



WORLD BANK GROUP
Diversity, Equity, & Inclusion

Our People, Our Culture

Diversity, Equity, and Inclusion
2022-2023 Report



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Message from Ajay Banga

Proud to be on the journey together

I'm honored to be leading the World Bank Group and our diverse global team. Together, we strive to fulfill our vision to help create a world free of poverty on a livable planet.

Our staff work in more than 140 countries and represent more than 180 nationalities. We know firsthand the power and impact that diversity can have because we live that experience every day. It is through the breadth of experiences and ideas of our people that we can best make a positive impact in our work – supporting a world where everyone has access to jobs, education, healthcare, and clean air and water.

As we work towards greater equality around the globe, we strive to live that out in our own community. A workplace where everyone feels respected, included, and treated equally is a non-negotiable priority.

This report highlights some of the activities for diversity, equity, and inclusion. Greater gender and racial equity, enhanced ways to serve staff living with disabilities, and stronger support for LGBT+ staff are among our key priorities. We also commit to publishing diversity data every two years, so we remain transparent and accountable.

We need a better world. And together we strive to make this happen.

Ajay Banga



Acronyms

ADB	Asian Development Bank
ARTF	Anti-Racism Task Force
BPS	Budget, Performance Review & Strategic Planning (Vice Presidential Unit)
CAWI	Caribbean Association of the WBG and IMF
CDEI	Council on Diversity, Equity, and Inclusion
CO	Country Office
DARE	Disability Advocacy and Resource Employee Group
DEI	Diversity, Equity, and Inclusion
DIS	Disability Inclusion Strategy
EBRG	Employee Business Resource Group
EAWN	East Asian Women's Network
ECR	External and Corporate Relations (Vice Presidential Unit)
EDGE	Equity, Diversity, and Gender Equality
GCS	Global Corporate Solutions
GLOBE	Gay and Lesbian Organization of Bank Employees
ICSID	International Centre for Settlement of Investment Disputes
IDAHOTB	International Day Against Homophobia, Transphobia, and Biphobia

IDPD	International Day of Persons with Disabilities
IFC	International Finance Corporation
IMF	International Monetary Fund
ITS	Information and Technology Solutions (Vice Presidential Unit)
LGB	Lesbian, Gay, and Bisexual
LGBT+	Lesbian, Gay, Bisexual, and Transgender
MIGA	Multilateral Investment Guarantee Agency
PaC	People and Culture (Vice Presidential Unit)
SOGI	Sexual Orientation/Gender Identity
SPIN	Single Parent Inclusion Network
TRACE	Threads of Race, Caste, and Ethnicity
UN	United Nations
VP	Vice President
VPU	Vice Presidential Unit
VR	Virtual Reality
WB	World Bank
WBG	WBG
Y2Y	Youth-to-Youth



Executive Summary

Welcome to the inaugural World Bank Group (WBG) biannual report on Diversity, Equity, and Inclusion (DEI).

We have been measuring and tracking diversity for 50 years, since the first Status of Women Working Group created by the Staff Association in 1973. As we have matured over the years, we added other dimensions, such as nationality, race/ethnicity, sexual orientation and gender identity, and disabilities. We also shifted from simply tracking diversity to embracing diversity, equity, and inclusion:

- **Diversity:** recognizes the value of *differences and similarities* - including *but not limited to* nationality, gender, gender identity, race, ethnicity, age, sexual orientation, disability, and educational background - and assures they are represented in the organization.
- **Equity:** acknowledges our individual diversity, recognizing that each person has different circumstances, and allocates the *exact* resources and opportunities needed to reach an *equal* outcome.
- **Inclusion:** creates a work environment of *involvement and connection* - where the richness of backgrounds, perspectives and ideas of all staff are respected and *harnessed* to create business value.

This report presents an overview of the WBG's accomplishments in DEI in 2022 and 2023, as well as

challenges for the years ahead, through our three lenses: advocacy, accountability, and inclusion.

Advocacy - demonstrate leadership and build partnerships. We recognize that DEI leaders come from all levels of the organization. This includes the Council on Diversity, Equity, and Inclusion (CDEI) - the voice of staff and leadership - as well as various internal networks. Two key networks are the Vice-Presidential Unit (VPU) DEI Advocates and Country Office (CO) DEI Representatives. Additionally, staff across the institution advocated on behalf of DEI in our projects and communities, and with external organizations to help foster inclusion throughout international development.

Accountability - set goals and measure outcomes. The WBG has had targets measuring gender progress, specifically senior women, since 1998. In 2019, we changed the targets to gender parity, with indicators that track all grades within four broad grade groupings, allowing us to see with more granularity where we have made progress over the years, and where we still need more attention. It has also shown us where we are more challenged in providing opportunities for women as well as men. This report shows where we are now, as well as trends over the years.

But our diversity is more than just gender. The Articles of Agreement of the various WBG institutions state that we shall "...pay due regard to the importance of recruiting

personnel on as wide a geographical basis as possible." Based on this, the WBG tracks the nationality of staff on a sub-regional and regional basis. We have also begun to track other dimensions on a voluntary, self-identified basis to determine if there are other barriers to rewarding careers for staff and provide a more inclusive, equitable environment.

Inclusion - embed DEI into talent processes and create an inclusive work environment. It is imperative that staff feel safe to bring their whole selves to work. Within the WBG, we support staff through over 60+ employee business resource groups and affinity networks. Additionally, we created several new learning experiences to support their self-discovery and help them build empathy.

As stated in the senior management statement of commitment on the next page, it is imperative that we embed not only diversity, but also equity and inclusion into all we do.



WBG Statement of Commitment to Diversity, Equity, and Inclusion

As a global organization that has embraced the mission to end extreme poverty and boost prosperity on a livable planet, we are committed to fostering and strengthening diversity, equity, and inclusion in both our work and our workplace. We are committed to a workplace where everyone is valued, where differences are respected and celebrated, and where opportunity and equitable treatment is afforded to all.

Ensuring diversity is integrated into our daily work means creating a culture and practices that recognize, value and harness what makes every individual unique in the broader sense, by acknowledging and respecting differences including nationality, gender and gender identity, race, religion, ethnicity, age, sexual orientation, disability, and educational background.

Beyond the moral imperative, empowering others and respecting differences is much more than part of our

institution's core values. It makes good business sense on three key fronts.

First, a diverse staff mirrors the diversity of the clients we serve and the partners we work alongside in more than 180 member countries around the world, and that reflection is key to our credibility as an institution seeking equity and opportunity for all. Second, it has been demonstrated that a diverse staff stimulates the creativity and innovation our clients expect, drawn from the collective energy of individual experience, knowledge, and perspectives. Third, as the world's leading development organization, a diverse staff also allows us to attract, retain and grow the finest talent from the broadest span of different backgrounds possible.

In short, if we succeed in leveraging the diversity of our talent, then the solutions that we offer – through our projects, programs, and assistance – are those that will meet our clients' development goals.

An inclusive work environment is one where staff are enabled to meet their full potential and do not experience

stigma or intolerance. We are committed to ensuring that all staff feel valued as employees of the WBG and that they are assured of equitable and respectful treatment throughout their careers. We are committed to upholding our zero-tolerance policy for any form of discrimination.

If we aim to be the employer of choice in development and to offer staff a work environment that is characterized by openness, trust, respect, creativity, motivation, and innovation, we must ensure that our institution is one where diversity, equity, and inclusion are embedded in all that we do.

At a Glance

To measure where we are going, the WBG has a goal of gender parity, which is strongly associated with economic growth and sustainable, inclusive development. As of end-year 2023, the WBG had 17,905 active staff on open/term contracts¹ - 54% were women and 46% were men.

We measure progress towards gender parity based on four grade groupings, or indicators. Figure 2 shows the gender breakdown by indicator.

- **GA-GD:** individuals in administrative, clerical, and other support roles
- **GE-GF:** individuals in entry- and mid-level professional roles
- **GG+ technical:** individuals in senior professional, non-managerial roles and above
- **Managers+:** Managers and above (including Directors, Vice Presidents, and Managing Directors) who have an official “manager tag” for people management responsibilities in the Human Resources (HR) information system.

As an international organization, we must reflect the countries where we do business. Our staff come from over 170 countries in five regions.

1. In addition to 17,905 active staff, the WBG has staff on Extended and Short-term appointments, not covered in this report.

