



2024 ANNUAL DIVERSITY AND INCLUSION REPORT

HUMAN RESOURCE
MANAGEMENT



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FOREWORD

Foreword by the Secretary-General



Addressing the growing complexities of an ever-changing environment and geopolitical context, our ability to shape *better policies for better lives* hinges on embracing the inherent diversity of the communities we strive to serve worldwide. Diversity and inclusion stands as a cornerstone of our mission and commitment to our Member countries.

In 2023, marking a significant chapter in our journey towards a more inclusive Organisation, we reached a historic milestone in our commitment to gender equality at the OECD, with women representing 54.5% of Directors and 47.7% of Officials in Executive Leadership positions. This underscores our sustained efforts and actions to continuously progress, exemplified by the number of women at the highest executive leadership level more than doubling over the past five years.

Simultaneously, we continue to work and make progress towards an increasingly equitable representation of different nationalities in executive leadership roles.

Our focus has also expanded to encompass a broader spectrum of diversity dimensions to create a culture where all staff members can bring their authentic selves to work. One notable development is the launch of work on disability inclusion, which seeks to position the OECD as an employer of choice for disabled and neurodivergent talent. Our goal is to ensure everyone has the right tools to thrive through enhancing internal policies, processes and practices.

At the same time, we acknowledge the increasing importance of intersectionality. Our commitment to embrace the intersection of different identities and experiences remains strong.

The progress we have made is testament to the collaborative spirit within the OECD. Our diverse stakeholders, comprising Employee Resource Groups (ERGs), the Staff Association, executive leadership and staff at all levels, play a pivotal role in driving this change. In 2023, I had the chance to personally engage with several of our Employee Resource Groups to discuss together how to advance an increasingly diverse and inclusive Organisation.

The OECD Annual Diversity and Inclusion Report provides an opportunity to understand where we stand, pinpoint priorities for future action and collectively shape the path forward. I express my gratitude to all who have contributed to our journey and invite everyone to actively engage in building an ever more diverse and inclusive OECD.

Together, let us continue to shape an Organisation that not only reflects the richness of our societies but also empowers every individual to contribute meaningfully to our common mission of building *better policies for better lives*.

Mathias Cormann
OECD Secretary-General

1 | DIVERSITY AND INCLUSION AT THE OECD: A STRATEGIC SNAPSHOT

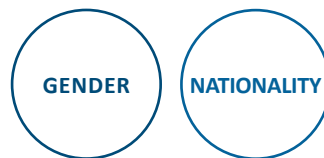
Strategic Context

This chapter provides an overview of the strategic approach to Diversity and Inclusion (D&I) at the OECD, outlining the policies, frameworks and governance driving the Organisation's commitment to fostering a diverse and inclusive workplace.

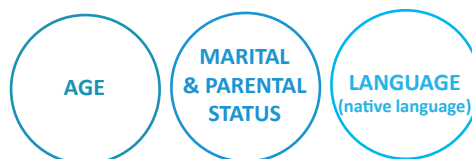
At the OECD, we recognise the value of a diverse workforce and inclusive culture in shaping policies that pave the way for prosperity, equality, opportunity and well-being for all.

While nationality diversity and gender equality are the central focus of staff diversity in this Report, as per the OECD Staff Regulations, Rules and Instructions¹ (hereafter the "Staff Rules"), they are complemented by a broader spectrum of diversity dimensions. Accordingly, the Staff Rules stipulate that OECD officials *shall not be subject to any discrimination on the grounds of racial or ethnic origin, nationality, opinions or beliefs, gender, sexual orientation, health or disabilities*.

The primary dimensions of diversity we track include:



We also monitor:



We recognise and value broader dimensions of diversity as well as their intersection, including:



Our strategic approach to D&I is deeply rooted in the core values and principles outlined in the Staff Rules and the Code of Conduct, contributing to a culture of respect, collaboration and inclusivity.

These foundational values include:



**COURTESY, DIGNITY,
RESPECT AND NON-
DISCRIMINATION**



**LOYALTY AND
INDEPENDENCE**



IMPARTIALITY



**TACT,
DISCRETION AND
CONFIDENTIALITY**



**INTEGRITY AND
ACCOUNTABILITY**

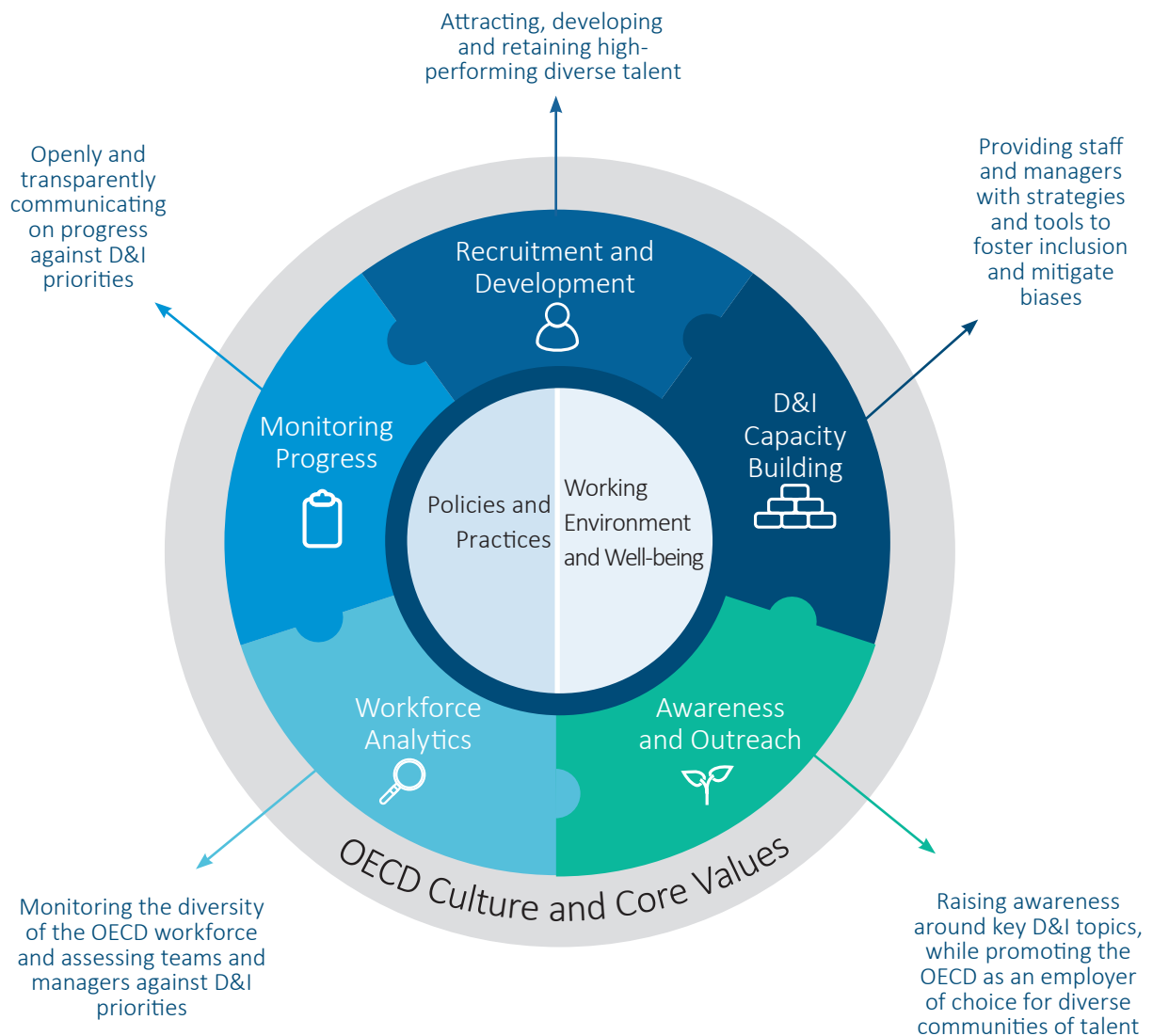
¹ The Staff Regulations, Rules and Instructions Applicable to Officials of the Organisation govern the selection, appointment and promotion of OECD Officials.

Diversity and Inclusion Framework

The OECD Diversity and Inclusion Framework structures the OECD's D&I efforts and initiatives, by embracing a holistic approach and identifying priority action areas to advance D&I within the Organisation.

The Framework, developed in 2020, encompasses five thematic pillars.

Figure 1.1 | The OECD D&I Framework



During 2023, the OECD developed and executed a series of initiatives aimed at advancing the status of each priority action area.

Chapter three provides a comprehensive overview of the primary strategic initiatives implemented across the five thematic pillars.

Mainstreaming Diversity and Inclusion

A key commitment guiding our approach to D&I at the OECD is the integration of these principles across a wide spectrum of policies, people management strategies and tools.

Human Resources Strategy and Implementation Plan

In 2023, the OECD introduced a new Human Resources Strategy spanning 2023 to 2027 and featuring D&I as one of its six strategic pillars.

The OECD Human Resources Strategy 2023-2027, together with its Implementation Plan 2023-2024, articulate the pivotal role of D&I in shaping public policies that reflect different backgrounds, views and approaches.

This allows the OECD to successfully fulfil its mission as defined by our Members and produce high-quality outputs enhanced by the diverse perspectives of staff.

The HR Strategy exemplifies our commitment to driving organisational excellence through diverse talent and inclusive management practices.

Core Competency Framework

The OECD Core Competency Framework describes the behaviours, attitudes and attributes that foster effective and successful performance at the OECD and are expected of staff at all levels, regardless of grade or function.

The Framework reflects our ambition to mainstream the values of D&I by empowering our people to contribute to a work culture in which everyone can thrive.

In 2023, the updated Core Competency Framework was embedded in the recruitment process, with candidates being assessed on core competencies during interviews, highlighting the importance we place on recruiting talent demonstrating alignment with these key behaviours.

Figure 1.2 | The OECD Core Competencies



Gender and Diversity Champion

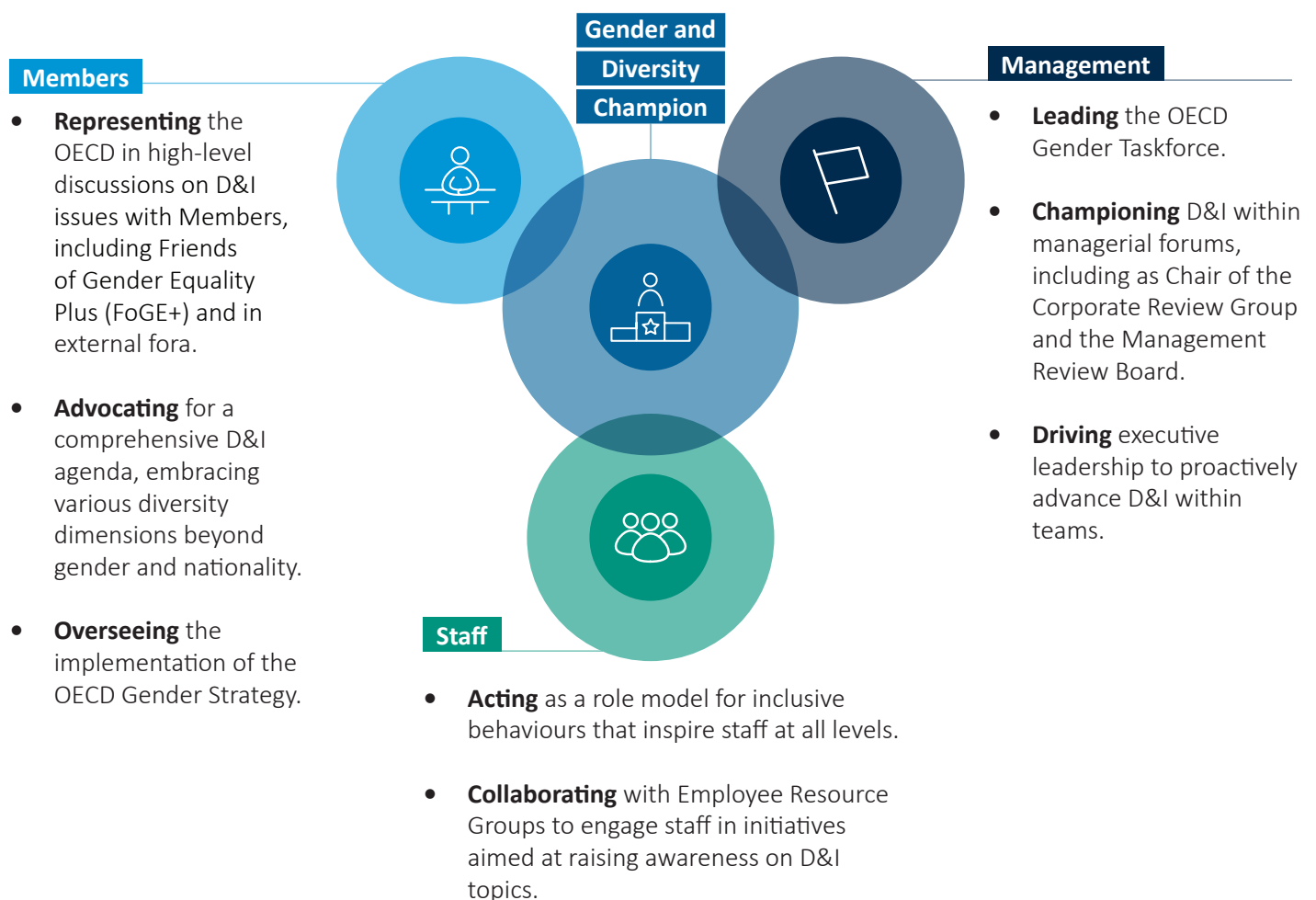


In 2021, Deputy Secretary-General Knudsen was appointed as the OECD Gender and Diversity Champion. In this role, he leads various D&I initiatives, championing the advancement of gender equality and diversity throughout OECD policies, practices and culture.

In 2023, Deputy Secretary-General Knudsen supported the efforts of the Secretary General, the Gender Task Force and Council to successfully reach consensus and adoption of the *OECD's Contribution to Promoting Gender Equality*, the first ever OECD Gender Strategy.

As part of his role, he continued to engage actively with stakeholders, including Employee Resource Groups, discussing key D&I topics. Throughout 2023, he took part in various D&I events including International Women's Day; International Day of Persons with Disabilities; International Day Against Homophobia, Biphobia and Transphobia; and a dedicated event on fatherhood and careers at the OECD.

