ANNUAL DIVERSITY AND INCLUSION REPORT

2021

OECD

CONTENTS

FOREWORD BY THE SECRETARY-GENERAL

For the past 60 years, the work of the OECD has improved the lives of millions of people around the world by developing global standards and shaping social, economic and environmental policies fostering prosperity, sustainability, inclusiveness, and well-being for all.

Our value lies in our unmatched ability to research, analyse, critique, and craft solutions and policies that are fit-for-purpose. For this, we credit the exceptional people within the Organisation.

Our staff come from across the world, representing different ethnicities, educational backgrounds, gender identities, nationalities, languages, cultures and beliefs. This diversity promotes unique perspectives and innovative solutions to address global challenges. We want to go further in our diversity and inclusion efforts to ensure an inclusive culture that enables the OECD to draw on the diverse approaches, experiences and expertise of its staff, Member countries and partners, resulting in shaping better policies.

The OECD has made progress in recent years in promoting gender balance and equality, and there is important work underway to increase our representation of talent from less-represented nationalities.

It is important for us as an Organisation to commit to making progress in this area, and in the spirit of transparency and knowledge sharing, I am pleased to present you with a newly designed OECD 2021 Annual Diversity & Inclusion Report, which we are making public for the first time.

As the newly appointed Secretary-General, I would like to reiterate my personal commitment to building a workplace that is diverse and a culture that is inclusive, and I invite you to join me on this important and exciting journey.

Mathias Cormann
OECD Secretary-General

The annual OECD Diversity and Inclusion (D&I) Report aims to provide Member countries, and staff with an annual update on the OECD's diversity & inclusion agenda, progress against key strategic initiatives, as well as descriptive statistics and data pertaining to workforce diversity. The main report provides an overview of the OECD's current approach to D&I with key data, while the annex provides specific data related to each Member country. All the figures provided are based on data up to 31 December 2020, unless otherwise indicated.

OUR DIVERSITY & INCLUSION (D&I) FRAMEWORK

The OECD is committed to promoting staff diversity across grades, directorates and programmes. A diverse workforce is essential in creating public policies that reflect different backgrounds, views, approaches and needs. Together with our commitment to diversity, we work to provide an inclusive, safe, supportive and respectful working environment where all individuals feel equally valued and can realise their full potential.
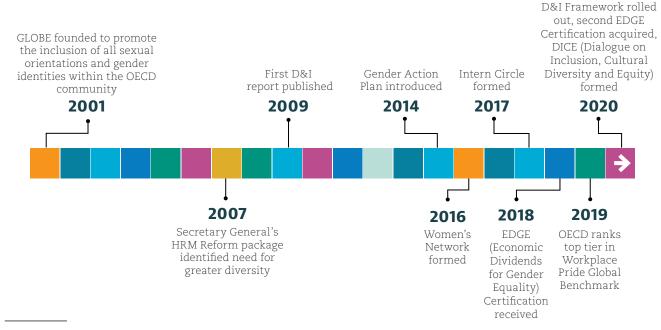
Under the OECD staff framework[1], primary consideration is given to the highest standards of competence and integrity in selecting staff. The Organisation shall also provide for equitable allocation among the nationals of its Members and for balanced gender representation. In line with these principles, the Organisation seeks to continuously improve its policies and approach so as to attract, select and retain the best talent from its Member countries.

This report chronicles the progress we have made over the past year, and outlines future goals for diversity and inclusion for the Organisation.

The central focus of staff diversity is:	GENDER	NATIONALITY

We also support other dimensions of diversity such as:	AGE	RACE AND ETHNICITY	DISABILITIES	SEXUAL PREFERENCE	GENDER IDENTITY

Key Diversity & Inclusion Milestones

As we reflect on our diversity and inclusion efforts to date, we recognise that the most successful D&I initiatives are those which are supported by the entire Organisation, are measurable over time and are integrated into our work and processes. Below we have mapped out the progress made over time.

2001 — GLOBE founded to promote the inclusion of all sexual orientations and gender identities within the OECD community

2007 — Secretary General's HRM Reform package identified need for greater diversity

2009 — First D&I report published

2014 — Gender Action Plan introduced

2016 — Women's Network formed

2017 — Intern Circle formed

2018 — EDGE (Economic Dividends for Gender Equality) Certification received

2019 — OECD ranks top tier in Workplace Pride Global Benchmark

2020 — D&I Framework rolled out, second EDGE Certification acquired, DICE (Dialogue on Inclusion, Cultural Diversity and Equity) formed

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1   OECD Staff Regulations, Rules and Instructions (Regulation 7)

Diversity & Inclusion Framework

Grouped around five main pillars, our D&I Framework forms the basis for a comprehensive and strategic approach, and is the starting point for current initiatives and future plans. These five pillars support the organisational culture and values. Each pillar represents various initiatives and measures in the OECD D&I plan.

Attracting, developing and retaining a diverse group of high-performing individuals

Providing staff members with tools and training to foster diversity and mitigate biases

Tracking of diversity trends and sharing insights

Talent Acquisition and Development

Monitoring Progress

Capacity Building

Policies and Practices

Working Environment and Well-being

Workforce Analytics

Awareness and Outreach

OECD Culture and Core Values

Assessing teams and managers against D&I objectives

Raising D&I awareness internally and promoting career opportunities and the OECD as an employer of choice externally
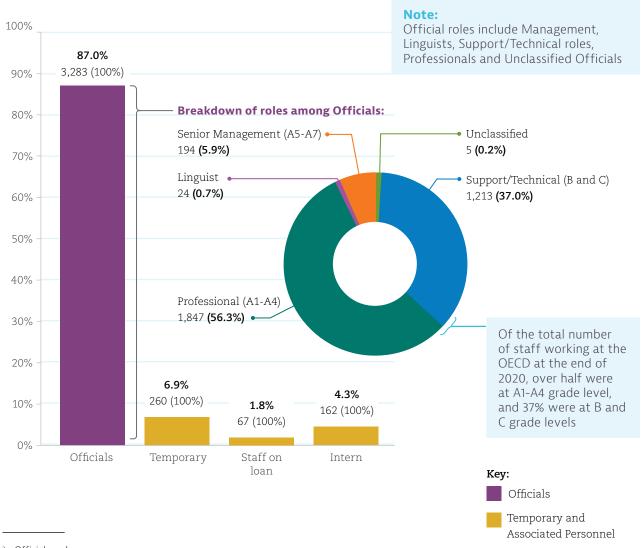
KEY 2020 OBSERVATIONS AND HIGHLIGHTS

The OECD has made steady progress in key areas of its D&I priorities. This chapter provides insight into these achievements, with a breakdown of our staff population by gender, nationality, and country representation, as well as age and career specialisation over time.

Figure 2.1 Overview of staff distribution by employment type, with a breakdown by grade² group

Officials compose the majority of staff headcount (87%), followed by Temporary Staff and Associated Personnel. Therefore assessing progress made in terms of diversity within this staff population is important.