FIGURE 1. Staff Breakdown - Gender - End-2023

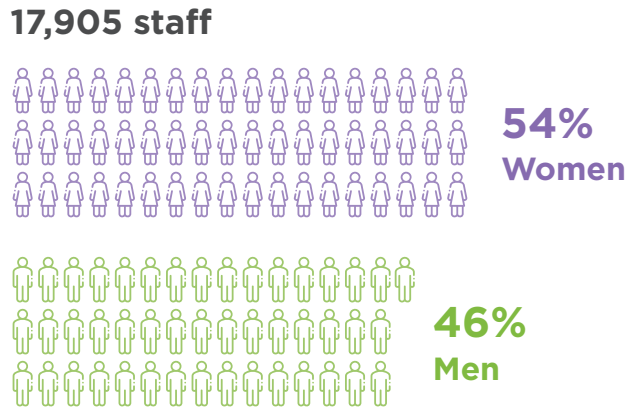


FIGURE 2. Staff Breakdown by Diversity Indicator - End-2023

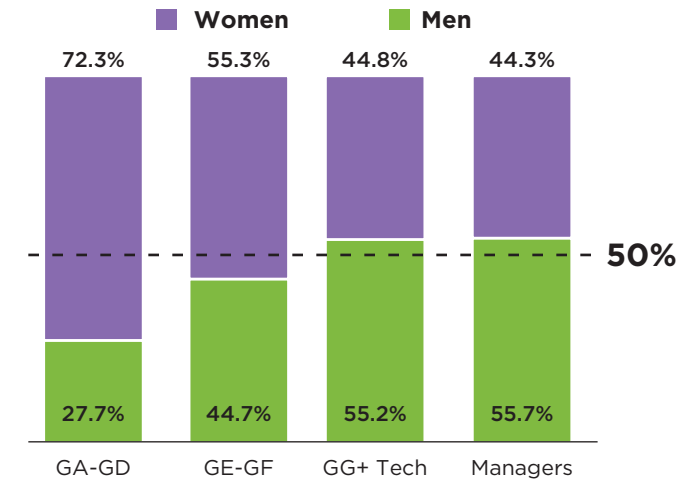
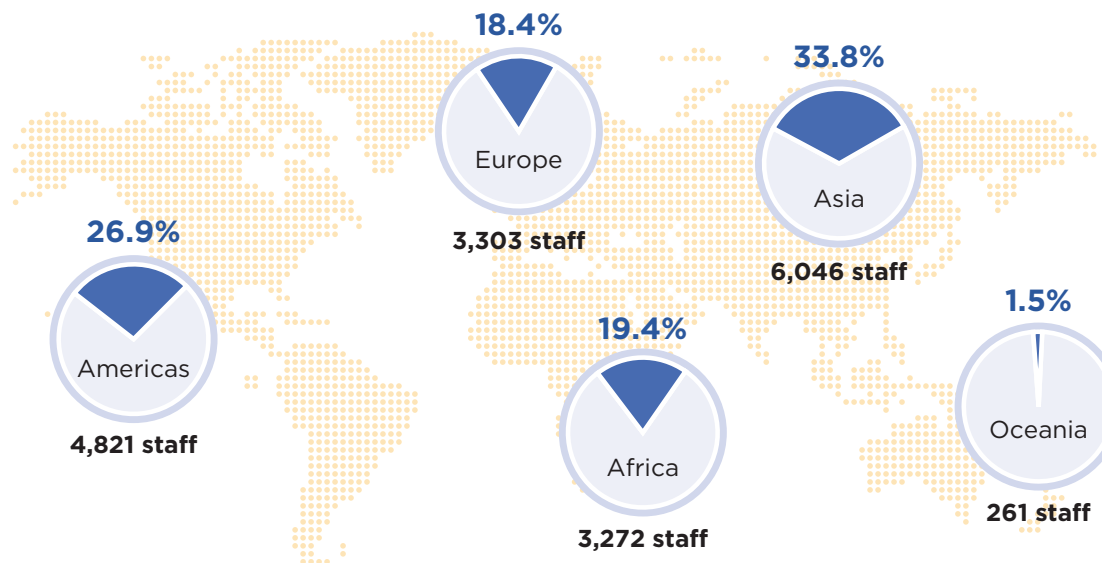


FIGURE 3. Regional Representation of Staff Nationality



Advocacy

The WBG promotes DEI through a Community of Purpose. Central to this community are the WBG Office of DEI (which reports to the Vice President, People and Culture (PaC), and the President's Chief of Staff) and the WBG Council on DEI (CDEI).



The CDEI serves as the “voice of leadership and staff” and sounding board for DEI matters across the WBG and plays an important role in leading the WBG’s efforts to shift towards a value-based corporate culture that underpins everything we do.

As Co-Chairs of the CDEI, we believe that effective communications, meaningful conversations, and role-modeling by senior leaders are important ways to set the vision and tone for a more inclusive workplace where everyone’s perspectives are solicited and heard, and contributions valued.

*Victoria Kwakwa and Sérgio Pimenta,
Co-Chairs, WBG Council
on Diversity, Equity, and Inclusion*



Council on Diversity, Equity, and Inclusion

The CDEI, founded in 2014, is comprised of 24 staff from across the WBG, ranging from program assistant to Vice President, including staff based in country offices. It is co-chaired by two Vice Presidents – one from the World Bank and one from IFC – selected by the President, based on recommendations from the WBG DEI Office, of leaders with a proven commitment to empathy and promoting an inclusive environment. Other members represent various groups within the institution, such as the Finance Complex, Operations, administrative functions, and the regions. These members serve two-year terms.

In 2022 and 2023, the CDEI supported and participated in several programs, including:

• The WBG Anti-Racism Task Force (ARTF)

- Several members participated as co-leads and Advisors for Phase 2 of the ARTF.
- Members were interviewed for stories, wrote blogs, and participated in panels to support the WBG’s goal for an anti-racist environment.
- Members moderated sessions on various topics, including “Microaggressions in Workplace” and “Talking to Children About Race.”

• Disability inclusion

- Four members of the CDEI served as the Advisory Group for the WBG’s Disability Inclusion Strategy.

- Members were interviewed for podcasts and stories, including addressing accessibility for staff in country offices.
- Members also supported recruitment of persons with disabilities, including as part of the WBG-LinkedIn series, “About the Mission.”
- **Championing iCount (campaign and system for staff to self-identify in their diversity profiles)**
 - Members sponsored mini-campaigns and created challenges, encouraging staff to complete their profiles.
 - Their support helped increase overall staff participation from 44.3% at the beginning of 2022 to 52.5% by the end of 2023.

DEI Advocates

DEI Advocates are focal points for DEI issues in the VPUs and an interface between their business unit senior leadership team, the WBG DEI Office, CDEI, and PaC. As different VPUs often have unique challenges, based on their business objectives and structure, the role of the VPU advocates is to support their unit’s diversity efforts and help make them more inclusive.

This network of over 200 volunteers works with their management teams and unit staff to integrate DEI into the DNA of their units by raising issues, leading unit-level initiatives, monitoring trends, and sharing information on corporate initiatives and best practices. They provide feedback to the WBG DEI Office on issues and progress

from a unit-level perspective. They also design collaborative spaces to enhance unit inclusion, such as the DEI Advocates from the External and Corporate Relations (ECR) and Budget, Performance Review, and Strategic Planning BPS VPUs.



ECR’s “Coffee, Tea or Beer” storytelling platform is a space where staff can share their personal stories with other colleagues. It helps us to understand each other’s diverse backgrounds and experiences and to realize that despite all our differences – we all came to the World Bank for the same mission. We also love to share recipes and potluck meals, which is not only fun and delicious, but builds camaraderie and allyship!

Dasan Bobo, External Affairs Associate



I’m now in my third year as a DEI Chair in BPS leading a team of 12 advocates, and the role has been very rewarding. We, along with BPS senior management, corporate DEI, and our HR Partner, have fostered VPU-wide conversations through movie events and panel discussions on topics such as identity and race. We held a VPU wide training with the help of Corporate Security Team on situational awareness and how to mitigate bias motivated attacks. We also have a very active Viva Engage site where staff can share stories about their cultural backgrounds, traditions, religious holidays, or fun facts about their countries. This interactive space makes everyone feels welcome, included, and really enhances inclusion on our diverse team!

Abir Shulli, Finance Officer



Country Office DEI Representatives

While DEI Advocates work within their units, Country Office (CO) DEI Representatives are focal points for DEI issues in their respective locations and an interface between country office senior leadership teams, the WBG DEI Office, the CDEI, and PaC. This network of over 200 staff also collaborates with regional VPU DEI Advocates and with Country Office Staff Associations. Their role is to actively support the efforts to make their offices and the WBG more inclusive, regardless of their VPU.

CO DEI Representatives work with their management teams to integrate DEI into the fabric of their country office by raising issues, assisting with specific initiatives, monitoring trends, and sharing information on corporate initiatives and best practices. They provide feedback to the WBG DEI Office on issues and progress from a country office perspective. Additionally, they act as brand ambassadors for the WBG to attract diverse talent to the many teams working in each country office.

In 2022 and 2023, this included developing “This is Us” guides for new staff coming to the offices to learn about the local culture. Additionally, they developed “Language Matters” guides which describe inclusive language principles for sexual orientation and gender identity (SOGI) in multiple languages.



