

INTERNATIONAL MONETARY FUND



**DIVERSITY**  
&  
**INCLUSION**

ANNUAL  
REPORT  
**FY2014**

## Diversity & Inclusion Statement

June 2012

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

**As an international organization, we are committed to having a staff that reflects the diversity of our membership.** A diverse staff allows us to effectively **draw on different perspectives to enhance the quality of the decision making**, deepen the relevance of our policy advice, and enhance our efficiency and effectiveness. Diversity thereby strengthens the legitimacy and relevance of the Fund in delivering services to our member countries. Accordingly, **we strive to attract, retain, and develop a pool of talent that is diverse along many dimensions, and to leverage the diverse knowledge and experiences of all our employees.**

To this end, our staff diversity benchmarks remain a key element of the diversity and inclusion strategy directed at increasing the numbers and seniority of staff from underrepresented groups (women and nationals from underrepresented regions).

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

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

## FOREWORD

As this 2014 Annual Report on Diversity and Inclusion notes, diversity is in the DNA of the Fund. We are an organization committed to the balanced representation of our members and to reflecting that balance in our staff.

For many years now, we have made good progress toward building a more diverse Fund, primarily by enhancing the national and gender composition of our workforce. We have done this while ensuring that staff is hired based on the highest standards of technical competence.

To reap the full benefits of these achievements, however, our efforts must be broader. We in the Fund are championing inclusion among our member countries. We can do no less within our own walls.

To that end, earlier this year we launched a leadership initiative that identifies inclusive work practices, such as open communication, as an integral aspect of the role of leaders at all levels of the organization.

Looking ahead, my management team and I envision an even more vibrant Fund—a "Fund of the future"—where fresh perspectives emerge from the sound of different voices, inspiring new and better solutions to the most pressing problems faced by our membership.

Fostering inclusion, therefore, is not something we need to do in addition to our operational work: it is how we must do our work to fulfill our mandate.

I invite the support of the Executive Board and our membership as we build a more inclusive Fund.

Christine Lagarde

## FY 2014 DIVERSITY AND INCLUSION ANNUAL REPORT<sup>1</sup>

October 23, 2014

### EXECUTIVE SUMMARY

- The report covers developments in the Fund’s diversity and inclusion (D&I) strategy in FY2014.** It also discusses longer term trends and supporting policies to guide the D&I strategy going forward, and reports on the work of the staff Diversity Working Group (DWG).
- The Fund experienced mixed progress on the benchmarks.** Three of the eleven quantitative benchmarks for underrepresented groups were met by end-FY 2014—for Middle East and North Africa (MENA+)<sup>2</sup> at the B-level, for women economists (B-level), and for Transition Countries (A9-B5)—while one was close to achievement (East Asia, A9-B5), but others remained under target.
- Appointments in FY 2014 were, overall, somewhat less diverse than in FY 2013.** The shares of women hired (both at the mid-professional grades and at the B-level) were down somewhat compared to recent years, and the share of underrepresented regional groups also declined slightly. The recruitment of women in the economist stream remains a particular challenge, although the Economist Program remains an important source of diversity for entry-level economists.
- Promotions helped B-Level gender diversity.** Promotions have played a significant role in B-level gender diversity in recent years and in FY 2014 this was again true; however, the promotion rate for staff from underrepresented regions was down. Separations and turnover of B-level staff in FY 2014 were, for the most part, similar to the preceding year, with marked variations among the individual regional groups.
- Diversity of Senior Managers improved.** There has been steady, albeit uneven, progress toward more diversity among the Fund’s senior managers. At the end of FY 2014, there were 4 women at the B5 level, close to the highest share in recent years, and gender parity had been reached among Senior Personnel Managers (SPMs). The share of department heads from underrepresented regions, reached 19 percent, while the share of division chiefs from underrepresented regions reached 16.8 percent – a record high for both since CY 2010. The share of regionally underrepresented staff among SPMs was little changed.

<sup>1</sup> Prepared by the Diversity Office and HRD: Nawaf Alhusseini, Ipsita Kathuria and Amparo Vazquez. The team gratefully acknowledges the work of James Corr and Sagal Samantar on the report.

<sup>2</sup> The updated Diversity Regions Table in the FY 2013 Diversity Annual Report (page 55) redefined the Middle East as “Middle East and North Africa+ (MENA+)” and Africa as “Sub-Saharan Africa”, to more accurately represent the country groupings, as defined by the Fund. MENA+ is composed of the regional countries as defined by the World Economic Outlook (WEO), as well as Afghanistan, Pakistan, and Somalia.

- **Diversity in the Fund is greater than it appears.** The Fund is more culturally diverse than appears at first glance from the standard diversity statistics. On the basis of staff's secondary nationalities, the share of underrepresented regions as a group in the A9-B5 grades would increase by about three percentage points and at the B-level by two percentage points. While retaining the use of staff's primary nationality for purposes of the benchmarks, the Diversity Office will continue to urge staff to report their secondary nationalities and will summarize the data in the annual report.
- **Educational diversity remained broadly the same.** The educational profile of Fund staff has not changed markedly in the past year, apart from the notable increase of Economist Program (EP) appointments with PhDs from universities outside of the US and Canada (60.7 percent) compared to FY 2013 (53.3 percent). Among staff with Ph.D.s, easily the largest share (61.5 percent) came from U.S. universities. However, more than three-quarters of Ph.D.s awarded to Fund staff in the United States were to nationals of other countries. Educational diversity was more pronounced at the Masters and Bachelors levels, and in the latter case, at end-FY 2014, India and China together accounted for almost as many B.A.s as two of the largest advanced countries - the UK and Canada - combined.
- **Inclusion as a critical part of the Diversity and Inclusion (D&I) Strategy.** Inclusion has increasingly become a key feature of the Fund's D&I strategy and an important complement to the quantitative benchmarks. Diversity and inclusion are among the indicators monitored at the departmental level within the Accountability Framework, as well as through the Diversity Scorecard, which is to be made available online to enable departments to more closely track their performance.
- **The 2013 Survey of Executive Directors was generally encouraging.** The response rate returned to normal levels, after a decline in 2012, and the overall Satisfaction Index, while lower than in 2012, was higher than in earlier years. There was very strong support for the goals of the strategy, with 94 percent of respondents agreeing or strongly agreeing with the overall goals. On the other hand, a third of responding Directors disagreed (albeit none "strongly") that "the Fund's Diversity Strategy is being implemented effectively."
- **2013 Staff Survey introduced the Inclusion Index.** The 2013 Staff Survey included a series of questions on inclusion that allowed, for the first time, the creation of an Inclusion Index. The index broadly suggests that most staff feel they are included and treated equitably, with a 58 percent favorable rating to 18 percent unfavorable across the Fund. Staff from Sub-Saharan Africa, MENA+, and the Caribbean report slightly lower favorable scores and higher unfavorable ones than staff from other regions. An Inclusion Action Plan has been developed based on concerns expressed by staff from these regions in a number of focus groups, and is under implementation.

- **D&I strengthened at the Departmental Level.** Departments across the Fund have increasingly taken diversity and inclusion “on board.” In many cases innovative measures have been introduced by individual departments to increase their staff’s awareness of department-specific efforts and to develop a more inclusive environment tailored to the department’s particular needs and mission. At the same time, the Diversity Office coordinates regular meetings with the departmental Diversity Reference Groups (DRGs) so that they share best practices. DRGs, in turn, support and encourage D&I within their own departments by acting as a sounding board or promoter for such initiatives as well as organizing their own independent program of work.
- **Outreach and learning events organized.** The panel discussion of Fund staff and external speakers in celebration of International Women’s Day, on the theme of the participation of women in the economy and the workplace challenges they face, was a success and attended by hundreds of staff as well as watched by others via webcast. Fund staff also benefitted from a conversation on the role of women in the global changing economy with the Managing Director and then-U.S. Secretary of State Hillary Clinton, which was widely attended both in person and via the live webcast.
- **Management charged a Diversity Working Group (DWG) with recommending new benchmarks and timeframes** for building representation of the membership in the Fund’s workforce. The working group reaffirmed the value of benchmarks to signal a high level of commitment to diversity.
- **The DWG has provided a set of recommendations, including benchmarks for 2020, and other measures to reach the benchmarks.** The recommended benchmarks have been approved by Management, including the annual recruitment regional and gender targets. The new benchmarks focus on areas where progress is most needed: A9-B5 staff from Sub-Saharan Africa, MENA+, and East Asia., as well as B-level women. In view of significant progress and a strong pipeline of staff, benchmarks for Transition Economies will be discontinued. Further recommendations focus on building an open and inclusive leadership, creating a competitive pipeline of high-performing underrepresented staff through several policy initiatives. These recommendations will be pursued by the Diversity Council, with the guidance of the new Diversity Advisor in consultation with departments.
- **The DWG emphasizes that efforts have to go significantly beyond achieving numbers, to fully benefit from diversity.** The business case for diversity and inclusion is strong. Diversity and inclusion helps bring multiple perspectives (such as professional, regional, cultural, ideological) to the decision-making process, enabling the Fund to better serve its membership. However, signals from a broad set of groups, including women and staff from underrepresented regions (URR), as well as other minorities, such as Lesbian, Gay, Bisexual and Transgender (LGBT) staff, staff from small countries, staff with diverse educational background, staff from younger generations, etc, indicate that the Fund could do more to create a work environment where all voices are consistently heard.

Prepared By

Diversity Office and HRD

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## INTRODUCTION

**1. Overview of the report.** This paper reports on developments in the Fund’s D&I strategy during FY 2014. Following this Introduction, Section II-A summarizes at a high level the evolution of diversity in the Fund so far and Section II-B reports on developments in staff demographics in FY 2014 other than those directly related to the diversity benchmarks, including data on dual nationalities and staff’s educational backgrounds. Section III focuses on issues related to fostering a more inclusive Fund in relation to the four goals of the D&I strategy. The findings and recommendations of the DWG established by Fund management to recommend new benchmarks and timeframes for building representation of the membership in the Fund’s workforce are noted in Section IV. III Conclusions and recommendations are summarized in Section V.

## THE EVOLUTION OF DIVERSITY IN THE FUND

### A. The Journey So Far: Twenty Years of Diversity in the Fund

**2. It could be said that diversity is in the “DNA” of the Fund.** Article XII, Section 4 (d) notes that “in appointing the staff the Managing Director shall, subject to the paramount importance of securing the highest standards of efficiency and of technical competence, pay due regard to the importance of recruiting personnel on as wide a geographical basis as possible.” This is reiterated in Rule N-1, while Rule N-2 prohibits discrimination “against any person because of sex, race, creed, or nationality.” Over the years, diversity has come to be conceived more broadly, to include characteristics such as educational background, age, sexual orientation and gender identity and expression. Most recently, inclusion has been seen as an essential underpinning to achieving diversity—meaning the fostering of a workplace that is hospitable and free from bias or harassment and in which different perspectives can be shared, and given a fair hearing.

**3. Active diversity efforts took off in the mid-1990s.** From the first report on the status of women in the Fund, to the issuance of a formal Statement on Diversity (subsequently revised to explicitly highlight inclusion), the adoption and monitoring of quantitative benchmarks for underrepresented groups of staff, the creation of the Diversity Council, and other policy/institutional adaptations, the Fund has progressively developed a comprehensive D&I strategy. A number of key developments along that road are highlighted in Annex XV, indicating that diversity and inclusion have become over time more deeply embedded in the day-to-day management of staff resources. Policies and processes have been instituted to recruit, develop and promote underrepresented staff to move towards the benchmarks, while maintaining the Fund’s highest standards for selection.

**4. Progress has generally been in the right direction, albeit with important exceptions.** For example, the original 2014 benchmarks for B-level women were met four years ahead of schedule, and in FY 2012 were increased by five percentage points with the aim of moving the Fund closer to the long-term goal of gender parity. As shown in Table A, some benchmarks—for MENA+ (at the B-level), for women economists (B-level), and for Transition Countries (A9-B5)—have been

achieved by the FY 2014 target date, or nearly so (East Asia, A9-B5), but in several other respects, progress against the benchmarks has been disappointing and much remains to be done, as discussed further below.

**Table A. Geographic and Gender Benchmark Indicators and Staff Representation 1/**  
(Grades A9-B5, in percent)  
Excludes the Offices of Executive Directors

A9-B5	Diversity Benchmarks for 2014					
		CY2009	CY2010	FY2012	FY2013	FY2014
<b>Regions (in percent of all A9-B5 Level) 2/</b>						
Africa (Sub-Saharan)	<b>8.0</b>	6.5	6.5	6.8	6.8	7.1
Asia		16.9	17.7	18.2	18.8	19.1
East Asia 2/	<b>12.0</b>	9.1	10.0	10.6	11.3	11.5
Europe		37.6	37.7	37.2	37	37.3
Of which: Transition Countries	<b>8.0</b>	7.4	7.9	8.1	8.3	8.5
Middle East and North Africa+ (MENA+)	<b>8.0</b>	4.2	4.3	4.2	4.5	4.6
Western Hemisphere		34.8	33.7	33.6	32.9	31.9
<b>B-Level</b>						
<b>Regions (in percent of all B Level) 2/</b>						
Africa (Sub-Saharan)	<b>6.0</b>	4.6	5.0	4.7	4.8	5.0
Asia		15.4	14.8	15.3	15.0	14.5
East Asia	<b>7.0</b>	4.9	5.0	5.3	5.7	5.0
Europe		41.5	44.5	43.4	42.9	43.7
Transition Countries	<b>4.0</b>	1.6	2.2	2.2	2.1	2.1
Middle East and North Africa+ (MENA+)	<b>5.0</b>	2.6	2.8	3.8	5.4	5.3
Western Hemisphere		35.9	32.5	32.8	31.8	31.8
<b>Women (in percent of all B Level) 3/</b>						
All B-Level	<b>25-30</b>	18.4	21.5	20.9	21.9	23.6
B-Level Economist	<b>20-25</b>	15.3	17.6	17.5	19.0	20.0
B-Level SCS	<b>40-45</b>	31.0	34.7	33.8	34.4	37.7
<b>Men (in percent of all B Level)</b>						
All B-Level		81.6	78.5	79.1	78.1	76.4
B-Level Economist		84.7	82.4	82.5	81.0	80.0
B-Level SCS		69.0	65.3	66.2	65.6	62.3

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

1/ The Enhanced Diversity Action Plan (2003) established indicators for gender and three regions (Sub-Saharan Africa, Middle East and North Africa (MENA+), and Transition Economies).

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

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

## B. Development in Staff Demographics

**5. Fund monitors other facets of staff demographics.**<sup>3</sup> In addition to the broad benchmarks, which set the overall framework for monitoring progress on diversity by gender and region, the Fund also monitors and reports on diversity across a number of aspects of staff demographics. This section briefly reviews progress in these areas in FY 2014.

**6. FY 2014 appointments were, overall, somewhat less diverse than in FY 2013.** The number of new hires in FY 2014 was up significantly Fund-wide from the preceding year. Therefore, while the number of women hired in the mid-level professional grades (A9-A15) rose—53 compared to 46—their share of total hires at this level fell to 36.8 percent (Table B) compared to 41.4 percent in FY 2013. Similarly, although the number of B-level women hired remained unchanged (two), this represented a smaller share of B-level hires (22.2 percent), and was below the recent historical average of 25.9 percent (Annex X). With regard to underrepresented regions as a whole, the picture was broadly similar. The number of new hires increased at both A9-A15 and at B1-B5, but their share was down slightly from FY 2013. The year-to-year difference varied markedly from one underrepresented region to another—not an unusual feature given the small numbers involved in each category, especially at the B-level—but in all cases, with the exception of Transition Countries, their shares were close to or above their 5-year average (Annex X).

**7. Challenges remain particularly with regard to women in the economist stream.** The share of women economists hired in FY 2014 in the A11-A15 grades fell to 30.5 percent (Annex IX) compared to 34.3 percent in FY 2013. No B-level women economists were hired. This is due in part to the smaller applicant pool of mid career women macro-economists as well as the small number of external recruits at the B level (9). On the other hand, two of the three Specialized Career Stream (SCS) recruits at the B-level were women.

**8. As regards underrepresented regions, more than half of new external hires at the B-level were from these regions,** including two-thirds among B-level economists. In the A9-B5 grades, these regions constituted 44.7 percent of new hires and the proportions were roughly similar between the economist and the specialized career streams.

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<sup>3</sup> Under the current framework, contractuales are not included in the diversity benchmarks but monitored separately.

**Table B. Staff Appointments, By Diversity Category 1/  
FY 2014 (In Percent of Total Appointed)**

Category	Grade	Appointments 2/	
		No.	Percent
Total	A1-B5	196	100.0
	A1-A8	43	21.9
	A9-A15	144	73.5
	B1-B5	9	4.6
Women	A1-B5	86	43.9
	A1-A8	31	72.1
	A9-A15	53	36.8
	B1-B5	2	22.2
Men	A1-B5	110	56.1
	A1-A8	12	27.9
	A9-A15	91	63.2
	B1-B5	7	77.8
Underrepresented Regions	A1-B5	81	41.3
	A1-A8	13	30.2
	A9-A15	63	43.8
	B1-B5	5	55.6
Africa (Sub-Saharan)	A1-B5	16	8.2
	A1-A8	1	2.3
	A9-A15	14	9.7
	B1-B5	1	11.1
East Asia	A1-B5	36	18.4
	A1-A8	6	14.0
	A9-A15	27	18.8
	B1-B5	3	33.3
Middle East and North Africa+	A1-B5	10	5.1
	A1-A8	1	2.3
	A9-A15	8	5.6
	B1-B5	1	11.1
Transition Countries	A1-B5	19	9.7
	A1-A8	5	11.6
	A9-A15	14	9.7
	B1-B5	0	0.0
Other Regions	A1-B5	115	58.7
	A1-A8	30	69.8
	A9-A15	81	56.3
	B1-B5	4	44.4

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

1/ Excludes OED, independent offices, and transfers from OED and IEO to the staff.

2/ Includes 29 EPs of the 2013 EP cohort.

**9. Diverse hiring within the Economist Program.** The Economist Program continued to support diversity of entry-level economists, although, as with women economists more broadly, the percentage of women recruited through this route was lower than in most recent years. Of the total of 28 new staff in the 2014 cohort of EPs<sup>4</sup>, 36 percent are women compared to close to or more than 50 percent in the three preceding years (Annex XII). The lower share of women hires, as compared to last year (53.3 percent), resulted from a drop in the share of women applicants to a third of the pool which was mainly due to the required areas of economic specialization. For underrepresented regions as a whole, the share is 57 percent, well above the proportion of these regions in the total staff, and the same as the average of the last few years. Reflecting increased attention to educational diversity in recruitment missions, more than half of the EP recruits this year are from universities outside the U.S. and Canada (Table C).

**Table C. Economist Program, Class Year 2014**  
Regional Diversity by Nationality and University

Region	Nationality		University	
	No.	Percent	No.	Percent
<b>Total Appointments</b>	<b>28</b>	<b>100</b>	<b>28</b>	<b>100</b>
Underrepresented Regions	16	57.1	2	7.1
Africa (Sub-Saharan)	3	10.7	0	0.0
East Asia	10	35.7	1	3.6
European Transition Countries	2	7.1	1	3.6
MENA+	1	3.6	0	0.0
Other Regions	12	42.9	26	92.9
Asia	2	7.1	1	3.6
Europe	7	25.0	14	50.0
<i>Of Which U.K.</i>	0	0.0	6	21.4
U.S and Canada	1	3.6	11	39.3

Source: HRD/TAO.

**10. Mid-Career hiring<sup>5</sup> plays an important role in the Fund's diversity strategy.** Of 153 staff appointed in the A9-B5 grades, 123<sup>6</sup> were recruited as mid-career hires (Table D and Table E). In many cases, such appointments to the staff are made from contractual positions. Close to half (48.8 percent) of mid-career appointments represented staff previously hired as contractuels (Table E), a slight increase on the share in FY 2013. Underrepresented regions constituted 36.7 percent of former contractuels, up from 32.1 percent in FY 2013, and 41.7 percent of this group were women, again an increase on the previous year (39.3 percent). In FY 2014, the regional diversity of all mid-career appointments in the professional grades varied markedly (Table D), with a significant increase in the recruitment of Sub-Sahara African staff—9.8 percent of mid-careers in FY 2014 compared to 5.9 percent in FY 2013— whereas the proportion of staff from East Asia decreased from 18.5 percent the previous year to 15.4 percent. The share of MENA+ staff was down slightly, and that of Transitional Countries rose a little. With regard to gender, just under a third of mid-career appointments were women (Table D), a sizeable drop in terms of share relative to the preceding year (40 percent). The applicant pool of mid-career women is generally smaller than that for men and is largely drawn from central banks and ministries. However, refocusing the B level diversity hiring program<sup>7</sup> to identify

<sup>4</sup> Each EP cohort joins in September of the stated year. This EP cohort joined in September 2014.

