UN Tourism

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Agenda item 10
Human resources

CE/127/10
Madrid, 11 November 2026
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Executive summary

This report provides a comprehensive review of the human resources situation within UN Tourism as of 31 August 2026, outlining progress, challenges, and reforms in line with the Organization's strategic objectives.

As of the reporting date, the workforce totals 266 members of personnel, of whom 34% are staff members and 66% affiliate or other categories. Women account for 56% of staff and 58% of affiliate personnel, with representation drawn from 38 and 44 nationalities, respectively. The Organization continues to prioritize gender parity, balanced geographical representation, and recruitment from as wide a base as possible, while maintaining high standards of competence and integrity.

The Organization continues to emphasize the opportunities available for the engagement of talent at all levels, through the early talent programmes, including the UN Tourism Internship Programme and participation in the UN-wide Junior Professional Officer framework, as well as through the provision of tourism experts and officials to the Organization to support capacity-building initiatives through agreements formalized by Memorandums of Understanding signed between the Organization and Member States for this purpose.

Reporting on UN system-wide initiatives continues to take place. The Organization's performance on the implementation of the United Nations System Workplace Mental Health and Well-Being Strategy Scorecard is included in the report.

Preparations are underway for two ICSC remuneration surveys in 2026: a Local Salary Survey for General Service staff and a cost-of-living survey for Professional and higher-category staff. The Human Resources Department is coordinating the preparatory work, including the establishment of the respective Local Survey Committees and the collection of relevant information. Further updates will be provided to the Executive Council as the exercises progress.

DRAFT DECISION[1]

Agenda item 10
Human resources
(document CE/127/10)

The Executive Council,

Having examined the report on the human resources situation,

1. *Takes note* of the information provided in the report;

2. *Acknowledges* the work carried out by the personnel of the Organization in service of its mandate, particularly in view of the rising demands placed on the Organization and its limited resources;

3. *Encourages* Member States to send concrete proposals to the Organization for the financing of Junior Professional Officers; and

4. *Encourages* Member States to send Officials on Loan to the Organization, especially in view of the rising demands of the Organization with its limited resources.

[1] This is a draft decision. For the final decision adopted by the Executive Council, please refer to the Decisions document issued at the end of the session.

I. Introduction

1. This report provides a comprehensive review of the human resources situation within UN Tourism as of 31 August 2026, highlighting key developments, challenges, and ongoing initiatives.

2. The initiatives and activities undertaken by the Organization in respect to Human Resource Management are being delivered within the approved resources and staff positions, aligning with strategic objectives outlined by the Organization in the Management vision presented by the Secretary-General at the 126th session of the Executive Council.

II. UN Tourism workforce

3. As of 31 August 2026, the total workforce of UN Tourism stands at 266. Staff members[2] represent 34% of the workforce, while affiliate personnel and other workforce[3] constitute 66%.

4. From a gender perspective, women represent approximately 56% of the staff, while men represent approximately 44%, with this representation varying across categories. In the affiliate and other workforce category, women represent just under 58%, while men represent just under 43%.

5. From an overall geographical representation perspective, 38 nationalities are represented among the staff, and 44 nationalities are represented among the service contract holders. It is important to reiterate the Organization's commitment to recruiting staff from as wide a geographical basis as possible, while maintaining the highest standards of competence, efficiency and integrity, and taking into account the limited number of staff positions. The Organization continues to prioritize gender parity and balanced geographical representation in its recruitment strategies.

6. Complementing the report is a workforce overview of human resources, containing essential data and metrics regarding UN Tourism's workforce, gender distribution, and geographical representation, provided as Annex I to the present report.

III. Human resources matters

7. Since its previous reports on human resources matters addressed to the 126th session of the Executive Council (document CE/126/10), several developments have taken place, as indicated below.

A. Talent acquisition and career development

8. As part of the Secretary-General's first priority focusing on "Foundations" to strengthen the institutional, operational and accountability frameworks of the Organization, a vacancy announcement for the post of Director, Administration and Finance (UNWTO/HHRR/VAC/11/DAFN/2026) with a closing date of 31 July 2026 was published during the period since the last Human Resources report to the Executive Council. Recruitment is ongoing for this key management post within the Organization.

9. In order to support the Organization's ongoing efforts to recruit staff from as wide a geographical basis as possible, the Human Resources Department is developing a series of career webinars focusing on developing outreach and increasing engagement with different regions. The Human Resources Department is in the process of organizing the first of a planned series of webinars, addressed specifically to the Africa region. Further information on this webinar will be

[2] Staff holding a fixed-term or indeterminate-duration appointment on the regular budget or extra-budgetary funds, under the Staff Regulations and Rules.

[3] Other personnel holding an appointment under the policies of the Organization or Junior Professional Officers hired under the framework agreement between UNDP and UN Tourism.

disseminated through the Organization's communication channels, with a focus on engaging with partners in the region.

Internship programmes

10. To enhance the professional growth of young individuals, the Organization continues to establish multiple partnerships with educational institutions to support the UN Tourism Internship Programme. It is important to note that the allocation of an internship position does not imply any assurance or entitlement to future employment within the Organization. Nevertheless, the programme offers a valuable opportunity for young individuals to gain insight into the principles and mandates of the Organization, which they can leverage in their prospective careers.

Capacity-building initiatives

11. Ongoing interest among Member States in the Organization's capacity-building initiatives allows tourism experts and officials from Member States to participate in the Secretariat's activities on a non-reimbursable basis for a specified period. This arrangement is formalized through a Memorandum of Understanding.

12. Member States are especially encouraged to utilize this option, particularly to provide additional human resources for the UN Tourism Headquarters in Madrid, Spain, the UN Tourism Regional Offices in Riyadh, Saudi Arabia, and Rio de Janeiro, Brazil, as well as the UN Tourism Regional Support Office for Asia and the Pacific in Nara, Japan.

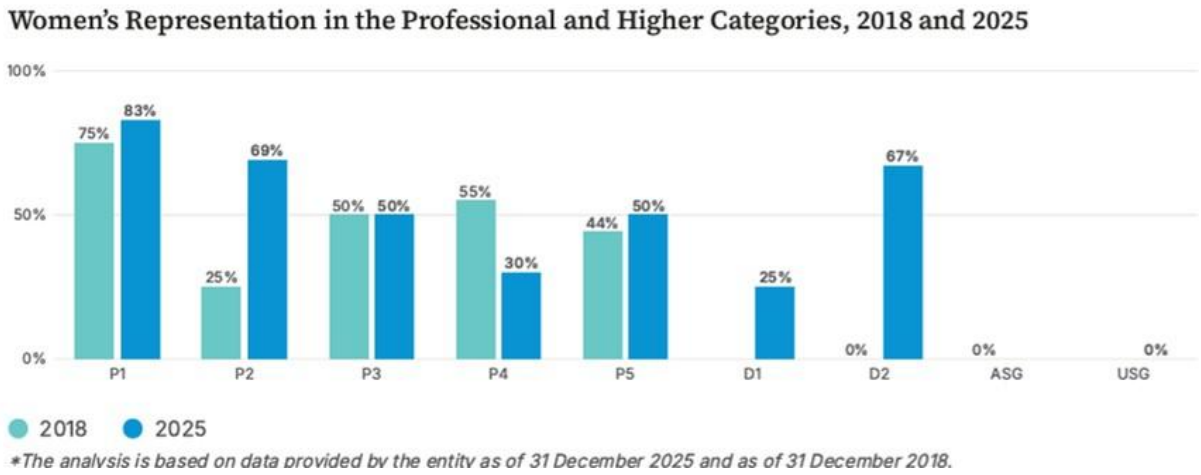
13. The Organization's Agreement with UNDP concerning the management of the UN-wide Junior Professional Officer programme continues to run successfully at UN Tourism. Interested Member States may place their young professionals at UN Tourism for 1-3 years by financing the post through this framework agreement.

