



Diversity

Annual Report 2003

Leena Lahti
Senior Advisor on Diversity

International Monetary Fund

Research Assistant: Axana Abreu Panfilova
Production: TGS Multimedia Services Division
Cover Design: Sanaa Elaroussi
Illustrations: Massoud Etemadi
Composition and Figures: Julio R. Prego
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Contents

| | |
|---|----|
| Executive Summary | 1 |
| Recommendations for CY 2004 | 3 |
| I. Introduction | 5 |
| II. The Fund's Evolving Diversity Strategy and Objectives | 7 |
| III. Fundwide Accomplishments and Concerns | 9 |
| IV. Diversity and Inclusion | 15 |
| V. Diversity in Departments | 23 |
| VI. The Fund vs. Other International Institutions | 29 |
| Conclusions | 33 |

Tables

| | |
|---|----|
| 1. Geographic and Gender Benchmark Indicators, and Representation in Grades A9–B5 | 15 |
| 2. Summary of Pipeline Indicators for Economists, 2003 | 20 |
| 3. Separations/Recruitment by Diversity Category, CY 2003 | 21 |
| 4. Gender Profile of Staff in International Organizations, end-2003 | 29 |
| 5. IMF and World Bank Group Comparison | 30 |
| 6. Best Practice Model for Diversity Management in International Institutions | 31 |

Figures

| | |
|--|----|
| 1. Share of Women by Career Stream and Grade Grouping, 1999–2003 | 16 |
| 2. Recruitment of Women by Career Stream in Grade Group A9–A15, 1999–2003 | 16 |
| 3. Share of Women and Men in Grades A11–B5: Economists | 16 |
| 4. Share of Women and Men in Grades A11–B5: Specialized Career Streams | 16 |
| 5. Share of Developing Country Nationals by Career Stream and Grade Grouping, 1999–2003 | 17 |
| 6. Recruitment of Developing Country Nationals by Career Stream in Grade Group A9–A15, 1999–2003 | 17 |
| 7. Share of Developing and Industrial Country Nationals in Grades A11–B5: Economists | 17 |
| 8. Share of Developing and Industrial Country Nationals in Grades A11–B5: Specialized Career Streams | 17 |
| 9. Share of African Staff by Career Stream and Grade Grouping, 1999–2003 | 18 |
| 10. Recruitment of African Staff by Career Stream in Grade Group A9–A15, 1999–2003 | 18 |
| 11. Share of Middle Eastern Staff by Career Stream and Grade Grouping, 1999–2003 | 19 |



| | |
|--|----|
| 12. Recruitment of Middle Eastern Staff by Career Stream in Grade Group A9–A15, 1999–2003 | 19 |
| 13. Share of Transition Country Staff by Career Stream and Grade Grouping, 1999–2003 | 20 |
| 14. Recruitment of Transition Country Staff by Career Stream in Grade Group A9–A15, 1999–2003 | 20 |
| 15. Share of Arab and Other Middle Eastern Staff in Grades A9–A15 and B1–B5, 1999–2003 | 22 |
| 16. Share of UK and Other European Countries in Grades A9–A15 and B1–B5, 1999–2003 | 22 |
| 17. Share of Australia, India, and New Zealand and Other Asian Countries in Grades A9–A15 and B1–B5, 1999–2003 | 22 |
| 18. Share of Staff from English-speaking Industrial Countries and Other English-speaking Countries in Grades A9–A15 and B1–B5, 1999–2003 | 22 |
| 19. Share of Women by Department Type and Grade Grouping | 23 |
| 20. Share of A9–A15 Women by Department | 24 |
| 21. Share of B1–B5 Women by Department | 24 |
| 22. Share of Developing Country Nationals by Department Type and Grade Grouping | 25 |
| 23. Share of A9–A15 Developing Country Nationals by Department | 25 |
| 24. Share of B1–B5 Developing Country Nationals by Department | 26 |

Text Boxes

| | |
|---|----|
| Why Diversity? | 5 |
| How Did We Get Here? | 5 |
| N-Rules | 7 |
| Five-Year Benchmark Indicators, 2003–2008 | 8 |
| Diversity Monitoring | 12 |
| What's Behind the Regional Aggregates? | 21 |
| Departmental Best Practices | 27 |

Attachments

Tables

| | |
|---|----|
| 1. Staff by Region, Gender, Career Stream, and Grade Grouping | 37 |
| 2. Share of Women and Men by Career Stream and Grade Grouping | 38 |
| 3. Recruitment of Women by Career Stream and Grade Grouping | 39 |
| 4. Share of Staff from Developing/Industrial Countries by Career Stream and Grade Grouping | 40 |
| 5. Recruitment of Developing Country Nationals by Career Stream and Grade Grouping | 41 |
| 6. Staff by Region, Grade Group, and Career Stream, 1999–2003 | 42 |
| 6a. Transition Country Staff, Grade Group, and Career Stream, 1999–2003 | 43 |
| 6b. Recruitment of African, Middle Eastern, and Transition Country Nationals by Career Stream in Grade Group A9–A15 | 43 |
| 7. Recruitment by Region, Gender, Career Stream, and Grade Grouping, 1999–2003 | 44 |

| | |
|--|----|
| 8. Distribution of Staff in Grades A11–B5 by Region, Developing/Industrial Country, Gender, Career Stream, and Grade | 45 |
| 9. Share of Developing/Industrial Country Nationals by Career Stream and by Grade (A11–B5) | 46 |
| 10. Average Time-in-Grades A14 and A15 for Economists by Region, Developing/Industrial Country, and Gender | 47 |
| 11. Five-Year Review of Pipeline Indicators of Economists | 48 |
| 12. Staff Promoted by Region, Gender, Career Stream, and Grade Grouping, 2003 | 49 |
| 13. Share of Women and Men at Grades A11–B5 by Career Stream | 50 |
| 14. Share of Women by Department and Grade Grouping | 51 |
| 15. Share of Developing Country Nationals by Department and Grade Grouping | 52 |
| 16. Distribution of A9–B5 Staff by Region and by Department | 53 |
| 17. Separations/Recruitment by Diversity Category, CY 2003 | 54 |
| 18. Share of Arab and Other Middle Eastern Staff in Grades A9–A15 and B1–B5, 1999–2003 | 55 |
| 19. Share of UK and Other European Countries in Grades A9–A15 and B1–B5, 1999–2003 | 55 |
| 20. Share of Australia, India, and New Zealand and Other Asian Countries in Grades A9–A15 and B1–B5, 1999–2003 | 55 |
| 21. Share of Staff from English-speaking Industrial Countries and Other English-speaking Countries in Grades A9–A15 and B1–B5, 1999–2003 | 55 |



Executive Summary

This is the Fund's eighth Annual Diversity Report. The report reviews staff diversity in 2003 and over the past five years.

The goal of the Fund's diversity efforts is to ensure strong institutional performance and an optimal use of individual and collective resources. 2003 was marked by three major accomplishments towards this end: introducing the Enhanced Diversity Action Plan, establishing the Discrimination Policy, and conducting the Staff Survey. Such progress would not have been possible without the Managing Director's strong commitment and support and the Human Resources Department's (HRD's) persistent effort.

- The *Enhanced Diversity Action Plan*¹ establishes numerical indicators for those staff groups that are most underrepresented and provides operational guidelines for recruitment, career development, and work environment initiatives.
- The *Discrimination Policy* complements the behavioral standards that are incorporated in the Diversity Action Plan, Code of Conduct, Mission Code of Conduct, and Management Standards. It defines discrimination in the context of the Fund and outlines the mechanisms available to Fund employees to address these problems.
- The *Staff Survey*, which for the first time queried staff members on diversity and inclusion issues, allows the Fund to present a richer picture of staff diversity. It also provides information to help analyze and address diversity and inclusion problems.

Recruitment missions in 2003 were sent to regional macroeconomist conferences and job fairs and to a wide range of universities in most regions of the world; a recruitment drive was conducted in West Africa; and the Special Appointee Program was successfully revamped to make it a recruitment tool to source, train, and hire diverse staff. Recruitment of new personnel exceeded separations in grades A9–A15 significantly for developing country staff and to a lesser extent for women, African, and transition country nationals; Middle Eastern recruitment was low. In the B grades there was no external recruitment of any of these groups, with the exception of one developing country candidate.

The Fund's management development programs made progress in integrating diversity. However, training and development efforts would benefit from broadening the cultural and racial representation of external trainers, consultants, and Management Development Center (MDC) assessors. The diversity training program was put on hold in 2003 due to competing HRD priorities.

The Fundwide Mentoring Program was formally established in 2003 as a means to help mid-career newcomers; the Diversity Advisor continued to

¹Available on the Fund's internal and external websites.



provide additional mentoring arrangements to minority staff as needed; and most departments conducted mentoring programs for their newcomers. Opportunities to improve writing skills have been significantly expanded, and HRD guarantees timely testing and training for all staff as intensively and for as long as needed. The selection procedure to enter grades A15–B2 was revised to ensure that every applicant has a chance to be carefully reviewed according to objective and transparent standards in a Fundwide context.

Staff motivation tends to suffer from increasing competition for shrinking career opportunities. Nevertheless, the Staff Survey results indicate that a majority of Fund staff is strongly committed to the institution and its work. Problems exist with regard to trust and inclusion, and harassment and discrimination problems were more familiar to Fund staff than had been previously understood. A Fundwide working group has begun to analyze the findings and departments have been requested to initiate their own processes to tailor effective responses.

During the past five years, the gender balance of Fund staff has improved, but women's share of B-level positions in the economist career stream is still only 10.8 percent. Recruitment of women over the past five years has not been successful enough, except in the Economist Program (EP). Women's promotion rates and times-in-grade, however, have been encouraging.

The representation of developing countries in grades A9–A15 is at the 40 percent benchmark, but in the B grades it is lower, 31.1 percent. Outside the EP, low recruitment of developing country nationals and stagnant promotion rates continue to be of concern; more encouraging is the shortening time-in-grade in the important gateway grades to senior positions.

Africa's representation has dropped in the senior grades over the past several years, and only marginally improved in grades A9–A15. A special concern is the career development of Sub-Saharan African staff. With regard to Middle Eastern staff, low representation and recruitment are chronic problems, but, once hired, career progress of Middle Eastern staff has been strong. European transition countries have steadily strengthened their representation to 4.6 percent, but their share in the B grades is still small.

Great strides have been made in introducing sound diversity and human resources (HR) policies, but more effort is needed to bridge the gap between the formal policy framework and staff members' everyday experience in the work environment. A clear, unified statement from management on its commitment to diversity would be welcome; other needs include systematic succession planning with diversity integration; ongoing diversity training at all levels of the institution; regular diversity analysis of HR operations; and policy development on disability.



Recommendations for CY 2004

1. Deliver a clear, consistent, unified message from management to staff on its ongoing commitment to diversity and inclusion.
2. Establish a short- and medium-term succession planning framework for senior positions; integrate diversity. Consider an expert career track to provide career opportunities for strongly performing experts who do not have managerial qualifications or aspirations.
3. Develop new approaches to analyze and address specific problems faced by the staff groups identified in the Enhanced Diversity Action Plan. Such approaches could include market supply analyses, systematic contact building, individual development plans, strengthened and targeted coaching and mentoring, training, and tutorials. Targeted programs should be implemented in a discreet way to avoid labeling. Allocate additional budgetary resources for these initiatives.
4. Carry out on a regular basis systematic diversity analyses of HR policies, procedures, and practices, including starting grades and salaries. This should be incorporated into HR divisions' annual work.
5. Conduct departmental training on diversity and discrimination issues for senior staff on a regular basis to ensure basic understanding of, and skill building in, diversity and inclusion. Integrate the Staff Survey and Subordinate Assessment of Managers (SAM) results with this training.
6. Develop diversity management training sessions for senior managers Fundwide, especially Senior Personnel Managers (SPMs) and their alternates, to be provided on an annual basis. The topics should include racial, ethnic, cultural, and gender diversity, as well as discrimination and harassment.
7. Redesign the diversity training curriculum and conduct training programs to respond to the concerns raised in the 2003 Staff Survey. Ensure that training is need-driven; develop incentives for training participation; and include such training in Annual Performance Reviews (APRs), development plans, and promotion standards at all levels.
8. Issue transparent documentation on existing mechanisms, and develop new approaches as needed, that accommodate staff who are permanently or temporarily disabled to ensure that these staff members can perform to their fullest potential.
9. Issue Fundwide guidelines for performance assessment and merit pay for situations in which staff have been absent from regular work or mission travel for an extended period of time due to parent leave, pregnancy, disability, or other private life commitments.



I. Introduction

This is the Fund's eighth Annual Diversity Report. The report is addressed to management and distributed to all Fund employees and Executive Directors. Since 2000, the annual report has also been available to the public on the Fund's external website.

The objectives of this report are to:

- outline the Fund's diversity strategy and priorities;
- summarize the main actions taken in calendar year 2003;
- review the current status of diversity efforts and trends over past years;
- identify problems and challenges; and
- recommend further steps.

Why Diversity?

Because diversity:

- Enhances effective communication with member countries and other collaborators;
- Improves credibility and the Fund's image;
- Broadens staff perspectives and the policy toolkit, an asset for institutional performance;
- Strengthens, when well-managed, institutional innovativeness, problem-solving capacity, and adaptability to internal and external changes;
- Improves staff commitment, morale, and retention; and
- Enhances the Fund's attractiveness as an employer.

How Did We Get Here?

- Significant groundwork was done in two early studies: "The Status of Women in the Fund" in 1994 and "Discrimination in the Fund" in 1995. The latter was followed up by "The Review of Individual Discrimination Cases" in 1997.
- The Fund formally initiated its diversity program in 1995 with the creation of the Senior Advisor on Diversity position.
- The Diversity Action Plan was announced in 1996 by the Managing Director's statement on Measures to Promote Staff Diversity and Address Discrimination.
- Departmental Diversity Action Plans were established in 1996 and integrated into departmental HR plans established in 2000.



II. The Fund's Evolving Diversity Strategy and Objectives

The goal of the Fund's diversity efforts is to ensure strong institutional performance and an optimal use of individual and collective resources. The mandate for diversity originates from the Fund's Articles of Agreement and By-laws, Rules, and Regulations. As an international institution, the Fund also acknowledges the business case for diversity and wants to serve as a role model of fair and efficient talent management as an employer. The focus is on those staff groups that are most underrepresented and/or unevenly distributed across grades and career streams.

N-Rules

"In appointing the staff, the Managing Director shall, subject to the paramount importance of securing the highest standards of efficiency and of technical competency, pay due regard to the importance of recruiting personnel on as wide a geographical basis as possible." (Rule N-1)

"The employment, classification, promotion, and assignment of persons on the staff of the Fund shall be made without discriminating against any person because of sex, race, creed, or nationality." (Rule N-2)

The Fund's diversity approach has gradually evolved from a geographic focus to a wider range of dimensions, such as gender, race, language, and sexual orientation. The Fund's PeopleSoft database, however, includes a more limited set of diversity variables. Some aspects that are not captured in PeopleSoft, such as multiple citizenship, will be incorporated into PeopleSoft in 2004. Race and ethnic background were covered in the 2003 Staff Survey.

The Fund's diversity strategy seeks to strengthen HR management across the board. Additional policy safeguards are developed to prevent cultural and systemic biases. Some of these include training, incentives, and accountability for all staff and special support for underrepresented staff groups, as needed. Problems are addressed within the policy guidelines on discrimination and harassment. The strategy is characterized by the following principles:

- inclusiveness of a broad set of human dimensions within the diversity framework, such as gender, nationality, race, and sexual orientation;
- quantitative and qualitative goals combined;
- regular monitoring;
- transparency;
- mainstreaming diversity into all HR management policies and practices; and



- decentralized responsibility and accountability in departments.

The numeric benchmark indicators and operational guidelines are presented below.

Five-Year Benchmark Indicators, 2003–2008

- **Women in B grades:** Stock indicator (aimed for by end-2008) for all career streams is 20 percent; for the economist career stream, 15–20 percent and for specialized career streams, 25–30 percent. The **recruitment** indicator for women economists in grades A9–A15 is 30 percent and for women in the specialized career streams, 50 percent.
- **Developing country nationals in grades A9–B5:** Stock indicator is 40 percent, in line with the combined country quota.¹
- **African, Middle Eastern, and European transition country nationals in grades A9–B5:** Stock indicator is 8 percent for each group, which is higher than the regional quota for Africa but close to the country group quotas for the other groups.
- **Qualitative indicators focus on recruitment, career development, and work environment.**

Source: 2003 Enhanced Diversity Action Plan.

¹Each member country of the Fund is assigned a quota, which is calculated on the basis of uniform formulas designed to reflect the relative size of its economy. The country's quota determines its subscription to the Fund, its voting power, its maximum potential access to Fund financial resources, and its share in Special Drawing Right (SDR) allocations. References in this report to "quotas" are intended to refer to a country's or region's share in total Fund quotas. Over/underrepresentation is determined by subtracting a member country's percentage share of the Fund staff from its percentage share of the financial quota. If the staff percentage is larger (i.e., if the difference is positive), the country or region is overrepresented; if smaller, underrepresented.



III. Fundwide Accomplishments and Concerns

The Fund deserves full credit for the progress it has made in recent years in developing HR policies and practices that benefit diversity. Now the challenge is to bring individual behavior patterns to the same level. Year 2003 was marked by the Managing Director's strong commitment to diversity, which facilitated three major accomplishments: the enhancement of the Diversity Action Plan, the establishment of the Policy on Discrimination, and the undertaking of the Staff Survey.

In July, management announced the Enhanced Diversity Action Plan for the next five years.² The plan updates the 1996 Action Plan, redefines priorities, establishes numerical benchmark indicators, and proposes strengthened actions on recruitment, career development, and work environment.³ The Managing Director asked HRD to provide a progress report every six months; these will be discussed with department heads.

"... all managers have a special responsibility to foster diversity and inclusion in their work units, including by acting as role models for junior staff members. This aspect of managers' performance is assessed in annual performance discussions and recognized appropriately."

The Enhanced Diversity Action Plan, 2003

Another major step forward was the establishment of the Discrimination Policy, which had been long awaited. The policy consolidates in one document policies and safeguards on discrimination that had been introduced in 1995, 1996, and 1999 and complements behavioral standards outlined in the Diversity Action Plan, Code of Conduct, Mission Code of Conduct, and Management Standards. It defines discrimination in the context of the Fund and sets out the mechanisms available to employees who are subjected to, or accused of, discrimination. The informal mechanisms available to staff range from discussions with immediate supervisors and HRD staff to consultation with the Advisors on Harassment and Discrimination, the Ombudsperson, and the Senior Advisor on Diversity. Formal mechanisms include the Ethics Officer's investigations and consequent steps, and the channels of dispute resolution: the Administrative Review, Grievance Committee, and the Administrative Tribunal. In line with the Enhanced Diversity Action Plan, the Discrimination Policy reinforces the responsibility of supervisors and managers.

² Available on the Fund's internal and external websites.

³ The indicators are presented in Chapter II, The Fund's Evolving Diversity Strategy and Objectives.



"It is particularly important that staff in managerial or supervisory roles create and maintain a supportive and encouraging working environment for all employees and take all reasonable actions necessary to prevent and address undesirable or inappropriate behavior."

The Discrimination Policy, 2003

For the first time, the Fund conducted a Staff Survey with explicit attention to diversity and inclusion. In this survey, the Fund was the first international institution to collect demographic data on staff race and ethnic background in order to provide a richer picture of staff diversity. The data also allow the Fund to analyze the level of inclusiveness in the work community. The previous Staff Survey was conducted in 1992; comparing the findings in a meaningful way is challenging because of the time gap.

The 2003 Staff Survey results show that a vast majority of staff is strongly committed to the Fund and its work. Most respondents felt respected regardless of their gender, race, nationality, age, and religion. However, the results also uncovered concerns about harassment and discrimination, which have tended to be experienced more frequently by underrepresented groups. This is in line with the Ombudsperson's annual reports. These results are currently being discussed in working groups at both the Fundwide and departmental levels in order to collect more detailed information and address the problems appropriately. The Fund is committed to respond to the staff messages inherent in the survey responses. Consequently, the Fund plans to use the Staff Survey as a systematic instrument to serve management in monitoring progress and provide direction to ongoing decision-making.

In 2003, HRD directed recruitment missions to regional macroeconomist conferences and job fairs, and 62 universities in 20 countries worldwide. The department conducted a special recruitment drive based on a regional advertisement campaign and video conferencing to screen candidates from West Africa. It also successfully revamped the Special Appointee Program to use it as a recruitment tool to source, train, and hire diverse staff. The overwhelming majority of EPs joining the Fund from the US academic market were non-US citizens, including nationals from several underrepresented countries. Although resource-intensive, new approaches are still needed in non-US markets to expand recruitment from non-traditional pools. As a result of the improving gender balance in higher education and the Fund's persistent efforts, women's share in the EP intake was a commendable 37 percent, including three female EPs from Africa. The EP recruitment from developing countries was 60 percent.

With respect to the Middle East region, the five-year diversity benchmark indicator of 8 percent sets a challenge for recruitment. The region's representation has dropped over the past few years, and it has become increasingly difficult to find and attract enough Middle Eastern candidates to reverse this trend. The Fund's experience reflects the decreasing number of Middle Eastern nationals undertaking graduate studies in the US and who are



willing to relocate to Washington, DC. Difficulties in obtaining visas and more complicated immigration procedures in the current environment create a negative image for any US-based employer. Under current budget constraints, the Recruitment and Staffing Division (RSD) will have real difficulty meeting management's expectations, which would require intensive approaches, time-consuming networking, and more frequent and thorough visits to underrepresented regions. Diversity results cannot be accomplished without additional investment.

Staff development operations over the past decade have been successful, as the Staff Survey results indicate. Management selection, assessment by using the MDC, the SAM, and development resources—especially individual coaching for new supervisors—have contributed to significantly improved managerial quality. After a successful pilot, the Fundwide Mentoring Program was officially established in 2003 as a regular program for all mid-career newcomers with less than five years of service; however, participation of underrepresented staff has not yet reached hoped-for levels. The Diversity Advisor continues to provide additional mentoring arrangements to minority staff with longer service as needed; mentors in this program are staff managers.

