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**Advancement of women: implementation of the outcome of the Fourth World Conference on Women and of the twenty-third special session of the General Assembly**

## **Improvement in the status of women in the United Nations system**

### **Report of the Secretary-General**

#### *Summary*

The present report is submitted pursuant to General Assembly resolution [76/142](#) and contains an assessment of the status of women in the United Nations system for the period from 1 January 2020 to 31 December 2021. Since the issuance of the previous report ([A/76/115](#)), covering the period from 1 January 2018 to 31 December 2019, the representation of women in the Professional and higher categories in the United Nations system has increased from 45.3 per cent to 47.0 per cent. Gender parity among Under-Secretaries-General and Assistant Secretaries-General, and among resident coordinators, was sustained throughout the reporting period. Moreover, the representation of women at headquarters locations was at parity for the first time, at 51.3 per cent.

The Secretary-General underlined his continued commitment to achieving gender parity by 2028 in his report entitled “Our Common Agenda” ([A/75/982](#)) in 2021. The year 2022 marked the fifth anniversary of his system-wide strategy on gender parity, which was launched in 2017. Since its launch, several major policy initiatives have been implemented.

Although important progress has been made, challenges remain. The representation of women during the reporting period continued to be highest at the entry levels, namely P-1 and P-2, before decreasing progressively at the middle to senior management levels. Gaps persist at the P-4 level and above, notably at the D-2 level. Moreover, the representation of women continues to be lower, or progressing at a slower rate of change, at non-headquarters locations, in particular in the field and in mission settings. Although gender parity was nearly achieved when the representation of women among heads and deputy heads of mission reached 48 per cent in June 2021, leadership changes over the two-year period to June 2023 led to a

\* [A/78/150](#).



decrease to 38 per cent. The representation of women during the reporting period at non-headquarters locations reached 42.8 per cent, up 1.6 per cent from the previous reporting period. From recruitment to retention, more coherent and targeted use and implementation of all available tools and techniques outlined in the present report are required to close the gap in the representation of women between headquarters and non-headquarters locations.

The present report explores the progress towards and impediments to reaching gender parity during the reporting period, as well as developments between 2021 and 2023 as relevant and where information was available. As mandated by the General Assembly, the report contains an assessment of the continuing impact of the coronavirus disease (COVID-19) pandemic on the well-being of women personnel; an analysis of the updated entity-specific implementation plans to reach parity by 2028; and recommendations aimed at assisting entities in the United Nations system in achieving gender parity. The creation of enabling working environments remains vital to achieving and sustaining gender parity.

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## Abbreviations

CEB	United Nations System Chief Executives Board for Coordination
COVID-19	coronavirus disease
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICJ	International Court of Justice
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
IOM	International Organization for Migration
ITC	International Trade Centre
ITC-ILO	International Training Centre of the International Labour Organization
ITU	International Telecommunication Union
OHCHR	Office of the United Nations High Commissioner for Human Rights
PAHO	Pan American Health Organization
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICC	United Nations International Computing Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNJSPF	United Nations Joint Staff Pension Fund
UNMISS	United Nations Mission in South Sudan
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services

UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSSC	United Nations System Staff College
UNU	United Nations University
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

## I. Introduction

1. The attainment of gender parity across the United Nations system has been a priority for the Secretary-General of the United Nations since he assumed office in 2017. In the system-wide strategy on gender parity, the Secretary-General made a personal commitment to achieve parity at the senior-most levels by 2021 and across the system at all levels by 2028. A number of firsts have been achieved since the launch of the system-wide strategy. In 2018, for the first time, parity was achieved in the Senior Management Group and among resident coordinators. In 2020, parity was achieved in the appointments of full-time Assistant Secretaries-General and Under-Secretaries-General, which fall within the prerogative of the Secretary-General. In 2021, parity was achieved at headquarters locations, with the share of women reaching 51.3 per cent, and the representation of women in the Professional and higher categories in the United Nations system stood at a historic high of 47 per cent.

