- Consider a higher use of online recruitment events to raise awareness of the IMF as an employer for non-economists.
- Enhance candidate experience by systematically responding to ALL candidates, irrespective of outcome.
- Hire more URR nationals into the Fund Internship Program (FIP) to boost future candidate pipelines—aim for a 60 percent/40 percent ratio between URR and non-URR.
- Continue to use the Economist Program to ensure diversity in candidates and hires.
- Continue to help ensure that there is a robust pipeline of URR candidates for the Mid-Career Program to help enhance diversity in both candidates and hires.
- Ensure that our competitive compensation and benefits package remains attractive to candidates who relocate internationally, often with a family.



# Promotions

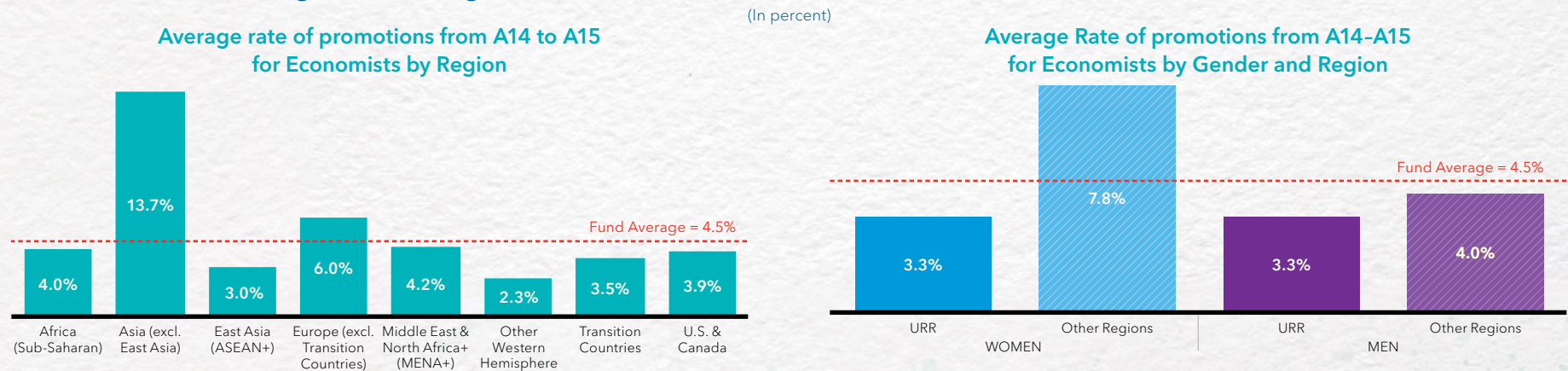
Effective recruitment helps increase overall diversity, but promotions also play a key role because, like many organizations, the IMF grows its senior talent from within. Promotions enable qualified and competent diverse staff to progress through the organization with the aim of ensuring diversity in the technical, management, and leadership levels. Promotions should be awarded based on merit and potential to fulfill the requirements of the higher-level role, regardless of diversity characteristics. However, the Fund needs to ensure that all staff have equal opportunities to develop and demonstrate their skills and competencies in assignments deemed critical for career progression.

## Trends

In the Economist Career Stream over the last five financial years (FY 2015–FY 2019), the average rate of promotions from A14 to A15 (the grade at which staff are prepared for future management positions), is 4.5 percent. When comparing different regions (left panel, Figure 14), we note that staff from Asia (excluding East Asia) are significantly above this average at 13.7 percent. European nationals are also above the average with a rate of 6 percent, whereas staff from all Other

Regions are below the average, with East Asian and Other Western Hemisphere nationals faring the worst at 3 percent and 2.3 percent, respectively. In terms of gender, women from Other Regions are promoted at a higher rate (7.7 percent) than men from Other Regions (4.0 percent), whereas the average rate of promotion for both men and women from URRs stands at 3.3 percent (right panel, Figure 14).

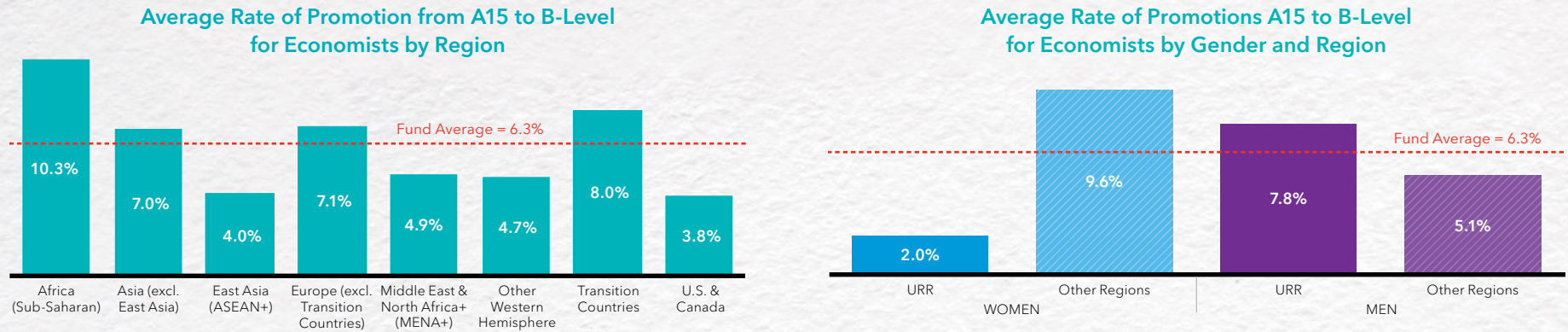
**Figure 14. Average Rate of Promotion from A14 to A15 for Economists, FY 2015–FY 2019**



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

**Figure 15. Average Rate of Promotion from A15 to B-Level for Economists FY 2015–FY 2019**

(In percent)



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

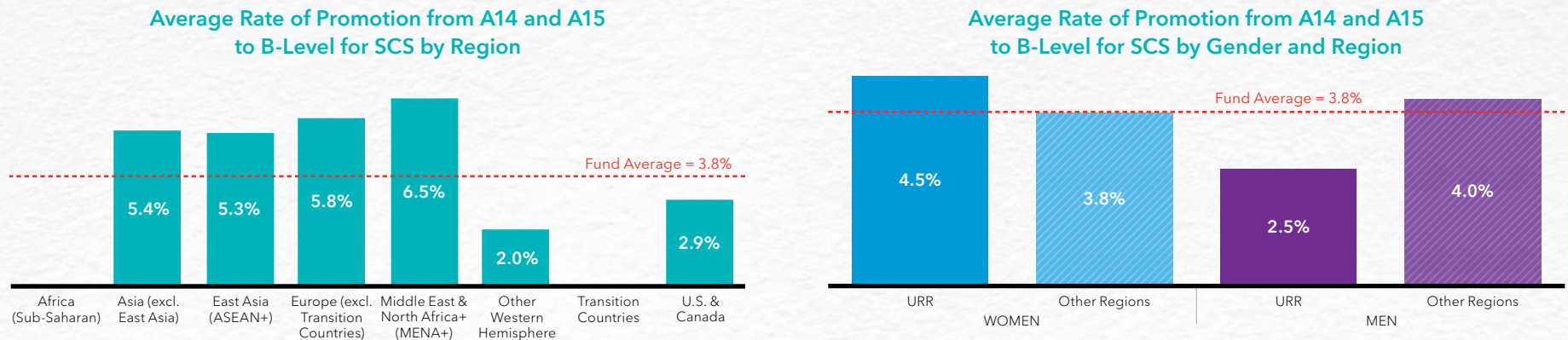
When looking at promotions for Economists from A15 to B1 (management level), however, we see some marked differences in average rates of promotion, some of which are encouraging. Most notably, we see the average rate for staff from Sub-Saharan Africa reaching 10.3 percent vs. a Fund average of 6.3 percent. On the other hand, staff from East Asia and MENA+ countries are below the Fund average at 4 percent and 4.9 percent, respectively (left panel, Figure 15). From a gender

perspective, women from Other Regions and men from URRs are promoted at a higher rate than the Fund average, but the promotion rate for women from URRs is significantly below the Fund average (right panel, Figure 15).

Turning to the Specialized Career Stream, the Fund average rate of promotion from A14 and A15 to B-level is 3.8 percent, with half the regions above the

**Figure 16. Average Rate of Promotion from A15 to B-Level for Economists FY 2015–FY 2019**

(In percent average rate of promotions)



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

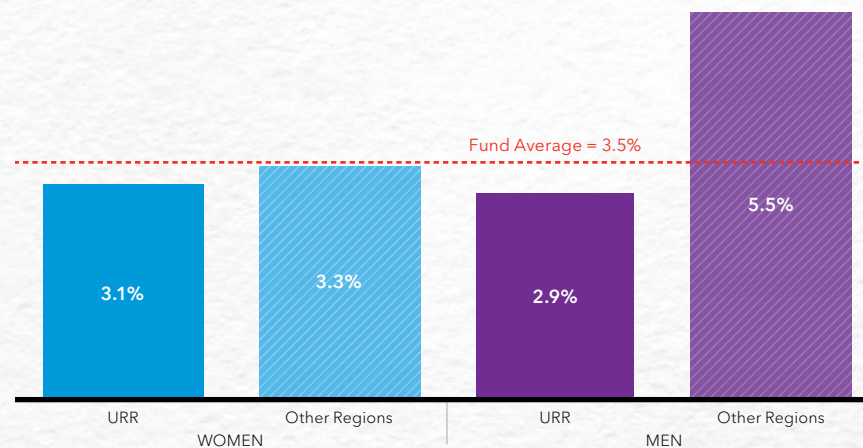
average and half below. Of concern is the trend for Sub-Saharan Africa and Transition Countries, where the rate is 0 percent over the period FY 2015 to FY 2019. Staff from Other Western Hemisphere and U.S. & Canada are also promoted at lower rates than the Fund average (left panel, Figure 16). When looking at gender, however, we see that only men from URRs are promoted below the Fund average rate (right panel, Figure 16).

In the 5-year period covering FY 2015–FY 2019, the average rate of promotion from the support grades (A1–A8) to the professional grades (A9 and above) is 3.5 percent. From a regional and gender perspective, men from URRs have the lowest average rate of promotion at 2.9 percent, whereas men from Other Regions have the highest at 5.5 percent. The rate for women from either URRs or Other Regions is similar, but below the average (Figure 17).

One important aspect of promotion is the extent to which staff are exposed in their daily work to top management and senior leadership. Informal observations by an IMF staff member of more than 100 meetings held by the IMF’s senior management team between November 2018 and June 2019, indicate that certain groups have more exposure to management than others (See Box 1).

**Figure 17. Average Rate of Promotions from A1–A8 to A9 and above by Gender, FY 2015–FY 2019**

(In percent)



Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

## Box 1. [Unconscious] Bias in IMF Management Meetings—What 100 Revealed

**A sample of 100 management meetings was analyzed to assess the opportunities for visibility in management meetings, and potential biases in management interactions with staff.** A record was kept of the grade, gender, and nationality of all meeting attendees, and the length of time that women spoke in each meeting. The sample covered 92 hours of meetings and 1747 attendees. Key observations are the following:

- **Women spent less time speaking than men and tended to be represented at a lower grade.** Overall, women spoke for around 25 percent of the speaking time, less than their share of attendance of 31 percent. The share of women attending, at 31 percent, was also less than the 37 percent share of female staff in the Fund at grades A9–B5. Women also tended to be represented at about half a grade lower than men.
- **Many departments were underrepresented in terms of gender.** A number of departments had no women at 50 percent or more of the meetings

they attended. Some departments had fewer female attendees than the share of A9–B5 female staff in their respective departments. And for those staff who sat at the table, typically more senior staff, some departments were also underrepresented relative to the share of female B-level staff in their department.

- **Many departments were underrepresented in terms of nationality,** with overall attendance by staff from under-represented regions being significantly below their share of Fund staff (16 percent of attendees versus 26 percent of A9–B5 staff). Under-representation was highest for more junior staff sitting at the back (20 percent of attendees vs. 27 percent of A9–A15 staff). Many departments had no staff from URRs at a high proportion of the meetings they attended. In 12 percent of meetings, there were no staff from under-represented regions at all, from any department.

## Actions to Improve Promotion of Diverse Talent

- Clearly define career-enhancing assignments for the different career streams so that managers can more proactively select diverse staff and HRD can continue to monitor their impact on the likelihood of promotion.
- Build strong, diverse pipelines particularly at pre-management levels, to move toward promotions that reflect the diversity at the lower staff levels.
- Make use of talent inventories and talent reviews—managers can access their insights to systematically propose diverse teams for cross-cutting and career-enhancing assignments.
- Encourage departments and managers to invite diverse participants to Management meetings and ensure they are given a voice at the table.
- Implement career playbooks to provide more clarity and transparency on career paths and career development for all staff.
- Design and implement a Sponsorship<sup>8</sup> program to complement departmental coaching and mentoring initiatives to ensure more visibility for underrepresented groups and effect equal access to career-enhancing assignments.
- Encourage transparency with data on Fund-wide employee-review outcomes, building on current departmental practices.

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<sup>8</sup> A **sponsor** is someone in a position of power who uses their influence to advocate on your behalf legitimately.

# Separations

The third factor affecting workplace diversity—along with recruitment and promotions—is separations, which cover resignations and retirements. Like many other organizations, the Fund will need a proactive and creative approach for dealing with intergenerational workplace issues and a high number of baby boomer retirements.

When looking specifically at resignations, the average rate for FY 2015 to FY 2019 is 1.6 percent. The retirement landscape is entirely different: in the next 10 years a significant number of staff will leave the Fund under one of the three retirement milestones that are based on age or age plus years of service. Most retirements will be at the A14 level (the pipeline for managerial roles). The largest number of B-level retirements will occur between 2025 and 2030, but over the 10-year period, we anticipate an almost 100 percent turnover in B1–B5 managerial staff.

Such a major surge in departures offers a unique opportunity to address the shortfall in regional and gender representation at all levels of the organization, but especially at the A14–B5 levels. We will leverage this opportunity to continue to build a solid pipeline of diverse candidates for upcoming senior professional, managerial, and leadership roles. We will work on this goal through proactive talent management and career development efforts for existing staff, thus addressing a long-standing source of frustration expressed in staff surveys. Where required skills and competencies do not already exist in the Fund, or cannot be developed, we will look externally.

Data indicates that the Fund has a solid pipeline for senior officer, manager, and leadership roles, both in terms of gender and nationalities of URRs. Fund-wide, the gender pipeline is close to 40 percent, and the URR pipeline is about 30 percent. We need, however, to ensure that our pipelines remain robust for the longer-term future.

To take full advantage of the projected wave of retirements, but also to address staff concerns about the lack of career development opportunities, we propose the following actions:

- Implement Fund-wide workforce planning to identify skills, competencies, and experience levels required for the future to determine whether we need to “build” or “buy” talent.
- Implement short- and medium-term succession planning for senior roles.
- Employ robust talent reviews and career development plans, including a more deliberate approach to providing diverse staff with opportunities to develop and ensure a succession pipeline for future management and leadership roles.