Recently developed training programs, such as Fundamentals of Management, Giving and Receiving Feedback, Managing Effective Missions, Coaching Skills Workshop, and Division Management, as well as the Assistants' Curriculum, put a special emphasis on integrating diversity with traditional curriculum content. However, the Fund's diversity goals would be better supported by broader cultural and racial diversity of external trainers, consultants, and MDC assessors; the consultants should also be fully aware of the Fund's diversity needs and strategies. "Diversity Week," which used to offer a selection of diversity seminars twice a year, was put on hold in 2003 and continues to await updating and relaunching. Training on discrimination issues was not provided to supervisors in 2003, despite high expectations inherent in the Discrimination Policy. Insufficient resources are again a key factor here, with conflicting priorities in HRD also playing a role.

Training programs to improve writing skills have been significantly expanded, and HRD guarantees timely testing and customized training for all staff on an intensive and long-term basis as needed. Departments and individual staff members must be proactive in utilizing these services at an early stage.

The Fund revised the selection procedure to enter grades A15–B2 in 2003 to ensure that every applicant is carefully reviewed according to objective and transparent standards. Departments are expected to shortlist the three best-qualified candidates for each vacancy and provide a consistent assessment of individual qualifications against the vacancy requirements. This practice forces departments to go beyond traditional and predetermined views and broadens the candidate pool for the Review Committee. The Review Committee makes its decisions within a broader Fundwide context, and the reporting format HRD has developed for management is exemplary in its thoroughness and transparency. It is indeed a best practice for any organization.

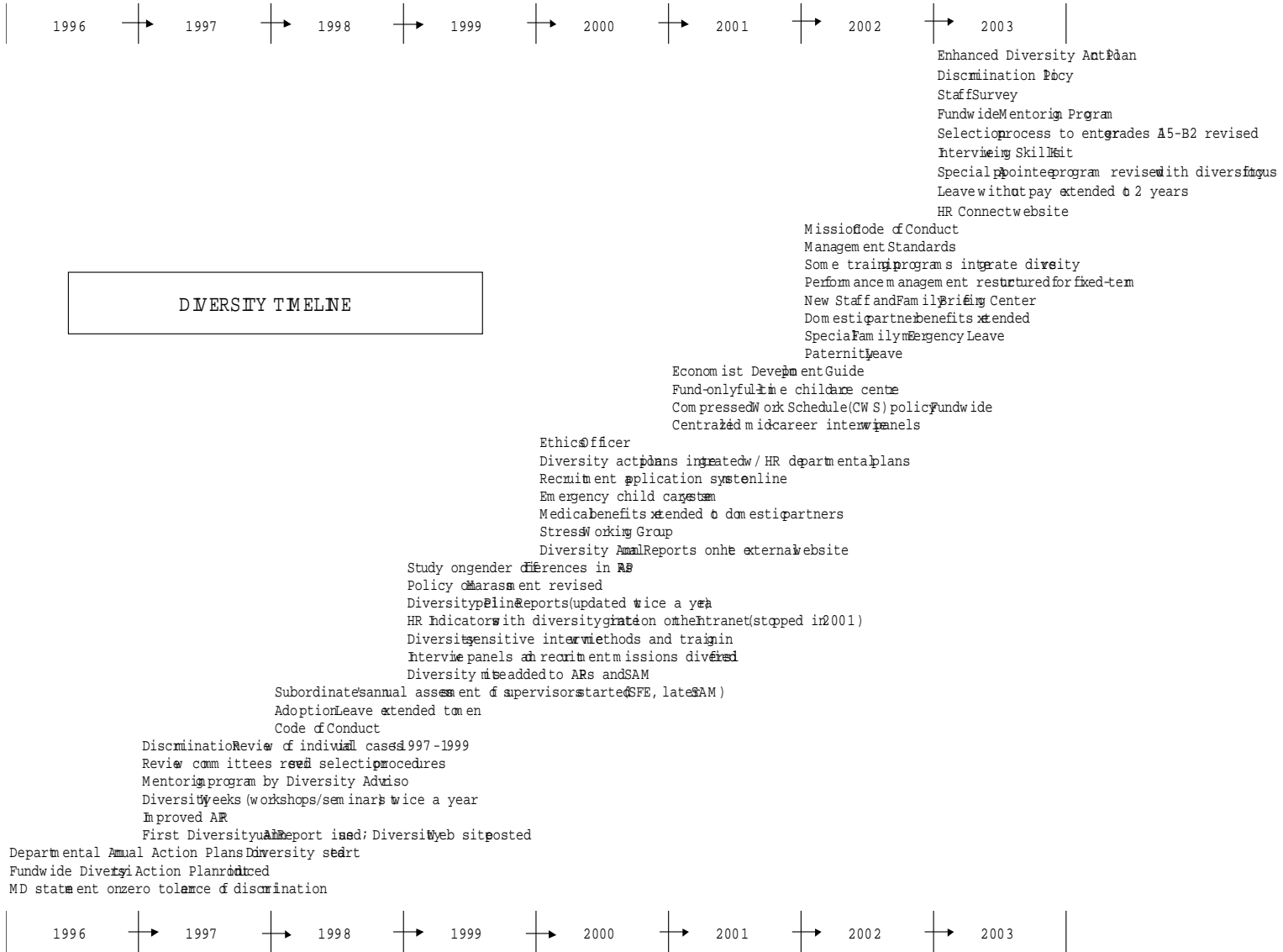


Staff motivation continues to suffer from excessive workloads and increasing competition for shrinking career opportunities. The Fund extended the maximum time of leave without pay from 12 to 24 months, which provides more flexibility for staff to design their careers in a way that maintains some degree of life balance. Flexible work arrangements, including Work at Home (WAH) and the Compressed Work Schedule (CWS), are also important instruments that allow staff to exercise more control over their own work. In 2003, HRD significantly upgraded the transparency and availability of information to staff (via HR Connect) and further developed the IMF New Staff and Family Briefing Center.

Diversity Monitoring

- Six-month progress reports on the implementation of the Enhanced Diversity Action Plan, prepared by HRD, reviewed by management.
- Departmental SAM results, which include diversity variables.
- Staff Surveys, which include diversity variables.
- Diversity Index of selected variables of SAM and the Staff Survey, developed by the Diversity Advisor; year 2003 provided the baseline.
- PeopleSoft data.
- Qualitative reports from the SPMs for the Annual Diversity Report.

Before 1992: Staff Survey; 1993: Work-at-Home; 1994: Report by the Working Group on the Status of Women, Study of Gender Differences in Written Annual Performance Reviews (APRs), Cross-Cultural training seminars and workshops; and 1995: Discrimination the Fund report, Work-at-Home policy Fundwide, Appointment of the Special Advisor Diversity and Expanded Mobility Program.





IV. Diversity and Inclusion

The Enhanced Diversity Action Plan redefined the Fund's diversity priorities and established numerical benchmark indicators for women, developing country nationals, and nationals of African, Middle Eastern, and European transition countries. This chapter focuses on these groups and reviews staff count, recruitment, and pipeline and career dynamics as reflected by promotions and time-in-grade. Diversity data currently available include gender and primary citizenship. Multiple citizenship data will be available in 2004 to provide a more accurate picture of staff diversity.

Table 1. Geographic¹ and Gender Benchmark Indicators, and Representation in Grades A9–B5

| | Staff Financial Quota | Staff Diversity Benchmarks ² % | Representation end-1999 % | Representation end-2003 % |
|--|-----------------------------|--|---------------------------------|---------------------------------|
| Africa | 4.1 | 8 | 5.7 | 5.4 |
| Asia | 18.0 | | 14.5 | 15.5 |
| Europe | 41.2 | | 34.1 | 34.5 |
| Middle East | 8.5 | 8 | 5.3 | 4.5 |
| Western Hemisphere | 28.0 | | 40.3 | 40.1 |
| Industrial countries | 59.2 | | 64.2 | 59.4 |
| Developing and Transition³ | 40.6 | 40 | 35.6 | 40.4 |
| Transition countries | | 8 | 3.4 | 6.1 |
| Women | | | | |
| All B-Level | | 20–25 | 11.9 | 15.4 |
| B-Level Economists | | 15–20 | 9.1 | 10.8 |
| B-Level Specialized Career Streams | | 35–40 | 22.4 | 33.8 |

Source: PeopleSoft HRMS

¹Countries in each continent are based on area department country groupings.

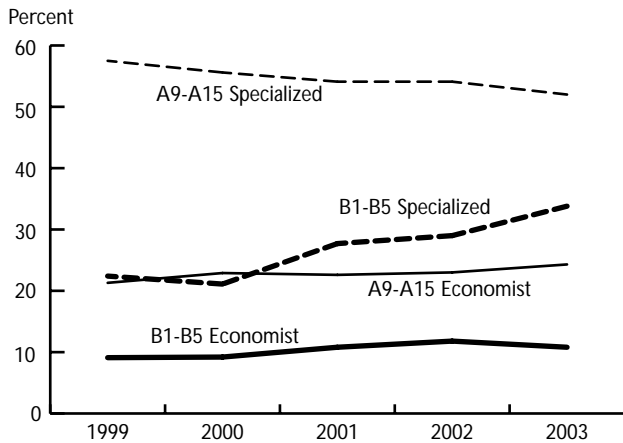
²The diversity benchmarks to be met by end of fiscal year 2008.

³Transition countries are: Albania, Armenia, Azerbaijan, Belarus, Bosnia & Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Georgia, Hungary, Kazakhstan, Kyrgyz Republic, Latvia, Lithuania, Macedonia (Former Yugoslav Rep.), Moldova, Poland, Romania, Russia, Serbia & Montenegro, Slovak Republic, Slovenia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.

The gender balance of Fund staff has improved gradually over time; in the B grades, the share of women increased from 11.9 percent five years ago to 15.4 percent in 2003 and in the A9–A15 grade group from 34.4 percent to 35.2 percent during the same period. Despite this progress, women's share in the economist career stream B level is only 10.8 percent, while in grades A9–A15 it is 24.3 percent. The recruitment of women economists, other than EPs, during the past five years has been disappointing, averaging 26.3 percent in grades A9–A15 and 11.8 percent in B grades. A significant increase has taken place in the specialized career streams' senior grades, however (Tables 2 and 7 in Attachments).

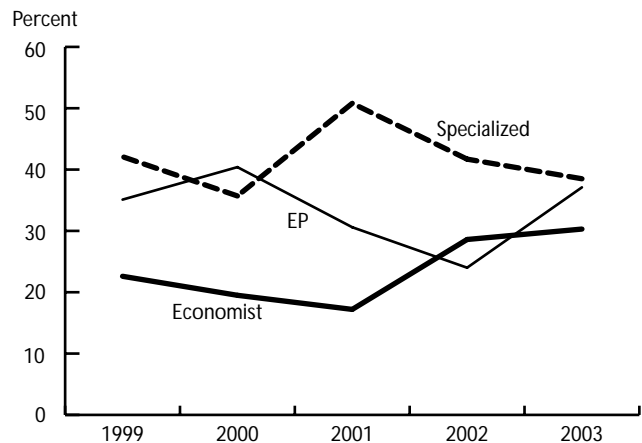


Figure 1. Share of Women by Career Stream and Grade Grouping, 1999–2003



Note: Indicator for all B-grades 20–25 percent; B-grade Economists 15–20 percent; B-grade Specialized Career Streams 35–40 percent.

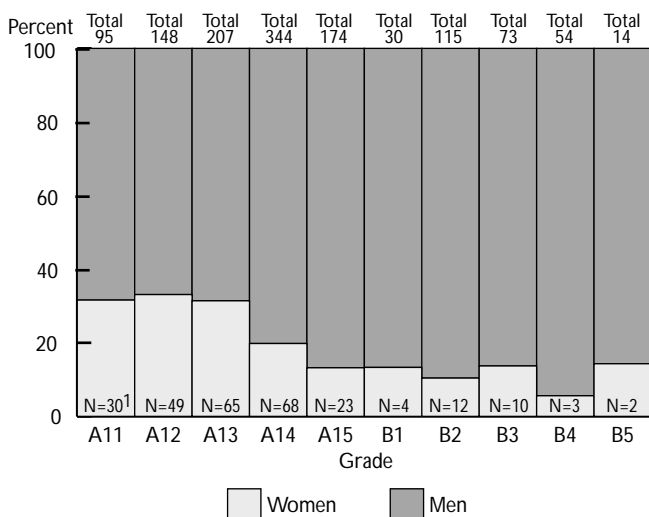
Figure 2. Recruitment of Women by Career Stream in Grade Group A9–A15, 1999–2003



Note: Indicator for A9–A15: Economists 30 percent; Specialized Career Streams 50 percent.

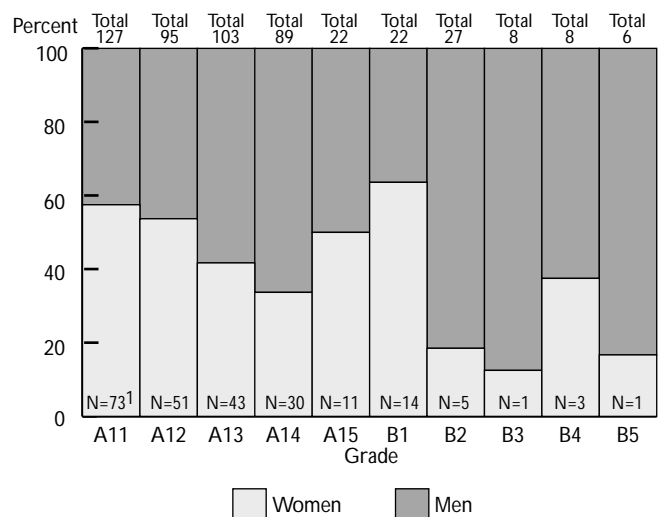
The career dynamics indicators paint an ambiguous picture of gender progress: women's promotion rates are higher and times-in-grade shorter than those of men and have been for several years, but the share of women economists in grades A15–B5 relative to all women economists is still very small and will remain so unless external recruitment of women is intensified (Tables 11 and 13 in Attachments).

Figure 3. Share of Women and Men in Grades A11–B5: Economists



¹N=Number of women in the grade.

Figure 4. Share of Women and Men in Grades A11–B5: Specialized Career Streams



¹N=Number of women in the grade.



The representation of developing countries in grades A9–A15 (40.6 percent) is at the level of the benchmark indicator (40 percent), but in B grades it is significantly lower (31.1 percent). Recruitment of developing country nationals has remained relatively lower than that of industrial country nationals. Developing country economists in grades A15–B5 comprise 29.3 percent of all developing country economists, compared to a 41.8 percent share for A15–B5

Figure 5. Share of Developing Country Nationals by Career Stream and Grade Grouping, 1999–2003

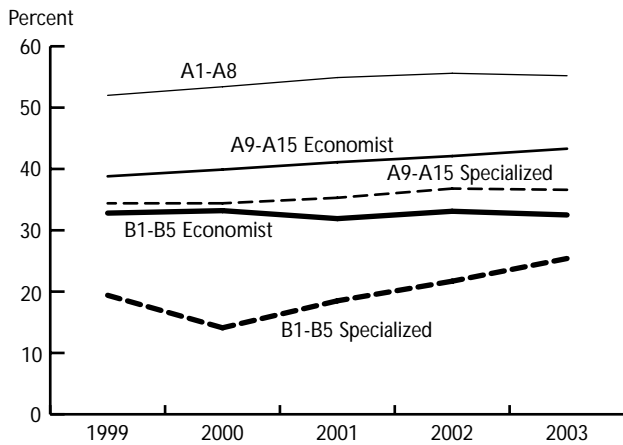


Figure 6. Recruitment of Developing Country Nationals by Career Stream in Grade Group A9–A15, 1999–2003

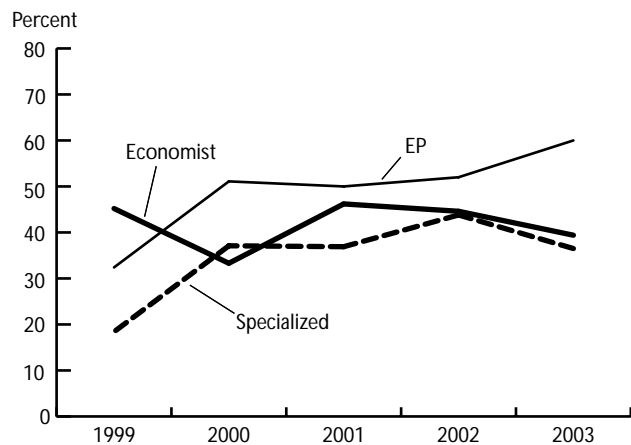
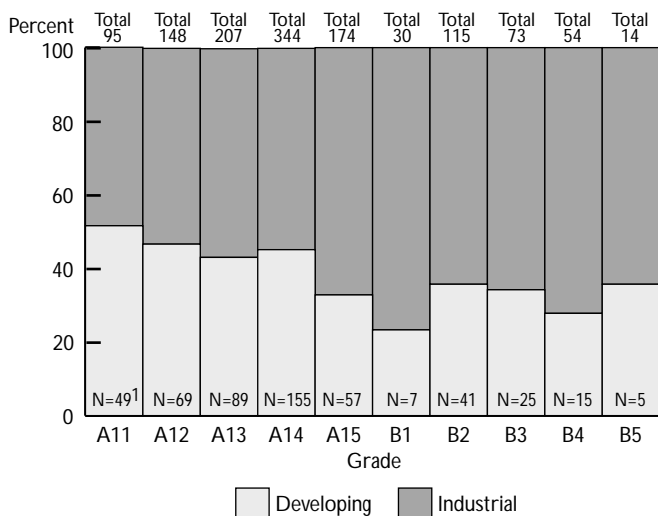
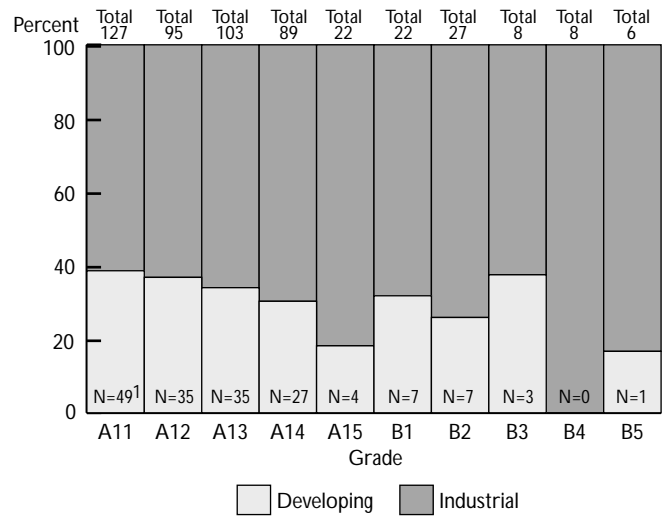


Figure 7. Share of Developing and Industrial Country Nationals in Grades A11–B5: Economists



¹N=Number of developing country nationals in the grade.

Figure 8. Share of Developing and Industrial Country Nationals in Grades A11–B5: Specialized Career Streams



¹N=Number of developing country nationals in the grade.

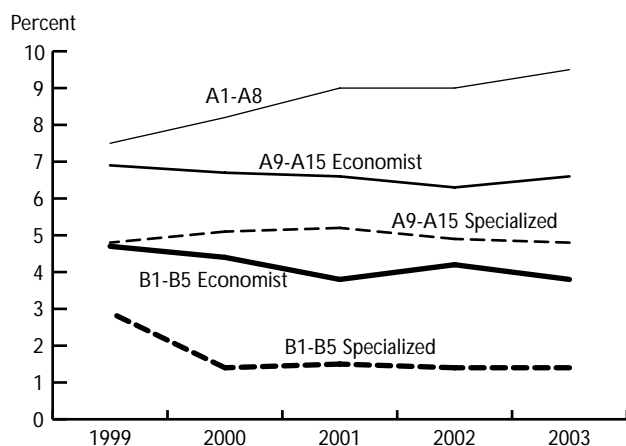


industrial country economists; the promotion rate is weaker for developing country staff. Encouragingly, however, the average time-in-grade in A14 and A15 has been shorter for developing country nationals for two years in a row (Tables 4 and 11 in Attachments).

A total of 176 African staff members are employed at the Fund (6.5 percent of all staff), but only 12 of those individuals (3.4 percent) are in the B grades. Over the past five years, African representation has dropped in the senior grades and only marginally improved in grades A9–A15. The cumulative recruitment of African staff during that period was slightly higher than the current stock, 6.9 percent in the economist career stream grades A9–A15 and 8.8 percent in the B grades. A major success in 2003 was the recruitment of three female African EPs. On an annual basis recruitment of African candidates varies and no consistent trend can be seen (Tables 1, 6, and 7 in Attachments).

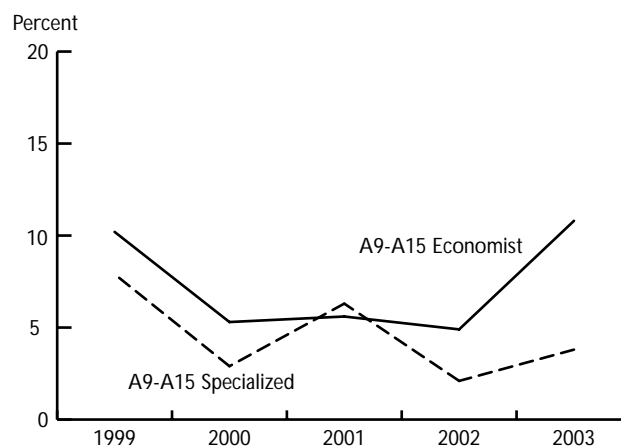
The career progress of African staff is a persistent concern. Their current grade profile reveals very limited pipelines for promotion and the share of African economists in grades A15–B5 is among the lowest of all regions. The average times-in-grade for African economists in A14 (4.3 years) and A15 (3.4 years) have shown some decline over the past year, but are still longer than for other regions.⁴ The promotion rate of African economists in all grade groups in 2003 was again lower than the Fund average (Tables 11 and 12 in Attachments).

Figure 9. Share of African Staff by Career Stream and Grade Grouping, 1999–2003



Note: Quota 4.1 percent; indicator 8 percent.