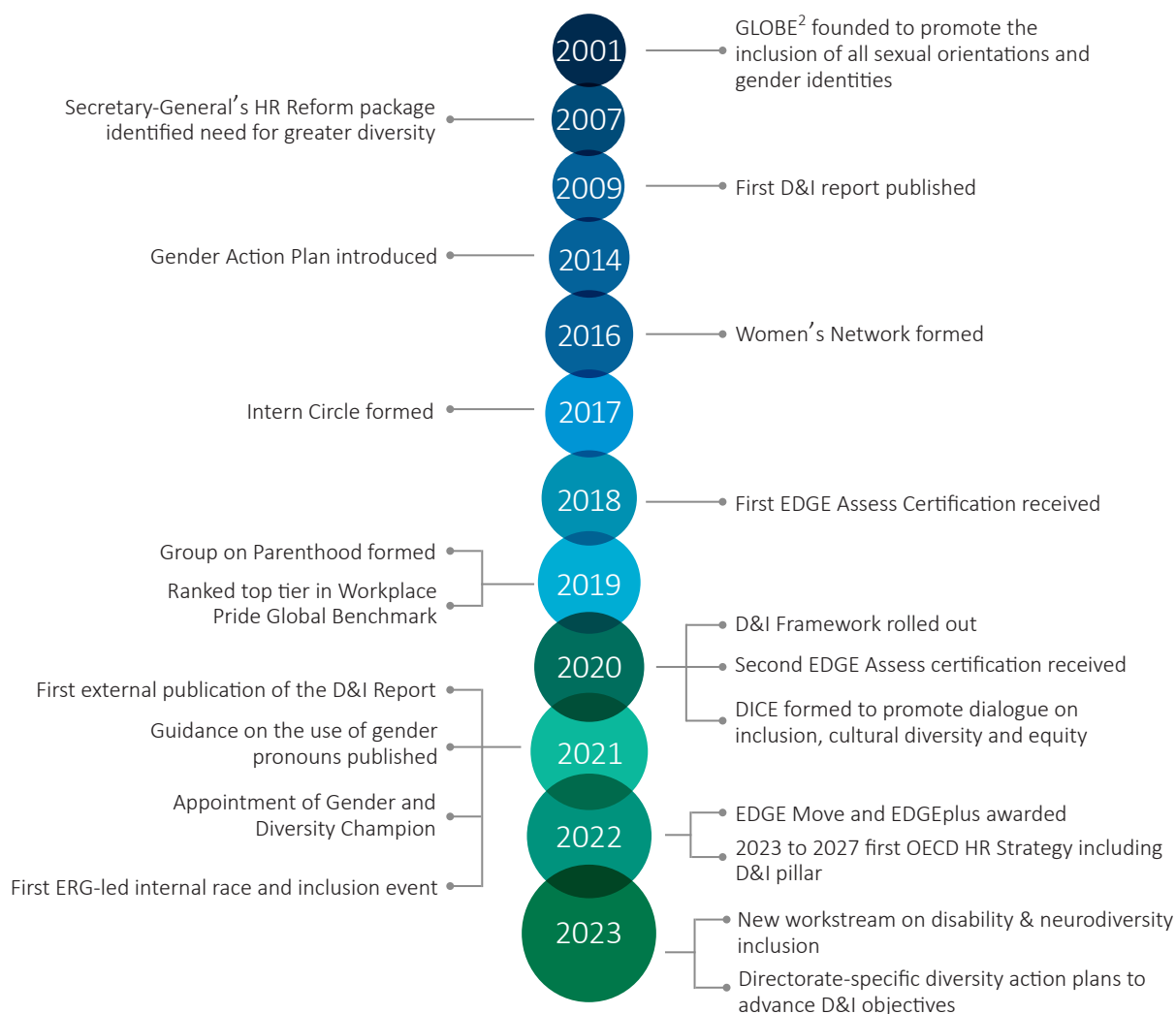
What is the role of the Gender and Diversity Champion?



Our Diversity and Inclusion Journey

Our D&I journey began in 2001. Since then, we have progressively amplified our initiatives to foster a culture of inclusivity throughout every aspect of our work.

Figure 1.3 | The OECD's D&I journey from 2001 to 2023



Reporting on Diversity and Inclusion Progress

The OECD has been reporting on its D&I efforts through this Report since 2009. Starting from 2021, as part of our commitment to transparency and accountability, the Report has been publicly released.

This ensures that information regarding the composition of the OECD workforce and our progress towards D&I goals is accessible not only to our Members and staff, but also to the general public.

The Report allows for regular benchmarking by providing key demographic data, descriptive statistics, visuals and details of our initiatives to continue advancing D&I at the OECD.

Data and figures in this Report are based on the workforce composition as of 31 December 2023.

² GLOBE, the Women's Network, the Intern Circle, the Group on Parenthood and DICE are Employee Resource groups. For more information on the OECD's Employee Resources Groups, please consult chapter four.




2 | WHO WE ARE

This chapter explores the composition of the OECD and the IEA workforce including demographic data and statistics relating to different diversity dimensions. Specifically, it considers: [Employment Category and Grade Group](#), [Nationality](#), [Gender](#) and [Age](#). Within these areas, this chapter delves into headcount, appointments, mobility, turnover, retention and attrition.

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

In October 2023, the OECD introduced a new job family-based grading framework for recruitments made after that date. As agreed by Members, during the transition to the new framework, there will be two grading frameworks at the OECD.

Headcount data presented in this report refers to the previous category-based grading framework. The Report captures all OECD staff as of 2023, including those appointed under the new grading framework (NEP), which accounted for less than 1% of staff at the end of 2023.

Employment Category		Description
Unclassified staff		This includes the Secretary-General, Deputy Secretaries-General and Executive Director of the International Energy Agency.
Officials	Grades A5 to A7 	Officials in Executive Leadership functions who lead and steer the OECD to deliver on its mission for Members.
	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 B, C and L 	Manage the OECD's support, technical and linguistic corporate activities.
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.

The New Grading Framework

The implementation of a new grading framework in October 2023 streamlines job functions, provides more career growth opportunities and strengthens the links between career progression and financial reward.

The new grading framework groups all functions at the OECD into four job families.

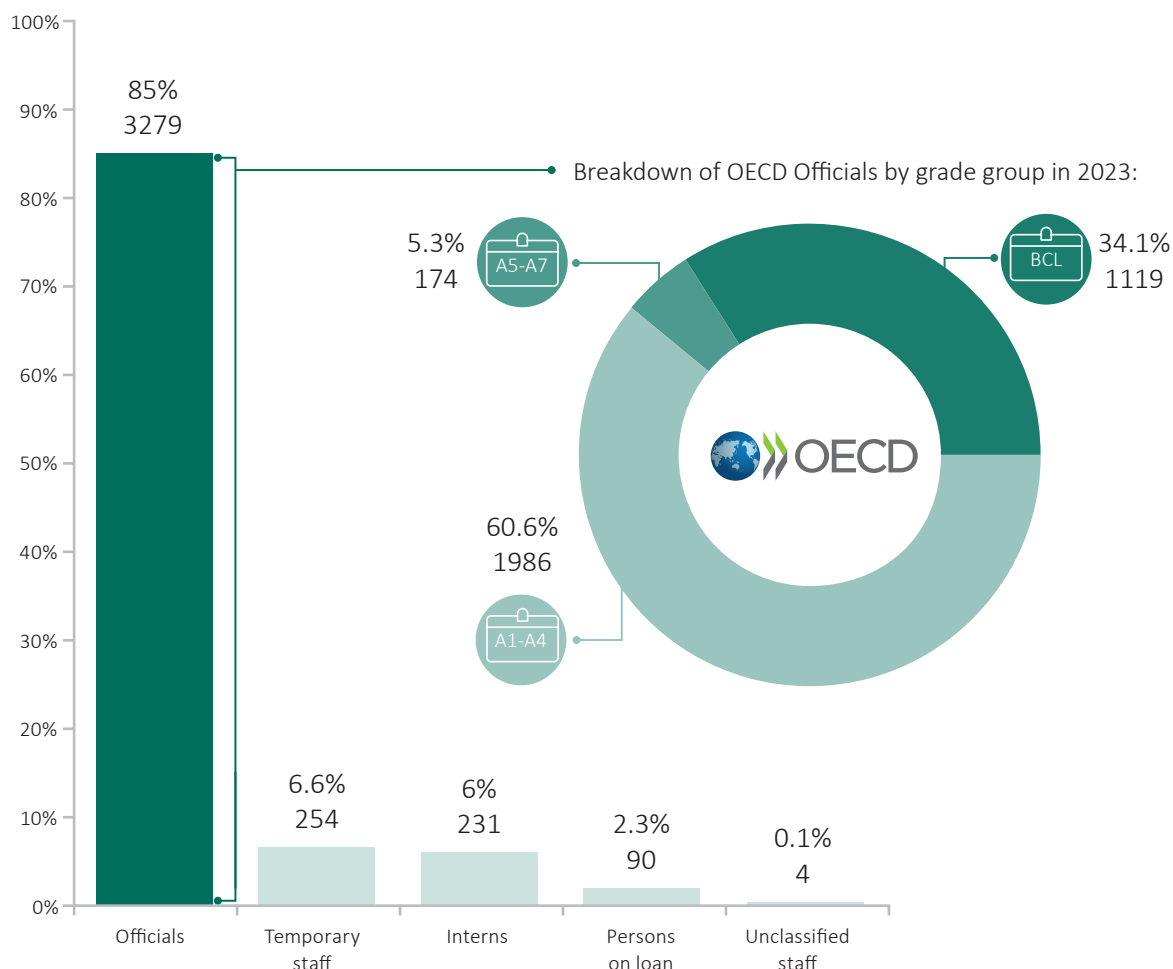
Roles grouped in the same job family require a similar degree of knowledge, skills, competencies, key behaviours and training, albeit at different proficiency levels and experience.

Job Family	Corporate Functions (CF)	Executive Leadership (EL)	General Administration (GA)	Policy Analysis and Legal (PAL)
Description	Providing specialised expertise with a focus on one area of corporate management	Designing, leading, and steering the OECD and its staff members to achieve strategic objectives	Providing managerial guidance and administrative support to OECD directorates	Providing specialised expertise on policy analysis, advice and knowledge collection
Sub-family	<ul style="list-style-type: none"> • Human Resources • Finance • Communications • IT Support and Development • Health Services • Language Services 	No sub-families	<ul style="list-style-type: none"> • Administrative Services • Programme and Event Management • Finance, Procurement, HR, IT and Communication Services • Facility Services • Resource Management 	<ul style="list-style-type: none"> • Policy Analysis and Advice • Legal Analysis and Advice • Research and Statistics
Grades	CF1 to CF7	EL1 to EL3	GA1 to GA10	PAL1 to PAL8

Given the low numbers of Officials recruited in 2023 under the new grading framework (NEP), this Report uses the category-based job families, while still ensuring that all OECD staff in 2023 are included.

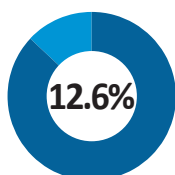
Employment Category and Grade Group

Figure 2.1.1 | OECD workforce by employment category in 2023 (IEA excluded)



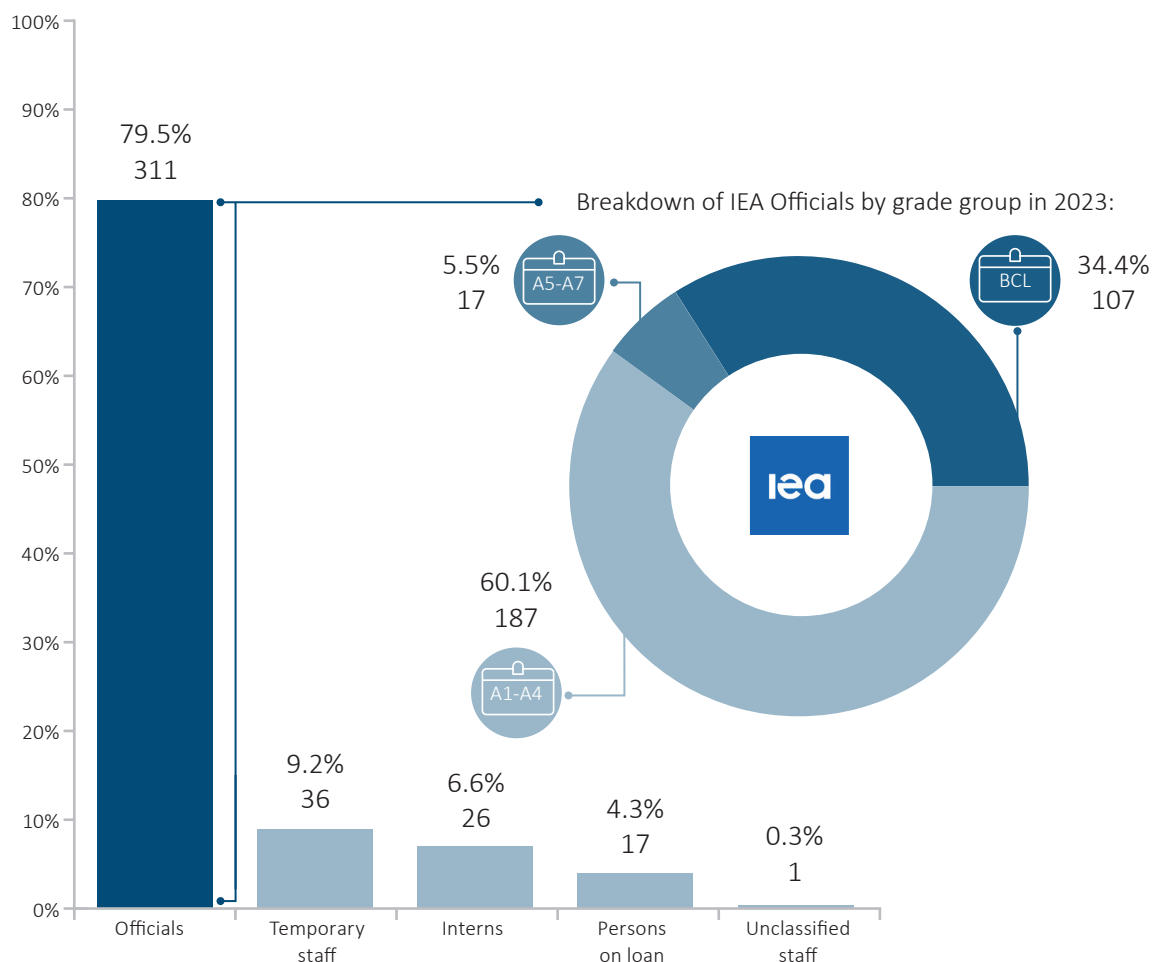
Key Take-aways

- **Officials accounted for 85% of the OECD workforce in 2023. Consistent with historical patterns, Grades A1 to A4 constituted over 50% of OECD Officials in 2023.**
- Staff at Executive Leadership level comprised 5.3% of OECD Officials in 2023.
- Grades B, C and L collectively accounted for 34.1% of OECD Officials in 2023.
- Throughout 2023, there was an 11% increase in the number of interns compared to 2022. This can be partly explained by a growing demand by Directorates and a significant increase (+59.7%) in the number of outreach events in 2023.



The percentage of Temporary staff or Interns at the OECD in 2023. They are key talent pools for diverse and qualified future Officials.

Figure 2.1.2 | IEA workforce by employment category in 2023



Key Take-aways

- **Officials accounted for 79.5% of the IEA workforce in 2023.**
- In 2023, Grades A1 to A4 constituted the majority at 60.1%, while Grades B, C, and L collectively represented 34.4% of IEA Officials. Additionally, Grades A5 to A7 accounted for 5.5% of IEA officials at the end of 2023.

The IEA also provides separate detailed reporting on D&I to its Members via standard report [\[IEA/BC\(2023\)6\]](#) in the IEA Committee on Budget and Expenditure and the IEA Governing Board.

Nationality

Nationality is an important dimension of staff diversity. With a diverse workforce encompassing individuals from our 38 Member countries, we enhance the breadth and relevance of our advice. This diversity enriches our perspectives, ensuring our ability to address global challenges effectively.