<sup>5</sup> Mid-career hires include Non-EP staff hired at grades A9-B5, across all career streams.

<sup>6</sup> Excludes one mid-career hire that had earlier been recruited as an EP.

<sup>7</sup> This program was initiated in FY 2011; eleven staff have been hired through this program from underrepresented countries.

women from underrepresented regions, especially from Sub-Saharan Africa and MENA+, and higher selection of qualified diverse candidates from the mid-career panel could also help increase the share of recruitment of staff from the underrepresented groups.

Region	Total Appointments 2/				Previous Contractuals 3/ 4/			
	Women	Men	Total		Women	Men	Total	
	No.	No.	No.	Percent	No.	No.	No.	Percent
<b>Underrepresented Regions</b>	<b>19</b>	<b>28</b>	<b>47</b>	<b>38.2</b>	<b>11</b>	<b>11</b>	<b>22</b>	<b>36.7</b>
Africa (Sub-Saharan)	8	4	12	9.8	5	0	5	8.3
East Asia	4	15	19	15.4	2	6	8	13.3
MENA+	4	3	7	5.7	2	1	3	5.0
Transition Countries	3	6	9	7.3	2	4	6	10.0
<b>Other Regions</b>	<b>21</b>	<b>55</b>	<b>76</b>	<b>61.8</b>	<b>14</b>	<b>24</b>	<b>38</b>	<b>63.3</b>
Asia (Other)	2	5	7	5.7	1	4	5	8.3
Europe (Other)	10	29	39	31.7	7	11	18	30.0
Other Western Hem	3	9	12	9.8	3	4	7	11.7
US/Canada	6	12	18	14.6	3	5	8	13.3
<b>Total</b>	<b>40</b>	<b>83</b>	<b>123</b>	<b>100.0</b>	<b>25</b>	<b>35</b>	<b>60</b>	<b>100.0</b>

Source: PeopleSoft, Report: EMP\_INFO.

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

2/ In percent of staff appointments.

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

4/ In percent of staff appointments of contractuales.

	Total		Econ		SCS	
	No.	Percent	No.	Percent	No.	Percent
	Fund staff appointments: Previous Contractuals	60	48.8	34	45.9	26
Underrepresented Regions	22	36.7	10	29.4	12	46.2
Other Regions	38	63.3	24	70.6	14	53.8
Women	25	41.7	9	26.5	16	61.5
Men	35	58.3	25	73.5	10	38.5

Source: PeopleSoft, Report: EMP\_INFO.

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

2/ Captures the percent of mid-career staff appointments resulting from staff appointments from previous contractuales.

**11. Promotions rates were higher for women but lower for staff from underrepresented regions.** In FY 2014, there were only 17 promotions from A15 to B1, equivalent to a Fund-wide rate of 7 percent (Table F). Of these, seven were women, one of whom one was from an underrepresented region – the only staff to be promoted to B1 from an underrepresented region. Women were promoted at a markedly higher rate than men from A15 to B1 in FY 2014 and at a slightly higher rate from A14 to A15. The promotion rate for staff from underrepresented regions in this group was 2.2 percent, compared to 8.1 percent for staff from other regions. By contrast, in FY 2013 the promotion rate for all staff from underrepresented regions at A15 was 16 percent, much higher than for other staff. For A14 to A15 promotions in FY 2014, the rate for regionally underrepresented staff was also lower than for staff from other regions, but the difference—3.9 percent versus 6.3 percent—was not as marked. Table G presents promotion and pipeline data from a different perspective, comparing rates of promotion in FY 2014 against the 2014 benchmark level. The story it tells is consistent with that in Table F, showing, in particular, that for this past year (in contrast to FY 2013) , promotions to B1 for staff from underrepresented regions were well below the 2014 benchmark level, whereas promotions for women were noticeably above.

**Table F. Promotion Rates, A14 to A15 and A15 to B1 1/ 2/**  
FY 2014

Region	Stock - April 30, 2013		Promotions in FY 2014			
	A14	A15	A14 to A15		A15 to B1	
	No.	No.	No.	Rate (Percent)	No.	Rate (Percent)
Fund Total	611	244	34	5.6	17	7.0
Africa (Sub-Saharan)	43	14	1	2.3	0	0.0
East Asia	60	10	2	3.3	0	0.0
Middle East and North Africa + European Transition Countries	22	7	0	0.0	0	0.0
	55	15	4	7.3	1	6.7
Underrepresented Regions	180	46	7	3.9	1	2.2
Other regions	431	198	27	6.3	16	8.1
Women	171	65	12	7.0	7	10.8
Men	440	179	22	5.0	10	5.6

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

1/ Excludes OED and Independent offices  
2/ Promotion rate is the number of promotions as a percentage of stock of staff in preceding grade in previous year.

**12. Promotion rates for staff from the individual regions show larger variations.** Promotion rate for staff from European transition countries was much higher than for other underrepresented regions, both at A15 and B1 level (Table F) and the pipeline also seems robust. There were no promotions at these grades from MENA+ and the pipeline appears thin. Though a strong pipeline is a necessary requirement for higher promotion rates, it is not sufficient. Staff from underrepresented regions constituted 29.5 percent of all A14 staff, as of the end of FY 2013, and 20.6 percent of FY

2014 promotions to A15. Similarly, they constituted 18.9 percent of the total A15 staff, as of the end of FY 2013, but there was only one (5.9 percent) FY 2014 promotion to B1 from this group. Therefore, in addition to strengthening the pipeline, more focus is needed to review preparedness of the staff in the pipeline and the selection process.

	2014 B-Level Benchmark	Stock - April 30, 2014						Promotions to B1	
		A14		A15		B1		No.	Percent
		No.	Percent	No.	Percent	No.	Percent		
<b>Regions</b>									
Underrepresented Regions	22	188	30.9	48	19.0	16	27.6	1	5.9
Other Regions		420	69.1	204	81.0	42	72.4	16	94.1
<b>Gender</b>									
Women	25-30	168	27.6	68	27.0	21	36.2	7	41.2
Men		440	72.4	184	73.0	37	63.8	10	58.8
<b>Total</b>		<b>608</b>	<b>100.0</b>	<b>252</b>	<b>100.0</b>	<b>58</b>	<b>100.0</b>	<b>17</b>	<b>100.0</b>

Sources: PeopleSoft HRMS; Report ID: EMP\_INFO and Report ID: PROM\_03.

1/ Excludes OED and independent offices.

**13. Separations and turnover of staff in FY 2014 were, for the most part, similar to FY 2013.** While turnover across the Fund as a whole was down a little in the past year, the turnover rate—4.9 percent—was identical for women and men (Table H). There was some variation by grade grouping, with the turnover rate for women in the mid-professional grades (A9-A15)—5.2 percent—up somewhat compared to FY 2013 (3.7 percent) and higher than that for men, but sharply lower at the B-level, both relative to FY 2013 and to the separation rate for B-level men in FY 2014. Across staff from underrepresented regions, the turnover rate was virtually the same as that for staff as a whole but there were notable differences among specific regions or grade groupings. In particular, turnover of B-level staff from East Asia and Transition countries was high, as it had been in FY 2013, reflecting in part, at least for the former group, that a number of staff from East Asia were hired on short-term appointment at the B-level. For Transition Countries, the year-to-year outcome may simply reflect the short-term variation that can occur with small sets. There were no separations of B-level Sub-Saharan African staff in the past year.



**Table H. Staff Turnover by Diversity Category 1/  
FY 2014**

Category	Grade	Stock		Separations		Turnover	
		April 30, 2013		in FY 2014 2/			
		No.	Percent	No.	Percent		
Total	A1-B5	2516	100.0	124		4.9	
	A1-A8	456	18.1	25		5.5	
	A9-A15	1728	68.7	82		4.7	
	B1-B5	332	13.2	17		5.1	
Women	A1-B5	1118	44.4	55		4.9	
	A1-A8	390	85.5	19		4.9	
	A9-A15	656	38.0	34		5.2	
	B1-B5	72	21.7	2		2.8	
Men	A1-B5	1398	55.6	69		4.9	
	A1-A8	66	14.5	6		9.1	
	A9-A15	1072	62.0	48		4.5	
	B1-B5	260	78.3	15		5.8	
Underrepresented Regions	A1-B5	789	31.4	40		5.1	
	A1-A8	151	33.1	9		6.0	
	A9-A15	578	33.4	26		4.5	
	B1-B5	60	18.1	5		8.3	
Africa (Sub-Saharan)	A1-B5	195	7.8	6		3.1	
	A1-A8	54	11.8	2		3.7	
	A9-A15	125	7.2	4		3.2	
	B1-B5	16	4.8	0		0.0	
East Asia	A1-B5	297	11.8	21		7.1	
	A1-A8	65	14.3	4		6.2	
	A9-A15	213	12.3	14		6.6	
	B1-B5	19	5.7	3		15.8	
Middle East and North Africa +	A1-B5	107	4.3	5		4.7	
	A1-A8	14	3.1	2		14.3	
	A9-A15	75	4.3	2		2.7	
	B1-B5	18	5.4	1		5.6	
Transition Countries	A1-B5	190	7.6	8		4.2	
	A1-A8	18	3.9	1		5.6	
	A9-A15	165	9.5	6		3.6	
	B1-B5	7	2.1	1		14.3	
Other Regions	A1-B5	1727	68.6	84		4.9	
	A1-A8	305	66.9	16		5.2	
	A9-A15	1150	66.6	56		4.9	
	B1-B5	272	81.9	12		4.4	

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

1/ Excludes OED and independent offices.

2/ Includes retired staff

**14. Senior managers are critical to a successful D&I strategy.** The diversity profile of senior managers that have direct people management responsibilities is itself an important area to monitor (Table I). While this group—comprising department directors, Senior Personnel Managers (SPMs) and division chiefs—is not the focus of a specific benchmark, its composition can be expected to become more diverse with progress toward the prevailing B-level benchmarks. As with other groups where the set of staff is limited, a small change in the absolute numbers can bring about a marked shift in percentage terms and thus significant year-to-year variations. As shown in Table I, there has been steady, albeit uneven, progress toward more diversity among the Fund’s senior managers. At the end of FY 2014, there were 4 women at the B5 level, representing the highest percentage in recent years, and gender parity had been reached among SPMs. The share of women at the Division Chief level (23.7 percent) was nearing the 2014 benchmark for B-level women. For underrepresented regions, an increase of two department heads translated into a doubling in percentage terms to 19 percent, the highest level to date. The share of this group among SPMs was little changed, while among division chiefs regionally underrepresented staff rose to 16.8 percent, a new high.

**Table I. The Fund’s Senior Management Profile 1/ 2/**  
CY2010-FY 2014

	Total		Women		Men		Underrepresented Regions		Other Regions	
	No.	No.	Percent	No.	Percent	No.	Percent	No.	Percent	
<b>Department Heads and Directors</b>										
FY2014	21	4	19.0	17	81.0	4	19.0	17	81.0	
FY2013	21	3	14.3	18	85.7	2	9.5	19	90.5	
FY2012	20	3	15.0	17	85.0	2	10.0	18	90.0	
CY2010	21	4	19.0	17	81.0	3	14.3	18	85.7	
<b>Senior Personnel Managers 3/</b>										
FY2014	20	10	50.0	10	50.0	3	15.0	17	85.0	
FY2013	19	9	47.4	10	52.6	3	15.8	16	84.2	
FY2012	19	7	36.8	12	63.2	2	10.5	17	89.5	
CY2010	20	5	25.0	15	75.0	2	10.0	18	90.0	
<b>Division Chiefs 3/</b>										
FY2014	131	31	23.7	100	76.3	22	16.8	109	83.2	
FY2013	130	29	22.3	101	77.7	19	14.6	111	85.4	
FY2012	128	24	18.8	104	81.3	16	12.5	112	87.5	
CY2010	122	22	18.0	100	82.0	18	14.8	104	85.2	

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

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

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

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

**15. The Fund is more diverse than indicated by primary nationality statistics.** As noted in last year's Annual Report on Diversity and Inclusion, standard diversity statistics used for assessing changes in staff demographics relative to the diversity benchmarks do not fully capture certain aspects of the multicultural nature of Fund staff. Around 330 staff (12.8 percent of staff), for example, report having dual nationalities (Table J and Table K), however, only primary nationality is considered in the diversity benchmarks. Also, staff at all levels bring a variety of educational training to the work of the Fund. In light of the Executive Directors' continuing interest in these features of diversity, the following paragraphs update information on these two topics provided in last year's report.

**Table J. Dual Nationality Status of Fund Staff and Contractuals, By Region 1/**  
As of April 30, 2014

Region of Second Nationality	Staff			Contractuals	
	A1-A8	A9-A15	B1-B5	Professional	Support
	No.	No.	No.	No.	No.
<b>Underrepresented Regions</b>	<b>31</b>	<b>71</b>	<b>8</b>	<b>8</b>	<b>9</b>
Africa (Sub-Saharan)	10	19	1	5	5
East Asia	5	11	0	0	0
MENA+	11	27	6	2	1
Transition Countries	5	14	1	1	3
<b>Other Regions</b>	<b>40</b>	<b>156</b>	<b>25</b>	<b>27</b>	<b>19</b>
Asia (Other)	1	8	3	1	0
Europe (Other)	20	91	12	17	12
Other Western Hemisphere	18	40	8	5	5
US and Canada	1	17	2	4	2
<b>Total</b>	<b>71</b>	<b>227</b>	<b>33</b>	<b>35</b>	<b>28</b>

Source: PeopleSoft HRMS. Data as of April 30, 2014. (Self-reported)

1/ Excludes OED and independent offices.

**16. Including secondary nationalities would result in a slightly improved diversity profile.** If staff with secondary nationalities from underrepresented regions whose primary nationality is from a non-underrepresented region were to be counted in the diversity benchmarks, the effect would be an increase to the A9-B5 share of underrepresented regions by about three percentage points—from 31.7 to 34.8 percent.<sup>8</sup> Within the B-level, their share would increase by two percentage points, from 17.0 percent to 19.0 percent. In some instances, the result would have pushed an individual region over the 2014 benchmark (East Asia A9-B5) or very close to it (Sub-Saharan Africa A9-B5), and, in a couple of cases further over the benchmark (Transition Countries A9-B5, and MENA+ B-level). Updated information on dual nationalities as of the end of FY 2014 is presented in Tables J and K.

<sup>8</sup> As of December 31, 2013.

**17. Pros and cons of counting multiple nationalities.** The substitution of a staff member's secondary nationality for their current primary nationality does support the perception that the Fund is in reality more diverse than is captured in the "standard" statistics. However, the secondary nationality statistics are self-reported and thus, in the absence of a mandatory enforcement provision or verification process, their comprehensiveness and quality cannot be assured, despite ongoing efforts to encourage staff to be as accurate and up-to-date as possible in reporting this data. On balance, the Fund will continue to rely on staff's primary nationality for the purpose of assessing progress in relation to the diversity benchmarks, while continuing to report on secondary nationalities in this report so as to give a more complete picture of the multicultural backgrounds of staff.

**Table K. Matrix of Staff Dual Nationality 1/**  
As of April 30, 2014

Primary Nationality	Secondary Nationality										Total
	Underrepresented Regions					Other Regions					
	Africa (Sub-Saharan)	East Asia	MENA+	Transition Countries	U-Rep Total	Asia (Other)	Europe (Other)	Other Western Hem	US and Canada	Other regions total	
<b>Underrepresented Regions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>15</b>	<b>0</b>	<b>7</b>	<b>8</b>	<b>10</b>	<b>25</b>	<b>40</b>
Africa (Sub-Saharan)	3	0	0	2	5	0	3	5	1	9	14
East Asia	0	3	0	0	3	0	0	1	2	3	6
MENA+	0	0	3	0	3	0	2	1	5	8	11
Transition Countries	0	0	0	4	4	0	2	1	2	5	9
<b>Other Regions</b>	<b>27</b>	<b>13</b>	<b>41</b>	<b>14</b>	<b>95</b>	<b>12</b>	<b>116</b>	<b>58</b>	<b>10</b>	<b>196</b>	<b>291</b>
Asia (Other)	0	0	0	0	0	2	0	5	0	7	7
Europe (Other)	9	1	15	1	26	4	77	18	5	104	130
Other Western Hemisphere	0	0	1	0	1	0	9	6	3	18	19
US and Canada	18	12	25	13	68	6	30	29	2	67	135
<b>Total</b>	<b>30</b>	<b>16</b>	<b>44</b>	<b>20</b>	<b>110</b>	<b>12</b>	<b>123</b>	<b>66</b>	<b>20</b>	<b>221</b>	<b>331</b>

Source: PeopleSoft HRMS Report EMP\_INFO

1/ Excludes OED and independent offices.

**18. The educational background of Fund staff offers a proxy—albeit rough—for diversity of thought.**<sup>9</sup> Staff trained in different countries are likely, other things being equal, to bring differing perspectives and problem-solving strategies to the table in their analytical and operational work.<sup>10</sup> As may be expected, the educational profile of Fund staff has not changed markedly in the past year, although reflecting efforts by HRD and the Diversity Office to encourage staff to update and maintain the self-reported data, this year’s information is somewhat more comprehensive.

**19. Doctorates held by Fund staff were granted by educational institutions in 38 countries** (Table L). Easily the largest share—61 percent—came from U.S. universities, with just under a further 20 percent of Ph.D.s obtained from institutions in the four largest European countries (United Kingdom, Germany, France, and Italy). Reflecting the strong “drawing power” of U.S. institutions internationally, more than three-quarters of Ph.D.s awarded to Fund staff by institutions in the United States were to nationals of other countries. A total of 823 staff (compared to 777 in 2013) report having obtained Ph.D.s, almost all of them in economics or one of its sub-disciplines.

**Table L. Educational Diversity in the Fund:  
Doctorate Degrees 1/  
As of April 30, 2014**

<b>Region</b>	<b>No. of degrees earned</b>	<b>Percent of Total Degrees</b>
United States	506	61.5
United Kingdom	82	10.0
France	31	3.8
Italy	24	2.9
Germany	22	2.7
Other Europe 2/	74	9.0
Transitioning Countries	29	3.5
East Asia	13	1.6
Other Western Hemisphere	6	0.7
Sub-Saharan Africa	6	0.7
Other Asia	4	0.5
MENA+	2	0.2
<b>Total Doctorate degrees</b>	<b>823</b>	<b>100.0</b>

Source: PeopleSoft, Report: DIV\_EDU

1/ Excludes OED and independent offices

2/ Excluding UK, France, Italy, and Germany  
(present in the top 5, above)

<sup>9</sup> The advantages of multiple perspectives in addressing complex problems are now generally well acknowledged and have been discussed in previous years’ Annual Reports on diversity and inclusion as well as by Executive Directors on numerous other occasions.

<sup>10</sup> This does not rule out the fact that a variety of methodologies and schools of thought may be found within any single country.

**20. The distributional pattern of Masters Degrees is similar to last year.** There has been a marked increase in the number of M.A.s since last year's report due, in part, to better data collection efforts—2651 in FY 2014 versus 2077 in FY 2013 (Table M). The share represented by U.S. institutions falls to just under half, and Masters from the three largest Western European countries (the UK, France, and Germany) account for 20 percent. Canada was the largest single other country, providing 3.4 percent of the M.A.s awarded to Fund staff, and Transition Countries as a group comprised another 5 percent.

**Table M. Educational Diversity in the Fund:  
Masters Degrees 1/  
As of April 30, 2014**

<b>Region</b>	<b>No. of degrees earned</b>	<b>Percent of Total Degrees</b>
United States	1278	48.2
United Kingdom	296	11.2
France	166	6.3
Canada	91	3.4
Germany	66	2.5
Other Europe 2/	248	9.4
Transitioning Countries	134	5.1
Latin America & Caribbean	96	3.6
Other Asia	90	3.4
East Asia	83	3.1
Sub-Saharan Africa	52	2.0
MENA+	33	1.2
<b>Total Master's degrees</b>	<b>2651</b>	<b>100.0</b>

Source: PeopleSoft, Report: DIV\_EDU

1/ Excludes OED and independent offices

2/ Excluding UK, France, and Germany (present in the top 5, above)

**21. Unsurprisingly, Bachelor Degrees are more diverse.** This diversity is apparent both in terms of the range of subjects studied and of countries of origin, than for degrees at the more advanced levels. Reported Bachelor degrees have also increased—from 2182 in FY 2013 to 2572 as of April 2014 (Table N). They came from universities in 126 member countries, and the U.S. share was a little over 40 percent. Of particular note is the fact that the two largest listed emerging economies—India and China—together accounted for almost as many B.A.s as two of the largest advanced countries listed here—the United Kingdom and Canada.