2. Pursuant to General Assembly resolution [76/142](#), the present report provides data on the representation of women in the United Nations system and an analysis of progress and challenges in creating an enabling environment and in advancing the reaffirmed goal of 50/50 gender balance<sup>1</sup> at all levels throughout the United Nations system. The report sets out the progress towards and impediments to reaching gender parity during the reporting period, as well as developments between 2021 and 2023 as relevant and where information is available. As mandated by the Assembly in resolution [76/142](#), the report also contains an analysis of the impact of the global COVID-19 pandemic on the well-being of women personnel, as well as updates to entity-specific implementation plans for the advancement of parity.

3. Analysis is based on several main sources. First, the 36 entities listed in annex I to the present report provided statistics on personnel, vacancies and separations to CEB.<sup>2</sup> Second, the report contains an analysis of the outcomes of the system-wide biennial survey<sup>3</sup> on gender parity-related policies and practices, the responses to which were consolidated by the network of United Nations gender focal points<sup>4</sup> at the entity level. As indicated in annex II to the present report, responses to the biennial survey were received from 77 entities, of which 47 were United Nations Secretariat entities (departments, offices or special political or peacekeeping missions) and 30 were specialized agencies, funds or programmes. In addition, the report incorporates analysis on entity-specific implementation plans for achieving gender parity. As at July 2023, 91 entities had responded with updated implementation plans and status reports, including 65 Secretariat entities and 26 specialized agencies, funds or programmes, as listed in annex III to the present report.

4. The present report also draws on the expertise of UN-Women, in line with its mandate, in leading and coordinating gender equality efforts across the United Nations

<sup>1</sup> The term “gender balance” is used interchangeably with “gender parity” in the present report and the two terms are synonymous, referring to the equal representation of women and men.

<sup>2</sup> The data have been verified by CEB and cover the reporting period.

<sup>3</sup> In 2023, UN-Women conducted its most recent biennial survey on the improvement in the status of women in the United Nations system and on gender parity-related policies and practices, as well as on other areas related to fostering an enabling working environment. In total, 77 Secretariat entities and agencies, funds and programmes (as listed in annex II to the present report) completed the survey, and their inputs are reflected in the present report. Questions related to policy were directed solely at the agencies, funds and programmes, which are listed in the first column of annex II.

<sup>4</sup> The term “focal points for women” is used by the Secretariat and is guided by the Secretary-General’s bulletin on departmental focal points for women in the Secretariat ([ST/SGB/2008/12](#)). The remainder of the United Nations system uses the term “gender focal points”. The two terms are synonymous and, for ease of reference, the term “gender focal points” as used in the present report should be understood to refer to both.

system. The data in the present report are supplemented by annexes available online.<sup>5</sup> The United Nations system-wide dashboard on gender parity<sup>6</sup> provides regularly updated data on the representation of women throughout the United Nations system.

### **Beijing Declaration and Platform for Action and the Secretary-General's system-wide strategy on gender parity**

5. In 1995, the Beijing Declaration and Platform for Action established the goal of 50/50 gender balance in the Professional and higher categories at the Fourth World Conference on Women. In paragraph 193 (c) of the Declaration, it is stated that the United Nations is required to “continue to collect and disseminate quantitative and qualitative data on women and men in decision-making and analyse their differential impact on decision-making and monitor progress towards achieving the Secretary-General's target of having women hold 50 per cent of managerial and decision-making positions by the year 2000”.

6. The year 2022 marked the fifth anniversary of the launch of the Secretary-General's system-wide strategy on gender parity. Since its launch, most United Nations entities have reached significant milestones in this area, including the development and implementation of policies and practices to attract, recruit and promote women and the creation of enabling work environments to support greater inclusion. The number of United Nations entities that have reached gender parity increased from 5 in 2017 to 27 in 2023. To continue that progress, United Nations entities were requested to develop updated implementation plans on gender parity for the period 2022–2024.

7. The Secretary-General has underlined the importance of promoting gender parity, including through special measures, for example in his 2021 report entitled “Our Common Agenda” (A/75/982), where he reiterated his commitment to achieving gender parity by 2028.

