



**2023**  
**ANNUAL**  
**DIVERSITY AND**  
**INCLUSION**  
**REPORT**  
**HUMAN RESOURCE**  
**MANAGEMENT**



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# FOREWORD

## Foreword by the Secretary-General

Diversity and Inclusion are crucial to the OECD's work. By ensuring our workforce represents a diverse range of backgrounds, experiences and perspectives, we generate more effective policy solutions that can benefit all citizens and communities.



The recent OECD Human Resources Strategy (2023 to 2027) presents our vision for the OECD's approach to managing our people, with Diversity and Inclusion as a key pillar. It recognises that a diverse and inclusive working environment is fundamental to achieving our mission of Better Policies for Better Lives.

We have made significant progress in promoting gender equality at the OECD, most recently with our Gender Strategy 'The OECD's Contribution to Promoting Gender Equality', which was welcomed by the OECD Council at Ministerial level in June 2023. And for the first time in the Organisation's history, we achieved gender parity both at Deputy Secretary-General level and at Director level in early 2023, a significant achievement. We are also very close to gender parity at Deputy Director and Head of Division level.

Our success in creating a more gender equal workplace was also recognised in 2022 through EDGE re-accreditation, which you can read more about in this Report. In addition, in 2022 we also received the EDGEplus certification demonstrating our commitment to investigating intersectional dimensions of diversity.

While we are making important advances on gender equality, there is much work to be done to ensure a more equitable representation of the nationals of our 38 Members. This is a journey and we are making progress, albeit at a slower pace than with gender equity. We are also working on the broader dimensions of diversity, including but not limited to sexual orientation, race and ethnicity, and working with a disability.

The 2023 Annual Diversity and Inclusion Report provides an overview of our ongoing efforts to create a truly diverse and inclusive workplace. I invite you to read this Report and to engage in conversations around Diversity and Inclusion within the OECD and beyond. By being transparent and accountable, we continue to make progress, and to build a workplace that reflects our values.

Thank you for your ongoing commitment to Diversity and Inclusion at the OECD.

**Mathias Cormann**  
**OECD Secretary-General**

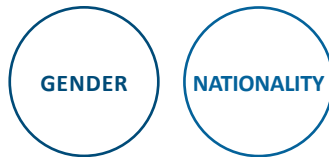
# 1 | INTRODUCTION

## Background and Context

The OECD is recognised for its policy work on Diversity and Inclusion (D&I) across various societal domains, having worked on multiple projects in this area across different policy areas.<sup>1</sup> In addition to our policy work, as an Organisation whose workforce comes from all walks of life, we strive to foster a diverse workforce and an inclusive workplace. This is key to shaping policies that reflect the needs and interests of Members, the well-being of our staff and simply making the OECD a safe and better place to work.

The Report focuses mainly on elements of nationality and gender as the dimensions of diversity stipulated in the OECD Staff Regulations<sup>2</sup>. This year, for the first time, we present key data points and initiatives on wider dimensions of diversity including sexual orientation, race and ethnicity and working with a disability.

*The main dimensions of diversity that are currently tracked:*



*We also recognise and celebrate wider dimensions of diversity including:*



The OECD has reported on its D&I journey via this Report since 2009. Since 2021, in a bid to strengthen our commitment to transparency and accountability, the Report has been made public meaning that our D&I data and initiatives are available to candidates and the wider public in addition to Members and staff.

The Report allows for regular benchmarking by providing key demographic data, descriptive statistics, visuals and details of various initiatives we are working on to support D&I. Data and figures for a given year are based on the workforce composition on 31 December of that year unless otherwise specified.

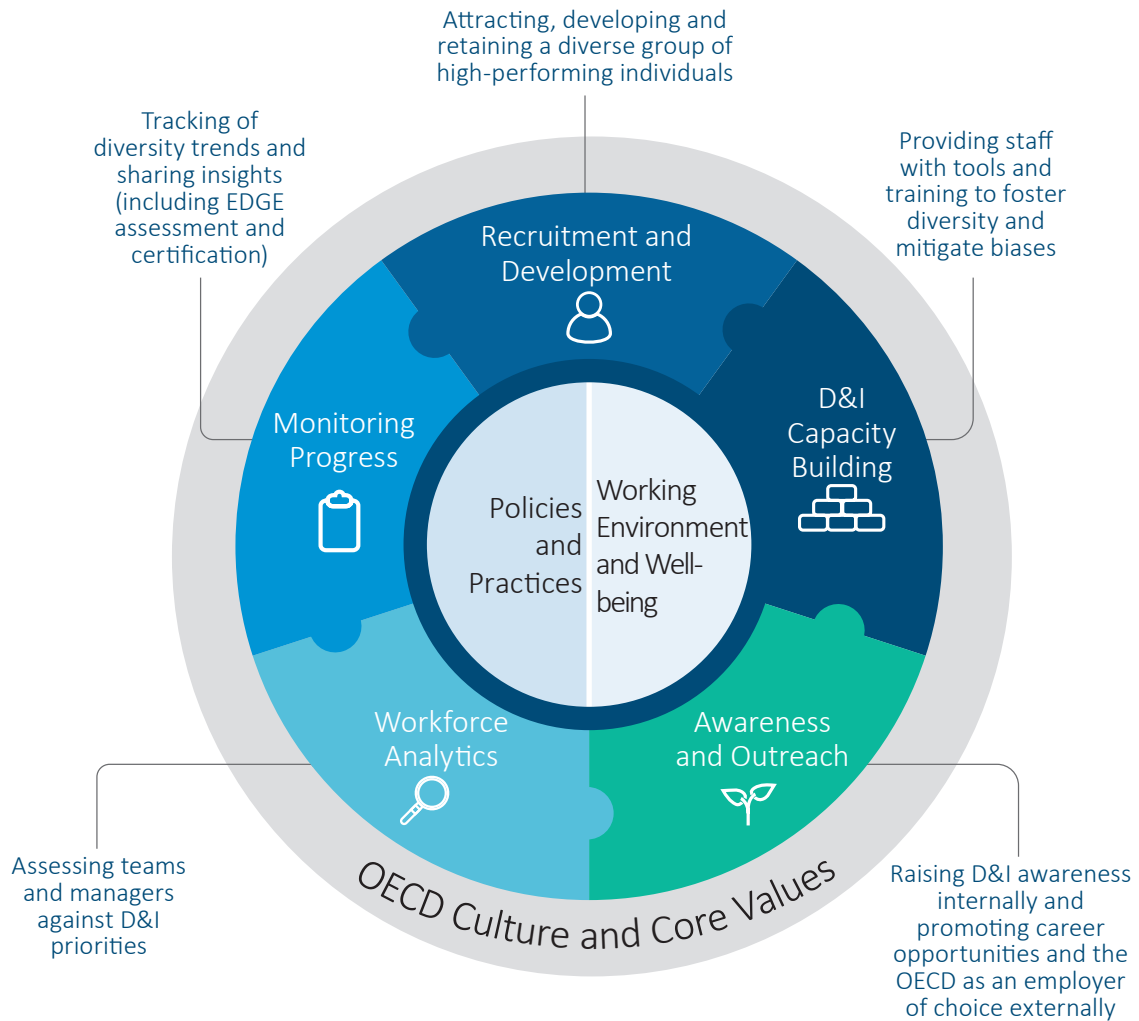
<sup>1</sup> Examples from 2020 to 2022 include: All Hands In? Making Diversity Work for All, 2020; Over the Rainbow? The Road to LGBTI Inclusion, 2020; Strength Through Diversity, Education for Inclusive Societies, 2020; Gender Equality in Colombia, 2020; Tax Policy and Gender Equality, 2022.

<sup>2</sup> The Staff Regulations, Rules and Instructions Applicable to Officials of the Organisation govern the selection, appointment and promotion of OECD Officials.

# Diversity and Inclusion Framework

The OECD Diversity and Inclusion Framework was developed in 2020 to help structure our D&I journey and initiatives, and is built on five core elements:

**Figure 1.1 | The OECD D&I Framework**



In 2022 the OECD worked on initiatives in support of each of these elements. As with our HR Strategy and people-related processes, the OECD's values form the foundation of the D&I Framework. The OECD Staff Regulations and the Code of Conduct for OECD Officials define our values and set out the standards and culture that we strive to promote and maintain. These values are:



**Courtesy,  
Dignity, Respect  
and Non-  
Discrimination**



**Loyalty and  
Independence**



**Impartiality**



**Tact,  
Discretion and  
Confidentiality**

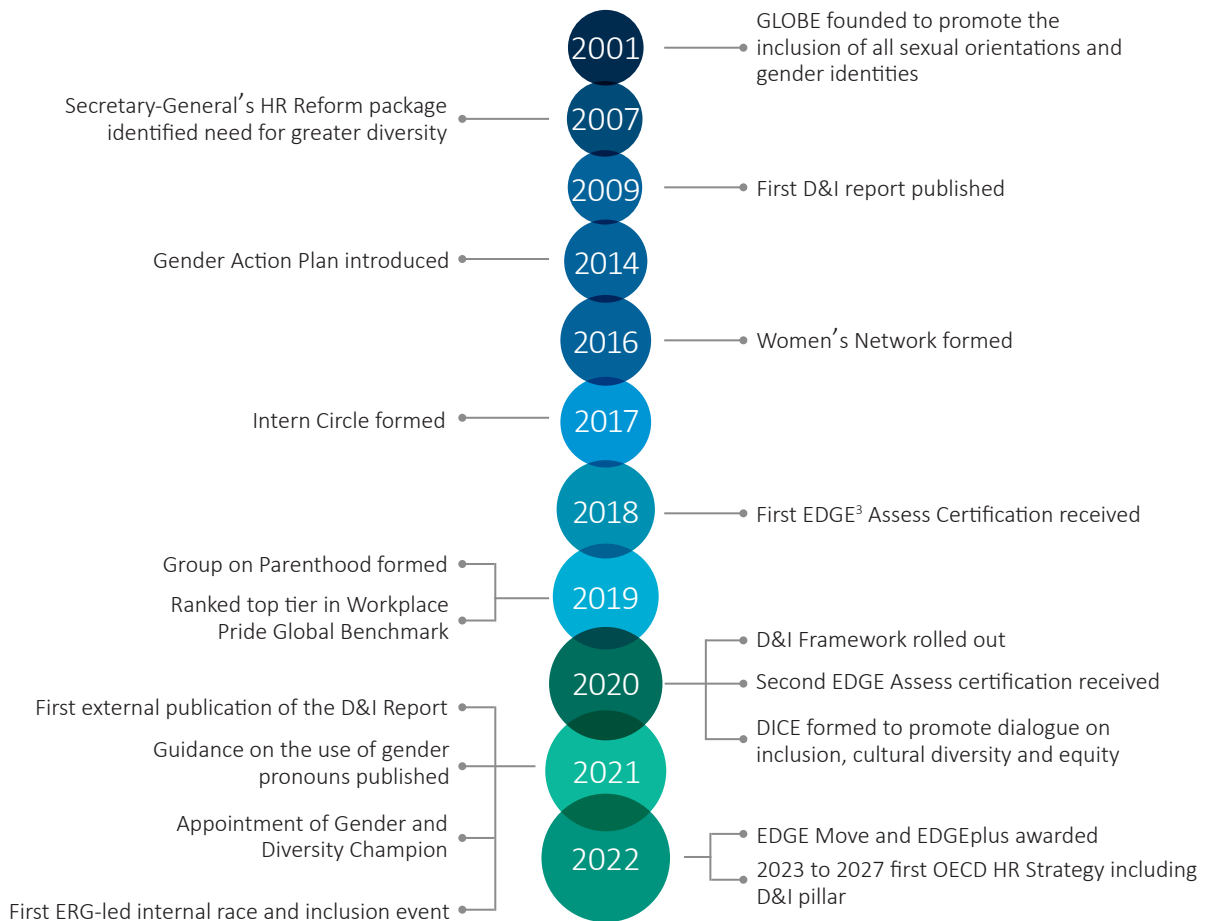


**Integrity and  
Accountability**

# Timeline and Milestones

We continue to make progress towards developing a more diverse and inclusive workplace, as indicated by the important milestones we have already achieved. Some of these milestones include initiatives from staff, playing a crucial role in cultivating an inclusive culture.

**Figure 1.2 | The OECD's D&I journey from 2001 to 2022**



## Employee Resource Groups (ERGs)

### DICE

Engages with diverse multicultural communities to foster a diverse and inclusive workplace.

### GLOBE

A community where all sexual orientations and gender identities are welcome.

### Group on Parenthood

Raises awareness of challenges in building a family, as well as policies designed to make parenthood compatible with a fulfilling career.

### Intern Circle

Aimed at enhancing the internship experience through professional and social events.

### Temporary Staff Network

Engages with the community of temporary staff and provides a platform to exchange, socialise and grow.

### Women's Network

Informs, connects and empowers women to contribute to their development and well-being through women's leadership, career management, advocacy for change and support.




<sup>3</sup> EDGE: Economic Dividends for Gender Equality: A certification for workforce diversity, equity and inclusion

## 2 | INSIGHTS

This chapter explores the composition of the OECD workforce including demographic data and statistics relating to different aspects of diversity. Specifically it considers: [Employment Category and Grade Group](#), [Nationality](#), [Gender](#) and [Age](#).

Within these areas, we consider [headcount](#), [appointments](#), [mobility](#), [turnover](#) and [attrition](#).