B. Gender, diversity, and inclusion

UN System-Wide Action Plan for Mainstreaming Gender Equality and the Empowerment of Women

14. The Organization remains committed to implementing the United Nations System-Wide Action Plan (UN-SWAP) for mainstreaming gender equality and the empowerment of women. The UN SWAP 3.0 accountability mechanism currently in force has been established by the UN System Chief Executives Board for Coordination (CEB) and represents a strengthened framework aligned with the UN System-Wide Gender Equality Acceleration Plan (GEAP). In this regard, gender parity, or the equal representation of women, is considered for the purposes of UN-SWAP reporting, to be within the 47 % to 53 % margin. The 2025 reporting cycle marks the first full year of implementation of UN-SWAP 3.0, and as such, the 2025 results are not directly comparable with previous UN-SWAP cycles and constitute a new baseline against which institutional progress and course correction will be assessed over time.

15. In 2025, UN Tourism meets or exceeds 31% of the 18 UN-SWAP indicators, roughly half the percentage recorded across the UN system, exceeding requirements in results-based management performance indicators PI1 "Strategic Planning and gender-related SDG results" and PI3 "Achievement of gender-related SDG results". Moreover, compared with 2018 staff figures, in 2025 the representation of women increased at the P.1, P.2, P.5, D.1 and D.2 levels. Also, despite a decrease from 55% to 30% in the representation of women at the P.4 level, in 2025 gender parity has been reached across the Professional and higher levels as, overall, women represented 53.4% and men represented 46.6%, with the representation of women either reaching or surpassing 50% at the P.1 to P.3, P.5 and D.2 levels. At the same time, the strong representation of women at the P.1 to P.3 levels showcases a talent pipeline that may sustain gender parity at senior levels over time.



UN system-wide dashboard on gender parity

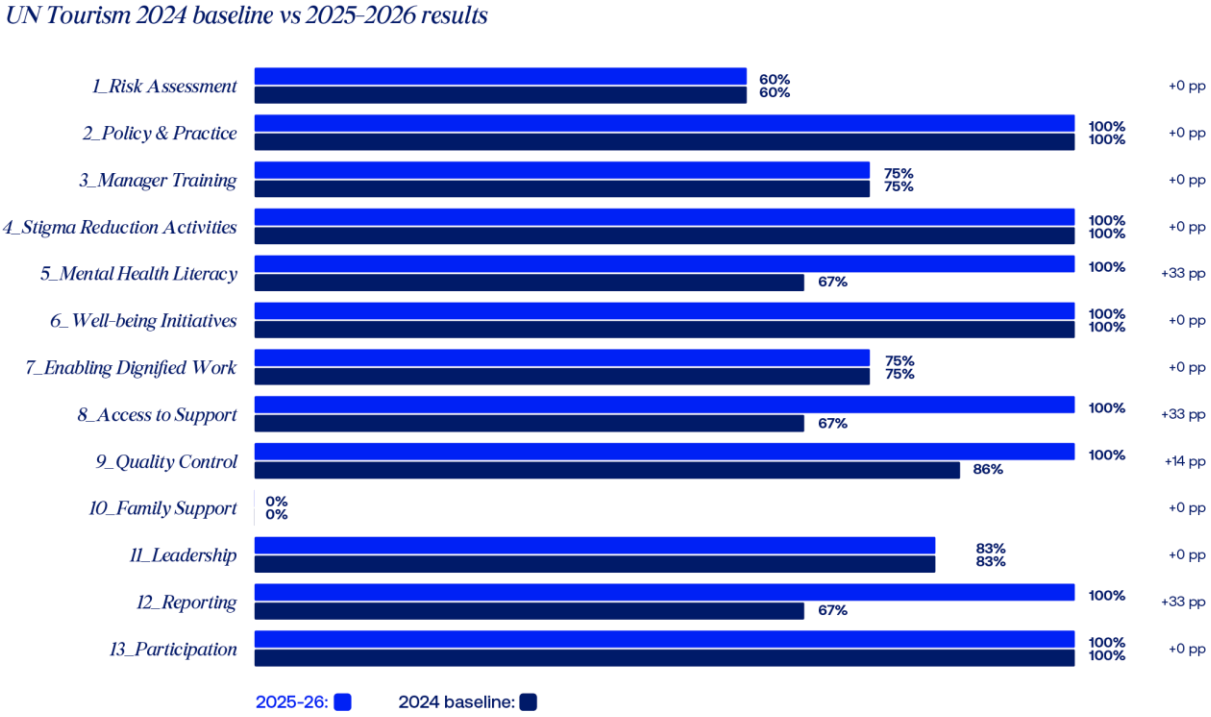
16. The Organization continues its active involvement in the UN system-wide dashboard on gender parity, supporting transparency efforts within the Organization and across the broader UN system.

C. Work-life balance, and health and well-being

17. UN Tourism continues to participate in the United Nations System Workplace Mental Health and Well-Being Strategy Implementation Board through its monthly participation in meetings and related best practices exchanges. Through this framework, the Organization is involved in the creation of system-wide thematic initiatives aimed at advancing workplace mental health and well-being across the United Nations system. In this regard, UN Tourism took part in the second yearly Strategy Scorecard exercise comprising thirteen key indicators through which the Organization's actions and initiatives to prevent and mitigate poor mental health and well-being, and promote and support mental health and well-being, are measured.

18. It is worth noting that Family Support appears as a new standalone indicator in the 2025–2026 cycle, and as such, when comparing the Organization's 2024 and 2025-2026 scores, the Family Support indicator is not being taken into account. Nevertheless, additional focus on this and the Enabling Dignified Work indicator would ensure more balanced and sustainable progress in the long term.

19. Notably, UN Tourism recorded a comparable Scorecard average of 91.1% in 2025-2026, compared with 81.7% in 2024, showcasing significant overall change and a result above the system-wide average, which continues to place UN Tourism at the forefront of shaping a workplace culture that prioritizes mental health and well-being. Significant improvements were recorded, as the Organization met or exceeded the UN system average across most indicators, achieving full compliance in eight indicators—double the number recorded in the previous Scorecard exercise, and demonstrating strong performance in Policy and Practice Mainstreaming, Stigma Reduction Activities, Mental Health Literacy, Well-being Initiatives, Leadership, Reporting, and Participation.



20. In addition, the Human Resources Department continues to facilitate training provision on a range of matters concerning the promotion of work-life balance and health and well-being. Training sessions are provided through the Organization's Staff Counsellor, whose role continues to focus on providing psychosocial support services to personnel and equipping them with tools tailored to their needs. This role remains essential for fostering the psychosocial well-being of the Organization's personnel.

21. In line with the Organization's commitment to addressing the good health and well-being of its personnel, developments on health topics and health-related management issues within the common system as well as more broadly in respect to best practice available, continue to be monitored by the Human Resources Department.

D. Learning and development

22. The Organization remains dedicated to nurturing learning and development initiatives aimed at enhancing the skills of its personnel. Learning and development needs are identified annually through a comprehensive needs assessment, conducted in consultation with supervisors and the Staff Association Committee. Training delivery continues to be offered throughout the year in a range of areas including language proficiency, competency-based interviews (CBI), computer literacy, project management, effective communication, conflict resolution, health and well-being, multicultural diversity and inclusion and team building, among others.

23. Additional training requirements will be mandated from all personnel particularly in the areas of prevention of harassment (including sexual harassment), and protection from sexual exploitation and abuse, to align with the requirements of the policies on these topics to be promulgated by the Organization.

E. Policy development

24. The finalization of policies on prevention of discrimination, harassment, including sexual harassment and abuse of authority, and on special measures for the protection from sexual exploitation and abuse, reaffirm the Organization's commitment to fostering a safe, respectful, and inclusive working environment. The Organization maintains a zero-tolerance approach to all forms of harassment, whether perpetrated by personnel or external parties, and will take appropriate action to ensure that such behaviour is addressed promptly and effectively. In this

regard, the Organization actively participates in related UN system inter-agency coordination initiatives.

