

ANNUAL REPORT 2015



Statement on Diversity and Inclusion

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 from the Managing Director

We at the Fund are proud of our diverse and talented workforce. To understand the concerns of our 188 member countries and provide them with the world-class economic advice and technical assistance they have to come to expect from the Fund, we must expand and unlock the full potential of our own diversity. This aspiration requires continuous attention and can only be measured by the progress actually achieved. So where do we stand?

We have made steady progress in the past several years to broaden the national and gender composition of our workforce. We have improved gender balance, met or exceeded our 2014 targets for transition countries and East Asia, and made progress toward our benchmark for staff from sub-Saharan Africa. As we work toward our 2020 benchmarks, an important challenge will be to improve the representation of staff from the Middle East and North Africa, and to increase the number of women economists in our managerial ranks.

We recognize, however, that being a diverse organization is about much more than getting the workforce composition right. It is about getting the work culture right—finding ways to learn from our differences and to use those differences to drive innovation that will uncover new and creative ways of addressing today's global economic problems. That is the essence of the inclusive work culture we strive to build.

Here too, we have made good progress. Our 2015 staff survey shows that recent initiatives—from leadership training programs to management's informal coffees with staff—have resulted in double-digit increases in our workplace inclusion scores. But we know that much more needs to be done to make it easier for staff at all levels to question, experiment, and challenge current work practices. To achieve this, we need to continue to foster inclusive people management skills, cross-cultural knowledge and understanding, and open communication.

My management colleagues and I are committed to building on these efforts to create a more inclusive Fund, and we look forward to working with the new Inclusion and Diversity Council.

I also thank to the Executive Board for its engagement and support.



Christine Lagarde
Managing Director



Executive Summary

BUSINESS CASE

The Fund's diversity and inclusion initiatives add value to the organization in ways that benefit both staff and member countries. This report opens with examples of that impact and clear, concise definitions for diversity, inclusion and cultural competence—elements needed to unlock the full potential of diversity at the Fund.

PROGRESS IN DIVERSITY

The charts in this report summarize progress made against the 2020 diversity benchmarks. It includes best practices drawn from external gender diversity campaigns for their potential application to Fund initiatives. Findings include:

- Progress toward underrepresented region (URR) benchmarks is uneven and being addressed.
- Since FY 2012, Transition Countries have exceeded the benchmark for professional level staff.
- Consistent progress led to meeting the East Asia benchmark for professional staff in FY 2015.
- Africa (Sub-Saharan) has made steady progress toward professional and senior level benchmarks.
- Middle East and North Africa + (MENA+) display patterns that need significant improvement.
- Gender progress improved more within specialized career streams than economist departments.
- External gender diversity best practices reveal key success factors to help meet all benchmarks.
- Understanding key assumptions, opinions, and biases can help drive sustainable progress.

STRENGTHENING INCLUSION

This section reviews Fund inclusion efforts and blends insights from external sources.

- Solid progress in inclusion grew from strengthening collaboration, inclusive people management skills, cultural competence and open communication; efforts will be continued.
- A summary of inter-generational focus groups enriches the inclusion discussion.
- A set of inclusive leadership characteristics, when mastered, will help embed inclusion firmly in the culture.

THE ROAD TO CONTINUING PROGRESS

Leaders across the Fund are becoming more active and engaged in leading diversity and inclusion efforts. The revised Inclusion and Diversity Council and associated governance will help drive progress. The Diversity Office, Human Resources and staff groups have important roles to play in supporting leadership and facilitating change. It is the consistent actions of leaders across all departments that will accelerate progress further. The top areas to address in FY2016 will be: 1) laying out a plan for each benchmark to help meet the new 2020 benchmarks; 2) engaging the Council and other key groups in the design of a 3–5 year diversity and inclusion strategy; 3) integrating diversity and inclusion further into the leadership framework and learning and development offerings.

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Introduction

Global institutions need to apply global mindsets. Diversity and inclusion, when managed well, will help us develop and apply our unique knowledge set across our member countries. This strength of the Fund—its long-term work with highly diverse members and staff—cannot be easily replicated. We draw on this diversity to raise our collective intelligence and to better advise our member countries.

This diversity across our member countries helps drive the increased need for broader diversity in our staff. Each drives the other, reinforcing the core strengths and differentiating advantages of the Fund. Diversity alone is a necessary, but insufficient step. Diversity progress is unsustainable if inclusion is not a pervasive part of our institutional culture. Without inclusion, valuable contributions from talented staff remain untapped or underutilized and insights from our member countries are not shared across cultures and geographies. The purpose of this report is

to chart our progress in diversity, while broadly defining in a preliminary fashion, the strategies, competencies and actions required to drive a culture of inclusion and cross-cultural agility. Fleshing these out in greater detail with leaders recently appointed by the Managing Director to the 2016 Inclusion and Diversity Council and staff from all departments and diverse groups will mark our work together in the next few years.

The skills of inclusion and cross-cultural agility serve us inside and out. Our mission is to provide the best policy and technical advice and foster economic stability and growth. This is increasingly challenging because economic problems are becoming more complex in an increasingly interconnected world marked by deepening and constantly innovating financial markets. We need a diverse and inclusive workforce to ensure that we possess the cross-cultural agility required to find the creative solutions our times demand.



Business Case

“ The Fund has many examples of connecting diversity and inclusion to our business in ways that benefit both staff and member countries. ”

Diversity provides the essential mix, while inclusion makes the most of it. If diversity is the mix of differences in our workforce, inclusion is about how well we make this mix work together. Inclusion means seeing differences as a way to add value.

Tapping into these differences is a way to raise the bar on what we can achieve together—not a step in lowering the bar as opponents of diversity often argue. We can become even more proficient at getting the full contributions from staff in all diversity dimensions such as nationality, gender, generations, skill-sets, cultural and religious backgrounds, language abilities and sexual orientation.

Definitions

DIVERSITY

The mix

INCLUSION

Ensuring all of the mix is included and encouraged to mix

CULTURAL COMPETENCE

Being able and willing to mix well, regardless of the mixture

To inspire and draw out this potential requires strong management and leadership skills—as well as a commitment to fostering more open, unbiased, and non-judgmental approach to different ways of thinking, communicating, and collaborating across cultures. Getting the best outcomes from our teams and for our member countries is our common goal. But our own human tendencies, habits and cultural upbringings can trip us up along the way.

Maximizing the gain means minimizing any biases that lead us to recruit and promote people who resemble rather than constructively challenge our teams. Such practices can translate into hiring for short-term comfort rather than what is best for the Fund in the longer term, to drive the outcomes we want. Greater diversity and inclusion is served by hiring to complement our teams with the people, skill-sets and perspectives that expand their existing capabilities rather than replicate them.

Enhanced efforts both in diversity and inclusion can help attract, develop, advance and retain the mix of talent that we need. While there are continuing challenges to address in increasing workforce diversity, creating a culture of inclusion, in particular, will require focused effort and leadership to gain the full benefits of effective collaboration and innovation.

“ We must foster a culture where challenging the thinking and established ways of working is welcomed and viewed as a way to respectfully and continuously improve our individual and collective outputs. ”

Diversity and inclusion contribute to Management's key goals for FY 2016 and beyond. Our diversity and inclusion efforts are in step with serving the longer-term role of the Fund in helping sustain and enable economic and financial stability for the whole of the global system and its parts. The overarching objective currently is to help the global recovery gain strength in a sustainable way. The way diversity and inclusion contribute towards each of the FY 2016 goals is shown in **Figure 1**.

There are many internal and external business case examples of why diversity and inclusion are important to the work of the Fund. We include some examples that illustrate the importance of what “inclusion” looks like in the broader context of the Fund in **Figures 2–3**.¹

¹ Additional case studies are included in the supplementary information section of this report.

FIGURE 1. Diversity and inclusion contribute to Management's key goals for FY 2016



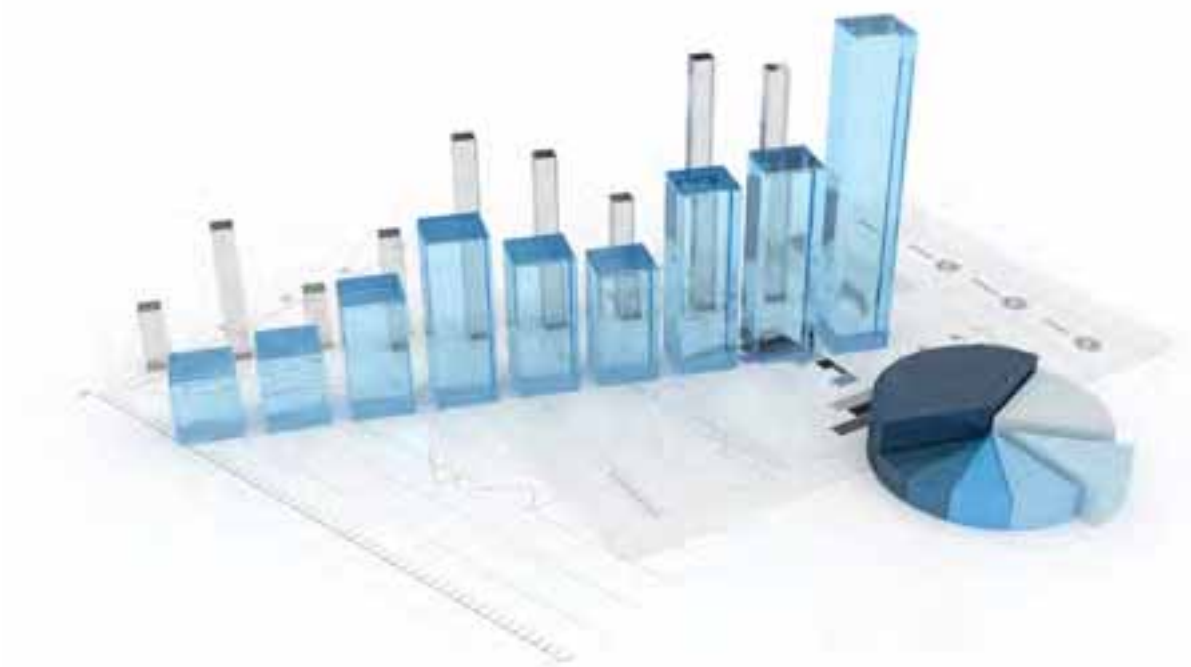


FIGURE 2. Monetary and Capital Markets (MCM) Department's inclusion by design: creative thinkers group

THE CHALLENGE

Financial systems in emerging economies are growing and becoming more integrated with other countries. At the same time, nonbank institutions are playing a larger role and oversight frameworks are evolving. In the face of all this change, the Fund is mandated to promote the stability of the global system—and MCM plays a central role in enabling that outcome.

THE INNOVATION

MCM leaders decided to source new ideas by including a broader circle of thinkers. They developed a “creative thinking group” of deputy division chiefs and senior economists from across the department. They represented a more junior and typically younger group than usually led such initiatives. Their output was a 9-idea, 18-page report with unique suggestions that were largely adopted by senior management.

TOWARD INCLUSION

This process marked a step toward greater respect and inclusion within MCM. The group felt they were making a serious contribution to shaping MCM's work. Many said their involvement increased appreciation for MCM's larger role, and the clear engagement of the Director and MCM management sent a strong signal that innovative suggestions from all staff are welcome.

FIGURE 3. Japanese women in the workforce: from diversity to inclusion

THE CHALLENGE

Japan's traditional workforce is in decline. IMF economists saw women as an under-employed, educated group who could be mobilized IF significant child care and tax credits were offered. These were significant cultural changes.

THE INNOVATION

A major IMF study showed potential gross domestic product (GDP) gains from closing the gender gap. The initiative did not stop with research. The MD and IMF staff spent considerable time in bilateral talks with Japanese authorities helping to place the recommendations in a Japanese cultural context; this prompted policy changes beyond the region.

TOWARD INCLUSION

When Fund researchers were included in the consultative process beyond the study, they felt a greater sense of inclusion in Fund work generally. The MD's involvement also helped signal that gender issues should be included, rather than excluded from the Fund's stability work.



Progress In Diversity

A summary of the progress made against the 2020 diversity benchmarks is provided in this section. Lessons learned from external gender efforts are also reviewed with an eye to what could be further developed internally to accelerate progress across all benchmarks.

Our emphasis on diversity will continue. The ongoing search for superior talent around the world is a significant driver toward enhanced diversity. This value at the Fund has remained constant. The need to expand the diversity of our talent and leadership pipeline and strengthen our performance in inclusion is the next evolutionary step. We have made a lot of progress in these areas. But to move toward our full potential we are building a more consistent and integrated approach to the diversity and inclusion efforts at the Fund. Through collective leadership across these issues—led by example from the top—we are working to drive sustainable progress.

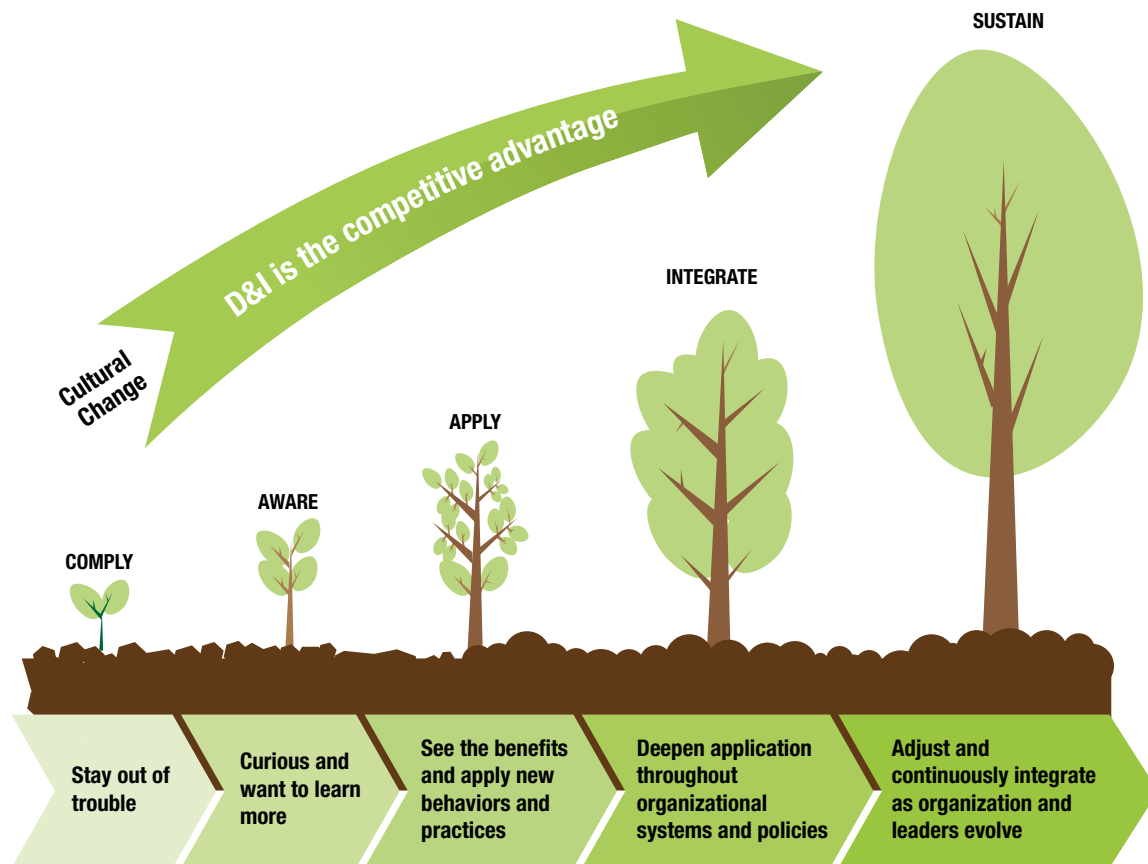
The setting of diversity benchmarks is practiced across industries. Many organizations have spent decades trying to diversify their workforces. Some have done it to comply with strict legislation or out of fear of lawsuits, penalties or reputational damage. Others have looked at the changing demographics of their clients, key stakeholders or customer bases and sought greater internal representation of their external clients.

In more mature organizational initiatives, diversity and inclusion practices are fully integrated into the human resource policies and practices as well as into core business practices. Organizations that reach these more mature stages typically do so



FIGURE 4. Diversity and Inclusion Maturity Model

The Fund overall continues to raise awareness and move toward greater application and integration of diversity and inclusion throughout our business



over time (Figure 4). They tend to make progress in one or two areas initially and later broaden their efforts. To maintain progress, constant efforts and attention are needed. No organization can truthfully say they have “arrived” and have completed their journey in diversity and inclusion but some are further along in their efforts and we can learn from them.

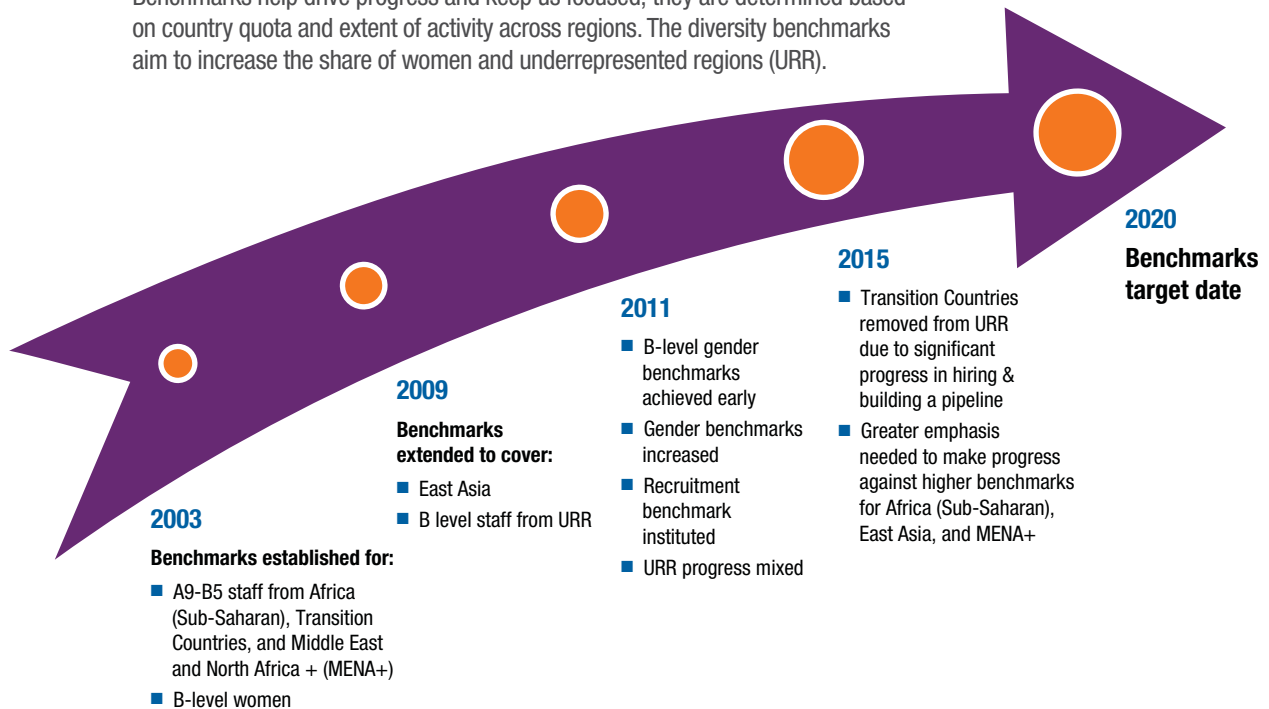
It is also not unusual for organizations to start with a focus on gender, nationality or ethnicity. With a sound framework and leadership engagement in place other dimensions such as sexual orientation, disabilities and generational diversity come into focus. This approach has meant that for some groups and issues, progress has been slower than on others. At the Fund, starting with our efforts in 2003, we have

followed the pattern of initial progress with gender and nationalities, making mixed progress over time (Figure 5). Although we have made notable progress in some areas, we are stalled in other areas and are aware that we have a lot more to do to make and sustain the kinds of progress we want in both diversity and inclusion.

Our benchmarks were set to help us better reflect our member countries. Our members expect this and we believe the effect of greater diversity is also to broaden our talent pool and our problem-solving abilities. We know we could benefit from increasing the contributions from more staff from underrepresented regions (URR) and women. We need to continue to develop these capabilities and be willing to further assess, understand and tackle why some groups progress

FIGURE 5. Fund's progress towards benchmarks

Benchmarks help drive progress and keep us focused; they are determined based on country quota and extent of activity across regions. The diversity benchmarks aim to increase the share of women and underrepresented regions (URR).



faster than others. In doing this we will need to have some tough discussions and prioritize what actions we will need to take in order to make our 2020 benchmarks. Among just a few of these tough discussions will be determining the right mix of talent developed internally or brought in from the outside, whether or not fast-track programs will be deployed to help level the playing field for staff from URR and women and how we will address implicit bias and other challenges that confront most large, diversifying organizations.

Progress toward URR benchmarks remains uneven. Since 2003, we have had benchmarks for staff from Africa (Sub-Saharan), Transition Countries and MENA+ regions. These were collectively represented in a benchmark for URR. In 2009, we extended the benchmarks to include staff from East Asia and senior (B-level) staff from URR.²

² Source of data and references to benchmarks: *Staff Recruitment and Retention Experience in CY2014* paper (TAO, March 2015), and the Diversity Office.

TABLE 1. Benchmarks for 2020

| | 2014 | 2020 |
|--|-------|------|
| Share of A9-B5 staff (in percent) | | |
| REGION | | |
| Africa (Sub-Saharan) | 8.0 | 8.0 |
| East Asia | 12.0 | 15.0 |
| Transition Countries ¹ | 8.0 | n.a. |
| Middle East and North Africa+ (MENA+) | 8.0 | 8.0 |
| Share of A9-B5 recruitment (in percent) | | |
| REGION | | |
| Africa (Sub-Saharan) | n.a. | 10.0 |
| Middle East and North Africa+ (MENA+) | n.a. | 10.0 |
| GENDER | | |
| Women | 50.0 | 50.0 |
| Share of B-level staff (in percent) | | |
| REGION | | |
| Africa (Sub-Saharan) | 6.0 | 7.0 |
| East Asia | 7.0 | 8.0 |
| Transition Countries ¹ | 4.0 | n.a. |
| Middle East and North Africa + (MENA+) | 5.0 | 6.0 |
| WOMEN | | |
| All B-Level | 25-30 | 30.0 |
| B-Level in Economist Departments | 20-25 | 25.0 |
| B-Level in SCS Departments | 40-45 | 45.0 |

Source: Diversity Working Group Report (August 2014)

¹ Benchmarks for transition countries removed effective May 1, 2015

FIGURE 6. IMF department classification¹

| Area | Type |
|---|------|
| AFR African | ECON |
| APD Asia & Pacific, includes: <i>OAP</i> Regional Office for Asia & the Pacific | ECON |
| EUR European, includes: <i>EUO</i> Offices in Europe | ECON |
| MCD Middle Eastern & Central Asia | ECON |
| WHD Western Hemisphere | ECON |
| Functional | Type |
| COM Communications | SCS |
| FIN Finance | ECON |
| RES Research | ECON |
| SPR Strategy, Policy & Review | ECON |
| Technical Assistance (TA) Functional | Type |
| FAD Fiscal Affairs | ECON |
| ICD Institute for Capacity Development, includes: <i>ATI</i> African Training Institute <i>CEF</i> Middle East Center for Economics & Finance <i>JVI</i> Joint Vienna Institute <i>STI</i> Singapore Regional Training Institute | ECON |
| LEG Legal | SCS |
| MCM Monetary & Capital Markets | ECON |
| STA Statistics | ECON |
| Support | Type |
| HRD Human Resources | SCS |
| OMD Office of the Managing Director, includes DMD and: <i>INV</i> Investment Office <i>OBP</i> Office of Budget & Planning <i>OIA</i> Office of Internal Audit & Inspection | ECON |
| SEC Secretary's | SCS |
| TGS Technology & General Services | SCS |

¹ Department type classification reflects career stream distribution at the B-level. Excludes OED and IEO. CON = economics, SCS = specialized career stream

In 2015, new benchmarks were established in which we removed the Transition Countries and raised the benchmarks for Africa (Sub-Saharan), East Asia, and MENA+ (Table 1). The Fund as a whole and individual departments (Figure 6) are far away from the 2020 benchmarks (Figures 7–8), significant efforts will be needed to make progress in the remaining URR.

There will need to be increased emphasis on recruiting, developing and retaining staff from the remaining URR beginning in FY 2016. To support this effort, recruitment targets have been set for Africa (Sub-Saharan) and MENA+

(Figure 9). A recruitment benchmark for East Asia was not set as finding talent from this region poses less of a challenge.

More fundamentally, the root causes of the challenges facing the Fund and staff from Africa (Sub-Saharan), East Asia and (MENA+) will need to be more fully understood and addressed. This will be done in conjunction with Fund leadership and staff from these regions and all across the Fund as we look to develop additional concrete actions aimed at removing what are identified as the top barriers and obstacles facing staff from these regions.

FIGURE 7. URR staff as a share of B level and A9-B5 staff in area departments

Dropping transition countries sets a new starting point, increases emphasis needed on remaining URR benchmarks.