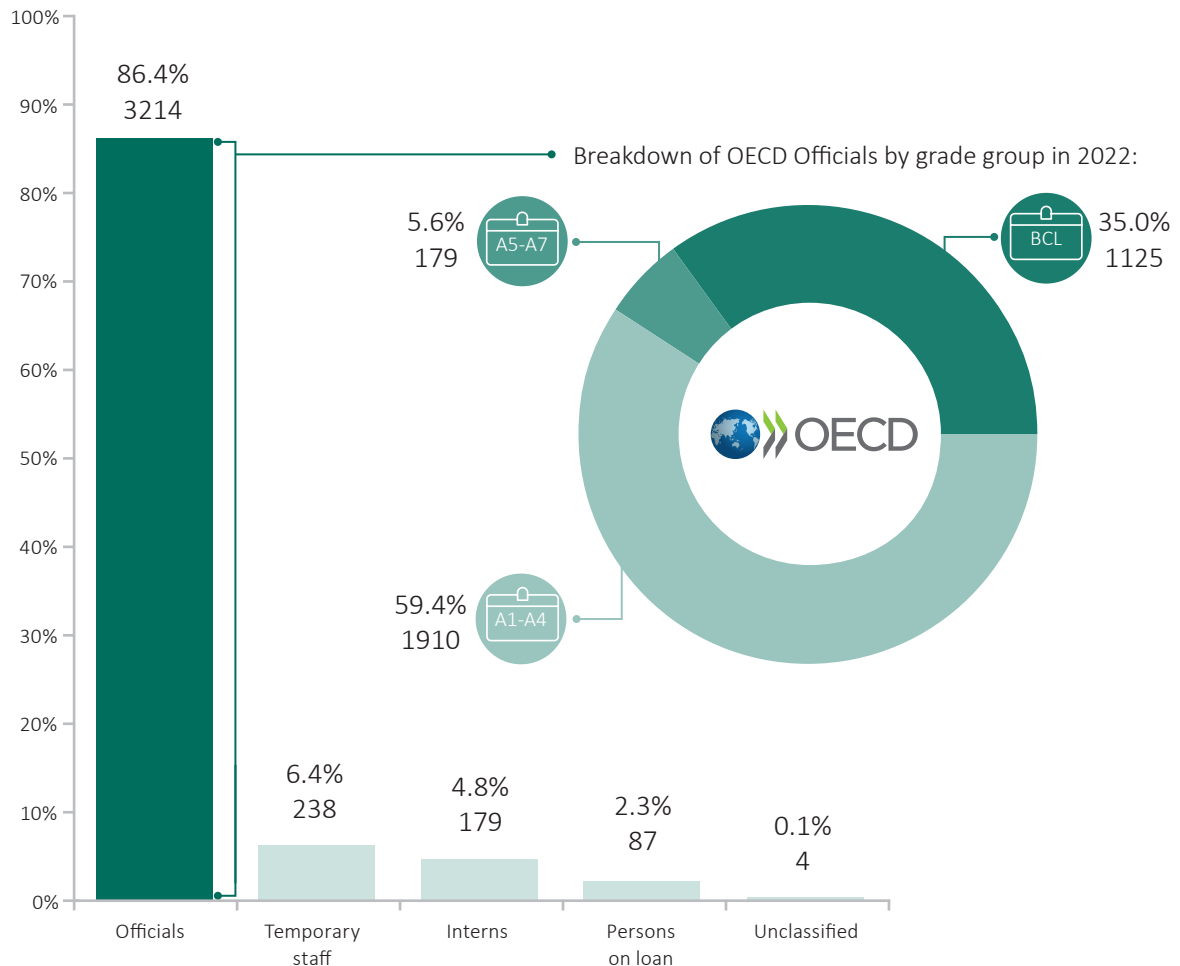
The OECD has five employment categories that address the different staffing needs of the Organisation:

Employment Category		Description
Unclassified staff		This includes the Secretary-General, Deputy Secretaries-General and Executive Director of the International Energy Agency.
Officials	Grades B, C and L 	Manage the OECD's support, technical and linguistic corporate activities.
	Grades A1 to A4 	Directly involved in policy analysis and corporate functions, producing key outputs in line with the Programme of Work and Budget.
	Grades A5 to A7 	Officials in Executive Leadership functions who lead and steer the OECD to deliver on its mission for Members.
Temporary staff		Appointed to meet short-term needs (e.g. specialised work or replacements for long-term leave).
Persons on loan		Persons loaned to the OECD on a temporary basis by public or private institutions to contribute to the execution of the Organisation's Programme of Work and Budget.
Interns		Students enrolled in an academic institution, offered a short-term experience.

By delegated authority from the Secretary-General of the OECD, the Executive Director of the International Energy Agency (IEA) is responsible for staffing decisions within the IEA. For this reason, selected figures relate only to the OECD, with IEA data reported separately.

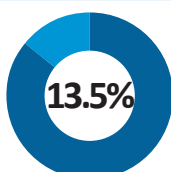
# Employment Category and Grade Group

**Figure 2.1.1 | OECD workforce by employment category in 2022 (IEA excluded)**



### Key Take-aways

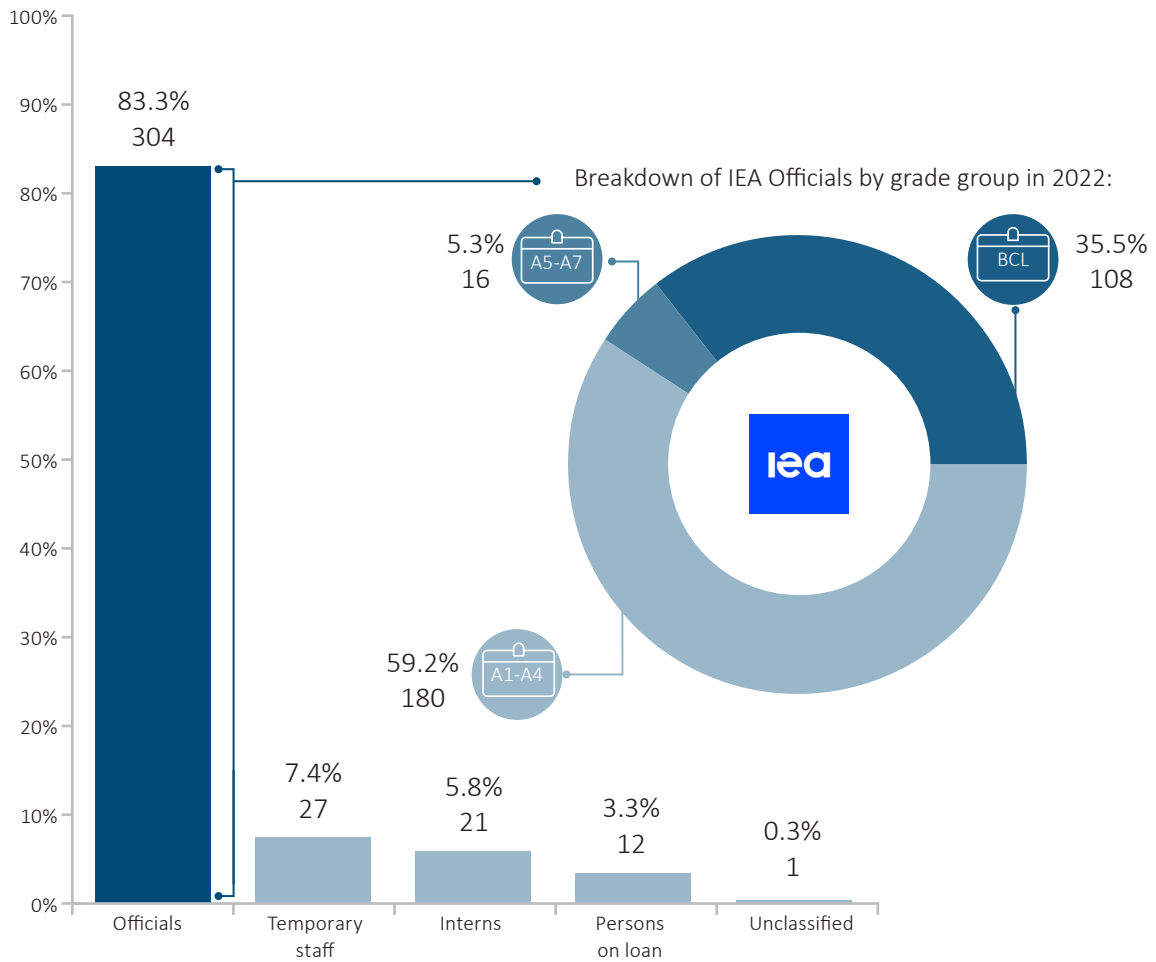
- Consistent with previous years, grade A1 to A4 Officials accounted for over 50% of the OECD workforce in 2022.
- Staff at Executive Leadership level represented 5.6% of OECD Officials.
- Grades B, C and L represented 35.0% of OECD Officials.
- 638 Interns from 38 Member countries and 214 Temporary staff from 36 Member countries were appointed to the OECD and IEA throughout 2022, though given the duration of internships is typically two to six months, the average number of interns at the OECD at any one time is less.



The percentage of OECD workforce that were Temporary staff, Interns or Persons on loan in 2022. They are key talent pools for diverse and qualified future Officials.



**Figure 2.1.2 | IEA workforce by employment category in 2022**



### Key Take-aways

- **Officials accounted for 83.3% of the IEA workforce in 2022.**
- **Grades A1 to A4 represented 59.2%, grades B, C and L represented 35.5% and grades A5 to A7 accounted for 5.3% of IEA Officials in 2022.**

The IEA also provides separate detailed reporting on Diversity and Inclusion to its Members via standard reports in the IEA Committee on Budget and Expenditure and the IEA Governing Board.

# Nationality

Nationality diversity is an important dimension of staff diversity. With a diverse workforce we can ensure that our advice is as far-reaching and relevant as possible. The OECD hires Officials from our 38 Member countries as well as individuals from non-OECD Member countries for certain Programmes and Services.

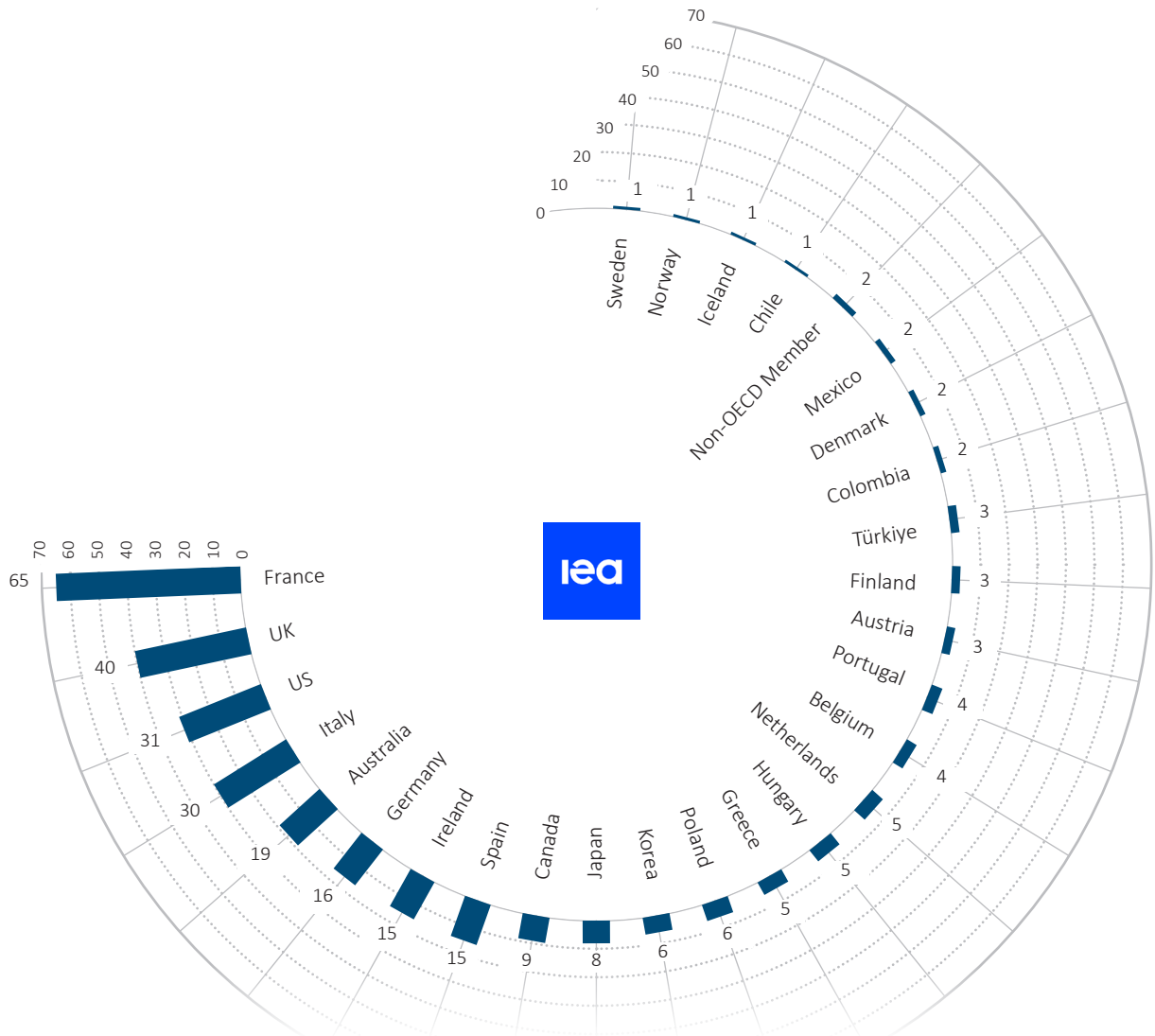
**Figure 2.2.1 | Headcount of OECD Officials by nationality in 2022 (IEA excluded)**



**Key Take-aways**

- All OECD Members have been represented in the population of OECD Officials since 2013, or from a later year in the case of Members joining after 2013.
- The number of Officials from non-OECD Member countries has reduced each year since 2019.

Figure 2.2.2 | Headcount of IEA Officials by nationality in 2022



**Key Take-aways**

- The IEA is made up of 31 Member countries, 24 of which were represented in the nationalities of Officials in 2022.
- Two Officials from non-OECD Member countries worked at the IEA in 2022, in line with IEA Governing Board agreements.

Although **Chile, Colombia and Iceland** are OECD Members and not part of the IEA, **Officials from OECD Member countries can be appointed as Officials in the IEA.**

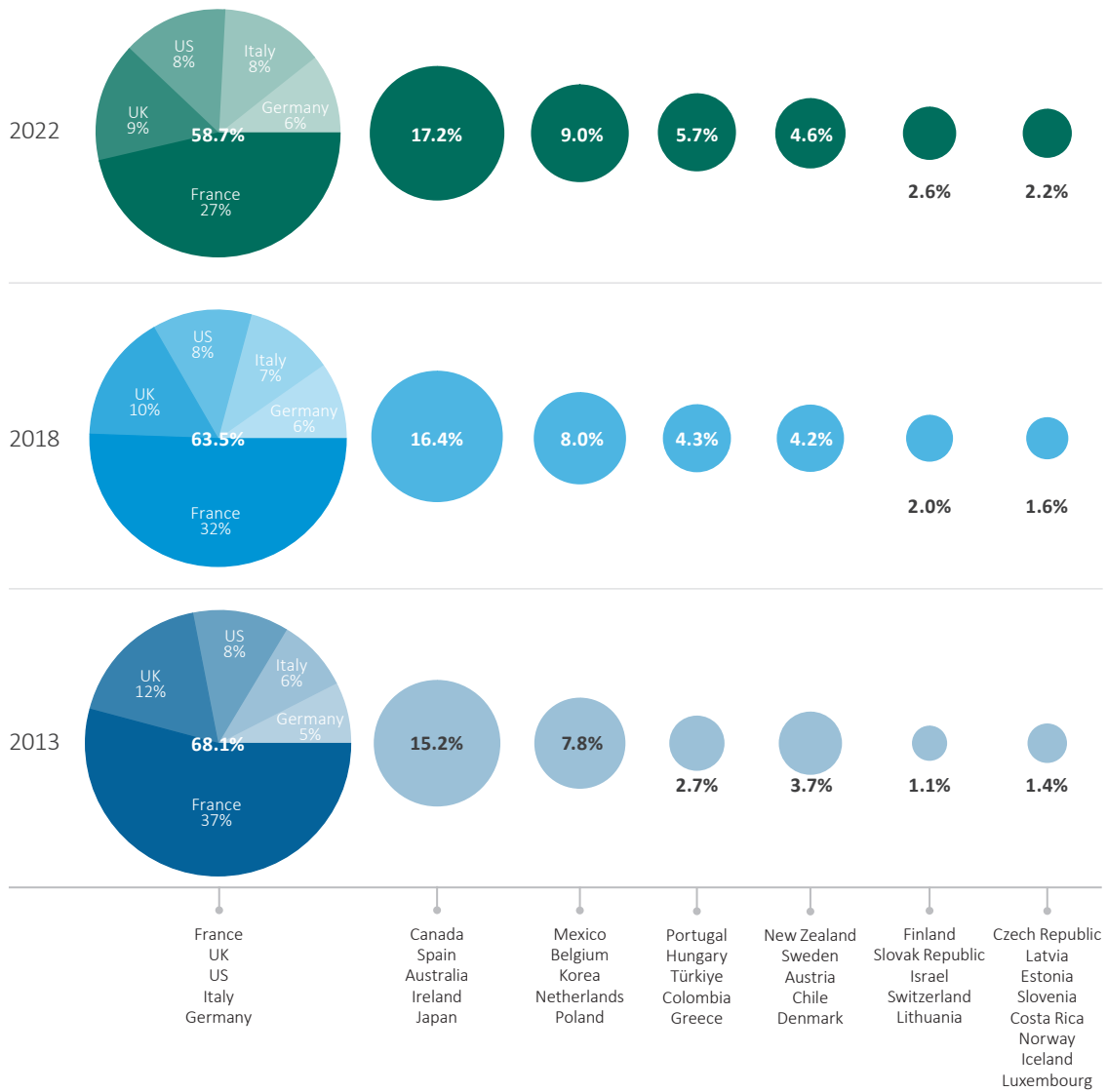


The number of IEA Member countries represented among IEA Officials in 2022.