**Table N. Educational Diversity in the Fund:  
Bachelor Degrees 1/  
As of April 30, 2014**

<b>Region</b>	<b>No. of degrees earned</b>	<b>Percent of Total Degrees</b>
United States	1059	41.2
United Kingdom	146	5.7
India	110	4.3
China	109	4.2
Canada	90	3.5
Other Europe 2/	304	11.8
Latin America & Caribbean	232	9.0
East Asia 3/	167	6.5
Sub-Saharan Africa	106	4.1
Transitioning Countries	106	4.1
MENA+	74	2.9
Other Asia 4/	44	1.7
<b>Total Bachelor degrees</b>	<b>2572</b>	<b>100.0</b>

Source: PeopleSoft, Report: DIV\_EDU

1/ Excludes OED and independent offices

2/ Excluding UK (present in the top 5, above)

3/ Excluding China (present in the top 5, above)

4/ Excluding India (present in the top 5, above)

**22. Interest in the educational diversity of the staff stems from the desire to promote “diversity of thought,”** an issue that has received increased attention in recent years in many organizations and fields of study, including the economics profession. Within the Fund, openness to different perspectives can be encouraged by increasing the range of academic institutions to which the Fund sends recruitment missions as well as the development of new tools to reach potential recruits, and these efforts are being pursued. While the Fund is increasing its outreach to universities (Annex XIV) and has started using social media and other tools to reach out to potential candidates, there is a need to better understand labor markets in different countries (in terms of, for example, age structures, educational qualifications, years of experience and the like) so as to more effectively recruit underrepresented groups. Moreover, as discussed in the section on inclusion, it is not sufficient simply to bring diverse staff on board—they must also be given the fullest opportunities to integrate fully and participate and progress within the institution, beginning with proper onboarding and mentoring, particularly for mid-career hires. Hence the importance of the various measures to make inclusion a central aspect of the Fund’s diversity strategy. One may also note in this context the steadily expanding steps the Fund has taken in the past decade and more to be a more transparent institution and to reach out to as wide as practicable a group of observers,

interested parties, and even critics. These initiatives can also be considered part of the effort to bring diversity of thought to bear on the Fund's policy and operational work.

## FOSTERING AN INCLUSIVE FUND

**23. Inclusion today is a key feature of the diversity strategy of major institutions and corporations.** In line with this trend, the concept has also taken on more prominence within the Fund in recent years. This reflects the realization that diversity is not simply a matter of numbers. A productive organization needs to ensure that a diverse workforce has the opportunities and support across the working environment that encourage them to participate actively and appreciatively in the overall mission and undertakings of the organization. As noted in last year's D&I report: "Diversity is the mix. Inclusion is getting the mix to work well together."<sup>11</sup> Therefore, managing diversity through more open and informed leadership, appropriate policies and practices is critical to fostering inclusion in the Fund. The Fund has a unique opportunity through the current leadership development framework initiative to create a climate that is inclusive and diverse. The DWG Report also strongly emphasizes that diversity and inclusion go hand-in-hand and that strengthened active inclusion policies will be as important as the achievement of the revised quantitative benchmarks.

**24. Inclusion has therefore become an explicit focus of the Fund's diversity efforts.** The Fund has adapted its policies accordingly with the objective of making the D&I strategy more effective in its day-to-day operations. In 2012, the Diversity Council revised the four goals of the overall Diversity Strategy, placing particular emphasis on the inclusive aspects of the strategy. The enhanced attention to inclusion as central to the broad D&I strategy was also reflected in a revised Diversity and Inclusion Statement issued by Fund Management in June 2012 (refer to the box on page 2). The Diversity Scorecard regularly tracks each of the goals below on a quarterly basis; in addition, the Accountability Framework bi-annually tracks Goals 1 and reports on Goal 4 which is derived from the 2013 staff survey:

- Goal 1: Increase the share of staff from underrepresented groups
- Goal 2: Ensure equitable access to opportunity
- Goal 3: Attend to the diversity concerns of the Fund's membership
- Goal 4: Foster an inclusive environment

These and related aspects of fostering a more inclusive Fund are discussed in the following paragraphs.

<sup>11</sup> Andres Tapia, "The Inclusion Paradox," IMF Diversity Conference Keynote Presentation, February 2013. More colorfully, as Verna Myers, a leading D&I consultant has put it: "[Diversity is being invited to the party; inclusion is being asked to dance.](#)"



**25. The Accountability Framework (AF).** The AF features a number of budgetary and people indicators, including the diversity and inclusion indicators<sup>12</sup> that provide an important mechanism to monitor departments' commitment to the institution's D&I strategy. Each department's performance in relation to certain quantitative benchmarks where targets are clearly established is monitored using "traffic lights" to highlight areas of particular progress or concern (see Annex XVII for FY 2104 outcomes). The inclusion index is currently not monitored through traffic lights as it is a recently introduced indicator. Discussions are underway to determine suitable measures to further monitor inclusion. These results along with the department's inclusion activities are discussed semiannually by management with each department head using the most recent staff survey inclusion index results as the basis for the discussion

**26. The Diversity Scorecard.** Now called the Dynamic Diversity Scorecard (DDS), as it is now online and automated, the DDS offers a more detailed and more frequent look at showing departmental and Fund progress on the diversity goals. The DDS Goal 1 results are show in Table O. The Scorecard also allows departments to track items such as diversity selections in relation to vacancies, composition of selection panels, training and mentoring, and other data relevant to achievement of Goal 2 of the D&I strategy (ensuring equal opportunity). A snapshot of the DDS as of the end of FY 2014 is provided in Annex XVIII.

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<sup>12</sup> The Accountability Framework D&I indicators include progress against the benchmarks and the inclusion index from the staff survey.

**Table O. Diversity Scorecard – Goal 1 Results 1/**  
FY 2014

Dept.	Stock										Flow 2/ 3/					Total Total Score					
	A9-B5 (Sub-Saharan Africa, East Asia, MENA, Transition Countries)					B1-B5 (Sub-Saharan Africa, East Asia, MENA, Transition Countries)					B1-B5 Women						A9-B5 External Women Hires				
	Total # of Staff	Under-represented Regions (U/R) Staff	Share of U/R Staff (in percent)	Benchmark (in percent)	Score	Total # of Staff	Total # U/R Staff	Share of U/R Staff (in percent)	Benchmark (in percent)	Score	Total # of Staff	Total # Women	Share of Women (in percent)	Benchmark (in percent)	Score		Total # of Hires	Total # Women	Share of Women (in percent)	Benchmark (in percent)	Score
<b>Area Departments</b>																					
AFR	192	62	32.3	36.0	0.90	32	6	18.8	22.0	0.85	32	7	21.9	22.5	0.97	16	2	12.5	50.0	0.25	0.74
APD	106	35	33.0	36.0	0.92	22	2	9.1	22.0	0.41	22	4	18.2	22.5	0.81	4	1	25.0	50.0	0.50	0.66
EUR	189	65	34.4	36.0	0.96	35	4	11.4	22.0	0.52	35	8	22.9	22.5	1.02	0	0	n/a	50.0	n/a	0.83
IMCD	124	50	40.3	36.0	1.12	24	8	33.3	22.0	1.52	24	6	25.0	22.5	1.11	2	1	50.0	50.0	1.00	1.19
WHD	121	27	22.3	36.0	0.62	20	2	10.0	22.0	0.45	20	4	20.0	22.5	0.89	9	2	22.2	50.0	0.44	0.60
<b>Functional Departments</b>																					
COM	76	16	21.1	36.0	0.58	13	1	7.7	22.0	0.35	13	6	46.2	42.5	1.09	4	2	50.0	50.0	1.00	0.76
FAD	143	36	25.2	36.0	0.70	19	2	10.5	22.0	0.48	19	3	15.8	22.5	0.70	16	4	25.0	50.0	0.50	0.59
FIN	95	29	30.5	36.0	0.85	11	1	9.1	22.0	0.41	11	2	18.2	22.5	0.81	10	6	60.0	50.0	1.20	0.82
ICD	83	22	26.5	36.0	0.74	16	2	12.5	22.0	0.57	16	5	31.3	22.5	1.39	5	3	60.0	50.0	1.20	0.97
LEG	62	14	22.6	36.0	0.63	8	2	25.0	22.0	1.14	8	3	37.5	42.5	0.88	4	2	50.0	50.0	1.00	0.91
MCM	200	43	21.5	36.0	0.60	30	3	10.0	22.0	0.45	30	6	20.0	22.5	0.89	16	4	25.0	50.0	0.50	0.61
RES	94	29	30.9	36.0	0.86	16	0	0.0	22.0	0.00	16	1	6.3	22.5	0.28	2	0	0.0	50.0	0.00	0.28
SPR	146	43	29.5	36.0	0.82	25	4	16.0	22.0	0.73	25	4	16.0	22.5	0.71	8	2	25.0	50.0	0.50	0.69
STA	115	34	29.6	36.0	0.82	15	2	13.3	22.0	0.61	15	4	26.7	22.5	1.19	4	0	0.0	50.0	0.00	0.65
<b>Support Departments</b>																					
HRD	53	11	20.8	36.0	0.58	9	2	22.2	22.0	1.01	9	5	55.6	42.5	1.31	2	1	50.0	50.0	1.00	0.97
OMD	44	8	18.2	36.0	0.51	15	2	13.3	22.0	0.61	15	4	26.7	22.5	1.19	3	2	66.7	50.0	1.33	0.91
SEC	37	10	27.0	36.0	0.75	9	2	22.2	22.0	1.01	9	1	11.1	42.5	0.26	3	2	66.7	50.0	1.33	0.84
TGS	239	79	33.1	36.0	0.92	19	7	36.8	22.0	1.67	19	6	31.6	22.5	1.40	15	5	33.3	50.0	0.67	1.17
<b>Fund All</b>	<b>2119</b>	<b>613</b>	<b>28.9</b>	<b>36.0</b>	<b>0.80</b>	<b>338</b>	<b>52</b>	<b>15.4</b>	<b>22.0</b>	<b>0.70</b>	<b>338</b>	<b>79</b>	<b>23.4</b>	<b>25.0</b>	<b>0.93</b>	<b>152</b>	<b>54</b>	<b>35.5</b>	<b>50.0</b>	<b>0.71</b>	<b>0.79</b>

Source: PeopleSoft (HRD)

1/ OMD includes DMD, INV, OB, OIA; APD includes OAP; EUR includes EUO; and ICD includes CEF, JVI, and STI.  
 2/ Data include staff hired between May 1, 2013 and April 30, 2014. Data include contractual appointments to staff.  
 3/ Departmental data exclude Economist Program hires. Fund All data include Economist Program hires.

**27. The 2013 Survey of Executive Directors, an important part of the Diversity Scorecard, showed a number of encouraging indications** (Box 1 and Annex XIX). The survey is in principle undertaken annually as a feature of Goal 3. At over 80 percent, the response rate returned to normal levels, after a steep decline in 2012, and the overall Satisfaction Index, while lower than in 2012, was higher than in earlier years. Given the low response rate in 2012, comparisons to that year should be viewed with caution. In 2013, there was very strong support for the goals of the of the Fund’s Diversity Strategy, with 94 percent of respondents agreeing or strongly agreeing with the overall goals, and more than two-thirds agreed with the statement “the four diversity goals sufficiently address my diversity concerns.” On the other hand, a third of responding Directors disagreed (albeit none “strongly”) that “the Fund’s Diversity Strategy is being implemented effectively.” Taken together with some relatively low scores on Question 4-6, which relate to the respective roles of Directors, management and departments, this suggests stronger focus on implementation of the goals.

**Box 1. ED Survey Response Rate and Overall Satisfaction Index 1/ 2/ 3/**

*The response rate is back to normal levels at around 80 percent after a steep decline in 2013; The satisfaction Index in FY 2014 is lower than that of 2013 but higher than previous years. Given the low response rate in FY 2013 , trending with FY 2013 should be viewed cautiously.*

Year 1/	CY 2009 – CY 2010Q3 2/	CY 2010Q4 – FY 2012 2/	FY 2013 3/	<b>FY 2014</b>
Number of Respondents	20	19	8	<b>20</b>
Percent Respondents (out of 24 EDs)	83	79	33	<b>83</b>
Overall Satisfaction Index	43	43	71	<b>54</b>

1/ The Diversity Scorecard reporting period was changed from calendar year to fiscal year after CY2010 Q4.

2/ These surveys were composed of different questions from the current survey, rolled out in FY 2013.

3/ FY2013 satisfaction index score was previously noted as “60%” in previous Scorecards.

**28. Outcome of 2013 Staff Survey.** In order to monitor inclusion (Goal 4) and to assist with the identification of policy initiatives, the 2013 Staff Survey contained a series of questions on the extent to which employees felt included in the Fund.<sup>13</sup> The seven survey items were:

- Treating employees with respect and dignity as individuals.
- Listening to your ideas, problems and complaints.
- Applying policies and procedures fairly to all staff.
- Creating an environment of openness and trust.
- Overall, I am satisfied with the Fund's efforts to support and build an inclusive workplace.
- 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.
- My immediate supervisor works effectively with people who are different (such as gender, racial/ethnic background, nationality, sexual orientation, etc.)

**Table P. 2013 Staff Survey Inclusion Index Results, In Percent 1/ 2/**

Region	Percent of Respondents		
	Favorable	Neutral	Unfavorable
<b>Total IMF</b>	<b>58</b>	<b>24</b>	<b>18</b>
Underrepresented Regions (Total)	58	24	18
Africa (Sub-Saharan)	54	24	22
East Asia	60	25	15
European Transition Countries	58	26	16
Middle East and North Africa	55	21	24
Other Regions	58	24	18
Asia (Other)	58	23	20
Europe (Other)	58	24	18
Other Western Hem - Caribbean	51	28	22
Other Western Hem - Latin America	60	24	17
U.S and Canada	57	24	18
Female	58	24	18
Male	57	25	19

Source: March 2013 Staff Survey, Inclusion Index

1/ Includes responses to questions 7, 10, 12, 15, 46, 67, 68 of the March 2013 staff survey

2/ Due to rounding, the sum of the percentages may vary between 99 and 101 percent.

**29. While a majority staff felt that they were included and treated equitably, a large number of Fund staff does not feel included.** Combining the simple average of the responses produced an “Inclusion Index”—see Table O above—which indicated that 58 percent gave the Fund a favorable rating on inclusion to 18 percent unfavorable.<sup>14</sup> However, while the results did not differ markedly by demographic grouping, whether by region or by gender, staff from Sub-Saharan Africa,

<sup>13</sup> See Buff Statement 13/56. As 2013 was the first year that the Inclusion Index was included in the Staff Survey, there is no comparison data and interpretation of the survey results must necessarily be tentative; nevertheless, this index will provide a gauge over time as to the impact of steps to strengthen inclusion.

<sup>14</sup> Staff in support and governance departments generally experience the Fund as more inclusive than those in other departments.

MENA+, and the Caribbean tended to report slightly lower favorable scores and higher unfavorable ones than staff from other regions.<sup>15</sup>

**30. The Diversity Office has been working to address these concerns. Focus group discussions were held with staff from the three regions** noted above and based on their feedback an Inclusion Action Plan was developed and approved by the Diversity Council. This includes, amongst other actions, launching an executive mentoring program for staff from Sub-Saharan Africa, the Caribbean, and MENA+, a Salary and Career Progression Equity Study, and introducing cross-cultural competence assessment and training.<sup>16</sup>

**31. Departments are broadly committed to diversity—outcomes vary.** Progress toward a more inclusive institution can also be seen the way that departments across the Fund have taken diversity and inclusion “on board.” In many cases innovative measures have been introduced by individual departments to increase their staff’s awareness of the department-specific efforts and to develop a more inclusive environment tailored to the department’s particular needs and mission. Annex XX presents a selection of recent measures reported by departments in the areas of transparency, equal access to opportunity, accountability, mentoring and support, inclusion, and other D&I supporting activities.

**32. The Diversity Reference Groups (DRGs) continue to be active at the departmental level.** The DRGs, whose Chairs meet monthly to exchange best practices, support and encourage diversity and inclusion within their own departments, for example as a sounding board or promoter for initiatives. In many cases, they also organize their own independent program of work. Some examples of DRG activities in FY 2014 are reported in Annex XXI.

**33. Outreach and learning.** Two major events were held concerning women and leadership. In addition to its regular policy development and information sharing activities, the Diversity Office, in collaboration with several departments, sponsored a major panel discussion of Fund and external speakers in celebration of International Women’s Day (IWD) in March 2014.<sup>17</sup> The theme of the discussion, which was chaired by the Managing Director, and attended by hundreds of staff in person as well as watched by others via webcast, was the participation of women in the economy and the workplace challenges they face. The panelists included: Aminatta Forna, writer; Claire Shipman, Reporter, *Good Morning America*, and author; Simon Johnson, Professor, MIT; IMF Deputy Managing Directors Nemat Shafik and Min Zhu; and Kalpana Kochhar, Deputy Director, IMF Strategy

<sup>15</sup> On average, scores for Sub-Saharan Africa, Caribbean, and MENA+ groups were 3-4 percentage points lower than the Fund-wide Inclusion Index score, and their unfavorable ratings averaged 4.6 percentage points higher than those from other regions.

<sup>16</sup> Progress against the action plan is available on the [Diversity Website](#) and in Annex XXII.

<sup>17</sup> For further information, please visit the [Fund intranet article](#) on the event (available only for current Fund staff).

and Policy Review Department.<sup>18</sup> Additionally, the Fund held an event with Ms. Hillary Rodham Clinton (then U.S. Secretary of State), with the Managing Director as moderator, to discuss the role of women in economic growth and Secretary Clinton’s own experience in breaking down gender barriers. The events were both very well-attended and positively received by staff.

**34. Other dimensions of diversity.** Though the Fund’s benchmarks relate to gender and regional diversity of staff, it also monitors diversity of contractual staff, educational background, and secondary nationality. Comparator organizations are tracking other aspects of diversity; age, disability, religion, ethnicity, sexual orientation. It will become increasingly important for the Fund to more actively acknowledge and monitor other dimensions of diversity, as noted in the diversity and inclusion statement, in order to design inclusive policies and training. Some initiatives in these areas are:

- IMF GLOBE<sup>19</sup> LGBT Workplace Climate Survey planned for FY2015. Following the first survey, conducted in FY2013, Management recommended that the survey be conducted every two years to compliment the larger staff survey and serve as one form of measuring progress in addressing the concerns of LGBT staff and tracking inclusion efforts. The IMF-GLOBE staff also created an “It Gets Better Video”. The video helped illustrate some aspects of the Fund’s culture as an inclusive workplace for those who identify as LGBT, but it also highlighted the challenges that remain to make it a place where each staff member feels equally respected and valued.
- To address concerns raised by management on how best to motivate and retain Gen Y, the Diversity Office is partnering with an external consultant to explore relevant best practices.

## LOOKING AHEAD: THE DIVERSITY BENCHMARKS

**35. New Benchmarks for 2020.** In November 2013, management constituted the Diversity Working Group (DWG). The DWG was tasked with recommending new diversity benchmarks, taking into account that several of the FY 2014 benchmarks would not likely be met, and a timeframe that would take into consideration experience of comparators, projections of new B-level vacancies expected to arise, experience with retention of high performing staff, and the existing internal pipeline of high performing staff at A9-B5 levels. Its Terms of Reference are attached at Annex XVI. The DWG itself was diverse and its composition assisted in a wide-ranging review of diversity issues in the Fund.<sup>20</sup> It conducted deep analysis through eight sub-groups and the report’s final

<sup>18</sup> In association with the IWD panel discussion, the Fund also presented two screenings of the acclaimed documentary “Girl Rising” that tells the story of girls’ efforts in nine countries to secure an education. For further information, see the [Girl Rising website](#).

<sup>19</sup> Organization of gay, lesbian, bisexual, and transgender Fund staff.