Over the last four years, Christine and the Uganda DEI team have engaged colleagues in their office in team learning about unconscious bias for more inclusive and effective decision-making.

Christine Katende Namirembe, Social Development Specialist, Uganda DEI Team



The DEI team in the Buenos Aires office is always looking to find innovative ways to raise awareness of DEI issues and enhance inclusion in our office. For example, in 2023, we organized a walking tour through Buenos Aires’ historic center to commemorate Afro-Argentine National Day and learn more about Afro-Argentine culture and history. We also held a learning session for the International Day of Persons with Disabilities (IDPD), and staff were very excited to take part in the Picture Yourself Included: Disabilities virtual reality experience at the IDPD event.

Carolina Crerar, External Affairs Associate





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In the Chennai office, we have an extended team of DEI Representatives which actively works on inclusion by organizing knowledge sharing events, cultural celebrations - such as Diwali - and programs to commemorate International Women's Day and other important DEI dates.

*Shantanu Chatterjee
(pictured with Chennai DEI Team)*

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Leaders across the WBG

Other leaders showcased their commitment to DEI in Washington, DC, and in country offices. For instance, each year, MIGA presents its Gender Leadership Award on International Women’s Day. In 2022, which was the 7th annual award, the theme was “Clean Energy for All.” MIGA presented the award to Ms. Lucy Heintz, Partner and Head of Energy Infrastructure at Actis, for her work to bring more women into the energy industry, particularly in front-line roles where women have historically been absent. In 2023, the theme was “Innovation through Female Entrepreneurship,” and the recipient was Claudia María González Arteaga, Chief Financial Officer at Bancóldex in Colombia, recognized for being a champion for female entrepreneurship and a driving force for the development of new products.

DEI is just as integral to our work in the regions and country offices as it is in Washington, DC. For instance, in 2022, staff in our Colombia office celebrated International Women’s Day by sharing their reflections through a collection of stories: “Mujeres que cuentan,” “Mujeres que sueñan,” and “Mujeres que inspiran.” In 2023, initiatives ranged from “Climate, Gender and Food Security Resilience – Good Practices from the Middle East and North Africa,” in partnership with the United Nations Development Program, to “Creating Safe Communities for Women with Disabilities in Latin America and Caribbean.”



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It’s so important to foster inclusion and build trust in teams by getting to know each other, especially when working across cultures in a difficult FCV location. In our ‘Afghanistan All Together’ effort and throughout my career, I have supported DEI learning and other initiatives, such as cultural activities, arts, and sports, to build community.

Melinda Good, Country Director, Afghanistan

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External Partnerships

The WBG is part of a larger international development community and knows the value of benchmarking and collaboration. In recognition of this, in 2019, the WBG, together with the International Monetary Fund (IMF) and Asian Development Bank, formed Ubuntu, a collaboration group of the DEI leaders among public sector international finance institutions, multilateral development banks, and various components of the United Nations (UN). Ubuntu has grown from the initial nine members, at the first in-person meeting hosted by the ADB, to 37 organizations and almost 70 members as of the end of 2023.

Partnership is also key to how the WBG runs its projects. As part of this, we have a robust corporate procurement program that focuses on driving an inclusive and diverse supplier chain. In 2018, the WBG analyzed the percentage of women-owned businesses among the suppliers: 3.1%, or \$51 million. Although this was above the global average of less than 1%, we set a five-year target to double the percentage within five years. In 2023, we surpassed the target – reaching 7.4%, or \$119 million. Based on this achievement, the WBG was recognized by [WEConnect](#) as one of the top 15 Global Champions for Supplier Diversity and Inclusion in 2023, in regard to inclusive spend, policies, and procedures.

Accountability

By the Numbers: Gender

Over the past ten years, the WBG has made steady progress towards the goal of gender parity – a score of 1.0 on the Diversity Index². Figure 4 shows the change in the composite score over ten years and Figure 5 shows the percentage of women during the same time frames.

Although some indicators have shown significant movement, such as women Managers+ (from 36% to 44%) and women among senior staff at GG+ in technical roles (39% to 45%), other groups have been relatively static. Women at GE-GF were slightly closer to parity in 2014, with 54% women and 46% men. The gap widened slightly by 2019 but is closing again. The gap at GA-GD remains, however, with 72% women and only 28% men.

While the WBG measures gender parity based on the four grade groupings, Figures 6 and 7 show the breakdown by gender at each staff level, comparing 2014 to 2023.

While the WBG measures gender parity based on the four grade groupings, Figures 6 and 7 show the breakdown by gender at each staff level, comparing 2014 to 2023.

2. The diversity index, which measures progress towards a target of gender parity, is a composite weighted index computed by the aggregate difference from a target of 1.0. The four indicators are weighted as follows: staff at grades GA-GD – 10%; staff at grades GE-GF – 20%; staff at grades GG and above in non-managerial roles – 40%; and Managers and above (including Directors, Vice Presidents, and Managing Directors) – 30%.