# Inclusion

## Feeling Psychologically Safe at Work

The Fund has an ambitious plan in place to offer a psychologically safe workplace, meaning an environment that is free of discrimination, bullying, and harassment, and in which contributions from staff, risk-taking, learning, and differing views are valued. This approach is core to our ability to provide innovative solutions to our internal challenges and better serve our membership. To achieve this goal, we need to ensure psychological safety and foster inclusiveness; this culture of inclusion needs to be led from the top.

To that end, almost 100 percent of current employees have completed training on *Understanding Unconscious Bias*, which is complemented by a *Preventing Workplace Harassment* course. In February 2018, the Managing Director took a robust stance and declared these trainings mandatory for all existing and new staff and employees.

The Fund has a robust Dispute Resolution System (DRS) through which staff can raise concerns and discuss workplace harassment in a safe and confidential environment. Although the DRS features a formal process, the Fund also offers an informal avenue, the Peer for a Respectful Workplace (PRW) program. The Diversity and Inclusion Office collaborates with DRS offices, where appropriate, on issues impacting diversity and inclusion.

These training and recourse options are valuable, however, driving a cultural shift toward inclusiveness requires the engagement of key stakeholders or Diversity & Inclusion Champions across the organization from top leaders to individual staff members.

## Diversity & Inclusion Champions

The Managing Director and Deputy Managing Directors are key D&I Champions. Many other staff also commit considerable time to furthering the D&I objectives in the Fund. The D&I Office would not be as impactful without this network of Champions.

**The Inclusion and Diversity Council** (I&D Council), led by the Deputy Managing Director and Chief Administrative Officer, comprises primarily senior leaders and members of the Staff Association Committee, all nominated by the Managing Director. The Council is advised by the D&I Advisor and has 3 primary objectives:

- Develop inclusion and diversity strategies and action plans at department level, identify and measure objectives consistent with the Fund's strategies, and ensure the development and sharing of best practices.
- Visibly promote, communicate, and lead inclusion and diversity efforts for the Fund and within their departments. Help the Fund learn from setbacks and celebrate successes along the way.

- Provide clear direction to leverage appropriate inclusion and diversity initiatives that make progress against Fund benchmarks and ensure an inclusive workplace where mutual respect and collaboration allow us to tap our collective intelligence to better serve our member countries.

**Diversity Reference Groups** (DRGs), which are housed in each Fund department, support the I&D Council in rolling out diversity and inclusion initiatives. They play an important role in supporting the development and implementation of the departmental D&I action plans.

**Employee Resources Groups** (ERGs), also known as Clubs, are "grass roots" associations and usually bring together like-minded staff with a common interest in something cultural or business-oriented. They primarily organize events to celebrate key dates throughout the year with a view to raising awareness and educating colleagues.

Some key initiatives led by our Diversity Champions in 2018 and 2019 are featured in Appendix 1.

## Measuring Inclusion

Inclusion means cultivating a workplace that values, celebrates, pools together, and leverages differences to achieve our mission. More specifically at the Fund, it means using our differences to “make a difference” and providing an environment that encourages, not stifles, individual characteristics. Diversity and Inclusion, therefore, are not just about who we are, but also about the way we carry out the mission of the Fund—the way we work together, the way we think about and

engage with our membership, the way we solve challenges, and the way we engage our employees to tap into their unique strengths.

Since 2013, Staff Engagement Surveys have featured an Inclusion Index, which measures staff’s perception as to how successfully the Fund offers an inclusive work environment. The results of the latest available survey from 2017 are shown in Table 5.

**Table 5. Staff Survey Inclusion Index Questions and Results**

	Favorable	Neutral	Unfavorable	Favorable Difference from 2015	Favorable Difference from 2013	Favorable Difference from Peer Norm (2017)
<b>INCLUSION INDEX</b>						
How would you rate the Fund on treating employees with respect and dignity as individuals?	78%	15%	7%	-1%	9%	10%
How would you rate the Fund on creating an environment of openness and trust?	44%	34%	23%	-11%	5%	1%
How would you rate the Fund on applying policies the same way to all staff?	37%	30%	33%	-20%	-6%	–
The Fund is committed to the fair treatment of all employees regardless of individual differences in terms of gender, racial/ethnic background, nationality, age, sexual orientation, etc.	73%	14%	13%	3%	4%	6%
Overall, I think the Fund is doing a good job in supporting and building a diverse and inclusive workplace.	70%	18%	12%	2%	9%	–
The Fund has a climate in which diverse perspectives are valued.	61%	21%	18%	–	–	–
<b>OTHER QUESTIONS</b>						
<b>EMPOWERMENT &amp; INNOVATION INDEX</b>						
How much you feel your present job provides a chance to have your ideas adopted and put into use?	44%	31%	25%	-14%	3%	–
The Fund on creates an environment of openness and trust	44%	34%	23%	-11%	5%	1%
The Fund has established a climate where employees can challenge the traditional ways of doing things.	33%	30%	38%	-10%	6%	–
<b>WORKLOAD &amp; BALANCE</b>						
The Fund provides sufficient flexibility to help me balance the demands of my work life and personal life.	72%	14%	13%	-2%	13%	7%
My job allows me sufficient flexibility to meet my personal/family needs.	74%	13%	13%	0%	15%	–
I am encouraged to use flexible work arrangements.	45%	26%	29%	–	–	–
I can use flexible working arrangements without hurting my career	58%	24%	18%	-11%	2%	–
<b>WORKPLACE VALUES</b>						
The Fund takes appropriate action to ensure a respectful workplace.	84%	11%	5%	–	–	–

Source: 2017 Staff Survey

## Actions to Improve Inclusion

- Develop a more robust and objective Inclusion Index for the Fund and adaptable to other International Organizations to measure progress against key indicators and propose remedial actions.
- Continue to engage, leverage, and support D&I champions.
- Roll out a Microinequities learning program to complement Unconscious Bias training.
- Review and refine D&I e-learning offerings.
- Engage regularly with DRGs, and where appropriate Staff Clubs, to reinforce D&I priorities and solicit input into policy and program development.
- Run roadshows on Flexible Work Arrangements and Gender Pay Gap.
- Encourage both men and women to partake in flexible work arrangements and continue to have the Fund's leadership team actively promote the uptake of flexible work options.
- Continue to host inclusion events to raise awareness around specific topics.



# Future Strategic Direction: Moving Beyond Gender and Regions

With over 4,000 employees representing 148 nationalities, the Fund offers a diverse environment. We cannot and should not, however, limit our diversity efforts to regional representation and gender; and we need to ensure our culture is more inclusive. We will shift toward an environment in which every employee feels they belong and in which there is greater representation of our whole membership.

## Generational Diversity & Inclusion

Four generations of employees cohabit at the Fund; each with different skills, work styles, management preferences, and expectations. We need to learn to take advantage of these differences to ensure none of these generations feels they are being disadvantaged or that policies and practices do not align with their expectations and current trends. When new leaders take up their roles, we need to equip them with the tools to manage and lead multi-generational teams. We aim to leverage generational differences by:

- Refusing to see age as a barrier for those nearing retirement age or a retirement rule when it comes to promotions or key assignments; and encouraging bi-directional knowledge-sharing and mentoring
- Accommodating work styles and preferences of younger generations, including asking how they can best contribute, and what preferences they have related to communication, management style, expectations of work hours, learning and development, technology, etc.

## Disabilities and Health Inclusion<sup>9</sup>

Disabilities and health are often overlooked diversity characteristics. Including people with disabilities/different abilities requires the sincere belief that they are as capable and competent as those without a disability, and that reasonable accommodation is merely an aid to enabling them to contribute to their full potential. To be successful, we need to eliminate stigma and stereotypes. Inclusion of people with disabilities will be fostered through:

- Prioritizing access for all. This goes beyond physical structures to resources and inclusive designs.
- Raising awareness to combat stigma through celebrating the International Day of Persons with Disabilities (December 3rd), or the National Disability Employment Awareness Month (October).
- Engaging with disability associations and university disability units to identify qualified candidates for employment.

<sup>9</sup> "Disabilities" includes among other conditions, visual, mobility, auditive, cognitive, mental health, etc.

## Religious Inclusion

The Fund embodies a rich diversity, with its range of faiths, religions, and spiritual preferences. This environment creates possibilities for Fund staff to develop a better understanding of one another. The Fund's strong commitment to inclusion already translates into a warm attitude toward religion and spirituality, and we are already inclusive on many fronts: we provide interfaith prayer spaces, distribute multicultural calendars each year, and communicate via fact sheets about key global religious holidays to HR and DRG teams. However, we can do more in the effort to make employees of all faiths feel welcome, including:

- Making official the practice of encouraging use of flexible work arrangements (FWA) instead of annual leave for employees observing religious holidays not observed by the Fund.
- Encouraging faith-based staff clubs to register with the D&I Office and fostering interfaith dialogue to raise awareness and promote understanding.
- Considering key global religious dates when planning and scheduling work events.

## Inclusion of Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) Employees

The Fund has made strides in its HR policies and practices for LGBTQ colleagues. Our policies recognize domestic partnerships and offer full spousal benefits to same-sex married couples. The Staff Handbook is being reviewed to render the text gender neutral, and a non-binary gender option will be included in the roll out of the new HR IT system. The Fund's Code of Conduct prohibits discrimination of any kind, including on the basis of gender; and we issued, for the very first time, a statement recognizing the International Day Against Homophobia, Transphobia, and Biphobia on May 17, 2019; in addition, IMF GLOBE, the LGBTQ Staff Club, participates in the DC Pride Parade, supported by the D&I Office. However, we need to further our work on ensuring an accepting work environment for staff identifying as LGBTQ by:

- Offering consistent and ongoing training related to fostering an inclusive workplace for all employees.
- Working with IMF GLOBE to increase internal engagement and awareness.

## Actions to Move Beyond Gender and Regions

- Sponsor self-declaration surveys to capture disabilities, religious affiliations, and other attributes.
- Raise awareness and understanding through events that explore intersectionality, for example, between religion and LGBTQ+, generations, and other dimensions.
- Work with occupational health staff in mental health awareness and inclusion.
- Leverage generational diversity to explore reverse mentoring.
- Strengthen grassroot champions with structured guidelines and training.

# APPENDICES

## APPENDIX I.

# Diversity Champions—Key Initiatives

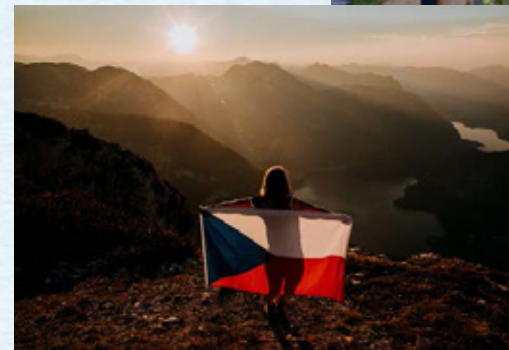
### Strengthening Inclusion through an Inclusions “Solutions” Event

**CHALLENGE:** To create an atmosphere of inclusion, the Communications (COM) department:

- Encouraged colleagues to wear cultural attire, providing an array of global dishes, and playing music (traditional and pop) from more than 30 representative countries.
- Ran a slideshow throughout the event featuring staff’s hobbies and areas of interests juxtaposed with relevant photos. The aim of learning a little more about colleagues was achieved.
- Solicited honest, candid, and anonymous feedback on views of inclusion using the prompt “I feel included when...”

**INNOVATION:** To capture candid feedback, we wanted to move away from using the traditional open post-its method since this approach does not lend itself to complete anonymity (e.g. recognizable handwriting, etc.) so we used a digital whiteboard. The whiteboard has a collaboration feature that allows users to write and submit anonymously, their responses to the prompt “I feel included when...” Whiteboard users also had the option to leave their responses up on the board for others to see.

**IMPACT:** We received a wealth of qualitative data (nearly 40 responses) on how best to address inclusion needs across the department. This data is helping us identify trends so that we can target specific areas of inclusion—such as how to run a more inclusive meeting—and organize relevant trainings in FY 20. We also received a lot of positive feedback on the event itself and were asked by our front office to make this an annual event.



## Giving Back

**CHALLENGE:** To support greater community engagement by broadening our impact beyond our own teams and departments. This year the Corporate Services and Facilities (CSF) department collaborated with the D&I office and other DRGs to focus on partnership and giving.

**INNOVATION:** The DRG spearheaded three giving initiatives:

- Collecting business attire for women entering the workforce from underprivileged backgrounds by teaming with “Suited For Change”, a charity organization that assists women by increasing their employment and retention potential.
- Sponsoring team volunteering at a fundraiser for Horton’s Kids, an organization focused on youth academic development and basic needs support to DC children from low-income families.
- Collecting and delivering supplies to a school in Jamaica.

**IMPACT:** Knowing that our small efforts made a huge difference in the life of a woman or a child is the ultimate reward, working together on bringing these initiatives to life and having enthusiastic participation from a broad range of colleagues participating is the best team-building and barrier-breaking exercise.



## Celebrating Women in IT



**CHALLENGE:** Formed in 2011 to address imbalanced gender representation in the function, the Women in IT (WIT) group supports its members and the IT department’s leadership as they continue to monitor representation, enhance recruitment practices, and increase awareness of women’s skillsets and experience to benefit the IMF.

**INNOVATION:** The group, founded with an internal focus, has been providing valuable learning, mentoring, coaching, and networking opportunities within the IT department as well as through partnerships with other similar groups at other international financial institutions.

In May 2019, WIT hosted a Town Hall on the topic of gender diversity in the workforce, following a workshop on Microinequities led by noted author Stephen Young. The Town Hall featured a welcoming message of “Together We Are IT,” opened by the IMF’s Chief Administrative Officer and Deputy Managing Director.

**IMPACT:** The personal stories that the panelists shared anchored some important aspects of the conversation and helped raise awareness in a concrete way. The event emphasized how important inclusion and gender balance is to delivering optimum performance and the quality results needed to meet the Fund’s institutional priorities.

## Wisdom Wednesday: Mandela Day



**CHALLENGE:** To promote awareness of the Fund's Core Values—excellence, impartiality, integrity, inclusion, honesty, and respect.

**INNOVATION:** The African (AFR) department used PowerPoint presentation slides and email to send "Pearls of Wisdom" quotes from famous people (including Christine Lagarde, Maya Angelou, and Nelson Mandela) on attitudes that correspond to the Fund's core values. It did a special feature on Mandela Day (July 18) and used the internal Fund photo sharing app to distribute and share the event with a wider audience to join the conversation.

**IMPACT:** Awareness of the Fund's core values was raised in a fun and interesting way. Colleagues, including Front Office managers, commended the initiative and looked forward to receiving the Pearls of Wisdom.