25. Furthermore, the *Code of Conduct to Prevent Harassment, Including Sexual Harassment, at UN Tourism Events* which was circulated at the 126th session of the Executive Council, within the Human Resources Report (ref. CE/126/10) applies to any and all UN Tourism events—including meetings of the Governing Bodies, conferences, workshops, exhibitions, receptions, side events and any other forum organized, hosted or sponsored in whole or part by UN Tourism, wherever it takes place, and any event or gathering that takes place on UN Tourism premises whether or not UN Tourism is organizing, hosting, or sponsoring—and to all participants, whether attending or involved in any capacity therein.

26. Several further-policies are close to finalization, including policies on recruitment and selection, performance management, special post allowance, conversion of appointments from fixed-term to permanent, learning and development, contractual mechanisms for affiliate personnel, gender equality and the empowerment of women, and diversity and anti-discrimination measures. In parallel, the Organization recognizes the need to further strengthen safeguards around the application of human resources processes and related decision-making, including clear documentation, transparency, review of exceptional cases through the applicable procedures and implementation of corrective measures where legally required. This work is being taken forward in line with relevant OIOS recommendations and as part of the broader review of the Organization's human resources governance and accountability arrangements.

F. Audit of the human resources management function at UN Tourism

27. As announced in previous human resources reports, in 2023, the Office of Internal Oversight Services (OIOS) of the United Nations, conducted an audit of the human resources function at UN Tourism (2023/086). The audit aimed to evaluate the adequacy and effectiveness of governance, risk management and control processes pertaining to human resources management within UN Tourism. Spanning the period from January 2020 to May 2023, the audit encompassed a comprehensive examination of risk areas inherent in human resources management.

28. The status of recommendations arising from OIOS Audit 2023/086 is reported in detail in document CE/127/7. Given the significant constraints the Organization faces in terms of IT infrastructure and financial and human resources, which have had an impact on the achievement of the implementation by the desired deadline of 31 December 2025, the Organization is finalizing the remaining six open recommendations, which it expects to close in Q4 of 2026.

G. Surveys

29. As part of its continuous efforts to ensure transparency and adjust to ongoing needs, the Organization has participated in several UN system-wide surveys and initiatives in, inter alia, the areas of policies and practices to prevent and respond to sexual exploitation and abuse, the use of staff allowances, young talent and early career programmes, staff benefits and entitlements, recruitment policies and practices, gender parity, and health and well-being.

Madrid Local Salary Survey

30. As of the date of this report, preparations are underway for the Local Salary Survey to be conducted by the International Civil Service Commission (ICSC), in coordination with a Local Salary Survey Committee (LSSC), in November 2026. The purpose of the survey is to review the salaries of staff in the General Service category, with a view to ensuring that compensation remains aligned with prevailing local employment conditions and established ICSC methodology. The exercise involves collecting and analysing relevant salary and employment data from comparable employers in the local labour market to inform the determination of appropriate salary levels.

31. The Chief, Human Resources, as the Survey Coordinator, has been coordinating the establishment of the LSSC and undertaking the necessary preparatory work, including

benchmarking relevant job positions, collecting relevant information required for the survey, and preparing materials to support the subsequent data collection and analysis phases.

32. While background information on the local salary survey can be found in document CE/126/10, the Executive Council will be informed of progress on the current exercise at future sessions.

Cost-of-Living Survey

33. Information on the cost-of-living survey for staff in the Professional and higher categories, which is to be conducted by the International Civil Service Commission (ICSC) in the 4th quarter of 2026, was provided to the Executive Council at its previous session in document CE/126/10. The survey aims to assess changes in the cost of living at the duty station and their implications for the remuneration of staff in the Professional and higher categories, in accordance with the ICSC's established methodology.

34. The Chief, Human Resources, acting as coordinator for this exercise, has been undertaking the necessary preparatory work, including coordinating the establishment of the Local Survey Committee (LSC), as well as collecting information relevant to the preparatory phase of the exercise.

35. Further updates will be provided on this exercise at future sessions of the Executive Council.

Grievance management

36. Internal grievance channels operate in accordance with the Organization's Staff Regulations and Rules and applicable policies. Since the previous report to the Executive Council, including after the close of the reporting period provided in the present report, the Organization has received one appeal regarding an administrative decision from a staff member, which is being duly processed through the established appeals mechanisms in place.

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UN Tourism

Human Resources Statistics



As of 31 August 2026

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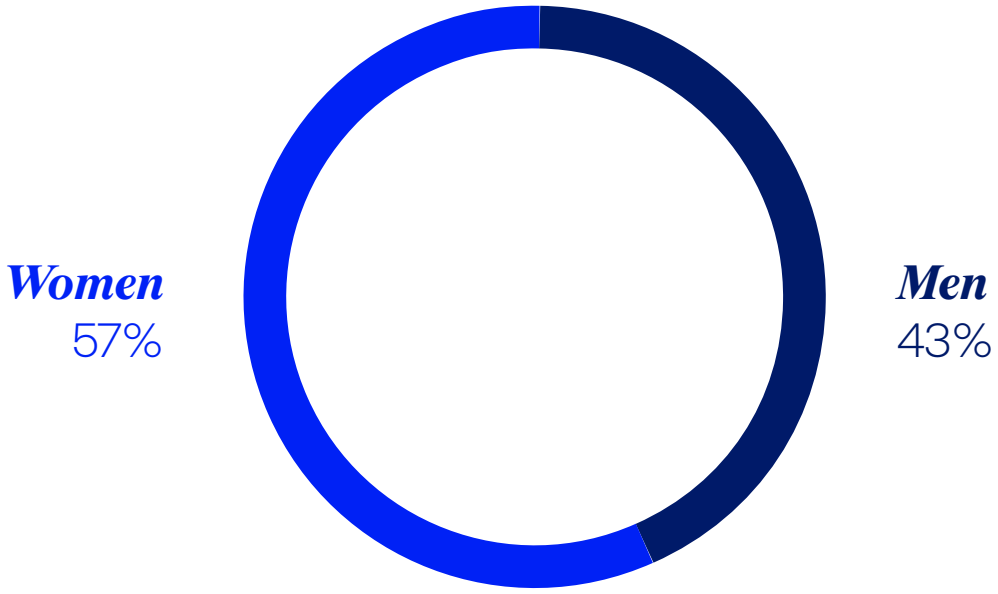
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Workforce at a Glance as of 31 August 2026

As of **31 August 2026**, the UN Tourism workforce is comprised of **266 people**.



	Total Workforce		Men		Women	
Core Workforce	Number	Percentage	Number	Percentage	Number	Percentage
Professional	60	23%	28	47%	32	53%
General Service	31	12%	12	39%	19	61%
TOTAL	**91**	**34%**	**40**	**44%**	**51**	**56%**

	Total Workforce		Men		Women	
Affiliate Workforce	Number	Percentage	Number	Percentage	Number	Percentage
Junior Professional Officers	1	1%	1	100%	0	0%
Officials on Loan	3	2%	2	67%	1	33%
Special Advisers	1	1%	1	100%	1	100%
Service Contract	128	73%	49	38%	79	62%
Interns	10	6%	2	20%	8	80%
Experts	32	18%	20	63%	12	38%
TOTAL	**175**	**66%**	**75**	**42,86%**	**101**	**57,71%**

Workforce* Distribution by Department as of 1 August 2025, 1 March 2025 and 31 August 2026

*Special Advisers and Experts are not included.