**Nationality | Headcount**

**Figure 2.2.3 | Proportion of OECD Officials grouped by the highest to lowest headcount from 2013 to 2022 (IEA and non-OECD Members excluded)**

This figure groups nationals of Members by their respective headcount in 2022.

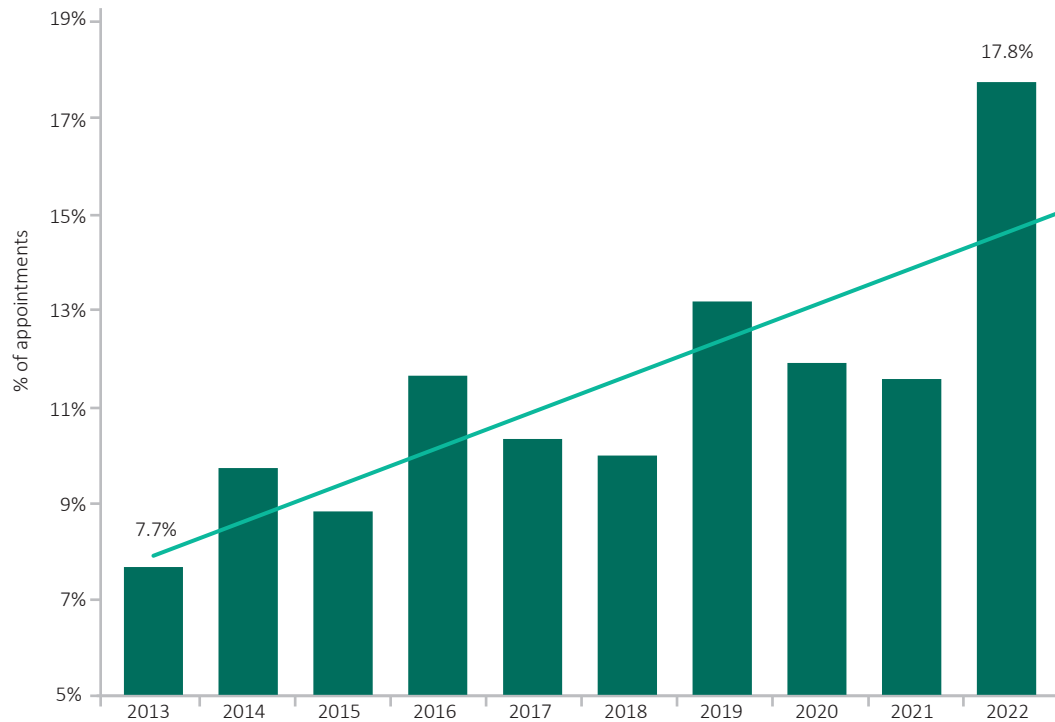


**Key Take-aways**

- **The trend from 2013 to 2022 indicates a wider distribution of nationalities represented in the Official population.** This is aligned with the mandate of nationality representation of the Organisation.
- **In 2022, 58.7% of OECD Officials were nationals of five countries compared with 68.1% in 2013.** The relative proportion of all other groups has increased over the ten year period.

## Nationality | Appointment

**Figure 2.2.4 | Share of appointments of OECD Officials with nationalities of the 20 Member countries with the lowest headcount in 2022, from 2013 to 2022 (IEA excluded)**



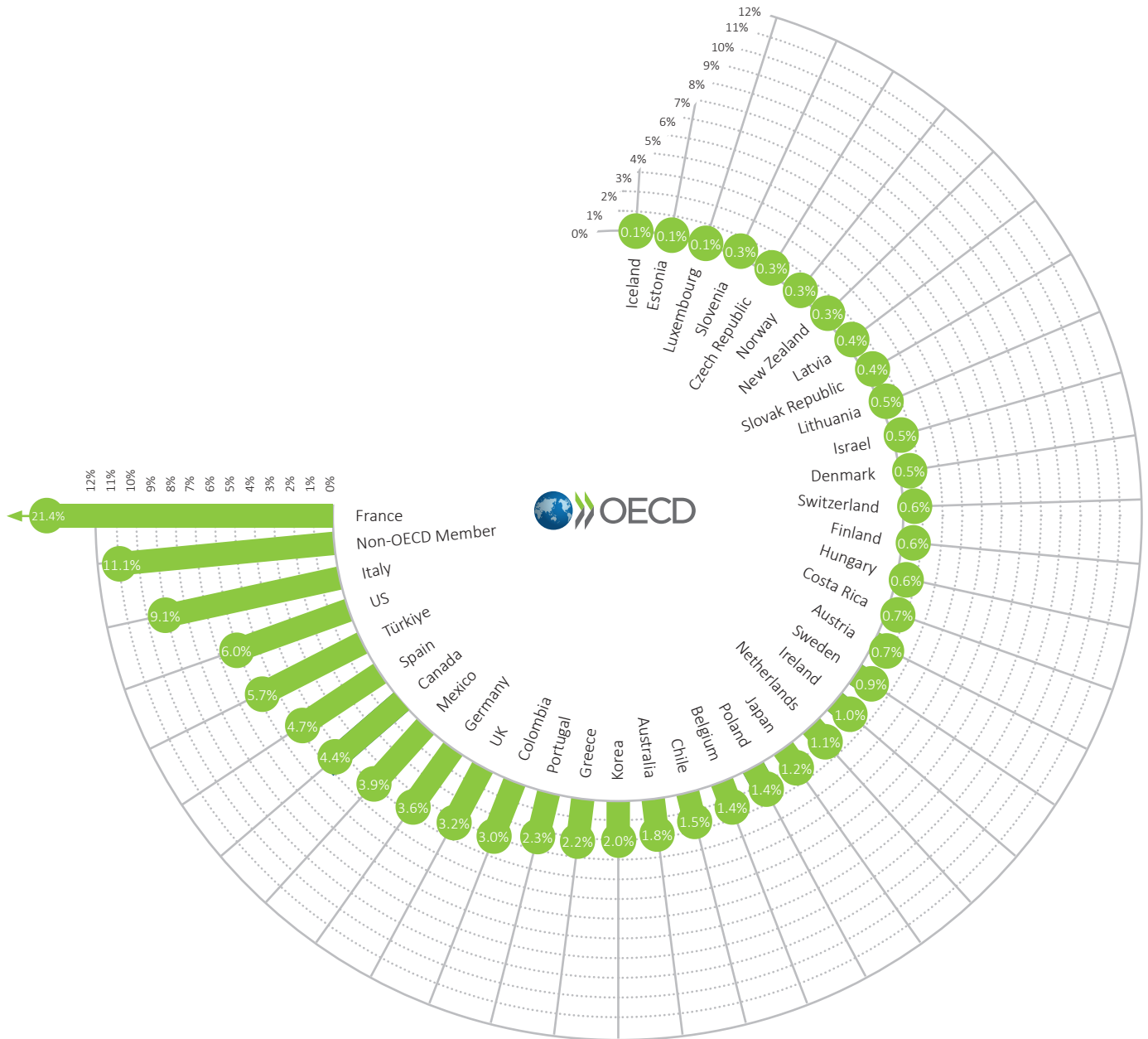
### Key Take-aways

- **704 Officials in total were appointed** at the OECD in 2022.
- **Progress has been made in improving nationality diversity since 2013.** The positive trend in appointments from a broader range of nationalities has continued into 2022.
- **In 2022, for the first time, over 50% of Officials appointed at the OECD were of nationalities other than the five Members with the highest headcount** in that year.

### What is an appointment at the OECD?

Appointments account for new hires and promotions of current staff, including Temporary staff and Interns. Appointments can be the result of a standard competitive or simplified selection process. In addition, the Staff Regulations indicate that the OECD Secretary-General may appoint certain staff members by direct selection, without the need of a competitive recruitment process.

**Figure 2.2.5 | Percentage of external applications to A-grade vacancies in 2022<sup>4</sup> (IEA excluded)**



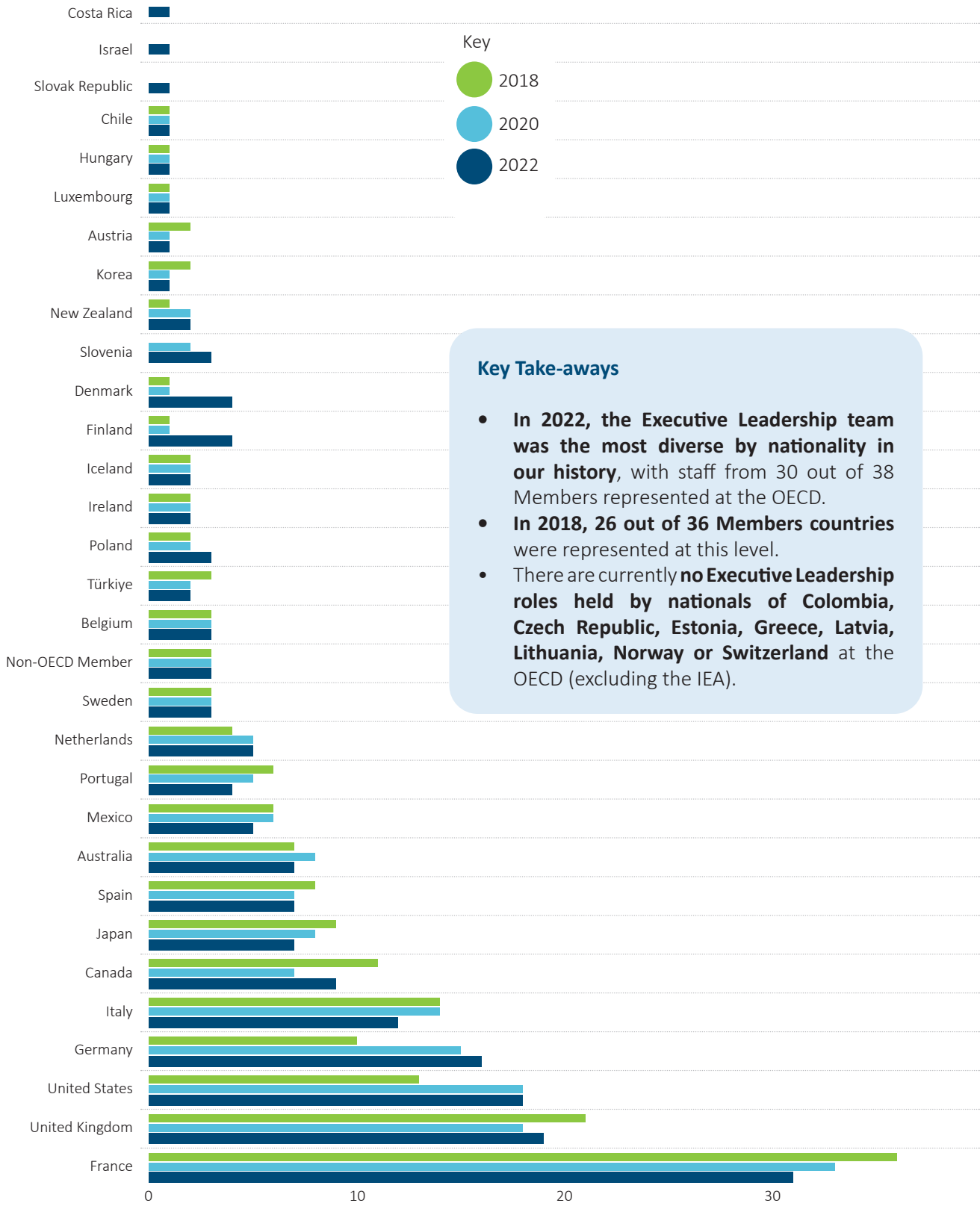
**Key Take-aways**

- The OECD received applications from all Member countries in 2022. Members that have a higher headcount of Officials also tend to have a higher application rate.
- Increasing the number of applications is key to increasing the representation of Officials from a Member country.

<sup>4</sup> External applications for A-grade vacancies are counted based on the year an offer was made, not necessarily the year the application was made.

Nationality | Headcount | Executive Leadership

Figure 2.2.6 | Nationality of OECD Executive Leadership level (A5 to A7) Officials from 2018 to 2022 (IEA excluded)



**Key Take-aways**

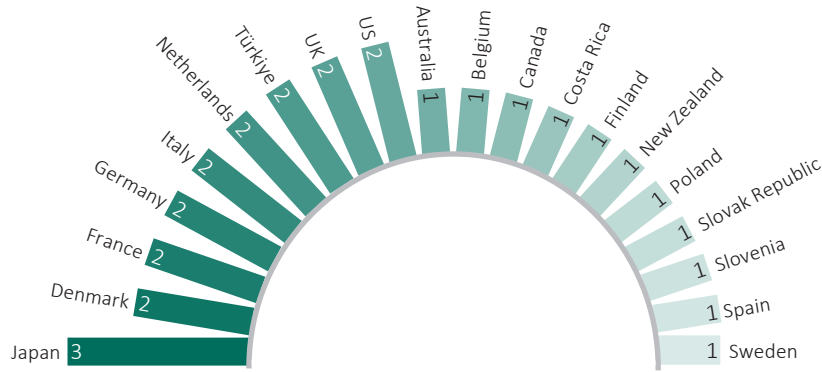
- In 2022, the Executive Leadership team was the most diverse by nationality in our history, with staff from 30 out of 38 Members represented at the OECD.
- In 2018, 26 out of 36 Members countries were represented at this level.
- There are currently no Executive Leadership roles held by nationals of Colombia, Czech Republic, Estonia, Greece, Latvia, Lithuania, Norway or Switzerland at the OECD (excluding the IEA).



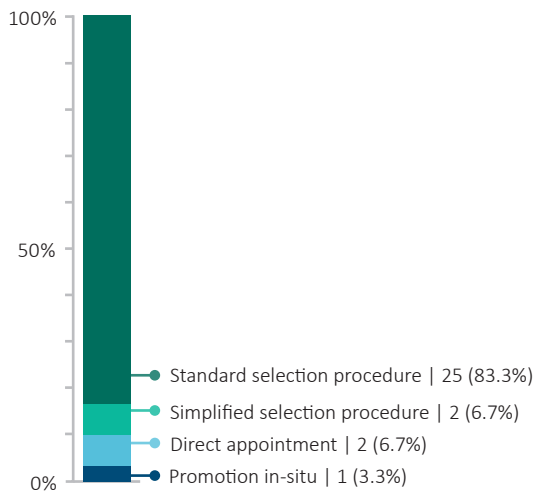
The increase in Member countries represented at Executive Leadership level (grade A5 to A7) since 2018.