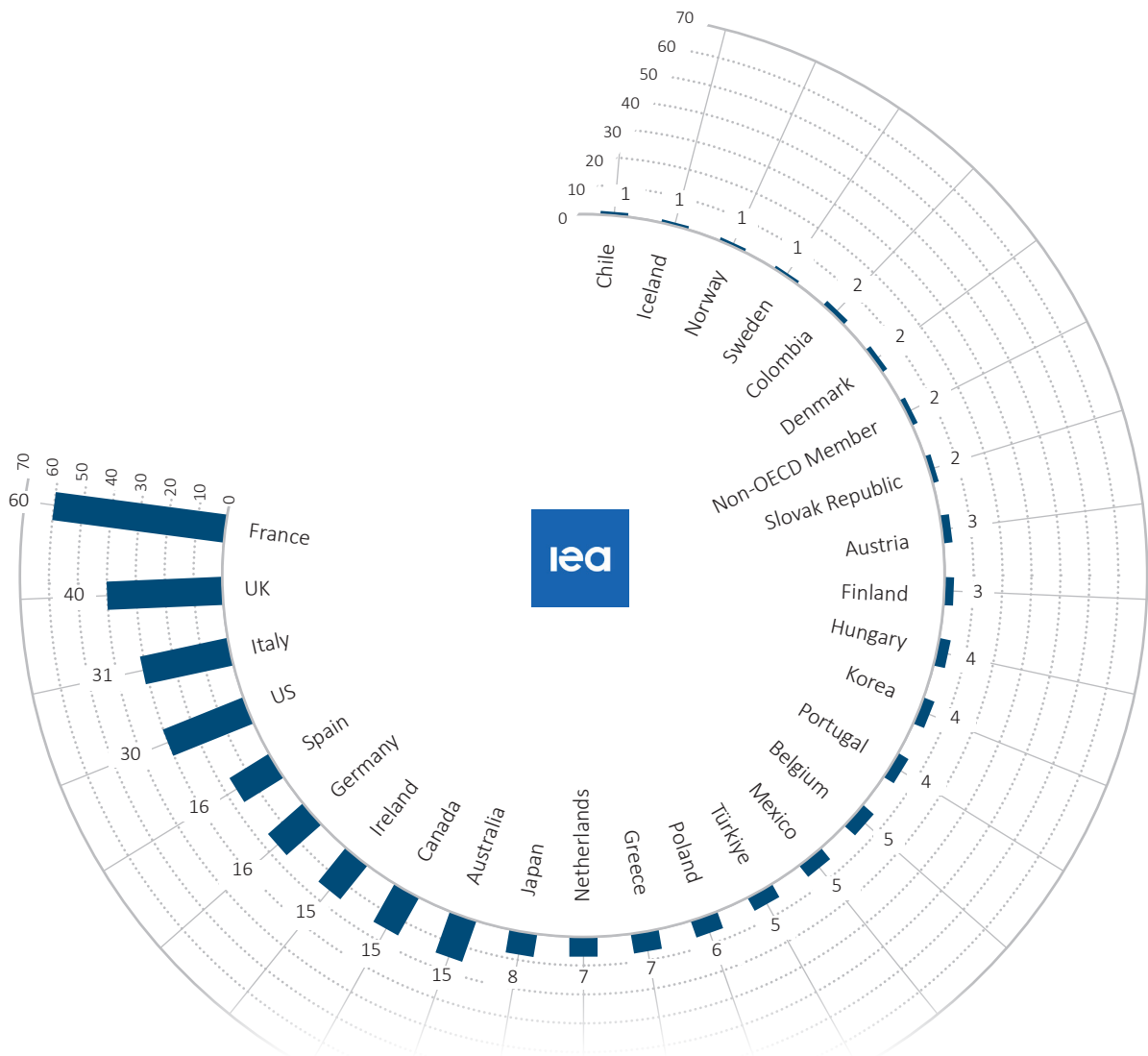
Figure 2.2.1 | Headcount of OECD Officials by nationality in 2023 (IEA excluded)



Key Take-aways

- Since 2013, all OECD Members have been represented in the population of OECD Officials, including Members which have acceded to the Organisation in recent years.
- The count of staff from non-OECD Member countries has seen a consistent annual decrease since 2019.

Figure 2.2.2 | Headcount of IEA Officials by nationality in 2023



Key Take-aways

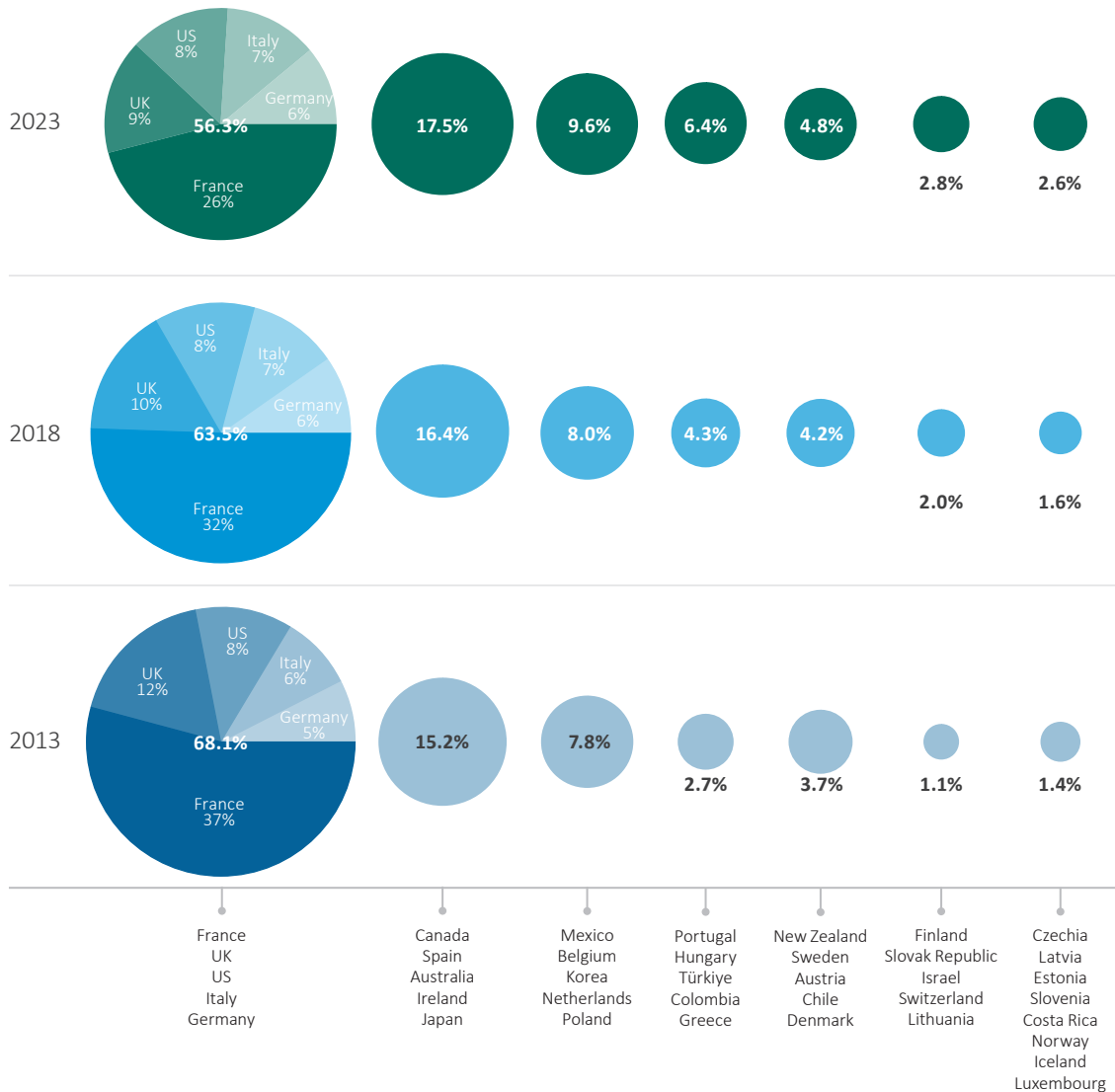
- Among the 31 Member countries of the IEA, 25 were represented in the nationalities of IEA Officials in 2023.
- In adherence to IEA Governing Board agreements, two Officials from non-OECD Member countries were employed at the IEA in 2023.

While Chile, Colombia and Iceland are not part of the IEA, as OECD Member countries, their nationals can be appointed as Officials in the IEA.

Nationality | Headcount

Figure 2.2.3 | Proportion of OECD Officials grouped by headcount from 2013 to 2023 (IEA and non-OECD Members excluded)

This figure groups nationals of Members by their respective headcount in 2023.

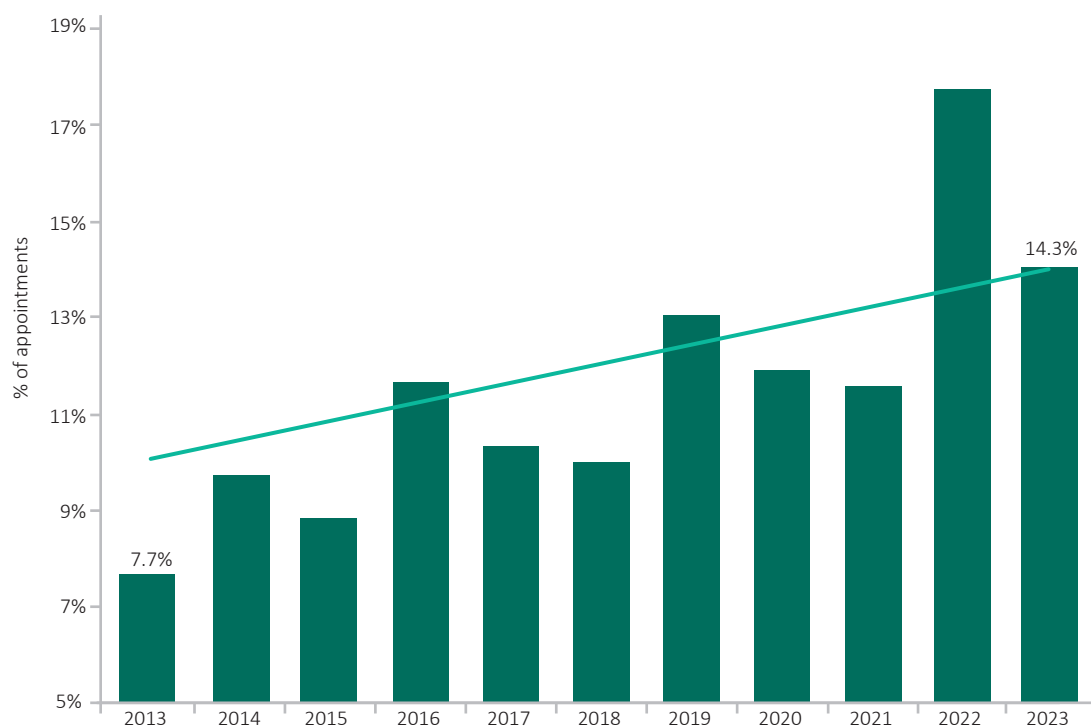


Key Take-aways

- **Over the last decade, there was a more balanced distribution of nationalities represented among the population of OECD Officials**, aligning with the Organisation's mandate on nationality diversity and its commitment to foster nationality diversity at the OECD.
- In 2023, 56.3% of OECD Officials were nationals of five countries compared with 68.1% in 2013. Over the course of the last decade, the relative proportion of all other nationality groups has seen an increase (from 31.9% in 2013 to 43.7% in 2023).

Nationality | Appointment

Figure 2.2.4 | Share of appointments of OECD Officials with nationalities of the 20 Member countries with the lowest headcount from 2013 to 2023 (IEA excluded)



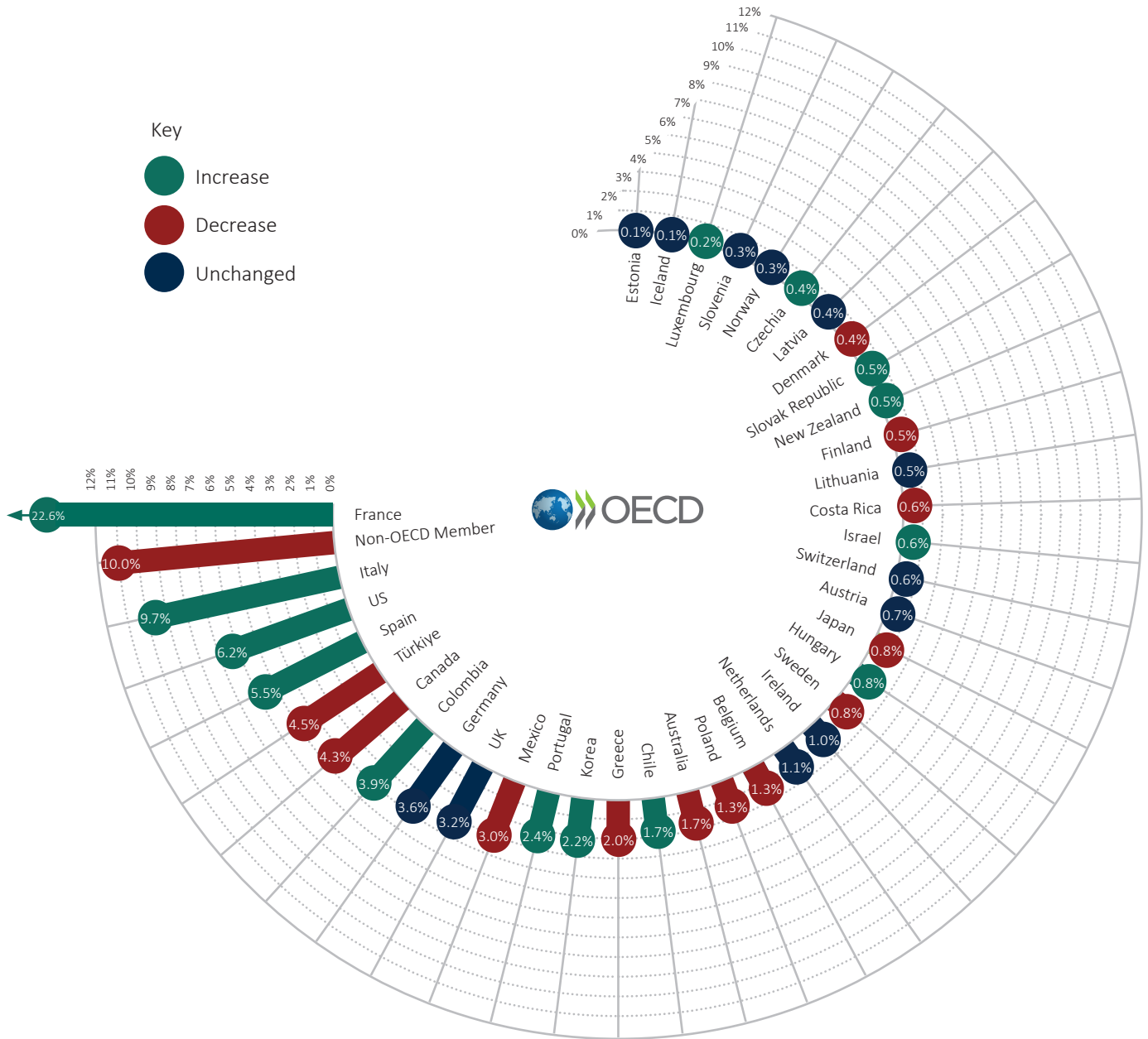
Key Take-aways

- In 2023, a total of 729 Officials were appointed at the OECD.
- There has been progress in enhancing nationality diversity in the last decade. In 2023, 14.3% of OECD Officials' appointments were from nationals of the 20 Member countries with the lowest headcount, which represents the second-highest percentage of such appointments in the last ten years.
- **In 2023, for the second consecutive year, 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 of Officials encompass both new hires and promotions among current staff, inclusive of Temporary staff and Interns. They may result from either a standard competitive or simplified selection process.