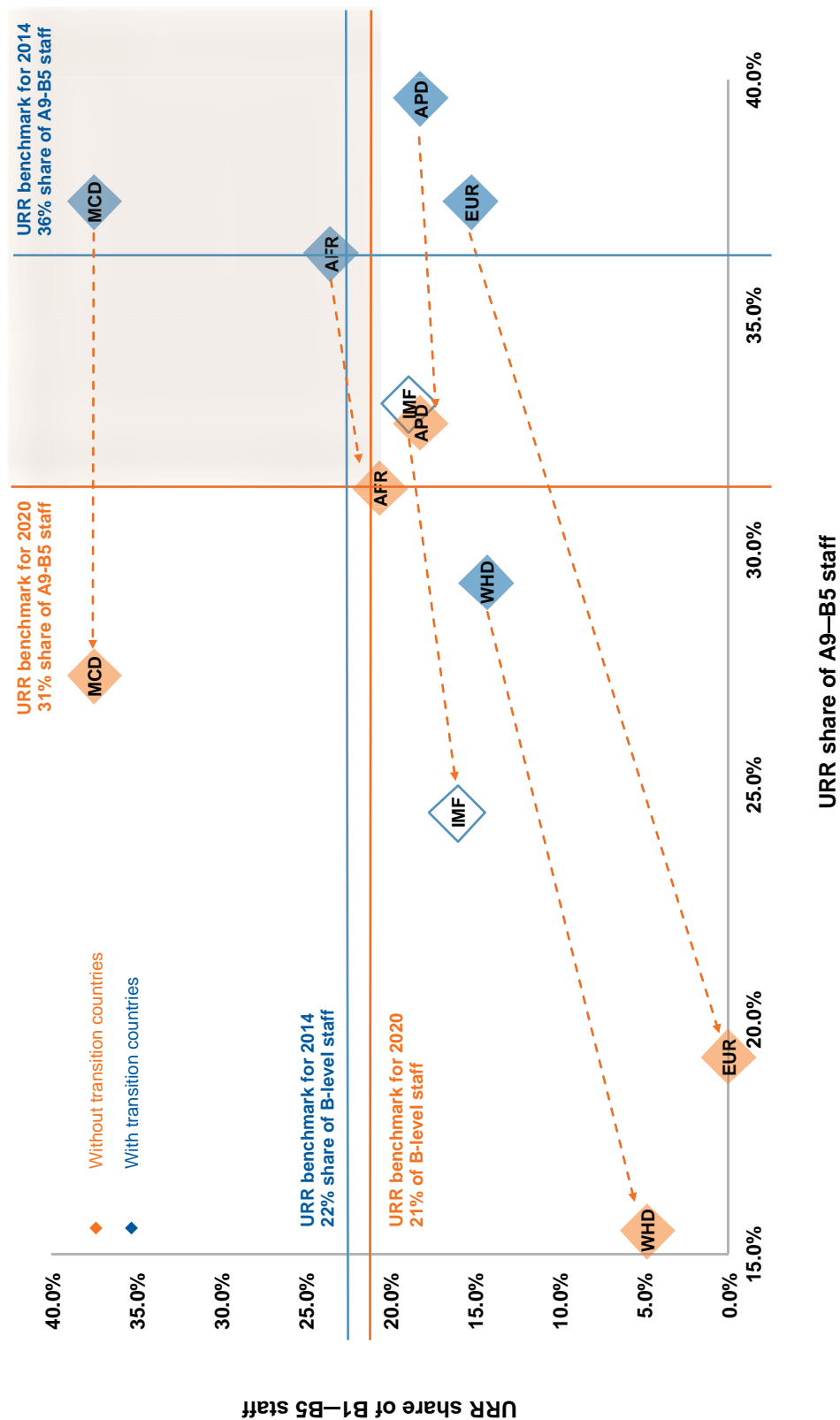


FIGURE 8. URR staff as a share of B level and A9-B5 staff in other departments

Dropping transition countries sets new starting point, increases emphasis needed on remaining URR benchmarks.
Note: HRD did not move, therefore, only one diamond is visible.

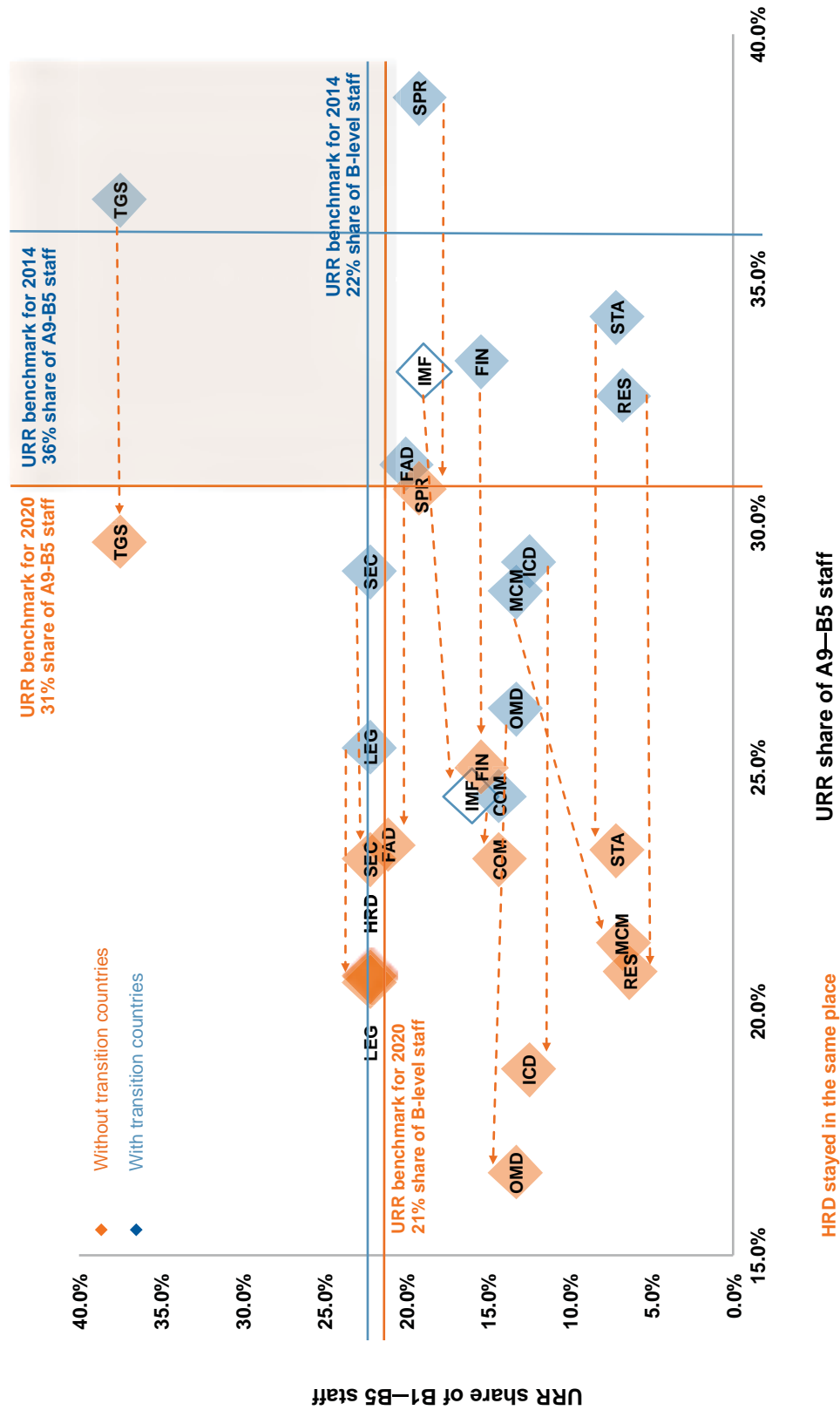
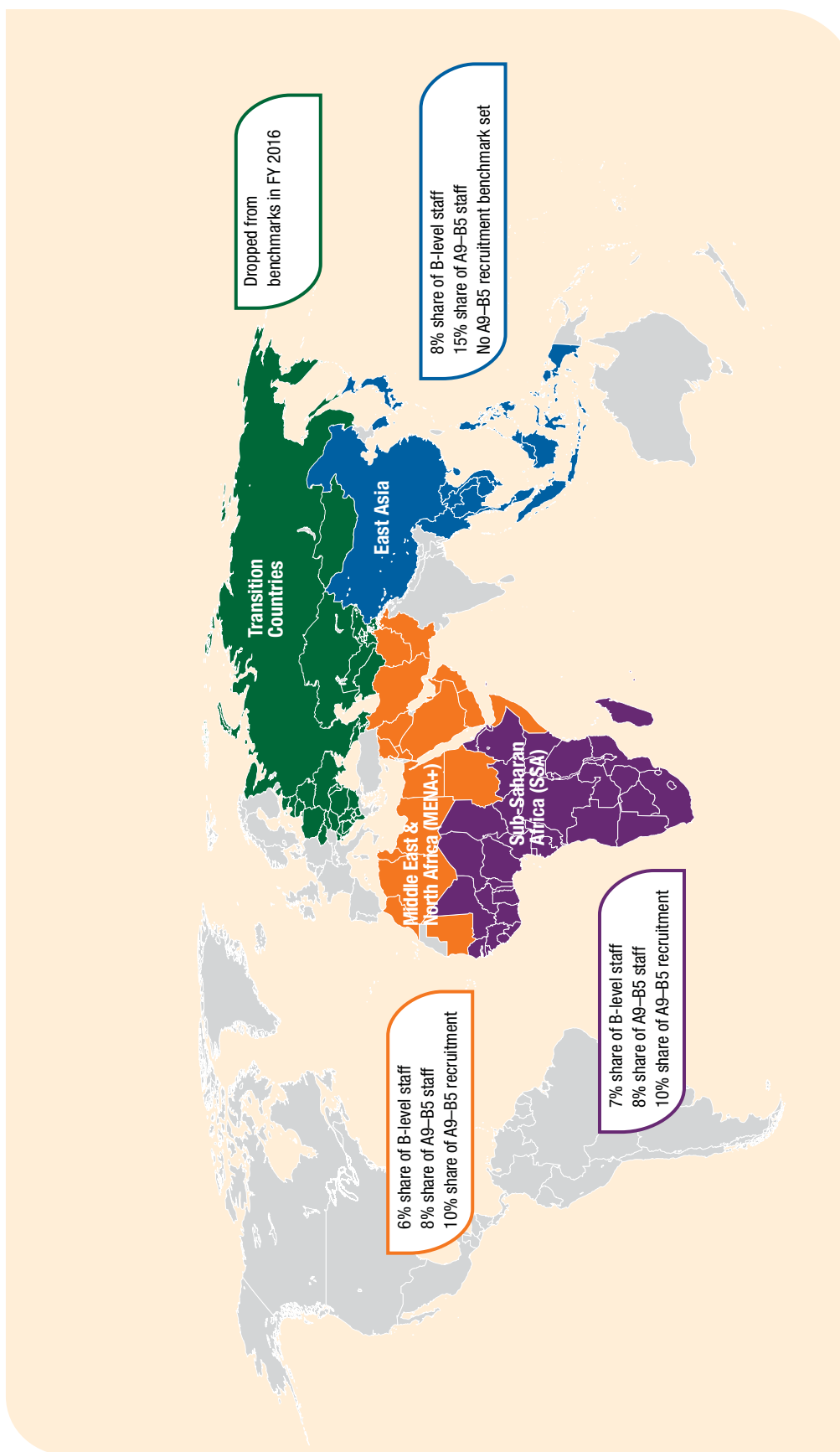


FIGURE 9. 2020 benchmarks for underrepresented countries by region



Good progress made with Transition

Countries. Our efforts to recruit and develop staff from Transition Countries are paying off as evidenced through stronger pipeline and promotion representation. Although we dropped this benchmark moving forward, we will need to ensure these results can continue and be maintained over time (Figures 10–11). Why this progress has been more rapid than with other groups may be due to the comparative ease and cultural fit to the broader institution that staff from these countries have as opposed to other groups. But further review will be needed to fully understand and sustain progress with this region.

Progress in East Asian pipeline warrants raising benchmark for 2020. In further examining our East Asia benchmark, recruiting staff from the region has not been the main challenge. The more significant challenges for this group have been in the areas of development and retention. Looking to the future and in collaboration with East Asian staff, we need to deepen our understanding of the cultural and/or systemic barriers that may be getting in the way and plan a more effective path forward. Lowering turnover and increasing developmental opportunities that allow for further progression into the senior levels should be a focus for this group. Because we have made progress against this benchmark (Figures 12–13), it has been raised for 2020.

Africa (Sub-Saharan) is on track to make the 2020 benchmarks and we need to sustain that progress (Figures 14–15). This year has been largely about assessing and understanding the scope of the challenges as set against the new 2020 benchmarks and in the context of continued steps to improve the work environment. Additional efforts, in collaboration with staff from the region, will need to be planned for the next fiscal year and beyond.

MENA+ staff has remained the most difficult benchmark for which to build a pipeline (Figure 16). An increased understanding of why this is the case and the formulation of stronger and more targeted actions are required by leadership in

collaboration with staff from this region. We will need to better understand and change this pattern in the future if we are to achieve this benchmark in 2020 and get the full contributions from talent from this region.

Strong recent gains for MENA+ in senior roles may prove difficult to maintain. In the MENA region, good progress was made in FY 2015 in the senior levels (Figure 17), largely due to a centrally funded senior level hiring program targeting external talent from URR. Staff from the MENA region were hired under this program and this has helped forge initial progress. Staff hired under this program, however, need to be absorbed by departmental budgets after three years. If this does not happen, we risk sliding backward against this target area. Understanding how to set up staff from this program for success along with developing existing MENA+ staff for future senior roles is also needed to sustain progress.

Overall, each URR benchmark group may need slightly different approaches and actions in order to continue to make and sustain progress. But for *all* benchmark groups, a more thorough review of the specific cultural, organizational and systemic barriers will need to be completed. Looking to our gender benchmarks, we can report a slightly different story and one where good progress has been made.

Gender progress has been steady but a stronger focus in the economist career stream and in senior leadership positions is needed. We have made good progress in gender against our benchmarks, set initially in 2003 and then re-set at a higher level in 2011 when we achieved the benchmark early. While we recognize that the 30 percent benchmark for women may be harder to achieve in some career streams than others, this still should be achievable with the proper focus and attention (Figure 18).

For economist departments in particular, an increased focus on developing women leaders and building a more gender-balanced leadership pipeline is needed (Figure 19). The first step is for department

FIGURE 10. Progress towards benchmarks: staff from Transition Countries as a share of A9-B5 staff

No benchmark for 2020

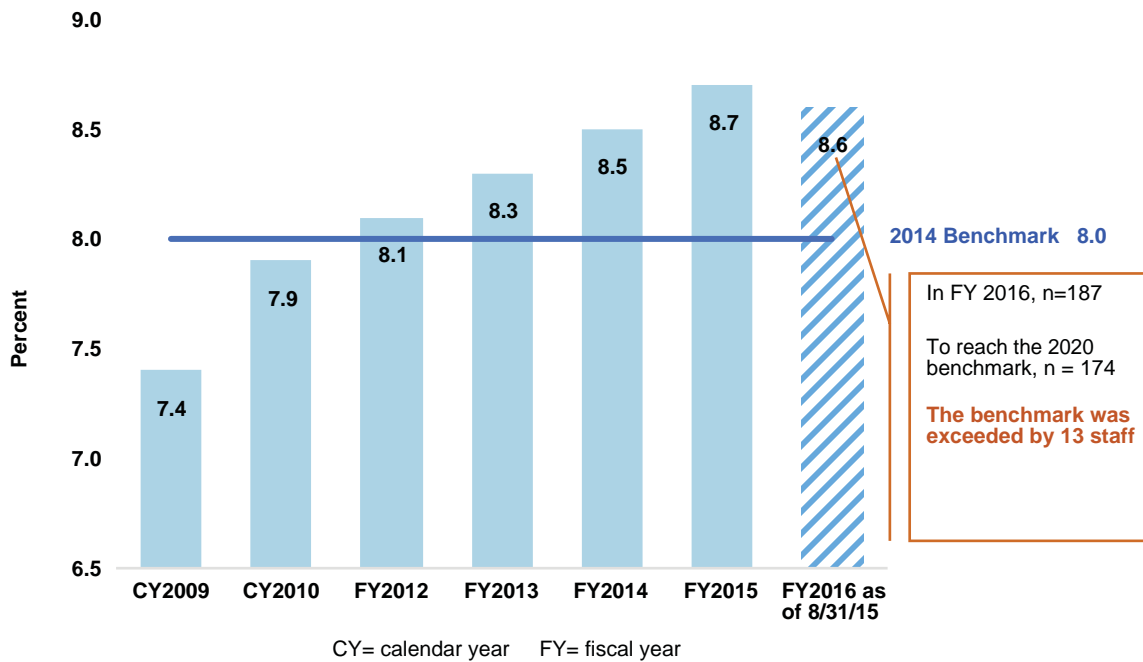


FIGURE 11. Progress towards benchmarks: staff from Transition Countries as a share of B level staff

No benchmark for 2020

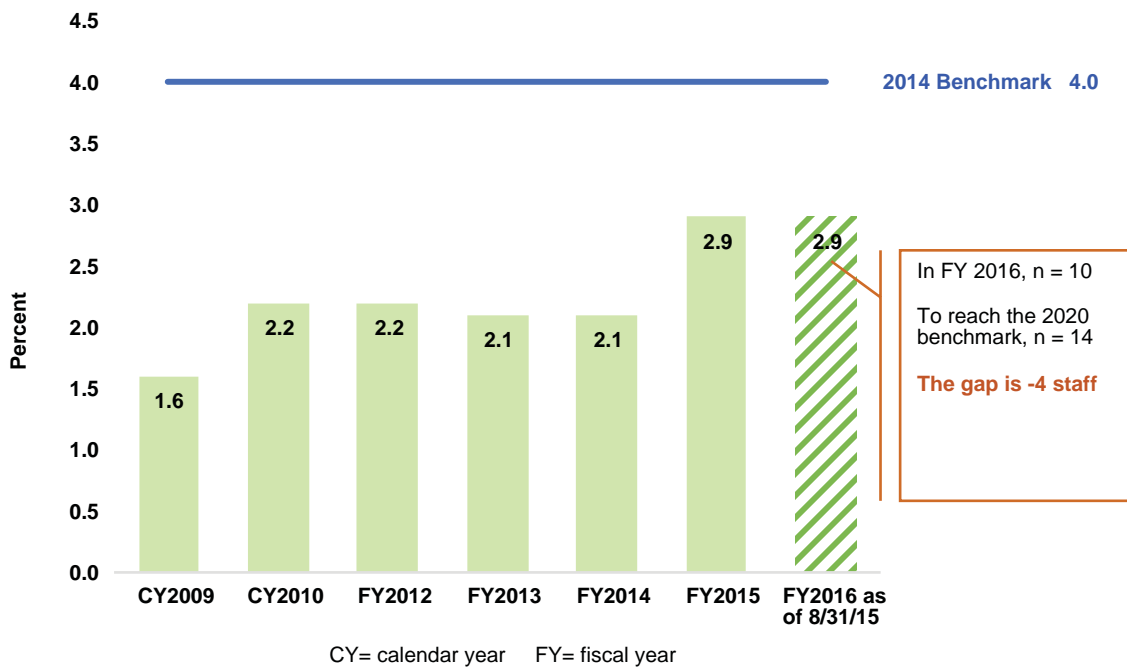


FIGURE 12. Progress towards benchmarks: staff from East Asia as a share of A9-B5 staff

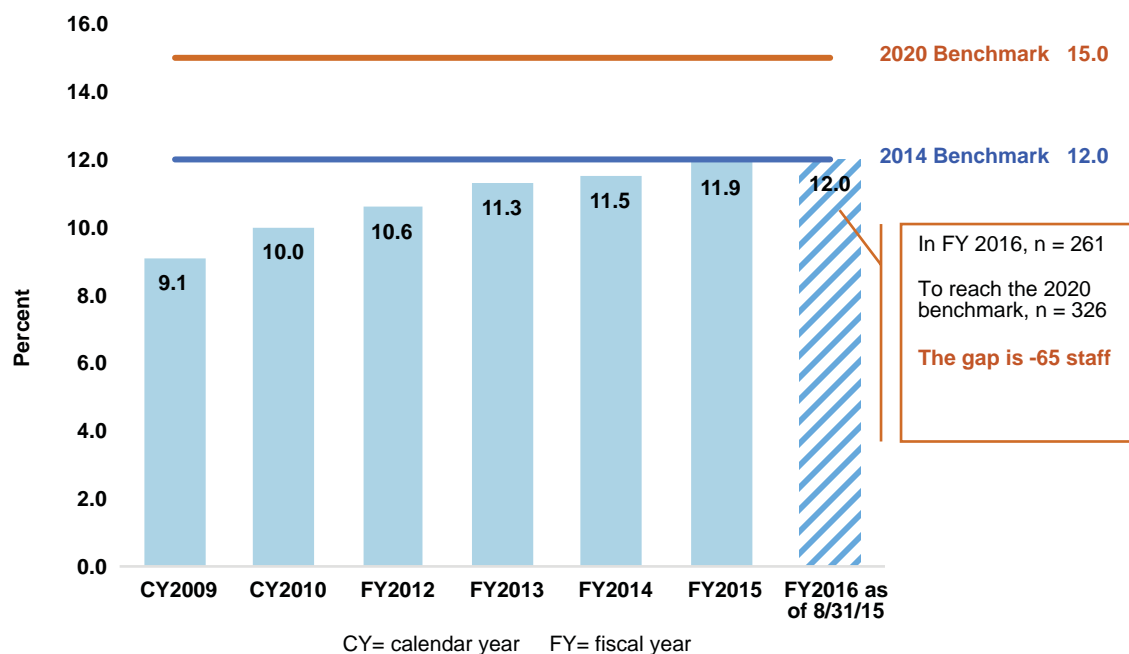


FIGURE 13. Progress towards benchmarks: staff from East Asia as a share of B level

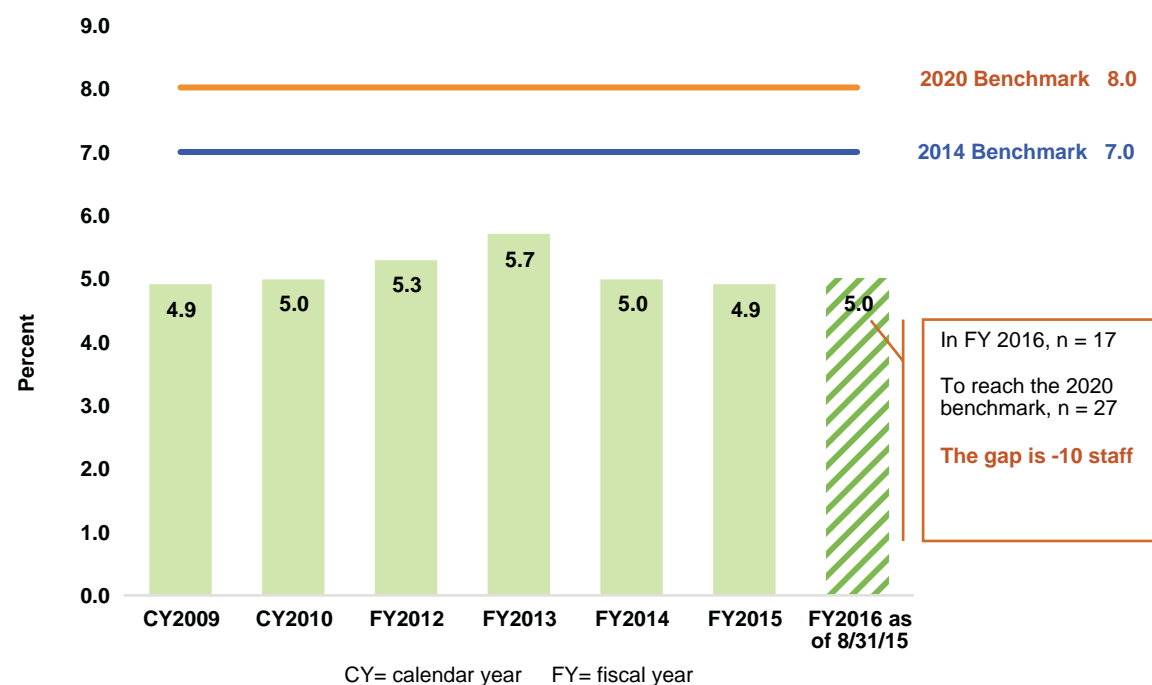


FIGURE 14. Progress towards benchmarks: staff from Africa (Sub-Saharan) as a share of A9-B5 staff

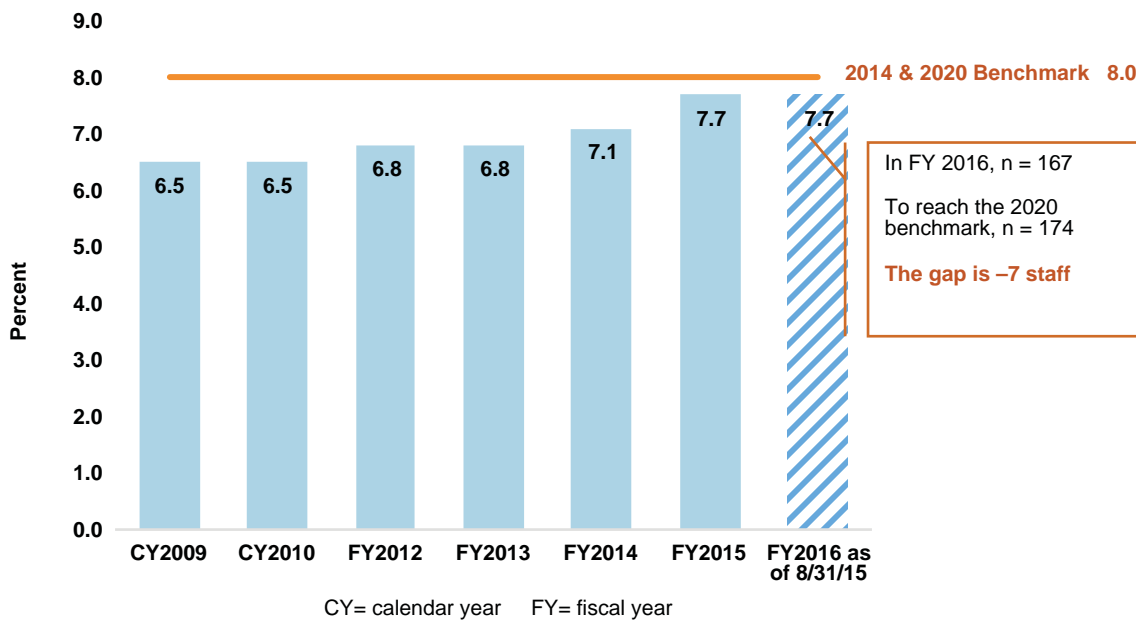


FIGURE 15. Progress towards benchmarks: staff from Africa (Sub-Saharan) as a share of B level staff

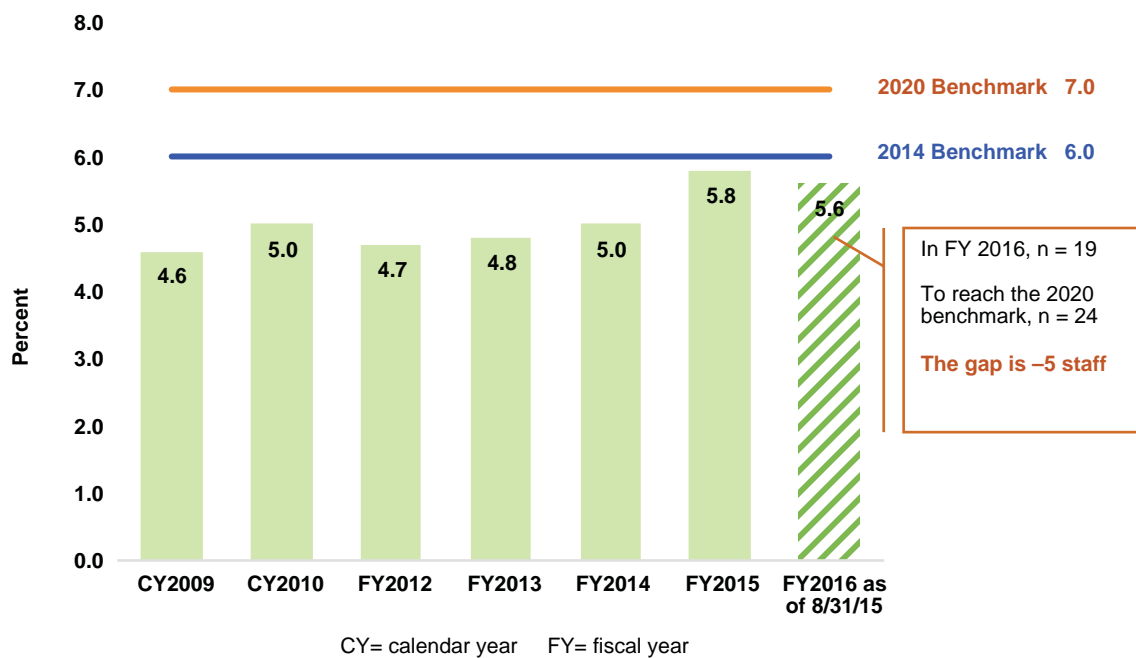


FIGURE 16. Progress towards benchmarks: staff from MENA+ as a share of A9-B5 staff