**Nationality | Appointment | Executive Leadership**

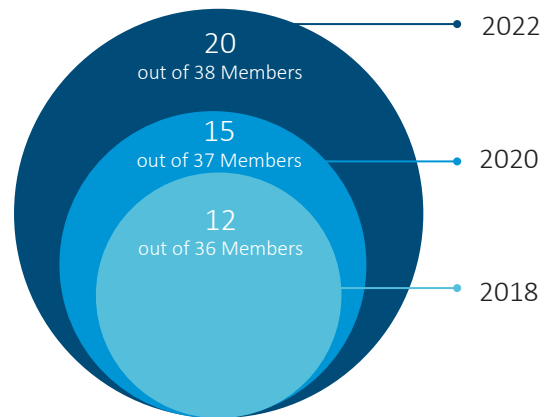
**Figure 2.2.7 | Nationality of OECD Executive Leadership level (A5 to A7) appointments in 2022 (IEA excluded)**



Type of recruitment procedure for Executive Leadership level appointments in 2022 (IEA excluded)



Number of Member countries represented in appointments at Executive Leadership level from 2018 to 2022 (IEA excluded)



**Key Take-aways**

- In 2022, 30 OECD Executive Leadership roles were filled by staff with 20 different Member country nationalities.
- At Executive Leadership level, 83.3% of recruitments were made via a standard competitive recruitment process in 2022.

We have **strengthened collaboration with Member Delegations** and increased the visibility of senior vacancies, recognising that working together enables us to reach skilled and competent candidates.



The increase in Member countries represented in Executive Leadership appointments in 2022 compared to 2018.

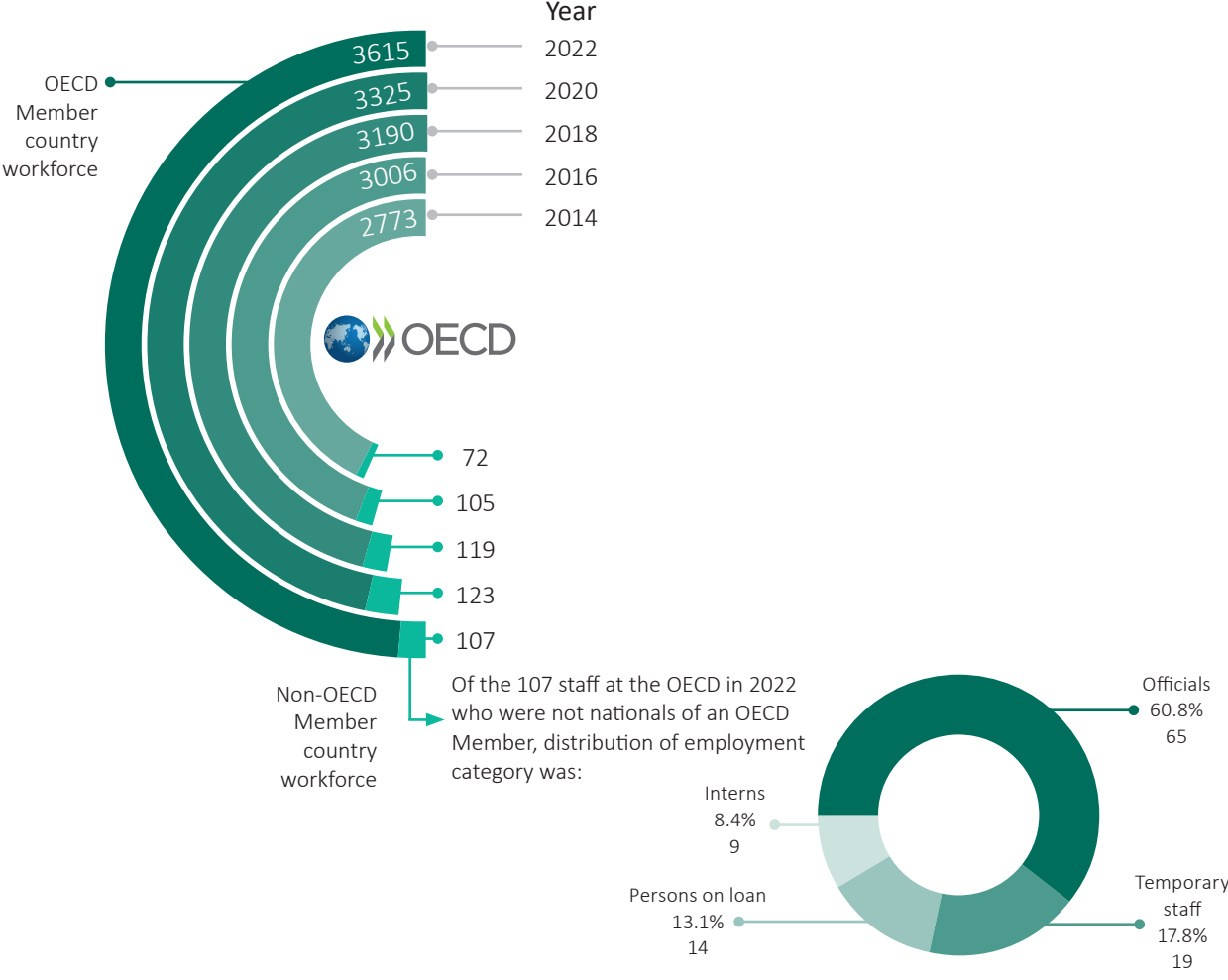


**Nationality | Country Status**

**The OECD Council has determined that the following Programmes and Services, or specific units within these Programmes and Services, can appoint nationals of non-OECD Members as Officials:**

- Centre for Tax Policy and Administration (CTP)
- Directorate for Financial and Enterprise Affairs (DAF)
- Development Centre (DEV)
- Environment Directorate (ENV)
- Financial Action Task Force (FATF)
- International Energy Agency (IEA)
- International Transport Forum (ITF)
- Nuclear Energy Agency (NEA)
- Statistics and Data Directorate (SDD)
- Sahel and West Africa Club (SWAC)

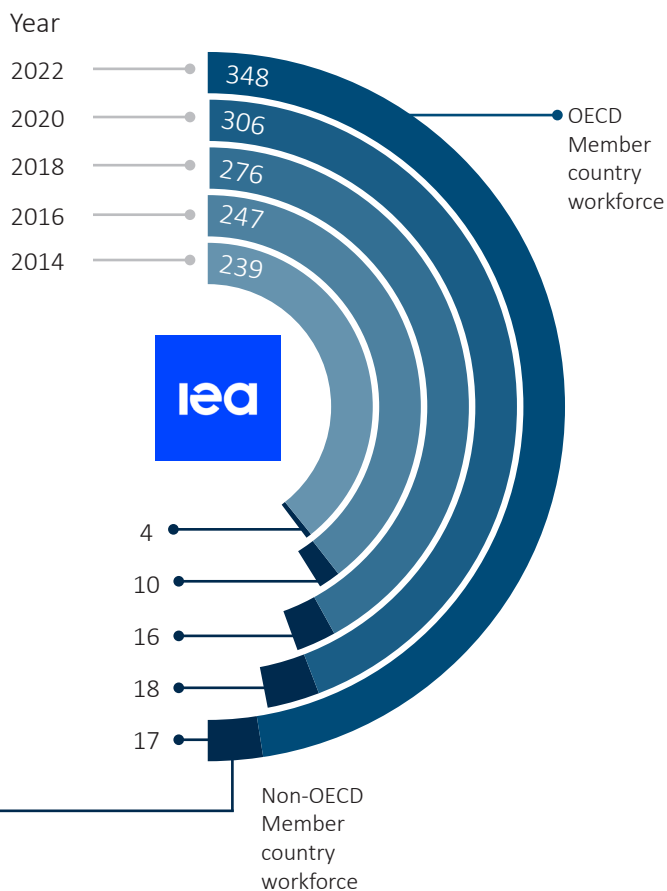
**Figure 2.2.8 | Headcount of OECD workforce by OECD Member or non-Member status from 2014 to 2022 (IEA excluded)**



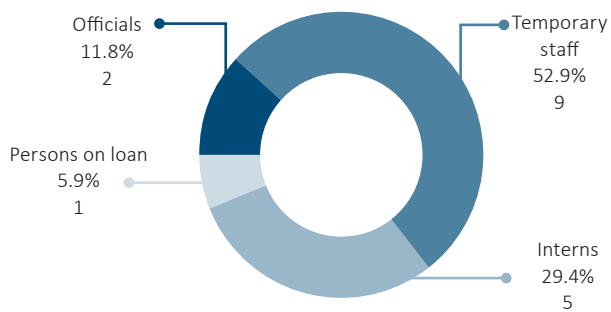
**Key Take-aways**

- Staff from **35 non-OECD Member countries** accounted for **2.9% of the OECD workforce** and **2.0% of OECD Officials** in 2022, excluding the IEA.
- Since 2019, **there has been a decrease in the number of staff from non-OECD Member countries (from 138 in 2019 to 107 in 2022)**. This can, in part, be explained by new Members acceding to the OECD since 2019 as their workforce becomes integrated with OECD Member workforce upon accession.

**Figure 2.2.9 | Headcount of IEA workforce by OECD Member or non-OECD Member status from 2014 to 2022**



Of the 17 staff members at the IEA in 2022 who were not nationals of an OECD Member, distribution of employment category was:



**Key Take-aways**

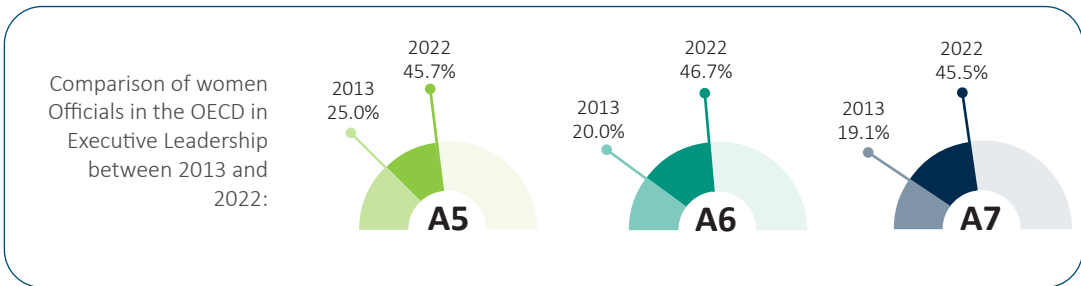
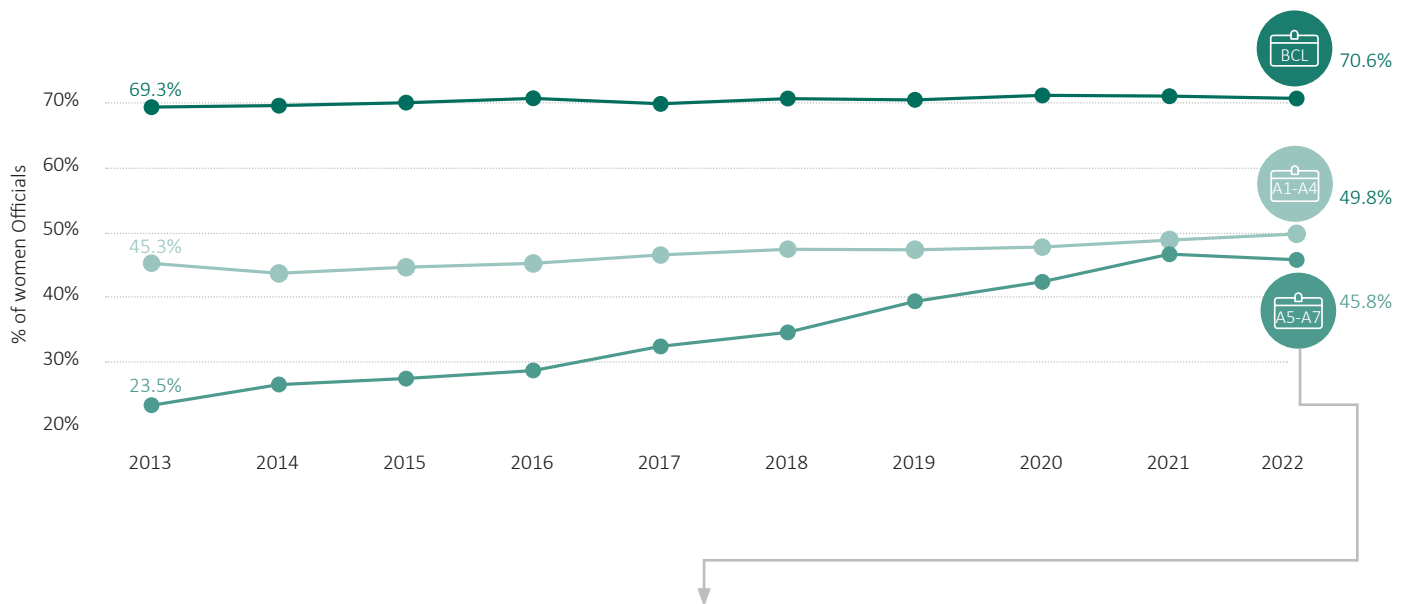
- Staff from **seven non-OECD Member countries** accounted for **4.7% of the IEA workforce** and **0.7% of Officials** in 2022.

## 2.3 Gender

We aspire to have equal gender representation across all grades and levels of responsibility. We have made significant improvements in the gender diversity of our workforce in recent years, notably in Executive Leadership level positions.

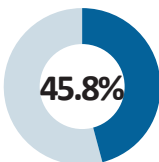
### Gender | Headcount | Grade Group

**Figure 2.3.1 | Representation of women Officials in the OECD by grade group from 2013 to 2022 (IEA excluded)**



#### Key Take-aways

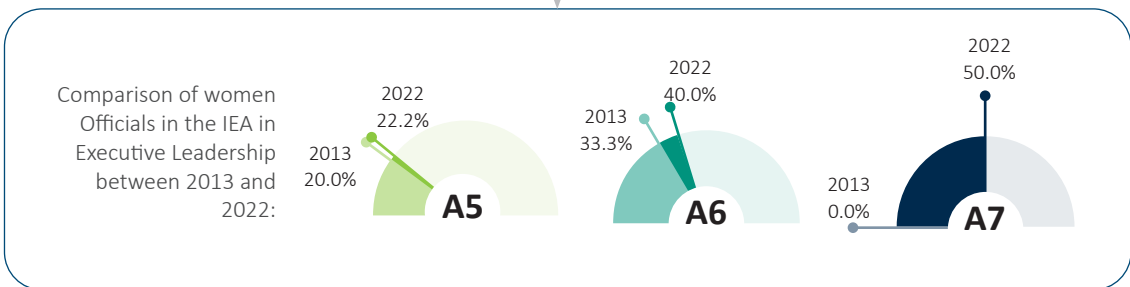
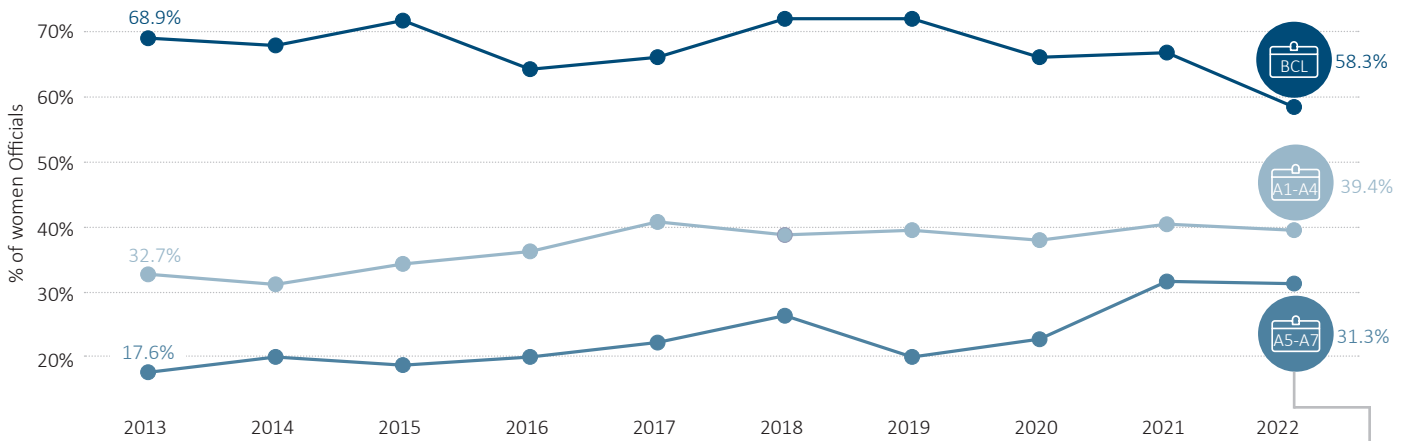
- **The representation of women in Executive Leadership as a whole, and in each of the three grades at this level (A5, A6, and A7), has increased from 2013 to 2022.**
- **Men remain under-represented in B, C and L grades, representing 29.4% of this population.** There was no improvement in this area since 2021, despite the share of appointments at these levels increasing slightly.