Figure 2.2.5 | Percentage of external applications to A-grade vacancies in 2023³ (IEA excluded)



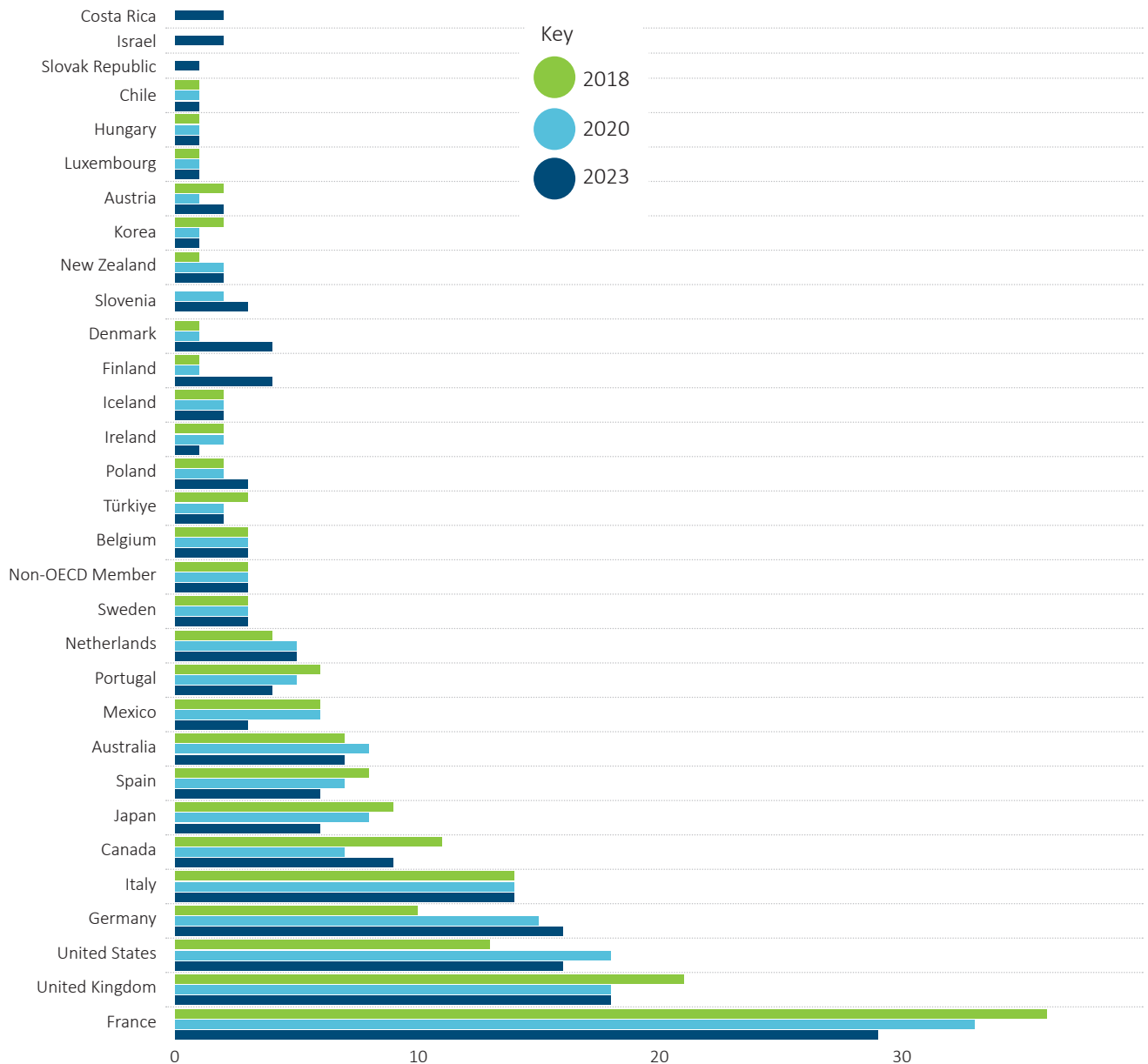
Key Take-aways

- **In 2023, the OECD received applications from all its Member countries.**
- Member countries with a higher headcount of Officials typically had a higher rate of applications. This link underscores the importance of increasing the number of applications to enhance the representation of Officials from a particular Member country, particularly through the collaboration with Member Delegations and outreach events.

³ External applications for A-grade vacancies are counted based on the year an offer was made, not necessarily the year the application was made. The green values indicate a percentage increase from 2022, the red values indicate a percentage decrease from 2022, and the blue values remain unchanged from 2022.

Nationality | Headcount | Executive Leadership

Figure 2.2.6 | Nationality of OECD Executive Leadership level (A5 to A7) Officials from 2018 to 2023 (IEA excluded)



Key Take-aways

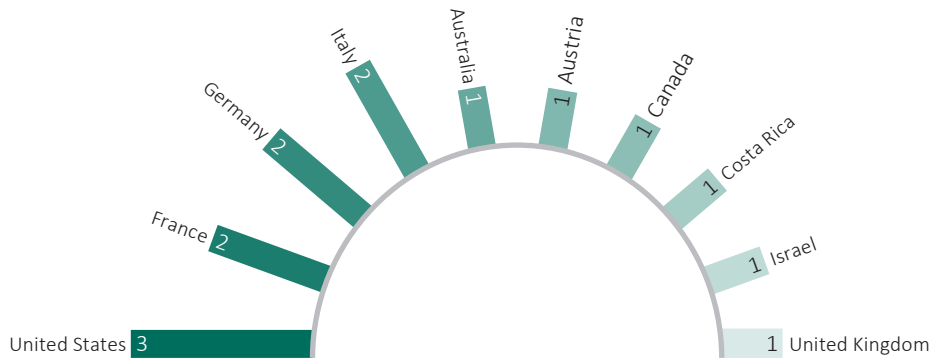
- **Again in 2023, the Executive Leadership team was the most diverse by nationality, with representation from staff in 30 out of 38 OECD Member countries, compared to 26 out of 36 Members in 2018.**
- Currently no Executive Leadership roles are held by nationals of Colombia, Czechia, Estonia, Greece, Latvia, Lithuania, Norway or Switzerland at the OECD (excluding the IEA).



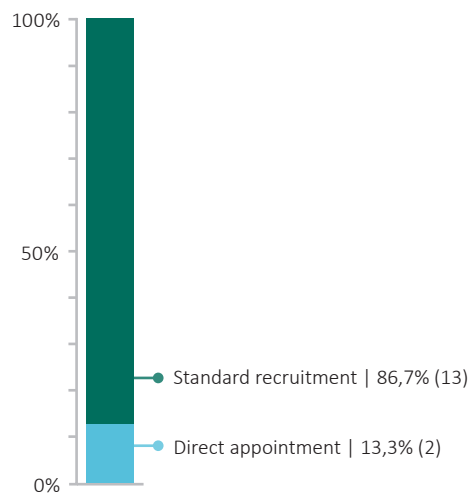
The increase in Member countries represented at Executive Leadership level (grade A5 to A7) since 2018.

Nationality | Appointment | Executive Leadership

Figure 2.2.7 | Nationality of OECD Executive Leadership level (A5 to A7) appointments in 2023 (IEA excluded)



Type of recruitment procedure for Executive Leadership level appointments in 2023 (IEA excluded)



Key Take-aways

- **In 2023, 15 OECD Executive Leadership roles were filled by staff from 10 different Member country nationalities.**
- At Executive Leadership level, 86.7% of recruitments were made via the standard competitive recruitment process in 2023. According to the Staff Rules (article 7/1 b), the OECD Secretary-General retains the authority to directly appoint certain staff members, without the need of a competitive recruitment process.

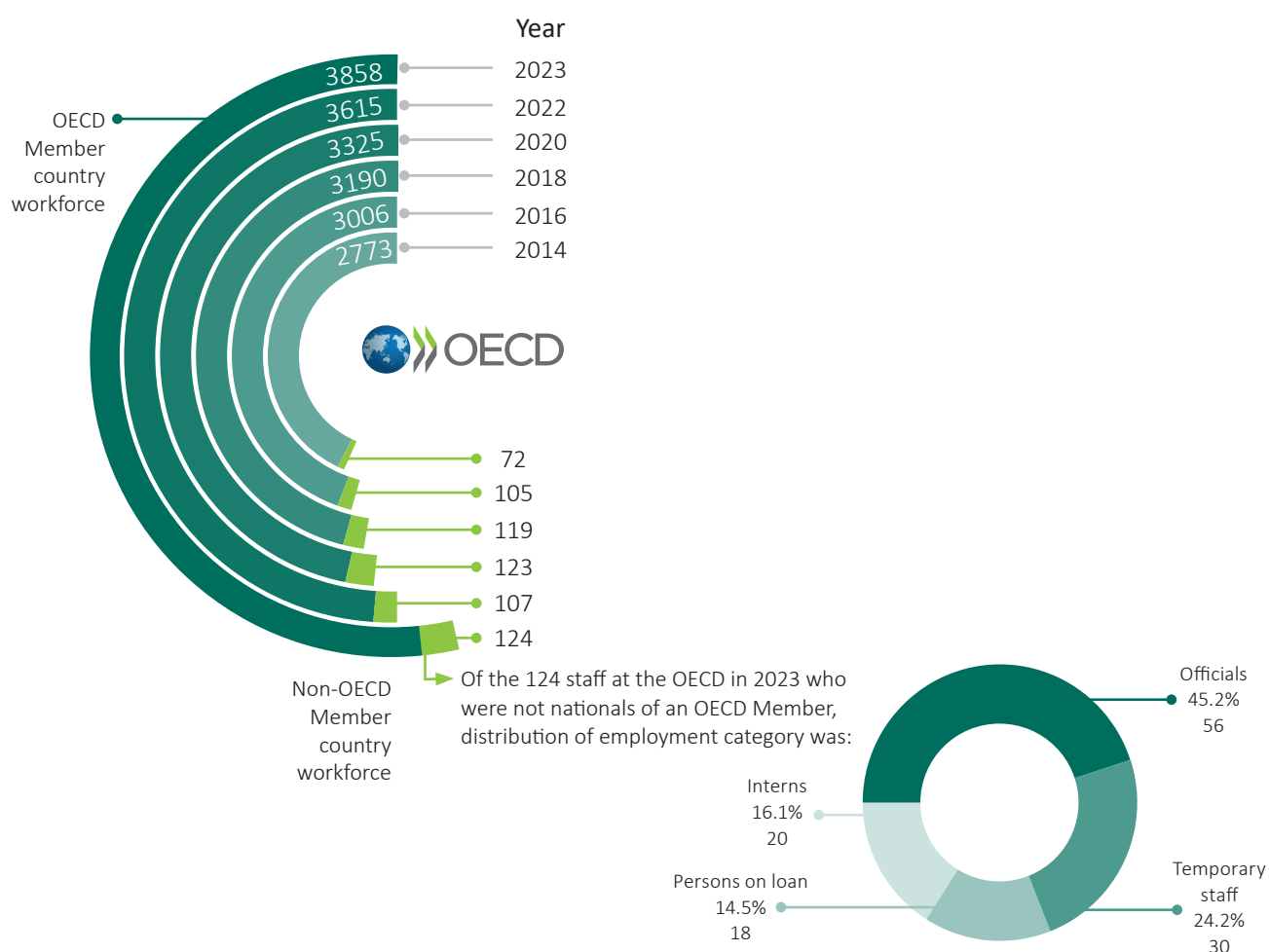
In 2023, we continued to strengthen the collaboration with Member Delegations, including through outreach events, and increase the visibility of senior vacancies, recognising that working together enables us to reach a wider pool of skilled and diverse candidates.

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 selected 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)

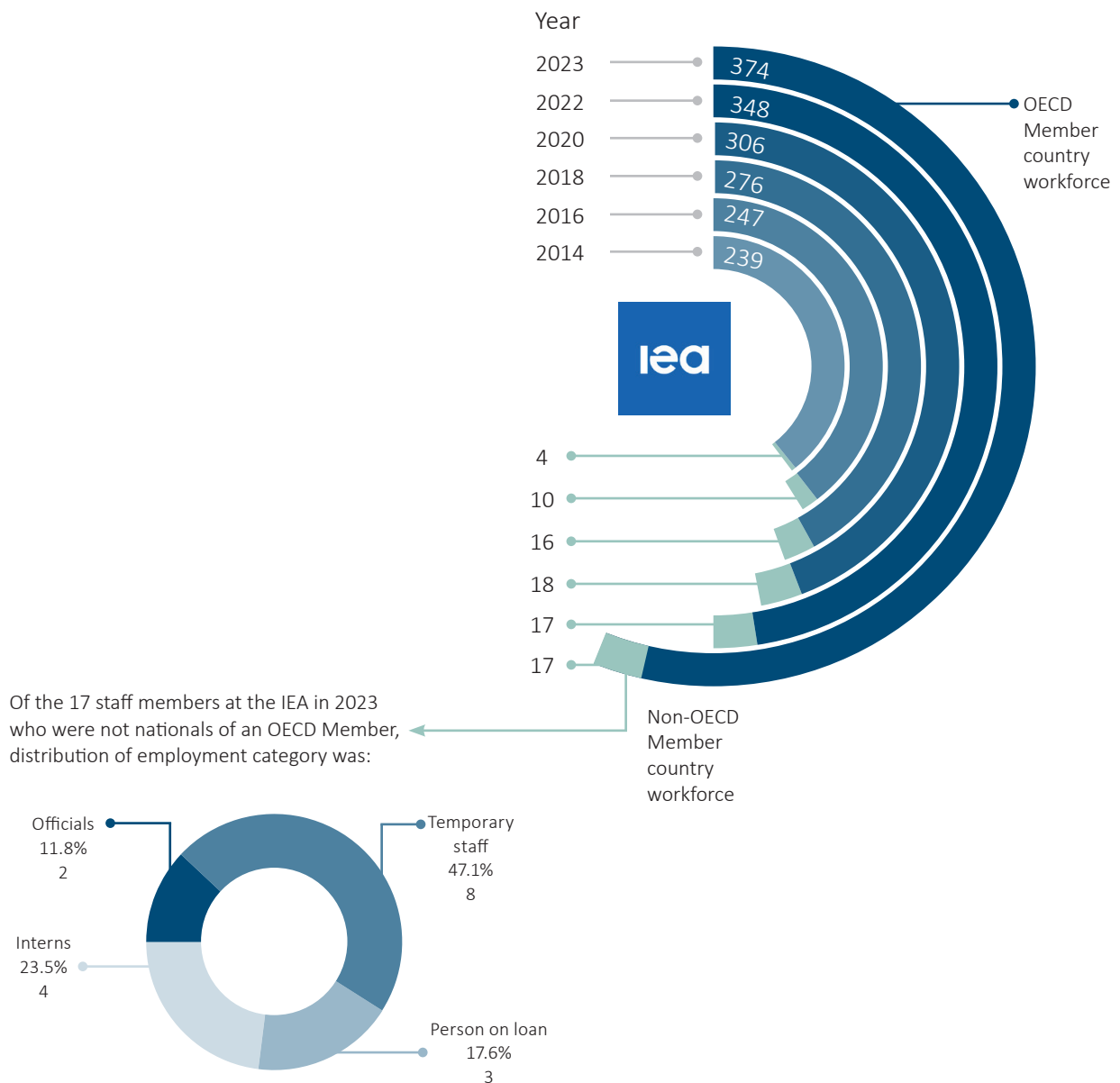
Figure 2.2.8 | Headcount of OECD workforce by OECD Member or non-Member status from 2014 to 2023 (IEA excluded)



Key Take-aways

- In 2023, staff from non-OECD Member countries comprised 3.2% of the total OECD workforce and 1.7% of OECD Officials.
- Since 2018, there has been a decline in the number of staff from non-OECD Member countries, from 123 in 2018 to 72 in 2023. This decline can be attributed, in part, to new Members joining the OECD since 2019, whose nationals become assimilated with the broader OECD Member workforce upon accession.