8. Several major policy initiatives have been adopted in recent years. On 1 July 2022, a revised administrative instruction on the staff selection system (ST/AI/2010/3/Rev.1) was promulgated, in which it was stated that staff were now eligible to apply for job openings regardless of their current grade. The measure was designed to provide broader and more accessible career opportunities for all, including women and staff in junior positions. In the administrative instruction on downsizing or restructuring resulting in termination of appointments (ST/AI/2023/1), adopted in 2023, gender was listed as one of the three tiebreakers in the comparative review, which determines the order of preference in which staff members will be considered for retention within the downsizing entity. This means that staff members of the gender that has not reached parity at each level within each category in the entity will be ranked higher in internal ranking processes used for retention. Pursuant to General Assembly resolution 77/256, adopted in 2022 and effective 1 January 2023, maternity, paternity and adoption leave provisions have been replaced with a standardized parental leave provision of 16 weeks for all parents, with an additional 10 weeks for staff members who become parents by giving birth.

9. Additional efforts have been made to address and respond to the field-specific challenges related to gender parity. The Field-specific Enabling Environment Guidelines for the United Nations System, created by UN-Women, are being implemented more widely. The Guidelines provide recommendations and good practices in the areas of professional and personal life integration; standards of conduct; security and safety; occupational safety, health and well-being; recruitment, talent

<sup>5</sup> See <http://www.unwomen.org/en/how-we-work/un-system-coordination/women-in-the-united-nations/reports-and-monitoring>.

<sup>6</sup> See [www.tinyurl.com/undp-unw-dashboard](http://www.tinyurl.com/undp-unw-dashboard).

management and retention; and leadership, implementation and accountability. They build on the Enabling Environment Guidelines for the United Nations System, which were launched by the Secretary-General in 2019. In addition, the United Nations system-wide dashboard on gender parity was launched in 2021 to monitor and track system-wide efforts on gender parity on a quarterly basis by entity, grade, staff category, age group and duty station, including at the United Nations country team level.

10. The United Nations system-wide knowledge hub on addressing sexual harassment,<sup>7</sup> an online repository of resources, best practices and tools relating to efforts within the United Nations system to prevent and address sexual harassment, was developed and launched by UN-Women in 2023, in collaboration with United Nations entities, in the context of the CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System.

## **II. Successes, challenges and lessons learned**

### **A. Biennial survey on the improvement in the status of women in the United Nations system**

11. In the biennial survey on the improvement in the status of women in the United Nations system, 93 per cent of surveyed entities reported increased awareness of and attention to gender parity, up from 88 per cent in 2021. Another key success was securing active buy-in and support from senior leadership and managers, reported by 77 per cent of respondents, compared with 73 per cent previously. The survey results showed that leadership support is critical to raising awareness, which then cascades to other personnel, and is a prerequisite for organizational change.

12. Seventy-five per cent of surveyed entities reported progress in fostering an enabling working environment, an increase of 4 percentage points from the previous survey. More than 80 per cent of surveyed entities had amended their parental leave policies to align with General Assembly resolution 77/256, and 86 per cent reported providing a designated space for lactation. All entities provide some form of flexible work arrangements, and many are continuing to prioritize personal and professional integration.

13. Eighty per cent of surveyed entities have made progress towards gender parity within their organization. Survey results did, however, indicate a range of persistent challenges to implementing the system-wide strategy on gender parity, with 75 per cent of respondents reporting a lack of necessary budgetary resources, and others noting the lack of accountability in hiring decisions, a limited talent pool and difficulty balancing different priorities in recruitment, selection and hiring.

14. Progress has also been uneven between entities and across grades. Challenges remain at non-headquarters locations, where the representation of women continues to trail behind that at headquarters locations. Although gender parity was nearly achieved when the representation of women among heads and deputy heads of mission reached 48 per cent in June 2021, leadership changes over the two-year period to June 2023 led to a decrease to 38 per cent. Moreover, progress towards achieving gender parity at the P-4 level and above has consistently been slower than at the P-1, P-2 and P-3 levels.