Note:
Official roles include Management, Linguists, Support/Technical roles, Professionals and Unclassified Officials

87.0%
3,283 (100%)

Breakdown of roles among Officials:

Senior Management (A5-A7)
194 **(5.9%)**

Linguist
24 **(0.7%)**

Unclassified
5 **(0.2%)**

Support/Technical (B and C)
1,213 **(37.0%)**

Professional (A1-A4)
1,847 **(56.3%)**

6.9%
260 (100%)

1.8%
67 (100%)

4.3%
162 (100%)

Officials   Temporary   Staff on loan   Intern

Of the total number of staff working at the OECD at the end of 2020, over half were at A1-A4 grade level, and 37% were at B and C grade levels

Key:
Officials
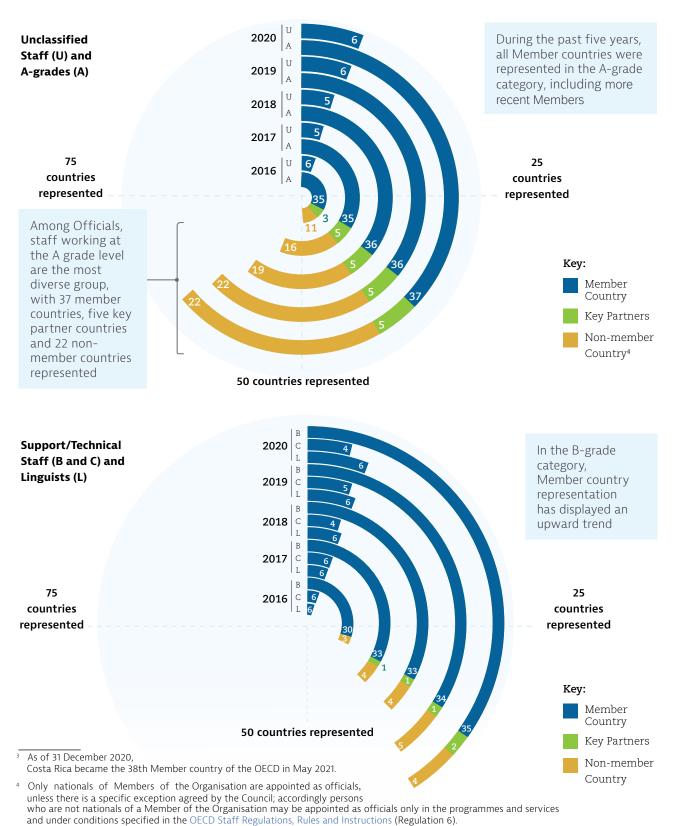Temporary and Associated Personnel

²   Official grades:
U: Unclassified (OECD Secretary-General; OECD Deputy Secretaries-General; Executive Director of the International Energy Agency)
A5 to A7: Senior Management
A1 to A4: Professional
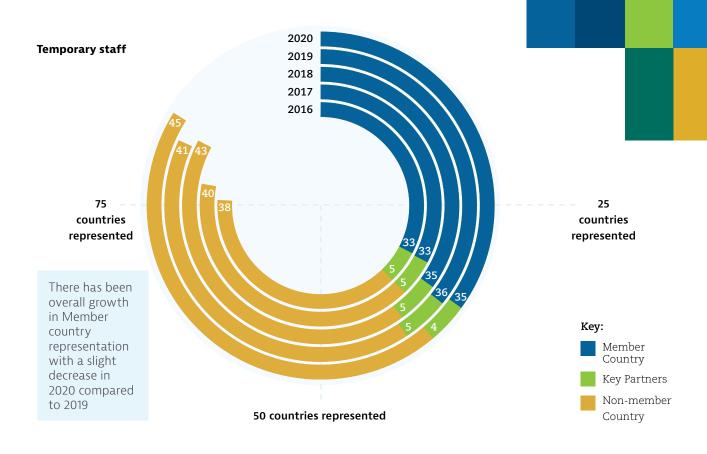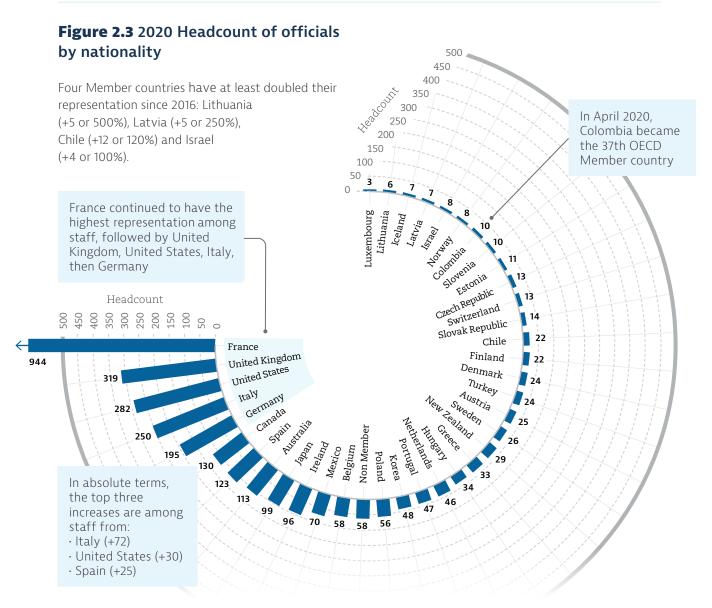B and C: Support/Technical
L: Linguists

Nationality

Figure 2.2 Country representation of officials by grade group over time

The 37 Member countries of the OECD[3] span the globe, from North and South America to Europe and Asia-Pacific. These Member countries are represented by ambassadors at the OECD Council, which defines and oversees our work, as set out in the OECD Convention. This diversity of nationality is reflected in the country representation of staff, which has generally increased in the 2016-2020 period.

The OECD also works closely with its Key Partners: Brazil, China, India, Indonesia, and South Africa, which participate in policy discussions in OECD bodies, take part in regular OECD surveys and are included in statistical databases.
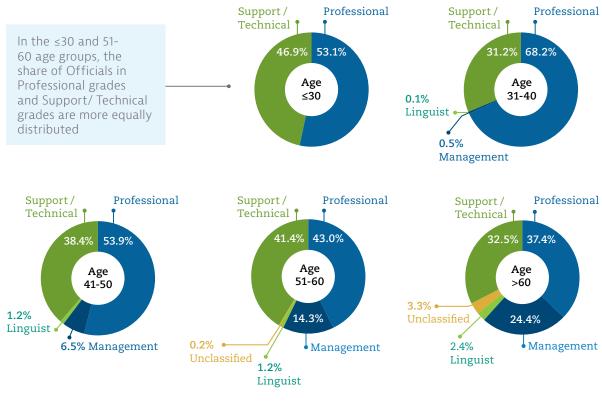

Unclassified Staff (U) and A-grades (A)

75 countries represented

25 countries represented

During the past five years, all Member countries were represented in the A-grade category, including more recent Members

Among Officials, staff working at the A grade level are the most diverse group, with 37 member countries, five key partner countries and 22 non-member countries represented

50 countries represented

2020 — U / A 6
2019 — U / A 6
2018 — U / A 5
2017 — U / A 5
2016 — U / A 6

35 | 3 | 11
35 | 5 | 16
36 | 5 | 19
36 | 5 | 22
37 | 5 | 22

Key:
- Member Country
- Key Partners
- Non-member Country[4]

Support/Technical Staff (B and C) and Linguists (L)

75 countries represented

25 countries represented

In the B-grade category, Member country representation has displayed an upward trend

50 countries represented

2020 — B / C 4 / L 6
2019 — B / C 5 / L 6
2018 — B / C 4 / L 6
2017 — B / C 6 / L 6
2016 — B / C 6 / L 6

30 | 3
33 | 1 | 4
33 | 1 | 4
34 | 1 | 5
35 | 2 | 4

Key:
- Member Country
- Key Partners
- Non-member Country

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[3] As of 31 December 2020,
Costa Rica became the 38th Member country of the OECD in May 2021.