Figure 2.2.9 | Headcount of IEA workforce by OECD Member or non-OECD Member status from 2014 to 2023



Key Take-aways

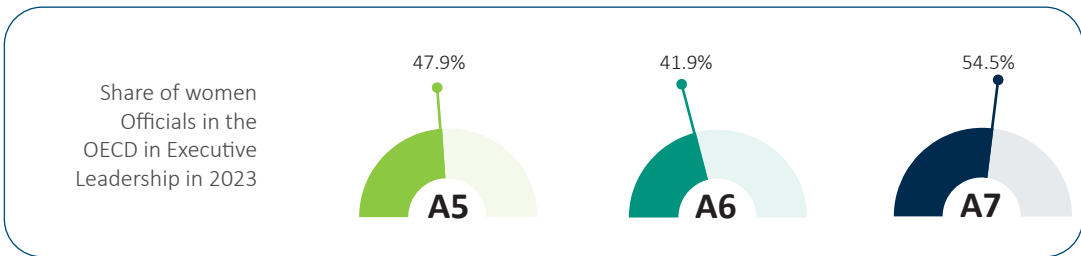
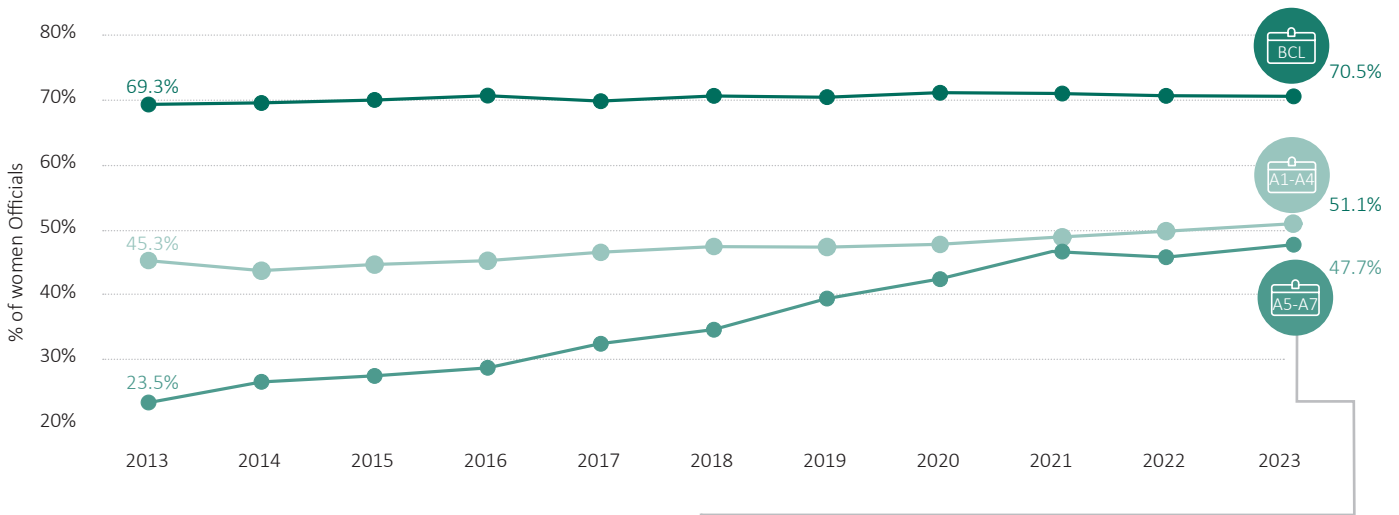
- In 2023, staff from non-OECD Member countries comprised 4.5% of the total workforce and 0.6% of IEA Officials.
- The number of non-OECD Member countries staff at the IEA has remained relatively stable in over the past five years.

Gender

Gender equality is a core value of the OECD⁴. In recent years, we have made substantial strides in enhancing the gender diversity of our workforce, particularly at the Executive Leadership level.

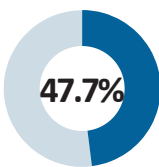
Gender | Headcount | Grade Group

Figure 2.3.1 | Representation of women Officials in the OECD by grade group from 2013 to 2023 (IEA excluded)



Key Take-aways

- **Over the past decade, there has been an increase in the representation of women in Executive Leadership as a whole, and in each of the three grades at this level (A5 to A7).**
- Aligned with market trends within these job families, men remain under-represented in B, C and L grades, accounting for 29.5% of this population. Despite a slight increase in the share of appointments at these levels, there has been no significant improvement in this area.

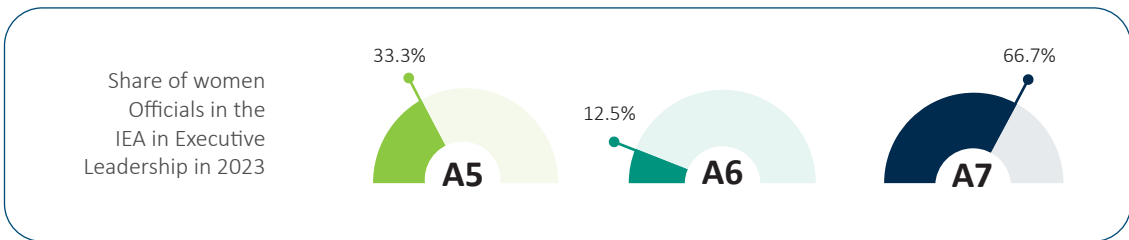
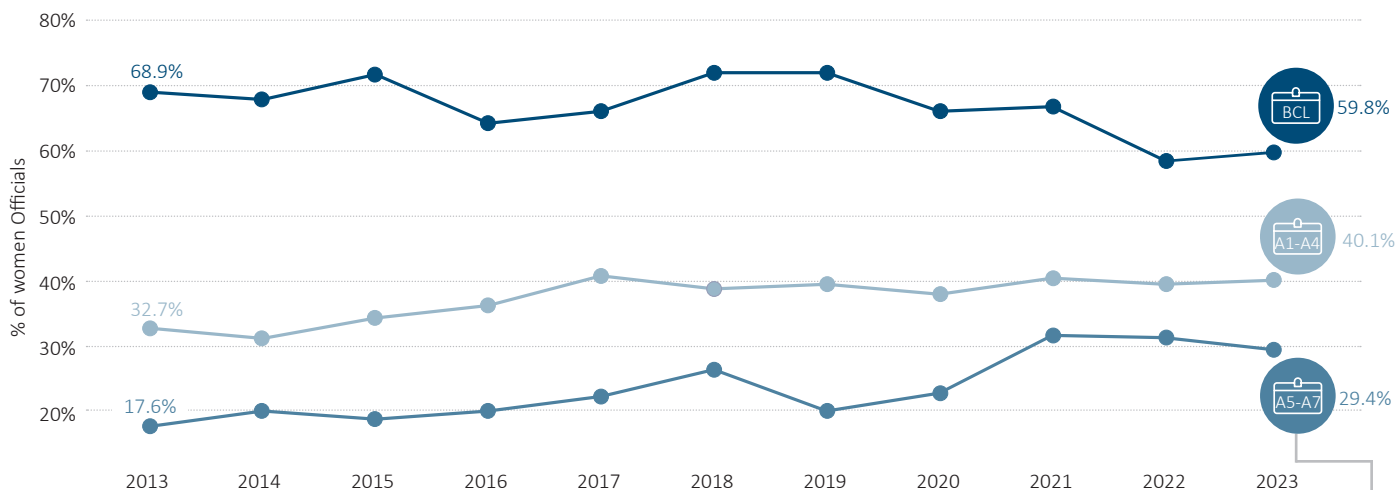


The percentage of women Officials in Executive Leadership positions in the OECD in 2023, marking the highest in our history.

⁴ Mathias CORMANN, OECD Secretary General, on International Women’s Day 2024.

Gender | Headcount | Grade Group

Figure 2.3.2 | Representation of women Officials in the IEA by grade group from 2013 to 2023



Key Take-aways

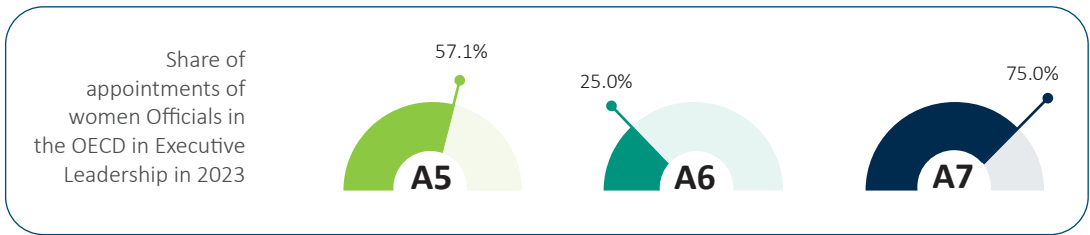
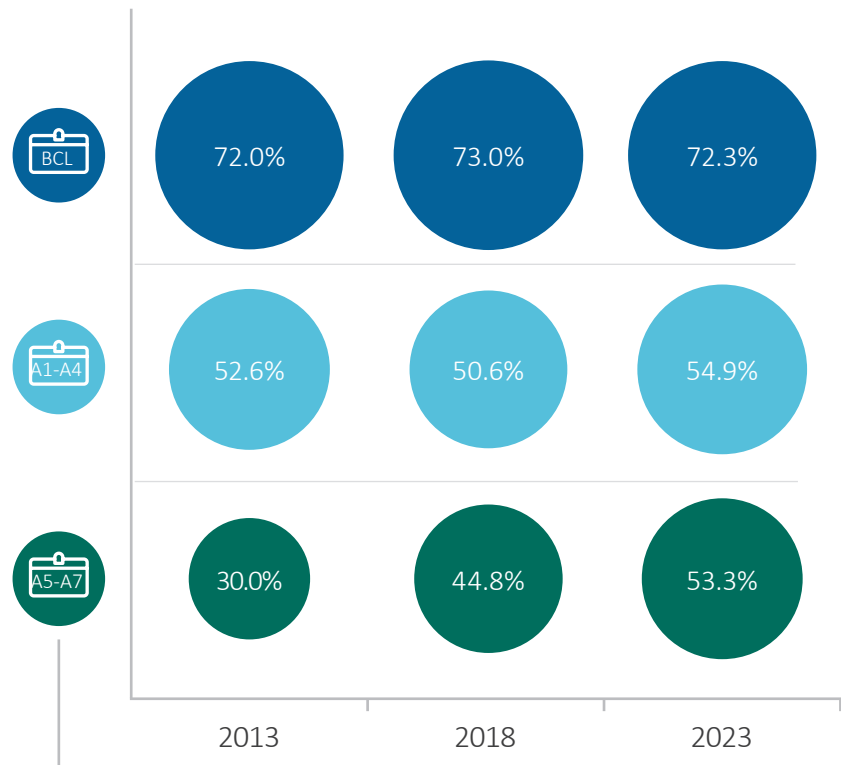
- **Over the last decade, the share of women in IEA Executive Leadership positions (A5 to A7) has risen by 11.8 percentage points.** In 2023, the representation of women at Grade A6 saw a decrease, with their share standing at 12.5%, reflecting a notably small population comprising just eight individuals, with one woman among them.
- The representation of women at the A1 to A4 level increased slightly during 2023 (0.7 percentage points).
- Over the last decade, there has been a 9.1 percentage point rise in the representation of men in B, C, and L grades at the IEA (from 31.1% in 2013 to 40.2% in 2023).

+11.8

The percentage point difference in share of women in Executive Leadership functions at the IEA from 2013 to 2023.

Gender | Appointment | Grade Group

Figure 2.3.3 | Percentage of appointments of women to Official positions in the OECD from 2013 to 2023 (IEA excluded)



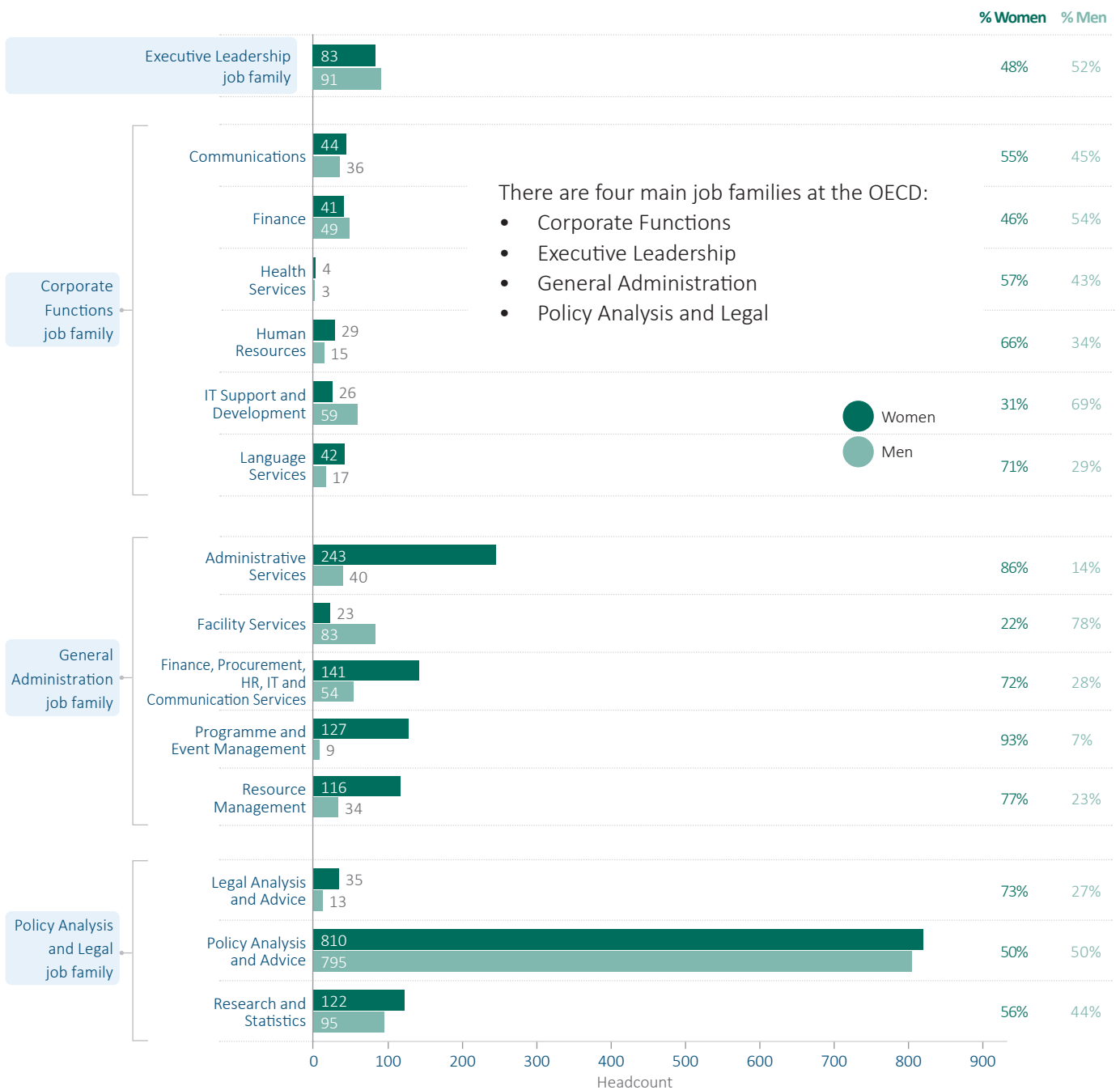
Key Take-aways

- **Over the past decade, there has been an increase in the representation of women appointed to Executive Leadership roles, rising from 30.0% in 2013 to 53.3% in 2023.**
- The share of appointments for men in B, C, and L grades has remained consistent over the last decade, with 28.0% in 2013 compared to 27.7% in 2023.

