FOR AGENDA

EBAP/12/70

June 18, 2012

To: Members of the Executive Board

From: The Secretary

Subject: **2011 Diversity Annual Report**

Attached for consideration by the Executive Directors is the 2011 Diversity Annual Report, prepared by the Diversity Council and the Diversity Advisor, which is tentatively scheduled for discussion on **Friday, June 29, 2012.** The report is being circulated on a shortened circulation period so that supporting information could be finalized.

Questions may be referred to Ms. Paul (ext. 36309) and Mr. Robinson (ext. 39804) in HRD.

The staff proposes the publication of this paper after the Executive Board completes its discussion, together with a PIN summarizing the Executive Board's discussion.

This document will shortly be posted on the extranet, a secure website for Executive Directors and member country authorities

Att: (1)

Other Distribution:
Department Heads

International Monetary Fund

Diversity Annual Report 2011

Diversity Council

Ms. Nemat Shafik, Mr. Mark Plant, Mr. Masood Ahmed, Mr. Frank Harnischfeger, Ms. Dora Iakova, Mr. Chris Lane, Mr. Michel Lazare, Mr. Jianhai Lin, Ms. Armida San José, Ms. Sweta Saxena, Ms. Antoinette Sayeh, Mr. Abdelhak Senhadji, and Ms. Rhoda Weeks-Brown., and

Diversity Advisor

Ms. Pamela Paul

Diversity Office

Ms. Denise Robinson and Mr. Alfred Go

The 2011 Diversity Annual Report was prepared by the Diversity Office in coordination with the Diversity Council.

Contents **Page**

Boxes

Figures

Annexes

FOREWORD FROM THE DIVERSITY ADVISOR

I have recently come to the end of my first year at the Fund and, while I am still very much a newcomer, I feel that I have gained a level of understanding of how the institution operates. I am truly grateful for the support that I have received in my first year from so many in the institution. I am also appreciative of the deep level of engagement with the diversity strategy that I see at all levels of the institution—Management, the Executive Board, the Diversity Council, Diversity Reference Groups, and staff across departments. One of the strengths of the diversity strategy is the solid framework that has been developed for moving the work forward. I acknowledge the persistence of my predecessor in that regard. One of our most significant diversity developments in the past year has been the change in the gender and regional diversity of Management. The arrival of the new MD and the composition of the overall Management team signals an important new phase in the leadership of the institution.

The diversity strategy is well recognized in the institution and staff have deep convictions and divergent views about the measures that are in place. This is not unusual. Successful implementation of a diversity strategy requires a level of institutional change, and such change is generally accompanied by some concerns. Nonetheless, the benefits that can be derived from an effective diversity change strategy have been shown to enhance the effectiveness of even the highest performing institutions.

The diversity benchmark strategy developed to increase the share of women and staff from underrepresented regions is certainly the most well known component of the overall strategy. While we continue efforts to reach the 2014 benchmarks, we also acknowledge the progress already made and the level of continued institutional support needed going forward.

There is also a need to broaden the focus on inclusion while maintaining the emphasis on the benchmarks. Inclusion refers to ensuring a respectful and hospitable work environment for all staff in which each individual is able to contribute his or her best to the delivery of the highest quality work to our stakeholders, where there is an absence of "groupthink," and where multiple perspectives can be shared and given a fair hearing. Effective inclusion initiatives have also been shown to increase buy-in and reduce resistance to diversity.

Going forward, we need to redouble our efforts to reach the 2014 benchmarks and at the same time to broaden the focus on inclusion. In doing so, we create the conditions to reap the benefits of having a diverse and inclusive workplace—enhanced innovation, greater productivity, and employee satisfaction. In addition, we need to continue the efforts begun to integrate diversity into the policies and procedures of the Fund, so that, over time, it becomes a routine consideration in operational matters. The Staff Survey Diversity Action Plan provides a program of initiatives to this end that we will pursue in the months ahead.

EXECUTIVE SUMMARY

The Fund's diversity agenda advanced in a number of areas in FY2012. Progress was made, in strengthening the strategy to more explicitly include inclusion as a key element and concept of the agenda and in more closely integrating the diversity agenda with the Fund's broader range of HR policies and practices, including in relation to the Accountability Framework for Department Heads and through the broadening of the diversity agenda to diversity and inclusion.

In view of continuing misperception among some staff about the rationale behind the Fund's diversity agenda, the business case for diversity, including diversity of thought, is worth reiterating. In collaboration with the Diversity Council, HRD, and other departments, the Diversity Office will be seeking to articulate the business case further in the year ahead linked to the key roles of the Fund.

With regards to diversity demographics, advancements in a number of areas were offset to some degree by movement in others counter to the institution's diversity goals.[1] In summary, the stock of staff from underrepresented regions continues to increase, but slowly (up 0.4 percentage points at the A9–B5 level, and 1 percentage point at the B-level from CY2010). The progress made has been helped by an increase in the share of B-level staff hired from underrepresented regions, thanks to the B-level Diversity Hiring Initiative, and one-third of the 2012 Economist Program (EP) class being from underrepresented regions. Meanwhile, having met the original 2014 gender benchmarks for B-level women four years early in 2010, new benchmarks for that group were put in place in FY2012, including new flow targets establishing that women should constitute half of all new external hires. The share of women dropped slightly, however (0.6 percentage points) in FY2012, largely due to a high separation rate of B-level women. With 48 percent of the 2012 EP class being women, however, the new flow targets were nearly met. These results demonstrate that we have strengthened our recruitment processes; however, the uneven progress in some areas underscores the need to strengthen the diversity agenda in a comprehensive and longer-term perspective.

A number of initiatives have been put in place to support the overall diversity agenda. These include a program of education and training for staff; and other actions to further integrate diversity into the operations of the Fund, including incorporating key diversity goals into the Accountability Framework and revisions to the Diversity Scorecard to streamline it and to begin to move the reporting closer to real-time.

[1] Unless otherwise noted, the data for the past year is being reported on a Fund financial year basis to make it timelier relative to the Executive Board's consideration of this report and to align it more closely with the reporting period usually followed by departments on HR matters. The deadline for the Diversity Benchmarks, however, has not changed; it continues to be calendar year-end 2014.

Following up on issues highlighted by Executive Directors during the discussion of the 2010 Diversity Annual Report, the staff commissioned a survey of comparator institutions to benchmark practices. The survey found, in general, that issues facing the Fund are broadly similar to those addressed by peer organizations. However, distinctions exist in comparator approaches that could serve to inform and strengthen Fund practices. Recommendations are proposed to strengthen the Fund's approaches.

The findings of the 2010 staff survey pointed to a growing resistance to diversity among staff who are concerned that increased attention to meeting targets and changing the demographic mix of staff is lessening opportunities for advancement for staff. At the same time, comments made by staff from underrepresented groups (regions and women) indicated that they were becoming increasingly uncomfortable with the "backlash," specifically with assumptions that their career progression was due to their gender or being from an underrepresented region and not to their performance and competence.

To address these issues, the Diversity Office will work to strengthen the focus on inclusion in the overall diversity strategy, without diminishing attention needed to reach the benchmarks set for 2014. In this context, the Diversity Office has developed a Diversity Action Plan to be implemented in the coming year which includes a set of initiatives that would focus on learning and communications and that would serve to build institutional capacity for effective engagement across differences, thereby, increasing the benefits of inclusion for everyone.

I. INTRODUCTION

1. **This paper reports on developments in the Fund's diversity agenda in 2011 and outlines ways of making further progress toward the diversity goals.** Following the introduction, Section II discusses the rationale for diversity, reiterating the business case, including the arguments in favor of diversity of thought in the Fund, an issue that was raised by, among others, the IEO *Report on IMF Performance in the Run-Up to the Financial and Economic Crisis*.[2] Section III discusses diversity demographic developments in 2011 and early 2012, noting progress with respect to the benchmarks, recruitment, promotions, and separations as they relate to diversity, and other diversity measures. Section IV presents other diversity developments, specifically: (i) a brief summary of diversity education, and awareness building training done in 2011; (ii) a description of initiatives to integrate diversity in policies, procedures and practices of the Fund through including diversity measures in the Accountability Framework, the Staff Survey Diversity Action Plan, and issuance of a revised Statement on Diversity and Inclusion; (iii) the results of the Diversity Scorecard review and revision; and (iv) the follow up to issues highlighted during the Executive Board's discussion of last year's Annual Diversity Report, including a survey comparator institutions and recommendations for the Fund, the details of which are contained in an Annex to this paper. Finally, Section V provides conclusions and a number of recommendations for moving the diversity strategy forward in the period ahead.

II. THE RATIONALE FOR DIVERSITY

2. Why is diversity important to the Fund? The **business case for diversity** has been noted in previous diversity annual reports and diversity in all its aspects is increasingly embedded in Fund HR policies more generally. Even so, particularly in light of some results from the 2010 Staff Survey, it is worth reiterating the underlying reasons behind the drive for a staff that is diverse in nationality, gender, culture, academic and professional background, and other attributes.

3. **At its most basic, diversity is fundamental to the institution as reflected in the central rules and regulations governing the staff**. Article 12, Rule N-1 requires recruitment on "as wide a geographic basis as possible" and Rule N-2 bars discrimination against any person because of creed, gender, nationality, or race. Over the years, the concept of diversity and the Fund's associated HR policies have developed to also cover an array of staff characteristics, including age, family status, and sexual orientation.

4. **As the membership of the Fund itself has evolved, it becomes even more important that all members "can be at the table."** One way of enhancing that goal is

[2] See the IEO *Report on IMF Performance in the Run-Up to the Financial and Economic Crisis: IMF Surveillance in 2004–07.* See also the staff's response to the IEO's report, SM/31/2.

through a staff that broadly reflects the diversity of its membership and thus has a more profound understanding of the member needs and interests. Having a staff that reflects the composition of the membership adds to the Fund's credibility and allows for divergent views to be shared and heard.

5. **With the globalization of the marketplace for highly-qualified staff from around the world, there has developed what has been referred to as a "war for talent"** (Robinson, 2003) [3]—that is an intensification of efforts by the largest international corporations to win over "the best and the brightest" wherever they might be found. Other multilateral financial institutions are similarly engaged in recruitment of high-quality staff. The Fund thus finds itself facing stiff competition in this regard and needs to present itself as an attractive workplace that is welcoming and inclusive to all.

6. **Diversity plays an important role in problem solving and critical analysis**. Numerous studies provide evidence that well-managed, diverse teams perform better on measures of innovation and solution development by bringing different perspectives and skill sets to the table (Gardenswartz, Rowe, Digh, & Bennett, 2003)[4]. A key aspect of this is the ability to sift and absorb information from any source, and not just rely on the knowledge generated internally (see also the discussion on diversity of thought below).

7. **An organization that values diversity will have a distinct advantage in highly complex and volatile times**. It is more likely to have the flexibility to respond to changing circumstances, and to reorganize and retool in the face of new challenges. It hardly needs stressing that the environment in which the Fund operates and the problems it is called on to address can change rapidly.

8. **Creating an inclusive environment where divergent views are shared and considered has been shown to lead to enhanced group performance** (The Economist Intelligence Unit, 2009)[5]. A common feature of high-performing organizations is respect for individual contributions and fairness toward all employees. Staff will be more likely to share different perspectives and to avoid "groupthink" when they have reason to believe that they will not be embarrassed, or punished for speaking up.

9. The IEO *Report on the IMF Performance in the Run Up to the Financial and Economic Crisis* recommended the promotion of diverse and dissenting views and warned against **"groupthink" and failure to take into account cognitive biases**, such as

---

[3] *Business Case for Inclusion and Engagement* by Marcus Robinson, Charles Pfeiffer, and Joan Buccigrossi (2003), WetWare, Inc, Rochester, New York.

[4] *The Global Diversity Desk Reference: Managing an International Workforce* by Lee Gardenswartz, Anita Rowe, Patricia Digh; Martin Bennett (2003), Pfeiffer, Inc., New York.

[5] *Global Diversity and Inclusion: Perceptions, Practices and Attitudes.* A Study for the Society for Human Resource Management (SHRM), conducted by the Economist Intelligence Unit (2009), Washington, D.C.

confirmation bias—the tendency to overly weight information consistent with one's pre-existing expectations and to ignore or discount information that is inconsistent with them.

10. **Diversity of thought represents a facet of the general case for diversity that deserves particular consideration**. In recent years, the concept of diversity of thought has received increasing attention among researchers and corporate strategists. The basic premise behind this push is that bringing different perspectives to the table will encourage innovative thinking and allow problems to be tackled more comprehensively from a variety of viewpoints, ultimately leading to better solutions. The effort is normally seen as going hand-in-hand with developing an organization in which different voices are allowed to be heard without risk of being demeaned or shut out. Put more positively, ideas are shared and employees feel their contributions are appreciated, not just tolerated.

11. **Creating an environment which fosters diversity of thought is a challenge**. As in other areas of diversity—nationality, gender, *et alia*—resistance to difference can be prevalent, and the "we've-always-done-it-that-way" mindset is deeply entrenched in many organizations. Moreover, "filtering" in the early stages of the hiring process can result in a pool of new hires being recruited that matches the dominant mindset. On the other hand, openness to new ideas and a willingness to tolerate challenges to orthodoxy enables an institution to respond rapidly and effectively to new circumstances and demands. It also empowers employees, who feel that they are trusted members of the organization with skills that are valued. By leveraging employees' belief in their own capabilities, the organization can generate greater contributions and higher performance levels.

12. **The Diversity Office believes that it would be appropriate to strengthen articulation of the business case for diversity in the Fund**. To this end, in the context of Diversity Action Plan in response to the Staff Survey results, it will undertake an initiative aimed at further developing the underlying rationale for focusing on diversity—including diversity of thought—at the Fund linked to the key roles of the institution and its search for top quality recruits to fulfill its mandate.

III. DIVERSITY DEMOGRAPHICS

13. As noted earlier and described in detail below, **progress toward the diversity benchmarks has been mixed**; accordingly, concerted efforts must be made to close the gaps between the current state and the 2014 targets. To this end, a number of initiatives have been implemented to help increase the pace. These initiatives include:

- Advisory Committee on Recruiting B-level Staff from Underrepresented Regions: A committee of Senior Personnel Managers (SPMs) and senior staff from the Human Resources Department (HRD) was launched in March 2012 to focus efforts on increasing the number of underrepresented staff hired at the B-level.

- Diversity Shortlist Protocol: The final shortlist for all A15–B3 vacancies must include at least one competitive candidate from an underrepresented region or a woman.

- Revised B-level Gender Benchmarks and New Gender Recruitment Benchmark: To move towards the long term goal of gender parity and after reaching the original gender benchmarks in late 2010, the Fund increased the 2014 B-level gender benchmarks and added a gender recruitment benchmark in May 2011. The five percentage point increase to the B-level benchmarks establish that, by 2014, women should constitute 25–30 percent of all B-level staff, 20–25 percent of all B-level economists, and 40–45 percent of all B-level SCS staff. To feed the pipeline of talent to the B-level, the gender recruitment benchmark establishes that half of all A9–B5 hires should be women.

- B-level Diversity Hiring Initiative: Up to four supplemental B-level positions are funded each fiscal year to hire competitive senior level candidates from underrepresented regions. All four slots were used in FY2012, with hires representing East Asia and the Middle East.

14. In addition to these efforts, HRD continues to conduct targeted recruitment missions in underrepresented regions to source Economist Program (EP) and mid-career talent for Fund positions. In FY2012, countries and regions visited on recruitment missions include Sub-Saharan Africa, East Asia, the Middle East, Brazil, and Russia. Notably, in the Middle East, where attracting female talent has been challenging, special efforts were made to source women candidates. Several competitive candidates from the various missions were recommended for further consideration and invited to interview panels (currently ongoing). All of these efforts, among others by management, HRD, and other departments, continue and are an encouraging signal of progress toward the 2014 benchmarks.

A. Stock

15. **Changes in the diversity composition of Fund staff are measured against the geographic and gender benchmarks first adopted in 2003 and revised thereafter** (Table A and Annex Table 1). The benchmarks cover (i) the share of nationals from underrepresented regions (Africa, East Asia, the Middle East, and Transition Countries) as well as the aggregate share of nationals of developing and Transition Countries among the professional staff (Grades A9–B5); and (ii) the share of nationals from underrepresented regions and women among the senior (B-level) staff. The Fund has committed to achieving these benchmarks by 2014. However, at the B-level, the benchmarks for underrepresented regions are interim targets (aggregate of 22 percent) and the long-term goal for regional representation would be a convergence with the combined financial quotas of these countries (35 percent). With regard to B-level women, the benchmarks were increased to somewhat more ambitious targets following achievement of the original benchmarks in late 2010.

16. **As detailed below, during FY2012, there were small shifts in the distribution of staff throughout the Fund by diversity categories, although in some areas the difference was marginal and, in a few, movement was counter to the benchmark targets**. In considering these changes, it should be borne in mind that in a number of categories where the absolute numbers are small, the addition or loss of even one or two staff can make a noticeable difference in percentage terms. The discussion below draws on data in both Tables A–I embedded in the main text of the report and, where relevant, in the end-tables (Annex Tables 1–14).

17. **The original 2014 benchmarks for B-level women were met four years ahead of schedule in 2010, and were revised in FY2012 to increase by five percentage points to push the fund closer to the long-term goal of gender parity**. Meanwhile, the share at B-level women declined in the past year to 20.9 percent, but overall the share of women remained almost unchanged (Table A and Annex Table 1).The B-level results reflect essentially no change for B-level economists and a dip in the numbers and share in the Specialized Career Streams (SCS). Accordingly, the proportion of B-level women is now below the revised 2014 benchmarks for all categories—all B-level, B-level economists, and B-level SCS. Nevertheless, the share of women economists in the Fund increased slightly to 26.2 percent—from 25.4 percent at the end of calendar 2010—reflecting an increase in grades A9–A15, thereby maintaining the upward trend of recent years in the latter category. Within the SCS professional grades (A9–A15), the proportion of women was almost unchanged and just over 50 percent.

18. **Indicative annual targets were set out in 2009 for the share of B-level staff from the four underrepresented regions to help guide a path to the medium-term target in 2014** (Table B). For the four groups together, the share rose in FY2012 to 16 percent. This outcome resulted from increases in B-level East Asian and Middle Eastern staff, no change for staff from Transition Countries, and a slight decline in the share of African staff at the B-level. The gap of six percentage points between the current position and the benchmark for the regions together underscores the continued broad efforts that will be needed to reach the 2014 goal.

