
INVESTING IN OUR PEOPLE



OUR COMMITMENT TO OUR PEOPLE AND OUR MISSION

IFC remains committed to making sustainability an integral part of our internal business operations—holding ourselves accountable to the same environmental and social standards we ask of our clients.

This commitment helps us serve our clients by attracting, cultivating, and retaining top talent who bring a wide variety of lived experiences and perspectives. Our staff’s unique insights and diverse backgrounds are what drive our culture and our work. IFC invests in our staff with the goal of enhancing skills and enabling staff to support the World Bank Group’s mission to create a world free of poverty on a livable planet.

WOMEN IN EXECUTIVE MANAGEMENT

% WOMEN IN EXECUTIVE MANAGEMENT

FY21	FY22	FY23	FY24	FY25
43.4%	44.0%	44.2%	45.1%	50.8%

Data current as of June 30, 2025.

% Women in Executive Management refers to the representation of women in the GG+ Technical and Managers grade groups. The GG+ Technical grade group accounts for senior technical roles in the organization. The Managers grade group includes the following managerial roles: Manager, Director, Vice President, and the Managing Director.

STAFF COMPENSATION AND BENEFITS

Ensuring competitive compensation and benefits, IFC applies the World Bank Group’s compensation framework. Competitive compensation is essential to attract and retain a highly qualified, diverse staff. Salaries for staff recruited in Washington, D.C. are based on the U.S. market. Salaries for staff hired outside the U.S. are based on local competitiveness as determined by independent local market surveys. Given the World Bank Group’s status as a multilateral organization, staff salaries are determined on a net-of-tax basis.

As part of our EDGE recertification process, we conducted an unexplained gender pay gap assessment in FY24 and demonstrated that we provide equal pay for equal work.

As of June 30, 2025, the salary structure (net of tax) and annual average net salaries/benefits for World Bank Group staff were as follows in the table on page 2.

EXECUTIVE COMPENSATION

The salary of the President of the World Bank Group is determined by the Board of Directors. The salary of the IFC Managing Director is determined based on the U.S. WB salary structure and positioned in the salary range for the GK grade. The executive salary structure is reviewed annually and updated based on the U.S. labor market movement or the IMF’s projected U.S. CPI movement, whichever is lower.

The compensation of our executive leadership is transparent. IFC MD Makhtar Diop received an annual salary of \$466,150 net of taxes.

STAFF SALARY STRUCTURE AND BENEFITS (WASHINGTON, D.C.)

GRADES	REPRESENTATIVE JOB TITLES	MINIMUM (US\$)	MIDPOINT (US\$)	MAXIMUM (US\$)	STAFF AT GRADE LEVEL (%)	AVERAGE SALARY/ GRADE (US\$)	AVERAGE BENEFITS* (US\$)
GA	Office Assistant	33,700	48,100	62,500	0.01%	48,320	25,731
GB	Team Assistant, Information Technician	39,900	57,000	74,100	0.03%	53,353	28,412
GC	Program Assistant, Information Assistant	48,900	69,900	90,900	3.93%	71,414	38,029
GD	Senior Program Assistant, Information Specialist, Budget Assistant	58,200	83,200	108,100	5.41%	88,419	47,085
GE	Analyst	79,800	114,000	148,200	8.48%	104,213	55,495
GF	Professional	105,900	151,300	196,800	23.46%	136,818	72,858
GG	Senior Professional	137,300	196,200	255,000	41.45%	190,915	101,665
GH	Manager, Lead Professional	184,900	264,200	343,600	14.66%	266,216	141,765
GI	Director, Senior Advisor	279,700	349,700	419,600	2.16%	348,049	185,342
GJ	Vice President	340,100	400,200	460,200	0.35%	399,712	212,853
GK	Managing Director, Executive Vice President, Senior Vice President	378,200	444,900	511,700	0.07%	452,734	217,053

Note: Because WBG staff, other than U.S. citizens, are not required to pay income taxes on their WBG compensation, the salaries are set on a net-of-tax basis. These salaries are generally equivalent to the after-tax take-home pay of the employees of the comparator organizations and firms from which WBG salaries are derived. Only a relatively small minority of staff will reach the upper third of the salary range.

a Includes pension, medical, life and disability insurance; accrued termination benefits; and other non-salary benefits. Excludes tax allowances.