+23.3 The percentage point increase in the representation of women appointed to Executive Leadership functions at the OECD from 2013 to 2023.

Gender | Headcount | Job Family

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



Due to the implementation of the OECD's New Employment Package (NEP) in 2023, job families have been updated and staff assigned to the most relevant job family under NEP. For this reason, this figure is not directly comparable with previous Annual Diversity and Inclusion Reports.

Key Take-aways

- **Gender parity was attained within the sub-family "Policy Analysis and Advice" in 2023.**
- Women held over 74% of roles within the General Administration job family in 2023.
- In both IT Support and Development and Facility Services, there was a notably higher representation of men in 2023, constituting 69.4% and 78.3% respectively.

Gender | Mobility

Mobility allows for many opportunities at the OECD including:

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

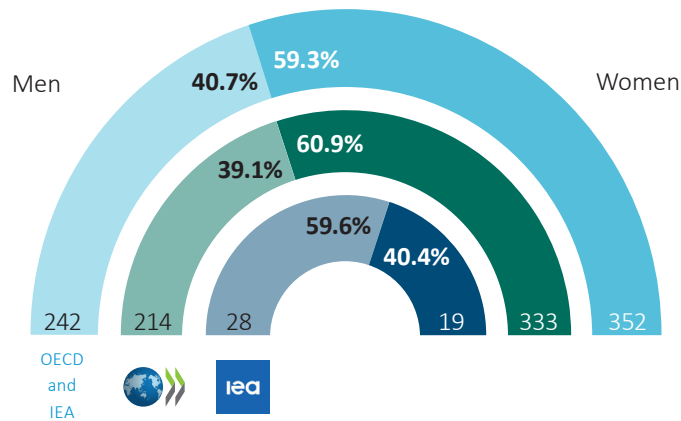
Staff mobility not only enhances the career development of our staff but also enables the Organisation to tap into diverse experiences and perspectives, essential for addressing various challenges. At the OECD, we actively encourage staff to take up mobility opportunities and foster inclusion, collaboration and horizontality across Directorates.

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 2023

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



Key Take-aways

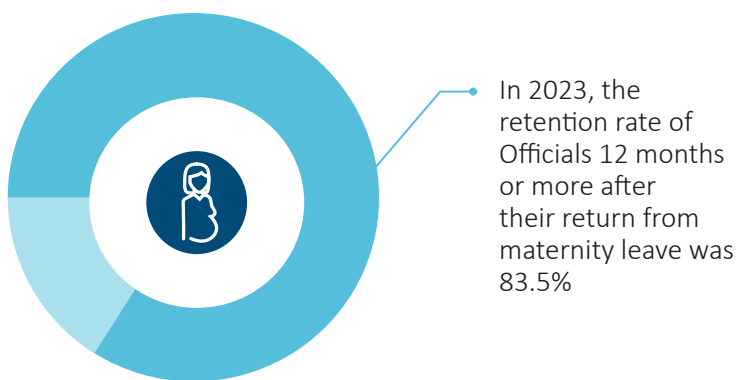
- **At the OECD, there was a greater likelihood for women to pursue mobility opportunities compared to men. Conversely, at the IEA, men exhibited higher mobility rates than women.** This difference could be partly attributed to the respective gender distributions: in 2023, 53.7% of IEA Officials were men, whereas in the OECD, men constituted 42.5% of this population.

Gender | Parental Leave

As outlined in the Staff Rules, the OECD has parental leave policies and provisions in place for both women and men. All staff are encouraged to take advantage of the parental leave entitlements provided. Moreover, the OECD has systematic practices to ensure that taking parental leave does not negatively impact employee career development opportunities.



Figure 2.3.6 | Retention rate of women Officials following maternity leave in 2023 (OECD and IEA included)



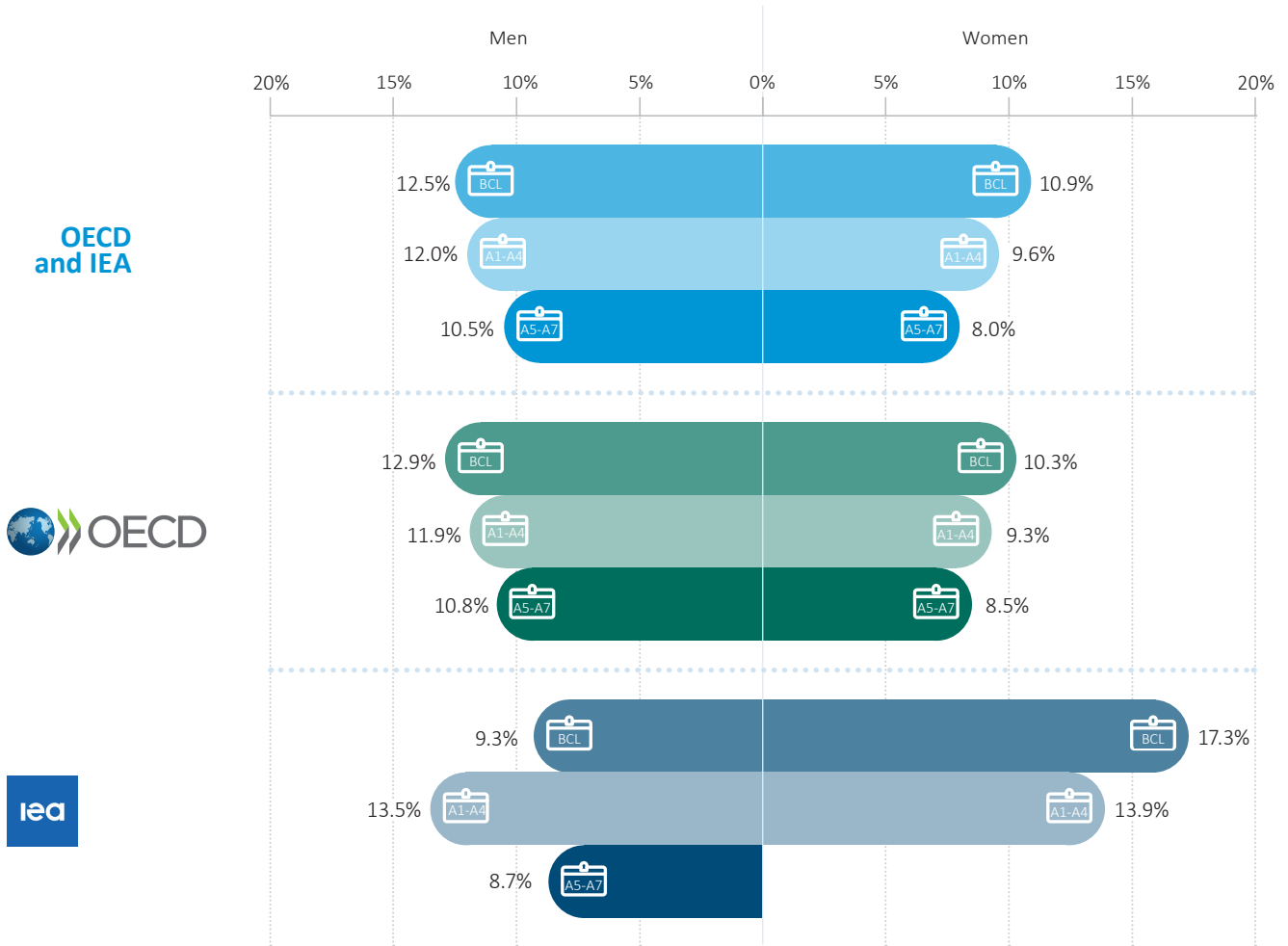
Key Take-aways

- Family and dependent child allowances, along with family-friendly policies, contributed to the high retention rate observed 12 months after returning from maternity leave.

Gender | Turnover | Grade Group

Turnover represents the percentage of Officials who left the Organisation in 2023.

Figure 2.3.7 | Turnover rate of women and men in Official positions by grade group in the OECD and IEA in 2023



Key Take-aways

- In 2022, **the turnover rate for women in Executive Leadership roles** in the OECD and IEA was 11.3%. In 2023, this figure **decreased to 8.0%**. Specifically, seven women at Executive Leadership level left in 2023 (of which four retired) in contrast with 11 men leaving in 2023.
- The turnover rates for men at grades B, C, and L in the OECD and IEA stood at 12.5%. Appointments for men at these grades have remained stable since 2022.

10.7% The OECD turnover rate in 2023.

Age

Age | Job Family

Figure 2.4.1 | Proportion of Officials in the OECD and IEA by age range and job family in 2023

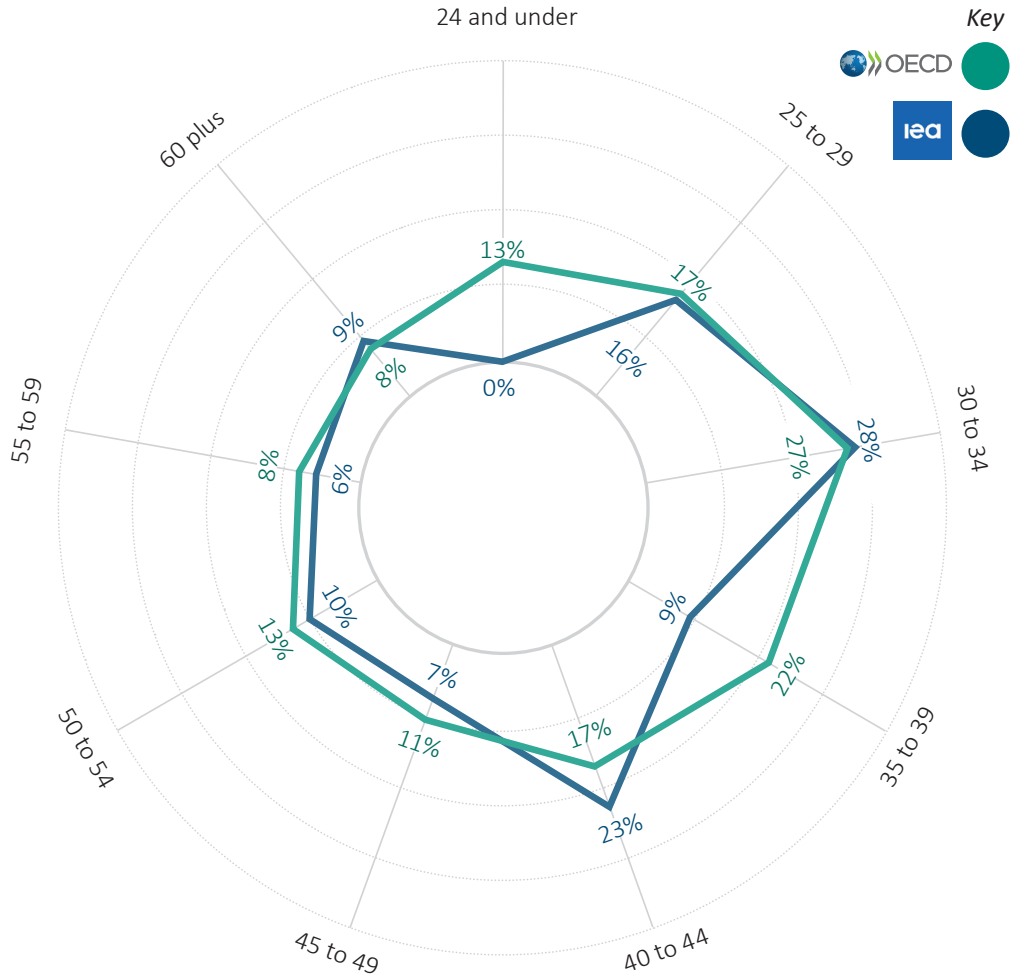


Key Take-aways

- In the OECD and IEA, **the majority of Officials in the Policy Analysis and Legal job family were under 39. Conversely, Officials in Corporate Functions predominantly fell within the age range of 50 to 59 (OECD) or 60 plus (IEA).**
- The General Administration family exhibited the most balanced distribution across all age ranges compared to other job families.

Age | Mobility

Figure 2.4.2 | Share of OECD and IEA Officials who exercised mobility by age group in 2023

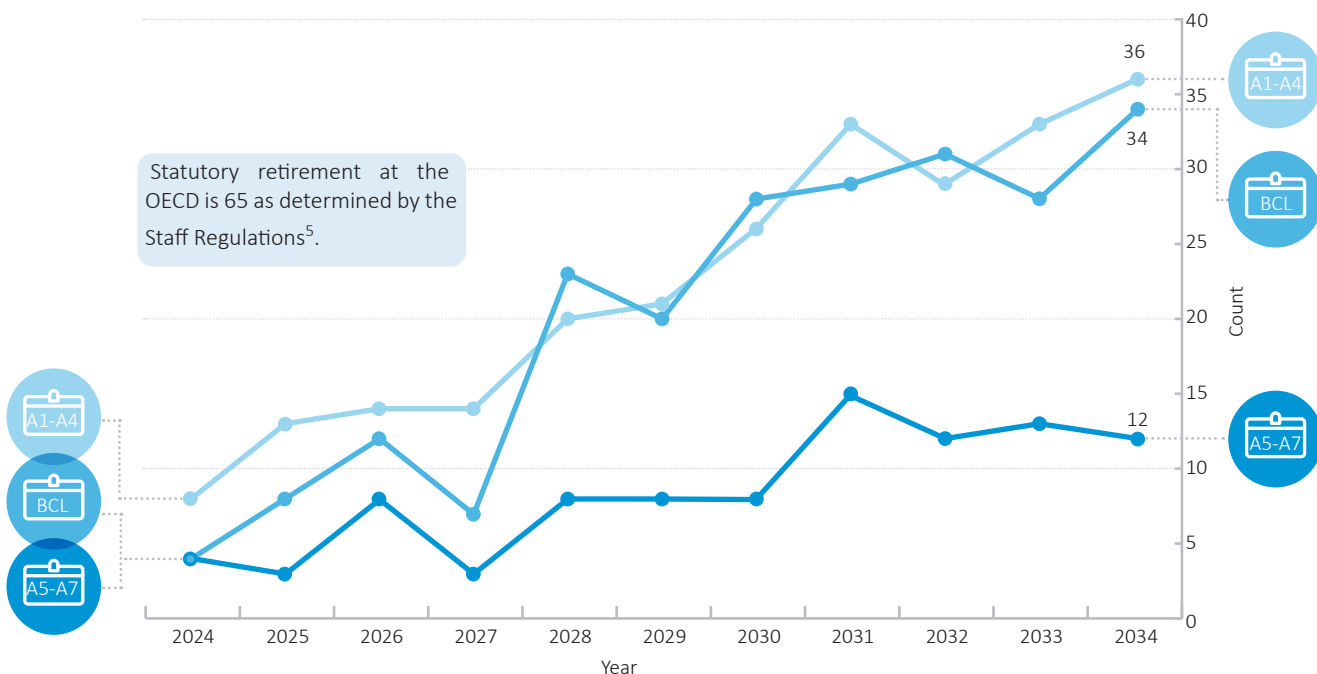





Key Take-aways

- Consistent with historical patterns, there was a greater level of mobility observed among staff aged 30 to 34 years in both OECD and IEA.