19. **The outcome for region/nationality groupings was mixed** (Table A and see Annex Table 1):

- There was a small increase in the number of economists from Africa at the A9–A15 level, but a fall at the B-level. This was due to decreasing representation in the specialized career streams, leaving **the share of African economists across the Fund as a whole virtually unchanged at 6.6 percent**. On the other hand, **the proportion of A9–A15 African staff in the SCS rose**—to 7.2 percent from 6.6 percent in 2010—due to an increase in the number of such staff in the A9–A15 grades. However, the **decline in the number of B-level African staff** meant that the

Table A: Geographic and Gender Benchmark Indicators and Staff Representation[1]

A9–B5	Financial Quota	Diversity Benchmarks for 2014	CY2009	CY2010	FY2012
Africa	4.2	**8.0**	6.5	6.5	6.8
Asia	19.1		16.9	17.7	18.2
East Asia 2/	14.6	**12.0**	9.1	10.0	10.6
Europe	40.6		37.6	37.7	37.2
Of which: Transition Countries	7.4	**8.0**	7.4	7.9	8.1
Middle East	8.7	**8.0**	4.2	4.3	4.2
Western Hemisphere	27.5		34.8	33.7	33.6
Industrial Countries	60.2		56.4	55.1	54
Developing and Transition	39.8	**40.0**	43.6	44.8	46
B-Level					
Regions (in percent of all B Level) 2/					
Africa	4.2	**6.0**	4.6	5.0	4.7
Asia			15.4	14.8	15.3
East Asia	14.6	**7.0**	4.9	5.0	5.3
Europe			41.5	44.5	43.4
Transition Countries	7.4	**4.0**	1.6	2.2	2.2
Middle East	8.7	**5.0**	2.6	2.8	3.8
Western Hemisphere			35.9	32.5	32.8
Women (in percent of all B Level) 3/					
All B-Level		**25-30**	18.4	21.5	20.9
B-Level Economist		**20-25**	15.3	17.6	17.5
B-Level SCS		**40-45**	31.0	34.7	33.8
Men (in percent of all B Level)					
All B-Level			81.6	78.5	79.1
B-Level Economist			84.7	82.4	82.5
B-Level SCS			69.0	65.3	66.2

Source: PeopleSoft HRMS; Report ID: DAR_007.

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

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

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

group's share in the Fund slipped—to 4.7 percent— with respect to the indicative benchmark of 6.0 by 2014.

- **The share of staff from East Asia continued to increase** (Table A and see Annex Table 1). Among A9–B5 staff, the share of East Asian staff rose from 10 to 10.6 percent (2010 to FY2012), and within the B-level, from 5 to 5.3 percent, in both cases still short of the respective indicative targets of 12.0 percent and 7.0 percent by 2014. Among economists, staff from East Asia rose to 10.7 percent (from 9.8 percent) and across all staff, East Asians were 10.6 percent.

- **The proportion of A9–B5 staff from the Middle East remained at 4.2 percent, but at the B-level rose to 3.8 percent compared to 2.8 percent in 2010, thereby edging closer to the 2014 benchmark of 5 percent.** The recruitment and retention of Middle Eastern staff, especially at the B-level remains a challenging area, although progress was made (Table A and see Annex Table 1). Among economists, numbers declined by one in the A9–A15 grades, but increased by two at the B-level, giving a notable increase in the proportion at that level albeit from a low base—from 3.3 percent in 2010 to 4.0 percent at end-April 2012. Similarly, the share of SCS B-level staff from the Middle East rose notably (2.9 percent compared to 1.4 percent), but again this reflected an increase from an exceedingly low number.

- **The share of A9–B5 staff from transition countries (8.1 percent) now exceeds the benchmark of 8.0 percent, but at the B-level remains significantly short (2.2 percent versus the target of 4.0 percent)**. This was due to an increase in economists at grades A9–A15 with continuing relatively low shares in other staff categories. Most notably, the number of such staff at the B-level in the SCS remained at zero.

B. Recruitment

20. **While there was a sharp drop in total external recruitment at the B-level – five new staff compared to 17 in CY2010 – four of the five external recruits were from underrepresented regions (Table C).** Each of the four hires from underrepresented regions (including one from Africa, two from East Asia, and one from the Middle East) was part of the Fund's B-level Diversity Hiring Initiative. This initiative seeks to strengthen external sourcing capacity by funding four supplemental B-level positions to hire competitive senior-level candidates from underrepresented regions. The funding is provided for three years for each position, and the hires are expected to eventually be absorbed into the departmental complements. Across the Fund as a whole, while hires from underrepresented regions maintain a strong share of the external recruitment picture, the share of recruits from underrepresented regions dropped 2.8 percentage points from 2010 to FY2012 (45.3 to 42.5 percent). Recruitment of staff from each of the four underrepresented regions was down,

Table B. Indicative Targets and Benchmarks for B-Level
(In percent)

	Financial Quota	Indicative targets						FY2012 Actuals	Benchmarks 2014
		2008	2009	2010	2011	2012	2013		
Africa	4.2	4.3	4.3	4.7	5.2	5.6	6.0	4.7	6.0
East Asia	14.6	4.3	4.5	5.1	5.6	6.1	6.6	5.3	7.0
Middle East	8.6	3.1	3.3	3.0	3.4	3.9	4.3	3.8	5.0
Transition Countries	7.4	1.5	1.8	2.2	2.7	3.2	3.7	2.2	4.0
Total	**34.8**	**13.1**	**13.9**	**15.0**	**16.9**	**18.8**	**20.6**	**16.0**	**22.0**

Sources: 2009 Benchmark Working Group Report; PeopleSoft HRMS, DAR_007.

an average of 1.2 percentage points in grades A9–A15, with the exception of Africa, which rose from 5.6 to 9.2 percent.[6]

21. **In 2011, the Fund adopted a new recruitment benchmark, establishing that 50 percent of all new A9–B5 hires should be women.** This benchmark was established along with the revised benchmarks for B-level women to develop the pipeline of women eligible for senior-level positions. With the new recruitment benchmark, the share of women among hires at the professional grades (A9–A15) increased from 30.6 in 2010 to 35.3 percent in FY2012, but there were no women recruited at the B-level in FY2012 (Table C and see Annex Table 9). Accordingly, progress towards the B-level gender benchmarks will require continued concerted efforts to ensure gender parity in hiring. Given the recruitment results and the fact that the Fund is not in a period of growth in staff, it would seem necessary to explore other avenues for increasing the numbers of staff from underrepresented groups at the B-level.

[6] The data for A9–A15 in Table E includes EP recruits. This means that the numbers for other mid-level staff were lower than reported in that table, underscoring the continuing challenge of recruiting qualified mid-career staff compared to university graduates.

Table C. Recruitment and Separations by Diversity Category—Staff 1/

FY2012

(In percent of total recruited/separated)

Category	Grade	Recruitment 2/		Separations 3/	
		No.	Percent	No.	Percent
Total	A1-B5	160	100.0	99	100.0
	A9-A15	119	74.4	64	64.6
	B1-B5	5	4.2	13	20.3
Women	A1-B5	66	41.3	41	41.4
	A9-A15	42	35.3	19	29.7
	B1-B5	0	0.0	5	38.5
Men	A1-B5	94	58.8	58	58.6
	A9-A15	77	64.7	45	70.3
	B1-B5	5	100.0	8	61.5
Underrepresented Regions	A1-B5	68	42.5	27	27.3
	A9-A15	52	43.7	21	32.8
	B1-B5	4	80.0	3	23.1
Africa	A1-B5	15	9.4	4	4.0
	A9-A15	11	9.2	2	3.1
	B1-B5	1	20.0	2	15.4
East Asia	A1-B5	28	17.5	6	6.1
	A9-A15	23	19.3	5	7.8
	B1-B5	2	40.0	0	0.0
Middle East	A1-B5	10	6.3	8	8.1
	A9-A15	6	5.0	7	10.9
	B1-B5	1	20.0	0	0.0
Transition Countries	A1-B5	14	8.8	5	5.1
	A9-A15	12	10.1	4	6.3
	B1-B5	0	0.0	0	0.0
Other Regions	A1-B5	92	57.5	72	72.7
	A9-A15	67	56.3	43	67.2
	B1-B5	1	20.0	10	76.9

Source: PeopleSoft HRMS; Report ID: HIR_SEP.

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

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

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

22. **As in recent years, the intake of Economist Program (EP) staff continued to be a source of regional diversity and in FY2012 of gender diversity also** (Table D)**.** Of the total 29 EPs who joined in the past year, one-third was from underrepresented regions, with strong representation from East Asia. There were three EP recruits from the Middle East. The share of women among EP appointments was 48.2 percent, among the highest rates in recent years.

Table D. Economist Program (EP): Diversity Breakdown of Appointments (Class Year 2008–2012)

	2008	2009	2010	2011	2012
Appointments	19	43	31	20	29
Gender					
Men	15	21	21	9	15
Women	4	22	10	11	14
Women (in percent)	21	51	32	55	48
Underrepresented Regions (Total)	15	22	18	14	10
Africa	1	4	2	2	2
East Asia	6	9	9	8	5
European Transition Countries	2	6	6	1	0
Middle East	6	3	1	3	3
All Underrepresented Regions (in percent)	79	51	58	70	34
All Other Regions (in percent)	21	49	42	30	66

Source: HRD.

23. **One notable approach used in the past year to address the challenge of sourcing and hiring staff from underrepresented regions was a campaign initiated by TGS, a department that accounts for a substantial portion of SCS staff**. The department sought to increase recruitment of staff from underrepresented regions, attract high caliber applicants, and showcase some of the other professional career streams available in the Fund. This global effort resulted in a large number of highly-qualified applications (which TGS intends to draw on as future openings). The result was an increase of three percentage points of A9–B5 staff from underrepresented regions in TGS from the Fund's four underrepresented regions, a significant achievement in a one-year period (for further details, see Box 1). This campaign points to both the challenges and the opportunities for recruitment of staff from underrepresented regions.

Box 1. 2011 TGS Global Recruitment Campaign

Two-Step Recruitment Process

Assessment Method

- Prescreened applications (4147)
- Considered qualified (1788)
- Interviewed in target regions (569)
- Considered highly qualified (pipeline) (308)

Selection Method

- Skype interviews with hiring managers (63)
- Onsite panel interviews, written/ technicial tests/psychometric screenings (39)
- Candidate selection (63)
- Accepted and hired (13) as follows:

Africa:	6	Middle East:	1
East Asia:	4	Transition:	2
Male:	11	Female:	2

C. Promotions

24. **There has been some improvement in promotion numbers. However, taken as a whole, the promotion numbers for underrepresented staff do not suggest that "diversity drives promotions,"** a concern sometimes expressed by those who feel that underrepresented staff are being unduly favored when promotion decisions are being made. The stock of such staff in the "pipeline" grades (A14-B1) was close to the 2014 benchmark levels at the end of FY2012 and was not markedly different from 2010 (see Table F). Promotions in the Fund continue to be very competitive and are based on the established promotion criteria, and there are no diversity benchmarks for promotion of underrepresented groups. However, monitoring and reporting on promotion rates among different groups serve as an important indicator of trends and pipelines.

- The promotion rate for entry-level B-grade (B1) staff from the four underrepresented regions declined in FY2012 compared to the average of the preceding two years (Table E). For all except staff from the Middle East, the rate was significantly below the Fund average. This is somewhat disappointing as the promotion rate is an important element in ensuring appropriate representation of underrepresented staff at the senior levels of the organization. The data is, however, rather volatile and varies significantly not just from one year to another, but across grades and career streams (see Annex Table 13).

- Among economist staff in the professional level grades (A9–A12 and A13–A15), staff from underrepresented regions were promoted at close to or slightly above the Fundwide average in FY2012, with the exception of African staff, whose rate of promotion last year fell. For B-level economists and among SCS staff, on the other

hand, the promotion rate for African staff was significantly higher than the Fundwide average.

- The rate of promotion for women relative to men also varied among the different grade groupings and career streams (Table F), but overall was stronger than for men.

Table E. Promotion Rates 1/ (A14/15–B1)
(In percent)

	2009–10 (average)	FY11–12 (average)
Africa	4.6	0.9
East Asia	2.4	0
Middle East	4.8	3.2
European Transition Countries	3.3	1.0
All Underrepresented Regions	3.8	1.1
Other regions	3.9	2.4
Fund average	3.9	2.1

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

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

Table F. Pipeline and Promotions—FY2012
(In percent)

	2014 Benchmark - B-level	Share of Stock			Promotions to B1
		A14	A15	B1	
Regions					
Underrepresented Regions	22	27.4	20.5	24.2	7.7
All Other Regions		72.6	79.5	75.8	92.3
Gender					
Women	25-30	26.7	25.8	33.3	30.8
Men		73.3	74.2	66.7	69.2

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

D. Separations

25. **Separations in FY2012 did not have a major impact on the diversity profile of Fund staff**. For example, in the A9–A15 grades, men separated at a slightly higher rate than their share of the stock of Fund staff. At the B-Level, the number of women separating was more than their share of the stock (Table C), resulting, as noted above, in a slight decline in the proportion of women in the B grades. On a regional basis, while there was a jump in the separation rate of African staff at the B-level (where even two separations make a significant difference, given the small stock), the rate in the A9–15 grades declined. On the other hand, the continued difficulties in increasing the share of Middle Eastern staff in the Fund are highlighted by the relatively large separation rate in the A9–A15 grades in FY2012. The rate of separation of East Asian staff, however, declined markedly compared to CY2010.[7]

E. Other Demographic Considerations

26. **As noted in the 2010 Diversity Annual Report, each of the area departments exhibits a strong "home bias" in the geographic makeup of its staff, and this is especially marked among senior staff**. There are countervailing considerations that come into play in this regard. On the one hand, there are legitimate business reasons why an area department would have a preponderance of senior staff intimately familiar with the region covered and, at the individual staff level, some staff may have personal or professional reasons for seeking to work in their own region. On the other hand, there is value to the Fund having staff with experience across a range of regions, and home bias would be of concern if it reflected barriers to the mobility of staff from outside the area, particularly those from underrepresented regions from other geographic areas. While the pattern remains a clear feature of B-level staff dispersal in the Fund (Table G), the tendency was somewhat diminished in the past year (see Figure 1) and it is generally less pronounced at the A9–A15 level (Table 7). The proportion of staff in each area department from the "home" region declined—with the exception of the Middle East and Central Asia Department (MCD) which was the department with the least home bias in 2010. This is an aspect of diversity that warrants continued monitoring to ensure a reasonable balance of staff with different country experiences and responsibilities across the Fund.

27. **While greater diversity among senior staff that guide key HR decisions is not a specific benchmark of the diversity strategy, it is an important aspect of the Fund's demographic profile that merits monitoring** (Table H). This group of key HR decision makers, which represents the face of HR management to staff, comprises department directors, Senior Personnel Managers (SPMs), and division chiefs. The number of female Senior Personnel Managers has increased in recent years, although the shares of women and nationals from the four underrepresented regions remain low in this group.

[7] As noted in last year's Annual Report, the rate of separation of East Asian staff in 2010 was inflated by the expiration of secondment arrangements in that year, after which staff typically return to their home country.

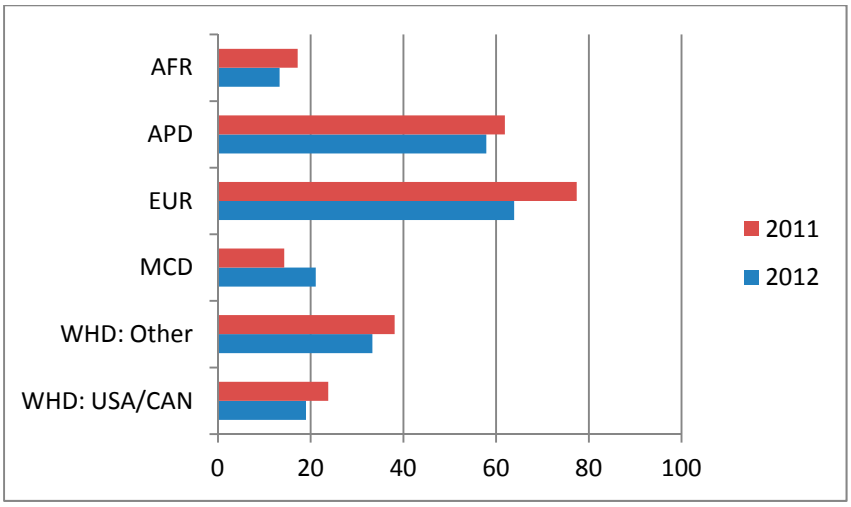
Table G. Distribution of B-Level Staff by Area Department, FY2012
(In percent)

Depts.	Region							
	Africa	East Asia	Middle East	Transition Countries	Other Asia	Other Europe	U.S. and Canada	Other Western Hem.
Area Depts.								
AFR	13.3	0.0	0.0	3.3	0.0	40.0	23.3	20.0
APD 1/	0.0	31.6	0.0	5.3	26.3	21.0	15.8	0.0
EUR 2/	2.8	2.8	2.8	5.6	11.1	58.3	13.9	2.8
MCD	5.3	0.0	21.1	0.0	5.3	36.8	21.1	10.5
WHD	0.0	0.0	0.0	9.5	4.8	33.4	19.0	33.3

Source: PeopleSoft HRMS, DAR_004.

1/ APD includes OAP.
2/ EUR includes EUO.

Figure 1. Share of B-Level Staff from Home Region in Area Departments
FY2011–FY2012
(In percent)



Source: PeopleSoft, HRMS, DAR_004.

Table H. The Fund's Human Resources Management Profile
CY2009–FY2012 1/

	Total	Women		Men		Underrepresented Regions		All Other Regions	
	#	#	%	#	%	#	%	#	%
Department Heads and Directors									
FY2012	20	3	15.0	17	85.0	2	10.0	18	90.0
CY2010	21	4	19.0	17	81.0	3	14.3	18	85.7
CY2009	22	4	18.2	18	81.8	4	18.2	18	81.8
Senior Personnel Managers 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
CY2009	21	4	19.0	17	81.0	2	9.5	19	90.5
Division Chiefs 3/									
FY2012	76	14	18.4	62	81.6	12	15.8	64	84.2
CY2010	84	15	17.9	69	82.1	14	16.7	70	83.3
CY2009	90	16	17.8	74	82.2	11	12.2	79	87.8

Source: PeopleSoft HRMS; Report ID: STFA14B5, DPT_HEAD, EMP_INFO.

1/ Excluding IEO and OED.
2/ Based upon best available data as job. Titles vary for this position.
3/ Based upon data for those staff members with the title "Division Chief."

28. **In FY2012, there was somewhat greater diversity of contractual employees in geographical terms, but somewhat less in relation to gender** (see Annex Table 2).[8] Among economists, for example, the share of contractuals from developing countries rose to 28.6 compared to 21.1 in CY2010 reflecting, in particular, higher shares for contractual economists from Africa and East Asia. The share of economist contractuals from transition countries dipped slightly and, as in CY2010, there were no appointments of such employees from the Middle East. **This category of employees continued to be overwhelmingly male (about 85 percent).** In the specialized career streams, at the professional level, while the overall balance between developing and industrial countries was unchanged, there were increases in the share of professional SCS employees from Africa, East Asia, and the Middle East, and a slight decline among transition countries.[9] Although the gender imbalance among SCS professionals was not nearly as marked as among economists, it shifted a little more toward men—58.5 percent at the end of FY2012 compared to 57 percent in December 2010.

[8] Contractual data is reported because this group of employees serves as an important part of the workforce, as well as a pipeline for staff recruitment.

[9] The shift toward underrepresented regions while the share of developing countries as whole remained unchanged can be accounted for largely by the decline in SCS professional staff from Western Hemisphere developing countries.

The percentage of previous contractual employees who were converted to regular staff was predominantly male and fewer than 10 percent were from the four underrepresented regions combined (Table I).

