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Report of the International Civil Service Commission for 2024

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Report of the International Civil Service Commission for 2024



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Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Items addressed in the reports of the International Civil Service Commission for 2023 and 2024

In an effort to facilitate the anticipated simultaneous consideration by the General Assembly of the reports of the International Civil Service Commission for 2023 and 2024, a complete list of items addressed by the Commission during these two years is provided in the matrix below, with reference to the pertinent paragraphs of the present report, for 2024, and the report for 2023 (A/78/30). The summaries of the Commission's recommendations and of the financial implications that follow apply a similar approach, containing references to the reports for 2024 and 2023 and indicating, as appropriate, whether the recommendations from 2023 were revised or superseded in 2024.

<i>Topic</i>	<i>Paragraphs</i>	
	<i>Report for 2023 (A/78/30)</i>	<i>Report for 2024 (A/79/30)</i>
Organizational matters	1–7	1–7
Acceptance of the statute	1–3	1–3
Membership	4	4
Sessions held by the International Civil Service Commission and questions examined	5–6	5–6
Programme of work of the International Civil Service Commission for 2025–2026	N/A	7
Reporting and monitoring	8–28	8–34
Consideration of matters relating to the United Nations common system by the General Assembly at its seventy-eighth session	N/A	8–17
Monitoring of the implementation of decisions and recommendations of the International Civil Service Commission and the General Assembly	19–28	18–34
Resolutions and decisions adopted by the General Assembly at its seventy-seventh session relating to the work of the International Civil Service Commission	8–18	N/A
Conditions of service applicable to both categories of staff	N/A	35–135
Review of the standards of conduct: report of the working group	N/A	35–50
Key findings from the global staff survey on the conditions of service	N/A	51–76
Global staff survey on conditions of service: key findings on the Professional and higher categories	N/A	77–101
Diversity: monitoring of the age distribution of the workforce in the United Nations common system	N/A	102–135
Conditions of service of the Professional and higher categories	29–126	136–323
Diversity: monitoring of geographical diversity in the United Nations common system	N/A	136–167

<i>Topic</i>	<i>Paragraphs</i>	
	<i>Report for 2023 (A/78/30)</i>	<i>Report for 2024 (A/79/30)</i>
Diversity: monitoring of the implementation of existing gender policies and the achievement of gender parity in the United Nations common system	N/A	168–196
Base/floor salary scale	29–35	197–203
Evolution of the United Nations/United States net remuneration margin	46–52	204–211
Post adjustment issues: reports and agendas of the Advisory Committee on Post Adjustment Questions	53–64	212–227
Comprehensive review of the compensation package	87–107	244–323
Report of working group 1: comprehensive review of the compensation package	N/A	244–266
Report of working group 2: family/dependency-related elements, including the education grant	N/A	267–291
Report of working group 3: allowances and benefits relating to service in the field	N/A	292–323
Pensionable remuneration: review of the common scale of staff assessment	36–45	N/A
Post adjustment matters: report on the possibility of using external data for staff expenditure surveys and other pertinent items in the next round of cost-of-living surveys	65–75	N/A
Post adjustment matters: study on the feasibility and impact of establishing a separate post adjustment index for Bern	76–86	N/A
Children’s and secondary dependants’ allowances: response to General Assembly resolution 77/256 B	108–126	N/A
Conditions of service of the General Service and other locally recruited categories	127–135	324–329
Survey of best prevailing conditions of employment in Kingston	N/A	324–326
Survey of best prevailing conditions of employment in Rome	N/A	327–329
Study on the feasibility and impact of establishing a separate General Service salary scale for Bern	127–133	N/A
Security Officer category: conditions of service	134	N/A
National Professional Officers: conditions of service	135	N/A
Conditions of service in the field	136–227	330–344
Payment of amount in lieu of settling-in grant at category D and E duty stations that are not designated as non-family – adjustment of level (monitoring)	N/A	330–344

<i>Topic</i>	<i>Paragraphs</i>	
	<i>Report for 2023 (A/78/30)</i>	<i>Report for 2024 (A/79/30)</i>
Hardship classification methodology: study of best practices	136–153	N/A
Hardship allowance: review of level	154–168	N/A
Mobility incentive: review of level	169–190	N/A
Danger pay: review of level	191–212	N/A
Security evacuation allowance: review of level	213–227	N/A

Abbreviations

CCISUA	Coordinating Committee for International Staff Unions and Associations of the United Nations System
CEB	United Nations System Chief Executives Board for Coordination
COVID-19	Coronavirus disease
FAO	Food and Agriculture Organization of the United Nations
FICSA	Federation of International Civil Servants' Associations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
ITC	International Trade Centre
ITU	International Telecommunication Union
PAHO	Pan American Health Organization
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNOPS	United Nations Office for Project Services
UNISERV	United Nations International Civil Servants Federation
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UN Tourism	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

Glossary of technical terms

The glossary of technical terms can be found in a separate document on the website of the International Civil Service Commission at: <https://unicsc.org/Home/Library>.

Letter of transmittal

**Letter dated 16 August 2024 from the Chair of the International
Civil Service Commission addressed to the Secretary-General**

I have the honour to transmit herewith the fiftieth annual report of the International Civil Service Commission, prepared in accordance with article 17 of its statute.

I should be grateful if you would submit the present report to the General Assembly and, as provided in article 17 of the statute, also transmit it to the governing organs of the other organizations participating in the work of the Commission, through their executive heads, and to staff representatives.

(Signed) Larbi **Djacta**
Chair

Summary of 2023–2024 recommendations of the International Civil Service Commission that call for decisions by the General Assembly and the legislative organs of the other participating organizations

<i>Paragraph reference</i>		<i>Subject</i>
<i>2023 report</i>	<i>2024 report</i>	
		<p>A. Remuneration of staff in the Professional and higher categories</p> <p>1. Base/floor salary scale</p>
35 and annex III	203 (a) and (b) and annex XXVII	<p>The Commission recommends to the General Assembly, for approval with effect from 1 January 2025, the revised unified base/floor salary scale, as well as the updated pay protection points for the Professional and higher categories, as set out in annex XXVII to the present report, reflecting a 9.50 per cent adjustment, to be implemented by increasing the base salary and commensurately decreasing post adjustment multiplier points, resulting in no change in net remuneration. The recommendation reflects the compounded movement of the comparator salaries in the two-year period 2023–2024.</p>
		<p>2. Evolution of the United Nations/United States net remuneration margin</p>
52 (a) and annex V	211 (a) and annex XXVIII	<p>The Commission reports to the General Assembly that the margin between the net remuneration of United Nations officials in the Professional and higher categories in New York and that of officials in comparable positions in the United States federal civil service in Washington, D.C., was estimated at 116.9 for the calendar year 2024.</p>
		<p>3. Children’s and secondary dependants’ allowances: review of methodology and level</p>
125		<p>The Commission reiterates its recommendation to the General Assembly that, following a review of the feasibility of using a means-testing approach, as from 1 January 2024:</p> <p>(a) The child allowance be set at \$3,322 per annum;</p> <p>(b) The allowance for a child with disabilities be set at \$6,644 per annum;</p> <p>(c) The secondary dependants’ allowance be set at \$1,163 per annum;</p> <p>(d) At hard-currency duty stations, the United States dollar amount of the allowances, as established in subparagraphs (a) and (b) above, be converted to the local currency using the official United Nations exchange rate as at the date of promulgation and remain unchanged until the next biennial review;</p> <p>(e) The dependency allowances be reduced by the amount of any direct payments received by staff from a Government in respect of dependants;</p> <p>(f) Any transitional measures remaining in effect as a result of the revised methodology of 1 January 2009 would be discontinued in accordance with the Commission’s earlier decision to discontinue such transitional measures upon the completion of two review cycles (A/63/30, para. 129 (d)).</p>

<i>Paragraph reference</i>		
<i>2023 report</i>	<i>2024 report</i>	<i>Subject</i>
		4. Education grant: review of level
	243 (a)	The Commission recommends to the General Assembly, as of the school year in progress on 1 January 2025, the revised sliding reimbursement scale and the boarding lump sum as shown in paras. 243 (a) (i) and (ii), respectively.
		5. Payment of amount in lieu of settling-in grant at category D and E duty stations that are not designated as non-family – adjustment of level (monitoring)
	344 (a)	The Commission recommends to the General Assembly the continuation of the pilot programme until the conclusion of the comprehensive review of the compensation package.

Summary of recommendations of the International Civil Service Commission to the executive heads of the participating organizations

<i>Paragraph reference</i>		<i>Subject</i>
<i>2023 report</i>	<i>2024 report</i>	
		Conditions of service of the General Service and other locally recruited categories
		1. Survey of best prevailing conditions of employment in Kingston
324–326 and annex XXXII		As part of its responsibilities under article 12, paragraph 1, of its statute, the International Civil Service Commission conducted a survey of best prevailing conditions of employment for the General Service staff in Kingston and recommended the resulting salary scales to the executive heads of the Kingston-based organizations, as set out in annex XXXII.
		2. Survey of best prevailing conditions of employment in Rome
327–329 and annex XXXIII		As part of its responsibilities under article 12, paragraph 1, of its statute, the International Civil Service Commission conducted a survey of best prevailing conditions of employment for the General Service staff in Rome and recommended the resulting salary scale to the executive heads of the Rome-based organizations, as set out in annex XXXIII.

Summary of financial implications of the 2023–2024 decisions and recommendations of the International Civil Service Commission for the United Nations and other participating organizations of the common system

<i>Paragraph reference</i>		<i>Subject</i>
<i>2023 report</i>	<i>2024 report</i>	
		A. Remuneration of staff in the Professional and higher categories
		1. Base/floor salary scale
32 and annex III	200 (a) and (b) and annex XXVII	The financial implications associated with the Commission's recommendation to increase the base/floor salary scale, as set out in annex XXVII to the present report, were estimated at approximately \$5.263 million per annum system-wide.
		2. Children's and secondary dependants' allowances: review of methodology and level
124		The financial implications arising from the proposed methodology were estimated at \$16.20 million per annum system-wide.
		3. Education grant: review of level
	243 (a)	The financial implications of granting a 5.14 per cent increase for the sliding reimbursement scale and an 8.37 per cent increase in the boarding lump sum, as of the school year in progress on 1 January 2025, were estimated at \$1.95 million and \$1.45 million per annum, respectively, system-wide.

Chapter I

Organizational matters

A. Acceptance of the statute

1. Article 1 of the statute of the International Civil Service Commission, approved by the General Assembly in its resolution [3357 \(XXIX\)](#) of 18 December 1974, provides that:

The Commission shall perform its functions in respect of the United Nations and of those specialized agencies and other international organizations which participate in the United Nations common system, and which accept the present statute.

2. To date, 16 organizations have accepted the statute of the Commission and, together with the United Nations itself and its funds and programmes, participate in the United Nations common system of salaries and allowances.¹ One other organization, although not having formally accepted the statute, participates fully in the work of the Commission.² Therefore, 28 organizations, agencies, funds and programmes (hereinafter “organizations”) cooperate closely with the Commission and apply the provisions of its statute.

3. Following the amendments approved by the General Assembly, in its resolution [77/256 A](#) of 30 December 2022, to articles 10 and 11 of the ICSC statute, the governing bodies of the member organizations are in the process of accepting those amendments. A list of organizations that have notified the Secretary-General in writing of their acceptance of the amendments, in accordance with article 1.3 of the statute, can be found in annex III to the present report.

B. Membership

4. The membership of the Commission for 2024 is as follows:

Chair:

Larbi Djacta (Algeria)* (Chair)***

Vice-Chair:

Boguslaw Winid (Poland)*** (Vice-Chair)**

Members:

Andrew Bangali (Sierra Leone)***
 Xavier Bellmont Roldán (Spain)***
 Claudia Angélica Bueno Reynaga (Mexico)**
 Spyridon Flogaitis (Greece)**
 Igor Golubovskiy (Russian Federation)*
 Misako Kaji (Japan)**
 Pan-Suk Kim (Republic of Korea)*
 Ali Kurer (Libya)***
 Jeffrey Mounts (United States of America)**
 Shauna Olney (Canada)**
 João Vargas (Brazil)***

¹ ILO, FAO, UNESCO, ICAO, WHO, UPU, ITU, WMO, IMO, WIPO, IAEA, UNIDO, UN Tourism, the International Seabed Authority, the International Tribunal for the Law of the Sea and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization.

² IFAD.

Xiaochu Wang (China)*
El Hassane Zahid (Morocco)*

- * Term of office expires 31 December 2024.
** Term of office expires 31 December 2025.
*** Term of office expires 31 December 2026.

C. Sessions held by the International Civil Service Commission and questions examined

5. The Commission held two sessions in 2024: the ninety-seventh, held at United Nations Headquarters in New York, from 5 to 15 March; and the ninety-eighth, held at FAO in Rome, from 15 to 26 July 2024.

6. At those sessions, the Commission examined issues that derived from decisions and resolutions of the General Assembly and from its own statute. A number of decisions and resolutions adopted by the Assembly that required action or consideration by the Commission are discussed in the present report.

D. Programme of work of the International Civil Service Commission for 2025–2026

7. The programme of work of the Commission for 2025–2026 is contained in annex I.

Chapter II

Reporting and monitoring

A. Consideration of matters relating to the United Nations common system by the General Assembly at its seventy-eighth session

8. The Commission had before it a note by its secretariat on the consideration by the General Assembly at its seventy-eighth session of two items relating to the common system: (i) the 2023 annual report of ICSC; and (ii) the review of the jurisdictional set-up of the United Nations common system. Although neither ICSC nor its secretariat were directly involved in the preparation or presentation of the report on the jurisdictional set-up, which was led by the United Nations, the details of its consideration by the Assembly, given its possible impact on the work of ICSC, were also included in the note.

9. Regarding the Commission's annual report, the General Assembly, despite the numerous clarifications on various subjects received both orally and in writing, and extensive deliberations, decided to take no action on it. This meant that items falling under article 10 of the ICSC statute, such as the adjustment of the base/floor salary scale and the adjustment of the children's and secondary dependants' allowances, remained pending until revisited by the Assembly at a later date. For those items falling under article 11 (b) of the statute, such as the adjustment to the levels of the hardship allowance, mobility incentive and danger pay, their implementation proceeded as decided by the Commission effective 1 January 2024. With regard to the other items contained in the annual report, such as the comprehensive review of the compensation package, post adjustment and all other subjects, the work proceeded as agreed by the Commission, in accordance with its statute and its programme of work.

10. Regarding the review of the jurisdictional set-up of the United Nations common system, it was recalled that the review had been initiated following a series of final judgments issued by the International Labour Organization Administrative Tribunal, which set aside the payment of post adjustment amounts calculated in accordance with post adjustment multipliers established by ICSC for Geneva in 2017. In 2019, the General Assembly adopted resolution [74/255 B](#), in which it noted with concern the challenge of having two independent administrative tribunals with concurrent jurisdiction among the common system organizations and requested the Secretary-General to conduct a review of the jurisdictional set-up of the common system and submit the findings of the review and recommendations to the Assembly. Three reports were prepared by the Secretary-General on the jurisdictional set-up of the United Nations common system: [A/75/690](#), [A/77/222](#) and [A/78/154](#). Following its consideration of the second report ([A/77/222](#)), the Assembly, in its resolution [77/257](#), invited the Secretary-General to complete the work on the outstanding legal and practical aspects pertaining to the jurisdictional set-up of the United Nations common system and decided that the Secretary-General should conclude the review of the jurisdictional set-up of the United Nations common system by 31 December 2023.

11. After considering the third and final report of the Secretary-General on the matter ([A/78/154](#)) at its seventy-eighth session, the Assembly decided to take no action on it, which, in the view of the Secretary-General, brought the review to a conclusion. The Secretary-General did, however, point out in his report that, "leaving the issue unaddressed would echo past failed efforts to resolve the challenges inherent in having two independent tribunal systems" (*ibid.*, para. 76 (e)).

Discussion in the Commission

12. The Human Resources Network of CEB and all three staff federations took note of the document. While the Human Resources Network had no further comments or observations, staff federations expressed concern over the lack of action by the General Assembly on items relating to the common system. FICSA acknowledged with gratitude the implementation of items falling under article 11(b) of the Commission's statute and emphasized the importance of vigilance and oversight concerning those items. FICSA considered the action taken by the Commission to be proactive and a testament to the Commission's commitment to addressing crucial aspects of the compensation package. The staff federations expressed disappointment that, once again, the review of the children's and secondary dependants' allowances had been deferred.

13. The Commission thanked the Chair and the Vice-Chair for their work in ensuring a productive dialogue with Member States. At the same time, many members expressed concern that the General Assembly had taken no action on the common system-related items. They expressed hope that the Assembly would be in a position to revisit the pending items under article 10 of the ICSC statute and provide guidance at its next session.

14. The Commission was informed that, while there had been occurrences in the past when the General Assembly had taken no action on at least some of the common system-related items or had deferred its consideration to the resumed session,³ in 2023, no action had been taken on the Commission's report as a whole. Without questioning the reasons for such a decision, some Commission members indicated that, should the lack of an Assembly resolution become more common, that could have more serious implications for the cumulative adjustment of base/floor salaries as well as for other items falling under article 10 of the ICSC statute. In that regard, particular concern was expressed about the lack of action on the adjustment of the children's and secondary dependants' allowances. The base level of those allowances had been frozen for 12 years, despite the significant steps taken by the Commission and the secretariat to address the concerns of the Assembly, including by improving the methodology and better explaining the justification for and implications of various options.

15. While most members were disappointed that there had been no decision on the Commission's report, some considered that the lack of action was not a reflection on the work of the Commission. Several members stressed that, while the Commission's recommendation needed to await the approval of the General Assembly, its decisions under article 11 should be implemented by organizations without delay. While the Assembly had full authority over the Commission as its subsidiary body, members also pointed out that, to ensure the success of the Commission's work, it was important to maintain a constructive dialogue between the Commission and Member States, and to ensure that the Commission obtained clear and consistent guidance from the Assembly.

16. Lastly, regarding the review of the jurisdictional set-up of the common system, while members of the Commission were pleased that the ICSC statute had been revised to prevent the post adjustment issues from recurring, some members expressed concern that the risks inherent in the current jurisdictional set-up remained unresolved, which could result in possible inconsistencies in the judgments issued by the two independent tribunals on other issues. Others considered that, given the

³ See General Assembly resolution 59/268, in which the Assembly deferred its decision on one part of the Commission's report for the year 2004 (A/59/30, vol. II), concerning the report of the Panel on the Strengthening of the International Civil Service, and took it up at its sixty-first session (see Assembly resolution 61/239); and Assembly resolution 60/248 (sect. XI) and decision 61/551 A, in which the Assembly decided to defer to its resumed sixtieth session several agenda items, including the Commission's report for the year 2005.

significant step taken in amending the statute to clarify the Commission's jurisdiction, along with the more robust post adjustment methodology and the ongoing role of the stakeholders in the process, recourse to the tribunals was less likely.

Decision of the Commission

17. The Commission:

(a) Reaffirmed its commitment to working closely with the General Assembly to ensure a strong, unified and sustainable common system;

(b) Underlined that receiving guidance from the General Assembly was critical for the work of the Commission;

(c) Resolved to continue monitoring the potential impact on and risks to the common system of the current jurisdictional set-up.

B. Monitoring of the implementation of decisions and recommendations of the International Civil Service Commission and the General Assembly

18. The Commission considered a note by its secretariat on the implementation of the decisions and recommendations of the Commission (under article 17 of its statute) and the General Assembly. A questionnaire had been disseminated by the secretariat to gather relevant information, to which 24 common system organizations had responded.⁴

19. The latest information provided by the organizations on the implementation of the new parental leave framework approved by the Commission in 2022 (A/77/30, para. 92) is shown in annex II to the present report and information on the adoption of the amendments to the ICSC statute decided upon by the General Assembly in its resolution 77/256 A is shown in annex III.

20. In its annual report for 2023, the Commission had informed the General Assembly of its decisions under article 11 (b) of its statute to revise the levels of the hardship allowance, mobility incentive and danger pay for both internationally and locally recruited staff.

21. On the hardship allowance, the Commission had decided, inter alia, to confirm its previous decision taken in 2022 (A/77/30, para. 219) of granting a 3.1 per cent increase for the hardship allowance, but with effect from 1 January 2024 (A/78/30, para. 168 (a) and annex VI).

22. The Commission had also decided, inter alia, to reaffirm its decision to confirm the amounts in the mobility incentive matrix as shown in table 2 of its report, with effect from 1 January 2024 (ibid., para. 190 (a)).

23. The Commission had further decided, inter alia, to update the level of danger pay for internationally recruited staff to \$1,698 per month with effect from 1 January 2024 and to update the monthly level of danger pay for locally recruited staff with effect from 1 January 2024 (ibid., para. 212 (a) and (b)).

24. Information on the implementation of the aforementioned decisions on the revised levels of the hardship allowance, mobility incentive and danger pay, as shown in annex IV, was provided to the Commission. All organizations to which these entitlements were relevant (i.e. those with staff in field offices) had implemented the revised rates in accordance with the Commission's decisions.

⁴ IMO, the International Seabed Authority, UNIDO, UPU and WMO did not respond.

Discussion in the Commission

25. The Human Resources Network took note of the report.

26. FICSA welcomed the implementation of the new parental leave framework and its adoption by the majority of organizations. The decision of many of them to implement the parental leave framework retroactively as of 1 January 2023 was equally appreciated. The fact that a few organizations were still to implement the new framework was deemed cause for concern. FICSA also welcomed the implementation of new levels of hardship allowance, mobility incentive and danger pay, noting that they were long overdue. Such entitlements ensured the competitive edge of the United Nations in attracting staff to serve in difficult or dangerous locations. As such, FICSA anticipated that all organizations would implement the revised levels shortly.

27. CCISUA thanked the Commission for its report and highlighted that, in addition to the recommendations mentioned, the issue of harmonizing leave days between holders of temporary appointments and those holding fixed-term or continuing appointments to 2.5 days for all was a recurrent request from staff and should be followed up with the General Assembly.

28. UNISERV took note of the information provided, including on the new parental leave roll-out and the revised levels for hardship allowance, mobility incentive and danger pay. UNISERV stated that the information on actions taken by the organizations on human resources issues of interest to the Commission were of great interest to UNISERV. Their categorization into essential thematic areas, such as recruitment, retention and selection, career development, and staff well-being and duty of care allowed UNISERV to actively monitor all efforts across the system to enhance staff well-being and engagement.

29. The Commission noted the progress made by the common system organizations on the implementation of the new parental leave framework and the amendments to the ICSC statute approved by the General Assembly since the previous update in 2023.

30. The Commission was informed that the FAO Council had endorsed the recommendations of the Committee on Constitutional and Legal Matters regarding the proposal to amend the ICSC statute, and the FAO Conference, which met every two years, was expected to take action on the issue at its next meeting in 2025. The Commission also noted that while IFAD had not accepted the ICSC statute, it participated in the work of the Commission in accordance with the relevant personnel arrangements specified in the ICSC statute.⁵

31. With regard to parental leave, the Commission was encouraged by the progress made but expected the remaining organizations to take action to fully implement the new parental leave framework. In that regard, UNESCO clarified that the organization had implemented the full provisions of the new parental leave framework with effect from 1 January 2023 through interim measures, pending formal approval by its governing body. The Commission also noted the request by the General Assembly in resolution [77/256 B](#) for an assessment and review of the implementation of the parental leave framework, with a detailed analysis of utilization data, staff satisfaction, expenditures, the incentive function of the new framework and its impact on the workforce in the common system, in particular in terms of job attractiveness and workforce retention. A report by the Commission on that request was scheduled for submission to the Assembly at its eightieth session.

32. Regarding the retroactive implementation of the parental leave framework, the Commission noted that many organizations had applied the provisions to staff who

⁵ See ICSC/1/Rev.3, p. 26.

were on parental leave as of 1 January 2023 and not just those who had become parents on or after that date. Some Commission members expressed the need for consistency in the retroactive implementation of any revisions to elements of the compensation package, regardless of whether such revisions constituted an improvement over existing provisions. Some other Commission members noted that it was ultimately the Commission or the General Assembly that specified the timelines and the modalities for implementation whenever any provisions of the compensation package, monetary or otherwise, were revised.

33. Some members of the Commission expressed concern regarding the lack of a General Assembly resolution in 2023 on United Nations common system matters. In reviewing the information on other human resources actions taken by the organizations that had been provided for its information, some Commission members took note of the actions taken regarding remote working arrangements. The Commission further noted that the issue of any adjustments to compensation-related elements would be considered in the respective working groups in the context of the ongoing comprehensive review of the compensation package. Other Commission members noted the important initiatives that had been taken by organizations in relation to diversity and addressing discrimination, harassment and abuse of authority.

Decisions of the Commission

34. The Commission decided to:

- (a) Take note of the information presented;
- (b) Request the organizations that had not yet done so to accept and implement the amendments to its statute as decided by the General Assembly in resolution [77/256](#) A without further delay;
- (c) Request the organizations that had not yet done so to implement the new parental leave framework fully without any further delays, in accordance with its decision in 2022 ([A/77/30](#), para. 92).

Chapter III

Conditions of service applicable to both categories of staff

A. Review of the standards of conduct: report of the working group

35. In 2012, the Commission decided to recommend the updated version of the standards of conduct for the international civil service to the General Assembly for its approval. The Commission further decided that, after approval by the Assembly, it would request organizations to implement the revised standards of conduct as of 1 January 2013 (see [A/67/30](#), paras. 71 and 72 (a)). The General Assembly, in its resolution [67/257](#), approved, with effect from 1 January 2013, the revised standards of conduct for the international civil service.

36. In 2022, at its ninety-fourth session, the Commission decided to undertake a revision of the standards of conduct to ensure that they continue to meet the needs of the organizations, and to form a working group, composed of members of the Commission and representatives of the organizations and staff federations, to examine the current ICSC standards of conduct and make proposals for their revision (see [A/77/30](#), para. 69). To assist in the review, a technical representative from the Ethics Panel was invited to participate in the working group.

37. The working group completed its review over the course of four meetings that took place between November 2022 and April 2024. The Commission was provided with reports on the progress of the working group subsequent to each of its meetings. The working group submitted a report containing, inter alia, the proposed revised standards of conduct to the Commission at its ninety-eighth session. Upon the conclusion of the working group's last meeting, the proposed revised standards were also sent to the Office of Legal Affairs of the United Nations for any comments from the perspective of the legal framework of the United Nations. The comments received from the Office of Legal Affairs on the proposed revisions to the standards, based on the legal framework of the United Nations Secretariat, were also submitted to the Commission as a conference room paper for its consideration.

Discussion in the Commission

38. The Human Resources Network acknowledged the excellent support of the ICSC secretariat in preparing for, conducting and documenting the work of the working group over the course of the review. As the ICSC standards of conduct for the international civil service were a crucial ethical and values-based that reflected the underpinnings of the international civil service and served to guide behaviour and conduct, the review was a good opportunity to consider a range of challenges that were being addressed by the organizations, including combating sexual harassment, protecting whistleblowers and addressing racism. The environment in which organizations operated was also evolving; it was characterized by more decentralization and delegation of authority, which needed to go hand in hand with adequate accountability levels, and the increased desire of staff to engage in and express themselves in political processes, including through social media. All those topics had been diligently discussed by the working group and the Network agreed that the proposed revised standards reflected excellent progress.

39. The Network noted that the Office of Legal Affairs had provided comments on the draft revised standards on the basis of the legal framework of the United Nations Secretariat. Given the diversity of legal and governance arrangements in the common system, the Network requested that the legal offices of the other participating organizations be given the same opportunity to provide their comments on that important matter. Following that process, the Network was confident that the

secretariat could reflect any further proposed revisions to the standards, as needed, in consultation with all stakeholders as appropriate. The Network looked forward to finalization of the revised standards in the coming months.

40. FICSA expressed appreciation for the exercise as an opportunity for reflection on the working culture in the international civil service, its social standing and how it was expected to interact with its environment. Noting the cultural sensitivities and the challenging task of balancing needs and expectations, FICSA reflected on the drafting process and noted the challenges in finding language that respected those cultural sensitivities, addressed difficult realities and made profound assertions on behaviour and custom. As a result, FICSA considered the outcome of the working group and the language contained in the final draft provided in the report to be a paramount achievement. FICSA attributed that success to the contributions of the Ethics Panel, the staff of the ICSC secretariat and the honesty and resoluteness of the deliberations. FICSA requested the Commission to ensure that additional contributions were not included without an appropriate consultative process. Otherwise, FICSA agreed with the recommendations and timelines and supported continuous feedback and monitoring.

41. CCISUA appreciated that the working group had covered some difficult topics, with a range of views being expressed, as the revised standards of conduct addressed areas of human resources policy and private life that were also dealt with in other policies, forums or mechanisms. CCISUA recalled that the standards were intended to be codified in policy and to be legally binding on staff. They should therefore be consistent with existing organizational policy. CCISUA took note of the comments from the Office of Legal Affairs, many of which could provide useful clarity, while some shed new light and prompted reflection. Regarding some other specific comments from the Office of Legal Affairs, the views of CCISUA were aligned with the revisions proposed by the working group. On certain proposed provisions, CCISUA expressed in strong terms the need for more clarity owing to the vague language used and the potential implications for staff members, given the legal status of the standards. Nevertheless, CCISUA stood ready to address those specific issues in greater detail when they were considered by the Commission prior to the adoption of the final proposed standards. CCISUA added that commentary should not be included, as the standards of conduct should be self-explanatory.

42. UNISERV expressed appreciation for the efforts that had gone into the development of the revised standards and hoped that they would promote an organizational culture that strengthened accountability and maintained the independence of the international civil service while safeguarding the human rights and well-being of staff. UNISERV took note of the comments by the Office of Legal Affairs on the standards, but their scope was limited to the legal framework of the United Nations Secretariat. The standards should not be limited by existing legal frameworks but should instead be transformative and fit for the future of the system. UNISERV stated that the compatibility of staff behaviour with the standards should be viewed holistically, taking an informed view of human and moral psychology as well as cultural sensitivities. While it was incumbent on international civil servants to adhere to the standards, that was often fraught with difficulty. Systemic factors such as trust and perceived safety significantly affected behaviour. Individual responsibility should be balanced with collective and institutional responsibility, which had been shown to be significant for promoting ethical behaviour.

43. UNISERV noted that staff with ethical dilemmas looked to the standards and sought assistance from their organizations. Staff expected the organizations to be cognizant of the complexities inherent in the international civil service in today's volatile world. Therefore, it was paramount that the organizations promoted trust and dialogue and cultivated the necessary understanding and flexibility, when warranted.

UNISERV cautioned against a literalist reading of the standards as rules rather than principles, a reading that in the federation's view was relatively prevalent among colleagues at every level and could lead to a punitive approach that defeated the purpose of the standards.

44. The Commission expressed appreciation for the substantial work that had gone into the review and the full, cordial and collaborative participation of all members of the working group in addressing the range of issues considered. The Commission understood that the ICSC standards of conduct had played a central role in the common system since their compilation in 1954, as they served, *inter alia*, as a behavioural and ethical guide for the international civil service and appealed to the highest ideals as espoused in the Charter of the United Nations.

45. The Commission noted that the proposed revisions to the standards had been submitted to the Office of Legal Affairs for its comments and for the identification of any revisions that might be contrary to the legal frameworks of the United Nations common system organizations or present any risks or difficulties in their implementation.

46. Some members of the Commission were of the view that, given the time that had passed since the previous review and the importance of the proposed revised standards, which addressed and clarified several important issues, they should be implemented expeditiously, taking into account the comments received from the Office of Legal Affairs. They were also of the view that the representatives of the organizations and staff federations that had been fully engaged in the review through their participation in the working group had had ample time and opportunity to consult with other stakeholders in their organizations over the course of the review. Those members were therefore willing to review the proposed revisions and move forward immediately. Nevertheless, they also expressed openness to receiving comments from the legal offices of the other United Nations common system organizations, given the cooperative spirit that had prevailed thus far in the course of the review.

47. A Commission member was of the view that the document needed further revision to increase the chances of its adoption by the General Assembly. He proposed deleting any references to domestic violence, since the meaning of that term was not defined anywhere in the document and, in general, the legislative frameworks of Member States varied greatly on the issue. As the Commission member had previously suggested, at the ninety-seventh session, the topic of countering xenophobia should be included, in addition to racism, since xenophobia had a broader meaning that also covered hatred on national, religious and any other grounds. The member stated that he would distribute to members of the working group his other inputs for their consideration.

48. Some Commission members noted the relatively short time frame between the final meeting of the working group and the Commission's session, which had left no time for wider consultation on the legal guidance. While the Commission appreciated the comments of the Office of Legal Affairs, it considered it best to allow all remaining legal offices of the common system organizations to review the proposed revisions to the standards and provide their comments. The Commission could then review the proposed revised standards, taking into account the comments of all other legal offices of the common system organizations alongside those of the Office of Legal Affairs, which were specific to the legal framework of the United Nations Secretariat.

49. Having considered the views of all the organizations and staff federations, the Commission as a whole agreed that it would be in the best interests of all stakeholders to ensure that the proposed revised standards had the fullest confidence of all of the organizations and their staff.

Decisions of the Commission

50. The Commission decided:

(a) To postpone consideration of the report of the working group to its ninety-ninth session;

(b) To request its secretariat to inform all the legal offices of the United Nations common system other than the Office of Legal Affairs of the United Nations of the final deadline of 31 October 2024 to present any comments on the proposed revised standards of conduct, taking into account the comments of the Office of Legal Affairs of the United Nations, for review and decision by the Commission at its ninety-ninth session.

B. Key findings from the global staff survey on conditions of service

51. As part of the previous review of the United Nations common system compensation package for internationally recruited staff members, the Commission conducted a global staff survey in 2013, with the primary purpose of seeking staff views on the compensation package. When the results were presented, in 2014, the Commission requested its secretariat to continue to undertake staff surveys in the future (A/69/30, para. 49 (c)).

52. In its resolution 77/256 B, the General Assembly requested the Commission to conduct a system-wide survey to assess factors affecting workplace retention and to submit the results and analysis of the survey to the Assembly at its seventy-ninth session. At the Commission's ninety-sixth session, a progress report on the global staff survey was presented to apprise the Commission of the status of the preparatory work for the survey, the next steps and the road map going forward. In line with the project timeline, given the swift action taken regarding the consultation process, the survey target launch date in the last quarter of 2023 was met.

53. When the Commission launched the global staff survey in the latter part of 2023, it noted that the analysis of the results would also factor into the comprehensive review of the compensation package that was mandated by the General Assembly in its resolution 76/240.

54. The 2023 global staff survey was open to all categories of staff in all locations, to obtain their perspectives in the areas of compensation and broader conditions of service. It was organized by the ICSC secretariat and carried out by an external human resources management company specializing in survey design to guarantee the confidentiality and anonymity of the responses, as well as to ensure the requisite technical expertise and data integrity. Since the survey built upon the previous 2013 and 2019 surveys, the secretariat engaged the same company for the 2023 exercise to save time and costs. The comparability of data between the 2019 and 2023 surveys as well as a comparison of the results with those of the consulting firm's benchmark group, comprising 30 international non-governmental organizations, were deemed important for the analysis.

55. In terms of design, the survey, available in English, French and Spanish, included questions related to: (a) engagement; (b) overall views about current compensation; (c) joining and recruitment; (d) retention; (e) mobility; (f) allowances and benefits; and (g) career progression and performance. The survey also included two open-ended questions in which respondents could provide their comments, opinions and suggestions about the current compensation system.

56. To ensure a useful response rate for the 2023 survey, a target of at least 30,000 respondents or a 30 per cent response rate was set by the Commission for credibility

and representativeness, with the aim of achieving an even higher rate than the 23,000 responses in 2019. A total of 35,396 responses of a possible 130,275 were received, resulting in a response rate of 27 per cent, which represented an increase from the 21 per cent response rate in 2019. Non-staff, who selected “other” as their grade (1,135 responses), were removed from the analysis, bringing the final sample size to 34,261 responses. In terms of the breakdown of respondents, 51 per cent were men, 49 per cent were women and less than 1 per cent identified in another way. Concerning staff categories, 42 per cent were in the Professional and higher categories, 39 per cent were General Service, 15 per cent were National Professional Officers, 3 per cent were Field Service and 1 per cent were in related categories, including Trades and Crafts, Security Service, Language Teachers, Public Information Assistants and Tour Coordinators. Overall, 70 per cent of respondents were between 36 and 55 years of age, with about 14 per cent in the 18 to 35 age group and 16 per cent aged 56 years or older.

57. As part of the 2023 survey, the ICSC secretariat incorporated the element of multilingualism, with a view to gaining some insight into this issue and the diversity of languages used among the United Nations global workforce. Results show that 44 per cent of all respondents can confidently use two languages, 43 per cent can use three or more confidently and 13 per cent can use only one language confidently. The respondents collectively know more than 375 languages. The 10 most frequently used languages, as indicated by the respondents, are English, French, Spanish, Arabic, Italian, German, Russian, Kiswahili, Portuguese and Hindi. English is predominant, with 94 per cent of respondents selecting it, followed by French (37 per cent), Spanish (22 per cent) and Arabic (12 per cent).

58. A highlight of the lessons learned from the survey was the robust communication and outreach strategy established by the ICSC secretariat and its collaborative work with designated focal points from organizations and with the external company. The results of the 2023 global staff survey yielded a wealth of data that can be further mined and analysed. It provides useful insight into the perceptions of respondents about the United Nations compensation system and may be useful when shaping the issues and priorities in the ongoing work of the Commission in the comprehensive review of the compensation package and in ongoing policy issues. The key findings from the survey, with respect to the whole sample, were presented to the Commission at its ninety-seventh session and a full report on the whole sample would be prepared and made available to all stakeholders. Some highlights from the key findings report are presented in annex V to the present report.

Discussion in the Commission

59. The Human Resources Network was pleased to note the increased participation rates of the recent global staff survey compared with prior ICSC surveys, which were the result of good collaboration between the ICSC secretariat, organizations and staff federations on its roll-out. The survey had resulted in a wealth of additional information that merited further specific analysis going forward, and it was of great importance to ensure that staff views were taken into account following such an extensive exercise and to be able to communicate that transparently once the comprehensive compensation review had concluded. The Network noted with satisfaction that staff in the United Nations common system continued to be thoroughly committed to the work and goals of the United Nations, and 9 in 10 people were proud to work for their organization, which mirrored the results of the previous global staff survey conducted five years prior. As known from consultations with the executive heads and the human resources directors of the organizations, as well as the discussions in working group 1, the major concern was the competitiveness of the organizations, in other words, the ability to attract and retain qualified staff so that the respective organizational goals could be pursued as mandated by Member States.

The Network observed with some concern that fewer than 4 in 10 people who had taken the survey thought that the compensation package was competitive, compared with similar organizations outside the United Nations common system. That was even more worrying when considering that, for more than 8 in 10 people, the salary and the benefits were an important factor in applying for their job, and for 6 in 10 people, those two factors combined were the main factors in their consideration to leave the organization. In addition, the Network noted that it was difficult, if not impossible, to know why desirable candidates chose not to apply for vacancies. A continuing cause for concern was the fact that many staff believed that the compensation system was not easily understood, even though some comfort was taken in the fact that about two thirds of staff understood why allowances existed and how the basic elements of the package were determined. That also meant that more work ought to be done in terms of further simplification and communication to staff and prospective candidates. With those points in mind, the Network expressed interest in gaining a better understanding of where and how the Commission planned to use the survey results during the comprehensive compensation review. In that context, given that the ongoing review was examining the compensation package for internationally recruited staff members only, a specific request was made for further analysis to be conducted on responses received from that population, namely, the 42 per cent of respondents who were staff in the Professional and higher categories. In conclusion, the Network extended its appreciation to the ICSC secretariat in advance for sharing the disaggregated data with each of the organizations so that they could benefit from the insights that the data would provide and in order to facilitate cross-agency benchmarking.

60. FICSA thanked the ICSC secretariat for its efforts regarding the 2023 global staff survey in terms of its roll-out, administration, data collection and analysis. The efforts to reach a wider audience through communication and outreach were also commended. Acknowledging the importance of the global staff survey as a crucial tool for soliciting feedback and insights from the international civil service workforce, FICSA recalled, however, that the survey was but one tool to assess the current mood and motivational levels of staff and to gauge the level of understanding of compensation and the regulatory set-up. The survey sample of 35,396 responses and the 27 per cent response rate were seen as a solid foundation for analysing the survey results effectively and ensuring credibility and representativeness. The success of the survey was attributed to a combination of efforts undertaken by staff representative bodies, administrations and the ICSC secretariat to solicit participation, as well as the appetite of staff to see progressive changes happening within the system. The survey could thus be considered a success story in terms of transparent communication and meaningful engagement with staff. To continue that success, the Commission was called upon to provide comprehensive and accessible information on key findings, trends and proposed actions arising from the survey responses. Open and transparent communication to staff on how their engagement was valued could likely increase response rates for future surveys. Dialogue and inclusive staff participation would ensure that the outcomes of the global staff survey translated into tangible improvements in working conditions, organizational culture and the overall cohesion of the United Nations common system. Concerning the data, FICSA noted the wealth of data now available as well as the need to analyse and interpret it prudently. FICSA reminded the Commission of the investment of both time and effort made by staff in contributing to the survey. It was therefore only fair that the data collected should be used to make informed decisions on the overall improvement of conditions of service. In terms of engagement, FICSA noted that trust and pride were still major motivating factors to join the international civil service. Belief in and dedication to the mandates of the organizations were equally powerful drivers of commitment. However, FICSA called for a cautious approach when interpreting those figures. The survey reflected an equally important need to better

communicate the methodologies governing the compensation package and increase understanding of its value, intent and purpose. Other emerging issues included the widening gap between internationally and locally recruited staff, talent retention, recruitment challenges and the volatility of institutional knowledge. All those concerning issues should remind stakeholders that the trust staff had placed in the institutions required continuous renewal. Relying solely on the reputation and standing of the United Nations in terms of staff engagement would therefore be a crass oversimplification of the results. FICSA was confident that the survey had yielded enough indicators for necessary improvements, such as finetuning benefits and allowances, encouraging career advancement and incentivizing performance. FICSA would thus welcome a strategy on how those indicators would be addressed over time. In closing, FICSA assured the Commission of the Federation's commitment to inclusivity, meaning allowing a meaningful integration of staff perspectives and priorities into decision-making processes at all levels. That commitment would extend to working cordially and professionally with the Commission and all other stakeholders to ensure the meaningful application of the global staff survey.

61. CCISUA noted that staff were engaged and proud to work in the system. However, that did not mean that they were not sensitive to compensation issues. The fact that only a third of staff felt that their salary was competitive corroborated comments from colleagues, marked a sharp decrease compared with 2019 and was 12 per cent below the benchmark median. Looking further, it was clear that compensation benefits were important attraction points in joining, but most of those answering the survey had joined before the previous compensation review, when compensation had been cut. Looking at field staff at family duty stations, "assignment-, relocation-, mobility and hardship-related elements" were the second most important option, and that had risen since the previous survey. For staff at non-family duty stations, it was the most important. Staff were motivated by their work, but moving to the field, away from headquarters, entailed a certain sacrifice, and it would be hard to compensate for that inconvenience with non-financial elements. On mobility, 65 per cent of internationally recruited staff had served in more than one duty station, showing that staff were open to mobility. The question, though, was whether two duty stations were enough for a career and again how to incentivize further mobility. The diminished competitiveness of the package was clear, given that, when asked which benefit staff globally most wished to improve, it was the rental subsidy and then the education grant. At headquarters duty stations, that was followed by medical insurance, which reflected the cost of care in places like Switzerland and New York, while for the field, the benefits of the hardship allowance and the mobility incentive remained important.