[4] Only nationals of Members of the Organisation are appointed as officials, unless there is a specific exception agreed by the Council; accordingly persons who are not nationals of a Member of the Organisation may be appointed as officials only in the programmes and services and under conditions specified in the OECD Staff Regulations, Rules and Instructions (Regulation 6).

Temporary staff

2020
2019
2018
2017
2016

75 countries represented

25 countries represented

45
41 43
40
38

33 33
5 35
5 36 35
5 4
5

There has been overall growth in Member country representation with a slight decrease in 2020 compared to 2019

Key:

Member Country

Key Partners

Non-member Country

50 countries represented

Figure 2.3 2020 Headcount of officials by nationality

Four Member countries have at least doubled their representation since 2016: Lithuania (+5 or 500%), Latvia (+5 or 250%), Chile (+12 or 120%) and Israel (+4 or 100%).

In April 2020, Colombia became the 37th OECD Member country

Headcount

500
450
400
350
300
250
200
150
100
50
0

3
6
7
7
8
8
10
10
11
13
13
14
22
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56
58
58
70
96
99
113
123
130
195
250
282
319
944

Luxembourg
Lithuania
Iceland
Latvia
Israel
Norway
Colombia
Slovenia
Estonia
Czech Republic
Switzerland
Slovak Republic
Chile
Finland
Denmark
Turkey
Austria
Sweden
New Zealand
Greece
Hungary
Portugal
Netherlands
Korea
Poland
Non Member
Belgium
Mexico
Ireland
Japan
Australia
Spain
Canada
Germany
Italy
United States
United Kingdom
France

France continued to have the highest representation among staff, followed by United Kingdom, United States, Italy, then Germany

Headcount

500 450 400 350 300 250 200 150 100 50 0

In absolute terms, the top three increases are among staff from:
· Italy (+72)
· United States (+30)
· Spain (+25)

Age

Figure 2.4 Share of Officials, by age and grade group

The majority of Official staff are in the 31-50 years range, and among this age range, Professional grades are highly represented.
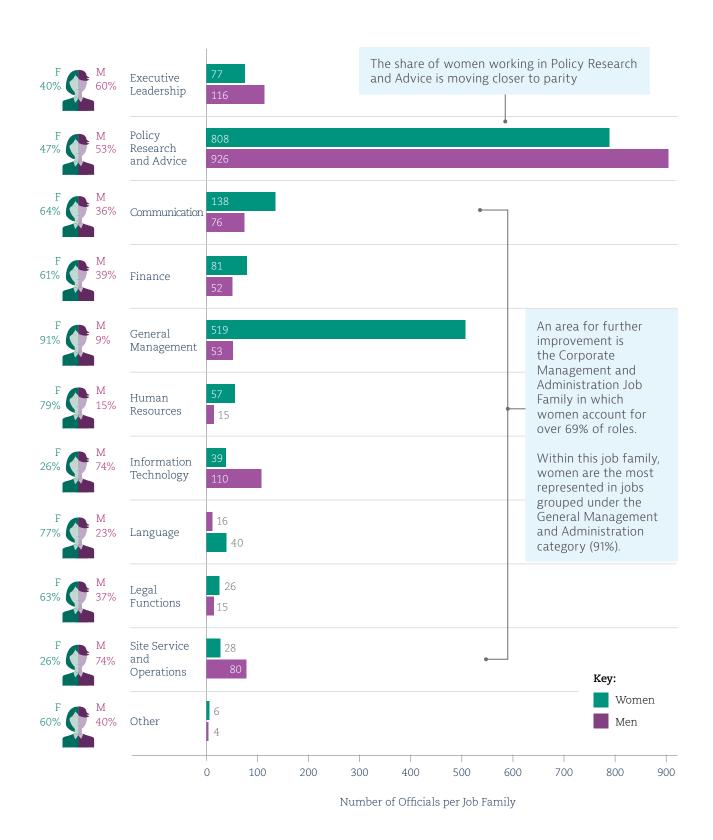
In the ≤30 and 51-60 age groups, the share of Officials in Professional grades and Support/ Technical grades are more equally distributed

Age ≤30
Support / Technical 46.9%
Professional 53.1%

Age 31-40
Support / Technical 31.2%
Professional 68.2%
0.1% Linguist
0.5% Management

Age 41-50
Support / Technical 38.4%
Professional 53.9%
1.2% Linguist
6.5% Management

Age 51-60
Support / Technical 41.4%
Professional 43.0%
14.3% Management
0.2% Unclassified
1.2% Linguist

Age >60
Support / Technical 32.5%
Professional 37.4%
24.4% Management
3.3% Unclassified
2.4% Linguist

Gender

Figure 2.5 Share of female employees by grade group over time

Overall, the share of women across all Officials reached 55.5%.

There continues to be a need to increase gender balance at B-grade levels, where women are the majority (71.5%)

The progress on gender representation has been steady for A-grade level staff, reaching a peak in 2020 with women accounting for 46.9% of staff in A1-A4 grades and 40.2% of Executive Management (staff in A5-A7 grades)

% Share of Female Employees

B: 72.0% → 71.5%
L: 62.5% → 75.0%
A: 38.6% → 46.3%
C: 4.9% → 10.5%

Total 55.5%

80% 70% 60% 50% 40% 30% 20% 10% 0%

2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

Key:
- A
- B
- C
- L

Figure 2.6 Officials gender distribution by job family

Efforts to promote a diverse pipeline at senior levels have allowed the representation of women in senior roles (A5-A7) to surpass historical levels, reaching almost 40%.

Job Family	F	M	Women	Men
Executive Leadership	40%	60%	77	116
Policy Research and Advice	47%	53%	808	926
Communication	64%	36%	138	76
Finance	61%	39%	81	52
General Management	91%	9%	519	53
Human Resources	79%	15%	57	15
Information Technology	26%	74%	39	110
Language	77%	23%	16	40
Legal Functions	63%	37%	26	15
Site Service and Operations	26%	74%	28	80
Other	60%	40%	6	4

The share of women working in Policy Research and Advice is moving closer to parity

An area for further improvement is the Corporate Management and Administration Job Family in which women account for over 69% of roles.