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

FY2012

	Total Appointments				Previous Contractuals			
	Women	Men	Total		Women	Men	Total	
Diversity Region	#	#	#	%	#	#	#	%
Africa	1	9	10	9.3	0	2	2	4.8
Asia (excl. East Asia)	2	4	6	5.6	1	4	5	11.9
East Asia	5	13	18	16.7	1	0	1	2.4
Europe (excl. Trans. Countries)	4	19	23	21.3	1	8	9	21.4
European Transition Countries	5	5	10	9.3	0	1	1	2.4
Middle East	1	4	5	4.6	0	0	0	0.0
Other Western Hem	4	10	14	13.0	3	7	10	23.8
US/Canada	10	12	22	20.4	6	8	14	33.3
Total	32	76	108	100.0	12	30	42	100.0
Fund staff appointments: Previous Contractuals 2/				38.9				
Underrepresented Regions 3/				9.5				
Other Regions 3/				90.5				
Women 3/				28.6				
Men 3/				71.4				

Source: PeopleSoft, Report: EMP_INFO.

1/ Excludes EP hires. Excludes OED, IEO, ETO.

2/ In percent of staff appointments.

3/ In percent of staff appointments of contractuals.

IV. OTHER DIVERSITY DEVELOPMENTS

A. Education and Training

29. **A central part of any diversity strategy is a strong program of education, awareness, and training**. These elements are important to raise awareness and strengthen capacity for interacting effectively across cultural differences, to create a common understanding about the purpose and focus of the diversity strategy, and to allow opportunities for staff to voice their perspectives on diversity at the Fund. Among the areas of training that are proving to be most needed are helping staff to fully understand the rationale for the Fund's focus on diversity and providing accurate information to help reduce misperceptions about the diversity benchmarks.

30. **The Diversity Office has, therefore, been working to engage staff through programs and activities aimed at increasing workplace inclusion**. Examples of these efforts in 2011 are described below.

- **The Fourth Annual Diversity Reference Groups Conference took place on December 1 focusing on the theme of Global Inclusion**. The keynote speaker was Michàlle Mor Barak, Professor of Business and Social Work in a Global Society at the University of Southern California, whose pioneering work focuses on leveraging global workforce diversity. Members from the Diversity Reference Groups of each department were invited to attend, together with Department Directors, SPM's, ASPM's, the Diversity Council, officers of staff clubs, and SAC principals. Deputy Managing Director Nemat Shafik gave the opening remarks and First Deputy Managing Director David Lipton provided the closing remarks.

- **The Fund celebrated the 101st International Women's Day on March 8, 2012 with a Fundwide seminar on "Gender Diversity—Women Directing Their Careers," organized by the Diversity Office**. Guest speaker Sylvia Ann Hewlett, an economist, and head and founding president of the New York-based non-profit think tank, Center for Talent Innovation, spoke on two major themes—the business case for diversity and some of the tools that can support the progression of women. Following HRD Director Mark Plant's introduction, the Managing Director opened the program with reflections on the progress and continued challenges for gender equality. DMD Shafik closed the program, tying in the keynote's remarks to the career development and empowerment aspects of the Staff Survey Diversity Action Plan.

- **A series of Women's Networking Receptions were held between October 2011 and February 2012**. **These events provided the Fund's women at different grade groupings with the opportunity to mingle and share experiences and career advice**.

- **The Diversity Office met with various staff groups on different occasions throughout the year**—including the Arab Economists Group, the Sub-Saharan African Group, and IMF Globe (Gay, Lesbian, or Bisexual Employees)—to discuss diversity and inclusion issues relevant to the respective groups. The Office also holds regular monthly meetings with the Chairs of the Diversity Reference Groups (DRGs) to discuss various topics, including developments in the diversity strategy and best practices. For further on the role of the DRGs see [Paragraph 31] below.

- **The Diversity Office, in conjunction with departmental Diversity Reference Groups, hosted eight intercultural awareness workshops for six departments, as well as DRG chairs and members of various diversity-related staff clubs**. These workshops, facilitated by Anja Langbein Park of the Trompenaars Hampden Turner consulting group, focused on intercultural awareness, inclusion and competence Participants used the Intercultural Readiness Check tool to assess their own level of competence in interacting across cultures and received practical suggestions on how to improve this competency.

B. Progress on Integrating Diversity in the Fund

31. **One of the areas of focus for the Diversity Office over the past year has been on integrating diversity into the policies, procedures, and practices of the Fund.** Below are some of the ways in which that has been done:

- **The Accountability Framework**. Goal 1 of the Diversity Scorecard has been incorporated into the new Accountability Framework that Management has put in place to assess department directors' performance, and Goal 4 will be included as the next phase is rolled out.

- **The Staff Survey Diversity Action Plan**. Diversity is one of the nine action areas in which new programs, policies, and processes have being recommended based on the findings of the most recent Staff Survey for implementation, beginning with a first wave in FY13. In addition to the current and ongoing program of education, awareness, and training, the Diversity Office has developed a Staff Survey Diversity Action Plan to further integrate the Fund's diversity and inclusion strategy into the institution's broader HR policies and practices.

- **Revised Diversity Statement**. Another noteworthy development in the past year has been **the issuance of a revised Statement on Diversity and Inclusion** (Box 2), representing the central set of principles that undergird the overall diversity and inclusion strategy. The revised Diversity and Inclusion Statement is a broader interpretation of the original (2007) Diversity Statement. The latter focused on representation and the business case for diversity. The revision builds on that by

adding inclusion. The statement continues to place strong emphasis on the benchmarks. The attention to the multiple dimensions of diversity points to the importance of ensuring an inclusive workplace where different perspectives can be shared and where everyone is able to do his/her best work. The statement was approved by the Diversity Council and Management in June 2012. Diversity refers to the demographic composition of staff. Inclusion refers to the quality of employees' engagement and involvement with the work environment. In an inclusive work environment, multiple perspectives can be shared and given a fair hearing and there is an absence of "groupthink."

- **The Work of the Diversity Reference Groups (DRGs)**. The DRGs, initially established in 2007, provide an additional example of the integration of the diversity infrastructure into the Fund's operations. Each department has a DRG whose chair is appointed by the department. Members volunteer and are endorsed by the department. The DRGs are an active force within individual departments to increase awareness of diversity and inclusion at the "grassroots" level. They advise the department's management team on diversity issues of concern to staff, promote intercultural understanding and appreciation, assist senior management in developing, implementing, and monitoring the department's staff survey diversity action plan, and contribute ideas and programs to promote a diverse and inclusive work environment in the department. Specific activities undertaken by the DRGs cover a broad spectrum and vary considerably in detail by department, with some DRGs being more active than others. Some examples from the past year include:

    - Publication of a first annual (departmental) report on diversity.
    - Development and issuance of departmental diversity guidelines.
    - Brown bag and other informal meetings with senior departmental management to discuss diversity-related issues.
    - Monitoring departments' diversity scorecard and staff survey results.
    - Conducting departmental surveys as follow-ups to the 2010 Fundwide Staff Survey.
    - Developing and implementing action plans to address departmental gaps identified through the surveys.
    - Encouraging transparency—such as through publication of data on department's APR ratings, hirings, and/or promotions.
    - Developing and participating in the development of workshops on diversity and cultural awareness issues.
    - Arranging seminars/town halls on diversity concerns.

Box 2. IMF Diversity and Inclusion Statement

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

As an international organization, we are committed to having a staff that reflects the diversity of our membership. A diverse staff allows us to effectively draw on different perspectives to 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.

32. **The Diversity Office meets regularly with the DRG chairs and works actively with them, to support them in their work in departments**. The office regularly presents at townhall meetings and other events that the DRGs organize for their departments, and provides training through workshops and seminars and the Annual DRG Conference. As noted below, in the context of revamping the Fundwide diversity scorecard, we will broaden the survey on DRGs' role within departments to include surveying the DRGs themselves as well as SPMs.

C. The Diversity Scorecard: Results and Review

33. **In March 2009, Fund Management established a Diversity Scorecard Working Group (DSWG) to develop a means to monitor progress in achieving the Fund's diversity objectives**.[10] The DSWG took as given the Fund's diversity goals and diversity benchmarks in place at that time (Table A). This section reports on the scorecard outcome in the past year and discusses the conclusions of a recent review of the workings of the scorecard. The detailed results of the scorecard for FY2012 with respect to Goal 1 are shown in Table J.[11]

34. **To date, the scorecard has proved useful by providing a quantitative framework to measure progress made in attaining the four diversity goals of the Fund**. These are**:** increasing the share of underrepresented groups (Goal 1), providing a level playing field (Goal 2), ensuring the membership believes that their diversity concerns are addressed (Goal 3), and achieving full buy-in by staff to the Fund's diversity objectives and strategy (Goal 4). It has also served to track progress towards the overall effort of making the Fund a diverse and inclusive workplace. Departments generally have been responsive to the scorecard, both in providing the necessary data and in designing action plans based upon the scorecard results. Most significantly, the Fund's diversity scorecard has gone beyond approaches generally used in scorecards and measured policies and practices aimed at enhancing diversity, rather than just the outcomes.

35. **Across the three categories of underrepresentation that are measured, the Fund achieved, on average, 80 percent of its target in FY2012**. This was below the end-2010 outcome (84 percent), but remains substantially above the 70 percent level that is considered "good" in scorecard terms. The decline in the overall score can be attributed overwhelmingly to the drop in the target achievement for the share of B-level women staff compared to the revised benchmark (25–30 percent) adopted in 2011for this group of staff.[12] For B-level staff from the four underrepresented regions combined, the Fundwide score was 73 percent, up from the 69 percent achievement figure at the end of 2010. The share of A9–B5 staff from the underrepresented regions relative to the benchmark reached 83 percent, also an increase over the CY2010 outcome (80 percent).

---

[10] Diversity scorecards are widely-accepted industry best practice methods to track progress on diversity-related objectives. They provide a framework through which diversity efforts and outcomes are systematically and regularly measured. They help organizational units identify areas of strength and areas for improvement in their diversity efforts, and provide a basis for holding managers and the leadership accountable. Also, by imparting greater transparency on diversity outcomes and policies, a scorecard can create greater trust and inclusiveness.

[11] Because of data limitations and the revisions to the scorecard discussed below, the results on the other goals are not available this year, but will be reintroduced for the coming financial year.

[12] If the previous benchmark (20 percent) had been in place, the score for B-level women's representation would have been essentially unchanged.

Table J. Diversity Scorecard—Goal 1 Results 1/

(As of April 30, 2012)

	Stock															
	A9–B5 (Africa, East Asia, Middle East, Transition Countries)					B1–B5 (Africa, East Asia, Middle East,Transition Countries)					B1–B5 Women					
Dept.	Total # of Staff	Total # of U/R Regions Staff	Share of U/R staff (in %)	Bench mark %	**Score**	Total # of Staff	Total # U/R Staff	Share of U/R staff (in %)	Bench mark (in %)	**Score**	Total # of Staff	Total # Women	Share of women (in %)	Bench mark (in %)	**Score**	**Total Score**
Area Departments																
AFR	190	68	35.8	36	**0.99**	30	5	16.7	22	0.76	30	7	23.3	22	1.06	**0.94**
APD	98	35	35.7	36	**0.99**	19	7	36.8	22	1.67	19	4	21.1	22	0.96	**1.21**
EUR	177	55	31.1	36	**0.86**	36	5	13.9	22	0.63	36	5	13.9	22	0.63	**0.71**
MCD	109	50	45.9	36	**1.27**	19	5	26.3	22	1.20	19	2	10.5	22	0.48	**0.98**
WHD	120	25	20.8	36	**0.58**	21	2	9.5	22	0.43	21	2	9.5	22	0.43	**0.48**
Functional Departments																
EXR	69	15	21.7	36	**0.60**	11	1	9.1	22	0.41	11	2	18.2	40	0.45	**0.49**
FAD	137	37	27.0	36	**0.75**	18	3	16.7	22	0.76	18	3	16.7	22	0.76	**0.76**
FIN	89	27	30.3	36	**0.84**	13	1	7.7	22	0.35	13	2	15.4	22	0.70	**0.63**
INS	65	19	29.2	36	**0.81**	13	3	23.1	22	1.05	13	2	15.4	22	0.70	**0.85**
LEG	57	12	21.1	36	**0.58**	8	2	25.0	22	1.14	8	3	37.5	40	0.94	**0.89**
MCM	189	53	28.0	36	**0.78**	32	4	12.5	22	0.57	32	7	21.9	22	0.99	**0.78**
RES	91	26	28.6	36	**0.79**	15	0	0.0	22	0.00	15	0	0.0	22	0.00	**0.26**
SPR	139	42	30.2	36	**0.84**	20	3	15.0	22	0.68	20	3	15.0	22	0.68	**0.73**
STA	115	38	33.0	36	**0.92**	13	4	30.8	22	1.40	13	6	46.2	22	2.10	**1.47**
Support Departments																
HRD	53	11	20.8	36	**0.58**	8	1	12.5	22	0.57	8	4	50.0	40	1.25	**0.80**
OMD	39	9	23.1	36	**0.64**	13	1	7.7	22	0.35	13	4	30.8	22	1.40	**0.80**
SEC	32	7	21.9	36	**0.61**	7	1	14.3	22	0.65	7	3	42.9	40	1.07	**0.78**
TGS	247	73	29.6	36	**0.82**	20	3	15.0	22	0.68	20	7	35.0	40	0.88	**0.79**
Fund All	2016	602	29.9	36	0.83	316	51	16.1	22	0.73	316	66	20.9	25	0.84	**0.80**

Source: PeopleSoft (HRD).

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

36. **Across the three categories of underrepresentation that are measured, the Fund achieved, on average, 80 percent of its target in FY2012**. This was below the end-2010 outcome (84 percent), but remains substantially above the 70 percent level that is considered "good" in scorecard terms. The decline in the overall score can be attributed overwhelmingly to the drop in the target achievement for the share of B-level women staff compared to the revised benchmark (25–30 percent) adopted in 2011for this group of staff.[13] For B-level staff from the four underrepresented regions combined, the Fundwide score was 73 percent, up from the 69 percent achievement figure at the end of 2010. The share of A9–B5 staff from the underrepresented regions relative to the benchmark reached 83 percent, also an increase over the CY2010 outcome (80 percent).

37. **The scorecard implementation plan called for a review of the scorecard after one year of implementation.** In 2011, the DSWG was reconstituted into the Revised Working Group (RWG) which reviewed the implementation of the scorecard relative to all four goals of the diversity strategy and made recommendations to the Diversity council and to Management.

38. **The RWG's recommendations have been accepted by the Diversity Council and Management. They cover both issues of process and content.** The full list of revisions to the scorecard is shown in Box 3. In summary, the changes to the scorecard that have been approved include:

- including the new benchmarks for Goal 1 (increased benchmark for share of women at the B-level and external recruitment rates for A9–B5 women as recommended in the May 2011 Diversity Benchmark Working Group report on Representation of Women Among B-Level Staff);
- revising the measures for providing a level-playing field under Goal 2; and
- refocusing the surveys that form the bases for measuring Goals 3 and 4.[14]

39. **Also reflecting the RWG's recommendations, the Diversity Office will be taking steps to improve the collection and processing of data for the measurement of Goals 1 and 2 in the scorecard that will allow for timelier publication**. The existing systems—namely PeopleSoft and JobLink—have not been fully adequate for scorecard-related demands, resulting in data-entry gaps that have created delays owing to the need for manual

[13] If the previous benchmark (20 percent) had been in place, the score for B-level women's representation would have been essentially unchanged.

[14] The results of the surveys of Executive Directors (Goal 3) and of the staff (Goal 4) would normally be published as part of the annual (full) scorecard report. In light of the work on revising the scorecard this year, these surveys were not conducted last year. They will be reinstituted during FY2013 in time for reporting in next year's Diversity Annual Report.

data collection, entry, and review. The RWG recommended developing a streamlined, interactive dashboard that would allow the Diversity Office and departments to access current diversity-related data. This will allow for the production of more accurate and timely data and reduce the need for time-consuming, multiple rounds of follow-up requests for data updates.

40. **In addition, actions will be taken on a continuous basis to move reporting of diversity data and the scorecard toward a real-time basis**. To achieve this, improving technical aspects of data collection and processing is needed. Specifically, creating a "dashboard" for department heads and SPMs to use in planning and forecasting would increase the utility of the scorecard as a planning and implementation tool. **The costs of the scorecard revisions and system modifications are modest and estimated at around $300,000, with $100,000 already approved in the FY2013 capital budget**. Requests for budgetary resources to cover the remaining costs will be made as needed in future years. A preliminary prototype containing a view of some of the first phase revisions is attached as Annex II. These revisions, as well as improvement of some of the technical aspects of data collection, will be developed with FY2013 funding.

D. Broadening the Diversity Agenda

41. **In their discussion of the 2010 Annual Diversity Report, Executive Directors identified a number of issues as worth particular attention with the goal of strengthening the Fund's diversity agenda.** To consider these issues in greater detail, the Diversity Office has recently surveyed a number of comparator institutions in order to learn from their experiences and benchmark against their approaches. The outcomes of that survey and the Diversity Office's suggestions for ways in which to move forward are contained in the Supplement.[15]

42. **The survey sought to gather information on comparators' approaches in the following areas highlighted by Executive Directors:**

- **Broadening the range of educational backgrounds of staff**, including from top universities across the world and from language backgrounds in addition to English;
- **Widening the variety of staff professional experiences**, such as mid-career professionals from finance ministries, central banks, and other financial and economic sectors;

[15] See Supplement, *Broadening the IMF Diversity Agenda—A Discussion Note.*

Box 3. Goals, Current Scorecard, and RWG Recommendations

Goal	Current Scorecard	Working Group Proposals
1. The Share of Underrepresented Groups Should be Increased	Takes 12 Fundwide benchmarks on geographic and gender diversity and merges them into 3 for departments: (1) 36 percent for staff from underrepresented regions at A9–B5 level positions; (2) 22 percent for staff from underrepresented regions at B-level positions; and (3) 17 percent for B-level women in majority-economist departments and 35 percent B-level women for departments with a majority of specialized career stream (SCS).	• No fundamental change is proposed. • For departments: incorporate the new targets on: (1) B-level women (now 25 percent up from 20 percent) to 22 percent for majority-economist departments and to 40 percent for majority-SCS departments, and (2) external recruitment of women at the A9–B5 grades of 50 percent. • Weigh now each of the four benchmarks at 25 percent. • For the Fund: add to external recruitment target for women Economist Program recruitment. • Formally report semi-annually, but maintain data collection on a quarterly basis for timely departmental analysis.
2. Provide a Level Playing Field to All	Performance is measured on the basis of departmental practices that provide underrepresented groups similar opportunities to those available to the rest of the staff. The scorecard focuses on five areas. • equal access to advertised positions (30 percent weight); • representation on interview panels (30 percent weight); • mentoring (15 percent weight); • training (15 percent weight); and • support to Diversity Reference Groups, DRGs (10 percent weight).	Keep the 5 components of Goal 2, but: • Broaden the scope of training courses to INS courses for majority-economist departments and raise the weight to 20 percent. • Lower weight on mentoring, which scores very well, to 10 percent. • Broaden survey on (DRGs to include surveying the DRGs. Weigh surveys of department and its DRG equally. • Report formally on a semi-annual basis. Maintain data collection on a quarterly basis. • Integrate data entry of Goal 2 into the hiring process in TALEO in order to move the hiring process along. • Change the title of "Equal Access to Advertised Positions" metric under Goal 2 to "Diversity Representation on Short List and Selected Candidate List." Measurement of the metric would be unchanged.
3. Fund Membership Should Believe Their Diversity Concerns Are Being Addressed	Scored by positive response rate to an annual survey of Executive Directors on their views on the performance of Fund management, the Diversity Council, the Diversity Advisor, and Departmental Hiring Managers (in aggregate) in addressing their diversity concerns.	**Revamp survey**. Focus on Executive Directors' concerns on diversity and their views of the Fund diversity strategy, and the implementation of this strategy by Fund management and departments.
4. Full buy-in to diversity objectives and strategies should be achieved	Scored by positive response rate to an annual survey of staff on their buy-in to the Fund's diversity goals.	Broaden the measure of Goal 4 beyond the narrow construct of buy-in to include staff's experiences with the work environment and inclusion.