Core Workforce

Professional *General Service*

Affiliate Workforce

Junior Professional Officers (JPOs) *Officials on Loan* *Service Contract* *Interns*

Department	*Year*	*Number, Percentage & Type of Contracts*						*Total Workforce*	
Administration and Finance	Aug. 2025	0	1	0	0	1	0	**2**	1%
	Mar. 2026	0	1	0	0	1	0	**2**	1%
	Aug. 2026	0	1	0	0	1	0	**2**	1%
Affiliate Members and Public-Private Collaboration	Aug. 2025	1	1	0	0	6	0	**8**	3%
	Mar. 2026	1	1	0	0	7	0	**9**	4%
	Aug. 2026	1	1	0	0	7	0	**9**	4%
Budget and Finance	Aug. 2025	3	1	0	0	10	0	**14**	6%
	Mar. 2026	3	1	0	0	10	0	**14**	6%
	Aug. 2026	3	1	0	0	10	0	**14**	6%
Communications	Aug. 2025	1	1	0	0	5	1	**9**	4%
	Mar. 2026	1	1	0	0	4	0	**6**	3%
	Aug. 2026	1	1	0	0	4	0	**6**	3%
Conference Services	Aug. 2025	4	1	0	0	4	0	**9**	4%
	Mar. 2026	4	1	0	0	4	0	**9**	4%
	Aug. 2026	4	1	0	0	4	0	**9**	4%
Ethics, Culture and Social Responsibility	Aug. 2025	0	3	0	0	3	0	**6**	3%
	Mar. 2026	0	3	0	0	3	1	**7**	3%
	Aug. 2026	0	3	0	0	3	0	**6**	3%
Office of the Executive Director (ED Bayona)	Aug. 2025	1	0	0	0	2	1	**4**	2%
	Mar. 2026	1	0	0	0	4	0	**5**	2%
	Aug. 2026	1	0	0	0	3	0	**4**	2%
Office of the Executive Director (ED Liu)	Aug. 2025	1	1	0	0	0	1	**2**	1%
	Mar. 2026	1	1	0	0	0	0	**2**	1%
	Aug. 2026	1	1	0	0	0	0	**2**	1%
General Services	Aug. 2025	0	3	0	0	6	0	**9**	4%
	Mar. 2026	0	4	0	0	6	0	**10**	4%
	Aug. 2026	0	4	0	0	6	0	**10**	4%
Human Resources	Aug. 2025	1	1	0	0	8	0	**10**	4%
	Mar. 2026	1	1	0	0	8	1	**11**	5%
	Aug. 2026	1	1	0	0	8	0	**10**	4%
Information and Communication Technology	Aug. 2025	1	3	0	0	3	1	**8**	4%
	Mar. 2026	1	3	0	0	4	0	**8**	3%
	Aug. 2026	1	3	0	0	5	0	**9**	4%
Innovation, Education and Investments	Aug. 2025	3	0	0	0	13	0	**16**	7%
	Mar. 2026	3	0	0	0	8	1	**12**	5%
	Mar. 2026	3	0	0	0	12	0	**15**	6%

Core Workforce

Professional *General Service*

Affiliate Workforce

Junior Professional Officers (JPOs) *Officials on Loan* *Service Contract* *Interns*

Department	*Year*	*Number, Percentage & Type of Contracts*						*Total Workforce*	
Institutional Relations, Partnerships and Advocacy	Aug. 2025	4	0	0	0	2	2	**8**	3%
	Mar. 2026	4	0	0	0	3	0	**7**	3%
	Aug. 2026	4	0	0	0	4	1	**9**	4%
Office of Legal Affairs and International Standards	Aug. 2025	3	0	0	0	5	0	**8**	3%
	Mar. 2026	3	0	0	0	5	0	**8**	3%
	Aug. 2026	3	0	0	0	5	0	**8**	3%
Office of the Secretary-General	Aug. 2025	5	2	0	0	6	0	**13**	5%
	Mar. 2026	6	2	0	0	4	0	**12**	5%
	Mar. 2026	6	2	0	0	3	0	**11**	5%
Regional Department for Africa	Aug. 2025	4	0	0	0	4	0	**8**	3%
	Mar. 2026	2	0	0	0	4	0	**6**	3%
	Aug. 2026	2	0	0	0	5	0	**7**	3%
Regional Department for Asia and the Pacific	Aug. 2025	4	0	0	2	2	3	**11**	5%
	Mar. 2026	4	0	1	1	2	0	**8**	3%
	Aug. 2026	4	0	1	1	2	0	**8**	3%
Regional Department for Europe	Aug. 2025	2	0	0	1	4	2	**8**	3%
	Mar. 2026	2	0	0	0	3	1	**6**	3%
	Aug. 2026	2	0	0	0	5	0	**7**	3%
Regional Department for the Americas	Aug. 2025	1	2	0	0	1	0	**4**	2%
	Mar. 2026	0	2	0	0	2	4	**8**	3%
	Aug. 2026	0	2	0	0	1	1	**4**	3%
Regional Department for the Middle East	Aug. 2025	1	1	0	0	2	0	**4**	2%
	Mar. 2026	1	1	0	0	2	0	**4**	2%
	Aug. 2026	1	1	0	0	2	0	**4**	2%
Regional Office for the Americas	Aug. 2025	1	0	0	0	1	0	**2**	1%
	Mar. 2026	2	0	0	0	4	0	**6**	3%
	Aug. 2026	2	0	0	0	5	5	**12**	5%
Regional Office for the Middle East	Aug. 2025	5	1	0	0	18	3	**26**	11%
	Mar. 2026	5	1	0	0	22	3	**28**	12%
	Aug. 2026	5	1	0	0	22	3	**24**	10%
Security	Aug. 2025	1	0	0	0	0	0	**1**	0%
	Mar. 2026	1	0	0	0	0	0	**1**	0%
	Aug. 2026	1	0	0	0	0	0	**1**	0%
Statistics, Standards and Data	Aug. 2025	2	2	0	0	3	1	**9**	4%
	Mar. 2026	2	2	0	0	2	0	**6**	3%
	Mar. 2026	2	1	0	0	3	0	**6**	3%
Sustainable Tourism and Resilience	Aug. 2025	4	1	0	1	0	1	**7**	3%
	Mar. 2026	4	1	0	1	0	0	**6**	3%
	Aug. 2026	4	1	0	1	0	0	**6**	3%
International Development and Cooperation	Aug. 2025	3	2	0	0	4	1	**10**	5%
	Mar. 2026	1	2	0	0	3	4	**10**	4%
	Aug. 2026	3	2	0	0	4	1	**10**	4%

Core Workforce		*Affiliate Workforce*							
Professional	*General Service*	*Junior Professional Officers (JPOs)*	*Officials on Loan*	*Service Contract*	*Interns*				
Department	*Year*	*Number, Percentage & Type of Contracts*						*Total Workforce*	
Market Intelligence, Policies and Competitiveness	Aug. 2025	4	3	0	2	7	1	18	8%
	Mar. 2026	4	4	0	1	7	2	18	8%
	Aug. 2026	4	4	0	1	8	2	19	8%
Regional Support Office for Asia and the Pacific	Aug. 2025	1	0	0	0	0	0	1	0%
	Mar. 2026	1	0	0	0	0	0	1	0%
	Aug. 2026	1	0	0	0	0	0	1	0%
Total	Aug. 2025	61	31	1	6	119	18	238	100%
	Mar. 2026	60	32	1	3	123	11	230	100%
	Aug. 2026	60	31	1	3	128	10	233	100%

(*) Pursuant to an internal policy issued on 7 February 2025 regarding the roles, responsibilities, reporting lines, and coordination mechanisms for UN Tourism Regional Offices, and unless otherwise specified, personnel assigned to Regional Offices shall adhere to a dual reporting structure: (a) an operational reporting line to the Director of the respective Regional Office, which encompasses day-to-day management, task execution, and the timely delivery of results in accordance with the Office's mandate; and (b) a functional reporting line to the relevant supervisor at Headquarters, which pertains to technical guidance, professional development, and alignment with the Organization's policies, strategic objectives, and technical standards. In accordance with this policy, the personnel figures for March 2025 for the Regional Office for the Middle East have been updated accordingly.

Workforce* Movement Between 2 March 2026 and 31 August 2026

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included.

	Professional	*General Services*	*Service Contract*
Appointment	0	0	8
Retirement	0	0	0
Inter-Agency Transfer or Secondment	0	0	0
Separation	0	1	2
Promotion within Category	0	0	0
Promotion from General Services to Professional	0	0	0

Workforce* Comparison by Year, from 2022 to 2026

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included
**As of 31 December.