62. UNISERV took note of the key findings of staff perceptions that were presented, expressing the view that the survey findings required more parsing and analysis by all parties involved. The thoroughness of the initial report was appreciated, although concerns were raised about the experiences of staff who had chosen not to participate in the survey. While recognizing that all parties were still engaging with the survey results, UNISERV continued to question what precise conclusions should be drawn from the survey results and for what specific purposes, particularly in the context of a compensation package review. Questions were raised about drawing large or actionable conclusions about retention and attraction of talent on the basis of the survey responses. UNISERV raised several questions requiring further analysis, including on the level of engagement in field duty stations compared with headquarters duty stations, as well as the need to understand why younger staff attached greater importance to compensation as a motive of satisfaction compared with older staff, suggesting that the data on the latter should be disaggregated by grade level and appointment type to account for the prevalence of certain grades and

appointment types among younger colleagues. UNISERV expressed concern about the wish expressed by 11 per cent of staff to leave their organization, with many citing a lack of professional opportunities and underutilization of their skills. Questions were raised about whether that problem was systemic and could be addressed through the compensation system or if it was also a matter for human resources management. UNISERV highlighted the importance of comparing data on career progression and performance with other variables such as grade, age and length of employment for meaningful analysis, noting that the data analysed so far did not adequately capture essential variables such as the meaningfulness of work and overall well-being, which had an outsized impact on job satisfaction. UNISERV hoped that evidence-based conclusions would be drawn collectively, thus avoiding the risks of overstating any of the survey findings.

63. The Commission took note of the report and the key findings from the 2023 global staff survey. It had yielded an unprecedented number of responses, with the total of over 35,000 responses surpassing the target of 30,000. The Commission noted the increase in the responses from 2019 by approximately 9,000 and considered the response rate of 27 per cent (an increase from the 2019 rate of 21 per cent) as an improvement and a statistically significant level for such a large-scale survey. The Commission appreciated the dedication and collaboration of the focal points and staff federations in supporting the secretariat with promoting the survey, which had contributed to the high response rate, and the extensive work, including outreach efforts, that had gone into the survey.

64. The Commission considered the results useful in informing the Commission's future work. Looking ahead to future global staff surveys, the Commission encouraged further efforts to engage organizational leaders in promoting the survey among staff, with the aim of increasing participation and response rates. By garnering greater support from the organizations' top leadership, the Commission believed that there would be a stronger incentive for staff to participate, ultimately enhancing the quality and comprehensiveness of the survey results.

65. The director of the external company that had administered the survey was invited to address the Commission and make some remarks regarding the key findings. The survey's significant increase in participation reflected well on the efforts of the ICSC secretariat and focal points in the 29 participating organizations. It was considered a good representation of the United Nations common system staff population as a whole. The higher response rate not only indicated increased staff engagement but also allowed for a more detailed analysis of subgroup views based on factors such as agency, duty station and personal demographics. Furthermore, the utilization of consistent questions from 2019 enabled trend analysis, offering insights into changes in staff perspectives over time. Benchmarking against 30 other international organizations provided additional context for understanding the survey results. In addition, the inclusion of open-text questions allowed respondents to freely share their views and suggestions, thus enriching the depth of the survey data. The director noted the continuing high levels of staff engagement, with 86 per cent of staff being engaged, which was stable in relation to 2019 but below benchmark levels by 6 per cent. Regarding compensation, the results were much lower, with fewer than half (43 per cent) of respondents feeling that the compensation package was fair for the contribution they made, mirroring 2019 figures and falling below benchmark standards. In addition, a third (35 per cent) of respondents perceived their salary as competitive compared with other international organizations outside the common system, showing a slight increase since 2019 but remaining below benchmark levels.

66. The external company had investigated the relationship between compensation and engagement through two approaches. First, a correlation analysis between the question "I feel my overall compensation package is fair for the contribution I make

in my particular job” and the engagement index revealed a coefficient of 0.29, indicating a positive but not a strong relationship. Second, when comparing engagement levels among those responding positively and negatively concerning compensation, it was found that overall engagement stood at 86 per cent. Those responding positively to the question “I feel my overall compensation package is fair for the contribution I make in my particular job” reported engagement levels that were 6 points higher, at 92 per cent, while those responding negatively to that question reported engagement levels that were 7 points lower, at 79 per cent. Consequently, it was concluded that, while there existed a positive relationship between compensation and engagement, it was not a strong one, with other factors being deemed more influential based on its experience with various United Nations clients.

67. The Commission noted that the results of the 2023 global staff survey were in some respects similar to those from 2013 and 2019, in which staff members had also pointed to, for instance, the lack of opportunities for career progression and the lack of reward for exemplary individual performance as key demotivating factors. Those findings underscored the need to look at compensation and conditions of service from a broader perspective. The Commission considered that intrinsic and extrinsic motivation should be explored to enable staff growth and development while implementing mandates effectively. It recognized that survey results containing voices from staff were a valuable source of data for future work and anticipated further detailed analysis in upcoming sessions, including in the upcoming sessions of the working groups on the compensation review, to be informed by staff feedback as well as the data from the organizations.

68. The Commission noted positive and negative elements emerging from the survey results and recognized that staff members were affected by the global economic situation. The views of staff members, who were the most important asset of the organization, were therefore considered important. The Commission was pleased to note that the engagement level remained high, with a large proportion of staff members feeling proud to work for the organizations of the United Nations common system and would go the extra mile to help the organizations succeed. Regarding compensation, the Commission noted that, while satisfaction levels were relatively low, compensation was identified as a key retention factor, with benefits and salary emerging as the main reasons why staff intended to be working in their organization in 12 months’ time. The main reasons why staff members wanted to stay in the United Nations common system were strong beliefs in the goals and objectives of their organization, followed by pension and salary. Similarities with previous surveys underscored the importance of broader perspectives on compensation that balanced monetary and non-monetary elements.

69. The Commission called for more in-depth analyses of the survey results, including regression analyses and trend analyses since 2013. The Commission noted the importance of salary and entitlements in the group that intended to leave and suggested a further analysis of the results, including regression analyses examining many variables, and a deeper look into the group that reported the intention to leave.

70. The Commission noted that the survey presented perceptions of staff but needed to be complemented with objective data on recruitment and retention to be provided by the organizations. The Commission appreciated the detailed presentation of the survey results and stated that the results represented a good database that reflected the views and perceptions of staff members on several elements, which could help to inform its further work. It reaffirmed the importance of the timely submission of data from the organizations to complement the survey findings and to facilitate the ongoing comprehensive compensation package review.

71. The organizations were of the view that there should be less emphasis on the correlation between compensation and engagement and stated that there was a need to look at who was applying and from which economic contexts. In their view, the United Nations system needed to be attractive to applicants from all economic contexts.

72. The Commission agreed that the survey would inform all stages of the comprehensive review of the compensation package. It considered the advance report to be timely for the upcoming compensation review working groups and looked forward to more detailed analysis, including further disaggregation and more granular data for its subsequent session.

73. The Commission noted that it would be particularly important to take an intersectional approach moving forward, which should include not only looking at a range of responses separately by gender, age and headquarters versus the field, but also at the intersection between those different characteristics. For example, more men than women considered their organization to be a good place to work – it would be interesting to know their age profile and whether they worked at headquarters or the field. Another response showed that work-life balance was important to younger staff – knowing whether this was true for women or men, and where they were located, would be enlightening. An intersectional approach to a wide range of questions would be helpful for designing more targeted policy responses.

74. The Commission recalled that the General Assembly had specifically asked for information on retention, and it would be important to triangulate responses to the staff survey with other data, including exit interviews, since the survey did not deal with those who had left the organizations. The correlation between engagement and factors beyond compensation would be useful to explore. For the mobility section, the Commission considered that that would become more meaningful in the context of the results for the Professional and higher categories. While a more in-depth analysis would be undertaken by the secretariat as a next step to the preliminary analysis, it was noted that there were indications that, as a hygiene factor, compensation could have an impact on job satisfaction and its absence could increase dissatisfaction with the work environment. With respect to the open-ended questions, more responses needed to be analysed to have a better understanding of what staff would and would not want to change regarding the compensation system.

75. The Commission also considered that increased communication and additional information about the compensation package and conditions of service would be beneficial to staff members, so that they gained a better understanding of the various elements and to address staff dissatisfaction.

Decisions of the Commission

76. The Commission decided to:

(a) Take note of the 2023 global staff survey and of the comparisons between the 2023 results and previous survey results, where available;

(b) Request its secretariat to continue with the data analysis of the staff survey results, including with respect to the internationally recruited categories (45 per cent of respondents), when preparing the report of the review of the common system compensation package and to provide the results at its ninety-eighth session;

(c) Request its secretariat to provide data based not only on the global staff survey but also recruitment and retention data in collaboration with CEB;

(d) Take note that the next global staff survey would be conducted in five years' time.

C. Global staff survey on conditions of service: key findings on the Professional and higher categories

77. In accordance with its decision shown in paragraph 76 (b) above, the Commission, at its ninety-eighth session, reviewed the key findings of the global staff survey with respect to the respondents in the internationally recruited categories of staff, which represented 15,289 respondents, or 45 per cent of total responses. It could be approximated that the 2023 survey sample represents about 33 per cent of the staff in the Professional and higher categories.⁶

78. The survey generated a significant amount of useful data offering insight into the perceptions of staff members about the United Nations compensation system. Analysis of the data relating to the internationally recruited categories provided information that was deemed useful for the working groups' discussions of the compensation review and further work in this area will continue.

79. The key findings of the survey illustrated that the overall level of engagement within this category of staff members was high, with 83 per cent feeling engaged (slightly below the engagement index of 86 for the entire sample), and that the main reasons for joining the common system were the opportunity to use skills and competencies (46 per cent), and a strong belief in the goals and objective of the United Nations common system (41 per cent). Salary ranked as the third reason for joining the common system (40 per cent) and benefits ranked as the sixth reason (35 per cent).

80. Half of internationally recruited staff (50 per cent) expressed positive overall views regarding the current compensation package (same as in 2019), and a little under a half of the respondents (47 per cent) felt that their overall compensation package was fair for the contribution they made in their particular job (slightly higher than in 2019). Thirty-six per cent felt that their overall compensation package was competitive compared with other similar organizations outside the common system. The respondents expressed that there should be stronger links between career progression and individual performance. The methods of recognition selected by the highest levels of respondents were promotion to a higher grade (73 per cent), extra step increments at the current grade (63 per cent), and recognition, such as verbal and written praise (43 per cent).

81. In this category, 78 per cent intended to be working in their organization in 12 months' time, 11 per cent would ideally like to leave but were unable to do so within the next 12 months, 7 per cent intended to leave their organization in the next 12 months, and 4 per cent of respondents indicated that they were retiring or their contract was ending (for whatever reason) within the next 12 months.

82. To explore in greater depth the issue of retention, the question about the main reasons for staying in their organization was asked only of the 78 per cent indicating that they intended to be working in their organizations in 12 months' time. The top reasons were benefits, such as pension and health insurance (44 per cent) and salary (42 per cent). To further explore factors affecting workforce retention, a new question was added to the survey asking all respondents to select reasons why they wanted to stay in the United Nations common system. The top reasons were pension (49 per cent) and strong belief in the goals and objectives of their organization (49 per cent), with salary (37 per cent) ranking third.

83. The two top reasons indicated by staff who stated that they would like to, or intended to leave, were the lack of opportunities for career progression and promotion (54 per cent) and their organization not rewarding individual performance (46 per cent). Among the reasons that prevented leaving, the top reasons were negative impact on benefits (46 per cent) and disruptive impact on their family (45 per cent).

⁶ Based on the 2022 CEB statistics, there were 45,760 staff in the Professional and higher categories.

Discussion in the Commission

84. The Human Resources Network reiterated that it was pleased to note the increased participation rates in the recent global staff survey compared with prior such surveys conducted by the Commission, which were a reflection of good collaboration between the secretariat, organizations and staff federations in its roll-out. The survey had resulted in a wealth of additional information for further specific analysis, highlighting the importance of considering staff views following such an extensive exercise and ensuring transparent communication once the comprehensive review of the compensation package had concluded. The Network appreciated the analysis of responses with respect to internationally recruited staff, which aligned with the scope of the current comprehensive review. The Network was pleased to see the continuously high staff engagement levels, despite a slight reduction compared with 2019. The Network noted differences in engagement levels between locally recruited and internationally recruited staff, as well as between staff in headquarters and field locations, suggesting that equal attention must be paid to the different work, life and compensation circumstances in both headquarters and field locations concurrently. The Network also observed relatively lower engagement scores among younger staff. The Network's major concern was the competitiveness of the organizations and their ability to attract and retain qualified staff to pursue the organizational goals mandated by Member States. While staff were driven by the United Nations mandate and its multicultural work environment when joining the system, compensation and benefits were also important factors. The Network noted with interest that about 20 per cent of respondents had taken a pay cut when joining the United Nations system. The survey revealed the need for the review to closely examine what other international organizations offered their staff, as that seemed to be the primary labour market with which the United Nations was intensely competing. The survey confirmed that the mobility and hardship scheme was an important instrument for ensuring mobility to and between field duty stations. The fact that promotions and career development aspects were even bigger motivators for mobility to the field compared with the compensation package provided evidence that organizations were already doing a great deal to consider non-financial aspects by linking geographical mobility to career development. With those points in mind, the Network was confident that the Commission would use the results of the survey in the further course of the review. Lastly, the Network expressed gratitude to the secretariat for sharing the disaggregated data with each of the organizations, enabling them to benefit from the insights provided by the data and facilitating cross-agency benchmarking.

85. FICSA noted the significance of the global staff survey as a crucial tool for understanding the moods and motivations of United Nations colleagues. FICSA commended the preparatory work, implementation and subsequent analysis of the survey as a monumental task requiring precision, comprehensiveness and substantial effort. FICSA attributed the high participation rate and the high-quality analysis to the tireless efforts of the ICSC secretariat. FICSA was hopeful that the results would inspire pragmatism, progressiveness and family-friendly decision making. It appealed to the secretariat to monitor responses on the number of eligible dependants over time. FICSA drew attention to how mobility and conditions of service in the field informed the results and advised caution when considering any changes to related benefits and entitlements. FICSA noted that the United Nations compensation package required positive reform if an improvement in approval ratings was sought. In particular, that would entail a better alignment of the package with the needs and expectations of available and potential talent. Making a strong appeal for inclusiveness and staff participation, FICSA expressed eagerness to see the continuation of discussions and the identification of critical challenges.

86. CCISUA stated that the level of attachment of staff to the mandate of the United Nations and that of their own organizations was striking in the results of the survey.

The striving of colleagues to work as humanitarians in field locations on the frontline, delivering assistance where it was most needed, and to participate in the objective of making a better world was what made United Nations staff exceptional and was the deciding factor in whether to join the organization and to stay. However, the survey showed a clear generational difference: whereas organizations had been able to rely on the attachment of staff to the mandate to rotate staff to difficult and remote locations, despite a lack of career progression, the survey showed that the priorities were different for younger staff. There was a stronger focus on work-life balance, creating meaningful change and moving to the best employer, which the United Nations common system no longer was. The federation recalled that a third of the respondents had highlighted that salaries were less competitive. That finding corroborated reports from colleagues in many duty stations across the world. New staff had a range of well-paying comparators, not just from Governments, but also from the private sector, moving in the same sectors as the United Nations. Organizations needed to offer an enabling working environment and a greater work-life balance, which younger staff members were expecting from their employers, given their emphasis on taking family and dual-career spouses into account. CCISUA also urged the Commission to avert the development of toxic workplaces, which resulted in mental health problems among staff, which had a cost to the organizations in terms of sick leave and productivity. Organizations also needed to offer greater contract security in line with their comparators. CCISUA strongly believed that a stronger and more effective United Nations common system would come about only by reinforcing an approach that put people above numbers. Organizations should value their staff and make the most of their accumulated experience, and respect the sacrifice that staff and their families had made over their careers. The federation urged the Commission to improve the compensation package so that it was fit for purpose and could continue to attract the best.

87. UNISERV commended the management of the 2023 global staff survey, including the parsing of results to better analyse data on internationally recruited staff in the context of the compensation package review. UNISERV recognized the broad value of the survey but also wished to take the opportunity to reflect on some inherent limitations. UNISERV found the concept of “engagement” to be problematic, as it defined engagement as a measure of employees’ commitment to the organization and their willingness to put in extra effort. UNISERV argued that the model of an “engaged” or “satisfied” staff member should reflect individuals who made their workplace better and where no extra effort went unrecognized, unrewarded or unpaid. Staff who were seen as “responding negatively” to questions on engagement were often those most committed to promoting organizational culture change, rather than those performing duties without concern for compensation. UNISERV stressed the need to look more holistically at the state of the international civil service when considering compensation and insisted on a precise understanding of engagement in order to be able to draw valid conclusions about the overall compensation package. UNISERV disagreed with the conclusion that compensation was not a strong motivating factor for engagement, asserting that compensation correlated strongly with staff satisfaction and well-being. Referencing the findings that a lack of promotion opportunities and perceived absence of reward for individual performance were strong motivating factors for staff resignation, UNISERV noted that promotion cycles were an indirect but significant part of the compensation package. UNISERV stressed that factors like moving to different duty stations to improve career prospects were indeed related to compensation and emphasized that discussion of the package needed to be realistic and attuned to the diverse needs of staff. UNISERV expressed confusion about the practical insights to be drawn from the survey data, highlighting that the original contractual modalities for staff were being eroded, with job security and competitive compensation becoming relics that needed protection but were increasingly under threat.

88. The Commission appreciated the enormity of the task of conducting the survey and recognized the significant improvement in terms of participation. It also expressed appreciation for the collaboration and active engagement between the secretariat, the organizations and the staff federations, and to all the staff members who had taken the time to complete the survey.

89. The Commission reviewed the survey results for the internationally recruited categories, which represented 45 per cent of the total survey sample, noting that, according to the 2022 CEB database, the Professional and higher categories represented approximately 37 per cent of all staff in the United Nations common system. Methodological challenges inherent to perception surveys were acknowledged and some contradictory results were discussed, such as the perception that compensation competitiveness was low and the reasons for staff retention, such as benefits and salary.

90. The Commission considered the breakdown and analysis of data helpful for the working groups, and the high engagement rate among staff was seen as a positive indicator. It recalled that the survey was the third of its kind, which allowed for comparisons with previous surveys, particularly the one conducted in 2019. The Commission emphasized the importance of listening to the staff who had participated. Some of the key findings highlighted included the top two reasons for intending to remain in the organization over the next 12 months: benefits (44 per cent) and salary (42 per cent).

91. The Commission also considered the reasons for leaving and noted that the reasons most commonly chosen by those who wanted to leave their organizations were a lack of opportunities for career progression and promotion (54 per cent), the organization not rewarding individual performance (46 per cent) and insufficient work-life balance or enabling environment measures⁷ (40 per cent). Some members of the Commission noted that the culture of the organization, including toxic work conditions and leadership practices, ranked fourth. On the matter of salary, the Commission noted that it ranked sixth, and benefits ranked ninth, suggesting that salary and benefits were generally considered good. Regarding the main reasons preventing staff from leaving, the most commonly chosen option was a negative impact on benefits such as pension and health insurance. The pension was considered a strength and anchor of the common system, though its lack of portability needed examination.

92. Members of the Commission expressed a view that staff were generally well-compensated, but attrition data from organizations were urgently needed to understand why staff left. It was noted that 68 per cent of respondents intending to leave preferred to move to another international organization: that was the most common response by a significant margin. The attrition data to be provided by the organizations should include information on where the staff moved to, to the extent known.

93. The Commission recalled that the global staff survey was not solely about compensation but also about staff perceptions of their overall conditions of service. It noted that only 36 per cent of respondents felt their salary was competitive, even though United Nations common system pay was set in reference to the highest paid national civil service. A view was expressed that the discrepancy could be attributed to potentially unrealistic staff expectations. The Commission advised caution in interpreting the data and suggested that the General Assembly be provided with the survey results specifically in response to its request that the Commission conduct a system-wide survey to assess factors affecting workforce retention and to submit the results and analysis of the survey to the Assembly at its seventy-ninth session.

⁷ The full description of the option is as follows: insufficient work-life balance or enabling environment measures (i.e. flexible hours, flexible working arrangements, teleworking, parental leave, special leave, spousal employment, elder care, psychological support services, etc., if applicable).

94. Some members of the Commission noted that staff appeared generally satisfied, even though they reported not fully understanding the system. They also noted that staff awareness of certain elements of the compensation package was low and that efforts should be made to further simplify the compensation package and improve that understanding. The Commission considered that it would be important to make the compensation package easier to understand and that it needed to be better explained to staff. It was also noted that the inclusion of multilingualism in the survey was a positive step. The Commission highlighted the importance of non-monetary elements, such as promotion opportunities and the work environment, including measures to address dual careers and mental health, as the survey results indicated that those were crucial factors for staff satisfaction. Further analysis of the survey results was considered useful for the working groups, along with requesting CEB to share contractual distribution data to enable a more in-depth examination.

95. UNDP stated that the organization had carried out its internal staff survey and that, broadly speaking, the compensation system worked well and was fair. In their view, the factors that needed to be addressed were hierarchy, toxic managers and chronic overwork. The outdated regulatory frameworks and ways of working needed to be addressed.

96. FICSA highlighted the importance of the survey for staff and it had encouraged participation, noting that many staff had felt unheard. It considered that the compensation package was fit for purpose, but evolving work conditions and managerial skills needed attention. The survey indicated staff's appreciation for their jobs despite challenging circumstances, and the importance of listening to staff was underscored. It was important to consider cases where candidates declined offers to join the common system because of an uncompetitive pay package. In addition, it was not feasible to account for the views of prospective candidates who, for the same lack of competitiveness, would not even apply to join the common system.

97. The Commission acknowledged the need to evaluate critically the survey results and address staff concerns, particularly regarding toxic work environments. Field visits to various duty stations were suggested to gather more direct feedback from staff and provide explanations about the compensation system and how its various components worked. The Commission emphasized, however, that while the survey results were indicative, they were not definitive. The unique nature of jobs in the United Nations common system and the diverse backgrounds of staff were noted as factors influencing survey responses. For future surveys, delving deeper into the reasons behind staff decisions to leave was suggested.

98. The Commission noted that the results of the survey provided a clearer picture of the views and experience of staff and would be useful for the future work of the working groups and other topics under the Commission's purview. The Commission underscored the significance of conducting a global staff survey in conjunction with the compensation package review and considered that further breakdowns and analyses of the survey results should be carried out for the working groups. The correlation between compensation and engagement, though weak, indicated a need for further studies, including analysing the engagement index by contract type. The Commission requested CEB to share contractual distribution data for a more complete picture.

99. The Commission had conducted the survey to listen to staff voices, recognizing that that would help to understand staff views regarding the conditions of work and would inform future work. The Commission reiterated its appreciation for the higher participation rate compared with the previous survey and noted that that collaborative engagement effort had provided valuable insights for addressing staff concerns and improving the working environment.

100. The Commission emphasized the need for the organizations to provide the Commission with data on the number of staff who had separated from their respective

organizations and their individual reasons for separation (e.g. retirement, contract end, family reasons, taking a position with another United Nations common system agency, taking another position outside the United Nations common system, and other). Such data should be collected annually, beginning on 1 January 2025, and delivered to the Commission.

Decisions of the Commission

101. The Commission decided to:

(a) Take note of the findings of the 2023 global staff survey for the internationally recruited categories;

(b) Request its secretariat to undertake further analysis of the staff survey results and provide the results to the working groups on the compensation package review, as necessary;

(c) Request the organizations, through the Human Resources Network of CEB, to annually provide the ICSC secretariat with disaggregated data, as mentioned in paragraph 100.

D. Diversity: monitoring of the age distribution of the workforce in the United Nations common system

102. The Commission reviewed generational diversity under its reports on the diversity of the workforce of the United Nations common system in 2011, 2014, 2017 and 2021. At its ninety-second session, in 2021, the Commission noted that an age-diverse common system, fully representative of the five generations in the current wider workforce, would improve organizational performance by unleashing the potential, skills and perspectives of each generation. The Commission noted that the proportion of staff under the age of 30 had dropped from 3.3 to 2.9 per cent and emphasized that, in the absence of meaningful turnover within the common system organizations, it would be difficult to rejuvenate the staffing structure. Some members of the Commission noted that some 46 per cent of staff were from the Western European and other States and that the Group represented more than 50 per cent of staff under the age of 35. They considered that more efforts were needed to increase the recruitment of candidates from developing countries or those that were unrepresented or underrepresented, including candidates who were younger.

103. At the ninety-second session, the Commission strongly urged the United Nations common system organizations (see [A/76/30](#), para. 144):

(a) To continue programmes that foster dynamism, creativity and innovative contributions of younger staff members and to recommend to organizations to enhance the recruitment of young professionals, reversing the current negative trend;

(b) To expand opportunities for entry-level recruitment for younger candidates;

(c) To financially support internships and similar programmes for candidates from developing countries;

(d) To ensure appropriate age distribution and to establish clear indicators to track progress in this regard;

(e) To publish more detailed and publicly available information on diversity such as gender, age and geography.

104. In its resolution [76/240](#), the General Assembly noted the high average age of staff members in the United Nations common system and encouraged the Commission

to identify good practice and provide advice to common system organizations on ways to promote rejuvenation, including by measures proposed by the Commission in paragraph 144 of its report (A/76/30), such as programmes to support internship candidates from developing countries. For this purpose, the secretariat collected data and information through a questionnaire sent to the common system organizations in 2024, to which 24 organizations⁸ responded. The geographical groupings used in the report followed those used by the Assembly.⁹

105. The data demonstrated that multiple generations are represented in the common system's current staffing configuration. This diversity presents advantages, such as varied experience, generational perspectives and diverse skill sets. However, the United Nations system, like other large organizations, faces challenges in remaining attractive and retaining talent in this evolving landscape.

106. Most staff (81.4 per cent) were between the ages of 35 and 60. While staff under 35 years of age represented 10.3 per cent, compared with 12.4 per cent in 2019, only approximately 2 per cent of staff were under 30 years of age in the United Nations common system. Approximately 8 per cent of the workforce was 60 years of age and over. The percentage of staff over 60 years of age increased by 2 per cent compared with 2019, and the number of staff in this age group increased from 6,611 to 9,818, or 49 per cent. This could be a result of the new mandatory age of separation.

107. The proportion of women staff of the United Nations common system was more than 50 per cent in all age groups below 55 years. Although it was slightly lower for age groups 55 years and older, it was still more than 40 per cent. It was lowest in the age group of 65 years and over (44.9 per cent). Within the age group of staff over 40 to less than 55 years, men constituted nearly 50 per cent of the workforce, and men represented more than 50 per cent of staff in the age groups above 55 years.

108. The age distribution of staff of the organizations of the United Nations common system as of 31 December 2023 is provided in annex VI to the present report. In the United Nations Secretariat, the largest age group was 45 to less than 50 years (6,903 staff). Similarly, UNFPA, WHO, IFAD, UN Tourism and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization had 45 to less than 50 years as their largest age group. For UNDP, UNHCR, UNICEF, UNRWA, ITC, ILO, WFP, IAEA and UN-Women, most staff were in the age group of 40 to less than 45 years. Except for ICAO and WIPO, which had the age group of 55 to less than 60 years as the largest age group, the remaining organizations had most staff in the age group of 50 to less than 55 years. The highest proportion of the youngest staff (under 30 years of age) was found in UNHCR (4.2 per cent), followed by ITC (3.9 per cent) and UNICEF (2.9 per cent).

109. With regard to the staff in the Professional and higher categories (see table 1), the age distribution is similar to that of the overall workforce. Among these categories, 81.9 per cent of staff were in the age groups of 35 to less than 60 years. Staff in the age groups of less than 35 years constituted less than 10 per cent; a similar proportion of staff was 60 years of age and over. While women represented more than 50 per cent of staff in all age groups less than 50 years, the proportion of women decreases with the increase in age. The proportion of women was less than 40 per cent in the age groups of 55 years and over.

⁸ The United Nations, UNDP, UNFPA, UNOPS, UNHCR, UNICEF, UNRWA, ITC, ILO, FAO, WFP, UNESCO, WHO, ICAO, ITU, WIPO, IFAD, IAEA, UN Tourism, UN-Women, UNAIDS, the International Tribunal for the Law of the Sea, the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization and PAHO responded to the questionnaire survey. UPU, WMO, IMO, UNIDO and the International Seabed Authority did not respond.

⁹ See <https://www.un.org/dgacm/en/content/regional-groups>.

110. The number of staff in the General Service and related categories is 70 per cent higher than in the above-mentioned Professional and higher categories. The pattern observed in the age distribution of staff in the General Service and related categories (see table 2) was consistent with the pattern seen in the staff in the Professional and higher categories. However, a significant observation is that the proportion of younger staff (i.e. those in the age groups of less than 35 years) was 12 per cent and thus relatively higher than that in the Professional and higher categories. Annexes VII and VIII to the present report show the age distribution of staff in the Professional and higher categories and General Service and related categories, respectively, by organization. Annex IX presents the age distribution of staff in the Professional and higher categories by grade and gender while annex X shows the grade distribution of staff in the Professional and higher categories in the United Nations common system by organization.

Table 1
Age distribution of staff in the Professional and higher categories by gender in the United Nations common system as at 31 December 2023

<i>Age group</i>	<i>Men</i>	<i>Women</i>	<i>Total</i>
Less than 30 years	155 (26%)	442 (74%)	597 (1.4%)
30 to less than 35 years	895 (32.3%)	1 873 (67.7%)	2 768 (6.5%)
35 to less than 40 years	2 109 (41.4%)	2 985 (58.6%)	5 094 (12%)
40 to less than 45 years	3 445 (47%)	3 887 (53%)	7 332 (17.3%)
45 to less than 50 years	4 109 (49.8%)	4 147 (50.2%)	8 256 (19.5%)
50 to less than 55 years	4 205 (54.5%)	3 515 (45.5%)	7 720 (18.2%)
55 to less than 60 years	3 793 (60.3%)	2 495 (39.7%)	6 288 (14.9%)
60 to less than 65 years	2 654 (65.9%)	1 373 (34.1%)	4 027 (9.5%)
65 years and over	137 (62%)	84 (38%)	221 (0.5%)
Grand total	21 502 (50.8%)	20 801 (49.2%)	42 303 (100%)

Source: Data provided by United Nations common system organizations in 2024.

Table 2
Age distribution of staff in General Service and related categories by gender in the United Nations common system as at 31 December 2023

<i>Age group</i>	<i>Men</i>	<i>Women</i>	<i>Total</i>
Less than 30 years	715 (36.9%)	1 224 (63.1%)	1 939 (2.7%)
30 to less than 35 years	2 951 (44.2%)	3 728 (55.8%)	6 679 (9.3%)
35 to less than 40 years	5 631 (48.2%)	6 055 (51.8%)	11 686 (16.2%)
40 to less than 45 years	6 949 (49.5%)	7 078 (50.5%)	14 027 (19.4%)
45 to less than 50 years	6 660 (50.1%)	6 644 (49.9%)	13 304 (18.4%)
50 to less than 55 years	5 535 (49.8%)	5 569 (50.2%)	11 104 (15.4%)
55 to less than 60 years	4 252 (51.8%)	3 956 (48.2%)	8 208 (11.4%)
60 to less than 65 years	2 694 (52.7%)	2 415 (47.3%)	5 109 (7.1%)
65 years and over	47 (47.5%)	52 (52.5%)	99 (0.1%)
Grand total	35 434 (49.1%)	36 721 (50.9%)	72 155 (100%)

Source: Data provided by United Nations common system organizations in 2024.

111. The age distribution of staff in the Professional and higher categories by region in the reporting organizations of the common system as at 31 December 2023, on the basis of the data received from the reporting organizations, is presented in annexes XI and XII. Staff from Western European and other States constituted 42 per cent of the staff in the Professional and higher categories in the United Nations common system, while the remaining 58 per cent of staff were from the other four groups, namely, African States, Asia-Pacific States, Latin American and Caribbean States and Eastern European States. The proportion of staff from African States ranked second, at 24 per cent. The proportion of staff from Asia-Pacific States was 19 per cent, the proportion of staff from Latin American and Caribbean States was at 8 per cent and the proportion of staff from Eastern European States was at 7 per cent.

112. The average ages, by gender, of staff in the Professional and higher categories, General Service and related categories, and all staff in the organizations of the United Nations common system, as at 31 December 2023,¹⁰ are presented in annex XIII. The overall average age of the workforce of the United Nations common system stood at 46.2 years in 2023, compared with 44.5 years in 2019. The average age of female staff was 44.9 years (43.4 years in 2019) and ranged from 40.6 years in UNHCR to 51.7 years in the International Tribunal for the Law of the Sea. For male staff, the overall average was 47.2 years of age (45.3 years in 2019) and varied from 43.7 years in ITC to 51.6 in PAHO.

113. The average age of staff in the Professional and higher categories was 47.2 years, up from 45.9 years in 2019. The average age of Professional staff in the United Nations, which has the highest number of such staff, is 47.5 years. The overall average age of the workforce of the United Nations common system in the General Service and related categories was 45.3 compared with 43.3 years in 2019. The average age of staff in the Professional and higher categories was one to four years higher than that of staff in the General Service and related categories, in general, among most of the reporting organizations.

114. Annex XIV provides an aggregated version of the information on entrance on duty, with the ranges for lowest, highest and average ages in each organization, covering the Professional and higher categories, for 2023. In the absence of the individual recruitment records of each organization in a given year, these age ranges could serve as useful indicators in assessing the average ages of entrance on duty (i.e. incoming staff) in the organizations. In 2023, the range for the average age on entrance on duty across the grades in the Professional and higher categories (P-1 to ungraded level) varied from 25 to 66 years of age. The lowest age at entrance on duty was reported in UNHCR at 18 years of age in 2023, a pattern that was consistent in previous years as well as during the previous reporting period, that is, from 2017 to 2019. The highest age of entrance on duty was recorded in the United Nations at 75 years of age in 2023, at the ungraded level. The pattern observed for the General Service and related categories was comparable with the one for the Professional and higher categories, except that the span of the average age on entrance on duty across the grades ranged from 27 to 54 years.

115. In the Professional and higher categories, the range for the average age on entrance on duty across the grades extended from staff in their 30s to 50s for most organizations in 2023. On the other hand, the range of the average age on entrance on duty had a limited span, up to the 40s, in the case of UNHCR (35 to 43 years among men), ITC (28 to 44 years among women), ITU (31 to 40 years among women), UN-Women (38 to 49 years among men), UNAIDS (29 to 49 years among men), and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (36 to 49 years among women). Furthermore, the United Nations,

¹⁰ On the basis of data from the CEB database of personnel statistics, 2022.

UNHCR, UNICEF, ITC, ICAO, UN-Women and PAHO had the range of the average age on entrance on duty up to the 60s in 2023.

116. Nine organizations¹¹ had no staff rules to preclude the recruitment of candidates below any given age, while the minimum age to be eligible for consideration for a position in other organizations varied from 18 to 20 years. In the case of ITU, there is no relevant staff rule, but the practice applied is that a candidate should be at least 18 years old to be recruited.

117. In 17 organizations,¹² the staff regulations and staff rules precluded the recruitment of candidates above the mandatory age of separation. In accordance with the staff regulations and staff rules of those organizations, the mandatory age of separation was 60 for staff members who were recruited before 1 January 1990, and 62 for staff members who were recruited on or after 1 January 1990. In 2014, the mandatory age of separation was extended to age 65 for staff members who had not reached the mandatory age of 60 or 62 and those recruited on or after 1 January 2014. Four organizations (UNHCR,¹³ IAEA, UN Tourism and the International Tribunal for the Law of the Sea) did not have any staff rules that precluded the recruitment of candidates above any given age, while two organizations (UNESCO and ICAO) did not provide relevant information. In IFAD, external applicants should be under 64 years of age.

118. Only two out of 24 reporting organizations – IFAD and CTBTO – had measures with indicators to achieve appropriate age distribution in the workforce. In IFAD, a detailed dashboard was submitted to senior management on a quarterly basis that was a part of the discussion within senior management. CTBTO had its “young group” and a mentoring programme as measures to achieve generational diversity.

119. All reporting organizations had one or more specific programmes to foster and support generational diversity, such as young professionals programmes, associate expert programmes, internship programmes, fellowship programmes for young professionals with disabilities and scholarship programmes, to rejuvenate the workforce. Out of 24 organizations, 14¹⁴ offered a stipend for the internship programme. In total, 15¹⁵ organizations reported having specific programmes to provide financial support for internships, young professional programmes or similar programmes for candidates from developing countries. Table 3 provides statistical information on regional representation related to internships and Junior Professional Officers funded by Member States over the period 2020–2023 in the common system. As shown in annex XV, the majority of interns (37 per cent) and Junior Professional Officers (58 per cent) were from Western European and other States as at 31 December 2023.

120. Eleven reporting organizations (United Nations, UNDP, UNHCR, FAO, WFP, WHO, UN Tourism, UN-Women, UNAIDS, the International Tribunal for the Law of the Sea and PAHO) reported no constraints on promoting the rejuvenation of staff. Some others reported a variety of constraints and challenges such as pre-established formal educational requirements, low staff turnover and long tenure of staff.

¹¹ UNDP, UNFPA, UNOPS, UNRWA, ILO, ITU, WIPO, UN Tourism and the International Tribunal for the Law of the Sea.

¹² United Nations, UNDP, UNFPA, UNOPS, UNICEF, UNRWA, ITC, ILO, FAO, WFP, WHO, ITU, WIPO, UN-Women, UNAIDS, the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization and PAHO.

¹³ UNHCR is, however, subject to the United Nations Staff Regulations and Rules.

¹⁴ UNDP, UNFPA, UNICEF, ITC, FAO, WFP, UNESCO, WHO, WIPO, UNAIDS, ILO, UN Tourism, the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization and PAHO.

¹⁵ UNDP, UNFPA, UNHCR, UNICEF, ITC, FAO, WFP, UNESCO, WHO, WIPO, IFAD, IAEA, UN-Women, UNAIDS and the International Tribunal for the Law of the Sea.

Table 3
Regional representation of internships and Junior Professional Officers, 2020–2023

<i>Region</i>	<i>Number of interns</i>				<i>Number of Junior Professional Officers</i>			
	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>
African States	312	569	685	745	98	93	89	94
Asia-Pacific States	709	803	765	821	210	209	224	265
Eastern European States	172	192	207	212	22	19	21	24
Latin American and Caribbean States	265	359	403	341	24	34	38	43
Western European and other States	1 106	1 254	1 237	1 247	603	575	580	588
Other States	39	54	48	40	2	1	2	4
Total	2 603	3 231	3 345	3 406	959	931	954	1 018

Discussion in the Commission

121. The Human Resources Network thanked the secretariat for its analysis of the situation and the practices in the organizations and reserved any additional comments for the discussion, while noting that the agenda item fell under article 16 of the ICSC statute.

122. FICSA noted with concern that under 3 per cent of staff were under 30 years of age, while the population of staff over 50 years of age stood at 38 per cent. FICSA recognized that there were challenges in attracting and retaining young talent and disparities in contractual provisions. FICSA believed that the current compensation package remained one of the “pull factors” that appealed to young staff and candidates. However, FICSA noted that the low number of entry-level posts (e.g. at the P-1 and P-2 levels) made it virtually impossible for young people to join the United Nations in the early stages of their career and shape the future of the Organization. As rejuvenation was a recurring topic among FICSA members, the Federation believed that a multigenerational workplace was a major contributor to diversity. It would bring significant advantages first and foremost to the Member States and to the people that the United Nations served. FICSA noted that rejuvenation would introduce new and more versatile sets of skills, faster adaptability to the changing workplaces, better resilience and flexibility among the workforce as a whole and a better understanding of the challenges of the future. The Federation anticipated that addressing that concern would be complex at the outset, but it stood ready to contribute in whatever way it could. It looked forward to learning from both the Commission and the organizations how rejuvenation was best defined and pursued. FICSA also noted that 42 per cent of all P-level staff came from Western States, followed by 24 per cent from African States, 19 per cent from Asia-Pacific States, 8 per cent from Latin American and Caribbean States and 7 per cent from Eastern European States. FICSA was concerned that the overrepresentation of some nations made it very difficult for candidates from elsewhere to compete for United Nations jobs. FICSA pointed out that, as geographical diversity regressed, the trend became harder and harder to reverse; FICSA looked forward to continuing that conversation.

123. CCISUA noted that the information captured did not include non-staff affiliate contracts, and thus provided an incomplete picture of younger United Nations employees. Rejuvenation of the workforce should not be at the expense of retaining experienced staff, as the latter held essential institutional memory and were able to persist and get results in the increasing number of fragile contexts where the United

Nations faced heightened security risks. CCISUA noted that the “older” generation was naturally dwindling, and it was up to the organizations to address the challenges of succession planning, ensuring that younger staff had career progression; furthermore, issues related to the compensation review were relevant to attracting and retaining staff. The federation also stated that younger generations highly valued work-life balance and contract security, and getting more young people was therefore about putting the right policies in place and implementing them correctly, including by averting all contract misuse. In that regard, CCISUA reiterated the crucial value of implementing flexible working arrangements, reviewing pay levels to keep up with other employers of choice, expanding the D and E pilot project, paying interns and ensuring their geographical diversity, regularizing temporary positions for core functions and long-term consultancies and abolishing UNOPS service contracts. CCISUA also noted that United Nations work was to a significant extent structured around bringing in expertise mid-career. That was reflected in human resources policies, enforced through General Assembly resolutions, which required the external publication of all vacancies, not just those at entry level. Thus, staff who retired would most likely be replaced by recruits in their 40s and 50s.

124. UNISERV took note of the report, which presented a detailed picture of the current workforce and provided analysis on ensuring “appropriate age distribution” and establishing indicators to track progress in achieving age diversity. However, UNISERV objected, on principle, to the idea that there was a so-called “appropriate” age or age distribution for any organization, position, category, level or duty station. There was also no appropriate gender, race, nationality or sexual orientation to be considered for employment in the system. That was not a denial of the benefit of diversity and youth inclusion. UNISERV considered that, particularly with respect to age, if there was supposed to be a “career” workforce that was expected to remain in employ until retirement, there could be no “appropriateness” of the age distribution, other than that there should be a high number of individuals who aged in employment until the age of retirement. Examination of the tables and data provided in the report had led UNISERV to draw some fundamental and unfortunate conclusions, such as: (a) organizations would like to cap their tenure and thus solidify the idea that they were not career entities, so that there could be higher “meaningful turnover” for younger individuals to be recruited and older staff to leave or resign; (b) young people recruited by the organizations at the junior levels were not supposed to age or grow in the organizations, because their contributions to so-called rejuvenation were erased once they aged in their posts; (c) the frequently repeated complaint of staff in many organizations that the “non-promotion context” was not being adequately considered. If internal staff were to have greater consideration in staff selection procedures, that would make a real difference in giving opportunities to young people who entered the organizations – but who instead just “got older” waiting for non-existent career growth; and (d) the push to rejuvenate would even be at the expense of educational requirements or work experience, to the detriment of the organizations’ mandate implementation. UNISERV supported the restructuring of grade/post structures to move away from the current diamond shape, to reduce excess top-heaviness and to fill in the hollowed-out bottom with more P-1 and P-2 posts. However, staff would need enough higher-level positions to grow into, unless the concept of a career in the international civil service was to be further weakened. That breaking apart of the current diamond structure should not come at the expense of revising or substituting current job requirements to prioritize youth. UNISERV stressed that its position that the post structure should be improved was not the same as accepting that there was an age distribution imbalance. While age was a concept for consideration in strategic workforce planning and succession planning, age discrimination and ageism were real, as the United Nations was not immune to intentional or unintentional age discrimination, which was defined as treating an applicant or an employee less favourably because of their age. There

should be no discrimination of any kind in any aspect or condition of employment, including staff recruitment policies in the United Nations common system. UNISERV had observed an increasing number of age discrimination complaints and cases coming to the unions and it would therefore be necessary to remain alert to the need for increased protection for older workers, including by preventing hiring managers from knowing or asking for an applicant's age or date of birth in staff selection processes; older staff who wished to keep working should also not be artificially pushed into early retirement against their will or on any kind of false pretences.