Within this job family, women are the most represented in jobs grouped under the General Management and Administration category (91%).

Key:
Women
Men

Number of Officials per Job Family

KEY D&I INITIATIVES FOR 2020

2020 was a challenging year, creating a new reality amidst a pandemic in which almost all our staff worked remotely. Nevertheless, we have advanced a range of diversity and inclusion initiatives.

This chapter reports on the initiatives where progress has been made in the past year, listed across the five pillars of our D&I framework.

Talent Acquisition and Development

Workplace diversity and inclusion is a fundamental pillar of the OECD's approach to people management. In 2020, we expanded our diversity in recruitment efforts through corporate recruitment programmes and bilateral agreements, aimed at attracting talent from across our membership and at various stages of one's career.

Corporate Programmes:

Internship Programme

Who? Open to students enrolled in full-time degree programmes from member or non-member countries.

Why? Interns gain invaluable analytical, communication and technical skills working in an international team environment.

49 partnerships with academic and public institutions, across...

19 member countries

373 interns recruited in 2020 from...

27 member countries

Young Associates Programme (YAP)

Who? This two-year programme attracts recent undergraduates

Why? Young Associates gain professional experience in multilateral policymaking, research and analysis. The programme also acts as a springboard to target future postgraduate studies at top-ranked universities

10 more young associates joined OECD in the second half of 2020, from...

7 member countries

Bilateral Agreements:

Staff on Loan and Seconded Officials

Who? We regularly collaborate with the public sector and international organisations on staff exchange programmes, including staff on loan and secondments

20 member countries and organisations with whom we collaborate

52 people hired by OECD through these programmes in 2020
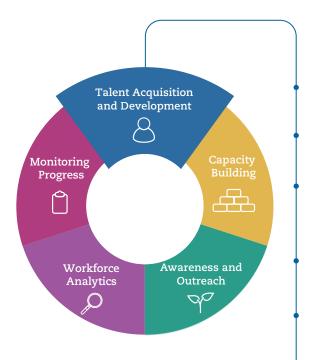
Junior Professional Officer (JPO) Programme

Who? Entry-level young professionals put forward by Member countries for career placement at the OECD.

Why? Appointees get special training while bringing key national perspectives to the work of the Organisation.

5 member country partnerships, including Switzerland which joined the Programme in 2020

20 JPOs working at the OECD

Highlights of Talent Acquisition and Development Initiatives:

Talent Acquisition and Development

Capacity Building

Awareness and Outreach

Workforce Analytics

Monitoring Progress

Partnering with professional networks representing individuals of diverse backgrounds

Supporting on-boarding of newcomers through parental and childcare programmes

Piloting AI in candidate screening and reviewing the effects on the diversity and quality of recommended candidates

Enhancing diversity guidelines for recruitment processes

Diversifying the channels through which candidates are sourced

Collaborating with Member countries for time-bound assignments

Capacity Building

We recognise the importance of fostering an inclusive working environment where decisions and behaviours are free from the influence of stereotypes. For example, the following training modules, developed in 2020, are designed to identify and mitigate unconscious biases in recruitment, promotion and management practices.

Become an Inclusive Leader

Who? This workshop for managers is designed to encourage individual strengths and to adapt their management style to better connect with teams.
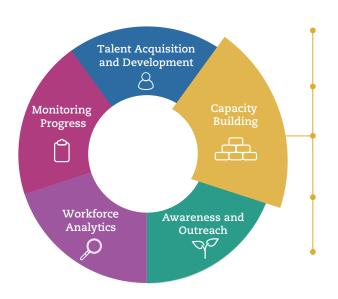
What? Managers are introduced to daily practices that promote inclusivity, such as the use of inclusive language, and principles of unconscious bias awareness.

Inclusive Hiring Practises

Who? This virtual reality-based training is aimed at those involved in panel interviews.

Why? This immersive experience leads staff through a number of interview scenarios. After the interview, interactive modules provide feedback to staff on unconscious biases that may have affected their candidate evaluation, and provide references to mitigate such biases.

Highlights of Capacity Building initiatives:

Enhancing our D&I and unconscious bias training

Holding sessions and webinars for staff and candidates of less represented nationalities

Sharing guidance on the use of gender pronouns and gender inclusive language

Enhancing the dialogue around various dimensions of D&I across the Organisation

Awareness and Outreach

Online career events and social media serve as important tools in making the Organisation's employment opportunities accessible to a broader audience, particularly in the context of the challenges brought on by COVID-19.

Digital Outreach

Increasing our outreach efforts through online career events, such as webinars, virtual booths at job fairs and 1:1 sessions with prospective candidates, co-organised with academic institutions, Permanent Delegations and national governments, has enabled us to reach more diverse talent.
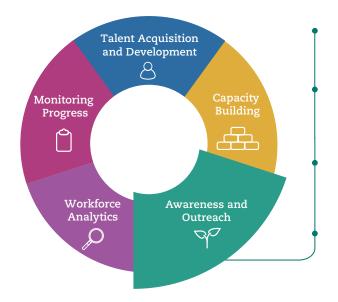
Key stats

35.8%
more traffic overall to our revamped career page (with the addition of the People Management Guidebook) and 37.3% more unique visits

41
career events across Member countries increased our digital outreach efforts, enabling us to reach more diverse talent

Highlights of Awareness and Outreach Initiatives:

Sharing OECD vacancies via a dedicated newsletter to Member countries' delegations

Collaborating with Member countries to raise awareness to OECD employment opportunities among their nationals

Engaging with our Employee Resource Groups

Talent Acquisition and Development

Capacity Building

Awareness and Outreach

Workforce Analytics

Monitoring Progress

Workforce Analytics

Two innovative diagnostic tools were developed to enhance the diversity metrics used to support applicant evaluations before and during the recruitment process.

Candidate Diversity Diagnostic

What? Shared with the hiring team prior to a recruitment drive, this reporting tool enables the OECD to access an overview of the representations of staff and candidate pool by nationality and gender.

Why? This equips us to take diversity into account when sourcing, screening and shortlisting candidates.

Directorate Diversity Diagnostic

What? This live tool is used by all OECD directorates to prepare and support key people management processes, including performance evaluation, promotion and contract decisions.

Why? To ensure our management processes consider the facts and figures as related to the diversity of our staff.

Talent Acquisition and Development

Capacity Building

Awareness and Outreach

Workforce Analytics

Monitoring Progress

Highlights of Workforce Analytics initiatives:

Annually publishing the Diversity and Inclusion Report and Staff Profile Statistics presented to Executive Committee and Council

Tracking diversity in OECD Learning and Development activities

Introducing a "new applicant diversity analysis report" for each vacancy (initial pool, longlist, shortlist)

Monitoring Progress

EDGE (Economic Dividends for Gender Equality) is the leading global assessment methodology and certification standard for gender equality. In April 2020, after a rigorous assessment and third-party audit, we received our second EDGE certification, in recognition of our steadfast commitment to workplace gender equality in the workplace. This places the OECD among a small group of organisations worldwide that are EDGE re-certified.