For details on the compensation and benefits available to IFC staff with open and term appointments, extended-term consultants, and short-term consultants and temporary staff of the World Bank Group, please refer to these webpages:

[Compensation](#)
[Benefits](#)

TALENT STRATEGY

As IFC pursues ongoing growth across sectors, regions, and strategic priority areas, we continue to enhance our people strategies. Our Talent Strategy continues aligning talent management efforts with the ambitious goals of the WBG. The four pillars of our Talent Strategy are:

- **Talent Attraction:** We hire to enhance the skills mix and diversity of our people.
- **Talent Development:** We provide tools and resources that empower staff to develop their skills and grow professionally.
- **Global Talent Deployment:** We promote growth, agility, collaboration, and career mobility.
- **Incentives and Engagement:** We promote a performance-oriented culture with shared accountability for all.

The strategy emphasizes a skills-based approach aimed at identifying critical skills and addressing potential skill gaps across the organization that are key to delivering IFC’s strategy. Skills help IFC align all the talent management efforts, including talent attraction, talent mobility, learning, and career development. Tools, resources and

guidance are provided for staff to define their skills, potential, and development needs, and readiness to take on greater responsibilities.

To complement our talent management efforts, IFC continues to proactively prepare for business continuity through targeted succession planning for executive positions and to design and optimize evolving delivery models and team structures to promote collaboration, increase efficiency, and improve our decision-making process. IFC leverages a structured change management approach in implementing our talent and organizational effectiveness initiatives.

PERFORMANCE MANAGEMENT

IFC’s performance management process is a tool for fostering respect and teamwork, aligned with WBG values, to empower teams for global impact. The performance management approach has four components: objective setting, regular check-in conversations, ongoing feedback, and year-end evaluation. These components align with the approach’s three foundational principles: shared accountability, continuous feedback and clarity, and recognition and rewards.

Performance evaluations are based on performance against stated objectives, additional contributions, strengths, and areas for development. At the start of the fiscal year, staff discuss with managers their goals for the upcoming fiscal year. Managers encourage staff to seek and provide real-time performance feedback.

STAFF GIVING

IFC encourages staff and retirees to support nonprofit organizations through volunteering and financial contributions. All staff have eight hours of paid annual leave to volunteer with their chosen nonprofit. For 15+ years, the annual Community Connections Campaign (CCC) has enabled WBG staff and retirees to donate to their favorite organizations with their gifts matched by WBG. Together, we have donated approximately \$114 million to organizations fighting poverty and boosting shared prosperity. Over 86 percent of headquarters staff participated in the CCC in FY25, with staff in 134 countries helping to raise funds.

STAFF RETENTION

Staff retention efforts at IFC include offering robust career development tools and opportunities, generous awards programs, strengthening transparency and consistency around career progression, and simplification of HR policies and processes. The efficacy of our staff retention efforts is reflected in the chart below displaying employee turnover at IFC.

EMPLOYEE TURNOVER

FY21	FY22	FY23	FY24	FY25
4.5%	7.2%	7.1%	6.2%	4.7%

Data current as of June 30, 2025.

STAFF CAREER DEVELOPMENT

Robust career development programs are a cornerstone of WBG culture and aim to help staff feel empowered, invested in, and supported to reach their full potential. These programs are designed to nurture staff’s ability to own their careers while delivering impact in support of strategic priorities. In FY25, the WBG launched MyCareer, an AI-powered platform that serves as the central hub for career and skill development activities. This platform provides tailored insights to help staff explore interests and aspirations, and to craft a plan for building the skills that will bring them closer to achieving their professional goals.

In FY25, the IFC Global Career Expo evolved into WBG Career and Learning Week. This event was produced through a close collaboration between the IFC and WBG HR teams and supported the professional development of staff across the WBG. Regional events were conducted in the Africa, East and South Asia, Europe, and LAC regions, followed by a global event hosted at HQ.

IFC staff and managers are also encouraged to regularly conduct career growth conversations supported by the Career Development Plan that was introduced in FY24. This form was digitalized in FY25, enabling improved reporting functionality.