The percentage of women Officials in Executive Leadership positions in the OECD in 2022. The Organisation achieved gender parity at Deputy-Secretary General level in 2022 and – though not covered by the period of this Report – at A7 level in the first quarter of 2023.

**Gender | Headcount | Grade Group**

**Figure 2.3.2 | Representation of women Officials in the IEA by grade group from 2013 to 2022**



**Key Take-aways**

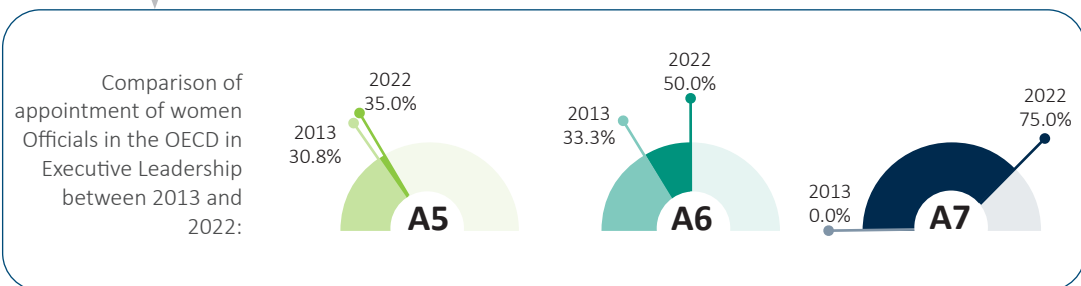
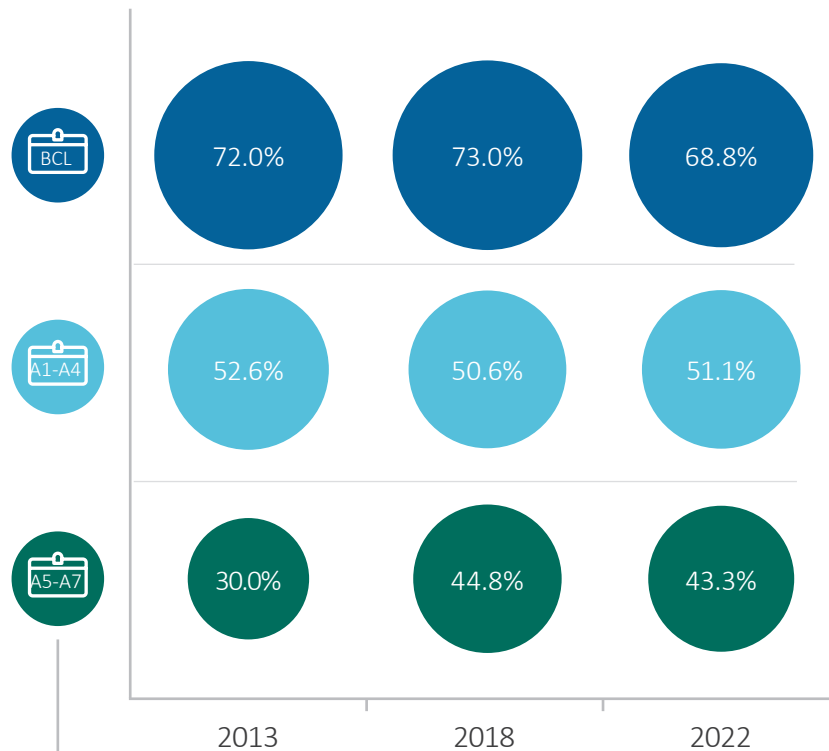
- While still under-represented, there has been an **10.6 percentage point increase in the representation of men in B, C and L grades** at the IEA (from 28 men out of 90 total in 2013 to 45 men out of 108 total in 2022).
- Similarly, the **share of women in Executive Leadership positions has increased 13.7 percentage points since 2013.**
- There is more **progress to be made to achieve gender parity at the A1 to A4 level.**



The percentage point difference in share of women in Executive Leadership functions at the IEA from 2013 to 2022.

**Gender | Appointment | Grade Group**

**Figure 2.3.3 | Percentage of appointments of women to Official positions in the OECD from 2013 to 2022 (IEA excluded)**



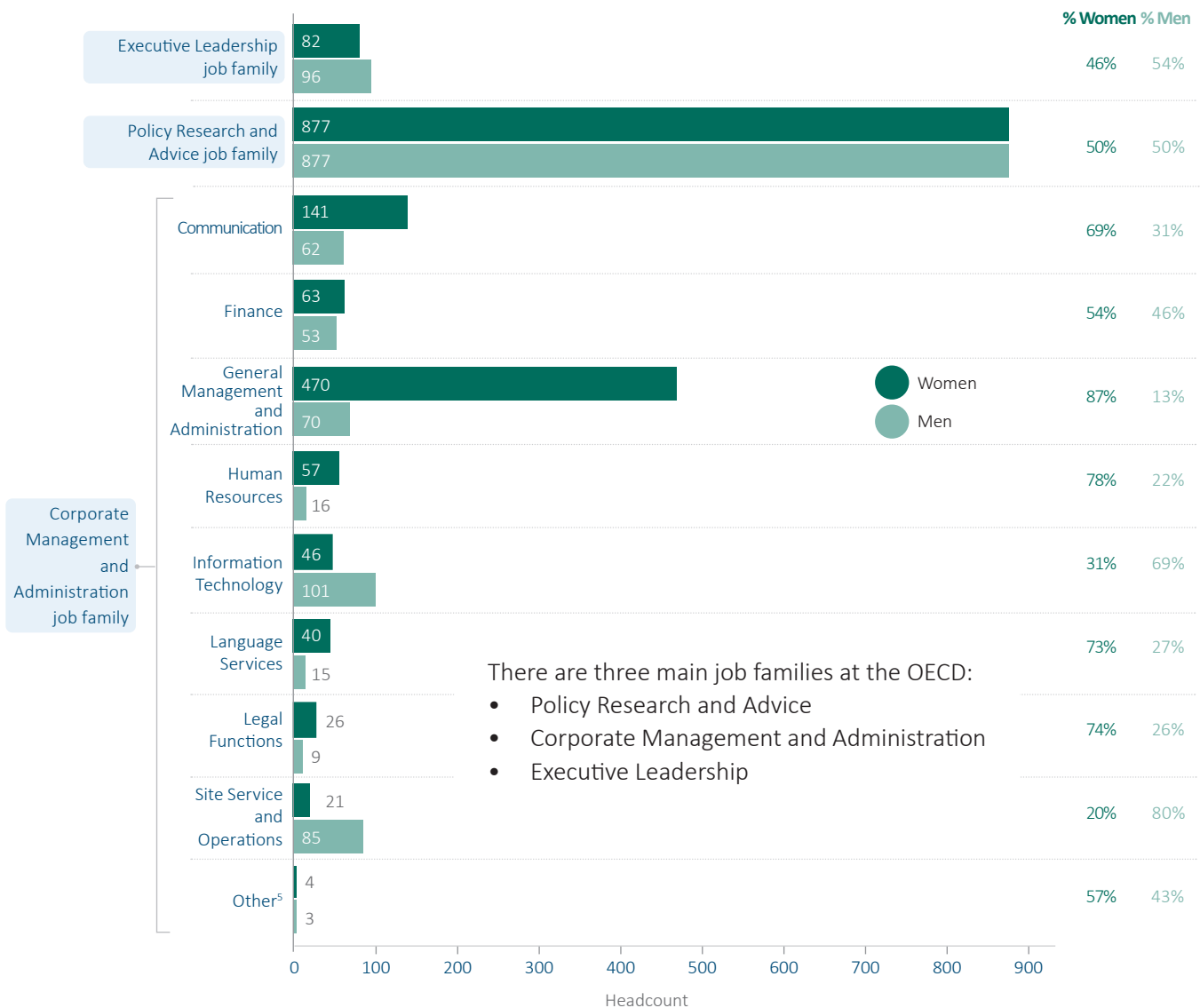
**Key Take-aways**

- There has been a **notable improvement in the share of women appointed to Executive Leadership level over the past ten years**, from 30.0% in 2013 to 43.3% in 2022.
- The **share of appointments of men in B, C and L grade has increased from 28.0% in 2013 to 31.2% in 2022**. While this remains low, we are moving in the right direction.

**+13.3** The percentage point increase in the representation of women appointed to Executive Leadership functions at the OECD from 2013 to 2022.

**Gender | Headcount | Job Family**

**Figure 2.3.4 | Gender representation in job families of OECD Officials (IEA excluded)**



**Key Take-aways**

- **There was gender parity in the Policy Research and Advice job family in 2022.**
- **Women occupied over 69% of positions in the General Management, Human Resources, Language and Communication subgroups in 2022.**
- **In Information Technology and Site Service and Operations, there was a significantly higher number of men in 2022 (68.7% and 80.2% respectively).**

<sup>5</sup> The Other category includes predominantly staff members from the OECD Medical Service.

## Gender | Mobility

Mobility allows for many opportunities at the OECD including:

			
<p><b>GREATER COLLABORATION</b></p>	<p><b>DEVELOPMENT OF SKILLS AND COMPETENCIES</b></p>	<p><b>OPPORTUNITIES TO DEVELOP NETWORKS</b></p>	<p><b>GAINING A BETTER UNDERSTANDING OF THE ORGANISATION</b></p>

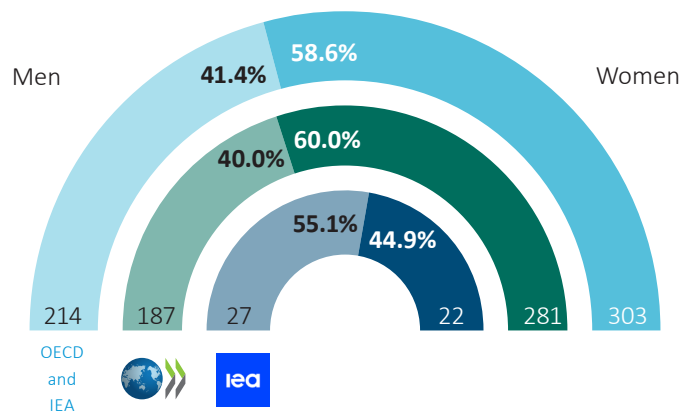
This enriches the careers of our staff and also allows the Organisation to benefit from the perspectives that different people bring to different challenges. At the OECD, we actively encourage staff to take up mobility opportunities for these reasons and to facilitate inclusion, horizontality and cross Directorate collaboration.

**What is mobility at the OECD?**

Mobility is defined as staff members who move roles within the Organisation, either through a promotion to a higher grade including for a fixed-term period, or a transfer to another role at the same grade.

**Figure 2.3.5 | Mobility of Officials by gender in the OECD and IEA in 2022**

This figure shows the share of women and men undertaking mobility in the OECD and IEA.



**Key Take-aways**

- At the **OECD women are more likely than men** to undertake mobility opportunities. In the **IEA men are more mobile than women**. This can be partially explained by the respective headcounts: 54.3% of IEA Officials are men compared to 43.2% in the OECD.

**Gender | Parental Leave**

The OECD has parental leave policies in place for both women and men. We encourage all staff to take advantage of the parental leave available to them. The findings of the 2022 EDGE Move accreditation indicated that we have systematic practices to ensure that taking parental leave does not negatively impact employee career development opportunities.

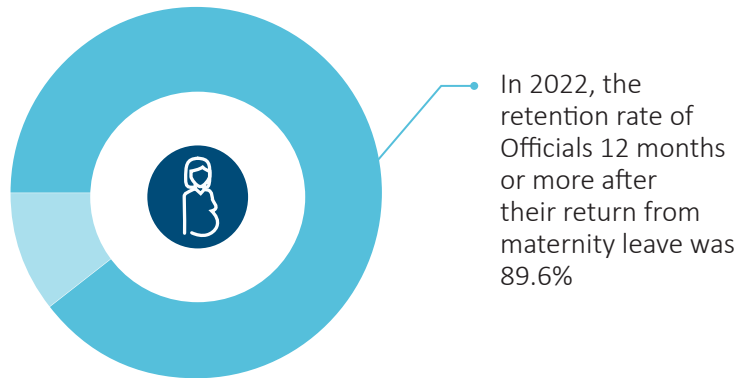
In addition, family and dependent child allowances help contribute towards the high retention rate 12 months after return from maternity leave.

The OECD provides paid parental leave in accordance with the Staff Regulations. Typically, expectant mothers are granted 16 weeks of paid leave while Officials who have the legal responsibility of the child together with the biological mother are offered four weeks of paid leave, although this can vary depending on individual circumstances.