<sup>20</sup> The membership of the DWG included: David Andrews (FIN) and Anne-Marie Gulde-Wolf (AFR) as co-chairs, Xavier Debrun (FAD), Mohammed El Qorchi (MCD), Manal Fouad (ICD), Jeannie Khaw (FIN), Sujatha Korappath (MCM), Irina Kouropatkina (ICD), Charles Kramer (WHD), Archana Kumar (COM), Kedibone Letlaka-Rennert (TGS), Armida San Jose (STA), Vahram Stepanyan (EUR), Yan Sun-Wang (SPR), Charalambos Tsangarides (RES), Ricardo Velloso (AFR), Etienne

(continued)

recommendations were based on the sub-groups findings. The DWG's key findings and recommendations are summarized below and the proposed new benchmarks are contained in Box 2.

**36. The DWG found that progress against the 2014 benchmarks has been uneven.** A9-B5 representation of East Asia and the Transition Economies has risen broadly as expected, but recruitment from MENA+ and Africa has not been strong enough, while separation rates for both regions have been close to its average rate before the downsizing. The benchmark for Africa will be missed by one percentage point while MENA+ will be missed by a large margin and is likely to be only just above half of the benchmark level of 8 percent. Despite increased external recruitment of underrepresented B-level staff, especially from East Asia, most of the B-level regional benchmarks were missed, reflecting the limited pipeline of staff at A15. Though, numerically the pipeline of staff from underrepresented regions for B-level positions was close to the levels assumed in deriving the 2008 benchmarks, in percentage terms, this fell short due to an increase in total number of B-level positions over the medium term. In contrast, the share of women economists in the B-level reached the lower end of the 20-25 percent range as a result of a sharp increase in the promotion rate starting 2009, although the benchmark for SCS B-level women was not met.

**37. The DWG recommended that benchmarks for 2020 should be focused on where progress is most needed.** The proposed benchmarks are guided by the financial quota shares and the Fund's engagement in the regions. The DWG proposed discontinuing the transition economy benchmarks, given significant progress in both hiring and building a pipeline. This will allow the Fund to focus where more efforts are needed to reach the benchmarks and strengthen the pipeline. The A9-B5 benchmarks for Africa and MENA+ should remain at 8 percent (above quota shares after the 14<sup>th</sup> review of quotas) reflecting high levels of Fund engagement with both regions, and be supported by (new) benchmarks on recruitment. The benchmark for East Asia should also increase but, to be feasible, this would still fall short of the region's quota share. At the B-level, the scope for raising regional diversity is hampered by the limited pipelines at A14/A15; continued recruitment of diverse staff will be needed and, especially for MENA+ and Africa, should continue to be supported under the B-level diversity initiative. The benchmarks for women at the B-level should be retained, targeting the top of the ranges set 2011 (Box 2).

**38. The DWG also provided other recommendations to strengthen efforts to reach the benchmarks.** Strengthening the leadership cadre to create an open and inclusive environment has been emphasized in their report. Other recommendations include further efforts to build a competitive pipeline of high-performing underrepresented staff through focused hiring and subsequent career support, including opportunities for professional development through challenging assignments, training, mentoring and mobility. A more centralized "corporate" approach to mid-career hiring—modeled on the EP program—has also been suggested. Similarly, a stronger role for the review committee in B-level selections should be considered as well as the establishment, through talent reviews, of a list of staff ready for promotion to A15. Towards this

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Yehoue (AFR). Ex-Officio members were: Nawaf Alhuseini, (HRD, Acting Diversity Advisor), Elizabeth Ebeka (LEG, SAC representative), and Brian Anderson (STA, IMF Globe representative).

objective, talent reviews for A14 Economists and A13 (SCS) staff have been launched with eight volunteering departments; based on the evaluation of this pilot, this may be rolled out to other departments in the FY 2016. These and other efforts will be needed to attain the proposed benchmarks in an environment of low turnover and flat growth.

**39. The renewed pledge to diversity benchmarks should go hand in hand with a visible commitment and enhanced efforts to make the Fund an inclusive workplace.** The challenge is to make *all* staff—including staff from underrepresented groups and staff of different backgrounds, religions, cultures, disabilities, gender, gender identity and expressions, sexual orientations, and generations—feel respected and valued by providing them with a working environment that helps them to succeed. As such, the inclusion agenda (see Section III) is a key part of the necessary follow-up to the staff survey, with its call for a new approach to leadership geared to creating a more open environment with improved people management that allows for greater delegation, increased collaboration and teamwork, and attention to career development for all staff.

**40. Fund management and the Diversity Council have accepted the benchmark recommendations of the DWG outlined in Box 2.** They have emphasized that sustained efforts will be pursued to achieve the new benchmarks by the re-established target date of FY 2020. Other recommendations of the DWG regarding supportive policies and initiatives to address other aspects of diversity and strengthen inclusion will be reviewed by the Diversity Council, with the guidance of the new Diversity Advisor, in consultation with departments and reported in future D&I Annual Reports.

<b>Box 2. DWG Report: New Recommended Benchmarks</b>		
<b>A9-B5</b>	<b>2014</b>	<b>2020</b>
	<b>Share of A9-B5 Staff</b>	
<b>Regions</b>		
Africa	8.0	8.0
East Asia	12.0	15.0
Transition Economies	8.0	----
MENA+	8.0	8.0
	<b>Share of A9-B5 Recruitment</b>	
<b>Category</b>		
Africa	----	10.0
MENA+	----	10.0
Women (A9-B5)	50.0	50.0
<b>B-Level</b>	<b>2014</b>	<b>2020</b>
	<b>Share of B-Level Staff</b>	
<b>Regions</b>		
Africa	6.0	7.0
East Asia	7.0	8.0
Transition Economies	4.0	----
MENA+	5.0	6.0
<b>Women</b>		
All B-Level	25-30	30.0
B-Level Economists	20-25	25.0
B-Level SCS	40-45	45.0



## CONCLUSIONS AND RECOMMENDATIONS

**41. The Fund continued to develop and deepen its diversity and inclusion strategy in the past year.** A number of the quantitative benchmarks for underrepresented groups had been met by end-FY 2014 or were close to achievement, but others remained short of target. Management appointed a new Diversity Working Group (DWG) tasked with developing new benchmarks to be introduced in CY 2015, using an analysis of the shortfall against the 2014 benchmarks as a background.

**42. Fund management and the Diversity Council have accepted the recommendations of the DWG outlined in Box 2.** Sustained efforts will be pursued to achieve the new benchmarks by the re-established target date of FY 2020. While the new benchmarks exclude targets for representation from Transition Economies, it is suggested that their representation be monitored separately to ensure progress. Transitioning arrangements will be made to address the impact of this exclusion on HR processes. Other recommendations of the DWG will inform the work of the Diversity Office in the period ahead. They will be taken up by the new Diversity Advisor in consultation with departments and reported in future D&I Annual Reports.

**43. External hiring has played a key role in meeting some of the benchmarks.** However, current recruitment trends for some regions (Annex IX and Annex X) are lower than their share of staff, and these shares are below the target levels. The B-level diversity program should continue but shift focus to hiring more women from underrepresented regions, especially Sub-Saharan Africa and MENA+. HRD is broadening the advertising approach to use social media more actively and to leverage women professional groups and affiliations. Also in the area of recruitment, staff will seek to better understand labor markets in different countries (demographics, educational profiles, relative work experiences, etc.) to be able to more effectively recruit from underrepresented regions.

**44. Promotion rates of staff from underrepresented regions have declined** compared to FY 2013, though the internal pipeline for promotion to managerial grade has shown little change. More corporate oversight, mentoring support and effort is needed to strengthen the pipeline and monitor promotions for underrepresented groups to managerial levels. Towards this, HRD monitors the diversity composition of the final shortlisted and selected candidates for managerial positions, and informs Management. Moreover, departments should encourage recently-hired underrepresented staff to participate in departmental mentoring programs.

**45. The educational background of Fund recruits has been broadened and will continue to be a focus.** Data on staff's education will be reported annually. While retaining the use of staff's primary nationality for purposes of the benchmarks, the Diversity Office will continue to urge staff to provide information on their secondary nationality and this will be reported annually.

**46. Monitoring of the progress towards the four diversity and inclusion goals has been strengthened.** Management already reviews the departmental achievement against the diversity benchmarks reported semi-annually through the Accountability Framework. Progress against each of

the four goals will be reported through the new automated Dynamic Diversity Scorecard available online to each department.

**47. Focus on 'Inclusion' will remain vital in the period ahead.** Toward this goal, Management has set the tone for a more inclusive environment, including through greater focus on leadership development and will continue to champion inclusion as a key goal. The Diversity Office will continue to work with Management, the Diversity Council, departments and HRD to strengthen the business case and focus on inclusion. It will implement the Inclusion Action Plan in response to concerns raised by staff in the 2013 Staff Survey as well as the recommendations of the DWG on inclusion.

**48. The leadership development framework initiative can play a major role in creating a more open and inclusive work culture in the Fund.** The new leadership roles and competencies rolled out in FY 2014, seek to build stronger leadership teams and promote an open, transparent and inclusive environment where staff from diverse background and orientations, and with disability are supported and can contribute their views more easily.

**Annex I. Staff Nationality By Region, Gender, Career Stream and Grade Grouping 1/  
As of April 30, 2014**

Region	Economists								Specialized Career Streams								Total Staff											
	A9-A15		B1-B5		A9-B5		Total		A1-A8		A9-A15		B1-B5		A9-B5		Total		A1-A8		A9-A15		B1-B5		A9-B5		Total	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Africa	82	7.3	12	4.4	94	6.7	94	6.7	53	11.6	52	8.0	5	7.2	57	7.9	110	9.3	53	11.6	134	7.5	17	5.0	151	7.1	204	7.9
Asia	216	19.1	38	14.1	254	18.2	254	18.2	98	21.4	142	21.7	10	14.5	152	21.0	250	21.2	98	21.4	358	20.1	48	14.2	406	19.1	504	19.5
Australia & New Zealand	21	1.9	7	2.6	28	2.0	28	2.0	3	0.7	9	1.4	1	1.4	10	1.4	13	1.1	3	0.7	30	1.7	8	2.4	38	1.8	41	1.6
India	35	3.1	14	5.2	49	3.5	49	3.5	20	4.4	48	7.3	4	5.8	52	7.2	72	6.1	20	4.4	83	4.7	18	5.3	101	4.8	121	4.7
East Asia	150	13.3	12	4.4	162	11.6	162	11.6	65	14.2	77	11.8	5	7.2	82	11.3	147	12.4	65	14.2	227	12.7	17	5.0	244	11.5	309	12.0
Japan	40	3.5	7	2.6	47	3.4	47	3.4	2	0.4	9	1.4	0	0.0	9	1.2	11	0.9	2	0.4	49	2.7	7	2.1	56	2.6	58	2.2
Other Asia	10	0.9	5	1.9	15	1.1	15	1.1	10	2.2	8	1.2	0	0.0	8	1.1	18	1.5	10	2.2	18	1.0	5	1.5	23	1.1	33	1.3
Europe	488	43.3	126	46.7	614	43.9	614	43.9	72	15.7	156	23.9	22	31.9	178	24.6	250	21.2	72	15.7	644	36.1	148	43.7	792	37.3	864	33.5
U.K.	38	3.4	26	9.6	64	4.6	64	4.6	23	5.0	28	4.3	11	15.9	39	5.4	62	5.2	23	5.0	66	3.7	37	10.9	103	4.9	126	4.9
European Transition Countries	130	11.5	7	2.6	137	9.8	137	9.8	21	4.6	43	6.6	0	0.0	43	5.9	64	5.4	21	4.6	173	9.7	7	2.1	180	8.5	201	7.8
Other Europe	320	28.4	93	34.4	413	29.5	413	29.5	28	6.1	85	13.0	11	15.9	96	13.3	124	10.5	28	6.1	405	22.7	104	30.7	509	24.0	537	20.8
Middle East	50	4.4	15	5.6	65	4.6	65	4.6	13	2.8	29	4.4	3	4.3	32	4.4	45	3.8	13	2.8	79	4.4	18	5.3	97	4.6	110	4.3
Saudi-Arabia	4	0.4	1	0.4	5	0.4	5	0.4	0	0.0	0	0.0	2	2.9	2	0.3	2	0.2	0	0.0	4	0.2	3	0.9	7	0.3	7	0.3
Other Arab countries	31	2.7	11	4.1	42	3.0	42	3.0	9	2.0	25	3.8	1	1.4	26	3.6	35	3.0	9	2.0	56	3.1	12	3.5	68	3.2	77	3.0
Other Middle East	15	1.3	3	1.1	18	1.3	18	1.3	4	0.9	4	0.6	0	0.0	4	0.6	8	0.7	4	0.9	19	1.1	3	0.9	22	1.0	26	1.0
USA & Canada	143	12.7	58	21.5	201	14.4	201	14.4	142	31.0	209	32.0	25	36.2	234	32.4	376	31.8	142	31.0	352	19.8	83	24.5	435	20.5	577	22.4
USA	107	9.5	48	17.8	155	11.1	155	11.1	138	30.1	191	29.2	22	31.9	213	29.5	351	29.7	138	30.1	298	16.7	70	20.6	368	17.4	506	19.6
Canada	36	3.2	10	3.7	46	3.3	46	3.3	4	0.9	18	2.8	3	4.3	21	2.9	25	2.1	4	0.9	54	3.0	13	3.8	67	3.2	71	2.8
Other Western Hemisphere	149	13.2	21	7.8	170	12.2	170	12.2	80	17.5	66	10.1	4	5.8	70	9.7	150	12.7	80	17.5	215	12.1	25	7.4	240	11.3	320	12.4
<b>Total</b>	<b>1,128</b>	<b>100.0</b>	<b>270</b>	<b>100.0</b>	<b>1,398</b>	<b>100.0</b>	<b>1,398</b>	<b>100.0</b>	<b>458</b>	<b>100.0</b>	<b>654</b>	<b>100.0</b>	<b>69</b>	<b>100.0</b>	<b>723</b>	<b>100.0</b>	<b>1,181</b>	<b>100.0</b>	<b>458</b>	<b>100.0</b>	<b>1,782</b>	<b>100.0</b>	<b>339</b>	<b>100.0</b>	<b>2,121</b>	<b>100.0</b>	<b>2,579</b>	<b>100.0</b>
Women	336	29.8	54	20.0	390	27.9	390	27.9	388	84.7	349	53.4	26	37.7	375	51.9	763	64.6	388	84.7	685	38.4	80	23.6	765	36.1	1,153	44.7
Men	792	70.2	216	80.0	1,008	72.1	1,008	72.1	70	15.3	305	46.6	43	62.3	348	48.1	418	35.4	70	15.3	1,097	61.6	259	76.4	1,356	63.9	1,426	55.3

Source: PeopleSoft HRMS, Report ID: DAR\_007

1/ Excludes OED and IEO

**Annex II. Nationality of Contractual Employees By Region, Gender, Career Stream and Grade Grouping 1/ 2/**  
As of April 30, 2014

Region	Economists						Specialized Career Streams						Total					
	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
Africa	11	8.9	n.a	n.a	11	8.9	10	4.3	19	5.7	29	5.1	21	5.9	19	5.7	40	5.8
Asia	25	20.3	n.a	n.a	25	20.3	26	11.2	62	18.5	88	15.5	51	14.3	62	18.5	113	16.4
Australia & New Zealand	7	5.7	n.a	n.a	7	5.7	2	0.9	3	0.9	5	0.9	9	2.5	3	0.9	12	1.7
India	0	0.0	n.a	n.a	0	0.0	9	3.9	9	2.7	18	3.2	9	2.5	9	2.7	18	2.6
East Asia	18	14.6	n.a	n.a	18	14.6	14	6.0	48	14.3	62	10.9	32	9.0	48	14.3	80	11.6
Japan	6	4.9	n.a	n.a	6	4.9	2	0.9	4	1.2	6	1.1	8	2.2	4	1.2	12	1.7
Other Asia	0	0.0	n.a	n.a	0	0.0	1	0.4	2	0.6	3	0.5	1	0.3	2	0.6	3	0.4
Europe	57	46.3	n.a	n.a	57	46.3	64	27.5	33	9.9	97	17.1	121	34.0	33	9.9	154	22.3
U.K.	9	7.3	n.a	n.a	9	7.3	9	3.9	4	1.2	13	2.3	18	5.1	4	1.2	22	3.2
European Transition Countries	7	5.7	n.a	n.a	7	5.7	26	11.2	15	4.5	41	7.2	33	9.3	15	4.5	48	6.9
Other Europe	41	33.3	n.a	n.a	41	33.3	29	12.4	14	4.2	43	7.6	70	19.7	14	4.2	84	12.2
Middle East	7	5.7	n.a	n.a	7	5.7	10	4.3	15	4.5	25	4.4	17	4.8	15	4.5	32	4.6
Saudi-Arabia	4	3.3	n.a	n.a	4	3.3	0	0.0	1	0.3	1	0.2	4	1.1	1	0.3	5	0.7
Other Arab countries	3	2.4	n.a	n.a	3	2.4	8	3.4	11	3.3	19	3.3	11	3.1	11	3.3	22	3.2
Other Middle East	0	0.0	n.a	n.a	0	0.0	2	0.9	3	0.9	5	0.9	2	0.6	3	0.9	5	0.7
USA & Canada	10	8.1	n.a	n.a	10	8.1	99	42.5	169	50.4	268	47.2	109	30.6	169	50.4	278	40.2
USA	7	5.7	n.a	n.a	7	5.7	88	37.8	162	48.4	250	44.0	95	26.7	162	48.4	257	37.2
Canada	3	2.4	n.a	n.a	3	2.4	11	4.7	7	2.1	18	3.2	14	3.9	7	2.1	21	3.0
Other Western Hemisphere	13	10.6	n.a	n.a	13	10.6	24	10.3	37	11.0	61	10.7	37	10.4	37	11.0	74	10.7
<b>Total</b>	<b>123</b>	<b>100.0</b>	<b>n.a</b>	<b>n.a</b>	<b>123</b>	<b>100.0</b>	<b>233</b>	<b>100.0</b>	<b>335</b>	<b>100.0</b>	<b>568</b>	<b>100.0</b>	<b>356</b>	<b>100.0</b>	<b>335</b>	<b>100.0</b>	<b>691</b>	<b>100.0</b>
Women	27	22.0	n.a	n.a	27	22.0	95	40.8	205	61.2	300	52.8	122	34.3	205	61.2	327	47.3
Men	96	78.0	n.a	n.a	96	78.0	138	59.2	130	38.8	268	47.2	234	65.7	130	38.8	364	52.7

Source: PeopleSoft HRMS, Report ID: DAR\_007

1/ Excludes OED and IEO.

2/ Does not include Fund Technical Assistance Officers

**Annex III. Nationality Distribution List: Staff and Contractual Employees 1/**  
As of April 30, 2014

Country	Staff						Contractual				Total	
	A01-A08		A09-A15		B01-B05		Professional		Support			
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Angola	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Benin	2	0.4	4	0.2	1	0.3	1	0.2	0	0.0	8	0.2
Botswana	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Burkina Faso	2	0.4	6	0.3	0	0.0	1	0.2	0	0.0	9	0.3
Burundi	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Cameroon	1	0.2	8	0.4	0	0.0	1	0.2	3	0.9	13	0.4
Cape Verde	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cen Afr Rep	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Chad	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Comoros	1	0.2	0	0.0	0	0.0	0	0.0	0	0.0	1	0.0
Congo, D. R.	2	0.4	6	0.3	0	0.0	0	0.0	0	0.0	8	0.2
Congo, Rep.	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
CoteD'Ivoire	4	0.9	1	0.1	0	0.0	1	0.2	1	0.3	7	0.2
Equa 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	3	0.7	3	0.2	1	0.3	0	0.0	0	0.0	7	0.2
Gabon	0	0.0	0	0.0	0	0.0	1	0.2	1	0.3	2	0.1
Gambia, The	0	0.0	1	0.1	1	0.3	0	0.0	1	0.3	3	0.1
Ghana	11	2.4	9	0.5	1	0.3	1	0.2	2	0.6	24	0.7
Guinea	1	0.2	1	0.1	0	0.0	2	0.5	0	0.0	4	0.1
Guinea-Bissa	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Kenya	3	0.7	9	0.5	3	0.9	0	0.0	4	1.2	19	0.6
Lesotho	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Liberia	1	0.2	1	0.1	2	0.6	0	0.0	0	0.0	4	0.1
Madagascar	2	0.4	1	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Malawi	0	0.0	3	0.2	0	0.0	1	0.2	3	0.9	7	0.2
Mali	1	0.2	1	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Mauritius	5	1.1	4	0.2	2	0.6	1	0.2	1	0.3	13	0.4
Mozambique	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Namibia	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Niger	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Nigeria	3	0.7	9	0.5	0	0.0	2	0.5	1	0.3	15	0.4
Rwanda	0	0.0	3	0.2	0	0.0	1	0.2	0	0.0	4	0.1
Sao Tome	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Senegal	1	0.2	9	0.5	0	0.0	2	0.5	0	0.0	12	0.4
Seychelles	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sierra Leone	4	0.9	5	0.3	0	0.0	0	0.0	0	0.0	9	0.3
So Africa	0	0.0	19	1.1	3	0.9	4	1.0	0	0.0	26	0.8
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	1	0.2	1	0.1	0	0.0	1	0.2	0	0.0	3	0.1
Togo	2	0.4	3	0.2	0	0.0	0	0.0	0	0.0	5	0.1
Uganda	1	0.2	8	0.4	1	0.3	0	0.0	0	0.0	10	0.3
Zambia	0	0.0	4	0.2	1	0.3	0	0.0	0	0.0	5	0.1
Zimbabwe	1	0.2	6	0.3	0	0.0	2	0.5	4	1.2	13	0.4
<b>Africa (Sub-Saharan)</b>	<b>52</b>	<b>11.4</b>	<b>133</b>	<b>7.5</b>	<b>16</b>	<b>4.7</b>	<b>22</b>	<b>5.4</b>	<b>21</b>	<b>6.1</b>	<b>244</b>	<b>7.3</b>

Source: PeopleSoft HRMS, Report ID: NAT\_001

1/ Excludes OED and IEO.