Age | Retirement | Grade Group

Figure 2.4.3 | Projected year of mandatory retirement of OECD and IEA Officials by grade group from 2024 to 2034



Grade group	2023 headcount	Projected number of retirements from 2024 to 2034
 BCL	1226	224
 A1-A4	2173	247
 A5-A7	191	94

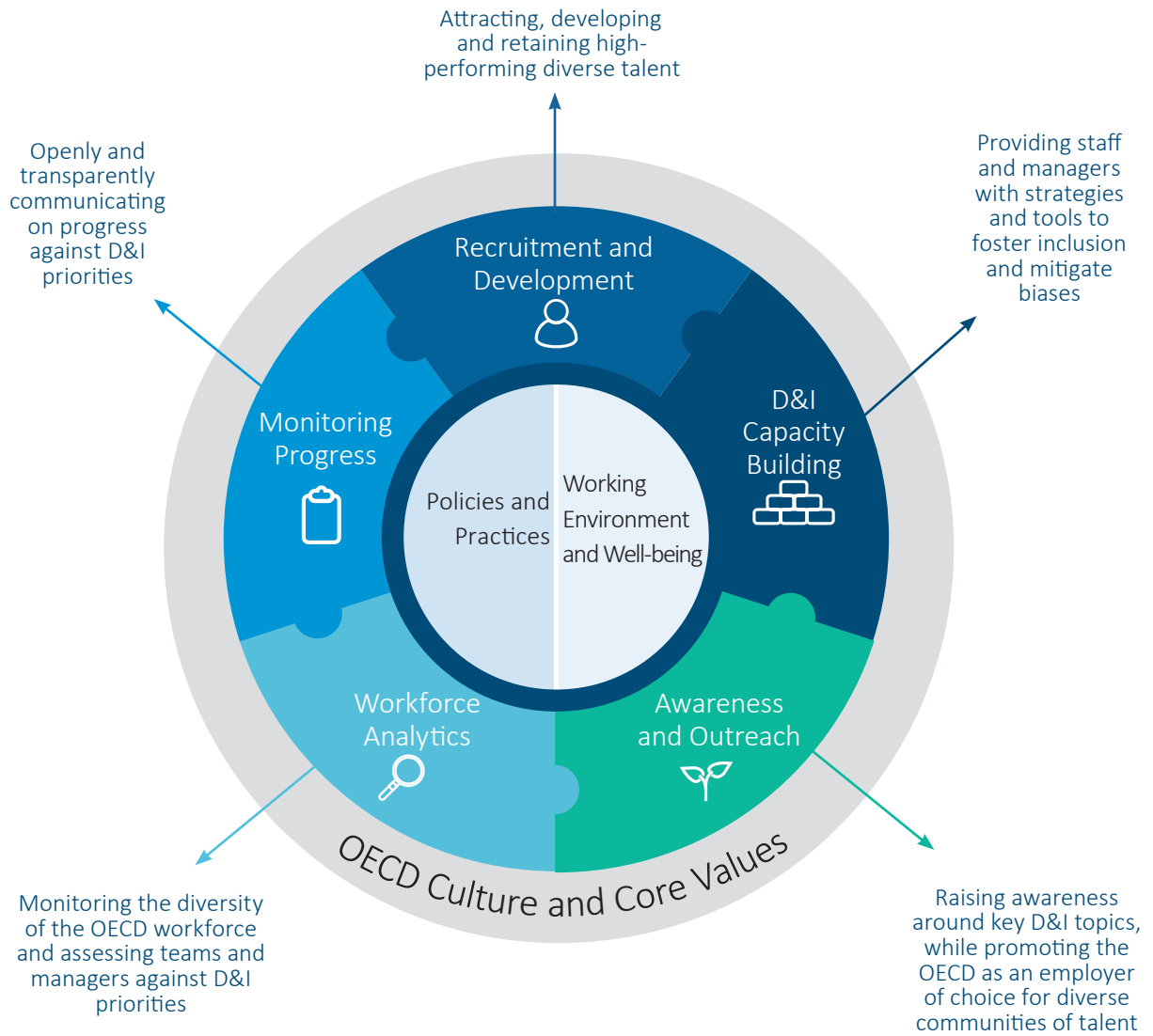
Key Take-aways

- On average, **from 2024 to 2034, 51 Officials will retire per year**. Most retirements are projected to occur between 2032 and 2034, 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.
- **49% of the A5 to A7 population is due to retire between 2024 to 2034.**

⁵ Effective July 1 2024, the OECD Council has set the statutory retirement age at 67. Transitional measures will be delineated by the Secretary General.

3 | ADVANCING THE D&I FRAMEWORK: INSIGHTS FROM 2023

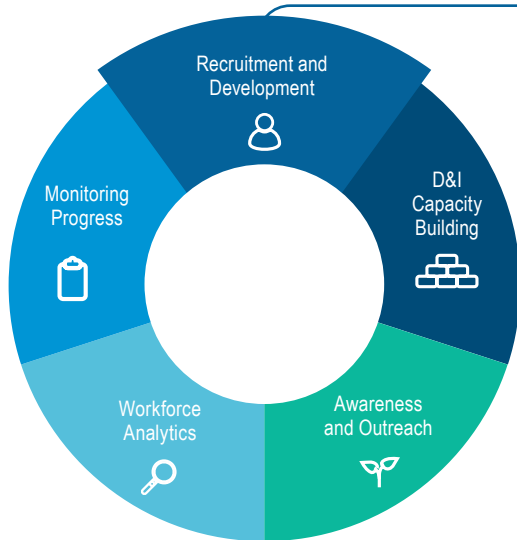
In 2023, the OECD continued to make progress across the five thematic pillars of the D&I Framework and this chapter provides a comprehensive overview of the primary strategic initiatives implemented across these core pillars.





Recruitment and Development

We are continuously working to ensure that our HR processes are grounded in robust criteria, applied consistently across the Organisation, designed to avoid bias, and contribute to foster a diverse and inclusive work environment.



Highlights of 'Recruitment and Development' initiatives:

- Assigning OECD Directors an objective to create a Diversity and Inclusion Action Plan to be assessed as part of their annual performance evaluation.
- Implementing a new recruitment platform, which improves inclusivity through enhanced accessibility features.
- Initiating a thorough review of existing HR policies and processes, including the recruitment process, by incorporating a disability-inclusive perspective.
- Ensuring diversity is considered throughout various stages of the recruitment process including through diverse interview panels, inclusive language in job postings and monitoring gender and nationality diversity of long and short lists.
- Extending partnerships with universities from Member countries with lower headcounts and academic institutions with diverse student bodies and organising events with Delegations.

Corporate Recruitment Programmes and Bilateral Agreements

2023 Internship Programme

For students with diverse backgrounds enrolled in full-time degree programmes to improve analytical and technical skills.

Throughout 2023:

708 interns were hired from **36** Member countries

We have:

49 partnerships with academic and public institutions from **19** Member countries



2023 Young Associates Programme

A two-year programme for recent undergraduates to gain professional experience in multilateral policymaking, research and analysis.

Throughout 2023:

2-year programme in which **11** Young Associates were hired from **10** Member countries

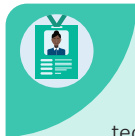


2023 Persons on loan and Seconded Officials

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.

97 Persons on loan were hired from **23** Member countries and **17** Non-Member countries

14 Secondees were hired from **4** Member countries



Junior Professional Officer Programme (JPO)

Young professionals interested in pursuing a career at the OECD, by leveraging their technical knowledge along with their drafting, analytical and presentation skills.

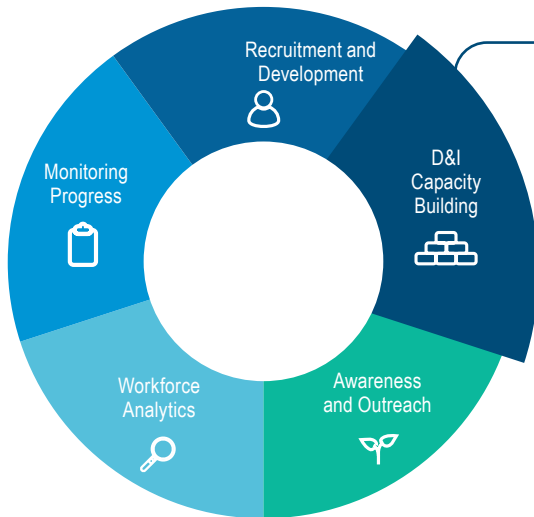
Throughout 2023:

8 JPOs were hired through **5** partnerships



Diversity and Inclusion Capacity Building

We are dedicated to empowering managers and staff at all levels with the necessary tools to foster a diverse and inclusive work environment.



Highlights of 'Diversity and Inclusion Capacity Building' initiatives:

Developing the "Foundations of People Management" training to provide managers with tools to foster a supportive and inclusive work environment.

Offering a dedicated session on inclusive leadership as part of the Emerging Leaders Programme (ELP) and Global Management Academy (GMA) to equip participants with essential strategies for implementing inclusive leadership practices.

Developing training aimed at preventing and addressing workplace harassment to ensure that all staff have a comprehensive understanding of OECD's policies related to harassment and effectively utilise reporting pathways.

Offering an e-learning course on the topic of unconscious bias in decision making processes named 'The Art of Decision' and an interactive workshop titled 'Disability Awareness and Inclusion in the Workplace' designed for both managers and staff (seven sessions offered in 2023 with a 35% increase in number of learners compared to 2022).



The **Emerging Leaders Programme** is a leadership training programme designed for mid-level managers demonstrating considerable potential. The Programme empowers participants to cultivate crucial management and leadership competencies within the unique context of International Organisations.

Over the past five editions of the programme, women accounted for **53%** of OECD participants.



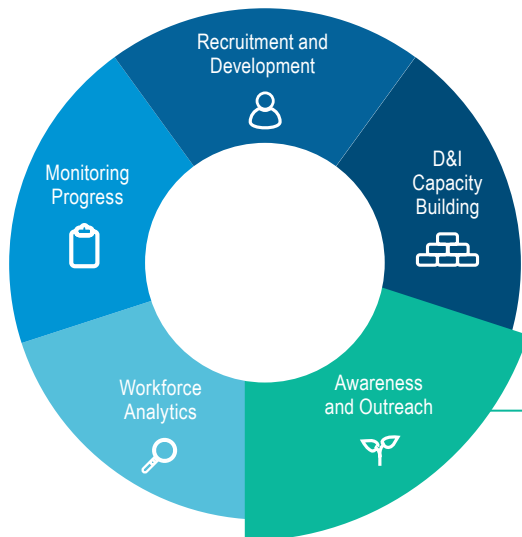
The **Global Management Academy** is a management training programme catering to ambitious staff showcasing robust potential for future leadership roles. Participants delve into the latest advancements in business, technology and geopolitics, enhancing their knowledge and skills for leadership responsibilities.

Over the past three editions of the programme, women accounted for **58%** of OECD participants.



Awareness and Outreach

We develop initiatives to foster engagement with our diverse stakeholder community on crucial D&I matters and extend outreach initiatives to connect with diverse communities of talent.



Highlights of 'Awareness and Outreach' initiatives:

- Allocating an annual budget to ERGs to support initiatives that contribute to cultivating a culture of D&I within the OECD.
- Collaborating closely with ERGs and the Staff Association to ensure their views and concerns inform the D&I corporate agenda.
- Expanding outreach initiatives through webinars and events with academic institutions, national delegations, and governments. In particular, the LinkedIn Live on the OECD Young Associates Programme was viewed by 16.2k people.
- Engaging and contributing to the work of the UBUNTU network, a forum of D&I advisors from International Organisations, International Financial Institutions and United Nations agencies.
- Observing international awareness days, including International Women's Day, IDAHOT, and the International Day of Persons with Disabilities through the engagement of leadership and staff at all levels.
- Developing targeted HR communications and updates on career opportunities via LinkedIn.

Key Outreach Stats 2023

59 Outreach events	10 Career fairs
25 In-person events	7 Events co-organised with Delegations
17 Online university events	5 Visits to the OECD (university students)

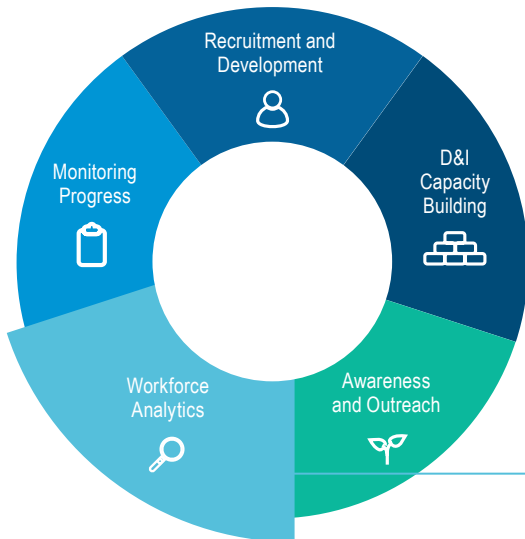
Key LinkedIn Statistics 2023

9240 Applications received	307 Interviews conducted
398 Jobs posted	61 Candidates hired



Workforce Analytics

We recognise the critical value that workforce analytics can bring to support decision-making processes. Monitoring the diversity of our workforce enables us to translate insights into actionable items, fostering a continuous enhancement of the quality and transparency of our organisational processes.



Highlights of 'Workforce Analytics' initiatives:

- Releasing the 2023 Annual Diversity and Inclusion Report. In addition to gender and nationality, the Report included data on additional diversity dimensions, such as race and ethnicity, working with a disability, sexual orientation and caregiver status for the first time, based on input provided voluntarily by staff via the EDGEplus certification⁶.
- 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.
- Assessing and tracking managers' ability to promote diversity and lead teams through inclusive practices through the Upward Feedback review process.
- Monitoring learning and development initiatives through a dedicated dashboard. This tool supports Directorates in ensuring that learning and development opportunities are equally accessible to all staff.