The 2020 assessment and re-certification process included:

Assessing gender balance at all levels of the Organisation in terms of staff composition	Analysing unexplained gender pay gap analysis that met the EDGE standard	Reviewing policies and practices that ensure equitable career opportunities for women and men	A closer study of the inclusive culture as expressed through employees' perceptions in the EDGE staff survey
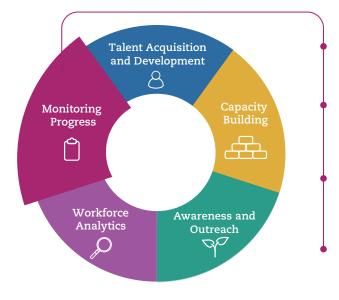
Highlights of Monitoring Progress initiatives:

Evaluating managers' support towards greater gender and national diversity as part of their annual performance review and upward feedback

Enhancing the focus on diversity in Corporate Review Group (CRG) overseeing the Organisation's staffing decisions

Participating in external independent evaluation and D&I benchmarking (e.g. EDGE, Workplace Pride)

Our future progress will involve rolling out wider training on gender-related biases and increasing access to leadership development opportunities and training for female staff.

In addition, we recognise the need to increase the share of women in senior management as well as the share of men in corporate functions and administrative roles.

We will continue to track and monitor the progress towards achieving better nationality diversity across Directorates.

OECD EMPLOYEE RESOURCE GROUPS (ERGs) IN 2020

At the OECD, there are a number of Employee Resource Groups (ERGs), voluntary and staff led, that are formed around a shared characteristic, either gender, ethnicity, lifestyle, or interest. They aim to create a safe space where employees can bring their whole selves to work, raise awareness to challenges, and help to foster a diverse, inclusive workplace aligned to the values of the OECD. We recognise the importance of ERGs and encourage staff to voice their views through participation in these networks and associations.

Dialogue on Inclusion, Cultural Diversity and Equity (DICE)

DICE, established in 2020, is an open and informal platform, with the objective to represent the interests of diverse multicultural communities within the OECD, and promote the benefits of having a diverse workforce. The group intends to serve as a vehicle to promote a broader conversation and address the various implicit and explicit biases, or discriminations against ethnic minorities working in the OECD.

Main Initiatives in 2020

· Organised staff Brown Bag Lunches on two occasions in 2020. One, titled "Unconscious Bias: What is it and can it be eliminated?", was in collaboration with the OECD Head of Ethics and with an intervention from the OECD Chief of Staff. The other, titled "Let's Talk about intersectionality", was in collaboration with SIETAR Europa and the OECD Women's Network Book Club.

· Held dialogues with various ERGs to support its efforts to raise awareness about systemic discrimination, and advocate for the recognition of overlapping intersectional identity markers and their role in creating several layers of marginalisation.

Jocelene Fouassier
Project and Event Co-ordinator, Evaluation and Internal Audit (EVIA), General Secretariat

Having lived, studied and worked in five different countries, I am trilingual, with post-graduate qualifications in business management and sustainability and adaptation planning, and I bring different world views and lived experiences to my very international work environment. During the COVID-19 pandemic, I have seen and valued how the Organisation has put staff well-being at the centre of its priorities. I believe that including, empowering and accepting multiple cultural and social identities that enable visible minorities and persons with disabilities to have all facets of their identities accepted, valued and respected, is vital to promoting well-being!

GLOBE

Established in 2001, OECD GLOBE is the association for an inclusive OECD community where all sexual orientations and gender identities are welcome. Membership is open to all OECD staff and Delegations who share a common belief in equality and inclusiveness. It has increased by 153% from 2016 to 2019 thus showing that OECD GLOBE represents an important group of OECD staff. GLOBE is led by a volunteer Executive Board.

Main Initiatives in 2020
- Contributed to corporate consultation on updating the OECD's anti-harassment policy and shared proposals for initiatives supporting better inclusion of LGBTQI+ staff.
- Represented LGBTQI+ staff at an EXD consultation on well-being at work.
- Supported the Secretary-General in his annual message to OECD staff for the International Day Against Homophobia and Transphobia on 17 May.
- Promoted awareness around relevant OECD publications, such as "Over The Rainbow? The Road to LGBTI Inclusion" published in early 2020.

Maria Salvetti
Policy Analyst, Cities, Urban Policies and Sustainable Development Division (CITY), Centre for Entrepreneurship, SMEs, Regions and Cities (CFE)

Economist and specialist of International Relations by training, I have worked in the water sector for almost 20 years. At the OECD, I learnt about GLOBE during my induction session, which I perceived as a commitment from the Organisation to support diversity and provide an inclusive and respectful working environment for all staff. Hence, I joined GLOBE since the very beginning of my OECD contract in 2019 which made me feel I could evolve in a friendly working environment where diversity was valued and perceived as an add-in for the Organisation.

Intern Circle (IC)

Launched in September 2017, the OECD Intern Circle is an initiative founded by interns, for interns. Through regular social and professional events, the Intern Circle helps interns from all OECD bodies to connect and make the most of their experience at the OECD. The Intern Circle is actively engaged in promoting a more diverse and inclusive workplace. The various events and activities are initiated and co-ordinated by the Intern Circle Board, a governing body of four interns, with contributions from many other volunteering interns across the OECD.

Main Initiatives in 2020
- Hosted Intern Welcome Events since 2019, with participation of around 100 interns. These events introduce interns to the diverse associations of the OECD and encourages their engagement.
- Organised sessions with the OECD Directors and seniors to help interns integrate into the Organisation, and discuss career prospects and recent global challenges.

Javier Jorquera
Intern, Office of Global Energy Relations (GER) International Energy Agency (IEA)

Before starting my internship at the IEA's Office of Global Energy Relations, where I am studying the role hydrogen could play in Latin America, I interned at the Chilean Ministry of Energy and finished the coursework of my MSc Degree in Energy Engineering. For me, having a diverse and inclusive workplace is key to foster personal and professional growth and to make everyone feel comfortable. I have felt motivated by staff and interns at the OECD that not only come from diverse backgrounds, but also see a lot of meaning in their work.

Women's Network (WN)

Launched in 2016 with the support of the Office of the Secretary-General, the Women's Network is a voluntary initiative to promote gender equality across the Organisation at all levels, and is open to all female OECD staff. The WN currently has 536 active members.

Main Initiatives in 2020

· Organised discussions at various levels of the Organisation aimed at creating dialogue around improving the support and development of female staff, including through virtual round tables, monthly book clubs and mentoring lab meetings.

· Enhanced collaboration and networking with other OECD programmes, including ERGs, and with women's networks beyond the Organisation.

· Worked through informal dialogues, including discussion around the Organisation's D&I Framework and the outcomes of the EDGE assessment.

Lynn Robertson
Competition Expert, Competition Division (COMP), Directorate for Financial and Enterprise Affairs (DAF)

Over the past year, with a team of volunteers, I have organised several Women's Network Roundtables. By sharing our learning and experiences through the WN Roundtables, we highlight our similarities and our diversity. There are no one-size-fits-all solutions to the difficulties we each face. Our diversity challenges us, taking us out of our comfort zones, out of our boxes, and leads us to innovative, creative solutions.