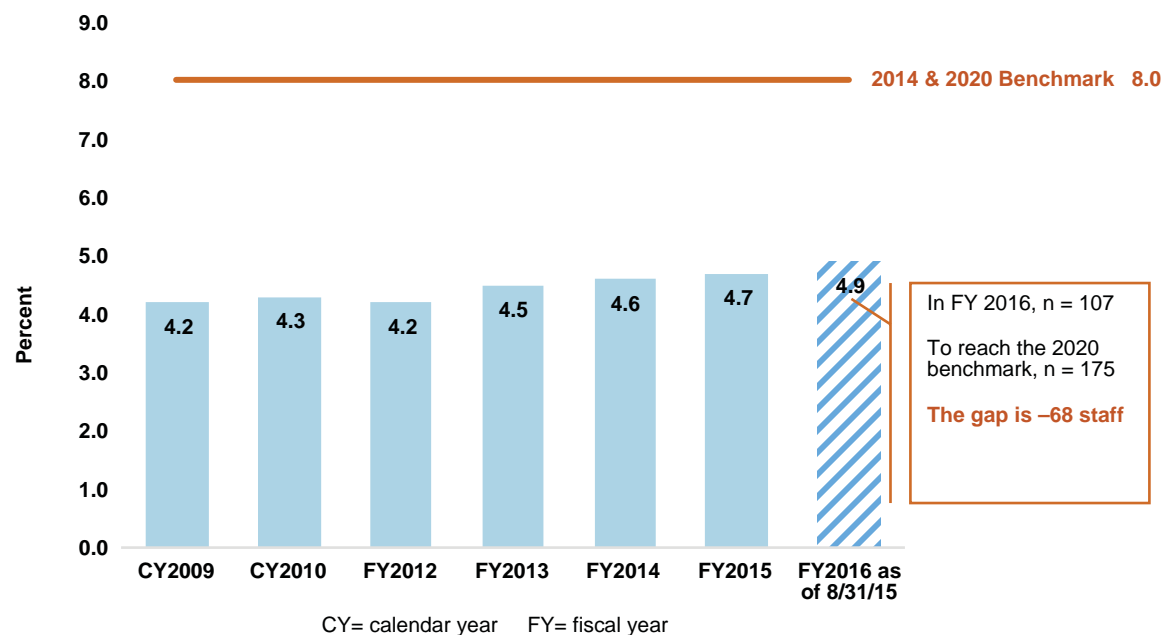


FIGURE 17. Progress towards benchmarks: staff from MENA+ as a share of B level staff

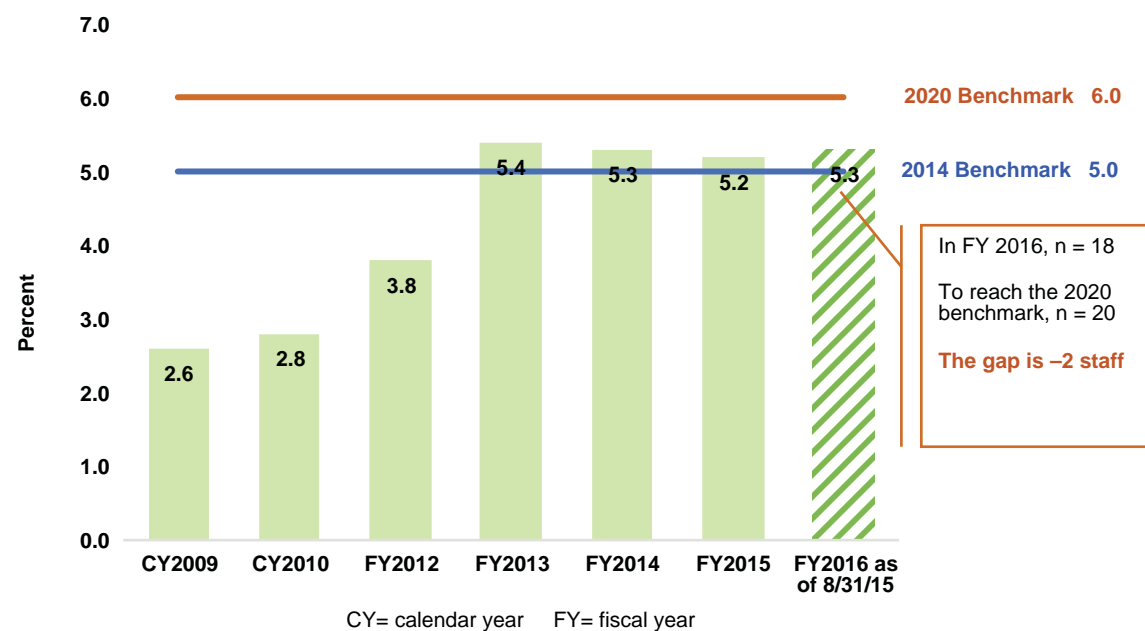
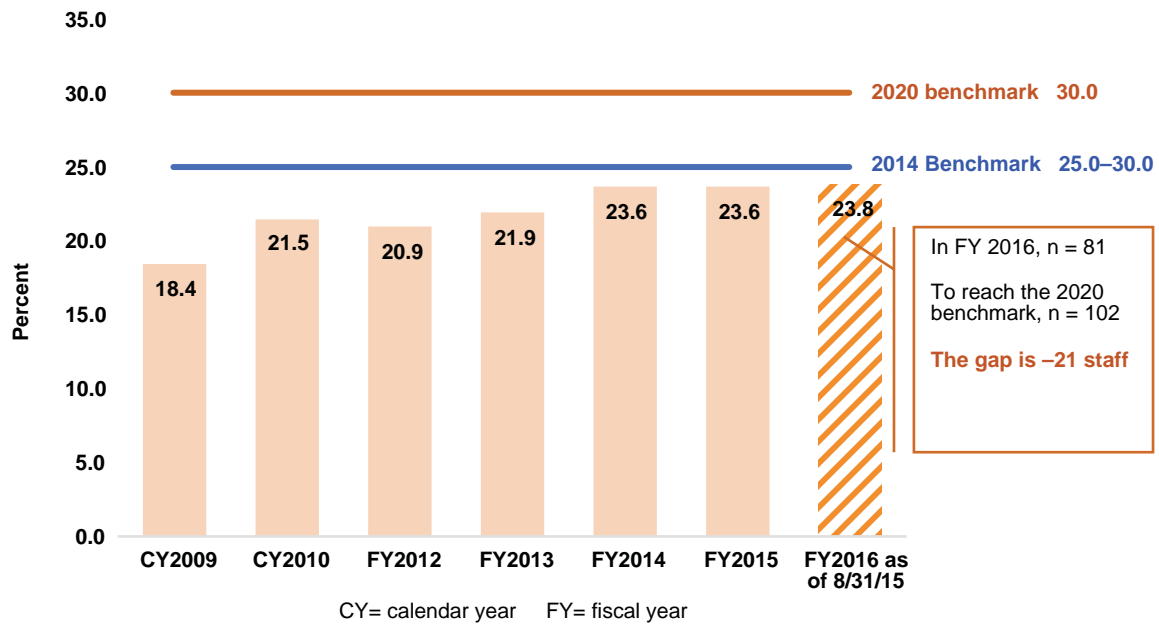


FIGURE 18. Progress towards benchmarks: women as a share of all B level staff



leaders to know who the women economists are that are already in the pipeline and then ensure their inclusion in formal and informal networks, visible assignments and projects that will help them grow. Although fundamental to the need to develop *all staff*, these good management practices along with having development plans in place and providing regular feedback needs to be reinforced. To help make progress against all benchmarks beyond the individual department level—where most of our internal tracking and monitoring have been in the past—an increased focus on net gains across the Fund will need to be incorporated moving forward.

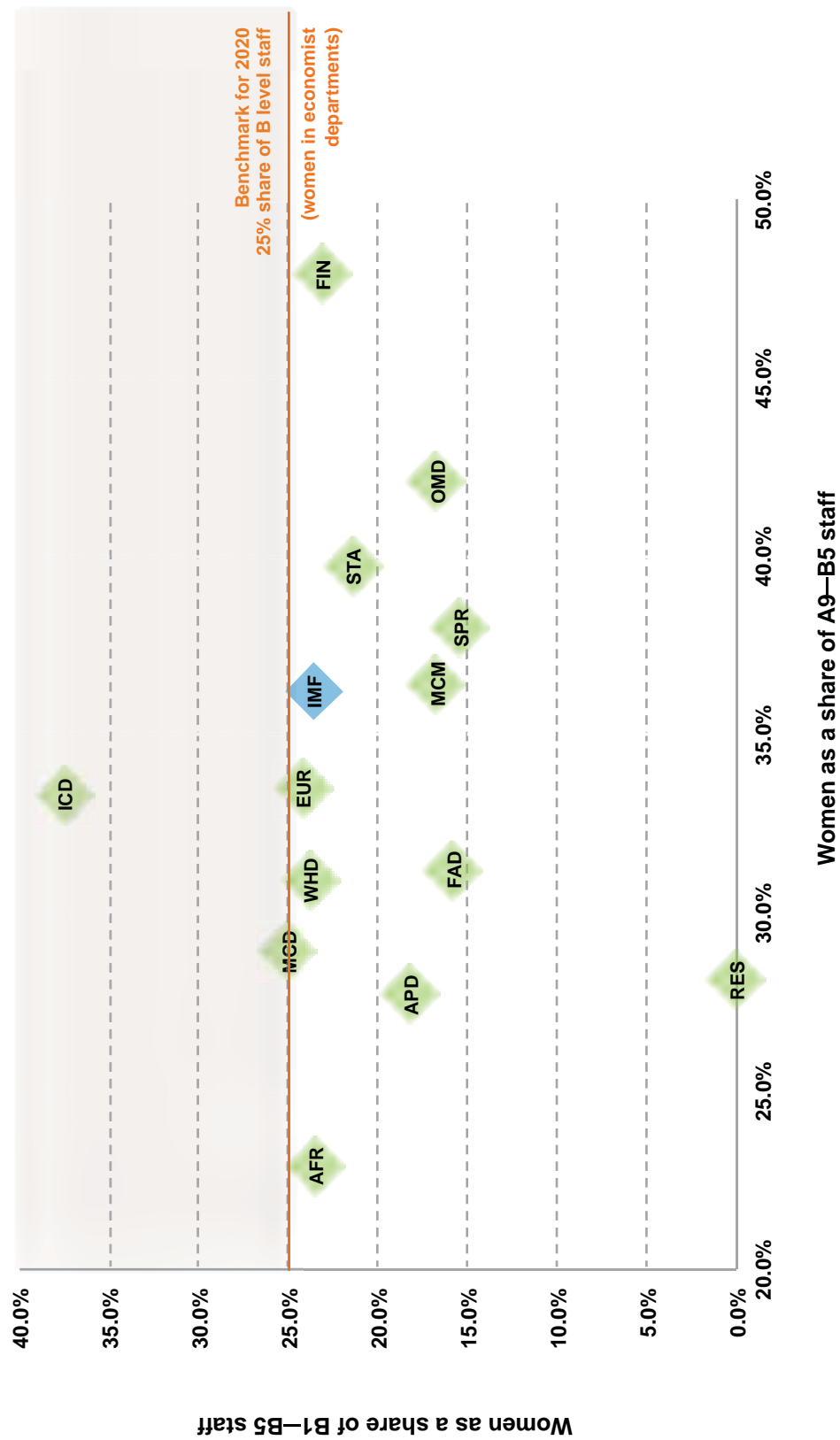
Sharpening focus by learning from others: what gender initiatives can teach us. Many countries and hundreds of organizations have pursued gender diversity strategies for years for reasons outlined in **Box 1**. Gender efforts outside the Fund offer many useful lessons and have been widely implemented with varying results. This report includes only a sampling of research and a few of the lessons we can learn and apply from global gender initiatives. Looking outside of the Fund for examples and learning from others can help expedite our own

progress. The lessons we can learn go beyond gender diversity and can also be applied toward other dimensions, in particular nationality.

According to the 2014 World Economic Forum’s Global Gender Gap Report, the strong presence of women in tertiary education is another clear global trend identifying female talent as an untapped opportunity for any talent strategy in the 21st century. Forward-looking diversity strategies aim to increase women’s participation in all labor markets. Women, in most countries and most technical fields, are still an under-utilized resource but their numbers are growing. Continuing to leave their contributions on the table makes little economic sense to organizations or within the larger economic context.

Catalyst, a leading nonprofit organization with a mission to expand opportunities for women in business, has conducted global research on gender equity topics and awarded the highest recognition to organizations that make and sustain measurable progress, particularly with women in leadership roles.

FIGURE 19. Women as a share of B level staff in economist departments



BOX 1. Why gender?

- It is the most measured and tracked diversity dimension worldwide.
- Women are an increasing proportion of the labor force in many countries.
- It is a common dimension across ALL countries.
- It is the largest category—talent numbers, business impact.
- An overwhelming body of research shows gender balance has been linked with improving financial performance and corporate governance, improving problem solving facility and innovation outcomes.¹
- There is government & public attention on gender balance—in some countries, targets and/or quotas are set for gender balance.
- Gender incorporates other diversity dimensions (i.e., women come in all nationalities, abilities, etc.).
- Gender inclusion stimulates further inclusion in other areas.
- Improved women's status strengthens societal development.



¹ McKinsey & Company, *Women Matter: Gender diversity, a corporate performance driver* (October 2007), *Women Matter 2: Female leadership, a competitive edge for the future* (October 2008), *Women Matter 3: Women leaders, a competitive edge in and after the crisis* (December 2009).

Their research shows that five criteria need to be in place to drive progress (**Box 2**). Companies meeting these criteria consistently show measurable results—particularly when strong leadership recognition and accountability systems are in place.

At the Fund we are putting these lessons into practice with the aim of increasing the inclusion of gender, regional representation and other dimensions of diversity over time.

Understanding how other industries and organization make and sustain progress is important as we shape our own initiatives moving forward. But learning from their progress is only a start. Understanding the obstacles and barriers they faced is also helpful. One such obstacle most organizations face—especially when trying to source and develop technical talent—is the prevalent supply myth.

Sharpening focus by looking at the “Supply Myth.” Conversations about leveling the playing

field for women and other URR groups often plunge quickly into the question of “pipeline”—questioning whether there is or is not an adequate flow of desired talent. The Fund has also wrestled with this issue and will continue to do so as we energetically pursue an inclusion agenda. What follows are a few studies that shed light on this issue and can help us challenge our thinking as we move forward.

While the rate of women earning Economics Ph.D. degrees is lower than in other sciences (**Figure 20**), the trajectory is steadily trending upward. The number of available women economists is also on the rise as evidenced by graduation rates at universities. Many of the staff with Ph.D.s received them from US universities so this trend upward is one to watch. The Fund also hires many staff at the entry and mid-career levels without Ph.D.s and with degrees from other countries in both the economist and specialized career streams. The combination of these trends may make the “weak pipeline” arguments even less compelling over time.

BOX 2. Lessons from pioneers in gender diversity

5

CRITERIA CATALYST AWARD WINNERS MEET

- Nº 1 Diversity & Inclusion is positioned as part of business strategy
- Nº 2 There is demonstrated CEO and Executive commitment
- Nº 3 Accountability systems such as targets or goals are tied to incentives and/or performance objectives
- Nº 4 Standardized dashboards/metrics are established
- Nº 5 There is effective communication about why diversity & inclusion matter to the business

THEY INVEST THE TIME

The average time maturing an initiative before winning the award is 7–9 years after performance objective implementation.

THEY SPAN INDUSTRIES

Organizations showing strong progress have traditionally been in the consumer-focused sectors with financial and STEM industries lagging behind. Only 16% of the last decade's winners were from the financial sector making gender one of the largest areas of opportunity for improvement among our sector.

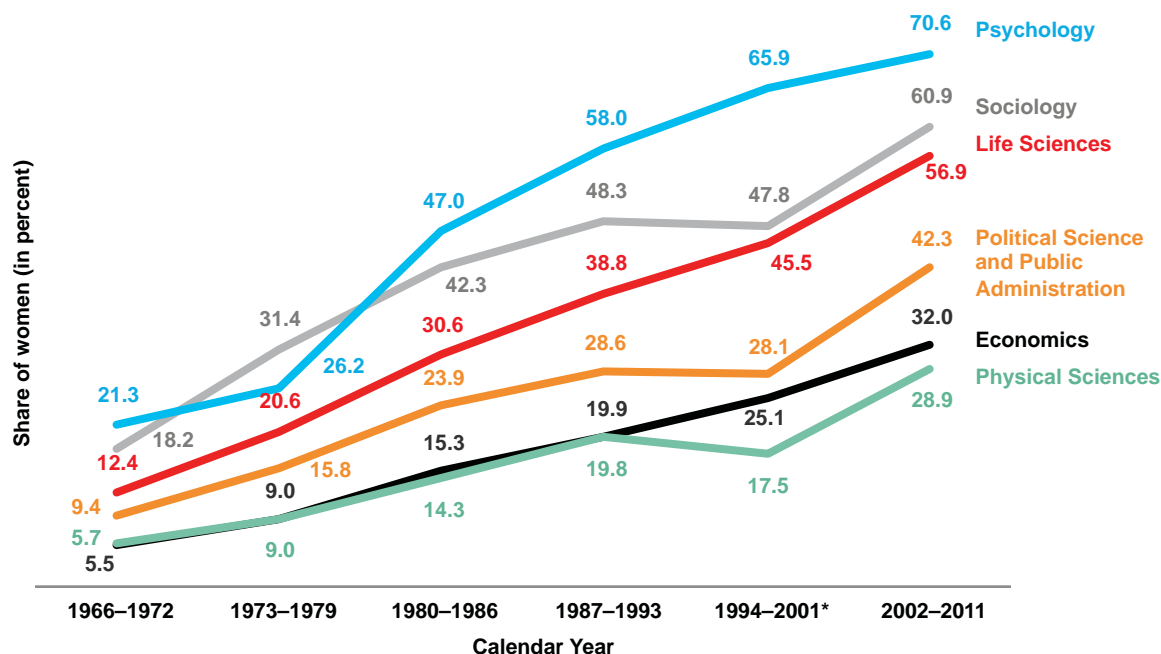
THEY CHANGE BEHAVIORS

Winners typically share these approaches:

- Strong senior leader involvement and accountability
- Targeted efforts to engage men
- A willingness to see and address male-dominated cultural and behavioral patterns that unintentionally exclude women
- Commitment to building the female pipeline
- Pursuit of a positive bias in sponsoring women's advancement
- Linking diversity and inclusion to the organization's client strategy
- Support for gender-neutral flexible working
- Investing financial and dedicated diversity and inclusion resources

FIGURE 20. Doctoral degrees earned by women in selected social sciences

This chart shows the increasing share of women awarded doctorates in several of the sciences over the last forty years in the US. Economics and Physical Sciences awarded the fewest doctoral degrees to women among this group of selected disciplines but the trend is still moving steadily upward. Although a global database may show different trajectories, the majority of the Fund's PhD economists, originating from a variety of regions, have graduated from US universities so this trend is very relevant to our workforce.



*Note: 1999 data not available.

Source: 1966–2011 Data: U.S. Department of Education, National Center for Education Statistics (NCES), Integrated Post-secondary Education Data System (IPEDS) Completions, 1996–2011 (Washington, DC: NCES, 2012).

In addition to the supply myth, biases and assumptions often undermine efforts to be fair and objective (**Box 3**).

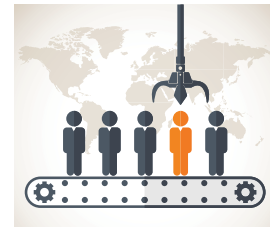
To accompany the discussion and lessons learned from a variety of gender initiatives and trends, a growing interest in biases and how these impact women as well as other groups is increasingly mentioned in research studies and addressed in training. Deepening our efforts in inclusion and supporting our diversity goals will require us to deepen our understanding of the implicit biases at the Fund and what we can do to better mitigate and minimize them.

We are sharpening focus by considering more closely Fund assumptions. As we strive to increase the contributions and representation of staff from URR and women, we must confront dominant assumptions about current and future talent and prospects that impact their groups as well as assumptions that can impact all staff. There is no definitive catalog of the assumptions that people within the Fund hold in this area. But assumptions can either decrease or increase the pressure to diversify and make newcomers feel welcome.

The Fund is not immune to the power of assumptions in its core processes. In spring 2015,

BOX 3. Bias in assessing competency must be mitigated and this reaches beyond gender

A growing body of academic and employer studies have pointed to a range of biases in peer review and hiring. They found that a female postdoctoral applicant had to publish at least three more papers in a prestigious science journal or an additional 20 papers in lesser-known specialty journals to be considered as productive as a male applicant. The systematic underrating of female applicants could help explain the lower success rate of female scientists in achieving high academic ranks¹.



Recent research shows that resumes and journal articles were rated lower by male and female reviewers when they were told the author was a woman. These findings have been replicated across racial and ethnic groups as well.

“An impressive body of controlled experimental [research]...shows that, on average, people are less likely to hire a woman than a man with identical qualifications, are less likely to ascribe credit to a woman than to a man for identical accomplishments²...”

According to a 2014 Center for Talent Innovation study, “at companies with non-diverse leadership, straight white men are 28 percent more likely to win endorsement for their ideas than women, 34 percent more likely than people of color and 24 percent more likely than LGBT employees.”

¹ Wenneras, C, Wold, A, Peer Review in Hiring, in Nature 387, May 1997

² Stephen J. Ceci, PNAS vol. 108 no. 8, December 2010

a sketch of the Fund’s underlying assumptions emerged from an IdeaSciences’ study.³ It summarized the outcome of nine focus groups conducted across three Fund staff generations at work. During the focus group process, participants identified the assumptions in **Box 4** as the current and seemingly dominant drivers of strategic human capital decisions.

These are certainly positive, perhaps hopeful assumptions about the Fund’s future in a rapidly changing talent landscape. Achievement of many of them will depend on how well our diversity and inclusion strategies can be integrated into broader cultural change and workforce planning efforts.

It is important not to be complacent and to remain vigilant because in the future we need to be more agile and better prepared to adapt to the changes

³ The Diversity Office engaged a consulting firm, IdeaSciences, to conduct a study of inclusion and generations at work in April 2015.

happening in economies all around the world. To stimulate our thinking on this issue, it is worth reflecting on just a few of the undermining opinions that can stand in the way of the rosy future projected above.

Opinion #1: Meritocracy prevails. Meritocracy is likely a widely shared ideal among Fund leaders and staff. Achieving and maintaining it requires constant vigilance in identifying and overcoming biases. Assuming that merit reigns without active monitoring and development will undercut the Fund’s essential commitments.

Opinion #2: Diversity lowers standards. The long march of diversity and inclusion has been dogged many times by the assumption that casting a wider net for talent and opening an organization to differences means watering down the levels of skill and knowledge. Done well, diversity and inclusion programs expand the skills, knowledge and perspectives of an organization. We need to make

IT IS LIKELY THAT THE FUND:

- Will be able to recruit the best and brightest;
- Will be the financial industry employer of choice;
- Will remain a unique employment opportunity—there will not be competing organizations to fulfill a similar mission;
- Will be able to transfer institutional knowledge when the Baby Boomers retire;
- Will be able to develop Millennial leaders;
- Is a learning organization;
- Has a current approach to assessing economies that will remain valid;
- Will be viewed as relevant in 2020; and
- Will retain enough millennial staff to ensure institutional memory transfer over time.



Opinion #3: Quality is in limited supply. When one casts a small net or does so in limited bodies of water, the “catch” may seem modest. The broader the target and the more open to talent from additional sources beyond the same select few, the more plentiful the result will be. The Fund seeks many sources for qualified talent to

Opinion #4: Diversity invites reverse discrimination. Skeptics often assert that widening the talent pool represents favoritism for candidates reflecting “difference.” Leaving aside whether current practices might inadvertently favor those embodying “sameness,” diverse and inclusive hiring practices rather represent new levels of rigor and discipline. Diversity and inclusion stand above all for the elimination of all forms of discrimination.

Strengthening Inclusion

“Diversity lays the groundwork while inclusion enables the benefits. If diversity is the mix of gender, nationalities, skills, etc. in our workforce, inclusion is about how well we make this mix work together. Inclusion means seeing differences as a way to add value and increase contributions. It does not mean just accepting or tolerating difference; it means embracing the opportunities presented by difference and managing through the inherent challenges.”

To help strengthen our inclusion efforts at the Fund, work to continuously improve three key areas is underway; data and governance, capability and skill building and learning from others. These efforts will help build a framework to support greater inclusion and collaboration.

Having the right data and governance structures in place to both track progress and guide future actions will help improve our efforts in both diversity and inclusion. Along with our internal efforts at improving our metrics and analysis, we are also connecting leaders and existing diversity champion groups across the Fund. These diversity champion groups, such as our business resource groups organized around a variety of demographic and cultural differences and departmental diversity reference groups across the Fund share their diverse perspectives and experiences and are helping to build a more connected and collaborative approach to the overall diversity and inclusion strategy.

In order to continue to build and sustain an inclusive culture, we have increased the educational offerings and invested in building the capabilities of staff and managers. Courses to foster more open communication, cross-cultural competence and

understanding biases are a few of the offerings targeting important skills for any Fund staff. Mentoring programs targeting diverse staff and tools that help give managers more direct feedback from their staff and colleagues are other learning and development resources aimed to support our on-going efforts. Finally, many organizations are working toward improving in diversity and inclusion. We will continue to benchmark and learn from others outside the Fund to help accelerate our own progress⁴.

While this is not meant to be a comprehensive list of all of the activities undertaken in all of the departments, it is clearly evidence that significant efforts toward building a more inclusive workplace are underway. It will take time to see the effects of these efforts and we know there is more to do.

Tackling any differences that can divide is important. There is a generally shared view within the Fund of what constitutes “diversity.” As we have seen, there has been progress in areas of difference that are primarily visible such as gender and ethnicity. These apparent differences may mask other deeper differences that are often not as visible such as religious background, certain disabilities, sexual orientation, marital or parental status, and educational background.

When deeper differences exist, individuals can often feel unintentionally excluded. We are just beginning to develop a shared understanding of the elements of exclusion that have a negative impact on our workforce. With that can come a definition of “inclusion” to guide us in our ongoing efforts.