## "Let's Explore" Series to Foster Awareness and Inclusion



**CHALLENGE:** The divisions and units within the Finance (FIN) department tend to have relatively specialized mandates, and staff also have diverse profiles, with economists in policy divisions and various specialized career stream staff in operational divisions. They interact with a range of stakeholders, including technical counterparts in member countries.

**INNOVATION:** With the aim of celebrating staff diversity and fostering awareness of cultural backgrounds, the DRG held a series of informative and fun cultural events, each time showcasing a specific country, region, or event. For example, in FY 2019, an event on the Indian Subcontinent was organized by 15 staff from 7 countries, covering all divisions and units of the department, and showcasing a display of the cultural and culinary diversity of the Subcontinent. Other similar events focused on Latin America, China, Russia, and Ramadan. This brought the entire department together to celebrate and recognize its rich diversity.

**IMPACT:** The "Let's Explore" events have been widely successful with staff and have had strong support from the department's senior management. The events have increased awareness and understanding of cultural differences among colleagues and the Fund's membership. These events have also helped break down 'silos' within the department.

## International Women's Day Recognition Event

**CHALLENGE:** Lack of recognition is a theme that touches many staff. The D&I Office, in collaboration with the I&D Council, wanted to address this by celebrating inclusion. To mark International Women's Day, men and women colleagues, who champion causes pertaining to women inside and outside the Fund were recognized.

**INNOVATION:** A Fund-wide call was placed, seeking nominations of colleagues who advance gender equality and women's inclusion and empowerment whether internally, at the Fund, or externally through their work to advocate for better lives and equal opportunities for women in our member countries. 38 nominations were received, comprising a total of 49 nominees. From the 49 nominees, 17 received awards—12 women and 5 men.

**IMPACT:** The event included an opening address by the Managing Director and focused on the recognition and appreciation of the work of the nominees by their peers or managers.



## APPENDIX II.

# Pay Gap Analysis

The issue of gender pay gap is getting a lot of attention, including at the IMF. The sources of gender pay disparities inside an organization can be difficult to isolate and measure.

A recent analysis by Glassdoor Economic Research (Table 4) indicates that the reported pay gap depends on whether the gap comprises simple differences in pay (between men and women) or if determinants of pay are included in the analysis.

Following the 2016 pay gap analysis presented in the *Diversity & Inclusion Annual Report 2016-2017*, in 2019 we conducted an updated empirical assessment of the gender pay gap. The analysis formed part of the Economic Dividends for Gender Equality (EDGE) re-certification process. The results of the empirical analysis show that the gender pay gap at the Fund is less than 5 percent.

The data on Fund salaries for FY 2019 show pay differences across gender and career streams. Considering data from FY 2017 to FY 2019, the average wage for men is significantly higher than that for women. Average salaries for women range from around \$50K to \$100K, whereas average salaries for men range from \$150k to \$200k. However, there is a higher percentage of women at the support pay grade, where salaries are lower, and a higher share of men in management positions, where salaries are higher. Looking at career streams (Figure 27), gender pay differences in the Economist Career Stream are very small, but gender pay differences in the Specialized Career Stream are more evident. The latter reflects significant heterogeneity of jobs in the Specialized Career Stream, and likely gender pay differences in the industries where the Fund competes for talent.

A deeper look reveals that differences in pay by gender are largely explained by experience (tenure), education, and career stream (Economist or Specialized Career Stream). Although the data examine salary differences, they do not explain hiring practices or promotion prospects of gender, or other groups.

The main results for FY 2019 show there is a 3.2 percent unexplained gender pay gap, which is slightly smaller than that reported in 2017. On average,

**Table 4. Glassdoor Economic Research on Gender Pay Gap**  
The Gender Pay Gap By Country

	"UNADJUSTED" BASE GENDER PAY GAP		"ADJUSTED" BASE GENDER PAY GAP	
	Average Cents/Pence Earned by Women Per Dollar/Pound/Euro of Male Earnings	Percentage Male Pay Advantage	Average Cents/Pence Earned by Women Per Dollar/Pound/Euro of Male Earnings	Percentage Male Pay Advantage
Australia	0.85	15.1%	0.97	3.1%
France	0.88	11.6%	0.96	3.7%
Canada	0.84	16.1%	0.96	4.0%
United States	0.79	21.4%	0.95	4.9%
United Kingdom	0.82	17.9%	0.95	5.0%
Singapore	0.87	12.8%	0.95	5.2%
Germany	0.78	22.3%	0.94	6.4%
Netherlands	0.81	18.9%	0.93	6.6%

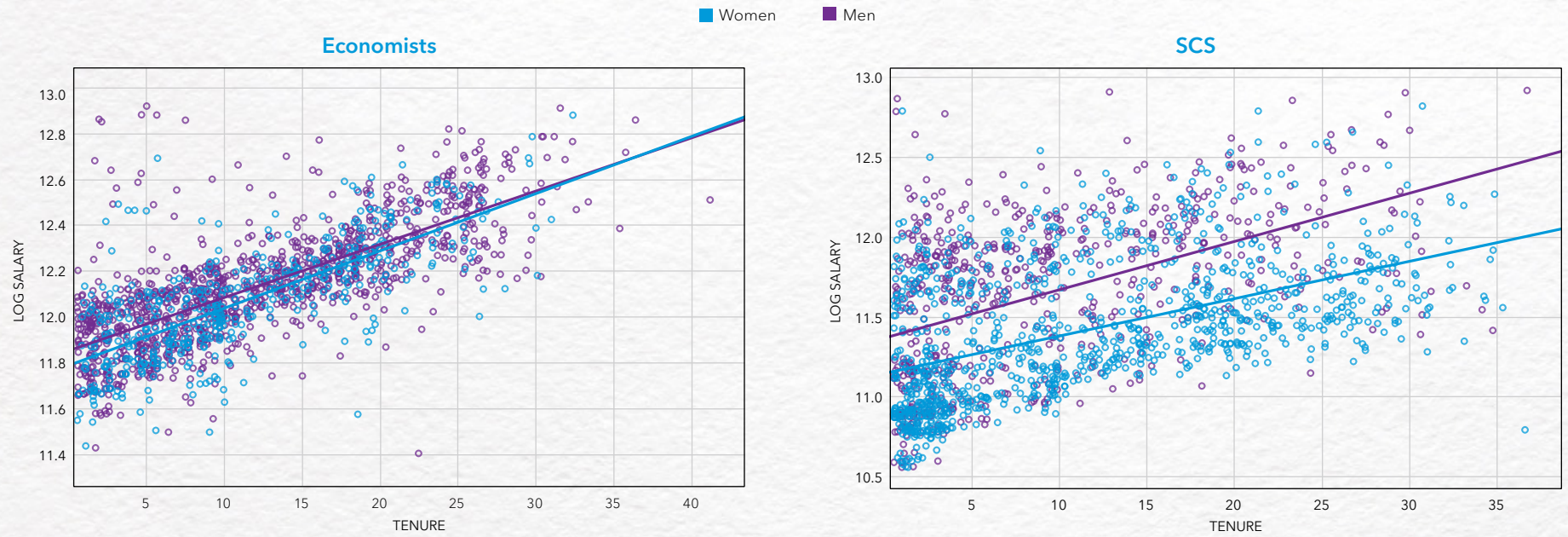
Source: Glassdoor Economic Research ([Glassdoor.com/research](https://www.glassdoor.com/research))

female salaries are slightly lower than male salaries, though this gap is close to zero for economists. In addition to the EDGE standards, other econometric tests were performed to check the robustness of the main findings. Across all models run, the gender (female) coefficient in the wage regressions are generally below 5 percent (the relevant threshold in the EDGE framework). Consistent with the FY 2016 results, the regression models also show that there are no systematic differences in pay for staff from URRs, while educational level, tenure, and career stream (i.e., Economist or Specialized Career Stream) continue to explain a significant share of gender pay differences.

Going forward, we will conduct an annual pay gap analysis using the same methodology as previously and report our findings to key stakeholders. The purpose of this will be to monitor and maintain an unexplained gender pay gap aligned with industry norms.



Figure 18. Salary and Tenure of Fund Staff by Gender



Source: Strategy Unit, HRD



## **The 2020 IMF Diversity & Inclusion Team**

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# **SUPPLEMENT**

## **Detailed Diversity and Inclusion Tables**

**Table 1. Geographic and Gender Benchmark Indicators and Staff Representation**

	2014 Benchmark	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2020 Benchmark	Gap From Benchmark
<b>Share Professional A9-B5 level Staff (In Percent)</b>								
<b>Underrepresented Regions</b>								
Africa (sub-Saharan)	8	7.7	7.4	7.5	7.7	7.9	8.0	-0.1
East Asia (ASEAN+)	12	11.9	12.2	12.4	12.6	12.4	15.0	-2.6
Middle East & North Africa+ (MENA+)	8	4.7	5.1	5.2	5.5	5.5	8.0	-2.5
<b>Other Regions</b>								
Asia (excl. East Asia)		7.4	7.6	7.5	7.2	7.4		
Europe (excl. Transition Countries)		28.1	28.1	27.9	28.0	27.9		
Other Western Hemisphere		11.3	11.5	11.5	11.4	11.7		
Transition Countries	8	8.8	8.6	8.5	8.5	8.9	n.a	
U.S. & Canada		20.1	19.5	19.5	19.1	18.4		
<b>Share of B-Level Staff (In Percent)</b>								
<b>Underrepresented Regions</b>								
Africa (sub-Saharan)	6	5.5	5.4	5.0	5.7	5.2	7.0	-1.8
Middle East & North Africa+ (MENA+)	5	5.5	5.4	5.9	5.7	5.5	6.0	-0.5
East Asia (ASEAN+)	7	4.9	5.1	5.0	5.7	5.8	8.0	-2.2
<b>Other Regions</b>								
Asia (excl. East Asia)		9.3	9.6	9.2	9.0	10.2		
Europe (excl. Transition Countries)		42.0	42.8	42.7	41.2	41.1		
Other Western Hemisphere		7.2	8.1	8.3	9.0	9.0		
Transition Countries	4	2.9	3.3	3.3	3.6	4.1	n.a	
U.S. & Canada		22.6	20.4	20.5	20.3	19.0		
<b>Share of B-Level Staff (In Percent)</b>								
<b>Women</b>								
All B-Level	25-30	23.5	25.1	28.5	28.4	30.0	30.0	0.0
B-Level Economist Career Stream	20-25	18.8	21.6	25.2	26.0	28.1	25.0	3.1
B-Level Specialized Career Stream	40-45	40.5	39.4	40.8	37.0	36.8	45.0	-8.2
<b>Men</b>								
All B-Level		76.5	74.9	71.5	71.6	70.0		
B-Level Economist Career Stream		81.2	78.4	74.8	74.0	71.9		
B-Level Specialized Career Stream		59.5	60.6	59.2	63.0	63.2		
<b>Share of A9-B5 Recruitment</b>								
Female Professional Hires	50	32.3	28.8	36.0	37.8	31.0	50.0	-19.0
Professional hires from Africa (Sub Saharan)	n.a	14.2	5.5	7.9	9.6	9.5	10.0	-0.5
Professional hires from MENA+	n.a	5.5	9.6	4.9	9.6	4.8	10.0	-5.2

Source: PeopleSoft HRMS. Excludes the Office of the Executive Directors (OED) and Independent Evaluations Office (IEO).

**Table 2. Mid-Career Staff Appointments from Previous Contractuals (Grades A9–B5)**

	TOTAL		ECONOMIST		SPECIALIZED	
	No.	Percent	No.	Percent	No.	Percent
<b>Fund Staff Appointments: Previous Contractuals<sup>1/</sup></b>	<b>47</b>	<b>100.0</b>	<b>36</b>	<b>76.6</b>	<b>11</b>	<b>23.4</b>
Underrepresented Regions	8	17.0	8	22.2	0	0.0
Other Regions	39	83.0	28	77.8	11	100.0
Women	9	19.1	6	16.7	3	27.3
Men	38	80.9	30	83.3	8	72.7

Source: PeopleSoft HRMS. Excludes Economist Program (EP) hires, OED, and IEO.

<sup>1/</sup> Captures the percent of mid-career hires who were previously contractuals

**Table 3. Promotion Rates, A1–A8 to A9 and above, A14 to A15 Economists, A15 to B1 Economists and A14 and A15 to B1 SCS**

REGION	STOCK AS OF END FY2018					PROMOTIONS IN FY2019						
	A1–A8 No.	A14 No.	A15 No.	A14 & A15 No.	A1–A8 to A9 and above No.   Promotion Rate	A14 to A15 No.   Promotion Rate	A15 to B1 No.   Promotion rate	A14 & A15 to B1 No.   Promotion Rate				
<b>TOTAL</b>	<b>434</b>	<b>695</b>	<b>254</b>	<b>949</b>	<b>14</b>   <b>100.0</b>	<b>33</b>   <b>100.0</b>	<b>15</b>   <b>100.0</b>	<b>20</b>   <b>100.0</b>				
Underrepresented Regions	122	181	41	222	4   3.3	10   5.5	2   4.9	3   1.4				
Africa (sub-Saharan)	46	60	15	75	0   0.0	2   3.3	1   6.7	1   1.3				
East Asia (ASEAN +3)	66	86	16	102	3   4.5	7   8.1	0   0.0	1   1.0				
Middle East and North Africa+ (MENA+)	10	35	10	45	1   10.0	1   2.9	1   10.0	1   2.2				
Other regions	312	514	213	727	10   3.2	23   4.5	13   6.1	17   2.3				
Women	356	204	79	283	14   3.9	14   6.9	4   5.1	6   2.1				
Men	78	491	175	666	0   0.0	19   3.9	11   6.3	14   2.1				

Source: PeopleSoft HRMS. Excludes OED and IEO.

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

**Table 4. Staff Turnover by Gender and Diversity Category as of end FY 2019<sup>1/</sup>**

CATEGORY	GRADE	STOCK AS OF Q4 FY 2018		SEPARATIONS IN FY 2019 <sup>1/</sup>	TURNOVER
		No.	Percent	No.	Percent
<b>TOTAL</b>	<b>A1-B5</b>	2765	100.0	143	5.2
	<b>A1-A8</b>	434	15.7	19	4.4
	<b>A9-A15</b>	1988	71.9	100	5.0
	<b>B1-B5</b>	343	12.4	24	7.0
Women	A1-B5	1229	44.4	54	4.4
	A1-A8	356	82.0	19	5.3
	A9-A15	770	38.7	29	3.8
	B1-B5	103	30.0	6	5.8
Men	A1-B5	1536	55.6	89	5.8
	A1-A8	78	18.0	0	0.0
	A9-A15	1218	61.3	71	5.8
	B1-B5	240	70.0	18	7.5
<b>Underrepresented Regions</b>	A1-B5	723	26.1	31	4.3
	A1-A8	122	28.1	8	6.6
	A9-A15	544	27.4	21	3.9
	B1-B5	57	16.6	2	3.5
Africa (sub-Saharan)	A1-B5	229	8.3	9	3.9
	A1-A8	46	10.6	4	8.7
	A9-A15	165	8.3	4	2.4
	B1-B5	18	5.2	1	5.6
East Asia (ASEAN +3)	A1-B5	356	12.9	17	4.8
	A1-A8	66	15.2	3	4.5
	A9-A15	270	13.6	13	4.8
	B1-B5	20	5.8	1	5.0
Middle East and North Africa+ (MENA+)	A1-B5	138	5.0	5	3.6
	A1-A8	10	2.3	1	10.0
	A9-A15	109	5.5	4	3.7
	B1-B5	19	5.5	0	0.0
<b>Other Regions</b>	A1-B5	2042	73.9	112	5.5
	A1-A8	312	71.9	11	3.5
	A9-A15	1444	72.6	79	5.5
	B1-B5	286	83.4	22	7.7

Source: PeopleSoft HRMS. Excludes OED and IEO.