Dimitra Staikou
Junior Internal Communications Manager, Digital, Knowledge and Information Service (DKI), Executive Directorate (EXD)

Being part of the OECD Women's Network and helping with its communications and outreach activities has been a great experience for me. The Women's Network has allowed me to participate in a series of activities, meetings and events where I had the opportunity to meet, exchange ideas and get career advice from other women in the Organisation. Inclusiveness, diversity and gender equality make the OECD a fascinating place to work for!

Other collective efforts: Staff Association improving D&I

The Staff Association exists to represent all staff at the OECD. It aims to protect their professional interests, including ethical and financial aspects. The Staff Association is consulted by the Secretary-General on any proposed Regulation, Rule or Instruction and on other proposed measures that would change the conditions of employment for staff.

In 2020, the Staff Association created a Working Group on Diversity. It examines ways of improving diversity at the OECD and of fostering greater diversity among OECD staff, while making sure that the OECD is an attractive and equitable employer that attracts and promotes the best talent. To achieve this, its work focuses on developing a diversity policy that goes beyond the current focus on gender and nationality, identifying ways of improving hiring and promotion practices, and examining mechanisms to better support diverse groups in the workplace, including but not limited to combating all forms of discrimination.

HIRING: AN ANALYSIS OF RECRUITMENT PATTERNS 2019-2020

In its efforts to contribute towards a fair and inclusive workplace and culture, the Organisation first strives to involve a diverse pool of candidates through recruitment processes that mitigate biases. In this chapter, we look specifically at patterns in OECD recruitment by gender, age and nationality.
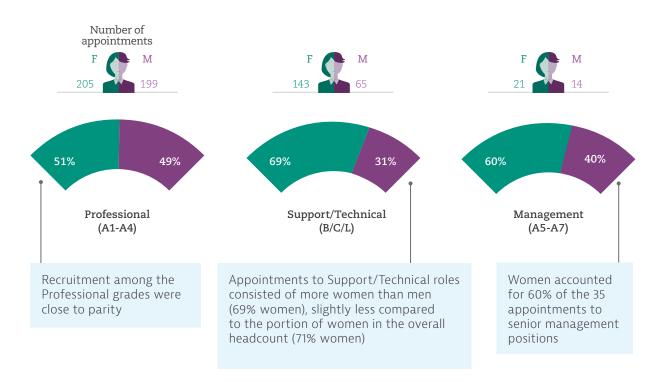
Note:

OECD Officials can be appointed by recruitment, integration or promotion.

- **Recruitment** consists of the selection and appointment of external applicants
- **Integration** includes temporary or associated staff hired as Officials
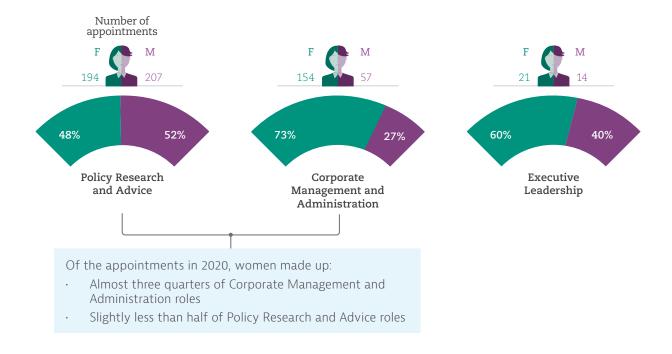- **Promotion** relates to the internal mobility of existing staff

Gender and Age

Figure 5.1 **Volume and percentage of appointments by grade group and gender**

Women continued to constitute the majority of new appointments in 2020 (57%).

Number of appointments

F 205   M 199

F 143   M 65

F 21   M 14

51%   49%

69%   31%

60%   40%

Professional (A1-A4)

Support/Technical (B/C/L)

Management (A5-A7)

Recruitment among the Professional grades were close to parity

Appointments to Support/Technical roles consisted of more women than men (69% women), slightly less compared to the portion of women in the overall headcount (71% women)

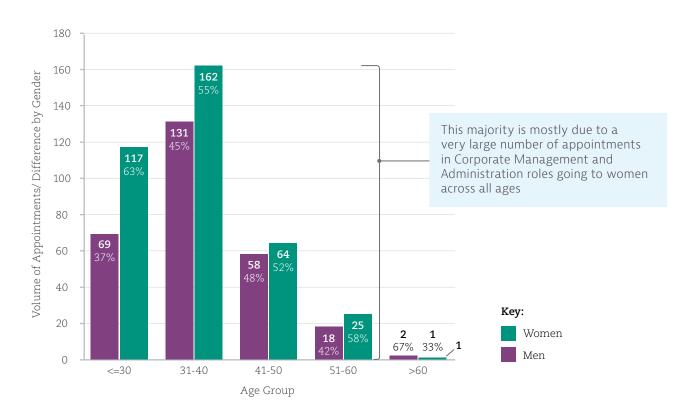Women accounted for 60% of the 35 appointments to senior management positions

Figure 5.2 Volume and percentage of appointments by job family and gender

The majority of appointments in Corporate Management and Executive Leadership constituted women.

Number of appointments

	Policy Research and Advice	Corporate Management and Administration	Executive Leadership
F	194	154	21
M	207	57	14
Women %	48%	73%	60%
Men %	52%	27%	40%

Of the appointments in 2020, women made up:
- Almost three quarters of Corporate Management and Administration roles
- Slightly less than half of Policy Research and Advice roles

Figure 5.3 Gender representation of appointments by age group

Women constitute the majority of appointments in all age groups except the over 60 years group.

Volume of Appointments/ Difference by Gender

Age Group	Men	Men %	Women	Women %
<=30	69	37%	117	63%
31-40	131	45%	162	55%
41-50	58	48%	64	52%
51-60	18	42%	25	58%
>60	2	67%	1	33%

This majority is mostly due to a very large number of appointments in Corporate Management and Administration roles going to women across all ages

Key:
- Women
- Men

Nationality

Figure 5.4 Officials: percentage representation by nationality at end-2019 and of appointments during 2020

All 37 Member Countries were represented among the 647 Official appointments during 2020.

The representation of most nationalities among 2020 appointments corresponded to their respective headcount. However, ten countries showed an increase of at least 0.5 percentage points between their representation in appointments compared to the headcount.

- **Colombia**
- **Poland**
- **Portugal**
- **Belgium**
- **Korea**
- **Spain**
- **Japan**
- **Canada**
- **Italy**
- **United States**

Key:

● % of appointments, 2020

■ % of Officials from Member country as at end of 2019

In 2020, a lower proportion of Australian and French nationals was recruited compared to their respective headcount

Executive Management - the top five most represented nationalities still account for 57.7% of officials at grades A5 to A7.