FIGURE 4. Diversity Index - Ten-Year Trend

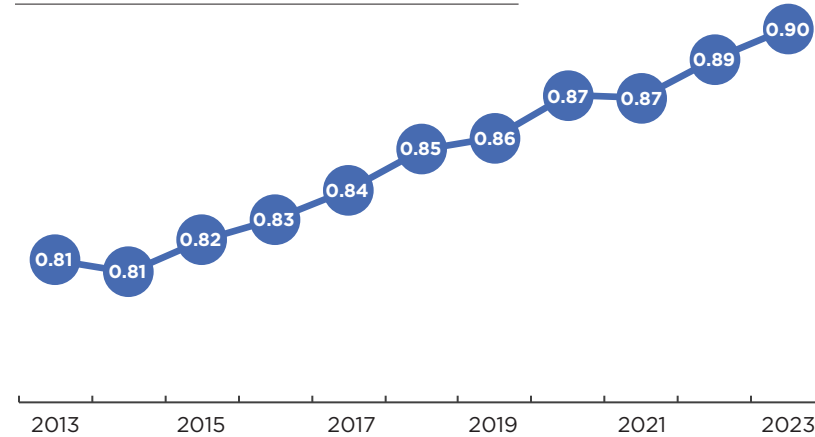


FIGURE 5. Percentage of Women in Grade Groups - Ten-Year Trend

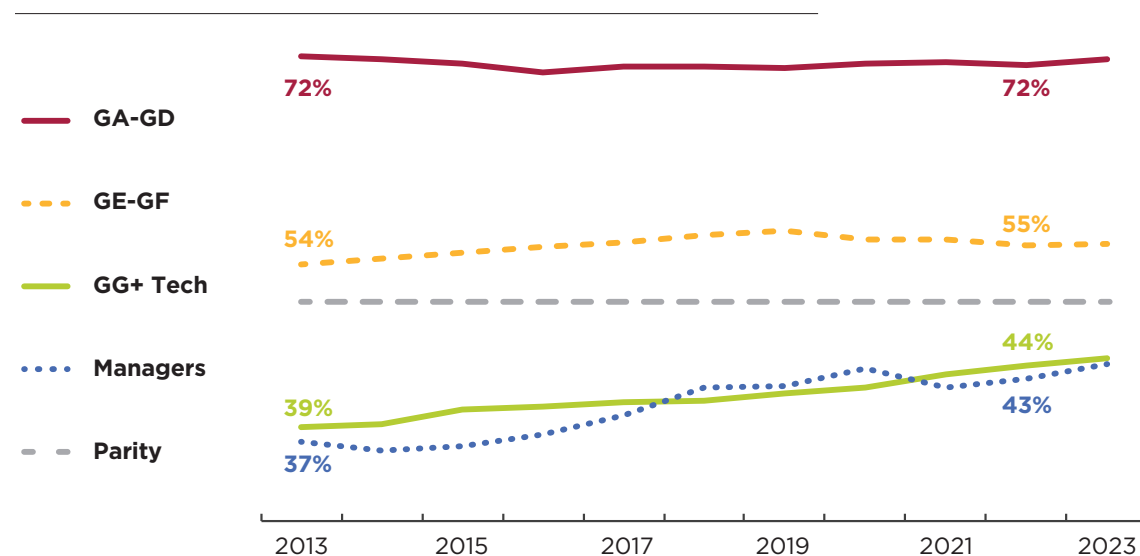


FIGURE 6. Gender Breakdown by Grade - 2014

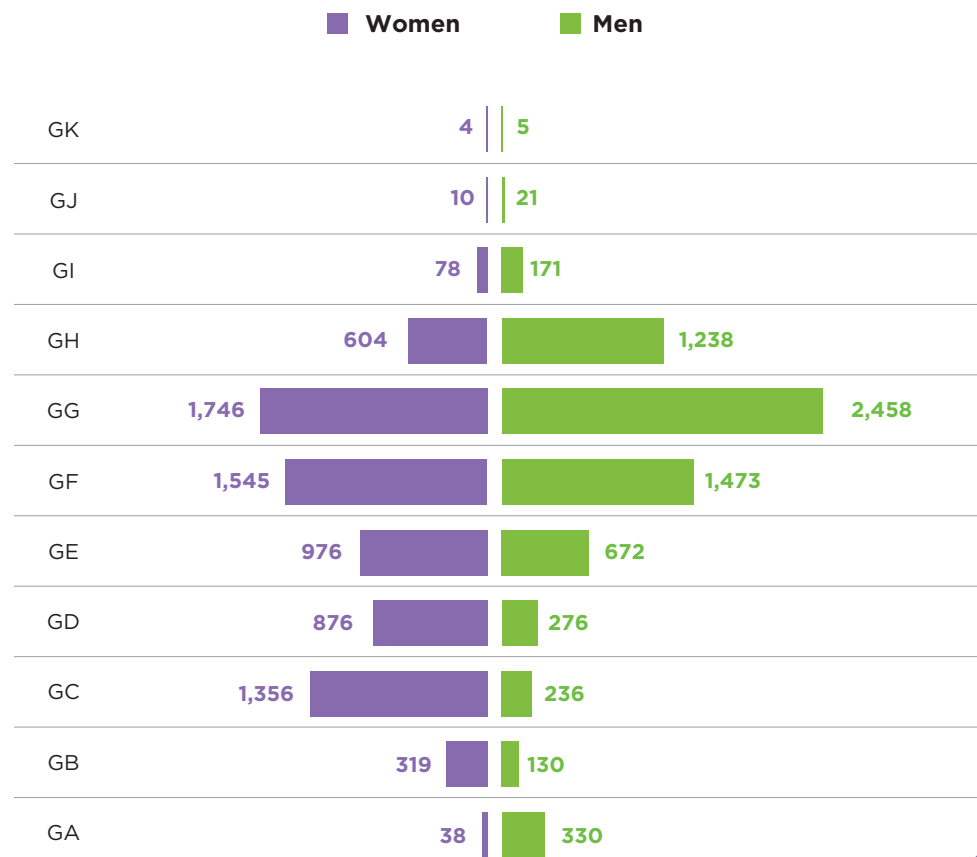
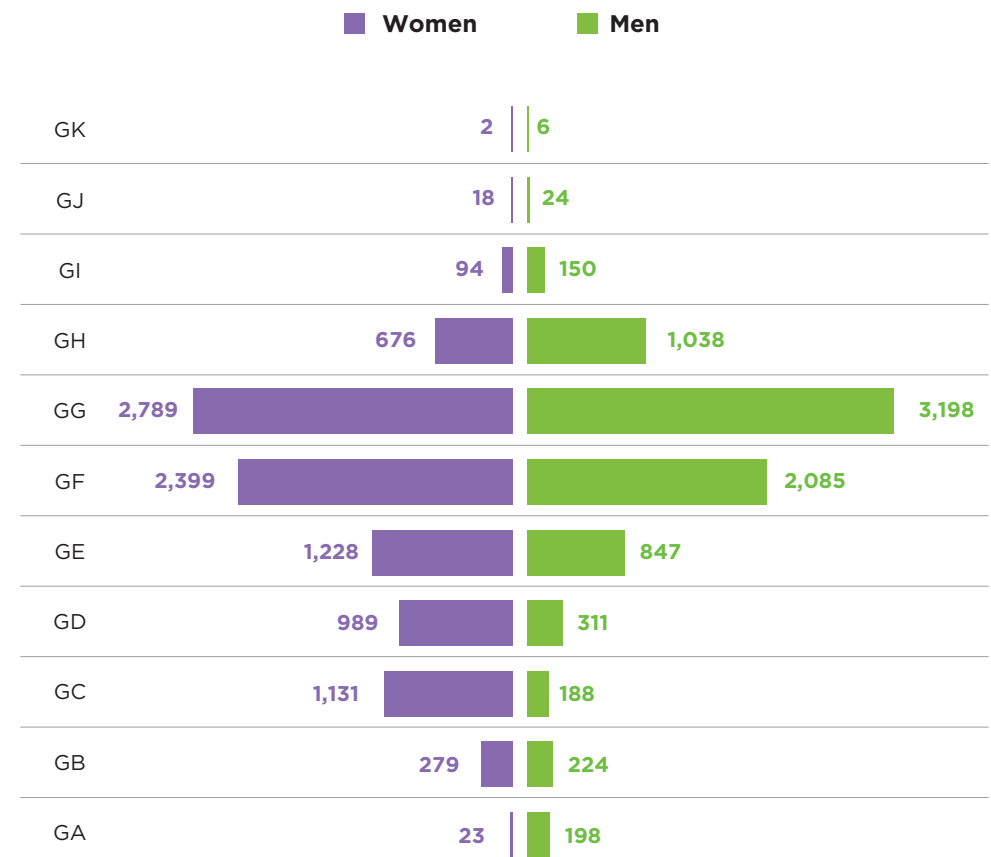


FIGURE 7. Gender Breakdown by Grade - 2023



Senior Leadership

In addition to tracking gender parity among Managers and above, we pay special attention to women among senior management, which includes Vice Presidents and Managing Directors. At the end of 2023, as shown in Figure 8, women accounted for 40% of senior management, compared to 60% men. Figure 9 shows the percentage of senior women over the past ten years.

Notable is that women hold several key positions within the WBG, including:

- Managing Director and Chief Financial Officer
- Managing Director, Operations
- ICSID Secretary General
- Vice President and Chief Information Officer
- Vice President and Chief Risk Officer
- Vice President and Auditor General
- Vice President and WBG Controller
- Vice President and Corporate Secretary



Every day -- in our work in operations -- I see the value of diversity, equity, and inclusion and why it is so important that the diversity of our staff mirrors the clients we serve. DEI's internal staff focus on gender equality, inclusion of staff with disabilities or LGBT+ staff, educational and generational diversity, and race, caste, and ethnicity, ensures that we are bringing our whole selves to work and leveraging our diverse talent to bring innovative solutions to our clients.

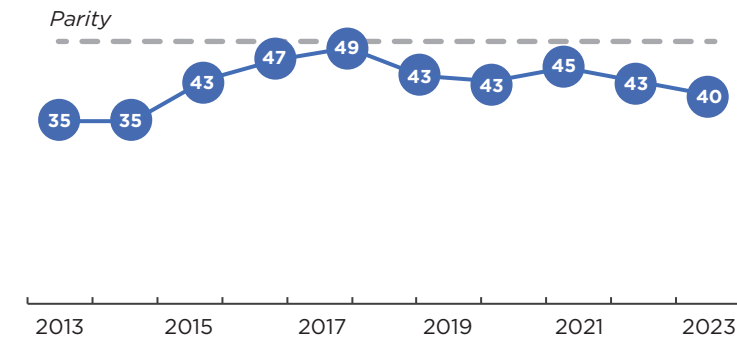
Anna Bjerde, Managing Director, Operations



FIGURE 8. Percentage of Women and Men in Senior Management



FIGURE 9. Percentage of Senior Women - Ten-Year Trend



Gender Equality

EDGE Gender Certification

In 2016, the WBG was the first international finance institution to achieve EDGE³ gender certification, completing the process every two years as part of our commitment to continued progress. In 2022, we completed our fourth round, achieving the second level, EDGE Move. To achieve this level, organizations must achieve the EDGE standards in the following areas:

- Equal pay for equivalent work
- Leadership development training and mentoring
- Recruitment and promotions
- Flexible working arrangements
- Organizational culture

At this level, organizations must proactively manage gender pay equity, create an effective framework of policies and practices that ensure equitable career flows, and foster an inclusive workplace culture for both men and women. Notable for the WBG in achieving EDGE Move were the leadership retention of senior women, compared to junior and mid-level women, as well as policies such as gender-neutral parental leave. Additionally, while not required to achieve this level, we requested that EDGE complete a gender pay gap assessment. Results ranged from 0.10% to

1.2% for the different institutions - statistically insignificant and well within the EDGE standards.