16 weeks paid parental leave  
**Expectant mothers**

4 weeks paid parental leave  
**Officials who have the legal responsibility of the child with the biological mother**

**Figure 2.3.6 | Retention rate of women Officials following maternity leave in 2022 (OECD and IEA included)**



**Key Take-aways**

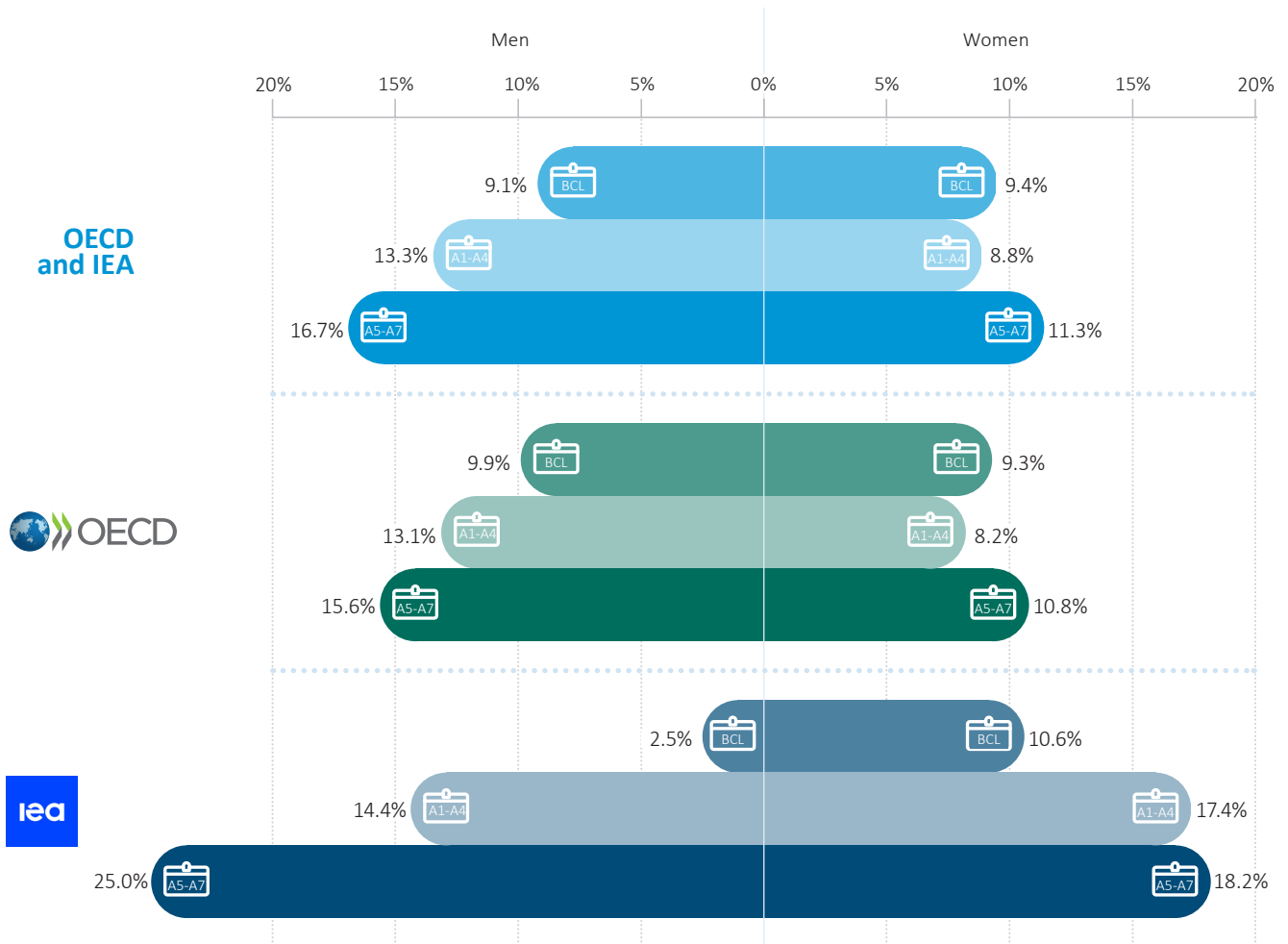
- During the 2022 EDGE assessment, the OECD was found to have an **excellent retention rate of women 12 months after their return from maternity leave**, higher than the EDGE standard of 80%.



**Gender | Turnover | Grade Group**

Turnover represents the percentage of Officials who left the Organisation in 2022.

**Figure 2.3.7 | Turnover rate of women and men in Official positions by grade group in the OECD and IEA in 2022**



**Key Take-aways**

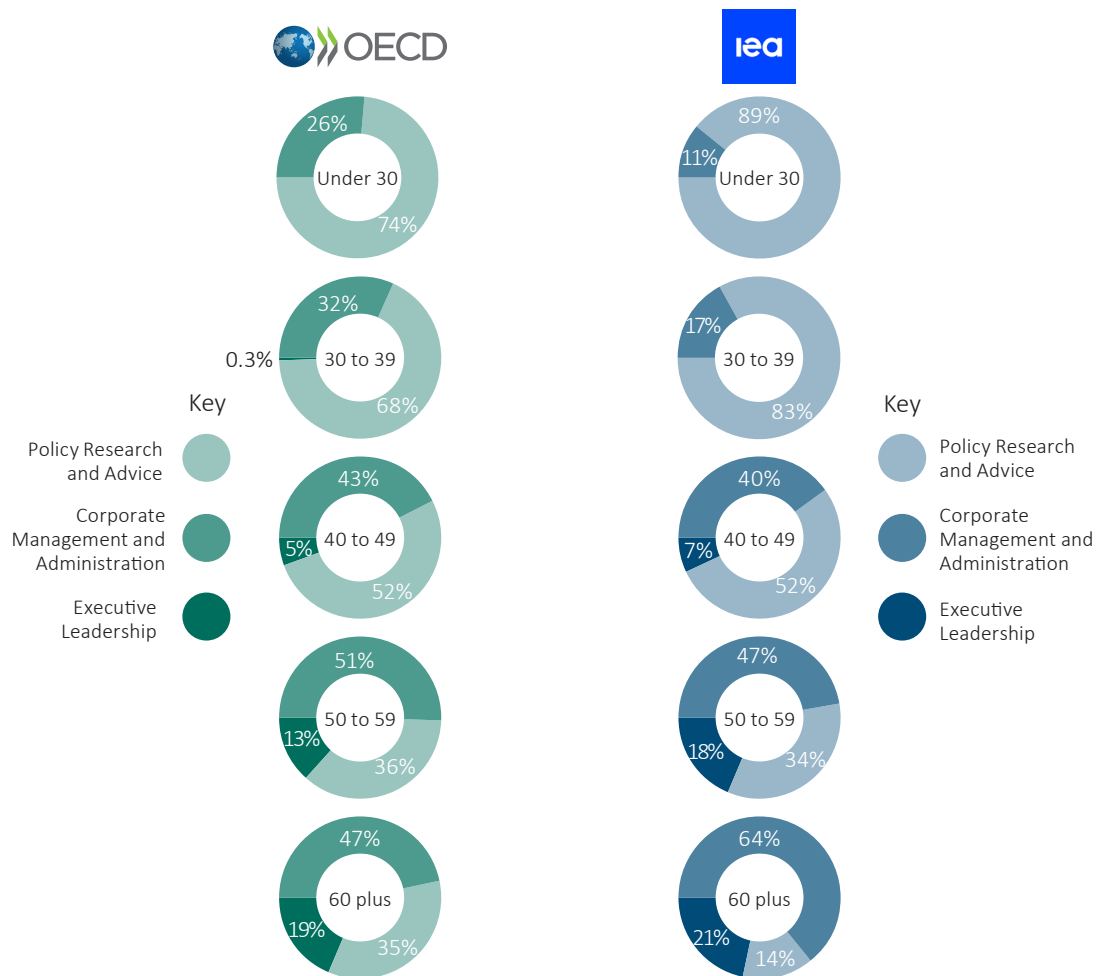
- **In 2021, the turnover rate for women in Executive Leadership roles in the OECD and IEA was 3.6%. In 2022, this figure increased to 11.3%.** This could, in part, explain why the percentage of women in A5 to A7 decreased in the same period, despite high appointment rates. Specifically, ten women at this level left in 2022 in contrast with 18 men, mostly due to resignation for both women and men. The lower turnover rate for women at A5 to A7 level in 2021 was in part due to eight men reaching statutory retirement age of 65 while no women at the A5 to A7 level retired in 2021.
- **Lower turnover rates for men at grades B, C and L help maintain stability in these grades where we are looking to attract and retain more men.**

**10.7%** The OECD turnover rate in 2022.

## 2.4 Age

### Age | Job Family

Figure 2.4.1 | Proportion of Officials in the OECD and IEA by age range and job family in 2022

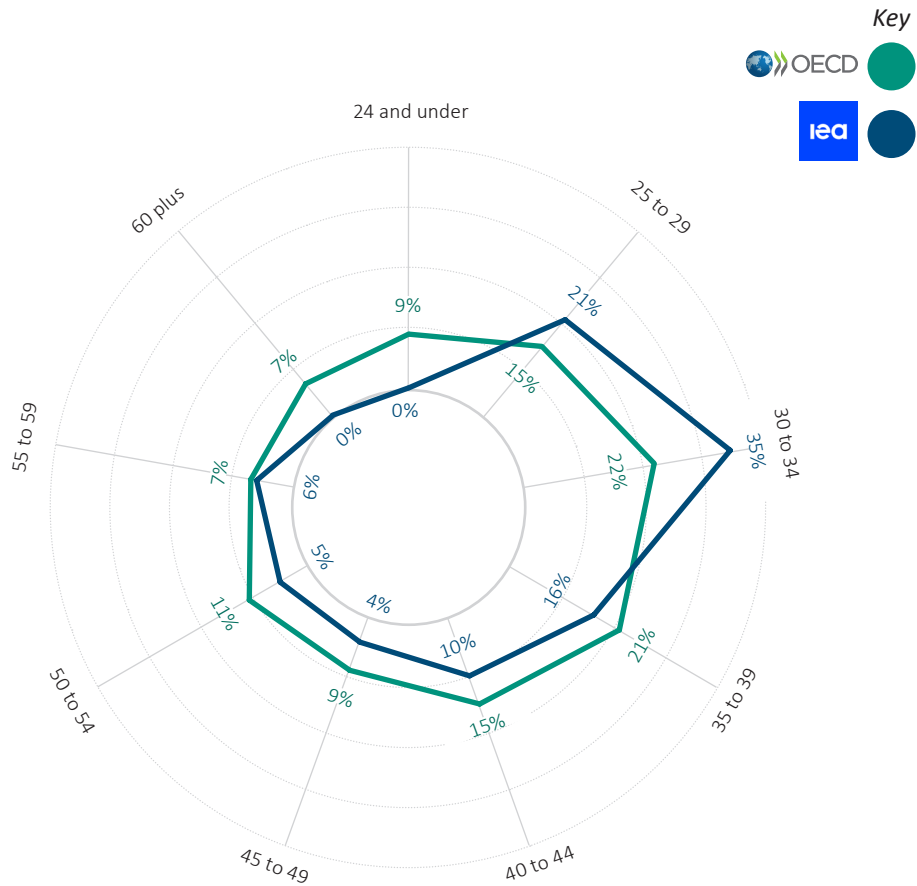


#### Key Take-aways

- Consistent with 2021, the **majority of Officials in the Policy Research and Advice job family in the OECD and IEA are aged 30 to 39.**
- Most Officials in the **Corporate Management and Administration family are aged 40 to 49.**

Age | Mobility

Figure 2.4.2 | Share of OECD and IEA Officials who exercised mobility by age group in 2022

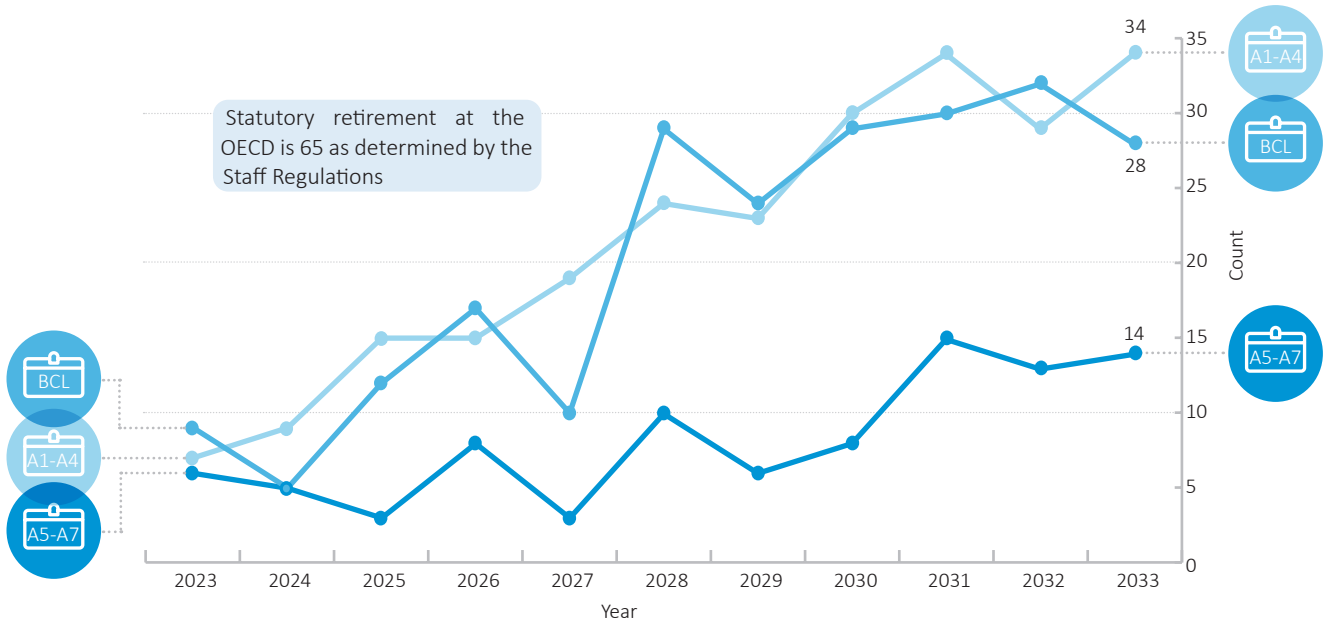





Key Take-aways

- There is generally **more mobility among staff in the 30 to 34 years age range.**
- The majority of **vacancies for Officials are also filled by individuals aged between 30 and 34** which is likely to lead to increased mobility in this population.

Age | Retirement | Grade Group

Figure 2.4.3 | Projected year of mandatory retirement of OECD and IEA Officials by grade group from 2023 to 2033



Grade group	2022 headcount	Projected number of retirements from 2023 to 2033
 BCL	1233	225
 A1-A4	2090	239
 A5-A7	195	91

Key Take-aways

- On average, **from 2023 to 2033, 50 Officials will retire per year**. Most retirements are projected to occur between 2031 and 2033, with an **average of 76 Officials retiring in each of these three years**.
- The OECD-wide trend for retirements until 2033 is increasing for all grade groups.
- **46.7% of the A5 to A7 population is due to retire between 2023 to 2033**.