- **Accounting for staff with dual nationalities**, particularly when one of the nationalities is from an underrepresented region and the other (which is often the U.S. or UK) is the default; and

- **Enhancing representation from some larger nations that have relatively low numbers in the Fund** (such as BRIC countries, Saudi Arabia, and Japan) given that the current approach is focused on regions rather than countries.

43. In general, as the reporting on the survey of comparators shows, **the issues facing the Fund are broadly similar to those being addressed by peer organizations,** albeit to different degrees and in different contexts reflecting their specific circumstances. While solutions or strategies adopted by comparators are in response to their individual needs and environment, they provide a number of suggestions for ways in which the Fund could move forward in developing its own strategy, primarily by building on existing policies rather than a radical change of direction.

44. **In summary, there seemed to be two key distinction between the Fund's approaches and those of comparators that might serve to strengthen current practices**:

- The most effective comparators on an ongoing basis gave attention to defining what constitutes "top quality" for them, linked to their mission and the current realities in which they work. For most of those organizations, decisions about which universities to recruit from grew out of well-articulated competency frameworks that were intended to give them the best competitive advantage in their areas of focus.

- They focused extensive time and resources on finding ways to attract and retain the best and the brightest in their fields.

45. **Based on the findings of the survey, the Diversity Office recommends that the Fund undertake the following key initiatives**:

- Engage in an examination of what constitutes quality based on current Fund priorities and develop clearly articulated competencies for all staff that would be used in the recruitment process to identify highly-qualified candidates. This would involve a review of recruiting approaches and criteria used at the Fund. Make decisions about any changes to the current recruitment approach based on the findings.

- Re-examine the approaches used in recruiting top candidates to determine whether they are the most effective measures to use to attract (Generation Y) professionals entering the workforce who, research shows, have very different preferred approaches to how they work compared to earlier generations.

- Engage all staff in serving as "talent agents" for the Fund by identifying professionals with whom they engage in their professional networks who may at some point in time be interested in a career at the Fund.

- Develop a new onboarding program for mid-career professionals to help in integrating them into the Fund's work culture.[16] Based on best practices in onboarding, this program would ideally extend over a period of time and would provide mid-career new hires with the tools needed to quickly begin contributing to their full potential.

- Consider additional approaches to provide opportunities for nationals from larger nations that have relatively low numbers in the Fund.

- On an ongoing basis, continue to monitor both the stock and flow data to identify "recruitment gaps" in major countries within a given region that are significantly "out-of-line" with what might be considered a reasonable representation among Fund staff. Arrange targeted recruitment missions to such countries on a periodic basis within the current resource envelope.

- Collect data on nationalities of staff through a voluntary self-reporting process linked to the HR Web. This would be done by establishing clear guidelines and requesting staff, on a regular basis, to update their nationalities so as to fully reflect any multiple nationality status they maintain. Data on nationalities at the Fund will be reported annually; however, only primary nationality would continue to be counted towards the diversity benchmarks. Review the voluntary reporting process to determine if it is effective in capturing the relevant data or if the process should be made mandatory.

V. CONCLUSION AND RECOMMENDATIONS

A. The Diversity Agenda Ahead

46. **The Fund's diversity agenda advanced in a number of areas in FY2012.** Progress was made; for example, in terms of strengthening the strategy to more openly include the concept of inclusion as a key element of the agenda and in more closely integrating the diversity agenda with the Fund's broader range of HR policies and practices, including in relation to the Accountability Framework for senior managers.

[16] The lack of a sufficiently well-developed onboarding and orientation policy for mid-career staff in the Fund was noted in 2010 Staff Survey results. A number of initiatives proposed to strengthen the Fund's efforts in this area are contained in the Diversity Office's Action Plan in response to the Staff Survey's results.

47. **As regards diversity demographics, there were important advancements in a number of areas offset to some degree by movement in others counter to the institution's diversity goals.** Recognizing that stock changes slowly, flow targets were introduced to increase the representation of women at the senior levels. The EP program continues to be a source of positive in-flow of women and staff from underrepresented regions, and the B-level Diversity Hiring Initiative has helped with the in-flow of B-level staff from underrepresented regions. Yet, the need continues to strengthen the diversity agenda and the recruitment programs especially, if we are to meet the 2014 benchmarks. An additional step would be to explore approaches that go beyond recruitment (to career development and promotions) to identify best practices that would support the advancement of underrepresented groups in the Fund. The Diversity Office will begin that exploration in the current year.

48. **A key area of the Fund's Diversity Strategy and the one most well-known to staff is the focus on increasing the share of women and staff from underrepresented regions.** The findings of the 2010 Staff Survey pointed to a growing resistance to diversity among staff who are concerned that this increased attention to meeting targets and changing the demographic mix of staff would lessen their opportunities for advancement. The majority of comments made by staff on the survey, indicated a lack of clarity (i) about diversity in general, (ii) the reasons why the Fund was increasing its focus on diversity, (iii) the actual benchmarks themselves and their impact on both the composition of the Fund and the career prospects for current staff, and (iv) concerns that increasing the numbers of women and staff from underrepresented regions would result in lowering the quality of the Fund. There were also comments made by staff from underrepresented regions and women who were becoming increasingly uncomfortable with the "backlash", specifically with assumptions being made that their career progression was due to their gender or being from an underrepresented region and not to their performance and competence.

49. **To address these issues, the Diversity Office has sought to broaden the focus on inclusion as part of the overall diversity strategy, without diminishing the attention needed to reach the benchmarks set for 2014.** While inclusion has always been a component of the overall diversity strategy, it has not yet been as well developed as the diversity (benchmarks) component. Inclusion is operationally defined as proactively ensuring a respectful and hospitable work environment for everyone in which each individual is able to contribute his or her best to the delivery of the highest quality work for stakeholders. Among the benefits of having an inclusive workplace are a lessening of the "us versus them" sentiment and the kinds of "backlash" expressed in the staff survey findings, a greater likelihood that divergent perspectives will be shared and considered, improved staff morale, and a lessening of workplace tensions and conflict.

50. **The Diversity Office has developed a Staff Survey Diversity Action Plan to further integrate the diversity agenda into the Fund's broader HR policies (. Key elements of this plan, which will be pursued in the year ahead, are intended to:**

- Develop a core curriculum to build individual and institutional capacity for effective engagement in an internationally diverse workplace.

- Establish an enhanced career development program for staff from underrepresented groups (women and underrepresented regions).

- Launch communications campaign to engage staff and gain buy-in.

51. The Diversity Office will also be working with the Diversity Council, HRD, and other departments to strengthen the staff's understanding of the business case for diversity at the Fund linked to the key roles of the institution and its search for top quality recruits to fulfill its mandate.

B. Recommendations

For management and departments:

- **Develop additional approaches to increase the pace of progress towards the 2014 benchmarks for underrepresented groups.** Given the recruitment results and the fact that the Fund is not in a period of growth in staff, it would seem necessary to explore other avenues for increasing the numbers of staff from underrepresented groups at the B-level. These would include innovative career development approaches, and ways to enhance the pipeline for promotions.

- **Engage in an examination of what constitutes quality based on current Fund priorities and develop clearly articulated competencies for all staff that would be used in the recruitment process to identify highly qualified candidates.** This would involve an exploration of the traditional approach used at the Fund that the key measures of quality are a Ph.D. obtained from top U.S. or U.K. universities and the ability to provide excellent analysis using the "standard" macroeconomic models. Make decisions about any changes to the current recruitment approach based on the findings.

- **Re-examine the approaches used in recruiting top candidates to determine whether they are the most effective measures to use to attract the (Generation Y) professionals entering the workforce** who, research shows, have very different preferred approaches to how they work compared to earlier generations.

- **Build a pool of potential candidates for consideration for vacancies by engaging staff in serving as "talent agents"** for the Fund by identifying professionals with

whom they engage in their professional networks who may at some point in time be interested in a career with the Fund.

- **Develop a comprehensive onboarding program for mid-career professionals to help in integrating them into the Fund's work culture**[17]. Based on best practices in onboarding, this program would ideally extend over a period of time and would provide mid-career new hires with the tools needed to quickly begin contributing to their full potential.

- **Collect data on nationalities of staff through a voluntary self reporting process linked to the HR Web.** This would be done by establishing clear guidelines and request staff, on a regular basis, to update their nationalities so as to fully reflect any multiple nationality status they maintain. Data on nationalities at the Fund will be reported annually, however only primary nationality would continue to be counted towards the diversity benchmarks. Review the voluntary reporting process to determine if it is effective in capturing the relevant data or if the process should be made mandatory.

- **Link diversity competency to performance and work effectiveness.** An essential element in integrating diversity into the day-to-day operations of the Fund is ensuring that diversity is a factor in performance and that it is linked to performance and accountability measures. Include diversity competence metrics in the APR questions for all staff using a phased in approach over a period of years.

[17] The lack of a sufficiently well-developed onboarding and orientation policy for mid-career staff in the Fund was noted in 2010 Staff Survey results. A number of initiatives proposed to strengthen the Fund's efforts in this area are contained in the Diversity Office's action plan in response to the Staff Survey results.

Annex I. Table 1. Staff Nationality
By Region, Gender, Career Stream, and Grade Grouping (*as of April 30, 2012*)
Excluding the Office of Executive Directors

		Economists								Specialized Career Streams										Total Staff									
	Country Quota	A9–A15		B1–B5		A9–B5		Total		A1–A8		A9–A15		B1–B5		A9–B5		Total		A1–A8		A9–A15		B1–B5		A9–B5		Total	
Region	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	79	7.3	9	3.6	88	6.6	88	6.6	55	11.8	44	7	6	8.8	50	7.2	105	9	55	**11.8**	123	7.2	15	4.7	138	6.8	193	7.7
Asia	19.1	190	18	41	16.3	231	17.3	231	17.3	108	23.2	130	20.7	8	11.8	138	19.9	246	21.2	108	23.2	320	18.7	49	15.3	369	18.2	477	19.1
Australia & New Zealand	1.9	21	1.9	7	2.8	28	2.1	28	2.1	3	0.6	12	1.9	2	2.9	14	2	17	1.5	3	0.6	33	1.9	9	2.8	42	2.1	45	1.8
India	1.9	30	2.8	16	6.3	46	3.4	46	3.4	25	5.4	42	6.7	3	4.4	45	6.5	70	6	25	5.4	72	4.2	19	5.9	91	4.5	116	4.6
East Asia	14.6	129	12	14	5.6	143	10.7	143	10.7	70	15	70	11.2	3	4.4	73	10.5	143	12.3	70	15	199	11.6	17	5.3	216	10.6	286	11.5
Japan	6.1	40	3.7	8	3.2	48	3.6	48	3.6	3	0.6	5	0.8	0	0	5	0.7	8	0.7	3	0.6	45	2.6	8	2.5	53	2.6	56	2.2
Other Asia	0.6	10	0.9	4	1.6	14	1	14	1	10	2.1	6	1	0	0	6	0.9	16	1.4	10	2.1	16	0.9	4	1.3	20	1	30	1.2
Europe	40.6	469	43	112	44.4	581	43.6	581	43.6	76	16.3	147	23.4	27	39.7	174	25	250	21.5	76	16.3	616	36	139	43.4	755	37.2	831	33.3
U.K.	5	37	3.4	25	9.9	62	4.6	62	4.6	26	5.6	24	3.8	12	17.6	36	5.2	62	5.3	26	5.6	61	3.6	37	11.6	98	4.8	124	5
European Transition Countries	7.4	120	11	7	2.8	127	9.5	127	9.5	17	3.6	38	6.1	0	0	38	5.5	55	4.7	17	3.6	158	9.2	7	2.2	165	8.1	182	7.3
Other Europe	28.9	312	29	80	31.7	392	29.4	392	29.4	33	7.1	85	13.6	15	22.1	100	14.4	133	11.5	33	7.1	397	23.2	95	29.7	492	24.2	525	21
Middle East	8.7	48	4.4	10	4	58	4.3	58	4.3	16	3.4	26	4.1	2	2.9	28	4	44	3.8	16	3.4	74	4.3	12	3.8	86	4.2	102	4.1
Saudi-Arabia	3.2	2	0.2	1	0.4	3	0.2	3	0.2	0	0	0	0	0	0	0	0	0	0	0	0	2	0.1	1	0.3	3	0.1	3	0.1
Other Arab countries	3.7	33	3	7	2.8	40	3	40	3	12	2.6	18	2.9	2	2.9	20	2.9	32	2.8	12	2.6	51	3	9	2.8	60	3	72	2.9
Other Middle East	1.8	13	1.2	2	0.8	15	1.1	15	1.1	4	0.9	8	1.3	0	0	8	1.2	12	1	4	0.9	21	1.2	2	0.6	23	1.1	27	1.1
U.S. & Canada	20.1	147	14	56	22.2	203	15.2	203	15.2	125	26.8	222	35.4	21	30.9	243	35	368	31.7	125	26.8	369	21.6	77	24.1	446	22	571	22.9
U.S.	17.1	113	10	49	19.4	162	12.1	162	12.1	122	26.2	199	31.7	19	27.9	218	31.4	340	29.3	122	26.2	312	18.3	68	21.3	380	18.7	502	20.1
Canada	2.9	34	3.1	7	2.8	41	3.1	41	3.1	3	0.6	23	3.7	2	2.9	25	3.6	28	2.4	3	0.6	57	3.3	9	2.8	66	3.3	69	2.8
Western Hemisphere	7.3	149	14	24	9.5	173	13	173	13	86	18.5	58	9.3	4	5.9	62	8.9	148	12.7	86	18.5	207	12.1	28	8.8	235	11.6	321	12.9
Total	0	1,082	100	252	100	1,334	100	1,334	100	466	100	627	100	68	100	695	100	1,161	100	466	100	1709	100	320	100	2029	100	2495	100
Developing Countries	39.8	554	51	78	31	632	47.4	632	47.4	278	59.7	284	45.3	18	26.5	302	43.5	580	50	278	59.7	838	49	96	30	934	46	1212	48.6
Developing Transition Countries	7.5	121	11	7	2.8	128	9.6	128	9.6	17	3.6	38	6.1	0	0	38	5.5	55	4.7	17	3.6	159	9.3	7	2.2	166	8.2	183	7.3
Industrial Countries	60.2	528	49	174	69	702	52.6	702	52.6	188	40.3	343	54.7	50	73.5	393	56.5	581	50	188	40.3	871	51	224	70	1095	54	1283	51.4
Women	0	305	28	44	17.5	349	26.2	349	26.2	400	85.8	318	50.7	23	33.8	341	49.1	741	63.8	400	85.8	623	36.5	67	20.9	690	34	1090	43.7
Men	0	777	72	208	82.5	985	73.8	985	73.8	66	14.2	309	49.3	45	66.2	354	50.9	420	36.2	66	14.2	1086	63.5	253	79.1	1339	66	1405	56.3

Source: PeopleSoft HRMS, Report ID: DAR_007.

Annex I. Table 2. Nationality of Contractual Employees
by Region, Gender, Career Stream, and Grade Grouping (*as of April 30, 2012)*
Contractuals - All Departments

		Economists						Specialized Career Streams						Total					
	Country Quota	Professional		Support		Total		Professional		Support		Total		Professional		Support		Total	
Region	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	1	4.8	0	0	1	4.8	17	6	11	3.9	28	5	18	5.9	11	3.9	29	4.9
Asia	19.1	4	19	0	0	4	19	57	20.1	47	16.7	104	18.4	61	20	47	16.7	108	18.4
Australia & New Zealand	1.9	1	4.8	0	0	1	4.8	8	2.8	1	0.4	9	1.6	9	3	1	0.4	10	1.7
India	1.9	0	0	0	0	0	0	9	3.2	8	2.8	17	3	9	3	8	2.8	17	2.9
East Asia	14.6	3	14.3	0	0	3	14.3	40	14.1	34	12.1	74	13.1	43	14.1	34	12.1	77	13.1
Japan	6.1	2	9.5	0	0	2	9.5	5	1.8	4	1.4	9	1.6	7	2.3	4	1.4	11	1.9
Other Asia	0.6	0	0	0	0	0	0	0	0	4	1.4	4	0.7	0		4	1.4	4	0.7
Europe	40.6	12	57.1	0	0	12	57.1	80	28.2	41	14.6	121	21.4	92	30.2	41	14.6	133	22.7
U.K.	5	3	14.3	0	0	3	14.3	13	4.6	2	0.7	15	2.7	16	5.2	2	0.7	18	3.1
European Transition	7.4	2	9.5	0	0	2	9.5	22	7.7	23	8.2	45	8	24	7.9	23	8.2	47	8
Other Europe	28.9	7	33.3	0	0	7	33.3	45	15.8	16	5.7	61	10.8	52	17	16	5.7	68	11.6
Middle East	8.7	0	0	0	0	0	0	12	4.2	11	3.9	23	4.1	12	3.9	11	3.9	23	3.9
Saudi-Arabia	3.2	0	0	0	0	0	0	4	1.4	0	0	4	0.7	4	1.3	0		4	0.7
Other Arab countries	3.7	0	0	0	0	0	0	7	2.5	9	3.2	16	2.8	7	2.3	9	3.2	16	2.7
Other Middle East	1.8	0	0	0	0	0	0	1	0.4	2	0.7	3	0.5	1	0.3	2	0.7	3	0.5
USA & Canada	20.1	2	9.5	0	0	2	9.5	92	32.4	138	49.1	230	40.7	94	30.8	138	49.1	232	39.6
USA	17.1	2	9.5	0	0	2	9.5	84	29.6	136	48.4	220	38.9	86	28.2	136	48.4	222	37.9
Canada	2.9	0	0	0	0	0	0	8	2.8	2	0.7	10	1.8	8	2.6	2	0.7	10	1.7
Western Hemisphere	7.3	2	9.5	0	0	2	9.5	26	9.2	33	11.7	59	10.4	28	9.2	33	11.7	61	10.4
Total	0	21	100	0	0	21	100	284	100	281	100	565	100	305	100	281	100	586	100
Developing Countries	39.8	6	28.6	0	0	6	28.6	122	43	123	43.8	245	43.4	128	42	123	43.8	251	42.8
Developing Transition	7.5	2	9.5	0	0	2	9.5	22	7.7	24	8.5	46	8.1	24	7.9	24	8.5	48	8.2
Industrial Countries	60.2	15	71.4	0	0	15	71.4	162	57	158	56.2	320	56.6	177	58	158	56.2	335	57.2
Women	0	3	14.3	0	0	3	14.3	118	41.5	175	62.3	293	51.9	121	39.7	175	62.3	296	50.5
Men	0	18	85.7	0	0	18	85.7	166	58.5	106	37.7	272	48.1	184	60.3	106	37.7	290	49.5

Source: PeopleSoft HRMS, Report ID, DAR007.