Figure 10. Recruitment of African Staff by Career Stream in Grade Group A9–A15, 1999–2003

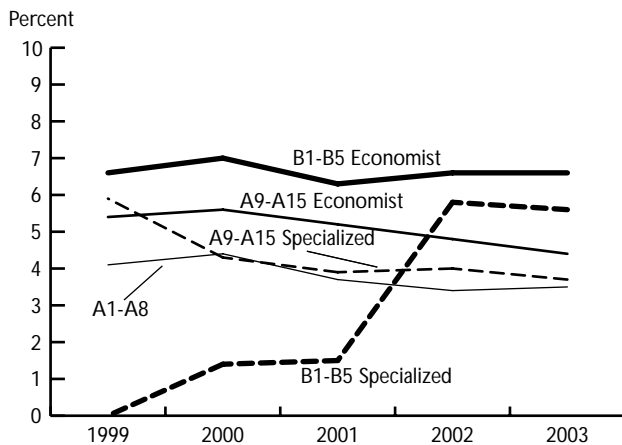


⁴The African average time-in-grade reflects higher variance than the respective indicator for other regions.



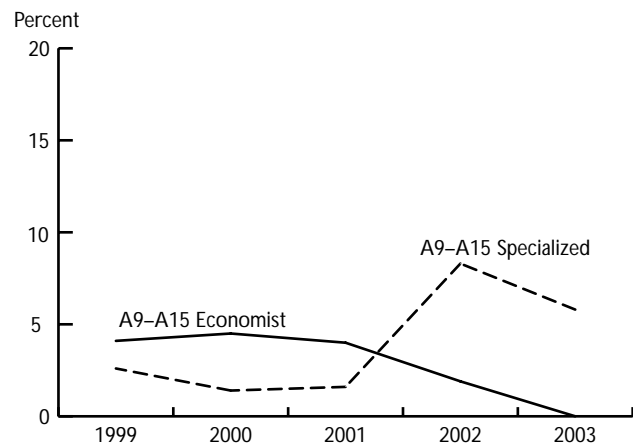
The Middle Eastern region is chronically underrepresented Fundwide, but the grade profile continues to indicate good career progress. The Fund currently employs 115 nationals of Middle Eastern countries (4.3 percent of all staff); 23 are B-level staff (6.4 percent of the total). Representation is stronger in the economist career stream than in the specialized ones. Recruitment of Middle Eastern staff in 2003 was unsuccessful, as it has been over the past five years. HRD faces increasing challenges in finding and attracting Middle Eastern candidates from universities in the United States, Europe, or elsewhere due to the limited supply and issues related to the location of the Fund (Tables 1, 6, and 7 in Attachments).

Figure 11. Share of Middle Eastern Staff by Career Stream and Grade Grouping, 1999–2003



Note: Quota 8.5 percent; indicator 8 percent.

Figure 12. Recruitment of Middle Eastern Staff by Career Stream in Grade Group A9–A15, 1999–2003



The career indicators for Middle Eastern staff are encouraging. The share of Middle Eastern economists in grades A15–B5 out of all Middle Eastern economists is 45.2 percent (Fund average 36.7 percent); the promotion rate for Middle Eastern staff was lower than the Fund average in grade groups A9–A12 and A13–A15 but higher in grades B1–B5; time-in-grade trends deteriorated in grades A14 and A15 in 2003 and were worse than the Fund average (Tables 11 and 12 in Attachments).

The representation of European transition country nationals has gradually increased, with 123 members from this region comprising 4.6 percent of total Fund staff, compared to the five-year benchmark indicator of 8 percent. In grades A9–A15, the share is 5.3 percent and in B grades, 0.8 percent. Representation is



higher in the economist career stream than in the specialized career streams. During the past five years, the Fund has hired 47 candidates from the region, constituting just 5.9 percent of all recruitment. None of these hires were in the B grades. The promotion rate for transition country nationals was slightly lower than the Fund average in the grade group A9–A12 but significantly higher than average in other grade groups. The share of transition country economists in grades A15–B5 is 8.1 percent; the time these staff members spent in grades A14 and A15 was shorter relative to other regions, indicating healthy career progress (Tables 1, 6a, 7, 11, and 12 in Attachments).

Table 2. Summary of Pipeline Indicators for Economists, 2003

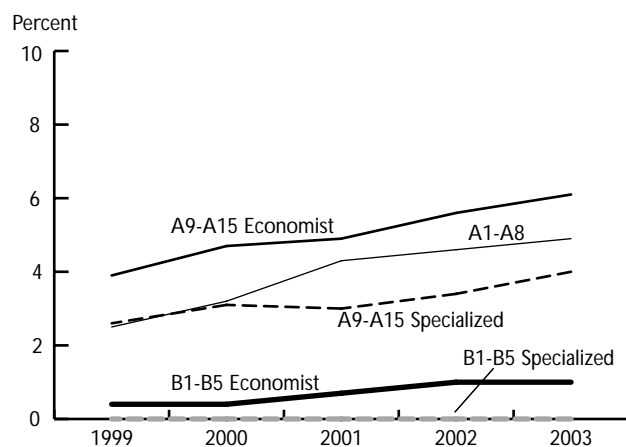
| Grade | Africa | Asia | Europe | Middle East | U.S. & Canada | Other Western Hem. | Total | Devel. Countries | Tran. Countries | Indust. Countries | Women | Men |
|--|--------|------|--------|-------------|---------------|--------------------|-------------|------------------|-----------------|-------------------|-------|------|
| Percent Staff in A15–B5 ¹ | 33.3 | 31.0 | 34.7 | 45.2 | 49.4 | 29.9 | 36.7 | 29.3 | 8.1 | 41.8 | 20.3 | 41.1 |
| Promotion Rate A9–A12 | 11.1 | 20.0 | 21.9 | 12.5 | 9.1 | 15.4 | 18.9 | 17.8 | 16.1 | 20.0 | 19.0 | 18.9 |
| Promotion Rate A13–A15 | 7.3 | 14.2 | 17.0 | 5.7 | 8.2 | 7.9 | 12.3 | 11.6 | 25.0 | 12.7 | 17.9 | 10.7 |
| Promotion Rate B1–B5 | 9.1 | 7.3 | 15.3 | 15.8 | 13.4 | 16.7 | 13.6 | 15.1 | 66.7 | 13.0 | 16.1 | 13.3 |
| Average time-in-grade A15 ² | 3.4 | 1.5 | 2.7 | 3.3 | 3.3 | 2.7 | 2.8 | 2.6 | 2.4 | 2.9 | 1.6 | 3.0 |
| Average time-in-grade A14 ² | 4.3 | 2.4 | 3.1 | 4.9 | 4.5 | 2.7 | 3.3 | 3.0 | 2.2 | 3.6 | 3.0 | 3.4 |

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

¹Total is staff at grades A11–B5.

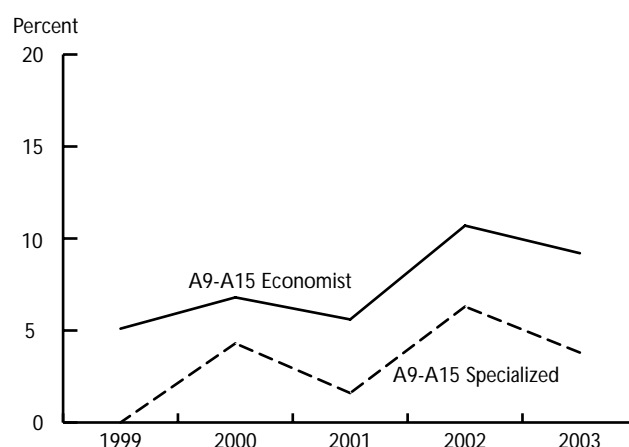
²Years time-in-grade.

Figure 13. Share of Transition Country Staff by Career Stream and Grade Grouping, 1999–2003



Note: Quota 7.5 percent; indicator 8 percent.

Figure 14. Recruitment of Transition Country Staff by Career Stream in Grade Group A9–A15, 1999–2003





What's Behind the Regional Aggregates?

- **Asia:** Indian staff comprise 28 percent of the Asian region's representation Fundwide; in the B grades, the Indian share is 46 percent.
- **Europe:** UK staff comprise 20 percent of Europe's representation Fundwide; in the B grades, the UK's share is 31 percent.
- **Middle East:** Pakistani staff comprise 23 percent of all Middle Eastern staff Fundwide; in the B grades, the Pakistani share is 39 percent.
- **Western Hemisphere:** US staff comprise 59 percent of all Western Hemisphere nationals Fundwide; in the B grades, the US share is 62 percent. Canada accounts for 7 percent and 11 percent, respectively.
- **Western Hemisphere, other than the US and Canada:** Peruvian staff comprise 18 percent of all staff from this region and Brazilian staff account for 13 percent. Argentinean staff make up 11 percent of this group's representation Fundwide, but 27 percent in the B grades.

Diversity results were also assessed by analyzing the inflow and outflow of staff in 2003. The table below presents 2003 statistics on recruitment and separation. As the table shows, the A9–A15 inflow was significantly higher than the outflow for developing countries; the same trend can be observed for women and nationals of African and transition countries. In the B grades only one developing country national was hired; no other B-level positions were filled by new hires from these underrepresented groups.

Table 3. Separations / Recruitment by Diversity Category,¹ CY 2003

| Category | Grade | Separations ² % | Recruitment ³ % |
|------------------------------|--------|-------------------------------|-------------------------------|
| Women | A9–A15 | 29.7 | 33.9 |
| | B1–B5 | 3.6 | 0 |
| Developing Countries | A9–A15 | 29.7 | 41.7 |
| | B1–B5 | 5.4 | 1 |
| African Region | A9–A15 | 6.3 | 7.1 |
| | B1–B5 | 0.9 | 0 |
| Middle Eastern Region | A9–A15 | 4.5 | 3 |
| | B1–B5 | 0.9 | 0 |
| Transition Countries | A9–A15 | 0.9 | 6 |
| | B1–B5 | 0 | 0 |

Source: Recruitment and Staffing Division.

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

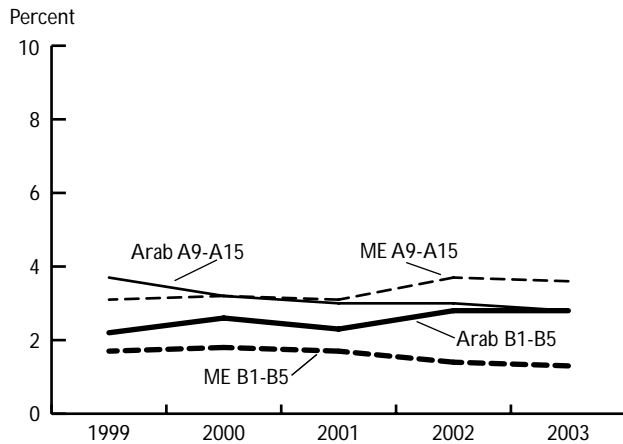
² Includes transfers to Separation Benefit Fund (SBF), transfers from staff to OED and IEO, and excludes staff leaving SBF.

³ Including transfers from OED and IEO to the staff.



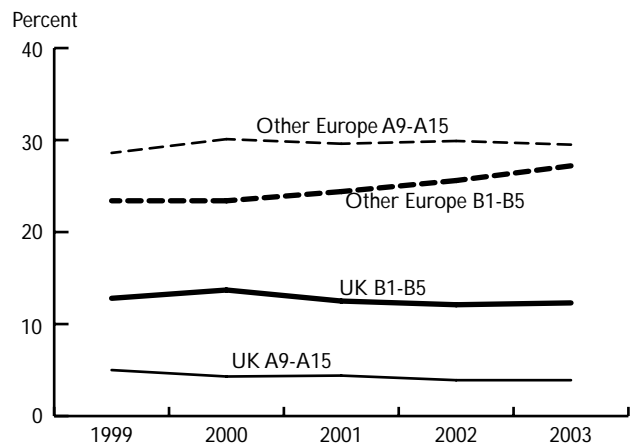
In addition to the Fund's diversity priority groups, the Diversity Advisor's Office selects various staff groups on a regular basis to respond to inquiries from staff, management, and Board members. The following graphs present findings on Arab, UK, selected Asian, and English-speaking countries (Tables 18, 19, 20, and 21 in Attachments).

Figure 15. Share of Arab and Other Middle Eastern (ME) Staff in Grades A9–A15 and B1–B5, 1999–2003



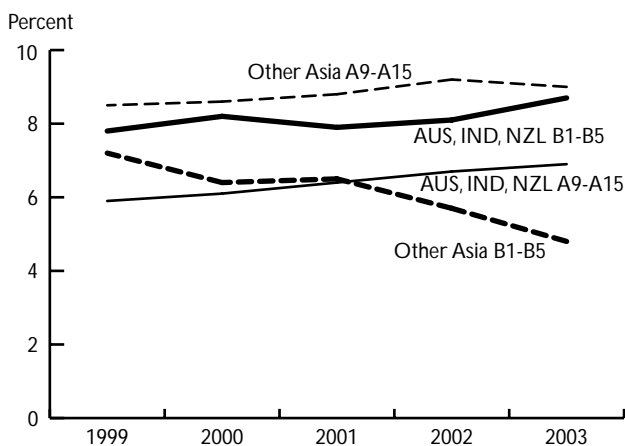
Note: Arab quota 7.3 percent; other ME quota 1.2 percent.

Figure 16. Share of UK and Other European Countries in Grades A9–A15 and B1–B5, 1999–2003



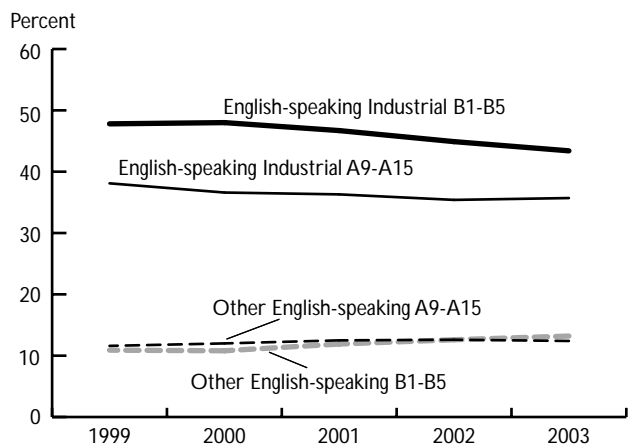
Note: UK quota 5 percent; other Europe quota 36.5 percent.

Figure 17. Share of Australia, India, and New Zealand (AUS, IND, and NZL) and Other Asian Countries in Grades A9–A15 and B1–B5, 1999–2003



Note: AUS, IND, and NZL quota 3.9 percent; other Asia quota 14.1 percent.

Figure 18. Share of Staff from English-speaking Industrial Countries¹ and Other English-speaking Countries² in Grades A9–A15 and B1–B5, 1999–2003



Note: English-speaking Industrial quota 27.8 percent; other English-speaking quota 0.5 percent.

¹English-speaking industrial countries include: Australia, Canada, Ireland, New Zealand, United Kingdom, and United States.

²Other English-speaking countries include: Antigua, Bangladesh, Barbados, Belize, Bermuda, Brunei, Bhutan, Botswana, Cayman Islands, Dominica, Eritrea, Ethiopia, Fiji, and Micronesia.

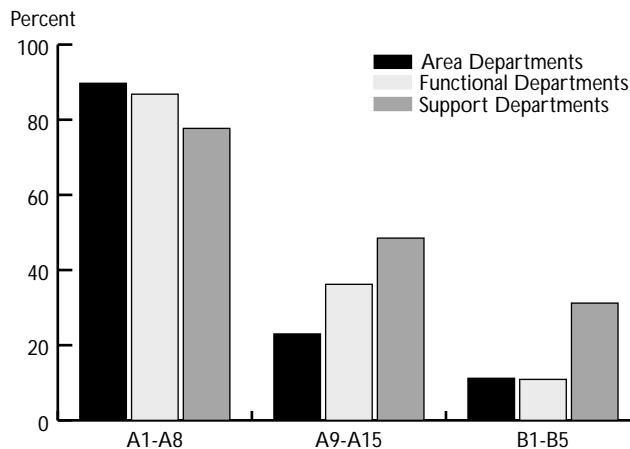


V. Diversity in Departments

This chapter draws from PeopleSoft data and qualitative information provided by SPMs for the Annual Diversity Report.

Women's representation in grades A9–B5 varies significantly depending on department type; support departments generally employ high shares of women, in contrast to economist departments, especially area departments, where shares continue to be low. In support departments, women's share of B-level staff ranges from 18.8 percent in the Office of the Managing Director (OMD) to 64.3 percent in HRD. Among economist departments, the Finance Department (FIN) and the Statistics Department (STA) are well above the Fund average (15.4 percent), whereas the International Capital Markets (ICM), Middle East and Central Asia (MCD), and Research (RES) departments are notable for their poor gender balance.⁵ In grades A9–A15, the highest shares of women are found in External Relations (EXR), HRD,⁶ and the IMF Institute (INS), all with over 50 percent, followed by FIN, ICM, the Legal Department (LEG), and OMD, with 40–50 percent each (Figures 19, 20, and 21; Table 14 in Attachments).

Figure 19. Share of Women by Department and Grade Grouping



The representation of developing countries follows a different pattern, being weakest in the support departments and strongest in the area departments. In B grades, INS with its 46.2 percent share of developing country nationals serves again as a model to many other departments; RES and STA have also done well in this area. On the other end of the spectrum are FIN, ICM, and LEG, each with

⁵RES improved its gender balance in the early months of 2004.

⁶Indeed, EXR and HRD should be watchful to ensure that a critical mass of male staff is maintained.



Figure 20. Share of A9–A15 Women by Department

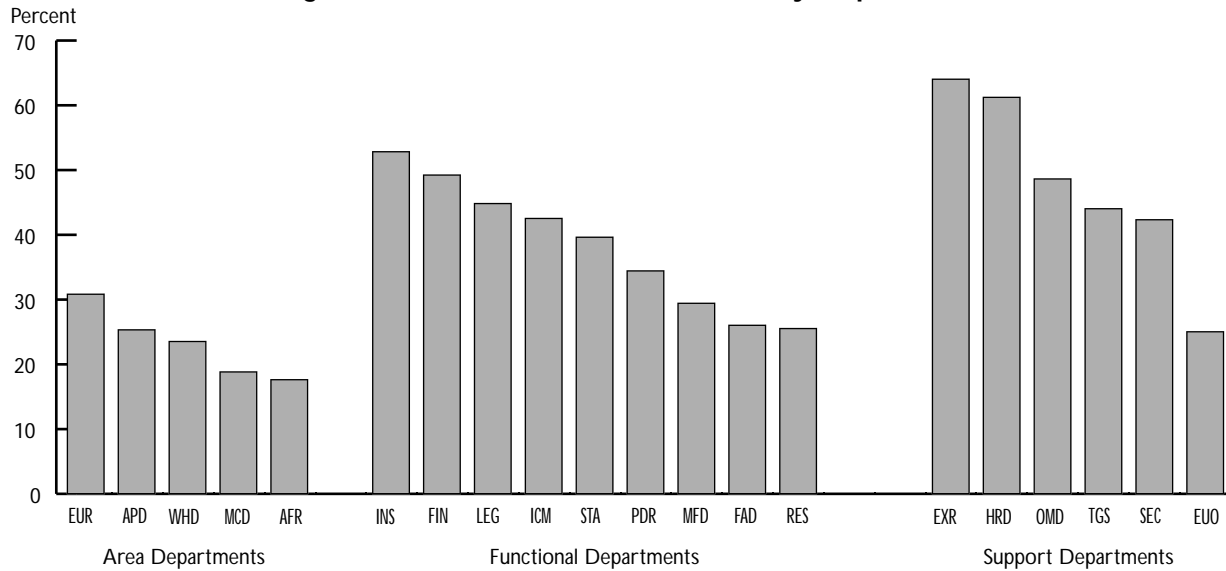
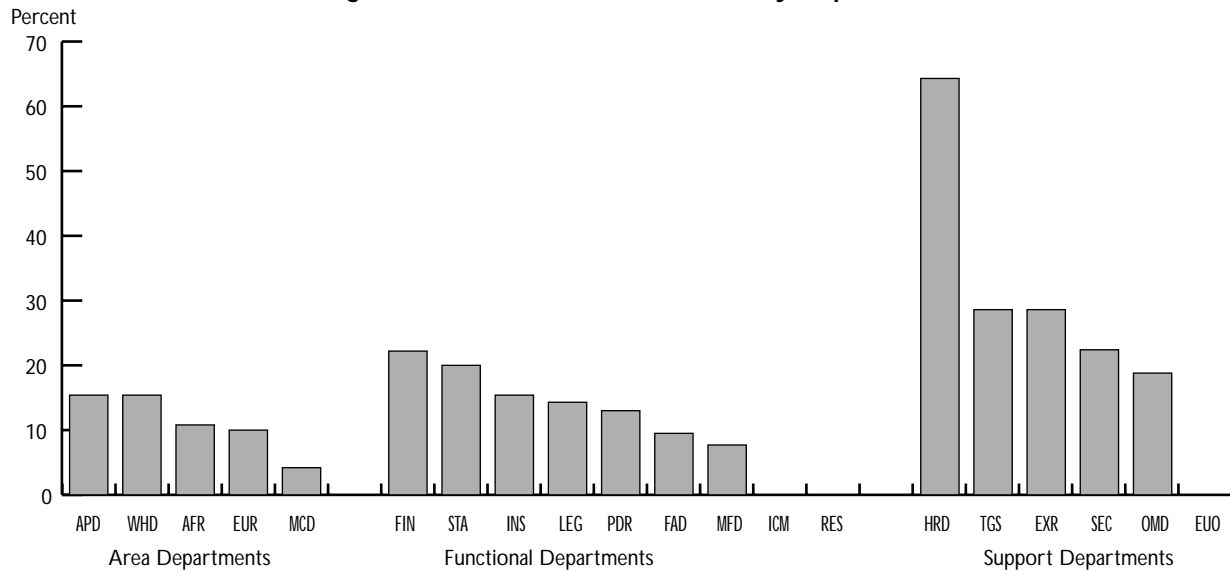


Figure 21. Share of B1–B5 Women by Department



Note: Indicator for Economists 15–20 percent; indicator for Specialized Career Streams 35–40 percent.

shares below 15 percent, far below the Fund benchmark indicator of 40 percent. In support departments, the Secretary's Department (SEC) alone exceeds the Fund average of 31.1 percent in the B grades. In support department grades A9–A15, only HRD has an appropriate balance between developing country and industrial country staff (Figures 22, 23, and 24; Table 15 in Attachments).