## 3 | CURRENT INITIATIVES



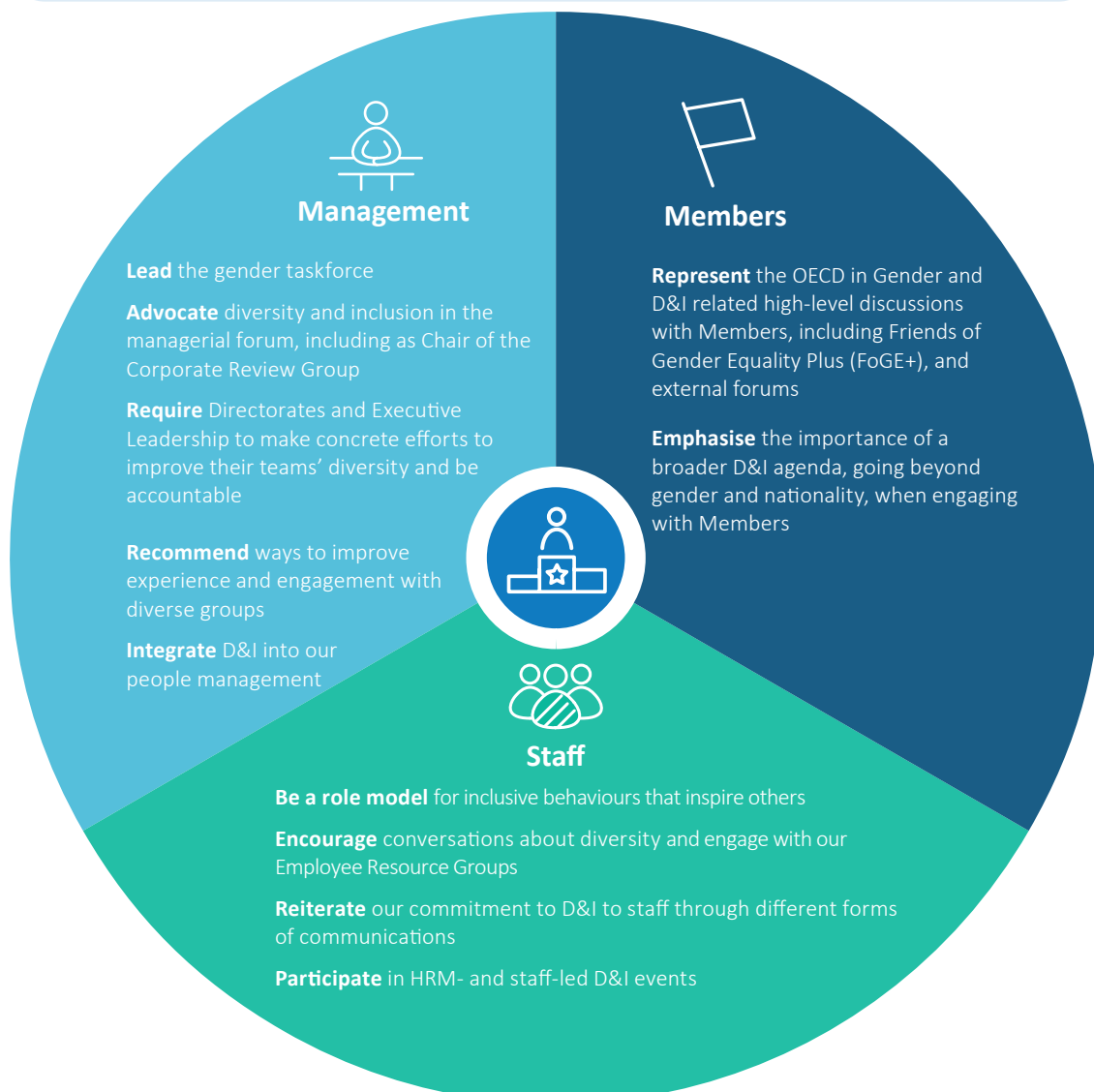
### Gender and Diversity Champion

In 2021, Deputy Secretary-General Ulrik Knudsen was appointed the OECD Gender and Diversity Champion. In this role, he heads various D&I initiatives, including the EDGE and EDGEplus assessments, the creation of an OECD-wide Gender strategy and support for development of the Secretary-General's first OECD HR strategy, which includes D&I as one of its key pillars.



#### What is the role of the Diversity and Inclusion Champion?

The Champion's role is critical in promoting, celebrating and raising awareness of D&I through engagement with key stakeholders. It builds on previous progress and addresses current and future challenges. The Champion also drives the mainstreaming of gender work across the Organisation's policy work and its internal practices.





# Recruitment and Development

Throughout 2022, we maintained our commitment to promoting diversity in recruitment by using corporate and bilateral recruitment programmes and forming partnerships to ensure better representation of our Members.



## Highlights of 'Recruitment and Development' initiatives:

- Increasing the awareness among hiring teams about diversity guidelines for all recruitment processes.
- Partnering with universities from less represented Members as well as academic institutions which represent people from diverse backgrounds (notably nationality, race and ethnicity).
- Diversifying the channels through which candidates are sourced, including via dedicated social media campaigns.
- Promoting nationality representation and gender balance of staff hired via bilateral and corporate recruitment programmes such as our Internship, Junior Professional Officer and Young Associates Programmes.

## Corporate Recruitment Programmes and Bilateral Agreements

Internship Programme



For students with diverse backgrounds enrolled in full-time degree programmes to improve analytical and technical skills. Throughout 2022, **638** interns were hired from **38** Member countries. We have **49** partnerships with academic and public institutions from **19** Member countries. At the end of 2022, **200** interns worked at the OECD and IEA.

Young Associates Programme (YAP)



A two-year programme for recent undergraduates to gain professional experience in multilateral policymaking, research and analysis. In 2022, **10** Young Associates were hired from **9** Member countries.

Persons on loan and Seconded Officials



Persons on loan are individuals loaned to the OECD from public or private institutions and Seconded Officials are mid-level civil servants assigned to the OECD. They gain valuable experience and contribute to the work of the OECD. In 2022, **76** Persons on loan were hired from **22** Member and **7** non-Members countries. **18** Secondees were hired from **4** Member countries.

Junior Professional Officer Programme (JPO)



Young professionals from government and public sector institutions who bring national perspectives to the Organisation while gaining valuable experience. The OECD has partnerships with **5** Members and **9** JPOs were hired in 2022.



# Diversity and Inclusion Capacity Building

Accessible tools and training programmes that are effective can aid in developing capacity for D&I among staff at all levels. By offering programmes to both managers and employees, individuals have the opportunity to acknowledge the effects of their behaviours, reduce biases and develop inclusive management techniques.



## Highlights of 'D&I Capacity Building' initiatives:

- Extending our D&I training offering to comprise inclusive leadership, identifying and mitigating unconscious biases and inclusion of people with disabilities.
- Introducing a new training programme entitled 'Respect in the workplace: preventing harassment, bullying and microaggressions'. This training is in line with our internal policies and aims to increase empathy and understanding among our staff.
- Rolling-out a revamped module of the 'Disability Awareness and Inclusion in the Workplace', an interactive workshop for managers and staff.
- Enhancing dialogue around various dimensions of D&I with Directorates and staff through close engagement with Employee Resource Groups.
- Rolling-out a new, interactive D&I and unconscious bias training named 'The Art of Decision'.

### Examples of learning opportunities available to staff

**The Art of Decision**

This virtual reality experience is designed for individuals involved in conducting panel interviews. It guides participants through various interview scenarios, providing feedback on any unconscious biases that may have influenced their candidate evaluation, as well as offering ways to mitigate these biases.

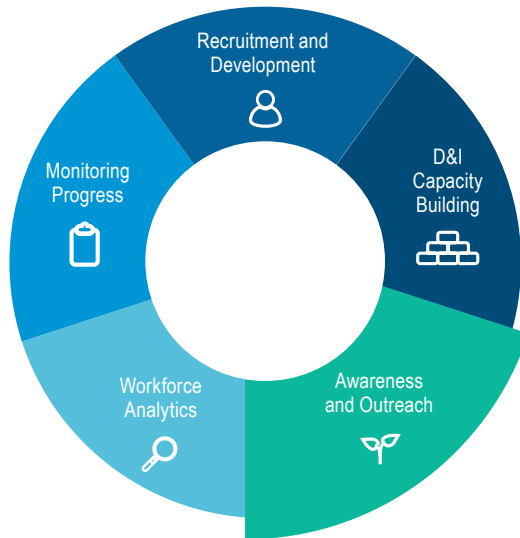
**Inclusive Hiring Practices**

An interactive D&I and unconscious bias training looking at reducing biased decision-making and fostering diversity.



# Awareness and Outreach

During 2022, we extended our endeavours to connect with Employee Resource Groups (ERGs) and the Staff Association with the aim of recognising D&I related needs and increasing awareness among staff. We have further broadened our outreach by engaging with Member Delegations.



## Highlights of 'Awareness and Outreach' initiatives:

- Conducting various outreach events either virtually or in-person, co-organised with academic institutions, Delegations and governments.
- Raising awareness of employment opportunities through digital outreach and online campaigns.
- Updating the OECD Careers Website, to enhance the exposure and content available to potential candidates on the Internship and Young Associates Programmes.
- Publishing the People Management Guidebook 2022 and the 2022 Annual Diversity and Inclusion report on a dedicated D&I page of the OECD Careers Website.
- Participating in OECD events and discussions around the inclusion of people with disabilities, racial and ethnic diversity and gender equality organised by ERGs.
- Using targeted HR communications and weekly updates on career opportunities via LinkedIn.

### Key outreach stats 2022

- 34 Outreach events
- 7 In-person events
- 3 Visits to the OECD (university students)
- 3 Webinars co-organised with Delegations
- 3 Online career fairs
- 27 Online university events

### LinkedIn stats 2022

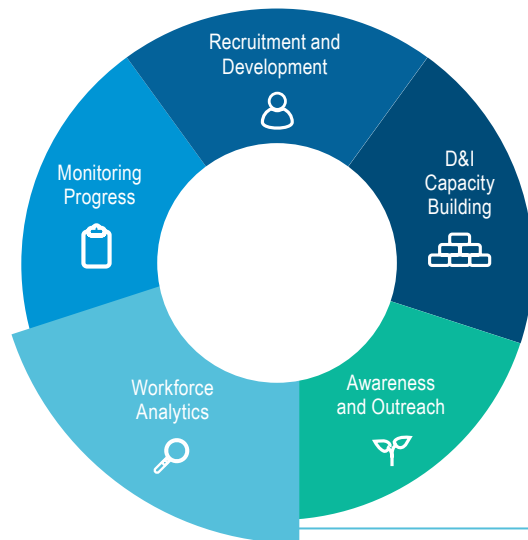
- 6600+ Applications from LinkedIn
- 175 Interviews
- 105 Staff cleared
- 31 Candidates hired
- 131 Jobs posted on LinkedIn





## Workforce Analytics

An essential aspect of the Organisation's management of its workforce is people analytics, which enables us to make data-driven decisions throughout the employment life-cycle. The use of diverse analytical tools, customised reports and dashboards helps us evaluate our D&I strategies.



### Highlights of 'Workforce Analytics' initiatives:

- Publishing the 2022 Diversity and Inclusion Report externally for the second time, ensuring transparency and accountability.
- Sharing the Staff Profile Statistics with the Executive Committee and Council.
- Quarterly tracking and reporting to the Executive Committee on Executive Leadership recruitment processes and appointments.
- Tracking diversity in OECD Learning and Development activities.

### Example of diagnostic tools to monitor diversity in Learning and Development

#### Learning and Development Dashboard

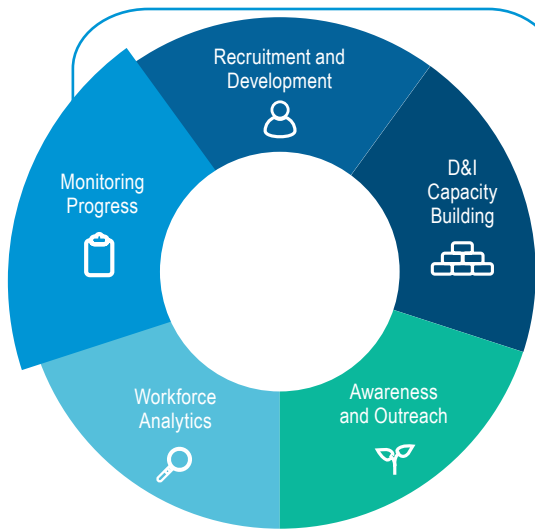


This reporting tool helps the Organisation to monitor Learning and Development activities, both at an Organisational and Directorate level. The dashboard includes diversity and workforce data of staff who have participated in training programmes to support Directorates in ensuring that Learning and Development opportunities are reaching all staff.



# Monitoring Progress

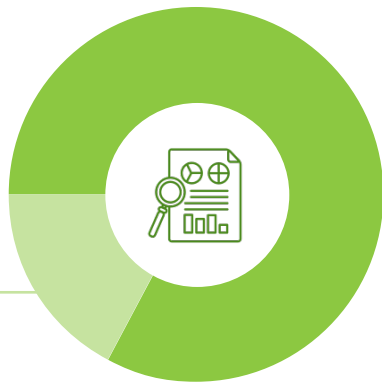
To track progress at different levels of the Organisation, we employ a variety of monitoring methods. We rely on internal sources, such as staff surveys and HR dashboards, to assess workforce diversity. The Organisation also uses external benchmarking and assessments to ensure it is well positioned in comparison to other employers.



### Highlights of 'Monitoring Progress' initiatives:

In 2022, 650 managers were included in the Upward Feedback review. Upward Feedback is a survey designed to provide all OECD managers with constructive and anonymous feedback as well as advice to support their people management skills. It includes questions pertaining to their ability to drive diversity and lead their teams through inclusive practices. The Upward Feedback results form part of the performance evaluation.

Reviewing Directorate diversity progress in the Corporate Review Group overseeing the Organisation's staffing decisions.



83% of managers received a detailed Upward Feedback report in 2022

The 17% of managers who did not receive a detailed Upward Feedback report in 2022 did not meet the minimum response criteria (i.e. feedback was received from less than two reviewers)

## Economic Dividends for Gender Equality (EDGE)

EDGE is a rigorous and independent benchmarking exercise<sup>6</sup> that leads to an industry-standard certification in gender equality. The OECD obtained the first of the three EDGE certification levels, Assess, in 2018 and was re-certified in 2020. In 2022, we advanced to EDGE Move and participated in EDGEplus which assessed intersectional issues between gender and ethnicity, gender and gender identity, gender and sexual orientation and gender and working with a disability.



To acquire recertification, the Organisation underwent an independent third-party verification process that examined four elements through qualitative and quantitative analysis:

### Representation



Measuring the gender balance at all levels of the Organisation

### Pay Equity



Conducting a gender pay gap analysis according to the EDGE standard

### Policies and Practices



Assessing whether our policies and practices ensure equitable career opportunities for women and men

### Staff Survey



Capturing employee perspectives around multidimensional aspects of diversity

### Key Findings from EDGE

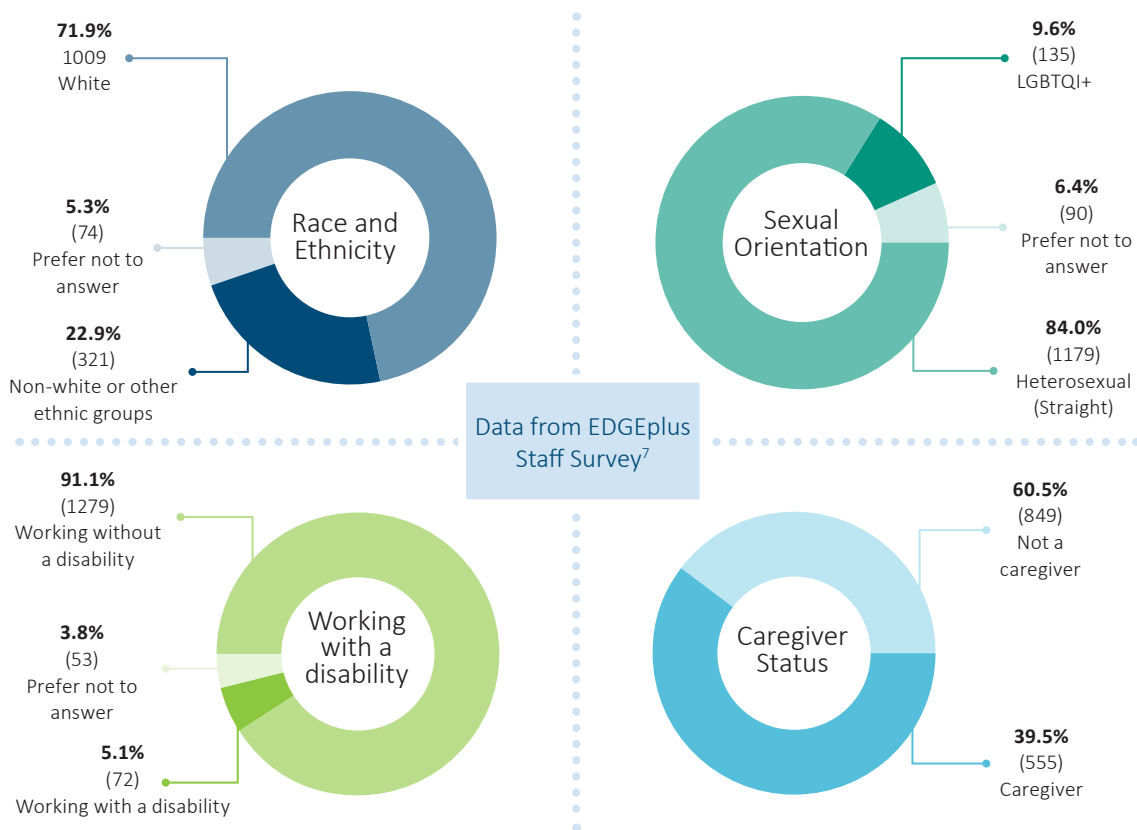
- The OECD has a **more balanced gender composition in top management positions and total workforce** compared to other International Organisations.
- There is a similarly balanced gender composition in management positions and junior management positions.
- The effectiveness of the OECD's **policies and practices have continuously improved since 2017**.
- While there was progress in the four areas mentioned above, we acknowledge the need to improve staff perception regarding the organisational culture dimension, which was less positive as compared with the previous EDGE assessment.
  - In the staff survey, the highest convergence in perception among male and female employees was on the importance of gender equality and D&I and on the flexibility of the immediate manager.
  - The biggest differences in perception between women and men were related to hiring equality, flexible working and perceptions relating to sexual harassment and discrimination.
- As part of the EDGE certification, an Action Plan was developed to identify key areas of improvement.