	2022**	2023**	1 April 2024	1 August 2024	1 March 2025	1 August 2025	1 March 2026	31 August 2026
Professional	54	57	55	58	59	61	60	60
General Service	38	32	30	30	30	31	32	31
Service Contract	89	96	105	112	113	119	123	128

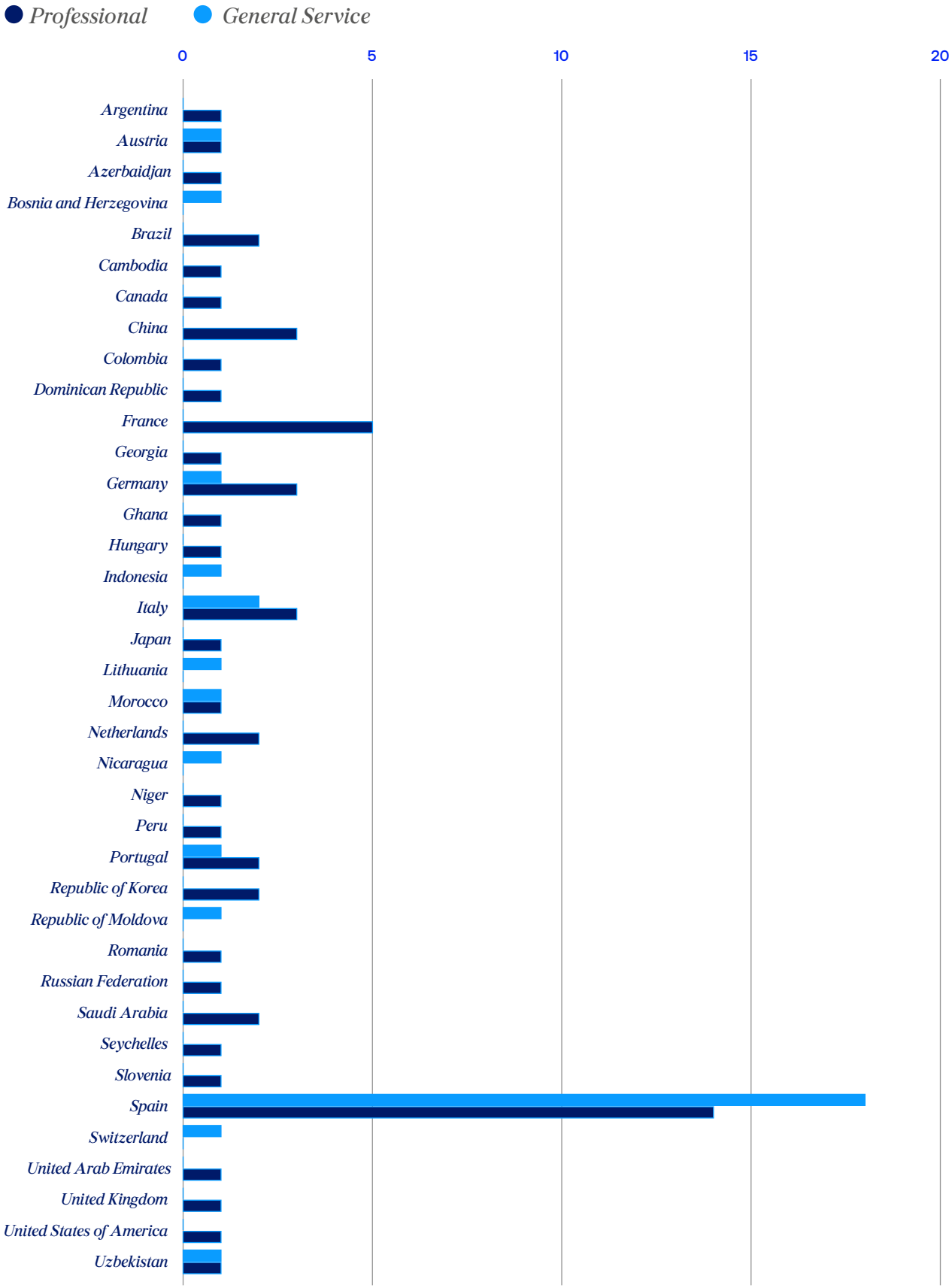
Workforce* Gender Parity, from 2022 to 2026

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included.
**As of 31 December.