<sup>1/</sup> Separation includes:

Resignation—Resignation, Separation and Expiration of Appointment  
 Retirement—Normal Retirement, Early Retirement and Mandatory Retirement  
 Other Retirement/Resignation—Death and Disability Retirement

**Table 5. The Fund's Senior Management Profile**

	TOTAL	WOMEN		MEN		UNDERREPRESENTED REGIONS		OTHER REGIONS		
	No.	No.	Percent	No.	Percent	No.	Percent	No.	Percent	
<b>Department Heads and Directors</b>										
FY2019	22	3	23.8	19	76.2	6	19.0	16	81.0	
FY2018	23	4	17.4	19	82.6	6	26.1	17	73.9	
FY2017	22	5	22.7	17	77.3	5	22.7	17	77.3	
FY2016	23	5	21.7	18	78.3	4	17.4	19	82.6	
FY2015	21	4	19.0	17	81.0	3	14.3	18	85.7	
<b>Division Chiefs<sup>1/</sup></b>										
FY2019	78	26	31.3	52	68.8	10	13.8	68	86.3	
FY2018	72	24	33.3	48	66.7	11	15.3	61	84.7	
FY2017	80	25	31.3	55	68.8	11	13.8	69	86.3	
FY2016	81	20	24.7	61	75.3	10	12.3	71	87.7	
FY2015	82	19	18.8	63	81.3	11	12.5	71	87.5	

Source: PeopleSoft HRMS. Excludes OED and IEO.

<sup>1/</sup> B1 and B2 grade level staff only. There may be other higher graded staff serving as division chiefs who are not included.

**Table 6. Dual Nationality Status of Fund Staff and Contractuals by Region as of end FY 2019<sup>1/</sup>**

REGION OF SECOND NATIONALITY <sup>1/</sup>	STAFF			CONTRACTUALS		TOTAL No.
	A1-A8 No.	A9-A15 No.	B1-B5 No.	Professional No.	Support No.	
<b>TOTAL</b>	<b>67</b>	<b>257</b>	<b>42</b>	<b>21</b>	<b>26</b>	<b>413</b>
<b>Underrepresented Regions</b>	<b>24</b>	<b>55</b>	<b>6</b>	<b>5</b>	<b>6</b>	<b>96</b>
Africa (sub-Saharan)	11	18	1	1	2	33
East Asia (ASEAN +3)	5	8	0	2	0	15
Middle East and North Africa+ (MENA+)	8	29	5	2	4	48
<b>Other Regions</b>	<b>43</b>	<b>202</b>	<b>36</b>	<b>16</b>	<b>20</b>	<b>317</b>
Asia (excl. East Asia)	1	6	3	0	0	10
Europe (excl. Transition Countries)	15	120	22	9	6	172
Other Western Hemisphere	17	37	3	3	9	69
Transition Countries	8	19	4	3	4	38
U.S. & Canada	2	20	4	1	1	28

Source: PeopleSoft HRMS. Excludes OED and IEO.

<sup>1/</sup> Secondary nationalities are self-reported and not verified by HRD.

**Table 7. Matrix of Staff Dual Nationality as of end FY 2019**

PRIMARY NATIONALITY	SECONDARY NATIONALITY <sup>1/</sup>										
	UNDERREPRESENTED REGIONS				OTHER REGIONS						TOTAL
	Africa (sub-Saharan)	East Asia (ASEAN +3)	Middle East and North Africa+ (MENA+)	Underrepresented Regions	Asia (Other)	Europe (Other)	Transition Countries	US and Canada	Other Western Hemisphere	Other Regions	
<b>TOTAL</b>	<b>33</b>	<b>15</b>	<b>48</b>	<b>96</b>	<b>10</b>	<b>172</b>	<b>69</b>	<b>38</b>	<b>28</b>	<b>317</b>	<b>413</b>
<b>Underrepresented Regions</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>9</b>	<b>1</b>	<b>22</b>	<b>0</b>	<b>3</b>	<b>11</b>	<b>37</b>	<b>46</b>
Africa (sub-Saharan)	4	0	0	4	1	11	0	2	4	18	22
East Asia (ASEAN +3)	0	3	0	3	0	2	0	0	0	2	5
Middle East and North Africa+ (MENA+)	0	0	2	2	0	9	0	1	7	17	19
<b>Other Regions</b>	<b>29</b>	<b>12</b>	<b>46</b>	<b>87</b>	<b>9</b>	<b>150</b>	<b>69</b>	<b>35</b>	<b>17</b>	<b>280</b>	<b>367</b>
Asia (excl. East Asia)	0	0	0	0	0	10	0	0	0	10	10
Europe (excl. Transition Countries)	6	1	17	24	1	44	17	4	4	70	94
Other Western Hemisphere	0	0	0	0	0	38	9	0	4	51	51
Transition Countries	0	0	0	0	0	4	0	7	3	14	14
U.S. & Canada	23	11	29	63	8	54	43	24	6	135	198

Source: PeopleSoft HRMS. Excludes OED and IEO.

<sup>1/</sup> Secondary nationalities are self-reported and not verified by HRD.



**Table 8. Highest Educational Diversity in the Fund: Bachelor's Degrees as of end FY 2019**

REGION/COUNTRY <sup>1/</sup>	DEGREES EARNED	
	No.	Percent
<b>TOTAL</b>	<b>505</b>	<b>100.0</b>
Africa (sub-Saharan)	17	3.4
China	2	0.4
East Asia (ASEAN +3) <sup>2/</sup>	54	10.7
India	28	5.5
Asia (Other) <sup>3/</sup>	7	1.4
Transition Countries	5	1.0
France	12	2.4
Germany	2	0.4
Italy	2	0.4
United Kingdom	13	2.6
Europe (Other) <sup>4/</sup>	12	2.4
Middle East and North Africa + (MENA+)	6	1.2
United States	284	56.2
Canada	14	2.8
Other Western Hemisphere	47	9.3

Source: PeopleSoft HRMS. Excludes OED and IEO.

<sup>1/</sup> Based on the country where the university is located

<sup>2/</sup> Excluding China

<sup>3/</sup> Excluding India

<sup>4/</sup> Excluding France, Germany, Italy, and United Kingdom

Note: Only the highest level of education completed/earned recorded are captured. For Figure 7, only staff who have indicated where the country they obtained their highest education are captured.

**Table 9. Highest Educational Diversity in the Fund: Master's Degrees as of end FY 2019**

REGION/COUNTRY <sup>1/</sup>	DEGREES EARNED	
	No.	Percent
<b>TOTAL</b>	<b>1461</b>	<b>100.0</b>
Africa (sub-Saharan)	25	1.7
China	11	0.8
East Asia (ASEAN +3) <sup>2/</sup>	18	1.2
India	26	1.8
Asia (Other) <sup>3/</sup>	13	0.9
Transition Countries	46	3.1
France	71	4.9
Germany	29	2.0
Italy	14	1.0
United Kingdom	165	11.3
Europe (Other) <sup>4/</sup>	101	6.9
Middle East and North Africa + (MENA+)	16	1.1
United States	850	58.2
Canada	48	3.3
Other Western Hemisphere	28	1.9

Source: PeopleSoft HRMS. Excludes OED and IEO.

<sup>1/</sup> Based on the country where the university is located

<sup>2/</sup> Excluding China

<sup>3/</sup> Excluding India

<sup>4/</sup> Excluding France, Germany, Italy, and United Kingdom

Note: Only the highest level of education completed/earned recorded are captured. For Figure 7, only staff who have indicated where the country they obtained their highest education are captured

**Table 10. Highest Educational Diversity in the Fund: Doctorate Degrees as of end FY 2019**

REGION/COUNTRY <sup>1/</sup>	DEGREES EARNED	
	No.	Percent
<b>TOTAL</b>	<b>772</b>	<b>100.0</b>
Africa (sub-Saharan)	7	0.9
China	7	0.9
East Asia (ASEAN +3) <sup>2/</sup>	5	0.6
India	1	0.1
Asia (Other) <sup>3/</sup>	4	0.5
Transition Countries	22	2.8
France	34	4.4
Germany	28	3.6
Italy	19	2.5
United Kingdom	91	11.8
Europe (Other) <sup>4/</sup>	67	8.7
Middle East and North Africa + (MENA+)	0	0.0
United States	456	59.1
Canada	23	3.0
Other Western Hemisphere	8	1.0

Source: PeopleSoft HRMS. Excludes OED and IEO.

<sup>1/</sup> Based on the country where the university is located

<sup>2/</sup> Excluding China

<sup>3/</sup> Excluding India

<sup>4/</sup> Excluding France, Germany, Italy, and United Kingdom

Note: Only the highest level of education completed/earned recorded are captured. For Figure 7, only staff who have indicated where the country they obtained their highest education are captured

**Table 11. Staff Nationality by Region, Gender, Career Stream and Grade Grouping as of end FY 2019**

REGION	TOTAL										ECONOMISTS					
	A1-A8		A9-A15		B1-B5		A9-B5		TOTAL		A9-A15		B1-B5		Total	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
<b>Africa (sub-Saharan)</b>	<b>46</b>	<b>10.6</b>	<b>165</b>	<b>8.3</b>	<b>18</b>	<b>5.2</b>	<b>183</b>	<b>7.9</b>	<b>229</b>	<b>8.3</b>	<b>106</b>	<b>8.4</b>	<b>11</b>	<b>4.1</b>	<b>117</b>	<b>7.6</b>
<b>East Asia (ASEAN+)</b>	<b>66</b>	<b>15.2</b>	<b>270</b>	<b>13.6</b>	<b>20</b>	<b>5.8</b>	<b>290</b>	<b>12.4</b>	<b>356</b>	<b>12.9</b>	<b>179</b>	<b>14.2</b>	<b>12</b>	<b>4.5</b>	<b>191</b>	<b>12.5</b>
China	8	1.8	113	5.7	8	2.3	121	5.2	129	4.7	76	6.0	3	1.1	79	5.2
East Asia (ASEAN+) Other	9	2.1	82	4.1	7	2.0	89	3.8	98	3.5	50	4.0	4	1.5	54	3.5
Philippines	47	10.8	18	0.9	0	0.0	18	0.8	65	2.4	2	0.2	0	0.0	2	0.1
Japan	2	0.5	57	2.9	5	1.5	62	2.7	64	2.3	51	4.0	5	1.9	56	3.7
<b>Middle East &amp; North Africa+ (MENA+)</b>	<b>10</b>	<b>2.3</b>	<b>109</b>	<b>5.5</b>	<b>19</b>	<b>5.5</b>	<b>128</b>	<b>5.5</b>	<b>138</b>	<b>5.0</b>	<b>71</b>	<b>5.6</b>	<b>16</b>	<b>6.0</b>	<b>87</b>	<b>5.7</b>
<b>Asia (excl. East Asia)</b>	<b>35</b>	<b>8.1</b>	<b>138</b>	<b>6.9</b>	<b>35</b>	<b>10.2</b>	<b>173</b>	<b>7.4</b>	<b>208</b>	<b>7.5</b>	<b>69</b>	<b>5.5</b>	<b>26</b>	<b>9.7</b>	<b>95</b>	<b>6.2</b>
India	23	5.3	92	4.6	23	6.7	115	4.9	138	5.0	36	2.9	15	5.6	51	3.3
Australia and New Zealand	5	1.2	29	1.5	9	2.6	38	1.6	43	1.6	23	1.8	8	3.0	31	2.0
Asia Other	7	1.6	17	0.9	3	0.9	20	0.9	27	1.0	10	0.8	3	1.1	13	0.8
<b>Europe (excl. Transition Countries)</b>	<b>36</b>	<b>8.3</b>	<b>509</b>	<b>25.6</b>	<b>141</b>	<b>41.1</b>	<b>650</b>	<b>27.9</b>	<b>686</b>	<b>24.8</b>	<b>388</b>	<b>30.7</b>	<b>117</b>	<b>43.8</b>	<b>505</b>	<b>33.0</b>
Europe Other	10	2.3	211	10.6	53	15.5	264	11.3	274	9.9	156	12.4	44	16.5	200	13.1
France	8	1.8	96	4.8	15	4.4	111	4.8	119	4.3	77	6.1	12	4.5	89	5.8
United Kingdom	15	3.5	69	3.5	32	9.3	101	4.3	116	4.2	41	3.2	23	8.6	64	4.2
Germany	2	0.5	70	3.5	26	7.6	96	4.1	98	3.5	61	4.8	24	9.0	85	5.6
Italy	1	0.2	63	3.2	15	4.4	78	3.3	79	2.9	53	4.2	14	5.2	67	4.4
<b>Other Western Hemisphere</b>	<b>61</b>	<b>14.1</b>	<b>241</b>	<b>12.1</b>	<b>31</b>	<b>9.0</b>	<b>272</b>	<b>11.7</b>	<b>333</b>	<b>12.0</b>	<b>156</b>	<b>12.4</b>	<b>25</b>	<b>9.4</b>	<b>181</b>	<b>11.8</b>
<b>Transition Countries</b>	<b>19</b>	<b>4.4</b>	<b>193</b>	<b>9.7</b>	<b>14</b>	<b>4.1</b>	<b>207</b>	<b>8.9</b>	<b>226</b>	<b>8.2</b>	<b>147</b>	<b>11.6</b>	<b>14</b>	<b>5.2</b>	<b>161</b>	<b>10.5</b>
<b>US &amp; CANADA</b>	<b>161</b>	<b>37.1</b>	<b>363</b>	<b>18.3</b>	<b>65</b>	<b>19.0</b>	<b>428</b>	<b>18.4</b>	<b>589</b>	<b>21.3</b>	<b>147</b>	<b>11.6</b>	<b>46</b>	<b>17.2</b>	<b>193</b>	<b>12.6</b>
United States	158	36.4	306	15.4	54	15.7	360	15.4	518	18.7	108	8.6	39	14.6	147	9.6
Canada	3	0.7	57	2.9	11	3.2	68	2.9	71	2.6	39	3.1	7	2.6	46	3.0
<b>TOTAL</b>	<b>434</b>	<b>15.7</b>	<b>1988</b>	<b>71.9</b>	<b>343</b>	<b>12.4</b>	<b>2331</b>	<b>100.0</b>	<b>2765</b>	<b>100.0</b>	<b>1263</b>	<b>82.5</b>	<b>267</b>	<b>17.5</b>	<b>1530</b>	<b>100.0</b>
Women	356	82.0	770	38.7	103	30.0	873	37.5	1229	44.4	390	30.9	75	28.1	465	30.4
Men	78	18.0	1,218	61.3	240	70.0	1,458	62.5	1,536	55.6	873	69.1	192	71.9	1,065	69.6

Source: PeopleSoft HRMS. Excludes OED and IEO.