There is a link between inclusion and cross-cultural agility. We have approximately 150 distinct

⁴ For a more detailed summary of our efforts from FY 2015 through mid-year FY 2016, refer to the supplemental information section of this report.

nationalities currently tracked among our staff, and 16 percent of them have 2 or more nationalities. Having this high level of difference within the Fund does not automatically lead to facility in dealing across cultures. It is precisely because of our diversity that cross-cultural competency—aimed at helping internal teams and highly diverse mission teams work effectively together and with country officials—is a critical skillset to develop at the Fund. Our staff make-up, truly global operations and experience with the many nuances of cultures position us *to adapt in ways that foster inclusion*. This can only improve our work together and the quality of service to our members.

Strengthening our knowledge, skills and capabilities in cross-cultural agility must be woven into how we select, develop and engage our leaders and staff. Staff who participated in some early efforts to integrate cross-cultural learning and assessment into team and leadership training found this a valuable addition to existing courses. The training received helped them understand how they might adapt their communication and interpersonal strategies to be more effective in working with colleagues from other cultures. More will be done in the coming years to embed this into existing offerings and build this capability further across all staff.

Voices across generations: internal focus group feedback

Many organizations, including the Fund, are managing the co-existence of 3 distinct generations in the workplace. A workforce “generation” is defined as a group who has experienced the same world events over a specific period of time (see chart.). Their needs both overlap and differ. While the Fund workforce trends older, as is true in most organizations, new hires will come from what is now the largest single age cohort in the workforce—Millennials. And this is a global, relentless demographic trend.

Generations defined by birth year

BABY BOOMERS

1946–1964

GENERATION X

1965–1979

GEN Y OR MILLENNIALS

1980–1995

IdeaSciences conducted a series of inter-generational focus groups with managers and staff in 2015 and identified the following themes:

- **All three generations want respect.** The perception of how respect is displayed may be different, but the strong desire for it is universal;
- **Most desire flexibility in where, when and how work is done.** This looks different for each person, but is a strong desire of most, especially millennials who think permission is uneven;
- **Each generation had strong interest in learning and development**—whether it was tied to limited advancement opportunities or not. Millennials rated this practice more critically than others;
- **All three generations agreed that staff is “underutilized”**—this emerged as one of the most significant barriers to inclusion; and
- **Inclusive management skills are a priority**—innovation and engagement are incompatible with rigid, hierarchical approaches to managing talent.

Setting, monitoring and reporting on inclusion targets. These focus groups are suggestive of areas to include in developing an inclusion definition and agenda. But these do not definitively capture the practices, skillsets and habits that would mark a fully inclusive culture. Part of becoming a more agile organization is developing greater flexibility, diversity and agility among staff at all levels.

“ The Baby Boomer view of the employment contract is: ‘You are loyal to the Fund and the Fund will be loyal to you.’ The Millennial commitment is to build competency and skill in the profession that is aligned with the profession, not a specific institution. ”

In the year ahead we will be setting and monitoring, through a collaborative process with key stakeholders, clear inclusion targets and additional metrics. This process will include ongoing reviews throughout the year by management and senior leaders.

To achieve the overarching Fund benchmarks and any future diversity and inclusion goals, departments will need to first take into consideration what the Fund is trying to accomplish overall and align their individual efforts accordingly. Further steps will also be needed to align and integrate our diversity and inclusion efforts into our workforce planning, leadership framework and cultural efforts aimed at increasing our organizational agility and collaboration across the Fund and strengthening our relationships and reputation with our member countries.

The credibility of our efforts and our leadership on the issues of diversity and inclusion will continue to increase as we convert intention into action.

Inclusive Leadership assures an inclusive organization. It is widely held that a fundamental function of leaders is to be “keepers of the culture”—and guides and drivers of serious culture shifts. It is not possible to conceive or effectively implement basic changes in the culture without active, committed and creative leadership from the top.

Powerful leaders possess a broad range of attitudes, skills and traits that make them effective. However, for them to have a positive impact on the environment, unique attributes are required. Leading by example from a set of inclusive management behaviors is essential to get the most out of diversity through inclusion.

The following ten inclusive behaviors offer an instructive starting point for the Fund. Drawing on this list will help guide our long term efforts by making more explicit the behavioral expectations we set for leaders and staff.



BEHAVIORS THAT FOSTER INCLUSION

1. FULLY EMBRACE INCLUSION AGENDA

The first and most crucial step of inclusive leadership is identifying, endorsing and implementing a consistent agenda.

2. MAKE INCLUSIVE BEHAVIOR STANDARDS EXPLICIT

Leaders at all levels need to name and embrace the values and behaviors that animate the inclusive workplace. These cannot be just words in a brochure or elements of presentations.

3. CHALLENGE TRADITIONAL ASSUMPTIONS, HABITS

Leaders are uniquely positioned to challenge prevailing assumptions and adopt new habits.

4. INSIST UPON MUTUAL RESPECT

Respect is important in all interactions, especially in multicultural settings.

5. ASSUME GREAT CAPABILITY AND DEVELOP ALL

Avoiding biases, preconceptions and prior judgments about who is capable of what is essential.

6. PERSIST WITH TARGETED TRAINING

Investing in training in core inclusive skills such as avoiding prejudice is imperative.

7. BE COACHED, COACH OTHERS IN DIVERSITY AND INCLUSION ESSENTIALS

Coaching is required to bring people up to the necessary skill levels.

8. BUILD A RESULTS-ORIENTED ENVIRONMENT THROUGH ABUNDANT FEEDBACK

Leaders and line managers must serve as “mirrors” to staff, reinforcing desired behaviors and correcting errors.

9. FOSTER CREATIVE CONFLICT RESOLUTION

Learn the skills and train teams in routine conflict resolution rather than avoiding conflict.

10. ENCOURAGE AGILITY

Agility is best achieved in a pervasive flexible environment that features two-way commitments and contributions.



The Road to Continuing Progress

“Building a governance structure that aligns leaders and staff across the Fund in our inclusion and diversity efforts will help accelerate and sustain progress.”

To effectively accelerate progress in inclusion and diversity, leaders need to be driving consistent efforts across the Fund and within their departments. To facilitate this, the Managing Director recently nominated a new cohort of leaders to lead the design and implementation of the next stage of the Fund's Inclusion and Diversity efforts. The Inclusion and Diversity Council will be led by Deputy Managing Director, Carla Grasso and is primarily made up of senior executives who will be asked to co-design with the Diversity Office a 3–5 year strategy for inclusion and diversity for the Fund and implement key actions within their departments that move this strategy forward. The Diversity Advisor will advise the Council and Management and collaborate widely across the Fund to ensure the voices and ideas from all departments and a wide variety of Fund staff and stakeholders inform the strategy and actions.

The departments, through coordinated efforts between their leadership teams, council members, human resource managers and diversity reference groups will develop department specific plans to improve both diversity and inclusion. These plans will align with the overarching Fund strategy and be frequently monitored within their departments as well as by the Council and Management.

Through collaboration with the Diversity Office, Diversity Champion groups will also provide feedback to the Council to help inform and prioritize the inclusion and diversity strategy as it evolves and gets implemented. Along with the

departmental diversity reference groups there are a variety of staff groups organized around regional, national, gender, generational, religious and sexual orientation diversity dimensions. These groups, along with the Staff Association Committee, will help provide the council and management with diverse perspectives on how to continuously improve in our diversity and inclusion efforts.

The Board of Directors will help inform our efforts and keep us focused on our member country needs. This governance structure will begin in the Fall of 2015 with the aim of having a 3–5 year inclusion and diversity strategy designed and approved sometime in the next fiscal year.



FIGURE 21. Governance Structure for Inclusion and Diversity



In FY2015, the Fund focused on re-setting the benchmarks and laying the groundwork for inclusion. Internally, the aim moving forward, wherever practical, is to integrate and embed diversity and inclusion work into the entire business and human resource systems and programs, such as leadership development, risk management, talent reviews, and manager training, rather than to launch separate or additional initiatives. Externally, we will also continue to challenge ourselves to connect this work in ways that strengthen our core outputs and relationships with our member countries.

Making progress in diversity and inclusion is not the sole responsibility of any one group. It will take our combined efforts, perseverance and tenacity to continue the work started at the Fund over a decade ago. We have made much progress since then and it will take the leadership and willingness from each and every one of us to continue to build on this progress. In the next phase of our efforts we will need to be willing to lean into the process of forging a strong and sustainable culture of inclusion and challenge ourselves to utilize the full spectrum of diversity the world offers us. This will require

leaders and staff to engage in driving the actions and changes needed to continue making progress. The Diversity Office will focus their efforts in FY2016 in these key areas.

FY 2016 diversity and inclusion efforts focus in three key areas. Through a collaborative effort with the Inclusion and Diversity Council and across the business, the Diversity Office will continue to facilitate and/or lead efforts in three key areas in FY2016:

- **Engage the council and other key groups in the design of a 3–5 year diversity and inclusion strategy** with key progress areas defined for both diversity and inclusion.
- **Identify and address key barriers to meeting the diversity benchmarks** and begin to develop a more detailed plan of action toward our 2020 targets.
- **Embed inclusion and cultural competence into leadership development** across departments and offer, with Human Resources, a wider variety of educational offerings and fora aimed at building capacity and fostering more productive collaboration.



Conclusion

“ Our future success requires us to find creative and innovative approaches for attracting, developing and retaining the best talent the world produces. This talent provides assurance that we will continue to be positioned to better understand, support and advise our member countries in an increasingly interconnected and complex environment. ”

Furthermore, continuing to integrate inclusion efforts across the Fund will help us be more agile and utilize our strongest asset—the collective intelligence and experiences of our staff and member countries. This will make us an even stronger and smarter institution that remains ready and equipped to serve our members. When there is economic stability in the world, people’s lives improve and this, in its purest essence, is why our work in diversity and inclusion remains vital to our mission.

It will take institutional perseverance and the efforts of leadership and every staff member to make sustainable progress. Although we have already taken many steps toward a more diverse and inclusive Fund, we know we have farther to go to realize our full potential as an institution and diversity and inclusion are the keys to unlocking it.



FY 2015 ANNUAL REPORT

SUPPLEMENTARY INFORMATION

Executive Summary

This supplement to the FY 2015 Diversity and Inclusion Annual Report includes additional case studies that support the business case for diversity and inclusion in the work of the Fund.

The highlights for FY 2015 through mid-year FY 2016 represent a partial list of priorities and actions to occur in FY 2016 and those already being planned or underway. Some of these priorities may change with the business needs and priorities that will be laid out by the Executive Diversity and Inclusion Council but a clear plan of action will be further communicated in FY 2016.

As in previous years, data has been updated for FY 2015 in a number of tables that support the content in the report.

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Examples Of Internal And External Initiatives



Figure 1. Saudi Arabian job market opening to women: laying groundwork for change

THE CHALLENGE

More than 50 percent of Saudi Arabia's university graduates are female, yet the female unemployment rate is high at 33 percent. This compares to 6 percent for men. Women's working is discouraged by cultural norms, lack of child care and the inability to drive. This means that the economy is foregoing the benefits of employing a well-educated and productive part of the population.

THE INNOVATION

The Fund's team brought several insights to the issue within the context of a broad labor market assessment. To ensure they understood the cultural context, the use of a comparator group of emerging market countries with majority Muslim populations was used. Having two female members on the team brought credibility to the articulation of women's issues. Staff work contributed to the analysis that labor force participation rates needed to be raised, reinforcing reform efforts that were underway.

TOWARD INCLUSION

Some of the policy recommendations were designed to help increase the inclusion of women from the mainstream of Saudi Arabia's economic life. They included access to better transportation, improved childcare services and flexible work arrangements such as teleworking. These changes are a step in the direction of greater inclusion for women.

Figure 2. Financial Statistics Report: strengthening weekly preparation

THE CHALLENGE

This weekly report, published for external consumption, is time sensitive and the result of a long, cascaded review process with multiple high level sign-offs. Its volume, complexity and sensitivity require good institutional knowledge and judgment.

THE INNOVATION

Ensuring that the contributor team includes a diverse staff from different generations and job ladders created a more productive and efficient process. Younger Millennials, who are technologically savvy, optimized the reporting process. More mature tenured staff with greater institutional knowledge and subject matter expertise addressed key questions and bureaucratic procedures.

TOWARD INCLUSION

The inclusion of the broader staff and their growth as a team has improved their interactions, enhanced communication, brought new attitudes to the job, increased staff adaptability, broadened the range of services offered and mitigated resistance to change.





Figure 3. Technology and General Services (TGS) Department's women in IT initiative

THE CHALLENGE

Women played a minor role in IT as recently as 2012. They made up 28 percent of TGS IT staff, and only one female staff person held a key role at that time. Some believed that these low numbers reflected the general shortage of women in Science-Technology-Engineering-Math (STEM) disciplines.

THE INNOVATION

TGS launched a unique and aggressive series of diversity and inclusion steps to change the dynamics. They monitored the number/ratio of women for recruitment activities and promotion, held a woman's networking event twice a year and used periodic fora to reach prospects. The results: an increase in women in key roles from 5.8 percent to 16.7 percent in FY 2014; approximately 90 percent of all TGS positions have female shortlisted candidates; and 50 percent of TGS interns are female every year.

TOWARD INCLUSION

Having expanded the female workforce, TGS took numerous steps to create an inclusive workplace. These included a group mentoring program, communication and gender bias training for all, assertive communication training, securing buy-in from managers and supervisors and creating a safe place for support and networking.

Figure 4. Equal opportunities for women may improve outcomes in Sub-Saharan Africa.

THE CHALLENGE

Gender inequality in education, health status, financial access and legal constraints is high in some Sub-Saharan African countries. It declined more slowly compared to other regions over the last two decades. While this gap is slowly shrinking, Sub-Saharan Africa remains one of the regions with the highest gender inequality, just behind the Middle East and North Africa. It may be linked to the macro challenge of growth.

THE INNOVATION

The October 2015 sub-Saharan African Regional Economic Outlook (REO) analyzes empirically the impact of gender inequality and gender-based legal restrictions on the region's growth performance. The REO noted that reducing legal restrictions and gender inequality to levels observed in five fast-growing Asian countries (Indonesia, Malaysia, Philippines, Thailand and Vietnam) could boost annual real GDP per capita growth of the region's countries by on average more than ½ percentage points.

TOWARD INCLUSION

The results of this work will be presented in outreach events during and after the Annual Meetings and the sharing of this cross-country and regional knowledge will be used to inform discussions with policy makers going forward. The findings support the message that reducing gender inequality is both smart economics and right from an inclusion, development and human rights perspective.





Figure 5. CREATE mentoring builds inclusion for staff from underrepresented regions

THE CHALLENGE

Advancement in the URR is challenged when staff members are unfamiliar with the hiring process, feel excluded from formal and informal networks, do not understand how management thinks and are not trained in the most effective ways to interview.

THE INNOVATION

A program to provide mutual mentoring and support in a group setting was piloted in 2015. Participants included manager “guides” and staff from under represented regions. Among its strengths were bringing people together from diverse backgrounds and work streams, exposing differences at multiple levels and widening professional networks.

TOWARD INCLUSION

The group process led to a level of sharing and mutual support that participants had rarely experienced. Participants “got exposure to how other departments handle different issues, liked the blend of staff from various regions and appreciated the practical advice and practice in preparing for career development discussions and interviews.” One participant noted that the mock interview process used in their group helped them have a stronger interview that they felt ultimately led to their promotion. Manager guides also benefitted by becoming more aware of the challenges staff from under represented regions face and were able to raise their own awareness while providing valuable coaching.

Figure 6. More inclusive decision-making structure in Asia Pacific Department (APD)

THE CHALLENGE

Staff members felt that they lacked adequate input to the running of the organization. Staff in general and junior staff in particular felt that the Fund’s organizational structure was not conducive for speaking truth to power and channeling new ideas and solutions into decision-making circles.

THE INNOVATION

APD introduced new consultative structures to strengthen the voices of more junior staff. A Junior Management Board of economists balanced for grade, gender, regional diversity, and division—was chosen for a defined period. Consultative groups were also set up to include Research Officers, Research Assistants and Coordinators. They meet with the department’s management periodically and provide additional perspectives to the decision-making process.

TOWARD INCLUSION

This structural change has enhanced the diversity dimension of decision-making. Representation from every grade level has helped harness multiple perspectives that arise from various aspects of diversity—including, to some degree, generational diversity—within the department. This innovation increases the likelihood of the best ideas being brought to the fore and helps further the department’s inclusion agenda.



Box 1. Highlights From FY 2015 Through Mid-year FY 2016

LAYING THE FOUNDATION

- Revising Diversity and Inclusion Council to include senior leaders from all departments
- Using additional data sets to tell a compelling story and inform future actions
- Diversity Reference Groups in departments continued to offering awareness sessions on a wide variety of diversity and inclusion topics
- Implemented “Peers for Respectful Workplace” program in multiple departments

DEVELOPING STAFF

- Piloted CREATE group mentoring program to aid in development of URR staff
- Offered departmental efforts to build capabilities to improve collaboration
- Piloted intercultural assessment and training with more than 150 staff
- Offered a variety of communication training for managers and staff
- Integrating URR and women’s development more consciously into development planning and programs

DEVELOPING LEADER

- Piloted B-level hiring program targeting hires from underrepresented regions
- Integrated cross-cultural competency assessment into leadership development programs
- Engaging senior women and men to champion change and help frame and develop effective gender balance and equity strategies across the Fund
- Introduced feedback tools: Direct Report Inventory (DRI) and 360 degree feedback

CHECKING FOR BIAS

- Conducted an internal salary and career progression study that did not reveal large, systemic issues but that will require follow-up in a few select areas in FY 2016
- Piloted training and multiple awareness sessions in “unconscious bias”
- Launched Inclusion Begins with I series to broaden the inclusion efforts beyond nationality and gender
- Session 1 on Building Allies to support LGBT staff in partnership with the IMF GLOBE group, Session 2 on Microinequities

LEARNING FROM OTHERS

- Conducted a cross-generational focus group on inclusion
- Hosted International Women’s Day event featuring the MD and Lloyd Blankfein, CEO of Goldman Sachs
- Increased collaboration across diversity reference groups and staff clubs
- Former Secretary of the Australian Treasury, Martin Parkinson, presented to Board, Council and other executives on their gender progress
- Sub-Saharan African Group and the IMF Arab group each sponsored economic forums featuring business issues in their regions

Table 1. New Benchmarks for 2020

Effective May 1, 2015

| | 2014 | 2020 |
|--|-------|------|
| Share of A9-B5 staff (in percent) | | |
| REGION | | |
| Africa (Sub-Saharan) | 8.0 | 8.0 |
| East Asia | 12.0 | 15.0 |
| Transition Countries ¹ | 8.0 | n.a. |
| Middle East and North Africa+ (MENA+) | 8.0 | 8.0 |
| Share of A9-B5 recruitment (in percent) | | |
| REGION | | |
| Africa (Sub-Saharan) | n.a. | 10.0 |
| Middle East and North Africa+ (MENA+) | n.a. | 10.0 |
| GENDER | | |
| Women | 50.0 | 50.0 |
| Share of B-level staff (in percent) | | |
| REGION | | |
| Africa (Sub-Saharan) | 6.0 | 7.0 |
| East Asia | 7.0 | 8.0 |
| Transition Countries ¹ | 4.0 | n.a. |
| Middle East and North Africa + (MENA+) | 5.0 | 6.0 |
| WOMEN | | |
| All B-Level | 25-30 | 30.0 |
| B-Level in Economist Departments | 20-25 | 25.0 |
| B-Level in SCS Departments | 40-45 | 45.0 |

Source: Diversity Working Group Report (August 2014)

¹Benchmarks for transition countries removed effective May 1, 2015

Table 2. Geographic and Gender Benchmark Indicators and Staff Representation¹

| | CY2009 | CY2010 | FY2012 | FY2013 | FY2014 | FY2015 | 2014 Benchmarks |
|---|--------|--------|--------|--------|--------|--------|--------------------|
| Share of A9-B5 level staff (in percent) | | | | | | | |
| REGIONS | | | | | | | |
| Africa (Sub-Saharan) | 6.5 | 6.5 | 6.8 | 6.8 | 7.1 | 7.7 | 8.0 |
| Asia | 16.9 | 17.7 | 18.2 | 18.8 | 19.1 | 19.4 | n.a. |
| East Asia | 9.1 | 10.0 | 10.6 | 11.3 | 11.5 | 11.9 | 12.0 |
| Europe | 37.6 | 37.7 | 37.2 | 37.0 | 37.3 | 36.9 | n.a. |
| Transition Countries | 7.4 | 7.9 | 8.1 | 8.3 | 8.5 | 8.7 | 8.0 |
| Middle East and North Africa+ (MENA+) | 4.2 | 4.3 | 4.2 | 4.5 | 4.6 | 4.7 | 8.0 |
| Western Hemisphere | 34.8 | 33.7 | 33.6 | 32.9 | 31.9 | 11.3 | |
| Share of B-level staff (in percent) | | | | | | | |
| REGIONS | | | | | | | |
| Africa (Sub-Saharan) | 4.6 | 5.0 | 4.7 | 4.8 | 5.0 | 5.8 | 6.0 |
| Asia | 15.4 | 14.8 | 15.3 | 15.0 | 14.5 | 14.1 | |
| East Asia | 4.9 | 5.0 | 5.3 | 5.7 | 5.0 | 4.9 | 7.0 |
| Europe | 41.5 | 44.5 | 43.4 | 42.9 | 43.7 | 45.0 | |
| Transition Countries | 1.6 | 2.2 | 2.2 | 2.1 | 2.1 | 2.9 | 4.0 |
| Middle East and North Africa+ (MENA+) | 2.6 | 2.8 | 3.8 | 5.4 | 5.3 | 5.2 | 5.0 |
| Western Hemisphere | 35.9 | 32.5 | 32.8 | 31.8 | 31.8 | 7.2 | |
| Share of B-level staff (in percent) | | | | | | | |
| WOMEN | | | | | | | |
| All B-Level | 18.4 | 21.5 | 20.9 | 21.9 | 23.6 | 23.6 | 25-30 |
| B-Level in Economist Departments | 15.3 | 17.6 | 17.5 | 19.0 | 20.0 | 18.8 | 20-25 |
| B-Level in SCS Departments | 31.0 | 34.7 | 33.8 | 34.4 | 37.7 | 41.3 | 40-45 |
| MEN | | | | | | | |
| All B-Level | 81.6 | 78.5 | 79.1 | 78.1 | 76.4 | 63.9 | |
| B-Level in Economist Departments | 84.7 | 82.4 | 82.5 | 81.0 | 80.0 | 81.3 | |
| B-Level in SCS Departments | 69.0 | 65.3 | 66.2 | 65.6 | 62.3 | 58.7 | |

Source: PeopleSoft HRMS; Report ID: DAR_007.SQR

¹Excludes OED and IEO

Table 3. Staff Appointments by Diversity Category¹
FY 2015

| Category | Grade | Appointments ² | |
|---------------------------------------|--------|---------------------------|---------|
| | | No. | Percent |
| Total | A1-B5 | 158 | 100.0 |
| | A1-A8 | 31 | 19.6 |
| | A9-A15 | 121 | 76.6 |
| | B1-B5 | 6 | 3.8 |
| Women | A1-B5 | 65 | 41.1 |
| | A1-A8 | 24 | 77.4 |
| | A9-A15 | 40 | 33.1 |
| | B1-B5 | 1 | 16.7 |
| Men | A1-B5 | 93 | 58.9 |
| | A1-A8 | 7 | 22.6 |
| | A9-A15 | 81 | 66.9 |
| | B1-B5 | 5 | 83.3 |
| Underrepresented Regions | A1-B5 | 67 | 42.4 |
| | A1-A8 | 6 | 19.4 |
| | A9-A15 | 58 | 47.9 |
| | B1-B5 | 3 | 50.0 |
| Africa (Sub-Saharan) | A1-B5 | 20 | 12.7 |
| | A1-A8 | 2 | 6.5 |
| | A9-A15 | 17 | 14.0 |
| | B1-B5 | 1 | 16.7 |
| East Asia | A1-B5 | 29 | 18.4 |
| | A1-A8 | 2 | 6.5 |
| | A9-A15 | 25 | 20.7 |
| | B1-B5 | 2 | 33.3 |
| Transition Countries | A1-B5 | 10 | 6.3 |
| | A1-A8 | 1 | 3.2 |
| | A9-A15 | 9 | 7.4 |
| | B1-B5 | 0 | 0.0 |
| Middle East and North Africa+ (MENA+) | A1-B5 | 8 | 5.1 |
| | A1-A8 | 1 | 3.2 |
| | A9-A15 | 7 | 5.8 |
| | B1-B5 | 0 | 0.0 |
| Other Regions | A1-B5 | 91 | 57.6 |
| | A1-A8 | 25 | 80.6 |
| | A9-A15 | 63 | 52.1 |
| | B1-B5 | 3 | 50.0 |

Source: PeopleSoft HRMS; Report ID: EMP_INFO.SQR

¹ Excludes OED, IEO, and transfers from OED and IEO to the staff

² Includes 28 EPs of the CY 2014 EP cohort

Table 4. Economist Program Class Year 2015
Regional Diversity by Nationality and University

| Region | Nationality | | University | |
|---------------------------------------|-------------|--------------|------------|--------------|
| | No. | Percent | No. | Percent |
| Total Appointments | 20 | 100.0 | 20 | 100.0 |
| Underrepresented Regions | 9 | 45.0 | 0 | 0.0 |
| Africa (Sub-Saharan) | 3 | 15.0 | 0 | 0.0 |
| East Asia | 2 | 10.0 | 0 | 0.0 |
| Transition Countries | 3 | 15.0 | 0 | 0.0 |
| Middle East and North Africa+ (MENA+) | 1 | 5.0 | 0 | 0.0 |
| Other Regions | 10 | 50.0 | 20 | 100.0 |
| Asia (Other) | 1 | 5.0 | 0 | 0.0 |
| Europe (Other) | 5 | 25.0 | 11 | 55.0 |
| <i>of which United Kingdom</i> | 1 | 5.0 | 5 | 25.0 |
| US and Canada | 1 | 5.0 | 9 | 45.0 |
| Other Western Hemisphere | 3 | 15.0 | 0 | 0.0 |

Source: HRD/TAO

Table 5. Mid-Career Staff Appointments (Grades A9–B5)¹

FY 2015

| REGION | Total Appointments ² | | | | Previous Contractuals ³ | | | |
|---------------------------------------|---------------------------------|-----------|-----------|--------------|------------------------------------|-----------|-----------|--------------|
| | Women | Men | Total | | Women | Men | Total | |
| | No. | No. | No. | Percent | No. | No. | No. | Percent |
| Total | 31 | 68 | 99 | 100.0 | 22 | 29 | 51 | 100.0 |
| Underrepresented Regions | 17 | 29 | 46 | 46.5 | 12 | 11 | 23 | 45.1 |
| Africa (Sub-Saharan) | 5 | 9 | 14 | 14.1 | 2 | 5 | 7 | 13.7 |
| East Asia | 6 | 12 | 18 | 18.2 | 5 | 4 | 9 | 17.6 |
| Transition Countries | 3 | 4 | 7 | 7.1 | 3 | 2 | 5 | 9.8 |
| Middle East and North Africa+ (MENA+) | 3 | 4 | 7 | 7.1 | 2 | 0 | 2 | 3.9 |
| Other Regions | 14 | 39 | 53 | 53.5 | 10 | 18 | 28 | 54.9 |
| Asia (Other) | 1 | 7 | 8 | 8.1 | 1 | 5 | 6 | 11.8 |
| Europe (Other) | 5 | 13 | 18 | 18.2 | 4 | 4 | 8 | 15.7 |
| US and Canada | 6 | 14 | 20 | 20.2 | 4 | 4 | 8 | 15.7 |
| Other Western Hemisphere | 2 | 5 | 7 | 7.1 | 1 | 5 | 6 | 11.8 |