% of Headcount and Appointments

Note:

More detailed accounts and statistics highlighting nationality diversity are provided in the Annex to the report (C(2021)55/ADD1/REV2), including Country Key Indicators and trends for each Member country.
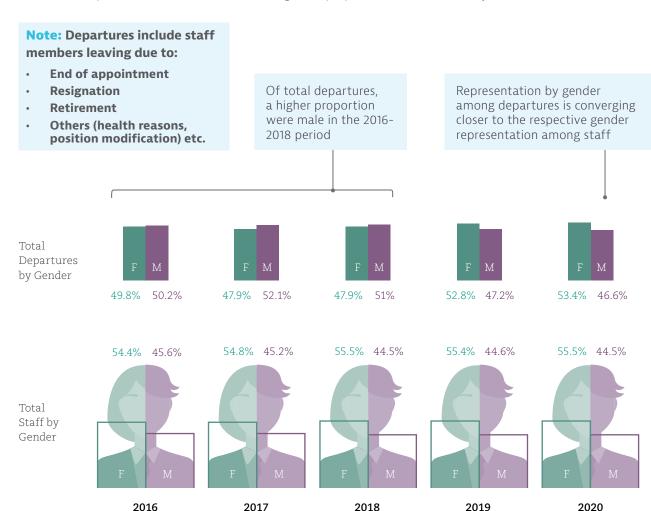
RETENTION AND ATTRITION: MAINTAINING A HEALTHY AND SUSTAINABLE ORGANISATION

Departures are a natural part of any workforce's lifecycle. Metrics around attrition, turnover and retention can be a good indicator of the successful management of an organisation. This chapter looks at the trends in departure patterns at the OECD.

Figure 6.1 Gender representation in headcount and departure, 2016-2020

The rate of departures for male staff is becoming more proportional to their share by headcount.

Note: Departures include staff members leaving due to:

- **End of appointment**
- **Resignation**
- **Retirement**
- **Others (health reasons, position modification) etc.**

Of total departures, a higher proportion were male in the 2016-2018 period

Representation by gender among departures is converging closer to the respective gender representation among staff

Total Departures by Gender

	F	M
2016	49.8%	50.2%
2017	47.9%	52.1%
2018	47.9%	51%
2019	52.8%	47.2%
2020	53.4%	46.6%

Total Staff by Gender

	F	M
2016	54.4%	45.6%
2017	54.8%	45.2%
2018	55.5%	44.5%
2019	55.4%	44.6%
2020	55.5%	44.5%

Turnover

Figure 6.2 Officials: turnover rate by gender and by grade group
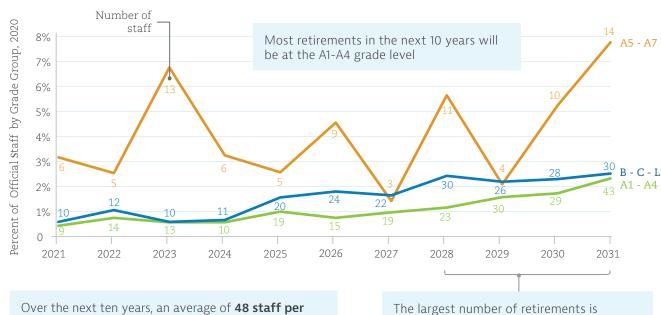
The rate of turnover for Officials was similar for all grade groups, except the C grade, where turnover was higher for women.

Turnover rates were similar for female and male staff at the A-grade level

In 2020, 9.5% of male Officials and 8.8% of female Officials left the Organisation across all grade levels

	M	F
A	9.9%	9.8%
B	8.0%	7.6%
C	11.8%	50%
L		12.5%
Total	9.5%	8.8%

Retirement

Figure 6.3 Officials: staff expected to retire in the next ten years by grade group

Overall, the rate of retirement among Officials is expected to increase between 2021 and 2031, which is consistent with the Organisation's demographics trends.

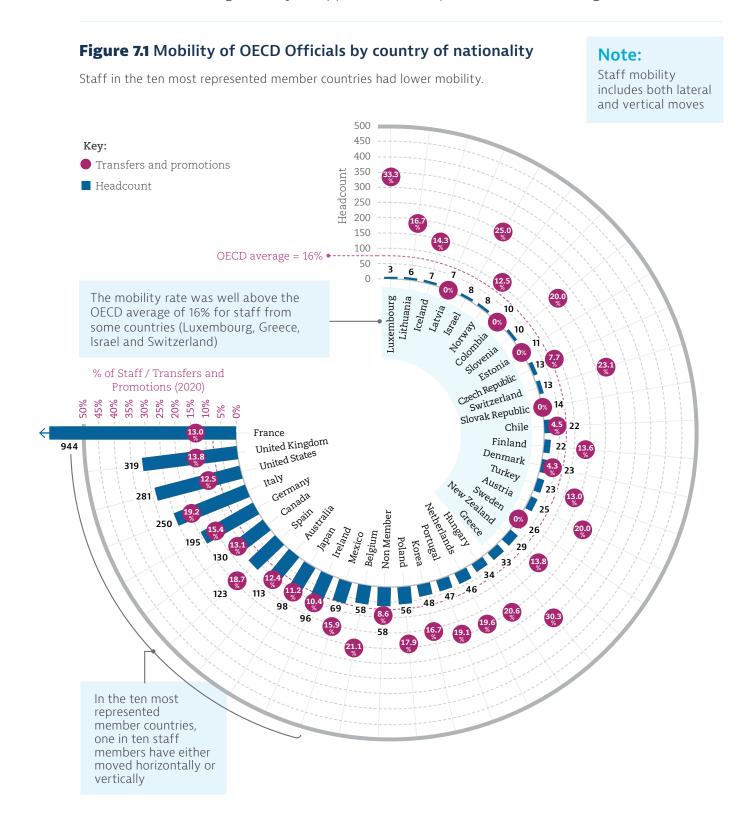Most retirements in the next 10 years will be at the A1-A4 grade level

Over the next ten years, an average of **48 staff per year** are expected to retire. An average of 20-30 staff per year are expected to retire in the next five years, after which the rate of retirement will increase

The largest number of retirements is expected to occur in 2028-2031, translating to an expected turnover rate of over 44% among senior levels (A5-A7 grades)

CHAPTER 7

STAFF MOBILITY: MOVEMENT AND PROMOTION PATTERNS

The hiring of new staff plays an important role in furthering diversity, and staff mobility plays a key role in providing the opportunity for staff to progress across the Organisation. This contributes to ensuring diversity is supported at both professional and management levels.
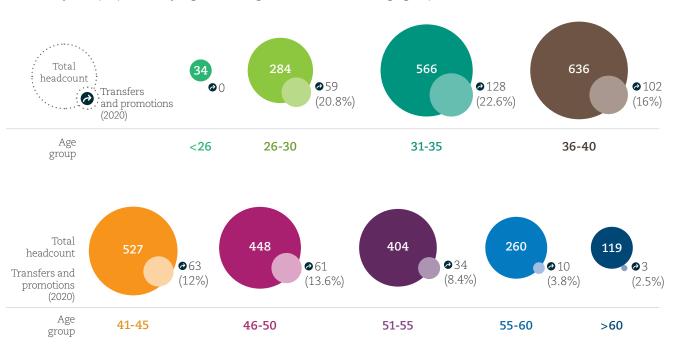
Figure 7.1 Mobility of OECD Officials by country of nationality

Staff in the ten most represented member countries had lower mobility.