**Table 11. Staff Nationality by Region, Gender, Career Stream and Grade Grouping as of end FY 2019 (concluded)**

REGION	TOTAL								SPECIALIZED CAREER STREAM									
	A1-A8		A9-A15		B1-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
<b>Africa (sub-Saharan)</b>	<b>46</b>	<b>10.6</b>	<b>165</b>	<b>8.3</b>	<b>18</b>	<b>5.2</b>	<b>229</b>	<b>8.3</b>	<b>46</b>	<b>10.6</b>	<b>59</b>	<b>8.1</b>	<b>7</b>	<b>9.2</b>	<b>66</b>	<b>8.2</b>	<b>112</b>	<b>9.1</b>
<b>East Asia (ASEAN+)</b>	<b>66</b>	<b>15.2</b>	<b>270</b>	<b>13.6</b>	<b>20</b>	<b>5.8</b>	<b>356</b>	<b>12.9</b>	<b>66</b>	<b>15.2</b>	<b>91</b>	<b>12.6</b>	<b>8</b>	<b>10.5</b>	<b>99</b>	<b>12.4</b>	<b>165</b>	<b>13.4</b>
China	8	1.8	113	5.7	8	2.3	129	4.7	8	1.8	37	5.1	5	6.6	42	5.2	50	4.0
East Asia (ASEAN+) Other	9	2.1	82	4.1	7	2.0	98	3.5	9	2.1	32	4.4	3	3.9	35	4.4	44	3.6
Philippines	47	10.8	18	0.9	0	0.0	65	2.4	47	10.8	16	2.2	0	0.0	16	2.0	63	5.1
Japan	2	0.5	57	2.9	5	1.5	64	2.3	2	0.5	6	0.8	0	0.0	6	0.7	8	0.6
<b>Middle East &amp; North Africa+ (MENA+)</b>	<b>10</b>	<b>2.3</b>	<b>109</b>	<b>5.5</b>	<b>19</b>	<b>5.5</b>	<b>138</b>	<b>5.0</b>	<b>10</b>	<b>2.3</b>	<b>38</b>	<b>5.2</b>	<b>3</b>	<b>3.9</b>	<b>41</b>	<b>5.1</b>	<b>51</b>	<b>4.1</b>
<b>Asia (excl. East Asia)</b>	<b>35</b>	<b>8.1</b>	<b>138</b>	<b>6.9</b>	<b>35</b>	<b>10.2</b>	<b>208</b>	<b>7.5</b>	<b>35</b>	<b>8.1</b>	<b>69</b>	<b>9.5</b>	<b>9</b>	<b>11.8</b>	<b>78</b>	<b>9.7</b>	<b>113</b>	<b>9.1</b>
India	23	5.3	92	4.6	23	6.7	138	5.0	23	5.3	56	7.7	8	10.5	64	8.0	87	7.0
Australia and New Zealand	5	1.2	29	1.5	9	2.6	43	1.6	5	1.2	6	0.8	1	1.3	7	0.9	12	1.0
Asia Other	7	1.6	17	0.9	3	0.9	27	1.0	7	1.6	7	1.0	0	0.0	7	0.9	14	1.1
<b>Europe (excl. Transition Countries)</b>	<b>36</b>	<b>8.3</b>	<b>509</b>	<b>25.6</b>	<b>141</b>	<b>41.1</b>	<b>686</b>	<b>24.8</b>	<b>36</b>	<b>8.3</b>	<b>121</b>	<b>16.7</b>	<b>24</b>	<b>31.6</b>	<b>145</b>	<b>18.1</b>	<b>181</b>	<b>14.7</b>
Europe Other	10	2.3	211	10.6	53	15.5	274	9.9	10	2.3	55	7.6	9	11.8	64	8.0	74	6.0
France	8	1.8	96	4.8	15	4.4	119	4.3	8	1.8	19	2.6	3	3.9	22	2.7	30	2.4
United Kingdom	15	3.5	69	3.5	32	9.3	116	4.2	15	3.5	28	3.9	9	11.8	37	4.6	52	4.2
Germany	2	0.5	70	3.5	26	7.6	98	3.5	2	0.5	9	1.2	2	2.6	11	1.4	13	1.1
Italy	1	0.2	63	3.2	15	4.4	79	2.9	1	0.2	10	1.4	1	1.3	11	1.4	12	1.0
<b>Other Western Hemisphere</b>	<b>61</b>	<b>14.1</b>	<b>241</b>	<b>12.1</b>	<b>31</b>	<b>9.0</b>	<b>333</b>	<b>12.0</b>	<b>61</b>	<b>14.1</b>	<b>85</b>	<b>11.7</b>	<b>6</b>	<b>7.9</b>	<b>91</b>	<b>11.4</b>	<b>152</b>	<b>12.3</b>
<b>Transition Countries</b>	<b>19</b>	<b>4.4</b>	<b>193</b>	<b>9.7</b>	<b>14</b>	<b>4.1</b>	<b>226</b>	<b>8.2</b>	<b>19</b>	<b>4.4</b>	<b>46</b>	<b>6.3</b>	<b>0</b>	<b>0.0</b>	<b>46</b>	<b>5.7</b>	<b>65</b>	<b>5.3</b>
<b>US &amp; CANADA</b>	<b>161</b>	<b>37.1</b>	<b>363</b>	<b>18.3</b>	<b>65</b>	<b>19.0</b>	<b>589</b>	<b>21.3</b>	<b>161</b>	<b>37.1</b>	<b>216</b>	<b>29.8</b>	<b>19</b>	<b>25.0</b>	<b>235</b>	<b>29.3</b>	<b>396</b>	<b>32.1</b>
United States	158	36.4	306	15.4	54	15.7	518	18.7	158	36.4	198	27.3	15	19.7	213	26.6	371	30.0
Canada	3	0.7	57	2.9	11	3.2	71	2.6	3	0.7	18	2.5	4	5.3	22	2.7	25	2.0
<b>TOTAL</b>	<b>434</b>	<b>15.7</b>	<b>1988</b>	<b>71.9</b>	<b>343</b>	<b>12.4</b>	<b>2765</b>	<b>100.0</b>	<b>434</b>	<b>100.0</b>	<b>725</b>	<b>100.0</b>	<b>76</b>	<b>100.0</b>	<b>801</b>	<b>100.0</b>	<b>1235</b>	<b>100.0</b>
Women	356	82.0	770	38.7	103	30.0	1229	44.4	356	82.0	380	52.4	28	36.8	408	50.9	764	61.9
Men	78	18.0	1,218	61.3	240	70.0	1536	55.6	78	18.0	345	47.6	48	63.2	393	49.1	471	38.1

Source: PeopleSoft HRMS. Excludes OED and IEO.

**Table 12. Contractual Nationality by Region, Gender, Career Stream and Grade Grouping as of end FY 2019**

REGION	TOTAL						ECONOMISTS						SPECIALIZED CAREER STREAM					
	Professional		Support		TOTAL		Professional		Support		Total		Professional		Support		Total	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
<b>Africa (sub-Saharan)</b>	<b>16</b>	<b>7.1</b>	<b>16</b>	<b>4.3</b>	<b>32</b>	<b>5.4</b>	<b>9</b>	<b>8.7</b>	<b>n.a.</b>	<b>n.a.</b>	<b>9</b>	<b>8.7</b>	<b>7</b>	<b>5.7</b>	<b>16</b>	<b>4.3</b>	<b>23</b>	<b>4.7</b>
<b>East Asia (ASEAN+)</b>	<b>37</b>	<b>16.4</b>	<b>109</b>	<b>29.3</b>	<b>146</b>	<b>24.4</b>	<b>16</b>	<b>15.4</b>	<b>n.a.</b>	<b>n.a.</b>	<b>16</b>	<b>15.4</b>	<b>21</b>	<b>17.2</b>	<b>109</b>	<b>29.3</b>	<b>130</b>	<b>26.3</b>
China	12	5.3	68	18.3	80	13.4	1	1.0	n.a.	n.a.	1	1.0	11	9.0	68	18.3	79	16.0
East Asia (ASEAN+) Other	14	6.2	27	7.3	41	6.9	8	7.7	n.a.	n.a.	8	7.7	6	4.9	27	7.3	33	6.7
Philippines	1	0.4	10	2.7	11	1.8	0	0.0	n.a.	n.a.	0	0.0	1	0.8	10	2.7	11	2.2
Japan	10	4.4	4	1.1	14	2.3	7	6.7	n.a.	n.a.	7	6.7	3	2.5	4	1.1	7	1.4
<b>Middle East &amp; North Africa+ (MENA+)</b>	<b>7</b>	<b>3.1</b>	<b>15</b>	<b>4.0</b>	<b>22</b>	<b>3.7</b>	<b>5</b>	<b>4.8</b>	<b>n.a.</b>	<b>n.a.</b>	<b>5</b>	<b>4.8</b>	<b>2</b>	<b>1.6</b>	<b>15</b>	<b>4.0</b>	<b>17</b>	<b>3.4</b>
<b>Asia (excl. East Asia)</b>	<b>22</b>	<b>9.7</b>	<b>21</b>	<b>5.6</b>	<b>43</b>	<b>7.2</b>	<b>10</b>	<b>9.6</b>	<b>n.a.</b>	<b>n.a.</b>	<b>10</b>	<b>9.6</b>	<b>12</b>	<b>9.8</b>	<b>21</b>	<b>5.6</b>	<b>33</b>	<b>6.7</b>
India	14	6.2	15	4.0	29	4.8	3	2.9	n.a.	n.a.	3	2.9	11	9.0	15	4.0	26	5.3
Australia and New Zealand	6	2.7	1	0.3	7	1.2	5	4.8	n.a.	n.a.	5	4.8	1	0.8	1	0.3	2	0.4
Asia Other	2	0.9	5	1.3	7	1.2	2	1.9	n.a.	n.a.	2	1.9	0	0.0	5	1.3	5	1.0
<b>Europe (excl. Transition Countries)</b>	<b>58</b>	<b>25.7</b>	<b>24</b>	<b>6.5</b>	<b>82</b>	<b>13.7</b>	<b>35</b>	<b>33.7</b>	<b>n.a.</b>	<b>n.a.</b>	<b>35</b>	<b>33.7</b>	<b>23</b>	<b>18.9</b>	<b>24</b>	<b>6.5</b>	<b>47</b>	<b>9.5</b>
Europe Other	27	11.9	15	4.0	42	7.0	17	16.3	n.a.	n.a.	17	16.3	10	8.2	15	4.0	25	5.1
France	9	4.0	4	1.1	13	2.2	5	4.8	n.a.	n.a.	5	4.8	4	3.3	4	1.1	8	1.6
United Kingdom	9	4.0	1	0.3	10	1.7	5	4.8	n.a.	n.a.	5	4.8	4	3.3	1	0.3	5	1.0
Germany	8	3.5	4	1.1	12	2.0	5	4.8	n.a.	n.a.	5	4.8	3	2.5	4	1.1	7	1.4
Italy	5	2.2	0	0.0	5	0.8	3	2.9	n.a.	n.a.	3	2.9	2	1.6	0	0.0	2	0.4
<b>Other Western Hemisphere</b>	<b>19</b>	<b>8.4</b>	<b>34</b>	<b>9.1</b>	<b>53</b>	<b>8.9</b>	<b>9</b>	<b>8.7</b>	<b>n.a.</b>	<b>n.a.</b>	<b>9</b>	<b>8.7</b>	<b>10</b>	<b>8.2</b>	<b>34</b>	<b>9.1</b>	<b>44</b>	<b>8.9</b>
<b>Transition Countries</b>	<b>14</b>	<b>6.2</b>	<b>26</b>	<b>7.0</b>	<b>40</b>	<b>6.7</b>	<b>11</b>	<b>10.6</b>	<b>n.a.</b>	<b>n.a.</b>	<b>11</b>	<b>10.6</b>	<b>3</b>	<b>2.5</b>	<b>26</b>	<b>7.0</b>	<b>29</b>	<b>5.9</b>
<b>US &amp; CANADA</b>	<b>53</b>	<b>23.5</b>	<b>127</b>	<b>34.1</b>	<b>180</b>	<b>30.1</b>	<b>9</b>	<b>8.7</b>	<b>n.a.</b>	<b>n.a.</b>	<b>9</b>	<b>8.7</b>	<b>44</b>	<b>36.1</b>	<b>127</b>	<b>34.1</b>	<b>171</b>	<b>34.6</b>
United States	5	2.2	2	0.5	7	1.2	3	2.9	n.a.	n.a.	3	2.9	2	1.6	2	0.5	4	0.8
Canada	48	21.2	125	33.6	173	28.9	6	5.8	n.a.	n.a.	6	5.8	42	34.4	125	33.6	167	33.8
<b>TOTAL</b>	<b>226</b>	<b>37.8</b>	<b>372.0</b>	<b>62.2</b>	<b>598.0</b>	<b>100.0</b>	<b>104.0</b>	<b>100.0</b>	<b>n.a.</b>	<b>n.a.</b>	<b>104.0</b>	<b>100.0</b>	<b>122.0</b>	<b>100.0</b>	<b>372.0</b>	<b>100.0</b>	<b>494.0</b>	<b>100.0</b>
Women	97	42.9	249	66.9	346	57.9	29	27.9	n.a.	n.a.	29	27.9	68	55.7	249	66.9	317	64.2
Men	129	57.1	123	33.1	252	42.1	75	72.1	n.a.	n.a.	75	72.1	54	44.3	123	33.1	177	35.8

Source: PeopleSoft HRMS. Excludes OED and IEO.