Equal Pay

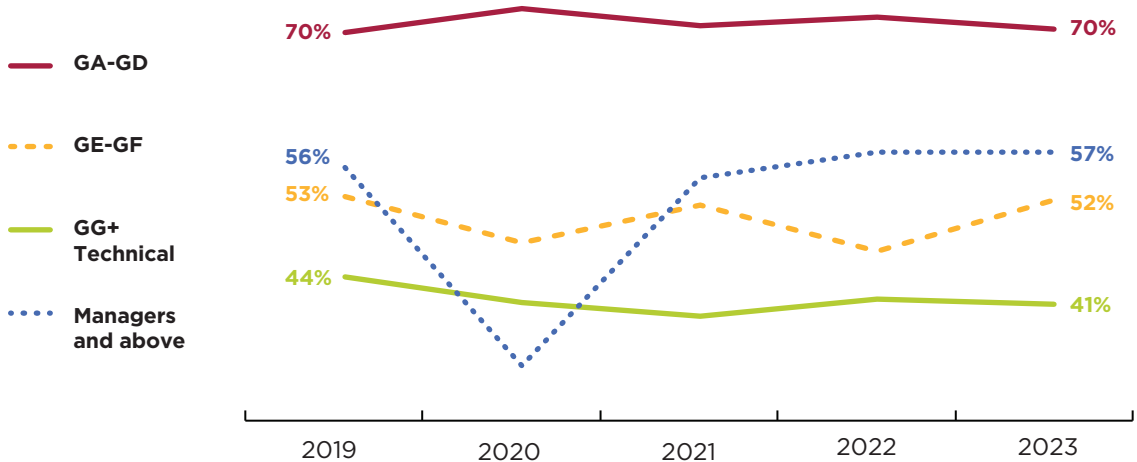
Even outside of the EDGE certification process, we are fully committed to gender equality, and have implemented policies and procedures to prevent, monitor, and correct pay equity issues. As part of this commitment, we perform a pay gap assessment annually to ensure that staff are paid fairly based on their grade, experience, and location, and equally regardless of their gender. To ensure fairness, we continue to use the methodology which was accredited as part of our EDGE certification. This approach was independently endorsed by EDGE and further audited by another third party for accuracy.

In 2023, the assessment showed an unexplained gender pay gap of 0.043% worldwide, which is statistically insignificant.

Recruitment

Achieving gender parity and increasing diversity start with the hiring process. Over the past five years, recruitment has seen mixed results, as show in Figure 10. While the share of women hired for managerial positions has been above 50%, except for 2020, the share of women hired in the technical roles has been below parity. Similarly, the share of men hired into administrative and support roles remains low, with women consistently accounting for at least 70% of the hires.

FIGURE 10. Women Hires among Staff, 2019-2023



3. EDGE - Equity, Diversity, and Gender Equality - is the leading global standard for gender equality in the workplace.



While changing the diversity mix of the WBG will take time, several units focused on the next generation of staff through inclusive fellowship programs and partnerships. Examples include:

- **Howard University Externship Program:** Launched in 2015, this partnership with Howard University School of Law seeks to create a pipeline of African American lawyers, while providing the Associates with the opportunity learn how alternative dispute resolution mechanisms work in an international organization. The program has brought in over 50 Associates, with 11 in 2022 alone.
- **Africa Fellowship Program:** Started in 2013, the program is aimed at African nationals who are completing or have recently completed their PhD in an area relevant to the WBG's work. In 2023, 36 Fellows were selected out of 3,200 candidates. Upon completion of the program, some compete for and are selected into the Young Professionals Program or are hired as economists.
- **Other Inclusive Programs:** In 2022, both the East Asia and Pacific and Latin America and Caribbean VPUs launched programs aimed at increasing diversity across multiple dimensions, including regional ethnic minorities, Indigenous Peoples, persons with disabilities, Lesbian, Gay, Bisexual, and Transgender (LGBT+) individuals. Individual country offices created similar programs, including Nepal, Colombia, and Brazil.



“

It's very important to have gender balance on teams, to have the benefit of different viewpoints and backgrounds, which ultimately leads to better decision-making. Corporate Security has always been a very male-dominated field, so we need to intentionally work to bring in different voices and keep gender equality on the agenda. That is one reason why GCS organizes a session for women for International Women's Day each year to connect, learn and find inspiration from each other.

*Samantha Steenkamp-Farrell, Senior Security Specialist
(pictured with Vikki Hollingsworth, Manager, International Real Estate)*

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Promotion

In addition to hiring to make progress towards diversity targets, the WBG looks at the share of women and men among promotions. Over the past five years, promotions of women at GG+ technical have been close to parity, while women have consistently accounted for more than 50% at GA-GD and GE-GF. Promotions for women among Managers and above improved significantly from 2022 to 2023.

Retention

The WBG also looks at retention rates among women and men. Part of this involves determining whether separations are consistent with the overall share of staff. While women account for over 70% of staff at GA-GD, their share of separations has decreased, down from 74.2% in 2022. Separations among women at GE-GF and among Managers are closer to their share, although 2022 saw a dip at Managers+. However, retention seems to be high among women in senior technical roles, with separations consistently below the percentage of staff in this grade group.

One of the ways that the WBG retains staff is through mentorship programs. We have several mentorship programs, with thousands of mentors and mentees, and celebrate Mentoring Month every January. In 2022, the WBG Mentoring Program was awarded a Brandon Hall Leadership Group Gold Award under the category, Best Advance in Coaching and Mentoring. The topic was Leveraging Mentoring to Support a Global Development Workforce.

FIGURE 11. Women Promotions among Staff, 2019-2023

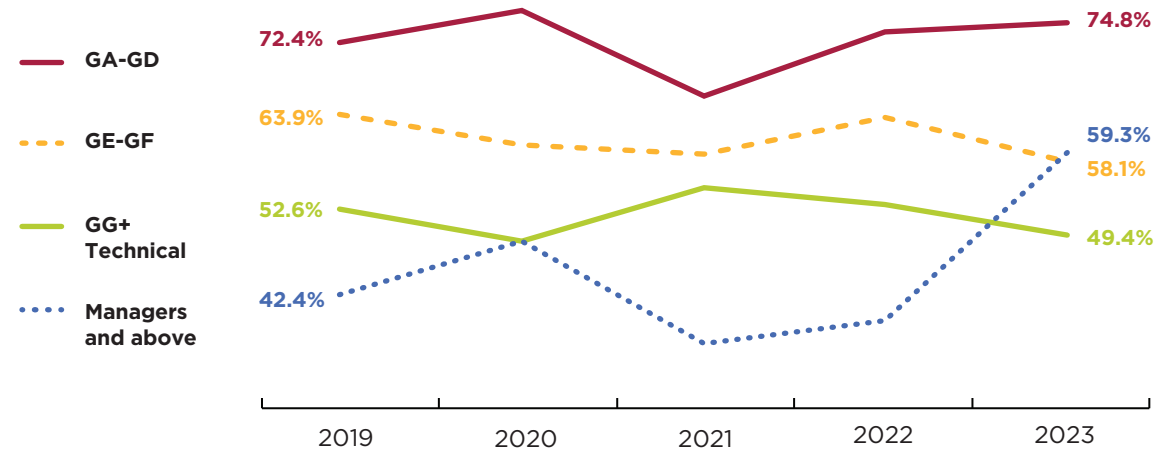
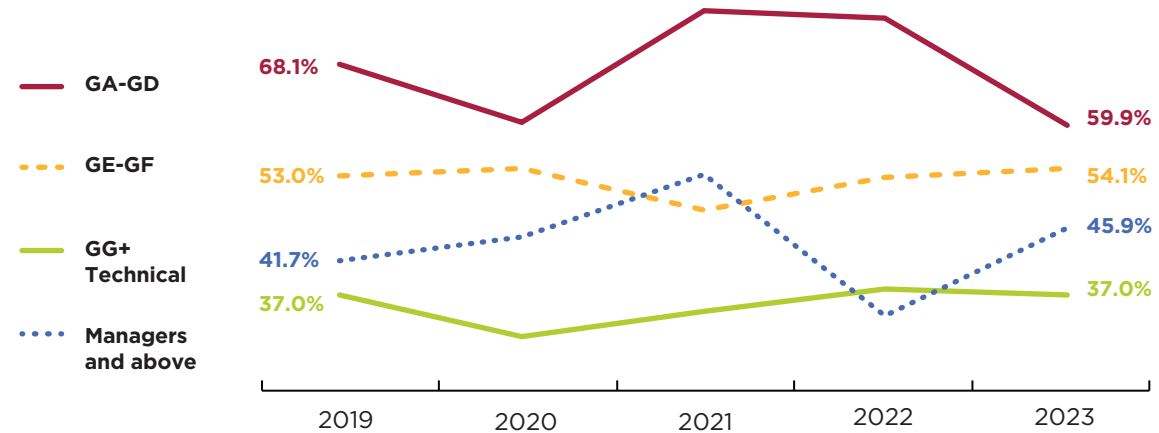


FIGURE 12. Women Separations among Staff, 2019-2023



Other Diversity Dimensions

Nationality

46.3% of the WBG’s 17,907 staff are based in country offices and 53.7% in headquarters. This globally diverse population comes from five regions, as shown on the map in Figure 3, Regional Representation of Staff Nationality. This is further broken down into the 20 sub-regions which we track, as shown in Table 1.

Education

The ever-changing challenges faced by client requires different thinking preferences from a diversity of educational backgrounds. Staff within the WBG have self-reported over 11,000 bachelor degrees, almost 15,000 master degrees, and almost 2,500 doctoral degrees from over 2,000 unique institutions. Figure 13 shows the regions where staff self-reported their degrees.

