

EBAP/12/70

Correction 1

August 3, 2012

To: Members of the Executive Board

From: The Secretary

Subject: **2011 Diversity Annual Report**

The attached corrections to EBAP/12/70 (6/18/12) have been provided by the staff:

**Factual Errors Not Affecting the Presentation of Staff's Analysis or View**

**Page 2, para. 3, lines 4–5:** for “(up 0.4 percentage points at the A9–B5 level, and 1 percentage point at the B-level from CY2010).”  
read “(up 1 percentage point for both A9–B5 and B-level staff from CY2010).”

**Page 13, Table D:** replaced to correct data error  
**para. 23, line 7:** for “...an increase of three percentage points...”  
read “...an increase of four percentage points...”

**Page 25, Table J:** replaced to correct data error

**Typographical Errors**

**Page 18, footnote 9:** for “The shift toward underrepresented regions while the share of developing countries as whole remained unchanged can be accounted ...”  
read “While the share from developing countries as a whole remained unchanged, the shift toward underrepresented regions can be accounted for...”

**Page 8, para. 17, line 3:** for “push the fund closer...”  
read “push the Fund closer...”  
**para. 19, 1<sup>st</sup> bullet, lines 2–3:** “. This was due to decreasing representation in the specialized career streams” removed

**Page 10, 1<sup>st</sup> bullet, line 6:** “and across all staff, East Asians were 10.6 percent” removed

**Page 21, para. 31, 2<sup>nd</sup> bullet, line 2:** for "...policies, and processes have being recommended..."  
read "...policies, and processes are being recommended..."

**Page 26, para. 36:** removed (This is a duplicate of para. 35 on page 24)  
**footnote 13:** removed (This is a duplicate of footnote 12 on page 24)  
**paras. 37–51:** renumbered as paras. 36–50

**Page 33, footnote 17:** removed (This is a duplicate of footnote 16.)

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

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

Att: (9)

Other Distribution:  
Department Heads

## 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.<sup>1</sup>** In summary, the stock of staff from underrepresented regions continues to increase, but slowly (up ~~0.41~~ percentage points ~~at for both the A9-B5 level, and 1 percentage point at the B-level staff~~ 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.

---

<sup>1</sup> 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.

- 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<sup>1</sup>**

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



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             | 4    | 7    | 6    | 2    | 0    |
| Middle East                               | 4    | 2    | 1    | 2    | 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~~four 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/ technical 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

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

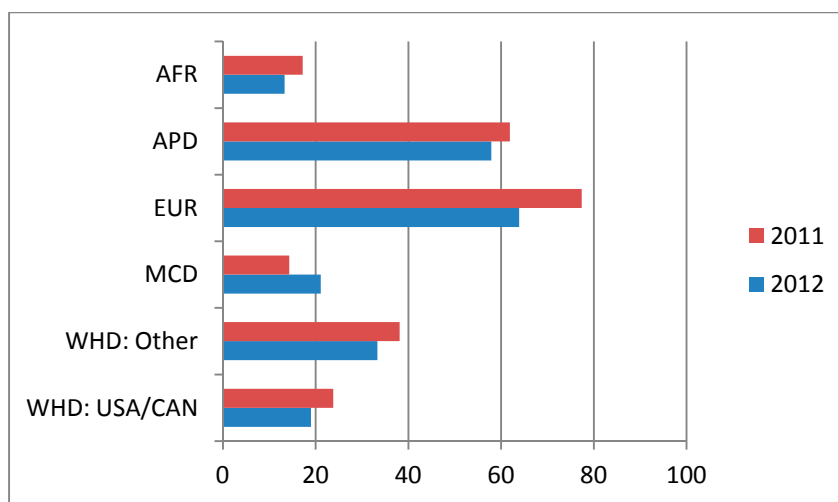
| Depts.      | Region |           |             |                      |            |              |                 |                    |
|-------------|--------|-----------|-------------|----------------------|------------|--------------|-----------------|--------------------|
|             | Africa | 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 |      |
|---------------------------------------|-------|-------|------|-----|------|--------------------------|------|-------------------|------|
|                                       | #     | #     | %    | #   | %    | #                        | %    | #                 | %    |
| <b>Department Heads and Directors</b> |       |       |      |     |      |                          |      |                   |      |
| 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 |
| <b>Senior Personnel Managers 2/</b>   |       |       |      |     |      |                          |      |                   |      |
| 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 |
| <b>Division Chiefs 3/</b>             |       |       |      |     |      |                          |      |                   |      |
| 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).<sup>8</sup>