**Table 13. Nationality Distribution List: Staff and Contractual Employees as of end FY 2019**

COUNTRY	TOTAL		STAFF						CONTRACTUAL			
	No.	Percent	A01-A08		A09-A15		B01-B05		Professional		Support	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Angola	2	0.8	1	2.2	0	0.0	0	0.0	1	6.3	0	0.0
Benin	9	3.4	2	4.3	5	3.0	2	11.1	0	0.0	0	0.0
Botswana	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Burkina Faso	9	3.4	2	4.3	7	4.2	0	0.0	0	0.0	0	0.0
Burundi	1	0.4	0	0.0	1	0.6	0	0.0	0	0.0	0	0.0
Cameroon	19	7.3	2	4.3	14	8.5	0	0.0	0	0.0	3	18.8
Cape Verde	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Central African Republic	1	0.4	0	0.0	1	0.6	0	0.0	0	0.0	0	0.0
Chad	1	0.4	0	0.0	1	0.6	0	0.0	0	0.0	0	0.0
Comoros	1	0.4	1	2.2	0	0.0	0	0.0	0	0.0	0	0.0
Congo, Dem. Republic	7	2.7	2	4.3	5	3.0	0	0.0	0	0.0	0	0.0
Congo, Rep.	2	0.8	0	0.0	1	0.6	0	0.0	0	0.0	1	6.3
Cote D'Ivoire	6	2.3	3	6.5	3	1.8	0	0.0	0	0.0	0	0.0
Equatorial Guinea	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Eritrea	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Ethiopia	15	5.7	3	6.5	7	4.2	1	5.6	2	12.5	2	12.5
Gabon	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Gambia, The	2	0.8	0	0.0	0	0.0	2	11.1	0	0.0	0	0.0
Ghana	20	7.7	9	19.6	9	5.5	0	0.0	1	6.3	1	6.3
Guinea	3	1.1	0	0.0	2	1.2	0	0.0	1	6.3	0	0.0
Guinea-Bissau	1	0.4	0	0.0	1	0.6	0	0.0	0	0.0	0	0.0
Kenya	22	8.4	5	10.9	13	7.9	3	16.7	0	0.0	1	6.3
Lesotho	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Liberia	2	0.8	0	0.0	0	0.0	1	5.6	0	0.0	1	6.3
Madagascar	4	1.5	1	2.2	1	0.6	0	0.0	1	6.3	1	6.3
Malawi	7	2.7	1	2.2	5	3.0	1	5.6	0	0.0	0	0.0
Mali	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Mauritius	8	3.1	2	4.3	4	2.4	1	5.6	0	0.0	1	6.3
Mozambique	3	1.1	0	0.0	3	1.8	0	0.0	0	0.0	0	0.0
Namibia	1	0.4	0	0.0	1	0.6	0	0.0	0	0.0	0	0.0
Niger	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

COUNTRY	TOTAL		STAFF						CONTRACTUAL			
	No.	Percent	A01-A08		A09-A15		B01-B05		Professional		Support	
			No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Nigeria	21	8.0	3	6.5	14	8.5	0	0.0	1	6.3	3	18.8
Rwanda	5	1.9	0	0.0	5	3.0	0	0.0	0	0.0	0	0.0
Sao Tome and Principe	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Senegal	16	6.1	0	0.0	11	6.7	3	16.7	1	6.3	1	6.3
Seychelles	1	0.4	0	0.0	1	0.6	0	0.0	0	0.0	0	0.0
Sierra Leone	9	3.4	3	6.5	6	3.6	0	0.0	0	0.0	0	0.0
South Africa	26	10.0	0	0.0	19	11.5	2	11.1	5	31.3	0	0.0
South Sudan	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Swaziland	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Tanzania	2	0.8	1	2.2	1	0.6	0	0.0	0	0.0	0	0.0
Togo	6	2.3	2	4.3	3	1.8	0	0.0	0	0.0	1	6.3
Uganda	11	4.2	1	2.2	7	4.2	1	5.6	2	12.5	0	0.0
Zambia	8	3.1	0	0.0	6	3.6	1	5.6	1	6.3	0	0.0
Zimbabwe	10	3.8	2	4.3	8	4.8	0	0.0	0	0.0	0	0.0
<b>Africa (sub-Saharan)</b>	<b>261</b>	<b>7.8</b>	<b>46</b>	<b>10.6</b>	<b>165</b>	<b>8.3</b>	<b>18</b>	<b>5.2</b>	<b>16</b>	<b>7.1</b>	<b>16</b>	<b>4.3</b>

Source: PeopleSoft HRMS. Excludes OED, IEO, and Long-term (Field) Experts.



**Table 13. Nationality Distribution List: Staff and Contractual Employees as of end FY 2019 (continued)**

COUNTRY	TOTAL		STAFF						CONTRACTUAL			
	No.	Percent	A01-A08		A09-A15		B01-B05		Professional		Support	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Australia	33	13.1	3	8.6	18	13.0	6	17.1	6	27.3	0	0.0
Bangladesh	11	4.4	1	2.9	8	5.8	1	2.9	1	4.5	0	0.0
Bhutan	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Fiji	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
India	167	66.5	23	65.7	92	66.7	23	65.7	14	63.6	15	71.4
Kiribati	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Maldives	1	0.4	0	0.0	0	0.0	0	0.0	1	4.5	0	0.0
Marshall Is.	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
Mongolia	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Nepal	7	2.8	2	5.7	3	2.2	1	2.9	0	0.0	1	4.8
New Zealand	17	6.8	2	5.7	11	8.0	3	8.6	0	0.0	1	4.8
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
Samoa	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Solomon Is	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sri Lanka	15	6.0	4	11.4	6	4.3	1	2.9	0	0.0	4	19.0
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
<b>Asia (Other)</b>	<b>251</b>	<b>7.5</b>	<b>35</b>	<b>8.1</b>	<b>138</b>	<b>6.9</b>	<b>35</b>	<b>10.2</b>	<b>22</b>	<b>9.7</b>	<b>21</b>	<b>5.6</b>
Brunei Darussalam	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cambodia	3	0.6	0	0.0	3	1.1	0	0.0	0	0.0	0	0.0
China	209	41.6	8	12.1	113	41.9	8	40.0	12	32.4	68	62.4
HongKong SAR	5	1.0	0	0.0	4	1.5	0	0.0	0	0.0	1	0.9
Indonesia	13	2.6	0	0.0	7	2.6	0	0.0	3	8.1	3	2.8
Japan	78	15.5	2	3.0	57	21.1	5	25.0	10	27.0	4	3.7
Korea, Republic Of	51	10.2	4	6.1	28	10.4	2	10.0	5	13.5	12	11.0
Lao PDR	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Macau SAR (China)	1	0.2	0	0.0	0	0.0	0	0.0	0	0.0	1	0.9
Malaysia	21	4.2	0	0.0	16	5.9	2	10.0	1	2.7	2	1.8

COUNTRY	TOTAL		STAFF						CONTRACTUAL			
	No.	Percent	A01-A08		A09-A15		B01-B05		Professional		Support	
			No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Myanmar	2	0.4	1	1.5	1	0.4	0	0.0	0	0.0	0	0.0
Philippines	76	15.1	47	71.2	18	6.7	0	0.0	1	2.7	10	9.2
Singapore	18	3.6	0	0.0	7	2.6	2	10.0	4	10.8	5	4.6
Thailand	16	3.2	3	4.5	11	4.1	1	5.0	0	0.0	1	0.9
Vietnam	9	1.8	1	1.5	5	1.9	0	0.0	1	2.7	2	1.8
<b>East Asia (ASEAN+3)</b>	<b>502</b>	<b>14.9</b>	<b>66</b>	<b>15.2</b>	<b>270</b>	<b>13.6</b>	<b>20</b>	<b>5.8</b>	<b>37</b>	<b>16.4</b>	<b>109</b>	<b>29.3</b>
<b>Asia</b>	<b>753</b>	<b>22.4</b>	<b>101</b>	<b>23.3</b>	<b>408</b>	<b>20.5</b>	<b>55</b>	<b>16.0</b>	<b>59</b>	<b>26.1</b>	<b>130</b>	<b>34.9</b>

Source: PeopleSoft HRMS. Excludes OED, IEO, and Long-term (Field) Experts.

**Table 13. Nationality Distribution List: Staff and Contractual Employees as of end FY 2019 (continued)**

COUNTRY	TOTAL		STAFF						CONTRACTUAL			
	No.	Percent	A01-A08		A09-A15		B01-B05		Professional		Support	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Andorra	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Aruba	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Austria	11	1.4	0	0.0	8	1.6	2	1.4	1	1.7	0	0.0
Belgium	32	4.2	2	5.6	23	4.5	4	2.8	2	3.4	1	4.2
Bermuda	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
British Virg	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cayman Islands	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cook Islands	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cyprus	9	1.2	0	0.0	7	1.4	2	1.4	0	0.0	0	0.0
Curacao	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Denmark	15	2.0	0	0.0	10	2.0	4	2.8	1	1.7	0	0.0
Faroe Islands	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Finland	8	1.0	2	5.6	4	0.8	2	1.4	0	0.0	0	0.0
France	132	17.2	8	22.2	96	18.9	15	10.6	9	15.5	4	16.7
Germany	110	14.3	2	5.6	70	13.8	26	18.4	8	13.8	4	16.7
Gibraltar	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Greece	16	2.1	0	0.0	6	1.2	4	2.8	1	1.7	5	20.8
Iceland	7	0.9	0	0.0	5	1.0	0	0.0	2	3.4	0	0.0
Ireland	24	3.1	3	8.3	11	2.2	7	5.0	3	5.2	0	0.0
Israel	2	0.3	0	0.0	2	0.4	0	0.0	0	0.0	0	0.0
Italy	84	10.9	1	2.8	63	12.4	15	10.6	5	8.6	0	0.0
Liechtenstein	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
Malta	3	0.4	0	0.0	3	0.6	0	0.0	0	0.0	0	0.0
Monaco	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Netherlands	35	4.6	1	2.8	22	4.3	9	6.4	2	3.4	1	4.2
Netherlands Antilles	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Norway	7	0.9	0	0.0	5	1.0	2	1.4	0	0.0	0	0.0
Portugal	17	2.2	1	2.8	12	2.4	1	0.7	2	3.4	1	4.2
San Marino	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sint Maarten	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Spain	60	7.8	1	2.8	43	8.4	9	6.4	7	12.1	0	0.0
Sweden	17	2.2	0	0.0	12	2.4	1	0.7	4	6.9	0	0.0

COUNTRY	TOTAL		STAFF						CONTRACTUAL			
	No.	Percent	A01-A08		A09-A15		B01-B05		Professional		Support	
			No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Switzerland	11	1.4	0	0.0	8	1.6	2	1.4	1	1.7	0	0.0
Turkey	42	5.5	0	0.0	30	5.9	4	2.8	1	1.7	7	29.2
U.K.	126	16.4	15	41.7	69	13.6	32	22.7	9	15.5	1	4.2
Vatican	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Europe (excl. Transition Countries) Total</b>	<b>768</b>	<b>22.8</b>	<b>36</b>	<b>8.3</b>	<b>509</b>	<b>25.6</b>	<b>141</b>	<b>41.1</b>	<b>58</b>	<b>25.7</b>	<b>24</b>	<b>6.5</b>

Source: PeopleSoft HRMS. Excludes OED, IEO, and Long-term (Field) Experts.

**Table 13. Nationality Distribution List: Staff and Contractual Employees as of end FY 2019 (continued)**

COUNTRY	TOTAL		STAFF						CONTRACTUAL			
	No.	Percent	A01-A08		A09-A15		B01-B05		Professional		Support	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Albania	6	2.3	0	0.0	4	2.1	0	0.0	0	0.0	2	7.7
Armenia	17	6.4	2	10.5	15	7.8	0	0.0	0	0.0	0	0.0
Azerbaijan	5	1.9	0	0.0	4	2.1	0	0.0	0	0.0	1	3.8
Belarus	8	3.0	1	5.3	7	3.6	0	0.0	0	0.0	0	0.0
Bosnia and Herzegovina	1	0.4	0	0.0	1	0.5	0	0.0	0	0.0	0	0.0
Bulgaria	19	7.1	2	10.5	12	6.2	4	28.6	0	0.0	1	3.8
Croatia	5	1.9	0	0.0	5	2.6	0	0.0	0	0.0	0	0.0
Czech Republic	16	6.0	0	0.0	10	5.2	3	21.4	2	14.3	1	3.8
Estonia	6	2.3	1	5.3	5	2.6	0	0.0	0	0.0	0	0.0
Georgia	8	3.0	0	0.0	6	3.1	0	0.0	2	14.3	0	0.0
Hungary	15	5.6	0	0.0	10	5.2	1	7.1	3	21.4	1	3.8
Kazakhstan	5	1.9	0	0.0	5	2.6	0	0.0	0	0.0	0	0.0
Kosovo	1	0.4	0	0.0	0	0.0	0	0.0	0	0.0	1	3.8
Kyrgyz Republic	2	0.8	0	0.0	2	1.0	0	0.0	0	0.0	0	0.0
Latvia	4	1.5	0	0.0	2	1.0	0	0.0	1	7.1	1	3.8
Lithuania	3	1.1	0	0.0	1	0.5	0	0.0	1	7.1	1	3.8
Macedonia	2	0.8	0	0.0	2	1.0	0	0.0	0	0.0	0	0.0
Moldova	9	3.4	1	5.3	6	3.1	0	0.0	1	7.1	1	3.8
Mongolia	6	2.3	3	15.8	0	0.0	0	0.0	0	0.0	3	11.5
Montenegro	2	0.8	0	0.0	2	1.0	0	0.0	0	0.0	0	0.0
Poland	26	9.8	1	5.3	21	10.9	1	7.1	0	0.0	3	11.5
Romania	14	5.3	1	5.3	11	5.7	1	7.1	1	7.1	0	0.0
Russia	48	18.0	2	10.5	37	19.2	2	14.3	0	0.0	7	26.9
Serbia	3	1.1	0	0.0	2	1.0	0	0.0	0	0.0	1	3.8
Serbia and M	1	0.4	0	0.0	1	0.5	0	0.0	0	0.0	0	0.0
Slovak Republic	6	2.3	1	5.3	3	1.6	1	7.1	1	7.1	0	0.0
Slovenia	2	0.8	0	0.0	2	1.0	0	0.0	0	0.0	0	0.0
Tajikistan	3	1.1	1	5.3	2	1.0	0	0.0	0	0.0	0	0.0
Turkmenistan	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Ukraine	18	6.8	1	5.3	12	6.2	1	7.1	2	14.3	2	7.7
Uzbekistan	5	1.9	2	10.5	3	1.6	0	0.0	0	0.0	0	0.0
<b>Transition Countries</b>	<b>266</b>	<b>7.9</b>	<b>19</b>	<b>4.4</b>	<b>193</b>	<b>9.7</b>	<b>14</b>	<b>4.1</b>	<b>14</b>	<b>6.2</b>	<b>26</b>	<b>7.0</b>

Source: PeopleSoft HRMS. Excludes OED, IEO, and Long-term (Field) Experts.