The highest concentration of African staff is in the African Department (AFR), where over 20 percent of both A9–A15 and B-level staff groups are African nationals. OMD, RES, and SEC have no African staff in grades A9 and above. Ten departments are not yet halfway to reaching the 8 percent benchmark indicator for A9–B5 staff (Table 16 in Attachments). The persistent concentration of African staff in AFR is in part a reflection of mobility problems that should be addressed by more effective arrangements.

Similarly, Middle Eastern nationals are concentrated in MCD, where 17.6 percent of A9–A15 staff and 29.2 percent of B-level staff are from the region. The Middle East is also well represented in OMD, whereas LEG does not have any Middle Eastern staff in grades A9 and above. Most departments have not yet reached half of the 8 percent benchmark indicator for Middle Eastern representation (Table 16 in Attachments).

European transition countries comprise a new priority in the Fund's diversity efforts; this report sets the baseline for reviewing this staff group's trends Fundwide and in departments. European transition country staff in grades A9–A15 are concentrated in the European Department (EUR) (15 percent), while in the B1–B5 grades the highest share is in MCD (4.2 percent). All departments except OMD currently employ transition country nationals (Table 16 in Attachments).

Figure 22. Share of Developing Country Nationals by Department Type and Grade Grouping

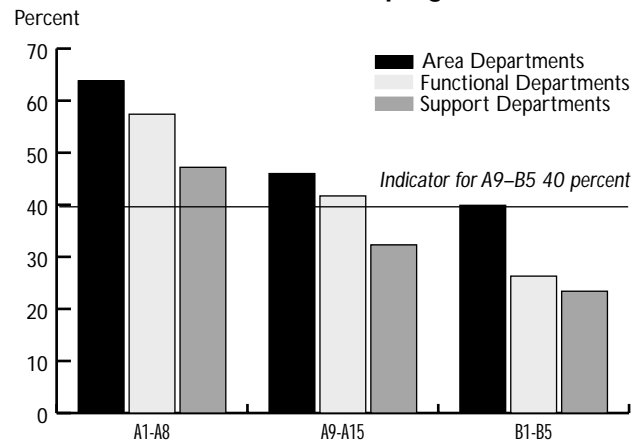
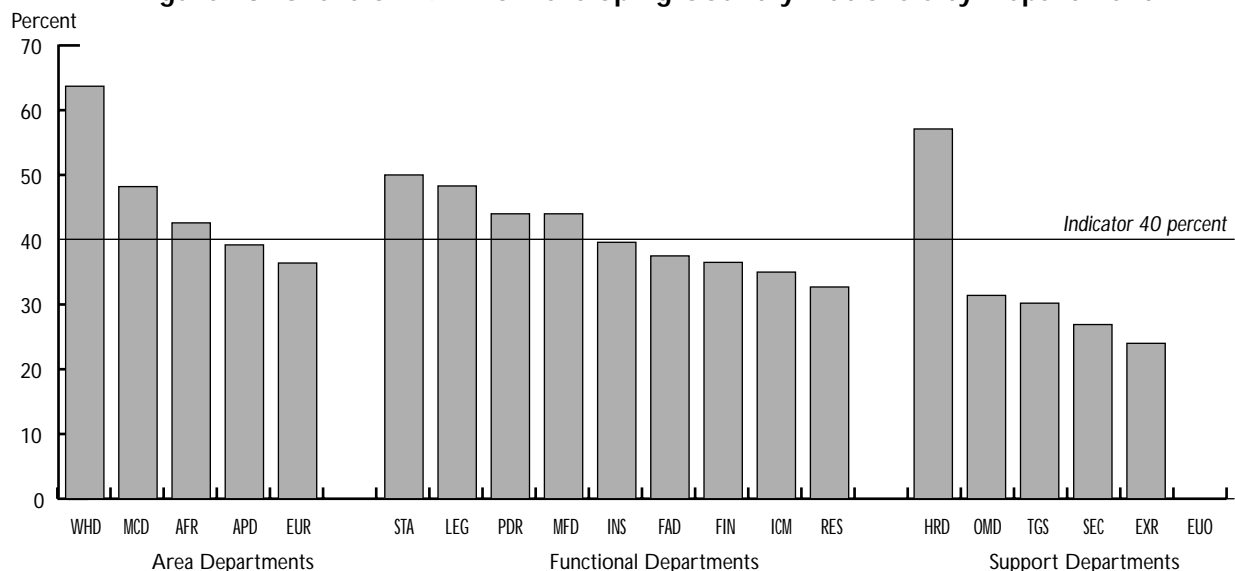
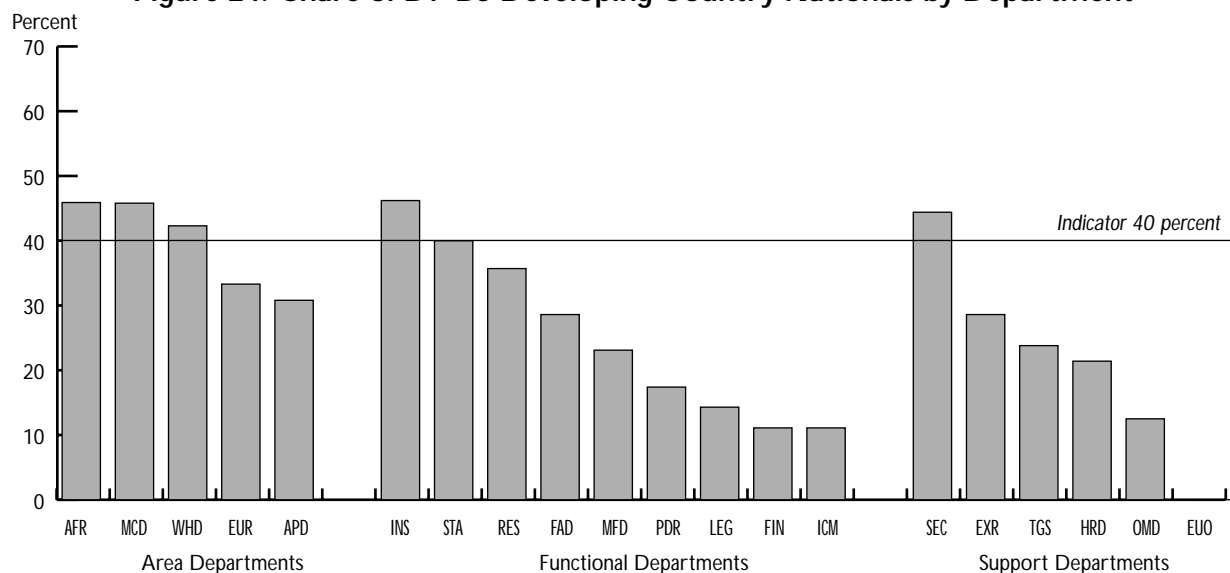


Figure 23. Share of A9–A15 Developing Country Nationals by Department



**Figure 24. Share of B1–B5 Developing Country Nationals by Department**

EXR, HRD, and STA should be complemented for improving gender and developing/industrial country balances simultaneously, a difficult task. SEC has also performed well, with developing country representation in B grades exceeding the 40 percent benchmark indicator; over the past five years, AFR, the Fiscal Affairs Department (FAD), INS, the Monetary and Financial Systems Department (MFD), OMD, and the Western Hemisphere Department (WHD) have improved their shares of women at the B level. INS continues to maintain a highly diverse staff, in line with past experience. Most other Fund departments have a long way to go to reach the Fund's diversity goals.

The Enhanced Diversity Action Plan sets expectations for departments in the following three areas: career development, recruitment, and work environment. These broad areas will be the focus for the next five years and will be reviewed in HRD's six-month progress reports to management. For the purposes of this annual report, departments were requested to provide information on the following diversity "best practices," which tie in to the priority areas listed above: mentoring, orientation of new staff, individual career planning, writing training and assistance, reward systems for mastering Fund-relevant languages other than English, and departmental dialogue regarding the Enhanced Diversity Action Plan and the Discrimination Policy.

The Enhanced Diversity Action Plan was issued in July 2003 but too many departments missed the opportunity to engage their staff with the Action Plan. Fifteen departments discussed the Action Plan among senior staff; a few departments encouraged division chiefs to discuss them with their staff; and some departments shared the document with staff in addition to the Fundwide distribution by HRD. Some departments met with staff in early 2004 to discuss the Action Plan and its implementation.



Engagement on the Discrimination Policy, also issued in July 2003, was not better. Seven departments discussed the policy among senior staff and only four with all staff; two departments distributed the document. Given the results of the Staff Survey concerning discrimination and harassment, these policies should have a high priority in departments, and communication should go much deeper than just introducing the documents; discussion should carefully probe the events and behaviors that seem to be discriminatory. The establishment of a new policy is an excellent opportunity to open a dialogue on these sensitive issues, which may otherwise be difficult to discuss. Electronic messages and formal meetings are not effective without personal communication between supervisors and their staff.

Most Fund departments have established mentoring programs for newcomers (18); prepared a Starter's Kit, which in some cases is also available on departmental websites (17); and offer various types of orientation programs that supplement the Fundwide program (14). Eleven departments employ an editor or use editorial expertise to help and/or train staff, and five departments offer writing training programs. Two departments recognize competency in Fund-relevant languages other than English in their performance assessments. The most recommended best practices are listed below; more information is available on the Fund's internal Diversity website. As the list indicates, most diversity best practices are normal staff-wide HR initiatives. However, they must be implemented with "mind and heart," with full awareness of diversity implications in order to be effective.

Departmental Best Practices

- Mentoring for newcomers by committed and trained staff
- Diversity Sensitivity Orientation Program
- Introducing newcomers to peers and supervisors
- SPM "new staff tea" and newcomers' corner on the website
- Starters' Kit, available on the intranet
- Writing training program and individual tutoring
- Writing standards and samples
- Transparent performance appraisal
- Frequent and regular face-to-face feedback on performance and other issues
- Clearly defined competencies for selection
- Diverse interview panels and well-trained interviewers
- Blind writing tests for selection
- Departmental and divisional meetings to discuss issues, initiate dialogue
- Acknowledgement of teams, celebration of accomplishments and successes



VI. *The Fund vs. Other International Institutions*

The Fund collaborates with other international institutions to benchmark and share best practices. The core agents in this collaboration are the international diversity advisors' network ORIGIN and the Working Group on Gender for the Multilateral Development Banks and the IMF. The groups prepare and submit annual reports on gender to the heads of the institutions and conduct surveys on various topics when planning policies and practices.

The findings indicate that the Fund is in the forefront in its formal diversity policies and practices, but that the organizational culture has not evolved simultaneously. The Fund's gender balance has improved over the past several years, but only slightly relative to other institutions. An encouraging feature of the Fund's experience has been its consistent upward trend in diversity progress, unlike some other institutions that have witnessed serious backlash after initial success.

Table 4. Gender Profile of Staff in International Organizations, end-2003

| Organization | Percent Female Staff | | | Total |
|--|----------------------|-------------------|---------|-------|
| | Management | Professional | Support | |
| UNICEF—United Nations (UN) Children's Fund | 36.1 | 46.0 | 48.9 | 47.4 |
| WFP—World Food Programme (1/01) | 31.0 | 36.0 | 44.0 | 42.9 |
| UN—UN Secretariat | 27.1 | 36.7 | 62.1 | 46.3 |
| IFAD—International Fund for Agricultural Development | 27.0 | 38.6 | 82.0 | 60.0 |
| WHO—World Health Organization | 25.8 | 36.2 | 59.0 | 47.7 |
| UNDP—UN Development Program (12/02) | 25.0 | 39.0 | | |
| World Bank | 24.4 ¹ | 47.0 | 84.9 | 52.5 |
| UNESCO—UN Educational, Scientific & Cultural Organization (1/04) | 22.2 | 48.2 | 64.5 | 55.4 |
| UNHCR—UN High Commissioner for Refugees ² | 21.4 | 43.0 | 42.0 | 42.0 |
| IOM—International Organization for Migration | 21.4 | 42.3 | 45.4 | 44.2 |
| European Parliament (3/04) | 21.2 | 42.4 | 60.4 | 52.4 |
| IDB—Inter-American Development Bank | 15.8 | 40.3 | 91.5 | 48.1 |
| European Commission | 15.7 | 32.6 | 60.5 | 46.4 |
| IMF—International Monetary Fund | 15.4 | 35.2 | 84.2 | 46.0 |
| Council of Europe (12/01) | 14.2 | 38.6 | 71.8 | 59.7 |
| OECD—Organisation for Economic Co-operation and Development | 12.5 | 34.0 | 78.0 | 53.0 |
| AfDB—African Development Bank | 12.2 | 23.5 | 55.1 | 34.8 |
| FAO—Food and Agriculture Organization of the United Nations (5/01) | 11.8 | 23.8 | 62.4 | 47.5 |
| EIB—European Investment Bank (4/04) | 9.7 | 35.1 | 84.4 | 48.5 |
| IAEA—International Atomic Energy Agency (12/02) | 9.4 | 19.4 | 60.9 | 41.8 |
| CGIAR—Consultative Group on International Agricultural Research (5/03) | 9.0 | 28.0 | 27.0 | 27.0 |
| WMO—World Meteorological Organization | 8.7 | 7.6 | 79.0 | 55.0 |
| OSCE—Organization for Security & Co-operation in Europe (9/03) | 8.0 | 26.0 | 44.0 | 38.0 |
| ADB—Asian Development Bank | 6.5 | 33.0 | 71.1 | 55.9 |
| European Space Agency | 1.9 | 11.2 | 74.8 | 25.6 |
| EBRD—European Bank for Reconstruction & Development (12/02) | | 34.1 ³ | 74.8 | 53.6 |
| GWP—Global Water Partnership | | 66.0 | 50.0 | 42.0 |

Sources: Organizational Gender Issues Network (ORIGIN) Member Fact Sheets 2003; MDB/IMF Working Group on Gender; UN Report of the Secretary General on the Improvement of the Status of Women in the UN System, 2002.

¹World Bank management grades GH+ are comparable to IMF grades A15+; IMF management grades are B1–B5.

²UNHCR: JPOs and Regular staff only. Short-term staff excluded.

³Includes management.



The most comprehensive comparisons can be made between the IMF and the World Bank Group (WBG); the data suggest that the World Bank has made better progress in improving its diversity profile. The representation of female, African,⁷ and developing country staff in managerial grades is higher, and the gap between lower and higher grades is smaller than in the Fund. This may be partly a result of the World Bank's broader professional and operational diversity, but institutional commitment to diversity and the organization's culture may also be factors.

Table 5. IMF and WBG Comparison

| IMF/WBG Category & Grade | IMF | WBG |
|---|------|------|
| Developing Country A11–A14/Part II GF-GG | 42.4 | 40.3 |
| Developing Country A15–B5/Part II GH+ | 30.8 | 35.2 |
| Developing Country A11–B5 /Part II GF+ | 38.7 | 38.7 |
| Women A11–A14/Women GF-GG | 33.9 | 40.1 |
| Women A15–B5/Women GH+ | 14.8 | 23.3 |
| Women A11–B5/Women GF+ | 28.0 | 34.8 |
| African A11–A14/Sub-Saharan African & Caribbean GF-GG | 5.7 | 8.0 |
| African A15–B5/SSA&CR GH+ | 4.4 | 7.5 |
| African A11–B5/SSA&CR GF+ | 5.5 | 7.9 |

Source: World Bank, *Evolving from Diversity to Inclusion in the World Bank Group*, November 18, 2003.

In 2003, ORIGIN conducted a survey on diversity benchmarks set by international and governmental institutions for recruitment, promotion, and staff representation. Eleven organizations provided the requested information. The benchmarks for women's share in professional and managerial grades range from 10 to 50 percent, and in top management the range is from 20 to 30 percent. The Bretton Woods institutions are the only ones that set benchmarks for nationality, while some other institutions cover ethnic minorities and people with disabilities. The Bretton Woods institutions, unlike other institutions, conduct regular monitoring of statistics and systematic follow-up after implementation of diversity policies; this has been done for years in the World Bank and the IMF. Three institutions indicated that they have deliberately decided not to set targets but rather provide strong recommendations to managers to promote gender balance.

Nine of the eleven institutions set guidelines for their managers and HR departments to discourage discrimination in career development, but the approaches differ widely. The IMF and the WBG review the organization's statistical diversity balance when making individual promotion decisions. In the case of equal merit and qualifications, the European Commission recommends that women be given priority and the Consultative Group on International Agricultural Research (CGIAR) provides model policies to its independent

⁷ In the World Bank this group also includes Caribbean staff.



centers to help them become aware of and address biases and discrimination. In the World Health Organization (WHO), special attention and systematic consideration is given to women in promotions to managerial positions. In 2002, ORIGIN compiled a best practice model for diversity management in international institutions, which is presented in Table 6.

Table 6. Best Practice Model for Diversity Management in International Institutions¹

| Best practice element | Strategic activities |
|---|--|
| 1. Committed senior leadership "walk the talk" through demonstrated, proactive and consistent engagement | A. Vision statement for diversity B. Values statement C. Business case with meaningful data linking diversity to organizational results D. Employee engagement: bottom-up through affinity groups; top-down through diversity councils reporting to a senior executive |
| 2. Clearly articulated goals integrated in the organization's business case | A. Definition of diversity in the organization and of an equitable and supportive workplace² B. Policy/policies C. Targets/benchmarks D. Clarity of relevant issues: quantitative and qualitative data on hiring, promotions, performance reviews, mobility/rotation, training, turnover (exit interviews), staff well-being |
| 3. Financial resources | A. Stable financial resource base for diversity office staff and activities B. Diversity councils and affinity groups C. Staff development and diversity training |
| 4. Accountability throughout the organization | A. Diversity competencies applied throughout the organization (recruitment and selection, performance reviews of managers, promotion, training) B. Departmental action plans C. Performance reviews of managers D. Rewards, recognition and sanctions defined with regard to departmental and individual managers' diversity efforts and results E. Monitoring, ongoing evaluation, and reassessment (includes diversity audits) F. Communicate results (from the top) |
| 5. Supportive environment (encourages action by the organization, helps external image) | A. Benchmarking (collaborate and compete with "partner" organizations) |

¹This framework was developed by ORIGIN, a network of international diversity advisors.

²Bold text indicates practices adopted by the Fund.



Conclusions

The Fund's HR policies have advanced significantly, placing the Fund at the forefront of international institutions' best practices. Bringing the minds and hearts of people along takes more time, however, and requires a strong belief in the value of diversity. At the current juncture, Fund staff need confirmation from top management that the institutional value of diversity is firmly grounded even if managers rotate; management's visible engagement and role modeling is especially crucial in times of change.

Improving diversity and inclusiveness is likely to become more difficult in the current environment of slow growth for the Fund, as competition for career advancement intensifies; larger numbers of qualified staff are seeking more limited promotion opportunities, expectations are not always met, and frustrations are increasing. In this atmosphere, it is easy for some staff to see diversity efforts and diverse candidates as factors contributing to their slow career progression. As tension grows, tolerance for diversity tends to decrease.

The Fund's Enhanced Diversity Action Plan, Discrimination Policy, and related policies emphasize managers' responsibility to foster diversity and inclusion, create a supportive and respectful work environment, and address undesirable behavior. Managers are expected to act as role models for more junior staff. But we should acknowledge that this is a big challenge for those who already have their hands full with daily operational work and heavy travel schedules. To manage diversity in a productive way, Fund managers need a clear business rationale for diversity, more training, and clearer incentives and rewards.

With its 2003 Staff Survey, the Fund became the first international institution to collect data on staff race and ethnic background. The primary purpose was to provide a richer picture of staff diversity. The Survey results are positive in many areas and indicate that the staff is very committed to the Fund and its work. However, the results also indicate problems in trust, inclusion, communication, harassment, and discrimination. These concerns have been raised by underrepresented staff groups in previous studies and discussion groups, but their voices have not been sufficiently taken into account. The Staff Survey data now make it possible to address the problems more effectively. Many of us, despite our highly educated and diverse backgrounds, must still overcome the collective illusion that we are beyond racism, sexism, and other forms of discrimination. It is necessary to acknowledge the many subtle forms of discrimination and take action. We all must ask ourselves: What could and should I do to ensure fair treatment and equal opportunities for everybody I'm working with?

Dialogue about mutual expectations is needed between supervisors and their subordinates. This dialogue cannot be delegated to HRD, the Staff Association Committee (SAC), or working groups; it is part of every manager's daily work. Fund staff are waiting for their voices to be heard and valued. The Staff Survey follow-up process offers a good chance for communication. In the process, it will be useful to listen to our own language: phrases such as "promoting diversity *while not*



compromising quality,” and “recruiting more *qualified* underrepresented staff” reveal thinking patterns that hurt underrepresented staff and reinforce stereotypes. Staff diversity is an institutional strength and should be a goal for us all.

Diversity numbers do not yet reflect the high level of effort on the policy front. The share of women and developing country staff, especially African staff, in the B grades is still low and recruitment results have been disappointing. More external recruitment is needed to increase the pace of progress. RSD is working at the outer limits of its resources. The Fund’s image, current tensions in the United States related to the war on terrorism, spouse employment problems, Fund workloads, and increasingly limited career opportunities add to recruitment difficulties. Including diversity in the formal criteria set for selection would more clearly validate its status in recruitment.

The Fund’s diversity and inclusion goals can only be met within an appropriate infrastructure. The Executive Board discussion on diversity in 2003 raised concerns about insufficient budgetary resources for the Diversity Advisor’s office. HRD is also stretching its budget to meet diversity goals. These needs were not taken into account in the 2005 budget decisions. Diversity studies and regular reviews must be developed. Market analyses, special skills and instruments, and long-term contact-building are needed for recruitment from non-traditional pools. The need for more sufficient diversity training, mentoring, and individual coaching outweighs available resources. Diversity-specific analyses of Staff Survey results and regular reviews of grade and salary equity add to HRD’s regular work. To accomplish these goals, the infrastructure must be strengthened, requiring more resources, incentives, accountability, and consequences.