15. Some surveyed entities reported that challenges have been due to, among other things, the limited number of women applicants. The challenge of reaching and maintaining gender parity at the head and deputy head of mission levels is compounded by the global leadership landscape, which affects the depth of the female

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<sup>7</sup> See <https://shknowledgehub.unwomen.org/>.



talent pool for the senior-most level political appointments, where high-level diplomatic and political experience is often required.

16. One contributing factor could also be unconscious bias when interpreting a candidate's qualifications. UNICEF increased the representation of women at the P-5 level from 43 per cent to nearly 49 per cent in 18 months using temporary special measures, revealing valuable lessons in the process. The accomplishment shed light on the pervasive presence of gender bias within the recruitment process, highlighting the importance of proactive efforts to address such bias. It also underscored the significance of conducting talent outreach to a diverse range of internal and external candidates.

## B. Updated implementation plans and progress

17. In 2022, all United Nations entities were requested to submit updated entity-specific implementation plans for the period 2022–2024, the second update since the initial plans were developed in alignment with the system-wide strategy on gender parity in 2018. An analysis of the implementation plans revealed that most United Nations entities have made impressive progress in building a gender-sensitive architecture to address inequalities and bias in recruitment, staff selection, promotion and leadership commitments, promoting accountability for gender parity targets and fostering enabling working environments.

18. Entities that had made notable progress in achieving gender parity targets tended to have implementation plans that focused on the following:

(a) **Demonstrating leadership and fostering accountability.** Successful implementation plans included targeted goals with well-developed roles and responsibilities, fostering accountability. They also incorporated a wide variety of accountability mechanisms at all levels of personnel, such as key performance indicators and self- and supervisory assessments of contribution to gender parity goals. Targeted and intentional use of the temporary special measures to reach a specific goal was also a common feature. For example, gender parity targets were added to the compacts of senior managers in the Secretariat and progress was reported through the Management Performance Board to the Secretary-General annually. Gender parity targets were also monitored through entity-specific management dashboards within the Secretariat and overall progress was reported to the Management Committee on an annual basis;

(b) **Collecting and analysing gender-disaggregated data.** This was a key starting point for strong implementation plans and organizations that witnessed notable progress. Several entities began the process of developing implementation plans by disaggregating staff engagement survey data by gender and creating dedicated time and resources to discuss the matter. This allowed for the identification of gaps and opportunities for improvement and, subsequently, the development of plans tailored to the specific needs of the organization. Ongoing monitoring to identify and make necessary adjustments was also important;

(c) **Fostering an inclusive organizational culture.** Entities that focused on implementing the recommendations of the Enabling Environment Guidelines and the Field-specific Enabling Environment Guidelines also witnessed progress towards gender parity. This included close collaboration between leadership and gender focal points. A number of entities reported that more work was necessary to ensure that women were empowered within their roles and could develop their careers. Leadership buy-in was also identified as crucial to creating a culture conducive to organizational change.

19. On the whole, entities included the same elements within the strategic vision for achieving gender parity. Almost 60 per cent of the updated implementation plans

included a focus on recruitment, with the aim of identifying opportunities earlier in the hiring and selection process to reach gender parity targets. Almost all entities focused on initiatives to create a pipeline of qualified women candidates from entry to senior levels, while at the same time building on existing managerial and leadership training. Those entities commonly focused on widening talent outreach to fill vacancies and creating databases of qualified women personnel. In addition, more than 30 per cent of entities submitted implementation plans with a focus on integrating more monitoring and gender-disaggregated data collection mechanisms.

20. Analysis made clear that successful implementation plans were more than just a series of initiatives. Most importantly, leadership commitment and subsequent action, bolstered by responsiveness, adaptability, creativity and dedicated prioritization of gender parity, were pivotal to making progress.