**Annex III. Nationality Distribution List: Staff and Contractual Employees 1/ (continued)**

As of April 30, 2014

Country	Staff						Contractual				Total	
	A01-A08		A09-A15		B01-B05		Professional		Support			
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Australia	2	0.4	16	0.9	4	1.2	8	2.0	3	0.9	33	1.0
Bangladesh	2	0.4	9	0.5	1	0.3	0	0.0	0	0.0	12	0.4
Bhutan	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Brunei	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cambodia	0	0.0	3	0.2	0	0.0	0	0.0	1	0.3	4	0.1
China	9	2.0	82	4.6	5	1.5	14	3.4	22	6.4	132	4.0
Fiji	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
HongKong SAR	0	0.0	2	0.1	0	0.0	0	0.0	1	0.3	3	0.1
India	20	4.4	83	4.7	18	5.3	11	2.7	9	2.6	141	4.2
Indonesia	2	0.4	5	0.3	0	0.0	1	0.2	1	0.3	9	0.3
Japan	2	0.4	49	2.7	7	2.1	8	2.0	4	1.2	70	2.1
Kiribati	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Korea, Republic Of	4	0.9	25	1.4	1	0.3	4	1.0	5	1.4	39	1.2
Lao Peo Dm R	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Macau SAR	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malaysia	0	0.0	15	0.8	1	0.3	1	0.2	0	0.0	17	0.5
Maldives	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	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	1	0.2	0	0.0	0	0.0	1	0.2	1	0.3	3	0.1
Myanmar	2	0.4	1	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Nepal	2	0.4	2	0.1	2	0.6	0	0.0	1	0.3	7	0.2
New Zealand	1	0.2	14	0.8	4	1.2	2	0.5	0	0.0	21	0.6
Palau	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Papua New Guinea	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Philippines	43	9.4	18	1.0	1	0.3	2	0.5	7	2.0	71	2.1
Samoa	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Singapore	0	0.0	7	0.4	2	0.6	3	0.7	5	1.4	17	0.5
Solomon Is	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sri Lanka	5	1.1	7	0.4	2	0.6	0	0.0	0	0.0	14	0.4
Thailand	2	0.4	15	0.8	0	0.0	3	0.7	1	0.3	21	0.6
Timor-Leste	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Tonga	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Tuvalu	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Vanuatu	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Vietnam	1	0.2	5	0.3	0	0.0	1	0.2	2	0.6	9	0.3
<b>Asia</b>	<b>98</b>	<b>21.4</b>	<b>358</b>	<b>20.1</b>	<b>48</b>	<b>14.2</b>	<b>59</b>	<b>14.4</b>	<b>63</b>	<b>18.3</b>	<b>626</b>	<b>18.8</b>
Brunei	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cambodia	0	0.0	3	0.2	0	0.0	0	0.0	1	0.3	4	0.1
China	9	2.0	82	4.6	5	1.5	14	3.4	22	6.4	132	4.0
HongKong SAR	0	0.0	2	0.1	0	0.0	0	0.0	1	0.3	3	0.1
Indonesia	2	0.4	5	0.3	0	0.0	1	0.2	1	0.3	9	0.3
Japan	2	0.4	49	2.7	7	2.1	8	2.0	4	1.2	70	2.1
Korea, Republic Of	4	0.9	25	1.4	1	0.3	4	1.0	5	1.4	39	1.2
Lao Peo Dm R	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Macau SAR	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malaysia	0	0.0	15	0.8	1	0.3	1	0.2	0	0.0	17	0.5
Myanmar	2	0.4	1	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Philippines	43	9.4	18	1.0	1	0.3	2	0.5	7	2.0	71	2.1
Singapore	0	0.0	7	0.4	2	0.6	3	0.7	5	1.4	17	0.5
Thailand	2	0.4	15	0.8	0	0.0	3	0.7	1	0.3	21	0.6
Vietnam	1	0.2	5	0.3	0	0.0	1	0.2	2	0.6	9	0.3
<b>East Asia (ASEAN +3)</b>	<b>65</b>	<b>14.2</b>	<b>227</b>	<b>12.7</b>	<b>17</b>	<b>5.0</b>	<b>37</b>	<b>9.0</b>	<b>49</b>	<b>14.2</b>	<b>395</b>	<b>11.8</b>

Source: PeopleSoft HRMS, Report ID: NAT\_001

1/ Excludes OED and IEO.

**Annex III. Nationality Distribution List: Staff and Contractual Employees 1/ (continued)**

As of April 30, 2014

Country	Staff						Contractual				Total	
	A01-A08		A09-A15		B01-B05		Professional		Support			
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Albania	0	0.0	5	0.3	0	0.0	1	0.2	2	0.6	8	0.2
Armenia	2	0.4	12	0.7	0	0.0	2	0.5	1	0.3	17	0.5
Aruba	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Austria	1	0.2	6	0.3	3	0.9	3	0.7	0	0.0	13	0.4
Azerbaijan	0	0.0	4	0.2	0	0.0	0	0.0	0	0.0	4	0.1
Belarus	4	0.9	4	0.2	0	0.0	0	0.0	0	0.0	8	0.2
Belgium	3	0.7	23	1.3	6	1.8	5	1.2	2	0.6	39	1.2
Bermuda	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Bosnia-Herze	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
Bulgaria	2	0.4	18	1.0	2	0.6	0	0.0	4	1.2	26	0.8
Cayman Islds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Croatia	0	0.0	4	0.2	0	0.0	1	0.2	0	0.0	5	0.1
Cyprus	0	0.0	6	0.3	0	0.0	0	0.0	0	0.0	6	0.2
Czech Rep.	2	0.4	12	0.7	1	0.3	2	0.5	0	0.0	17	0.5
Denmark	0	0.0	12	0.7	3	0.9	2	0.5	0	0.0	17	0.5
Estonia	1	0.2	4	0.2	0	0.0	1	0.2	0	0.0	6	0.2
Finland	0	0.0	4	0.2	1	0.3	2	0.5	4	1.2	11	0.3
France	9	2.0	83	4.7	14	4.1	24	5.9	3	0.9	133	4.0
Georgia	0	0.0	6	0.3	0	0.0	2	0.5	0	0.0	8	0.2
Germany	2	0.4	69	3.9	26	7.7	9	2.2	2	0.6	108	3.2
Greece	0	0.0	6	0.3	6	1.8	0	0.0	1	0.3	13	0.4
Hungary	0	0.0	5	0.3	0	0.0	2	0.5	1	0.3	8	0.2
Iceland	0	0.0	5	0.3	0	0.0	1	0.2	0	0.0	6	0.2
Ireland	4	0.9	12	0.7	4	1.2	6	1.5	0	0.0	26	0.8
Israel	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Italy	4	0.9	58	3.3	17	5.0	12	2.9	0	0.0	91	2.7
Kazakhstan	0	0.0	4	0.2	0	0.0	0	0.0	0	0.0	4	0.1
Kosovo	0	0.0	0	0.0	0	0.0	0	0.0	1	0.3	1	0.0
Kyrgyz Rep.	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Latvia	0	0.0	3	0.2	0	0.0	0	0.0	0	0.0	3	0.1
Lithuania	0	0.0	0	0.0	0	0.0	1	0.2	0	0.0	1	0.0
Luxembourg	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Macedonia	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malta	0	0.0	3	0.2	0	0.0	0	0.0	0	0.0	3	0.1
Moldova	1	0.2	6	0.3	0	0.0	0	0.0	0	0.0	7	0.2
Montenegro	0	0.0	0	0.0	0	0.0	0	0.0	1	0.3	1	0.0
Netherlands	1	0.2	22	1.2	12	3.5	4	1.0	1	0.3	40	1.2
Nethr Antil	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Norway	0	0.0	6	0.3	2	0.6	2	0.5	0	0.0	10	0.3
Poland	5	1.1	18	1.0	1	0.3	2	0.5	0	0.0	26	0.8
Portugal	1	0.2	8	0.4	0	0.0	2	0.5	0	0.0	11	0.3
Romania	0	0.0	16	0.9	0	0.0	3	0.7	1	0.3	20	0.6
Russia	3	0.7	33	1.9	1	0.3	12	2.9	3	0.9	52	1.6
San Marino	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Serbia	1	0.2	2	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Sint Maarten	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Slovak Rep.	0	0.0	1	0.1	1	0.3	3	0.7	0	0.0	5	0.1
Slovenia	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Spain	1	0.2	36	2.0	5	1.5	3	0.7	0	0.0	45	1.3
Sweden	1	0.2	8	0.4	1	0.3	0	0.0	0	0.0	10	0.3
Switzerland	1	0.2	9	0.5	1	0.3	1	0.2	0	0.0	12	0.4
Tajikistan	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Turkey	0	0.0	27	1.5	3	0.9	2	0.5	1	0.3	33	1.0
Turkmenistan	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
U.K.	23	5.0	66	3.7	37	10.9	21	5.1	4	1.2	151	4.5
Ukraine	0	0.0	6	0.3	1	0.3	4	1.0	2	0.6	13	0.4
Uzbekistan	0	0.0	2	0.1	0	0.0	1	0.2	1	0.3	4	0.1
<b>Europe</b>	<b>72</b>	<b>15.7</b>	<b>641</b>	<b>36.0</b>	<b>148</b>	<b>43.7</b>	<b>136</b>	<b>33.2</b>	<b>35</b>	<b>10.1</b>	<b>1,032</b>	<b>31.0</b>

Source: PeopleSoft HRMS, Report ID: NAT\_001

1/ Excludes OED and IEO.

**Annex III. Nationality Distribution List: Staff and Contractual Employees 1/ (continued)**

As of April 30, 2014

Country	Staff						Contractual				Total	
	A01-A08		A09-A15		B01-B05		Professional		Support			
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Albania	0	0.0	5	0.3	0	0.0	1	0.2	2	0.6	8	0.2
Armenia	2	0.4	12	0.7	0	0.0	2	0.5	1	0.3	17	0.5
Azerbaijan	0	0.0	4	0.2	0	0.0	0	0.0	0	0.0	4	0.1
Belarus	4	0.9	4	0.2	0	0.0	0	0.0	0	0.0	8	0.2
Bosnia-Herze	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Bulgaria	2	0.4	18	1.0	2	0.6	0	0.0	4	1.2	26	0.8
Croatia	0	0.0	4	0.2	0	0.0	1	0.2	0	0.0	5	0.1
Czech Rep.	2	0.4	12	0.7	1	0.3	2	0.5	0	0.0	17	0.5
Estonia	1	0.2	4	0.2	0	0.0	1	0.2	0	0.0	6	0.2
Georgia	0	0.0	6	0.3	0	0.0	2	0.5	0	0.0	8	0.2
Hungary	0	0.0	5	0.3	0	0.0	2	0.5	1	0.3	8	0.2
Kazakhstan	0	0.0	4	0.2	0	0.0	0	0.0	0	0.0	4	0.1
Kosovo	0	0.0	0	0.0	0	0.0	0	0.0	1	0.3	1	0.0
Kyrgyz Rep.	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Latvia	0	0.0	3	0.2	0	0.0	0	0.0	0	0.0	3	0.1
Lithuania	0	0.0	0	0.0	0	0.0	1	0.2	0	0.0	1	0.0
Macedonia	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Moldova	1	0.2	6	0.3	0	0.0	0	0.0	0	0.0	7	0.2
Mongolia	1	0.2	0	0.0	0	0.0	1	0.2	1	0.3	3	0.1
Montenegro	0	0.0	0	0.0	0	0.0	0	0.0	1	0.3	1	0.0
Poland	5	1.1	18	1.0	1	0.3	2	0.5	0	0.0	26	0.8
Romania	0	0.0	16	0.9	0	0.0	3	0.7	1	0.3	20	0.6
Russia	3	0.7	33	1.9	1	0.3	12	2.9	3	0.9	52	1.6
Serbia	1	0.2	2	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Slovak Rep.	0	0.0	1	0.1	1	0.3	3	0.7	0	0.0	5	0.1
Slovenia	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Tajikistan	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Turkmenistan	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Ukraine	0	0.0	6	0.3	1	0.3	4	1.0	2	0.6	13	0.4
Uzbekistan	0	0.0	2	0.1	0	0.0	1	0.2	1	0.3	4	0.1
<b>Transition Countries</b>	<b>22</b>	<b>4.8</b>	<b>170</b>	<b>9.5</b>	<b>7</b>	<b>2.1</b>	<b>38</b>	<b>9.3</b>	<b>18</b>	<b>5.2</b>	<b>255</b>	<b>7.6</b>

Source: PeopleSoft HRMS, Report ID: NAT\_001

1/ Excludes OED and IEO.



**Annex III. Nationality Distribution List: Staff and Contractual Employees 1/ (continued)**

As of April 30, 2014

Country	Staff						Contractual				Total	
	A01-A08		A09-A15		B01-B05		Professional		Support		No.	Percent
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent		
Afghanistan	2	0.4	0	0.0	0	0.0	0	0.0	0	0.0	2	0.1
Algeria	2	0.4	6	0.3	0	0.0	1	0.2	1	0.3	10	0.3
Bahrain	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Djibouti	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Egypt	1	0.2	16	0.9	2	0.6	3	0.7	3	0.9	25	0.7
Iran	1	0.2	9	0.5	1	0.3	0	0.0	0	0.0	11	0.3
Iraq	0	0.0	0	0.0	0	0.0	0	0.0	1	0.3	1	0.0
Jordan	1	0.2	8	0.4	3	0.9	1	0.2	0	0.0	13	0.4
Kuwait	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Lebanon	0	0.0	14	0.8	2	0.6	6	1.5	0	0.0	22	0.7
Libya	1	0.2	0	0.0	0	0.0	0	0.0	0	0.0	1	0.0
Mauritania	1	0.2	1	0.1	1	0.3	0	0.0	0	0.0	3	0.1
Morocco	3	0.7	6	0.3	3	0.9	1	0.2	3	0.9	16	0.5
Oman	0	0.0	0	0.0	0	0.0	1	0.2	0	0.0	1	0.0
Pakistan	1	0.2	10	0.6	2	0.6	2	0.5	2	0.6	17	0.5
Qatar	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Saudi Arab	0	0.0	4	0.2	3	0.9	4	1.0	1	0.3	12	0.4
Somalia	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sudan	0	0.0	1	0.1	0	0.0	0	0.0	1	0.3	2	0.1
Syr Arb Rep	1	0.2	0	0.0	2	0.6	1	0.2	0	0.0	4	0.1
Tunisia	0	0.0	5	0.3	0	0.0	1	0.2	0	0.0	6	0.2
Un Arb Emir	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Yemen	0	0.0	0	0.0	0	0.0	0	0.0	1	0.3	1	0.0
<b>Middle East and North Africa (MENA+)</b>	<b>14</b>	<b>3.1</b>	<b>80</b>	<b>4.5</b>	<b>19</b>	<b>5.6</b>	<b>21</b>	<b>5.1</b>	<b>13</b>	<b>3.8</b>	<b>147</b>	<b>4.4</b>

Source: PeopleSoft HRMS, Report ID: NAT\_001

1/ Excludes OED and IEO.

**Annex III. Nationality Distribution List: Staff and Contractual Employees 1/ (continued)**

As of April 30, 2014

Country	Staff						Contractual				Total	
	A01-A08		A09-A15		B01-B05		Professional		Support		No.	Percent
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent		
USA	138	30.1	298	16.7	70	20.6	112	27.3	165	47.8	783	23.5
Canada	4	0.9	54	3.0	13	3.8	19	4.6	7	2.0	97	2.9
<b>US and Canada</b>	<b>142</b>	<b>31.0</b>	<b>352</b>	<b>19.8</b>	<b>83</b>	<b>24.5</b>	<b>131</b>	<b>32.0</b>	<b>172</b>	<b>49.9</b>	<b>880</b>	<b>26.4</b>

Source: PeopleSoft HRMS, Report ID: NAT\_001

1/ Excludes OED and IEO.

**Annex III. Nationality Distribution List: Staff and Contractual Employees 1/ (concluded)**

As of April 30, 2014

Country	Staff						Contractual				Total	
	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	4	0.9	41	2.3	5	1.5	6	1.5	6	1.7	62	1.9
Bahamas	2	0.4	0	0.0	0	0.0	0	0.0	0	0.0	2	0.1
Barbados	0	0.0	3	0.2	0	0.0	0	0.0	0	0.0	3	0.1
Belize	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Bolivia	7	1.5	5	0.3	1	0.3	2	0.5	3	0.9	18	0.5
Brazil	12	2.6	38	2.1	2	0.6	10	2.4	2	0.6	64	1.9
Chile	1	0.2	4	0.2	2	0.6	3	0.7	1	0.3	11	0.3
Colombia	2	0.4	23	1.3	0	0.0	4	1.0	9	2.6	38	1.1
Costa Rica	2	0.4	4	0.2	0	0.0	0	0.0	1	0.3	7	0.2
Dominic Rep	0	0.0	1	0.1	0	0.0	1	0.2	1	0.3	3	0.1
Dominica	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Ecuador	2	0.4	9	0.5	1	0.3	1	0.2	0	0.0	13	0.4
El Salvador	4	0.9	5	0.3	1	0.3	0	0.0	0	0.0	10	0.3
Grenada	1	0.2	2	0.1	0	0.0	0	0.0	0	0.0	3	0.1
Guatemala	4	0.9	2	0.1	0	0.0	0	0.0	1	0.3	7	0.2
Guyana	0	0.0	1	0.1	0	0.0	1	0.2	3	0.9	5	0.1
Haiti	4	0.9	2	0.1	0	0.0	0	0.0	0	0.0	6	0.2
Honduras	3	0.7	1	0.1	0	0.0	1	0.2	4	1.2	9	0.3
Jamaica	6	1.3	5	0.3	4	1.2	0	0.0	0	0.0	15	0.4
Mexico	0	0.0	15	0.8	4	1.2	7	1.7	3	0.9	29	0.9
Montserrat	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Nicaragua	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
Panama	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Paraguay	0	0.0	1	0.1	1	0.3	0	0.0	0	0.0	2	0.1
Peru	20	4.4	27	1.5	2	0.6	1	0.2	4	1.2	54	1.6
St. Kitts	0	0.0	1	0.1	0	0.0	0	0.0	0	0.0	1	0.0
St. Lucia	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
St. Vincent	0	0.0	2	0.1	0	0.0	0	0.0	0	0.0	2	0.1
Suriname	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Trin-Tobago	0	0.0	4	0.2	0	0.0	0	0.0	0	0.0	4	0.1
Uruguay	4	0.9	8	0.4	2	0.6	2	0.5	0	0.0	16	0.5
Venezuela	2	0.4	5	0.3	0	0.0	1	0.2	1	0.3	9	0.3
<b>Other Western Hemisphere</b>	<b>80</b>	<b>17.5</b>	<b>215</b>	<b>12.1</b>	<b>25</b>	<b>7.4</b>	<b>40</b>	<b>9.8</b>	<b>39</b>	<b>11.3</b>	<b>399</b>	<b>12.0</b>

Source: PeopleSoft HRMS, Report ID: NAT\_001

1/ Excludes OED and IEO.