Source: PeopleSoft, Report: EMP_INFO.SQR

¹ Excludes EP hires, OED and IEO

² In percent of staff appointments

³ Refers to the number of mid-career staff appointments resulting from change of appointment from contractual to staff In percent of appointments of contractuals

Table 6. Mid-Career Staff Appointments from Previous Contractuals (Grades A9–B5)¹
FY 2015

| | Total | | Economist | | SCS | |
|---|-----------|--------------|-----------|-------------|-----------|-------------|
| | No. | Percent | No. | Percent | No. | Percent |
| Fund staff appointments: previous contractuals² | 51 | 100.0 | 29 | 56.9 | 22 | 43.1 |
| Underrepresented Regions | 23 | 45.1 | 11 | 37.9 | 12 | 54.5 |
| Other Regions | 28 | 54.9 | 18 | 62.1 | 10 | 45.5 |
| Women | 22 | 43.1 | 10 | 34.5 | 12 | 54.5 |
| Men | 29 | 56.9 | 19 | 65.5 | 10 | 45.5 |

Source: PeopleSoft, Report: EMP_INFO.SQR

¹ Excludes EP hires, OED and IEO

² Captures the percent of mid-career staff appointments resulting from staff appointments from previous contractuals

Table 7. Promotion Rates, A14 to A15 and A15 to B1¹

| | Stock as of May 1, 2014 | | Promotions in FY 2015 | | | |
|---------------------------------------|-------------------------|------------|-----------------------|----------------------|-----------|----------------------|
| | A14 | A15 | A14 to A15 | | A15 to B1 | |
| REGION | No | No. | No. | Rate (in percent) | No. | Rate (in percent) |
| Total | 607 | 252 | 32 | 5.3 | 25 | 9.9 |
| Underrepresented Regions | 189 | 48 | 9 | 4.8 | 7 | 14.6 |
| Africa (Sub-Saharan) | 47 | 12 | 3 | 6.4 | 2 | 16.7 |
| East Asia | 61 | 11 | 0 | 0.0 | 1 | 9.1 |
| Transition Countries | 57 | 18 | 2 | 3.5 | 3 | 16.7 |
| Middle East and North Africa+ (MENA+) | 24 | 7 | 4 | 16.7 | 1 | 14.3 |
| Other regions | 418 | 204 | 23 | 5.5 | 18 | 8.8 |
| Women | 168 | 68 | 12 | 7.1 | 7 | 10.3 |
| Men | 439 | 184 | 20 | 4.6 | 18 | 9.8 |

Sources: PeopleSoft HRMS; Report ID: EMP_INFO.SQR, DM#5673027, "Pivots_Promotions"

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

Table 8. Pipeline and Promotions¹

| | Stock – April 30, 2015 | | | | | | 2014 B-Level Benchmark | Promotions to B1 in FY 2015 | |
|--------------------------|------------------------|---------|-----|---------|-----|---------|------------------------------|--------------------------------|---------|
| | A14 | | A15 | | B1 | | | No. | Percent |
| | No. | Percent | No. | Percent | No. | Percent | | | |
| Total | 590 | 100.0 | 245 | 100.0 | 63 | 100.0 | | 25 | 100.0 |
| REGION | | | | | | | | | |
| Underrepresented Regions | 192 | 32.5 | 47 | 19.2 | 18 | 28.6 | 22 | 7 | 28.0 |
| Other Regions | 398 | 67.5 | 198 | 80.8 | 45 | 71.4 | n.a. | 18 | 72.0 |
| GENDER | | | | | | | | | |
| Women | 162 | 27.5 | 70 | 28.6 | 21 | 33.3 | 25-30 | 7 | 28.0 |
| Men | 428 | 72.5 | 175 | 71.4 | 42 | 66.7 | n.a. | 18 | 72.0 |

Sources: PeopleSoft HRMS; Report ID: EMP_INFO.SQR, PROM_03.SQR, and DM#5673027, "Pivots_Stock as of April30 2015"

¹ Excludes OED and IEO

Table 9. Staff Turnover by Gender and Diversity Category¹

FY 2015

| Category | Grade | Stock as of May 1, 2014 | | Separations in FY 2015 ² | | Turnover | |
|---------------------------------------|--------|----------------------------|---------|--|--|----------|---------|
| | | No. | Percent | No. | | No. | Percent |
| Total | A1–B5 | 2574 | 100.0 | 129 | | | 5.0 |
| | A1–A8 | 457 | 17.8 | 21 | | | 4.6 |
| | A9–A15 | 1780 | 69.2 | 84 | | | 4.7 |
| | B1–B5 | 337 | 13.1 | 24 | | | 7.1 |
| | | | | | | | |
| Women | A1–B5 | 1150 | 44.7 | 56 | | | 4.9 |
| | A1–A8 | 387 | 84.7 | 17 | | | 4.4 |
| | A9–A15 | 684 | 38.4 | 33 | | | 4.8 |
| | B1–B5 | 79 | 23.4 | 6 | | | 7.6 |
| Men | A1–B5 | 1424 | 55.3 | 73 | | | 5.1 |
| | A1–A8 | 70 | 15.3 | 4 | | | 5.7 |
| | A9–A15 | 1096 | 61.6 | 51 | | | 4.7 |
| | B1–B5 | 258 | 76.6 | 18 | | | 7.0 |
| UNDERREPRESENTED REGIONS | A1–B5 | 823 | 32.0 | 34 | | | 4.1 |
| | A1–A8 | 152 | 33.3 | 8 | | | 5.3 |
| | A9–A15 | 613 | 34.4 | 23 | | | 3.8 |
| | B1–B5 | 58 | 17.2 | 3 | | | 5.2 |
| Africa (Sub-Saharan) | A1–B5 | 205 | 8.0 | 7 | | | 3.4 |
| | A1–A8 | 53 | 11.6 | 1 | | | 1.9 |
| | A9–A15 | 135 | 7.6 | 6 | | | 4.4 |
| | B1–B5 | 17 | 5.0 | 0 | | | 0.0 |
| East Asia | A1–B5 | 310 | 12.0 | 19 | | | 6.1 |
| | A1–A8 | 65 | 14.2 | 3 | | | 4.6 |
| | A9–A15 | 228 | 12.8 | 14 | | | 6.1 |
| | B1–B5 | 17 | 5.0 | 2 | | | 11.8 |
| Transition Countries | A1–B5 | 198 | 7.7 | 3 | | | 1.5 |
| | A1–A8 | 21 | 4.6 | 3 | | | 14.3 |
| | A9–A15 | 170 | 9.6 | 0 | | | 0.0 |
| | B1–B5 | 7 | 2.1 | 0 | | | 0.0 |
| Middle East and North Africa+ (MENA+) | A1–B5 | 110 | 4.3 | 5 | | | 4.5 |
| | A1–A8 | 13 | 2.8 | 1 | | | 7.7 |
| | A9–A15 | 80 | 4.5 | 3 | | | 3.8 |
| | B1–B5 | 17 | 5.0 | 1 | | | 5.9 |
| OTHER REGIONS | A1–B5 | 1751 | 68.0 | 95 | | | 5.4 |
| | A1–A8 | 305 | 66.7 | 13 | | | 4.3 |
| | A9–A15 | 1167 | 65.6 | 61 | | | 5.2 |
| | B1–B5 | 279 | 82.8 | 21 | | | 7.5 |

Source: PeopleSoft HRMS; Report ID: EMP_INFO.SQR, DAR_007.SQR, and DM#5673027, "Pivots_Separations"

¹ Excludes OED and IEO

² Includes retired staff

Table 10. The Fund's Senior Management Profile¹

| | Total | Women | | Men | | Underrepresented Regions | | Other Regions | |
|--|-------|-------|---------|-----|---------|--------------------------|---------|---------------|---------|
| | No. | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| Department Heads and Directors | | | | | | | | | |
| FY2015 | 21 | 4 | 19.0 | 17 | 81.0 | 3 | 14.3 | 18 | 85.7 |
| 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 ² | 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 |
| Senior Personnel Managers ³ | | | | | | | | | |
| FY2015 | 21 | 9 | 42.9 | 12 | 57.1 | 4 | 19.0 | 17 | 81.0 |
| 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 |
| Division Chiefs ³ | | | | | | | | | |
| FY2015 | 74 | 16 | 21.6 | 58 | 78.4 | 11 | 14.9 | 63 | 85.1 |
| 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.SQR, DPT_HEAD.SQR, EMP_INFO.SQR; HRD (SPM list)

¹ Excluding OED and IEO

² Starting with the FY 2011 Diversity Annual Report, the reporting period changed from calendar year to fiscal year

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

Table 11. Dual Nationality Status of Fund Staff and Contractuals by Region¹
as of August 31, 2015

| | Staff | | | Contractuals | |
|---------------------------------------|-----------|------------|-----------|--------------|-----------|
| | A1–A8 | A9–A15 | B1–B5 | Professional | Support |
| Region of Second Nationality | No. | No. | No. | No. | No. |
| Total | 73 | 248 | 35 | 28 | 28 |
| UNDERREPRESENTED REGIONS | 36 | 73 | 8 | 7 | 3 |
| Africa (Sub-Saharan) | 10 | 23 | 1 | 3 | 0 |
| East Asia | 5 | 8 | 0 | 0 | 0 |
| Transition Countries | 9 | 18 | 2 | 2 | 2 |
| Middle East and North Africa+ (MENA+) | 12 | 24 | 5 | 2 | 1 |
| OTHER REGIONS | 37 | 175 | 27 | 21 | 25 |
| Asia (Other) | 1 | 7 | 3 | 1 | 0 |
| Europe (Other) | 18 | 113 | 18 | 9 | 3 |
| US and Canada | 1 | 21 | 3 | 6 | 21 |
| Other Western Hemisphere | 17 | 34 | 3 | 5 | 1 |

Source: PeopleSoft HRMS; REPORT ID: EMP_INFO.SQR, NAT_DUAL.SQR; data as of August 31, 2015 (self-reported)

¹ Excludes OED, IEO, and SBF

Table 12. Matrix of Staff Dual Nationality¹
as of August 31, 2015

| | Secondary Nationality | | | | | | | | | | |
|--|--------------------------|-----------|-------------------------|--|-----------------------------|-----------------|-------------------|------------------|-----------------------------|------------------|-------|
| | Underrepresented Regions | | | | | Other Regions | | | | | |
| Primary Nationality | Africa (Sub-Saharan) | East Asia | Transition Countries | Middle East and North Africa+ (MENA+) | Underrepresented Regions | Asia (Other) | Europe (Other) | US and Canada | Other Western Hemisphere | Other Regions | Total |
| Total | 30 | 13 | 28 | 38 | 109 | 9 | 154 | 27 | 55 | 245 | 354 |
| UNDERREPRESENTED REGIONS | 3 | 3 | 7 | 2 | 15 | 0 | 24 | 14 | 1 | 39 | 54 |
| Africa (Sub-Saharan) | 3 | 0 | 2 | 0 | 5 | 0 | 10 | 1 | 0 | 11 | 16 |
| East Asia | 0 | 3 | 0 | 0 | 3 | 0 | 1 | 2 | 1 | 4 | 7 |
| Transition Countries | 0 | 0 | 3 | 0 | 3 | 0 | 5 | 4 | 0 | 9 | 12 |
| Middle East and North Africa+ (MENA+) | 0 | 0 | 2 | 2 | 4 | 0 | 8 | 7 | 0 | 15 | 19 |
| OTHER REGIONS | 27 | 10 | 21 | 36 | 94 | 9 | 130 | 13 | 54 | 206 | 300 |
| Asia (Other) | 0 | 0 | 0 | 0 | 0 | 0 | 9 | 0 | 0 | 9 | 9 |
| Europe (Other) | 8 | 1 | 2 | 13 | 24 | 4 | 31 | 5 | 18 | 58 | 82 |
| US and Canada | 19 | 9 | 19 | 22 | 69 | 5 | 51 | 4 | 27 | 87 | 156 |
| Other Western Hemisphere | 0 | 0 | 0 | 1 | 1 | 0 | 39 | 4 | 9 | 52 | 53 |

Source: PeopleSoft HRMS Report EMP_INFO.SQR

¹Excludes OED and independent offices.

Table 13. Educational Diversity in the Fund: Bachelor Degrees¹
as of April 30, 2015

| Region/Country ² | Degrees Earned | |
|--|----------------|--------------|
| | No. | Percent |
| Total | 2067 | 100.0 |
| Africa (Sub-Saharan) | 97 | 4.7 |
| China | 88 | 4.3 |
| East Asia ³ | 145 | 7.0 |
| India | 106 | 5.1 |
| Asia (Other) ⁴ | 34 | 1.6 |
| Transition Countries | 94 | 4.5 |
| France | 59 | 2.9 |
| Germany | 32 | 1.5 |
| Italy | 37 | 1.8 |
| United Kingdom | 139 | 6.7 |
| Europe (Other) ⁵ | 128 | 6.2 |
| Middle East and North Africa + (MENA+) | 64 | 3.1 |
| United States | 771 | 37.3 |
| Canada | 73 | 3.5 |
| Other Western Hemisphere | 200 | 9.7 |

Source: PeopleSoft, Report: DIV_EDU. SQR, EMP_INFO.SQR

¹ Excludes OED and IEO

² Based on the country where the university is located

³ Excluding China

⁴ Excluding India

⁵ Excluding France, Germany, Italy, and United Kingdom

Table 14. Educational Diversity in the Fund: Master's Degrees¹
as of April 30, 2015

| Region/Country ² | Degrees Earned | |
|--|----------------|--------------|
| | No. | Percent |
| Total | 2276 | 100.0 |
| Africa (Sub-Saharan) | 48 | 2.1 |
| China | 35 | 1.5 |
| East Asia ³ | 38 | 1.7 |
| India | 60 | 2.6 |
| Asia (Other) ⁴ | 24 | 1.1 |
| Transition Countries | 122 | 5.4 |
| France | 156 | 6.9 |
| Germany | 64 | 2.8 |
| Italy | 36 | |
| United Kingdom | 266 | 11.7 |
| Europe (Other) ⁵ | 177 | 7.8 |
| Middle East and North Africa + (MENA+) | 27 | 1.2 |
| United States | 1062 | 46.7 |
| Canada | 82 | 3.6 |
| Other Western Hemisphere | 79 | 3.5 |

Source: PeopleSoft, Report: DIV_EDU. SQR, EMP_INFO.SQR

¹ Excludes OED and IEO

² Based on the country where the university is located

³ Excluding China

⁴ Excluding India

⁵ Excluding France, Germany, Italy, and United Kingdom

Table 15. Educational Diversity in the Fund: Ph.D. Degrees¹
as of April 30, 2015

| Region/Country ² | Degrees Earned | |
|---------------------------------------|----------------|--------------|
| | No. | Percent |
| Total | 775 | 100.0 |
| Africa (Sub-Saharan) | 6 | 0.8 |
| China | 7 | 0.9 |
| East Asia ³ | 5 | 0.6 |
| India | 2 | 0.3 |
| Asia (Other) ⁴ | 2 | 0.3 |
| Transition Countries | 28 | 3.6 |
| France | 31 | 4.0 |
| Germany | 21 | 2.7 |
| Italy | 23 | 3.0 |
| United Kingdom | 77 | 9.9 |
| Europe (Other) ⁵ | 66 | 8.5 |
| Middle East and North Africa+ (MENA+) | 2 | 0.3 |
| United States | 485 | 62.6 |
| Canada | 18 | 2.3 |
| Other Western Hemisphere | 2 | 0.3 |

Source: PeopleSoft, Report: DIV_EDU. SQR, EMP_INFO.SQR

¹ Excludes OED and IEO

² Based on the country where the university is located

³ Excluding China

⁴ Excluding India

⁵ Excluding France, Germany, Italy, and United Kingdom

Table 16. Staff Nationality by Region, Gender, Career Stream and Grade Grouping¹
as of April 30, 2015

| | Total | | | | | | | | | |
|--|-------|---------|--------|---------|-------|---------|-------|---------|-------|---------|
| | A1–A8 | | A9–A15 | | B1–B5 | | A9–B5 | | TOTAL | |
| Region | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| AFRICA (SUB-SAHARAN) | 52 | 11.5 | 147 | 8.1 | 20 | 5.8 | 167 | 7.7 | 219 | 8.4 |
| ASIA | 97 | 21.4 | 369 | 20.4 | 49 | 14.1 | 418 | 19.4 | 515 | 19.7 |
| Australia & New Zealand | 3 | 0.7 | 29 | 1.6 | 8 | 2.3 | 37 | 1.7 | 40 | 1.5 |
| India | 22 | 4.8 | 83 | 4.6 | 20 | 5.8 | 103 | 4.8 | 125 | 4.8 |
| East Asia | 62 | 13.7 | 240 | 13.2 | 17 | 4.9 | 257 | 11.9 | 319 | 12.2 |
| Japan | 2 | 0.4 | 48 | 2.6 | 5 | 1.4 | 53 | 2.5 | 55 | 2.1 |
| Asia (Other) | 10 | 2.2 | 17 | 0.9 | 4 | 1.2 | 21 | 1.0 | 31 | 1.2 |
| EUROPE | 63 | 13.9 | 640 | 35.3 | 156 | 45.0 | 796 | 36.9 | 859 | 32.9 |
| United Kingdom | 21 | 4.6 | 66 | 3.6 | 38 | 11.0 | 104 | 4.8 | 125 | 4.8 |
| Transition Countries | 17 | 3.7 | 178 | 9.8 | 10 | 2.9 | 188 | 8.7 | 205 | 7.8 |
| Europe (Other) | 25 | 5.5 | 396 | 21.9 | 108 | 31.1 | 504 | 23.3 | 529 | 20.2 |
| MIDDLE EAST AND NORTH AFRICA + (MENA+) | 12 | 2.6 | 84 | 4.6 | 18 | 5.2 | 102 | 4.7 | 114 | 4.4 |
| Saudi Arabia | 0 | 0.0 | 5 | 0.3 | 3 | 0.9 | 8 | 0.4 | 8 | 0.3 |
| Arab Countries (Other) | 8 | 1.8 | 58 | 3.2 | 12 | 3.5 | 70 | 3.2 | 78 | 3.0 |
| Middle East (Other) | 4 | 0.9 | 21 | 1.2 | 3 | 0.9 | 24 | 1.1 | 28 | 1.1 |
| US & CANADA | 150 | 33.0 | 352 | 19.4 | 79 | 22.8 | 431 | 20.0 | 581 | 22.2 |
| United States | 146 | 32.2 | 300 | 16.6 | 66 | 19.0 | 366 | 17.0 | 512 | 19.6 |
| Canada | 4 | 0.9 | 52 | 2.9 | 13 | 3.7 | 65 | 3.0 | 69 | 2.6 |
| OTHER WESTERN HEMISPHERE | 80 | 17.6 | 220 | 12.1 | 25 | 7.2 | 245 | 11.3 | 325 | 12.4 |
| Total | 454 | 100.0 | 1812 | 100.0 | 347 | 100.0 | 2159 | 100.0 | 2613 | 100.0 |
| Women | 384 | 84.6 | 698 | 38.5 | 82 | 23.6 | 780 | 36.1 | 1164 | 44.5 |
| Men | 70 | 15.4 | 1114 | 61.5 | 265 | 76.4 | 1379 | 63.9 | 1449 | 55.5 |

Source: PeopleSoft HRMS, Report ID: DAR_007.SQR

¹ Excludes OED and IEO

Table 16. Staff Nationality by Region, Gender, Career Stream and Grade Grouping¹ (continued)
as of April 30, 2015

| Region | Economists | | | | | | | |
|---|-------------|--------------|------------|--------------|-------------|--------------|-------------|--------------|
| | A9–A15 | | B1–B5 | | A9–B5 | | TOTAL | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| AFRICA (SUB-SAHARAN) | 87 | 7.6 | 13 | 4.8 | 100 | 7.1 | 111 | 7.2 |
| ASIA | 224 | 19.6 | 37 | 13.6 | 261 | 18.4 | 261 | 18.4 |
| Australia & New Zealand | 21 | 1.8 | 7 | 2.6 | 28 | 2.0 | 36 | 2.3 |
| India | 33 | 2.9 | 15 | 5.5 | 48 | 3.4 | 48 | 3.1 |
| East Asia | 160 | 14.0 | 11 | 4.0 | 171 | 12.1 | 190 | 12.3 |
| Japan | 40 | 3.5 | 5 | 1.8 | 45 | 3.2 | 53 | 3.4 |
| Asia (Other) | 10 | 0.9 | 4 | 1.5 | 14 | 1.0 | 288 | 18.6 |
| EUROPE | 484 | 42.3 | 133 | 48.9 | 617 | 43.6 | 681 | 44.0 |
| United Kingdom | 38 | 3.3 | 28 | 10.3 | 66 | 4.7 | 75 | 4.9 |
| Transition Countries | 133 | 11.6 | 10 | 3.7 | 143 | 10.1 | 152 | 9.8 |
| Europe (Other) | 313 | 27.4 | 95 | 34.9 | 408 | 28.8 | 454 | 29.4 |
| MIDDLE EAST AND NORTH AFRICA + (MENA+) | 54 | 4.7 | 15 | 5.5 | 69 | 4.9 | 75 | 4.9 |
| Saudi Arabia | 4 | 0.3 | 1 | 0.4 | 5 | 0.4 | 7 | 0.5 |
| Arab Countries (Other) | 34 | 3.0 | 11 | 4.0 | 45 | 3.2 | 48 | 3.1 |
| Middle East (Other) | 16 | 1.4 | 3 | 1.1 | 19 | 1.3 | 20 | 1.3 |
| US & CANADA | 142 | 12.4 | 55 | 20.2 | 197 | 13.9 | 208 | 13.5 |
| United States | 109 | 9.5 | 45 | 16.5 | 154 | 10.9 | 161 | 10.4 |
| Canada | 33 | 2.9 | 10 | 3.7 | 43 | 3.0 | 47 | 3.0 |
| OTHER WESTERN HEMISPHERE | 152 | 13.3 | 19 | 7.0 | 171 | 12.1 | 183 | 11.8 |
| Total | 1143 | 100.0 | 272 | 100.0 | 1415 | 100.0 | 1546 | 100.0 |
| Women | 343 | 30.0 | 51 | 18.8 | 394 | 27.8 | 419 | 27.1 |
| Men | 800 | 70.0 | 221 | 81.3 | 1021 | 72.2 | 1127 | 72.9 |

Source: PeopleSoft HRMS, Report ID: DAR_007.SQR

¹ Excludes OED and IEO

Table 16. Staff Nationality by Region, Gender, Career Stream and Grade Grouping¹ (continued)
as of April 30, 2015

| Region | Specialized Career Stream | | | | | | | | | |
|---|---------------------------|--------------|------------|--------------|-----------|--------------|------------|--------------|-------------|--------------|
| | A1–A8 | | A9–A15 | | B1–B5 | | A9–B5 | | TOTAL | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| AFRICA (SUB-SAHARAN) | 52 | 11.5 | 60 | 9.0 | 7 | 9.3 | 67 | 9.0 | 119 | 9.9 |
| ASIA | 97 | 21.4 | 145 | 21.7 | 12 | 16.0 | 157 | 21.1 | 254 | 21.2 |
| Australia & New Zealand | 3 | 0.7 | 8 | 1.2 | 1 | 1.3 | 9 | 1.2 | 12 | 1.0 |
| India | 22 | 4.8 | 50 | 7.5 | 5 | 6.7 | 55 | 7.4 | 77 | 6.4 |
| East Asia | 62 | 13.7 | 80 | 12.0 | 6 | 8.0 | 86 | 11.6 | 148 | 12.4 |
| Japan | 2 | 0.4 | 8 | 1.2 | 0 | 0.0 | 8 | 1.1 | 10 | 0.8 |
| Asia (Other) | 10 | 2.2 | 7 | 1.0 | 0 | 0.0 | 7 | 0.9 | 17 | 1.4 |
| EUROPE | 63 | 13.9 | 156 | 23.3 | 23 | 30.7 | 179 | 24.1 | 242 | 20.2 |
| United Kingdom | 21 | 4.6 | 28 | 4.2 | 10 | 13.3 | 38 | 5.1 | 59 | 4.9 |
| Transition Countries | 17 | 3.7 | 45 | 6.7 | 0 | 0.0 | 45 | 6.0 | 62 | 5.2 |
| Europe (Other) | 25 | 5.5 | 83 | 12.4 | 13 | 17.3 | 96 | 12.9 | 121 | 10.1 |
| MIDDLE EAST AND NORTH AFRICA + (MENA+) | 12 | 2.6 | 30 | 4.5 | 3 | 4.0 | 33 | 4.4 | 45 | 3.8 |
| Saudi Arabia | 0 | 0.0 | 1 | 0.1 | 2 | 2.7 | 3 | 0.4 | 3 | 0.3 |
| Arab Countries (Other) | 8 | 1.8 | 24 | 3.6 | 1 | 1.3 | 25 | 3.4 | 33 | 2.8 |
| Middle East (Other) | 4 | 0.9 | 5 | 0.7 | 0 | 0.0 | 5 | 0.7 | 9 | 0.8 |
| US & CANADA | 150 | 33.0 | 210 | 31.4 | 24 | 32.0 | 234 | 31.5 | 384 | 32.1 |
| United States | 146 | 32.2 | 191 | 28.6 | 21 | 28.0 | 212 | 28.5 | 358 | 29.9 |
| Canada | 4 | 0.9 | 19 | 2.8 | 3 | 4.0 | 22 | 3.0 | 26 | 2.2 |
| OTHER WESTERN HEMISPHERE | 80 | 17.6 | 68 | 10.2 | 6 | 8.0 | 74 | 9.9 | 154 | 12.9 |
| Total | 454 | 100.0 | 669 | 100.0 | 75 | 100.0 | 744 | 100.0 | 1198 | 100.0 |
| Women | 384 | 84.6 | 355 | 53.1 | 31 | 41.3 | 386 | 51.9 | 770 | 64.3 |
| Men | 70 | 15.4 | 314 | 46.9 | 44 | 58.7 | 358 | 48.1 | 428 | 35.7 |