<sup>6</sup> Organisations included in the benchmarking group: ADB, IDB, EBRD, IFC, Global IMF, ECB, CABI, IDB Invest, World Bank, Caribank, CEB, AIIB, EIB, EIF, ESA, ICRC, UNICEF, UNDP, UNFPA and UCI.

# EDGEplus

In 2022 the OECD also received the EDGEplus certification, demonstrating our commitment to investigating intersectional dimensions of diversity. The figure below shows the aggregated demographic data from an all staff survey conducted as part of the EDGEplus certification. The data below reflects the anonymous input of 1350 Officials who participated in the survey and does not represent the entire OECD population.

**Figure 3 | Additional dimensions of diversity based on the EDGEplus all staff survey**



## Key Findings from EDGEplus All Staff Survey

- Staff who identified as **LGBTQI+ responded more positively overall** compared to those who identified as 'heterosexual/straight'. Staff who identified as LGBTQI+ had a lower level of agreement with respect to familiarity with advancement and promotion criteria than those who identified as 'heterosexual/straight'.
- Staff who identified as **'Non-white or other ethnic groups' had a higher level of agreement on the importance of D&I** in the OECD compared to staff who identified as 'White'. Staff who identified as 'Non-white or other ethnic groups' had a lower level of agreement with regard to fair pay and fair opportunities to advance compared to staff who identified as 'White'.
- Staff who indicated they **worked with a disability had higher levels of agreement with respect to access to training opportunities** in comparison to those who responded as working without a disability. Staff who indicated they worked with a disability had overall lower agreement in their responses as opposed to those who responded that they did not have a disability.
- There were no significant differences in most responses by staff who indicated they were caregivers compared with those who indicated they were not caregivers.

<sup>7</sup> Data counts were performed before the elimination of uniquely identifiable answers to preserve anonymity.

## 4 | EMPLOYEE RESOURCE GROUPS

The Employee Resource Groups (ERGs) at the OECD are run by staff and formed around a shared characteristic. They foster inclusiveness and enable diversity at the OECD. This chapter provides insights into the work of our ERGs.

### Dialogue on Inclusion, Cultural Diversity and Equity (DICE)



Dialogue on Inclusion, Cultural Diversity and Equity is an open, informal platform which engages with the diverse multicultural communities in the OECD. It advocates a broadening of explicit and specific guidelines and policies on staff diversity including race and ethnicity, disability and socio-economic status. DICE believes that better policies can only be designed by staff that represents the population of its Members.

The main mission of DICE is to improve the diversity of staff and OECD analysis on overlooked dimensions of diversity. DICE aims to:

- Highlight the importance of race and ethnicity, disability and socio-economic status to staff diversity and policy advice
- Champion data collection about career opportunities within the Organisation
- Act as a staff hub to share the positives of diversity within our social and work communities

#### In 2022:

- ✓ Held multiple events including: 'Measuring racism, Overcoming discrimination' with Thomas Piketty, the renowned economist, and 'The end of Roe vs. Wade!' with Kathryn Kolbert, on the overturning of federal abortion rights in the US.
- ✓ Held a discussion on how to include people with disability at the OECD and commemorated International Day of Persons with Disabilities.

RUOCHEN LI, SENIOR PROJECT MANAGER, DIRECTORATE FOR EDUCATION AND SKILLS



“ I was born in China, grew up in the US, taught in the Marshall Islands and live in France. It’s a privilege to work at the OECD with people from around the world, and it’s encouraging to see that the Organisation is making strides to broaden its understanding of diversity to include dimensions such as race and ethnicity. A truly diverse Organisation is better positioned to be creative, resilient and innovative, and to make better policies that improve all lives. ”

## GLOBE



GLOBE is an association for LGBTIQ+ people and their allies in the OECD community. Open to all staff, Delegations and other International Organisations, irrespective of their sexual orientation and gender identity, GLOBE's mission is to foster an inclusive community where all sexual orientations and gender identities are welcome.

They create a forum to discuss and advance on the issues affecting the LGBTIQ+ community within and outside of the OECD. They hold regular meetings, organise events, build networks and collaborate with OECD leadership and other ERGs.

### In 2022:

- ✓ Advocacy, support and activism including bilateral consultation with the Gender and Diversity Champion, DSG Knudsen; and holding a roundtable on the *Loi Bioéthique*, opening *procréation médicalement assistée* to almost all women, including single women and women in same-sex couples.
- ✓ Social events including an LGBTIQ+ book club and social events for GLOBE and for GLOBE women.
- ✓ Supporting International Day Against Homophobia, Biphobia, Lesbophobia and Transphobia (IDAHOT) and Pride Month including holding a roundtable with the Irish Delegation on creating an LGBTIQ+ inclusive work environment and marching in the Paris Pride March.

JONADE NAEEM, LEARNING EXPERIENCE DESIGNER, HUMAN RESOURCE MANAGEMENT SERVICE, EXECUTIVE DIRECTORATE



“One of the privileges of working at the OECD is the ability to network and collaborate with passionate and diverse individuals from all walks of life. For the LGBTIQ+ community, this is an opportunity to bring a kaleidoscope of perspectives on issues that impact our community both locally and globally. As a self-identified gay male of colour, it is important that I have a collective space to openly share and make sense of my intersectional experiences so that we can re-imagine what it means to be inclusive at work and in our relationships. GLOBE is that space.”

## Group on Parenthood



The OECD Group on Parenthood is a forum for staff to share their experiences on the challenges of building a family while working at the OECD. Open to all staff, with or without children, the Group raises awareness of the policies and Staff Regulations designed to render parenthood compatible with a fulfilling career. Importantly, the Parenthood Group works together with the Organisation and other relevant stakeholders to ensure the adoption of existing policies on an equitable, objective and clear basis, and to improve the current framework for the benefit of all.

The Group proved especially relevant during the Covid-19 pandemic, where staff doubled their efforts to perform at their best professionally while having to home-school and care for their children. The Parenthood Group increased the visibility of these difficulties and worked with Human Resources to identify ways to help parents during this time.

### In 2022:

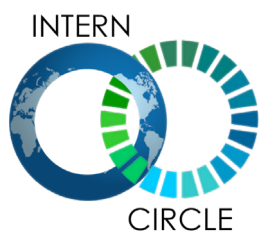
- ✓ Developed a strategy and identified priority topics including childcare, support to breastfeeding staff and leave policies for staff experiencing pregnancy or infant loss.
- ✓ Developed new content and proposed a re-organisation for parent-related information on the intranet. Worked with HRM and the Staff Association to implement improvements to make relevant information readily accessible.
- ✓ In collaboration with the Maternity Group of the Women's Network, developed and analysed a staff survey to better understand staff needs and areas for improvement.

MEGAN KENNEDY-CHOUANE, HEAD OF EVALUATION UNIT, DEVELOPMENT CO-OPERATION DIRECTORATE



“When I was breastfeeding my first child I felt pretty alone and it was hard to find the space and time I needed. During work travel, I saw how other Organisations and governments supported their staff with dedicated spaces and lactation support policies, and was inspired to advocate for improvements at the OECD. When I had my second child, I was really grateful to be able to use the medical centre space at the OECD. A colleague told me about the facilities when I needed them and I quickly found out that a lot of parents didn't know what facilities were available or what accommodations could be made to support them. That's why the Parenthood Group is so important because we need to keep making progress and ensure that the good policies we do have are applied fairly so everyone has access!”

## Intern Circle



The Intern Circle works to enhance the internship experience by identifying and addressing the interests of Interns through networking, professional and social events and intern-focused surveys, among other activities.

It enables interns to meet peers, create a network, gain professional skills and get insight into the OECD.

### In 2022:

- ✓ Hosted the Intern Welcome Events, with over 100 participants and special guests including the Secretary-General and senior OECD staff.
- ✓ Together with HR, organised an introduction to the OECD's other ERGs to raise awareness and enrich the internship experience.
- ✓ Conducted a brown bag lunch with the Temporary Staff Network to help discover opportunities at the OECD after an internship.
- ✓ Enhanced networks by holding weekly Intern Circle events.
- ✓ Conducted surveys to identify needs, difficulties and get feedback to actively seek change and solutions.
- ✓ Provided the opportunity for Interns to express their opinions on the monthly living allowance.

• **SOFÍA RODRÍGUEZ TEJADA**, INTERN IN THE PUBLIC AFFAIRS AND COMMUNICATIONS DIRECTORATE AND HEAD OF IC COMMUNICATIONS



“From my first day, I noticed that Diversity and Inclusion are important pillars for the OECD. The Intern Circle provides a unique opportunity for Interns to get their voice heard at the OECD, bridging the gap between Interns and HR as well as different Associations. With the Intern Circle, the OECD can foster a more inclusive and open environment since fresh perspectives and ideas can be shared by the youth at the Organisation.”

• **DWIGHT QUINN**, INTERN IN THE DEVELOPMENT CENTRE AND HEAD OF IC SOCIAL EVENTS



“As the Head of Social Events, my role was to bring people together. This was an easy and rewarding task given the vibrant and dynamic community of highly driven Interns from all over the world. The Intern Circle Board was also represented in meetings with HR and other ERGs, sessions which were incredibly rewarding in terms of my own personal development but also the vital information we were able to convey to the intern community.”



## Temporary Staff Network



The Temporary Staff Network (TSN) is a network of people who are engaged for the community of Temporary staff at the OECD. It provides a platform for Temporary staff to exchange, socialise and grow.

The TSN provides information to Temporary staff on their duties and rights on items such as taxes, unemployment insurance and medial reimbursements. They act as a point of contact for questions and concerns and work with the Organisation and the Staff Association to communicate and advocate for improving the conditions for Temporary Staff. They also organise events dedicated to the professional development of Temporary Staff.

### In 2022:

- ✓ Provided support on practical aspects of being a Temporary staff member.
- ✓ Organised social and professional events.
- ✓ Advocacy for Temporary staff interests within the OECD with regular exchanges with Leadership, HR, the Staff Association and other ERGs.
- ✓ Gathering of information on Temporary staff conditions including an annual survey.

MERTOL OZALTAN, JUNIOR POLICY ANALYST, DIRECTORATE FOR FINANCIAL AND ENTERPRISE AFFAIRS



“Diversity keeps us moving as an International Organisation. To ensure our work maintains its global relevance and impact, we need to continue to leverage our talent through the diversity of our perspectives, cultural backgrounds and professional and academic experiences. This will raise our sense of belonging as OECD employees, leading to a more productive and successful workplace.”

## Women's Network



The OECD Women's Network seeks to promote and support Women's leadership in policymaking in International Organisations in line with *Better Policies for Better Lives*. It unites women and their allies across the OECD community by listening to and amplifying the voices of all women and their experiences.

Through the efforts of volunteers, it informs, connects, empowers and inspires women around the OECD to contribute to their development and well-being through women's leadership, career management, advocacy for change, networking and support.

### In 2022:

- ✓ Relunched on International Women's Day 2022 with an updated mission statement to create a more representative governance structure with the aim to help make the Network more strategic, transparent, sustainable, and inclusive for the women and their allies.
- ✓ Organised over 30 events on career advancement including on career coaching, well-being in the workplace, health and work/life balance and multiple social events.
- ✓ Regular consultations with HR and the Ethics Office and regular check-ins with other ERGs.

SONJA AGUSTSDOTTIR, POLICY ANALYST, DEVELOPMENT CO-OPERATION DIRECTORATE



“I am so glad I got involved in supporting the creation of a more inclusive and democratic Women's Network where every woman can feel empowered to participate. Since the Network's relaunch I have organised workshops on women's wellness in the workplace, on anti-harassment policies and events which have provided valuable and safe spaces where women can connect across Directorates, seniority and backgrounds to learn from each other and build self-confidence. It's encouraging and inspiring to see how women come to these events in their capacity as individuals who genuinely care about the well-being of fellow staff and the advancement of diversity and gender equality at the OECD.”

## Staff Association Working Group on Diversity



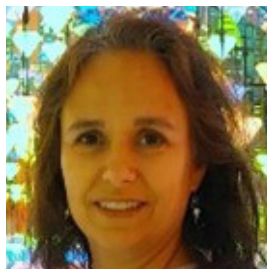
The Staff Association (SA) represents all staff at the OECD. It works to protect and defend their professional interests, including ethical and financial aspects.

In 2020, the SA created a Working Group on Diversity to examine ways of improving diversity at the OECD and of fostering greater diversity among its staff, while making sure that the OECD is an attractive and equitable employer that attracts and promotes the best talent. The Working Group produced a report that focused on developing a diversity policy that goes beyond the focus that has long been on gender and nationality.

### In 2022:

- ✓ A first meeting between the Staff Association Working Group on Diversity and the Administration provided an opportunity to exchange on the proposals made by the Group. This included identifying ways of improving hiring and promotion practices, improving transparency in job advertisements, raising more awareness of unconscious biases, and examining mechanisms to better support diverse groups in the workplace, including but not limited to combating all forms of discrimination, needs, difficulties and feedback to actively seek change and solutions.

JOANA DA SILVA MALHEIRO, CORPORATE REVENUE OFFICER, PROGRAMME, BUDGET AND FINANCIAL MANAGEMENT SERVICE, EXECUTIVE DIRECTORATE



“Evolving in an international environment and being among many different languages and cultures from a young age opened my ear for learning and my mind about other people. It seemed natural for me to work at the OECD and continue my path among colleagues from such diverse cultural and social backgrounds or sexual orientations. Every day I learn new expressions, new traditions, new ways of living and of working from my colleagues and hope it increases in the future.”



**2023**  
**ANNUAL**  
**DIVERSITY AND**  
**INCLUSION**  
**REPORT**  
**HUMAN RESOURCE**  
**MANAGEMENT**