### III. Representation of women in the United Nations system

#### A. Representation by grade

**Distribution by gender of staff in the United Nations system on permanent, continuous and fixed-term appointments, at all locations, by grade, as at 31 December 2020 and 31 December 2021**

Level	31 December 2020			31 December 2021			Difference (women as a percentage of total), 2020–2021	Difference (women as a percentage of total), 2019–2021
	Men	Women	Share of women (percentage of total)	Men	Women	Share of women (percentage of total)		
Ungraded	152	124	44.9	145	129	47.1	2.2	5.3
<b>Director</b>								
D-2	414	228	35.5	436	255	36.9	1.4	-0.9
D-1	1 217	831	40.6	1 220	878	41.9	1.3	3.5
<b>Subtotal</b>	<b>1 631</b>	<b>1 059</b>	<b>39.4</b>	<b>1 656</b>	<b>1 133</b>	<b>40.6</b>	<b>1.3</b>	<b>2.7</b>
<b>Professional</b>								
P-5	4 108	2 713	39.8	4 141	2 941	41.5	1.8	2.4
P-4	6 872	5 581	44.8	7 245	6 073	45.6	0.8	1.2
P-3	5 810	5 292	47.7	6 131	5 814	48.7	1.0	1.7
P-2	1 649	2 367	58.9	1 835	2 604	58.7	-0.3	0.6
P-1	61	145	70.4	81	154	65.5	-4.9	-5.2
<b>Subtotal</b>	<b>18 500</b>	<b>16 098</b>	<b>46.5</b>	<b>19 433</b>	<b>17 586</b>	<b>47.5</b>	<b>1.0</b>	<b>0.7</b>
<b>National Professional Officer</b>								
NO-E	2	1	33.3	2	1	33.3	0.0	33.3
NO-D	234	210	47.3	229	225	49.6	2.3	2.0
NO-C	2 106	1 835	46.6	2 218	1 959	46.9	0.3	1.1
NO-B	3 707	2 919	44.1	3 948	3 172	44.6	0.5	0.9
NO-A	2 032	1 738	46.1	2 368	2 182	48.0	1.9	1.5
<b>Subtotal</b>	<b>8 081</b>	<b>6 703</b>	<b>45.3</b>	<b>8 765</b>	<b>7 539</b>	<b>46.2</b>	<b>0.9</b>	<b>38.9</b>
<b>Field Service</b>								
FS-7	27	4	12.9	28	4	12.5	-0.4	5.6
FS-6	337	86	20.3	323	94	22.5	2.2	2.1

Level	31 December 2020			31 December 2021			Difference (women as a percentage of total), 2020–2021	Difference (women as a percentage of total), 2019–2021
	Men	Women	Share of women (percentage of total)	Men	Women	Share of women (percentage of total)		
FS-5	1 094	481	30.5	999	461	31.6	1.0	1.4
FS-4	920	340	27.0	842	305	26.6	-0.4	-0.4
FS-3	9	2	18.2	7	2	22.2	4.0	-0.9
<b>Subtotal</b>	<b>2 387</b>	<b>913</b>	<b>27.7</b>	<b>2 199</b>	<b>866</b>	<b>28.3</b>	<b>0.6</b>	<b>7.9</b>
<b>General Service</b>								
G-7	1 795	2 402	57.2	1 970	2 699	57.8	0.6	0.1
G-6	5 962	7 935	57.1	6 525	8 680	57.1	0.0	-0.1
G-5	5 715	7 606	57.1	6 350	8 403	57.0	-0.1	-0.1
G-4	4 858	3 063	38.7	5 149	3 659	41.5	2.9	1.2
G-3	3 637	692	16.0	3 615	813	18.4	2.4	-0.4
G-2	5 301	247	4.5	5 441	262	4.6	0.1	0.1
G-1	69	35	33.7	113	58	33.9	0.3	2.0
<b>Subtotal</b>	<b>27 337</b>	<b>21 980</b>	<b>44.6</b>	<b>29 163</b>	<b>24 574</b>	<b>45.7</b>	<b>1.2</b>	<b>2.8</b>
<b>Total</b>	<b>58 088</b>	<b>46 877</b>	<b>44.7</b>	<b>61 361</b>	<b>51 827</b>	<b>45.8</b>	<b>1.1</b>	<b>1.2</b>