● *Men* ● *Women*

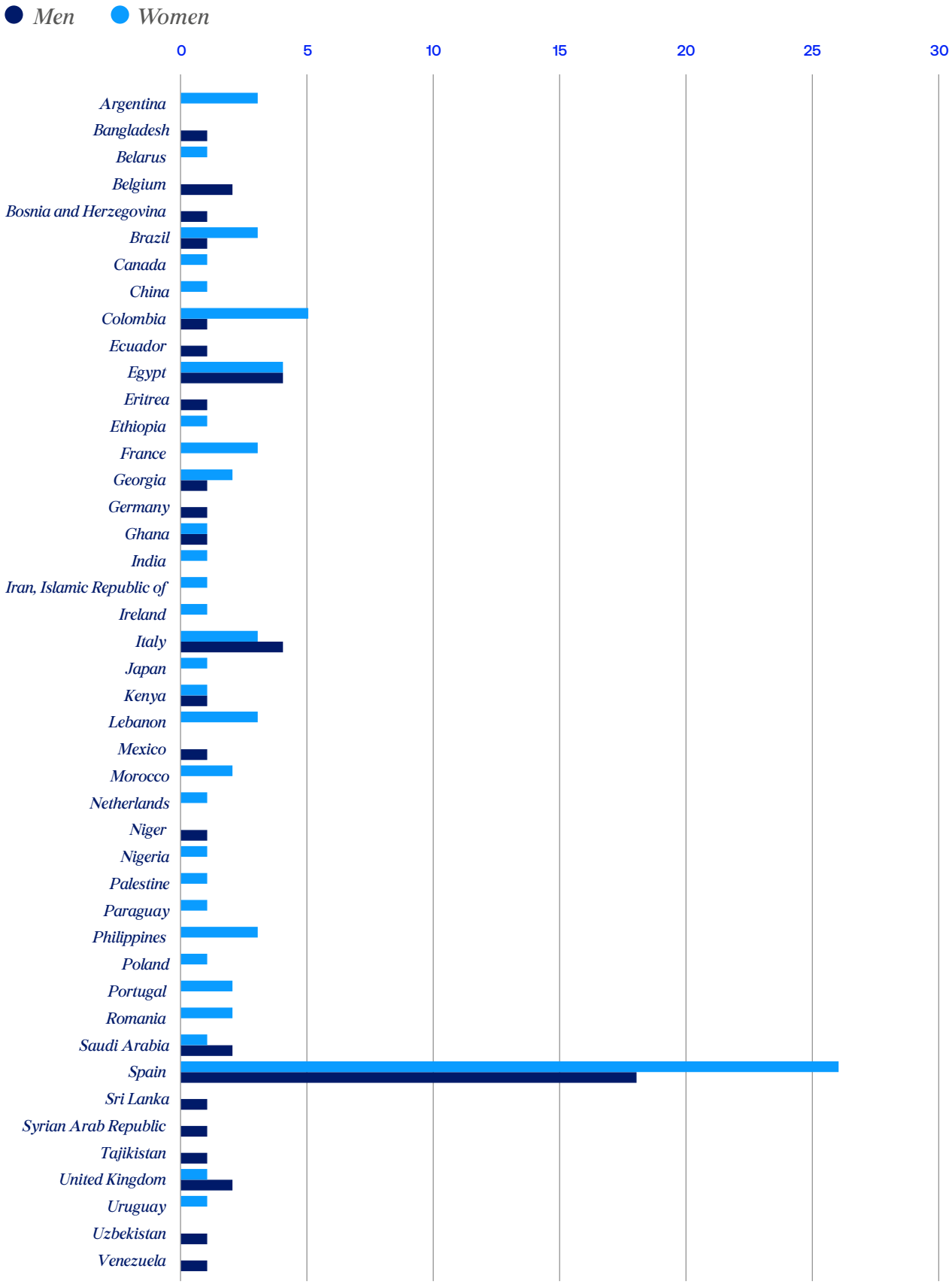


Core Workforce Distribution by Category and Nationality as of 31 August 2026



Affiliate Workforce* Distribution by Nationality and Gender of 31 August 2026

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included

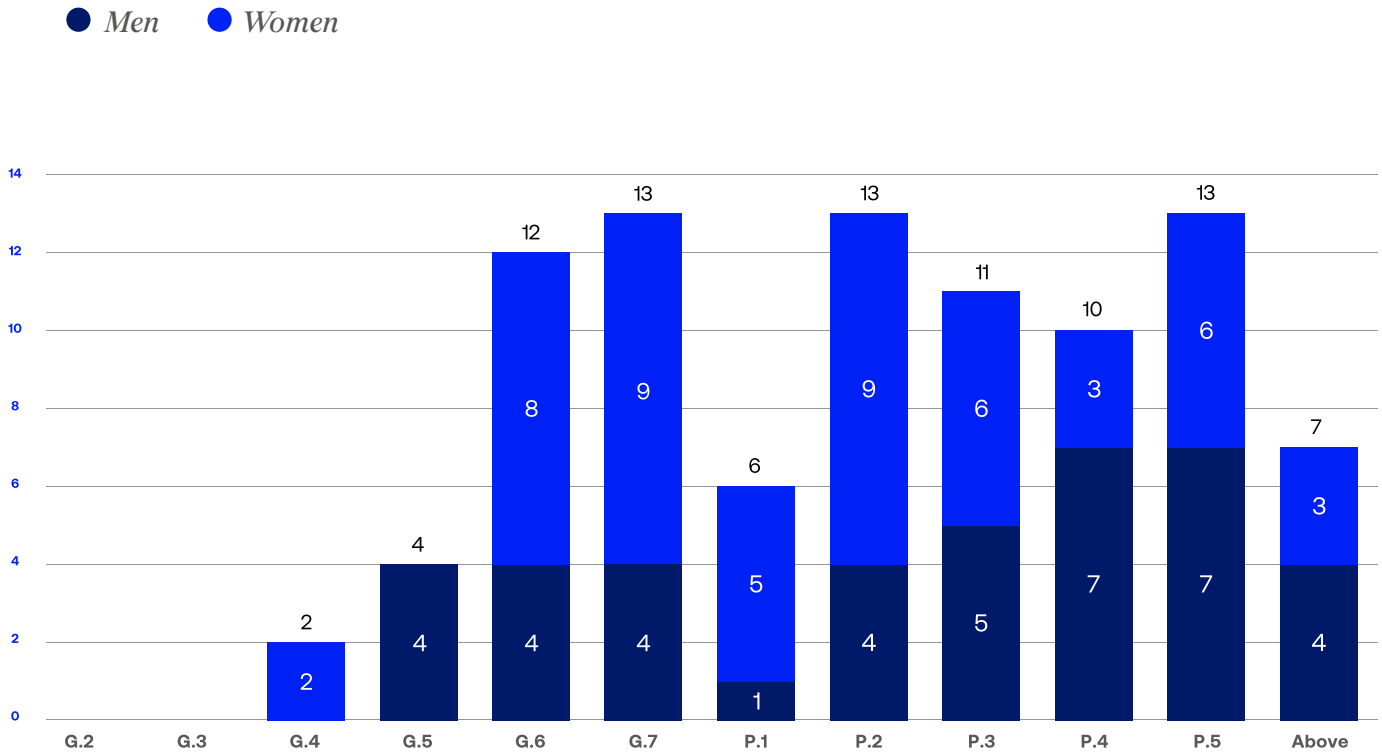


Core Workforce and Affiliate Workforce* Distribution by Region as of 31 August 2026

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included

	Africa	*Americas*	*Asia and the Pacific*	*Europe*	*Middle East*	*Total*
Professional	4	8	7	38	3	60
General Services	1	1	1	28	0	31
Service Contract	10	19	10	72	17	128

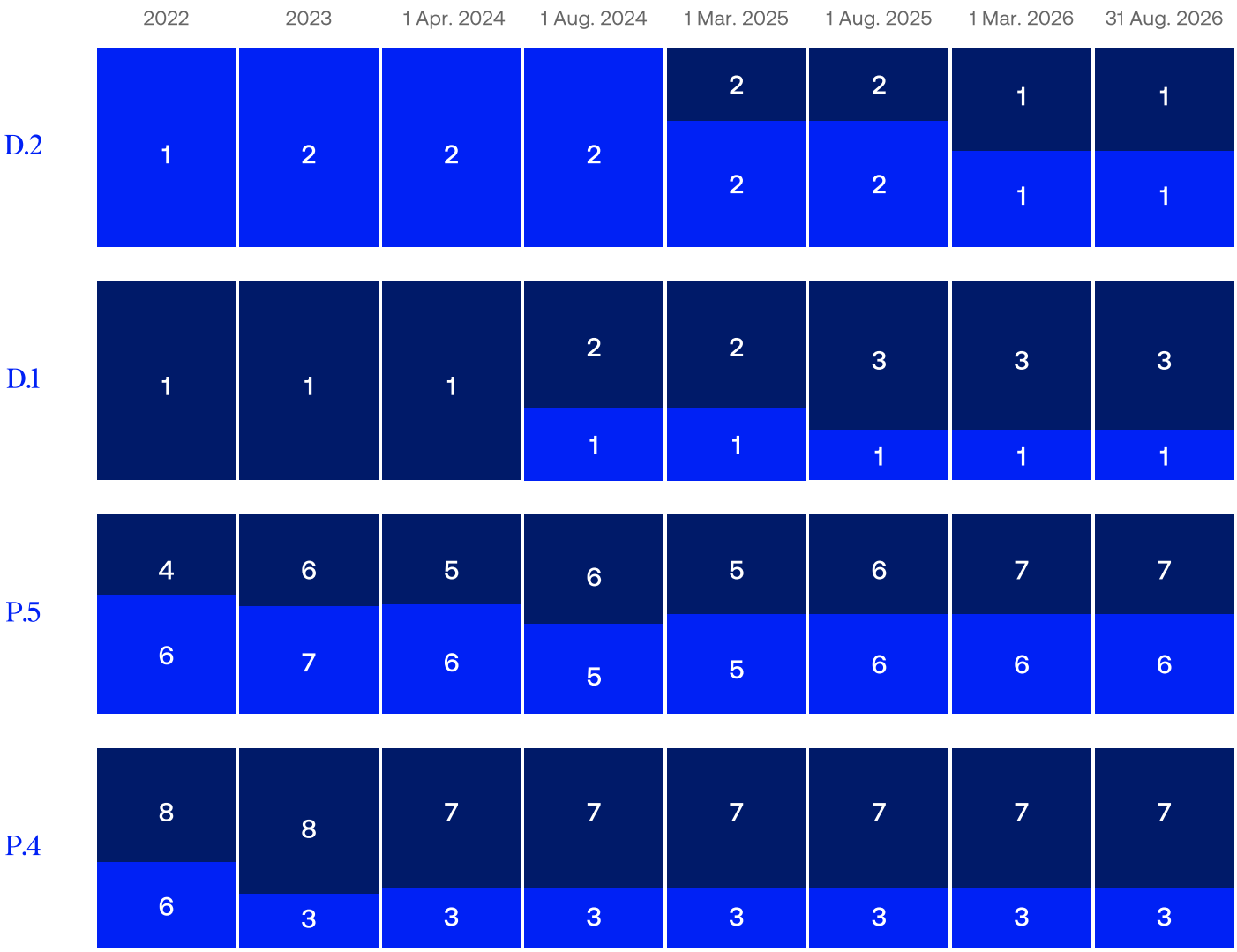
Core Workforce Distribution by Grade and Gender as of 31 August 2026