Source: PeopleSoft HRMS, Report ID: DAR_007.SQR

¹ Excludes OED and IEO

Table 17. Nationality of Contractual Employees By Region, Gender, Career Stream and Grade Grouping¹
as of April 30, 2015

| Region | Total | | | | | | Economists | | | | Specialized Career Stream | | | | | |
|---|--------------|--------------|------------|--------------|------------|--------------|--------------|--------------|-------------|-------------|---------------------------|--------------|------------|--------------|------------|--------------|
| | Professional | | Support | | Total | | Professional | | Support | | Professional | | Support | | Total | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| AFRICA (SUB-SAHARAN) | 18 | 5.3 | 19 | 5.6 | 37 | 5.5 | 11 | 8.4 | n.a. | n.a. | 7 | 3.4 | 19 | 5.6 | 26 | 4.8 |
| ASIA | 53 | 15.6 | 67 | 19.8 | 120 | 17.7 | 27 | 20.6 | n.a. | n.a. | 26 | 12.5 | 67 | 19.8 | 93 | 17.0 |
| Australia & New Zealand | 11 | 3.2 | 2 | 0.6 | 13 | 1.9 | 8 | 6.1 | n.a. | n.a. | 3 | 1.4 | 2 | 0.6 | 5 | 0.9 |
| India | 8 | 2.4 | 9 | 2.7 | 17 | 2.5 | 0 | 0.0 | n.a. | n.a. | 8 | 3.8 | 9 | 2.7 | 17 | 3.1 |
| East Asia | 34 | 10.0 | 54 | 16.0 | 88 | 13.0 | 19 | 14.5 | n.a. | n.a. | 15 | 7.2 | 54 | 16.0 | 69 | 12.6 |
| Japan | 11 | 3.2 | 5 | 1.5 | 16 | 2.4 | 8 | 6.1 | n.a. | n.a. | 3 | 1.4 | 5 | 1.5 | 8 | 1.5 |
| Asia (Other) | 0 | | 2 | 0.6 | 2 | 0.3 | 0 | 0.0 | n.a. | n.a. | 0 | 0.0 | 2 | 0.6 | 2 | 0.4 |
| EUROPE | 121 | 35.7 | 36 | 10.7 | 157 | 23.2 | 64 | 48.9 | n.a. | n.a. | 57 | 27.4 | 36 | 10.7 | 93 | 17.0 |
| United Kingdom | 19 | 5.6 | 3 | 0.9 | 22 | 3.2 | 9 | 6.9 | n.a. | n.a. | 10 | 4.8 | 3 | 0.9 | 13 | 2.4 |
| Transition Countries | 28 | 8.3 | 17 | 5.0 | 45 | 6.6 | 9 | 6.9 | n.a. | n.a. | 19 | 9.1 | 17 | 5.0 | 36 | 6.6 |
| Europe (Other) | 74 | 21.8 | 16 | 4.7 | 90 | 13.3 | 46 | 35.1 | n.a. | n.a. | 28 | 13.5 | 16 | 4.7 | 44 | 8.1 |
| MIDDLE EAST AND NORTH AFRICA + (MENA+) | 16 | 4.7 | 12 | 3.6 | 28 | 4.1 | 6 | 4.6 | n.a. | n.a. | 10 | 4.8 | 12 | 3.6 | 22 | 4.0 |
| Saudi Arabia | 3 | 0.9 | 1 | 0.3 | 4 | 0.6 | 2 | 1.5 | n.a. | n.a. | 1 | 0.5 | 1 | 0.3 | 2 | 0.4 |
| Arab Countries (Other) | 11 | 3.2 | 8 | 2.4 | 19 | 2.8 | 3 | 2.3 | n.a. | n.a. | 8 | 3.8 | 8 | 2.4 | 16 | 2.9 |
| Middle East (Other) | 2 | 0.6 | 3 | 0.9 | 5 | 0.7 | 1 | 0.8 | n.a. | n.a. | 1 | 0.5 | 3 | 0.9 | 4 | 0.7 |
| US & CANADA | 94 | 27.7 | 161 | 47.6 | 255 | 37.7 | 11 | 8.4 | n.a. | n.a. | 83 | 39.9 | 161 | 47.6 | 244 | 44.7 |
| United States | 81 | 23.9 | 156 | 46.2 | 237 | 35.0 | 7 | 5.3 | n.a. | n.a. | 74 | 35.6 | 156 | 46.2 | 230 | 42.1 |
| Canada | 13 | 3.8 | 5 | 1.5 | 18 | 2.7 | 4 | 3.1 | n.a. | n.a. | 9 | 4.3 | 5 | 1.5 | 14 | 2.6 |
| OTHER WESTERN HEMISPHERE | 37 | 10.9 | 43 | 12.7 | 80 | 11.8 | 12 | 9.2 | n.a. | n.a. | 25 | 12.0 | 43 | 12.7 | 68 | 12.5 |
| Total | 339 | 100.0 | 338 | 100.0 | 677 | 100.0 | 131 | 100.0 | n.a. | n.a. | 208 | 100.0 | 338 | 100.0 | 546 | 100.0 |
| Women | 114 | 33.6 | 201 | 59.5 | 315 | 46.5 | 25 | 19.1 | n.a. | n.a. | 89 | 42.8 | 201 | 59.5 | 290 | 53.1 |
| Men | 225 | 66.4 | 137 | 40.5 | 362 | 53.5 | 106 | 80.9 | n.a. | n.a. | 119 | 57.2 | 137 | 40.5 | 256 | 46.9 |

Source: PeopleSoft HRMS, Report ID: DAR_007.SQR

¹ Excludes OED, IEQ, and Fund Technical Assistance Officers

Table 18. Nationality Distribution List: Staff and Contractual Employees¹
as of April 30, 2015

| Country | Total | | Staff | | | | | | Contractual | | | |
|--------------------------|-------|---------|---------|---------|---------|---------|---------|---------|--------------|---------|---------|---------|
| | | | 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 | 8 | 0.2 | 2 | 0.4 | 5 | 0.3 | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 |
| Botswana | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Burkina Faso | 9 | 0.3 | 2 | 0.4 | 6 | 0.3 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Burundi | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Cameroon | 15 | 0.4 | 1 | 0.2 | 10 | 0.6 | 0 | 0.0 | 1 | 0.3 | 3 | 0.9 |
| Cape Verde | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Central African Republic | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Chad | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Comoros | 1 | 0.0 | 1 | 0.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Congo, Dem. Republic | 7 | 0.2 | 2 | 0.4 | 5 | 0.3 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Congo, Rep. | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Cote D'Ivoire | 8 | 0.2 | 4 | 0.9 | 3 | 0.2 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Equatorial Guinea | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Eritrea | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Ethiopia | 8 | 0.2 | 2 | 0.4 | 5 | 0.3 | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 |
| Gabon | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 |
| Gambia, The | 4 | 0.1 | 0 | 0.0 | 0 | 0.0 | 2 | 0.6 | 1 | 0.3 | 1 | 0.3 |
| Ghana | 23 | 0.7 | 11 | 2.4 | 9 | 0.5 | 1 | 0.3 | 0 | 0.0 | 2 | 0.6 |
| Guinea | 4 | 0.1 | 0 | 0.0 | 2 | 0.1 | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 |
| Guinea-Bissau | 2 | 0.1 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Kenya | 21 | 0.6 | 4 | 0.9 | 11 | 0.6 | 3 | 0.9 | 0 | 0.0 | 3 | 0.9 |
| Lesotho | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Liberia | 4 | 0.1 | 1 | 0.2 | 1 | 0.1 | 2 | 0.6 | 0 | 0.0 | 0 | 0.0 |
| Madagascar | 3 | 0.1 | 2 | 0.4 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Malawi | 7 | 0.2 | 1 | 0.2 | 3 | 0.2 | 1 | 0.3 | 0 | 0.0 | 2 | 0.6 |
| Mali | 2 | 0.1 | 0 | 0.0 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Mauritius | 12 | 0.4 | 5 | 1.1 | 4 | 0.2 | 2 | 0.6 | 0 | 0.0 | 1 | 0.3 |
| Mozambique | 2 | 0.1 | 0 | 0.0 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |

Table 18. Nationality Distribution List: Staff and Contractual Employees¹ (continued)
as of April 30, 2015

| Country | Total | | Staff | | | | | | Contractual | | | |
|-----------------------------|------------|------------|-----------|-------------|------------|------------|-----------|------------|--------------|------------|-----------|------------|
| | | | A01–A08 | | A09–A15 | | B01–B05 | | Professional | | Support | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| Namibia | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Niger | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Nigeria | 15 | 0.4 | 3 | 0.7 | 10 | 0.6 | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 |
| Rwanda | 4 | 0.1 | 0 | 0.0 | 3 | 0.2 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Sao Tome and Principe | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Senegal | 15 | 0.4 | 1 | 0.2 | 12 | 0.7 | 0 | 0.0 | 2 | 0.5 | 0 | 0.0 |
| Seychelles | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Sierra Leone | 9 | 0.3 | 4 | 0.9 | 5 | 0.3 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| South Africa | 27 | 0.8 | 0 | 0.0 | 21 | 1.2 | 3 | 0.9 | 3 | 0.8 | 0 | 0.0 |
| South Sudan | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Swaziland | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Tanzania | 3 | 0.1 | 1 | 0.2 | 1 | 0.1 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Togo | 4 | 0.1 | 2 | 0.4 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Uganda | 11 | 0.3 | 1 | 0.2 | 8 | 0.4 | 1 | 0.3 | 1 | 0.3 | 0 | 0.0 |
| Zambia | 6 | 0.2 | 0 | 0.0 | 3 | 0.2 | 2 | 0.6 | 1 | 0.3 | 0 | 0.0 |
| Zimbabwe | 11 | 0.3 | 1 | 0.2 | 5 | 0.3 | 0 | 0.0 | 2 | 0.5 | 3 | 0.9 |
| Africa (Sub-Saharan) | 253 | 7.5 | 51 | 11.2 | 146 | 8.1 | 19 | 5.5 | 18 | 4.6 | 19 | 5.5 |

Source: PeopleSoft HRMS, Report ID: NAT_001.SQR

¹ Excludes OED and IEO

Table 18. Nationality Distribution List: Staff and Contractual Employees¹ (continued)
as of April 30, 2015

| Country | Total | | Staff | | | | | | Contractual | | | |
|--------------------|-------|---------|---------|---------|---------|---------|---------|---------|--------------|---------|---------|---------|
| | | | A01–A08 | | A09–A15 | | B01–B05 | | Professional | | Support | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| Australia | 33 | 1.0 | 2 | 0.4 | 16 | 0.9 | 4 | 1.2 | 9 | 2.3 | 2 | 0.6 |
| Bangladesh | 11 | 0.3 | 2 | 0.4 | 8 | 0.4 | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 |
| Bhutan | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Brunei Darussalam | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Cambodia | 4 | 0.1 | 0 | 0.0 | 4 | 0.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| China | 146 | 4.4 | 8 | 1.8 | 93 | 5.1 | 6 | 1.7 | 11 | 2.8 | 28 | 8.1 |
| Fiji | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Hong Kong SAR | 5 | 0.2 | 0 | 0.0 | 4 | 0.2 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| India | 144 | 4.3 | 22 | 4.9 | 83 | 4.6 | 20 | 5.8 | 9 | 2.3 | 10 | 2.9 |
| Indonesia | 11 | 0.3 | 3 | 0.7 | 5 | 0.3 | 0 | 0.0 | 3 | 0.8 | 0 | 0.0 |
| Japan | 71 | 2.1 | 2 | 0.4 | 48 | 2.7 | 5 | 1.4 | 11 | 2.8 | 5 | 1.5 |
| Kiribati | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Korea, Republic Of | 37 | 1.1 | 3 | 0.7 | 24 | 1.3 | 2 | 0.6 | 3 | 0.8 | 5 | 1.5 |
| Lao PDR | 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 | 19 | 0.6 | 0 | 0.0 | 16 | 0.9 | 2 | 0.6 | 1 | 0.3 | 0 | 0.0 |
| 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 | 2 | 0.1 | 1 | 0.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Myanmar | 2 | 0.1 | 1 | 0.2 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Nepal | 7 | 0.2 | 2 | 0.4 | 2 | 0.1 | 2 | 0.6 | 0 | 0.0 | 1 | 0.3 |
| New Zealand | 20 | 0.6 | 1 | 0.2 | 13 | 0.7 | 4 | 1.2 | 2 | 0.5 | 0 | 0.0 |
| 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 | 68 | 2.0 | 42 | 9.3 | 18 | 1.0 | 0 | 0.0 | 2 | 0.5 | 6 | 1.7 |
| Samoa | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Singapore | 17 | 0.5 | 0 | 0.0 | 7 | 0.4 | 2 | 0.6 | 2 | 0.5 | 6 | 1.7 |
| Solomon Is | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |

Table 18. Nationality Distribution List: Staff and Contractual Employees¹ (continued)
as of April 30, 2015

| Country | Total | | Staff | | | | | | Contractual | | | |
|-----------------------------|------------|-------------|-----------|-------------|------------|-------------|-----------|-------------|--------------|-------------|-----------|-------------|
| | | | A01–A08 | | A09–A15 | | B01–B05 | | Professional | | Support | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| Sri Lanka | 13 | 0.4 | 5 | 1.1 | 7 | 0.4 | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 |
| Thailand | 20 | 0.6 | 2 | 0.4 | 14 | 0.8 | 0 | 0.0 | 3 | 0.8 | 1 | 0.3 |
| Timor-Leste | 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 | 11 | 0.3 | 1 | 0.2 | 6 | 0.3 | 0 | 0.0 | 1 | 0.3 | 3 | 0.9 |
| Asia | 641 | 19.1 | 97 | 21.4 | 369 | 20.4 | 49 | 14.1 | 57 | 14.5 | 69 | 20.0 |
| Brunei Darussalam | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Cambodia | 4 | 0.1 | 0 | 0.0 | 4 | 0.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| China | 146 | 4.4 | 8 | 1.8 | 93 | 5.1 | 6 | 1.7 | 11 | 2.8 | 28 | 8.1 |
| Hong Kong SAR | 5 | 0.2 | 0 | 0.0 | 4 | 0.2 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Indonesia | 11 | 0.3 | 3 | 0.7 | 5 | 0.3 | 0 | 0.0 | 3 | 0.8 | 0 | 0.0 |
| Japan | 71 | 2.1 | 2 | 0.4 | 48 | 2.7 | 5 | 1.4 | 11 | 2.8 | 5 | 1.5 |
| Korea, Republic Of | 37 | 1.1 | 3 | 0.7 | 24 | 1.3 | 2 | 0.6 | 3 | 0.8 | 5 | 1.5 |
| Lao PDR | 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 | 19 | 0.6 | 0 | 0.0 | 16 | 0.9 | 2 | 0.6 | 1 | 0.3 | 0 | 0.0 |
| Myanmar | 2 | 0.1 | 1 | 0.2 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Philippines | 68 | 2.0 | 42 | 9.3 | 18 | 1.0 | 0 | 0.0 | 2 | 0.5 | 6 | 1.7 |
| Singapore | 17 | 0.5 | 0 | 0.0 | 7 | 0.4 | 2 | 0.6 | 2 | 0.5 | 6 | 1.7 |
| Thailand | 20 | 0.6 | 2 | 0.4 | 14 | 0.8 | 0 | 0.0 | 3 | 0.8 | 1 | 0.3 |
| Vietnam | 11 | 0.3 | 1 | 0.2 | 6 | 0.3 | 0 | 0.0 | 1 | 0.3 | 3 | 0.9 |
| East Asia (ASEAN +3) | 411 | 12.3 | 62 | 13.7 | 240 | 13.2 | 17 | 4.9 | 37 | 9.4 | 55 | 15.9 |

Source: PeopleSoft HRMS, Report ID: NAT_001.SQR

¹ Excludes OED and IEO

Table 18. Nationality Distribution List: Staff and Contractual Employees¹ (continued)
as of April 30, 2015

| Country | Total | | Staff | | | | | | Contractual | | | |
|------------------------|-------|---------|---------|---------|---------|---------|---------|---------|--------------|---------|---------|---------|
| | | | A01–A08 | | A09–A15 | | B01–B05 | | Professional | | Support | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| Albania | 8 | 0.2 | 0 | 0.0 | 6 | 0.3 | 0 | 0.0 | 0 | 0.0 | 2 | 0.6 |
| Armenia | 17 | 0.5 | 1 | 0.2 | 13 | 0.7 | 0 | 0.0 | 2 | 0.5 | 1 | 0.3 |
| Aruba | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Austria | 12 | 0.4 | 1 | 0.2 | 6 | 0.3 | 3 | 0.9 | 2 | 0.5 | 0 | 0.0 |
| Azerbaijan | 4 | 0.1 | 0 | 0.0 | 4 | 0.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Belarus | 8 | 0.2 | 3 | 0.7 | 5 | 0.3 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Belgium | 39 | 1.2 | 2 | 0.4 | 25 | 1.4 | 6 | 1.7 | 4 | 1.0 | 2 | 0.6 |
| Bermuda | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Bosnia and Herzegovina | 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 | 25 | 0.8 | 2 | 0.4 | 16 | 0.9 | 3 | 0.9 | 0 | 0.0 | 4 | 1.2 |
| Cayman Isls | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Croatia | 5 | 0.2 | 0 | 0.0 | 4 | 0.2 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Cyprus | 7 | 0.2 | 0 | 0.0 | 7 | 0.4 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Czech Republic | 19 | 0.6 | 0 | 0.0 | 12 | 0.7 | 2 | 0.6 | 5 | 1.3 | 0 | 0.0 |
| Denmark | 17 | 0.5 | 0 | 0.0 | 11 | 0.6 | 3 | 0.9 | 3 | 0.8 | 0 | 0.0 |
| Estonia | 6 | 0.2 | 1 | 0.2 | 4 | 0.2 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Finland | 10 | 0.3 | 0 | 0.0 | 5 | 0.3 | 1 | 0.3 | 1 | 0.3 | 3 | 0.9 |
| France | 136 | 4.1 | 8 | 1.8 | 81 | 4.5 | 15 | 4.3 | 28 | 7.1 | 4 | 1.2 |
| Georgia | 8 | 0.2 | 0 | 0.0 | 6 | 0.3 | 0 | 0.0 | 2 | 0.5 | 0 | 0.0 |
| Germany | 103 | 3.1 | 1 | 0.2 | 67 | 3.7 | 28 | 8.1 | 5 | 1.3 | 2 | 0.6 |
| Greece | 12 | 0.4 | 0 | 0.0 | 5 | 0.3 | 6 | 1.7 | 0 | 0.0 | 1 | 0.3 |
| Hungary | 8 | 0.2 | 0 | 0.0 | 6 | 0.3 | 0 | 0.0 | 2 | 0.5 | 0 | 0.0 |
| Iceland | 6 | 0.2 | 0 | 0.0 | 5 | 0.3 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Ireland | 25 | 0.8 | 4 | 0.9 | 11 | 0.6 | 5 | 1.4 | 5 | 1.3 | 0 | 0.0 |
| Israel | 3 | 0.1 | 0 | 0.0 | 2 | 0.1 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Italy | 88 | 2.6 | 4 | 0.9 | 53 | 2.9 | 19 | 5.5 | 12 | 3.1 | 0 | 0.0 |
| Kazakhstan | 5 | 0.2 | 0 | 0.0 | 4 | 0.2 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Kosovo | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |

Table 18. Nationality Distribution List: Staff and Contractual Employees¹ (continued)
as of April 30, 2015

| Country | Total | | Staff | | | | | | Contractual | | | |
|-----------------|--------------|-------------|-----------|-------------|------------|-------------|------------|-------------|--------------|-------------|-----------|-------------|
| | | | A01–A08 | | A09–A15 | | B01–B05 | | Professional | | Support | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| Kyrgyz Republic | 2 | 0.1 | 0 | 0.0 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Latvia | 4 | 0.1 | 0 | 0.0 | 3 | 0.2 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Lithuania | 1 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Luxembourg | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Macedonia | 2 | 0.1 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Malta | 3 | 0.1 | 0 | 0.0 | 3 | 0.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Moldova | 9 | 0.3 | 1 | 0.2 | 6 | 0.3 | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 |
| Montenegro | 2 | 0.1 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Netherlands | 35 | 1.0 | 1 | 0.2 | 18 | 1.0 | 9 | 2.6 | 6 | 1.5 | 1 | 0.3 |
| Nethr Antil | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Norway | 10 | 0.3 | 0 | 0.0 | 6 | 0.3 | 2 | 0.6 | 2 | 0.5 | 0 | 0.0 |
| Poland | 25 | 0.8 | 4 | 0.9 | 18 | 1.0 | 1 | 0.3 | 2 | 0.5 | 0 | 0.0 |
| Portugal | 13 | 0.4 | 1 | 0.2 | 8 | 0.4 | 1 | 0.3 | 3 | 0.8 | 0 | 0.0 |
| Romania | 18 | 0.5 | 1 | 0.2 | 17 | 0.9 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Russia | 54 | 1.6 | 3 | 0.7 | 33 | 1.8 | 2 | 0.6 | 12 | 3.1 | 4 | 1.2 |
| San Marino | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Serbia | 2 | 0.1 | 1 | 0.2 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Slovak Republic | 5 | 0.2 | 0 | 0.0 | 2 | 0.1 | 1 | 0.3 | 2 | 0.5 | 0 | 0.0 |
| Slovenia | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Spain | 48 | 1.4 | 1 | 0.2 | 36 | 2.0 | 5 | 1.4 | 6 | 1.5 | 0 | 0.0 |
| Sweden | 14 | 0.4 | 1 | 0.2 | 8 | 0.4 | 1 | 0.3 | 3 | 0.8 | 1 | 0.3 |
| Switzerland | 12 | 0.4 | 1 | 0.2 | 9 | 0.5 | 1 | 0.3 | 1 | 0.3 | 0 | 0.0 |
| Tajikistan | 2 | 0.1 | 0 | 0.0 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Turkey | 33 | 1.0 | 0 | 0.0 | 28 | 1.6 | 3 | 0.9 | 1 | 0.3 | 1 | 0.3 |
| Turkmenistan | 1 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| U.K. | 147 | 4.4 | 21 | 4.6 | 66 | 3.6 | 38 | 11.0 | 19 | 4.8 | 3 | 0.9 |
| Ukraine | 11 | 0.3 | 0 | 0.0 | 7 | 0.4 | 1 | 0.3 | 2 | 0.5 | 1 | 0.3 |
| Uzbekistan | 4 | 0.1 | 0 | 0.0 | 3 | 0.2 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Europe | 1,030 | 30.7 | 63 | 13.9 | 638 | 35.2 | 156 | 45.0 | 137 | 34.8 | 36 | 10.4 |

Source: PeopleSoft HRMS, Report ID: NAT_001.SQR

¹ Excludes OED and IEO

Table 18. Nationality Distribution List: Staff and Contractual Employees¹ (continued)
as of April 30, 2015

| Country | Total | | Staff | | | | | | Contractual | | | |
|-----------------------------|------------|------------|-----------|------------|------------|------------|-----------|------------|--------------|------------|-----------|------------|
| | | | A01–A08 | | A09–A15 | | B01–B05 | | Professional | | Support | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| Albania | 8 | 0.2 | 0 | 0.0 | 6 | 0.3 | 0 | 0.0 | 0 | 0.0 | 2 | 0.6 |
| Armenia | 17 | 0.5 | 1 | 0.2 | 13 | 0.7 | 0 | 0.0 | 2 | 0.5 | 1 | 0.3 |
| Azerbaijan | 4 | 0.1 | 0 | 0.0 | 4 | 0.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Belarus | 8 | 0.2 | 3 | 0.7 | 5 | 0.3 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Bosnia and Herzegovina | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Bulgaria | 25 | 0.8 | 2 | 0.4 | 16 | 0.9 | 3 | 0.9 | 0 | 0.0 | 4 | 1.2 |
| Croatia | 5 | 0.2 | 0 | 0.0 | 4 | 0.2 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Czech Republic | 19 | 0.6 | 0 | 0.0 | 12 | 0.7 | 2 | 0.6 | 5 | 1.3 | 0 | 0.0 |
| Estonia | 6 | 0.2 | 1 | 0.2 | 4 | 0.2 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Georgia | 8 | 0.2 | 0 | 0.0 | 6 | 0.3 | 0 | 0.0 | 2 | 0.5 | 0 | 0.0 |
| Hungary | 8 | 0.2 | 0 | 0.0 | 6 | 0.3 | 0 | 0.0 | 2 | 0.5 | 0 | 0.0 |
| Kazakhstan | 5 | 0.2 | 0 | 0.0 | 4 | 0.2 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Kosovo | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Kyrgyz Republic | 2 | 0.1 | 0 | 0.0 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Latvia | 4 | 0.1 | 0 | 0.0 | 3 | 0.2 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Lithuania | 1 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Macedonia | 2 | 0.1 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Moldova | 9 | 0.3 | 1 | 0.2 | 6 | 0.3 | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 |
| Mongolia | 2 | 0.1 | 1 | 0.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Montenegro | 2 | 0.1 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Poland | 25 | 0.8 | 4 | 0.9 | 18 | 1.0 | 1 | 0.3 | 2 | 0.5 | 0 | 0.0 |
| Romania | 18 | 0.5 | 1 | 0.2 | 17 | 0.9 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Russia | 54 | 1.6 | 3 | 0.7 | 33 | 1.8 | 2 | 0.6 | 12 | 3.1 | 4 | 1.2 |
| Serbia | 2 | 0.1 | 1 | 0.2 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Slovak Republic | 5 | 0.2 | 0 | 0.0 | 2 | 0.1 | 1 | 0.3 | 2 | 0.5 | 0 | 0.0 |
| Slovenia | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Tajikistan | 2 | 0.1 | 0 | 0.0 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Turkmenistan | 1 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Ukraine | 11 | 0.3 | 0 | 0.0 | 7 | 0.4 | 1 | 0.3 | 2 | 0.5 | 1 | 0.3 |
| Uzbekistan | 4 | 0.1 | 0 | 0.0 | 3 | 0.2 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Transition Countries | 258 | 7.7 | 18 | 4.0 | 177 | 9.8 | 10 | 2.9 | 34 | 8.6 | 19 | 5.5 |

Source: PeopleSoft HRMS, Report ID: NAT_001.SQR

¹ Excludes OED and IEO

Table 18. Nationality Distribution List: Staff and Contractual Employees¹ (continued)
as of April 30, 2015

| Country | Total | | Staff | | | | | | Contractual | | | |
|---|------------|------------|-----------|------------|-----------|------------|-----------|------------|--------------|------------|-----------|------------|
| | | | A01–A08 | | A09–A15 | | B01–B05 | | Professional | | Support | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| Afghanistan | 2 | 0.1 | 2 | 0.4 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Algeria | 10 | 0.3 | 2 | 0.4 | 5 | 0.3 | 1 | 0.3 | 1 | 0.3 | 1 | 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 | 26 | 0.8 | 0 | 0.0 | 17 | 0.9 | 2 | 0.6 | 4 | 1.0 | 3 | 0.9 |
| Iran | 15 | 0.5 | 1 | 0.2 | 11 | 0.6 | 1 | 0.3 | 0 | 0.0 | 2 | 0.6 |
| Iraq | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Jordan | 12 | 0.4 | 0 | 0.0 | 9 | 0.5 | 2 | 0.6 | 1 | 0.3 | 0 | 0.0 |
| Kuwait | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Lebanon | 22 | 0.7 | 1 | 0.2 | 14 | 0.8 | 2 | 0.6 | 5 | 1.3 | 0 | 0.0 |
| Libya | 1 | 0.0 | 1 | 0.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Mauritania | 3 | 0.1 | 1 | 0.2 | 1 | 0.1 | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 |
| Morocco | 15 | 0.5 | 2 | 0.4 | 6 | 0.3 | 3 | 0.9 | 2 | 0.5 | 2 | 0.6 |
| Oman | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Pakistan | 16 | 0.5 | 1 | 0.2 | 10 | 0.6 | 2 | 0.6 | 2 | 0.5 | 1 | 0.3 |
| Qatar | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Saudi Arabia | 12 | 0.4 | 0 | 0.0 | 5 | 0.3 | 3 | 0.9 | 3 | 0.8 | 1 | 0.3 |
| Somalia | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Sudan | 2 | 0.1 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Syrian Arab Republic | 3 | 0.1 | 1 | 0.2 | 0 | 0.0 | 2 | 0.6 | 0 | 0.0 | 0 | 0.0 |
| Tunisia | 6 | 0.2 | 0 | 0.0 | 6 | 0.3 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| United Arab Emirates | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Yemen | 1 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Middle East and North Africa + (MENA+) | 146 | 4.4 | 12 | 2.6 | 85 | 4.7 | 19 | 5.5 | 18 | 4.6 | 12 | 3.5 |