125. The Commission recognized that a balanced workforce composed of different age demographics created an environment in which each generation brought different skills, talents, experiences, expectations, styles and perspectives, which together could strengthen the organizations and spur innovation. In that regard, the Commission highlighted the importance of the rejuvenation of the workforce, as well as the importance of multi-generational knowledge transfer.

126. The Commission noted that the relatively high average age of Professional staff (47.2 years) was correlated with the low proportion of younger staff and higher percentage of those over 50 years of age. Some members of the Commission considered that the relatively higher average was also attributable to many other factors, such as recruitment freezes due to budgetary and financial constraints, higher staff costs, the hiring of staff on temporary contracts and the use of consultants, low attrition levels and the increase in the mandatory age of separation. They further noted that the higher average age also reflected the considerable education and experience required for professional positions within the context of the mandated work of the common system organizations.

127. Some members of the Commission were of the view that the low turnover within the common system organizations constrained the rejuvenation of staffing structures in the organizations. They were also of the view that the United Nations pension system did not provide much flexibility in terms of joining and leaving, which contributed to longer service. In that regard, some members of the Commission suggested that the General Assembly could direct the United Nations Joint Staff Pension Fund to explore options that would allow staff who wished to leave the common system before normal retirement age more flexibility to withdraw their contributions to the Pension Fund. The United Nations Secretariat informed the Commission that a withdrawal settlement provision already existed in the Pension Fund regulations.

128. The Commission noted the current age distribution profile of the United Nations common system, with less than 3 per cent of staff under 30 years old and 38 per cent over 50 years old in 2023. It further noted that the proportion of staff under the age of 30 had dropped from 2.9 per cent in 2019 to 2.2 per cent in 2023, while it had been 3.3 per cent in 2017. In the Commission's view, the issue of age diversity was important for the organizations of the common system and they should look for ways to increase opportunities for younger generations. Some members of the Commission were of the view that increasing the number of posts at the P-1 and P-2 levels would enhance opportunities for the entry of young professionals with limited or no experience.

129. Some members of the Commission noted that, while women were well represented at the lower grades (and there was a correlation between age and grade), they were not progressing in their careers to the same extent as men, even though there had been gender initiatives for many years. Particularly regarding the proposal to increase the number of P-1 posts as a means of rejuvenating the workforce, it was noted that that would not be helpful if there continued to be a "leaky pipeline", with women not moving up and leaving the system instead. The members considered that decreasing minimum age requirements for recruitment could be problematic, as many

jobs would have particular education and experience requirements that could not be compromised.

130. The Commission took note of the initiatives and measures to support generational diversity in the common system organizations, including internships, fellowships, young professional programmes and associate expert programmes. The Commission underscored the importance of interconnecting gender, geographical and regional disparities within those programmes so as to achieve a more balanced representation across all elements of diversity. It was also acknowledged that some organizations were doing well in attracting younger people, and it was proposed that those good practices could be further explored. The different constraints faced by different organizations were also acknowledged, and it was noted that different approaches would be needed given the varying contexts.

131. The Commission noted that a number of organizations had specific programmes that provided financial support for internships, young professional programmes or similar programmes for candidates from developing countries. Some members of the Commission supported paying interns and using the young professional and fellowship programmes to bring younger people into the organizations. Some members of the Commission noted the practice of many of the organizations of providing a stipend to interns, and they considered that such measures could help to level the playing field by allowing access to opportunities for candidates from developing countries who otherwise might be disadvantaged owing to financial constraints. It was also noted that some large donor countries had programmes to sponsor young professionals from their countries for internships, recruitment and training in the United Nations system.

132. UNESCO confirmed that UNESCO had a minimum age for recruitment, set at 18 years, and staff regulations and staff rules provisions precluding the recruitment or retainment in service of staff members beyond the mandatory age of separation. In addition, UNESCO had the following specific programmes to embrace and support generational diversity: young professionals programme, junior professionals programme, internship programme, sponsored traineeship programme, UNESCO Volunteer programme, and research fellow programme for certain UNESCO entities with an academic mandate.

133. Some members of the Commission observed that the regional diversity imbalances within staff populations and internship and Junior Professional Officer programmes indicated unequal opportunities for candidates from developing countries at senior and entry levels. They considered that more efforts were needed to increase the recruitment of candidates from developing countries or those that were unrepresented or underrepresented, particularly candidates who were younger. Some members of the Commission were of the view that regional diversity should not be part of the present report, while some other members stated that the intersectionality between age distribution and other diversity measures should not be overlooked.

134. Some members of the Commission recalled that geographical diversity and gender parity were the two elements of workforce diversity that were enshrined in the Charter (see Article 101, paragraph 3, and Article 8). Others stressed that age diversity should be part of the human resources management system and organizations should include it into their diversity and inclusion strategies.

Decisions of the Commission

135. The Commission decided to:

- (a) Take note of the information provided regarding age distribution in the workforce of the United Nations common system;

- (b) Encourage common system organizations to publish more detailed and publicly available information on the age distribution of their staff;
- (c) Encourage common system organizations to continue to implement measures and programmes to foster and support generational diversity and to address obstacles to the rejuvenation of the workforce;
- (d) Encourage common system organizations to financially support internships and similar programmes for candidates from developing countries;
- (e) Request its secretariat to monitor trends in the organizations regarding the age distribution of the workforce, and to report to the Commission in this regard at its spring session of 2030.

Chapter IV

Conditions of service of the Professional and higher categories

A. Diversity: monitoring of geographical diversity in the United Nations common system

136. Diversity is an integral element of the mission of the United Nations, as reflected in Article 101, paragraph 3, of the Charter of the United Nations, which states: “The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible.” Therefore, the principle of equitable geographical distribution is embedded in the organizational culture, staff regulations and recruitment strategies, policies, guidelines, procedures and practices, bearing in mind, however, that the paramount consideration in the employment of the staff and the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity.

137. ICSC reviewed reports on workforce diversity in the United Nations common system, including geographical diversity, in 2011, 2014, 2017 and 2021. At its ninety-second session, in 2021, in considering the report entitled “Monitoring of geographical diversity in the United Nations common system”, the members of the Commission considered that, in future reports on the issue of geographical diversity, it would be important to capture additional information and trends for those organizations that had systems of desirable ranges, in particular for posts that were not subject to those ranges, for example, those funded through extrabudgetary resources. This, in their view, would provide a more complete picture of geographical diversity. In this regard, the Commission urged (see [A/76/30](#), para. 165):

(a) The organizations to increase the number of posts available for equitable geographical distribution in those organizations that had targets or desirable ranges;

(b) The organizations that did not have targets to ensure equitable geographical representation, in order to establish clear indicators to track progress in that regard;

(c) The organizations to publish more detailed and publicly available information on diversity such as gender, age and geography;

(d) Its secretariat to keep track of trends in the organizations regarding geographical distribution and report to the Commission in the context of its next report on diversity.

138. In its resolution [76/240](#), the General Assembly noted the lack of formal guidelines for geographical distribution in 19 member organizations and encouraged the Commission to identify good practices and provide advice to common system organizations on ways to promote geographical diversity. In line with that resolution, the report prepared by the secretariat and presented to the Commission was based on information that had been collected through a questionnaire on geographical diversity sent to the common system organizations, to which 24 organizations¹⁶ had responded as at 31 December 2023. The geographical groupings used in the report followed those used by the Assembly.

¹⁶ United Nations, UNDP, UNFPA, UNOPS, UNHCR, UNICEF, UNRWA, ITC, ILO, FAO, WFP, UNESCO, WHO, ICAO, ITU, WIPO, IFAD, IAEA, UN Tourism, UN-Women, UNAIDS, the International Tribunal for the Law of the Sea, the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization and PAHO responded to the questionnaire survey. UPU, WMO, IMO, UNIDO and the International Seabed Authority did not respond.

139. Six reporting organizations – the United Nations, ILO, FAO, UNESCO, WHO and ICAO – had established criteria for the equitable representation of the member States in their organizations through quotas and desirable ranges, although the base figures, factors and weighting used by each organization differed. Table 4 below provides the number of posts that were available for equitable geographical distribution in those organizations in 2023. In total, there were 9,757 such posts in the six organizations as at 31 December 2023, while the number of total staff in the Professional and higher categories in the six organizations was 20,924 and there were, in total, 42,310 staff at the Professional and higher categories in the United Nations common system as at 31 December 2023. Table 5 provides information on the States represented in organizations with established desirable ranges as at 31 December 2023.

Table 4
Posts available for equitable geographical distribution in 2023

<i>Organization</i>	<i>Year</i>	<i>Number of posts available for equitable geographical distribution</i>	<i>Number of staff in the Professional and higher categories as at 31 December 2023 as a reference</i>
United Nations	2023	3 813	12 410
ILO	2023	762	1 340
FAO	2023	1 368	1 766
UNESCO	2023	850	1 139
WHO	2023	2 682	3 914
ICAO	2023	282	355

Table 5
States represented in organizations with established desirable ranges, as at 31 December 2023

<i>Organization</i>	<i>Number of member States</i>					<i>Total represented</i>
	<i>Total</i>	<i>Unrepresented</i>	<i>Underrepresented</i>	<i>Within range</i>	<i>Overrepresented</i>	
United Nations	193	21 (10.9%)	39 (20.2%)	103 (53.4%)	30 (15.5%)	172 (89.1%)
ILO	187	62 (33.2%)	12 (6.4%)	65 (34.8%)	48 (25.7%)	125 (66.8%)
FAO	194	22 (11.3%)	14 (7.2%)	148 (76.3%)	10 (5.2%)	172 (88.7%)
UNESCO	194	40 (20.6%)	50 (25.8%)	79 (40.7%)	25 (12.9%)	154 (79.4%)
WHO	197	42 (21.3%)	17 (8.6%)	95 (48.2%)	43 (21.8%)	155 (78.7%)
ICAO	193	105 (54.4%)	20 (10.4%)	38 (19.7%)	30 (15.5%)	88 (45.6%)

140. Member States that were unrepresented in three or more organizations with established desirable ranges increased to 43 (22 per cent) in 2023 (see annex XVI), compared with 39 countries (20 per cent) in 2019. The largest number of unrepresented (17) and underrepresented (6) countries was in the Asia-Pacific region. The Marshall Islands, Palau, Qatar, Tuvalu and Vanuatu are not represented in any of the six organizations with established desirable ranges. However, the number of underrepresented member States in three or more organizations with established desirable ranges decreased to 11 countries (6 per cent) in 2023 (see annex XVII) from 14 countries (7 per cent) in 2019. The number of overrepresented member States in three or more organizations with established desirable ranges also decreased to 28 countries (15 per cent) in 2023 (see annex XVIII), compared with 30 countries (16 per cent) in 2019. Of the 28 countries that are overrepresented in the six organizations, 10 African countries and 8 European countries are overrepresented in at least three organizations.

141. Annex XIX contains information relevant to the total number of staff at the senior and/or decision-making levels (namely, at the level of P-5, D-1, D-2, Assistant Secretary-General and Under-Secretary-General) from the underrepresented member States in three or more organizations with established desirable ranges (see annex XVII) as at 31 December 2023. Annex XX contains details of the total number of staff at the senior and/or decision-making levels from the overrepresented member States in those three or more organizations with established desirable ranges (see annex XVIII) as at 31 December 2023.

142. Among the reporting organizations, 18 did not have any formal guidelines for geographical distribution (see table 6). Except for UNOPS, UNHCR, UNICEF, IFAD and IAEA, 13 organizations provided the number of countries that were not represented in their organizations, using the 193 countries that are members of the General Assembly as a reference. Table 6 provides a snapshot of the status of geographical diversity in these organizations as at 31 December 2023. While organizations such as UNRWA, ITC, UN Tourism, the International Tribunal for the Law of the Sea and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization had staff from a few countries, they are small organizations with fewer than 300 staff members in total at the Professional and higher categories (see annex XXII). Only four organizations – UNDP, UNICEF, UN-Women and the International Tribunal for the Law of the Sea – reported having any measures with clear indicators to track progress in achieving geographical diversity.

Table 6
Geographical diversity in the organizations with no formal guidelines on geographical distribution, as at 31 December 2023

<i>Organization</i>	<i>Number of countries with no staff in the Professional and higher categories</i>	<i>Measures with clear indicators to achieve geographical diversity in the workforce</i>
UNDP	17	Yes
UNFPA	29	No information provided
UNOPS	No information provided	No information provided
UNHCR	No information provided	No
UNICEF	No information provided	Yes
UNRWA	128	No
ITC	98	No
WFP	46	No
ITU	94	No
WIPO ^a	71	No information provided
IFAD	No information provided	No information provided
IAEA	No information provided	No information provided
UN Tourism	127	No
UN-Women	59	Yes
UNAIDS	92	No
ITLOS	183	Yes
CTBTO	105	No
PAHO	3 (covers only the Americas)	No

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ITLOS, International Tribunal for the Law of the Sea.

^a See paragraph 144 of the present report.

143. Of the 18 reporting organizations that did not have formal guidelines for geographical distribution, only 13 provided the number of countries that were not represented in their workforce, and only 10 of those 13 organizations provided the list of those Member States.¹⁷ As set out in annex XXI, staff from 64 countries were not represented in five or more of those 10 organizations with no formal guidelines for geographical distribution, that provided relevant data, as at 31 December 2023. Among them, 26 countries were from the Asia-Pacific region and 14 were from the Africa region. Six countries did not have staff in nine organizations, including two countries from the Asia-Pacific region (Brunei Darussalam and Qatar), two from the Latin American and Caribbean region (Bahamas and Saint Kitts and Nevis) and two from the Western European and other States region (Monaco and San Marino).

144. WIPO was the only organization that reported having specific rules or policies governing regional representation. Annex XXII contains an overview of staffing profiles by region of origin as at 31 December 2023, based on the data received from the reporting organizations. The considered population includes staff in the Professional and higher categories in the reporting organizations of the common system using the geographical grouping established by the General Assembly. The staff from Western European and other States constituted 42 per cent of the workforce in the United Nations common system. Nearly one quarter of staff were from Africa, and the share of staff from Eastern Europe was the smallest. The regional diversity within staff at the senior and/or decision-making levels as at 31 December 2023 is presented in annex XXIII. Overall, 50 per cent of staff at the senior levels were from the Western European and other States region. The same pattern was observed at the P-5 (49 per cent), D-1 (51 per cent) and D-2 (51 per cent) levels, for which most staff were from Western European and other States region.

145. Eight organizations¹⁸ reported that they did not face any constraints in achieving geographical diversity within the workforce. Twelve organizations¹⁹ reported facing constraints, despite their efforts to achieve geographical diversity within the workforce. One constraint reported by many organizations was the low number of suitable applicants from unrepresented or underrepresented countries. In addition, some organizations, mainly those in need of highly specialized technical experts, were particularly concerned about the limited number of suitably qualified applicants from unrepresented or underrepresented countries.

146. The possible measures to improve geographical diversity as suggested by the reporting organizations included establishing specific relevant policies, concerted internal direction and monitoring, targeted and more effective outreach and leveraging professional and other networks, partnerships with Member States on targeted talent outreach activities and knowledge-sharing, internal guidance and specific consideration of geographical diversity in recruitment decisions.

Discussion in the Commission

147. The Human Resources Network stated that the general description of the situation and the practices on geographical diversity presented in the report of the ICSC secretariat, while appreciated, did not sufficiently capture organizational specificities so as to be able to draw meaningful conclusions, while noting that the

¹⁷ ITU, the International Tribunal for the Law of the Sea and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization did not provide the list of Member States that were not represented in their workforce.

¹⁸ UNDP, UNRWA, ITU, UN Tourism, UN-Women, UNAIDS, the International Tribunal for the Law of the Sea and PAHO.

¹⁹ United Nations, UNFPA, UNHCR, UNICEF, ITC, ILO, FAO, WHO, WIPO, IFAD, IAEA and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization.

agenda item fell under article 16 of the ICSC statute. The Network affirmed the commitment of the organizations to continuously promote geographical diversity among their workforce while keeping to the core principle of merit-based recruitment, in accordance with the guidance of their respective governing bodies, through a variety of measures, among them targeted outreach or a specific focus on non-represented countries as described in the report.

148. FICSA noted with concern that only six organizations had established criteria for the equitable representation of member States. Furthermore, more than 50 member States remained unrepresented or underrepresented in three or more of those six organizations with established desirable ranges. FICSA emphasized that geographical diversity was an integral element of the United Nations mission to deliver the highest standards of efficiency, competence and integrity. FICSA was particularly alarmed by the fact that some organizations were considering limiting eligibility for certain international positions to applicants of specific nationalities. That approach contradicted the spirit of equality as enshrined in the Charter and undermined the principles of inclusivity and equal opportunity. Rather than imposing limitations based on nationality, FICSA strongly advocated enhancing and expanding existing measures to improve geographical diversity. Such measures should include better utilization of Junior Professional Officer programmes, the development of organization-wide frameworks for geographical mobility, and ensuring that the current compensation package remained attractive and fit for purpose. FICSA believed that those steps would foster a more diverse and inclusive workforce, ultimately strengthening the ability of the United Nations to fulfil its global mission effectively.

149. CCISUA noted the importance of clarity regarding how geographic diversity was measured, as that had important consequences for staffing. The United Nations Secretariat, for example, based its system of geographical representation principally on the size of contributions. Strictly applying that system would not help increase staff from Africa, which was important in the context of tackling racism, but would mainly favour the large contributors, which currently happened to be underrepresented. UNHCR was using nationality as a proxy in absence of diversity markers on the ethnic origins of staff. WFP was using a catch-all concept of the “global south”, although it was not clear how that was defined and whether it actually favoured diversity, given that there was overrepresentation and underrepresentation within the global South itself. That should instead be based on clear analysis and data. CCISUA therefore believed that it would be necessary to take other elements into account when looking at diversity. One challenge was to ensure diversity within regions as a means of cross-fertilization and expansion of experience. The location of regional offices could sometimes lead to dominance by certain nationalities within regions. CCISUA pointed out that language was also an issue, and therefore promoting multilingualism should be considered. Beyond geographical representation, there was also a need to examine regional representation at the decision-making level and it was quite obvious that organizations were not doing well in that respect. In terms of moving forward and to ensure that organizations made better use of in-house experience, CCISUA encouraged organizations to provide more opportunities for national staff from underrepresented countries to move into the international category and it believed that only international posts should be subject to geographical representation, not all posts.

150. UNISERV took note of the information provided regarding the United Nations Secretariat, ILO, FAO, UNESCO, WHO and ICAO – particularly the rules and methodology in place with respect to established quotas and desirable ranges. Concerning regional representation, UNISERV noted that organizations that did not have special rules or policies governing regional representation might nonetheless have goals, action plans or executive compacts that tracked the recruitment of staff based on regional groups. UNISERV was of the view that having such goals for

management could lead to general confusion and conflation of the concepts of recruiting from regional groups and recruiting based on desirable ranges. In addition, recruitment based on regional groups sometimes had the unintended consequence of non-recruitment from underrepresented Member States falling within regional groups that were already well-reflected in the staff population. With respect to the constraints that organizations faced in achieving geographical diversity, UNISERV was concerned that there was a perpetual sentiment, one that was, unfortunately, being conveyed, that there was a “low number of suitable applicants” or “supply of applicants” from unrepresented or underrepresented countries. When quotas were in place, policies could unintentionally encourage a finding of unsuitability to justify non-recruitment from underrepresented countries. That did not mean that the applicants were objectively unsuitable. UNISERV pointed out that implementing strategies to attain geographical diversity should not be at the expense of other efforts, such as the attainment of gender equality and women’s empowerment in the workplace. Aims to recruit on a wide geographical basis should not inadvertently result in lower numbers of women being recruited. As correctly reflected in the report presented by the ICSC secretariat, geographical and gender diversity should be integrated and not seen in isolation from one other, with gender mainstreamed in geographical diversity strategies.

151. UNISERV said that, when staff were recruited from underrepresented countries, there should be efforts to create the conditions necessary to help to ensure their retention. Outreach efforts, therefore, should not be at the expense of already recruited staff – meaning that organizations needed to create effective retention and strategic planning – and outreach should help staff to apply and be selected for higher-level posts. UNISERV emphasized that addressing structural racism in the United Nations common system could help not only with recruitment and retention but also help to propel staff from unrepresented and underrepresented countries in the global South into decision-making levels. UNISERV noted that the system of desirable ranges established in 1960 and the basic criteria defined in 1988 had remained unchanged, despite changes in the populations of Member States, national economies, global markets and the qualifications of the applicant pools. UNISERV considered that the point that “all organizations should institute measures to maintain equitable geographical distribution among all posts” was an example of conceptual conflation of representation by country and region and systems of desirable ranges or quotas. When calling on all organizations to engage in measures, those measures needed to be consistent, coherent and based on the respective mandates afforded to the organizations. While diversity could never be achieved by a one-size-fits-all approach, UNISERV welcomed the system-wide exploration of approaches to achieving geographical diversity in the workforce.

152. The Commission reaffirmed the importance of a geographically diverse workforce in the United Nations system. The Commission also underscored that the principles of equitable geographical distribution and gender equality were the only elements of workforce diversity embedded in the Charter. Some members of the Commission considered that it would be useful for organizations to further develop the criteria they were using to recruit staff “on as wide a geographical basis as possible”, pursuant to Article 101, paragraph 3, of the Charter.

153. The Commission was informed that the issue of geographical diversity in the United Nations common system organizations was shaped by internal factors, such as selection policies and practices, retirement rates, organizational budgets, sources of funding and changes in an organization’s structure and organizational culture, as well as external factors, such as national economies, changing global labour markets and the qualifications of potential applicant pools. The Commission recalled that the principle of equitable geographical distribution had been developed by Member

States over decades, notably through the General Assembly mandate establishing the system of desirable ranges. It noted that, in the organizations with systems of desirable ranges, only a fraction of all posts were included in the base figure. Moreover, the factors taken into consideration such as membership, contribution and population as well as the weighting used to arrive at the desirable ranges had been decided upon by the Assembly and the other respective governing bodies of the common system organizations. The Commission also noted that, among the factors, the impact of the budgetary contribution was higher in relative terms when arriving at the desirable ranges in the United Nations Secretariat because of the greater weight attached to it. Some members of the Commission noted that the population factor represented a smaller weight, and those methodologies were therefore not an equitable approach as more representation was assigned to countries with bigger economies.

154. The Commission observed that the methodologies for geographical distribution were not uniform across common system organizations. Some members of the Commission were of the view that the current demographic profile of the common system was directly correlated to the funding structures of the United Nations system. The members of the Commission observed that only 6 of the 24 reporting organizations had established criteria through a system of desirable ranges. Only four organizations reported some measures to track progress in achieving geographical diversity. The Commission also noted that the majority of organizations did not have any tools for reporting and did not have strategies specifically designed to promote geographical diversity.

155. The United Nations Secretariat informed the Commission upon request that the General Assembly, in its resolution [77/278](#) of 18 April 2023, had requested the Secretary-General to update the desirable ranges system in the Secretariat, with effect from 1 January 2024, incorporating the following changes: (a) to widen the posts subject to the desirable ranges system to all posts funded by the regular budget at the Professional and higher categories, including in special political missions and peacekeeping operations, excluding language posts; (b) to update annually the calculation of the lower and upper limits of the desirable ranges for all Member States, using the most updated base figure, and number of Member States; and (c) to review the system of desirable ranges every five years.

156. Some members of the Commission were of the view that, while desirable ranges were important, they did not by themselves exhaust the issue of geographical diversity. Other Commission members stated that the use of desirable ranges was important and clearly mandated by the General Assembly when addressing geographical diversity in the United Nations Secretariat, but that it did not provide a broader picture of geographical diversity. Concerns were also raised regarding the use of the United Nations regional groupings for monitoring geographical diversity, as those groupings were intended primarily for other purposes.

157. Some members of the Commission expressed concerns regarding the disproportionate representation of certain regional groups among staff in the Professional and higher categories in the United Nations common system organizations. In their view, the relatively greater representation of staff from certain regions was an issue that needed to be addressed by the organizations.

158. Some members of the Commission observed that the Noblemaire principle had been designed to enable geographical diversity among common system staff. The Commission noted that the organizations had succeeded in implementing the Noblemaire principle, but not in the area of geographical distribution.

159. Some members of the Commission highlighted the relevance of the recommendations formulated by the Commission in 2021 and said that, since there

had not been much progress, the Commission's efforts and work in that area should continue. They considered that it would be necessary to include information on the national composition of posts and positions that were financed from extrabudgetary funds in the human resources reporting of organizations, including by national composition of General Service and non-staff personnel. That would provide a more complete picture of what was happening in common system organizations in the area of equitable geographical representation. It was clear to them that the system of desirable ranges was not enough to assess the fairness of the distribution of posts, especially since quotas existed in only 6 of 24 organizations of the common system. They also considered that reporting on regional representation was a useful addition to reporting by country; however, it should not substitute the latter.

160. Some members of the Commission noted that, while the issue of equitable geographical distribution had been discussed for many years, the reality was that, with many stakeholders and associated financial contributions, it was difficult to have clear criteria. They considered that the United Nations organizations would need more active diversity management through policies, programmes and guidelines on diversity, equity and inclusion; a commitment from senior management and human resources departments to identifying talent pools; and monitoring and tracking of the progress made in achieving set targets on geographical distribution.

161. Some members of the Commission pointed out that the Charter placed paramount importance on competence while recognizing that due regard should be given to geographical diversity. They also noted that, with regard to the unrepresented, underrepresented and overrepresented status of Member States, it would take time to observe some progress. Most staff in the common system would not leave their organization before retirement, meaning that there would be fewer vacant positions and thus opportunities to bridge the gap and see changes in geographical diversity and other elements of workforce diversity.

162. The Commission took note of programmes that were already being implemented in organizations and the varying interest of governing bodies in obtaining and preserving equitable geographical balance in those organizations with established desirable ranges. It underlined the importance of targeted and sustained efforts, including outreach efforts. It was also acknowledged that, as there was a diversity of organizations, different approaches to address diversity could be needed. Further information and analysis would be useful, highlighting good practice and the results achieved, particularly as some of the initiatives were relatively new.

163. The Commission noted that the Secretary-General continued to include a performance indicator on recruitment from unrepresented and underrepresented Member States for geographical posts in his compacts with senior managers in the United Nations Secretariat. Some members of the Commission were of the view that the Commission could study similar practices in other organizations and evaluate the effectiveness of those measures with a view to recommending the establishment of similar practices in all common system organizations. To do that, the Commission might seek assistance from the CEB secretariat, in terms of data and information as well as expertise.

164. Some members of the Commission pointed out that the Commission should draw on documents it had already approved when addressing diversity and making conclusions, including the standards of conduct, which highlighted respect for the equal rights of men and women and of nations great and small, and the ICSC framework for human resources management. A specific workforce diversity component had been added to the framework in 2018, which had been welcomed by the General Assembly in its resolution [73/273](#). As set out in the component, the staff composition of the common system should reflect a workforce that was diverse from

a variety of perspectives, including equitable geographical distribution and gender balance, as well as cultural, generational and multilingual perspectives and the perspectives of persons with disabilities; a range of helpful indicators were also included. It was proposed that moving forward, a holistic approach to diversity should be taken by the Commission, which was supported by the Commission's own documents and was also the approach being taken by some of the organizations that were making progress on diversity. It was also pointed out that there were women and men in all regions, and therefore the dimensions of gender and geographical diversity should be addressed together, also to avoid contradictory outcomes.

165. The Commission recognized that there were many review and monitoring processes within the United Nations system, including on gender (United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women) and disability (United Nations Disability Inclusion Strategy), and more recently as part of the Secretary-General's geographical diversity strategy. Therefore, some members considered that it was important to ensure that the Commission complemented and did not replicate those processes and to support the organizations in fulfilling their mandates.

166. Some Commission members considered that conducting a further study on the subject, including the measures implemented by the organizations, would be beneficial to the United Nations common system. Such a study should include exploring possibilities for enlarging the base figure for posts subject to equitable geographical distribution to include extrabudgetary posts, such as international professional posts in peacekeeping and political missions as well as possibilities for establishing a common set of standards applicable to various methodologies across organizations. Some members pointed out that, while changing the status quo would take time, the Commission had an opportunity to examine the current anomalies. Given the importance of the issue, some members of the Commission proposed establishing a working group on improving geographical representation and including that item on the Commission's agenda following the conclusion of the ongoing comprehensive review of the compensation package. Other Commission members considered that it was premature to establish such a working group.

Decisions of the Commission

167. The Commission decided to:

- (a) Take note of the information provided regarding geographical diversity in the United Nations common system;
- (b) Encourage the organizations that have targets or desirable ranges for equitable geographical distribution to consider increasing the number of affected posts;
- (c) Encourage the organizations that do not have targets to ensure equitable geographical distribution to establish indicators to track progress in this area;
- (d) Encourage common system organizations to publish more detailed and publicly available information on the geographical diversity of their staff, and to clarify the criteria used in this regard;
- (e) Encourage organizations to include in their statistics on geographical diversity information on extra-budgetary posts, General Service posts and non-staff personnel;
- (f) Request its secretariat to monitor trends in the organizations regarding geographical distribution, including best practices, and to report to the Commission in this regard at its spring session of 2029.

B. Diversity: monitoring of the implementation of existing gender policies and the achievement of gender parity in the United Nations common system

168. The Commission plays an important role in supporting efforts to achieve gender balance in the staffing of the United Nations common system. In accordance with its statute, the Commission makes recommendations to the organizations of the common system on recruitment practices related to gender balance that adhere to the principles of the Charter. Thus, gender equality in the common system is an important matter and one that the Commission has addressed periodically under its standing mandate from the General Assembly. The Commission reviewed progress toward gender balance in the Professional and higher categories in the organizations of the common system in 1985, 1993, 1998, 2004, 2006, 2008, 2010, 2014, 2016, 2017 and 2021.

169. At its ninety-second session, held in 2021, the Commission had considered a report that provided a summary of the progress made towards gender parity in the United Nations system, information on the implementation of the Commission's recommendations and an analysis of available gender-equality policies and measures. During the discussion of the report, members of the Commission had acknowledged the progress that had been made, owing in part to the leadership relating to the system-wide strategy on gender parity and the collective will of all the organizations. The Commission had called on organizations to take a closer look at exit interviews to establish why women were leaving the organizations at a faster rate than men. Having considered the representation of women by region, the Commission noted with concern the slow pace of progress and the imbalance between the West and the rest of the world. It reiterated its previous concerns over the inconsistencies in the balance of objectives regarding meeting gender targets and geographical representation and that there should be a correlation between the two goals.

170. At its ninety-second session, the Commission decided to (see [A/76/30](#), para. 188):

(a) Take note of the information provided in the present report with regard to available gender policies and measures towards achieving gender parity in the Professional and higher categories in organizations of the United Nations common system;

(b) Strongly urge organizations to continue to implement existing gender balance policies and measures, including the recommendations of the Commission outlined in its previous annual reports, as approved by the General Assembly, while ensuring the highest standards of efficiency, competence and integrity of candidates in accordance with Article 101 of the Charter, and urge the organizations that did not have targets to ensure gender balance to establish clear indicators to track progress in that regard;

(c) Request its secretariat to continue to monitor the progress made in achieving gender parity as part of a comprehensive report on diversity in the United Nations common system and provide an update in the next regular report.

171. In its resolution [73/273](#), the General Assembly reiterated the request it had made in resolution [72/255](#) for the Commission to continue to provide information on the progress made by organizations of the United Nations common system in the implementation of existing gender policies and measures towards achieving the goal of 50/50 gender balance and strengthening geographical distribution, bearing in mind Article 101, paragraph 3, of the Charter, within the common system, including at senior levels.

172. In accordance with the decisions taken by the Commission at its ninety-second session and pursuant to General Assembly resolutions [72/255](#) and [73/273](#), at the Commission's ninety-eighth session the secretariat presented a report that provided a

summary of the current representation of women and men in the United Nations system, information on the implementation of the Commission's recommendations and an analysis of gender-responsive policies and measures currently in place to support a work environment conducive to achieving gender balance in the organizations with regard to: recruitment; selection to higher-level posts, promotion and strategic placement; retention policies; work-life balance-related policies; gender awareness and standards of conduct; and monitoring and accountability. Furthermore, the report provided information on recent developments towards achieving gender parity in the United Nations system and details of system-wide collaboration on efforts to achieve gender parity. The information and data contained in the secretariat's report was collected from UN-Women; an ICSC questionnaire survey conducted from February to April 2024 among all organizations of the common system, to which 23 organizations responded; and the CEB database of personnel statistics.

173. The representation of women in the United Nations system in the Professional and higher categories stood at 47.0 per cent on 31 December 2021, up from 44.2 per cent on 31 December 2017, as reported to the Commission at its ninety-second session (see annex XXIV to the present report). Progress towards gender parity, however, continues to be uneven across geographical locations and grades. Women continue to be underrepresented at the middle and senior management levels, particularly at the P-5 and Director levels. The representation of women at non-headquarters locations has improved but has remained significantly lower than at headquarters locations at every grade level.

174. Women remain underrepresented at the P-3 level and above, although progress has been made at the P-3 level, which stood at 49 per cent by 2021. The overall trend indicates, however, that the overrepresentation of women at entry levels does not translate automatically into proportional representation at higher levels. Between 2011 and 2021, although the share of women at the D-1 and D-2 levels increased by at least 10 percentage points, the representation remained short of parity, at 42 and 37 per cent, respectively. Meanwhile, in the "Ungraded" category, the representation of women stood at 47 per cent by 2021.

175. As at 31 December 2021, in 21 entities – compared with 18 in 2017 –, the overall representation of women was between 40 and 49 per cent, while in 5 entities – compared with 11 in 2017 – the figure was below 40 per cent. As women have historically been overrepresented at the entry levels, however, a focus on the overall representation of women in each entity does not reflect the varying rates of representation across grade levels. Entities with the lowest representation of women were predominantly those with mandates in technical fields, illustrating persistent occupational segregation within the United Nations system. Annex XXV to the present report provides further information on distribution by gender, entity and level.

176. During the period 1 January 2020–31 December 2021, women constituted 41.9 per cent of applicants for positions in the Professional and higher categories in the United Nations system, which was an increase on the previous reporting period, when the share was 35.5 per cent. This indicates that enhanced efforts have been successful in reaching more women applicants and improving the attractiveness of the United Nations as an employer. Women represented a slightly greater proportion of shortlisted candidates, rising to 44.4 per cent from 42.3 per cent, and of rostered candidates, rising to 51.9 from 48.5 per cent, compared with the previous reporting period. This was the case particularly for those at the P-1 level, where the share of women was greatest at nearly all stages of staff selection. The D-2 level continued to stand out as the level with the lowest share of women selected, at 27 per cent.

177. The majority of separations for both men and women were the result of the expiration of an appointment, resignation or retirement. Appointment expiration was

the most common reason for the separation of both women and men, at 32.4 per cent and 32.1 per cent, respectively. Resignation accounted for a larger proportion of separations of women (29.4 per cent) than of men (23.4 per cent). Despite the lower representation of women among the Professional and higher categories, at 47.0 per cent, they comprised 52.6 per cent of all resignations during the reporting period. Retirement was the reason for the separation of 17.8 per cent of women, compared with 22.6 per cent of men. The gap may reflect historical gender imbalances but could also serve as a long-term indicator of whether women are remaining in the United Nations system for as long as men are.

178. With regard to the regional representation of women in the organizations of the United Nations common system, the current trend is consistent with that of previous years. During the 2019–2022 period, overall, the share of women grew for all regions, with increases ranging from 2.4 per cent (Western European and other States) to 5.1 per cent (Eastern Europe). The representation of women from all regions except Africa was over 40 per cent in 2022 and was over 50 per cent for three regions: Eastern Europe (53.5 per cent), Western European and other States (53.1 per cent) and Latin America and the Caribbean (51.5 per cent). The region with the highest overall percentage of women in the United Nations common system in 2022, at 47.81 per cent, was Western European and other States, as was also reported in 2004, 2006, 2008, 2012 and 2019. The proportion of Professional women from Asia, including the Pacific (19.06 per cent), Africa (16.95 per cent), Latin America and the Caribbean (8.18 per cent) and Eastern Europe (7.83 per cent) combined represents 52.2 per cent. The findings further emphasize the need for United Nations entities to focus exclusively on necessary measures to increase the representation of women from all regional groups in a balanced manner.

179. Most organizations have policies and measures in place to achieve gender balance (see annex XXVI). A wide range of work-life policies has been implemented by the organizations of the common system to help all staff members to balance their professional and private lives. All but six reporting organizations have implemented a gender strategy. An effective gender balance strategy requires strong commitment and leadership from the top and awareness among managers and staff at all levels of that strategy and the actions expected of them.

180. Efforts to prevent, address and eliminate sexual harassment should continue system-wide, in full alignment with the work of the CEB Task Force on Addressing Sexual Harassment and its successor, the United Nations Executive Group to Prevent and Respond to Sexual Harassment in the United Nations System. Many United Nations entities have taken specific measures on diversity and inclusion, particularly to address racism within the workforce. According to a system-wide survey conducted by UN-Women in 2022, only 55 per cent of the entities surveyed reported that they specifically address the intersectionality of gender identity with race, ethnicity, or sexual orientation, which is critical to supporting overall diversity in the workplace.

Discussion in the Commission

181. The Human Resources Network took note of the document presented by the ICSC secretariat, while noting that the agenda item fell under article 16 of the ICSC statute. It further noted that organizations were fully committed to promoting gender parity, and the Secretary-General's system-wide strategy on gender parity had been instrumental in that regard, as evidenced by the overall increase in the percentage of women, in particular at senior levels. The Network considered, however, that achieving gender parity required a continuous effort to monitor the adequacy of human resources policies and remuneration practices through a gender lens, which was where ICSC played a critical role. The Network stated that organizations looked forward to seeing the trend towards gender parity reflected within the Commission itself.

182. FICSA recognized that the United Nations had firmly embedded the principle of gender equality in its core guiding documents, such as the Charter and the Universal Declaration of Human Rights, underscoring a longstanding commitment to ensuring equality between men and women in all spheres. FICSA recalled that that commitment had been reinforced by the 1995 Beijing Declaration and Platform for Action, which had set a target for achieving a 50/50 gender balance in the Professional and higher categories by 2000. The General Assembly had repeatedly reaffirmed through its resolutions that, as an organization responsible for setting global norms and standards, the United Nations was expected to exemplify gender parity within its own structures. Accordingly, FICSA appreciated the pivotal role of the Commission in reviewing and recommending practices to achieve gender balance and in conducting periodic reviews since 1985. It noted the progress towards gender parity in the United Nations system, with the increase in women's representation in the Professional and higher categories to 47 per cent. However, it also observed that, despite those efforts, progress towards gender parity had been uneven, with challenges such as regional disparities and higher exit rates for women. The Commission had emphasized the need for more detailed exit interviews and the establishment of clear indicators to track gender balance progress. FICSA considered that continued monitoring and the systematic incorporation of gender perspectives into policymaking should be a focus for all organizations, as they remained crucial for achieving the gender parity goals of the United Nations. It thus echoed the Commission's repeated call for more data, particularly on the attraction and retention of talent. Lastly, FICSA looked forward to special measures and comprehensive strategies to attract, recruit and develop women, particularly from underrepresented regions. It considered that the effective enforcement of existing policies, strong leadership and a commitment to addressing all forms of discrimination and misconduct were essential for creating an equitable and inclusive work environment that was in line with the promise made in the 2030 Agenda for Sustainable Development to leave no one behind.

183. CCISUA emphasized that the lack of gender equality among professional staff in the United Nations common system should be looked at primarily as an issue of discrimination in itself, given the sharp decrease in percentage of women in the higher grades. CCISUA noted that there was a tendency among agencies to recruit women externally at the higher levels, instead of promoting their female staff internally, which did not help in addressing the bias, and that showed the lack of an effective mechanism to identify future leaders among women recruited in the lower grades. Effective measures had to be put in place to support the progression of women, to ensure that progression did not always have to come with the sacrifice of not having children, in particular in rotation-based agencies, and although many women prioritized work over building a family. Necessary support should be provided, including for dual-career couples, beyond parental leave provisions and as part of the compensation package. Where mobility was mandatory, it should be incentivized, and flexible working arrangements made available. CCISUA found it quite scandalous that, after all the effort put into developing initiatives and strategies over time, UN-Women and other small entities were the only organizations that had more women in leadership positions, while the proportion in others ranged from 36 to 46 per cent overall and barely reached a maximum average of 47 per cent, with the same discrepancy in higher grades. It considered that the issue should be examined from an intersectional perspective, which demonstrated further the discrimination of women when disaggregated by their diversity. CCISUA noted with concern that, in many organizations, the concept of selecting a woman candidate over a man when she was "substantially equally qualified" was not applied fairly or with clear targets. The unconscious (or conscious) gender bias needed to be addressed. The current state of affairs became clearer when adding other forms of bias, whether it was racial or against women with disabilities or caregivers, or older women on the basis of ageism,

and therefore processes of assignment and promotion needed to be looked into, in particular to encourage diverse panels. CCISUA pointed out that, although progress might have been made in recent decades in terms of achieving gender parity, there was no equality in relation to women's career progression, in all types of organizations, whether field-based or not, although the women were there, including the equally qualified National Professional Officers or General Service staff who could be converted to the professional category. Given the higher numbers of women who were resigning from their organization, CCISUA considered that exit interviews should indeed be conducted systematically in order to understand the constraints women faced and to address those in policies that would improve retention.

184. UNISERV stated that the federation was aware of staff reports of discrimination, harassment and exclusion based on gender – often mixed with the scourge of racism and other harmful phobias. UNISERV noted that the percentages of women at each level across different entities did not demonstrate how women were treated in the workplace: whether they were given shared power and responsibility, appropriate to their capacities and levels, and whether there was an enabling environment that empowered the diversity of women employed across the common system. UNISERV pointed out that parity data furthered the binary divide between men and women, failing to take account of gender diversity. The federation considered that the percentage of overall representation of women did not reveal particular dynamics, such as women who were reporting to men at the same level; women who were given no managerial responsibilities, supervisees or budgets to administer, despite being senior professionals; women who were experts in their field but were supervised by men who had 10 to 20 years less experience; women who were told they were experts but faced reprisals when they expressed substantive disagreements with supervisors; women who spent substantially longer than men at each level before being selected for a higher level post; and women who had been told they were not suitable for selection for hardship locations because of their gender, age or family status. UNISERV affirmed that men were also regularly reaching out to the unions, frustrated and wondering how the “numbers” approach to parity advanced the cause of gender equality and empowerment if the best candidate was not being selected or women were being recruited and treated as “tokens”. UNISERV emphasized that women did not want to be token recruits; and women applying internally and men did not want to be excluded from opportunities without fair consideration. Furthermore, UNISERV noted that “quiet quitting” was a real phenomenon, and it did not want staff – men or women – to “quiet quit” because of the lack of opportunities. UNISERV believed that gender parity and the empowerment of women needed to come through culture change and not through mere prescription. Technocratic, isolated measures, such as designing women-only rosters, were therefore not going to change the organizational culture. With women more often availing themselves of the range of work-life policies, UNISERV had seen unintended negative consequences, including women staff being labelled as unproductive or distracted by their non-work lives, such as raising children or taking care of secondary dependants. It therefore called for more attention to be paid to the impacts on women staff, who might experience higher levels of stress and anxiety owing to both their regular workloads and their ongoing caretaking responsibilities. However, that and all other efforts to empower women should not result in the creation of unnecessary divisions between men and women staff, which fostered resentment or a sense of hopelessness about long-term service in the system.