Among economists, for example, the share of contractuels 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 contractuels 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.<sup>9</sup> 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.

<sup>8</sup> 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.

<sup>9</sup> ~~While the share from developing countries as a whole remained unchanged, 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 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~~are 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.

**Table J. Diversity Scorecard—Goal 1 Results 1/**  
(As of April 30, 2012)

| Dept.                  | A9–B5   |                                |                                    |                    |       | Stock<br>B1–B5   |                         |                                    |                         |       | B1–B5                  |                  |                                |                         |       | Total<br>Score |
|------------------------|---|--------------------------------|------------------------------------|--------------------|-------|--|-------------------------|------------------------------------|-------------------------|-------|------------------------|------------------|--------------------------------|-------------------------|-------|----------------|
|                        | (Africa, East Asia, Middle East, Transition<br>Countries) |                                |                                    |                    |       | (Africa, East Asia, Middle East,Transition<br>Countries) |                         |                                    |                         |       | Women                  |                  |                                |                         |       |                |
|                        | Total #<br>of<br>Staff                                    | Total #<br>of Regions<br>Staff | Share<br>of U/R<br>staff (in<br>%) | Bench<br>mark<br>% | Score | Total #<br>of<br>Staff                                   | Total #<br>U/R<br>Staff | Share<br>of U/R<br>staff (in<br>%) | Bench<br>mark<br>(in %) | Score | Total #<br>of<br>Staff | Total #<br>Women | Share<br>of<br>women<br>(in %) | Bench<br>mark<br>(in %) | 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                    | 52  | 11                             | 21.2                               | 36                 | 0.59  | 8  | 1                       | 12.5                               | 22                      | 0.57  | 8                      | 4                | 50.0                           | 40                      | 1.25  | 0.80           |
| OMD                    | 50  | 11                             | 22.0                               | 36                 | 0.61  | 15   | 1                       | 6.7                                | 22                      | 0.30  | 15                     | 4                | 26.7                           | 22                      | 1.21  | 0.71           |
| 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               | 2026  | 604                            | 29.8                               | 36                 | 0.83  | 318  | 51                      | 16.0                               | 22                      | 0.73  | 318                    | 66               | 20.8                           | 25                      | 0.83  | 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 2011 for this group of staff.<sup>13</sup> 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.~~ **36. 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.~~ **37. 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.<sup>14</sup>

~~39.~~ **38. 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

<sup>13</sup> ~~If the previous benchmark (20 percent) had been in place, the score for B-level women’s representation would have been essentially unchanged.~~

<sup>14</sup> 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.



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<sup>47</sup>.** 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.

---

<sup>47</sup> ~~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

|                                       | Country<br>Quota | Economists |     |       |      |       |      |       |      | Specialized Career Streams |      |        |      |       |      |       |      |       |      | Total Staff |      |        |      |       |      |       |      |       |      |
|---------------------------------------|------------------|------------|-----|-------|------|-------|------|-------|------|----------------------------|------|--------|------|-------|------|-------|------|-------|------|-------------|------|--------|------|-------|------|-------|------|-------|------|
|                                       |                  | A9–A15     |     | B1–B5 |      | A9–B5 |      | Total |      | A1–A8                      |      | A9–A15 |      | B1–B5 |      | A9–B5 |      | Total |      | A1–A8       |      | A9–A15 |      | B1–B5 |      | A9–B5 |      | Total |      |
| 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 &<br>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<br>Transition<br>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<br>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<br>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<br>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<br>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<br>Transition<br>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<br>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.