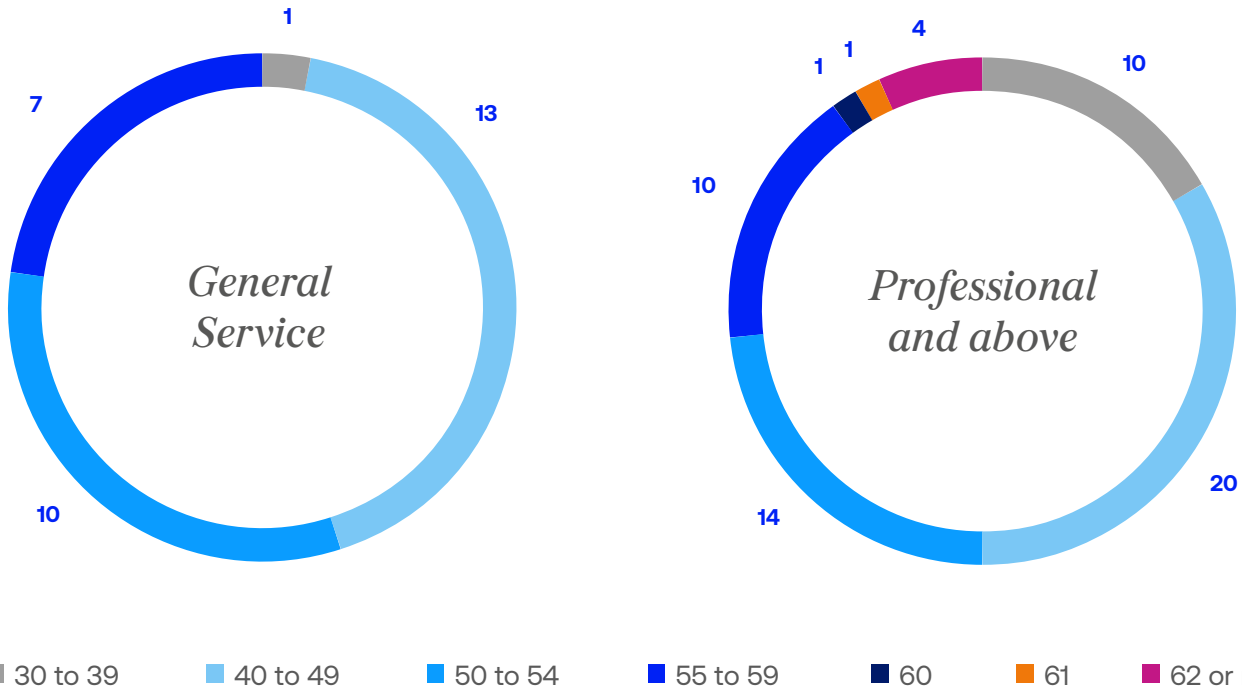
Gender Parity by Grade*, from 2022 to 2026

*Only grades from P.4 to D.2 are included

Men *Women*

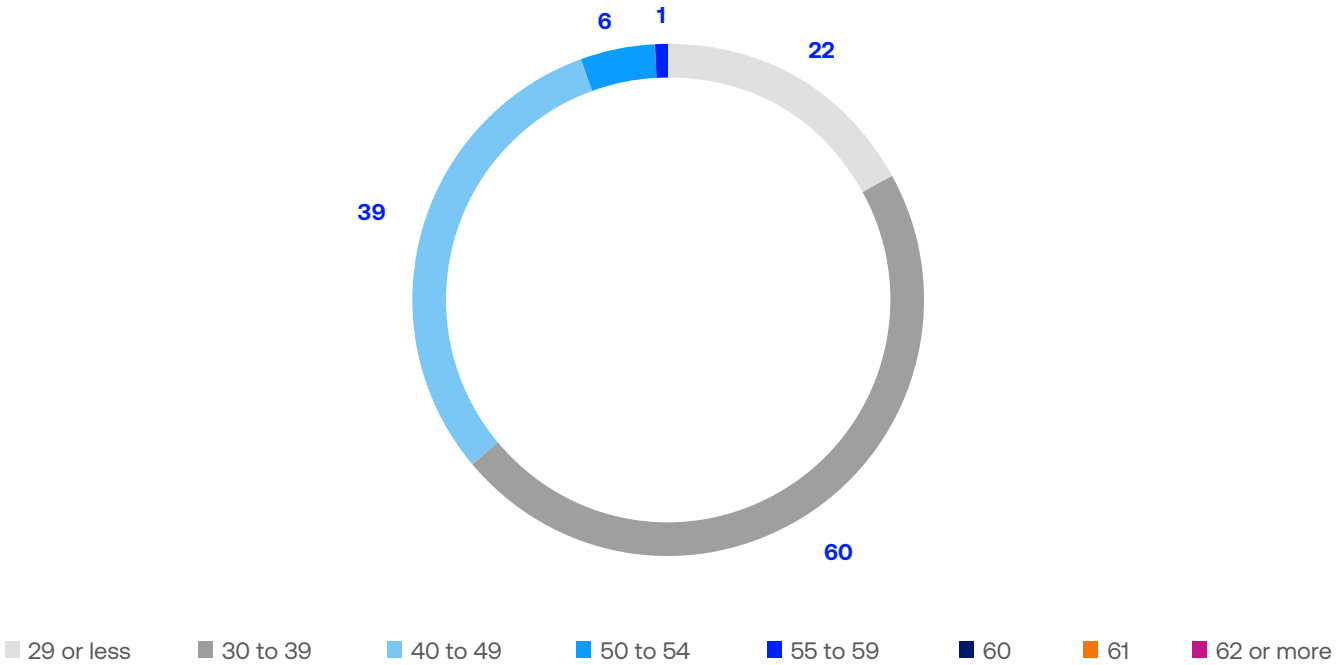


Core Workforce Distribution by Age and Category as of 31 August 2026



Affiliate Workforce* Distribution by Age as of 31 August 2026

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included.



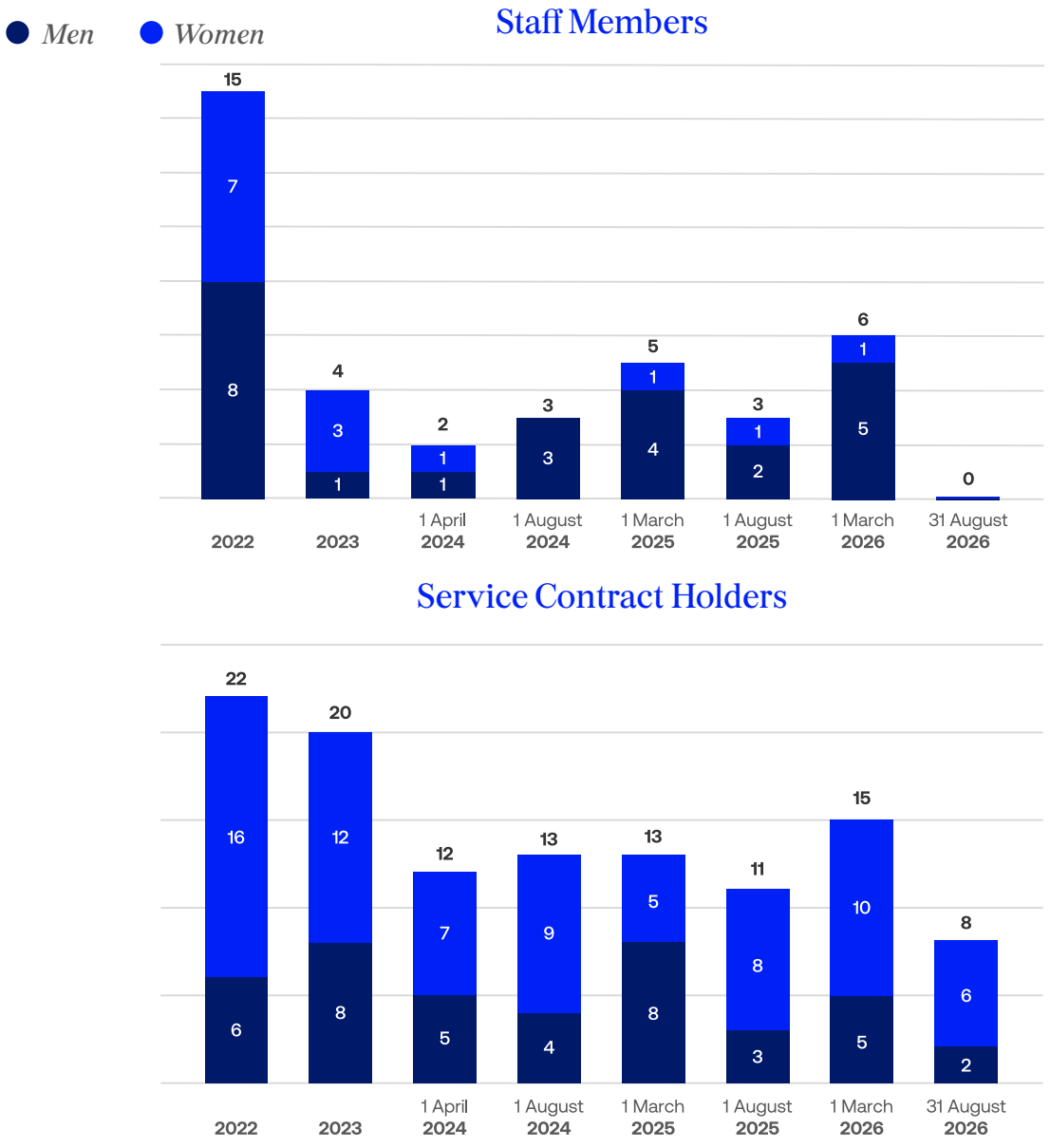
Number of Recruitments, from 2022 to 2026*