Source: PeopleSoft HRMS, Report ID: NAT_001.SQR

¹ Excludes OED and IEO

Table 18. Nationality Distribution List: Staff and Contractual Employees¹ (continued)
as of April 30, 2015

| Country | Total | | Staff | | | | | | Contractual | | | |
|----------------------|------------|-------------|------------|-------------|------------|-------------|-----------|-------------|--------------|-------------|------------|-------------|
| | | | A01–A08 | | A09–A15 | | B01–B05 | | Professional | | Support | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| United States | 774 | 23.1 | 146 | 32.2 | 300 | 16.6 | 66 | 19.0 | 104 | 26.4 | 158 | 45.8 |
| Canada | 93 | 2.8 | 4 | 0.9 | 52 | 2.9 | 13 | 3.8 | 18 | 4.6 | 6 | 1.7 |
| US and Canada | 867 | 25.9 | 150 | 33.0 | 352 | 19.4 | 79 | 22.8 | 122 | 31.0 | 164 | 47.5 |

Source: PeopleSoft HRMS, Report ID: NAT_001.SQR

¹ Excludes OED and IEO

Table 18. Nationality Distribution List: Staff and Contractual Employees¹ (continued)
as of April 30, 2015

| Country | Total | | Staff | | | | | | Contractual | | | |
|-------------|-------|---------|---------|---------|---------|---------|---------|---------|--------------|---------|---------|---------|
| | | | 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 | 61 | 1.8 | 5 | 1.1 | 41 | 2.3 | 3 | 0.9 | 8 | 2.0 | 4 | 1.2 |
| Bahamas | 3 | 0.1 | 2 | 0.4 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Barbados | 4 | 0.1 | 0 | 0.0 | 3 | 0.2 | 0 | 0.0 | 1 | 0.3 | 0 | 0.0 |
| Belize | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Bolivia | 18 | 0.5 | 7 | 1.5 | 4 | 0.2 | 1 | 0.3 | 3 | 0.8 | 3 | 0.9 |
| Brazil | 70 | 2.1 | 13 | 2.9 | 39 | 2.2 | 2 | 0.6 | 11 | 2.8 | 5 | 1.5 |
| Chile | 11 | 0.3 | 1 | 0.2 | 4 | 0.2 | 2 | 0.6 | 3 | 0.8 | 1 | 0.3 |
| Colombia | 38 | 1.1 | 2 | 0.4 | 27 | 1.5 | 0 | 0.0 | 2 | 0.5 | 7 | 2.0 |
| Costa Rica | 7 | 0.2 | 2 | 0.4 | 4 | 0.2 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Dominic Rep | 3 | 0.1 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 |
| Dominica | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Ecuador | 11 | 0.3 | 2 | 0.4 | 8 | 0.4 | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 |
| El Salvador | 9 | 0.3 | 3 | 0.7 | 5 | 0.3 | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 |
| Grenada | 3 | 0.1 | 1 | 0.2 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Guatemala | 8 | 0.2 | 5 | 1.1 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Guyana | 4 | 0.1 | 1 | 0.2 | 1 | 0.1 | 0 | 0.0 | 1 | 0.3 | 1 | 0.3 |
| Haiti | 7 | 0.2 | 4 | 0.9 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 1 | 0.3 |
| Honduras | 10 | 0.3 | 3 | 0.7 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 5 | 1.5 |
| Jamaica | 16 | 0.5 | 5 | 1.1 | 5 | 0.3 | 4 | 1.2 | 1 | 0.3 | 1 | 0.3 |
| Mexico | 30 | 0.9 | 0 | 0.0 | 15 | 0.8 | 4 | 1.2 | 5 | 1.3 | 6 | 1.7 |
| Montserrat | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Nicaragua | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Panama | 2 | 0.1 | 0 | 0.0 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Paraguay | 2 | 0.1 | 0 | 0.0 | 1 | 0.1 | 1 | 0.3 | 0 | 0.0 | 0 | 0.0 |
| Peru | 55 | 1.6 | 19 | 4.2 | 27 | 1.5 | 3 | 0.9 | 1 | 0.3 | 5 | 1.5 |
| St. Kitts | 1 | 0.0 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| St. Lucia | 2 | 0.1 | 0 | 0.0 | 2 | 0.1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| St. Vincent | 3 | 0.1 | 0 | 0.0 | 3 | 0.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Suriname | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Trin-Tobago | 4 | 0.1 | 0 | 0.0 | 4 | 0.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |

Table 18. Nationality Distribution List: Staff and Contractual Employees¹ (concluded)
as of April 30, 2015

| Country | Total | | Staff | | | | | | Contractual | | | |
|---------------------------------|------------|-------------|-----------|-------------|------------|-------------|-----------|------------|--------------|-------------|-----------|-------------|
| | | | A01–A08 | | A09–A15 | | B01–B05 | | Professional | | Support | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| Uruguay | 17 | 0.5 | 3 | 0.7 | 9 | 0.5 | 2 | 0.6 | 3 | 0.8 | 0 | 0.0 |
| Venezuela | 10 | 0.3 | 2 | 0.4 | 4 | 0.2 | 1 | 0.3 | 1 | 0.3 | 2 | 0.6 |
| Other Western Hemisphere | 411 | 12.3 | 80 | 17.6 | 220 | 12.1 | 25 | 7.2 | 41 | 10.4 | 45 | 13.0 |

Source: PeopleSoft HRMS, Report ID: NAT_001.SQR

¹ Excludes OED and IEO

Table 19. Distribution of Pipeline Grade A9–B5, Share of Grade by Gender and Region¹
as of April 30, 2015

| Grade | Women | | Men | | All Fund | | Africa (Sub-Saharan) | | Asia | | East Asia | |
|----------------------------------|------------|--------------|--------------|--------------|--------------|--------------|-------------------------|--------------|------------|--------------|------------|--------------|
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| ECONOMISTS | | | | | | | | | | | | |
| A09 | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| A10 | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| A11 | 46 | 11.7 | 78 | 7.6 | 124 | 8.8 | 10 | 10.0 | 44 | 16.9 | 33 | 19.3 |
| A12 | 58 | 14.7 | 73 | 7.1 | 131 | 9.3 | 16 | 16.0 | 35 | 13.4 | 34 | 19.9 |
| A13 | 57 | 14.5 | 117 | 11.5 | 174 | 12.3 | 10 | 10.0 | 38 | 14.6 | 31 | 18.1 |
| A14 | 124 | 31.5 | 373 | 36.5 | 497 | 35.1 | 40 | 40.0 | 75 | 28.7 | 54 | 31.6 |
| A15 | 58 | 14.7 | 159 | 15.6 | 217 | 15.3 | 11 | 11.0 | 32 | 12.3 | 8 | 4.7 |
| B01 | 10 | 2.5 | 31 | 3.0 | 41 | 2.9 | 2 | 2.0 | 7 | 2.7 | 3 | 1.8 |
| B02 | 19 | 4.8 | 84 | 8.2 | 103 | 7.3 | 6 | 6.0 | 8 | 3.1 | 3 | 1.8 |
| B03 | 13 | 3.3 | 47 | 4.6 | 60 | 4.2 | 2 | 2.0 | 9 | 3.4 | 2 | 1.2 |
| B04 | 7 | 1.8 | 48 | 4.7 | 55 | 3.9 | 2 | 2.0 | 9 | 3.4 | 2 | 1.2 |
| B05 | 2 | 0.5 | 11 | 1.1 | 13 | 0.9 | 1 | 1.0 | 4 | 1.5 | 1 | 0.6 |
| Total | 394 | 100.0 | 1,021 | 100.0 | 1,415 | 100.0 | 100 | 100.0 | 261 | 100.0 | 171 | 100.0 |
| SPECIALIZED CAREER STREAM | | | | | | | | | | | | |
| A09 | 59 | 15.3 | 17 | 4.7 | 76 | 10.2 | 6 | 9.0 | 20 | 12.7 | 13 | 15.1 |
| A10 | 60 | 15.5 | 32 | 8.9 | 92 | 12.4 | 8 | 11.9 | 15 | 9.6 | 12 | 14.0 |
| A11 | 66 | 17.1 | 50 | 14.0 | 116 | 15.6 | 10 | 14.9 | 27 | 17.2 | 13 | 15.1 |
| A12 | 57 | 14.8 | 72 | 20.1 | 129 | 17.3 | 15 | 22.4 | 35 | 22.3 | 17 | 19.8 |
| A13 | 62 | 16.1 | 71 | 19.8 | 133 | 17.9 | 12 | 17.9 | 27 | 17.2 | 16 | 18.6 |
| A14 | 39 | 10.1 | 54 | 15.1 | 93 | 12.5 | 9 | 13.4 | 15 | 9.6 | 8 | 9.3 |
| A15 | 12 | 3.1 | 18 | 5.0 | 30 | 4.0 | 0 | 0.0 | 6 | 3.8 | 1 | 1.2 |
| B01 | 11 | 2.8 | 11 | 3.1 | 22 | 3.0 | 2 | 3.0 | 4 | 2.5 | 1 | 1.2 |
| B02 | 8 | 2.1 | 15 | 4.2 | 23 | 3.1 | 1 | 1.5 | 6 | 3.8 | 3 | 3.5 |
| B03 | 7 | 1.8 | 5 | 1.4 | 12 | 1.6 | 1 | 1.5 | 1 | 0.6 | 1 | 1.2 |
| B04 | 3 | 0.8 | 7 | 2.0 | 10 | 1.3 | 3 | 4.5 | 0 | 0.0 | 0 | 0.0 |
| B05 | 2 | 0.5 | 6 | 1.7 | 8 | 1.1 | 0 | 0.0 | 1 | 0.6 | 1 | 1.2 |
| Total | 386 | 100.0 | 358 | 100.0 | 744 | 100.0 | 67 | 100.0 | 157 | 100.0 | 86 | 100.0 |

Source: PeopleSoft HRMS; Report ID: DAR_017.SQR

¹ Excludes OED and IEO

Table 19. Distribution of Pipeline Grade A9–B5, Share of Grade by Gender and Region¹ (continued)
as of April 30, 2015

| | Europe | | United Kingdom | | Middle East and North Africa + (MENA+) | | Arab Countries | | US & Canada | | Other Western Hemisphere | |
|----------------------------------|------------|--------------|----------------|--------------|--|--------------|----------------|--------------|-------------|--------------|--------------------------|--------------|
| Grade | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| ECONOMISTS | | | | | | | | | | | | |
| A09 | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| A10 | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| A11 | 45 | 7.3 | 3 | 4.5 | 7 | 10.1 | 4 | 8.0 | 6 | 3.0 | 12 | 7.0 |
| A12 | 53 | 8.6 | 4 | 6.1 | 9 | 13.0 | 6 | 12.0 | 10 | 5.1 | 8 | 4.7 |
| A13 | 78 | 12.6 | 3 | 4.5 | 11 | 15.9 | 10 | 20.0 | 16 | 8.1 | 21 | 12.3 |
| A14 | 209 | 33.9 | 18 | 27.3 | 19 | 27.5 | 14 | 28.0 | 73 | 37.1 | 81 | 47.4 |
| A15 | 99 | 16.0 | 10 | 15.2 | 8 | 11.6 | 4 | 8.0 | 37 | 18.8 | 30 | 17.5 |
| B01 | 21 | 3.4 | 4 | 6.1 | 4 | 5.8 | 3 | 6.0 | 6 | 3.0 | 1 | 0.6 |
| B02 | 48 | 7.8 | 7 | 10.6 | 5 | 7.2 | 5 | 10.0 | 28 | 14.2 | 8 | 4.7 |
| B03 | 25 | 4.1 | 4 | 6.1 | 4 | 5.8 | 4 | 8.0 | 13 | 6.6 | 7 | 4.1 |
| B04 | 34 | 5.5 | 12 | 18.2 | 2 | 2.9 | 0 | 0.0 | 6 | 3.0 | 2 | 1.2 |
| B05 | 5 | 0.8 | 1 | 1.5 | 0 | 0.0 | 0 | 0.0 | 2 | 1.0 | 1 | 0.6 |
| Total | 617 | 100.0 | 66 | 100.0 | 69 | 100.0 | 50 | 100.0 | 197 | 100.0 | 171 | 100.0 |
| SPECIALIZED CAREER STREAM | | | | | | | | | | | | |
| A09 | 22 | 12.3 | 3 | 7.9 | 4 | 12.1 | 4 | 14.3 | 13 | 5.6 | 11 | 14.9 |
| A10 | 15 | 8.4 | 5 | 13.2 | 6 | 18.2 | 5 | 17.9 | 32 | 13.7 | 16 | 21.6 |
| A11 | 25 | 14.0 | 1 | 2.6 | 2 | 6.1 | 0 | 0.0 | 38 | 16.2 | 14 | 18.9 |
| A12 | 23 | 12.8 | 5 | 13.2 | 5 | 15.2 | 5 | 17.9 | 42 | 17.9 | 9 | 12.2 |
| A13 | 33 | 18.4 | 9 | 23.7 | 5 | 15.2 | 4 | 14.3 | 46 | 19.7 | 10 | 13.5 |
| A14 | 28 | 15.6 | 5 | 13.2 | 6 | 18.2 | 5 | 17.9 | 28 | 12.0 | 7 | 9.5 |
| A15 | 10 | 5.6 | 0 | 0.0 | 2 | 6.1 | 2 | 7.1 | 11 | 4.7 | 1 | 1.4 |
| B01 | 5 | 2.8 | 0 | 0.0 | 2 | 6.1 | 2 | 7.1 | 7 | 3.0 | 2 | 2.7 |
| B02 | 7 | 3.9 | 4 | 10.5 | 0 | 0.0 | 0 | 0.0 | 8 | 3.4 | 1 | 1.4 |
| B03 | 3 | 1.7 | 0 | 0.0 | 1 | 3.0 | 1 | 3.6 | 5 | 2.1 | 1 | 1.4 |
| B04 | 4 | 2.2 | 3 | 7.9 | 0 | 0.0 | 0 | 0.0 | 1 | 0.4 | 2 | 2.7 |
| B05 | 4 | 2.2 | 3 | 7.9 | 0 | 0.0 | 0 | 0.0 | 3 | 1.3 | 0 | 0.0 |
| Total | 179 | 100.0 | 38 | 100.0 | 33 | 100.0 | 28 | 100.0 | 234 | 100.0 | 74 | 100.0 |

Source: PeopleSoft HRMS; Report ID: DAR_017.SQR

¹ Excludes OED and IEO

Table 20. Historical Share of Women and Men by Career Stream and Grade Grouping¹
as of April 30, 2015 for each fiscal year

| | Total | | | | A1–A8 | | | | A9–A15 | | | | B1–B5 | | | |
|----------------------------------|-------|---------|-------|---------|-------|---------|------|---------|--------|---------|-------|---------|-------|---------|-----|---------|
| | Women | | Men | | Women | | Men | | Women | | Men | | Women | | Men | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| ECONOMISTS | | | | | | | | | | | | | | | | |
| 2015 | 394 | 27.8 | 1,021 | 72.2 | n.a. | n.a. | n.a. | n.a. | 343 | 30.0 | 800 | 70.0 | 51 | 18.8 | 221 | 81.3 |
| 2014 | 390 | 27.9 | 1,008 | 72.1 | n.a. | n.a. | n.a. | n.a. | 336 | 29.8 | 792 | 70.2 | 54 | 20.0 | 216 | 80.0 |
| 2013 | 374 | 27.5 | 988 | 72.5 | n.a. | n.a. | n.a. | n.a. | 322 | 29.5 | 770 | 70.5 | 52 | 19.3 | 218 | 80.7 |
| 2012 | 350 | 26.1 | 991 | 73.9 | n.a. | n.a. | n.a. | n.a. | 306 | 28.1 | 783 | 71.9 | 44 | 17.5 | 208 | 82.5 |
| 2011 | 336 | 25.6 | 977 | 74.4 | n.a. | n.a. | n.a. | n.a. | 293 | 27.4 | 775 | 72.6 | 43 | 17.6 | 202 | 82.4 |
| 2010 | 319 | 25.1 | 953 | 74.9 | n.a. | n.a. | n.a. | n.a. | 278 | 27.3 | 741 | 72.7 | 41 | 16.2 | 212 | 83.8 |
| 2009 | 297 | 24.2 | 930 | 75.8 | n.a. | n.a. | n.a. | n.a. | 261 | 27.1 | 703 | 72.9 | 36 | 13.7 | 227 | 86.3 |
| 2008 | 295 | 22.9 | 993 | 77.1 | n.a. | n.a. | n.a. | n.a. | 262 | 26.0 | 746 | 74.0 | 33 | 11.8 | 247 | 88.2 |
| 2007 | 292 | 22.4 | 1,012 | 77.6 | n.a. | n.a. | n.a. | n.a. | 259 | 25.5 | 757 | 74.5 | 33 | 11.5 | 255 | 88.5 |
| 2006 | 288 | 21.9 | 1,029 | 78.1 | n.a. | n.a. | n.a. | n.a. | 254 | 24.7 | 773 | 75.3 | 34 | 11.7 | 256 | 88.3 |
| 2005 | 282 | 21.6 | 1,025 | 78.4 | n.a. | n.a. | n.a. | n.a. | 250 | 24.9 | 756 | 75.1 | 32 | 10.6 | 269 | 89.4 |
| SPECIALIZED CAREER STREAM | | | | | | | | | | | | | | | | |
| 2015 | 770 | 64.3 | 428 | 35.7 | 384 | 84.6 | 70 | 15.4 | 355 | 53.1 | 314 | 46.9 | 31 | 41.3 | 44 | 58.7 |
| 2014 | 763 | 64.6 | 418 | 35.4 | 388 | 84.7 | 70 | 15.3 | 349 | 53.4 | 305 | 46.6 | 26 | 37.7 | 43 | 62.3 |
| 2013 | 745 | 64.5 | 410 | 35.5 | 390 | 85.5 | 66 | 14.5 | 334 | 52.5 | 302 | 47.5 | 21 | 33.3 | 42 | 66.7 |
| 2012 | 740 | 64.2 | 412 | 35.8 | 400 | 85.8 | 66 | 14.2 | 317 | 51.3 | 301 | 48.7 | 23 | 33.8 | 45 | 66.2 |
| 2011 | 732 | 65.1 | 393 | 34.9 | 405 | 86.0 | 66 | 14.0 | 302 | 51.9 | 280 | 48.1 | 25 | 34.7 | 47 | 65.3 |
| 2010 | 736 | 66.1 | 377 | 33.9 | 419 | 85.9 | 69 | 14.1 | 294 | 52.5 | 266 | 47.5 | 23 | 35.4 | 42 | 64.6 |
| 2009 | 813 | 68.5 | 373 | 31.5 | 496 | 87.2 | 73 | 12.8 | 295 | 53.2 | 259 | 46.8 | 22 | 34.9 | 41 | 65.1 |
| 2008 | 894 | 69.0 | 402 | 31.0 | 558 | 87.7 | 78 | 12.3 | 314 | 53.1 | 277 | 46.9 | 22 | 31.9 | 47 | 68.1 |
| 2007 | 934 | 68.7 | 426 | 31.3 | 589 | 87.1 | 87 | 12.9 | 320 | 52.1 | 294 | 47.9 | 25 | 35.7 | 45 | 64.3 |
| 2006 | 950 | 68.2 | 442 | 31.8 | 604 | 86.5 | 94 | 13.5 | 322 | 51.6 | 302 | 48.4 | 24 | 34.3 | 46 | 65.7 |
| 2005 | 956 | 68.5 | 440 | 31.5 | 603 | 85.4 | 103 | 14.6 | 330 | 53.2 | 290 | 46.8 | 23 | 32.9 | 47 | 67.1 |
| TOTAL | | | | | | | | | | | | | | | | |
| 2015 | 1,164 | 44.5 | 1,449 | 55.5 | 384 | 84.6 | 70 | 15.4 | 698 | 38.5 | 1,114 | 61.5 | 82 | 23.6 | 265 | 76.4 |
| 2014 | 1,153 | 44.7 | 1,426 | 55.3 | 388 | 84.7 | 70 | 15.3 | 685 | 38.4 | 1,097 | 61.6 | 80 | 23.6 | 259 | 76.4 |
| 2013 | 1,119 | 44.5 | 1,398 | 55.5 | 390 | 85.5 | 66 | 14.5 | 656 | 38.0 | 1,072 | 62.0 | 73 | 21.9 | 260 | 78.1 |
| 2012 | 1,090 | 43.7 | 1,403 | 56.3 | 400 | 85.8 | 66 | 14.2 | 623 | 36.5 | 1,084 | 63.5 | 67 | 20.9 | 253 | 79.1 |
| 2011 | 1,068 | 43.8 | 1,370 | 56.2 | 405 | 86.0 | 66 | 14.0 | 595 | 36.1 | 1,055 | 63.9 | 68 | 21.5 | 249 | 78.5 |
| 2010 | 1,055 | 44.2 | 1,330 | 55.8 | 419 | 85.9 | 69 | 14.1 | 572 | 36.2 | 1,007 | 63.8 | 64 | 20.1 | 254 | 79.9 |
| 2009 | 1,110 | 46.0 | 1,303 | 54.0 | 496 | 87.2 | 73 | 12.8 | 556 | 36.6 | 962 | 63.4 | 58 | 17.8 | 268 | 82.2 |
| 2008 | 1,189 | 46.0 | 1,395 | 54.0 | 558 | 87.7 | 78 | 12.3 | 576 | 36.0 | 1,023 | 64.0 | 55 | 15.8 | 294 | 84.2 |
| 2007 | 1,226 | 46.0 | 1,438 | 54.0 | 589 | 87.1 | 87 | 12.9 | 579 | 35.5 | 1,051 | 64.5 | 58 | 16.2 | 300 | 83.8 |
| 2006 | 1,238 | 45.7 | 1,471 | 54.3 | 604 | 86.5 | 94 | 13.5 | 576 | 34.9 | 1,075 | 65.1 | 58 | 16.1 | 302 | 83.9 |
| 2005 | 1,238 | 45.8 | 1,465 | 54.2 | 603 | 85.4 | 103 | 14.6 | 580 | 35.7 | 1,046 | 64.3 | 55 | 14.8 | 316 | 85.2 |

Source: PeopleSoft HRMS, Report ID: DAR_8N9.SQR

¹ Excludes OED and IEO

Table 21. Distribution of A9-B5 Staff by Region by Department¹
as of April 30, 2015

| | Total A9–B5 | | | | | | A9–A15 | | | | | | B1–B5 | | | | | |
|-------------------------------|-------------|-------------|-------------|-------------|---------------|--------------------------|------------|-------------|-------------|-------------|---------------|--------------------------|------------|-------------|-------------|-------------|---------------|--------------------------|
| | | | | | | | | | | | | | | | | | | |
| | Africa | Asia | Europe | Middle East | US and Canada | Other Western Hemisphere | Africa | Asia | Europe | Middle East | US and Canada | Other Western Hemisphere | Africa | Asia | Europe | Middle East | US and Canada | Other Western Hemisphere |
| | Percent | Percent | Percent | Percent | Percent | Percent | Percent | Percent | Percent | Percent | Percent | Percent | Percent | Percent | Percent | Percent | Percent | Percent |
| Fund All | 7.7 | 19.4 | 36.9 | 4.7 | 20.0 | 11.3 | 8.1 | 20.4 | 35.3 | 4.6 | 19.4 | 12.1 | 5.8 | 14.1 | 45.0 | 5.2 | 22.8 | 7.2 |
| AREA DEPARTMENTS | | | | | | | | | | | | | | | | | | |
| AFR | 19.9 | 9.9 | 42.4 | 3.1 | 9.9 | 14.7 | 19.9 | 12.2 | 38.5 | 3.8 | 9.6 | 16.0 | 20.0 | 0.0 | 60.0 | 0.0 | 11.4 | 8.6 |
| APD ² | 1.0 | 45.5 | 32.7 | 1.0 | 10.9 | 8.9 | 1.3 | 49.4 | 31.6 | 1.3 | 6.3 | 10.1 | 0.0 | 31.8 | 36.4 | 0.0 | 27.3 | 4.5 |
| EUR ³ | 1.6 | 19.7 | 54.6 | 3.8 | 14.8 | 5.5 | 2.0 | 22.1 | 52.3 | 4.7 | 12.1 | 6.7 | 0.0 | 8.8 | 64.7 | 0.0 | 26.5 | 0.0 |
| MCD | 8.9 | 7.3 | 45.5 | 16.3 | 12.2 | 9.8 | 9.1 | 9.1 | 45.5 | 13.1 | 12.1 | 11.1 | 8.3 | 0.0 | 45.8 | 29.2 | 12.5 | 4.2 |
| WHD | 5.6 | 13.7 | 40.3 | 1.6 | 15.3 | 23.4 | 6.8 | 12.6 | 39.8 | 1.9 | 15.5 | 23.3 | 0.0 | 19.0 | 42.9 | 0.0 | 14.3 | 23.8 |
| FUNCTIONAL DEPARTMENTS | | | | | | | | | | | | | | | | | | |
| FAD | 12.6 | 16.1 | 44.8 | 2.1 | 14.0 | 10.5 | 13.8 | 16.3 | 43.9 | 1.6 | 13.0 | 11.4 | 5.0 | 15.0 | 50.0 | 5.0 | 20.0 | 5.0 |
| FIN | 10.4 | 19.8 | 37.5 | 3.1 | 20.8 | 8.3 | 10.8 | 19.3 | 34.9 | 3.6 | 21.7 | 9.6 | 7.7 | 23.1 | 53.8 | 0.0 | 15.4 | 0.0 |
| ICD ⁴ | 4.3 | 14.9 | 37.2 | 6.4 | 20.2 | 17.0 | 5.1 | 15.2 | 38.0 | 6.3 | 15.2 | 20.3 | 0.0 | 13.3 | 33.3 | 6.7 | 46.7 | 0.0 |
| LEG | 4.8 | 15.9 | 33.3 | 4.8 | 25.4 | 15.9 | 3.7 | 16.7 | 33.3 | 5.6 | 25.9 | 14.8 | 11.1 | 11.1 | 33.3 | 0.0 | 22.2 | 22.2 |
| MCM | 2.4 | 22.8 | 37.9 | 4.4 | 19.4 | 13.1 | 2.8 | 23.9 | 35.8 | 4.5 | 19.9 | 13.1 | 0.0 | 16.7 | 50.0 | 3.3 | 16.7 | 13.3 |
| RES | 1.1 | 23.2 | 40.0 | 3.2 | 17.9 | 14.7 | 1.3 | 23.8 | 41.3 | 3.8 | 12.5 | 17.5 | 0.0 | 20.0 | 33.3 | 0.0 | 46.7 | 0.0 |
| SPR ⁵ | 8.1 | 26.2 | 34.9 | 6.0 | 13.4 | 11.4 | 8.1 | 26.8 | 35.0 | 5.7 | 13.0 | 11.4 | 7.7 | 23.1 | 34.6 | 7.7 | 15.4 | 11.5 |
| STA | 7.7 | 22.2 | 31.6 | 0.9 | 23.1 | 14.5 | 8.7 | 23.3 | 30.1 | 1.0 | 21.4 | 15.5 | 0.0 | 14.3 | 42.9 | 0.0 | 35.7 | 7.1 |
| SUPPORT DEPARTMENTS | | | | | | | | | | | | | | | | | | |
| CEF | 0.0 | 0.0 | 0.0 | 100.0 | 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 | 0.0 |
| COM | 12.8 | 11.5 | 32.1 | 5.1 | 30.8 | 7.7 | 12.5 | 9.4 | 29.7 | 6.3 | 32.8 | 9.4 | 14.3 | 21.4 | 42.9 | 0.0 | 21.4 | 0.0 |
| ETO | 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 |
| HRD | 10.2 | 13.6 | 32.2 | 5.1 | 27.1 | 11.9 | 12.0 | 14.0 | 30.0 | 4.0 | 28.0 | 12.0 | 0.0 | 11.1 | 44.4 | 11.1 | 22.2 | 11.1 |
| OMD ⁶ | 4.8 | 19.0 | 42.9 | 2.4 | 31.0 | 0.0 | 3.7 | 25.9 | 40.7 | 0.0 | 29.6 | 0.0 | 6.7 | 6.7 | 46.7 | 6.7 | 33.3 | 0.0 |
| SEC | 2.6 | 23.7 | 18.4 | 5.3 | 34.2 | 15.8 | 3.4 | 27.6 | 13.8 | 3.4 | 34.5 | 17.2 | 0.0 | 11.1 | 33.3 | 11.1 | 33.3 | 11.1 |
| TGS | 9.6 | 23.3 | 17.1 | 7.1 | 37.5 | 5.4 | 9.4 | 23.2 | 17.0 | 6.7 | 38.4 | 5.4 | 12.5 | 25.0 | 18.8 | 12.5 | 25.0 | 6.3 |