The **Upward Feedback** is a survey designed to provide OECD managers with constructive, anonymous feedback and recommendations to support their people management skills, including their ability to drive diversity objectives and lead their teams through inclusive practices.

The Upward Feedback results form part of the performance evaluation.

In 2023, **663** OECD managers have been involved in the review and **83%** of them have received a detailed Upward Feedback Individual Report.

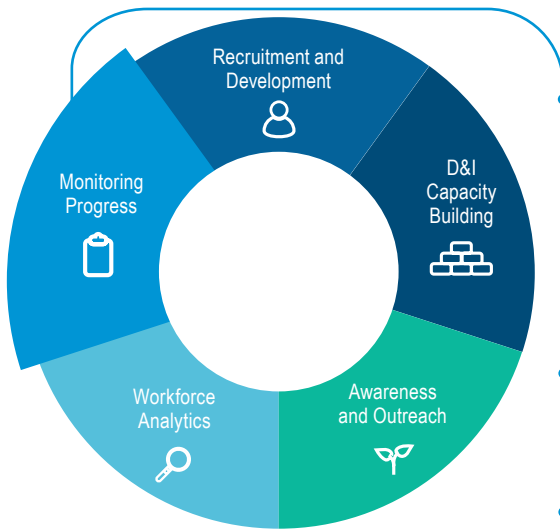
The Upward Feedback Individual Reports are distributed to managers who meet the minimum response requirements, i.e., feedback is provided by at least two reviewers.

⁶ EDGE Certification is a leading global standard for Diversity, Equity, and Inclusion, focusing on workplace gender and intersectional equity. The Standards – EDGE (gender-binary) and EDGEplus (gender and its intersection with other diversity dimensions) – offer a holistic framework against which organisations can measure where they stand in terms of gender and intersectional equity.



Monitoring Progress

We are committed to openly and transparently communicating on our progress against D&I priorities. By employing a diverse range of methods and techniques, we ensure that our actions consistently align with evolving needs and requirements, fostering a work culture that actively promotes D&I in all our activities.



Highlights of 'Monitoring Progress' initiatives:

Following the last certification cycle in 2022, the OECD was awarded the EDGE Move and EDGEplus certification. In 2023, the Organisation developed and actively worked on the EDGE action plan, ensuring the ongoing implementation of prioritised actions based on insights gained from the latest assessment results.

Reinforcing data accessibility in Directorates to track, monitor progress against D&I objectives and build solid D&I action plans.

Integrating considerations of Directorates' diversity progress into the Corporate Review Group overseeing the Organisation's staffing decisions.

Bi-annually assessing the progress against D&I Action Plan objectives in Directorates.

Economic Dividends for Gender Equality (EDGE) Certification

To track progress with respect to gender equality, the OECD has conducted biennial gender assessments, started in 2018, by engaging with EDGE (Economic Dividends for Gender Equality), a leading global assessment and business certification for gender and intersectional equity.

Gender and intersectional equity are measured by looking at qualitative and quantitative processes and outcomes from three different sources: statistical data, policies and practices and a staff survey.

In 2022, the OECD obtained the **EDGE Move** and **EDGEplus** certification, recognising significant and tangible progress and assessing, for the first time, intersectional issues including:



In 2023, the OECD worked on the implementation of the **EDGE Action Plan**, executing focused communication initiatives on subjects like workplace harassment, parental leave provisions, or flexible working and enhancing the accessibility of pertinent guides within the intranet search engine to ensure broader availability and ease of consultation.

4 | EMPLOYEE RESOURCE GROUPS

The Employee Resource Groups at the OECD are networks run by staff and formed around a shared characteristic or experience.

As part of its strategic commitment to a diverse and inclusive Organisation, the OECD recognises the key role of ERGs to:

- Drive staff-led initiatives and conversations underscoring the OECD's commitment to a diverse and inclusive work environment.
- Foster a sense of belonging by providing a platform for staff to share views and experiences on D&I related issues at the OECD, and across society more generally.
- Engage OECD stakeholders by raising awareness on D&I commitments, initiatives and projects across the Organisation.
- Provide inputs to the Organisation on corporate policies and reforms, perceptions and potential challenges from different communities of staff.

This chapter provides an overview of the ERGs at the OECD, highlighting their activities throughout 2023 and showcasing testimonials from some of their members.



Dialogue on Inclusion, Cultural Diversity and Equity (DICE)



DICE serves as an informal platform to actively engage the diverse communities of staff within the OECD. It supports the establishment of concrete guidelines and policies concerning staff diversity, encompassing aspects such as race and ethnicity, disability and socio-economic background. DICE is dedicated to enhancing awareness of the value of diversity at the OECD and cultivating an inclusive workforce.

In particular, DICE aims to:

- Engage the OECD in dialogue about race and ethnicity, disability and socio-economic background with respect to staff diversity and the policy advice we give.
- Raise awareness, provide resources and initiate meaningful conversations that contribute to breaking down barriers and promoting understanding.
- Act as a staff hub to share the value of diversity within our social and work communities.

In 2023, DICE:

- ✓ Held meetings with OECD Ambassadors, senior management, Human Resource Management (HRM) and Staff Association on how to make the OECD more inclusive.
- ✓ Submitted a Strategy proposal for an inclusive and diverse OECD to the Secretary General and HRM.
- ✓ Initiated a network of ERGs in collaboration with other International Organisations.
- ✓ Celebrated the International Day of People with Disabilities in December, teaming up with external associations in order to bring awareness to the topic at the OECD.

CLARA FABIANO, STAFF ADMINISTRATION OFFICER; PASCALINE DEPLAGNE, RISK ANALYST AND SECURITY ADVISOR, EXECUTIVE DIRECTORATE



“Awareness is the crucial initial step for meaningful change. This year, one of our main goals was to expand our colleagues’ perception on disabilities. By inviting them to join us on multiple activities and open discussions, we aimed to demonstrate that our limitations do not stem directly from our disabilities but rather from the inadequacies in accessibility within a society that was not constructed with inclusivity in mind.”



Disability is something that can happen to anyone at any time, and frequently does, so it is right for society to design its infrastructure and systems around this fact of life – and if we want to make better policies for better lives, a diverse workforce is more than essential, bringing varied perspectives into consideration. Yet, achieving this requires a workplace that is equally accessible, from the hiring process to its infrastructure. ”

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 2023, the OECD Women's Network:

- ✓ Organised over 30 events, these covered topics of career coaching, well-being in the workplace, health and work/life balance and multiple social and networking events.
- ✓ Launched the results of the 2022 Maternity Survey and called for the expansion of OECD parental policies.
- ✓ Held the first ever event on *Fatherhood and Careers at the OECD*, organised by the Women's Network and co-sponsored by GLOBE, the Staff Association and the OECD Parenthood group.
- ✓ Held regular consultations with HRM and regular check-ins with other ERGs.

TALISA ZUR HAUSEN, POLICY ANALYST, DIRECTORATE FOR FINANCIAL AND ENTERPRISE AFFAIRS



“As a German-Afghan woman, I know that gender equality is essential for progress and that it can only be achieved collectively, with both men and women on board. This is why I have been an active participant in the OECD Women's Network since joining the Organisation in 2017, both as a member and a co-ordinator.

Today, the Network is more inclusive and active than ever before, representing the women of all ages, grades, nationalities and identities. It offers its members a way to learn from other inspiring women, provides networking opportunities to network, and – most importantly – is a platform for change.

Working with other ERGs and with HRM, the OECD Women's Network seeks to strengthen gender equality in our Organisation, so that all voices are heard and everyone is treated with respect.”

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 2023, GLOBE:

- ✓ Advocated for and supported the LGBTIQ+ community at the OECD, including meeting with the Secretary General, contributing and consulting with HRM and the Ethics team, the Staff Association and other ERGs.
- ✓ Liaised and collaborated closely with LGBTIQ+ associations in other International Organisations, with a view to better understanding the landscape of workplace policies relevant to the LGBTIQ+ community and strengthening ties among sister groups in the international public sector.
- ✓ Organised and celebrated key milestone international awareness days for the LGBTIQ+ community at the OECD, including the International Day Against Homophobia, Biphobia and Transphobia and Paris Pride (*Marche des Fiertés*).
- ✓ Built community, networks and connections among GLOBE members through regular social events, including events hosted at the Irish and the Australian Embassies in France.
- ✓ Organised two roundtable events on pathways to parenthood and being out at work to gather experiences from GLOBE members and identify areas for further consideration.

JUAN DAVID CERDA, FINANCE MANAGEMENT OFFICER, EXECUTIVE DIRECTORATE



“ I have always had a deep desire to create a community wherever I go. As a member of the LGBTIQ+ community, I know how important it is to have a welcoming and inclusive environment. To achieve this, I strive to organise OECD GLOBE events that provide a safe and fun space for everyone to participate in.

Our aim is to foster a sense of belonging and community by offering a variety of activities and opportunities for networking. OECD GLOBE offers all this and so much more! ”

Group on Parenthood



The OECD Group on Parenthood is a forum for staff to share their experiences and challenges of building a family while working at the OECD, and to work together to promote an enabling environment for parents and their families.

Open to all staff, with or without children, the Group raises awareness of the policies and Staff Rules designed to render parenthood compatible with a fulfilling career and works to further improve the current organisational framework.

In 2023, the Group on Parenthood:

- ✓ Convened an informal meeting of parents of children with special educational needs to provide peer support.
- ✓ Worked with the Organisation to identify needs related to supporting breastfeeding and shared a draft policy position as well as identifying practical solutions to create more accessible facilities.
- ✓ Supported their members in navigating OECD and French Administrative systems during and after pregnancy and parental leave.
- ✓ In collaboration with the Maternity Group of the Women's Network, designed, conducted, analysed, and presented the results of a survey of mothers at the OECD and developed concrete action steps based on the findings.
- ✓ Developed a strategy and identified priority action areas including childcare, support to breastfeeding staff and leave policies for staff experiencing pregnancy or infant loss.

LAURA KREILING, ECONOMIST, DIRECTORATE FOR SCIENCE, TECHNOLOGY AND INNOVATION



“*The Parenthood Group has been a very valuable resource, even before I became a parent. At the time, I was rather curious to learn about the working conditions, policies and issues to which working parents at OECD were subject. I felt better equipped and knew the basics when the time came that I declared my pregnancy, spoke to my manager, returned to work and navigated the French medical, childcare and education systems. As a working mum, I am keen to meet and share experiences with other parents. For example, while breastfeeding I was on OECD mission abroad and travelled without my child for the first time since birth. Through the Parenthood Group I was able to prepare for the trip and I donated the milk to a local milk bank.*”

I have been contributing from my first-hand experience to the upcoming “Insider’s Guide to Starting a Family at the OECD”, which will be launched in 2024. I think it’s fantastic that the Parenthood Group has been collaborating with the Maternity Group of the OECD Women’s Network and other ERGs as I am all about joining forces to strengthening the experience of working parents at OECD. ”

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 2023, the Intern Circle:

- ✓ Organised two welcome events for OECD interns and facilitated a networking session with interns from GIZ, the main German development agency.
- ✓ Gathered demographic information and insights on the experience of interns through a dedicated survey and presented the findings to HRM.
- ✓ Contributed to the development of a training on the topic of harassment in the workplace.
- ✓ Implemented a new programme welcoming interns weekly with an after-work social event.

LORENZA MAJOCCHI, INTERN IN THE CENTRE FOR TAX POLICY AND ADMINISTRATION



“ My role as the Head of Advocacy at the Intern Circle has been immensely rewarding and enriching. In this role, I was in charge of representing the interests and opinions of interns. The experience at the Intern Circle has been significant for my personal and professional growth, helping me strengthen my organisational, detail-oriented and management skills. ”

AMELIA LANGER, INTERN IN THE CENTRE FOR TAX POLICY AND ADMINISTRATION



“ Joining the Intern Circle was one of the best decisions I took to enhance my internship experience. It has been extremely rewarding to see the intern community strengthen and make connections through the events’ programme. I have been able to make countless connections with other interns as well as high-level officials at the OECD which has given me incredible opportunities to network and advance my career. ”

GINEBRA CADIerno TOMAS, INTERN IN THE EXECUTIVE DIRECTORATE



“ Being a member of the Intern Circle has been a highly enriching experience, allowing me to become even more engaged at the OECD. As Head of Communications of the Intern Circle, I sent out the weekly newsletter highlighting the most notable events of the week and I looked for ways to improve communication between the board members and interns. This experience has enabled me to grow, take on responsibilities and ensure that interns always feel comfortable. ”

Temporary Staff Network



The Temporary Staff Network (TSN) is a network of colleagues 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 issues such as taxes, unemployment insurance and medical reimbursements.

The Network acts 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 of OECD temporary staff. The TSN also organises events dedicated to the professional development of temporary staff.

In 2023, the Temporary Staff Network:

- ✓ Provided support on practical aspects of being employed at the OECD under the contractual framework of temporary staff.
- ✓ Organised social events to develop and strengthen the temporary staff community.
- ✓ Advocated for the improvement of working conditions of temporary staff, by means of regular exchanges with leadership, HRM, the Staff Association and other ERGs.
- ✓ Designed and delivered the 2023 Temporary Staff Survey.

PEDRO ISAAC VÁZQUEZ, HEALTH POLICY OFFICER, DIRECTORATE FOR EMPLOYMENT, LABOUR AND SOCIAL AFFAIRS



“Employees under the contractual framework of temporary staff are generally younger but with relevant professional and academic experience in international contexts.

The goal of the TSN is to ensure the work of temporary staff is and continues to be duly recognised and compensated by the Organisation.

This allows temporary staff to continue enriching the work of the OECD with the diversity of skills, perspectives, enthusiasm and innovative spirit characterising our community.”

Staff Association



OECD
Staff Association
Association du personnel
de l'OCDE

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 2023:

- ✓ The dialogue between the Staff Association Working Group on Diversity and the Administration has continued and provided opportunities to keep exchanging on the proposals made by the Group. This includes identifying ways of improving hiring and promotion practices, transparency in job advertisements, raising awareness of unconscious biases and examining mechanisms to better support different groups of staff in the workplace. This includes, but it is not limited to, tackling all forms of discrimination and seeking solutions to meet diverse needs of staff. The Staff Association has also participated in several events to promote D&I at the OECD, such as on the International Day of Persons with Disabilities in co-operation with DICE.

DOMINIQUE BOUQUET, PROJECT ASSISTANT, CORPORATE PARTNERSHIP BOARD, INTERNATIONAL TRANSPORT FORUM



“ I have chosen to become a member of the Staff Association’s Working Group on Diversity because I firmly believe in the crucial role diversity plays.

From my perspective, exposure to a variety of perspectives has the power to transform one’s mindset and contribute significantly to personal growth. I advocate for the representation of diverse cultures, backgrounds, social classes, disabilities and sexual orientations. This not only ensures a wide representation of people but also encourages us to engage with different thoughts and viewpoints, bringing richness and diversity to both our minds and the world.

Participating in open-minded discussions allows us to actively understand others better and fostering constructive relationships. This dedication to dialogue aligns with my decision to work in an international environment. I am thrilled to collaborate with my colleagues, collectively working towards making the OECD an exemplary model of a better place in a better world.”



2024 ANNUAL DIVERSITY AND INCLUSION REPORT

HUMAN RESOURCE
MANAGEMENT