**Annex IV. Distribution of Pipeline Grade A9–B5, Share of Grade by Region and Gender 1/ 2/**  
As of April 30, 2014

Grade	Africa		Asia		East Asia		Europe		UK		Middle East		Arab Countries		USA & Canada		Other WH		All Fund		Women		Men	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
<b>Economists</b>																								
A09	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
A10	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
A11	9	9.6	39	15.4	30	18.5	39	6.4	3	4.7	9	13.8	6	12.8	8	4.0	11	6.5	115	8.2	47	12.1	68	6.7
A12	14	14.9	31	12.2	31	19.1	61	9.9	4	6.3	7	10.8	4	8.5	11	5.5	11	6.5	135	9.7	57	14.6	78	7.7
A13	6	6.4	32	12.6	25	15.4	61	9.9	1	1.6	10	15.4	8	17.0	15	7.5	20	11.8	144	10.3	45	11.5	99	9.8
A14	41	43.6	83	32.7	55	34.0	224	36.5	18	28.1	18	27.7	13	27.7	72	35.8	77	45.3	515	36.8	129	33.1	386	38.3
A15	12	12.8	31	12.2	9	5.6	103	16.8	12	18.8	6	9.2	4	8.5	37	18.4	30	17.6	219	15.7	58	14.9	161	16.0
B01	2	2.1	4	1.6	2	1.2	19	3.1	3	4.7	5	7.7	4	8.5	11	5.5	0	0.0	41	2.9	11	2.8	30	3.0
B02	5	5.3	13	5.1	6	3.7	44	7.2	6	9.4	6	9.2	6	12.8	26	12.9	9	5.3	103	7.4	22	5.6	81	8.0
B03	2	2.1	11	4.3	2	1.2	26	4.2	5	7.8	2	3.1	2	4.3	13	6.5	6	3.5	60	4.3	11	2.8	49	4.9
B04	2	2.1	6	2.4	1	0.6	33	5.4	10	15.6	2	3.1	0	0.0	6	3.0	4	2.4	53	3.8	8	2.1	45	4.5
B05	1	1.1	4	1.6	1	0.6	4	0.7	2	3.1	0	0.0	0	0.0	2	1.0	2	1.2	13	0.9	2	0.5	11	1.1
<b>Total 2/</b>	<b>94</b>	<b>100.0</b>	<b>254</b>	<b>100.0</b>	<b>162</b>	<b>100.0</b>	<b>614</b>	<b>100.0</b>	<b>64</b>	<b>100.0</b>	<b>65</b>	<b>100.0</b>	<b>47</b>	<b>100.0</b>	<b>201</b>	<b>100.0</b>	<b>170</b>	<b>100.0</b>	<b>1,398</b>	<b>100.0</b>	<b>390</b>	<b>100.0</b>	<b>1,008</b>	<b>100.0</b>
<b>Specialized Career Streams</b>																								
A09	4	7.0	17	11.2	10	12.2	20	11.2	3	7.7	5	15.6	5	17.9	18	7.7	9	12.9	73	10.1	57	15.2	16	4.6
A10	7	12.3	17	11.2	14	17.1	15	8.4	5	12.8	4	12.5	4	14.3	31	13.2	16	22.9	90	12.4	58	15.5	32	9.2
A11	11	19.3	25	16.4	11	13.4	24	13.5	1	2.6	2	6.3	0	0.0	41	17.5	13	18.6	116	16.0	69	18.4	47	13.5
A12	12	21.1	39	25.7	19	23.2	23	12.9	6	15.4	5	15.6	5	17.9	40	17.1	11	15.7	130	18.0	62	16.5	68	19.5
A13	11	19.3	26	17.1	15	18.3	30	16.9	6	15.4	7	21.9	5	17.9	35	15.0	10	14.3	119	16.5	54	14.4	65	18.7
A14	7	12.3	12	7.9	6	7.3	32	18.0	7	17.9	5	15.6	5	17.9	32	13.7	5	7.1	93	12.9	39	10.4	54	15.5
A15	0	0.0	6	3.9	2	2.4	12	6.7	0	0.0	1	3.1	1	3.6	12	5.1	2	2.9	33	4.6	10	2.7	23	6.6
B01	1	1.8	4	2.6	2	2.4	3	1.7	0	0.0	2	6.3	2	7.1	5	2.1	2	2.9	17	2.4	10	2.7	7	2.0
B02	1	1.8	4	2.6	1	1.2	7	3.9	4	10.3	0	0.0	0	0.0	11	4.7	0	0.0	23	3.2	6	1.6	17	4.9
B03	0	0.0	1	0.7	1	1.2	3	1.7	0	0.0	1	3.1	1	3.6	5	2.1	1	1.4	11	1.5	5	1.3	6	1.7
B04	3	5.3	0	0.0	0	0.0	5	2.8	4	10.3	0	0.0	0	0.0	1	0.4	1	1.4	10	1.4	3	0.8	7	2.0
B05	0	0.0	1	0.7	1	1.2	4	2.2	3	7.7	0	0.0	0	0.0	3	1.3	0	0.0	8	1.1	2	0.5	6	1.7
<b>Total 2/</b>	<b>57</b>	<b>100.0</b>	<b>152</b>	<b>100.0</b>	<b>82</b>	<b>100.0</b>	<b>178</b>	<b>100.0</b>	<b>39</b>	<b>100.0</b>	<b>32</b>	<b>100.0</b>	<b>28</b>	<b>100.0</b>	<b>234</b>	<b>100.0</b>	<b>70</b>	<b>100.0</b>	<b>723</b>	<b>100.0</b>	<b>375</b>	<b>100.0</b>	<b>348</b>	<b>100.0</b>

Source: PeopleSoft HRMS; Report ID: DAR\_017

1/ Excludes OED and IEO.

2/ Totals are staff in grades A09-B05

## Annex V. Distribution of Pipeline Grade A9–B5, Share of Region and Gender by Grade 1/ As of April 30, 2014

Grade	Africa		Asia		East Asia		Europe		UK		Middle East		Arab Countries		USA & Canada		Other WH		All Fund		Women		Men	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
<b>Economists</b>																								
A11	9	7.8	39	33.9	30	26.1	39	33.9	3	2.6	9	7.8	6	5.2	8	7.0	11	9.6	115	100	47	40.9	68	59.1
A12	14	10.4	31	23.0	31	23.0	61	45.2	4	3.0	7	5.2	4	3.0	11	8.1	11	8.1	135	100	57	42.2	78	57.8
A13	6	4.2	32	22.2	25	17.4	61	42.4	1	0.7	10	6.9	8	5.6	15	10.4	20	13.9	144	100	45	31.3	99	68.8
A14	41	8.0	83	16.1	55	10.7	224	43.5	18	3.5	18	3.5	13	2.5	72	14.0	77	15.0	515	100	129	25.0	386	75.0
A15	12	5.5	31	14.2	9	4.1	103	47.0	12	5.5	6	2.7	4	1.8	37	16.9	30	13.7	219	100	58	26.5	161	73.5
B01	2	4.9	4	9.8	2	4.9	19	46.3	3	7.3	5	12.2	4	9.8	11	26.8	0	0.0	41	100	11	26.8	30	73.2
B02	5	4.9	13	12.6	6	5.8	44	42.7	6	5.8	6	5.8	6	5.8	26	25.2	9	8.7	103	100	22	21.4	81	78.6
B03	2	3.3	11	18.3	2	3.3	26	43.3	5	8.3	2	3.3	2	3.3	13	21.7	6	10.0	60	100	11	18.3	49	81.7
B04	2	3.8	6	11.3	1	1.9	33	62.3	10	18.9	2	3.8	0	0.0	6	11.3	4	7.5	53	100	8	15.1	45	84.9
B05	1	7.7	4	30.8	1	7.7	4	30.8	2	15.4	0	0.0	0	0.0	2	15.4	2	15.4	13	100	2	15.4	11	84.6
<b>Total 2/</b>	<b>94</b>	<b>6.7</b>	<b>254</b>	<b>18.2</b>	<b>162</b>	<b>11.6</b>	<b>614</b>	<b>43.9</b>	<b>64</b>	<b>4.6</b>	<b>65</b>	<b>4.6</b>	<b>47</b>	<b>3.4</b>	<b>201</b>	<b>14.4</b>	<b>170</b>	<b>12.2</b>	<b>1398</b>	<b>100</b>	<b>390</b>	<b>27.9</b>	<b>1,008</b>	<b>72.1</b>
<b>Specialized Career Streams</b>																								
A09	4	5.5	17	23.3	10	13.7	20	27.4	3	4.1	5	6.8	5	6.8	18	24.7	9	12.3	73	100	57	78.1	16	21.9
A10	7	7.8	17	18.9	14	15.6	15	16.7	5	5.6	4	4.4	4	4.4	31	34.4	16	17.8	90	100	58	64.4	32	35.6
A11	11	9.5	25	21.6	11	9.5	24	20.7	1	0.9	2	1.7	0	0.0	41	35.3	13	11.2	116	100	69	59.5	47	40.5
A12	12	9.2	39	30.0	19	14.6	23	17.7	6	4.6	5	3.8	5	3.8	40	30.8	11	8.5	130	100	62	47.7	68	52.3
A13	11	9.2	26	21.8	15	12.6	30	25.2	6	5.0	7	5.9	5	4.2	35	29.4	10	8.4	119	100	54	45.4	65	54.6
A14	7	7.5	12	12.9	6	6.5	32	34.4	7	7.5	5	5.4	5	5.4	32	34.4	5	5.4	93	100	39	41.9	54	58.1
A15	0	0.0	6	18.2	2	6.1	12	36.4	0	0.0	1	3.0	1	3.0	12	36.4	2	6.1	33	100	10	30.3	23	69.7
B01	1	5.9	4	23.5	2	11.8	3	17.6	0	0.0	2	11.8	2	11.8	5	29.4	2	11.8	17	100	10	58.8	7	41.2
B02	1	4.3	4	17.4	1	4.3	7	30.4	4	17.4	0	0.0	0	0.0	11	47.8	0	0.0	23	100	6	26.1	17	73.9
B03	0	0.0	1	9.1	1	9.1	3	27.3	0	0.0	1	9.1	1	9.1	5	45.5	1	9.1	11	100	5	45.5	6	54.5
B04	3	30.0	0	0.0	0	0.0	5	50.0	4	40.0	0	0.0	0	0.0	1	10.0	1	10.0	10	100	3	30.0	7	70.0
B05	0	0.0	1	12.5	1	12.5	4	50.0	3	37.5	0	0.0	0	0.0	3	37.5	0	0.0	8	100	2	25.0	6	75.0
<b>Total 2/</b>	<b>57</b>	<b>7.9</b>	<b>152</b>	<b>21.0</b>	<b>82</b>	<b>11.3</b>	<b>178</b>	<b>24.6</b>	<b>39</b>	<b>5.4</b>	<b>32</b>	<b>4.4</b>	<b>28</b>	<b>3.9</b>	<b>234</b>	<b>32.4</b>	<b>70</b>	<b>9.7</b>	<b>723</b>	<b>100</b>	<b>375</b>	<b>51.9</b>	<b>348</b>	<b>48.1</b>

Source: PeopleSoft HRMS; Report ID: DAR\_017

1/ Excludes OED and IEO

2/ Totals are staff in grades A09-B05

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

As of April 30, for each fiscal year

	A1-A8				A9-A15				B1-B5				Total			
	Women		Men		Women		Men		Women		Men		Women		Men	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
<b>Economists</b>																
2014	n.a.	n.a.	n.a.	n.a.	336	29.8	792	70.2	54	20.0	216	80.0	390	27.9	1008	72.1
2013	n.a.	n.a.	n.a.	n.a.	322	29.5	770	70.5	52	19.3	218	80.7	374	27.5	988	72.5
2012	n.a.	n.a.	n.a.	n.a.	306	28.1	783	71.9	44	17.5	208	82.5	350	26.1	991	73.9
2011	n.a.	n.a.	n.a.	n.a.	293	27.4	775	72.6	43	17.6	202	82.4	336	25.6	977	74.4
2010	n.a.	n.a.	n.a.	n.a.	278	27.3	741	72.7	41	16.2	212	83.8	319	25.1	953	74.9
2009	n.a.	n.a.	n.a.	n.a.	261	27.1	703	72.9	36	13.7	227	86.3	297	24.2	930	75.8
2008	n.a.	n.a.	n.a.	n.a.	262	26.0	746	74.0	33	11.8	247	88.2	295	22.9	993	77.1
2007	n.a.	n.a.	n.a.	n.a.	259	25.5	757	74.5	33	11.5	255	88.5	292	22.4	1012	77.6
<b>Specialized Career Streams</b>																
2014	388	84.7	70	15.3	349	53.4	305	46.6	26	37.7	43	62.3	763	64.6	418	35.4
2013	390	85.5	66	14.5	334	52.5	302	47.5	21	33.3	42	66.7	745	64.5	410	35.5
2012	400	85.8	66	14.2	317	51.3	301	48.7	23	33.8	45	66.2	740	64.2	412	35.8
2011	405	86.0	66	14.0	302	51.9	280	48.1	25	34.7	47	65.3	732	65.1	393	34.9
2010	419	85.9	69	14.1	294	52.5	266	47.5	23	35.4	42	64.6	736	66.1	377	33.9
2009	496	87.2	73	12.8	295	53.2	259	46.8	22	34.9	41	65.1	813	68.5	373	31.5
2008	558	87.7	78	12.3	314	53.1	277	46.9	22	31.9	47	68.1	894	69.0	402	31.0
2007	589	87.1	87	12.9	320	52.1	294	47.9	25	35.7	45	64.3	934	68.7	426	31.3
<b>Total</b>																
2014	388	84.7	70	15.3	685	38.4	1,097	61.6	80	23.6	259	76.4	1153	44.7	1426	55.3
2013	390	85.5	66	14.5	656	38.0	1,072	62.0	73	21.9	260	78.1	1119	44.5	1398	55.5
2012	400	85.8	66	14.2	623	36.5	1,084	63.5	67	20.9	253	79.1	1090	43.7	1403	56.3
2011	405	86.0	66	14.0	595	36.1	1,055	63.9	68	21.5	249	78.5	1068	43.8	1370	56.2
2010	419	85.9	69	14.1	572	36.2	1,007	63.8	64	20.1	254	79.9	1055	44.2	1330	55.8
2009	496	87.2	73	12.8	556	36.6	962	63.4	58	17.8	268	82.2	1110	46.0	1303	54.0
2008	558	87.7	78	12.3	576	36.0	1,023	64.0	55	15.8	294	84.2	1189	46.0	1395	54.0
2007	589	87.1	87	12.9	579	35.5	1,051	64.5	58	16.2	300	83.8	1226	46.0	1438	54.0

Source: PeopleSoft HRMS, Report ID: DAR\_8N9

1/ Excludes OED and IEO

**Annex VII. Distribution of A9–B5 Staff by Region by Department, In Percent 1/ 2/**  
As of April 30, 2014

Dept	A9-A15 Staff						B1-B5 Staff						Total A9-B5 Staff					
	Africa	Asia	Europe	Middle East	USA and Canada	Other WHD	Africa	Asia	Europe	Middle East	USA and Canada	Other WHD	Africa	Asia	Europe	Middle East	USA and Canada	Other WHD
<b>Area Departments</b>																		
AFR	19.4	11.9	40.0	2.5	11.3	15.0	15.6	0.0	62.5	0.0	12.5	9.4	18.8	9.9	43.8	2.1	11.5	14.1
APD	0.0	50.0	33.3	2.4	4.8	9.5	0.0	27.3	36.4	0.0	31.8	4.5	0.0	45.3	34.0	1.9	10.4	8.5
EUR	1.9	20.1	54.5	5.2	12.3	5.8	0.0	14.3	57.1	2.9	25.7	0.0	1.6	19.0	55.0	4.8	14.8	4.8
MCD	7.0	8.0	47.0	17.0	11.0	10.0	8.3	0.0	45.8	25.0	16.7	4.2	7.3	6.5	46.8	18.5	12.1	8.9
WHD	6.9	10.9	36.6	1.0	17.8	26.7	0.0	5.0	45.0	0.0	20.0	30.0	5.8	9.9	38.0	0.8	18.2	27.3
<b>Functional Departments</b>																		
FAD	12.1	14.5	46.8	1.6	11.3	13.7	5.3	15.8	47.4	5.3	21.1	5.3	11.2	14.7	46.9	2.1	12.6	12.6
FIN	10.7	22.6	29.8	3.6	23.8	9.5	9.1	9.1	63.6	0.0	18.2	0.0	10.5	21.1	33.7	3.2	23.2	8.4
ICD	4.5	16.7	40.9	6.1	16.7	15.2	0.0	18.8	25.0	12.5	37.5	6.3	3.7	17.1	37.8	7.3	20.7	13.4
LEG	3.7	13.0	37.0	7.4	22.2	16.7	12.5	12.5	25.0	0.0	37.5	12.5	4.8	12.9	35.5	6.5	24.2	16.1
MCM	2.9	21.8	38.2	4.1	20.0	12.9	0.0	23.3	50.0	3.3	13.3	10.0	2.5	22.0	40.0	4.0	19.0	12.5
RES	1.3	26.9	35.9	5.1	12.8	17.9	0.0	12.5	37.5	0.0	50.0	0.0	1.1	24.5	36.2	4.3	19.1	14.9
SPR	8.3	28.1	37.2	1.7	14.9	9.9	8.0	24.0	36.0	8.0	12.0	12.0	8.2	27.4	37.0	2.7	14.4	10.3
STA	10.0	24.0	29.0	1.0	20.0	16.0	0.0	20.0	33.3	0.0	33.3	13.3	8.7	23.5	29.6	0.9	21.7	15.7
<b>Support Departments</b>																		
CEF	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0
COM	9.5	11.1	30.2	7.9	30.2	11.1	7.7	23.1	46.2	0.0	23.1	0.0	9.2	13.2	32.9	6.6	28.9	9.2
ETO	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0
HRD	8.9	15.6	35.6	6.7	22.2	11.1	0.0	11.1	33.3	11.1	33.3	11.1	7.4	14.8	35.2	7.4	24.1	11.1
OMD	3.4	24.1	31.0	0.0	41.4	0.0	6.7	6.7	46.7	6.7	33.3	0.0	4.5	18.2	36.4	2.3	38.6	0.0
SEC	7.1	25.0	17.9	0.0	32.1	17.9	0.0	11.1	33.3	11.1	33.3	11.1	5.4	21.6	21.6	2.7	32.4	16.2
TGS	8.2	21.8	17.3	5.5	41.8	5.5	15.8	21.1	21.1	10.5	26.3	5.3	8.8	21.8	17.6	5.9	40.6	5.4
<b>Fund All</b>	<b>7.5</b>	<b>20.1</b>	<b>36.1</b>	<b>4.4</b>	<b>19.8</b>	<b>12.1</b>	<b>5.0</b>	<b>14.2</b>	<b>43.7</b>	<b>5.3</b>	<b>24.5</b>	<b>7.4</b>	<b>7.1</b>	<b>19.1</b>	<b>37.3</b>	<b>4.6</b>	<b>20.5</b>	<b>11.3</b>

Source: PeopleSoft HRMS, Report ID: DAR\_004

1/ Excludes OED and IEO

2/ ICD Includes JAI, JVI and STI; OMD Includes DMD,INV,OBP,and OIA; EUR Includes EUO; APD Includes OAP; SPR Includes UNO