**Table 13. Nationality Distribution List: Staff and Contractual Employees as of end FY 2019 (continued)**

COUNTRY	TOTAL		STAFF						CONTRACTUAL			
	No.	Percent	A01-A08		A09-A15		B01-B05		Professional		Support	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Afghanistan	2	1.3	1	10.0	0	0.0	0	0.0	0	0.0	1	6.7
Algeria	7	4.4	2	20.0	3	2.8	1	5.3	0	0.0	1	6.7
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	24	15.0	0	0.0	19	17.4	2	10.5	1	14.3	2	13.3
Iran	19	11.9	2	20.0	15	13.8	0	0.0	1	14.3	1	6.7
Iraq	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Jordan	18	11.3	1	10.0	12	11.0	3	15.8	1	14.3	1	6.7
Kuwait	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Lebanon	26	16.3	1	10.0	19	17.4	3	15.8	0	0.0	3	20.0
Libya	1	0.6	0	0.0	1	0.9	0	0.0	0	0.0	0	0.0
Mauritania	2	1.3	1	10.0	0	0.0	1	5.3	0	0.0	0	0.0
Morocco	16	10.0	1	10.0	9	8.3	3	15.8	0	0.0	3	20.0
Oman	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Pakistan	20	12.5	1	10.0	14	12.8	3	15.8	1	14.3	1	6.7
Qatar	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Saudi Arabia	7	4.4	0	0.0	5	4.6	0	0.0	1	14.3	1	6.7
Somalia	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sudan	2	1.3	0	0.0	1	0.9	0	0.0	1	14.3	0	0.0
Syriab Arab Republic	5	3.1	0	0.0	2	1.8	2	10.5	1	14.3	0	0.0
Tunisia	8	5.0	0	0.0	8	7.3	0	0.0	0	0.0	0	0.0
United Arab Emirates	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
West Bank	2	1.3	0	0.0	0	0.0	1	5.3	0	0.0	1	6.7
Yemen	1	0.6	0	0.0	1	0.9	0	0.0	0	0.0	0	0.0
<b>Middle East and North Africa + (MENA+)</b>	<b>160</b>	<b>4.8</b>	<b>10</b>	<b>2.3</b>	<b>109</b>	<b>5.5</b>	<b>19</b>	<b>5.5</b>	<b>7</b>	<b>3.1</b>	<b>15</b>	<b>4.0</b>

Source: PeopleSoft HRMS. Excludes OED, IEO, and Long-term (Field) Experts.

**Table 13. Nationality Distribution List: Staff and Contractual Employees as of end FY 2019 (continued)**

COUNTRY	TOTAL		STAFF						CONTRACTUAL			
	No.	Percent	A01-A08		A09-A15		B01-B05		Professional		Support	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Canada	78	10.1	3	1.9	57	15.7	11	16.9	5	9.4	2	98.4
United States	691	89.9	158	98.1	306	84.3	54	83.1	48	90.6	125	1.6
<b>US and Canada</b>	<b>769</b>	<b>22.9</b>	<b>161</b>	<b>37.1</b>	<b>363</b>	<b>18.3</b>	<b>65</b>	<b>19.0</b>	<b>53</b>	<b>23.5</b>	<b>127</b>	<b>34.1</b>

Source: PeopleSoft HRMS. Excludes OED, IEO, and Long-term (Field) Experts.

**Table 13. Nationality Distribution List: Staff and Contractual Employees as of end FY 2019 (concluded)**

COUNTRY	TOTAL		STAFF						CONTRACTUAL			
	No.	Percent	A01-A08		A09-A15		B01-B05		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	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Argentina	54	14.0	4	6.6	44	18.3	5	16.1	0	0.0	1	2.9
Bahamas	2	0.5	1	1.6	1	0.4	0	0.0	0	0.0	0	0.0
Barbados	2	0.5	0	0.0	2	0.8	0	0.0	0	0.0	0	0.0
Belize	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Bolivia	12	3.1	7	11.5	4	1.7	0	0.0	0	0.0	1	2.9
Brazil	74	19.2	11	18.0	46	19.1	4	12.9	6	31.6	7	20.6
Chile	11	2.8	1	1.6	5	2.1	3	9.7	2	10.5	0	0.0
Colombia	35	9.1	2	3.3	26	10.8	1	3.2	0	0.0	6	17.6
Costa Rica	5	1.3	2	3.3	3	1.2	0	0.0	0	0.0	0	0.0
Dominic Rep	4	1.0	1	1.6	2	0.8	0	0.0	0	0.0	1	2.9
Dominica	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Ecuador	17	4.4	1	1.6	8	3.3	2	6.5	0	0.0	6	17.6
El Salvador	9	2.3	2	3.3	5	2.1	1	3.2	0	0.0	1	2.9
Grenada	2	0.5	0	0.0	2	0.8	0	0.0	0	0.0	0	0.0
Guatemala	8	2.1	2	3.3	5	2.1	0	0.0	0	0.0	1	2.9
Guyana	2	0.5	0	0.0	2	0.8	0	0.0	0	0.0	0	0.0
Haiti	4	1.0	4	6.6	0	0.0	0	0.0	0	0.0	0	0.0
Honduras	9	2.3	3	4.9	3	1.2	0	0.0	0	0.0	3	8.8
Jamaica	19	4.9	5	8.2	8	3.3	3	9.7	3	15.8	0	0.0
Mexico	30	7.8	1	1.6	17	7.1	5	16.1	4	21.1	3	8.8
Montserrat	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Nicaragua	4	1.0	0	0.0	1	0.4	0	0.0	2	10.5	1	2.9
Panama	2	0.5	0	0.0	2	0.8	0	0.0	0	0.0	0	0.0
Paraguay	2	0.5	0	0.0	1	0.4	1	3.2	0	0.0	0	0.0
Peru	46	11.9	10	16.4	30	12.4	3	9.7	1	5.3	2	5.9
St. Kitts	1	0.3	0	0.0	0	0.0	1	3.2	0	0.0	0	0.0
St. Lucia	2	0.5	0	0.0	2	0.8	0	0.0	0	0.0	0	0.0
St. Vincent	3	0.8	0	0.0	3	1.2	0	0.0	0	0.0	0	0.0
Suriname	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Trin-Tobago	4	1.0	0	0.0	4	1.7	0	0.0	0	0.0	0	0.0
Uruguay	13	3.4	2	3.3	8	3.3	1	3.2	1	5.3	1	2.9
Venezuela	10	2.6	2	3.3	7	2.9	1	3.2	0	0.0	0	0.0
<b>Other Western Hemisphere</b>	<b>386</b>	<b>11.5</b>	<b>61</b>	<b>14.1</b>	<b>241</b>	<b>12.1</b>	<b>31</b>	<b>9.0</b>	<b>19</b>	<b>8.4</b>	<b>34</b>	<b>9.1</b>

Source: PeopleSoft HRMS. Excludes OED, IEO, and Long-term (Field) Experts.

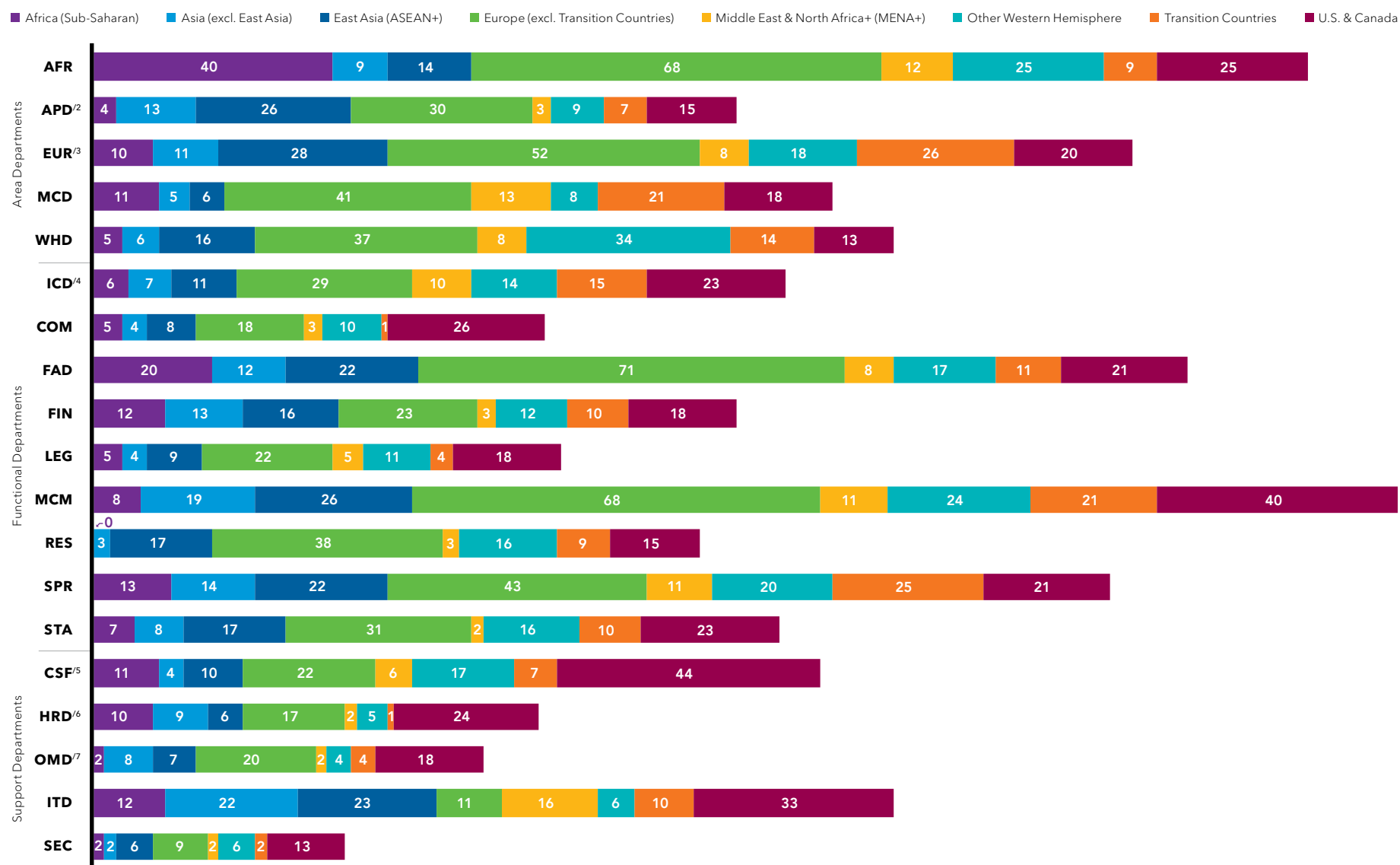


**Table 14. Historical Share of Women and Men by Career Stream and Grade Grouping as of end FY 2019**

	TOTAL					A1-A8					A9-A15					B1-B5				
	Total No.	Women No.	Women Percent	Men No.	Men Percent	Total No.	Women No.	Women Percent	Men No.	Men Percent	Total No.	Women No.	Women Percent	Men No.	Men Percent	Total No.	Women No.	Women Percent	Men No.	Men Percent
<b>Economists</b>																				
2019	1530	465	30.4	1065	69.6	n.a	n.a	n.a	n.a	n.a	1263	390	30.9	873	69.1	267	75	28.1	192	71.9
2018	1512	450	29.8	1062	70.2	n.a	n.a	n.a	n.a	n.a	1250	382	30.6	868	69.4	262	68	26.0	194	74.0
2017	1484	429	28.9	1055	71.1	n.a	n.a	n.a	n.a	n.a	1218	362	29.7	856	70.3	266	67	25.2	199	74.8
2016	1458	409	28.1	1049	71.9	n.a	n.a	n.a	n.a	n.a	1190	351	29.5	839	70.5	268	58	21.6	210	78.4
2015	1414	393	27.8	1021	72.2	n.a	n.a	n.a	n.a	n.a	1143	342	29.9	801	70.1	271	51	18.8	220	81.2
<b>Specialized Career Stream</b>																				
2019	1235	764	61.9	471	38.1	434	356	82.0	78	18.0	725	380	52.4	345	47.6	76	28	36.8	48	63.2
2018	1233	768	62.3	465	37.7	431	363	84.2	68	15.8	729	378	51.9	351	48.1	73	27	37.0	46	63.0
2017	1221	765	62.7	456	37.3	439	368	83.8	71	16.2	711	368	51.8	343	48.2	71	29	40.8	42	59.2
2016	1213	768	63.3	445	36.7	449	379	84.4	70	15.6	698	363	52.0	335	48.0	66	26	39.4	40	60.6
2015	1195	767	64.2	428	35.8	455	385	84.6	70	15.4	666	352	52.9	314	47.1	74	30	40.5	44	59.5
<b>Total</b>																				
2019	2,765	1,229	44.4	1,536	55.6	434	356	82.0	78	18.0	1988	770	38.7	1218	61.3	343	103	30.0	240	70.0
2018	2,745	1,218	44.4	1,527	55.6	431	363	84.2	68	15.8	1979	760	38.4	1219	61.6	335	95	28.4	240	71.6
2017	2,705	1,194	44.1	1,511	55.9	439	368	83.8	71	16.2	1929	730	37.8	1199	62.2	337	96	28.5	241	71.5
2016	2,671	1,177	44.1	1,494	55.9	449	379	84.4	70	15.6	1888	714	37.8	1174	62.2	334	84	25.1	250	74.9
2015	2,609	1,160	44.5	1,449	55.5	455	385	84.6	70	15.4	1809	694	38.4	1115	61.6	345	81	23.5	264	76.5

Source: PeopleSoft HRMS. Excludes OED and IEO.

**Table 15. Distribution of A9–B5 staff by Region by Department as of end FY 2019<sup>1/</sup>**



Source: PeopleSoft HRMS.

<sup>1/</sup> Excludes OED and IEO Offices

<sup>2/</sup> APD Includes OAP

<sup>3/</sup> EUR Includes EUO

<sup>4/</sup> ICD Includes JVI, STI, and CEF

<sup>5/</sup> CSF Includes HQT

<sup>6/</sup> HRD Includes SSG

<sup>7/</sup> OMD Includes DMD, ILU, INV, OBP, OIA, ORM, KMU, SPA, OII, and MDT

**Table 16. Share of Women by Department and Grade Grouping as of end FY 2019**

	STAFF								CONTRACTUAL				TOTAL WOMEN No.	FUND ALL No.	SHARE OF WOMEN Percent
	A1-A8		A09-A15		B01-B05		A09-B05		Professional		Support				
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent			
<b>Fund All</b>	<b>356</b>	<b>82.0</b>	<b>770</b>	<b>38.7</b>	<b>103</b>	<b>30.0</b>	<b>873</b>	<b>37.5</b>	<b>97</b>	<b>42.9</b>	<b>249</b>	<b>66.9</b>	<b>1,575</b>	<b>3,363</b>	<b>46.8</b>
<b>Area Departments</b>															
AFR	24	85.7	48	28.7	6	17.1	54	26.7	2	50.0	14	58.3	94	258	36.4
APD <sup>1/</sup>	11	73.3	31	37.8	4	16.0	35	32.7	4	40.0	17	81.0	67	153	43.8
EUR <sup>2/</sup>	25	86.2	51	35.2	7	25.0	58	33.5	0	0.0	9	52.9	92	220	41.8
MCD	13	86.7	26	26.0	5	21.7	31	25.2	0	0.0	9	47.4	53	159	33.3
WHD	13	86.7	29	25.7	5	25.0	34	25.6	1	100.0	12	54.5	60	171	35.1
<b>Functional Departments</b>															
COM	9	64.3	42	65.6	4	36.4	46	61.3	3	30.0	5	71.4	63	106	59.4
FAD	18	94.7	45	28.0	7	33.3	52	28.6	8	25.0	24	60.0	102	273	37.4
FIN	24	88.9	55	58.5	3	23.1	58	54.2	3	100.0	13	81.3	98	153	64.1
ICD <sup>3/</sup>	25	73.5	41	42.7	7	36.8	48	41.7	12	54.5	28	77.8	113	207	54.6
LEG	13	92.9	32	47.1	4	40.0	36	46.2	8	72.7	3	60.0	60	108	55.6
MCM	23	88.5	60	31.9	8	27.6	68	31.3	7	21.2	23	76.7	121	306	39.5
RES	10	83.3	33	37.1	5	41.7	38	37.6	6	50.0	25	80.6	79	156	50.6
SPR	21	84.0	61	42.7	11	42.3	72	42.6	6	54.5	16	57.1	115	233	49.4
STA	19	67.9	41	41.0	6	42.9	47	41.2	11	45.8	9	56.3	86	182	47.3
<b>Support Departments</b>															
CSF <sup>4/</sup>	30	75.0	54	48.6	4	40.0	58	47.9	11	45.8	7	70.0	106	195	54.4
HRD <sup>5/</sup>	32	91.4	39	63.9	7	53.8	46	62.2	4	80.0	25	71.4	107	149	71.8
ITD	9	75.0	35	28.2	2	22.2	37	27.8	3	33.3	3	60.0	52	159	32.7
OMD <sup>6/</sup>	23	92.0	27	54.0	5	33.3	32	49.2	4	66.7	6	85.7	65	103	63.1
SEC	14	66.7	20	62.5	3	30.0	23	54.8	4	66.7	1	33.3	42	72	58.3

Source: PeopleSoft HRMS. Excludes OED and IEO.