185. The Commission noted that the General Assembly had continued to support gender parity and had set specific goals, providing the Commission with a role in monitoring. A framework for the discussion was provided by Assembly resolution [73/273](#), in which the Assembly had requested the Commission to continue to provide it with information on the progress made by organizations of the United Nations common system in the implementation of existing gender policies and measures

towards achieving the goal of 50/50 gender balance and strengthening geographical distribution. In the same resolution, the Assembly welcomed the work undertaken by the Commission regarding the updated human resources management framework, with the inclusion of a workforce diversity component. It was noted that the framework addressed diversity in a broad and comprehensive manner that would be useful for the Commission's discussion on diversity.

186. The Commission took note of the analysis of the workforce demographics of the United Nations system presented in the report. The analysis was based on the most recent statistics available on the number and percentage of women in all organizations of the United Nations system, as provided in the report of the Secretary-General on the improvement in the status of women in the United Nations system (A/78/206), which had been prepared by UN-Women. In reviewing the data and information, the Commission noted that, while there had been some improvement in reaching the overall goal of gender balance, women continued to be underrepresented at the middle and senior management levels, particularly at the P-5 and Director levels. The data showed that, while women were well represented at the lower levels, that was not translating into progression to the higher levels, suggesting a "leaky pipeline". The Commission emphasized that, in order to achieve gender equality, it was essential to secure the participation of women in the decision-making process, especially at managerial levels.

187. The Commission noted with concern that more women than men were resigning and considered that retention and lack of progression issues should continue to be further examined, including an analysis of disaggregated data on retirement, between early and mandatory retirement, showing the age of separation by gender, since there was a 10-year period extending from the age at which early retirement could be taken (55 years) to the mandatory age of retirement (65 years).

188. While important progress had been made regarding gender parity, the Commission noted that progress was uneven from a regional perspective. In 2022, the highest proportion of professional women (i.e. 47.81 per cent) was from Western European and other States while the proportion of professional women from Africa, Asia, Eastern Europe and Latin America and Caribbean combined represented only 52.19 per cent overall. The Commission was of the view that those figures called for the incorporation of other diversity elements into recruitment, such as geographical balance, and for the interconnection of gender and geographical diversity goals. One Commission member noted that the majority of organizations were taking a holistic and intersectional approach to diversity and making significant progress, including in attracting women to regions where they had been underrepresented.

189. The Commission acknowledged that since the launch of the Secretary-General's system-wide strategy on gender parity, most organizations of the United Nations common system had made significant improvements in reaching gender parity, including the development and implementation of policies and practices to attract, recruit and promote women. The Commission expressed its support for the Secretary-General's system-wide strategy on gender parity and its appreciation for the measures that had been taken by the organizations and the progress achieved.

190. In terms of policies and measures to achieve gender balance, the Commission noted that a number of policies and measures were already in place and most organizations appeared to be comparable to other good global employers. The challenge was to implement those policies and measures effectively to yield the intended outcome. In that regard, the Commission recognized that robust and credible accountability mechanisms that gave strength to the gender balance policy were central to meaningful implementation.

191. It was noted that important measures for an enabling environment were being taken, including addressing discrimination, violence and harassment, and that the

revision of the standards of conduct would also be important in this regard. The adoption of the Violence and Harassment Convention, 2019 (No. 190) was also noted as a significant milestone that provided a clear framework for addressing those issues specifically in the world of work. The work to support care responsibilities was also highlighted, including the parental leave framework recently adopted by the Commission, which the Commission considered would have a significant impact in that regard.

192. One member of the Commission observed that the proportion of women was already greater than that of men in certain organizations. The Commission member stated that organizations could work more actively on the representation of women at levels where there were fewer of them, and that it was already clear that women would outnumber men in the coming years if the current dynamics continued. Taking that into account, the Commission member warned that, if that trend prevailed, the Commission would have to take proactive steps in the near future, such as developing policies and strategies that would encourage the hiring of men, rather than temporary special measures to avoid such a “pendulum approach”. In that regard, it was considered premature to urge the implementation of temporary special measures in the context of the Commission’s decision, as those measures were not approved by Member States.

193. Some members of the Commission considered that the Commission’s review of gender parity in the United Nations common system should also include other categories of staff, such as General Service and related categories. It was noted that gender policies and measures were applicable to all staff regardless of category. The ICSC secretariat stated that since 1995, the General Assembly had set specific goals for gender parity in numerous resolutions (resolution 50/164 in 1995, resolution 52/96 in 1997 and resolution 59/164 in 2004) to achieve 50/50 gender distribution in the Professional and higher categories, particularly in managerial and decision-making positions. One member of the Commission recalled that resolution 50/164, adopted by the Assembly in 1996, requested the Secretary-General to ensure that equal employment opportunities existed for all staff.

194. Some members of the Commission considered it timely to ask the ICSC secretariat, when considering issues of gender parity, to provide henceforth information on the representation of men and women disaggregated by category of duty station (including B, C, D or E). It was also important to understand the rationale for the lower percentage of women than men in non-family duty stations and the rationale for a higher percentage of women at headquarters duty stations.

195. Noting that progress towards achieving gender parity was hindered not by a single challenge alone but by multiple challenges, the Commission considered that it would continue to require specific and measurable actions. It was agreed that the Commission would continue to encourage efforts to promote gender equality and would recommend that accelerated action be taken, as needed, through a comprehensive range of actions to address any obstacles to reaching and sustaining gender parity in the United Nations common system. Therefore, the Commission was of the view that its secretariat should continue to monitor progress, looking further into good practices, including the various factors leading to progress.

Decisions of the Commission

196. The Commission decided to:

(a) Welcome the progress made with respect to the gender balance in the Professional and higher categories in the common system organizations through a range of policies and measures that had been adopted;

(b) Encourage the common system organizations to continue their efforts to promote gender equality, and recommend that a comprehensive range of actions be adopted to address any obstacles to reaching and sustaining gender parity in the common system;

(c) Urge the common system organizations to continue implementing existing gender equality policies and measures and urge the organizations that do not have targets to ensure gender balance to establish clear indicators to track progress at all grades in that regard;

(d) Request its secretariat to continue to monitor the progress made in implementing gender policies and measures towards achieving 50/50 gender balance, including highlighting good practices, and provide an update in the next regular report.

C. Base/floor salary scale

197. The concept of the base/floor salary scale was introduced, with effect from 1 July 1990, by the General Assembly in its resolution 44/198 (sect. I, H, para. 1). The scale is set by reference to the General Schedule salary scale of the comparator civil service, currently the federal civil service of the United States of America. Periodic adjustments are made on the basis of a comparison of net base salaries of United Nations officials at the established reference point of the scale (P-4, step VI) with the corresponding base salaries of their counterparts in the United States federal civil service (those at step VI in grades GS-13 and GS-14, with weights of 33 per cent and 67 per cent, respectively).

198. A 4.7 per cent increase in the base General Schedule scale of the comparator civil service was implemented with effect from 1 January 2024. In addition, tax changes were introduced in the United States in 2024. In the federal tax system, the income levels of tax brackets and the standard deduction amounts were increased. Standard deduction amounts were also adjusted in the District of Columbia and the State of Virginia. No changes were registered in the tax legislation of the State of Maryland in 2024.

199. In order to reflect the cumulative effect of the 2023 and 2024 salary increases granted by the comparator, which are not reflected in the United Nations base/floor salary levels, and of the tax changes that occurred in the United States in 2023 and 2024, an increase of 9.50 per cent in the base/floor salary scale with effect from 1 January 2025 was proposed. This adjustment would maintain the common system salaries in line with those of the comparator. In addition, in accordance with General Assembly resolution 70/244 of 23 December 2015 (sect. III, paras. 9 (a) and (b)), the adjustment to the salary scale should also be applied to the pay protection points for staff whose salaries were higher than those at the maximum steps of their grade upon conversion to the unified salary scale. The proposed salary scale and pay protection points are shown in annex XXVII to the present report.

200. The annual system-wide financial implications resulting from an increase in the base/floor salary were estimated as follows:

(United States dollars)

(a) For duty stations with low post adjustment where net remuneration would otherwise fall below the level of the new base/floor	0
(b) In respect of the scale of separation payments	5 263 000

Discussion in the Commission

201. The Human Resources Network concurred with the recommended 9.50 per cent increase in the base/floor salaries as from 1 January 2025. The representatives of the staff federations, noting the increase in the comparator civil service base salaries, also supported the proposed increase in the base/floor salary scale, which reflected the increases in salary implemented by the comparator in 2023 and in 2024.

202. The Commission agreed with the proposed 2025 increase in the base/floor salary, which would be implemented through the standard no-gain/no-loss consolidation procedure, namely by increasing the base/floor salary scale and commensurately decreasing post adjustment multipliers. In accordance with resolution 70/244, that procedure would also be applied to adjust the pay protection points. The Commission noted that, except for some minor rounding-related changes, the application of that procedure did not affect the overall level of net remuneration, meaning that it would not have any impact in the budget of the common organizations in cases when the lowest post adjustment multiplier could offset the increase in the salary scale, as in the current year. It was further noted that the update of the base/floor salary scale was an independent procedure from the revisions to the net remuneration through the post adjustment review mechanism.

Decision of the Commission

203. The Commission decided:

(a) To recommend to the General Assembly that it approve, with effect from 1 January 2025, the revised unified base/floor salary scale as well as the updated pay protection points for the Professional and higher categories, as shown in annex XXVII to the present report, reflecting a 9.50 per cent adjustment, to be implemented by increasing the base salary and commensurately decreasing post adjustment multiplier points;

(b) To inform the General Assembly that this recommendation, which superseded the Commission's 2023 base/floor recommendation, reflected the compounded movement of the comparator salaries in the two-year period 2023–2024.

D. Evolution of the United Nations/United States net remuneration margin

204. Under a standing mandate from the General Assembly (resolution 44/198, sect. I.C, para. 4), the Commission reviews the relationship between the net remuneration of United Nations officials in the Professional and higher categories in New York and that of United States federal civil service officials in comparable positions in Washington, D.C. For that purpose, the Commission tracks, on an annual basis, changes occurring in the remuneration levels of both civil services. In addition, in its resolution 71/264, the Assembly requested the Commission to include information on the development of the margin over time in an annex to its annual reports.

205. As of 1 January 2024, the comparator civil service implemented a 4.7 per cent increase in base salaries of federal employees under the General Schedule and other statutory systems. The locality pay applicable in Washington, D.C. increased from 32.49 per cent in 2023 to 33.26 per cent in 2024. Other developments relevant to the comparison were:

(a) Revisions to the federal tax brackets and the standard deduction amounts, as well as changes in the standard deduction amounts for the District of Columbia and the State of Virginia;

(b) An increase in the post adjustment multiplier for New York, from 80.5 for January to 88.4 as from 1 February 2024, owing to the normal operation of the post adjustment system (i.e. the evolution of the cost of living at the duty station) conducted in conjunction with the Commission's active management of the United Nations/United States net remuneration margin through the operation of the post adjustment system;

(c) The recalculation of the cost-of-living differential between New York and Washington, D.C in 2024, to stand at 110.3.

206. On the basis of the above, the Commission was informed that the estimated net remuneration margin for 2024 amounted to 116.9. The details of the comparison and information on the development of the margin over time are shown in annex XXVIII to the present report.

Discussion in the Commission

207. The Human Resources Network took note of the findings of the latest margin comparison. The Network and staff federations noted that corrective action through the operation of the post adjustment system had been necessary in February 2024 to prevent the margin from falling below the established lower trigger level of 113.

208. The Commission noted that the margin for 2024 remained within the range approved by the General Assembly, but had increased significantly and was close to the upper trigger level of 117. The Commission was informed that that was largely attributable to adjustment of the New York/Washington cost-of-living differential, which had dropped from 114.3 to 110.3. Considering that the margin was near 117, some members anticipated that corrective action might be necessary through the operation of the post adjustment system to avoid breaching the trigger level in 2025. If applied, such corrective action would limit the increase of the post adjustment multiplier in New York calculated on the basis of the evolution of the cost of living at the duty station.

209. One Commission member queried the process and methodology by which the United States federal civil service was selected as the civil service comparator for the Professional and higher categories and considered that it should be reviewed. In that regard, the secretariat informed the Commission that the process and methodology would be considered as part of the 2025 study of the identification of the highest-paid national civil service.

210. Lastly, it was noted that, should further data updates become available, a revised margin estimate would be presented by the Chair to the General Assembly during the introduction of the Commission's annual report.

Decisions of the Commission

211. The Commission decided:

(a) To report to the General Assembly that the margin between the net remuneration of United Nations officials in the Professional and higher categories in New York and that of officials in comparable positions in the United States federal civil service in Washington, D.C., was estimated at 116.9 for the calendar year 2024;

(b) To request its secretariat to continue monitoring the margin level so that corrective action could be taken as necessary through the operation of the post adjustment system should the trigger levels of 113 or 117 be breached in 2025.

E. Post adjustment issues: report of the Advisory Committee on Post Adjustment Questions on its forty-fifth session and provisional agenda for the forty-sixth session

212. Pursuant to article 11 of its statute, the Commission continued to keep under review the operation of the post adjustment system, and in that context considered the report of the Advisory Committee on Post Adjustment Questions on its work at its forty-fifth session, which covered:

(a) The recommendations of the Advisory Committee regarding methodological issues arising from the 2021 baseline surveys at headquarters duty stations, including:

- (i) A comparative analysis of housing-related costs incurred by homeowners versus renters;
- (ii) A comparative analysis of price data collected from physical outlets versus their online websites;

(b) The recommendations of the Advisory Committee concerning issues pertaining to the next round of surveys, specifically:

- (i) Feasibility of simplification of the structure of the post adjustment index to facilitate the use of external data in its compilation;
- (ii) Review of items and their specifications in the market basket of the Commission;
- (iii) Proposals for the redesign of the staff expenditure survey questionnaire and other survey instruments.

213. Regarding the comparative analysis of housing-related costs incurred by homeowners versus renters, the Advisory Committee recommended that both groups should continue to be surveyed despite the challenges associated with measuring costs incurred by owner-occupiers, and that the two groups should be treated separately for the determination of their respective average expenditures. Concerning the comparative analysis of price data collected from physical outlets versus their online websites, the Advisory Committee reiterated its prior recommendation for the secretariat to follow a multimodal approach to price data collection, stressing the importance of maintaining flexibility as to the modalities in surveying various retail channels.

214. The Advisory Committee also recommended that the secretariat realign its classification of expenditures with that of the Classification of Individual Consumption According to Purpose or COICOP (the international reference classification of household expenditure maintained under the custodianship of the Statistics Division of the United Nations), and that relative shares derived from consumer price index/harmonized index of consumer prices weights could be used to disaggregate selected expenditure aggregates surveyed at a higher level into basic headings. The Advisory Committee also endorsed the secretariat's initial proposals for the development of the list of items in the ICSC market basket and the redesign of the staff expenditure survey questionnaire and other survey instruments; for the expansion of the list of outlets surveyed in New York to enhance price comparisons with group II duty stations; and for the inclusion of Field Service staff at grade 5 (FS-5) for participation in cost-of-living surveys.

Discussion in the Commission

215. The Human Resources Network broadly concurred with the recommendations of the Advisory Committee but expressed concern about the recommendation regarding the possible inclusion of FS-5 staff in future surveys. The Network pointed

out that, especially in peacekeeping operations, Field Service staff could make up a significant share or even the majority of the international staff population, and if such staff did not have similar expenditure patterns, that might lead to a distortion of the results. In addition, several peacekeeping missions were scheduled for closure, and the inclusion of FS-5 staff in cost-of-living surveys could bias the results for the smaller number of international staff remaining at those duty stations in the future.

216. While expressing support for the recommendations of the Advisory Committee, FICSA suggested that any recommendations related to statistical methodology should remain firmly in the hands of the Committee, which was composed of world-renowned experts, and that the Federation would continue to advocate the best possible conditions of service for staff in all relevant forums and would discourage any degradation in the compensation package. FICSA expressed support for a multimodal approach to price data collection but reiterated the need to reflect the purchasing patterns of all staff, 70 per cent of whom served in the field, where online purchasing options were limited or unavailable. FICSA reiterated its call for continued transparency on the part of the secretariat in its choice of data collection modalities. Furthermore, FICSA expressed the need to be cautious about introducing external data, emphasizing that any external data must be accurate and relevant to the purchasing patterns of international civil servants. FICSA also expressed appreciation for the engagement of staff in testing survey instruments and the willingness of FICSA to continue its collaboration with the secretariat on further improvements.

217. CCISUA pointed out that international Professional staff were internationally recruited and subject to mobility; comparisons of housing costs should therefore be based primarily on rental costs. Even though there were duty stations, including New York, with high rates of homeownership, CCISUA remained concerned about comparisons of homeownership costs, and advised caution regarding the use of price data collected online, as adequate checks of availability, timely delivery and taxes were needed. CCISUA supported earlier recommendations of the Advisory Committee to use external data only as a contingency option, as well as on the expansion of the list of outlets for the New York price survey to enhance price comparisons with group II duty stations. CCISUA advised against the inclusion of FS-5 staff in cost-of-living surveys at duty stations where they outnumbered Professional staff. While supporting all the Committee's recommendations, UNISERV stated that external data should be used only in specific situations where the data collected by the secretariat was not of sufficient quality.

218. Commission members expressed support for plans for harmonization of the ICSC classification of expenditures with COICOP, as that would facilitate the integration of external data in the post adjustment index in the future. Several Commission members underlined that, while external data would rarely be superior to survey data collected directly, a reasonable and balanced use of external data of sufficient quality had the potential to improve operational efficiency and reduce the workload of the secretariat. Moreover, external data existed in the market and were used by other organizations, public or private, in the operation of their cost-of-living adjustment mechanisms. The Commission welcomed the willingness of the Advisory Committee to continue looking into the matter and pointed out that its call for the Advisory Committee to explore possibilities for using external data had never been considered an end in itself. Commission members encouraged the Advisory Committee to draw the Commission's attention to sources of external data that might present a reasonable trade-off between precision and efficiency, and to examine opportunities for collaborative data collection activities with third parties.

219. Noting the reference to other organizations in identifying the appropriate trade-off between efficiency and precision, CCISUA stated that such organizations typically operated a model of salary setting that effectively did not allow for levels of

remuneration lower than at their headquarters. By contrast, the model followed by the United Nations common system allowed for considerable savings by applying the principle of the purchasing power of salaries to field duty stations whose cost of living was lower than that of the base. CCISUA argued that, in the context of a system that pursued such savings, the estimated cost-of-living relativities needed to be precise.

220. The secretariat, in response to the views expressed on the matter, pointed out that the Advisory Committee had looked at ways of simplifying the structure of the post adjustment index in the past, but had ultimately decided to maintain the status quo, since it was suited to the measurement of cost-of-living relativities in the context of the compensation of United Nations staff. The removal of some of its major components might simplify the index but would introduce additional complexity into other parts of the post adjustment system.

221. Several Commission members highlighted the technical nature of the measurement and comparison of housing costs and stressed the need for the secretariat to explain the concepts in non-technical terms. They indicated that, since the purpose of surveys was to capture the reality of the cost of living, both renters and homeowners should be covered, but treated separately, using a survey approach that considered their different spending behaviours. They indicated that expenditures for the purchase of a home or expenditures for maintenance and renovation could not be considered consumption, but rather an investment.

222. Some members of the Commission stated that the structure of the post adjustment index, which encompassed 12 major groups, 32 subgroups and 80 basic headings, and a market basket of about 300 items, was unnecessarily detailed compared with other organizations. In response, the secretariat informed the Commission that there were both public and private organizations operating in the field of cost-of-living measurement. Among public organizations, Eurostat used a market basket of about 2,000 items for the European Comparison Programme, designed primarily for the international comparison of national accounts aggregates, but also used for compensation purposes for officials of the European Union and other international organizations. The market baskets used by national statistical offices for compiling consumer price indices could range from several hundred to thousands of items; however, those programmes were typically supported by significantly more resources than those available to the secretariat. In the case of private organizations, the market baskets of three reputable international consultancy companies operating in the field of compensation were largely comparable to that of ICSC, consisting of about 300, 200 and 160 items, respectively.

223. Commission members reviewed the recommendation of the Advisory Committee to extend to FS-5 staff eligibility to participate in cost-of-living surveys, as well as the considerations and clarifications expressed by the Human Resources Network on the issue. Considering that continuing to include FS-5 staff in surveys on an ad hoc basis could still be the best approach, they assessed the possible negative outcomes highlighted by the Network and some stakeholders, specifically the possibility of distorted results when the FS-5 staff population outnumbered the rest of the international Professional staff. They requested the secretariat to provide additional information as to why that proposal had been recommended by the Advisory Committee. The secretariat explained that FS-5 staff were subject to post adjustment and their salary level overlapped with the Professional base/floor salary scale; from those two viewpoints, therefore, there was no reason to exclude them from surveys. However, whether staff in the FS-5 grade had spending patterns markedly different from their Professional counterparts could not be answered precisely until that category of staff had participated systematically in surveys. The methodology was robust to bias, mainly from the use of common expenditure weights, and the regular data processing procedures ensured that any staff with significantly divergent expenditure patterns would be excluded from the analysis. Thus, if the

recommendation of the Advisory Committee was endorsed by the Commission, due attention would be paid to their spending patterns during the analysis of data, given the information shared by the Human Resources Network. The secretariat added that new surveys could refresh the data used in post adjustment calculations and the inclusion or exclusion of FS-5 category staff in surveys did not have budget implications. Based on his experience, having served as Field Service staff before becoming Professional staff, the representative of UNISERV stated that the two categories had the same spending pattern.

224. In response to several questions from Commission members, the secretariat explained that it was not the first time that a new category of staff had been added to the pool of staff eligible for participation in cost-of-living surveys. Staff in the D-2 grade had been added in 2016 without any detrimental impact on survey results. The proposal to include FS-5 staff in surveys was motivated not by a need to solve a specific problem, but with the aim of improving the representativeness of the sample for a duty station with a significant number of staff in that category. Some Commission members expressed concern that including FS-5 staff in the surveys could distort the post adjustment index in duty stations where peacekeeping missions with large numbers of such staff were closed.

225. The Commission considered that there were valid reasons both to accept the recommendation of the Advisory Committee or to maintain the status quo, but that the latter approach would be the most prudent, and asked the secretariat to provide further empirical evidence on the matter in future. Members of the Commission pointed out that the Advisory Committee was a subsidiary body of the Commission that reported to it, and in that context expressed broad agreement with all the other recommendations of the Advisory Committee. The Commission also approved, in principle, the provisional agenda for the forty-sixth session of the Advisory Committee, pending further consultations with Committee members and representatives of administrations and staff federations of United Nations common system organizations.

Decisions of the Commission

226. The Commission decided to approve:

(a) All recommendations of the Advisory Committee, as outlined in its report, except for the inclusion of FS-5 grade staff for participation in cost-of-living surveys, regarding which it requested the secretariat to provide more information and the rationale for this change to current procedures;

(b) The proposed agenda for the forty-sixth session of the Advisory Committee, as outlined in annex III to the report of the Committee, in principle, pending its finalization after consultations with members of the Advisory Committee and stakeholders.

227. The Commission, while cognizant of the limitations encountered thus far when analysing potential sources of external data, considered it important to remain open to using such sources. It therefore requested the Advisory Committee to:

(a) Continue to examine potential sources of external data and to draw the Commission's attention to sources whose use might present a trade-off between loss in precision and gain in efficiency;

(b) Continue its efforts to adjust the methodology to make it more compatible with other international standards, including COICOP 2018, and consider further options in this regard;

(c) Suggest measures that might be adopted to facilitate future collaborative data collection with third parties.

F. Education grant: review of level

228. Under the approved methodology of the current regular education grant, both the global sliding scale for reimbursement of tuition and enrolment-related fees and the lump sum for boarding assistance are reviewed periodically for possible adjustment. Revised levels may be recommended to the General Assembly by the Commission based on its review of fee movements, which are tracked for two separate sets of representative schools, one for tuition fees and the other for boarding fees.

229. In 2015, in addition to endorsing a revised education grant scheme, the General Assembly decided that the two sets of schools should be reviewed every six years for possible updating (General Assembly resolution 70/244, section III, paras. 32–34). Consequently, the Commission conducted a review of representative schools in 2021 based on the existing and modified approaches for selecting them and decided that the two lists of representative schools should be updated.

230. For the sliding reimbursement scale, tuition fee data were collected, at the primary and secondary education levels, from 29 representative schools selected and approved in 2021. The rate of increase was calculated for each school based on the average annual movement of fees from 2019/20 to 2023/24 and compounded over the last two years to account for the adjustment since the General Assembly decision. The average rate of tuition fee movements over that period, weighted by the number of common system staff children at the representative schools, amounted to 5.14 per cent.

231. For the boarding lump sum, the same approach was used to calculate the recommended adjustment. Accordingly, an 8.37 per cent adjustment of the boarding lump sum was proposed.

Discussion in the Commission

232. The Human Resources Network stated that the organizations concurred with the analysis of tuition and boarding fee movements and supported the proposed adjustment. Recalling its remarks in the opening statement that the fact that a comprehensive review was under way should not be used as a reason to deviate from approved review mechanisms with regard to the level of individual entitlements, as had been the case during the previous comprehensive review, the Network considered that updating the sliding scale brackets and the boarding lump sum was necessary and timely. It would also mitigate the specific situation for children with disabilities, since the current reimbursement levels for tuition and expenses for the special education grant were currently inadequate, as clearly concluded by working group 2 established under the comprehensive review of the compensation package.

233. FICSA took note of the recommendations regarding the adjustment of the sliding reimbursement scale and the increase in the boarding lump sum, which were crucial for maintaining the relevance and adequacy of the scheme. In addition, FICSA expressed the view that stable educational environments helped to mitigate the negative impacts of frequent relocations among those staff transitioning between field and headquarters duty stations by ensuring continuity in the education of their children, which was critical for their well-being and academic success. Including the boarding lump sum at headquarters duty stations would provide necessary support to families transitioning between duty stations and ensure that children would not have to change schools each time their parents were reassigned. That would alleviate the financial burden and emotional stress on both parents and children due to frequent relocations and school changes. It would be in line with the organizations' goals to support their staff in maintaining a work-life balance; to ensure their families' well-being; and to be a modern, caring employer of choice. FICSA hoped that that could be received by the Commission for further consideration and analysis.

234. CCISUA agreed with the analysis of fee movements presented by the secretariat and asked the Commission to approve the new brackets. CCISUA noted that parents were increasingly choosing to send their children to less costly schools of good quality where available, as was the case of Geneva, with a gradual shift over time from the International School of Geneva to local private schools with an international curriculum, such as Institut International de Lancy and Institut Florimont. While that was what the current education grant scheme encouraged, it might not be possible everywhere. Quoting the tuition fee increase at the International School of Geneva, which it seemed compared well with inflation thanks to United Nations presence on the board and among parents, CCISUA hoped that similar action could take place elsewhere. Regarding the special education grant for children with disabilities, the federation shared that parents would pay the schools up to \$80,000, leaving a large amount to be covered by staff themselves, and added that the situation needed to be addressed. CCISUA stressed that the provision of the boarding lump sum should be reinstated at headquarters duty stations, as those duty stations were included in staff mobility.

235. UNISERV took note of the proposals for the revised sliding reimbursement scale and the revised boarding lump sum of \$5,743, to enter into effect from the school year in progress in January 2025. Expressing appreciation for the regular tracking of tuition and boarding fees by the ICSC secretariat, UNISERV was of the view that common system staff were increasingly being priced out of the main United Nations-centred international schools altogether. The federation believed that staff deserved to know more about how the increased tuition fee movements come about, with justifications for such increases.

236. The Commission recalled that the General Assembly had decided, in its resolution [76/240](#), for implementation as of the academic year in progress on 1 January 2022, to maintain the reimbursement rates of the seven brackets and adjust the revised sliding reimbursement scale upward by 14 per cent, and to increase the boarding lump sum to the amount of \$5,300.

237. The Commission agreed that using an average annual rate of tuition movement since 2019, compounded over the last two years since the General Assembly decision, helped to moderate the abnormal jumps observed in both the tuition and the boarding fees charged by the representative schools right after the COVID-19 pandemic.

238. It was acknowledged that working group 2 established under the comprehensive review of the compensation package had been tasked to revisit the current education grant scheme, including its methodology. Thus, some Commission members were of the view that the level of the grant might be considered for possible adjustment upon completion of the current comprehensive review. Others believed, however, that the comprehensive review was not a reason to suspend the regular periodicity of the review of level, given the importance of that benefit to staff and the tendency of school fees to outpace the general inflation rate. Nevertheless, it was agreed that the level review cycle itself would merit examination by working group 2.

239. Some cases were brought to the discussion in which the spouse of a staff member also received an education-related benefit through his or her employment outside the common system, and it was asked whether there was any possibility of a child receiving duplicate financial support through the employers of both parents. The Commission was informed in that regard that the education grant policies of the organizations stipulated that staff must disclose any financial support received from external sources, including scholarships, at the time of submitting their claims. That practice would prevent such duplication.

240. Some Commission members suggested that working group 2 should study the possible scenarios of over- or under-payments due to exchange rate fluctuations, given

that the claimed amount and reimbursement amount were calculated in the United States dollar terms while the timings of claim submission and settlement did not necessarily coincide. Another methodological aspect that might merit examination was the relationship between the education grant scheme and the post adjustment system. Some Commission members inquired whether there was any overlap in terms of compensation for educational expenses resulting from cost-of-living movement. It was clarified that the post adjustment addressed the inflationary impact on out-of-pocket educational expenses of staff not covered by the education grant scheme while the level of the education grant was reviewed for the reimbursement provided by the organization.

241. Responding to the request from staff federations for the Commission to consider reinstating the boarding lump sum for staff at headquarters duty stations, the Commission recalled that it had been limited to staff in the field under the previous comprehensive review, with the specific intent of encouraging staff mobility to field locations. In addition, it was pointed out that the special provision was still available at headquarters duty stations in exceptional cases. Thus, the Commission reiterated its view that there should not be any change in that regard.

242. The Commission took note of the financial implications of the proposed adjustment: \$1.95 million for adjusting the reimbursement scale brackets and \$1.45 million for increasing the boarding lump sum.

Decisions of the Commission

243. The Commission decided to:

(a) Recommend to the General Assembly that, from the school year in progress on 1 January 2025:

(i) The sliding reimbursement scale be revised as follows:

<i>Claim amount bracket (United States dollars)</i>	<i>Reimbursement rate (percentage)</i>
0–13 904	86
13 905–20 856	81
20 857–27 807	76
26 808–34 759	71
34 760–41 711	66
41 712–48 663	61
48 664 and above	–

(ii) The boarding lump sum be increased to \$5,743;

(b) Inform the General Assembly that it intends to continue to review the education grant methodology under the current comprehensive review;

(c) Request working group 2, tasked with the family/dependency-related elements, including the education grant, to include the following items for consideration:

(i) The impact of applying the operational exchange rates of the Treasury of the United Nations in the calculation of reimbursement for tuition fees under the education grant, particularly bearing in mind the conditions of high-inflation duty stations;

(ii) The implication of the education grant provision under remote working arrangements granted outside the duty station;

(iii) The appropriate review cycle for the grant level.

G. Comprehensive review of the compensation package

1. Report of working group 1: comprehensive review of the compensation package

244. Responding to a request of the General Assembly in resolution [77/256 B](#), the Commission, at its ninety-sixth session, had agreed on the outline of the comprehensive review of the common system compensation package, including the scope, structure, parameters and timeline. Regarding the scope of the review, the Commission had agreed that it should focus on the Professional and higher categories, given that the salary survey methodologies for the General Service and other locally recruited staff had just been revised; items spanning the categories, however, could also be examined. The Commission had also agreed that the methodological issues of the post adjustment system would continue to be channelled through the Advisory Committee on Post Adjustment Questions and that the current review would focus on allowances and benefits, as well as on new developments that had taken place since the previous review.

245. To facilitate the comprehensive review, the Commission had established three working groups, which would deal with the general overview of the structure of the current compensation package (working group 1), dependency-related elements, including the education grant (working group 2) and field-related allowances and benefits (working group 3).

246. Working group 1 held its first meeting in New York from 29 January to 2 February 2024 and was tasked with the following:

- (a) Conduct a general overview of the current compensation package;
- (b) Analyse the rationale of various elements and existing practices and identify links among them;
- (c) Explore ways to enhance the flexibility of the compensation package in order to accommodate the diverse mandates and operational requirements of the organizations;
- (d) Study the current practices of remote working arrangements among the organizations and their impact;
- (e) Consider financial and non-financial incentives in the context of mobility, recruitment and selection, staff development and learning, performance management, and so forth;
- (f) Finalize the compensation component of the framework for human resources management.

247. Members of the working group exchanged views on a wide range of aspects of the compensation package beyond those listed above and introduced new ideas for consideration, such as inclusiveness. Despite differing positions on some of them, the group generally reached conclusions on the above and on a number of related items, which are reproduced in annex XXIX to the present report.

Discussion in the Commission

248. The Human Resources Network expressed its appreciation for the constructive and results-oriented atmosphere during the working group meeting and reaffirmed the Network's commitment to playing a part in maintaining that spirit throughout the entire review. Emphasizing the need for evidence-based decision-making on technical grounds, balanced with due consideration for financial implications, in order to arrive at an outcome that found buy-in with all stakeholders, the Network stated that the organizations stood ready to cooperate with ICSC to further advance such approaches,

particularly through efforts to increase the availability of data. It was mentioned that organizations had already started working closely with the ICSC secretariat to plan for the necessary data-gathering and analysis tasks during the review. Noting that the current global situation was putting pressure on organizations' operations and budgets and demands on staff, and that increased focus was being placed on value for money, financial projections and implications, the Network believed that the review would need to strike a careful balance between a compensation package that was capable of attracting, motivating and retaining high-calibre staff for often challenging and stressful work environments and its cost-effectiveness. In times of financial crisis and budgetary constraints, coupled with still-increasing demands from Member States for organizations, the common system organizations must continue to be attractive employers in terms of the full compensation and benefits package in order to attract and retain qualified staff so that they could achieve their respective organizational goals as mandated by their Member States. The Network highlighted that the upcoming comprehensive review of the compensation package would therefore provide an important opportunity to reflect on the expectations of the coming generations of an employer of choice, while also being mindful of the diverse programmatic and operational needs and financial environments of the common system organizations. It would also be an opportunity to review the fit of the current compensation package for new ways of working that had emerged in the recent past and were likely to develop in coming years, with the results duly reflecting the diversity of the common system organizations. In addition, the Network wished to recall that the previous comprehensive compensation review, a very extensive exercise with significant changes that had resulted in some cost savings, had been concluded only a few years prior. Given the resource-intensiveness of such efforts and the significant impact on the predictability of the conditions of service for staff as a result, it considered it advisable to limit the future periodicity of comprehensive reviews to every 10 years.

249. FICSA, having confirmed the federation's full cooperation and support, expressed appreciation for the time and effort spent by the working group on the compensation package review in terms of understanding its mandate, determining its objectives and setting a clear path forward. Insights received from relevant comparators were also highly appreciated. FICSA stated that FICSA could not accept any further degradation in the conditions of service and that the continuous pursuit of "doing more with less" was no longer sustainable. FICSA noted with great appreciation that competitiveness and being an employer of choice were being given the necessary attention and that suggestions for becoming a more modern and progressive employer could be discussed openly. Additional themes that had been identified and required the working group's attention were attractiveness of the employment offering, mobility incentives, field conditions and workforce rejuvenation. FICSA drew attention to linkages with the global staff survey and recommended that insights and trends feed into the deliberations and recommendations. On that note, a general appeal was made to the ICSC secretariat and CEB members to make available any data that would support the working group's aims and provide valuable insights for its reporting. On multilingualism, FICSA maintained its position that an additional benefit would be most practical and welcome, as it would not only reward and incentivize language study but would also encourage diversification from the lingua franca, English, in everyday operations. While flexible working arrangements provided a wide portfolio of discussion topics, FICSA was content to limit discussions to areas in which such arrangements had an impact on the compensation package, such as post adjustment implications. On performance-related pay and non-financial incentives, FICSA drew attention to the complexities of implementation and was keen to discuss those items further in subsequent working group meetings. In closing, FICSA wished to assure the

Commission of its commitment to approaching the entire review with an open mind and would support any efforts to educate stakeholders and improve communication on the matter. While the federation was not yet convinced that true savings or streamlining opportunities would become apparent, it believed that the exercise would provide an opportunity to address new challenges and to find mutually agreeable proposals for future-proofing the employment framework.

250. CCISUA commended the working group on its work and expressed satisfaction that no areas of overlap between existing entitlements had been identified. Highlighting that any further reduction in the package would have a negative effect on staff retention, the federation emphasized the importance of maintaining a compensation package that continued to be fit for purpose and stressed that the field elements in particular should remain attractive. In that connection, CCISUA added that well-qualified young people from developing countries now had many well-paid opportunities and the days when a less attractive package could still attract competent staff from developing countries were over. Furthermore, in response to the need for organizations to manage increasingly complex and dangerous global events and crises, CCISUA remarked that attracting and retaining the right staff meant supporting them with appropriate hardship compensation and mobility incentives and providing support for their families, particularly knowing that not all organizations could or would impose mandatory mobility. CCISUA noted that attracting and retaining the right staff also meant supporting the education of their children, who had been moved around countless times with the only centre of gravity and continuity being international schools, often boarding schools. University needed to be part of the package, as many universities did not accept candidates who had not been through that country's school system. That was separate from the need to address childcare, which varied considerably in terms of cost between different duty stations and school starting ages. Working with the United Nations most often required lifelong dedication that the children of staff needed to bear with and for which support was necessary. The survey reported that the importance of benefits increased with the age of the respondent, while younger staff were more concerned about opportunities for career progression and promotion, work-life balance or enabling environment measures. CCISUA took note with concern of another finding from the survey, on the reasons why colleagues would choose to leave their organization. The percentage of those pointing to a toxic environment should be taken seriously, and if added to other responses related to relationship issues between staff and their managers, should be looked into by the organizations in the context of the United Nations being an employer of choice. CCISUA appreciated the recognition of non-financial incentives such as flexible work or special leave for studies as crucial recruitment and retention tools. The federation expressed full support for the implementation of measures for staff with disabilities and the inclusion of social benefits for preschool children. It was reiterated that the education grant, as a significant and valued component of the compensation package, should not be reviewed. With regard to promoting multilingualism, CCISUA advocated the inclusion of a financial incentive similar to the one available for General Service staff. CCISUA would also welcome the opportunity to discuss the compensation package for National Professional Officers in one of the three working groups established on the current compensation package by the Commission, as CCISUA had already stated at the Commission's ninety-sixth session.

251. UNISERV expressed appreciation for the exchange of views during the working group 1 meeting, including on the current package of allowances and benefits, which were collectively essential to the well-being of staff and the competitiveness of the United Nation as an employer that was able to attract and retain the best staff. The federation agreed with the conclusion of the working group that the previous review had already eliminated any overlaps and took note that the change in step periodicity away from annual step increments and the cessation of accelerated step increments

had resulted in estimated cost savings of \$320 million over the past six years. Furthermore, it acknowledged that reliable and timely data analysis would be essential for the working group, particularly in relation to staff attrition rates and causes. UNISERV recalled that the working group had discussed how the current compensation system was tied to overall goals, such as progress in achieving the desired level of multilingualism. In that context, the federation was of the view that a non-pensionable language allowance in connection with gaining proficiency in United Nations official languages would help to incentivize the Professional and higher categories of staff to enhance their skills. Underscoring that analyses of the compensation system should be based on the principle of fairness, UNISERV expressed its concerns about any increased use of cash forms of recognition or “pay-for-performance” schemes. Given the “non-promotion context” in the common system, which resulted in the lack of long-term career wage growth, UNISERV was of the view that current staff and potential recruits needed to be very well and competitively compensated at each salary level. In addition, the federation reiterated, the strategy towards reviewing the compensation package needed to be based on fairness and equal pay for work of equal value. Compensation should be focused on the staff who were in receipt of the compensation and not merely on organizational interests or organizational performance. The package should align with other priorities, particularly through the mandates and human resources goals and strategies of the organizations. The federation emphasized that the review was about the livelihoods and well-being of United Nations international civil servants and their direct and indirect network of dependants, and all changes to compensation could have detrimental impacts on certain categories of staff and their networks of dependants, often based on their gender, race, age, or country of nationality.

252. The Commission noted the wide range of issues that working group 1 had considered at its opening meeting and expressed its appreciation for the progress made. The Commission noted that the working group 2, which would consider family/dependency-related elements, including the education grant, and working group 3, which would consider the field package, were scheduled for their initial meetings. The Commission underscored that there was no hierarchy between the three working groups and each had equal status within the scope of the review; while taking into consideration the outcome of the work undertaken by the first working group, the other two working groups should consider holistically all the issues under their respective agendas. The Commission agreed that each working group should, *inter alia*, in the course of examining the elements under review, explore opportunities to further streamline benefits and allowances, which could help to address real or perceived overlaps. As concluded by working group 1, each working group would take into account the relevant conclusions and recommendations of the others. While potential overlaps should be flagged at each stage, some members considered that it could be useful to have a range of different, and even overlapping, proposals that the Commission as a whole would then examine to decide on the most appropriate options to be retained. In that regard, some Commission members stated that the general thrust of the working groups should be to develop a range of options for consideration by the Commission.

253. The Commission noted that significant changes had been made to the compensation package during the previous comprehensive review that had concluded in 2015, which had resulted in considerable savings that were estimated by the secretariat at around \$320 million since 2017. Some Commission members were of the view that the present review nevertheless provided an opportunity to examine the implications of important developments in the global context and in the world of work since that time. That included the lessons learned during the COVID-19 crisis, when organizations and staff had needed to pivot quickly to adapt to new ways of working, including moving to remote working arrangements. At the same time, the Commission

reiterated the need for stability and predictability in the compensation system and that comprehensive reviews every five years would not be prudent from that perspective or from the perspective of the additional costs and staff time required for such reviews.

254. Some Commission members referred to the request by the General Assembly in its resolution [76/240](#) and expressed the view that, to gain the approval of the Assembly, the outcome of the comprehensive review should be realistic. That meant that, while the thrust of the compensation package was that it remained competitive, the Member States were unlikely to accept an increase in its overall cost. Bearing in mind cost implications, some Commission members considered that, while increases should be avoided, those could be offset with savings.

255. The Commission noted that, subsequent to its assessment in 2021 of the previous comprehensive review, which had, inter alia, focused on identifying and eliminating overlaps, it had reported to the General Assembly that the objectives of the comprehensive review of the compensation package of staff in the Professional and higher categories had been met overall. While the working group had also concluded that the issue of overlaps among different elements of the package had been comprehensively reviewed and substantially addressed during the previous review, some Commission members were of the view that it would be important for each working group to continue to examine this issue.

256. Several members of the Commission recognized the many conflicts and security-related challenges that had occurred or were unfolding around the world, and which created a challenging environment for the organizations and staff, particularly in the field duty stations. In their view, the implications of such developments needed to be borne in mind in the relevant considerations by the working group of field-related elements. Some Commission members expressed a view that, in the absence of more information, it was too early to conclude whether conditions on the ground had indeed changed since the previous comprehensive review. It was agreed that the acquisition of data would be helpful to make more evidence-based analyses in that regard.

257. The Commission discussed the importance of timely and reliable data to ensure a data-informed, evidence-based review, and that included the disaggregated costs of the various elements of the compensation package for each organization as outlined in paragraph 14 of annex XXIX to the present report. Such data would also assist the working groups in better understanding any issues and would support the development of any proposals. In that regard, the Commission, while urging the organizations to provide such data in a timely manner, appreciated the statements of some of the organizations present expressing their commitment to providing any available data. Some members also underscored the importance of clarity and specificity in requesting data from the organizations. The Human Resources Network stated that the Network was coordinating with the ICSC secretariat to ensure that data was collected in a phased manner, as not all requests could be handled simultaneously, and a gradual approach was needed. Some of the data required overlapped with the data collected for other regular system-wide reports by the organizations to the governing bodies and therefore the process of collecting data from the organizations needed to be coordinated.