Attachments



Table 1. Staff by Region, Gender, Career Stream, and Grade Grouping

(as of 12/31/2003)

| Region | Country Quota % | Economists | | | | | | Specialized Career Streams | | | | | | Total | | | | | | | | | |
|------------------------------------|-----------------|------------|--------------|------------|--------------|--------------|--------------|----------------------------|--------------|------------|--------------|-----------|--------------|--------------|--------------|------------|--------------|--------------|--------------|------------|--------------|--------------|--------------|
| | | A9-A15 | | B1-B5 | | Total | | A1-A8 | | A9-A15 | | B1-B5 | | A1-A8 | | A9-A15 | | B1-B5 | | Total | | | |
| | | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | | |
| Africa | 4.1 | 64 | 6.6 | 11 | 3.8 | 75 | 6.0 | 70 | 9.5 | 30 | 4.8 | 1 | 1.4 | 101 | 7.0 | 70 | 9.5 | 94 | 5.9 | 12 | 3.4 | 176 | 6.5 |
| Sub-Saharan Countries ¹ | 4.1 | 61 | 6.3 | 11 | 3.8 | 72 | 5.7 | 66 | 8.9 | 28 | 4.5 | 1 | 1.4 | 95 | 6.6 | 66 | 8.9 | 89 | 5.6 | 12 | 3.4 | 167 | 6.2 |
| Other Africa | 0.1 | 3 | 0.3 | 0 | 0.0 | 3 | 0.2 | 4 | 0.5 | 2 | 0.3 | 0 | 0.0 | 6 | 0.4 | 4 | 0.5 | 5 | 0.3 | 0 | 0.0 | 9 | 0.3 |
| Asia | 18.0 | 156 | 16.1 | 41 | 14.3 | 197 | 15.7 | 141 | 19.1 | 98 | 15.6 | 7 | 9.9 | 246 | 17.1 | 141 | 19.1 | 254 | 15.9 | 48 | 13.4 | 443 | 16.5 |
| Australia & New Zealand | 1.9 | 31 | 3.2 | 8 | 2.8 | 39 | 3.1 | 11 | 1.5 | 11 | 1.7 | 1 | 1.4 | 23 | 1.6 | 11 | 1.5 | 42 | 2.6 | 9 | 2.5 | 62 | 2.3 |
| India | 2.0 | 37 | 3.8 | 18 | 6.3 | 55 | 4.4 | 32 | 4.3 | 32 | 5.1 | 4 | 5.6 | 68 | 4.7 | 32 | 4.3 | 69 | 4.3 | 22 | 6.2 | 123 | 4.6 |
| Japan | 6.3 | 21 | 2.2 | 6 | 2.1 | 27 | 2.2 | 5 | 0.7 | 3 | 0.5 | 0 | 0.0 | 8 | 0.6 | 5 | 0.7 | 24 | 1.5 | 6 | 1.7 | 35 | 1.3 |
| Other Asia | 7.8 | 67 | 6.9 | 9 | 3.1 | 76 | 6.1 | 93 | 12.6 | 52 | 8.3 | 2 | 2.8 | 147 | 10.2 | 93 | 12.6 | 119 | 7.5 | 11 | 3.1 | 223 | 8.3 |
| Europe | 41.5 | 410 | 42.4 | 118 | 41.3 | 528 | 42.1 | 146 | 19.8 | 123 | 19.6 | 23 | 32.4 | 292 | 20.3 | 146 | 19.8 | 533 | 33.4 | 141 | 39.5 | 820 | 30.4 |
| France | 5.0 | 50 | 5.2 | 13 | 4.5 | 63 | 5.0 | 20 | 2.7 | 18 | 2.9 | 5 | 7.0 | 43 | 3.0 | 20 | 2.7 | 68 | 4.3 | 18 | 5.0 | 106 | 3.9 |
| Germany | 6.1 | 64 | 6.6 | 18 | 6.3 | 82 | 6.5 | 5 | 0.7 | 13 | 2.1 | 2 | 2.8 | 20 | 1.4 | 5 | 0.7 | 77 | 4.8 | 20 | 5.6 | 102 | 3.8 |
| U.K. | 5.0 | 40 | 4.1 | 35 | 12.2 | 75 | 6.0 | 55 | 7.4 | 22 | 3.5 | 9 | 12.7 | 86 | 6.0 | 55 | 7.4 | 62 | 3.9 | 44 | 12.3 | 161 | 6.0 |
| Russia and countries of the FSU | 4.5 | 29 | 3.0 | 0 | 0.0 | 29 | 2.3 | 17 | 2.3 | 17 | 2.7 | 0 | 0.0 | 34 | 2.4 | 17 | 2.3 | 46 | 2.9 | 0 | 0.0 | 63 | 2.3 |
| East Europe and Baltic countries | 3.1 | 30 | 3.1 | 3 | 1.0 | 33 | 2.6 | 19 | 2.6 | 8 | 1.3 | 0 | 0.0 | 27 | 1.9 | 19 | 2.6 | 38 | 2.4 | 3 | 0.8 | 60 | 2.2 |
| Other Europe | 17.7 | 197 | 20.4 | 49 | 17.1 | 246 | 19.6 | 30 | 4.1 | 45 | 7.2 | 7 | 9.9 | 82 | 5.7 | 30 | 4.1 | 242 | 15.2 | 56 | 15.7 | 328 | 12.2 |
| Middle East | 8.5 | 43 | 4.4 | 19 | 6.6 | 62 | 4.9 | 26 | 3.5 | 23 | 3.7 | 4 | 5.6 | 53 | 3.7 | 26 | 3.5 | 66 | 4.1 | 23 | 6.4 | 115 | 4.3 |
| Saudi-Arabia | 3.3 | 1 | 0.1 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 1 | 0.2 | 0 | 0.0 | 1 | 0.1 | 0 | 0.0 | 2 | 0.1 | 0 | 0.0 | 2 | 0.1 |
| Other Arab countries ² | 4.0 | 31 | 3.2 | 8 | 2.8 | 39 | 3.1 | 15 | 2.0 | 12 | 1.9 | 2 | 2.8 | 29 | 2.0 | 15 | 2.0 | 43 | 2.7 | 10 | 2.8 | 68 | 2.5 |
| Other Middle East | 1.2 | 11 | 1.1 | 11 | 3.8 | 22 | 1.8 | 11 | 1.5 | 10 | 1.6 | 2 | 2.8 | 23 | 1.6 | 11 | 1.5 | 21 | 1.3 | 13 | 3.6 | 45 | 1.7 |
| US and Canada | 20.4 | 168 | 17.4 | 67 | 23.4 | 235 | 18.7 | 208 | 28.1 | 290 | 46.1 | 29 | 40.8 | 527 | 36.6 | 208 | 28.1 | 458 | 28.7 | 96 | 26.9 | 762 | 28.3 |
| US | 17.5 | 132 | 13.6 | 57 | 19.9 | 189 | 15.1 | 195 | 26.4 | 266 | 42.3 | 25 | 35.2 | 486 | 33.8 | 195 | 26.4 | 398 | 24.9 | 82 | 23.0 | 675 | 25.1 |
| Canada | 3.0 | 36 | 3.7 | 10 | 3.5 | 46 | 3.7 | 13 | 1.8 | 24 | 3.8 | 4 | 5.6 | 41 | 2.8 | 13 | 1.8 | 60 | 3.8 | 14 | 3.9 | 87 | 3.2 |
| Other Western Hemisphere | 7.5 | 127 | 13.1 | 30 | 10.5 | 157 | 12.5 | 148 | 20.0 | 65 | 10.3 | 7 | 9.9 | 220 | 15.3 | 148 | 20.0 | 192 | 12.0 | 37 | 10.4 | 377 | 14.0 |
| Total | 100.0 | 968 | 100.0 | 286 | 100.0 | 1,254 | 100.0 | 739 | 100.0 | 629 | 100.0 | 71 | 100.0 | 1,439 | 100.0 | 739 | 100.0 | 1,597 | 100.0 | 357 | 100.0 | 2,693 | 100.0 |
| Developing Countries ³ | 38.7 | 419 | 43.3 | 93 | 32.5 | 512 | 40.8 | 408 | 55.2 | 230 | 36.6 | 18 | 25.4 | 656 | 45.6 | 408 | 55.2 | 649 | 40.6 | 111 | 31.1 | 1,168 | 43.4 |
| Transition Countries ⁴ | 7.5 | 59 | 6.1 | 3 | 1.0 | 62 | 4.9 | 36 | 4.9 | 25 | 4.0 | 0 | 0.0 | 61 | 4.2 | 36 | 4.9 | 84 | 5.3 | 3 | 0.8 | 123 | 4.6 |
| Industrial Countries | 61.3 | 549 | 56.7 | 193 | 67.5 | 742 | 59.2 | 331 | 44.8 | 399 | 63.4 | 53 | 74.6 | 783 | 54.4 | 331 | 44.8 | 948 | 59.4 | 246 | 68.9 | 1,525 | 56.6 |
| Women | | 235 | 24.3 | 31 | 10.8 | 266 | 21.2 | 622 | 84.2 | 327 | 52.0 | 24 | 33.8 | 973 | 67.6 | 622 | 84.2 | 562 | 35.2 | 55 | 15.4 | 1,239 | 46.0 |
| Men | | 733 | 75.7 | 255 | 89.2 | 988 | 78.8 | 117 | 15.8 | 302 | 48.0 | 47 | 66.2 | 466 | 32.4 | 117 | 15.8 | 1,035 | 64.8 | 302 | 84.6 | 1,454 | 54.0 |

Source: PeopleSoft HRMS; Report ID: DAR_007.

¹Sub-Saharan countries include: Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Republic of Congo, Democratic Republic of Congo (Zaire), Cote d'Ivoire, Equatorial Guinea, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome, Senegal, Seychelles, Sierra Leone, South Africa, Swaziland, Tanzania, Togo, Uganda, Zambia, Zimbabwe. Not included are Djibouti, Mauritania, Somalia, and Sudan; they are listed under Middle East Region.

²Other Arab countries include members of the League of Arab States other than Saudi Arabia: Algeria, Bahrain, Comoros, Djibouti, Arab Republic of Egypt, Iraq, Jordan, Kuwait, Lebanon, Socialist People's Libyan Arab Jamahiriya, Mauritania, Morocco, Oman, Palestine, Qatar, Somalia, Sudan, Syrian Arab Republic, Tunisia, United Arab Emirates, Republic of Yemen.

³Developing countries include: Islamic State of Afghanistan, Albania, Algeria, Angola, Antigua and Barbuda, Argentina, Armenia, Azerbaijan, The Bahamas, Bahrain, Bangladesh, Barbados, Belarus, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei Darussalam, Bulgaria, Burkina Faso, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chad, Chile, China, Colombia, Comoros, Dem Rep of Congo, Republic of Congo, Costa Rica, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Djibouti, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Fiji, Gabon, The Gambia, Georgia, Ghana, Grenada, Guatemala, Guinea, Guinea-Bissau, Guyana, Haiti, Honduras, Hungary, India, Indonesia, Islamic Rep of Iran, Iraq, Israel, Jamaica, Jordan, Kazakhstan, Kenya, Kiribati, Kuwait, Korea, Kyrgyz Republic, Lao People's Dem. Rep., Latvia, Lebanon, Lesotho, Liberia, Libya, Lithuania, former Yugoslav Rep. of Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Malta, Republic of the Marshall Islands, Mauritania, Mauritius, Mexico, Federated States of Micronesia, Moldova, Mongolia, Morocco, Mozambique, Myanmar, Namibia, Nepal, Nicaragua, Niger, Nigeria, Oman, Pakistan, Palau, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Qatar, Romania, Russia, Rwanda, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Samoa, San Marino, Sao Tome and Principe, Saudi Arabia, Senegal, Serbia and Montenegro, Seychelles, Sierra Leone, Singapore, Slovak Republic, Slovenia, Solomon Islands, Somalia, South Africa, Sri Lanka, Sudan, Suriname, Swaziland, Syrian Arab Republic, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tonga, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Republic of Yemen, Zambia, Zimbabwe.

⁴Transition countries include: Albania, Armenia, Azerbaijan, Belarus, Bosnia & Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Georgia, Hungary, Kazakhstan, Kyrgyz Republic, Latvia, Lithuania, Macedonia (Former Yugoslav Rep.), Moldova, Mongolia, Poland, Romania, Russia, Serbia & Montenegro, Slovak Republic, Slovenia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.





Table 2. Share of Women and Men by Career Stream and Grade Grouping

| | A1-A8 | | | | A9-A15 | | | | B1-B5 | | | | Total | | | |
|-----------------------------------|-------|------|-----|------|--------|------|-------|------|-------|------|-----|------|-------|------|-------|------|
| | Women | | Men | | Women | | Men | | Women | | Men | | Women | | Men | |
| | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| Economists | | | | | | | | | | | | | | | | |
| 2003 | — | — | — | — | 235 | 24.3 | 733 | 75.7 | 31 | 10.8 | 255 | 89.2 | 266 | 21.2 | 988 | 78.8 |
| 2002 | — | — | — | — | 222 | 23.0 | 745 | 77.0 | 34 | 11.8 | 253 | 88.2 | 256 | 20.4 | 998 | 79.6 |
| 2001 | — | — | — | — | 211 | 22.6 | 723 | 77.4 | 31 | 10.8 | 257 | 89.2 | 242 | 19.8 | 980 | 80.2 |
| 2000 | — | — | — | — | 200 | 22.9 | 675 | 77.1 | 25 | 9.2 | 246 | 90.8 | 225 | 19.6 | 921 | 80.4 |
| 1999 | — | — | — | — | 173 | 21.3 | 638 | 78.7 | 23 | 9.1 | 230 | 90.9 | 196 | 18.4 | 868 | 81.6 |
| Specialized Career Streams | | | | | | | | | | | | | | | | |
| 2003 | 622 | 84.2 | 117 | 15.8 | 327 | 52.0 | 302 | 48.0 | 24 | 33.8 | 47 | 66.2 | 973 | 67.6 | 466 | 32.4 |
| 2002 | 645 | 84.5 | 118 | 15.5 | 322 | 54.1 | 273 | 45.9 | 20 | 29.0 | 49 | 71.0 | 987 | 69.2 | 440 | 30.8 |
| 2001 | 662 | 84.1 | 125 | 15.9 | 302 | 54.1 | 256 | 45.9 | 18 | 27.7 | 47 | 72.3 | 982 | 69.6 | 428 | 30.4 |
| 2000 | 619 | 84.9 | 110 | 15.1 | 283 | 55.6 | 226 | 44.4 | 15 | 21.1 | 56 | 78.9 | 917 | 70.1 | 392 | 29.9 |
| 1999 | 585 | 85.5 | 99 | 14.5 | 263 | 57.5 | 194 | 42.5 | 15 | 22.4 | 52 | 77.6 | 863 | 71.4 | 345 | 28.6 |
| Total | | | | | | | | | | | | | | | | |
| 2003 | 622 | 84.2 | 117 | 15.8 | 562 | 35.2 | 1,035 | 64.8 | 55 | 15.4 | 302 | 84.6 | 1,239 | 46.0 | 1,454 | 54.0 |
| 2002 | 645 | 84.5 | 118 | 15.5 | 544 | 34.8 | 1,018 | 65.2 | 54 | 15.2 | 302 | 84.8 | 1,243 | 46.4 | 1,438 | 53.6 |
| 2001 | 662 | 84.1 | 125 | 15.9 | 513 | 34.4 | 979 | 65.6 | 49 | 13.9 | 304 | 86.1 | 1,224 | 46.5 | 1,408 | 53.5 |
| 2000 | 619 | 84.9 | 110 | 15.1 | 483 | 34.9 | 901 | 65.1 | 40 | 11.7 | 302 | 88.3 | 1,142 | 46.5 | 1,313 | 53.5 |
| 1999 | 585 | 85.5 | 99 | 14.5 | 436 | 34.4 | 832 | 65.6 | 38 | 11.9 | 282 | 88.1 | 1,059 | 46.6 | 1,213 | 53.4 |

Source: PeopleSoft HRMS; Report ID: DAR_8N9.

Table 3. Recruitment of Women by Career Stream and Grade Grouping

| | A1-A8 | | | A9-A15 | | | B1-B5 | | |
|-----------------------------------|-------|-------|------|--------|-------|------|-------|-------|------|
| | # | Total | % | # | Total | % | # | Total | % |
| EPs | | | | | | | | | |
| 2003 | | | | 13 | 35 | 37.1 | | | |
| 2002 | | | | 12 | 50 | 24.0 | | | |
| 2001 | | | | 11 | 36 | 30.6 | | | |
| 2000 | | | | 19 | 47 | 40.4 | | | |
| 1999 | | | | 13 | 37 | 35.1 | | | |
| Total 1999-2003 | | | | 68 | 205 | 33.2 | | | |
| Economists | | | | | | | | | |
| 2003 | | | | 10 | 33 | 30.3 | 0 | 6 | 0.0 |
| 2002 | | | | 16 | 56 | 28.6 | 1 | 4 | 25.0 |
| 2001 | | | | 16 | 93 | 17.2 | 2 | 12 | 16.7 |
| 2000 | | | | 17 | 87 | 19.5 | 1 | 7 | 14.3 |
| 1999 | | | | 14 | 62 | 22.6 | 0 | 5 | 0.0 |
| Total 1999-2003 | | | | 73 | 331 | 22.1 | 4 | 34 | 11.8 |
| Specialized Career Streams | | | | | | | | | |
| 2003 | 29 | 48 | 60.4 | 20 | 52 | 38.5 | 0 | 1 | 0.0 |
| 2002 | 38 | 51 | 74.5 | 20 | 48 | 41.7 | 1 | 5 | 20.0 |
| 2001 | 90 | 124 | 72.6 | 33 | 65 | 50.8 | 0 | 1 | 0.0 |
| 2000 | 78 | 98 | 79.6 | 25 | 70 | 35.7 | 1 | 3 | 33.3 |
| 1999 | 57 | 73 | 78.1 | 16 | 38 | 42.1 | 1 | 3 | 33.3 |
| Total 1999-2003 | 292 | 394 | 74.1 | 114 | 273 | 41.8 | 3 | 13 | 23.1 |
| All | | | | | | | | | |
| 2003 | 29 | 48 | 60.4 | 43 | 120 | 35.8 | 0 | 7 | 0.0 |
| 2002 | 38 | 51 | 74.5 | 48 | 154 | 31.2 | 2 | 9 | 22.2 |
| 2001 | 90 | 124 | 72.6 | 60 | 194 | 30.9 | 2 | 13 | 15.4 |
| 2000 | 78 | 98 | 79.6 | 61 | 204 | 29.9 | 2 | 10 | 20.0 |
| 1999 | 57 | 73 | 78.1 | 43 | 137 | 31.4 | 1 | 8 | 12.5 |
| Total 1999-2003 | 292 | 394 | 74.1 | 255 | 809 | 31.5 | 7 | 47 | 14.9 |

Source: PeopleSoft HRMS; Report ID: DAR_1213.



Table 4. Share of Staff from Developing/Industrial Countries by Career Stream and Grade Grouping
(as of 12/31/2003)

| | A1-A8 | | A9-A15 | | | | B1-B5 | | | | Total | | | | | |
|-----------------------------------|----------------------|------|----------------------|------|----------------------|------|----------------------|------|----------------------|------|----------------------|------|----------------------|------|----------------------|------|
| | Developing Countries | | Industrial Countries | | Developing Countries | | Industrial Countries | | Developing Countries | | Industrial Countries | | Developing Countries | | Industrial Countries | |
| | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| Economists | | | | | | | | | | | | | | | | |
| 2003 | — | — | — | — | 419 | 43.3 | 549 | 56.7 | 93 | 32.5 | 193 | 67.5 | 512 | 40.8 | 742 | 59.2 |
| 2002 | — | — | — | — | 407 | 42.1 | 560 | 57.9 | 95 | 33.1 | 192 | 66.9 | 502 | 40.0 | 752 | 60.0 |
| 2001 | — | — | — | — | 384 | 41.1 | 550 | 58.9 | 92 | 31.9 | 196 | 68.1 | 476 | 39.0 | 746 | 61.0 |
| 2000 | — | — | — | — | 349 | 39.9 | 526 | 60.1 | 90 | 33.2 | 181 | 66.8 | 439 | 38.3 | 707 | 61.7 |
| 1999 | — | — | — | — | 315 | 38.8 | 496 | 61.2 | 83 | 32.8 | 170 | 67.2 | 398 | 37.4 | 666 | 62.6 |
| Specialized Career Streams | | | | | | | | | | | | | | | | |
| 2003 | 408 | 55.2 | 331 | 44.8 | 230 | 36.6 | 399 | 63.4 | 18 | 25.4 | 53 | 74.6 | 656 | 45.6 | 783 | 54.4 |
| 2002 | 424 | 55.6 | 339 | 44.4 | 219 | 36.8 | 376 | 63.2 | 15 | 21.7 | 54 | 78.3 | 658 | 46.1 | 769 | 53.9 |
| 2001 | 432 | 54.9 | 355 | 45.1 | 197 | 35.3 | 361 | 64.7 | 12 | 18.5 | 53 | 81.5 | 641 | 45.5 | 769 | 54.5 |
| 2000 | 389 | 53.4 | 340 | 46.6 | 175 | 34.4 | 334 | 65.6 | 10 | 14.1 | 61 | 85.9 | 574 | 43.9 | 735 | 56.1 |
| 1999 | 356 | 52.0 | 328 | 48.0 | 157 | 34.4 | 300 | 65.6 | 13 | 19.4 | 54 | 80.6 | 526 | 43.5 | 682 | 56.5 |
| Total | | | | | | | | | | | | | | | | |
| 2003 | 408 | 55.2 | 331 | 44.8 | 649 | 40.6 | 948 | 59.4 | 111 | 31.1 | 246 | 68.9 | 1,168 | 43.4 | 1,525 | 56.6 |
| 2002 | 424 | 55.6 | 339 | 44.4 | 626 | 40.1 | 936 | 59.9 | 110 | 30.9 | 246 | 69.1 | 1,160 | 43.3 | 1,521 | 56.7 |
| 2001 | 432 | 54.9 | 355 | 45.1 | 581 | 38.9 | 911 | 61.1 | 104 | 29.5 | 249 | 70.5 | 1,117 | 42.4 | 1,515 | 57.6 |
| 2000 | 389 | 53.4 | 340 | 46.6 | 524 | 37.9 | 860 | 62.1 | 100 | 29.2 | 242 | 70.8 | 1,013 | 41.3 | 1,442 | 58.7 |
| 1999 | 356 | 52.0 | 328 | 48.0 | 472 | 37.2 | 796 | 62.8 | 96 | 30.0 | 224 | 70.0 | 924 | 40.7 | 1,348 | 59.3 |

Source: PeopleSoft HRMS; Report ID: DAR_8N9.