Language

While the WBG has seven official languages, clients do not always speak these languages. This increases the need for fluency in multiple languages. Over 10,000 staff have reported their native tongues. While Spanish, English, and French are the most-reported, staff report more than 160 native languages, as shown in Figure 14.

TABLE 1. Sub-regional Nationality of Staff

Region	Sub-Region	Number of Staff
Africa	Eastern Africa	1,330
	Middle Africa	307
	Northern Africa	405
	Southern Africa	228
	Western Africa	1,204
Americas	Caribbean	191
	Central America	370
	Northern America	3,027
	South America	1,232
Asia	Central Asia	278
	Eastern Asia	1,017
	Middle East/Western Asia	749
	Southeastern Asia	1,089
	Southern Asia	2,913
	Europe	Central Europe
Eastern Europe		627
Northern Europe		554
Southern Europe		851
Western Europe		1,165
Oceania	Oceania	261

FIGURE 13. Regions of Degrees Obtained by Staff

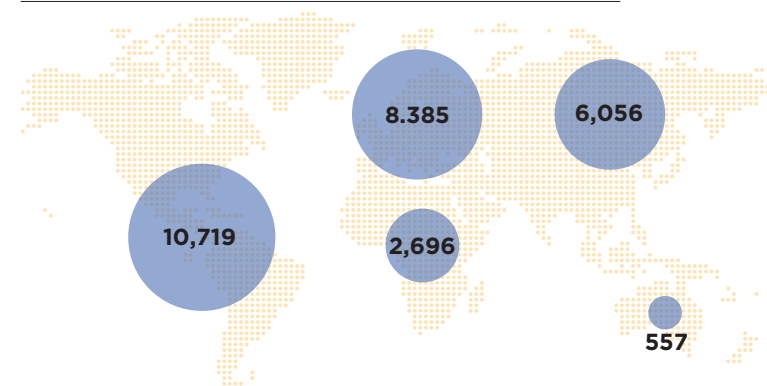
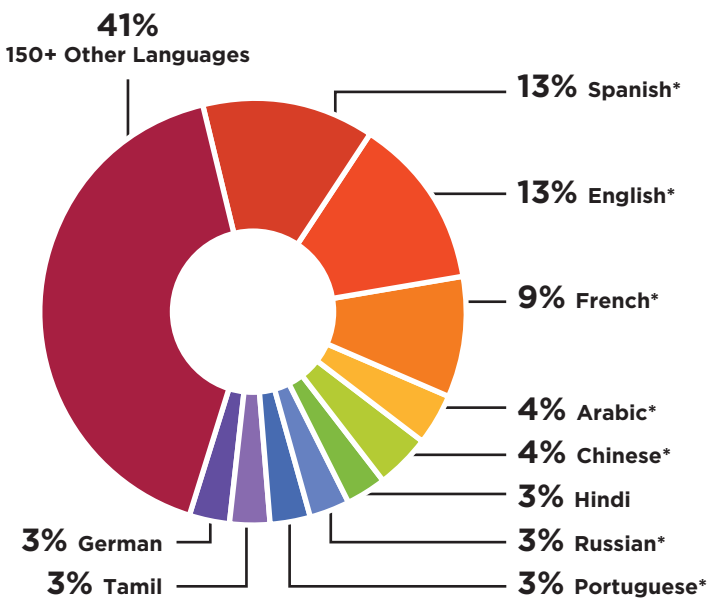


FIGURE 14. Self-Reporting of Native Languages



*Official WBG language

Inclusion

In 2022 and 2023, the WBG placed a large focus on inclusion – critical to a workforce that was still recovering from the isolating impact of COVID-19. In addition to programs supporting the key dimensions of SOGI, disability, and race/ethnicity, we also expanded the inclusive learning experiences. Staff were also more engaged, through staff clubs and employee business resource groups (EBRGs).

While the WBG measures diversity based on gender and nationality, we also recognize that there is much more to our staff than two dimensions. In 2016, we rolled out the ability for staff to volunteer how they identify based on additional dimensions. This information, known as iCount, is strictly confidential and used for reporting and analytic purposes only, to determine if there are barriers to staff progression and opportunities based on these dimensions, as well as provide input to policies and practices. As of the end of 2023, 10,241 staff had entered information into one or more of the dimensions.

TABLE 2. iCount Participation Rates as of end-2023

Dimension	Number of Staff	Percentage
One Dimension or More	10,241	52.5%
Race/Ethnicity	9,327	46.3%
Sexual Orientation	8,462	41.1%
Gender Identity	7,530	38.6%
Working with a Disability	6,398	32.8%

Sexual Orientation and Gender Identity

Supporting SOGI inclusion is an integral part of the WBG’s development work. Just as the economic cost of discrimination against women and girls has been well-documented, so has the cost of SOGI-based exclusion. Within the WBG, we recognize the need to ensure that our LGBT+ staff have the same opportunities and sense of belonging as their counterparts. From providing gender-neutral parental leave and child planning benefits to special support for LGBT+ staff who take on country assignments, the WBG wants to be the best place to work in development for LGBT+ staff.

The WBG commemorates International Day Against Homophobia, Transphobia, and Biphobia (IDAHOTB) each year. In 2022, we convened a panel of government, civil society, and other partners on the importance of laws in advancing the rights of sexual and gender minorities globally. The event examined the role of inclusive laws and policies in supporting LGBT+ people and included a discussion of the lessons learned and way forward from our [Equality of Opportunity for Sexual and Gender Minorities](#) report. In 2023, the event focused on links between gender equality and the inclusion of sexual and gender minorities in World Bank projects and analytics.



The World Bank is the gold standard for multilateral agencies in terms of equality and benefits and support for LGBTIQ+ staff. We make it a top priority to ensure the safety of LGBTIQ+ staff and their families, who are in countries that may not be as welcoming to our community.

*Clifton Cortez, Global Advisor,
Sexual Orientation and Gender Identity*

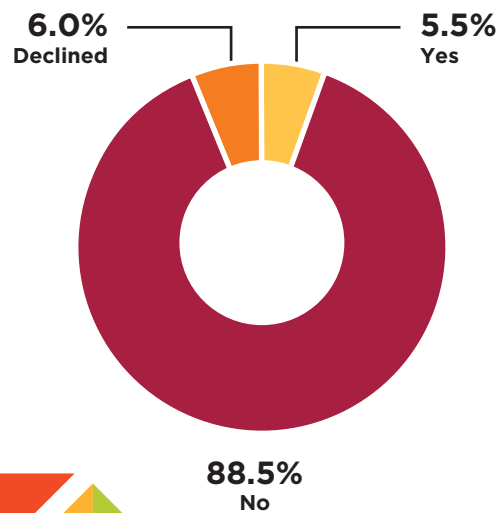


By the Numbers: SOGI

In the Sexual Orientation section of their iCount profiles, 8,462 staff answered the question, “Do you identify as LGB?” Of those, 468, or 5.5%, responded yes, compared to 7,488 responding that they did not. The remainder declined to state.

Additionally, 7,707 staff completed the Gender Identity portion of their diversity profiles, with 96.9% noting they identify the same as their other records. Of the remaining, 2.9% declined to state and 0.2%, or 17 staff, noted that they identify differently from their other records.

FIGURE 15. iCount - Identify as LGB



Disability

Since the WBG made its Ten Commitments to accelerate global action for disability-inclusive development in 2018, disability inclusion has been a key focus area for internal staff as well. As strengthening disability inclusion internally will enable the WBG to support countries more effectively in advancing inclusive development, in 2023, the WBG published its first Disability Inclusion Strategy. Modeled after the [UN Disability Inclusion Strategy](#), the overarching aim of the DIS is to make the WBG the best institution in development for staff affected by disabilities to work, similar to the goal for LGBT+ staff.

We have already begun work on some of the recommendations. For instance, our ECR unit has developed guidelines and standards for external-facing digital content, in partnership with external accessibility experts and Information and Technology Solutions (ITS) colleagues. These guidelines will help improve the accessibility of our external websites and serve as a model for internal sites as well.

The WBG regularly celebrates International Day of Persons with Disabilities. In 2022, the focus was on the challenges of caregivers for persons with disabilities, with panelists sharing their personal stories. In 2023, units from across the WBG held an expo, showcasing resources for staff. Additionally, the Social Sustainability and Inclusion unit’s Disability-Inclusive Development team and the WBG/IMF International Photographic held a photo contest to commemorate the day, showcasing staff photographs. Figure 16 depicts the work of Kyaw Htut Aung in the Myanmar Country Office, one of the contest winners, demonstrating his talent and his passion for inclusion.



As a global institution, the World Bank is uniquely placed to model disability inclusion, equity, and accessibility for our staff through our core values of impact, integrity, innovation, respect, and teamwork. The World Bank Disability Inclusion Strategy provides a framework for disability inclusion for staff that goes beyond just removing physical barriers, and provides a rights-based approach to accommodations, helps raise awareness of disability issues, and addresses stigma and bias.