Annex I. Table 3. Nationality Distribution List—Staff and Contractual Employees
(Excluding The Office of Executive Directors)
(*As of April 30, 2012)*

Country	Quota	Staff						Contractual				Fund All	
		A1–A8		A9–A15		B1-B5		Professional		Support		Total	
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Angola	0.13	0	0	0	0	0	0	0	0	0	0	0	0
Benin	0.03	2	0.43	4	0.23	1	0.31	1	0.29	0	0	8	0.26
Botswana	0.03	0	0	0	0	0	0	0	0	0	0	0	0
Burkina Faso	0.03	2	0.43	5	0.29	0	0	0	0	0	0	7	0.22
Burundi	0.04	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Cameroon	0.09	1	0.21	7	0.41	0	0	2	0.58	0	0	10	0.32
Cape Verde	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Central African Republic	0.03	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Chad	0.03	0	0	0	0	0	0	0	0	0	0	0	0
Comoros	0.00	1	0.21	0	0	0	0	0	0	0	0	1	0.03
Congo, Dem.Republic	0.25	2	0.43	6	0.35	0	0	1	0.29	0	0	9	0.29
Congo, Rep.	0.04	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Cote D'Ivoire	0.15	4	0.86	2	0.12	0	0	0	0	1	0.34	7	0.22
Equa Guinea	0.02	0	0	0	0	0	0	0	0	0	0	0	0
Eritrea	0.01	1	0.21	0	0	0	0	0	0	0	0	1	0.03
Ethiopia	0.06	3	0.64	3	0.18	1	0.31	0	0	1	0.34	8	0.26
Gabon	0.07	0	0	0	0	0	0	0	0	1	0.34	1	0.03
Gambia, The	0.01	0	0	1	0.06	1	0.31	0	0	0	0	2	0.06
Ghana	0.17	10	2.15	8	0.47	2	0.63	1	0.29	2	0.68	23	0.73
Guinea	0.05	1	0.21	1	0.06	0	0	0	0	0	0	2	0.06
Guinea-Bissau	0.01	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Kenya	0.13	3	0.64	8	0.47	2	0.63	2	0.58	0	0	15	0.48
Lesotho	0.02	0	0	0	0	0	0	0	0	0	0	0	0
Liberia	0.03	2	0.43	0	0	2	0.63	0	0	0	0	4	0.13
Madagascar	0.06	2	0.43	1	0.06	0	0	0	0	0	0	3	0.1
Malawi	0.03	0	0	2	0.12	0	0	0	0	2	0.68	4	0.13
Mali	0.04	2	0.43	1	0.06	0	0	0	0	0	0	3	0.1
Mauritania	0.03	1	0.21	1	0.06	1	0.31	0	0	0	0	3	0.1
Mauritius	0.05	5	1.07	3	0.18	1	0.31	1	0.29	1	0.34	11	0.35
Mozambique	0.05	0	0	2	0.12	0	0	0	0	0	0	2	0.06
Namibia	0.06	0	0	1	0.06	0	0	1	0.29	0	0	2	0.06
Niger	0.03	0	0	0	0	0	0	0	0	0	0	0	0
Nigeria	0.81	3	0.64	7	0.41	0	0	3	0.87	0	0	13	0.41
Rwanda	0.04	0	0	3	0.18	0	0	2	0.58	0	0	5	0.16
Sao Tome and Principe	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Senegal	0.08	1	0.21	9	0.53	0	0	1	0.29	0	0	11	0.35
Seychelles	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Sierra Leone	0.05	4	0.86	5	0.29	0	0	0	0	0	0	9	0.29
South Africa	0.86	1	0.21	18	1.05	3	0.94	2	0.58	0	0	24	0.77
South Sudan	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Swaziland	0.02	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Tanzania	0.09	1	0.21	1	0.06	0	0	0	0	0	0	2	0.06
Togo	0.03	2	0.43	3	0.18	0	0	0	0	0	0	5	0.16
Uganda	0.08	0	0	6	0.35	1	0.31	2	0.58	2	0.68	11	0.35
Zambia	0.23	0	0	5	0.29	0	0	0	0	0	0	5	0.16
Zimbabwe	0.16	1	0.21	5	0.29	0	0	1	0.29	1	0.34	8	0.26
AFR	**4.22**	**55**	**11.8**	**123**	**7.2**	**15**	**4.69**	**20**	**5.8**	**11**	**3.75**	**224**	**7.15**

Annex I. Table 3. Nationality Distribution List—Staff and Contractual Employees (continued)
(Excluding The Office of Executive Directors)
(*As of April 30, 2012)*

Country	Quota	Staff						Contractual				Fund All	
		A1–A8		A9–A15		B1-B5		Professional		Support		Total	
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Australia	1.49	2	0.43	20	1.17	5	1.56	5	1.45	1	0.34	33	1.05
Bangladesh	0.25	3	0.64	6	0.35	1	0.31	0	0	0	0	10	0.32
Bhutan	0.00	0	0	0	0	0	0	1	0.29	0	0	1	0.03
Brunei Darussalam	0.10	0	0	0	0	0	0	0	0	0	0	0	0
Cambodia	0.04	0	0	3	0.18	0	0	0	0	0	0	3	0.1
China	3.73	8	1.72	63	3.69	3	0.94	22	6.38	13	4.44	109	3.48
Fiji	0.03	0	0	0	0	0	0	0	0	0	0	0	0
Hong Kong SAR	0.00	0	0	3	0.18	0	0	0	0	0	0	3	0.1
India	1.92	25	5.36	72	4.21	19	5.94	9	2.61	8	2.73	133	4.25
Indonesia	0.96	2	0.43	4	0.23	0	0	1	0.29	0	0	7	0.22
Japan	6.14	3	0.64	45	2.63	8	2.5	7	2.03	4	1.37	67	2.14
Kiribati	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Korea	1.35	4	0.86	22	1.29	1	0.31	5	1.45	7	2.39	39	1.24
Korea, D.P.R.	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Lao P.D.R.	0.02	0	0	0	0	0	0	0	0	0	0	0	0
Macau SAR	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Malaysia	0.69	0	0	15	0.88	1	0.31	3	0.87	1	0.34	20	0.64
Maldives	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Marshall Is.	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Micronesia	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Mongolia	0.02	0	0	1	0.06	0	0	0	0	1	0.34	2	0.06
Myanmar	0.12	2	0.43	1	0.06	0	0	0	0	0	0	3	0.1
Nepal	0.03	0	0	3	0.18	1	0.31	0	0	3	1.02	7	0.22
New Zealand	0.41	1	0.21	13	0.76	4	1.25	4	1.16	0	0	22	0.7
Niue	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Papua New Guinea	0.06	0	0	0	0	0	0	0	0	0	0	0	0
Palau	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Philippines	0.41	47	10.09	17	0.99	1	0.31	3	0.87	7	2.39	75	2.39
Samoa	0.01	0	0	0	0	0	0	0	0	0	0	0	0
Singapore	0.40	0	0	8	0.47	3	0.94	6	1.74	5	1.71	22	0.7
Solomon Is	0.01	0	0	0	0	0	0	0	0	0	0	0	0
Sri Lanka	0.19	7	1.5	6	0.35	2	0.63	0	0	0	0	15	0.48
Taiwan, Province of China	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Thailand	0.50	3	0.64	13	0.76	0	0	2	0.58	0	0	18	0.57
Timor-Leste	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Tonga	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Tuvalu	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Vanuatu	0.01	0	0	0	0	0	0	0	0	0	0	0	0
Vietnam	0.15	1	0.21	5	0.29	0	0	1	0.29	0	0	7	0.22
Asia	**19.05**	**108**	**23.18**	**320**	**18.72**	**49**	**15.31**	**69**	**20**	**50**	**17.06**	**596**	**19.02**
Brunei Darussalam	0.10	0	0	0	0	0	0	0	0	0	0	0	0
Cambodia	0.04	0	0	3	0.18	0	0	0	0	0	0	3	0.1
China	3.73	8	1.72	63	3.69	3	0.94	22	6.38	13	4.44	109	3.48
Indonesia	0.96	2	0.43	4	0.23	0	0	1	0.29	0	0	7	0.22
Japan	6.14	3	0.64	45	2.63	8	2.5	7	2.03	4	1.37	67	2.14
Kiribati	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Korea	1.35	4	0.86	22	1.29	1	0.31	5	1.45	7	2.39	39	1.24
Lao P.D.R.	0.02	0	0	0	0	0	0	0	0	0	0	0	0
Malaysia	0.69	0	0	15	0.88	1	0.31	3	0.87	1	0.34	20	0.64
Myanmar	0.12	2	0.43	1	0.06	0	0	0	0	0	0	3	0.1
Philippines	0.41	47	10.09	17	0.99	1	0.31	3	0.87	7	2.39	75	2.39
Singapore	0.40	0	0	8	0.47	3	0.94	6	1.74	5	1.71	22	0.7
Thailand	0.50	3	0.64	13	0.76	0	0	2	0.58	0	0	18	0.57
Vietnam	0.15	1	0.21	5	0.29	0	0	1	0.29	0	0	7	0.22
East Asia (ASEAN + 3)	**14.61**	**70**	**15.02**	**196**	**11.47**	**17**	**5.31**	**50**	**14.50**	**37**	**12.64**	**370**	**11.80**

Annex I. Table 3. Nationality Distribution List—Staff and Contractual Employees (continued)
(Excluding The Office of Executive Directors)
(As of April 30, 2012)

Country	Quota	Staff						Contractual				Fund All	
		A1–A8		A9–A15		B1-B5		Professional		Support		Total	
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Albania	0.02	0	0	4	0.23	0	0	1	0.29	2	0.68	7	0.22
Armenia	0.04	1	0.21	12	0.7	0	0	0	0	1	0.34	14	0.45
Aruba	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Austria	0.86	1	0.21	7	0.41	3	0.94	1	0.29	0	0	12	0.38
Azerbaijan	0.07	1	0.21	4	0.23	0	0	0	0	1	0.34	6	0.19
Belarus	0.18	3	0.64	4	0.23	0	0	0	0	2	0.68	9	0.29
Belgium	2.12	3	0.64	23	1.35	7	2.19	8	2.32	0	0	41	1.31
Bermuda	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Bosnia and Herzegovina	0.08	0	0	0	0	0	0	0	0	0	0	0	0
British Virgin Islands	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Bulgaria	0.30	1	0.21	15	0.88	2	0.63	1	0.29	4	1.37	23	0.73
Cayman Islds	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Croatia	0.17	2	0.43	3	0.18	0	0	1	0.29	0	0	6	0.19
Cyprus	0.06	0	0	6	0.35	0	0	0	0	0	0	6	0.19
Czech Republic	0.38	0	0	13	0.76	0	0	2	0.58	2	0.68	17	0.54
Denmark	0.76	0	0	11	0.64	2	0.63	1	0.29	0	0	14	0.45
Estonia	0.03	1	0.21	4	0.23	0	0	1	0.29	0	0	6	0.19
Finland	0.58	0	0	3	0.18	1	0.31	5	1.45	2	0.68	11	0.35
France	4.95	9	1.93	84	4.92	12	3.75	12	3.48	4	1.37	121	3.86
Georgia	0.07	0	0	6	0.35	0	0	0	0	0	0	6	0.19
Germany	6.00	2	0.43	71	4.15	21	6.56	8	2.32	2	0.68	104	3.32
Gibraltar	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Greece	0.38	0	0	7	0.41	5	1.56	0	0	0	0	12	0.38
Hungary	0.48	0	0	5	0.29	0	0	2	0.58	2	0.68	9	0.29
Iceland	0.05	0	0	3	0.18	0	0	2	0.58	0	0	5	0.16
Ireland	0.39	5	1.07	10	0.59	4	1.25	3	0.87	0	0	22	0.7
Israel	0.43	0	0	3	0.18	0	0	0	0	0	0	3	0.1
Italy	3.25	5	1.07	52	3.04	17	5.31	4	1.16	1	0.34	79	2.52
Kazakhstan	0.17	0	0	4	0.23	0	0	0	0	0	0	4	0.13
Kosovo	0.03	0	0	0	0	0	0	0	0	0	0	0	0
Kyrgyz Republic	0.04	0	0	2	0.12	0	0	0	0	0	0	2	0.06
Latvia	0.06	0	0	3	0.18	0	0	0	0	0	0	3	0.1
Lithuania	0.07	0	0	0	0	0	0	0	0	0	0	0	0
Luxembourg	0.13	0	0	0	0	0	0	0	0	0	0	0	0
Macedonia	0.03	0	0	0	0	0	0	1	0.29	0	0	1	0.03
Malta	0.05	1	0.21	3	0.18	0	0	0	0	0	0	4	0.13
Moldova	0.06	1	0.21	5	0.29	0	0	0	0	1	0.34	7	0.22
Monaco	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Montenegro	0.01	0	0	0	0	0	0	0	0	0	0	0	0
Netherlands	2.38	1	0.21	22	1.29	11	3.44	3	0.87	0	0	37	1.18
Netherlands Antilles	0.00	0	0	0	0	0	0	0	0	0	0	0	0
Norway	0.77	0	0	7	0.41	1	0.31	0	0	0	0	8	0.26
Poland	0.63	4	0.86	18	1.05	2	0.63	2	0.58	2	0.68	28	0.89
Portugal	0.40	1	0.21	6	0.35	0	0	0	0	0	0	7	0.22
Romania	0.48	0	0	11	0.64	0	0	3	0.87	2	0.68	16	0.51
Russia	2.74	1	0.21	32	1.87	0	0	9	2.61	2	0.68	44	1.4
San Marino	0.01	0	0	0	0	0	0	0	0	0	0	0	0
Serbia	0.22	1	0.21	0	0	1	0.31	1	0.29	0	0	3	0.1
Slovak Republic	0.17	0	0	0	0	1	0.31	0	0	0	0	1	0.03
Slovenia	0.11	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Spain	1.41	2	0.43	31	1.81	6	1.88	11	3.19	3	1.02	53	1.69
Sweden	1.11	1	0.21	13	0.76	1	0.31	0	0	1	0.34	16	0.51
Switzerland	1.60	1	0.21	10	0.59	2	0.63	1	0.29	0	0	14	0.45
Tajikistan	0.04	0	0	2	0.12	0	0	0	0	0	0	2	0.06
Turkey	0.55	1	0.21	25	1.46	2	0.63	1	0.29	3	1.02	32	1.02
Turkmenistan	0.04	0	0	0	0	0	0	0	0	0	0	0	0
United Kingdom	4.95	26	5.58	61	3.57	37	11.56	19	5.51	2	0.68	145	4.63
Ukraine	0.63	1	0.21	7	0.41	1	0.31	3	0.87	2	0.68	14	0.45
Uzbekistan	0.13	0	0	1	0.06	0	0	1	0.29	0	0	2	0.06
Vatican Cyprus	0.00	0	0	0	0	0	0	0	0	0	0	0	0
EUR	**40.64**	**76**	**16.31**	**614**	**35.93**	**139**	**43.44**	**107**	**31.01**	**41**	**13.99**	**977**	**31.18**

Annex I. Table 3. Nationality Distribution List—Staff and Contractual Employees (continued)
(Excluding The Office of Executive Directors)
(As of April 30, 2012)

Country	Quota	Staff						Contractual				Fund All	
		A1–A8		A9–A15		B1-B5		Professional		Support		Total	
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Albania	0.02	0	0	4	0.23	0	0	1	0.29	2	0.68	7	0.22
Armenia	0.04	1	0.21	12	0.7	0	0	0	0	1	0.34	14	0.45
Azerbaijan	0.07	1	0.21	4	0.23	0	0	0	0	1	0.34	6	0.19
Belarus	0.18	3	0.64	4	0.23	0	0	0	0	2	0.68	9	0.29
Bosnia and Herzegovina	0.08	0	0	0	0	0	0	0	0	0	0	0	0
Bulgaria	0.30	1	0.21	15	0.88	2	0.63	1	0.29	4	1.37	23	0.73
Croatia	0.17	2	0.43	3	0.18	0	0	1	0.29	0	0	6	0.19
Czech Republic	0.38	0	0	13	0.76	0	0	2	0.58	2	0.68	17	0.54
Estonia	0.03	1	0.21	4	0.23	0	0	1	0.29	0	0	6	0.19
Georgia	0.07	0	0	6	0.35	0	0	0	0	0	0	6	0.19
Hungary	0.48	0	0	5	0.29	0	0	2	0.58	2	0.68	9	0.29
Kazakhstan	0.17	0	0	4	0.23	0	0	0	0	0	0	4	0.13
Kosovo	0.03	0	0	0	0	0	0	0	0	0	0	0	0
Kyrgyz Republic	0.04	0	0	2	0.12	0	0	0	0	0	0	2	0.06
Latvia	0.06	0	0	3	0.18	0	0	0	0	0	0	3	0.1
Lithuania	0.07	0	0	0	0	0	0	0	0	0	0	0	0
Macedonia	0.03	0	0	0	0	0	0	1	0.29	0	0	1	0.03
Moldova	0.06	1	0.21	5	0.29	0	0	0	0	1	0.34	7	0.22
Mongolia	0.02	0	0	1	0.06	0	0	0	0	1	0.34	2	0.06
Poland	0.63	4	0.86	18	1.05	2	0.63	2	0.58	2	0.68	28	0.89
Romania	0.48	0	0	11	0.64	0	0	3	0.87	2	0.68	16	0.51
Russia	2.74	1	0.21	32	1.87	0	0	9	2.61	2	0.68	44	1.4
Serbia	0.22	1	0.21	0	0	1	0.31	1	0.29	0	0	3	0.1
Slovak Republic	0.17	0	0	0	0	1	0.31	0	0	0	0	1	0.03
Slovenia	0.11	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Tajikistan	0.04	0	0	2	0.12	0	0	0	0	0	0	2	0.06
Turkmenistan	0.04	0	0	0	0	0	0	0	0	0	0	0	0
Ukraine	0.63	1	0.21	7	0.41	1	0.31	3	0.87	2	0.68	14	0.45
Uzbekistan	0.13	0	0	1	0.06	0	0	1	0.29	0	0	2	0.06
TRANSITION COUNTRIES	**7.46**	**17.00**	**3.61**	**157.00**	**9.17**	**7.00**	**2.19**	**28.00**	**8.12**	**24.00**	**8.17**	**233.00**	**7.41**

Annex I. Table 3. Nationality Distribution List—Staff and Contractual Employees (continued)
(Excluding The Office of Executive Directors)
(*As of April 30, 2012)*

Country	Quota	Staff						Contractual				Fund All	
		A1–A8		A9–A15		B1-B5		Professional		Support		Total	
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Afghanistan	0.075	2	0.43	1	0.06	0	0	0	0	0	0	3	0.1
Algeria	0.579	2	0.43	5	0.29	0	0	0	0	1	0.34	8	0.26
Bahrain	0.062	0	0	0	0	0	0	0	0	0	0	0	0
Djibouti	0.007	0	0	0	0	0	0	0	0	0	0	0	0
Egypt	0.435	2	0.43	14	0.82	1	0.31	3	0.87	1	0.34	21	0.67
Iran	0.691	1	0.21	8	0.47	1	0.31	0	0	0	0	10	0.32
Iraq	0.548	1	0.21	0	0	0	0	0	0	0	0	1	0.03
Jordan	0.079	2	0.43	9	0.53	1	0.31	1	0.29	1	0.34	14	0.45
Kuwait	0.637	0	0	0	0	0	0	0	0	0	0	0	0
Lebanon	0.094	0	0	13	0.76	3	0.94	2	0.58	1	0.34	19	0.61
Libya	0.518	1	0.21	0	0	0	0	0	0	0	0	1	0.03
Morocco	0.271	3	0.64	4	0.23	2	0.63	1	0.29	3	1.02	13	0.41
Oman	0.089	0	0	0	0	0	0	0	0	1	0.34	1	0.03
Pakistan	0.477	0	0	12	0.7	1	0.31	1	0.29	2	0.68	16	0.51
Qatar	0.122	0	0	0	0	0	0	0	0	0	0	0	0
Saudi Arab	3.222	0	0	2	0.12	1	0.31	4	1.16	0	0	7	0.22
Somalia	0.02	0	0	0	0	0	0	0	0	0	0	0	0
Sudan	0.078	1	0.21	1	0.06	0	0	0	0	1	0.34	3	0.1
Syr Arb Rep	0.135	1	0.21	0	0	2	0.63	0	0	0	0	3	0.1
Tunisia	0.132	0	0	5	0.29	0	0	0	0	0	0	5	0.16
Un Arb Emir	0.282	0	0	0	0	0	0	0	0	0	0	0	0
West Bank	0	0	0	0	0	0	0	0	0	1	0.34	1	0.03
Yemen	0.112	0	0	0	0	0	0	0	0	0	0	0	0
MIDDLE EAST	**8.666**	**16**	**3.43**	**74**	**4.33**	**12**	**3.75**	**12**	**3.48**	**12**	**4.1**	**126**	**4.02**