Table 5. Recruitment of Developing Country Nationals by Career Stream and Grade Grouping

| | A1-A8 | | | A9-A15 | | | B1-B5 | | |
|-----------------------------------|-------|-------|------|--------|-------|------|-------|-------|------|
| | # | Total | % | # | Total | % | # | Total | % |
| EPs | | | | | | | | | |
| 2003 | — | — | — | 21 | 35 | 60.0 | — | — | — |
| 2002 | — | — | — | 26 | 50 | 52.0 | — | — | — |
| 2001 | — | — | — | 18 | 36 | 50.0 | — | — | — |
| 2000 | — | — | — | 24 | 47 | 51.1 | — | — | — |
| 1999 | — | — | — | 12 | 37 | 32.4 | — | — | — |
| Total 1999-2003 | — | — | — | 101 | 205 | 49.3 | — | — | — |
| Economists | | | | | | | | | |
| 2003 | — | — | — | 13 | 33 | 39.4 | 1 | 6 | 16.7 |
| 2002 | — | — | — | 25 | 56 | 44.6 | 2 | 4 | 50.0 |
| 2001 | — | — | — | 43 | 93 | 46.2 | 2 | 12 | 16.7 |
| 2000 | — | — | — | 29 | 87 | 33.3 | 3 | 7 | 42.9 |
| 1999 | — | — | — | 28 | 62 | 45.2 | 1 | 5 | 20.0 |
| Total 1999-2003 | — | — | — | 138 | 331 | 41.7 | 9 | 34 | 26.5 |
| Specialized Career Streams | | | | | | | | | |
| 2003 | 26 | 48 | 54.2 | 19 | 52 | 36.5 | 0 | 1 | 0.0 |
| 2002 | 22 | 51 | 43.1 | 21 | 48 | 43.8 | 1 | 5 | 20.0 |
| 2001 | 71 | 124 | 57.3 | 24 | 65 | 36.9 | 0 | 1 | 0.0 |
| 2000 | 52 | 98 | 53.1 | 26 | 70 | 37.1 | 1 | 3 | 33.3 |
| 1999 | 38 | 73 | 52.1 | 7 | 38 | 18.4 | 0 | 3 | 0.0 |
| Total 1999-2003 | 209 | 394 | 53.0 | 97 | 273 | 35.5 | 2 | 13 | 15.4 |
| All | | | | | | | | | |
| 2003 | 26 | 48 | 54.2 | 53 | 120 | 44.2 | 1 | 7 | 14.3 |
| 2002 | 22 | 51 | 43.1 | 72 | 154 | 46.8 | 3 | 9 | 33.3 |
| 2001 | 71 | 124 | 57.3 | 85 | 194 | 43.8 | 2 | 13 | 15.4 |
| 2000 | 52 | 98 | 53.1 | 79 | 204 | 38.7 | 4 | 10 | 40.0 |
| 1999 | 38 | 73 | 52.1 | 47 | 137 | 34.3 | 1 | 8 | 12.5 |
| Total 1999-2003 | 209 | 394 | 53.0 | 336 | 809 | 41.5 | 11 | 47 | 23.4 |

Source: PeopleSoft HRMS; Report ID: DAR_1213.



Table 6. Staff by Region, Grade Group, and Career Stream, 1999–2003

| Year | Region | A1–A8 | | A9–A15 | | | | B1–B5 | | | | Total A1–B5 | |
|------|---------------------------------------|------------|--------------|------------|--------------|-------------|--------------|------------|--------------|-------------|--------------|--------------|--------------|
| | | | | Economist | | Specialized | | Economist | | Specialized | | | |
| | | # | % | # | % | # | % | # | % | # | % | # | % |
| 1999 | Africa | 51 | 7.5 | 56 | 6.9 | 22 | 4.8 | 12 | 4.7 | 2 | 2.9 | 143 | 6.3 |
| | Asia | 128 | 18.7 | 117 | 14.4 | 69 | 15.0 | 40 | 15.5 | 8 | 11.8 | 362 | 15.9 |
| | Europe | 124 | 18.1 | 341 | 42.0 | 88 | 19.2 | 96 | 37.2 | 23 | 33.8 | 672 | 29.5 |
| | Middle East | 28 | 4.1 | 44 | 5.4 | 27 | 5.9 | 17 | 6.6 | 0 | 0.0 | 116 | 5.1 |
| | US | 176 | 25.7 | 133 | 16.4 | 191 | 41.6 | 54 | 20.9 | 28 | 41.2 | 582 | 25.5 |
| | Other Western Hemisphere ¹ | 177 | 25.9 | 121 | 14.9 | 62 | 13.5 | 39 | 15.1 | 7 | 10.3 | 406 | 17.8 |
| | Total 1999 | 684 | 100.0 | 812 | 100.0 | 459 | 100.0 | 258 | 100.0 | 68 | 100.0 | 2,281 | 100.0 |
| 2000 | Africa | 60 | 8.2 | 59 | 6.7 | 26 | 5.1 | 12 | 4.4 | 1 | 1.4 | 158 | 6.4 |
| | Asia | 134 | 18.4 | 128 | 14.6 | 78 | 15.3 | 43 | 15.9 | 7 | 9.9 | 390 | 15.9 |
| | Europe | 129 | 17.7 | 378 | 43.1 | 101 | 19.8 | 103 | 38.0 | 25 | 35.2 | 736 | 30.0 |
| | Middle East | 32 | 4.4 | 49 | 5.6 | 22 | 4.3 | 19 | 7.0 | 1 | 1.4 | 123 | 5.0 |
| | US | 191 | 26.2 | 131 | 14.9 | 215 | 42.2 | 52 | 19.2 | 30 | 42.3 | 619 | 25.2 |
| | Other Western Hemisphere ² | 182 | 25.0 | 132 | 15.1 | 65 | 12.8 | 42 | 15.5 | 7 | 9.9 | 428 | 17.4 |
| | Total 2000 | 728 | 99.9 | 877 | 100.0 | 507 | 99.5 | 271 | 100.0 | 71 | 100.0 | 2,454 | 100.0 |
| 2001 | Africa | 71 | 9.0 | 62 | 6.6 | 29 | 5.2 | 11 | 3.8 | 1 | 1.5 | 174 | 6.6 |
| | Asia | 150 | 19.1 | 142 | 15.2 | 87 | 15.6 | 44 | 15.3 | 7 | 10.8 | 430 | 16.3 |
| | Europe | 141 | 17.9 | 400 | 42.7 | 111 | 19.9 | 108 | 37.6 | 22 | 33.8 | 782 | 29.7 |
| | Middle East | 29 | 3.7 | 49 | 5.2 | 22 | 3.9 | 18 | 6.3 | 1 | 1.5 | 119 | 4.5 |
| | US | 210 | 26.7 | 136 | 14.5 | 236 | 42.3 | 61 | 21.3 | 25 | 38.5 | 668 | 25.4 |
| | Other Western Hemisphere ³ | 186 | 23.6 | 147 | 15.7 | 73 | 13.1 | 45 | 15.7 | 9 | 13.8 | 460 | 17.5 |
| | Total 2001 | 787 | 100.0 | 936 | 100.0 | 558 | 100.0 | 287 | 100.0 | 65 | 100.0 | 2,633 | 100.0 |
| 2002 | Africa | 69 | 9.0 | 61 | 6.3 | 29 | 4.9 | 12 | 4.2 | 1 | 1.4 | 172 | 6.4 |
| | Asia | 149 | 19.5 | 151 | 15.6 | 100 | 16.8 | 42 | 14.6 | 7 | 10.1 | 449 | 16.7 |
| | Europe | 141 | 18.5 | 412 | 42.6 | 116 | 19.5 | 112 | 39.0 | 22 | 31.9 | 803 | 30.0 |
| | Middle East | 26 | 3.4 | 46 | 4.8 | 24 | 4.0 | 19 | 6.6 | 4 | 5.8 | 119 | 4.4 |
| | US | 205 | 26.9 | 137 | 14.2 | 245 | 41.2 | 60 | 20.9 | 26 | 37.7 | 673 | 25.1 |
| | Other Western Hemisphere ⁴ | 173 | 22.7 | 160 | 16.5 | 81 | 13.6 | 42 | 14.6 | 9 | 13.0 | 465 | 17.3 |
| | Total 2002 | 763 | 100.0 | 967 | 100.0 | 595 | 100.0 | 287 | 100.0 | 69 | 100.0 | 2,681 | 100.0 |
| 2003 | Africa | 70 | 9.5 | 64 | 6.6 | 30 | 4.8 | 11 | 3.8 | 1 | 1.4 | 176 | 6.5 |
| | Asia | 141 | 19.1 | 156 | 16.1 | 98 | 15.6 | 41 | 14.3 | 7 | 9.9 | 443 | 16.4 |
| | Europe | 146 | 19.8 | 410 | 42.4 | 123 | 19.6 | 118 | 41.3 | 23 | 32.4 | 820 | 30.5 |
| | Middle East | 26 | 3.5 | 43 | 4.4 | 23 | 3.7 | 19 | 6.6 | 4 | 5.6 | 115 | 4.3 |
| | US & Canada | 208 | 28.1 | 168 | 17.4 | 290 | 46.1 | 67 | 23.4 | 29 | 40.8 | 762 | 28.3 |
| | Other Western Hemisphere | 148 | 20.0 | 127 | 13.1 | 65 | 10.3 | 30 | 10.5 | 7 | 9.9 | 377 | 14.0 |
| | Total 2003 | 739 | 100.0 | 968 | 100.0 | 629 | 100.0 | 286 | 100.0 | 71 | 100.0 | 2,693 | 100.0 |

Source: PeopleSoft HRMS; Report ID: DAR_007.

¹⁻⁴Included Canada until 2003.



Table 6a. Transition Country Staff, Grade Group, and Career Stream, 1999–2003

| Year | A1–A8 | | A9–A15 | | | | B1–B5 | | | | Total A1–B5 | |
|------|-------|-----|-----------|-----|-------------|-----|-----------|-----|-------------|-----|-------------|-----|
| | # | % | Economist | | Specialized | | Economist | | Specialized | | # | % |
| | | | # | % | # | % | # | % | # | % | | |
| 1999 | 17 | 2.5 | 32 | 3.9 | 12 | 2.6 | 1 | 0.4 | 0 | 0.0 | 62 | 2.7 |
| 2000 | 23 | 3.2 | 41 | 4.7 | 16 | 3.1 | 1 | 0.4 | 0 | 0.0 | 81 | 3.3 |
| 2001 | 34 | 4.3 | 46 | 4.9 | 17 | 3.0 | 2 | 0.7 | 0 | 0.0 | 99 | 3.8 |
| 2002 | 35 | 4.6 | 54 | 5.6 | 20 | 3.4 | 3 | 1.0 | 0 | 0.0 | 112 | 4.2 |
| 2003 | 36 | 4.9 | 59 | 6.1 | 25 | 4.0 | 3 | 1.0 | 0 | 0.0 | 123 | 4.6 |

Source: PeopleSoft HRMS; Report ID: DAR_007.

Table 6b. Recruitment of African, Middle Eastern, and Transition Country Nationals by Career Stream in Grade Group A9–A15

| | Africa | | Middle East | | Transition | |
|-----------------------------------|--------|------|-------------|-----|------------|------|
| | # | % | # | % | # | % |
| Economists | | | | | | |
| 2003 | 7 | 10.8 | 0 | 0.0 | 6 | 9.2 |
| 2002 | 5 | 4.9 | 2 | 1.9 | 11 | 10.7 |
| 2001 | 7 | 5.6 | 5 | 4.0 | 7 | 5.6 |
| 2000 | 7 | 5.3 | 6 | 4.5 | 9 | 6.8 |
| 1999 | 10 | 10.2 | 4 | 4.1 | 5 | 5.1 |
| Specialized Career Streams | | | | | | |
| 2003 | 2 | 3.8 | 3 | 5.8 | 2 | 3.8 |
| 2002 | 1 | 2.1 | 4 | 8.3 | 3 | 6.3 |
| 2001 | 4 | 6.3 | 1 | 1.6 | 1 | 1.6 |
| 2000 | 2 | 2.9 | 1 | 1.4 | 3 | 4.3 |
| 1999 | 3 | 7.9 | 1 | 2.6 | 0 | 0.0 |

Source: PeopleSoft HRMS; Report ID: DAR_011.



Table 7. Recruitment by Region, Gender, Career Stream, and Grade Grouping, 1999–2003

| Region | Country Quota % | Economists | | | | | Specialized Career Streams | | | | Total | | | |
|-----------------------------------|--------------------|------------|--------------|-----------|--------------|------------|----------------------------|-----------|--------------|------------|--------------|-----------|--------------|--|
| | | A9–A15 | | B1–B5 | | | A9–A15 | | B1–B5 | | A9–A15 | | B1–B5 | |
| | | # | % | # | % | # | % | # | % | # | % | # | % | |
| Africa | 4.1 | 36 | 6.9 | 3 | 8.8 | 12 | 4.4 | 0 | 0.0 | 48 | 6.0 | 3 | 6.4 | |
| Asia | 18.0 | 101 | 19.3 | 8 | 23.5 | 54 | 19.9 | 0 | 0.0 | 155 | 19.5 | 8 | 17.0 | |
| Europe | 41.5 | 234 | 44.7 | 8 | 23.5 | 68 | 25.1 | 7 | 53.8 | 302 | 38.0 | 15 | 31.9 | |
| Middle East | 8.5 | 17 | 3.2 | 1 | 2.9 | 10 | 3.7 | 2 | 15.4 | 27 | 3.4 | 3 | 6.4 | |
| US & Canada | 20.4 | 60 | 11.5 | 12 | 35.3 | 111 | 41.0 | 4 | 30.8 | 171 | 21.5 | 16 | 34.0 | |
| Other Western Hemisphere | 7.5 | 76 | 14.5 | 2 | 5.9 | 16 | 5.9 | 0 | 0.0 | 92 | 11.6 | 2 | 4.3 | |
| Total | 100.0 | 524 | 100.0 | 34 | 100.0 | 271 | 100.0 | 13 | 100.0 | 795 | 100.0 | 47 | 100.0 | |
| Developing Countries | 38.7 | 235 | 44.8 | 9 | 26.5 | 96 | 35.4 | 2 | 15.4 | 331 | 41.6 | 11 | 23.4 | |
| Transition Countries ¹ | 7.5 | 38 | 7.3 | 0 | 0.0 | 9 | 3.3 | 0 | 0.0 | 47 | 5.9 | 0 | 0.0 | |
| Industrial Countries | 61.3 | 289 | 55.2 | 25 | 73.5 | 175 | 64.6 | 11 | 84.6 | 464 | 58.4 | 36 | 76.6 | |
| Women | | 138 | 26.3 | 4 | 11.8 | 113 | 41.7 | 3 | 23.1 | 251 | 31.6 | 7 | 14.9 | |
| Men | | 386 | 73.7 | 30 | 88.2 | 158 | 58.3 | 10 | 76.9 | 544 | 68.4 | 40 | 85.1 | |

Source: PeopleSoft HRMS; Report ID: DAR_011

¹Developing transition countries include: Albania, Armenia, Azerbaijan, Belarus, Bosnia-Herzegovina, Bulgaria, Croatia, Czech Rep., Estonia, Georgia, Hungary, Kazakhstan, Kyrgyz Rep., Latvia, Lithuania, Macedonia, Moldova, Poland, Romania, Russia, Serbia/Kosovo, Slovak Rep., Slovenia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan.

Table 8. Distribution of Staff in Grades A11–B5 by Region, Developing/Industrial Country, Gender, Career Stream, and Grade
(as of 12/31/2003)

| Grade | Africa | | Asia | | Europe | | Middle East | | US & Canada | | Other WH | | All Fund | | Developing | | Transition | | Industrial | | Women | | Men | |
|-----------------------------------|-----------|--------------|------------|--------------|------------|--------------|-------------|--------------|-------------|--------------|------------|--------------|--------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|
| | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| Economists | | | | | | | | | | | | | | | | | | | | | | | | |
| A11 | 5 | 6.7 | 18 | 9.1 | 51 | 9.7 | 2 | 3.2 | 7 | 3.0 | 12 | 7.6 | 95 | 7.6 | 49 | 9.6 | 14 | 22.6 | 46 | 6.2 | 30 | 11.3 | 65 | 6.6 |
| A12 | 4 | 5.3 | 32 | 16.2 | 77 | 14.6 | 6 | 9.7 | 15 | 6.4 | 14 | 8.9 | 148 | 11.8 | 69 | 13.5 | 17 | 27.4 | 79 | 10.6 | 49 | 18.4 | 99 | 10.0 |
| A13 | 20 | 26.7 | 30 | 15.2 | 98 | 18.6 | 11 | 17.7 | 27 | 11.5 | 21 | 13.4 | 207 | 16.5 | 89 | 17.4 | 12 | 19.4 | 118 | 15.9 | 65 | 24.4 | 142 | 14.4 |
| A14 | 21 | 28.0 | 56 | 28.4 | 119 | 22.5 | 15 | 24.2 | 70 | 29.8 | 63 | 40.1 | 344 | 27.4 | 155 | 30.3 | 14 | 22.6 | 189 | 25.5 | 68 | 25.6 | 276 | 27.9 |
| A15 | 14 | 18.7 | 20 | 10.2 | 65 | 12.3 | 9 | 14.5 | 49 | 20.9 | 17 | 10.8 | 174 | 13.9 | 57 | 11.1 | 2 | 3.2 | 117 | 15.8 | 23 | 8.6 | 151 | 15.3 |
| B1 | 1 | 1.3 | 7 | 3.6 | 13 | 2.5 | 1 | 1.6 | 6 | 2.6 | 2 | 1.3 | 30 | 2.4 | 7 | 1.4 | 0 | 0.0 | 23 | 3.1 | 4 | 1.5 | 26 | 2.6 |
| B2 | 5 | 6.7 | 13 | 6.6 | 48 | 9.1 | 9 | 14.5 | 26 | 11.1 | 14 | 8.9 | 115 | 9.2 | 41 | 8.0 | 3 | 4.8 | 74 | 10.0 | 12 | 4.5 | 103 | 10.4 |
| B3 | 2 | 2.7 | 12 | 6.1 | 29 | 5.5 | 4 | 6.5 | 17 | 7.2 | 9 | 5.7 | 73 | 5.8 | 25 | 4.9 | 0 | 0.0 | 48 | 6.5 | 10 | 3.8 | 63 | 6.4 |
| B4 | 1 | 1.3 | 7 | 3.6 | 21 | 4.0 | 4 | 6.5 | 16 | 6.8 | 5 | 3.2 | 54 | 4.3 | 15 | 2.9 | 0 | 0.0 | 39 | 5.3 | 3 | 1.1 | 51 | 5.2 |
| B5 | 2 | 2.7 | 2 | 1.0 | 7 | 1.3 | 1 | 1.6 | 2 | 0.9 | 0 | 0.0 | 14 | 1.1 | 5 | 1.0 | 0 | 0.0 | 9 | 1.2 | 2 | 0.8 | 12 | 1.2 |
| Total | 75 | 100.0 | 197 | 100.0 | 528 | 100.0 | 62 | 100.0 | 235 | 100.0 | 157 | 100.0 | 1,254 | 100.0 | 512 | 100.0 | 62 | 100.0 | 742 | 100.0 | 266 | 100.0 | 988 | 100.0 |
| Specialized Career Streams | | | | | | | | | | | | | | | | | | | | | | | | |
| A11 | 5 | 22.7 | 26 | 35.1 | 20 | 17.9 | 5 | 27.8 | 59 | 25.3 | 12 | 25.0 | 127 | 25.0 | 49 | 29.2 | 3 | 18.8 | 78 | 23.0 | 73 | 31.5 | 54 | 19.6 |
| A12 | 4 | 18.2 | 18 | 24.3 | 20 | 17.9 | 5 | 27.8 | 42 | 18.0 | 6 | 12.5 | 95 | 18.7 | 35 | 20.8 | 3 | 18.8 | 60 | 17.7 | 51 | 22.0 | 44 | 16.0 |
| A13 | 7 | 31.8 | 8 | 10.8 | 32 | 28.6 | 2 | 11.1 | 43 | 18.5 | 11 | 22.9 | 103 | 20.3 | 35 | 20.8 | 8 | 50.0 | 68 | 20.1 | 43 | 18.5 | 60 | 21.8 |
| A14 | 4 | 18.2 | 12 | 16.2 | 16 | 14.3 | 2 | 11.1 | 45 | 19.3 | 10 | 20.8 | 89 | 17.6 | 27 | 16.1 | 2 | 12.5 | 62 | 18.3 | 30 | 12.9 | 59 | 21.5 |
| A15 | 1 | 4.5 | 3 | 4.1 | 1 | 0.9 | 0 | 0.0 | 15 | 6.4 | 2 | 4.2 | 22 | 4.3 | 4 | 2.4 | 0 | 0.0 | 18 | 5.3 | 11 | 4.7 | 11 | 4.0 |
| B1 | 0 | 0.0 | 2 | 2.7 | 3 | 2.7 | 1 | 5.6 | 12 | 5.2 | 4 | 8.3 | 22 | 4.3 | 7 | 4.2 | 0 | 0.0 | 15 | 4.4 | 14 | 6.0 | 8 | 2.9 |
| B2 | 1 | 4.5 | 2 | 2.7 | 10 | 8.9 | 3 | 16.7 | 10 | 4.3 | 1 | 2.1 | 27 | 5.3 | 7 | 4.2 | 0 | 0.0 | 20 | 5.9 | 5 | 2.2 | 22 | 8.0 |
| B3 | 0 | 0.0 | 1 | 1.4 | 2 | 1.8 | 0 | 0.0 | 3 | 1.3 | 2 | 4.2 | 8 | 1.6 | 3 | 1.8 | 0 | 0.0 | 5 | 1.5 | 1 | 0.4 | 7 | 2.5 |
| B4 | 0 | 0.0 | 0 | 0.0 | 6 | 5.4 | 0 | 0.0 | 2 | 0.9 | 0 | 0.0 | 8 | 1.6 | 0 | 0.0 | 0 | 0.0 | 8 | 2.4 | 3 | 1.3 | 5 | 1.8 |
| B5 | 0 | 0.0 | 2 | 2.7 | 2 | 1.8 | 0 | 0.0 | 2 | 0.9 | 0 | 0.0 | 6 | 1.2 | 1 | 0.6 | 0 | 0.0 | 5 | 1.5 | 1 | 0.4 | 5 | 1.8 |
| Total | 22 | 100.0 | 74 | 100.0 | 112 | 100.0 | 18 | 100.0 | 233 | 100.0 | 48 | 100.0 | 507 | 100.0 | 168 | 100.0 | 16 | 100.0 | 339 | 100.0 | 232 | 100.0 | 275 | 100.0 |

Note: Totals are staff in grades A11–B5.
Source: PeopleSoft HRMS; Report ID: DAR_017.