21. The table above includes data for “Ungraded”, which encompasses all levels above D-2, including Under-Secretary-General, Assistant Secretary-General, heads of specialized agencies (including Director General, Deputy Director General, Assistant Director General and Secretary-General) and heads of funds and programmes. The data for appointments at the Assistant Secretary-General and Under-Secretary-General levels in the Secretariat continue to be reported in the report of the Secretary-General entitled “Composition of the Secretariat: staff demographics”.<sup>8</sup>

22. As at 31 December 2021, the representation of women in the United Nations system in the Professional and higher categories stood at 47.0 per cent, up from 45.3 per cent in the previous report. The table above shows that the highest level of representation of women was recorded in the Professional category, at 47.5 per cent.

23. Between 2020 and 2021, the representation of women increased steadily by 1.1 percentage points across all posts. The largest increase occurred in the “Ungraded” category, with an increase of 5.3 percentage points to reach 47.1 per cent. The representation of women increased modestly by 1.3 percentage points in the Director category and by 1 percentage point in the Professional category. Representation among National Professional Officers increased by 0.9 percentage points. Representation in the Field and General Service categories increased by 0.6 and 1.2 percentage points, respectively. The category with the lowest representation of women continues to be the Field Service category, at 28.3 per cent.

24. The overall representation of women during the reporting period continued to be negatively correlated with seniority in the Professional and higher categories. The only exception registered was with respect to officials appointed by the Secretary-General at the Under-Secretary-General and Assistant Secretary-General levels.

<sup>8</sup> The most recent report on the subject (A/77/580) indicates that, as at December 2021, there were 34 women and 38 men appointed at the Under-Secretary-General level and 34 women and 39 men appointed at the Assistant Secretary-General level.

## B. Trends

### 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		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	61.0	1 477	1 965	57.0	4 816	4 027	46.0	5 947	3 805	39.0	4 125	2 004	33.0	1 295	565	30.0	430	158	27.0	182	78	30.0	18 320	12 677	40.9
2012	43	75	64.0	1 418	1 902	57.0	4 986	4 185	46.0	6 021	3 975	40.0	4 123	2 095	34.0	1 304	594	31.0	423	167	28.0	194	78	29.0	18 512	13 071	41.4
2013	58	71	55.0	1 417	1 917	57.0	5 208	4 270	45.0	6 029	4 092	40.0	4 114	2 116	34.0	1 268	606	32.0	405	174	30.0	194	72	27.0	18 693	13 318	41.6
2014	63	92	59.0	1 449	1 943	57.0	5 243	4 275	45.0	6 090	4 164	41.0	4 087	2 215	35.0	1 244	611	33.0	394	174	31.0	198	76	28.0	18 768	13 550	41.9
2015	61	95	61.0	1 464	1 984	58.0	5 288	4 407	45.0	6 070	4 363	42.0	4 046	2 281	36.0	1 138	573	33.0	380	169	31.0	221	81	27.0	18 668	13 953	42.8
2016	67	111	62.0	1 621	2 176	57.0	5 642	4 770	46.0	6 490	4 657	42.0	4 142	2 375	36.0	1 226	630	34.0	349	168	33.0	218	76	26.0	19 755	14 963	43.1
2017	83	140	63.0	1 565	2 129	58.0	5 432	4 791	47.0	6 399	4 842	43.0	4 040	2 427	38.0	1 254	685	35.0	393	204	34.0	180	91	34.0	19 346	15 309	44.2
2018	78	148	66.0	1 652	2 248	58.0	5 645	4 996	47.0	6 736	5 187	44.0	4 130	2 540	38.0	1 246	726	37.0	399	229	36.0	166	114	41.0	20 052	16 188	44.7
2019	60	148	71.0	1 755	2 418	58.0	5 919	5 237	47.0	6 844	5 455	44.0	4 125	2 642	39.0	1 284	790	38.0	406	246	38.0	164	116	41.0	20 557	17 052	45.3
2020	61	145	70.0	1 649	2 367	59.0	5 810	5 292	48.0	6 872	5 581	45.0	4 108	2 713	40.0	1 217	831	41.0	414	228	36.0	152	124	45.0	20 283	17 281	46.0
2021	81	154	66.0	1 835	2 604	59.0	6 131	5 814	49.0	7 245	6 073	46.0	4 141	2 941	42.0	1 220	878	42.0	436	255	37.0	145	129	47.0	21 234	18 848	47.0

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.