Country	Quota	Staff						Contractual				Fund All	
		A01-A08		A09-A15		B01-B05		Professional		Support		Total	
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
U.S.	**17.135**	**122**	**26.18**	**312**	**18.26**	**68**	**21.25**	**99**	**28.7**	**143**	**48.81**	**744**	**23.75**
USA	17.135	122	26.18	312	18.26	68	21.25	99	28.7	143	48.81	744	23.75

Annex I. Table 3. Nationality Distribution List—Staff and Contractual Employees (concluded)
(Excluding The Office of Executive Directors)
(*As of April 30, 2012)*

Country	Quota	Staff						Contractual				Fund All	
		A1–A8		A9–A15		B1-B5		Professional		Support		Total	
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Anguilla	0	0	0	0	0	0	0	0	0	0	0	0	0
Antigua	0.006	0	0	0	0	0	0	0	0	0	0	0	0
Argentina	0.976	3	0.64	39	2.28	5	1.56	4	1.16	3	1.02	54	1.72
Bahamas	0.06	1	0.21	1	0.06	0	0	0	0	1	0.34	3	0.1
Barbados	0.031	0	0	3	0.18	0	0	0	0	0	0	3	0.1
Belize	0.009	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Bolivia	0.079	6	1.29	7	0.41	1	0.31	3	0.87	1	0.34	18	0.57
Brazil	1.4	12	2.58	33	1.93	3	0.94	6	1.74	3	1.02	57	1.82
Canada	2.938	3	0.64	57	3.34	9	2.81	9	2.61	2	0.68	80	2.55
Chile	0.395	1	0.21	5	0.29	4	1.25	3	0.87	0	0	13	0.41
Colombia	0.357	4	0.86	16	0.94	0	0	3	0.87	9	3.07	32	1.02
Costa Rica	0.076	2	0.43	6	0.35	0	0	0	0	3	1.02	11	0.35
Cuba	0	0	0	0	0	0	0	1	0.29	0	0	1	0.03
Dominic Rep	0.101	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Dominica	0.004	0	0	0	0	0	0	0	0	0	0	0	0
Ecuador	0.139	2	0.43	6	0.35	1	0.31	1	0.29	4	1.37	14	0.45
El Salvador	0.079	3	0.64	5	0.29	1	0.31	0	0	1	0.34	10	0.32
Grenada	0.005	2	0.43	1	0.06	0	0	0	0	0	0	3	0.1
Guatemala	0.097	4	0.86	2	0.12	0	0	0	0	1	0.34	7	0.22
Guyana	0.042	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Haiti	0.038	5	1.07	2	0.12	0	0	0	0	2	0.68	9	0.29
Honduras	0.06	3	0.64	1	0.06	0	0	0	0	2	0.68	6	0.19
Jamaica	0.126	6	1.29	4	0.23	4	1.25	1	0.29	0	0	15	0.48
Mexico	1.193	0	0	16	0.94	3	0.94	4	1.16	0	0	23	0.73
Montserrat	0	0	0	0	0	0	0	0	0	0	0	0	0
Nicaragua	0.06	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Panama	0.095	0	0	2	0.12	0	0	0	0	0	0	2	0.06
Paraguay	0.046	0	0	3	0.18	1	0.31	0	0	0	0	4	0.13
Peru	0.294	24	5.15	27	1.58	2	0.63	1	0.29	2	0.68	56	1.79
St. Kitts	0.004	0	0	1	0.06	0	0	0	0	0	0	1	0.03
St. Lucia	0.007	0	0	3	0.18	0	0	0	0	0	0	3	0.1
St. Vincent	0.004	0	0	2	0.12	0	0	0	0	0	0	2	0.06
Suriname	0.042	0	0	0	0	0	0	0	0	0	0	0	0
Trin-Tobago	0.155	1	0.21	4	0.23	1	0.31	0	0	1	0.34	7	0.22
Uruguay	0.141	5	1.07	7	0.41	2	0.63	2	0.58	0	0	16	0.51
Venezuela	1.226	2	0.43	7	0.41	0	0	0	0	1	0.34	10	0.32
Virgin Islds	0	0	0	0	0	0	0	0	0	0	0	0	0
WHD	**10.287**	**89**	**19.1**	**264**	**15.45**	**37**	**11.56**	**38**	**11.01**	**36**	**12.29**	**464**	**14.81**

Source: PeopleSoft HRMS, Report ID: NAT_001.

Annex I. Table 4. Distribution of Pipeline, Grades A9–B5, Developing/Industrial Country, Gender, Career Stream, and Grade
(*As of April 30, 2012*)

	Africa		Asia		East Asia		Europe		Middle East		Arab Countries		U.S. & Canada		Other W.H.		All IMF		Developing		Transition		Industrial		Women		Men	
Grade	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Economists																												
A9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A11	11	12.50	25	10.80	24	16.80	52.00	9.00	6.00	10.30	3.00	7.00	9.00	4.40	13.00	7.50	116.00	8.70	74.00	11.70	21.00	16.40	42.00	6.00	48.00	13.80	68.00	6.90
A12	5	5.70	27	11.70	21	14.70	38.00	6.50	6.00	10.30	5.00	11.60	6.00	3.00	5.00	2.90	87.00	6.50	56.00	8.90	22.00	17.20	31.00	4.40	35.00	10.00	52.00	5.30
A13	12	13.60	30	13.00	26	18.20	79.00	13.60	10.00	17.20	7.00	16.30	19.00	9.40	26.00	15.00	176.00	13.20	95.00	15.00	24.00	18.80	81.00	11.50	50.00	14.30	126.00	12.80
A14	35	39.80	86	37.20	52	36.40	213.00	36.70	17.00	29.30	13.00	30.20	76.00	37.40	79.00	45.70	506.00	37.90	246.00	38.90	42.00	32.80	260.00	37.00	124.00	35.50	382.00	38.80
A15	16	18.20	22	9.50	6	4.20	87.00	15.00	9.00	15.50	7.00	16.30	37.00	18.20	26.00	15.00	197.00	14.80	83.00	13.10	12.00	9.40	114.00	16.20	48.00	13.80	149.00	15.10
B1	1	1.10	4	1.70	3	2.10	7.00	1.20	1.00	1.70	1.00	2.30	5.00	2.50	1.00	0.60	19.00	1.40	4.00	0.60	1.00	0.80	15.00	2.10	5.00	1.40	14.00	1.40
B2	4	4.50	15	6.50	7	4.90	43.00	7.40	4.00	6.90	4.00	9.30	33.00	16.30	12.00	6.90	111.00	8.30	35.00	5.50	5.00	3.90	76.00	10.80	22.00	6.30	89.00	9.00
B3	1	1.10	11	4.80	3	2.10	28.00	4.80	3.00	5.20	3.00	7.00	10.00	4.90	5.00	2.90	58.00	4.30	19.00	3.00	1.00	0.80	39.00	5.60	9.00	2.60	49.00	5.00
B4	2	2.30	7	3.00	1	0.70	28.00	4.80	2.00	3.40	0.00	0.00	7.00	3.40	5.00	2.90	51.00	3.80	15.00	2.40	0.00	0.00	36.00	5.10	5.00	1.40	46.00	4.70
B5	1	1.10	4	1.70	0	0.00	6.00	1.00	0.00	0.00	0.00	0.00	1.00	0.50	1.00	0.60	13.00	1.00	5.00	0.80	0.00	0.00	8.00	1.10	3.00	0.90	10.00	1.00
Total	**88**	**100**	**231**	**100**	**143**	**100**	**581**	**100**	**58**	**100**	**43**	**100**	**203**	**100**	**173**	**100**	**1,334**	**100**	**632**	**100**	**128**	**100**	**702**	**100**	**349**	**100**	**985**	**100**
Specialized Career Streams																												
A9	5	10	10	7.2	7	9.6	14	8	3	10.7	3	15	22	9.1	5	8.1	59	8.5	30	9.9	5	13.2	29	7.4	43	12.6	16	4.5
A10	4	8	12	8.7	11	15.1	17	9.8	2	7.1	2	10	34	14	12	19.4	81	11.7	36	11.9	7	18.4	45	11.5	51	15	30	8.5
A11	9	18	32	23.2	13	17.8	21	12.1	7	25	3	15	38	15.6	15	24.2	122	17.6	70	23.2	10	26.3	52	13.2	68	19.9	54	15.3
A12	10	20	36	26.1	17	23.3	22	12.6	5	17.9	4	20	47	19.3	8	12.9	128	18.4	56	18.5	3	7.9	72	18.3	57	16.7	71	20.1
A13	11	22	21	15.2	14	19.2	26	14.9	7	25	4	20	38	15.6	9	14.5	112	16.1	54	17.9	7	18.4	58	14.8	52	15.2	60	16.9
A14	5	10	11	8	4	5.5	29	16.7	1	3.6	1	5	29	11.9	5	8.1	80	11.5	24	7.9	4	10.5	56	14.2	33	9.7	47	13.3
A15	0	0	8	5.8	4	5.5	18	10.3	1	3.6	1	5	14	5.8	4	6.5	45	6.5	14	4.6	2	5.3	31	7.9	14	4.1	31	8.8
B1	2	4	1	0.7	0	0	4	2.3	0	0	0	0	5	2.1	2	3.2	14	2	5	1.7	0	0	9	2.3	6	1.8	8	2.3
B2	3	6	4	2.9	1	1.4	11	6.3	2	7.1	2	10	7	2.9	2	3.2	29	4.2	10	3.3	0	0	19	4.8	9	2.6	20	5.6
B3	0	0	1	0.7	1	1.4	4	2.3	0	0	0	0	5	2.1	0	0	10	1.4	1	0.3	0	0	9	2.3	6	1.8	4	1.1
B4	1	2	0	0	0	0	5	2.9	0	0	0	0	1	0.4	0	0	7	1	1	0.3	0	0	6	1.5	2	0.6	5	1.4
B5	0	0	2	1.4	1	1.4	3	1.7	0	0	0	0	3	1.2	0	0	8	1.2	1	0.3	0	0	7	1.8	0	0	8	2.3
Total 1/	**50**	**100**	**138**	**100**	**73**	**100**	**174**	**100**	**28**	**100**	**20**	**100**	**243**	**100**	**62**	**100**	**695**	**100**	**302**	**100**	**38**	**100**	**393**	**100**	**341**	**100**	**354**	**100**

Source: PeopleSoft HRMS, Report ID: DAR_017.

1/ Totals are staff in grades A9-B5.

Annex I. Table 5. Share of Women and Men by Career Stream and Grade Grouping—Staff
All Departments, Excluding OED and IEO
(A*s of April 30, 2012*)

	A1–A8				A9–A15				B1–B5				Total			
	Women		Men		Women		Men		Women		Men		Women		Men	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Economists																
2012	n.a.	n.a.	n.a.	n.a.	305	28.2	777	71.8	44	17.5	208	82.5	349	26.2	985	73.8
2011	n.a.	n.a.	n.a.	n.a.	293	27.4	775	72.6	43	17.6	202	82.4	336	25.6	977	74.4
2010	n.a.	n.a.	n.a.	n.a.	278	27.3	741	72.7	41	16.2	212	83.8	319	25.1	953	74.9
2009	n.a.	n.a.	n.a.	n.a.	261	27.1	703	72.9	36	13.7	227	86.3	297	24.2	930	75.8
2008	n.a.	n.a.	n.a.	n.a.	263	26.1	746	73.9	33	11.8	247	88.2	296	23	993	77
2007	n.a.	n.a.	n.a.	n.a.	259	25.5	758	74.5	33	11.5	255	88.5	292	22.4	1,013	77.6
Specialized Career Streams																
2012	400	85.8	66	14.2	318	50.7	309	49.3	23	33.8	45	66.2	741	63.8	420	36.2
2011	405	86	66	14	302	51.9	280	48.1	25	34.7	47	65.3	732	65.1	393	34.9
2010	419	85.9	69	14.1	294	52.5	266	47.5	23	35.4	42	64.6	736	66.1	377	33.9
2009	496	87.2	73	12.8	295	53.2	259	46.8	22	34.9	41	65.1	813	68.5	373	31.5
2008	558	87.7	78	12.3	314	53.1	277	46.9	22	31.9	47	68.1	894	69	402	31
2007	589	87.1	87	12.9	320	52.1	294	47.9	25	35.7	45	64.3	934	68.7	426	31.3
Total																
2012	400	85.8	66	14.2	623	36.5	1,086	63.5	67	20.9	253	79.1	1,090	43.7	1,405	56.3
2011	405	86	66	14	595	36.1	1,055	63.9	68	21.5	249	78.5	1,068	43.8	1,370	56.2
2010	419	85.9	69	14.1	572	36.2	1,007	63.8	64	20.1	254	79.9	1,055	44.2	1,330	55.8
2009	496	87.2	73	12.8	556	36.6	962	63.4	58	17.8	268	82.2	1,110	46	1,303	54
2008	558	87.7	78	12.3	577	36.1	1,023	63.9	55	15.8	294	84.2	1,190	46	1,395	54
2007	589	87.1	87	12.9	579	35.5	1,052	64.5	58	16.2	300	83.8	1,226	46	1,439	54

Source: PeopleSoft HRMS, Report ID:DAR_8N9.

Annex I. Table 6. Share of Developing Country Nationals by Department and Grade Grouping
(*As of April 30, 2012*)

	A1–A8		A9–A15		B1–B5		A9–B5		Total Staff	Developing Country Staff	
	#	%	#	%	#	%	#	%	#	#	%
Total	278	59.7	838	49	96	30	934	46	2495	1,212	48.6
Area Departments	80	67.8	309	54.3	42	33.6	351	50.6	812	431	53.1
AFR	18	64.3	82	51.3	11	36.7	93	48.9	218	111	50.9
APD 1/	12	63.2	43	54.4	6	31.6	49	50	117	61	52.1
EUR 2/	23	74.2	62	44	8	22.2	70	39.5	208	93	44.7
MCD	14	58.3	57	63.3	7	36.8	64	58.7	133	78	58.6
WHD	13	81.3	65	65.7	10	47.6	75	62.5	136	88	64.7
Functional Departments	123	63.7	366	48.9	38	29	404	45.9	1073	527	49.1
FAD	13	65	53	44.5	3	16.7	56	40.9	157	69	43.9
FIN	19	61.3	38	50	1	7.7	39	43.8	120	58	48.3
INS 3/	16	50	27	52.9	5	41.7	32	50.8	95	48	50.5
LEG	11	78.6	17	34.7	3	37.5	20	35.1	71	31	43.7
MCM	21	70	74	47.1	9	28.1	83	43.9	219	104	47.5
RES	9	75	45	59.2	3	20	48	52.7	103	57	55.3
SPR 4/	18	66.7	54	45.4	9	45	63	45.3	166	81	48.8
STA	16	59.3	58	56.9	5	38.5	63	54.8	142	79	55.6
Support Departments	75	48.4	163	41.7	16	25	179	39.3	610	254	41.6
EXR 6/	9	45	22	37.9	3	27.3	25	36.2	89	34	38.2
HRD	14	41.2	17	37.8	3	33.3	20	37	88	34	38.6
OMD 5/	13	65	14	40	3	20	17	34	70	30	42.9
SEC	9	47.4	10	40	1	14.3	11	34.4	51	20	39.2
TGS	30	48.4	100	44.1	5	25	105	42.5	309	135	43.7

Source: PeopleSoft HRMS, Report ID: DAR_003.

1/ APD Includes OAP.

2/ EUR Includes EUO.

3/ INS Includes JAI, JVI and STI.

4/ SPR Includes UNO.

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

6/ Data reflects EXR's status as a Support Department at the beginning of FY2012.

Annex I. Table 7. Distribution of A9–B5 Staff by Region by Department (*as of April 30, 2012)*
(In percent)

Middle East	A9–A15 Staff								B1–B5 Staff								Total A9-B5 Staff							
	Africa	Asia	East Asia	Europe	Middle East	USA and Canada	Other WHD	Developing Transition	Africa	Asia	East Asia	Europe	Middle East	USA and Canada	Other WHD	Developing Transition	Africa	Asia	East Asia	Europe	Middle East	USA and Canada	Other WHD	Developing Transition
Area																								
AFR	20	9.4	8.8	38.1	3.1	16.3	13.1	7.5	13.3	0	0	43.3	0	23.3	20	3.3	18.9	7.9	7.4	38.9	2.6	17.4	14.2	6.8
APD 1/	3.8	39.2	25.3	34.2	2.5	12.7	7.6	5.1	0	57.9	31.6	26.3	0	15.8	0	5.3	3.1	42.9	26.5	32.7	2	13.3	6.1	5.1
EUR 2/	2.8	19.1	15.6	55.3	0.7	14.9	7.1	16.3	2.8	13.9	2.8	63.9	2.8	13.9	2.8	5.6	2.8	18.1	13	57.1	1.1	14.7	6.2	14.1
MCD	5.6	6.7	3.3	51.1	21.1	6.7	8.9	20	5.3	5.3	0	36.8	21.1	21.1	10.5	0	5.5	6.4	2.8	48.6	21.1	9.2	9.2	16.5
WHD	6.1	9.1	7.1	26.3	3	15.2	40.4	7.1	0	4.8	0	42.9	0	19	33.3	9.5	5	8.3	5.8	29.2	2.5	15.8	39.2	7.5
Functional																								
FAD	6.7	16.8	8.4	47.1	3.4	11.8	14.3	10.1	0	16.7	11.1	55.6	5.6	16.7	5.6	0	5.8	16.8	8.8	48.2	3.6	12.4	13.1	8.8
FIN	10.5	19.7	11.8	30.3	1.3	26.3	11.8	10.5	7.7	7.7	0	53.8	0	30.8	0	0	10.1	18	10.1	33.7	1.1	27	10.1	9
INS 3/	3.9	11.8	5.9	43.1	9.8	13.7	17.6	11.8	8.3	25	8.3	41.7	0	16.7	8.3	0	4.8	14.3	6.3	42.9	7.9	14.3	15.9	9.5
LEG	0	16.3	10.2	38.8	6.1	26.5	12.2	4.1	25	0	0	25	0	37.5	12.5	0	3.5	14	8.8	36.8	5.3	28.1	12.3	3.5
MCM	5.1	16.6	10.2	45.2	3.2	17.8	12.1	12.7	0	21.9	6.3	40.6	3.1	31.3	3.1	3.1	4.2	17.5	9.5	44.4	3.2	20.1	10.6	11.1
RES	0	26.3	18.4	34.2	5.3	17.1	17.1	10.5	0	20	0	33.3	0	46.7	0	0	0	25.3	15.4	34.1	4.4	22	14.3	8.8
SPR 4/	6.7	27.7	16	42	4.2	13.4	5.9	5.9	10	20	0	40	5	15	10	0	7.2	26.6	13.7	41.7	4.3	13.7	6.5	5
STA	6.9	28.4	15.7	27.5	1	20.6	15.7	9.8	7.7	15.4	15.4	30.8	7.7	30.8	7.7	0	7	27	15.7	27.8	1.7	21.7	14.8	8.7
Support																								
EXR 5/	10.3	13.8	6.9	27.6	5.2	31	12.1	1.7	0	18.2	0	45.5	9.1	27.3	0	0	8.7	14.5	5.8	30.4	5.8	30.4	10.1	1.4
HRD	11.1	15.6	6.7	28.9	4.4	33.3	6.7	2.2	11.1	0	0	55.6	0	11.1	22.2	0	11.1	13	5.6	33.3	3.7	29.6	9.3	1.9
OMD 6/	5.7	28.6	17.1	34.3	0	28.6	2.9	5.7	0	0	0	53.3	6.7	26.7	13.3	0	4	20	12	40	2	28	6	4
SEC	4	24	12	28	0	32	12	8	0	14.3	14.3	42.9	0	42.9	0	0	3.1	21.9	12.5	31.3	0	34.4	9.4	6.3
TGS	7.9	19.4	11	15.4	4.8	47.1	5.3	7	5	25	10	35	0	30	5	0	7.7	19.8	10.9	17	4.5	45.7	5.3	6.5
Fund All	7.2	18.7	11.6	36	4.3	21.6	12.1	9.3	4.7	15.3	5.3	43.4	3.8	24.1	8.8	2.2	6.8	18.2	10.6	37.2	4.2	22	11.6	8.2
Quota	4.2	19.1	14.6	40.6	8.7	20.1	7.3	7.5	4.2	19.1	14.6	40.6	8.7	20.1	7.3	7.5	4.2	19.1	14.6	40.6	8.7	20.1	7.3	7.5

Source: PeopleSoft HRMS, Report ID: DAR_004.