Table 9. Share of Developing/Industrial Country Nationals by Career Stream and by Grade (A11–B5)
(as of 12/31/2003)

| | A11 | | A12 | | A13 | | A14 | | A15 | | B1 | | B2 | | B3 | | B4 | | B5 | | Total | |
|--|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|----|-------|-----|-------|----|-------|----|-------|----|-------|-------|-------|
| | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| Economists | | | | | | | | | | | | | | | | | | | | | | |
| Developing | 49 | 51.6 | 69 | 46.6 | 89 | 43.0 | 155 | 45.1 | 57 | 32.8 | 7 | 23.3 | 41 | 35.7 | 25 | 34.2 | 15 | 27.8 | 5 | 35.7 | 512 | 40.8 |
| Industrial | 46 | 48.4 | 79 | 53.4 | 118 | 57.0 | 189 | 54.9 | 117 | 67.2 | 23 | 76.7 | 74 | 64.3 | 48 | 65.8 | 39 | 72.2 | 9 | 64.3 | 742 | 59.2 |
| Total | 95 | 100.0 | 148 | 100.0 | 207 | 100.0 | 344 | 100.0 | 174 | 100.0 | 30 | 100.0 | 115 | 100.0 | 73 | 100.0 | 54 | 100.0 | 14 | 100.0 | 1,254 | 100.0 |
| Specialized Career Streams | | | | | | | | | | | | | | | | | | | | | | |
| Developing | 49 | 38.6 | 35 | 36.8 | 35 | 34.0 | 27 | 30.3 | 4 | 18.2 | 7 | 31.8 | 7 | 25.9 | 3 | 37.5 | 0 | 0.0 | 1 | 16.7 | 168 | 33.1 |
| Industrial | 78 | 61.4 | 60 | 63.2 | 68 | 66.0 | 62 | 69.7 | 18 | 81.8 | 15 | 68.2 | 20 | 74.1 | 5 | 62.5 | 8 | 100.0 | 5 | 83.3 | 339 | 66.9 |
| Total | 127 | 100.0 | 95 | 100.0 | 103 | 100.0 | 89 | 100.0 | 22 | 100.0 | 22 | 100.0 | 27 | 100.0 | 8 | 100.0 | 8 | 100.0 | 6 | 100.0 | 507 | 100.0 |
| Economists & Specialized Career Streams | | | | | | | | | | | | | | | | | | | | | | |
| Developing | 98 | 44.1 | 104 | 42.8 | 124 | 40.0 | 182 | 42 | 61 | 31.1 | 14 | 26.9 | 48 | 33.8 | 28 | 34.6 | 15 | 24.2 | 6 | 30.0 | 680 | 38.6 |
| Industrial | 124 | 55.9 | 139 | 57.2 | 186 | 60.0 | 251 | 58 | 135 | 68.9 | 38 | 73.1 | 94 | 66.2 | 53 | 65.4 | 47 | 75.8 | 14 | 70.0 | 1,081 | 61.4 |
| Total | 222 | 100.0 | 243 | 100.0 | 310 | 100.0 | 433 | 100.0 | 196 | 100.0 | 52 | 100.0 | 142 | 100.0 | 81 | 100.0 | 62 | 100.0 | 20 | 100.0 | 1,761 | 100.0 |

Source: PeopleSoft HRMS; Report ID: DAR_2021.



Table 10. Average Time in Grades A14 and A15 for Economists by Region, Developing/Industrial Country, and Gender

(as of 12/31/2003)

| Region | A14 | | | | A15 | | | |
|--------------------------|-----------------|-------------------------------|-----------------|-------------------------------|-----------------|-------------------------------|-----------------|-------------------------------|
| | 2002 | | 2003 | | 2002 | | 2003 | |
| | Number of Staff | Average time in Grade (Years) | Number of Staff | Average time in Grade (Years) | Number of Staff | Average time in Grade (Years) | Number of Staff | Average time in Grade (Years) |
| Africa | 23 | 4.8 | 21 | 4.3 | 11 | 2.8 | 14 | 3.4 |
| Asia | 49 | 2.1 | 56 | 2.4 | 21 | 1.5 | 20 | 1.5 |
| Europe | 118 | 2.8 | 119 | 3.1 | 62 | 2.5 | 65 | 2.7 |
| Middle East | 18 | 3.9 | 15 | 4.9 | 7 | 2.6 | 9 | 3.3 |
| US & Canada | 72 | 4.3 | 70 | 4.5 | 49 | 2.5 | 49 | 3.3 |
| Other Western Hemisphere | 61 | 2.0 | 63 | 2.7 | 16 | 2.8 | 17 | 2.7 |
| Total | 341 | 3.1 | 344 | 3.4 | 167 | 2.4 | 174 | 2.8 |
| Developing Countries | 151 | 2.6 | 155 | 3.0 | 20 | 2.3 | 57 | 2.6 |
| Transition Countries | 11 | 1.7 | 14 | 2.2 | 2 | 1.2 | 2 | 2.4 |
| Industrial Countries | 190 | 3.4 | 189 | 3.6 | 117 | 2.5 | 117 | 2.9 |
| Women | 62 | 3.2 | 68 | 3.0 | 20 | 1.4 | 23 | 1.6 |
| Men | 279 | 3.0 | 276 | 3.4 | 147 | 2.6 | 151 | 3.0 |

Source: PeopleSoft HRMS; Report ID: DAR_018.



Table 11. Five-Year Review of Pipeline Indicators of Economists

| | Africa | Asia | Europe | Middle East | U.S. & Canada | Other Western Hemisphere | Total | Developing Country | Transition Country | Industrial Country | Women | Men |
|---|--------|------|--------|-------------|---------------|--------------------------|-------------|--------------------|--------------------|--------------------|-------|------|
| Ratio of A15/A14 | | | | | | | | | | | | |
| 2003 | .67 | .36 | .55 | .60 | .70 | .27 | .51 | .37 | .14 | .62 | .34 | .55 |
| 2002 | .48 | .43 | .53 | .39 | .68 | .26 | .49 | .33 | .18 | .62 | .32 | .53 |
| 2001 | .52 | .28 | .58 | .58 | .55 | .31 | .48 | .37 | .25 | .56 | .30 | .52 |
| 2000 | .56 | .41 | .53 | .58 | .50 | .50 | .51 | .49 | .38 | .52 | .35 | .54 |
| 1999 | .37 | .46 | .60 | .24 | .48 | .53 | .50 | .40 | .29 | .56 | .31 | .54 |
| Percent of Staff in A15-B5 of all Economists | | | | | | | | | | | | |
| 2003 | 33.3 | 31.0 | 34.7 | 45.2 | 49.4 | 29.9 | 36.7 | 29.3 | 8.1 | 41.8 | 20.3 | 41.1 |
| 2002 | 31.5 | 33.7 | 33.5 | 40.0 | 49.4 | 31.0 | 35.3 | 29.3 | 8.8 | 41.4 | 21.1 | 40.5 |
| 2001 | 30.6 | 31.4 | 33.3 | 42.6 | 48.6 | 33.8 | 35.1 | 30.0 | 8.3 | 40.6 | 19.8 | 40.6 |
| 2000 | 31.4 | 33.5 | 32.8 | 44.1 | 45.2 | 36.6 | 35.3 | 32.3 | 9.5 | 38.9 | 18.7 | 40.7 |
| 1999 | 27.3 | 34.0 | 33.7 | 36.1 | 41.9 | 36.1 | 34.1 | 30.7 | 9.1 | 38.4 | 18.9 | 39.3 |
| Time-in-Grade A15 | | | | | | | | | | | | |
| 2003 | 3.4 | 1.5 | 2.7 | 3.3 | 3.3 | 2.7 | 2.8 | 2.6 | 2.4 | 2.9 | 1.6 | 3.0 |
| 2002 | 2.8 | 1.5 | 2.5 | 2.6 | 2.5 | 2.8 | 2.4 | 2.3 | 1.2 | 2.5 | 1.4 | 2.6 |
| 2001 | 3.0 | 1.8 | 2.3 | 2.3 | 2.5 | 2.6 | 2.4 | 2.4 | 1.4 | 2.4 | 1.2 | 2.5 |
| 2000 | 2.4 | 1.6 | 2.5 | 1.7 | 2.2 | 2.2 | 2.3 | 2.0 | 0.5 | 2.4 | 1.0 | 2.4 |
| 1999 | 2.9 | 1.7 | 2.8 | 1.8 | 3.6 | 2.4 | 2.8 | 2.3 | 0.0 | 3.0 | 2.4 | 2.9 |
| Time-in-Grade A14 | | | | | | | | | | | | |
| 2003 | 4.3 | 2.4 | 3.1 | 4.9 | 4.5 | 2.7 | 3.3 | 3.0 | 2.2 | 3.6 | 3.0 | 3.4 |
| 2002 | 4.8 | 2.1 | 2.8 | 3.9 | 4.3 | 2.0 | 3.1 | 2.6 | 1.7 | 3.4 | 3.2 | 3.0 |
| 2001 | 4.5 | 2.7 | 2.9 | 3.4 | 3.4 | 2.2 | 3.0 | 2.7 | 1.6 | 3.2 | 3.2 | 3.0 |
| 2000 | 6.1 | 3.1 | 3.0 | 2.9 | 3.1 | 2.7 | 3.2 | 3.4 | 4.2 | 3.1 | 3.0 | 3.3 |
| 1999 | 5.7 | 4.1 | 3.9 | 3.3 | 3.5 | 2.8 | 3.8 | 3.9 | 4.5 | 3.6 | 3.1 | 3.9 |

Source: PeopleSoft HRMS; Report ID: DAR_018, DAR_017 & DAR_007.



Table 12. Staff Promoted by Region, Gender, Career Stream, and Grade Grouping, 2003
(2002 in parenthesis)

(as of 12/31/2003)

| Region | A1-A8 | | | | A9-A12 | | | | A13-A15 | | | | B1-B5 | | | |
|--|-----------|--------------------|----------------|-----------------------|------------|------------|-------------|---------------|------------|------------|-------------|---------------|-----------|------------|-------------|---------------|
| | # | Total ¹ | % ¹ | 2002 (%) ² | # | Total | % | 2002 (%) | # | Total | % | 2002 (%) | # | Total | % | 2002 (%) |
| Economists | | | | | | | | | | | | | | | | |
| Africa | | | | | 1 | 9 | 11.1 | (11.1) | 4 | 55 | 7.3 | (19.2) | 1 | 11 | 9.1 | (0.0) |
| Asia | | | | | 10 | 50 | 20.0 | (17.6) | 15 | 106 | 14.2 | (27.0) | 3 | 41 | 7.3 | (20.5) |
| Europe | | | | | 28 | 128 | 21.9 | (19.9) | 48 | 282 | 17.0 | (20.9) | 18 | 118 | 15.3 | (15.9) |
| Middle East | | | | | 1 | 8 | 12.5 | (40.0) | 2 | 35 | 5.7 | (13.9) | 3 | 19 | 15.8 | (15.8) |
| US & Canada | | | | | 2 | 22 | 9.1 | (22.2) | 12 | 146 | 8.2 | (8.3) | 9 | 67 | 13.4 | (11.7) |
| Other Western Hemisphere | | | | | 4 | 26 | 15.4 | (24.1) | 8 | 101 | 7.9 | (15.3) | 5 | 30 | 16.7 | (14.0) |
| Total | | | | | 46 | 243 | 18.9 | (20.6) | 89 | 725 | 12.3 | (18.1) | 39 | 286 | 13.6 | (14.8) |
| Developing Countries | | | | | 21 | 118 | 17.8 | (23.7) | 35 | 301 | 11.6 | (19.4) | 14 | 93 | 15.1 | (13.4) |
| Transition Countries | | | | | 5 | 31 | 16.1 | (n/a) | 7 | 28 | 25.0 | (n/a) | 2 | 3 | 66.7 | (n/a) |
| Industrial Countries | | | | | 25 | 125 | 20.0 | (18.0) | 54 | 424 | 12.7 | (17.3) | 25 | 193 | 13.0 | (15.5) |
| Women | | | | | 15 | 79 | 19.0 | (27.8) | 28 | 156 | 17.9 | (18.8) | 5 | 31 | 16.1 | (23.5) |
| Men | | | | | 31 | 164 | 18.9 | (17.2) | 61 | 569 | 10.7 | (18.0) | 34 | 255 | 13.3 | (13.6) |
| Specialized Career Streams | | | | | | | | | | | | | | | | |
| Africa | 9 | 70 | 12.9 | (14.5) | 7 | 18 | 38.9 | (21.4) | 1 | 12 | 8.3 | (11.8) | 0 | 1 | 0.0 | (100.0) |
| Asia | 16 | 141 | 11.3 | (9.9) | 8 | 75 | 10.7 | (17.1) | 0 | 23 | 0.0 | (12.5) | 1 | 7 | 14.3 | (0.0) |
| Europe | 17 | 146 | 11.6 | (12.1) | 8 | 74 | 10.8 | (17.3) | 9 | 49 | 18.4 | (22.0) | 3 | 23 | 13.0 | (0.0) |
| Middle East | 2 | 26 | 7.7 | (7.7) | 3 | 19 | 15.8 | (10.0) | 0 | 4 | 0.0 | (0.0) | 1 | 4 | 25.0 | (25.0) |
| US & Canada | 20 | 208 | 9.6 | (8.7) | 20 | 187 | 10.7 | (18.1) | 10 | 103 | 9.7 | (7.8) | 3 | 29 | 10.3 | (19.2) |
| Other Western Hemisphere | 17 | 148 | 11.5 | (13.9) | 9 | 42 | 21.4 | (19.6) | 2 | 23 | 8.7 | (3.3) | 2 | 7 | 28.6 | (0.0) |
| Total | 81 | 739 | 11.0 | (11.2) | 55 | 415 | 13.3 | (17.6) | 22 | 214 | 10.3 | (10.7) | 10 | 71 | 14.1 | (10.1) |
| Developing Countries | 46 | 408 | 11.3 | (12.9) | 27 | 164 | 16.5 | (20.6) | 3 | 66 | 4.5 | (11.4) | 4 | 18 | 22.2 | (13.3) |
| Transition Countries | 3 | 36 | 8.3 | (n/a) | 1 | 15 | 6.7 | (n/a) | 0 | 10 | 0.0 | (n/a) | 0 | 0 | 0.0 | (n/a) |
| Industrial Countries | 35 | 331 | 10.6 | (9.2) | 28 | 251 | 11.2 | (15.7) | 19 | 148 | 12.8 | (10.3) | 6 | 53 | 11.3 | (9.3) |
| Women | 68 | 622 | 10.9 | (11.3) | 35 | 243 | 14.4 | (22.3) | 10 | 84 | 11.9 | (14.3) | 1 | 24 | 4.2 | (15.0) |
| Men | 13 | 117 | 11.1 | (10.8) | 20 | 172 | 11.6 | (10.5) | 12 | 130 | 9.2 | (8.2) | 9 | 47 | 19.1 | (8.2) |
| Economists & Specialized Career Streams | | | | | | | | | | | | | | | | |
| Africa | 9 | 70 | 12.9 | (14.5) | 8 | 27 | 29.6 | (17.4) | 5 | 67 | 7.5 | (17.4) | 1 | 12 | 8.3 | (7.7) |
| Asia | 16 | 141 | 11.3 | (9.9) | 18 | 125 | 14.4 | (17.3) | 15 | 129 | 11.6 | (24.2) | 4 | 48 | 8.3 | (17.6) |
| Europe | 17 | 146 | 11.6 | (12.1) | 36 | 202 | 17.8 | (19.0) | 57 | 331 | 17.2 | (21.0) | 21 | 141 | 14.9 | (13.3) |
| Middle East | 2 | 26 | 7.7 | (7.7) | 4 | 27 | 14.8 | (20.0) | 2 | 39 | 5.1 | (12.5) | 4 | 23 | 17.4 | (17.4) |
| US | 20 | 208 | 9.6 | (8.7) | 22 | 209 | 10.5 | (18.5) | 22 | 249 | 8.8 | (8.1) | 12 | 96 | 12.5 | (14.0) |
| Other Western Hemisphere | 17 | 148 | 11.5 | (13.9) | 13 | 68 | 19.1 | (21.3) | 10 | 124 | 8.1 | (13.0) | 7 | 37 | 18.9 | (11.5) |
| Total | 81 | 739 | 11.0 | (11.2) | 101 | 658 | 15.3 | (18.8) | 111 | 939 | 11.8 | (16.5) | 49 | 357 | 13.7 | (13.9) |
| Developing Countries | 46 | 408 | 11.3 | (12.9) | 48 | 282 | 17.0 | (21.9) | 38 | 367 | 10.4 | (17.9) | 18 | 111 | 16.2 | (13.4) |
| Transition Countries | 3 | 36 | 8.3 | (n/a) | 6 | 46 | 13.0 | (n/a) | 7 | 38 | 18.4 | (n/a) | 2 | 3 | 66.7 | (n/a) |
| Industrial Countries | 35 | 331 | 10.6 | (9.2) | 53 | 376 | 14.1 | (16.5) | 73 | 572 | 12.8 | (15.6) | 31 | 246 | 12.6 | (14.1) |
| Women | 68 | 622 | 10.9 | (11.3) | 50 | 322 | 15.5 | (23.7) | 38 | 240 | 15.8 | (17.1) | 6 | 55 | 10.9 | (20.4) |
| Men | 13 | 117 | 11.1 | (10.8) | 51 | 336 | 15.2 | (14.1) | 73 | 699 | 10.4 | (16.3) | 43 | 302 | 14.2 | (12.7) |

Source: PeopleSoft HRMS; Report ID: DAR_016.

¹Percent of staff promoted of total from that region.

²Percent of staff promoted of total from that region. Note: for the US, it did not include Canada until 2003; for Other Western Hemisphere it included Canada until 2003.

**Table 13. Share of Women and Men at Grades A11–B5 by Career Stream***(as of 12/31/2003)*

| | A11 | | A12 | | A13 | | A14 | | A15 | | B1 | | B2 | | B3 | | B4 | | B5 | | Total | |
|--|-----|-------|-----|-------|-----|-------|-----|-------|-----|-------|----|-------|-----|-------|----|-------|----|-------|----|-------|-------|-------|
| | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| Economists | | | | | | | | | | | | | | | | | | | | | | |
| Women | 30 | 31.6 | 49 | 33.1 | 65 | 31.4 | 68 | 19.8 | 23 | 13.2 | 4 | 13.3 | 12 | 10.4 | 10 | 13.7 | 3 | 5.6 | 2 | 14.3 | 266 | 21.2 |
| Men | 65 | 68.4 | 99 | 66.9 | 142 | 68.6 | 276 | 80.2 | 151 | 86.8 | 26 | 86.7 | 103 | 89.6 | 63 | 86.3 | 51 | 94.4 | 12 | 85.7 | 988 | 78.8 |
| Total | 95 | 100.0 | 148 | 100.0 | 207 | 100.0 | 344 | 100.0 | 174 | 100.0 | 30 | 100.0 | 115 | 100.0 | 73 | 100.0 | 54 | 100.0 | 14 | 100.0 | 1,254 | 100.0 |
| Specialized Career Streams | | | | | | | | | | | | | | | | | | | | | | |
| Women | 73 | 57.5 | 51 | 53.7 | 43 | 41.7 | 30 | 33.7 | 11 | 50.0 | 14 | 63.6 | 5 | 18.5 | 1 | 12.5 | 3 | 37.5 | 1 | 16.7 | 232 | 45.8 |
| Men | 54 | 42.5 | 44 | 46.3 | 60 | 58.3 | 59 | 66.3 | 11 | 50.0 | 8 | 36.4 | 22 | 81.5 | 7 | 87.5 | 5 | 62.5 | 5 | 83.3 | 275 | 54.2 |
| Total | 127 | 100.0 | 95 | 100.0 | 103 | 100.0 | 89 | 100.0 | 22 | 100.0 | 22 | 100.0 | 27 | 100.0 | 8 | 100.0 | 8 | 100.0 | 6 | 100.0 | 507 | 100.0 |
| Economists & Specialized Career Streams | | | | | | | | | | | | | | | | | | | | | | |
| Women | 103 | 46.4 | 100 | 41.2 | 108 | 34.8 | 98 | 22.6 | 34 | 17.3 | 18 | 34.6 | 17 | 12.0 | 11 | 13.6 | 6 | 9.7 | 3 | 15.0 | 498 | 28.3 |
| Men | 119 | 53.6 | 143 | 58.8 | 202 | 65.2 | 335 | 77.4 | 162 | 82.7 | 34 | 65.4 | 125 | 88.0 | 70 | 86.4 | 56 | 90.3 | 17 | 85.0 | 1,263 | 71.7 |
| Total | 222 | 100.0 | 243 | 100.0 | 310 | 100.0 | 433 | 100.0 | 196 | 100.0 | 52 | 100.0 | 142 | 100.0 | 81 | 100.0 | 62 | 100.0 | 20 | 100.0 | 1,761 | 100.0 |

Source: PeopleSoft HRMS; Report ID: DAR_2021.