258. Commission members expressed a range of views on flexible working arrangements, but agreed on the relevance of discussing the issue, particularly with a view to harmonizing the compensation implications of remote work outside the duty station. The Commission noted that there was no common understanding of terms such as remote working, telecommuting, teleworking and flexible working arrangements, and such terms were sometimes used interchangeably, which created confusion. The Commission therefore agreed that it would be useful to have a glossary

of relevant terms to ensure a consistent and common understanding of the issues in the course of its review. Some Commission members stated that each working group should consider the implications of remote work for the specific benefits and allowances under their review – for example, alignment of adjustments in education grant and in the non-family service and hardship allowances should be addressed by the respective working groups tasked with reviewing those elements.

259. Some Commission members noted that flexible working arrangements could be an important non-financial incentive to make the compensation package more attractive. Others cautioned against overestimating the beneficial nature of remote work. They stated that, without the proper framework in place and an appropriate working environment, remote work could lead to increased stress and be counterproductive. In their view, for staff with small children, the possibility of providing support for early childhood education within the education grant scheme could alleviate some of the stress of remote working, as had been evidenced during the COVID-19 crisis. In that regard, the Commission agreed that it was of the utmost importance to ensure that the efficiency and productivity of the organizations was not compromised in any way and remained a paramount consideration; that included ensuring that staff were fully engaged in the work of the organization while working remotely.

260. A view was expressed by a Commission member that the massive transition to remote work had been a temporary measure in response to the COVID-19 pandemic and was therefore no longer necessary. The common system organizations could continue using their policies on flexible working arrangements, as they had done before the pandemic. In the context of organizational resilience, it was suggested that drawing on the international organizations' experience in developing respective policies would help to avoid the duplication of effort. The Commission member also proposed conducting a survey of Member States on their satisfaction with the performance of the secretariats while working remotely during the pandemic. Some Commission members also proposed improving attendance monitoring systems and encouraging staff to be present at offices in order to ensure responsiveness to the requests of Member States and effective mandate delivery by the organizations. It was further proposed that a study should be carried out of the root causes of staff opting for remote work, in order to assess how the open workspace policies could influence this choice.

261. On the issue of flexibility, several Commission members supported further examination of the possibility of extending the pilot payment for D and E duty stations to other categories of duty stations, as that would provide staff with more choice to suit their particular circumstances. Some members also were of the view that the possibility of including early childhood education in the education grant would not only improve flexibility and choice but could also support the rejuvenation of the workforce. Several members stated that, more broadly, each working group should be creative and look at all the different elements of the compensation package with a view to increasing flexibility and choice wherever feasible and appropriate. Those Commission members were of the view that increasing staff choices in the compensation package could improve staff satisfaction without creating significant spending increases.

262. The Commission noted that the working group had considered how the compensation package could be more inclusive for staff with disabilities and some members expressed the view that the present review was an opportunity to make the common system distinctive on that important aspect. The Commission broadly agreed that each of the other working groups should review the existing benefits and allowances (dependency-related and field-related) and examine whether and to what extent they could be adapted to better support staff with disabilities. Other aspects, such as adapting the rental subsidy scheme to better address the need for

accommodations for staff with disabilities, could also be looked at in the next stages of the review. In that regard, it would be important to focus on the compensation-related implications and not to try to reinvent the policy framework that already existed, notably in the United Nations Disability Inclusion Strategy.

263. The Commission generally agreed that non-financial measures should be considered to encourage multilingualism. The Commission noted the importance of continuing to promote the principles of multilingualism in its work. A number of Commission members considered it necessary to strengthen the importance of multilingual requirements in recruitment procedures, which would in turn contribute to diversity. Some Commission members noted that there was no official definition of multilingualism in the United Nations organizations and there did not appear to be any consensus among Member States with respect to according any advantage to knowledge of any particular official language. On a related note, some Commission members noted that not all human resources challenges could be solved through the compensation package and that other policy measures might be more effective than financial incentives in reaching certain goals, such as multilingualism and staff mobility.

264. On the issue of performance-related pay, it was noted that the results of the global staff survey revealed that staff did not feel that they were adequately compensated for their performance. Some Commission members pointed out that financial recognition was not the only consideration for employees and that some research showed that other aspects such as autonomy, mastery and purpose were more important. A view was expressed that the standards for providing exceptional performance rewards should be harmonized across the United Nations common system so that the organizations did not compete with one other for the recruitment of talent. Commission members further stressed the importance of having performance appraisal systems that were seen as credible and of avoiding bias in performance appraisals. Some of them underscored the measures relating to the management of underperformance provided in the ICSC principles and guidelines for performance appraisal and management for the recognition of different levels of performance (A/72/30, annex VI) and the need for organizations to identify unsatisfactory performance of staff, which had a negative impact on organizations. That would increase the engagement of staff members who were performing satisfactorily.

265. The Commission agreed that it remained very important to ensure that the elements of the present compensation package (and any subsequent changes) were effectively communicated, as had been raised in the report of the working group.

Decisions of the Commission

266. The Commission decided to take note of the progress made by the working group.

2. Report of working group 2: family/dependency-related elements, including the education grant

267. The first meeting of working group 2 was held in Málaga, Spain, from 27 to 31 May 2024. The group consisted of five ICSC members, six members designated by the common system organizations, a representative of CEB, and two members each from the three staff federations, namely, CCISUA, FICSA and UNISERV.

268. The working group reviewed the family-related allowances, which included the spouse allowance, the single parent allowance, the child allowance, the allowance for a child with a disability, and the secondary dependant's allowance. It discussed their rationales, methodologies and levels. The group also reviewed both the regular and the special education grant schemes and addressed the topic of early childhood education and care.

269. The working group agreed that family-friendly policies were of importance to staff and to the successful delivery of the organizations' mandates. Most of the participants agreed that the rationales for each dependency allowance were valid. At the same time, some participants were of the view that the intent of some of the allowances needed to be further reviewed for clarity and coherence. The group did not identify any overlaps among the family-related allowances but did highlight some potential gaps and areas for further study. The group also agreed that the current regular education grant was working as intended, recalling the improvements made to the scheme as a result of the previous comprehensive review. It was agreed that some aspects of the regular education grant, including the minimum age requirement, as well as the maximum limit for the special education grant, should be further discussed as areas for refinement.

270. The conclusions of working group 2 are presented in annex XXX to the present report.

Discussion in the Commission

271. The Human Resources Network recalled that serving in the United Nations system represented an end to coverage in national and regional social security systems as well as the possibility to avail oneself of traditionally available family and community support structures due to the nature of the international civil service. The Network therefore emphasized the importance of adequate dependency benefits to support the attraction and retention of staff as well as efficient programme delivery by organizations. The Network looked forward to a continuation of the discussions but was of the view that the allowances generally worked well. It believed that any changes to those benefits would need to further the efforts regarding gender parity, workforce rejuvenation and broaden the efforts for disability inclusion for staff and family members. The Network highlighted the secondary dependant's allowance as an example of a situation where the consideration of diverse views and cultural backgrounds was required, since it was underpinned by each participants' views on the notions of family, community and care expectations. The Network also recalled the discussions in working group 2 that focused on the need to find solutions for situations in which out-of-pocket expenses for early childcare were disproportionately high in a number of duty stations when compared with staff remuneration at certain grades. The same was the case across the globe for education expenses for children with disabilities, pointing to a clear need to ensure that the provisions for the special education grant reflected the current realities. The Network concurred with the recommendations of working group 2 as the way forward.

272. FICSA emphasized the importance of being mindful of the needs and motivations of staff and called for demonstrating responsibility of the organizations for their families which are a source of energy, motivation and creativity. FICSA acknowledged that the existing family/dependency-related elements of the compensation package had been found to be sound and without overlaps. It recognized the secondary dependant's allowance as essential for staff with diverse family composition and remarked that it provided significant family-friendly benefits and generated goodwill. FICSA expressed concern that the child allowance had not been updated in over a decade and had thus become inadequate over time. FICSA advocated a phased rebasing of the costs to ensure that the allowance remained relevant and effective without imposing a significant burden on organizational budgets. FICSA noted the trend towards compulsory formal education beginning at an earlier age and wished to emphasize the importance of viewing that as a social benefit, given that early childhood development was crucial for healthy interaction and overall child development. FICSA believed that integrating that benefit into the education grant could erode the grant's effectiveness and adversely affect tertiary education opportunities, particularly for staff from the

global South, where access to higher education was often limited owing to stringent entry requirements, such as the necessity of several years of physical presence. While cost containment was a major parameter in the current comprehensive review, the federation was yet to be convinced that equal weight was given to the value that staff members attached to the benefit.

273. CCISUA recalled that the dependency allowances were intended to replace social benefits that United Nations staff did not receive from their own country and that the working group had not identified any overlaps between the allowances. CCISUA stated that the regular education grant was intended to support expatriate staff by compensating the higher education-related costs, reflecting, for example, the fact that school or university fees could be much higher for children residing outside their country of origin or who did not have the nationality of the host country. In addition, some countries did not accept children who had been educated elsewhere, making that support absolutely necessary. For the sake of ensuring the continuity of education while facilitating staff rotation, the federation also believed that it would be important to reintegrate the boarding lump sum for category H duty stations, beyond the exceptions that could sometimes be complicated to obtain. Meanwhile preschool childcare assistance was provided by Governments so that both parents could remain in work after taking parental leave and was particularly relevant in locations where childcare was expensive. Regarding an option for staff members to choose between preschool childcare assistance or an education grant for university, CCISUA considered that such an option would not address the actual issue faced by parents of young children who were based in expensive duty stations and needed childcare, which was not part of education, and found it unfair to propose that staff in lower ranks should make a decision for the future, especially staff that might rotate in the field later in their careers. On the special education grant for children with disabilities, the federation thought that it should be increased to take into account the fact that special education in some countries was much more expensive than in others, and that children with special needs had very limited choice of institution. Regarding the secondary dependant's allowance, CCISUA remarked that it was not a "free" allowance for staff members, who had to justify that they were contributing financially to the parent's income, and that its value, despite the minimal monetary amount, lay in the fact that it allowed staff to take care of a parent by taking out health insurance and to have their secondary dependant be with them, if possible, at the duty station. CCISUA noted the decision to address gaps related to colleagues with disabilities and dependants with disabilities and shared a series of measures that had been proposed by a group of colleagues with disabilities or caregivers for children with disabilities and asked that those measures be discussed in the future deliberations of any of the working groups, as that topic was a cross-cutting issue.

274. UNISERV highlighted that, in a multicultural environment with a diverse workforce, such as that of the United Nations common system, a dependant could not only be a child or parent but might be individuals for whom staff had a caretaking and financial responsibility. UNISERV remarked that the secondary dependant's allowance needed to be available for any dependent family member when there was a demonstrated dependency and staff responsibility, up to a reasonable maximum. UNISERV expressed concern that, despite the multitude of reviews of the child allowance that had taken place, there continued to be questions about its methodology, and believed that the financial implications should not be used as the justification for the failure to update the level. UNISERV proposed that a phased-in approach, after rebasing the amount, could mitigate the financial impacts of the higher allowance. UNISERV said that staff had come to rely deeply on the education grant and had provided staff narratives to substantiate that. In addition, the federation believed that further analysis of the special education grant was critically and imminently needed, because dozens of staff were being forced to pay out of pocket upwards of \$40,000 to

cover the special education needs of their children with disabilities. With such an impasse, such a staff member often made the devastating choice to homeschool their child or repatriate them. On giving staff the “modular choice” of early childhood care in place of the tertiary education grant, UNISERV rejected in particular the notion that staff should be given such an impossible “choice”, on the grounds that it would lead to discriminatory impacts based on the costs or hardship level at the duty station, staff country of origin and mother tongue, personal wealth, and age and level at onboarding. UNISERV raised concerns that giving staff a choice to replace tertiary education with childcare would pose legal risks and liabilities for the organizations in relation to staff and result in staff sacrificing the higher education prospects of their children.

275. The Commission recalled the working group’s emphasis on the need for the provision of family support. It reiterated that the well-being of staff’s families was an important element of recruitment and retention, and performance. Furthermore, family issues affected staff’s ability to deliver on their organizations’ mandates. Family support was also highlighted as a relevant topic related to other agenda items, including the field entitlements, being reviewed by working group 3, as well as gender diversity issues.

276. While the Commission took note that working group 2 did not identify any overlaps within the dependency-related allowances, some members noted that the absence of overlaps was not the same as efficiency or effectiveness, and believed that that did not preclude the group from making revisions to the allowances to account for the changing environment in which staff were working. The Commission also noted that working group 2 had identified some possible gaps in the coverage of the dependency cluster of allowances. Some Commission members considered that the gaps identified by the group highlighted the need for prioritization and for taking difficult decisions, given budgetary and political realities, and recalled that the principles underpinning the current comprehensive review included overall cost containment and sustainability. They suggested that working group 2 should take a pragmatic and creative approach, prioritizing the most important issues, when reviewing the allowances and should propose options for the compensation package relating to family- and dependency-related elements, including the education grant. At the same time, the Commission reiterated the importance of bearing in mind all the parameters and objectives established for its review of the compensation package.

277. Some Commission members raised the issue as to what extent it was the responsibility of the organization to provide family support to its staff. In that context, they recognized that the United Nations was not only an employer but was also a substitute for a State, which supported staff who, by virtue of their employment with the United Nations, lost their national benefits.

278. Some members of the Commission added that, while the Commission should be proud of the generous family-related benefits that were currently part of the compensation package, there needed to be a balance between what was possible in terms of financial resources and supporting the staff. Other members were of the view that the Commission had the responsibility to first and foremost evaluate, develop and recommend adequate conditions of service for the staff, including family-friendly policies, while the General Assembly, would, in its capacity, decide if those recommendations could be implemented.

279. The Commission generally agreed that the dependency allowances were relevant and necessary. At the same time, some members stated that further clarification of the rationales of the allowances was needed so that they could be fully understood by all stakeholders. The Commission noted that the methodology of the spouse/single parent allowance and the child allowance differed, yet each was justified, though their specific justifications could be better clarified. The recognition

of a dependent spouse and single parent had evolved from the existence of the dependency rate of base salary (which was based on the comparator) to a separate allowance with the establishment of a unified scale as a result of the previous comprehensive review of the compensation system. The child allowance had historically been a separate allowance based on an average of the national child benefits and tax abatements of a select number of countries. The Commission agreed that the spouse and single parent allowances had worked well as currently designed.

280. Regarding the child allowance, the Commission considered that it was a matter of continuing concern that the level had not been increased in over a decade, even though the Commission had reviewed and refined the methodology, including a detailed examination of the feasibility of a means-tested approach. Given the substantial length of time that had elapsed since the previous update to the level of the allowance, some members of the Commission stressed that the current level was no longer adequate. Furthermore, the General Assembly had agreed to increase only the allowance for a child with disabilities, thus delinking it from the base allowance. The Commission considered it important that the relationship be restored as soon as possible.

281. In the context of the United Nations Disability Inclusion Strategy,²⁰ working group 2 had also considered it important to examine the additional costs for a spouse with a disability, and for a staff member with a disability, and to consider whether additional allowances in those contexts would be appropriate, as none were provided at present. It was noted that the Strategy called for an enabling environment in which persons with disabilities could fully and effectively participate on an equal basis with others. Indicator 13 of the Strategy called for employment and human resources policies and strategies that included provisions to attract, recruit, retain and promote the career development of employees with disabilities. The Commission believed that considering the compensation elements in that context was important for all three working groups.

282. Regarding the secondary dependant's allowance, one member cited a recent report by the Joint Inspection Unit (JIU/REP/2023/9), in which the Unit had found that, in some organizations (9 of 26), a secondary dependant of a staff member qualified for coverage under the staff member's health insurance scheme. The Unit had recommended that that be delinked. It was also noted by the same Commission member that other international organizations did not have similar secondary dependants' allowances, except the Organisation for Economic Co-operation and Development, which provided them only for dependent parents with a disability. Several members of the Commission considered that the eligibility criteria should be reviewed, including in the light of the extent to which national systems provided similar benefits.

283. The Commission took note of the revisions made to the regular education grant under the previous comprehensive review of the compensation package. According to the assessment, which had been conducted by the Commission in 2021 at the request of the General Assembly, those revisions had resulted in a simpler and more streamlined scheme, with additional savings for the organizations through reduced provisions for the admissible expenses, the boarding lump sum and education grant travel. In addition, it was recalled that the previous education grant scheme had been subject to a circularity effect through the adjustment mechanism, which was partially triggered by claim levels. However, that potential impact no longer existed since the current methodology for adjustment was based solely on school fee movements.

284. Given that the boarding lump sum was no longer available to staff serving at category H duty stations and was provided only to children boarding at schools away

²⁰ See www.un.org/en/content/disabilitystrategy/assets/documentation/UN_Disability_Inclusion_Strategy_english.pdf.

from their parents' duty stations at the primary and secondary levels, staff federations stated that it should be made available to all staff, as had been the case under the previous scheme. While some exceptions could still be made in the current scheme, whereby staff at category H duty stations could receive the boarding lump sum at the discretion of the executive head, in the staff federations' opinion, the procedure required to obtain it could hinder staff mobility. However, the Commission was of the view that it would not be appropriate to reinstate the boarding lump sum at all duty stations at the present time. Bearing in mind that it had been limited to field staff in the previous comprehensive review, specifically to incentivize staff mobility to the field, the Commission did not find any reason to change its position.

285. The Commission recalled that working group 1 had discussed the compensation implications of remote work. It was noted in that regard that adjustment to the education grant provisions in the case of staff working remotely outside the duty station varied from one organization to another. It was therefore suggested that working group 2 should study that issue with a focus on harmonizing the adjustment mechanism across the organizations.

286. The Commission was informed of the trend towards a lowering of the age of entry to mandatory schooling observed in many countries worldwide. Given that Sustainable Development Goal 4 focused on ensuring access to quality early childhood development, that trend could be expected to continue, resulting in an increase in the number of claims for children under the current minimum age. In that context, it was agreed that working group 2 should be mindful of such developments and study the issue further.

287. A range of views was expressed regarding the treatment of early childhood education and/or care. Some Commission members were of the view that early childhood education and/or care should not be considered within the framework of the education grant scheme but rather should be treated as a social benefit, and as such the benefit should not be limited to expatriate staff. Bearing in mind that early childhood care costs were high at some duty stations, concerns were expressed that it might affect the organizations' ability to attract staff in cases where those who could not afford to cover the cost of early childhood education and/or care might decide to leave those duty stations or separate from the organizations. In that regard, UNDP indicated that female staff members with young children tended to separate and not return because of that problem. Since they left before reaching the higher grades, that resulted in inequality in the gender balance at those levels, while gender equality was more or less attained at the lower levels. It was therefore suggested that working group 2 should explore ways to address the impact on the organizations' ability to attract and retain staff, in particular at lower levels, at such duty stations.

288. Other members considered that early childhood education should be dealt with in the context of the education grant, in particular by allowing staff to choose whether to request the grant for their children's education at the pre-primary level or at the tertiary level, or to elect to divide it between those levels. In that context, it was recalled that the relevant parameters for the present comprehensive review included enhancing flexibility in the package. Nevertheless, concerns were raised by the staff federations, given that staff would not be able to predict where they would be serving when their children reached the age for tertiary-level education. They deemed it unfair to impose on staff the need to make choices at the earlier stage of their career. On that issue, the Human Resources Network stated that the organizations were currently open to more in-depth examination of all proposals and that the review should aim to address the issues at hand, including that of enhanced choice for staff. Given the importance of the education grant for a well-functioning globally mobile expatriate workforce, it stressed that any decision should be based on thorough analysis. The Commission also agreed with working group 2 that more information was needed at

the current stage in order for an objective analysis to be conducted on the viability and practicality of treating early childhood education as a choice within the education grant scheme or in any other format.

289. One member of the Commission pointed to the problem of the impact of exchange rate fluctuations on reimbursements under the education grant scheme in high-inflation countries where the unofficial exchange rates could differ significantly from those published by the United Nations Treasury. He recalled that a case had been identified of a significant overpayment to a staff member in one such country, but that it could represent a systemic issue in the education grant scheme, with the possibility that other similar cases might have occurred and been detected. Some Commission members suggested that working group 2 should examine possible measures aimed at preventing similar incidents.

290. The Commission stressed the importance of timely and reliable data to ensure a data-driven, evidence-based review. Accordingly, it was suggested that each organization should provide annually, through the Human Resources Network, disaggregated data on the following compensation elements: the spouse allowance, the child allowance, the allowance for a child with a disability, the secondary dependant's allowance, the regular education grant and the special education grant. Such data would support a more informed consideration of proposals by the Commission.

Decisions of the Commission

291. The Commission decided to:

- (a) Take note of the progress made by working group 2;
- (b) Recall the previously agreed upon parameters, objectives, criteria and premises for the review and to request working group 2 to present proposals and options to address them all;
- (c) Request working group 2 to take into account the issues raised in the Commission's discussion;
- (d) Request the organizations, through the Human Resources Network, to provide to the ICSC secretariat detailed data on estimated expenditures, broken down by each of the compensation package elements under review by working group 2, to ensure informed decision-making, by the next round of working group meetings in 2025;
- (e) Recommend that the General Assembly direct the organizations under its purview to regularly provide to the ICSC before its summer session the amounts spent (in United States dollars) during the preceding year on the family/dependency-related elements, including the education grant allowances/entitlements, in alignment with the budgetary cycle, to support informed decision-making;
- (f) Reiterate its proposal to the General Assembly that a comprehensive review of the compensation package be conducted every 10 years, with a view to ensuring an effective and cost-efficient review cycle.

3. Report of working group 3: allowances and benefits relating to service in the field

292. The first meeting of working group 3 was held in Krakow, Poland, from 20 to 24 May 2024. The group consisted of five ICSC members, six members designated by the common system organizations, a representative of CEB and two members each from the three staff federations, namely, CCISUA, FICSA and UNISERV.

293. The members of the working group reviewed the rationale and purpose of all field-related elements of the compensation package and discussed possible areas for

further consideration. In addition, the working group considered findings from the ICSC global staff survey that were related to the field-related elements and service in field duty stations. The working group also heard from the organizations represented in the working group about any field-related issues that they were facing. In order to provide the working group with an insight into the experience of being highly mobile under varying degrees of hardship conditions in field duty stations, a UNHCR female staff member who had worked in some of the most challenging duty stations around the world for a significant portion of her career was invited to share her experience.

294. The working group, on the basis of its discussions, was broadly of the view that the rationale for each of the field-related elements was sound and that no overlaps per se were evident at the current stage. Nevertheless, some participants expressed caution and stressed the importance of keeping all options open with a view to reviewing the package holistically and identifying any possible options for further simplification or rationalization or for addressing any gaps as the working group progressed further with its work. The working group also underscored its role in considering the impact of remote working for limited periods, including any adjustments to the field-related elements that might be required during periods when staff worked remotely away from their official duty stations. Such adjustments would ensure harmonization across the common system on such matters.

295. The conclusions of the working group are presented in annex XXXI to the present report.

Discussion in the Commission

296. The Human Resources Network took note of the report of the working group and expressed appreciation for the professional, open and constructive manner in which the meeting had been conducted, acknowledging the critical importance of delivery in field duty stations, including the most challenging ones, for the work of the common system organizations in serving Member States. Those circumstances often imposed high demands on staff and their families. The report presented the positions of the organizations. The Network was of the view that the results of the 2023 ICSC global staff survey confirmed that the current mobility and hardship scheme was an adequate tool to foster mobility to, and work in, hardship locations. Any amendment to its provisions would need to ensure that remained the case, given several general global trends, including a steady increase in duty stations with E hardship classification and danger pay designation owing to increased political tensions and humanitarian crises; the changing expectations of the young generations entering the workforce, which needed to be considered in rejuvenation efforts; and the evolution of compensation and employment practices of national development aid agencies and the private sector in those duty stations, which often reduced the competitive advantage that United Nations system provisions might have had in the past. Organizations did not rely exclusively on financial incentives to enhance mobility to and service in field duty stations. They employed a wide spectrum of measures to do so. For example, organizations paid significant attention to mitigating the impact of the separation of staff from their families in challenging circumstances. That was particularly important in those duty stations that were not designated as non-family for security reasons but because the living conditions often prevented staff members from installing their families there.

297. The Network also highlighted the dynamic and volatile security situations in certain duty stations, as a result of which the recommendations regarding the non-family status of duty stations made by the Department of Safety and Security of the United Nations in its assessments might fluctuate over a short period of time. That volatility placed stress on organizations to pivot swiftly and the Network welcomed further working group deliberations to explore practical solutions for greater stability

in family settings that would be administratively and financially viable for organizations. The Network stressed the need to remain competitive in attracting and deploying staff to field duty stations. It recalled discussions during the meeting of the working group about increased recruitment and retention challenges in category D and E duty stations, and increasingly in category C duty stations, especially considering geographical and gender diversity goals. The continued financial incentivization of geographical mobility remained a crucial element in the organizations' efforts to deliver on the mandates of Member States in the field. The Network informed the Commission that the organizations were working to provide the relevant data and clear analyses, as agreed upon by the working group.

298. FICSA commended the efforts made in coordinating the working group's activities and the spirit in which it had been conducted. FICSA stressed the importance of all stakeholders providing their views and motivations in order to find a non-partisan solution. While the staff federations stood firm on rejecting any further erosion to the conditions of service in the field, they appreciated the open and honest way in which the deliberations had been conducted and how the political realities had been presented during sessions. FICSA noted that the frequency of the compensation package review should be reduced, as it imposed unnecessary administrative and financial burdens on the entire common system and its Member States. FICSA proposed an optimal review cycle of once every 10 to 15 years to ensure predictability, flexibility and relevance while also allowing for strategic long-term planning. FICSA agreed with the findings of the working group that the field-related elements of the compensation package were sound and there were no overlaps, commending the thorough analysis and clear recommendations. FICSA supported the plan to establish a technical task force under the Working Group for the Review of Conditions of Life and Work in Field Duty Stations and reaffirmed its commitment to join and contribute actively to that task force.

299. FICSA strongly opposed the introduction of non-financial incentives to compensate staff for hardship or mobility, expressing concern that such changes could negatively affect Member States and reduce staff motivation and willingness to work in hardship and remote locations. FICSA emphasized the importance of maintaining the financial incentives, as 44 per cent of staff viewed the current benefits and entitlements as the main reason for their continued service in the United Nations. FICSA strongly supported the continuation of the pilot payment in category D and E duty stations, highlighting its significant flexibility and benefits for staff since they could maintain family connections while remaining productive. FICSA believed that more discussions of the findings of working group 3 must take place to ensure that decisions were well informed and took into account the diverse perspectives and needs of United Nations staff, emphasizing inclusivity and an accurate picture of reality from the members affected. In conclusion, FICSA remained committed to working towards enhancing the conditions of service for United Nations staff. It appreciated the ongoing efforts of the Commission and its secretariat and looked forward to continuing a productive dialogue.

300. CCISUA noted that the working group was an important exercise, as it fostered productive discussions and a better understanding of the challenges faced by colleagues in the field and the difficulties organizations encountered in attracting staff to those areas. The working group had concluded that there was no overlap between the field-related elements, as mentioned by the secretariat. CCISUA highlighted several key lessons: the United Nations had historically relied on highly qualified, multilingual employees who put service to the organization and its goals above themselves, their families and their spouses' careers, in certain cases above their chance to have children, above their personal safety and above their own mental health. For that generation of relentless workers, the United Nations common system had been one of the best payers

at their time of recruitment in that sphere. That generation, although dwindling, could still be relied upon if their benefits were not cut further.

301. However, for the newer generation, other employers such as the Bill & Melinda Gates Foundation, DAI Global, LLC, Chemonics, the German Agency for International Cooperation, the World Economic Forum and the Tony Blair Institute for Global Change offered comparable or better packages and opportunities for meaningful change, attracting talent from both developed and developing countries. CCISUA noted that the younger generation valued not only good compensation but also a good employer, a good work-life balance and flexible working arrangements, which were crucial for attracting them to field positions. The report emphasized that, despite the survey indicating that existing staff might not have many alternative employers, new staff did, thus an upgrade in the compensation package was needed. The field package needed to be attractive enough to entice the best people from headquarters to the field, including by giving staff a choice about bringing their families, expanding the D and E pilot to all field duty stations and reviewing where the non-family service allowance was paid; security should not be the only factor, as some duty stations might be inappropriate for families for other reasons. The rest and recuperation framework needed revision, with considerations for mental health and adequate leave time, and the European External Action Service and German policies were cited as examples. In the view of CCISUA, organizations should incentivize staff to move from headquarters to the field and back, with a restored mobility incentive for category H duty stations. In addition, there should be a review of the duty stations classified as A for hardship payments, as some of them required medical evacuation and lacked basic goods. CCISUA emphasized that attracting the brightest and the best of the younger generation to work at the United Nations and in field positions, often in volatile contexts, was a significant challenge that required a strong and attractive compensation and support system.

302. UNISERV stated that the first meeting on the field package had been constructive and in depth, with an impact on colleagues serving the United Nations and the world's most vulnerable people. UNISERV noted that field environments had deteriorated significantly since the previous review, necessitating updates to benefits and allowances in order to ensure that colleagues could contribute fully, remain healthy and safe and maintain connections with their loved ones. UNISERV highlighted several priority issues discussed in the first working group meeting. UNISERV welcomed the establishment of a technical task force to review conditions of life and work in field duty stations, particularly health and schooling factors. UNISERV stressed that the pilot payment for category D and E duty stations not designated as non-family provided flexibility for families, and UNISERV supported its broad expansion, which would not increase overall costs and would reduce potential risks and liabilities. Stability for staff and their families was emphasized. UNISERV called for the urgent expansion of the accelerated home leave benefit to at least category C duty stations and the re-establishment of the administrative place of assignment. Those measures would strengthen family connections and address challenges such as the repatriation of families from non-family duty stations, thereby encouraging more women and parents to take positions in category D and E duty stations.

303. Regarding danger pay, UNISERV argued that safety and security assessments were too narrow and excluded the risk of violent crime. UNISERV called for danger pay factors to be revised to include that risk. The increase in danger pay locations reflected a more dangerous world for United Nations staff, making rest and recuperation even more essential. UNISERV advocated reintroducing a subsistence allowance for rest and recuperation, as the current system inhibited some staff from using that important scheme. On relocation, UNISERV noted that it was expensive,

with current compensation roughly covering the cost. Any further reductions could lead to out-of-pocket expenses for staff and deter mobility. UNISERV supported flexible lump sum options for organizing relocations according to individual needs, which also reduced administrative costs for organizations. UNISERV supported workforce mobility, noting that forced relocation deterred people from joining and accelerated the departure of qualified staff. Positive incentives, such as the mobility incentive, retained and attracted people to field positions, supporting strong work engagement. As the working group continued its work and the ICSC deliberated on the findings, UNISERV cautioned against using personal experiences and assessing institutional set-ups as reference points for assessing field conditions. UNISERV emphasized that international civil servants often spent their entire careers in field locations, far from loved ones and normal conveniences. Comparing United Nations compensation packages to foreign services of Member States was misleading, as such comparisons might prompt requests for benefits such as fully funded housing allowances. UNISERV stressed that colleagues on the front lines deserved a compensation package that enabled them to live balanced and healthy lives while serving the world's most vulnerable people.

304. The Commission recognized the important work done by the working group in reviewing the field-related elements of the compensation package and their importance and impact on the organizations' ability to fulfil their mandates. The Commission noted that the working group had not identified any overlaps in that cluster of compensation package elements at the current stage. In that regard, it recalled that the previous in-depth review had resulted in adjustments to, or the elimination of, some elements of the compensation package. The Commission also noted the open and frank exchange of views during the working group's discussion and expressed appreciation for the information, which had facilitated a better understanding of the various elements.

305. Several members of the Commission noted that the world of work had seen major changes since the previous review, including as a result of the COVID-19 pandemic. While the Commission had proposed a 10-year review cycle to the General Assembly for future comprehensive reviews on the basis of several considerations, the ongoing review presented an opportunity to address the impact of those changes on the world of work. That included remote working, which provided both opportunities and challenges, depending on the context. However, for the review to be well informed, it would be important for organizations to provide sufficiently disaggregated data and any other relevant information as needed by the Commission. That would enable the working groups to assess and prioritize any areas that would require further examination in the review. Such data could also complement the results of the 2023 global staff survey, allowing for a more meaningful and thorough analysis of any issues and for the modelling of the implications of potential revisions that might be agreed upon. In that regard, some members of the Commission noted the importance of data on recruitment, retention and attrition.

306. Some members of the Commission also stressed the importance of timely and reliable data on costs to ensure a data-informed, evidence-based review, which included disaggregated costs for the various elements of the compensation package (including the hardship allowance, the mobility incentive, danger pay, the non-family service allowance, the security evacuation allowance, rest and recuperation travel, accelerated home leave travel, family visit travel, the pilot payment for D and E duty stations, the relocation shipment and the settling-in grant) for each organization. They stated that such data was crucial for the Commission to evaluate any proposed revisions Commission.

307. The Human Resources Network highlighted that the organizations were doing their utmost to provide data to support the work of the working groups and highlighted

the ongoing efforts of the CEB secretariat to coordinate such data collection in cooperation with the ICSC secretariat. It was a resource-intensive process and the High-level Committee on Management, in recognition of its importance, had set aside some ad hoc funds for 2024 for that purpose, including to advance the work on recruitment and retention-related data collection. In that regard, the Network recalled that each organization had configured its internal enterprise resource planning systems and accounting structures in such a way as to accommodate the reporting requirements established by their respective governing bodies, resulting in a situation in which the reporting systems of the organizations might not collect or disaggregate data on staff costs in the same manner.

308. Members of the Commission highlighted the importance of a compensation package that supported the ability of the United Nations common system organizations to deliver on their mandates. Several Commission members pointed out that the work of the common system organizations in the field that was the most directly and visibly impactful for their beneficiaries. In that regard, it was therefore critical that the organizations had the ability to deliver on their mandates in field locations where staff sometimes served under very difficult conditions, particularly in humanitarian assistance settings. Elements such as danger pay, the non-family service allowance, the hardship allowance and the security evacuation allowance each served a distinct and important purpose. Those elements gave appropriate recognition to the increasingly difficult conditions of life and work and the unpredictable and fragile security situations in many parts of the world, as evidenced by the increasing number of danger pay locations, which were spread across 24 countries and areas in 2024, compared with 12 countries and areas in 2012 where staff served.

309. Several members of the Commission stated that, while the motivation of staff who worked in those conditions was often innate and based on a sense of duty rather than monetary considerations, as evidenced by the relatively higher engagement levels that had emerged from the global staff survey, that motivation should not be hindered in any way or taken for granted, which would be to the detriment of the organizations. Moreover, when staff were faced with sudden and traumatic events, including sudden evacuations, they should have the reasonable expectation that their well-being and that of their families was of the utmost concern to the organization. That would increase their engagement and commitment, thus allowing them to focus their energies on the work of their organizations.

310. Some Commission members stated that in their view the absence of apparent overlaps should not be taken as an indication that the package was optimal or that further improvements could not be made to the field-related elements. They considered that, in any comprehensive review, it was important to first identify the priorities and then see how they could be best addressed, including by eliminating or reducing elements that were proving not to be efficient or effective. They also stressed that the compensation review should be fiscally and politically realistic. In their view, spiralling personnel costs and any related impact should be of concern to all before they resulted in potential negative impacts on staff, such as the elimination of posts or hiring freezes. In that regard, it should be recognized that not all issues could be addressed through monetary means, including by adding more allowances. Non-monetary measures or incentives, including opportunities for promotion, could be important components of the compensation package and could sometimes be more important than any financial measure. They also believed that any proposed revisions based solely on perceptions would be difficult to present to the General Assembly.

311. A member of the Commission recalled the provisions of Article 101 of the Charter, which stipulated that the paramount consideration in the employment of the staff and in the determination of the conditions of service must be the necessity of securing the highest standards of efficiency, competence and integrity. It was the

Commission's interpretation that those provisions should take precedence over other considerations. Other members of the Commission recognized that the compensation system was based on the Noblemaire principle, which was intended to attract staff from all Member States, including those from the highest paid national civil service. The Noblemaire principle was the means by which the fundamental provisions of efficiency, competence and integrity, as called for under the Charter, were to be achieved with regard to the Professional and higher categories.

312. Some Commission members stated the mobility incentive was a measure designed to encourage a culture of mobility and it was time to examine its impact. They noted that mobility was being regulated by an increasing number of organizations and they did not see the rationale for offering an incentive for mobility in organizations where it was already mandatory. Where mobility was not mandatory, they questioned if there was any evidence to support the incentivizing effect of the mobility incentive. They therefore suggested that the time might have come to eliminate the mobility incentive. It was also pointed out that staff serving in category H duty stations for prolonged periods of time hampered mobility efforts and consideration should be given to how that could be addressed, including whether there was enough of a difference in compensation between H and other locations to incentivize mobility to the field. In the view of some Commission members, mobility could be better incentivized by tying it to promotion. An interest was expressed by some Commission members in seeing data on the total number of positions in each organization that were designated as rotational and on the total number of moves of staff that took place between duty stations and between organizations in the common system.

313. WFP informed the Commission that 90 per cent of its international staff members were mobile and on rotational positions, meaning 2,350 of 2,621 positions. Through its mobility programme, 400 to 500 staff rotated every year, the majority between duty stations in the field. WFP also stated that, as a field-based and highly mobile organization, its staff worked in the most remote locations and served in six, seven or even more locations over the course of their careers. Such careers came at a great cost, and not only a financial cost, but also a significant personal cost for staff and their families, which must be recognized. WFP underscored the importance of incentivizing continued mobility throughout staff members' careers, not only one-off moves, and the critical role of the mobility incentive in that regard. WFP emphasized that any reduction or phase-out of the mobility incentive would negatively affect its ability to attract and retain staff in the field, and ultimately its capacity to serve its beneficiaries and deliver on its mandates.

314. The Commission noted that non-monetary incentives, such as the linking opportunities for promotion to mobility, should be considered carefully. It was noted that some of the organizations in the working group had stated that, while such measures might appear to be attractive at first glance, there was a need to be cautious, given the potentially negative implications for other human resources priorities such as increasing diversity. The Commission noted the difficulties mentioned by some organizations in attracting sufficient applications from women and younger candidates for positions in the field. A view was expressed that mobility from category H to field duty stations was relatively easier when jobs were similar between such duty stations and a similar proportion of jobs existed between them. Some Commission members noted the information in the working group report from various organizations, showing progress in addressing recruitment and retention issues, including attracting more women to field positions, including in regions where they were particularly underrepresented. It was noted that non-financial incentives, including enhancing workplace culture and improving leadership and management, had been key. Supporting dual-career couples was also raised as an issue requiring further attention.

315. The Commission was informed that the concept of promotions did not exist per se in the common system organizations, which had a rank-in-post system whereby staff were required to apply and be selected on a competitive basis for most vacant posts. A view was also expressed that there was a cost to frequent mobility, which in the common system organizations could entail moving from one difficult duty station to another, rather than only to capitals or other larger cities with better facilities generally, as in the case of a foreign service. The working group had been informed by some organizations of the issues with regard to geographical representation, with staff in category D and E duty stations coming from different parts of the world from staff at headquarters duty stations. UNHCR had indicated, for example, that “on average, 109 applications were received from the countries of the ‘Global South’, compared with 25 from those in the ‘Global North’ for field positions”.

316. The Commission also generally agreed that measures to mitigate the difficulties caused by family separation in non-family and other difficult duty stations should be considered, including the relocation of families to nearby locations that would allow for more frequent meetings. It was also suggested that that could increase operational agility, help fill posts in the most difficult duty stations and support staff members with family responsibilities. The United Nations expressed support for such considerations while noting that issues such as host-country agreements, visa arrangements for families in the nearby locations and security mitigation measures for those families would also need to be considered.

317. Some members of the Commission were also of the view that the introduction of further flexibility and choice by expanding the D and E pilot to more categories of duty stations, with decreasing amounts based on the hardship categorization of the duty station, should be considered. Other members stated that a full assessment as requested by the General Assembly should be undertaken before any proposal to expand the pilot could be considered. Some participants of working group 3 pointed out that the issue of non-family duty stations where staff members were precluded from bringing their families owing to security considerations should not be confused with the issue of duty stations where difficult conditions unrelated to security prevented the installation of some families on the basis of their particular circumstances. In that regard, some members of the Commission were of the view that consideration could also be given to streamlining the non-family service allowance and the amount paid under the pilot measure so as to avoid any impression of a proliferation of allowances.

318. On the issue of disability, the Commission supported the exploration of measures that would facilitate and enable staff with disabilities or whose family members had disabilities to take on assignments in the field. The United Nations Disability Inclusion Strategy was raised by some Commission members in that regard. That would position the United Nations at the forefront of such issues and set an example.

319. On the issue of remote working arrangements from outside the duty station of assignment, members of the Commission agreed that the working group should consider the implications of such arrangements on the field-related elements, particularly regarding when and how they should be adjusted or curtailed. Some Commission members noted that remote working arrangements from outside the duty station could in some instances allow the organizations to attract more women, especially those with care responsibilities, and could also support men with care responsibilities. Such arrangements could also be strategically used as a part of risk-mitigation measures, such as in duty stations where there may be heightened security measures, to reduce the number of staff that may potentially need to be evacuated, thereby reducing the associated evacuation costs.

320. As to some of the other elements, some Commission members considered that there was a need to address any inconsistencies in the implementation of the rest and recuperation entitlement and suggested that the working group examine ways to ensure more equitable implementation of the benefit. The Commission also noted that the working group had raised the need to review the family visit travel entitlement against the provisions for the accelerated home leave entitlement and those issues would be further considered by the group.

321. The Commission noted that the review of the hardship methodology would be undertaken by a technical task force established by the Chair, working under the aegis of the Working Group for the Review of Conditions of Life and Work in Field Duty Stations. The proposed methodology would then be presented to the Commission for its consideration and approval. The Commission noted that a timeline would be developed and communicated to the Commission at a later date.

322. The Commission underscored the importance of balancing all the parameters of the review as presented to the General Assembly. It was recognized that balancing all the parameters would necessitate some level of judgment and further consideration by the Commission once more progress had been made and as options were developed. The Commission expressed appreciation for the progress made so far by the working group in identifying the issues for consideration that should be carefully reviewed further in its ongoing work.

Decisions of the Commission

323. The Commission decided to:

- (a) Take note of the progress made by the working group;
- (b) Recall the previously agreed upon parameters, objectives, criteria and premises for the review and to request working group 3 to present proposals and options to address them all;
- (c) Request working group 3 to take into account the issues raised in the Commission's discussion;
- (d) Request the organizations, through the Human Resources Network, to provide to the ICSC secretariat, in addition to paragraph 5 (c) of the working group's conclusions, detailed data on estimated expenditures, broken down by each of the compensation package elements under review by working group 3, to ensure informed decision-making, by the next round of working group meetings in 2025;
- (e) Recommend that the General Assembly direct the organizations under its purview to regularly provide to ICSC before its summer session the amounts spent (in United States dollars) during the preceding year on the field allowances/entitlements, in alignment with the budgetary cycle, to support informed decision-making.

Chapter V

Conditions of service of the General Service and other locally recruited categories

A. Survey of best prevailing conditions of employment in Kingston

324. On the basis of the methodology for surveys of best prevailing conditions of employment of the General Service and other locally recruited staff at non-headquarters duty stations (survey methodology II), the Commission conducted a survey in Kingston, with a reference date of June 2023. It was the first survey considered by the Commission since the implementation of the revised methodology. The survey was completed with data from the required 10 employers.

325. The new salary scales and the revised dependency allowances for the General Service and National Professional Officer categories of the organizations of the common system in Kingston, as recommended by the Commission to the executive heads of the Kingston-based organizations, are reproduced in annex XXXII to the present report.