Note:
Staff mobility includes both lateral and vertical moves

Key:
- Transfers and promotions
- Headcount

The mobility rate was well above the OECD average of 16% for staff from some countries (Luxembourg, Greece, Israel and Switzerland)

OECD average = 16%

% of Staff / Transfers and Promotions (2020)

In the ten most represented member countries, one in ten staff members have either moved horizontally or vertically

Figure 7.2 Mobility of OECD Officials by gender

Female Officials were, on average, more mobile in 2020 than their male counterparts.

Women
total headcount
1819

Men
total headcount
1459

mobility
290 (15.9%)

mobility
170 (11.7%)

Figure 7.3 Mobility of OECD Officials by age group

Mobility was proportionally highest among Officials in the 31-35 age group.

Total headcount

Transfers and promotions (2020)

Age group	<26	26-30	31-35	36-40

34 — 0

284 — 59 (20.8%)

566 — 128 (22.6%)

636 — 102 (16%)

Total headcount

Transfers and promotions (2020)

527 — 63 (12%)

448 — 61 (13.6%)

404 — 34 (8.4%)

260 — 10 (3.8%)

119 — 3 (2.5%)

Age group	41-45	46-50	51-55	55-60	>60

THE WAY FORWARD AND PLANNED INITIATIVES FOR 2021-22

The OECD is leading the development and update of policies that address current and future challenges. We recognise that the quest for a more diverse and inclusive working environment is a continuous pursuit. Social and cultural changes affect our perceptions as to what a diverse and inclusive workforce should look like, and while our diversity and inclusion data shows progress, there remains room for improvement.

In Recent Years

We have successfully established a strategic framework that promotes diversity and inclusion in broader dimensions beyond only nationality and gender.

To be truly diverse, we still need to:

- **Ensure better representation** of nationals from less represented Member countries
- **Address racial and ethnic disparities**
- **Ensure our policies are inclusive and equitable**
- **Promote gender balance** across different levels of responsibilities
- **Promote linguistic diversity** and use of both official languages

To be truly inclusive, we need to address the needs of staff with diverse:

- **Race and ethnicity**
- **Sexual orientations**
- **Gender identities**
- **Religions, beliefs and cultures**
- **Disabilities and cognitive diversity**
- **Linguistic diversity**

Future Plans

As a multinational organisation that sets best practice recommendations, we have a responsibility to meet our commitment to diversity and inclusion and set an example for others. We are excited to drive our diversity and inclusion agenda forward in the years to come, with a focus on several fronts.

Targeted Outreach

This will involve outreach initiatives to less represented nationalities and groups

Promoting Race and Ethnicity Inclusion

Sourcing more ethnically and racially diverse candidates

Collecting Data

Considering how to expand the breadth and depth of the D&I data we collect

Making Policies more inclusive

Ensuring our practices and policies are inclusive for all

Targeted Outreach

Sourcing of diverse candidates is a key component in allowing us to tap into talent pools with limited representation among our workforce. The OECD makes various efforts to raise awareness to career opportunities and brand the Organisation as an employer of choice.

Future goal?

To further enhance the OECD's recruitment efforts, we intend to revamp our outreach strategy. This includes close collaboration with our Member countries – especially those who are less represented among our staff – through the following initiatives:

- **Targeted online campaigns**
- **Participation in different career and outreach events**
- **Proactive sourcing of talent**

Why? By attracting highly talented, skilled, motivated and diverse individuals who represent the different facets of our societies, we can also ensure that the OECD delivers on its mission and can address the wide range of challenges our Members and partner countries face.

Data Collection: Expanding the Breadth and Depth of D&I Indicators

Our ability to assess progress on diversity and inclusion depends on the scope of data at our disposal. We therefore continuously collect staff data with regard to age, gender and nationality.

Future goal?

We are reviewing the possibility and impact of rolling out a programme of voluntary and confidential self-identification of demographic characteristics and personal attributes, such as:

- **Disability status**
- **Race**
- **Ethnicity**
- **Sexual orientation**
- **Inclusive options for gender identity**

Why? This process will help us better understand the diversity of our staff and candidates, and ensure our policies support and cater to the needs of different individuals, including with respect to benefits, medical coverage and well-being. We will continue to collect demographic data, mostly pertaining to gender and nationality. Such data will support work on gender equality, including pay gap analysis and gender balance across different levels of the Organisation. The data collection process will be done in consultation with relevant stakeholders including the Data Protection Officer.

Ensuring Ethnical and Racial Diversity in Our Workforce

While we have a strong focus on increasing representation of Member countries, we also recognise the importance of increasing representation of individuals from minority groups within our workforce. Currently people from racial minority or Indigenous groups, including people of colour, are not adequately represented, with few represented at senior management level.

The OECD has worked to raise awareness around racial disparity and injustice in various publications and policy recommendations. We are proud of the staff members who established the Dialogue on Inclusion, Cultural Diversity and Equity (DICE), an informal platform created by OECD staff members, which works to promote better inclusion of ethnic minorities (Employee Resource Group featured on page 18). In addition, we are in the process of developing partnerships with organisations, academic institutions and professional networks with racially diverse members.

Future goal?

We intend to expand our diversity and inclusion training modules to mitigate unconscious bias in workplace situations, as well as:

- **Build awareness**
- **Promote an open dialogue with staff and managers**
- **Mitigate racial biases**
- **Have frank discussions** about the role of each and every one of us in promoting a more inclusive working environment

Why? In an effort to address the under-representation of people from racial minority or Indigenous groups, including people of colour, in the Organisation as a whole and particularly at senior management level.

Ensuring Our Practices and Policies are Inclusive for All

In recent years, the intent and aim of our HR policies to increase inclusion have been recognised on various occasions. Independent benchmark exercises and audits, including EDGE and Workplace Pride, have affirmed our equitable processes and practices, while also suggesting where further progress should be made.

Future goal?

We will conduct a review of various policies across the employee lifecycle. Such a review will aim to identify existing gaps which impact individuals from specific groups, notably:

- **People with disabilities**
- **LGBTQI+ employees**
- **Racial and ethnic minorities**
- **Religion and culture**

Why? We aim to ensure that our policies and practices are equitable and inclusive and better support staff in a multifaceted workforce.

In Conclusion

While the Organisation has made progress in working towards greater diversity and inclusion through our established initiatives, we recognise the need for continous improvement in these areas. We look forward to the road before us, as we strive to shape better policies.

" Our staff come from across the world, representing different ethnicities, educational backgrounds, gender identities, nationalities, languages, cultures and beliefs. This diversity promotes unique perspectives and innovative solutions to address global challenges. "

Mathias Cormann,
OECD Secretary-General