25. The table above shows that 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, the representation of women registered a two-digit increase at the D-1 and D-2 levels but 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.

26. In 2023, 27 per cent of surveyed entities reported that inadequate career development opportunities remained one of the main barriers to achieving gender parity at the P-4 level and above, compared with 50 per cent reporting that view in 2021. This indicates that progress has been made in augmenting career advancement opportunities for staff at the middle and senior levels since the previous report. A number of surveyed entities also noted that they had made substantial progress in gender parity at the P-4 level since 2021 but that reaching parity at the P-5 level and, more acutely, at the D-level remained challenging.

27. One example of efforts taken to close the gender gap at senior levels is the launch by ITC in 2022 of gender equality training for senior managers, which was offered to staff at the P-4 level and above to support the collective and individual capacity development of senior-level personnel on gender equality. Another example is the consideration by the Office for Disarmament Affairs of anticipated turnover of senior staff due to upcoming retirements in its outreach efforts to further gender parity.

### C. Representation by location

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

Level	Headquarters			Non-headquarters			Total		
	Men	Women	Share of women (percentage)	Men	Women	Share of women (percentage)	Men	Women	Share of women (percentage)
Ungraded	99	97	49.5	46	32	41	145	129	47.1
<b>Director</b>									
D-2	256	147	36.5	180	108	37.5	436	255	36.9
D-1	601	434	41.9	619	444	41.8	1 220	878	41.8
<b>Subtotal</b>	<b>857</b>	<b>581</b>	<b>40.4</b>	<b>799</b>	<b>552</b>	<b>40.9</b>	<b>1 656</b>	<b>1 133</b>	<b>40.6</b>
<b>Professional</b>									
P-5	2 035	1 586	43.8	2 106	1 355	39.2	4 141	2 941	41.5
P-4	3 206	3 262	50.4	4 039	2 811	41	7 245	6 073	45.6
P-3	2 555	3 045	54.4	3 576	2 769	43.6	6 131	5 814	48.7
P-2	863	1 521	63.8	972	1 083	52.7	1 835	2 604	58.7
P-1	56	110	66.3	25	44	63.8	81	154	65.5
<b>Subtotal</b>	<b>8 715</b>	<b>9 524</b>	<b>55.7</b>	<b>10 718</b>	<b>8 062</b>	<b>48.1</b>	<b>19 433</b>	<b>17 586</b>	<b>47.5</b>
<b>Total</b>	<b>9 671</b>	<b>10 202</b>	<b>51.3</b>	<b>11 563</b>	<b>8 646</b>	<b>42.8</b>	<b>21 234</b>	<b>18 848</b>	<b>47.0</b>

28. The table above presents the distribution by gender of staff in headquarters and non-headquarters duty stations, as reported by the entities in annex I to the present report. Given the diversity of entities in annex I, the term “non-headquarters” includes

regional, subregional, country, field and branch offices. The same duty station may be considered to be headquarters for one entity and non-headquarters for another entity.

29. Although gender parity was met at headquarters locations, overall progress towards gender parity at non-headquarters locations continued to trail headquarters locations at every grade level and with an 8.5 percentage point difference overall. Addressing the obstacles to greater representation of women in the field would vastly support efforts towards the goal of parity at each level across the Organization. The representation of women at the Director level was lower than that at other levels in both headquarters and non-headquarters locations, registering at 40.4 per cent and 40.9 per cent, respectively. The greatest disparity was evident at the P-2, P-3 and P-4 levels, where the representation of women at headquarters was approximately 10 percentage points higher than that at non-headquarters locations.