*Charlotte McClain-Nhlapo,
Global Disability Advisor*



By the Numbers: Disability

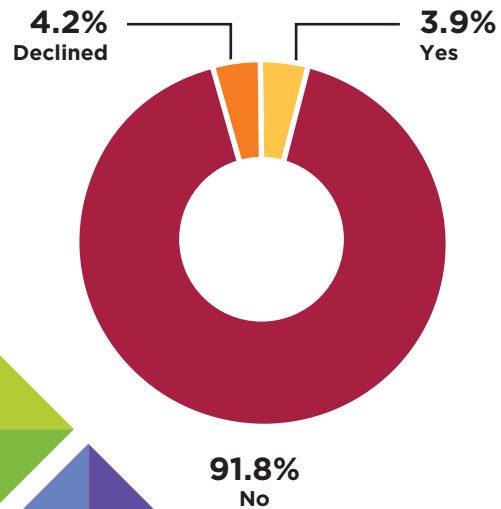
In the Disability section of their iCount profiles, 6,638 staff answered the question, “Are you working with a disability?” Of those, 261, or 3.9%, responded yes, compared to 6,095 responding that they did not. The remaining 4.2% of respondents declined to state.

In recognition that staff are often caregivers for persons with disabilities, as of 2022 staff were able to note this as part of their profile. 449 staff, or 2.3%, have responded to the question, “Are you a caregiver for a person with a disability,” with 68 staff responding yes and 358 responding no. The remaining 23 staff declined to state.

FIGURE 16. Photo by Kyaw Htut Aung, Myanmar Office



FIGURE 16. Working with a Disability



Race/Ethnicity

In 2022 and 2023, the WBG continued the efforts of the Anti-Racism Task Force (ARTF), formed by former President Malpass in 2020. This included hanging the “EndRacism” banners on the Main Complex in honor of International Day for the Elimination of Racial Discrimination, a tradition started in 2021.

Most of the Phase 1 recommendations of the ARTF have been completed over the past two years. Following on from the internal focus of Phase 1, the WBG has expanded its work to include an external focus on how we deliver our work. The ARTF delivered the Phase 2 recommendations in 2023 and units have begun implementation.

One of the key recommendations from the initial set of recommendations was to design and develop bespoke training on race/ethnicity. As part of this, in 2022, together with the WBG’s Virtual Reality (VR) team, the DEI Office created the third chapter of its “Picture Yourself Included” VR learning experiences. The Threads of Race, Caste, and Ethnicity, or TRACE, is an immersive learning tool designed to voice staff experiences of inclusion or exclusion based on race, caste, and ethnicity at the WBG, including their nuances and intersectionalities. It is designed to make staff pause, reflect on, and question their assumptions and biases and increase empathy.

In addition to the program’s positive reception from staff for the creative way of sharing experiences, we also received external recognition. TRACE received nominations in two categories – Education Experience of the Year and Experience of the Year – from the [2023 Polys/WebXR Awards](#), which recognize innovations in virtual reality.



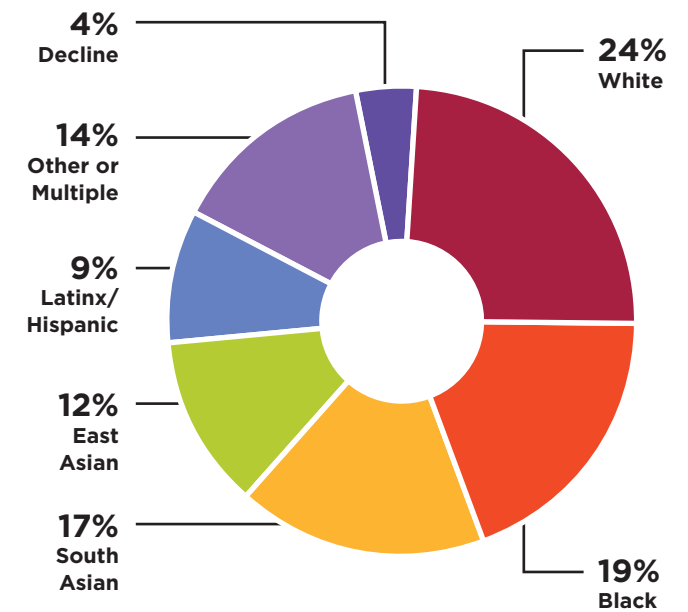
Photo credit: World Bank Group



By the Numbers: Race/Ethnicity

In the Race/Ethnicity section of their iCount profiles, 9,326 staff, or 48%, completed information. The remaining 52% of staff have not yet completed this part of their profile. The breakdown for those who entered information is shown in Figure 18.

FIGURE 18. iCount – Race/Ethnicity Categories



Inclusive Learning Experiences

In 2022 and 2023, the WBG expanded its Inclusive Learning Experiences, providing more opportunities for staff to increase awareness and empathy. We added three new e-learning courses to the curriculum - “Allyship” and “How to Challenge,” as well as “Neurodiversity,” which introduces the topic and emphasizes how it can impact people in the workplace. Evaluation of these courses showed that most staff agreed that their job performance would improve as a result of the learning experiences, including up to 92% Agree for the “How to Challenge” course.

2022 and 2023 also saw increased participation in the “Picture Yourself Included” VR learning experience. In addition to the new chapter, focused on race, caste, and ethnicity, more staff completed the first two chapters on SOGI and Disability. This was aided by the introduction of a desktop version, in addition to the traditional use of VR goggles, increasing the availability for staff in country offices.

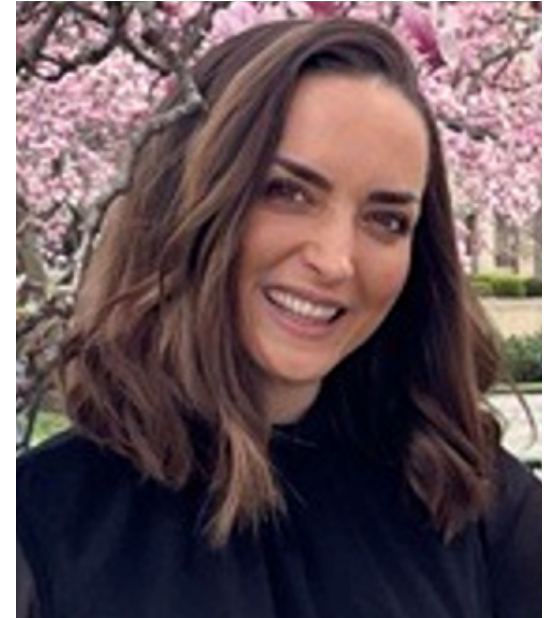
More staff also completed each of the three levels of the Leadership in Diversity and Inclusion certificate program:

- Level 1 - Beginning. This level focuses on individual discovery as one learns about unconscious bias and microinequities, as well as how to be an ally. New staff are encouraged to complete this level as part of their onboarding. By the end of 2023, over 1,300 staff have achieved Level 1, including six Vice Presidents.
- Level 2 - Mastery. The second stage is about relationships and interaction, with an opportunity to reflect more deeply by writing a blog on any aspect of DEI. As of the end of 2023, over 70 staff have achieved this level.
- Level 3 - Champion. The final level focuses on building empathy and sustainable inclusion. Staff must complete all three chapters of the Picture Yourself Included experience, as well as be certified as “Inclusion Brokers.” This requires that they design and facilitate a learning experience that fosters inclusion and “pay it forward” by teaching others to deliver the experience. By the end of 2023, only seven staff had achieved this level.



CONNECTING TO CLIENTS

Level Three of the Certification program focuses on a building a higher awareness of diversity, as well as engaging in conversations and actions to increase inclusive practices with colleagues. Luis Triveño, Senior Urban Development Specialist, is one of a handful of staff who have achieved this level. His level three learning project was about embedding inclusion into our work with clients. “To be a Better Bank, we need to embed an inclusive mindset into everything we do.”



STAFF ENGAGEMENT

Level Two of the Certification program deepens the knowledge on unconscious bias and fosters dialogue and reflection. As such, one of the requirements is to write a reflections blog on a DEI-related topic. Manuela Dimuccio, IT Officer, Business Management in ITS, shared a reflection that was seen by over 14,400 staff members which highlighted the need to have inclusion in all aspects of life - including food restrictions due to health-related reasons, religion, or personal choice.