1/ APD Includes OAP.

2/ EUR Includes EUO.

3/ INS Includes JAI, JVI and STI.

4/ SPR Includes UNO.

5/ Data reflects EXR's status as a Support Department at the beginning of FY2012.

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

Annex I. Table 8. Share of Women by Department and Grade Grouping
(*As of April 30, 2012)*

	Staff								Contractual				Fund All		
	A1–A8		A9–A15		B1–B5		A9–B5		Professional		Support		Total	Women	
Department	#	%	#	%	#	%	#	%	#	%	#	%	#	#	%
Total Fund	400	85.8	623	36.5	67	20.9	690	34	129	37.4	180	61.4	3,133	1,399	44.7
Area Departments	104	88.1	164	28.8	20	16	184	26.5	11	47.8	39	50.6	912	338	37.1
AFR	26	92.9	33	20.6	7	23.3	40	21.1	4	66.7	6	42.9	238	76	31.9
APD 1/	18	94.7	21	26.6	4	21.1	25	25.5	5	50	11	78.6	141	59	41.8
EUR 2/	24	77.4	48	34	5	13.9	53	29.9	1	33.3	5	50	221	83	37.6
MCD	21	87.5	26	28.9	2	10.5	28	25.7	1	33.3	6	54.5	147	56	38.1
WHD	15	93.8	36	36.4	2	9.5	38	31.7	0	0	11	39.3	165	64	38.8
Functional Departments	170	88.1	272	36.3	26	19.8	298	33.9	48	27.3	90	63.8	1,390	606	43.6
FAD	19	95	35	29.4	3	16.7	38	27.7	7	14.9	20	71.4	232	84	36.2
FIN	28	90.3	38	50	2	15.4	40	44.9	3	42.9	9	60	142	80	56.3
INS 3/	28	87.5	19	37.3	2	16.7	21	33.3	2	28.6	11	61.1	120	62	51.7
LEG	13	92.9	22	44.9	3	37.5	25	43.9	13	65	8	88.9	100	59	59
MCM	28	93.3	53	33.8	7	21.9	60	31.7	11	32.4	12	66.7	271	111	41
RES	10	83.3	20	26.3	0	0	20	22	7	17.5	13	59.1	165	50	30.3
SPR 4/	26	96.3	46	38.7	3	15	49	35.3	2	20	10	76.9	189	87	46
STA	18	66.7	39	38.2	6	46.2	45	39.1	3	27.3	7	38.9	171	73	42.7
Support Departments	126	81.3	187	47.8	21	32.8	208	45.7	70	47.9	51	68	831	455	54.8
EXR 5/	19	95	40	69	2	18.2	42	60.9	7	70	5	55.6	108	73	67.6
HRD	28	82.4	25	55.6	4	44.4	29	53.7	6	85.7	19	82.6	118	82	69.5
OMD 6/	19	95	16	45.7	4	26.7	20	40	6	50	4	36.4	93	49	52.7
SEC	13	68.4	11	44	3	42.9	14	43.8	6	75	5	83.3	65	38	58.5
TGS	47	75.8	95	41.9	7	35	102	41.3	42	40.8	15	65.2	435	206	47.4

Source: PeopleSoft HRMS, Report ID: DAR_005.

1/ APD Includes OAP.

2/ EUR Includes EUO.

3/ INS Includes JAI, JVI and STI.

4/ SPR Includes UNO.

5/ Data reflects EXR's status as a Support Department at the beginning of FY2012.

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

Annex I. Table 9. Recruitment by Region, Gender, Career Stream, and Grade Grouping—Staff
(May 01, 2011–April 30, 2012)

		Economists				Specialized Career Streams				Total			
	Country Quota	A9–A15		B1–B5		A9–A15		B1–B5		A9–A15		B1–B5	
Region	%	#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	5	7.1	1	20	6	12.2	0	0	11	9.2	1	20
Asia	19.1	19	27.1	2	40	10	20.4	0	0	29	24.4	2	40
East Asia	14.6	17	24.3	2	40	6	12.2	0	0	23	19.3	2	40
Europe	40.6	24	34.3	0	0	14	28.6	0	0	38	31.9	0	0
U.K.	5	1	1.4	0	0	3	6.1	0	0	4	3.4	0	0
European Transition Countries	7.4	7	10	0	0	5	10.2	0	0	12	10.1	0	0
Middle East	8.7	4	5.7	1	20	2	4.1	0	0	6	5	1	20
Arab countries	6.9	4	5.7	1	20	2	4.1	0	0	6	5	1	20
USA & Canada	20.1	8	11.4	1	20	12	24.5	0	0	20	16.8	1	20
Other Western Hemisphere	7.3	10	14.3	0	0	5	10.2	0	0	15	12.6	0	0
Total	100	70	100	5	100	49	100	0	0	119	100	5	100
Developing Countries	39.8	41	58.6	2	40	26	53.1	0	0	67	56.3	2	40
Developing Transition Countries	7.5	7	10	0	0	5	10.2	0	0	12	10.1	0	0
Industrial Countries	60.2	29	41.4	3	60	23	46.9	0	0	52	43.7	3	60
Women	0	22	31.4	0	0	20	40.8	0	0	42	35.3	0	0
Men	0	48	68.6	5	100	29	59.2	0	0	77	64.7	5	100

Source: PeopleSoft HRMS, Report ID: DAR_011.

Annex 1. Table 10. Recruitment by Region, Gender, Career Stream and Grade Grouping—Staff
(May 01, 2007–April 30, 2012)

		Economists				Specialized Career Streams				Total			
	Country Quota	A9–A15		B1–B5		A9–A15		B1–B5		A9–A15		B1–B5	
Region	%	#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	27	6.4	3	8.1	21	11.1	2	14.3	48	7.9	5	9.8
Asia	19.1	95	22.7	13	35.1	50	26.5	2	14.3	145	23.8	15	29.4
East Asia	14.6	79	18.9	13	35.1	32	16.9	2	14.3	111	18.3	15	29.4
Europe	40.6	175	41.8	14	37.8	50	26.5	4	28.6	225	37	18	35.3
U.K	5	16	3.8	0	0	13	6.9	0	0	29	4.8	0	0
European Transition Countries	7.4	58	13.8	2	5.4	11	5.8	0	0	69	11.3	2	3.9
Middle East	8.7	25	6	1	2.7	10	5.3	0	0	35	5.8	1	2
Arab countries	6.9	20	4.8	1	2.7	9	4.8	0	0	29	4.8	1	2
USA & Canada	20.1	47	11.2	3	8.1	46	24.3	5	35.7	93	15.3	8	15.7
Other Western Hemisphere	7.3	50	11.9	3	8.1	12	6.3	1	7.1	62	10.2	4	7.8
Total	100	419	100	37	100	189	100	14	100	608	100	51	100
Developing Countries	39.8	230	54.9	11	29.7	95	50.3	5	35.7	325	53.5	16	31.4
Developing Transition Countries	7.5	59	14.1	2	5.4	11	5.8	0	0	70	11.5	2	3.9
Industrial Countries	60.2	189	45.1	26	70.3	94	49.7	9	64.3	283	46.5	35	68.6
Women	0	121	28.9	5	13.5	80	42.3	7	50	201	33.1	12	23.5
Men	0	298	71.1	32	86.5	109	57.7	7	50	407	66.9	39	76.5

Source: PeopleSoft HRMS, Report ID: DAR_011.

Annex I. Table 11. Staff Promoted by Region, Career Stream, Grade Grouping 2011–2012
(*As of April 30, 2012)*

Region	A1–A8			A9–A12			A13–A15			B1–B5		
	#	Total 1/	% 2/	#	Total	%	#	Total	%	#	Total	%
Economists												
Africa	0	0	0	1	16	6.3	2	63	3.2	3	9	33.3
Asia	0	0	0	6	52	11.5	13	138	9.4	6	41	14.6
East Asia	0	0	0	6	45	13.3	10	84	11.9	1	14	7.1
Europe	0	0	0	10	90	11.1	44	379	11.6	25	112	22.3
U.K	0	0	0	0	4	0	2	33	6.1	4	25	16
Middle East	0	0	0	4	12	33.3	3	36	8.3	4	10	40
Arab Countries	0	0	0	4	8	50	3	27	11.1	3	8	37.5
USA & Canada	0	0	0	3	15	20	9	132	6.8	11	56	19.6
Other Western Hemisphere	0	0	0	1	18	5.6	10	131	7.6	3	24	12.5
Total	0	0	0	25	203	12.3	81	879	9.2	52	252	20.6
Developing Countries	0	0	0	16	130	12.3	45	424	10.6	18	78	23.1
Developing Transition Countries	0	0	0	4	43	9.3	14	78	17.9	2	7	28.6
Industrial Countries	0	0	0	9	73	12.3	36	455	7.9	34	174	19.5
Women	0	0	0	9	83	10.8	29	222	13.1	18	44	40.9
Men	0	0	0	16	120	13.3	52	657	7.9	34	208	16.3
Specialized Career Streams												
Africa	10	55	18.2	7	28	25	4	16	25	2	6	33.3
Asia	17	108	15.7	17	90	18.9	9	40	22.5	4	8	50
East Asia	13	70	18.6	10	48	20.8	7	22	31.8	2	3	66.7
Europe	8	76	10.5	20	74	27	10	73	13.7	7	27	25.9
U.K	0	26	0	5	15	33.3	3	9	33.3	4	12	33.3
Middle East	1	16	6.3	3	17	17.6	0	9	0	1	2	50
Arab Countries	0	12	0	2	12	16.7	0	6	0	1	2	50
USA & Canada	13	125	10.4	21	141	14.9	11	81	13.6	3	21	14.3
Other Western Hemisphere	13	86	15.1	6	40	15	3	18	16.7	0	4	0
Total	62	466	13.3	74	390	19	37	237	15.6	17	68	25
Developing Countries	43	278	15.5	40	192	20.8	19	92	20.7	7	18	38.9
Developing Transition Countries	3	17	17.6	7	25	28	2	13	15.4	0	0	0
Industrial Countries	19	188	10.1	34	198	17.2	18	145	12.4	10	50	20
Women	53	400	13.3	56	219	25.6	12	99	12.1	5	23	21.7
Men	9	66	13.6	18	171	10.5	25	138	18.1	12	45	26.7
Economists & Specialized Career Streams												
Africa	10	55	18.2	8	44	18.2	6	79	7.6	5	15	33.3
Asia	17	108	15.7	23	142	16.2	22	178	12.4	10	49	20.4
East Asia	13	70	18.6	16	93	17.2	17	106	16	3	17	17.6
Europe	8	76	10.5	30	164	18.3	54	452	11.9	32	139	23
U.K	0	26	0	5	19	26.3	5	42	11.9	8	37	21.6
Middle East	1	16	6.3	7	29	24.1	3	45	6.7	5	12	41.7
Arab Countries	0	12	0	6	20	30	3	33	9.1	4	10	40
USA & Canada	13	125	10.4	24	156	15.4	20	213	9.4	14	77	18.2
Other Western Hemisphere	13	86	15.1	7	58	12.1	13	149	8.7	3	28	10.7
Total	62	466	13.3	99	593	16.7	118	1,116	10.6	69	320	21.6
Developing Countries	43	278	15.5	56	322	17.4	64	516	12.4	25	96	26
Developing Transition Countries	3	17	17.6	11	68	16.2	16	91	17.6	2	7	28.6
Industrial Countries	19	188	10.1	43	271	15.9	54	600	9	44	224	19.6
Women	53	400	13.3	65	302	21.5	41	321	12.8	23	67	34.3
Men	9	66	13.6	34	291	11.7	77	795	9.7	46	253	18.2

Source: PeopleSoft HRMS, Report ID: DAR_016.

Annex I. Table 12. Five-Year Review of Pipeline Indicators of Economists—Staff 1/

	Africa	Asia	*East Asia*	Europe	Middle East	U.S. and Canada	Other W.H.	**Total**	Developing Countries	*Transition Countries*	Industrial Countries	Women	Men
Ratio of A15/A14													
FY2012	0.46	0.26	*0.12*	0.41	0.53	0.49	0.33	**0.39**	0.34	*0.29*	0.44	0.39	0.39
2010	0.38	0.32	*0.14*	0.43	0.42	0.55	0.31	**0.41**	0.31	*0.25*	0.5	0.36	0.43
2009	0.38	0.3	*0.11*	0.48	0.63	0.61	0.37	**0.46**	0.34	*0.18*	0.56	0.38	0.48
2008	0.41	0.31	*0.18*	0.44	0.38	0.65	0.34	**0.44**	0.33	*0.11*	0.53	0.38	0.46
2007	0.42	0.4	*0.19*	0.47	0.32	0.59	0.28	**0.44**	0.34	*0.17*	0.52	0.38	0.45
Percent of staff in A15–B5 of all economists/region													
FY2012	28.4	27.6	*14*	34.3	32.8	46	28.9	**33.8**	25.6	*14.8*	41.1	26.4	36.3
2010	28.2	29.3	*14.8*	34.8	28.1	46.2	27.8	**34**	24.8	*13.7*	41.9	25.8	36.8
2009	27.5	29.6	*15.4*	35.9	31.5	50.8	31.3	**25.9**	25.7	*11.2*	44.2	25.4	39.4
2008	31.2	31.2	*18*	36.9	30.1	51.2	33.3	**37.3**	27.9	*10*	44.4	26.5	40.7
2007	28.0	33.0	*17.5*	35.4	31.3	51.1	28.2	**36.2**	27.0	*9.1*	43.1	23.7	39.9
Average time in grade A15													
FY2012	7.3	3.9	*3.4*	4.6	3.6	5.2	4.5	**4.8**	4.4	*1.8*	5.1	4	5
2010	6.9	3.4	*2.1*	4.1	2.8	3.9	4.6	**4.2**	4.0	*0.9*	4.3	3.3	4.4
2009	5.9	2.8	*3.1*	3.2	3	3.2	3.2	**3.6**	3.4	*0.3*	3.4	2.6	3.5
2008	5.9	3.5	*2.9*	4.2	4.7	4.3	4.1	**4.3**	4.2	*1.8*	4.3	3.5	4.5
2007	5.5	3.2	*5.0*	3.7	4.0	4.0	3.8	**3.9**	3.8	*2.5*	3.9	3.5	4.0
Average time in grade A14													
FY2012	6.7	4.1	*3.9*	4.7	6.3	5.9	5.3	**5.1**	5	*4.3*	5.1	4.5	5.2
2010	5.6	3.6	*3.5*	4.0	4.8	5.1	5.0	**4.4**	4.5	*3.8*	4.3	3.7	4.7
2009	4.6	3.2	*2.8*	3.1	4.3	4.5	4.6	**3.8**	3.9	*3.1*	3.7	3	4.1
2008	5.6	3.4	*3.3*	3.7	4.4	5.4	5.1	**4.4**	4.5	*3.4*	4.4	3.7	4.7
2007	4.7	3.4	*3.1*	3.5	4.4	5.0	4.5	**4.1**	4.1	*3.0*	4.0	3.5	4.2

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

1/ FY2012 reflects data as of April 30, 2012. All other data reflect calendar year end.

Annex I. Table 13. Gender Composition in Multilateral Organizations
December 2011

	Total				Support Staff				Professional Staff				Managerial Staff			
	Total	Female		Male	Total	Female		Male	Total	Female		Male	Total	Female		Male
		#	%	#		#	%	#		#	%	#		#	%	#
African Development Bank 5/	1902	711	37.38	1191	690	377	54.64	313	961	277	28.82	684	192	49	25.52	143
Caribbean Development Bank 6/	176	101	57.39	75	81	63	77.78	18	82	32	39.02	50	13	6	46.15	7
Council of Europe	2,166	1,426	65.84	740	915	741	80.98	174	952	575	60.40	377	268	110	41.04	299
European Commission 4/	23,866	12,490	52.33	11,376	11,158	7,310	65.51	3,848	11,207	4,781	42.66	6,426	1501	399	26.58	1102
Inter-American Development Bank	1,947	1000	51.36	947	291	250	85.91	41	1,527	707	46.30	820	129	43	33.33	86
International Monetary Fund 1/	2,476	1,082	43.70	1,394	468	402	85.90	66	1,690	613	36.27	1,077	318	67	21.07	251
United Nations Population Fund 2/	2291	1191	51.99	1100	1,067	566	53.05	501	1,224	625	51.06	599	N/A	N/A	N/A	N/A
World Bank (IBRD only) 3/	10,376	5,326	51.33	5,050	2,867	2,010	70.11	857	7,006	3,131	44.69	3,875	503	185	36.78	318
World Bank Group (WBG) 3/	14,274	7,373	51.65	6,901	3,728	2,705	72.56	1,023	9,832	4,418	44.93	5,414	714	250	35.01	464

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

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

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

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

4/ Support staff (AST); Professional staff (AD non-management); Management (Directors-General; Deputy Directors General; Directors; Principal Advisors; Heads of units) - Population = officials + temporary agents (contractual excluded)

5/ All staff includes elected Officers. Managerial staff are AfDB level PL1 and 2; EL3 & EL5; does not include elected Officers. Professional staff levels PL3, 4, 5, and 6, including locally recruited PLs. General support levels GS3-8, including locally recruited GS.