326. The recommended salary scales for the Kingston-based organizations shown in annex XXXII are 21.75 per cent higher than the current General Service scale and 13.50 per cent higher than the National Professional Officer scale. The highest point of the proposed scale, GS-7/X, is J\$6,145,695, or \$40,162 at the June 2023 exchange rate of J\$153.021 per United States dollar. As at 1 June 2023, net remuneration (net base salary plus post adjustment) at the P-1/I level was \$60,441. The total annual financial implications of implementing the recommended salary scale and the revised dependency allowance were estimated at \$498,063.

B. Survey of best prevailing conditions of employment in Rome

327. On the basis of the methodology for surveys of best prevailing conditions of employment of the General Service and other locally recruited staff at headquarters duty stations (survey methodology I), the Commission conducted a survey in Rome, with a reference date of November 2023. The survey was completed with data from the required 20 employers.

328. The new salary scale and the revised dependency allowances for the General Service category of the organizations of the common system in Rome, as recommended by the Commission to the executive heads of the Rome-based organizations, are reproduced in annex XXXIII to the present report.

329. The recommended salary scale for the Rome-based organizations shown in annex XXXIII is 3.8 per cent higher than the current General Service scale. The highest point of the proposed scale, GS-7/XVI, was €93,544, or \$100,262 at the June 2024 exchange rate of €0.933 per United States dollar. As at 1 June 2024, that amount approximated the net remuneration (net base salary plus post adjustment) at the P-3/VII level. The total annual financial implications of implementing the recommended salary scale and the revised dependency allowances were estimated at €2,712,000 or \$2,906,000.

Chapter VI

Conditions of service in the field

A. Payment of amount in lieu of settling-in grant at category D and E duty stations that are not designated as non-family – adjustment of level (monitoring)

330. The Commission, in 2018, decided to grant a reduced amount of the non-family service allowance in the amount of \$15,000 per year for staff members with eligible dependants at duty stations with hardship classifications of D or E, in lieu of the installation of eligible dependants at the duty station. The Commission considered differences between duty stations designated as non-family for reasons of safety and security, where staff members were precluded from bringing their families and received the non-family service allowance, and the hardship category D and E duty stations not designated as non-family, where such a preclusion did not apply. Having taken into consideration equity, the Commission had decided to approve an amount of \$15,000, which was approximately 25 per cent lower than the non-family service allowance, to reflect the different circumstances applicable to duty stations where staff members had no option to install their family compared with those where that option existed. If any eligible dependant was installed in the duty station, the allowance would not be payable. The General Assembly, in its resolution [73/273](#), decided that the amount of \$15,000 would be granted only at duty stations with an E hardship classification and on a pilot basis. It also requested the Commission to submit to it at its seventy-fifth session a recommendation on the payment, including on its continuation, based on a review of the impact thereof, including workforce planning, in different categories of duty stations, including non-family duty stations, and the actual cost to the organizations.

331. In 2020, the General Assembly, in its resolution [75/245 A](#), decided to continue the pilot project for the year 2021, on the understanding that the payment would be granted only to the eligible staff members when they physically reported to the applicable duty stations. The Assembly requested the Commission to submit to it at its seventy-sixth session a recommendation on the payment, including on its continuation.

332. In 2021, in the context of the comprehensive assessment report on the compensation package, the Commission concluded, based on the data and experiences provided by both the organizations and staff members, that the pilot scheme was a very useful measure for attracting staff to duty stations with extreme hardship where the delivery of organizational mandates was most critical. The Commission informed the General Assembly that the implementation of the pilot scheme at category E duty stations had been successful and had been found to be a useful and effective tool. It recommended to the Assembly that the pilot scheme be formalized and that the reduced non-family service allowance of \$15,000 per annum continue to be payable in lieu of family installation benefits, where applicable. The Commission also recalled its 2018 decision regarding a reduced non-family allowance for category D duty stations not designated as non-family and recommended that the measure be expanded to that category. The Assembly, in its resolution [76/240](#), decided to continue the pilot project of granting \$15,000 on an annual basis in category E duty stations and to grant, on a pilot basis, \$14,000 on an annual basis, for eligible staff members in category D duty stations not designated as non-family until 31 December 2024, on the understanding that the payment would be granted only to the eligible staff members when they physically reported to their duty stations.

333. In its resolution 76/240, the General Assembly also requested the Commission to submit to it at its seventy-ninth session a recommendation on the payment, based on a thorough review of the impact thereof, including on workforce planning, in different categories of duty stations, including non-family duty stations, and the actual cost to the organizations.

334. As at 1 January 2024, of the 568 duty stations classified under the hardship scheme, 33 category E duty stations in 21 countries and 13 category D duty stations in 7 countries had not been designated as non-family and were eligible for the pilot scheme. When the pilot scheme was approved, effective 1 January 2019, 26 category E duty stations were not designated as non-family and were therefore eligible for the pilot scheme. According to the most recent CEB statistics, as at 31 December 2022, there had been 526 staff members in category D and E duty stations.

335. The ICSC secretariat obtained feedback from organizations that had the most staff in the affected duty stations, namely, WFP and UNHCR. WFP reported that, as in the past, the pilot had been a useful measure and had been helpful for filling vacancies in duty stations with extremely difficult conditions, noting that, despite not being officially designated as non-family duty stations, they effectively functioned as such owing to inadequate facilities. Managing dual households resulted in financial strain and had a serious impact on the well-being and mental health of staff members and their families' personal lives and had affected the ability of WFP to retain them. UNHCR appreciated the decision of the General Assembly to grant annual allowances to staff in category D and E duty stations not designated as non-family, emphasizing the need for the compensation package to be adapted for duty stations that were not designated as non-family for security reasons, but where staff members could not install their dependants because of the lack of adequate health or education facilities or social isolation. The flexibility granted to staff members through the pilot measure supported them in maintaining dual households owing to inadequate facilities, thus contributing positively to retention rates in a context in which it was difficult to attract qualified staff members to hardship duty stations.

Discussion in the Commission

336. The Human Resources Network emphasized the effectiveness of the pilot scheme in enhancing the appeal of duty stations with challenging conditions. Despite not being officially designated as non-family duty stations, such duty stations were de facto non-family, as in reality staff members could not install their families there owing to inadequate health and education facilities or social isolation. The measures implemented through the pilot scheme spared staff from having to decide whether to leave their families at their previous duty stations or in their home country without receiving any commensurate compensation for managing dual households. That alleviated financial strain and mitigated negative impacts on well-being and mental health, ultimately aiding retention efforts. Consequently, the Network supported the continuation of the support measure.

337. FICSA was of the view that the pilot project initiated in 2018 represented a positive step towards addressing the unique challenges faced by staff deploying in applicable duty stations. FICSA also highlighted the challenges organizations encountered in recruiting qualified talent to serve in such locations, including the necessity of providing appropriate incentives to attract them. FICSA noted several factors to be considered when assessing the impact and effectiveness of the pilot measure. The first was the unpredictable evolution of duty station classifications. The second was a thorough study of the financial impact of maintaining dual households. WFP and UNHCR had well-documented accounts of their ongoing challenges to retain staff and support their well-being in remote environments. FICSA observed that eligible duty stations were decreasing, further proving the dynamic nature of hardship

classification. Through ongoing monitoring and adjustment, the classification landscape was likely to evolve further. FICSA thus appreciated the recommendation to continue the pilot project at its current level, as well as the recommendation that additional time for a review be requested. It remained to be seen in what context the pilot would be addressed in the ongoing review of the compensation package. For the federation, achieving an equitable compensation package for staff that reduced hardship and incentivized mobility was paramount. Apart from the impact on the staff affected, the implications on workforce planning, organizational costs and staff well-being in hardship duty stations should be carefully considered. As such, stakeholders were advised to continue their constructive dialogue and provide timely data, including on allowance utilization rate, to ensure informed decision-making on the matter.

338. CCISUA noted that the pilot was appreciated by staff, since not all family duty stations were appropriate for families. Prior to the benefit, staff had had to house their families elsewhere at their own cost. CCISUA supported the extension to category D duty stations but also supported giving staff the choice to be able to use the benefit in all field duty stations. In a changing labour market and with new assumptions about gender equality, not all new and existing staff were willing to bring their dependent families with them to the field. In that context, CCISUA noted that the comparator provided a voluntary separate maintenance grant to all duty stations.

339. UNISERV acknowledged the prevailing liquidity crises in organizations and expressed appreciation for the decision of the General Assembly to grant \$14,000 or \$15,000 annually to staff members in lieu of installing eligible dependants in category D and E hardship duty stations, respectively. The measure aimed to alleviate the financial burden of maintaining a dual household for staff members who opted not to install their families at eligible duty stations. UNISERV endorsed the recommendation to continue the pilot payment, as it would have a positive impact on staff retention and would attract the best and the brightest to work for the United Nations in hardship duty stations.

340. The Commission members engaged in a discussion regarding the pilot project, acknowledging its significance as a pivotal initiative stemming from a decision by the Commission and by the General Assembly in 2018. It was also recalled that the amount established for the pilot was connected to the non-family service allowance, including the common purpose of defraying the cost of a second household. The Commission recognized the pilot's usefulness in offering choices to staff members, particularly concerning the installation of their eligible dependants in the most difficult duty stations that were not formally designated as non-family. With that in mind, the Commission agreed that it would be appropriate to continue the pilot and to examine it further in the context of the comprehensive review of the compensation package. The proposal by working group 1 on the comprehensive review of the compensation package was considered useful, and further consideration as to whether extending the payment to other duty stations would be appropriate could be examined by working group 3 on field-related benefits, which might come up with other perspectives. The Commission supported the continuation of the pilot.

341. Concerns were raised by members of the Commission regarding the limitations of the pilot, particularly in its treatment of duty stations designated as non-family compared with those categorized as difficult but not designated as such. Some of the members highlighted disparities in compensation, with staff members assigned to non-family duty stations receiving a higher allowance compared with those stationed in challenging D and E duty stations not designated as non-family. That disparity underscored the practical challenges faced by staff members, who often forwent the option of installing their families owing to inadequate infrastructure and basic facilities rather than out of actual choice. Discussion then focused on the potential for

adjustments to the pilot measure, particularly considering its imminent review as part of the broader compensation package assessment. Some Commission members suggested that, with a view to ensuring the rejuvenation of the common system, supporting staff in the most difficult duty stations and encouraging mobility, making such a payment would be a better use of resources than some existing entitlements, such as the mobility incentive.

342. The Commission recalled the necessity of conducting a thorough analysis of the allowance's utilization and impact as requested by the General Assembly, recognizing the time needed to carry out such an evaluation thoroughly on the basis on the robust data to be received from the organizations. Furthermore, Commission members stressed the importance of the pilot in facilitating staff retention and supporting the well-being of personnel deployed in challenging field environments. Consideration was given to exploring the expansion of the pilot to encompass all duty stations. Some Commission members considered that such expansion would provide flexibility and choice to staff members, adapted to their various personal circumstances, including accommodating dual and spousal careers and providing equitable support for all staff members.

343. Considering the discussions, the Commission reinforced the need to examine the pilot in the context of the comprehensive compensation package to ensure that it was examined holistically and that there would be no overlaps. As a result, the pilot would need to be extended effective 1 January 2025 to ensure that it could be thoroughly examined as well as its impact on workforce planning and organizational costs. In addition, the Commission reaffirmed the importance of timely data submission to facilitate the ongoing review process, highlighting the collaborative effort required to inform decision-making regarding the pilot's future trajectory.

Decisions of the Commission

344. After analysing the available information on the pilot measure and exchanging views on its efficacy, including possible benefits regarding retention, filling vacancies in difficult duty stations and staff well-being, the Commission decided to:

(a) Recommend to the General Assembly the continuation of the pilot programme until the conclusion of the comprehensive review of the compensation package;

(b) Consider, in the context of the comprehensive review of the compensation package, the possibility of formalizing and expanding the pilot programme, on the basis of a thorough review of the impact thereof, including on workforce planning, in different categories of duty stations, including non-family duty stations, and the actual cost to the organizations, as requested by the General Assembly in resolution [76/240](#).

Annex I

Programme of work of the International Civil Service Commission for 2025–2026

1. Resolutions and decisions adopted by the General Assembly and the legislative/governing bodies of the other organizations of the common system.
2. Conditions of service applicable to both categories of staff:
 - (a) Review of the human resources framework;
 - (b) Review of the standards of conduct;
 - (c) Standards of accommodation for air travel;
 - (d) Assessment and review of the implementation of the parental leave framework (General Assembly resolution [77/256](#) A and B);
 - (e) Coherence in health insurance schemes.
3. Conditions of service of the Professional and higher categories:
 - (a) Comprehensive review of the compensation package;
 - (b) Base/floor salary scale;
 - (c) Evolution of the United Nations/United States net remuneration margin;
 - (d) Review of staff assessment rates for grossing-up purposes (Tax Equalization Fund);
 - (e) Post adjustment issues: reports and agendas of the Advisory Committee on Post Adjustment Questions;
 - (f) Education grant: review of level;
 - (g) Children's and secondary dependants' allowances: review of level;
 - (h) Identification of the highest-paid national civil service (Noblemaire);
 - (i) Consistency in the determination of step in grade.
4. Conditions of service of the General Service and other locally recruited categories:
 - (a) Review of local salary surveys at headquarters duty stations;
 - (b) Implementation of local salary survey methodologies: progress report on the implementation of the pilot project on the use of external data;
5. Conditions of service in the field:
 - (a) Payment of an amount in lieu of a settling-in grant at category D and E duty stations that are not designated as non-family duty stations (General Assembly resolutions [73/273](#), sect. III; [75/245](#), sect. D; and [76/240](#), sect. D);
 - (b) Mobility incentive: review of level;
 - (c) Danger pay: review of level;
 - (d) Hardship allowance: review of level;
 - (e) Non-family service allowance: review of level;
 - (f) Review of the definition of category H duty stations;
 - (g) Relocation shipment: review of the ceiling for payments.
6. Monitoring of implementation of the decisions and recommendations of the International Civil Service Commission and the General Assembly.

Annex II

Implementation of the parental leave framework approved by the International Civil Service Commission in 2022

<i>Organization</i>	<i>16 weeks for all parents</i>	<i>Additional 10 weeks for birth mother</i>	<i>Comments</i>
CTBTO	Yes	Yes	Approved in June 2023, retroactive to 1 January 2023
FAO	Yes	Yes	Basic provisions implemented as of 1 January 2023. Reviewing staff regulations, rules and the Administrative Manual
IAEA	Yes	Yes	–
ICAO	Yes	Yes	–
IFAD	Yes	Yes	–
ILO	Yes	Yes	–
IMO	Yes	Yes	–
ISA	Yes	Yes	Staff rules amended as of 15 April 2024; retroactive effect from 1 January 2023
ITC	Yes	Yes	–
ITLOS	Yes	Yes	Staff rules amended with effect from 25 October 2023
ITU	Yes	Yes	–
PAHO	Yes	Yes	–
United Nations	Yes	Yes	–
UN-Women	Yes	Yes	–
UNAIDS	Yes	Yes	–
UNDP	Yes	Yes	–
UNESCO	No	No	Transitional measures implemented to grant the entitlements to 16 weeks for non-birth parents and 26 weeks for birth parents. The new parental leave policy will be implemented in 2024
UNFPA	Yes	Yes	–
UNHCR	Yes	Yes	–
UNICEF	Yes	Yes	–
UNIDO	Yes	Yes	–
UNOPS	Yes	Yes	–
UNRWA	Yes	Yes	Implemented in October 2023, retroactive to 1 January 2023

<i>Organization</i>	<i>16 weeks for all parents</i>	<i>Additional 10 weeks for birth mother</i>	<i>Comments</i>
UN Tourism	Yes	Yes	Approved in May 2023, retroactive to 1 January 2023
UPU	No	Yes	Partially implemented with 26 weeks for birth mothers and 6 weeks for non-birth parents (increased from 2 weeks)
WFP	Yes	Yes	–
WHO	Yes	Yes	–
WIPO	Yes	Yes	Revisions to staff rules implemented, with entry into force on 1 May 2024
WMO	Yes	Yes	–

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ISA, International Seabed Authority; ITLOS, International Tribunal for the Law of the Sea.

Annex III

Implementation of the amendments to the statute of the International Civil Service Commission (General Assembly resolution [77/256 A](#))

<i>Organization (accepting the amendments to the ICSC statute)</i>	<i>Acceptance date</i>	<i>Notification date</i>
ILO	17 October 2022	18 January 2023
UN Tourism	17 May 2023	3 March 2023
IAEA	6–10 March 2023	17 March 2023
WHO	30 May 2023	19 June 2023
WMO	30 May 2023	–
ICAO	12 June 2023	–
WIPO	13 July 2023	17 July 2023
UNIDO	–	11 May 2023
ITLOS	–	15 February 2023
IFAD ^a	–	–
CTBTO	21 July 2023	26 September 2023
FAO	–	–
UNESCO	21 November 2023	24 January 2024
ITU	4 August 2023	8 August 2023
UPU	12 May 2023	26 February 2024
IMO	19 July 2023	4 August 2023
ISA	24 July 2023	23 October 2023

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ISA, International Seabed Authority; ITLOS, International Tribunal for the Law of the Sea.

^a IFAD participates in the work of ICSC in accordance with its observer status. IFAD has not formally accepted the ICSC statute and is not expected to accept the amendments to the statute.

Annex IV

Implementation of the hardship allowance, mobility incentive and danger pay rates effective as of 1 January 2024

<i>Organization</i>	<i>Hardship allowance</i>	<i>Mobility incentive</i>	<i>Danger pay</i>
CTBTO ^a	No	No	No
FAO	Yes	Yes	Yes
IAEA ^a	No	No	No
ICAO	Yes	Yes	Yes
IFAD	Yes	Yes	Yes
ILO	Yes	Yes	Yes
IMO	No response	No response	No response
ISA	No response	No response	No response
ITC	Yes	Yes	Yes
ITLOS ^a	No	No	No
ITU	Yes	Yes	Yes
PAHO	Yes	Yes	Yes
United Nations	Yes	Yes	Yes
UN-Women	Yes	Yes	Yes
UNAIDS	Yes	Yes	Yes
UNDP	Yes	Yes	Yes
UNESCO	Yes	Yes	Yes
UNFPA	Yes	Yes	Yes
UNHCR	Yes	Yes	Yes
UNICEF	Yes	Yes	Yes
UNIDO	No response	No response	No response
UNOPS	Yes	Yes	Yes
UNRWA	Yes	Yes	Yes
UN Tourism ^a	No	No	No
UPU	No response	No response	No response
WFP	Yes	Yes	Yes
WHO	Yes	Yes	Yes
WIPO	Yes	Yes	Yes
WMO	No response	No response	No response

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ISA, International Seabed Authority; ITLOS, International Tribunal for the Law of the Sea.

^a Organization does not have staff in the duty stations where these entitlements are applicable.

Annex V

Highlights of the key findings from the 2023 ICSC global staff survey

1. The 2023 global staff survey included questions related to engagement and overall views about the current compensation system and generated a rich amount of data, offering insight into the perceptions of staff members about the United Nations compensation system. Employee engagement is a measure of the employees' commitment to the organization, together with their willingness to put in extra effort. Research shows that employee engagement correlates strongly with performance. Research also suggests that engagement with the work conducted in not-for-profit organizations is often very high, but engagement with the organization itself is more variable.

2. The engagement index was calculated by averaging the percentage responses to the three engagement questions, as follows: (a) engaged employees: strongly agreeing plus agreeing with the statements; (b) neutral employees: neither agreeing nor disagreeing with the statements; and (c) disengaged employees: strongly disagreeing plus disagreeing with the statements. The overall level of engagement was high, with 86 per cent of respondents feeling engaged, which is similar to the results from the 2019 survey (+1)¹ but below the benchmark median (-6). Ten per cent of respondents were neutral, and 4 per cent were disengaged. Ninety-three per cent would willingly put in extra effort to help their organization to succeed, which is similar to the results from 2019 (-1) and the benchmark median (-3). Ninety per cent of respondents indicated that they were proud to tell people that they worked for their organization, which is similar to the results from 2019 (+2) and the benchmark median (-3). Around three quarters (76 per cent) of respondents would wholeheartedly recommend their organization as a good place to work. This has increased by four percentage points since 2019, but it is substantially behind the benchmark median (-11).

3. The respondents were asked about their perceptions concerning their overall compensation package, meaning salary (base pay plus post adjustment, where applicable), allowances and benefits. Scores for all the questions that were used in the 2019 and 2023 surveys were similar: 67 per cent of respondents felt that they understood why these allowances and benefits existed or understood the purpose of those allowances and benefits and what each benefit compensated for, in response to the new question in the 2023 survey; 60 per cent felt that they understood how their salary (base pay plus post adjustment, where applicable) was determined, which was similar to the results from previous surveys, while 20 per cent felt that they did not understand; 57 per cent of respondents felt that they understood how their allowances and benefits were determined, which was also similar to results from previous surveys, while 22 per cent felt that they did not understand.

4. Fewer than half (43 per cent) of respondents felt that their overall compensation package was fair for the contribution that they made in their particular job. This was the same as in 2019 and is substantially below the benchmark median (-14). Thirty-seven per cent of respondents felt that their overall compensation package was competitive compared with other similar organizations outside the United Nations common system, similar to the results from the 2019 survey. Thirty-five per cent of respondents felt that their salary (base pay plus post adjustment, where applicable) was competitive compared with other intergovernmental organizations outside the common system. This is substantially behind the benchmark median (-12). Thirty-

¹ Unless otherwise indicated, the numbers in brackets refer to the increase or decrease in percentage points compared with the result from the previous survey.

five per cent of respondents felt that their allowances and benefits were competitive compared with other similar organizations outside the common system. Thirty-five per cent of respondents felt that the system was easily understood, while 35 per cent felt that it was not easily understood.

5. It is helpful to consider the motivator-hygiene theory of job satisfaction as proposed by Frederick Herzberg. Herzberg proposed that there were two types of factors that affected job satisfaction: (a) motivating factors, which, if present, increased job satisfaction; and (b) hygiene factors, which, if absent, decreased job satisfaction. Levels of engagement are affected by a wide range of motivating factors. For the survey, a correlation analysis was undertaken to explore whether compensation was an important motivating factor influencing employee engagement. Correlation indicates the strength of a linear relationship between two variables. In social research, a correlation of 0.4 or more can be considered a reasonable association.

6. The correlation analysis was undertaken between the item “I feel my overall compensation package is fair for the contribution I make in my particular job” and the average score for the three questions in the engagement index. The resulting correlation coefficient score for that item and the engagement index overall was 0.29 (0.32 in 2019). This suggests a weak association, that is, that compensation does not have a strong influence on engagement. The correlation coefficient indicates that the association between compensation and engagement has slightly decreased between 2019 and 2023. This finding resonates with other research carried out by the consulting firm in the not-for-profit sector, where the relationship between reward and engagement is usually weak. Another approach that the external company took to explore this relationship was looking at the levels of engagement among those who responded positively, neutrally or negatively to the statement “I feel my overall compensation package is fair for the contribution I make in my particular job”. There was a 13 percentage point difference in the engagement index between those who felt positively about their overall compensation (92 per cent engaged) and those who felt negatively (79 per cent engaged). Even among those who responded negatively to this statement, over three quarters were engaged, which is similar to the results from previous surveys. This supports the conclusion that compensation is not a strong motivating factor for engagement.

7. In terms of recruitment, the six most common factors influencing respondents’ decisions to join the United Nations common system were: (a) opportunity to use their skills and competencies (43 per cent), an increase of 7 per cent compared with the 2019 survey results (36 per cent); (b) salary (43 per cent), an increase of 5 per cent compared with 2019 (38 per cent); (c) benefits (39 per cent), an increase of 13 per cent compared with 2019 (26 per cent); (d) strong belief in the goals and objectives of the United Nations system (35 per cent), the same result as in 2019; (e) reputation of the United Nations (35 per cent), an increase of 8 per cent compared with 2019 (27 per cent); and (f) strong belief in the goals and objectives of their organization (34 per cent), a similar result as in 2019 (33 per cent).

8. Regarding retention, 78 per cent of respondents intended to be working for their organization in 12 months’ time, which was similar to the results from the 2019 survey. Eleven per cent of respondents would have liked to leave in the coming 12 months but felt unable to do so, which was similar to the results from previous surveys. Six per cent intended to leave their organization in the coming 12 months, which was also similar to the results from previous surveys. Five per cent of respondents were retiring or their contract was ending, which was the same result as in 2019. Among those who intended to be working for their organization in 12 months’ time, the five most commonly chosen reasons for staying were: (a) benefits (46 per cent), which had ranked second in the 2019 survey (33 per cent); (b) salary (44 per cent), which had ranked first in 2019 (38 per cent); (c) opportunity to use their skills

and competencies (37 per cent), which had also ranked third in 2019 (32 per cent); (d) strong belief in the goals and objectives of their organization and wish to contribute to them (26 per cent), which had also ranked fourth in 2019; (e) strong belief in the goals and objectives of the United Nations common system and wish to contribute to them (25 per cent), which had also ranked fifth in 2019; and (f) opportunities for career progression and promotion (23 per cent), which had ranked eighth in 2019 (18 per cent).

9. Among the 11 per cent of respondents who would ideally have liked to leave their organization in the coming 12 months but felt unable to do so, the four most commonly chosen reasons were: (a) lack of opportunities for career progression and promotion (59 per cent), which had also ranked first in the 2019 survey; (b) organization does not reward individual performance (48 per cent), which had also ranked second in 2019; (c) salary (44 per cent), which had also ranked third in 2019; and (d) insufficient work-life balance or enabling environment measures (35 per cent), which had ranked fifth in 2019. Among the 6 per cent of respondents who intended to leave in the coming 12 months, the four most chosen reasons that they wished to leave their organization were: (a) lack of opportunities for career progression or promotion (56 per cent), which had also ranked first in 2019; (b) salary (46 per cent), which had ranked third in 2019; (c) organization does not reward individual performance (43 per cent), which had ranked second in 2019; and (d) their knowledge, skills and competencies being underutilized (35 per cent), which had ranked sixth in 2019.

10. Salary was chosen as one of the reasons for leaving by 46 per cent of those who intended to leave and 44 per cent of those who would have liked to leave but were unable to do so. Over the course of the previous three surveys, salary has increased from the fourth to the third to the second most chosen reason. Benefits were chosen as one of the reasons for leaving by 21 per cent among respondents who intended to leave and 18 per cent among those who would have liked to leave but were unable to do so. In the 2019 survey, the figures were 14 per cent and 16 per cent, respectively. For those who either intended to leave or would have liked to leave but were unable to do so, dependant-related elements were the twelfth most chosen reason, assignment-, relocation-, mobility- and hardship-related elements were the thirteenth, leave-related elements the twentieth, travel-related elements the twenty-third and separation from service-related elements the twenty-seventh. In 2019, allowances was the sixth most common factor (20 per cent). These findings indicate that the influence of salary and benefits on respondents' desire to leave has generally increased. The findings suggest that a lack of promotion opportunities, cited by almost two thirds of respondents, and a perceived absence of reward for individual performance, cited by nearly half, were the strongest motivating factors in people's desire to leave. Salary was cited as a motivating factor by 44 per cent of respondents. Those figures are very similar to those noted for the decision to join and the decision to stay, where respondents indicated that salary was one of the most common factors for joining and staying.

11. To further explore the topic of retention, two additional questions were included in the 2023 survey, on the main reasons that made respondents want to stay in the United Nations common system (choosing up to six reasons) and on the most important factor in respondents' decision to continue working in the common system (choosing only one). The four most commonly chosen reasons for which respondents would want to stay in the United Nations common system were a strong belief in the goals and objectives of their organization (50 per cent), pension (46 per cent), salary (38 per cent) and other benefits (32 per cent). The four most common factors that would be most important in respondents' decision to continue working in the United Nations common system were salary (26 per cent), promotion and career growth (19 per cent), job satisfaction (17 per cent) and benefits (11 per cent).

12. Regarding mobility, 40 per cent of respondents had served in two or more duty stations continuously for one year or more, which is similar to the results from the 2019 survey. It is important to note that this figure represents the whole sample. Sixty-five per cent of internationally recruited respondents had done so, and more findings with respect to that category would be presented at the Commission's ninety-eighth session. These findings suggest that there is appetite for mobility, which is supported by the fact that only 10 per cent of respondents offered a post in another duty station reported that they had turned the offer down. A new question in the section on allowances and benefits was introduced in the 2023 survey, asking the respondents, given their current situation, what allowances or benefits they valued the most, selecting up to 10.

13. The allowances or benefits that were most valued by the most respondents, in all categories, were annual leave (75 per cent), medical insurance (72 per cent), pension (66 per cent), sick leave (49 per cent) and the dependent child allowance (42 per cent). The allowances or benefits that were most valued by the fewest respondents were the non-family service allowance (6 per cent), the single parent allowance (6 per cent), the security evacuation allowance (4 per cent) and the recruitment incentive (2 per cent). Another new question added to the 2023 survey asked respondents to indicate, from their perspective, which allowances and benefits, if any, should be improved, selecting up to 10. The allowances and benefits that the fewest respondents indicated should be improved were the non-family service allowance (6 per cent), the repatriation grant (5 per cent), the recruitment incentive (3 per cent) and the security evacuation allowance (3 per cent). Each of those allowances or benefits were among the five least valued.

14. Respondents were asked with which organizations they were comparing their compensation package. The top three types of organizations were: (a) other international organizations (69 per cent), a decrease of 4 per cent compared with the result in the 2019 survey (73 per cent); (b) private sector organizations (51 per cent), which is a similar result to the result in 2019 (54 per cent); and (c) government organizations (19 per cent), a decrease of 6 per cent compared with the result in 2019 (25 per cent).

15. In terms of career progression and performance, respondents were asked how many times they had been promoted (i.e. moved up in grade) during their career in the United Nations common system. Overall, 38 per cent had not been promoted during their career with the common system, the same result as in the 2019 survey. Around a quarter (27 per cent) had been promoted once, the same as in the 2019 survey. Around a quarter (26 per cent) had been promoted two to three times, the same as in 2019. Eight per cent had been promoted four times or more, which is a similar result to the 2019 survey (9 per cent). Thirty-nine per cent had moved laterally.

16. Links between pay progression and performance were also explored. Thirty-nine per cent felt that their individual performance was fairly assessed, which has substantially decreased since 2019 (-12). Twenty-eight per cent felt that career progression was sufficiently linked to individual performance in their organization, which has substantially increased since 2019 (+11). Twenty-eight per cent felt that the performance of teams was rewarded and recognized in their organization, which has increased since 2019 (+4). The vast majority (86 per cent) would like to see the career progression based on both (a) skills/behaviours/competencies and (b) achievement of objectives, similar to in previous years. Ten per cent indicated skills/behaviours/competencies only, an increase of 4 per cent since 2019. Four per cent indicated achievement of objectives only, which was similar to 2019, although in previous surveys, the question referred to 'pay progression' rather than career progression.

Annex VI

Age distribution of the workforce in organizations of the United Nations common system as at 31 December 2023

Organization	Less than 30 years	30 to less than 35 years	35 to less than 40 years	40 to less than 45 years	45 to less than 50 years	50 to less than 55 years	55 to less than 60 years	60 to less than 65 years	65 years and over	Total
United Nations	461 (1.4%)	1 946 (5.8%)	4 016 (12%)	5 838 (17.4%)	6 903 (20.6%)	6 223 (18.5%)	4 943 (14.7%)	3 158 (9.4%)	84 (0.3%)	33 572 (28.6%)
UNDP	148 (1.9%)	677 (8.8%)	1 066 (13.9%)	1 552 (20.2%)	1 526 (19.9%)	1 286 (16.8%)	874 (11.4%)	513 (6.7%)	25 (0.3%)	7 667 (6.5%)
UNFPA	71 (2.1%)	267 (7.8%)	509 (14.9%)	605 (17.7%)	660 (19.3%)	562 (16.4%)	456 (13.3%)	288 (8.4%)	5 (0.1%)	3 423 (2.9%)
UNOPS	6 (0.9%)	27 (4.1%)	82 (12.4%)	138 (20.9%)	137 (20.8%)	145 (22%)	77 (11.7%)	43 (6.5%)	4 (0.6%)	659 (0.6%)
UNHCR	567 (4.2%)	1 738 (12.9%)	2 673 (19.9%)	2 830 (21%)	2 214 (16.5%)	1 664 (12.4%)	1 155 (8.6%)	609 (4.5%)	2 (0%)	13 452 (11.5%)
UNICEF	503 (2.9%)	1 578 (8.9%)	2 912 (16.5%)	3 554 (20.1%)	3 391 (19.2%)	2 689 (15.2%)	1 910 (10.8%)	1 072 (6.1%)	31 (0.2%)	17 640 (15%)
UNRWA	6 (2.4%)	20 (7.8%)	47 (18.4%)	53 (20.8%)	44 (17.3%)	44 (17.3%)	25 (9.8%)	15 (5.9%)	1 (0.4%)	255 (0.2%)
ITC	16 (3.9%)	71 (17.2%)	62 (15%)	73 (17.7%)	64 (15.5%)	67 (16.2%)	31 (7.5%)	27 (6.5%)	2 (0.5%)	413 (0.4%)
ILO	86 (2.4%)	377 (10.5%)	559 (15.5%)	620 (17.2%)	616 (17.1%)	576 (16%)	469 (13%)	289 (8%)	14 (0.4%)	3 606 (3.1%)
FAO	67 (2%)	202 (6.1%)	319 (9.7%)	447 (13.6%)	615 (18.7%)	633 (19.3%)	582 (17.7%)	416 (12.7%)	7 (0.2%)	3 288 (2.8%)
WFP	279 (2.2%)	1 305 (10.4%)	2 190 (17.4%)	2 521 (20%)	2 301 (18.3%)	1 924 (15.3%)	1 307 (10.4%)	742 (5.9%)	16 (0.1%)	12 585 (10.7%)
UNESCO	55 (2.4%)	178 (7.7%)	245 (10.6%)	334 (14.4%)	416 (18%)	450 (19.4%)	373 (16.1%)	252 (10.9%)	14 (0.6%)	2 317 (2%)
WHO	138 (1.5%)	634 (6.7%)	1 177 (12.5%)	1 582 (16.8%)	1 762 (18.7%)	1 651 (17.5%)	1 423 (15.1%)	1 009 (10.7%)	43 (0.5%)	9 419 (8%)
ICAO	1 (0.2%)	14 (2.1%)	53 (8.1%)	106 (16.1%)	119 (18.1%)	120 (18.3%)	133 (20.2%)	108 (16.4%)	3 (0.5%)	657 (0.6%)
ITU	9 (1.3%)	42 (5.9%)	74 (10.4%)	95 (13.4%)	112 (15.8%)	180 (25.4%)	128 (18.1%)	66 (9.3%)	3 (0.4%)	709 (0.6%)
WIPO	23 (2%)	56 (4.8%)	104 (9%)	156 (13.5%)	168 (14.5%)	246 (21.3%)	270 (23.4%)	129 (11.2%)	4 (0.3%)	1 156 (1%)
IFAD	23 (2.6%)	88 (10.1%)	126 (14.5%)	142 (16.3%)	164 (18.9%)	144 (16.6%)	121 (13.9%)	60 (6.9%)	1 (0.1%)	869 (0.7%)
IAEA	55 (2.1%)	114 (4.4%)	287 (11.2%)	469 (18.3%)	401 (15.6%)	409 (16%)	434 (16.9%)	366 (14.3%)	29 (1.1%)	2 564 (2.2%)
UN Tourism	0 (0%)	4 (4.5%)	10 (11.2%)	15 (16.9%)	23 (25.8%)	18 (20.2%)	10 (11.2%)	8 (9%)	1 (1.1%)	89 (0.1%)
UN-Women	22 (1.9%)	105 (8.9%)	185 (15.7%)	257 (21.7%)	250 (21.2%)	178 (15.1%)	112 (9.5%)	69 (5.8%)	4 (0.3%)	1 182 (1%)
UNAIDS	7 (1.1%)	19 (3%)	39 (6.2%)	93 (14.8%)	118 (18.8%)	143 (22.7%)	113 (18%)	83 (13.2%)	14 (2.2%)	629 (0.5%)
ITLOS	0 (0%)	3 (8.1%)	2 (5.4%)	4 (10.8%)	8 (21.6%)	10 (27%)	5 (13.5%)	5 (13.5%)	0 (0%)	37 (0%)
CTBTO	3 (1%)	11 (3.7%)	38 (12.8%)	54 (18.2%)	56 (18.9%)	56 (18.9%)	53 (17.9%)	24 (8.1%)	1 (0.3%)	296 (0.3%)
PAHO	9 (1.1%)	27 (3.2%)	82 (9.7%)	106 (12.5%)	154 (18.2%)	159 (18.8%)	150 (17.7%)	146 (17.3%)	13 (1.5%)	846 (0.7%)
Grand total	2 555 (2.2%)	9 503 (8.1%)	16 857 (14.4%)	21 644 (18.4%)	22 222 (18.9%)	19 577 (16.7%)	15 154 (12.9%)	9 497 (8.1%)	321 (0.3%)	117 330 (100%)

Source: Data from United Nations common system organizations in 2024.

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ITLOS, International Tribunal for the Law of the Sea.

Annex VII

Age distribution of staff in the Professional and higher categories by organization as at 31 December 2023

Organization	Less than 30 years	30 to less than 35 years	35 to less than 40 years	40 to less than 45 years	45 to less than 50 years	50 to less than 55 years	55 to less than 60 years	60 to less than 65 years	65 years and over	Total
United Nations	179 (1.4%)	772 (6.2%)	1 317 (10.6%)	1 956 (15.8%)	2 496 (20.1%)	2 303 (18.6%)	1 990 (16%)	1 336 (10.8%)	61 (0.5%)	12 410 (29.3%)
UNDP	43 (1.6%)	169 (6.5%)	251 (9.6%)	480 (18.4%)	597 (22.8%)	550 (21%)	347 (13.3%)	166 (6.4%)	10 (0.4%)	2 613 (6.2%)
UNFPA	16 (1.7%)	77 (8.1%)	127 (13.4%)	145 (15.3%)	168 (17.7%)	185 (19.5%)	145 (15.3%)	83 (8.7%)	4 (0.4%)	950 (2.2%)
UNOPS	4 (0.7%)	24 (4.5%)	71 (13.2%)	107 (19.9%)	106 (19.7%)	122 (22.7%)	65 (12.1%)	35 (6.5%)	4 (0.7%)	538 (1.3%)
UNHCR	17 (0.4%)	265 (6.6%)	672 (16.9%)	877 (22%)	772 (19.4%)	649 (16.3%)	483 (12.1%)	251 (6.3%)	2 (0.1%)	3 988 (9.4%)
UNICEF	85 (1.6%)	361 (6.8%)	732 (13.7%)	1 078 (20.2%)	1 167 (21.9%)	922 (17.3%)	659 (12.4%)	320 (6%)	11 (0.2%)	5 335 (12.6%)
UNRWA	6 (2.4%)	20 (8.1%)	47 (19.1%)	53 (21.5%)	43 (17.5%)	39 (15.9%)	22 (8.9%)	15 (6.1%)	1 (0.4%)	246 (0.6%)
ITC	14 (5%)	61 (21.6%)	46 (16.3%)	51 (18.1%)	36 (12.8%)	37 (13.1%)	18 (6.4%)	17 (6%)	2 (0.7%)	282 (0.7%)
ILO	30 (2.2%)	109 (8.1%)	151 (11.3%)	202 (15.1%)	230 (17.2%)	245 (18.3%)	233 (17.4%)	133 (9.9%)	7 (0.5%)	1 340 (3.2%)
FAO	14 (0.8%)	89 (5%)	175 (9.9%)	246 (13.9%)	328 (18.6%)	339 (19.2%)	331 (18.7%)	239 (13.5%)	5 (0.3%)	1 766 (4.2%)
WFP	25 (1%)	176 (6.8%)	420 (16.2%)	514 (19.9%)	526 (20.3%)	431 (16.6%)	321 (12.4%)	168 (6.5%)	8 (0.3%)	2 589 (6.1%)
UNESCO	34 (3%)	125 (11%)	111 (9.7%)	154 (13.5%)	201 (17.6%)	210 (18.4%)	177 (15.5%)	118 (10.4%)	9 (0.8%)	1 139 (2.7%)
WHO	31 (0.8%)	223 (5.7%)	416 (10.6%)	625 (16%)	696 (17.8%)	748 (19.1%)	650 (16.6%)	491 (12.5%)	34 (0.9%)	3 914 (9.3%)
ICAO	0 (0%)	7 (2%)	19 (5.4%)	53 (14.9%)	65 (18.3%)	74 (20.8%)	74 (20.8%)	61 (17.2%)	2 (0.6%)	355 (0.8%)
ITU	6 (1.3%)	30 (6.6%)	50 (11%)	71 (15.7%)	70 (15.5%)	104 (23%)	75 (16.6%)	44 (9.7%)	3 (0.7%)	453 (1.1%)
WIPO	17 (2.4%)	44 (6.3%)	76 (10.9%)	101 (14.5%)	116 (16.6%)	132 (18.9%)	125 (17.9%)	82 (11.8%)	4 (0.6%)	697 (1.6%)
IFAD	9 (1.8%)	53 (10.4%)	80 (15.6%)	82 (16%)	97 (18.9%)	85 (16.6%)	70 (13.7%)	36 (7%)	0 (0%)	512 (1.2%)
IAEA	49 (3.1%)	82 (5.3%)	182 (11.7%)	284 (18.2%)	218 (14%)	237 (15.2%)	251 (16.1%)	232 (14.9%)	26 (1.7%)	1 561 (3.7%)
UN Tourism	0 (0%)	4 (7%)	7 (12.3%)	11 (19.3%)	11 (19.3%)	11 (19.3%)	7 (12.3%)	5 (8.8%)	1 (1.8%)	57 (0.1%)
UN-Women	12 (2.2%)	52 (9.7%)	65 (12.1%)	108 (20.2%)	122 (22.8%)	75 (14%)	58 (10.8%)	39 (7.3%)	4 (0.7%)	535 (1.3%)
UNAIDS	4 (1.3%)	5 (1.7%)	13 (4.4%)	33 (11.1%)	50 (16.8%)	77 (25.9%)	61 (20.5%)	43 (14.5%)	11 (3.7%)	297 (0.7%)
ITLOS	0 (0%)	2 (11.8%)	0 (0%)	2 (11.8%)	5 (29.4%)	3 (17.6%)	2 (11.8%)	3 (17.6%)	0 (0%)	17 (0%)
CTBTO	1 (0.5%)	7 (3.5%)	26 (13.1%)	36 (18.1%)	39 (19.6%)	39 (19.6%)	34 (17.1%)	16 (8%)	1 (0.5%)	199 (0.5%)
PAHO	1 (0.2%)	11 (2.2%)	40 (7.8%)	63 (12.4%)	97 (19%)	103 (20.2%)	90 (17.6%)	94 (18.4%)	11 (2.2%)	510 (1.2%)
Grand total	597 (1.4%)	2 768 (6.5%)	5 094 (12%)	7 332 (17.3%)	8 256 (19.5%)	7 720 (18.2%)	6 288 (14.9%)	4 027 (9.5%)	221 (0.5%)	42 303 (100%)

Source: Data from United Nations common system organizations in 2024.

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ITLOS, International Tribunal for the Law of the Sea.