<sup>1/</sup> APD Includes OAP

<sup>2/</sup> EUR Includes EUO

<sup>3/</sup> ICD Includes JVI, STI, and CEF

<sup>4/</sup> CSF Includes HQT

<sup>5/</sup> HRD Includes SSG

<sup>6/</sup> OMD Includes DMD, ILU, INV, OBP, OIA, ORM, KMU, SPA, OII, and MDT

**Table 17. Recruitment by Region, Gender, Career Stream, and Grade Grouping as of end FY 2019**

	TOTAL									ECONOMISTS				SPECIALIZED CAREER STREAM					
	Total		A1-A9		A9-A15		B1-B5		A9-A15		B1-B5		A1-A8		A9-A15		B1-B5		
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	
Africa (sub-Saharan)	13	8.0	1	2.7	12	10.3	0	0.0	9	10.7	0	0.0	1	2.7	3	9.4	0	0.0	
East Asia (ASEAN+)	15	9.2	3	8.1	11	9.5	1	10.0	9	10.7	1	16.7	3	8.1	2	6.3	0	0.0	
Middle East & North Africa+ (MENA+)	8	4.9	2	5.4	6	5.2	0	0.0	5	6.0	0	0.0	2	5.4	1	3.1	0	0.0	
Asia (excl. East Asia)	14	8.6	3	8.1	11	9.5	0	0.0	7	8.3	0	0.0	3	8.1	4	12.5	0	0.0	
Europe (excl. Transition Countries)	33	20.2	1	2.7	31	26.7	1	10.0	25	29.8	0	0.0	1	2.7	6	18.8	1	25.0	
Other Western Hemisphere	19	11.7	6	16.2	11	9.5	2	20.0	8	9.5	1	16.7	6	16.2	3	9.4	1	25.0	
Transition Countries	18	11.0	6	16.2	10	8.6	2	20.0	8	9.5	2	33.3	6	16.2	2	6.3	0	0.0	
U.S. & Canada	43	26.4	15	40.5	24	20.7	4	40.0	13	15.5	2	33.3	15	40.5	11	34.4	2	50.0	
<b>TOTAL</b>	<b>163</b>	<b>100</b>	<b>37</b>	<b>100</b>	<b>116</b>	<b>100</b>	<b>10</b>	<b>100</b>	<b>84</b>	<b>100</b>	<b>6</b>	<b>100</b>	<b>37</b>	<b>100</b>	<b>32</b>	<b>100</b>	<b>4</b>	<b>100</b>	
Women	66	40.5	51	38.3	51	38.3	3	30.0	20	23.8	5	83.3	27	73.0	11	34.4	3	75.0	
Men	97	59.5	82	61.7	82	61.7	7	70.0	64	76.2	1	16.7	10	27.0	21	65.6	1	25.0	

Source: PeopleSoft HRMS. Excludes OED and IEO.

**Table 18. Five Year History: Recruitment by Region, Gender, Career Stream, and Grade Grouping From FY2015–FY2019**

	TOTAL									ECONOMISTS				SPECIALIZED CAREER STREAM					
	Total		A1-A9		A9-A15		B1-B5		A9-A15		B1-B5		A1-A8		A9-A15		B1-B5		
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	
Africa (sub-Saharan)	76	8.7	12	6.7	62	9.5	2	4.8	43	10.2	0	0.0	12	6.7	19	8.1	2	14.3	
East Asia (ASEAN+)	127	14.5	24	13.5	98	14.9	5	11.9	65	15.4	5	17.9	24	13.5	33	14.1	0	0.0	
Middle East & North Africa+ (MENA+)	53	6.1	5	2.8	46	7.0	2	4.8	31	7.3	2	7.1	5	2.8	15	6.4	0	0.0	
Asia (excl. East Asia)	59	6.7	9	5.1	47	7.2	3	7.1	25	5.9	1	3.6	9	5.1	22	9.4	2	14.3	
Europe (excl. Transition Countries)	197	22.5	6	3.4	179	27.3	12	28.6	134	31.8	8	28.6	6	3.4	45	19.2	4	28.6	
Other Western Hemisphere	97	11.1	31	17.4	61	9.3	5	11.9	42	10.0	4	14.3	31	17.4	19	8.1	1	7.1	
Transition Countries	65	7.4	14	7.9	49	7.5	2	4.8	34	8.1	2	7.1	14	7.9	15	6.4	0	0.0	
U.S. & Canada	202	23.1	77	43.3	114	17.4	11	26.2	48	11.4	6	21.4	77	43.3	66	28.2	5	35.7	
<b>TOTAL</b>	<b>876</b>	<b>100</b>	<b>178</b>	<b>100</b>	<b>656</b>	<b>100</b>	<b>42</b>	<b>100</b>	<b>422</b>	<b>100</b>	<b>28</b>	<b>100</b>	<b>178</b>	<b>100</b>	<b>234</b>	<b>100</b>	<b>14</b>	<b>100</b>	
Women	366	41.8	134	38.3	217	38.3	15	30.0	123	29.1	10	35.7	134	75.3	94	40.2	5	35.7	
Men	510	58.2	44	61.7	439	61.7	27	70.0	299	70.9	18	64.3	44	24.7	140	59.8	9	64.3	

Source: PeopleSoft HRMS. Excludes OED and IEO.

**Table 19. Economist Program (EP): Diversity Breakdown of Cohort Appointments CY 2015–CY 2019**

	2015		2016		2017		2018		2019	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
<b>Total Appointments</b>	<b>19</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>	<b>24</b>	<b>100.0</b>	<b>26</b>	<b>100.0</b>	<b>28</b>	<b>100.0</b>
Women	7	36.8	5	25.0	10	41.7	11	42.3	12	42.9
Men	12	63.2	15	75.0	14	58.3	15	57.7	16	57.1
<b>Underrepresented Regions</b>	<b>6</b>	<b>31.6</b>	<b>8</b>	<b>40.0</b>	<b>9</b>	<b>37.5</b>	<b>10</b>	<b>38.5</b>	<b>10</b>	<b>35.7</b>
Africa (sub-Saharan)	3	15.8	3	15.0	3	12.5	2	7.7	3	10.7
East Asia (ASEAN +3)	2	10.5	4	20.0	4	16.7	4	15.4	3	10.7
Middle East and North Africa + (MENA+)	1	5.3	1	5.0	2	8.3	4	15.4	4	14.3
<b>Other Regions</b>	<b>13</b>	<b>68.4</b>	<b>12</b>	<b>60.0</b>	<b>15</b>	<b>62.5</b>	<b>16</b>	<b>61.5</b>	<b>18</b>	<b>64.3</b>

Source: Talent Acquisitions Division, HRD.

Note: EP Cohorts are selected in a yearly cycle with each cohort starting in September.

**Table 20. Diversity Regions<sup>1/</sup>**

AFRICA (sub-Saharan)		MIDDLE EAST AND NORTH AFRICA+ (MENA+)		EAST ASIA (ASEAN+)		ASIA (excluding East Asia)		EUROPE (excluding Transition Countries)		TRANSITION COUNTRIES		OTHER WESTERN HEMISPHERE		U.S. AND CANADA	
CC	Country	CC	Country	CC	Country	CC	Country	CC	Country	CC	Country	CC	Country	CC	Country
AGO	Angola	AFG	Afghanistan	BRN	Brunei Darussalam	AUS	Australia	AND	Andorra	ALB	Albania	AIA	Anguilla	CAN	Canada
BEN	Benin	DZA	Algeria	KHM	Cambodia	BGD	Bangladesh	ABW	Aruba	ARM	Armenia	ATG	Antigua and Barbuda	USA	United States
BWA	Botswana	BHR	Bahrain	CHN	China	BTN	Bhutan	AUT	Austria	AZE	Azerbaijan	BHS	Bahamas		
BFA	Burkina Faso	DJI	Djibouti	HKG	Hong Kong SAR	FJI	Fiji	BEL	Belgium	BLR	Belarus	BRB	Barbados		
BDI	Burundi	EGY	Egypt	IDN	Indonesia	IND	India	BMU	Bermuda	BIH	Bosnia and Herzegovina	CUB	Cuba		
CMR	Cameroon	IRN	Iran	JPN	Japan	KIR	Kiribati	VGB	British Virgin Islands	BGR	Bulgaria	DMA	Dominica		
CPV	Cape Verde	IRQ	Iraq	KOR	Korea, Republic of	MDV	Maldives	CYM	Cayman Islands	HRV	Croatia	DOM	Dominican Rep		
CAF	Central African Republic	JOR	Jordan	LAO	Lao P.D.R.	MHL	Marshall Is.	COK	Cook Islands	CZE	Czech Republic	GRD	Grenada		
TCD	Chad	KWT	Kuwait	MAC	Macao SAR	FSM	Micronesia	CYP	Cyprus	EST	Estonia	GUY	Guyana		
COM	Comoros	LBN	Lebanon	MYS	Malaysia	NRU	Nauru	CUW	Curacao	GEO	Georgia	HTI	Haiti		
COD	Congo, Dem. Republic	LBY	Libya	MMR	Myanmar	NPL	Nepal	DNK	Denmark	HUN	Hungary	JAM	Jamaica		
COG	Congo, Rep.	MRT	Mauritania	PHL	Philippines	NZL	New Zealand	FAE	Faroe Islands	KAZ	Kazakhstan	MSR	Montserrat		
CIV	Cote D'Ivoire	MAR	Morocco	SGP	Singapore	NIU	Niue	FRO	Faroe Islands	UVK	Kosovo	KNA	St. Kitts and Nevis		
GNQ	Equatorial Guinea	OMN	Oman	THA	Thailand	PLW	Palau	FIN	Finland	KGZ	Kyrgyz Republic	LCA	St. Lucia		
ERI	Eritrea	PAK	Pakistan	VNM	Vietnam	PNG	Papua New Guinea	FRA	France	LVA	Latvia	VCT	St. Vincent and the Grenadines		
ERT	Eritrea	QAT	Qatar			WSM	Samoa	DEU	Germany	LTU	Lithuania	SUR	Suriname		
ETH	Ethiopia	SAU	Saudi Arabia			SLB	Solomon Is.	GIB	Gibraltar	MKD	Macedonia	TTO	Trinidad and Tobago		
GAB	Gabon	SOM	Somalia			LKA	Sri Lanka	GRC	Greece	MDA	Moldova	VIR	Virgin Islands		
GMB	Gambia, The	SDN	Sudan			TWN	Taiwan, Province of China	ISL	Iceland	MNG	Mongolia	BLZ	Belize		
GHA	Ghana	SYR	Syr Arb Rep			TLS	Timor-Leste	IRL	Ireland	MNE	Montenegro	CRI	Costa Rica		
GIN	Guinea	TUN	Tunisia			TKL	Tokelau	ISR	Israel	MTN	Montenegro	SLV	El Salvador		
GNB	Guinea-Bissau	ARE	Un Arb Emir			TON	Tonga	ITA	Italy	POL	Poland	HND	Honduras		
KEN	Kenya	WBG	West Bank			TUV	Tuvalu	LIE	Liechtenstein	ROM	Romania	NIC	Nicaragua		
LSO	Lesotho	YMN	Yemen			VUT	Vanuatu	LUX	Luxembourg	RUS	Russia	PAN	Panama		
LBR	Liberia	YEM	Yemen					MLT	Malta	SER	Serbia	MEX	Mexico		
MDG	Madagascar							MCO	Monaco	SRB	Serbia	ARG	Argentina		
MWI	Malawi							NLD	Netherlands	SVK	Slovak Republic	BOL	Bolivia		
MLI	Mali							ANT	Netherlands Antilles	SVN	Slovenia	BRA	Brazil		
MUS	Mauritius							NOR	Norway	TJK	Tajikistan	CHL	Chile		
MOZ	Mozambique							PRT	Portugal	TKM	Turkmenistan	COL	Colombia		
NAM	Namibia							SMR	San Marino	UKR	Ukraine	ECU	Ecuador		
NER	Niger							SXM	Sint Maarten	UZB	Uzbekistan	GTM	Guatemala		
NGA	Nigeria							ESP	Spain			PRY	Paraguay		
RWA	Rwanda							SWE	Sweden			PER	Peru		

AFRICA (sub-Saharan)		MIDDLE EAST AND NORTH AFRICA+ (MENA+)		EAST ASIA (ASEAN+)		ASIA (excluding East Asia)		EUROPE (excluding Transition Countries)		TRANSITION COUNTRIES		OTHER WESTERN HEMISPHERE		U.S. AND CANADA	
CC	Country	CC	Country	CC	Country	CC	Country	CC	Country	CC	Country	CC	Country	CC	Country
STP	Sao Tome and Principe							CHE	Switzerland			URY	Uruguay		
SEN	Senegal							TUR	Turkey			VEN	Venezuela		
SYC	Seychelles							GBR	United Kingdom						
SLE	Sierra Leone							N/A	Vatican						
ZAF	South Africa														
SSD	South Sudan														
SSN	South Sudan														
SWZ	Swaziland														
TZA	Tanzania														
TGO	Togo														
UGA	Uganda														
ZMB	Zambia														
ZWE	Zimbabwe														

Note: CC=Country Code

<sup>19</sup> Updated October 2015







# **DIVERSITY AND INCLUSION**

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