*From 2022 to 2023, as of 31 December.

	2022	2023	1 April 2024	1 August 2024	1 March 2025	1 August 2025	1 March 2026	31 August 2026
Professional and Above	11	4	2	2	4	2	4	0
General Service	4	0	0	1	1	1	2	0
Service Contract	22	20	12	13	13	11	15	8
Total	**37**	**24**	**14**	**16**	**18**	**14**	**21**	**8**

Number of Recruitments by Gender, from 2022 to 2026*

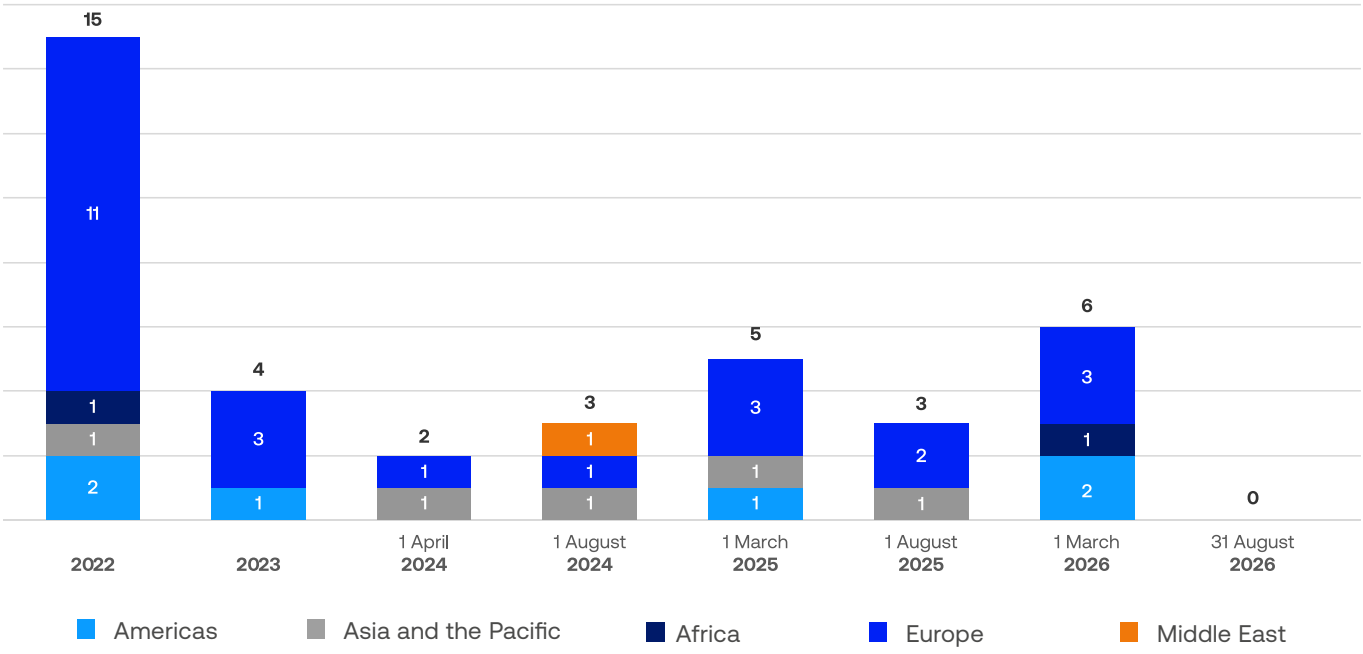
*From 2022 to 2023, as of 31 December.



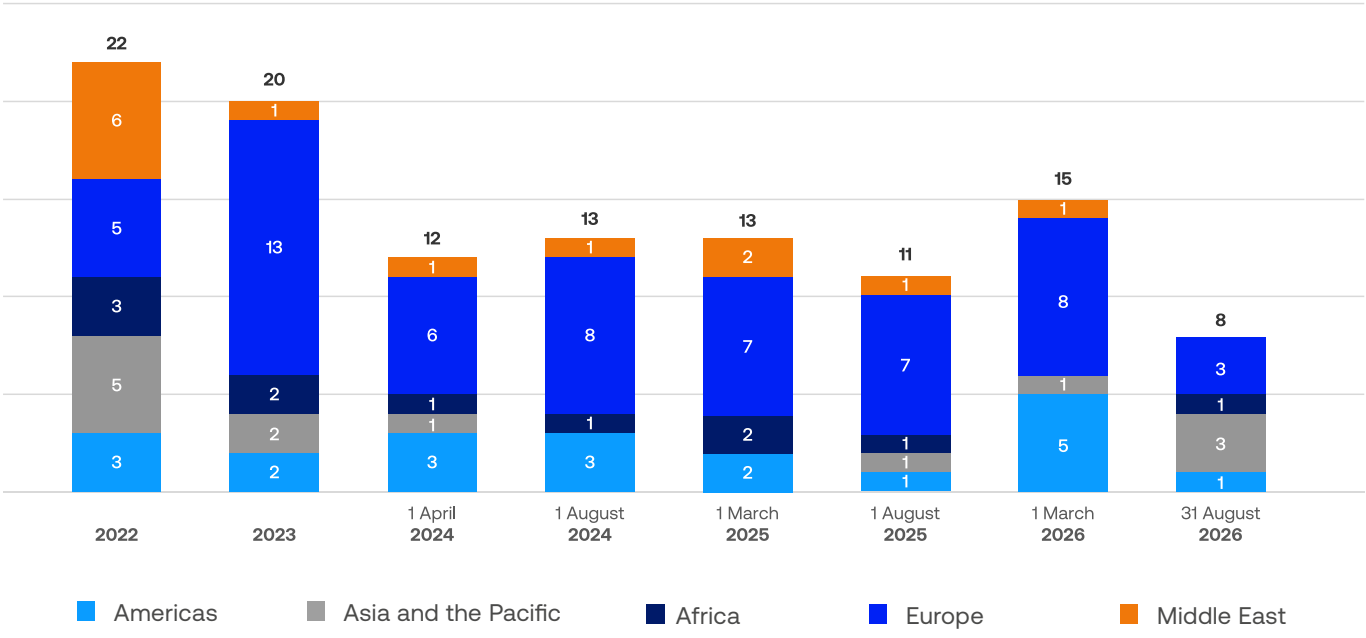
Number of Recruitments by Region, from 2022 to 2026*

*From 2022 to 2023, as of 31 December

Staff Members



Service Contract Holders



Workforce* Utilization of Flexible Working Arrangements (FWA) as of 31 August 2026

*Special Advisers and Experts are not included

	Number	% of eligible workforce as at 31 August 2026
Eligible workforce as at 1 March 2026	233	100%
Workforce utilizing telecommuting within the duty station since FWA implementation	165	71%
Workforce utilizing telecommuting outside the duty station since FWA implementation	206	88%