Annex VIII

Age distribution of staff in the General Service and related categories by organization as at 31 December 2023

Organization	Less than 30 years	30 to less than 35 years	35 to less than 40 years	40 to less than 45 years	45 to less than 50 years	50 to less than 55 years	55 to less than 60 years	60 to less than 65 years	65 years and over	Total
United Nations	277 (1.5%)	1 154 (6.3%)	2 630 (14.3%)	3 599 (19.6%)	3 745 (20.4%)	3 167 (17.3%)	2 295 (12.5%)	1 461 (8%)	16 (0.1%)	18 344 (25.4%)
UNDP	105 (2.1%)	508 (10.1%)	815 (16.1%)	1 072 (21.2%)	929 (18.4%)	736 (14.6%)	527 (10.4%)	347 (6.9%)	15 (0.3%)	5 054 (7%)
UNFPA	55 (2.2%)	190 (7.7%)	382 (15.4%)	460 (18.6%)	492 (19.9%)	377 (15.2%)	311 (12.6%)	205 (8.3%)	1 (0%)	2 473 (3.4%)
UNOPS	2 (1.7%)	3 (2.5%)	11 (9.1%)	31 (25.6%)	31 (25.6%)	23 (19%)	12 (9.9%)	8 (6.6%)	0 (0%)	121 (0.2%)
UNHCR	550 (5.8%)	1 473 (15.6%)	2 000 (21.1%)	1 952 (20.6%)	1 442 (15.2%)	1 015 (10.7%)	672 (7.1%)	358 (3.8%)	0 (0%)	9 462 (13.1%)
UNICEF	418 (3.4%)	1 217 (9.9%)	2 180 (17.7%)	2 476 (20.1%)	2 224 (18.1%)	1 767 (14.4%)	1 251 (10.2%)	752 (6.1%)	20 (0.2%)	12 305 (17.1%)
UNRWA	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (11.1%)	5 (55.6%)	3 (33.3%)	0 (0%)	0 (0%)	9 (0%)
ITC	2 (1.5%)	10 (7.6%)	16 (12.2%)	22 (16.8%)	28 (21.4%)	30 (22.9%)	13 (9.9%)	10 (7.6%)	0 (0%)	131 (0.2%)
ILO	56 (2.5%)	268 (11.8%)	408 (18%)	418 (18.4%)	386 (17%)	331 (14.6%)	236 (10.4%)	156 (6.9%)	7 (0.3%)	2 266 (3.1%)
FAO	53 (3.5%)	113 (7.4%)	144 (9.5%)	201 (13.2%)	287 (18.9%)	294 (19.3%)	251 (16.5%)	177 (11.6%)	2 (0.1%)	1 522 (2.1%)
WFP	240 (2.4%)	1 093 (11%)	1 763 (17.7%)	2 007 (20.2%)	1 775 (17.9%)	1 493 (15%)	986 (9.9%)	574 (5.8%)	8 (0.1%)	9 939 (13.8%)
UNESCO	21 (1.8%)	53 (4.5%)	134 (11.4%)	180 (15.3%)	215 (18.3%)	240 (20.4%)	196 (16.6%)	134 (11.4%)	5 (0.4%)	1 178 (1.6%)
WHO	107 (1.9%)	411 (7.5%)	761 (13.8%)	957 (17.4%)	1 066 (19.4%)	903 (16.4%)	773 (14%)	518 (9.4%)	9 (0.2%)	5 505 (7.6%)
ICAO	1 (0.3%)	7 (2.3%)	34 (11.3%)	53 (17.5%)	54 (17.9%)	46 (15.2%)	59 (19.5%)	47 (15.6%)	1 (0.3%)	302 (0.4%)
ITU	3 (1.2%)	12 (4.7%)	24 (9.4%)	23 (9%)	42 (16.5%)	76 (29.8%)	53 (20.8%)	22 (8.6%)	0 (0%)	255 (0.4%)
WIPO	6 (1.3%)	12 (2.6%)	28 (6%)	55 (11.9%)	52 (11.2%)	114 (24.6%)	145 (31.3%)	47 (10.2%)	4 (0.9%)	463 (0.6%)
IFAD	14 (3.9%)	35 (9.8%)	46 (12.9%)	60 (16.8%)	67 (18.8%)	59 (16.5%)	51 (14.3%)	24 (6.7%)	1 (0.3%)	357 (0.5%)
IAEA	6 (0.6%)	32 (3.2%)	105 (10.5%)	185 (18.4%)	183 (18.2%)	172 (17.1%)	183 (18.2%)	134 (13.4%)	3 (0.3%)	1 003 (1.4%)
UN Tourism	0 (0%)	0 (0%)	3 (9.4%)	4 (12.5%)	12 (37.5%)	7 (21.9%)	3 (9.4%)	3 (9.4%)	0 (0%)	32 (0%)
UN-Women	10 (1.5%)	53 (8.2%)	120 (18.5%)	149 (23%)	128 (19.8%)	103 (15.9%)	54 (8.3%)	30 (4.6%)	0 (0%)	647 (0.9%)
UNAIDS	3 (0.9%)	14 (4.2%)	26 (7.8%)	60 (18.1%)	68 (20.5%)	66 (19.9%)	52 (15.7%)	40 (12%)	3 (0.9%)	332 (0.5%)
ITLOS	0 (0%)	1 (5%)	2 (10%)	2 (10%)	3 (15%)	7 (35%)	3 (15%)	2 (10%)	0 (0%)	20 (0%)
CTBTO	2 (2%)	4 (4%)	12 (12.1%)	18 (18.2%)	17 (17.2%)	17 (17.2%)	19 (19.2%)	8 (8.1%)	2 (2%)	99 (0.1%)
PAHO	8 (2.4%)	16 (4.8%)	42 (12.5%)	43 (12.8%)	57 (17%)	56 (16.7%)	60 (17.9%)	52 (15.5%)	2 (0.6%)	336 (0.5%)
Grand total	1 939 (2.7%)	6 679 (9.3%)	11 686 (16.2%)	14 027 (19.4%)	13 304 (18.4%)	11 104 (15.4%)	8 208 (11.4%)	5 109 (7.1%)	99 (0.1%)	72 155 (100%)

Source: Data from United Nations common system organizations in 2024.

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ITLOS, International Tribunal for the Law of the Sea.

Annex IX

Age distribution of staff in the Professional and higher categories in the United Nations common system by grade and gender as at 31 December 2023

Age group	Men by grade									Women by grade								Total men and women	Percentage	
	P-1	P-2	P-3	P-4	P-5	D-1	D-2	UG ^a	Total	P-1	P-2	P-3	P-4	P-5	D-1	D-2	Ungraded ^a			Total
Less than 30 years	24	120	11	–	–	–	–	–	155	60	337	44	1	–	–	–	–	442	597	1.4%
30 to less than 35 years	29	448	370	55	1	–	–	1	904	69	966	734	91	3	–	–	–	1 863	2 767	6.5%
35 to less than 40 years	17	456	1 101	509	35	1	–	–	2 119	39	605	1 619	668	44	–	1	–	2 976	5 095	12.0%
40 to less than 45 years	11	337	1 497	1 295	276	25	4	2	3 447	16	395	1 622	1 500	325	22	2	2	3 884	7 331	17.3%
45 to less than 50 years	5	260	1 313	1 687	706	118	25	5	4 119	13	215	1 206	1 782	761	134	22	3	4 136	8 255	19.5%
50 to less than 55 years	3	175	1 056	1 634	980	277	77	18	4 220	9	153	825	1 299	880	263	50	21	3 500	7 720	18.2%
55 to less than 60 years	4	90	707	1 383	1 078	354	127	33	3 776	–	98	445	877	692	277	92	32	2 513	6 289	14.9%
60 to less than 65 years	–	49	392	901	792	331	130	47	2 642	–	39	200	435	415	188	74	34	1 385	4 027	9.5%
65 years and over	–	1	5	31	37	24	13	28	139	–	1	6	16	15	11	3	31	83	222	0.5%
Grand total	93	1 936	6 452	7 495	3 905	1 130	376	134	21 521	206	2 809	6 701	6 669	3 135	895	244	123	20 782	42 303	100%

Source: Data from United Nations common system organizations in 2024.

^a The ungraded level includes the Assistant Secretary-General and Under-Secretary-General levels.

Annex X

Grade distribution of staff in the Professional and higher categories by organization as at 31 December 2023

Organization	P-1	P-2	P-3	P-4	P-5	D-1	D-2	Ungraded ^a	Total
United Nations	19 (0.2%)	1 248 (10.1%)	4 141 (33.4%)	4 204 (33.9%)	1 877 (15.1%)	603 (4.9%)	185 (1.5%)	133 (1.1%)	12 410
UNDP	46 (1.8%)	275 (10.5%)	630 (24.1%)	842 (32.2%)	556 (21.3%)	191 (7.3%)	62 (2.4%)	11 (0.4%)	2 613
UNFPA	1 (0.1%)	109 (11.5%)	218 (22.9%)	297 (31.3%)	224 (23.6%)	82 (8.6%)	17 (1.8%)	2 (0.2%)	950
UNOPS	5 (0.9%)	69 (12.8%)	165 (30.7%)	157 (29.2%)	84 (15.6%)	38 (7.1%)	16 (3%)	4 (0.7%)	538
UNHCR	0 (0%)	679 (17%)	1 552 (38.9%)	1 111 (27.9%)	449 (11.3%)	152 (3.8%)	41 (1%)	4 (0.1%)	3 988
UNICEF	18 (0.3%)	542 (10.2%)	1 840 (34.5%)	1 955 (36.6%)	799 (15%)	126 (2.4%)	50 (0.9%)	5 (0.1%)	5 335
UNRWA	2 (0.8%)	10 (4.1%)	85 (34.6%)	92 (37.4%)	31 (12.6%)	17 (6.9%)	7 (2.8%)	2 (0.8%)	246
ITC	20 (7.1%)	90 (31.9%)	92 (32.6%)	46 (16.3%)	26 (9.2%)	6 (2.1%)	1 (0.4%)	1 (0.4%)	282
ILO	11 (0.8%)	141 (10.5%)	309 (23.1%)	462 (34.5%)	313 (23.4%)	68 (5.1%)	25 (1.9%)	11 (0.8%)	1 340
FAO	50 (2.8%)	190 (10.8%)	425 (24.1%)	620 (35.1%)	351 (19.9%)	86 (4.9%)	33 (1.9%)	11 (0.6%)	1 766
WFP	15 (0.6%)	210 (8.1%)	927 (35.8%)	846 (32.7%)	399 (15.4%)	133 (5.1%)	55 (2.1%)	4 (0.2%)	2 589
UNESCO	29 (2.5%)	263 (23.1%)	361 (31.7%)	272 (23.9%)	143 (12.6%)	47 (4.1%)	14 (1.2%)	10 (0.9%)	1 139
WHO	23 (0.6%)	272 (6.9%)	1 004 (25.7%)	1 460 (37.3%)	859 (21.9%)	212 (5.4%)	66 (1.7%)	18 (0.5%)	3 914
ICAO	0 (0%)	32 (9%)	72 (20.3%)	176 (49.6%)	50 (14.1%)	19 (5.4%)	5 (1.4%)	1 (0.3%)	355
ITU	5 (1.1%)	69 (15.2%)	143 (31.6%)	142 (31.3%)	69 (15.2%)	16 (3.5%)	4 (0.9%)	5 (1.1%)	453
WIPO	10 (1.4%)	87 (12.5%)	193 (27.7%)	229 (32.9%)	104 (14.9%)	54 (7.7%)	11 (1.6%)	9 (1.3%)	697
IFAD	3 (0.6%)	72 (14.1%)	158 (30.9%)	149 (29.1%)	96 (18.8%)	24 (4.7%)	2 (0.4%)	8 (1.6%)	512
IAEA	23 (1.5%)	175 (11.2%)	459 (29.4%)	541 (34.7%)	305 (19.5%)	48 (3.1%)	3 (0.2%)	7 (0.4%)	1 561
UN Tourism	7 (12.3%)	11 (19.3%)	11 (19.3%)	11 (19.3%)	13 (22.8%)	1 (1.8%)	2 (3.5%)	1 (1.8%)	57
UN-Women	2 (0.4%)	77 (14.4%)	140 (26.2%)	175 (32.7%)	105 (19.6%)	26 (4.9%)	8 (1.5%)	2 (0.4%)	535
UNAIDS	0 (0%)	14 (4.7%)	50 (16.8%)	84 (28.3%)	98 (33%)	39 (13.1%)	9 (3%)	3 (1%)	297
ITLOS	0 (0%)	6 (35.3%)	2 (11.8%)	5 (29.4%)	2 (11.8%)	0 (0%)	1 (5.9%)	1 (5.9%)	17
CTBTO	0 (0%)	30 (15.1%)	67 (33.7%)	64 (32.2%)	31 (15.6%)	6 (3%)	0 (0%)	1 (0.5%)	199
PAHO	10 (2%)	74 (14.5%)	109 (21.4%)	224 (43.9%)	56 (11%)	31 (6.1%)	3 (0.6%)	3 (0.6%)	510
Grand total	299 (0.7%)	4 745 (11.2%)	13 153 (31.1%)	14 164 (33.5%)	7 040 (16.6%)	2 025 (4.8%)	620 (1.5%)	257 (0.6%)	42 303

Source: Data from United Nations common system organizations in 2024.

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ITLOS, International Tribunal for the Law of the Sea.

^a The ungraded level includes the Assistant Secretary-General and Under-Secretary-General levels.

Annex XI

Age distribution of staff in the Professional and higher categories by region in the United Nations common system as at 31 December 2023

<i>Age group</i>	<i>African States</i>	<i>Asia-Pacific States</i>	<i>Eastern European States</i>	<i>Latin American and Caribbean States</i>	<i>Western European and other States</i>	<i>Other</i>	<i>Total</i>
Less than 30 years	74 (12.4%)	139 (23.3%)	34 (5.7%)	23 (3.9%)	324 (54.3%)	3 (0.5%)	597 (1.4%)
30 to less than 35 years	384 (13.9%)	645 (23.3%)	211 (7.6%)	181 (6.5%)	1 342 (48.5%)	4 (0.1%)	2 767 (6.5%)
35 to less than 40 years	1 002 (19.7%)	1 054 (20.7%)	411 (8.1%)	425 (8.3%)	2 187 (42.9%)	18 (0.4%)	5 097 (12%)
40 to less than 45 years	1 708 (23.3%)	1 504 (20.5%)	500 (6.8%)	567 (7.7%)	3 024 (41.2%)	28 (0.4%)	7 331 (17.3%)
45 to less than 50 years	2 094 (25.4%)	1 605 (19.4%)	604 (7.3%)	626 (7.6%)	3 302 (40%)	25 (0.3%)	8 256 (19.5%)
50 to less than 55 years	1 867 (24.2%)	1 489 (19.3%)	530 (6.9%)	522 (6.8%)	3 291 (42.6%)	21 (0.3%)	7 720 (18.2%)
55 to less than 60 years	1 719 (27.3%)	1 102 (17.5%)	360 (5.7%)	467 (7.4%)	2 620 (41.7%)	21 (0.3%)	6 289 (14.9%)
60 to less than 65 years	1 148 (28.5%)	646 (16%)	280 (7%)	361 (9%)	1 583 (39.3%)	10 (0.2%)	4 028 (9.5%)
65 years and over	59 (26.2%)	34 (15.1%)	17 (7.6%)	20 (8.9%)	95 (42.2%)	0 (0%)	225 (0.5%)
Grand total	10 055 (23.8%)	8 218 (19.4%)	2 947 (7%)	3 192 (7.5%)	17 768 (42%)	130 (0.3%)	42 310 (100%)

Source: Data from United Nations common system organizations in 2024.

Annex XII

Professional and higher categories by region in the organizations of the United Nations common system as at 31 December 2023

<i>Organization</i>	<i>African States</i>	<i>Asia-Pacific States</i>	<i>Eastern European States</i>	<i>Latin American and Caribbean States</i>	<i>Western European and other States</i>	<i>Other States</i>	<i>Total</i>
United Nations	2 622 (21.1%)	2 327 (18.8%)	990 (8%)	990 (8%)	5 439 (43.8%)	42 (0.3%)	12 410 (29.3%)
UNDP	642 (24.6%)	585 (22.4%)	170 (6.5%)	187 (7.2%)	1 018 (39%)	11 (0.4%)	2 613 (6.2%)
UNFPA	298 (31.4%)	197 (20.7%)	33 (3.5%)	60 (6.3%)	359 (37.8%)	3 (0.3%)	950 (2.2%)
UNOPS	91 (16.9%)	99 (18.4%)	48 (8.9%)	37 (6.9%)	258 (48%)	5 (0.9%)	538 (1.3%)
UNHCR	1 313 (32.9%)	701 (17.6%)	282 (7.1%)	221 (5.5%)	1 459 (36.6%)	15 (0.4%)	3 991 (9.4%)
UNICEF	1 792 (33.6%)	1 118 (21%)	259 (4.9%)	252 (4.7%)	1 883 (35.3%)	31 (0.6%)	5 335 (12.6%)
UNRWA	39 (15.9%)	42 (17.1%)	11 (4.5%)	5 (2%)	143 (58.1%)	6 (2.4%)	246 (0.6%)
ITC	44 (15.6%)	42 (14.9%)	33 (11.7%)	31 (11%)	131 (46.5%)	1 (0.4%)	282 (0.7%)
ILO	183 (13.7%)	266 (19.9%)	77 (5.7%)	152 (11.3%)	662 (49.4%)	0 (0%)	1 340 (3.2%)
FAO	302 (17.1%)	343 (19.4%)	137 (7.8%)	183 (10.4%)	801 (45.4%)	0 (0%)	1 766 (4.2%)
WFP	804 (31.1%)	412 (15.9%)	100 (3.9%)	135 (5.2%)	1 135 (43.8%)	3 (0.1%)	2 589 (6.1%)
UNESCO	168 (14.7%)	297 (26%)	83 (7.3%)	115 (10.1%)	479 (41.9%)	0 (0%)	1 142 (2.7%)
WHO	1 015 (25.9%)	909 (23.2%)	242 (6.2%)	126 (3.2%)	1 610 (41.1%)	12 (0.3%)	3 914 (9.3%)
ICAO	55 (15.5%)	64 (18%)	0 (0%)	46 (13%)	190 (53.5%)	0 (0%)	355 (0.8%)
ITU	72 (15.9%)	95 (21%)	50 (11%)	40 (8.8%)	196 (43.3%)	0 (0%)	453 (1.1%)
WIPO	80 (11.5%)	146 (20.9%)	59 (8.5%)	55 (7.9%)	357 (51.2%)	0 (0%)	697 (1.6%)
IFAD	122 (23.8%)	69 (13.5%)	11 (2.1%)	50 (9.7%)	261 (50.9%)	0 (0%)	513 (1.2%)
IAEA	154 (9.9%)	304 (19.5%)	265 (17%)	85 (5.4%)	753 (48.2%)	0 (0%)	1 561 (3.7%)
UN Tourism	6 (10.5%)	7 (12.3%)	5 (8.8%)	7 (12.3%)	32 (56.1%)	0 (0%)	57 (0.1%)
UN-Women	104 (19.4%)	112 (20.9%)	27 (5%)	35 (6.5%)	256 (47.9%)	1 (0.2%)	535 (1.3%)
UNAIDS	113 (38%)	35 (11.8%)	24 (8.1%)	23 (7.7%)	102 (34.3%)	0 (0%)	297 (0.7%)
ITLOS	3 (17.6%)	0 (0%)	3 (17.6%)	1 (5.9%)	10 (58.8%)	0 (0%)	17 (0%)
CTBTO	24 (12.1%)	39 (19.6%)	38 (19.1%)	15 (7.5%)	83 (41.7%)	0 (0%)	199 (0.5%)
PAHO	9 (1.8%)	9 (1.8%)	0 (0%)	341 (66.9%)	151 (29.6%)	0 (0%)	510 (1.2%)
Grand total	10 055 (23.8%)	8 218 (19.4%)	2 947 (7%)	3 192 (7.5%)	17 768 (42%)	130 (0.3%)	42 310 (100%)

Source: Data from United Nations common system organizations in 2024.

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ITLOS, International Tribunal for the Law of the Sea.

Annex XIII

Average ages of staff in the organizations of the United Nations common system as at 31 December 2023

Organization	Professional and higher categories			General Service and related categories			All staff in the organization		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
United Nations	45.4	49.5	47.5	46.0	46.7	46.4	45.7	47.9	46.9
UNDP	45.8	48.3	47.1	44.5	46.2	45.3	45.1	47.2	46.1
UNFPA	46.0	49.2	47.5	45.2	46.9	46.1	45.5	47.7	46.6
UNOPS	44.6	48.4	46.8	47.8	46.0	46.6	45.3	47.8	46.8
UNHCR	43.7	46.5	45.1	38.7	43.0	41.3	40.6	44.0	42.6
UNICEF	45.4	47.7	46.5	43.6	46.5	45.1	44.5	47.0	45.8
UNRWA	44.2	47.4	45.8	48.0	51.0	50.1	44.3	47.6	46.0
ITC	39.6	43.8	41.6	46.3	43.5	45.7	42.2	43.7	42.8
ILO	45.5	49.5	47.5	45.5	45.8	45.6	45.5	47.8	46.5
FAO	46.8	51.3	49.3	47.5	48.9	48.0	47.2	50.6	48.7
WFP	44.4	47.9	46.2	42.4	45.8	44.6	43.0	46.2	45.0
UNESCO	45.5	48.1	46.7	47.8	49.3	48.4	46.6	48.6	47.5
WHO	46.8	49.8	48.3	46.1	48.1	47.0	46.4	49.0	47.7
ICAO	48.7	51.7	50.7	49.9	48.4	49.6	49.5	51.0	50.2
UPU	49.9	50.5	50.4	46.5	49.1	47.3	47.3	50.1	48.8
ITU	45.5	48.9	47.4	49.4	48.5	49.1	47.4	48.8	48.1
WMO	44.6	49.6	47.3	49.4	49.7	49.5	46.1	49.6	47.8
IMO	48.0	52.0	50.2	47.0	48.0	47.3	47.5	50.8	49.0
WIPO	48.0	49.7	48.9	49.9	52.1	50.7	48.9	50.5	49.6
IFAD	45.1	46.8	46.0	46.3	44.4	45.9	45.6	46.3	45.9
UNIDO	46.6	49.4	48.4	46.5	49.3	48.0	46.6	49.3	48.2
IAEA	44.7	50.2	47.9	48.4	48.5	48.4	46.6	49.7	48.1
UN Tourism	45.3	49.0	47.1	49.0	48.7	48.9	47.1	48.9	47.8
UN-Women	44.1	46.0	44.5	44.8	46.0	45.2	44.3	46.0	44.7
ISA	43.9	47.0	45.4	37.7	39.9	38.6	41.3	44.7	42.9
UNAIDS	48.0	51.7	49.7	47.2	50.3	48.7	47.7	51.2	49.3
ITLOS	52.3	49.4	50.6	51.4	46.4	49.4	51.7	48.1	49.9
CTBTO	46.9	48.2	47.7	46.8	48.6	47.6	46.8	48.3	47.6
PAHO	50.4	52.6	51.5	50.2	48.5	49.7	50.3	51.6	50.9
Grand total	45.4	48.9	47.2	44.5	46.0	45.3	44.9	47.2	46.2

Source: CEB database of personnel statistics, 2022.

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ISA, International Seabed Authority; ITLOS, International Tribunal for the Law of the Sea.

Annex XIV

Average age at entrance on duty of staff in the Professional and higher categories across grades by gender in 2023

Organization	Men			Women		
	Lowest age	Highest age	Average age	Lowest age	Highest age	Average age
United Nations	24–46	37–69	30–59	25–49	36–75	30–61
UNDP	23–48	46–68	31–53	20–43	49–64	33–52
UNFPA	26–44	50–62	37–50	25–55	32–66	32–59
UNOPS	23–49	39–60	32–51	23–54	34–63	31–58
UNHCR	18–27	54–61	35–43	20–49	48–74	33–62
UNICEF	26–61	41–64	35–61	26–50	54–65	36–57
UNRWA	27–57	27–61	27–57	25–50	25–63	27–54
ITC	22–55	28–68	25–62	25–37	32–51	28–44
ILO	29–59	45–64	33–59	24–57	31–59	28–57
FAO	26–47	33–59	29–53	27–51	35–63	31–54
WFP	27–46	40–64	32–53	23–51	38–69	28–59
UNESCO	23–45	47–63	34–55	23–48	51–60	32–54
WHO	21–31	39–69	31–47	21–38	37–68	30–49
ICAO	23–51	51–62	35–51	20–60	52–60	31–60
ITU	32–66	32–66	32–66	28–40	32–40	31–40
WIPO	32–50	39–52	34–50	28–53	35–58	27–53
IFAD	28–53	49–56	33–53	27–52	34–59	30–52
IAEA	26–55	55–77	34–55	24–49	38–71	33–54
UN Tourism	34.0		34.0	33.0		33.0
UN-Women	30–45	49–57	38–49	25–60	25–60	25–60
UNAIDS	23–47	34–58	29–49	28–47	28–59	28–53
ITLOS	30–30
CTBTO	28–46	33–62	31–51	35–49	43–59	36–49
PAHO	29–60	41–68	39–63	29–62	41–62	34–62

Source: Data from United Nations common system organizations in 2024.

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ITLOS, International Tribunal for the Law of the Sea.

Annex XV

Regional representation of internships and Junior Professional Officers as at 31 December 2023

Organization	African States		Asia-Pacific States		Eastern European States		Latin American and Caribbean States		Western European and other States		Other States ^a		Total	
	Interns	JPOs	Interns	JPOs	Interns	JPOs	Interns	JPOs	Interns	JPOs	Interns	JPOs	Interns	JPOs
United Nations	113 (16.7%)	8 (1.9%)	255 (37.6%)	138 (32.5%)	26 (3.8%)	8 (1.9%)	33 (4.9%)	0 (0%)	251 (37%)	271 (63.8%)	0 (0%)	0 (0%)	678 (19.9%)	425 (41.7%)
UNDP	66 (14.8%)	20 (29%)	98 (21.9%)	18 (26.1%)	45 (10.1%)	3 (4.3%)	37 (8.3%)	3 (4.3%)	201 (45%)	25 (36.2%)	0 (0%)	0 (0%)	447 (13.1%)	69 (6.8%)
UNFPA	104 (45.2%)	2 (7.4%)	37 (16.1%)	5 (18.5%)	16 (7%)	0 (0%)	21 (9.1%)	0 (0%)	52 (22.6%)	20 (74.1%)	0 (0%)	0 (0%)	230 (6.8%)	27 (2.7%)
UNOPS	35 (31%)	0 (0%)	27 (23.9%)	0 (0%)	8 (7.1%)	0 (0%)	22 (19.5%)	0 (0%)	21 (18.6%)	8 (100%)	0 (0%)	0 (0%)	113 (3.3%)	8 (0.8%)
UNHCR	No information provided													
UNICEF	173 (28.5%)	33 (43.4%)	123 (20.3%)	18 (23.7%)	30 (4.9%)	3 (3.9%)	32 (5.3%)	1 (1.3%)	249 (41%)	20 (26.3%)	0 (0%)	1 (1.3%)	607 (17.8%)	76 (7.5%)
UNRWA ^a	1 (2%)	1 (7.1%)	18 (36%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	10 (20%)	13 (92.9%)	21 (42%)	0 (0%)	50 (1.5%)	14 (1.4%)
ITC	11 (17.7%)	0 (0%)	20 (32.3%)	1 (20%)	1 (1.6%)	0 (0%)	9 (14.5%)	0 (0%)	21 (33.9%)	4 (80%)	0 (0%)	0 (0%)	62 (1.8%)	5 (0.5%)
ILO	14 (13.3%)	2 (5.3%)	22 (21%)	12 (31.6%)	8 (7.6%)	5 (13.2%)	13 (12.4%)	0 (0%)	48 (45.7%)	19 (50%)	0 (0%)	0 (0%)	105 (3.1%)	38 (3.7%)
FAO ^b	0 (0%)	3 (7.7%)	0 (0%)	1 (2.6%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	35 (89.7%)	0 (0%)	0 (0%)	0 (0%)	39 (3.8%)
WFP	87 (50%)	0 (0%)	33 (19%)	15 (26.3%)	8 (4.6%)	0 (0%)	8 (4.6%)	0 (0%)	38 (21.8%)	42 (73.7%)	0 (0%)	0 (0%)	174 (5.1%)	57 (5.6%)
UNESCO	25 (6.3%)	0 (0%)	31 (7.9%)	26 (63.4%)	40 (10.2%)	0 (0%)	93 (23.6%)	0 (0%)	205 (52%)	15 (36.6%)	0 (0%)	0 (0%)	394 (11.6%)	41 (4%)
WHO	17 (23.6%)	19 (32.8%)	24 (33.3%)	0 (0%)	4 (5.6%)	0 (0%)	2 (2.8%)	39 (67.2%)	25 (34.7%)	0 (0%)	0 (0%)	0 (0%)	72 (2.1%)	58 (5.7%)
ICAO	1 (16.7%)	0 (0%)	3 (50%)	3 (75%)	0 (0%)	1 (25%)	0 (0%)	0 (0%)	2 (33.3%)	0 (0%)	0 (0%)	0 (0%)	6 (0.2%)	4 (0.4%)
ITU	12 (19.4%)	0 (0%)	30 (48.4%)	5 (62.5%)	5 (8.1%)	0 (0%)	3 (4.8%)	0 (0%)	12 (19.4%)	3 (37.5%)	0 (0%)	0 (0%)	62 (1.8%)	8 (0.8%)
WIPO	6 (22.2%)	0 (0%)	3 (11.1%)	3 (42.9%)	3 (11.1%)	0 (0%)	1 (3.7%)	0 (0%)	14 (51.9%)	4 (57.1%)	0 (0%)	0 (0%)	27 (0.8%)	7 (0.7%)
IFAD	10 (16.4%)	1 (4.2%)	8 (13.1%)	5 (20.8%)	2 (3.3%)	0 (0%)	5 (8.2%)	0 (0%)	36 (59%)	18 (75%)	0 (0%)	0 (0%)	61 (1.8%)	24 (2.4%)
IAEA	26 (19.4%)	1 (1.4%)	57 (42.5%)	9 (12.5%)	9 (6.7%)	4 (5.6%)	12 (9%)	0 (0%)	30 (22.4%)	55 (76.4%)	0 (0%)	3 (4.2%)	134 (3.9%)	72 (7.1%)
UN Tourism	3 (25%)	0 (0%)	1 (8.3%)	2 (66.7%)	4 (33.3%)	0 (0%)	1 (8.3%)	0 (0%)	3 (25%)	1 (33.3%)	0 (0%)	0 (0%)	12 (0.4%)	3 (0.3%)
UN-Women	21 (35%)	1 (3.2%)	15 (25%)	4 (12.9%)	1 (1.7%)	0 (0%)	6 (10%)	0 (0%)	0 (0%)	26 (83.9%)	17 (28.3%)	0 (0%)	60 (1.8%)	31 (3%)
UNAIDS	15 (39.5%)	3 (30%)	6 (15.8%)	0 (0%)	1 (2.6%)	0 (0%)	6 (15.8%)	0 (0%)	8 (21.1%)	7 (70%)	2 (5.3%)	0 (0%)	38 (1.1%)	10 (1%)
ITLOS ^c	3 (23.1%)	0 (0%)	4 (30.8%)	0 (0%)	1 (7.7%)	0 (0%)	2 (15.4%)	0 (0%)	3 (23.1%)	0 (0%)	0 (0%)	0 (0%)	13 (0.4%)	0 (0%)
CTBTO	2 (22.2%)	0 (0%)	3 (33.3%)	0 (0%)	0 (0%)	0 (0%)	1 (11.1%)	0 (0%)	3 (33.3%)	2 (100%)	0 (0%)	0 (0%)	9 (0.3%)	2 (0.2%)
PAHO	0 (0%)	0 (0%)	3 (5.8%)	0 (0%)	0 (0%)	0 (0%)	34 (65.4%)	0 (0%)	15 (28.8%)	0 (0%)	0 (0%)	0 (0%)	52 (1.5%)	0 (0%)
Grand total	745 (21.9%)	94 (9.2%)	821 (24.1%)	265 (26%)	212 (6.2%)	24 (2.4%)	341 (10%)	43 (4.2%)	1 247 (36.6%)	588 (57.8%)	40 (1.2%)	4 (0.4%)	3 406 (100%)	1 018 (100%)

(Footnotes on following page)

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Source: Data from United Nations common system organizations in 2024.

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ITLOS, International Tribunal for the Law of the Sea; JPOs, Junior Professional Officers.

^a Most interns at UNRWA were from the Palestine region.

^b As FAO provided only the percentages on the basis of its own criteria for regions, it was not possible to include in the calculation. As at 31 December 2023, FAO had interns from African States (14%); Asia-Pacific States (24%); Latin American and Caribbean States (5%); North America (8%); Near East and North African States (6%); and European and Central Asian States (43%).

^c On 30 September 2021, the Tribunal established a Junior Professional Officer programme for young professionals to be recruited under memorandums of understanding between the Tribunal and participating States. On 1 December 2022, a memorandum of understanding between the Tribunal and the Government of China concerning the Junior Professional Officer programme was signed. At the end of 2023, recruitment was in progress for one post of Junior Professional Officer.

Annex XVI

**Member States unrepresented in three or more organizations
with established desirable ranges as at 31 December 2023**

<i>Region</i>	<i>Member State</i>	<i>United Nations Secretariat</i>	<i>ILO</i>	<i>FAO</i>	<i>UNESCO</i>	<i>WHO</i>	<i>ICAO</i>	<i>Total</i>
Africa (6)	Angola	X		X			X	3
	Equatorial Guinea	X	X		X	X	X	5
	Liberia		X	X			X	3
	Libya		X			X	X	3
	Sao Tome and Principe	X	X	X			X	4
	South Sudan		X		X		X	3
Asia-Pacific (17)	Bahrain		X		X		X	3
	Brunei Darussalam	X	X		X	X	X	5
	Kuwait		X		X	X	X	4
	Maldives		X		X		X	3
	Marshall Islands	X	X	X	X	X	X	6
	Micronesia (Federated States of)			X	X	X	X	4
	Nauru	X		X	X	X	X	5
	Palau	X	X	X	X	X	X	6
	Papua New Guinea		X			X	X	3
	Qatar	X	X	X	X	X	X	6
	Samoa		X		X	X	X	4
	Solomon Islands		X		X	X	X	4
	Timor-Leste	X	X	X	X		X	5
	Tonga		X		X		X	3
	Tuvalu	X	X	X	X	X	X	6
	United Arab Emirates	X	X		X	X		4
	Vanuatu	X	X	X	X	X	X	6
Eastern Europe (1)	Montenegro			X		X	X	3
Latin America and the Caribbean (12)	Antigua and Barbuda		X	X		X		3
	Bahamas		X	X	X	X	X	5
	Belize	X	X			X	X	4
	Grenada	X	X			X	X	4
	Guatemala		X		X		X	3
	Haiti		X		X		X	3
	Jamaica		X			X	X	3
	Panama				X	X	X	3
	Saint Kitts and Nevis		X			X	X	3
	Saint Lucia		X	X			X	3
	Saint Vincent and the Grenadines		X	X	X	X		4
	Suriname		X		X	X	X	4

<i>Region</i>	<i>Member State</i>	<i>United Nations Secretariat</i>	<i>ILO</i>	<i>FAO</i>	<i>UNESCO</i>	<i>WHO</i>	<i>ICAO</i>	<i>Total</i>
Western European and other States (5)	Andorra	X			X	X	X	4
	Iceland		X		X	X		3
	Malta		X		X		X	3
	Monaco				X	X	X	3
	San Marino		X		X	X	X	4
Others (2)	Cook Islands		X	X		X	X	4
	Kiribati	X	X	X	X	X	X	6

Annex XVII

Member States underrepresented in three or more organizations with established desirable ranges as at 31 December 2023

<i>Region</i>	<i>Member State</i>	<i>United Nations Secretariat</i>	<i>ILO</i>	<i>FAO</i>	<i>UNESCO</i>	<i>WHO</i>	<i>ICAO</i>	<i>Total</i>
Africa (none)								
Asia-Pacific (6)	China	X	X	X	X	X	X	6
	Indonesia		X	X			X	3
	Japan	X	X	X		X	X	5
	Republic of Korea		X	X		X	X	4
	Saudi Arabia	X		X	X	X	X	5
	Singapore		X	X	X	X	X	5
Eastern Europe (1)	Poland		X			X	X	3
Latin America and the Caribbean (none)								
Western European and other States (4)	Austria		X			X	X	3
	Israel	X	X	X		X	X	5
	Luxembourg	X				X	X	3
	United States of America	X	X	X	X	X	X	6

Annex XVIII

**Member States overrepresented in three or more
organizations with established desirable ranges as at
31 December 2023**

<i>Region</i>	<i>Member State</i>	<i>United Nations Secretariat</i>	<i>ILO</i>	<i>FAO</i>	<i>UNESCO</i>	<i>WHO</i>	<i>ICAO</i>	<i>Total</i>
Africa (10)	Cameroon	X	X		X	X		4
	Egypt	X	X	X	X	X	X	6
	Ethiopia	X	X		X	X	X	5
	Ghana	X	X			X		3
	Kenya	X				X	X	3
	Senegal		X		X	X	X	4
	South Africa	X	X		X	X	X	5
	Tunisia		X		X		X	3
	Uganda	X				X	X	3
	Zimbabwe	X	X			X		3
Asia-Pacific (5)	India		X			X	X	3
	Jordan		X			X	X	3
	Lebanon	X	X		X	X	X	5
	Philippines	X	X			X		3
	Sri Lanka		X			X	X	3
Eastern Europe (1)	Bulgaria	X	X	X				3
Latin America and the Caribbean (4)	Argentina	X	X		X			3
	Brazil	X		X	X		X	4
	Colombia		X	X	X			3
	Mexico	X			X		X	3
Western European and other States (8)	Belgium	X	X		X	X	X	5
	Canada	X	X		X	X	X	5
	France	X	X		X	X	X	5
	Greece		X	X	X			3
	Ireland	X	X			X		3
	Italy	X	X	X	X	X	X	6
	Spain	X	X	X	X	X	X	6
	United Kingdom of Great Britain and Northern Ireland	X			X	X		3

Annex XIX

Number of staff members at the senior/decision-making level from member States that are underrepresented in three or more organizations with established desirable ranges as at 31 December 2023

Fewer than 10 senior staff members

Austria
Indonesia
Israel
Luxembourg
Poland
Saudi Arabia
Singapore

More than 10 but fewer than 50 senior staff members

Republic of Korea

More than 50 but fewer than 100 senior staff members

China
Japan

More than 200 senior staff members

United States of America

Annex XX**Number of staff members at the senior/decision-making level from member States that are overrepresented in three or more organizations with established desirable ranges as at 31 December 2023****Fewer than 15 senior staff members**

Bulgaria
Colombia
Ghana
Greece
Jordan
Mexico
Senegal
Tunisia

15 to fewer than 35 senior staff members

Brazil
Cameroon
Egypt
Ethiopia
Ireland
Lebanon
Philippines
South Africa
Sri Lanka
Uganda
Zimbabwe

35 to fewer than 100 senior staff members

Argentina
Belgium
Canada
India
Kenya
Spain

100 or more senior staff members

France
Italy
United Kingdom of Great Britain and Northern Ireland

Annex XXI

Countries that have no staff members in five or more organizations with no formal guidelines for geographical distribution as at 31 December 2023

<i>Region</i>	<i>Countries</i>	<i>Number of organizations out of 10</i>
Africa (14)	Angola	6
	Cabo Verde	6
	Chad	5
	Comoros	6
	Djibouti	6
	Equatorial Guinea	7
	Eritrea	6
	Eswatini	5
	Gabon	6
	Guinea-Bissau	5
	Libya	5
	Sao Tome and Principe	7
	Seychelles	5
	Somalia	5
Asia-Pacific (26)	Bahrain	8
	Bhutan	5
	Brunei Darussalam	9
	Democratic People's Republic of Korea	5
	Fiji	5
	Kuwait	8
	Kyrgyzstan	5
	Lao People's Democratic Republic	6
	Maldives	7
	Marshall Islands	8
	Micronesia (Federated States of)	5
	Nauru	8
	Oman	8
	Palau	8
	Papua New Guinea	6
	Qatar	9
	Samoa	5
	Saudi Arabia	7
	Solomon Islands	5
	Timor-Leste	6
Tonga	7	
Turkmenistan	7	
Tuvalu	8	
United Arab Emirates	7	

<i>Region</i>	<i>Countries</i>	<i>Number of organizations out of 10</i>
	Vanuatu	6
	Yemen	5
Eastern Europe (5)	Estonia	6
	Latvia	5
	Montenegro	7
	Slovakia	5
	Slovenia	7
Latin America and the Caribbean (13)	Antigua and Barbuda	6
	Bahamas	9
	Barbados	5
	Belize	6
	Cuba	5
	Dominica	8
	Grenada	6
	Guyana	5
	Paraguay	7
	Saint Kitts and Nevis	9
	Saint Lucia	5
	Saint Vincent and the Grenadines	7
	Suriname	6
Western European and other States (6)	Andorra	8
	Liechtenstein	7
	Luxembourg	5
	Malta	8
	Monaco	9
	San Marino	9

Annex XXII

**Status of regional representation of staff members in the
Professional and higher categories in the organizations of
the United Nations common system as at 31 December 2023**

<i>Organization</i>	<i>Africa</i>	<i>Asia-Pacific</i>	<i>Eastern Europe</i>	<i>Latin America and the Caribbean</i>	<i>Western European and other States</i>	<i>Other States</i>	<i>Total</i>
United Nations	2 622 (21.1%)	2 327 (18.8%)	990 (8%)	990 (8%)	5 439 (43.8%)	42 (0.3%)	12 410 (29.3%)
UNDP	642 (24.6%)	585 (22.4%)	170 (6.5%)	187 (7.2%)	1 018 (39%)	11 (0.4%)	2 613 (6.2%)
UNFPA	298 (31.4%)	197 (20.7%)	33 (3.5%)	60 (6.3%)	359 (37.8%)	3 (0.3%)	950 (2.2%)
UNOPS	91 (16.9%)	99 (18.4%)	48 (8.9%)	37 (6.9%)	258 (48%)	5 (0.9%)	538 (1.3%)
UNHCR	1 313 (32.9%)	701 (17.6%)	282 (7.1%)	221 (5.5%)	1 459 (36.6%)	15 (0.4%)	3 991 (9.4%)
UNICEF	1 792 (33.6%)	1 118 (21%)	259 (4.9%)	252 (4.7%)	1 883 (35.3%)	31 (0.6%)	5 335 (12.6%)
UNRWA	39 (15.9%)	42 (17.1%)	11 (4.5%)	5 (2%)	143 (58.1%)	6 (2.4%)	246 (0.6%)
ITC	44 (15.6%)	42 (14.9%)	33 (11.7%)	31 (11%)	131 (46.5%)	1 (0.4%)	282 (0.7%)
ILO	183 (13.7%)	266 (19.9%)	77 (5.7%)	152 (11.3%)	662 (49.4%)	0 (0%)	1 340 (3.2%)
FAO	302 (17.1%)	343 (19.4%)	137 (7.8%)	183 (10.4%)	801 (45.4%)	0 (0%)	1 766 (4.2%)
WFP	804 (31.1%)	412 (15.9%)	100 (3.9%)	135 (5.2%)	1 135 (43.8%)	3 (0.1%)	2 589 (6.1%)
UNESCO	168 (14.7%)	297 (26%)	83 (7.3%)	115 (10.1%)	479 (41.9%)	0 (0%)	1 142 (2.7%)
WHO	1 015 (25.9%)	909 (23.2%)	242 (6.2%)	126 (3.2%)	1 610 (41.1%)	12 (0.3%)	3 914 (9.3%)
ICAO	55 (15.5%)	64 (18%)	0 (0%)	46 (13%)	190 (53.5%)	0 (0%)	355 (0.8%)
ITU	72 (15.9%)	95 (21%)	50 (11%)	40 (8.8%)	196 (43.3%)	0 (0%)	453 (1.1%)
WIPO	80 (11.5%)	146 (20.9%)	59 (8.5%)	55 (7.9%)	357 (51.2%)	0 (0%)	697 (1.6%)
IFAD	122 (23.8%)	69 (13.5%)	11 (2.1%)	50 (9.7%)	261 (50.9%)	0 (0%)	513 (1.2%)
IAEA	154 (9.9%)	304 (19.5%)	265 (17%)	85 (5.4%)	753 (48.2%)	0 (0%)	1 561 (3.7%)
UN Tourism	6 (10.5%)	7 (12.3%)	5 (8.8%)	7 (12.3%)	32 (56.1%)	0 (0%)	57 (0.1%)
UN-Women	104 (19.4%)	112 (20.9%)	27 (5%)	35 (6.5%)	256 (47.9%)	1 (0.2%)	535 (1.3%)
UNAIDS	113 (38%)	35 (11.8%)	24 (8.1%)	23 (7.7%)	102 (34.3%)	0 (0%)	297 (0.7%)
ITLOS	3 (17.6%)	0 (0%)	3 (17.6%)	1 (5.9%)	10 (58.8%)	0 (0%)	17 (0%)
CTBTO	24 (12.1%)	39 (19.6%)	38 (19.1%)	15 (7.5%)	83 (41.7%)	0 (0%)	199 (0.5%)
PAHO	9 (1.8%)	9 (1.8%)	0 (0%)	341 (66.9%)	151 (29.6%)	0 (0%)	510 (1.2%)
Total	10 055 (23.8%)	8 218 (19.4%)	2 947 (7%)	3 192 (7.5%)	17 768 (42%)	130 (0.3%)	42 310 (100%)

Abbreviations: CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ITLOS, International Tribunal for the Law of the Sea.