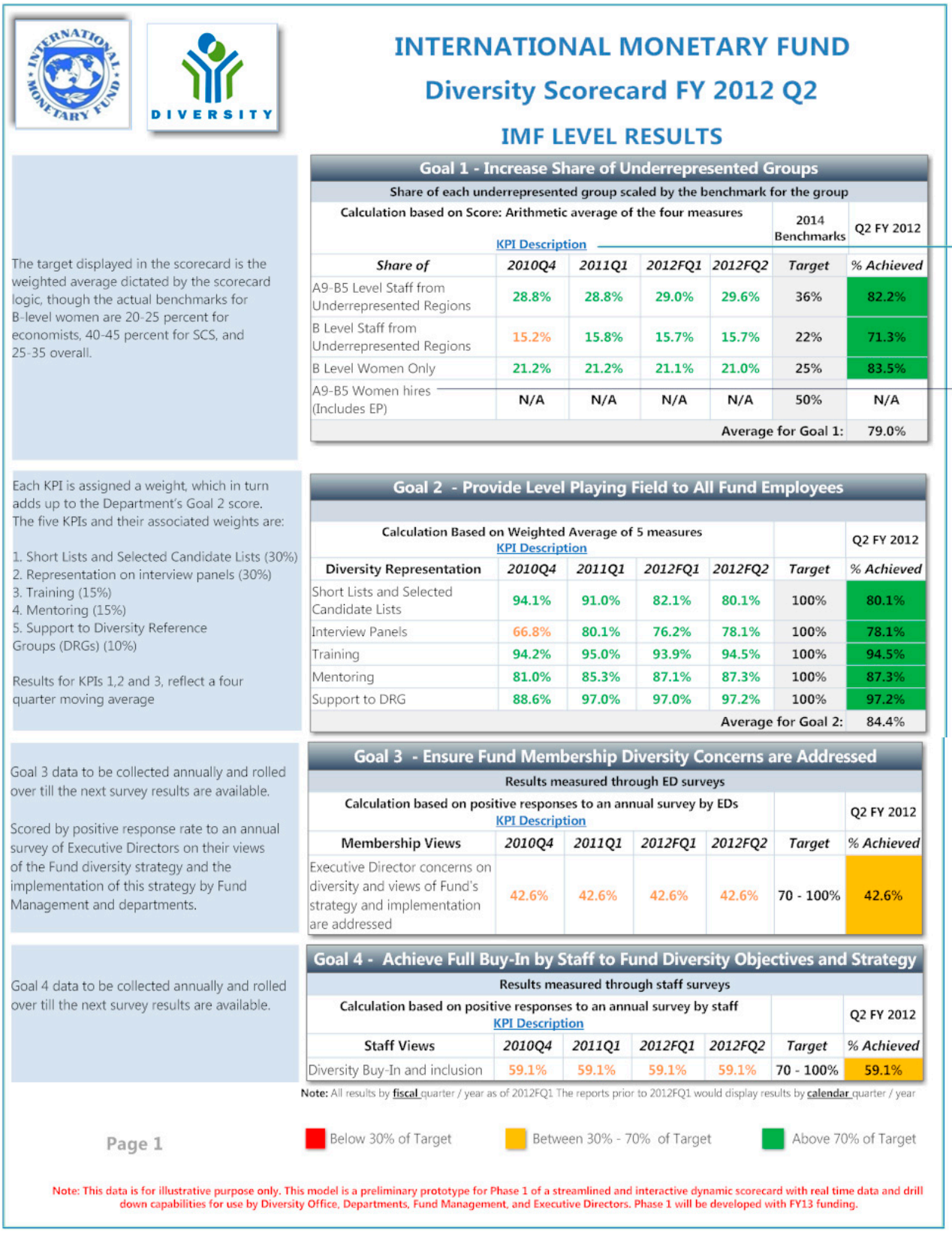
6/ Data as at December 2011; Support grades 10–17; Professional grades 18–21 and Managerial grades 22–24. Does not include contractuals.

Annex I. Table 14. EP Recruitment Missions by University, 2007–11

Region	University	Mission Year				
		2007	2008	2009	2010	2011
Africa	Univ. of Lagos, Univ. of Ibadan			✓	✓	
	University of Dakar				✓	
	Univ. of Cape Town, Pretoria,				✓	
	Yaounde II University			✓		
	University of Nairobi		✓			
Asia	Hong University of Science and Technology	✓				
	Chinese University of Hong Kong	✓				
	Fudan University (Shanghai)	✓		✓		
	Shanghai University	✓		✓	✓	
	Graduate School-People's Bank of	✓				
	Chinese Academy of Social	✓				
	Peking University (Beijing)	✓		✓	✓	
	Asian Institute of Technology	✓				
	Nanyang Technological University (Singapore)	✓				
	University of Indonesia (UI)	✓				
	Kyoto University	✓			✓	
	Osaka University	✓				
	Seoul National University	✓			✓	
	Korea University	✓			✓	
	Tokyo University			✓	✓	
Europe	La Sapienza Roma I	✓				
	Paris School of Economics				✓	
	European University Institute	✓	✓	✓		
	Bocconni University	✓	✓	✓		
	Pompeu Fabra	✓				✓
	Center for Monetary and Financial Studies	✓				
	Carlos III University Madrid	✓				
	Graduate Institute of International Studies	✓	✓	✓		✓
	Goethe Univeristy			✓	✓	✓
	Kiel Institute			✓		
	Center for Economic Research and Graduate Education (CERGE-EI)			✓		✓
	Maastricht Univesity			✓		
	University of Tilburg	✓		✓		
	University of Zurich			✓		
	University of St. Gallen			✓		
	Catholic University Louvain	✓				
	Free University Brussels	✓				
	Erasmus University	✓				
	University of Mannheim				✓	
	Central European University				✓	
	CERDI				✓	
	Institut d'Etudes Politiques de Paris				✓	
	Paris Dauphine University				✓	
	Corvinius University				✓	
U.K	University of Cambridge	✓	✓	✓	✓	✓
	University of Oxford	✓	✓	✓	✓	✓
	London School of Economics	✓	✓	✓	✓	✓
	University of Warwick		✓			
U.S.	University of Pennsylvania	✓		✓		
	Princeton University	✓		✓	✓	
	Columbia University	✓		✓	✓	
	New York University	✓		✓	✓	
	Yale University	✓			✓	
	University of Minnesota	✓	✓			
	University of Chicago	✓	✓		✓	
	University of Michigan Ann Arbor	✓				
	Northwestern University		✓		✓	
	Harvard University	✓	✓	✓	✓	
	Boston University	✓	✓	✓	✓	
	MIT	✓	✓	✓	✓	
	UCLA	✓		✓	✓	
	UC Berkeley	✓		✓	✓	
	Stanford University	✓		✓	✓	

Source: Recruitment and Staffing Division, HRD.

Annex II. Prototype: Revised Diversity Scorecard



INTERNATIONAL MONETARY FUND

Diversity Scorecard FY 2012 Q2

IMF LEVEL RESULTS

The target displayed in the scorecard is the weighted average dictated by the scorecard logic, though the actual benchmarks for B-level women are 20-25 percent for economists, 40-45 percent for SCS, and 25-35 overall.

Goal 1 - Increase Share of Underrepresented Groups

Share of each underrepresented group scaled by the benchmark for the group

Calculation based on Score: Arithmetic average of the four measures KPI Description					2014 Benchmarks	Q2 FY 2012
Share of	*2010Q4*	*2011Q1*	*2012FQ1*	*2012FQ2*	*Target*	*% Achieved*
A9-B5 Level Staff from Underrepresented Regions	28.8%	28.8%	29.0%	29.6%	36%	82.2%
B Level Staff from Underrepresented Regions	15.2%	15.8%	15.7%	15.7%	22%	71.3%
B Level Women Only	21.2%	21.2%	21.1%	21.0%	25%	83.5%
A9-B5 Women hires (Includes EP)	N/A	N/A	N/A	N/A	50%	N/A
					Average for Goal 1:	79.0%

Details on the KPI Description

New KPI added to scorecard for FY 13

Each KPI is assigned a weight, which in turn adds up to the Department's Goal 2 score. The five KPIs and their associated weights are:

1. Short Lists and Selected Candidate Lists (30%)
2. Representation on interview panels (30%)
3. Training (15%)
4. Mentoring (15%)
5. Support to Diversity Reference Groups (DRGs) (10%)

Results for KPIs 1,2 and 3, reflect a four quarter moving average

Goal 2 - Provide Level Playing Field to All Fund Employees

Calculation Based on Weighted Average of 5 measures KPI Description						Q2 FY 2012
Diversity Representation	*2010Q4*	*2011Q1*	*2012FQ1*	*2012FQ2*	*Target*	*% Achieved*
Short Lists and Selected Candidate Lists	94.1%	91.0%	82.1%	80.1%	100%	80.1%
Interview Panels	66.8%	80.1%	76.2%	78.1%	100%	78.1%
Training	94.2%	95.0%	93.9%	94.5%	100%	94.5%
Mentoring	81.0%	85.3%	87.1%	87.3%	100%	87.3%
Support to DRG	88.6%	97.0%	97.0%	97.2%	100%	97.2%
					Average for Goal 2:	84.4%

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

Scored by positive response rate to an annual survey of Executive Directors on their views of the Fund diversity strategy and the implementation of this strategy by Fund Management and departments.

Goal 3 - Ensure Fund Membership Diversity Concerns are Addressed

Results measured through ED surveys

Calculation based on positive responses to an annual survey by EDs KPI Description						Q2 FY 2012
Membership Views	*2010Q4*	*2011Q1*	*2012FQ1*	*2012FQ2*	*Target*	*% Achieved*
Executive Director concerns on diversity and views of Fund's strategy and implementation are addressed	42.6%	42.6%	42.6%	42.6%	70 - 100%	42.6%

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

Goal 4 - Achieve Full Buy-In by Staff to Fund Diversity Objectives and Strategy

Results measured through staff surveys

Calculation based on positive responses to an annual survey by staff KPI Description						Q2 FY 2012
Staff Views	*2010Q4*	*2011Q1*	*2012FQ1*	*2012FQ2*	*Target*	*% Achieved*
Diversity Buy-In and inclusion	59.1%	59.1%	59.1%	59.1%	70 - 100%	59.1%

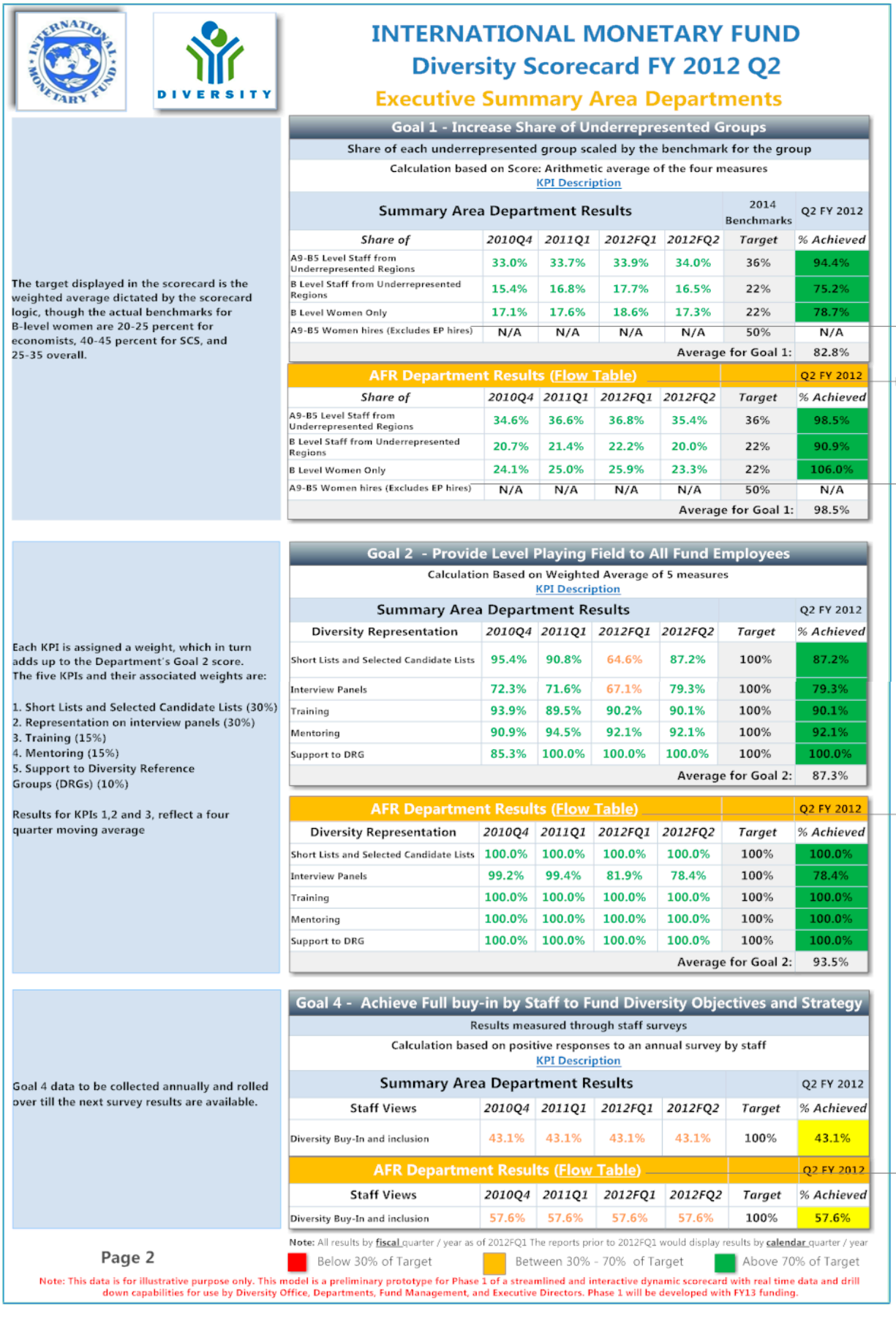
Note: All results by **fiscal** quarter / year as of 2012FQ1 The reports prior to 2012FQ1 would display results by **calendar** quarter / year

Page 1

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

Note: This data is for illustrative purpose only. This model is a preliminary prototype for Phase 1 of a streamlined and interactive dynamic scorecard with real time data and drill down capabilities for use by Diversity Office, Departments, Fund Management, and Executive Directors. Phase 1 will be developed with FY13 funding.

Annex II. Prototype: Revised Diversity Scorecard



INTERNATIONAL MONETARY FUND
Diversity Scorecard FY 2012 Q2
Executive Summary Area Departments

The target displayed in the scorecard is the weighted average dictated by the scorecard logic, though the actual benchmarks for B-level women are 20-25 percent for economists, 40-45 percent for SCS, and 25-35 overall.

Goal 1 - Increase Share of Underrepresented Groups

Share of each underrepresented group scaled by the benchmark for the group

Calculation based on Score: Arithmetic average of the four measures

KPI Description

Summary Area Department Results					2014 Benchmarks	Q2 FY 2012
Share of	*2010Q4*	*2011Q1*	*2012FQ1*	*2012FQ2*	*Target*	*% Achieved*
A9-B5 Level Staff from Underrepresented Regions	33.0%	33.7%	33.9%	34.0%	36%	94.4%
B Level Staff from Underrepresented Regions	15.4%	16.8%	17.7%	16.5%	22%	75.2%
B Level Women Only	17.1%	17.6%	18.6%	17.3%	22%	78.7%
A9-B5 Women hires (Excludes EP hires)	N/A	N/A	N/A	N/A	50%	N/A
					Average for Goal 1:	82.8%

New KPI added to scorecard for FY 13

AFR Department Results (Flow Table)						Q2 FY 2012
Share of	*2010Q4*	*2011Q1*	*2012FQ1*	*2012FQ2*	*Target*	*% Achieved*
A9-B5 Level Staff from Underrepresented Regions	34.6%	36.6%	36.8%	35.4%	36%	98.5%
B Level Staff from Underrepresented Regions	20.7%	21.4%	22.2%	20.0%	22%	90.9%
B Level Women Only	24.1%	25.0%	25.9%	23.3%	22%	106.0%
A9-B5 Women hires (Excludes EP hires)	N/A	N/A	N/A	N/A	50%	N/A
					Average for Goal 1:	98.5%

Access Limited To Department Management

New KPI added to scorecard for FY 13

Each KPI is assigned a weight, which in turn adds up to the Department's Goal 2 score. The five KPIs and their associated weights are:

1. Short Lists and Selected Candidate Lists (30%)
2. Representation on interview panels (30%)
3. Training (15%)
4. Mentoring (15%)
5. Support to Diversity Reference Groups (DRGs) (10%)

Results for KPIs 1,2 and 3, reflect a four quarter moving average

Goal 2 - Provide Level Playing Field to All Fund Employees

Calculation Based on Weighted Average of 5 measures

KPI Description

Summary Area Department Results						Q2 FY 2012
Diversity Representation	*2010Q4*	*2011Q1*	*2012FQ1*	*2012FQ2*	*Target*	*% Achieved*
Short Lists and Selected Candidate Lists	95.4%	90.8%	64.6%	87.2%	100%	87.2%
Interview Panels	72.3%	71.6%	67.1%	79.3%	100%	79.3%
Training	93.9%	89.5%	90.2%	90.1%	100%	90.1%
Mentoring	90.9%	94.5%	92.1%	92.1%	100%	92.1%
Support to DRG	85.3%	100.0%	100.0%	100.0%	100%	100.0%
					Average for Goal 2:	87.3%

AFR Department Results (Flow Table)						Q2 FY 2012
Diversity Representation	*2010Q4*	*2011Q1*	*2012FQ1*	*2012FQ2*	*Target*	*% Achieved*
Short Lists and Selected Candidate Lists	100.0%	100.0%	100.0%	100.0%	100%	100.0%
Interview Panels	99.2%	99.4%	81.9%	78.4%	100%	78.4%
Training	100.0%	100.0%	100.0%	100.0%	100%	100.0%
Mentoring	100.0%	100.0%	100.0%	100.0%	100%	100.0%
Support to DRG	100.0%	100.0%	100.0%	100.0%	100%	100.0%
					Average for Goal 2:	93.5%

Access Limited To Department Management

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

Goal 4 - Achieve Full buy-in by Staff to Fund Diversity Objectives and Strategy

Results measured through staff surveys

Calculation based on positive responses to an annual survey by staff

KPI Description

Summary Area Department Results						Q2 FY 2012
Staff Views	*2010Q4*	*2011Q1*	*2012FQ1*	*2012FQ2*	*Target*	*% Achieved*
Diversity Buy-In and inclusion	43.1%	43.1%	43.1%	43.1%	100%	43.1%

AFR Department Results (Flow Table)						Q2 FY 2012
Staff Views	*2010Q4*	*2011Q1*	*2012FQ1*	*2012FQ2*	*Target*	*% Achieved*
Diversity Buy-In and inclusion	57.6%	57.6%	57.6%	57.6%	100%	57.6%

Access Limited To Department Management

Note: All results by fiscal quarter / year as of 2012FQ1 The reports prior to 2012FQ1 would display results by calendar quarter / year

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

Page 2

Note: This data is for illustrative purpose only. This model is a preliminary prototype for Phase 1 of a streamlined and interactive dynamic scorecard with real time data and drill down capabilities for use by Diversity Office, Departments, Fund Management, and Executive Directors. Phase 1 will be developed with FY13 funding.