Table 14. Share of Women by Department and Grade Grouping
(as of 12/31/2003)

| Department | A1-A8 | | A9-A15 | | B1-B5 | | A9-B5 | | Total Staff | Women | |
|--|------------|-------------|------------|-------------|-----------|-------------|------------|-------------|--------------|--------------|-------------|
| | # | % | # | % | # | % | # | % | # | # | % |
| Total Fund | 622 | 84.2 | 562 | 35.2 | 55 | 15.4 | 617 | 31.6 | 2,693 | 1,239 | 46.0 |
| Area Departments | 156 | 89.7 | 117 | 23.0 | 16 | 11.2 | 133 | 20.4 | 826 | 289 | 35.0 |
| AFR | 46 | 93.9 | 24 | 17.6 | 4 | 10.8 | 28 | 16.2 | 222 | 74 | 33.3 |
| APD | 20 | 83.3 | 20 | 25.3 | 4 | 15.4 | 24 | 22.9 | 129 | 44 | 34.1 |
| EUR | 35 | 87.5 | 33 | 30.8 | 3 | 10.0 | 36 | 26.3 | 177 | 71 | 40.1 |
| MCD | 28 | 96.6 | 16 | 18.8 | 1 | 4.2 | 17 | 15.6 | 138 | 45 | 32.6 |
| WHD | 27 | 84.4 | 24 | 23.5 | 4 | 15.4 | 28 | 21.9 | 160 | 55 | 34.4 |
| Functional Departments | 257 | 86.8 | 245 | 36.2 | 15 | 10.9 | 260 | 32.0 | 1,109 | 517 | 46.6 |
| FAD | 28 | 87.5 | 25 | 26.0 | 2 | 9.5 | 27 | 23.1 | 149 | 55 | 36.9 |
| FIN | 44 | 83.0 | 31 | 49.2 | 2 | 22.2 | 33 | 45.8 | 125 | 77 | 61.6 |
| ICM | 9 | 90.0 | 17 | 42.5 | 0 | 0.0 | 17 | 34.7 | 59 | 26 | 44.1 |
| INS ¹ | 40 | 95.2 | 28 | 52.8 | 2 | 15.4 | 30 | 45.5 | 108 | 70 | 64.8 |
| LEG | 15 | 88.2 | 13 | 44.8 | 1 | 14.3 | 14 | 38.9 | 53 | 29 | 54.7 |
| MFD | 39 | 92.9 | 32 | 29.4 | 2 | 7.7 | 34 | 25.2 | 177 | 73 | 41.2 |
| PDR | 35 | 92.1 | 43 | 34.4 | 3 | 13.0 | 46 | 31.1 | 186 | 81 | 43.5 |
| RES | 18 | 75.0 | 14 | 25.5 | 0 | 0.0 | 14 | 20.3 | 93 | 32 | 34.4 |
| STA | 29 | 76.3 | 42 | 39.6 | 3 | 20.0 | 45 | 37.2 | 159 | 74 | 46.5 |
| Support Departments² | 209 | 77.7 | 200 | 48.5 | 24 | 31.2 | 224 | 45.8 | 758 | 433 | 57.1 |
| EUO | 4 | 66.7 | 1 | 25.0 | 0 | 0.0 | 1 | 14.3 | 13 | 5 | 38.5 |
| EXR | 20 | 87.0 | 32 | 64.0 | 4 | 28.6 | 36 | 56.3 | 87 | 56 | 64.4 |
| HRD | 54 | 94.7 | 30 | 61.2 | 9 | 64.3 | 39 | 61.9 | 120 | 93 | 77.5 |
| OMD ³ | 18 | 90.0 | 17 | 48.6 | 3 | 18.8 | 20 | 39.2 | 71 | 38 | 53.5 |
| SEC | 22 | 73.3 | 11 | 42.3 | 2 | 22.2 | 13 | 37.1 | 65 | 35 | 53.8 |
| TGS | 90 | 68.2 | 109 | 44.0 | 6 | 28.6 | 115 | 42.8 | 401 | 205 | 51.1 |

Source: PeopleSoft HRMS; Report ID: DAR_005.

¹INS Includes JAI, JVI and STI.

²Total staff includes one A1-A8 staff member in Administrative Tribunal, under support departments.

³OMD Includes DMD, INV, OAP, OBP, OIA, OTM, and UNO.



Table 15. Share of Developing Country Nationals by Department and Grade Grouping

(as of 12/31/2003)

| Department | A1-A8 | | A9-A15 | | B1-B5 | | A9-B5 | | Total Staff | Developing Country Staff | |
|--|------------|-------------|------------|-------------|------------|-------------|------------|-------------|--------------|--------------------------|-------------|
| | # | % | # | % | # | % | # | % | | # | % |
| Total | 408 | 55.2 | 649 | 40.6 | 111 | 31.1 | 760 | 38.9 | 2,693 | 1,168 | 43.4 |
| Area Departments | 111 | 63.8 | 234 | 46.0 | 57 | 39.9 | 291 | 44.6 | 826 | 402 | 48.7 |
| AFR | 35 | 71.4 | 58 | 42.6 | 17 | 45.9 | 75 | 43.4 | 222 | 110 | 49.5 |
| APD | 14 | 58.3 | 31 | 39.2 | 8 | 30.8 | 39 | 37.1 | 129 | 53 | 41.1 |
| EUR | 21 | 52.5 | 39 | 36.4 | 10 | 33.3 | 49 | 35.8 | 177 | 70 | 39.5 |
| MCD | 19 | 65.5 | 41 | 48.2 | 11 | 45.8 | 52 | 47.7 | 138 | 71 | 51.4 |
| WHD | 22 | 68.8 | 65 | 63.7 | 11 | 42.3 | 76 | 59.4 | 160 | 98 | 61.3 |
| Functional Departments | 170 | 57.4 | 282 | 41.7 | 36 | 26.3 | 318 | 39.1 | 1,109 | 488 | 44.0 |
| FAD | 18 | 56.3 | 36 | 37.5 | 6 | 28.6 | 42 | 35.9 | 149 | 60 | 40.3 |
| FIN | 28 | 52.8 | 23 | 36.5 | 1 | 11.1 | 24 | 33.3 | 125 | 52 | 41.6 |
| ICM | 4 | 40.0 | 14 | 35.0 | 1 | 11.1 | 15 | 30.6 | 59 | 19 | 32.2 |
| INS ¹ | 24 | 57.1 | 21 | 39.6 | 6 | 46.2 | 27 | 40.9 | 108 | 51 | 47.2 |
| LEG | 11 | 64.7 | 14 | 48.3 | 1 | 14.3 | 15 | 41.7 | 53 | 26 | 49.1 |
| MFD | 26 | 61.9 | 48 | 44.0 | 6 | 23.1 | 54 | 40.0 | 177 | 80 | 45.2 |
| PDR | 21 | 55.3 | 55 | 44.0 | 4 | 17.4 | 59 | 39.9 | 186 | 80 | 43.0 |
| RES | 13 | 54.2 | 18 | 32.7 | 5 | 35.7 | 23 | 33.3 | 93 | 36 | 38.7 |
| STA | 25 | 65.8 | 53 | 50.0 | 6 | 40.0 | 59 | 48.8 | 159 | 84 | 52.8 |
| Support Departments² | 127 | 47.2 | 133 | 32.3 | 18 | 23.4 | 151 | 30.9 | 758 | 278 | 36.7 |
| EUO | 2 | 33.3 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 13 | 2 | 15.4 |
| EXR | 6 | 26.1 | 12 | 24.0 | 4 | 28.6 | 16 | 25.0 | 87 | 22 | 25.3 |
| HRD | 26 | 45.6 | 28 | 57.1 | 3 | 21.4 | 31 | 49.2 | 120 | 57 | 47.5 |
| OMD ³ | 14 | 70.0 | 11 | 31.4 | 2 | 12.5 | 13 | 25.5 | 71 | 27 | 38.0 |
| SEC | 14 | 46.7 | 7 | 26.9 | 4 | 44.4 | 11 | 31.4 | 65 | 25 | 38.5 |
| TGS | 64 | 48.5 | 75 | 30.2 | 5 | 23.8 | 80 | 29.7 | 401 | 144 | 35.9 |

Source: PeopleSoft HRMS; Report ID: DAR_003

¹ INS Includes JAI, JVI and STI.

² Total staff includes one A1-A8 staff member in Administrative Tribunal, under support departments.

³ OMD Includes DMD, INV, OAP, OBP, OIA, OTM, and UNO.

Table 16. Distribution of A9–B5 Staff by Region and by Department

(as of 12/31/2003)

| Dept | A9–A15 Staff | | | | | | | | Dept | B1–B5 Staff | | | | | | | | Dept | Total A9–B5 Staff | | | | | | | |
|-------------------------------|--------------|------|--------|-------------|-------------|-----------|-------------------|-------|--------------|-------------|------|--------|-------------|-------------|-----------|------|-------|--------------|-------------------|------|--------|-------------|-------------|-----------|------|-------|
| | Africa | Asia | Europe | Middle East | US & Canada | Other WHD | TRAN ¹ | Total | | Africa | Asia | Europe | Middle East | US & Canada | Other WHD | TRAN | Total | | Africa | Asia | Europe | Middle East | US & Canada | Other WHD | TRAN | Total |
| Area Departments | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AFR | 21.3 | 8.8 | 39.7 | 4.4 | 18.4 | 7.4 | 0.0 | 100.0 | AFR | 21.6 | 8.1 | 45.9 | 10.8 | 10.8 | 2.7 | 2.7 | 100.0 | AFR | 21.4 | 8.7 | 41.0 | 5.8 | 16.8 | 6.4 | 0.6 | 100.0 |
| APD | 1.3 | 34.2 | 32.9 | 6.3 | 19.0 | 6.3 | 1.3 | 100.0 | APD | 3.8 | 38.5 | 19.2 | 0.0 | 30.8 | 7.7 | 0.0 | 100.0 | APD | 1.9 | 35.2 | 29.5 | 4.8 | 21.9 | 6.7 | 1.0 | 100.0 |
| EUR | 2.8 | 14.0 | 64.5 | 1.9 | 12.1 | 4.7 | 15.0 | 100.0 | EUR | 0.0 | 16.7 | 50.0 | 3.3 | 20.0 | 10.0 | 3.3 | 100.0 | EUR | 2.2 | 14.6 | 61.3 | 2.2 | 13.9 | 5.8 | 12.4 | 100.0 |
| MCD | 11.8 | 5.9 | 41.2 | 17.6 | 21.2 | 2.4 | 8.2 | 100.0 | MCD | 0.0 | 4.2 | 45.8 | 29.2 | 16.7 | 4.2 | 4.2 | 100.0 | MCD | 9.2 | 5.5 | 42.2 | 20.2 | 20.2 | 2.8 | 7.3 | 100.0 |
| WHD | 6.9 | 4.9 | 26.5 | 2.9 | 13.7 | 45.1 | 3.9 | 100.0 | WHD | 0.0 | 11.5 | 26.9 | 0.0 | 30.8 | 30.8 | 0.0 | 100.0 | WHD | 5.5 | 6.3 | 26.6 | 2.3 | 17.2 | 42.2 | 3.1 | 100.0 |
| Functional Departments | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FAD | 5.2 | 18.8 | 41.7 | 2.1 | 17.7 | 14.6 | 5.2 | 100.0 | FAD | 0.0 | 14.3 | 42.9 | 4.8 | 23.8 | 14.3 | 0.0 | 100.0 | FAD | 4.3 | 17.9 | 41.9 | 2.6 | 18.8 | 14.5 | 4.3 | 100.0 |
| ICM | 2.5 | 17.5 | 42.5 | 2.5 | 30.0 | 5.0 | 10.0 | 100.0 | ICM | 0.0 | 0.0 | 22.2 | 0.0 | 66.7 | 11.1 | 0.0 | 100.0 | ICM | 2.0 | 14.3 | 38.8 | 2.0 | 36.7 | 6.1 | 8.2 | 100.0 |
| INS | 3.8 | 11.3 | 34.0 | 1.9 | 32.1 | 17.0 | 7.5 | 100.0 | INS | 15.4 | 23.1 | 23.1 | 7.7 | 30.8 | 0.0 | 0.0 | 100.0 | INS | 6.1 | 13.6 | 31.8 | 3.0 | 31.8 | 13.6 | 6.1 | 100.0 |
| LEG | 6.9 | 20.7 | 34.5 | 0.0 | 20.7 | 17.2 | 6.9 | 100.0 | LEG | 0.0 | 0.0 | 28.6 | 0.0 | 57.1 | 14.3 | 0.0 | 100.0 | LEG | 5.6 | 16.7 | 33.3 | 0.0 | 27.8 | 16.7 | 5.6 | 100.0 |
| MFD | 6.4 | 18.3 | 33.9 | 1.8 | 24.8 | 14.7 | 7.3 | 100.0 | MFD | 0.0 | 15.4 | 50.0 | 7.7 | 15.4 | 11.5 | 0.0 | 100.0 | MFD | 5.2 | 17.8 | 37.0 | 3.0 | 23.0 | 14.1 | 5.9 | 100.0 |
| PDR | 4.0 | 20.8 | 44.8 | 4.0 | 17.6 | 8.8 | 5.6 | 100.0 | PDR | 0.0 | 0.0 | 60.9 | 4.3 | 26.1 | 8.7 | 0.0 | 100.0 | PDR | 3.4 | 17.6 | 47.3 | 4.1 | 18.9 | 8.8 | 4.7 | 100.0 |
| RES | 0.0 | 23.6 | 40.0 | 3.6 | 23.6 | 9.1 | 1.8 | 100.0 | RES | 0.0 | 14.3 | 28.6 | 7.1 | 35.7 | 14.3 | 0.0 | 100.0 | RES | 0.0 | 21.7 | 37.7 | 4.3 | 26.1 | 10.1 | 1.4 | 100.0 |
| STA | 2.8 | 26.4 | 22.6 | 1.9 | 26.4 | 19.8 | 6.6 | 100.0 | STA | 6.7 | 13.3 | 26.7 | 0.0 | 26.7 | 26.7 | 0.0 | 100.0 | STA | 3.3 | 24.8 | 23.1 | 1.7 | 26.4 | 20.7 | 5.8 | 100.0 |
| Support Departments | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EUO | 0.0 | 0.0 | 75.0 | 0.0 | 25.0 | 0.0 | 0.0 | 100.0 | EUO | 0.0 | 0.0 | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 | EUO | 0.0 | 0.0 | 85.7 | 0.0 | 14.3 | 0.0 | 0.0 | 100.0 |
| EXR | 4.0 | 14.0 | 26.0 | 0.0 | 50.0 | 6.0 | 2.0 | 100.0 | EXR | 0.0 | 7.1 | 35.7 | 14.3 | 35.7 | 7.1 | 0.0 | 100.0 | EXR | 3.1 | 12.5 | 28.1 | 3.1 | 46.9 | 6.3 | 1.6 | 100.0 |
| FIN | 6.3 | 22.2 | 23.8 | 1.6 | 36.5 | 9.5 | 4.8 | 100.0 | FIN | 0.0 | 11.1 | 66.7 | 0.0 | 22.2 | 0.0 | 0.0 | 100.0 | FIN | 5.6 | 20.8 | 29.2 | 1.4 | 34.7 | 8.3 | 4.2 | 100.0 |
| HRD | 10.2 | 12.2 | 20.4 | 6.1 | 26.5 | 24.5 | 2.0 | 100.0 | HRD | 0.0 | 21.4 | 35.7 | 0.0 | 35.7 | 7.1 | 0.0 | 100.0 | HRD | 7.9 | 14.3 | 23.8 | 4.8 | 28.6 | 20.6 | 1.6 | 100.0 |
| OMD | 0.0 | 25.7 | 22.9 | 8.6 | 37.1 | 5.7 | 0.0 | 100.0 | OMD | 0.0 | 25.0 | 50.0 | 6.3 | 18.8 | 0.0 | 0.0 | 100.0 | OMD | 0.0 | 25.5 | 31.4 | 7.8 | 31.4 | 3.9 | 0.0 | 100.0 |
| SEC | 0.0 | 19.2 | 19.2 | 3.8 | 53.8 | 3.8 | 3.8 | 100.0 | SEC | 0.0 | 22.2 | 22.2 | 0.0 | 33.3 | 22.2 | 0.0 | 100.0 | SEC | 0.0 | 20.0 | 20.0 | 2.9 | 48.6 | 8.6 | 2.9 | 100.0 |
| TGS | 3.2 | 10.1 | 17.7 | 4.8 | 57.3 | 6.9 | 4.8 | 100.0 | TGS | 0.0 | 4.8 | 28.6 | 9.5 | 47.6 | 9.5 | 0.0 | 100.0 | TGS | 3.0 | 9.7 | 18.6 | 5.2 | 56.5 | 7.1 | 4.5 | 100.0 |
| Quota | 3.9 | 16.7 | 38.6 | 7.9 | 19.0 | 7.0 | 7.0 | 100.0 | Quota | 3.9 | 16.7 | 38.6 | 7.9 | 19.0 | 7.0 | 7.0 | 100.0 | Quota | 3.9 | 16.7 | 38.6 | 7.9 | 19.0 | 7.0 | 7.0 | 100.0 |

Source: PeopleSoft HRMS; Report ID: DAR_004.

¹Transition Countries.



**Table 17. Separations/Recruitment by Diversity Category,¹ CY 2003**

| Category | Grade | Separations ² | | Resignations | | Recruitment ³ | |
|------------------------------|--------|--------------------------|------|--------------|------|--------------------------|------|
| | | # | % | # | % | # | % |
| Women | A9-A15 | 33 | 29.7 | 6 | 19.4 | 43 | 33.9 |
| | B1-B5 | 4 | 3.6 | 1 | 3.2 | 0 | 0.0 |
| Developing Countries | A9-A15 | 33 | 29.7 | 10 | 32.3 | 53 | 41.7 |
| | B1-B5 | 6 | 5.4 | 0 | 0.0 | 1 | 1.0 |
| African Region | A9-A15 | 7 | 6.3 | 1 | 3.2 | 9 | 7.1 |
| | B1-B5 | 1 | 0.9 | 0 | 0.0 | 0 | 0.0 |
| Middle Eastern Region | A9-A15 | 5 | 4.5 | 2 | 6.5 | 4 | 3.0 |
| | B1-B5 | 1 | 0.9 | 0 | 0.0 | 0 | 0.0 |
| Transition Countries | A9-A15 | 1 | 0.9 | 0 | 0.0 | 8 | 6.0 |
| | B1-B5 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |

Source: Recruitment and Staffing Division.

¹Excluding OED and IEO.

²Includes transfers to SBF, transfers from staff to OED and IEO, and excludes staff leaving SBF.

³Including transfers from OED and IEO to the staff.



Table 18. Share of Arab and Other Middle Eastern (ME) Staff in Grades A9–A15 and B1–B5, 1999–2003

| | Arab A9–A15 | | ME A9–A15 | | Arab B1–B5 | | ME B1–B5 | |
|------|-------------|-----|-----------|-----|------------|-----|----------|-----|
| | # | % | # | % | # | % | # | % |
| 2003 | 45 | 2.8 | 21 | 1.3 | 10 | 2.8 | 13 | 3.6 |
| 2002 | 47 | 3.0 | 22 | 1.4 | 10 | 2.8 | 13 | 3.7 |
| 2001 | 45 | 3.0 | 26 | 1.7 | 8 | 2.3 | 11 | 3.1 |
| 2000 | 44 | 3.2 | 25 | 1.8 | 9 | 2.6 | 11 | 3.2 |
| 1999 | 47 | 3.7 | 21 | 1.7 | 7 | 2.2 | 10 | 3.1 |

Source: PeopleSoft HRMS; Report ID: DAR_007.

Table 19. Share of UK and Other European Countries in Grades A9–A15 and B1–B5, 1999–2003

| | UK A9–A15 | | Other Europe A9–A15 | | UK B1–B5 | | Other Europe B1–B5 | |
|------|-----------|-----|---------------------|------|----------|------|--------------------|------|
| | # | % | # | % | # | % | # | % |
| 2003 | 62 | 3.9 | 471 | 29.5 | 44 | 12.3 | 97 | 27.2 |
| 2002 | 61 | 3.9 | 467 | 29.9 | 43 | 12.1 | 91 | 25.6 |
| 2001 | 66 | 4.4 | 442 | 29.6 | 44 | 12.5 | 86 | 24.4 |
| 2000 | 60 | 4.3 | 416 | 30.1 | 47 | 13.7 | 80 | 23.4 |
| 1999 | 63 | 5.0 | 363 | 28.6 | 41 | 12.8 | 75 | 23.4 |

Source: PeopleSoft HRMS; Report ID: DAR_007.

Table 20. Share of Australia, India, and New Zealand (AUS, IND, and NZL) and Other Asian Countries in Grades A9–A15 and B1–B5, 1999–2003

| | AUS, IND, NZL A9–A15 | | Other Asia A9–A15 | | AUS, IND, NZL B1–B5 | | Other Asia B1–B5 | |
|------|----------------------|-----|-------------------|-----|---------------------|-----|------------------|-----|
| | # | % | # | % | # | % | # | % |
| 2003 | 111 | 6.9 | 143 | 9.0 | 31 | 8.7 | 17 | 4.8 |
| 2002 | 105 | 6.7 | 144 | 9.2 | 29 | 8.1 | 20 | 5.7 |
| 2001 | 96 | 6.4 | 131 | 8.8 | 28 | 7.9 | 23 | 6.5 |
| 2000 | 85 | 6.1 | 119 | 8.6 | 28 | 8.2 | 22 | 6.4 |
| 1999 | 75 | 5.9 | 107 | 8.5 | 25 | 7.8 | 23 | 7.2 |

Source: PeopleSoft HRMS; Report ID: DAR_007.

Table 21. Share of Staff from English-speaking Industrial Countries¹ and Other English-speaking Countries² in Grades A9–A15 and B1–B5, 1999–2003

| | English-speaking Industrial A9–A15 | | Other English-speaking A9–A15 | | English-speaking Industrial B1–B5 | | Other English-speaking B1–B5 | |
|------|------------------------------------|------|-------------------------------|------|-----------------------------------|------|------------------------------|------|
| | # | % | # | % | # | % | # | % |
| 2003 | 570 | 35.7 | 198 | 12.4 | 155 | 43.4 | 47 | 13.2 |
| 2002 | 553 | 35.4 | 197 | 12.6 | 160 | 44.9 | 45 | 12.6 |
| 2001 | 542 | 36.3 | 187 | 12.5 | 165 | 46.7 | 42 | 11.9 |
| 2000 | 507 | 36.6 | 166 | 12.0 | 164 | 48.0 | 37 | 10.8 |
| 1999 | 483 | 38.1 | 147 | 11.6 | 153 | 47.8 | 35 | 10.9 |

Source: PeopleSoft HRMS; Report ID: DAR_006

¹English-speaking Industrial Countries include: Australia, Canada, Ireland, New Zealand, United Kingdom, and United States.

²Other English-speaking Countries include: Antigua, Bangladesh, Barbados, Belize, Bermuda, Brunei, Bhutan, Botswana, Cayman Islands, Dominica, Eritrea, Ethiopia, Fiji and Micronesia.