Annex XXIII

Regional diversity of staff members at the senior/decision-making level as at 31 December 2023

<i>Region</i>	<i>P-5</i>	<i>D-1</i>	<i>D-2</i>	<i>ASG</i>	<i>USG</i>	<i>Total</i>
Africa	1 424 (20.5%)	403 (20.1%)	131 (21.3%)	35 (22.7%)	20 (25.3%)	2 013 (20.5%)
Asia-Pacific	1 159 (16.7%)	329 (16.4%)	99 (16.1%)	26 (16.9%)	15 (19%)	1 628 (16.6%)
Eastern Europe	422 (6.1%)	113 (5.6%)	22 (3.6%)	12 (7.8%)	5 (6.3%)	574 (5.9%)
Latin America and the Caribbean	490 (7.1%)	121 (6%)	48 (7.8%)	19 (12.3%)	9 (11.4%)	687 (7%)
Western Europe and other States	3 429 (49.3%)	1 024 (51.1%)	312 (50.7%)	60 (39%)	30 (38%)	4 855 (49.5%)
Other States	26 (0.4%)	15 (0.7%)	3 (0.5%)	2 (1.3%)	0 (0%)	46 (0.5%)
Total	6 950 (70.9%)	2 005 (20.5%)	615 (6.3%)	154 (1.6%)	79 (0.8%)	9 803 (100%)

Abbreviations: ASG, Assistant Secretary-General; USG, Secretary-General.

Annex XXIV

Distribution by gender of staff in the Professional and higher categories (P-1 to ungraded) in the United Nations system, 2011–2021

Year	P-1			P-2			P-3			P-4			P-5			D-1			D-2			Ungraded			Total		
	Men	Women	Share of women (percentage)	Men	Women	Share of women (percentage)	Men	Women	Share of women (percentage)	Men	Women	Share of women (percentage)	Men	Women	Share of women (percentage)	Men	Women	Share of women (percentage)	Men	Women	Share of women (percentage)	Men	Women	Share of women (percentage)	Men	Women	Share of women (percentage)
2011	48	75	61	1 477	1 965	57	4 816	4 027	46	5 947	3 805	39	4 125	2 004	33	1 295	565	30	430	158	27	182	78	30	18 320	12 677	40.9
2012	43	75	64	1 418	1 902	57	4 986	4 185	46	6 021	3 975	40	4 123	2 095	34	1 304	594	31	423	167	28	194	78	29	18 512	13 071	41.4
2013	58	71	55	1 417	1 917	57	5 208	4 270	45	6 029	4 092	40	4 114	2 116	34	1 268	606	32	405	174	30	194	72	27	18 693	13 318	41.6
2014	63	92	59	1 449	1 943	57	5 243	4 275	45	6 090	4 164	41	4 087	2 215	35	1 244	611	33	394	174	31	198	76	28	18 768	13 550	41.9
2015	61	95	61	1 464	1 984	58	5 288	4 407	45	6 070	4 363	42	4 046	2 281	36	1 138	573	33	380	169	31	221	81	27	18 668	13 953	42.8
2016	67	111	62	1 621	2 176	57	5 642	4 770	46	6 490	4 657	42	4 142	2 375	36	1 226	630	34	349	168	33	218	76	26	19 755	14 963	43.1
2017	83	140	63	1 565	2 129	58	5 432	4 791	47	6 399	4 842	43	4 040	2 427	38	1 254	685	35	393	204	34	180	91	34	19 346	15 309	44.2
2018	78	148	66	1 652	2 248	58	5 645	4 996	47	6 736	5 187	44	4 130	2 540	38	1 246	726	37	399	229	36	166	114	41	20 052	16 188	44.7
2019	60	148	71	1 755	2 418	58	5 919	5 237	47	6 844	5 455	44	4 125	2 642	39	1 284	790	38	406	246	38	164	116	41	20 557	17 052	45.3
2020	61	145	70	1 649	2 367	59	5 810	5 292	48	6 872	5 581	45	4 108	2 713	40	1 217	831	41	414	228	36	152	124	45	20 283	17 281	46.0
2021	81	154	66	1 835	2 604	59	6 131	5 814	49	7 245	6 073	46	4 141	2 941	42	1 220	878	42	436	255	37	145	129	47	21 234	18 848	47.0

Source: A/78/206.

Note: Data for 2011 to 2014 are drawn from the annual CEB human resources statistics reports (<https://unsceb.org/reports>) and reflect staff on contracts of one year or more. Data for 2014 onward reflect staff on permanent, continuous or fixed-term appointments irrespective of contract length.

Annex XXV

Distribution by gender of staff in the Professional and higher categories, on permanent, continuous and fixed-term appointments, by entity, as at 31 December 2021

Entity	P-1		P-2		P-3		P-4		P-5		D-1		D-2		Ungraded		Subtotal		Share of women (percentage)
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
FAO	16	31	63	116	186	224	366	237	248	111	66	27	28	6	11	3	984	755	43.4
IAEA	5	13	71	87	279	160	327	185	227	79	26	18	5	1	4	3	944	546	36.6
ICAO	1	1	13	19	47	31	119	52	68	16	13	3	5	–	1	–	267	122	31.4
ICJ	–	–	13	6	2	16	5	9	2	3	1	–	1	–	1	–	25	34	57.6
ICSC secretariat	–	–	1	3	1	1	6	3	2	2	2	1	2	1	–	–	14	11	44.0
IFAD	2	1	20	38	68	56	55	66	58	30	10	11	3	–	6	3	222	205	48.0
ILO	2	12	47	82	130	176	228	234	199	122	46	25	14	11	6	4	672	666	49.8
IMO	–	1	8	17	18	20	24	14	20	12	7	3	5	1	1	–	83	68	45.0
IOM	8	6	165	191	246	248	191	164	73	51	31	15	12	8	1	2	727	685	48.5
ITC	6	5	32	43	42	37	32	18	19	8	3	–	–	1	–	1	134	113	45.7
ITC-ILO	–	5	5	4	5	8	15	9	13	4	1	–	1	–	–	–	40	30	42.9
ITU	3	1	32	37	76	61	88	56	50	24	14	4	2	1	–	–	265	184	41.0
PAHO	1	2	14	28	34	50	117	102	22	23	13	5	1	1	–	–	202	211	51.1
UNAIDS	–	–	8	17	22	24	31	57	68	55	22	16	7	3	–	2	158	174	52.4
UNDP	7	10	99	166	237	254	427	352	298	206	100	99	39	30	3	9	1 210	1 126	48.2
UNESCO	10	21	99	156	161	186	137	140	83	55	25	22	11	6	7	4	533	590	52.5
UNFCCC secretariat	–	–	32	21	51	34	30	19	8	8	3	4	1	1	1	1	126	88	41.1
UNFPA	2	2	22	63	57	93	126	103	102	98	33	37	8	5	1	2	351	403	53.4
UNHCR	–	–	278	314	758	648	549	478	218	185	91	64	25	20	3	2	1 922	1 711	47.1
UNICC	–	–	10	3	44	19	29	9	8	4	2	–	1	–	–	–	94	35	27.1
UNICEF	3	7	120	231	652	638	824	826	400	369	57	57	25	23	2	2	2 083	2 153	50.8
UNIDO	1	1	14	16	40	22	45	36	49	19	19	3	5	1	1	–	174	98	36.0
UNITAR	–	1	2	3	9	5	3	5	3	1	7	2	–	–	1	–	25	17	40.5
United Nations	5	4	468	593	2 104	1 888	2 269	1 789	1 082	777	340	254	111	77	63	64	6 442	5 446	45.8
UNJSPF	–	–	2	2	33	28	33	21	11	11	5	3	2	–	1	1	87	66	43.1

Entity	P-1		P-2		P-3		P-4		P-5		D-1		D-2		Ungraded		Subtotal		Share of women (percentage)
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
UNOPS	1	4	29	24	97	63	65	53	47	27	15	15	12	7	2	2	268	195	42.1
UNRWA	–	–	1	1	18	14	32	39	16	14	11	6	5	1	1	1	84	76	47.5
UNSSC	–	–	–	3	3	6	3	6	3	1	–	–	1	–	–	–	10	16	61.5
UN Tourism	1	9	3	1	5	4	6	7	3	5	2	–	–	1	2	–	22	27	55.1
UNU	–	–	4	11	11	9	12	6	4	6	6	6	1	1	1	1	39	40	50.6
UN-Women	–	1	9	60	30	95	35	141	17	84	6	19	2	5	–	3	99	408	80.5
UPU	–	–	6	3	29	9	14	4	12	3	4	–	4	–	2	–	71	19	21.1
WFP	–	1	47	80	298	286	348	287	207	146	62	62	40	16	3	3	1 005	881	46.7
WHO	3	10	71	99	228	270	499	414	400	338	127	74	41	23	12	12	1 381	1 240	47.3
WIPO	1	2	16	47	86	97	105	98	74	32	38	22	10	1	6	3	336	302	47.3
WMO	3	3	11	19	24	34	50	34	27	12	12	1	6	3	2	1	135	107	44.2
Total	81	154	1 835	2 604	6 131	5 814	7 245	6 073	4 141	2 941	1 220	878	436	255	145	129	21 234	18 848	47.0

Source: A/78/206.

Abbreviations: ICJ, International Court of Justice; IOM, International Organization for Migration; ITC-ILO, International Training Centre; UNFCCC, United Nations Framework Convention on Climate Change; UNICC, United Nations International Computing Centre; UNITAR, United Nations Institute for Training and Research; UNJSPF, United Nations Joint Staff Pension Fund; UNSSC, United Nations System Staff College; UNU, United Nations University.

Annex XXVI

Implementation of policies and measures to achieve gender balance, as at 1 January 2024

<i>Policy or measure</i>	<i>CTBTO</i>	<i>FAO</i>	<i>IAEA</i>	<i>IFAD</i>	<i>ILO</i>	<i>ITC</i>	<i>ITLOS</i>	<i>ITU</i>	<i>PAHO</i>	<i>UNAIDS</i>	<i>UNDP</i>	<i>UNESCO</i>	<i>UNFPA</i>	<i>UNHCR</i>	<i>UNICEF</i>	<i>United Nations</i>	<i>UNOPS</i>	<i>UNRWA</i>	<i>UN Tourism</i>	<i>UN-Women</i>	<i>WFP</i>	<i>WHO</i>	<i>WIPO</i>	<i>Total</i>
Recruitment																								
Special measures to achieve gender balance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	x	✓	✓	✓	x	x	✓	✓	x	18
Authority granted to review bodies to overrule selection decisions when a qualified man is selected over an equally qualified woman	x	✓	x	✓	✓	x	x	✓	✓	x	x	x	x	✓	x	x	✓	✓	x	x	✓	x	x	9
Human resources planning measures on gender balance	..	✓	✓	..	✓	✓	..	✓	..	✓	✓	✓	✓	✓	x	✓	✓	✓	x	✓	✓	✓	x	16
Targeted search initiatives to achieve gender balance	✓	x	✓	✓	✓	✓	✓	x	x	✓	✓	✓	✓	x	✓	✓	✓	✓	x	✓	✓	✓	✓	18
Outreach initiatives to achieve gender balance	..	✓	✓	✓	✓	✓	..	✓	x	✓	✓	✓	✓	x	✓	✓	✓	..	x	x	✓	..	✓	15
Strategy to retain women at mid- and high-level professional grades	x	x	x	✓	✓	x	x	x	x	x	✓	x	x	x	x	✓	✓	✓	x	✓	..	✓	x	8
Selection to higher-level post, promotion and strategic placement																								
Special measures to achieve gender balance	..	x	✓	✓	✓	✓	..	✓	x	✓	✓	✓	x	x	x	x	x	✓	x	✓	x	10
Authority granted to review bodies to overrule selection decisions when a qualified man is promoted over an equally qualified woman	x	x	x	✓	✓	x	x	✓	✓	x	x	x	x	x	x	x	x	✓	x	x	✓	x	..	6
Human resources planning measures on gender balance	..	✓	✓	..	✓	✓	..	✓	..	✓	✓	✓	✓	✓	x	✓	✓	✓	x	✓	✓	✓	x	16
Retention policies																								
Induction training programmes	..	x	✓	✓	✓	✓	..	✓	x	..	✓	✓	✓	✓	✓	✓	..	✓	✓	✓	✓	✓	✓	17
Talent management tools	..	x	✓	✓	✓	✓	x	..	✓	x	✓	x	✓	✓	✓	x	x	✓	..	✓	x	11
Mentoring and counselling programmes	✓	x	✓	✓	✓	x	✓	..	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	17
Management skills development programmes	..	x	✓	✓	✓	✓	..	x	✓	..	✓	✓	✓	✓	✓	✓	..	x	✓	✓	✓	✓	x	15
Leadership development programmes	✓	✓	✓	✓	✓	✓	..	x	✓	..	✓	✓	✓	✓	✓	✓	..	x	x	✓	✓	✓	x	16
Career coaching	..	x	✓	✓	✓	x	..	✓	x	..	✓	✓	✓	x	✓	✓	..	x	x	✓	✓	✓	x	12
Career development for mid-level women	✓	x	x	..	✓	✓	..	✓	x	..	✓	x	✓	x	x	✓	✓	x	x	x	✓	✓	✓	11
Retention – work-life policies																								
Flexible working arrangements	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	23
Staggered working hours	✓	✓	✓	✓	x	✓	✓	✓	x	..	✓	✓	✓	✓	..	✓	x	x	✓	✓	✓	✓	✓	17
Telecommute or work from home (duty station)	✓	✓	✓	✓	✓	✓	..	✓	✓	..	✓	✓	✓	✓	..	✓	✓	✓	✓	✓	✓	✓	✓	20
Telecommute or work from home (outside duty station)	✓	✓	✓	✓	✓	✓	..	✓	✓	..	✓	x	✓	✓	..	✓	✓	✓	✓	✓	✓	✓	✓	19

<i>Policy or measure</i>	<i>CTBTO</i>	<i>FAO</i>	<i>IAEA</i>	<i>IFAD</i>	<i>ILO</i>	<i>ITC</i>	<i>ITLOS</i>	<i>ITU</i>	<i>PAHO</i>	<i>UNAIDS</i>	<i>UNDP</i>	<i>UNESCO</i>	<i>UNFPA</i>	<i>UNHCR</i>	<i>UNICEF</i>	<i>United Nations</i>	<i>UNOPS</i>	<i>UNRWA</i>	<i>UN Tourism</i>	<i>UN-Women</i>	<i>WFP</i>	<i>WHO</i>	<i>WIPO</i>	<i>Total</i>
New parental leave framework	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	..	✓	✓	✓	✓	✓	✓	✓	✓	..	20
Additional parental leave as special leave with full pay	x	✓	x	..	x	✓	✓	✓	x	x	x	x	x	✓	x	✓	x	x	x	..	✓	x	✓	8
Family leave (for childcare or family emergency)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	23
Special leave without pay after maternity (for childcare or family emergency)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	23
Breastfeeding policies	✓	✓	✓	✓	✓	✓	..	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	22
Childcare facilities	✓	✓	✓	..	x	x	..	x	x	x	x	✓	x	x	x	x	x	x	x	x	✓	x	✓	6
Part-time work	✓	✓	✓	✓	✓	✓	..	✓	✓	✓	✓	✓	✓	✓	..	✓	✓	x	✓	✓	✓	✓	✓	20
Job sharing	..	✓	x	✓	x	x	..	x	x	✓	✓	x	..	x	..	x	✓	x	x	✓	✓	x	x	7
Spouse employment policy	x	✓	x	✓	x	✓	..	x	x	x	x	✓	x	✓	..	✓	✓	✓	✓	x	..	✓	x	10
Gender awareness and standards of conduct																								
Gender mainstreaming in programmes and policies	..	✓	✓	✓	✓	✓	..	✓	✓	✓	✓	..	✓	✓	..	✓	✓	✓	x	✓	✓	✓	✓	18
Gender sensitivity programmes (including training)	✓	✓	✓	✓	✓	x	..	✓	x	..	✓	..	✓	x	✓	✓	✓	✓	✓	✓	✓	15
Mandatory training on unconscious biases	✓	✓	x	x	✓	x	..	x	x	..	x	..	✓	x	✓	x	✓	x	x	x	x	x	x	6
Policies on discrimination, harassment and abuse	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	22
Policies on harassment, including sexual harassment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	22
Special measures for protection from sexual exploitation and abuse	..	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	20
Mediator programme to deal with harassment issues (such as ombudsman, ethics office and protection against retaliation)	✓	✓	x	x	✓	✓	✓	✓	✓	✓	✓	✓	x	..	✓	✓	x	✓	x	✓	✓	✓	✓	17
Monitoring and accountability																								
Gender strategy	x	✓	✓	✓	x	✓	x	x	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	17
Annual gender audits	x	x	..	✓	x	x	..	✓	x	x	✓	✓	x	✓	x	x	x	x	x	..	x	5
Establishment of targets to achieve gender balance in the Professional and higher categories	✓	✓	✓	✓	✓	✓	x	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	x	19
Annual reviews to assess progress towards established goals for gender balance	✓	✓	✓	✓	✓	✓	x	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	20
Reporting to the governing body on gender targets	✓	✓	✓	✓	✓	x	..	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	x	✓	x	✓	✓	✓	18
Management audits	..	✓	..	✓	✓	x	..	✓	x	✓	✓	✓	x	✓	✓	✓	x	✓	✓	12
Reporting to the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	✓	✓	✓	✓	✓	✓	..	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓	✓	21

<i>Policy or measure</i>	<i>CTBTO</i>	<i>FAO</i>	<i>IAEA</i>	<i>IFAD</i>	<i>ILO</i>	<i>ITC</i>	<i>ITLOS</i>	<i>ITU</i>	<i>PAHO</i>	<i>UNAIDS</i>	<i>UNDP</i>	<i>UNESCO</i>	<i>UNFPA</i>	<i>UNHCR</i>	<i>UNICEF</i>	<i>United Nations</i>	<i>UNOPS</i>	<i>UNRWA</i>	<i>UN Tourism</i>	<i>UN-Women</i>	<i>WFP</i>	<i>WHO</i>	<i>WIPO</i>	<i>Total</i>
Procedures for checks and balances in the staff selection process	..	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	..	✓	✓	18
Gender or diversity scorecards	x	✓	✓	✓	✓	✓	..	x	x	✓	✓	✓	✓	x	✓	✓	✓	✓	x	✓	x	✓	x	15
Mandatory exit interviews	✓	✓	x	✓	x	x	..	x	✓	x	✓	x	x	x	x	x	x	x	x	x	✓	x	✓	7
Holding managers accountable for the achievement of established gender goals in their unit, section, division or organization through their annual performance appraisal	x	✓	✓	x	✓	x	x	x	x	x	✓	x	x	x	x	✓	✓	x	x	✓	✓	✓	x	9
Constraints in achieving gender balance	✓	✓	✓	x	✓	✓	x	✓	x	x	✓	✓	..	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	17
Designation of a gender focal point for staffing	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	22
Other monitoring bodies or tools	..	✓	✓	✓	✓	..	4
Grade level of the gender focal points	P-2	D-1, P-5, P-5, P-4	P-5, P-3	ASG, P-5	P-4, P-5	P-4	..	P-5, P-4	P-3	D-1, P-5	D-1, P-5	P-2	P-5	P-5, P-4	Team	P-4	D-2, ICS-8	P-4	P-4	D-1	D-1	P-5	P-4	n/a

Source: Responses from organizations in 2024.

Note: ✓, implemented; x, not implemented; .., data not available (no response); n/a, not applicable.

Abbreviations: ASG, Assistant Secretary-General; CTBTO, Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization; ITLOS, International Tribunal for the Law of the Sea.

Annex XXVII

Proposed salary scale and pay protection points (effective 1 January 2025)

A. Proposed salary scale for the Professional and higher categories showing annual gross salaries and net equivalents after application of staff assessment

(United States dollars)

Level		Steps												
		I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII
USG	Gross	235 064												
	Net	170 642												
ASG	Gross	213 655												
	Net	156 512												
D-2	Gross	171 094	174 964	178 835	182 709	186 585	190 456	194 326	198 202	202 071	205 942	–	–	–
	Net	128 422	130 976	133 531	136 088	138 646	141 201	143 755	146 313	148 867	151 422	–	–	–
D-1	Gross	152 417	155 817	159 223	162 626	166 015	169 420	172 820	176 215	179 620	183 017	186 417	189 812	193 215
	Net	116 095	118 339	120 587	122 833	125 070	127 317	129 561	131 802	134 049	136 291	138 535	140 776	143 022
P-5	Gross	131 486	134 214	136 944	139 667	142 397	145 120	147 851	150 612	153 506	156 395	159 291	162 177	165 076
	Net	101 540	103 450	105 361	107 267	109 178	111 084	112 996	114 904	116 814	118 721	120 632	122 537	124 450
P-4	Gross	107 389	110 020	112 653	115 283	117 914	120 546	123 181	125 813	128 444	131 071	133 709	136 334	138 967
	Net	84 672	86 514	88 357	90 198	92 040	93 882	95 727	97 569	99 411	101 250	103 096	104 934	106 777
P-3	Gross	87 779	90 022	92 267	94 508	96 754	98 996	101 346	103 784	106 219	108 653	111 094	113 529	115 966
	Net	70 212	71 917	73 623	75 326	77 033	78 737	80 442	82 149	83 853	85 557	87 266	88 970	90 676
P-2	Gross	67 978	69 983	71 988	73 995	76 004	78 012	80 022	82 022	84 030	86 037	88 043	90 055	92 059
	Net	55 163	56 687	58 211	59 736	61 263	62 789	64 317	65 837	67 363	68 888	70 413	71 942	73 465
P-1	Gross	52 163	53 867	55 570	57 274	58 975	60 682	62 382	64 087	65 789	67 495	69 196	70 897	72 603
	Net	43 144	44 439	45 733	47 028	48 321	49 618	50 910	52 206	53 500	54 796	56 089	57 382	58 678

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Note: The normal qualifying period for in-grade movement between consecutive steps is one year. The shaded steps in each grade require two years of qualifying service at the preceding step.

B. Proposed pay protection points for staff whose salaries are higher than the maximum salaries on the unified salary scale

(United States dollars)

<i>Level</i>		<i>Pay protection point 1</i>	<i>Pay protection point 2</i>
P-4	Gross	141 603	144 236
	Net	108 622	110 465
P-3	Gross	118 400	120 833
	Net	92 380	94 083
P-2	Gross	94 064	–
	Net	74 989	–
P-1	Gross	74 304	–
	Net	59 971	–

Annex XXVIII

Yearly comparison and the development of the margin over time

A. Comparison of average net remuneration of United Nations officials in the Professional and higher categories in New York and United States officials in Washington, D.C., by equivalent grades (margin for calendar year 2024)

Grade	Net remuneration (United States dollars)		United Nations/ United States ratio (United States, Washington, D.C.=100)	United Nations/ United States ratio adjusted for cost-of- living differential	Weights for calculation of overall ratio ^d
	United Nations ^{a,b}	United States ^c			
P-1	82 040	68 347	120.0	108.8	0.6
P-2	105 924	84 591	125.2	113.5	11.8
P-3	136 064	107 812	126.2	114.5	31.4
P-4	163 824	126 952	129.0	117.0	32.7
P-5	193 969	144 976	133.8	121.3	17.0
D-1	219 960	163 699	134.4	121.9	4.9
D-2	239 986	172 430	139.2	126.2	1.6
Weighted average ratio before adjustment for New York/Washington, D.C., cost-of-living differential					128.9
New York/Washington, D.C., cost-of-living ratio					110.3
Weighted average ratio, adjusted for cost-of-living differential					116.9

^a For the calculation of average United Nations salaries, CEB personnel statistics as at 31 December 2022 were used.

^b Average United Nations net salaries by grade, reflecting 1 month at multiplier 80.5 and 11 months at multiplier 88.4, on the basis of the unified salary scale in effect from 1 January 2023.

^c For the calculation of the average of United States federal civil service salaries, personnel statistics as at 31 December 2022 received from the United States Office of Personnel Management were used.

^d These weights correspond to the United Nations common system staff in grades P-1 to D-2, inclusive, serving at Headquarters and established offices as at 31 December 2022.

B. Calendar year net remuneration margin levels, 2015–2024

Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Margin	117.2	114.5	113.0	114.4	113.4	113.0	113.4	113.9	113.3	116.9

Annex XXIX

Conclusions of working group 1: comprehensive review of the compensation package

General overview

1. The working group recalled the conclusions of the 2021 assessment of the revised compensation package, in particular that the objectives of the previous comprehensive review had been met overall. It also recalled that during the previous review, the issue of overlap among different elements of the package had been comprehensively reviewed and addressed. At the same time, the working group agreed that global conditions had changed, which had resulted in more demands on the common system organizations in the field, and concurred that the common system compensation package must remain competitive. In addition, it was re-emphasized that the financial concerns of Member States and organizations must be borne in mind.
2. The working group did not identify any overlap. It acknowledged, however, that the perception of overlap remained, particularly with respect to field- and dependency-related elements, and noted that the other two working groups established by the Commission would consider those elements in due course. In that regard, it emphasized the importance of better communicating the results of the previous review and the rationale of the elements of the package to all stakeholders.
3. The working group reached the following conclusions regarding specific elements of the package:

Recruitment incentive

4. The working group agreed:
 - (a) To review the competitiveness of the United Nations common system in recruiting individuals with certain highly specialized skills with a view to either enhancing the use of the recruitment incentive or to proposing suitable alternatives as needed;
 - (b) To increase communication with the organizations on the recruitment incentive and its discretionary use;
 - (c) To request the organizations to provide more data on the issues related to recruitment;
 - (d) That the recruitment incentive should not be extended for retention purposes.

Non-financial incentives

5. The working group agreed that:
 - (a) Non-financial incentives should be considered further, refined, expanded and harmonized, as needed;
 - (b) The effectiveness of the mobility incentive should be studied, bearing in mind the related guidance provided by the General Assembly to the organizations in its resolution [74/255 B](#) and reiterated in its resolution [77/256 A and B](#);
 - (c) The feasibility of creating more opportunities for career development should be explored, giving due regard to factors including:
 - (i) Service in the field;
 - (ii) Knowledge of official languages;
 - (iii) Exceptional performance.

Remote work (teleworking outside the duty station)

6. The working group agreed that:

(a) Remote work and other flexible working arrangements could constitute a non-financial incentive that was an important and useful element of a competitive compensation package;

(b) It would be useful to develop a standard definition of terms relating to the different teleworking arrangements;

(c) While specific remote work policies should be left to the individual organizations, a framework to harmonize and standardize the adjustment of compensation elements should be developed.

Pay and performance

7. The working group agreed that:

(a) The current principles and guidelines for performance appraisal and management for the recognition of different levels of performance provide the general framework and the flexibility required by the organizations;

(b) Within the principles and guidelines, the organizations should be encouraged to pilot the introduction of performance-related pay systems, and data on the outcome of such pilots should be made available to the Commission.

Multilingualism

8. The working group agreed that:

(a) The previous financial incentive for multilingualism should not be reinstated. However, other forms of incentives may be considered, such as added recognition of the knowledge of official languages in recruitment and selection processes and career development;

(b) Offering language classes and training and granting adequate time to study was one of the incentives to learn languages in and of itself;

(c) Language skill inventories could be developed by the organizations to assist in deploying staff with the required skills, as needed.

Other

9. The working group:

(a) In reviewing the field entitlements:

(i) Noted the overall deteriorating conditions in the field duty stations and agreed that the review would take those conditions into consideration;

(ii) Noted that the hardship methodology would be reviewed in the context of the compensation review;

(iii) Agreed that opportunities for streamlining should be factored into the review;

(b) To enhance flexibility, agreed that the compensation review should include consideration of areas where employee choices could be increased, including the feasibility of:

(i) Expanding the D and E pilot to include all duty stations, with declining amounts based on the category or hardship classification of a duty station;

-
- (ii) Providing support for childcare and early childhood education;
 - (c) Proposed that the current review should explore ways to enhance the inclusion of staff with disabilities through appropriate measures within the package;
 - (d) Agreed to assess the competitiveness of the package and to ensure that no overlaps were created as a result of the ongoing compensation review.
10. The working group highlighted the relevance of having the other two working groups with their respective subject areas, as follows:
- (a) Working group 2: spouse allowance, single parent allowance, dependent child allowance, secondary dependant allowance and education grant;
 - (b) Working group 3: mobility incentive, hardship allowance, hardship methodology, danger pay, non-family service allowance, pilot payment for D and E duty stations that are not designated as non-family, and security evacuation allowance.
11. The working group recalled that at its next meeting, it was expected to review the following items:
- (a) Attractiveness and cost-effectiveness of the compensation package and the impact on the workforce;
 - (b) Results of the 2023 global staff survey for the Professional and higher categories;
 - (c) Recruitment and retention-related issues.
12. The working group also agreed to review the following items requiring further study at the next meeting:
- (a) Non-financial incentives;
 - (b) Implication of remote work arrangements on compensation;
 - (c) Measures for staff with disabilities.
13. In order to ensure the holistic nature of the review, the working group stressed the importance for each of the three working groups to duly take into account the relevant conclusions and recommendations reached at previous meetings.
14. The working group emphasized the importance of data in supporting conclusions and recommendations. As such, it recommended that the Chair of the Commission request CEB and the organizations, as appropriate, to provide current data on recruitment and attrition. It also requested that the Chair request CEB and the organizations, as appropriate, to provide data on the annual system-wide costs of the compensation package, disaggregated in the following categories: base salary, post adjustment, spouse allowance, child allowance, secondary dependant's allowance, rental subsidy, hardship allowance, mobility, danger pay, education grant, education travel, special education grant, home leave, termination indemnity, death grant, repatriation grant, and relocation.

Annex XXX

Conclusions of working group 2: family/dependency-related elements, including the education grant

General overview

1. The working group highlighted the need for the provision of family support to an international mobile workforce. It noted that staff are often ineligible for national social security benefits. Staff are also separated from their familial support networks as a result of their employment. It emphasized that the well-being of the family was important for ensuring the recruitment and retention of staff and their effective performance and, ultimately, the delivery of the organizations' mandates. Family-friendly measures should be considered holistically across all dependency allowances, as well as other elements of the compensation package.
2. The working group did not identify any overlaps in the dependency-related elements of the compensation package, including the education grant, and concluded that those elements remained generally fit for purpose. At the same time, it agreed that additional study and analysis were needed to further enhance the coherence and consistency of the dependency-related elements. In that regard, it emphasized the importance of communication with stakeholders to ensure that the rationales of various elements of the compensation package were better and more easily understood. The working group also agreed that the organizations should aim for harmonization in the implementation of the allowances as a result of the review of the package.
3. The working group also emphasized the need to assess all dependency-related allowances, including the special education grant, for their alignment with the United Nations Disability Inclusion Strategy and considered that further analysis was required in that regard.
4. The working group considered that a number of gaps relating to family support and accommodating the needs of staff and dependants with disabilities existed that needed to be further reviewed. It agreed that measures relating to early childhood care and education should be further explored under the dependency allowances and/or the education grant.
5. The working group reached the following conclusions and identified the following specific issues requiring further study:

Child allowance

6. The working group agreed that:
 - (a) The amount of the allowance based on the approved methodology had not been updated in over a decade and that had created a gap that needed to be addressed;
 - (b) The feasibility of further refining the allowance by various criteria, such as the age of the child and the number of the dependent children, should be assessed;
 - (c) The feasibility of restoring the relationship between the child allowance and the allowance for a child with a disability should be assessed;
 - (d) The implications of lengthening the time between reviews of the level of the allowance could be further explored.

Secondary dependant's allowance

7. The working group agreed that:
- (a) The intent of the allowance may need to be reviewed for further clarity and coherence;
 - (b) Eligibility for receipt of the allowance should be further examined;
 - (c) The methodology should be further assessed.

Spouse and single parent allowance

8. Having reviewed the analysis of the methodology and the revised level of the spouse and single parent allowances, the working group concluded that the system was working as intended.

Education grant

9. The working group was of the view that the current education grant scheme, while still relatively new, was working as intended. It considered that more time should be allowed before any changes might be contemplated. Some possibilities for improvement could be explored, including the following:

- (a) Minimum age-related eligibility in reference to the primary level education could be reviewed for harmonization and consistency purposes;
- (b) The possibility of reinstating the boarding lump sum in H duty stations in the context of staff mobility should be considered;
- (c) The impact of exchange rate fluctuations on the reimbursement amount calculated in United States dollars might need to be studied when updated claim data became available.

Special education grant

10. With respect to the special education grant, the working group agreed that the current method of setting the maximum reimbursement amount, based on the regular education grant's upper limit plus the boarding lump sum, might not meet the specific needs of children with disabilities. The working group requested the ICSC secretariat, in coordination with the CEB secretariat, to collect updated data for further analysis and consideration.

Early childhood care

11. The working group took note of the high childcare costs observed in some duty stations, which could affect the organizations' ability to attract and retain staff in those duty stations. If that were verified to be an issue only at specific duty stations, a scheme of location-specific expense reimbursement above the established maximum, similar to the rental subsidy, could be explored. It was agreed that more concrete data on childcare costs, as well as their impact on attraction and retention of staff, were necessary to assess the situation and for further study.

Data required for further review

12. The working group recognized the inherent complexity of data collection from the various organizations of the common system, each with its own human resources and financial information systems, and stressed the importance of identifying issues on the basis of relevant data. It also recognized the organizations' commitment to collecting data. It encouraged further efforts by the CEB secretariat and the

organizations to gather such data in consultation with the ICSC secretariat. In preparation for its next meeting, the working group identified a number of data requirements, including:

- (a) The number of staff in receipt of the secondary dependant's allowance, disaggregated by sibling or parent;
- (b) Information on secondary dependency support through national schemes;
- (c) Demographic data of dependent children;
- (d) Data on childcare costs, as well as their impact on attraction and retention of staff;
- (e) Education claim data inclusive of individual admissible expenses for the special education grant;
- (f) A situational analysis on the costs and needs of staff with dependants with a disability.

Annex XXXI

Conclusions of working group 3: allowances and benefits relating to service in the field

1. The working group concluded that, while, on the basis of its discussions, the rationale for the existing field-related allowances was generally sound and no overlaps had been identified at the current stage, opportunities should be explored to address particular issues that had emerged during those discussions, including:

(a) With regard to the mobility incentive:

(i) Alternative administrative measures including non-financial incentives, including the cost of such measures, as well as mandatory mobility, to promote staff mobility, bearing in mind the General Assembly's request to the organizations in its resolutions 74/255 B and 77/256 B;

(ii) The adjustment methodology; the periodicity of adjustments; payment as a one-time amount, and as a flat amount across all grades, to better incentivize mobility and enhance equity; and the payment of the incentive at H duty stations also;

(iii) Ways to better support dual-career couples;

(b) With regard to the hardship allowance:

(i) A technical task force under the aegis of the Working Group for the Review of Conditions of Life and Work in Field Duty Stations would be established by the ICSC Chair to review the hardship classification methodology, inter alia, to better reflect the effects of pollution and the assessment of the health factor. The ongoing work on the implementation of health risk assessments should be taken into account in that regard;

(ii) The methodology for adjusting the levels of the allowance and the alternative of having a flat amount across all grades;

(iii) The issue of the non-payment of the allowance at category A hardship locations, as was the case at category H locations, which were excluded from the hardship classification scheme;

(c) With regard to the non-family service allowance:

(i) The need for the name of the allowance to be reviewed to better reflect and clarify its purpose;

(ii) Possible options to mitigate separation from families (e.g. installing families in nearby locations);

(d) With regard to the pilot payment for D and E duty stations that were not designated as non-family, namely, those that did not have family restrictions for reasons of safety and security, bearing in mind the request to the Commission in section D of General Assembly resolution 76/240:

(i) As a way to increase choice for staff members, consideration of the possible expansion of the pilot payment across all duty stations with decreasing amounts, in accordance with the conclusions of working group 1, as well as consideration of the rationale for differentiating the amounts;

(ii) The effect on recruitment and retention at category C hardship duty stations, which were not included in the current pilot;

- (iii) Possible options to address the issue of those locations where particular conditions of life and work, other than security-related conditions, precluded the presence of some families on the basis of their particular circumstances (e.g. inadequate health facilities or schools);
- (e) With regard to accelerated home leave:
 - (i) The effect on recruitment and retention at duty stations in hardship category C, which were not currently eligible. Relevant data from the organizations would be provided to the extent possible;
 - (ii) Possible options for duty stations where staff could install families and were eligible for rest and recuperation, but where families were ineligible for accelerated home leave;
- (f) With regard to rest and recuperation:
 - (i) The rationale for excluding capital duty stations in hardship categories D and E from the rest and recuperation framework;
 - (ii) The provision of a subsistence payment to cover costs incurred during periods of rest and recuperation;
 - (g) The possibility of streamlining the extended monthly security evacuation allowance, given that the amount of that allowance was the same as that of the non-family service allowance;
 - (h) The rationale and conditions for eligibility for family visit travel.
- 2. The feasibility of increasing flexibility within the scope of individual elements, and appropriate non-cash measures, including remote working modalities, should be considered. In that regard, appropriate measures to accommodate the additional needs of staff or eligible family members with disabilities should be borne in mind. In that regard, the working group noted that non-financial incentives, remote working arrangements and measures for staff with disabilities were cross-cutting items scheduled for further review by working group 1.
- 3. The effect of working remotely from outside the duty station on field-related elements, including eligibility for those elements, should be assessed.
- 4. The working group also agreed that opportunities for simplification should be explored when feasible. It considered it important to assess any revisions to the field-related compensation package holistically, along with all other revisions to the package, in accordance with the agreed attributes of the review.
- 5. The working group recognized the commitment and inherent complexity of data collection from the various organizations of the common system, each with its own human resources and financial information systems, and stressed the importance of validating issues with relevant data. It encouraged further efforts by the CEB secretariat and the organizations to gather such data in consultation with the ICSC secretariat, in preparation for its next meeting, including but not limited to:
 - (a) Data on financial implications;
 - (b) Recruitment and retention aspects specific to the field;
 - (c) Mobility-related information;
 - (d) Demographic data underpinning discussion of family considerations.

Annex XXXII

Recommended net salary scales and dependency allowance for staff in locally recruited categories in Kingston

A. Recommended net salary scale for staff in the General Service category in Kingston (survey reference month: June 2023)

(Jamaican dollars per annum)

	<i>I</i>	<i>II</i>	<i>III</i>	<i>IV</i>	<i>V</i>	<i>VI</i>	<i>VII</i>	<i>VIII</i>	<i>IX</i>	<i>X^a</i>
G-1	1 678 717	1 758 455	1 838 193	1 917 931	1 997 670	2 077 408	2 157 146	2 236 884	2 316 622	2 396 360
G-2	1 947 317	2 039 814	2 132 310	2 224 807	2 317 303	2 409 800	2 502 296	2 594 793	2 687 289	2 779 786
G-3	2 258 869	2 366 164	2 473 459	2 580 754	2 688 049	2 795 344	2 902 639	3 009 934	3 117 229	3 224 524
G-4	2 620 289	2 744 751	2 869 214	2 993 676	3 118 138	3 242 600	3 367 063	3 491 525	3 615 987	3 740 449
G-5	3 091 952	3 238 818	3 385 684	3 532 550	3 679 416	3 826 282	3 973 148	4 120 014	4 266 880	4 413 746
G-6	3 648 496	3 821 798	3 995 099	4 168 401	4 341 702	4 515 004	4 688 305	4 861 607	5 034 908	5 208 210
G-7	4 305 230	4 509 726	4 714 222	4 918 718	5 123 215	5 327 711	5 532 207	5 736 703	5 941 199	6 145 695

^a Longevity step.

B. Recommended net salary scale for staff in the National Professional Officer category in Kingston (survey reference month: June 2023)

(Jamaican dollars per annum)

	<i>I</i>	<i>II</i>	<i>III</i>	<i>IV</i>	<i>V</i>	<i>VI</i>	<i>VII</i>	<i>VIII</i>	<i>IX</i>	<i>X^a</i>
NO-A	5 375 462	5 644 235	5 913 008	6 181 781	6 450 554	6 719 327	6 988 100	7 256 873	7 525 646	7 794 419
NO-B	6 504 300	6 829 515	7 154 730	7 479 945	7 805 160	8 130 374	8 455 589	8 780 804	9 106 019	9 431 234
NO-C	7 935 253	8 332 016	8 728 778	9 125 541	9 522 304	9 919 066	10 315 829	10 712 591	11 109 354	11 506 117
NO-D	9 681 009	10 165 059	10 649 110	11 133 160	11 617 211	12 101 261	12 585 311	13 069 362	13 553 412	14 037 462

^a Longevity step.

C. Recommended dependency allowance payable to staff in locally recruited categories (survey reference month: June 2023)

(Jamaican dollars per annum)

Children's allowance: J\$ 97,805

Annex XXXIII**Recommended net salary scale and dependency allowances for staff in locally recruited categories in Rome****A. Recommended net salary scale for staff in the General Service category in Rome (survey reference month: November 2023)**

(Euros per annum)

	<i>I</i>	<i>II</i>	<i>III</i>	<i>IV</i>	<i>V</i>	<i>VI</i>	<i>VII</i>	<i>VIII</i>	<i>IX</i>	<i>X</i>	<i>XI</i>	<i>XII</i>	<i>XIII</i>	<i>XIV</i>	<i>XV</i>	<i>XVI^a</i>
G-1	31 575	32 509	33 443	34 377	35 311	36 245	37 179	38 113	39 047	39 981	40 915	41 849	42 783	43 717	44 651	45 585
G-2	33 471	34 608	35 745	36 882	38 019	39 156	40 293	41 430	42 567	43 704	44 841	45 978	47 115	48 252	49 389	50 526
G-3	35 820	37 184	38 548	39 912	41 276	42 640	44 004	45 368	46 732	48 096	49 460	50 824	52 188	53 552	54 916	56 280
G-4	39 039	40 635	42 231	43 827	45 423	47 019	48 615	50 211	51 807	53 403	54 999	56 595	58 191	59 787	61 383	62 979
G-5	43 314	45 152	46 990	48 828	50 666	52 504	54 342	56 180	58 018	59 856	61 694	63 532	65 370	67 208	69 046	70 884
G-6	49 824	51 915	54 006	56 097	58 188	60 279	62 370	64 461	66 552	68 643	70 734	72 825	74 916	77 007	79 098	81 189
G-7	57 304	59 720	62 136	64 552	66 968	69 384	71 800	74 216	76 632	79 048	81 464	83 880	86 296	88 712	91 128	93 544

^a Longevity step.

B. Recommended dependency allowances payable to staff in locally recruited categories

<i>Allowance</i>	<i>Euros per annum</i>
Child	1 315
Dependent spouse	724

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