LEADERSHIP AND MANAGEMENT DEVELOPMENT

IFC strives to continually improve the skills and capabilities of our leadership cadre and ensure a well-developed pipeline of future leaders. We offer two flagship development programs for high-potential staff. These programs inspire personal mastery and leadership at all levels of the organization by preparing participants for leadership roles:

- Global Business Leadership Program (GBLP)
- Corporate Leadership Program (CLP)

Fifty-seven percent of IFC’s managerial cadre and 40 percent of current directors are GBLP and CLP alums, with a significant number coaching and mentoring new staff.

IFC is an active participant in the two-year WBG Young Professionals Program (YPP), designed to cultivate the next generation of WBG leaders. With a strong emphasis on leadership development, technical expertise, and institutional impact, the YPP serves as a dynamic pipeline for professionals dedicated to advancing global development. The program promotes agility and global mobility through rotations across regions, industries, and institutions, complemented by intensive formal learning. In response to the growing complexity and evolving nature of development challenges, the WBG has undertaken a comprehensive redesign of the YPP to ensure it continues to prepare leaders who are equipped to drive the institution’s mission forward. The cohort joining in September 2026 will be the first to experience the revamped program structure.

ONBOARDING

In FY25, IFC collaborated closely with WBG colleagues to help ensure a consistent, engaging onboarding experience for all new staff. IT provisioning tasks were automated, reducing dependency on human intervention to guarantee that each new hire’s technology is fully functional on day one. Additionally, the Getting Settled Virtual Experience was launched for new hires across the WBG, offering vital guidance and resources to help them seamlessly navigate their first 30 days at the WBG.

IFC held eight corporate induction sessions (five at HQ and three at regional locations) in FY25. Induction provides an opportunity for new hires to connect with colleagues, learn more about IFC’s mission and operations, and engage in discussions that will support their long-term success at IFC.

MENTORING

The IFC Mentoring programs enable mutual learning and collaboration and ultimately increase IFC’s capacity to achieve business results. In FY25, almost 400 staff participated in IFC Mentoring initiatives, including WBG Mentoring Month and IFC and WBG-targeted programs such as the IFC Climate Network Mentoring Program, IFC Global Analyst Program, A2D Mentoring, Finance Partner Mentoring Program, and Mentor Connect, among others.

STAFF LEARNING

In line with IFC’s commitment to investing in the professional development of our staff, we maintain a centralized, ring-fenced budget specifically dedicated to funding staff learning. This includes both internal learning opportunities provided through the Open Learning Campus (OLC) that have associated costs and external learning solutions developed and delivered outside WBG. The objective is to bring clarity, transparency, and consistency to the process of determining eligibility for learning offerings.

The External Learning Request Tool streamlines and standardizes the approval process for learning and establishes a clear link between the learning chosen and gaps that need to be addressed to achieve professional development goals. Other benefits include more accurate monitoring and reporting of what and how IFC spends on learning, and the ability to identify trends in the types of learning that interest staff.

\$11,000,000

Total Allocated Learning Budget for FY25

Amount stated is the overall central learning budget for FY25. The total allocated budget is not separated into internal vs. external learning.

84%

Total Percentage of Total Allocated Learning Budget Utilized in FY25

815

Total Number of Approved Requests for External Learning in FY25

Data accurate as of June 30, 2025. Data may reflect reimbursement requests for training that staff might have received before FY25. Data includes such cases where the request was approved in FY25, but the training was completed prior to FY25.

664

Total Number of IFC Staff Receiving External Training in FY25

Data based on data input into the External Learning Request Tool by staff themselves. It also includes cases where the learning request was approved in FY25, but the learning was completed prior to FY25.

STAFF TRAINING

The tables below reflect staff usage of IFC’s Online Learning Center (OLC) as of June 30, 2025. The data excludes mandatory corporate training and does not reflect time spent by IFC staff undergoing other training outside of the OLC (e.g., external learning opportunities, onboarding sessions).

NUMBER OF HOURS OF OLC TRAINING IFC STAFF COMPLETED IN FY25

UNIT	FY25
IFC	145,564
Country Office Location	86,364
HQ Location	59,199

NUMBER OF OLC TRAINING HOURS PER EMPLOYEE IN FY25

UNIT	FY24
IFC	27.7
Country Office Location	30.9
HQ Location	24.0