Staff Clubs and EBRGs

EBRGs are key DEI partners in the WBG’s efforts to promote diversity and enhance inclusion at all levels of the organization. They are approved annually by the CDEI and engage with management on issues affecting their members, and contribute to staff inclusion with knowledge sharing programs, peer-to-peer support, mentoring, as well as providing a sense of belonging with social events and activities. The WBG currently has nine EBRGs:

- WBG/IMF African Staff Society
- WB/IMF Staff Arab Association
- Caribbean Association of the WBG and IMF Staff (CAWI)
- WBG Disability Advocacy and Resource Employee Group (DARE)
- WBG East Asian Women’s Network (EAWN)
- GLOBE (Gay and Lesbian Organization of Bank Employees)
- Multicultural Families EBRG
- WBG Single Parent Inclusion Network (SPIN)
- WBG Youth to Youth (Y2Y) Group

Highlights of recent accomplishments include:

African Staff Society – engaged with management on the implementation of the Anti-Racism Task Force recommendations and hosted sessions for members on career growth and mobility, mentoring, and networking. The African Staff Society’s mentoring program matched over 50 staff of African descent with mentors.

Arab Association – launched a speaker series to provide a platform for members to discuss ideas and developments in the Arab world and hosted after-hours community events to build community and provide a safe space for members to connect.

CAWI – sponsored a series of knowledge management events including the Caribbean Leaders Open Dialogues at the Spring and Annual Meetings. They also promoted the WBG recruitment drive for Africa to build awareness of current and future opportunities for Caribbean staff in the Africa region.

DARE – participated in the “No One Excluded” Photo Exhibit event and Disabilities Expo for the International Day of Persons with Disabilities. They were also a key partner in development of the Disability Inclusion Strategy.



Disability inclusion is not just a DEI issue. It is also good for the business. By modeling inclusion and equity from within, we allow staff of all abilities to contribute to the mission of ending poverty on a livable planet. And it is also the right thing to do! The World Bank’s core values of impact, integrity, innovation, respect, and teamwork must incorporate disability inclusion as an integral part of our workplace culture.

*Jorge Dajani, Director,
Global Corporate Solutions (GCS) and Executive Sponsor, DARE*



Separate from the EBRGs, the WBG also has 60+ active staff clubs and associations, which are groups of staff who come together around shared identities, purpose, and common interest. The groups – with interests as far ranging as the African American Association to the Venezuelan Staff Association, as well as the Bike Club to the Yoga and Wellness Club – provide a sense of belonging for staff. New groups registered in 2022 and 2023 included the Arab Women Club, Women for Development Alliance, and Yale Club.



Over the past few years, GLOBE has actively worked with People and Culture (PaC) to find equitable solutions on issues important to LGBT+ staff and families. Thanks to these efforts, the WBG has introduced new policies, such as gender-neutral parental leave and a Child Planning Benefit, that have benefited all staff. We continue to partner with PaC on issues related to career development, global mobility, and security for LGBT+ staff relocating to certain country office locations.

Sara El-Choufi, President, GLOBE



EAWN – partnered with the East Asia and Pacific communications team to showcase East Asian women staff during International Women’s month with a series of profile stories and organized skills-building sessions on interviewing and communications. Additionally, they hosted a Senior Leadership Series with fireside chats on career development.

GLOBE – promoted better workplace climate and allyship with educational sessions and engaged on issues of global mobility for LGBT+ staff in countries with anti-LGBT+ laws. They enhanced inclusion and networking with IDAHOTB and Pride events, including marching under the WBG banner in the Capital Pride parade in Washington, DC, as well as similar parades in other countries.

Multicultural Families EBRG – sponsored speaker events to help families adjust to multiple cultures and languages and organized a Cultural Arts Showcase Online Exhibit to celebrate the richness and diversity of cultures among WBG families.

SPIN – partnered with the ARTF on a flipbook, “Talking to Children About Race,” and sponsored a series of webinars, “Parenting During Coronavirus,” to provide tools and guidance from parenting experts to help staff through COVID-19 and afterwards, during home-based work situations.

Y2Y – sponsored in-person and virtual programs to facilitate networking, mentoring, and engagement of the young professionals with Y2Y’s Advisory Board across multiple countries. They also expanded the Y2Y Mentorship Program, the largest of its kind in the WBG, which matches around 200 pairs of mentors-mentees each year.



Conclusion

We have come a long way on our DEI journey – from the first study on women in 1973 and our first woman VP in 1982 to 40% women among VPs and Managing Directors. But we know that we cannot wait another 50 years to achieve our goals of gender parity or making the WBG the best place to work in international development. And as we build a Better Bank, it will take all of us to make that difference.

Just as we will “accelerate gender equality for a sustainable, resilient, and inclusive future” as part of the WBG Gender Strategy 2024-2030, we will take several actions to further our internal commitment to DEI over the next two years, including:

- **EDGE Gender Certification.** In 2022, we achieved Level 2, EDGE Move. We will continue to implement the action plan and complete the certification process in 2024 to measure and benchmark our progress, aiming to improve our score from the previous assessment. This will give us specific areas to concentrate our efforts – whether it be recruitment and hiring or development and retention. Adjusting and communicating our practices – as well as holding ourselves accountable – will make the WBG a more gender-equitable work environment.
- **iCount.** In past engagement surveys, over 80% of staff have completed the demographic questions,

sharing anonymous information about their sexual orientation, gender identity, disability status, and race/ethnicity. While this provides invaluable information about inclusion, it is only a snapshot in time. Having similar numbers of staff complete their profiles will allow us sufficient information to analyze the systems and practices affecting career opportunities, salary progression, other aspects that affect staff’s sense of belonging. Over the next two years, we will work with staff in Country Offices and new hires to encourage them to self-identify, with a goal of over 70% participation.

- **Disability Inclusion Strategy.** An estimated 1.3 billion, or 16% of the global population, is affected by disability. While only 3.9% of iCount participants have said that they are working with a disability, chances are that more staff are affected than have stated. Implementing the DIS will help create a more disability-inclusive environment, including one where staff do not fear experiencing stigma if they self-disclose.
- **Anti-Racism Task Force.** As a global institution, we know that “race” and “ethnicity” are defined differently around the world. We will continue to expand our work with the ARTF recommendations, with a “global/local” approach – global commitment to DEI, local definitions of “the other” to ensure that everyone has a sense of belonging.
- **Inclusive Learning.** The goal of our inclusive learning program is to increase empathy and focus on the

inclusive behaviors that help us live our values. We will expand our learning program, including more work with our VR team on immersive inclusive experiences. Additionally, we will expand learning on neurodiversity and other dimensions where we’ve only started to scratch the surface.

Fifty years is just the beginning and the WBG’s commitment to DEI is here for the long-term. Our goal is to make the WBG the best place to work in development – not regardless of our nationality, gender and gender identity, race, religion, ethnicity, age, sexual orientation, disability, and educational background – but because of them and the richness they bring to our clients, our communities, and each other.



Definitions

Staff Appointment Types

Staff within the WBG based on various contract appointment types.

- Open/Term Appointments. Staff on Open/Term Appointments are considered full-time active staff. Open-ended appointments are of indefinite duration made after June 30, 1998. Term appointments are made for a specified duration of a minimum of one year and a maximum of five years.
- Extended Term Temporary (ETT) Appointment is a full-time appointment at the equivalent grades GA-GD for a minimum of one year, renewable annually, subject to lifetime maximum of three years for all Extended Term appointments.
- Extended Term Consultant (ETC) Appointment is a full-time appointment at the equivalent grade GE or above for a minimum of one year, renewable annually, subject to lifetime maximum of three years for all Extended Term appointments.
- Short-Term Temporary (STT) Appointment is a periodic appointment, with or without pay and without benefits, at the equivalent of grades GA-GD for a maximum of 1,200 hours inclusive of overtime in a fiscal year, or up to 1520 hours in a fiscal year

if working exclusively in or related to FCV or in response to a conflict, crisis, or natural disaster.

- Short-Term Consultant (STC) Appointment is a periodic appointment, with or without pay and without benefits, at the equivalent of grades GE or above for a maximum of 150 days in a fiscal year, or up to 190 days in a fiscal year if working exclusively in or related to FCV or in response to a conflict, crisis, or natural disaster.

Race/Ethnicity

The World Bank Group uses the following definitions for self-identification in the “Race/Ethnicity” section of iCount.

- South Asian or South Asian descent (origins in the Indian sub-continent)
- Northeast Asian or Northeast Asian descent (origins in Japan, China, Korea)
- Southeast Asian or Southeast Asian descent (origins in Thailand, Indonesia, Philippines)
- North African/Middle Eastern or North African/Middle Eastern descent
- Black or Afro-descent (origins in Sub-Saharan Africa or members of the Black African Diaspora, for example, Afro-Caribbean, Afro-Latino, Afro-European, or African American)

- White (origins in any of the original peoples of Europe)
- Indigenous or Native Peoples (origins in any of the original peoples of the Americas, Asia, Europe, or the Pacific; also considered First Nations or Aboriginals)
- Latino/a or Hispanic descent (origins in Latin American or Spanish-speaking countries)
- Central Asian or Central Asian descent
- Others (staff may enter their own description)





WORLD BANK GROUP

Diversity, Equity, & Inclusion