Source: PeopleSoft HRMS, Report ID: DAR_004.SQR

¹ Excludes OED and IEO

² APD Includes OAP

³ EUR Includes EUO

⁴ ICD Includes JAI, JVI and STI

⁵ SPR Includes UNO

⁶ OMD Includes DMD, INV, OBP, and OIA

Table 22. Share of Women by Department and Grade Grouping¹
as of April 30, 2015

| Staff | | | | | | | | | | Contractual | | | | | | |
|------------------------|---------|---------|---------|---------|---------|---------|---------|--------------|---------|-------------|---------|-------------|----------|----------------|-------|--|
| A1–A8 | | A09–A15 | | B01–B05 | | A09–B05 | | Professional | | Support | | Total Women | Fund All | Share of Women | | |
| No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | No. | Percent | | |
| Fund All | 384 | 84.6 | 698 | 38.5 | 81 | 23.4 | 779 | 36.1 | 129 | 33.1 | 204 | 59.3 | 1,496 | 3,346 | 44.7 | |
| Area Departments | 97 | 90.7 | 175 | 29.9 | 31 | 22.8 | 206 | 28.5 | 12 | 54.5 | 49 | 52.7 | 364 | 944 | 38.6 | |
| AFR | 24 | 85.7 | 34 | 21.8 | 8 | 22.9 | 42 | 22.0 | 0 | 0.0 | 9 | 37.5 | 75 | 249 | 30.1 | |
| APD ² | 15 | 93.8 | 24 | 30.4 | 4 | 18.2 | 28 | 27.7 | 7 | 77.8 | 15 | 83.3 | 65 | 144 | 45.1 | |
| EUR ³ | 29 | 87.9 | 53 | 35.6 | 8 | 23.5 | 61 | 33.3 | 0 | 0.0 | 8 | 72.7 | 98 | 228 | 43.0 | |
| MCD | 14 | 93.3 | 31 | 31.3 | 6 | 25.0 | 37 | 30.1 | 5 | 83.3 | 11 | 52.4 | 67 | 165 | 40.6 | |
| WHD | 15 | 100.0 | 33 | 32.0 | 5 | 23.8 | 38 | 30.6 | 0 | 0.0 | 6 | 31.6 | 59 | 158 | 37.3 | |
| Functional Departments | 167 | 84.8 | 330 | 40.2 | 28 | 19.7 | 358 | 37.2 | 51 | 23.8 | 109 | 60.2 | 685 | 1,555 | 44.1 | |
| FAD | 16 | 84.2 | 42 | 34.1 | 3 | 15.0 | 45 | 31.5 | 12 | 24.0 | 24 | 58.5 | 97 | 253 | 38.3 | |
| FIN | 26 | 89.7 | 43 | 51.8 | 3 | 23.1 | 46 | 47.9 | 2 | 28.6 | 10 | 62.5 | 84 | 148 | 56.8 | |
| ICD ⁴ | 34 | 87.2 | 26 | 32.9 | 6 | 40.0 | 32 | 34.0 | 7 | 41.2 | 21 | 61.8 | 94 | 184 | 51.1 | |
| LEG | 12 | 100.0 | 27 | 50.0 | 4 | 44.4 | 31 | 49.2 | 8 | 38.1 | 5 | 71.4 | 56 | 103 | 54.4 | |
| MCM | 24 | 88.9 | 70 | 39.8 | 5 | 16.7 | 75 | 36.4 | 6 | 14.6 | 15 | 62.5 | 120 | 298 | 40.3 | |
| RES | 11 | 84.6 | 27 | 33.8 | 0 | 0.0 | 27 | 28.4 | 9 | 17.3 | 15 | 62.5 | 62 | 184 | 33.7 | |
| SPR ⁵ | 25 | 92.6 | 52 | 42.3 | 4 | 15.4 | 56 | 37.6 | 3 | 60.0 | 10 | 52.6 | 94 | 200 | 47.0 | |
| STA | 19 | 61.3 | 43 | 41.7 | 3 | 21.4 | 46 | 39.3 | 4 | 19.0 | 9 | 56.3 | 78 | 185 | 42.2 | |
| Support Departments | 120 | 80.0 | 193 | 47.7 | 22 | 32.4 | 215 | 45.5 | 66 | 42.9 | 46 | 65.7 | 447 | 847 | 52.8 | |
| 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 | 41 | 64.1 | 6 | 42.9 | 47 | 60.3 | 6 | 54.5 | 5 | 62.5 | 74 | 114 | 64.9 | |
| GRC | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 100.0 | 1 | 2 | 50.0 | |
| HRD | 26 | 78.8 | 28 | 56.0 | 5 | 55.6 | 33 | 55.9 | 5 | 100.0 | 25 | 67.6 | 89 | 134 | 66.4 | |
| 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 ⁶ | 18 | 90.0 | 14 | 51.9 | 3 | 20.0 | 17 | 40.5 | 2 | 50.0 | 1 | 33.3 | 38 | 69 | 55.1 | |
| SEC | 14 | 77.8 | 18 | 62.1 | 1 | 11.1 | 19 | 50.0 | 3 | 42.9 | 2 | 33.3 | 38 | 69 | 55.1 | |
| TGS | 44 | 73.3 | 87 | 38.8 | 7 | 43.8 | 94 | 39.2 | 42 | 38.9 | 8 | 80.0 | 188 | 418 | 45.0 | |

Source: PeopleSoft HRMS, Report ID: DAR_004.SQR

¹ Excludes OED and IEO

² APD Includes OAP

³ EUR Includes EUO

⁴ ICD Includes JAI, JVI and STI

⁵ SPR Includes UNO

⁶ OMD Includes DMD, INV, OBP, and OIA

Table 23. Recruitment by Region, Gender, Career Stream, and Grade Grouping¹

May 1, 2014–April 30, 2015

| | Total | | | | Economists | | | | Specialized Career Stream | | | |
|--------------------------------------|------------|--------------|----------|--------------|------------|--------------|----------|--------------|---------------------------|--------------|----------|--------------|
| | A9-A15 | | B1-B5 | | A11-A15 | | B1-B5 | | A9-A15 | | B1-B5 | |
| | NO. | PERCENT | NO. | PERCENT | NO. | PERCENT | NO. | PERCENT | NO. | PERCENT | NO. | PERCENT |
| Africa | 17 | 14.2 | 1 | 16.7 | 11 | 13.9 | 0 | 0.0 | 6 | 14.6 | 1 | 50.0 |
| Asia | 34 | 28.3 | 3 | 50.0 | 24 | 30.4 | 3 | 75.0 | 10 | 24.4 | 0 | 0.0 |
| <i>of which East Asia</i> | 25 | 20.8 | 2 | 33.3 | 19 | 24.1 | 2 | 50.0 | 6 | 14.6 | 0 | 0.0 |
| Europe | 34 | 28.3 | 1 | 16.7 | 23 | 29.1 | 1 | 25.0 | 11 | 26.8 | 0 | 0.0 |
| <i>of which United Kingdom</i> | 4 | 3.3 | 0 | 0.0 | 3 | 3.8 | 0 | 0.0 | 1 | 2.4 | 0 | 0.0 |
| <i>of which Transition Countries</i> | 8 | 6.7 | 0 | 0.0 | 3 | 3.8 | 0 | 0.0 | 5 | 12.2 | 0 | 0.0 |
| Middle East | 7 | 5.8 | 0 | 0.0 | 5 | 6.3 | 0 | 0.0 | 2 | 4.9 | 0 | 0.0 |
| <i>of which Arab Countries</i> | 6 | 5.0 | 0 | 0.0 | 5 | 6.3 | 0 | 0.0 | 1 | 2.4 | 0 | 0.0 |
| US & Canada | 20 | 16.7 | 1 | 16.7 | 10 | 12.7 | 0 | 0.0 | 10 | 24.4 | 1 | 50.0 |
| Other Western Hemisphere | 8 | 6.7 | 0 | 0.0 | 6 | 7.6 | 0 | 0.0 | 2 | 4.9 | 0 | 0.0 |
| Total | 120 | 100.0 | 6 | 100.0 | 79 | 100.0 | 4 | 100.0 | 41 | 100.0 | 2 | 100.0 |
| Women | 40 | 33.3 | 1 | 16.7 | 24 | 30.4 | 0 | 0.0 | 16 | 39.0 | 1 | 50.0 |
| Men | 80 | 66.7 | 5 | 83.3 | 55 | 69.6 | 4 | 100.0 | 25 | 61.0 | 1 | 50.0 |

Source: PeopleSoft HRMS, Report ID: DAR_011b. SQR

¹Excludes OED and IEO

Table 24. Five Year History: Recruitment by Region, Gender, Career Stream, and Grade Grouping¹

May 1, 2010–April 30, 2015

| | Total | | | | Economists | | | | Specialized Career Stream | | | |
|--------------------------------------|------------|--------------|-----------|--------------|------------|--------------|-----------|--------------|---------------------------|--------------|-----------|--------------|
| | A9–A15 | | B1–B5 | | A11–A15 | | B1–B5 | | A9–A15 | | B1–B5 | |
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| Africa | 60 | 9.6 | 5 | 13.9 | 31 | 7.6 | 2 | 8.0 | 29 | 13.6 | 3 | 27.3 |
| Asia | 165 | 26.5 | 13 | 36.1 | 117 | 28.7 | 13 | 52.0 | 48 | 22.4 | 0 | 0.0 |
| <i>of which East Asia</i> | 126 | 20.3 | 12 | 33.3 | 95 | 23.3 | 12 | 48.0 | 31 | 14.5 | 0 | 0.0 |
| Europe | 207 | 33.3 | 8 | 22.2 | 148 | 36.3 | 6 | 24.0 | 59 | 27.6 | 2 | 18.2 |
| <i>of which United Kingdom</i> | 22 | 3.5 | 0 | 0.0 | 12 | 2.9 | 0 | 0.0 | 10 | 4.7 | 0 | 0.0 |
| <i>of which Transition Countries</i> | 54 | 8.7 | 1 | 2.8 | 35 | 8.6 | 1 | 4.0 | 19 | 8.9 | 0 | 0.0 |
| Middle East | 37 | 5.9 | 4 | 11.1 | 25 | 6.1 | 1 | 4.0 | 12 | 5.6 | 3 | 27.3 |
| <i>of which Arab Countries</i> | 30 | 4.8 | 4 | 11.1 | 19 | 4.7 | 1 | 4.0 | 11 | 5.1 | 3 | 27.3 |
| US & Canada | 92 | 14.8 | 5 | 13.9 | 43 | 10.5 | 2 | 8.0 | 49 | 22.9 | 3 | 27.3 |
| Other Western Hemisphere | 61 | 9.8 | 1 | 2.8 | 44 | 10.8 | 1 | 4.0 | 17 | 7.9 | 0 | 0.0 |
| Total | 622 | 100.0 | 36 | 100.0 | 408 | 100.0 | 25 | 100.0 | 214 | 100.0 | 11 | 100.0 |
| Women | 221 | 35.5 | 8 | 22.2 | 125 | 30.6 | 2 | 8.0 | 96 | 44.9 | 6 | 54.5 |
| Men | 401 | 64.5 | 28 | 77.8 | 283 | 69.4 | 23 | 92.0 | 118 | 55.1 | 5 | 45.5 |

Source: PeopleSoft HRMS, Report ID: DAR_011b. SQR

¹ Excludes OED and IEO

Table 25. Staff Promoted By region, Career Stream, and Grade Grouping¹

May 1, 2014–April 30, 2015

| | A1–A8 | | | A9–A12 | | | A13–A15 | | | B1–B5 | | |
|---|--------------------|-------------|----------------------|------------|------------|-------------|--------------|------------|-------------|------------|------------|-------------|
| | Stock ² | Promotions | | Stock | Promotions | | Stock | Promotions | | Stock | Promotions | |
| | No. | No. | Percent ³ | No. | No. | Percent | No. | No. | Percent | No. | No. | Percent |
| TOTAL ECONOMISTS AND SPECIALIZED CAREER STREAM | | | | | | | | | | | | |
| Africa (Sub-Saharan) | 52 | 8 | 15.4 | 65 | 10 | 15.4 | 82 | 9 | 11.0 | 20 | 6 | 30.0 |
| Asia | 97 | 14 | 14.4 | 176 | 19 | 10.8 | 193 | 25 | 13.0 | 49 | 10 | 20.4 |
| East Asia | 62 | 11 | 17.7 | 122 | 14 | 11.5 | 118 | 13 | 11.0 | 17 | 4 | 23.5 |
| Europe | 63 | 4 | 6.3 | 183 | 22 | 12.0 | 457 | 50 | 10.9 | 156 | 29 | 18.6 |
| <i>of which</i> United Kingdom | 21 | 1 | 4.8 | 21 | 4 | 19.0 | 45 | 3 | 6.7 | 38 | 4 | 10.5 |
| Middle East and North Africa + (MENA+) | 12 | 0 | 0.0 | 33 | 4 | 12.1 | 51 | 13 | 25.5 | 18 | 5 | 27.8 |
| <i>of which</i> Arab Countries | 8 | 0 | 0.0 | 24 | 4 | 16.7 | 39 | 8 | 20.5 | 15 | 5 | 33.3 |
| US & Canada | 150 | 7 | 4.7 | 141 | 14 | 9.9 | 211 | 23 | 10.9 | 79 | 19 | 24.1 |
| Other Western Hemisphere | 80 | 8 | 10.0 | 70 | 9 | 12.9 | 150 | 14 | 9.3 | 25 | 5 | 20.0 |
| Total | 454 | 41 | 9.0 | 668 | 78 | 11.7 | 1,144 | 134 | 11.7 | 347 | 74 | 21.3 |
| Women | 384 | 35 | 9.1 | 346 | 52 | 15.0 | 352 | 60 | 17.0 | 82 | 24 | 29.3 |
| Men | 70 | 6 | 8.6 | 322 | 26 | 8.1 | 792 | 74 | 9.3 | 265 | 50 | 18.9 |
| ECONOMISTS | | | | | | | | | | | | |
| Africa (Sub-Saharan) | n.a. | n.a. | n.a. | 26 | 3 | 11.5 | 61 | 6 | 9.8 | 13 | 4 | 30.8 |
| Asia | n.a. | n.a. | n.a. | 79 | 11 | 13.9 | 145 | 16 | 11.0 | 37 | 6 | 16.2 |
| East Asia | n.a. | n.a. | n.a. | 67 | 9 | 13.4 | 93 | 9 | 9.7 | 11 | 1 | 9.1 |
| Europe | n.a. | n.a. | n.a. | 98 | 8 | 8.2 | 386 | 40 | 10.4 | 133 | 25 | 18.8 |
| <i>of which</i> United Kingdom | n.a. | n.a. | n.a. | 7 | 0 | 0.0 | 31 | 0 | 0.0 | 28 | 3 | 10.7 |
| Middle East and North Africa + (MENA+) | n.a. | n.a. | n.a. | 16 | 2 | 12.5 | 38 | 9 | 23.7 | 15 | 5 | 33.3 |
| <i>of which</i> Arab Countries | n.a. | n.a. | n.a. | 10 | 2 | 20.0 | 28 | 5 | 17.9 | 12 | 5 | 41.7 |
| US & Canada | n.a. | n.a. | n.a. | 16 | 2 | 12.5 | 126 | 11 | 8.7 | 55 | 14 | 25.5 |
| Other Western Hemisphere | n.a. | n.a. | n.a. | 20 | 1 | 5.0 | 132 | 10 | 7.6 | 19 | 3 | 15.8 |
| Total | n.a. | n.a. | n.a. | 255 | 27 | 10.6 | 888 | 92 | 10.4 | 272 | 57 | 21.0 |
| Women | n.a. | n.a. | n.a. | 104 | 15 | 14.4 | 239 | 34 | 14.2 | 51 | 14 | 27.5 |
| Men | n.a. | n.a. | n.a. | 151 | 12 | 7.9 | 649 | 58 | 8.9 | 221 | 43 | 19.5 |

Table 25. Staff Promoted By region, Career Stream, and Grade Grouping¹ (continued)

May 1, 2014–April 30, 2015

| | A1–A8 | | | A9–A12 | | | A13–A15 | | | B1–B5 | | |
|--------------------------------|--------------------|------------|----------------------|--------|------------|---------|---------|------------|---------|-------|------------|---------|
| | Stock ² | Promotions | | Stock | Promotions | | Stock | Promotions | | Stock | Promotions | |
| | No. | No. | Percent ³ | No. | No. | Percent | No. | No. | Percent | No. | No. | Percent |
| SPECIALIZED CAREER STREAM | | | | | | | | | | | | |
| Africa | 52 | 8 | 15.4 | 39 | 7 | 17.9 | 21 | 3 | 14.3 | 7 | 2 | 28.6 |
| Asia | 97 | 14 | 14.4 | 97 | 8 | 8.2 | 48 | 9 | 18.8 | 12 | 4 | 33.3 |
| East Asia | 62 | 11 | 17.7 | 55 | 5 | 9.1 | 25 | 4 | 16.0 | 6 | 3 | 50.0 |
| Europe | 63 | 4 | 6.3 | 85 | 14 | 16.5 | 71 | 10 | 14.1 | 23 | 4 | 17.4 |
| <i>of which</i> United Kingdom | 21 | 1 | 4.8 | 14 | 4 | 28.6 | 14 | 3 | 21.4 | 10 | 1 | 10.0 |
| Middle East | 12 | 0 | 0.0 | 17 | 2 | 11.8 | 13 | 4 | 30.8 | 3 | 0 | 0.0 |
| <i>of which</i> Arab Countries | 8 | 0 | 0.0 | 14 | 2 | 14.3 | 11 | 3 | 27.3 | 3 | 0 | 0.0 |
| US & Canada | 150 | 7 | 4.7 | 125 | 12 | 9.6 | 85 | 12 | 14.1 | 24 | 5 | 20.8 |
| Other Western Hemisphere | 80 | 8 | 10.0 | 50 | 8 | 16.0 | 18 | 4 | 22.2 | 6 | 2 | 33.3 |
| Total | 454 | 41 | 9.0 | 413 | 51 | 12.3 | 256 | 42 | 16.4 | 75 | 17 | 22.7 |
| Women | 384 | 35 | 9.1 | 242 | 37 | 15.3 | 113 | 26 | 23.0 | 31 | 10 | 32.3 |
| Men | 70 | 6 | 8.6 | 171 | 14 | 8.2 | 143 | 16 | 11.2 | 44 | 7 | 15.9 |

Source: PeopleSoft HRMS, Report ID: DAR_016b.SQR

¹ Excludes OED and IEO

² Total number of staff from each region at each grade group as of 04/30/2015

³ Percent of staff promoted of stock from that region

Table 26. Economist Program (EP): Diversity Breakdown of Appointments
Class Year 2010–2015

| | 2010 | | 2011 | | 2012 | | 2013 | | 2014 | | 2015 | |
|--|-----------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|
| | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent | No. | Percent |
| Total Appointments | 31 | 100.0 | 20 | 100.0 | 29 | 100.0 | 29 | 100.0 | 28 | 100.0 | 20 | 100.0 |
| Women | 10 | 32.3 | 11 | 55.0 | 14 | 48.3 | 15 | 51.7 | 10 | 35.7 | 7 | 35.0 |
| Men | 21 | 67.7 | 9 | 45.0 | 15 | 51.7 | 14 | 48.3 | 18 | 64.3 | 13 | 65.0 |
| UNDERREPRESENTED REGIONS | 18 | 58.1 | 12 | 60.0 | 10 | 34.5 | 20 | 69.0 | 16 | 57.1 | 9 | 45.0 |
| Africa (Sub-Saharan) | 2 | 6.5 | 2 | 10.0 | 2 | 6.9 | 2 | 6.9 | 3 | 10.7 | 3 | 15.0 |
| East Asia | 8 | 25.8 | 6 | 30.0 | 5 | 17.2 | 11 | 37.9 | 10 | 35.7 | 2 | 10.0 |
| Transition Countries | 7 | 22.6 | 1 | 5.0 | 0 | 0.0 | 5 | 17.2 | 2 | 7.1 | 3 | 15.0 |
| Middle East and North Africa + (MENA+) | 1 | 3.2 | 3 | 15.0 | 3 | 10.3 | 2 | 6.9 | 1 | 3.6 | 1 | 5.0 |
| OTHER REGIONS | 13 | 41.9 | 8 | 40.0 | 19 | 65.5 | 9 | 31.0 | 12 | 42.9 | 11 | 55.0 |

Source: HRD/TAO

Table 27. EP Recruitment Missions by University

2008–2014

| Region | University | Mission Year | | | | | | |
|-------------|--|--------------|------|------|------|------|------|------|
| | | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| 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 | | ✓ | | | | | |
| | Addis Ababa University New | | | | | | | ✓ |
| | Universit of Johannesburg New | | | | | | | ✓ |
| | Witwatersrand University New | | | | | | | ✓ |
| | Stellenbosch University New | | | | | | | ✓ |
| 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 | | | | | ✓ | ✓ | ✓ |
| | Renmin University New | | | | | | | ✓ |
| | Keio University New | | | | | | | ✓ |
| | Hitotsubashi University New | | | | | | | ✓ |
| | National University of Singapore New | | | | | | | ✓ |
| | University of Malaysia New | | | | | | | ✓ |
| | University of Indonesia New | | | | | | | ✓ |
| | Gadja-Mada University Indonesia New | | | | | | | ✓ |
| Middle East | King Saud University, Riyadh, Saudi Arabia | | | | | ✓ | ✓ | |
| | King Abdulaziz University, Jeddah, Saudi Arabia | | | | | ✓ | ✓ | |
| | University of Kuwait New | | | | | | | ✓ |
| | American University Sharjah New | | | | | | | ✓ |

Source: Talent Acquisition and Operations Division, HRD

Table 27. EP Recruitment Missions by University (continued)

2008–2014

| Region | University | Mission Year | | | | | | |
|----------------|---|--------------|------|------|------|------|------|------|
| | | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| Europe | Bocconi University | ✓ | ✓ | | | | | ✓ |
| | Catholic University Louvain | | | | | ✓ | | |
| | Center for Economic Research and Graduate Education (CERGE-EI) | | ✓ | | ✓ | | ✓ | |
| | Central European University | | | ✓ | | ✓ | ✓ | |
| | CERDI (Centre d'études et de recherches en développement 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 University | | ✓ | | | | | |
| | Moscow State University New | | | | | | | ✓ |
| | New Economics School of Moscow New | | | | | | | ✓ |
| | Moscow State Institute of International Relations | | | | | ✓ | ✓ | |
| | Paris Dauphine University | | | ✓ | | | ✓ | ✓ |
| | Paris School of Economics (ENSAE) | | | ✓ | | ✓ | ✓ | ✓ |
| | Pompeu Fabra | | | | ✓ | | ✓ | ✓ |
| | Rhenish Friedrich - Wilhelm University Bonn | | | | | ✓ | ✓ | ✓ |
| | Tilburg University (Netherlands) | | ✓ | | | ✓ | ✓ | |
| | Universität Konstanz | | | | | ✓ | | |
| | University of Amsterdam | | | | | ✓ | ✓ | |
| | 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 | | | | | ✓ | | |
| United Kingdom | London Business School | | | | | ✓ | | |
| | London School of Economics | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | University of Cambridge | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | University of Oxford | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | University of Warwick | ✓ | | | | | ✓ | |

Source: Talent Acquisition and Operations Division, HRD

Table 27. EP Recruitment Missions by University (concluded)

2008–2014

| Region | University | Mission Year | | | | | | |
|---------------|--|--------------|------|------|------|------|------|------|
| | | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| 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 | | | | | ✓ | | ✓ |
| | Centro de Investigación y Docencias Económicas (CIDE) (México) New | | | | | | | ✓ |
| | Instituto Tecnológico Autónomo de México (ITAM) New | | | | | | | ✓ |
| United States | 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 | | | | | ✓ | ✓ | ✓ |
| | University of British Columbia New | | | | | | | ✓ |
| | Université de Montréal | | | | | ✓ | ✓ | ✓ |
| | University of Toronto | | | | | ✓ | ✓ | ✓ |

Source: Talent Acquisition and Operations Division, HRD



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