**Annex VIII. Share of Women by Department and Grade Grouping 1/ 2/**

As of April 30, 2014

Department	Staff								Contractual					Women	
	A1-A8		A09-A15		B01-B05		A09-B05		Professional		Support		Total		
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	No.	Percent
<b>Area Departments</b>	99	86.8	180	30.1	29	21.8	209	28.6	13	50.0	48	49.5	969	369	38.1
AFR	25	89.3	36	22.5	7	21.9	43	22.4	0	0.0	6	26.1	249	74	29.7
APD	15	88.2	24	28.6	4	18.2	28	26.4	8	72.7	15	83.3	152	66	43.4
EUR	25	75.8	55	35.7	8	22.9	63	33.3	1	50.0	9	81.8	235	98	41.7
MCD	17	94.4	31	31.0	6	25.0	37	29.8	4	80.0	12	52.2	170	70	41.2
WHD	17	94.4	34	33.7	4	20.0	38	31.4	0	0.0	6	27.3	163	61	37.4
<b>Functional Departments</b>	165	85.1	319	40.0	28	20.0	347	37.0	56	26.0	107	62.2	1,518	675	44.5
FAD	16	88.9	41	33.1	3	15.8	44	30.8	12	25.5	25	65.8	246	97	39.4
FIN	25	89.3	46	54.8	2	18.2	48	50.5	1	14.3	13	81.3	146	87	59.6
ICD	32	82.1	23	34.8	5	31.3	28	34.1	5	38.5	16	57.1	162	81	50.0
LEG	12	92.3	26	48.1	3	37.5	29	46.8	10	45.5	7	77.8	106	58	54.7
MCM	24	92.3	67	39.4	6	20.0	73	36.5	8	18.2	14	56.0	295	119	40.3
RES	11	91.7	27	34.6	1	6.3	28	29.8	10	22.7	13	59.1	172	62	36.0
SPR	25	92.6	51	42.1	4	16.0	55	37.7	5	31.3	11	61.1	207	96	46.4
STA	20	64.5	38	38.0	4	26.7	42	36.5	5	22.7	8	50.0	184	75	40.8
<b>Support Departments</b>	124	82.7	186	48.2	22	33.8	208	46.1	67	40.6	56	74.7	841	455	54.1
ATB	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	1	100.0	2	2	100.0
ATI	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0
COM	16	94.1	42	66.7	6	46.2	48	63.2	6	46.2	5	71.4	113	75	66.4
GRC	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	2	1	50.0
HRD	28	84.8	24	53.3	5	55.6	29	53.7	4	57.1	27	73.0	131	88	67.2
ICD	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0	0.0
MDT	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	1	100.0	2	2	100.0
OMB	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	1	1	100.0
OMD	20	95.2	13	44.8	4	26.7	17	38.6	3	42.9	3	75.0	76	43	56.6
SEC	16	80.0	15	53.6	1	11.1	16	43.2	3	60.0	3	60.0	67	38	56.7
TGS	44	74.6	92	41.8	6	31.6	98	41.0	48	37.2	15	78.9	446	205	46.0
<b>Total Fund</b>	<b>388</b>	<b>84.7</b>	<b>685</b>	<b>38.4</b>	<b>79</b>	<b>23.4</b>	<b>764</b>	<b>36.0</b>	<b>136</b>	<b>33.5</b>	<b>211</b>	<b>61.3</b>	<b>3,328</b>	<b>1,499</b>	<b>45.0</b>

Source: PeopleSoft HRMS, Report ID: DAR\_005

1/ Excludes OED and IEO

2/ ICD Includes JAI, JVI and STI; OMD Includes DMD,INV,OBP,and OIA; EUR Includes EUO; APD Includes OAP; SPR Includes UNO

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

May 1, 2013–April 30, 2014

Region	Economists				Specialized Career Streams				Total			
	A11-A15		B1-B5		A9-A15		B1-B5		A9-A15		B1-B5	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Africa	6	6.3	1	16.7	8	18.2	0	0.0	14	10.1	1	11.1
Asia	27	28.4	3	50.0	8	18.2	0	0.0	35	25.2	3	33.3
East Asia	21	22.1	3	50.0	5	11.4	0	0.0	26	18.7	3	33.3
Europe	42	44.2	1	16.7	13	29.5	1	33.3	55	39.6	2	22.2
U.K	3	3.2	0	0.0	4	9.1	0	0.0	7	5.0	0	0.0
European Transition Countries	10	10.5	0	0.0	4	9.1	0	0.0	14	10.1	0	0.0
Middle East	5	5.3	0	0.0	3	6.8	1	33.3	8	5.8	1	11.1
Arab countries	4	4.2	0	0.0	3	6.8	1	33.3	7	5.0	1	11.1
USA & Canada	6	6.3	1	16.7	9	20.5	1	33.3	15	10.8	2	22.2
Other Western Hemisphere	9	9.5	0	0.0	3	6.8	0	0.0	12	8.6	0	0.0
<b>Total</b>	<b>95</b>	<b>100.0</b>	<b>6</b>	<b>100.0</b>	<b>44</b>	<b>100.0</b>	<b>3</b>	<b>100.0</b>	<b>139</b>	<b>100.0</b>	<b>9</b>	<b>100.0</b>
Women	29	30.5	0	0.0	22	50.0	2	66.7	51	36.7	2	22.2
Men	66	69.5	6	100.0	22	50.0	1	33.3	88	63.3	7	77.8

Source: PeopleSoft HRMS, Report ID: DAR\_011

1/ Excludes OED and IEO



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

May 1, 2008–April 30, 2014

Region	Economists				Specialized Career Streams				Total			
	A9-A15		B1-B5		A9-A15		B1-B5		A9-A15		B1-B5	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Africa	34	6.4	4	9.8	30	12.3	2	11.8	64	8.2	6	10.3
Asia	131	24.5	15	36.6	54	22.2	1	5.9	185	23.8	16	27.6
East Asia	107	20.0	15	36.6	35	14.4	1	5.9	142	18.3	16	27.6
Europe	214	40.1	15	36.6	69	28.4	5	29.4	283	36.4	20	34.5
U.K	18	3.4	0	0.0	18	7.4	0	0.0	36	4.6	0	0.0
European Transition Countries	62	11.6	2	4.9	19	7.8	0	0.0	81	10.4	2	3.4
Middle East	30	5.6	1	2.4	13	5.3	3	17.6	43	5.5	4	6.9
Arab countries	23	4.3	1	2.4	12	4.9	3	17.6	35	4.5	4	6.9
USA & Canada	58	10.9	3	7.3	59	24.3	6	35.3	117	15.1	9	15.5
Other Western Hemisphere	67	12.5	3	7.3	18	7.4	0	0.0	85	10.9	3	5.2
<b>Total</b>	<b>534</b>	<b>100.0</b>	<b>41</b>	<b>100.0</b>	<b>243</b>	<b>100.0</b>	<b>17</b>	<b>100.0</b>	<b>777</b>	<b>100.0</b>	<b>58</b>	<b>100.0</b>
Women	162	30.3	6	14.6	106	43.6	9	52.9	268	34.5	15	25.9
Men	372	69.7	35	85.4	137	56.4	8	47.1	509	65.5	43	74.1

Source: PeopleSoft HRMS, Report ID: DAR\_011

1/ Excludes OED and IEO

**Annex XI. Staff Promoted By Region, Career Stream, and Grade Grouping**  
 May 1, 2013-April 30, 2014

Region	A1-A8			A9-A12			A13-A15			B1-B5		
	No.	Total 1/	Percent 2/	No.	Total	Percent	No.	Total	Percent	No.	Total	Percent
<b>Economists</b>												
Africa	n.a.	n.a.	n.a.	2	23	8.7	7	59	11.9	1	12	8.3
Asia	n.a.	n.a.	n.a.	10	70	14.3	18	146	12.3	4	38	10.5
East Asia	n.a.	n.a.	n.a.	9	61	14.8	6	89	6.7	0	12	0.0
Europe	n.a.	n.a.	n.a.	18	100	18.0	50	388	12.9	18	126	14.3
U.K	n.a.	n.a.	n.a.	1	7	14.3	2	31	6.5	3	26	11.5
Middle East	n.a.	n.a.	n.a.	1	16	6.3	4	34	11.8	2	15	13.3
Arab Countries	n.a.	n.a.	n.a.	0	10	0.0	4	25	16.0	1	12	8.3
USA & Canada	n.a.	n.a.	n.a.	3	19	15.8	7	124	5.6	10	58	17.2
Other Western Hemisphere	n.a.	n.a.	n.a.	4	22	18.2	10	127	7.9	3	21	14.3
Total	n.a.	n.a.	n.a.	38	250	15.2	96	878	10.9	38	270	14.1
Women	n.a.	n.a.	n.a.	14	104	13.5	25	232	10.8	10	54	18.5
Men	n.a.	n.a.	n.a.	24	146	16.4	71	646	11.0	28	216	13.0
<b>Specialized Career Streams</b>												
Africa	3	53	5.7	1	34	2.9	0	18	0.0	1	5	20.0
Asia	5	98	5.1	14	98	14.3	7	44	15.9	2	10	20.0
East Asia	4	65	6.2	9	54	16.7	4	23	17.4	1	5	20.0
Europe	4	72	5.6	13	82	15.9	14	74	18.9	4	22	18.2
U.K	4	23	17.4	1	15	6.7	4	13	30.8	1	11	9.1
Middle East	4	13	30.8	2	16	12.5	4	13	30.8	0	3	0.0
Arab Countries	3	9	33.3	2	14	14.3	3	11	27.3	0	3	0.0
USA & Canada	13	142	9.2	15	130	11.5	11	79	13.9	4	25	16.0
Other Western Hemisphere	10	80	12.5	12	49	24.5	0	17	0.0	1	4	25.0
Total	39	458	8.5	57	409	13.9	36	245	14.7	12	69	17.4
Women	35	388	9.0	43	246	17.5	20	103	19.4	7	26	26.9
Men	4	70	5.7	14	163	8.6	16	142	11.3	5	43	11.6
<b>Economists &amp; Specialized Career Streams</b>												
Africa	3	53	5.7	3	57	5.3	7	77	9.1	2	17	11.8
Asia	5	98	5.1	24	168	14.3	25	190	13.2	6	48	12.5
East Asia	4	65	6.2	18	115	15.7	10	112	8.9	1	17	5.9
Europe	4	72	5.6	31	182	17.0	64	462	13.9	22	148	14.9
U.K	4	23	17.4	2	22	9.1	6	44	13.6	4	37	10.8
Middle East	4	13	30.8	3	32	9.4	8	47	17.0	2	18	11.1
Arab Countries	3	9	33.3	2	24	8.3	7	36	19.4	1	15	6.7
USA & Canada	13	142	9.2	18	149	12.1	18	203	8.9	14	83	16.9
Other Western Hemisphere	10	80	12.5	16	71	22.5	10	144	6.9	4	25	16.0
Total	39	458	8.5	95	659	14.4	132	1,123	11.8	50	339	14.7
Women	35	388	9.0	57	350	16.3	45	335	13.4	17	80	21.3
Men	4	70	5.7	38	309	12.3	87	788	11.0	33	259	12.7

Source: PeopleSoft HRMS, Report ID: DAR\_016

1/ Total number of staff from each region at each grade group as of 04/30/2014

2/ Percent of staff promoted of total from that region

## Annex XII. Economist Program (EP): Diversity Breakdown of Appointments

Class Year 2010–2014

	2010		2011		2012		2013		2014	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
<b>Total Appointments</b>	<b>31</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>	<b>29</b>	<b>100.0</b>	<b>30</b>	<b>100.0</b>	<b>28</b>	<b>100.0</b>
<b>Gender</b>										
Women	10	32.3	11	55.0	14	48.3	16	53.3	10	35.7
Men	21	67.7	9	45.0	15	51.7	14	46.7	18	64.3
<b>Underrepresented Regions (Total)</b>	<b>18</b>	<b>58.1</b>	<b>14</b>	<b>70.0</b>	<b>10</b>	<b>34.5</b>	<b>21</b>	<b>70.0</b>	<b>16</b>	<b>57.1</b>
Africa	2	6.5	2	10.0	2	6.9	2	6.7	3	10.7
East Asia	9	29.0	8	40.0	5	17.2	11	36.7	10	35.7
European Transition Countries	6	19.4	2	10.0	0	0.0	2	6.7	2	7.1
Middle East	1	3.2	2	10.0	3	10.3	6	20.0	1	3.6
<b>Other Regions</b>	<b>13</b>	<b>41.9</b>	<b>6</b>	<b>30.0</b>	<b>19</b>	<b>65.5</b>	<b>9</b>	<b>30.0</b>	<b>12</b>	<b>42.9</b>

Source: HRD.

**Annex XIII. Gender Composition in Multilateral Organizations 1/  
April 30, 2014**

	Total				Support Staff				Professional Staff				Managerial Staff					
	Total		Female		Male		Total		Female		Male		Total		Female		Male	
	No.	No.	Percent	No.	No.	No.	Percent	No.	No.	No.	Percent	No.	No.	No.	Percent	No.		
European Commission 1/	28,325	15,859	56.0	12,466	16,513	10,754	65.1	5,759	11,812	5,105	43.2	6,707	1,517	456	30.1	1,061		
FAO 2/	3,485	1,791	51.4	1,694	1,674	1,122	67.0	652	1,694	645	38.1	949	117	24	20.5	93		
Inter-American Development Bank 3/	1,956	1,009	51.6	947	243	210	86.4	33	1,586	755	47.6	831	127	44	34.6	83		
International Trade Center	279	146	52.3	133	102	80	78.4	22	177	66	37.3	111	24	5	20.8	19		
UNFPA 4/	2,462	1,289	52.4	1,173	1,179	631	53.5	548	1,283	658	51.3	625	272	128	47.1	144		
World Bank Group (IBRD only) 5/	12,599	6,525	51.8	6,074	3,268	2,291	70.1	977	8,421	3,840	45.6	4,581	523	194	37.1	329		
World Bank Group (WBG) 5/	16,672	8,664	52.0	7,988	4,115	2,969	72.2	1,146	11,402	5,247	46.0	6,155	750	263	35.1	487		

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

1/ Support staff comprises Assistants Officials, Temporary Assistants as well as Contract Agents while a few (Function Group IV) exercise Professional Staff Functions. Professional staff comprises Administrator Officials, temporary Administrators. Managerial Staff comprises Senior and Middle management officials and temporary agents. All other staff such as Seconded National experts from EU 28 Member States' Administrations, interimaire, staff from external service providers are not accounted for in the provided statistical information,

2/ Includes staff on regular programme and project-funded positions at all locations. Professional staff includes NPO and JPOs

3/ Data as of June 30, 2014. Managerial Staff includes staff in Managerial and Executive career tracks

4/ Professional staff Include National Officers. Managerial staff P5 and above.

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

### Annex XIV. EP Recruitment Missions by University 2008–2013

Region	University	Mission Year					
		2008	2009	2010	2011	2012	2013
Africa	Univ. of Lagos, Univ. of Ibadan		✓	✓			
	University of Cape Town, South Africa			✓		✓	
	University of Dakar			✓			
	University of Ibadan, Nigeria					✓	
	University of Nairobi	✓					
	University of Pretoria, South Africa			✓		✓	
	Yaounde II University		✓				
Asia	Chinese University of Hong Kong					✓	
	International Financial Institutions Career Fair, Seoul, South Korea					✓	✓
	Fudan University (Shanghai)		✓			✓	✓
	Hong University of Science and Technology					✓	
	Korea University			✓			✓
	Kyoto University			✓			
	Monash University					✓	
	Peking University (Beijing)		✓	✓		✓	✓
	Seoul National University			✓			
	Shanghai University		✓	✓			
	Tokyo University		✓	✓			
	Tsinghua University					✓	✓
Middle East	King Saud University, Riyadh, Saudi Arabia						✓
	King Abdulaziz University, Jeddah, Saudi Arabia						✓
Europe	Bocconi University	✓	✓				
	Catholic University Louvain					✓	
	Center for Economic Research and Graduate Education (CERGE-EI)		✓		✓		✓
	Central European University			✓		✓	✓
	CERDI (Centre d'etudes et de recherches en developpement international)			✓		✓	✓
	Corvinus University			✓		✓	✓
	Erasmus Rotterdam						✓
	European University Institute	✓	✓				
	Goethe Univeristy		✓	✓	✓	✓	✓
	Graduate Institute of International Studies	✓	✓		✓	✓	
	Higher School of Economics, Moscow					✓	✓
	Institut d'Études Politiques de Paris			✓			
	Kiel Institute		✓				✓
	Maastricht Univesity		✓				
	Moscow State Institute of International Relations					✓	✓
	Paris Dauphine University			✓			✓
	Paris School of Economics (ENSAE)			✓		✓	✓
	Pompeu Fabra				✓		✓
	Rhenish Friedrich - Wilhelm University Bonn					✓	✓
	Tilburg University (Netherlands)		✓			✓	✓
Universitat Konstanz					✓		
	University of Amsterdam					✓	✓

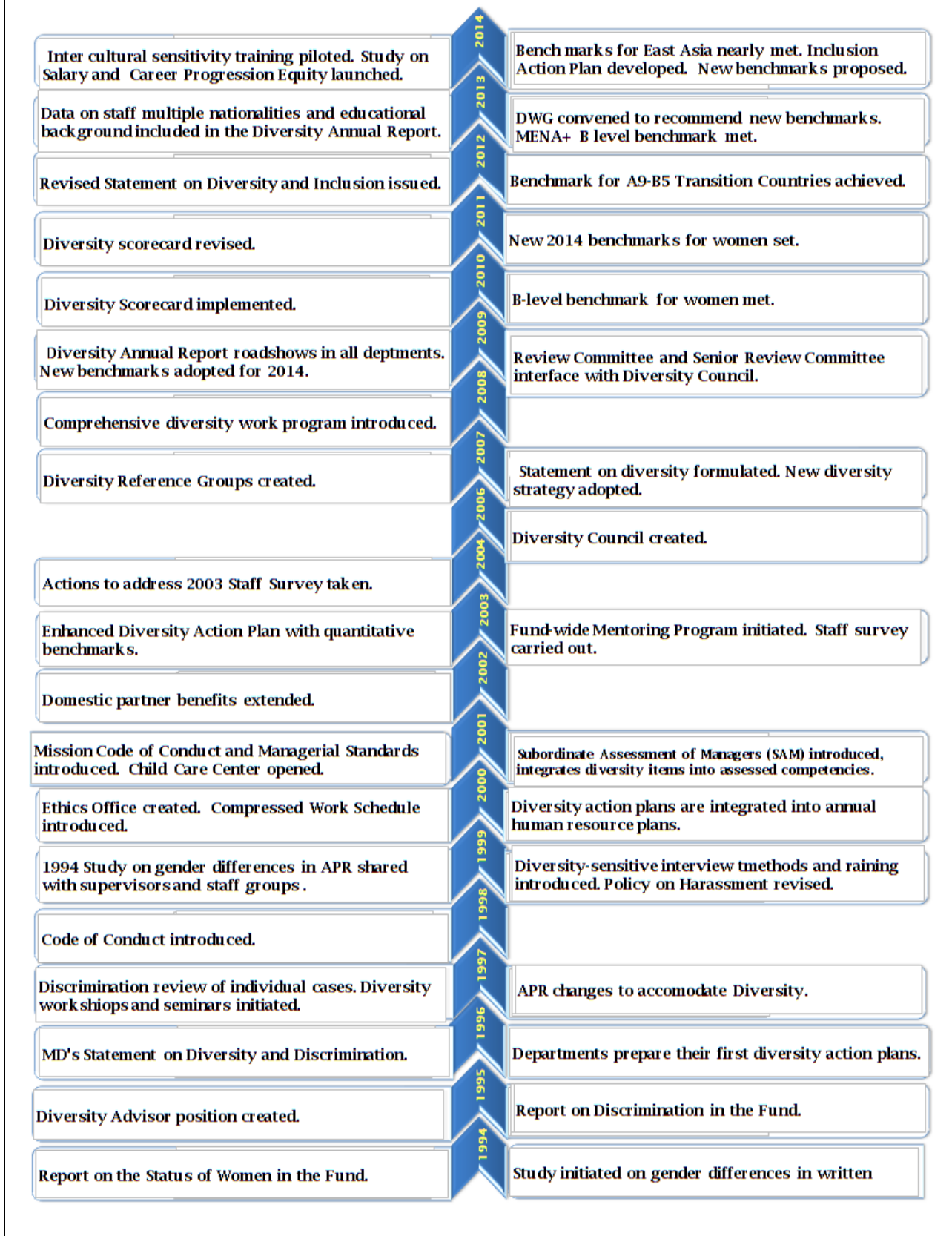
Source: Talent Acquisition and Operations Division, HRD.

**Annex XIV. EP Recruitment Missions by University (concluded)**  
 2008–2013

Region	University	Mission Year					
		2008	2009	2010	2011	2012	2013
Europe (cont'd)	University of Mannheim			✓		✓	
	University of St. Gallen		✓				
	University of Toulouse I					✓	✓
	University of Warsaw					✓	✓
	University of Zurich		✓				
	Warsaw School of Economics					✓	✓
	WHU, Otto Beisheim School of Management					✓	
U.K.	London Business School					✓	
	London School of Economics	✓	✓	✓	✓	✓	✓
	University of Cambridge	✓	✓	✓	✓	✓	✓
	University of Oxford	✓	✓	✓	✓	✓	✓
	University of Warwick	✓					✓
South America	Escola de Pós-Graduação em Economia (EPGE), Fundação Getulio Vargas					✓	
	Pontifícia Universidade Católica do Rio de Janeiro, Rio de Janeiro, Brazil					✓	
	Universidade de São Paulo, São Paulo, Brazil					✓	
U.S.	American Association of Economics					✓	✓
	Boston University	✓	✓	✓		✓	✓
	Brown University					✓	
	Columbia University		✓	✓		✓	✓
	Cornell University					✓	
	Harvard University	✓	✓	✓		✓	✓
	MIT	✓	✓	✓		✓	✓
	New York University		✓	✓		✓	✓
	Northwestern University	✓		✓		✓	✓
	Presentation at IMF Headquarters, Washington D.C. for local Universities					✓	
	Princeton University		✓	✓		✓	✓
	Stanford University		✓	✓		✓	✓
	UC Berkeley		✓	✓		✓	✓
	UCLA		✓	✓		✓	✓
	University of Chicago	✓		✓		✓	✓
	University of Michigan Ann Arbor					✓	✓
	University of Minnesota	✓				✓	
	University of Pennsylvania		✓				✓
	University of Wisconsin - Milwaukee					✓	✓
Yale University			✓		✓	✓	
Canada	Canadian Economics Employment Exchange including Franco-phone African students from					✓	
	University of Montreal						
	McGill University					✓	✓
	Universite de Montreal					✓	✓
	University of Toronto					✓	✓

Source: Talent Acquisition and Operations Division, HRD.

**Annex XV. 20 Years of Diversity Timeline**



## Annex XVI. Diversity Working Group (DWG) Terms of Reference

November 2013

Management is establishing a Diversity Working Group (DWG) to recommend new benchmarks and timeframes for building representation of the membership in the Fund's workforce. The DWG will develop the new benchmarks to begin in CY2015, using an analysis of the likely shortfall against some of the 2014 diversity benchmarks as background.

In developing the new benchmarks, the DWG will take into consideration the experience of comparator organizations, projections for new vacancies expected to arise at the B-level in the years ahead, experience with retention of high performing diverse staff, the existing internal pipeline of high performing staff at the A14-A15 levels, and the work being done on the Employment Framework.

In proposing new benchmarks, the DWG will look into the feasibility of having both stock and flow targets for some or all of the categories of employees included in the benchmarks. In addition, the DWG will explore whether (and how) to account for contractuales, small states, G-20 countries with low representation, and whether dimensions of diversity that go beyond gender and primary nationality should be considered as complementary indicators. The recommendations for new benchmarks will take into consideration the complexity of the Fund's employment framework and staffing needs and will review whether there is a need to build in flexibility to allow for cyclical changes in vacancy rates and other exogenous factors impacting on staff composition.

The DWG will work closely with the Diversity Office and will provide periodic updates to the Diversity Council. It will present its draft findings and recommendations to the Diversity Council by end of June 2014, with a view to seeking consultation from the Executive Board at the September 2014 meeting on diversity.

The members of the DWG are:

*Co-Chairs*

David Andrews (FIN)

Anne-Marie Gulde-Wolf (AFR)

Charalambos Tsangarides (RES)

Ricardo Velloso (AFR)

Etienne Yehoue (AFR)

Xavier Debrun (FAD)

Mohammed El Qorchi (MCD)

Manal Fouad (ICD)

Jeannie Khaw (FIN)

Sujatha Korappath (MCM)

Irina Kouropatkina (ICD)

Charles Kramer (WHD)

Archana Kumar (COM)

Kedibone Letlaka-Rennert (TGS)

Vahram Stepanyan (EUR)

Yan Sun-Wang (SPR)

*Ex-Officio Members*

Nawaf Alhousseini (Acting Diversity Advisor)

Elizabeth Ebeka, SAC (LEG)

Brian Anderson, IMF Globe (STA)

*The working group benefits from support by:*

Amparo I. Vazquez

Sagal Samantar

Jermaine Ogaja

Marlene George



### Annex XVII. FY 2014 Accountability Framework Outcomes

	Fund Target	Area Departments					Functional Non-TA Departments				Functional TA Departments					Support Departments					Average								
		AFR	APD	EUR	MCD	WHD	Average	COM	FIN	RES	SPR	Average	FAD	ICD	LEG	MCM	STA	Average	HRD	OBP	OIA	SEC	TGS	Average	Fund	Economist	SCS		
<b>Diversity</b>	22.5 (Econ)																												
Female B-level staff (percent)	42.5 (SCS)	21.9	18.2	22.9	25.0	21.1	22.0	46.2	18.2	6.3	16.0	20.0	15.8	33.3	37.5	20.0	28.6	24.4	55.6	25.0	33.3	11.1	31.6	31.8	23.5	21.8	35.4		
Female B-level staff		7	4	8	6	4	29	6	2	1	4	13	3	5	3	6	4	21	5	1	1	1	6	14	77	54	23		
B-level staff		32	22	35	24	19	132	13	11	16	25	65	19	15	8	30	14	86	9	4	3	9	19	44	327	262	65		
Female professional hires (percent)	50.0	12.5	25.0	none	50.0	22.2	19.4	50.0	60.0	0.0	25.0	41.7	25.0	60.0	50.0	25.0	0.0	28.9	50.0	none	100.0	66.7	33.3	42.9	35.3	33.1	44.8		
No. of external female appointments, A9-B5		2	1	0	1	2	6	2	6	0	2	10	4	3	2	4	0	13	1	0	1	2	5	9	53	40	13		
Total no. of external appointments, A9-B5		16	4	0	2	9	31	4	10	2	8	24	16	5	4	16	4	45	2	0	1	3	15	21	150	121	29		
Staff from underrepresented regions, B-level (percent)	22.0	18.8	18.2	14.3	33.3	10.5	18.9	7.7	9.1	0.0	20.0	10.8	21.1	6.7	25.0	13.3	14.3	15.1	22.2	0.0	0.0	22.2	36.8	25.0	17.1	16.0	21.5		
No. of B-Level staff from underrepresented regions		6	4	5	8	2	25	1	1	0	5	7	4	1	2	4	2	13	2	0	0	2	7	11	56	42	14		
B-level staff		32	22	35	24	19	132	13	11	16	25	65	19	15	8	30	14	86	9	4	3	9	19	44	327	262	65		
Staff from underrepresented regions, A9-B5 (percent)	36.0	35.4	39.6	36.5	42.7	23.3	35.6	23.7	32.3	33.0	33.6	31.3	29.4	28.0	24.2	26.0	33.3	28.3	20.8	0.0	16.7	27.0	34.3	29.7	31.7	32.8	28.8		
A9-B5 staff from underrepresented regions		68	42	69	53	28	260	18	32	31	49	130	42	23	15	52	38	170	11	0	2	10	82	105	665	527	138		
A9-B5 staff		192	106	189	124	120	731	76	99	94	146	415	143	82	62	200	114	601	53	13	12	37	239	354	2,101	1,609	492		

Less than 30% of target
30% to 70% of target
Above 70% of target

**Annex XVIII. FY 2014 Diversity Scorecard Outcomes<sup>21</sup>**

<b>Goal 1 - Increase the share of staff from underrepresented groups</b>							
Share of each underrepresented group compared to the total number of staff in that group							
Share of						2014FQ4	
	2014FQ1	2014FQ2	2014FQ3	2014FQ4	Target	2014M04	
A9-B5 level staff from underrepresented regions	30.8%	31.8%	31.8%	31.7%	36%	88.1%	
B level staff from underrepresented regions	17.0%	16.8%	17.1%	17.3%	22%	78.7%	
Female B-level staff	22.4%	22.5%	22.8%	23.6%	25%	94.3%	
A9-B5 External Female Appointments (includes EP)	28.0%	36.3%	35.3%	35.5%	50%	71.1%	
<b>Average for Goal 1</b>							<b>83.0%</b>

<b>Goal 2 - Ensure equitable access to opportunity</b>							
Share of						2014FQ4	
	2014FQ1	2014FQ2	2014FQ3	2014FQ4	Target	% Achieved	
Recruiting - Diversity Representation on short List and Selected Candidate List for Internally Posted Managerial Positions (Four-Quarter Rolling Average)							
Recruiting - Representation on Interview Panels for Internally Posted Managerial Positions (Four-Quarter Rolling Average)							
Training (Four-Quarter Rolling Average)							
Mentoring	68.7%	68.7%	68.7%	68.7%	100%	68.7%	
Support to DRG	83.3%	83.3%	83.3%	83.3%	100%	83.3%	
<b>Average for Goal 2</b>							<b>82.2%</b>

<b>Goal 3 - Attend to the diversity concerns of the Fund's membership</b>							
Results measured through ED surveys							
Calculation based on positive responses to an annual survey by EDs							
						2014FQ4	
	2014FQ1	2014FQ2	2014FQ3	2014FQ4	Target	% Achieved	
Executive Director concerns on diversity and views of Fund's strategy and implementation are addressed	53.8%	53.8%	53.8%	53.8%	70-100%	53.8%	

<b>Goal 4 - Foster an inclusive work environment in which everyone is aware of the benefits of diversity</b>							
Results measured through staff surveys							
Calculation based on responses to inclusion index in an annual staff survey by staff							
						2014FQ4	
	2014FQ1	2014FQ2	2014FQ3	2014FQ4	Target	% Achieved	
Inclusive work environment	58.0%	58.0%	58.0%	58.0%	70-100%	58.0%	

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

<sup>21</sup> Goal 2 Key Performance Indicators (KPIs) 1-3 (data on recruiting and training) are undergoing data review, to ensure complete data accuracy. Reporting of these KPIs will resume in FY 2015.

**Annex XIX. 2013 Executive Director Staff Surveys (Diversity Scorecard, Goal 3)**

Please indicate to what extent you agree or disagree with the following statements.

1. I agree with the Goals of the Fund's Diversity Strategy:
  - a. To increase the share of staff from underrepresented groups (both by region and gender)
  - b. To ensure equitable access to opportunity
  - c. To attend to the diversity concerns of the Fund's membership
  - d. To foster an inclusive work environment in which everyone is aware of the benefits of diversity
2. The four diversity Goals sufficiently address my diversity concerns.
3. The Fund's Diversity Strategy is being implemented effectively.
4. I am satisfied with the level of input sought from my office prior to recruiting missions in under-represented regions.
5. Management is...
  - a. Responsive to my diversity-related concerns
  - b. Effective in achieving the Fund's diversity objectives
  - c. Accountable for achieving the Fund's diversity objectives
6. Departments are...
  - a. Responsive to my diversity-related concerns
  - b. Effective in achieving the Fund's diversity objectives
  - c. Accountable for achieving the Fund's diversity objectives

## Annex XX. Selected Departmental Diversity Best Practices in FY 2014

### Transparency

- Following HRD's guidance, all departments share detailed APR and promotion guidelines outlining department specific criteria with their staff before the APR exercise. Most departments also post aggregated APR results by various diversity dimensions. AFR, HRD, ICD, LEG, MCD also post promotions results.
- EUR posts twice annual updates on the composition of the department
- A DRG member participates on all vacancy selection panels in HRD, COM (including B-level positions).
- FIN and WHD actively use their website to publish composition of the department, recruitment, and all Diversity and Inclusion and DRG activities

### Equal access to opportunity

- AFR, APD, EUR, FAD, HRD, ICD, MCD advertise all vacancies and one-off assignments, and publish the names of selected candidates. EUR, HRD, ICD, LEG, MCD, SEC, SPR, STA, WHD advertise internally special assignments, projects, and working groups and call for participation. They publish the names of selected candidates.
- COM improved communication on vacancies and the quality and process of feedback.
- HRD includes information on why the candidate was chosen.
- MCD circulates post-selection data, including diversity information. LEG also advertises external mobility assignments.
- In MCM, staff interested in FSAP mission participation submit their requests online. FSAP Mission Chief assignments are announced department-wide for staff to express interest in mission leadership.
- MCD, RES announce all A15 and above vacancies internally before posting vacancies Fund-wide. Diverse candidates are actively encouraged to apply.

### Accountability

- APD, EUR, ICD B4s have been assigned specific divisions and will assess managerial performance as part of senior staff's APR exercise against managerial best practice guidelines.
- EUR, HRD, ICD management endorses annual action plan for the DRG and the IO. EUR also asks questions on diversity during exit interviews.
- FAD uses the Accountability Framework down to the divisional level and includes it in discussions of Division Chiefs' APRs. The DRG Chair and co-chair present the diversity indicators to the department's management and senior staff bi-annually.
- FIN has rolled out divisional dashboards that include diversity indicators.
- ICD has increased the frequency of meetings of the Director/Deputy Directors with staff, and holds meetings every two weeks of the HR team with Division Chiefs
- HRD, LEG involve their broader management teams in discussions on strategic issues, including the Accountability Framework.
- MCD introduced "Top 10 managerial practices" that encourage creating a respectful workplace environment and sharing diverse views.

### Annex XX. Selected Departmental Diversity Best Practices in FY 2014 (concluded)

- WHD has increased frequency of meetings of the Director/Deputy Directors with staff, and holds regular meetings of HR teams with Division Chiefs.

#### Mentoring and Support

- AFR, APD, COM, EUR, FAD, FIN, ICD, HRD, MCD, MCM, WHD have a systematic mentoring program for all new staff.
- FIN collaborated with STA on a cross-departmental mentoring arrangement. LEG, STA developed mentoring guidelines.
- AFR is enhancing its mentoring program to include a networking element.
- RES offered coaching and guidance to a female Senior Economists identified as having potential leadership skills to prepare them for possible A15 vacancies.
- EUR uses mid-year reviews as part of a broader career framework that supports development of staff.
- MCM continues with Career Guidance Discussions (CGD) and has acted on requests from staff through the CGDs, including several targeted training programs.
- SEC provides support for mobility and transition to other career streams.
- WHD offers an on-boarding program for economists in addition to mentoring program.

#### Inclusion

- AFR hired a diversity and inclusion expert to probe deeper into issues related to diversity and inclusion in AFR, following the 2013 staff survey. The consultant's recommendations are being implemented. The consultant also led a session on unconscious bias at AFR's annual retreat.
- APD launched a series of brown bag seminars focusing on female leadership; open to all APD staff, to date they have featured outgoing DMD Shafik and AFR Department Head Ms. Sayeh.
- EUR established a working group on training, and a Mission Chief Forum to provide regular leadership workshops and seminars to managers.
- MCD rolled out online diversity training for staff to create awareness of cultural differences, and included diverse MCD staff in 2013 Staff Survey working groups.
- STA implemented mandatory Ethics and Dispute Resolution Training to all HQ-based staff and has announced zero tolerance to bullying and harassment on multiple occasions.
- LEG engaged with the Fund's Mediation Office to provide Conflict Resolution and Communications Workshops to LEG staff and managers
- AFR is putting in place guidelines on how to address bullying and harassment, and, with two other departments, is exploring establishment of a Respectful Workplace Advisor program.
- MCD defined and communicated to staff the definition of "Bullying," "Zero Tolerance," and the TOR for Respectful Workplace Advisors to raise awareness. OBP held an off-site retreat to develop a set of common values, which emphasize (among other things) teamwork, inclusion, and open communication

### Annex XXI. Examples of DRG Activities in FY 2014

- The **AFR DRG** organized roundtable discussions to discuss work-life balance, unconscious bias, teamwork and inclusiveness; worked with the AFR HR team on preventing bullying and harassment, assisting with the roll-out of a departmental survey and design of follow-up measures; issued a semi-annual newsletter summarizing its activities and presenting departmental diversity statistics.
- The **APD DRG** organized two workshops on “Creating a Respectful Workplace,” targeted at senior staff and support staff; interactive approaches allowed participants identify behaviors that may be considered disrespectful from different cultural perspectives, explore ways to address inappropriate behavior if it occurs, and recognize how cultural differences impact expectations about respectful behavior.
- The **EUR DRG** maintains up-to-date website with the DRG action plan, resources and relevant links; organizes discussions for department staff for education and awareness of diversity dimensions listed in the inclusion statement (e.g., brown bags on LGBT; a review of “Lean In”); contributes to the departmental retreats; and has initiated the inclusion of diversity related questions in the exit interviews conducted by the departmental HR team.
- The **FAD DRG** produces a diversity profile of the department and each division for Front Office every six months; organizes informal seminars for department staff with FAD senior staff to discuss and promote diversity and career related issues.
- The **HRD DRG** led an inclusion activity at the HRD retreat and planned several social events, including a Cherry Blossom walk and picnic at the Global Stability Cup.
- The **ICD DRG** arranged training on promoting a respectful workplace; topics covered include bullying, harassment, and cultural differences in the workplace; held one-on-one OnBoarding meetings with new staff to inform them of ICD’s zero tolerance policy towards harassment and bullying, and to provide information on informal and formal dispute resolution channels available to staff.
- The **MCD DRG** conducted an informal staff survey on diversity and inclusion and recommended follow up actions to address the issues revealed; promoted the appointment of respectful workplace advisors and liaised with the working group put in place to implement the initiative; and shortlisted two online courses offered through e-learning on working in a diverse environment, and encouraged all MCD staff to enroll in at least one, using a raffle among staff who took a course as an extra incentive to participate.
- The **RES DRG** organized a luncheon with Ms. Lundsager (former U.S. Executive Director), where she talked about her perspectives on diversity issues and her experience in addressing issues of gender imbalance at the Fund; arranged meetings to: discuss and promote diversity; introduce newly-hired diverse staff to the department; and address work-life balance and career progression issues.
- The **SPR DRG** hosted a department-wide presentation of Sheryl Sandberg’s book “Lean In,” focusing on career progression for women; conducted a diversity quiz during the SPR retreat, aimed to raise awareness of diversity in a fun way.
- The **STA DRG** contributed in departmental diversity working groups; reported to STA management on the trends in the diversity scorecard; raised diversity awareness for staff at HQ and in Regional Technical Assistance Centers; and participated in the IDI Pilot: Cultural Competency Training course.
- The **WHD DRG** worked with departmental management on a number of D&I issues, including posting aggregated APR results by various diversity dimensions; equal access to opportunity; sharing of information; encouraging staff to organize seminars to present their analytical work to colleagues or discuss topics that could be of interest to other staff; and raising awareness about flexible work arrangement options and promoting their use for interested staff.

<b>Annex XXII. Update on the Inclusion Action Plan</b>		
<b>Action Plan Initiative</b>	<b>Timeline</b>	<b>Status</b>
<p><b>Inclusion Index in Accountability Framework:</b> Incorporate the ratings from the Staff Survey Inclusion Index in the Accountability Framework for departments.</p>	<p>Started in mid-FY14 departmental performance discussion.</p>	<p>Included in the end-FY 2014 Accountability Framework, which forms the basis for department heads' annual performance review discussions.</p>
<p><b>Salary and Career Progression Equity Study:</b> Conduct a salary and career progression equity study by an independent external consultant. Study to cover nationality and gender.</p>	<p>Final report expected during Q3/FY15.</p>	<p>An independent consultant was hired to conduct the study. The methodology used was reviewed by the Steering Committee on the study (includes members from SAC), the chairs of the Diversity Working Group, and senior staff. The study is in progress and results will be shared with staff.</p>
<p><b>Cross-Cultural Competence:</b> Introduce a cross-cultural competence assessment/training framework and integrate within learning programs for managers and individual contributors.</p>	<p>Roll-out to existing staff and new hires during Q2/FY15.</p>	<p>A pilot was conducted for 4 groups (see paragraphs 32 and 33 and Box 5) – and based on the pilot results the program is being integrated with the leadership development training roll out, initially via the Emerging Managers and Managing Leadership programs in FY15.</p>
<p><b>Executive Mentoring:</b> Develop an executive mentoring program for emerging managers from underrepresented regions. Consider expansion to emerging professionals at the A1-A8 level.</p>	<p>Launch during Q1/ FY15</p>	<p>A group mentoring program, Career Enrichment and Talent Engagement (CREATE), has been developed. As a pilot, the program targets staff from Sub-Saharan African, Caribbean and MENA+ regions at A14 Economists and A14/A13 SCS. Based on evaluation of this program in FY16, its scope will be widened to other underrepresented groups and levels.</p>
<p><b>Visibility of Staff Clubs:</b> Provide support for existing clubs of staff from underrepresented regions, especially Sub-Saharan Africa, MENA+ and the Caribbean: 1) Guest Economist event covering the respective region to be co-sponsored by club during CY14. 2) Flyer of club to be available during the bi-weekly new hires on-boarding session.</p>	<p>Guest economist event during CY14. Club promotion during new hires on-boarding program starting Q4/FY14.</p>	<p>The Fund's Arab Staff Group organized a seminar on <i>Intertwining Politics and Economics in ACTs</i> in June 2014. The Guest Economist Event by Sub-Saharan African and Caribbean groups are yet to be arranged by the respective clubs.</p>

**DIVERSITY**  
&  
**INCLUSION**