## D. Resident coordinators

### Number of resident coordinators of all field offices worldwide (2020, 2021 and 2022)

Grade	December 2020			December 2021			December 2022		
	Men	Women	Women (%)	Men	Women	Women (%)	Men	Women	Women (%)
Assistant Secretary-General	5	4	44.4	6	6	50.0	7	4	36.4
D-2	13	13	50.0	16	13	44.8	17	14	45.2
D-1	35	39	52.7	31	37	54.4	32	39	54.9
<b>Total</b>	<b>53</b>	<b>56</b>	<b>51.4</b>	<b>53</b>	<b>56</b>	<b>51.4</b>	<b>56</b>	<b>57</b>	<b>50.4</b>

Source: Development Coordination Office.

30. In 2018, gender parity was reached among resident coordinators and, since then, the overall parity gains have been sustained. Natural attrition and continuous staff movement inherent to the resident coordinator position cause fluctuations in share, and the low number of resident coordinator positions amplifies any change. The representation of women among resident coordinators at the D-1 level, where there are more positions, has, however, consistently been higher than at the D-2 and Assistant Secretary-General levels.

## E. Representation by entity

### Percentage of women in the Professional and higher categories on permanent, continuous and fixed-term appointments, by entity, as at 31 December 2021

Women (percentage)	Number of entities	Entities (percentage of women)
≥ 50	10	UN-Women (80.5), UNSSC (61.5), ICJ (57.6), UNWTO (55.1), UNFPA (53.4), UNESCO (52.5), UNAIDS (52.4), PAHO (51.1), UNICEF (50.8), UNU (50.6)
40–49.9	21	ILO (49.8), IOM (48.5), UNDP (48.2), IFAD (48.0), UNRWA (47.5), WHO (47.3), WIPO (47.3), UNHCR (47.1), WFP (46.7), United Nations Secretariat (45.8), ITC (45.7), IMO (45.0), WMO (44.2), ICSC (44.0), FAO (43.4), UNJSPF (43.1), ITC-ILO (42.9), UNOPS (42.1), UNFCCC secretariat (41.1), ITU (41.0), UNITAR (40.5)
< 40	5	IAEA (36.6), UNIDO (36.0), ICAO (31.4), UNICC (27.1), UPU (21.1)

31. The table above presents the overall percentage of women in the Professional and higher categories on permanent, continuous and fixed-term appointments by entity. 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.<sup>9</sup> More up-to-date data are available on the United Nations system-wide dashboard on gender parity.

32. An increase in the representation of women was achieved most notably at UNWTO, from below 50 per cent in the previous reporting period to 55.1 per cent in the current reporting period. UNOPS also made noteworthy progress, improving from 35.3 per cent in 2019 to 42.1 per cent in 2021.

### **Specific efforts to advance gender parity in male-dominated sectors**

33. Male-dominated sectors, such as security and logistics, and certain technical and field contexts face persistent challenges in achieving gender parity. Seventy-two per cent of the surveyed entities have made specific efforts in that regard, including improving access to leadership positions and engaging in advocacy and awareness-raising, capacity-building and skill development initiatives, and more extensive recruitment and outreach. For example, the Office of Information and Communications Technology has created an inclusive recruitment checklist for hiring managers to use as a reference throughout recruitment and selection processes.

34. IAEA launched its Lise Meitner Programme to provide early- and mid-career women the opportunity to advance their technical and soft skills. In 2022, the United Nations Office at Vienna/UNODC collaborated with the Security and Safety Service to hold workshops for external female applicants. The workshops were designed to familiarize participants with the work of the Service, raise awareness of current job opportunities and provide guidance for possible applicants on the application and selection process. The workshops had a positive effect, as subsequently the rate of recruitment of women for the positions available at the time was 67 per cent.

35. The Department of Safety and Security has updated certain job descriptions to remove previously restrictive criteria requiring experience in traditional security institutions and has made its website more inclusive by highlighting stories of women personnel. To attract a more demographically diverse range of staff members with a broader set of skills and representing improved geographical balance, the Department has engaged in a rigorous outreach and communications strategy, building on relationships with women's networks and organizations, advertising on online job boards and publications and increasing use of social media.

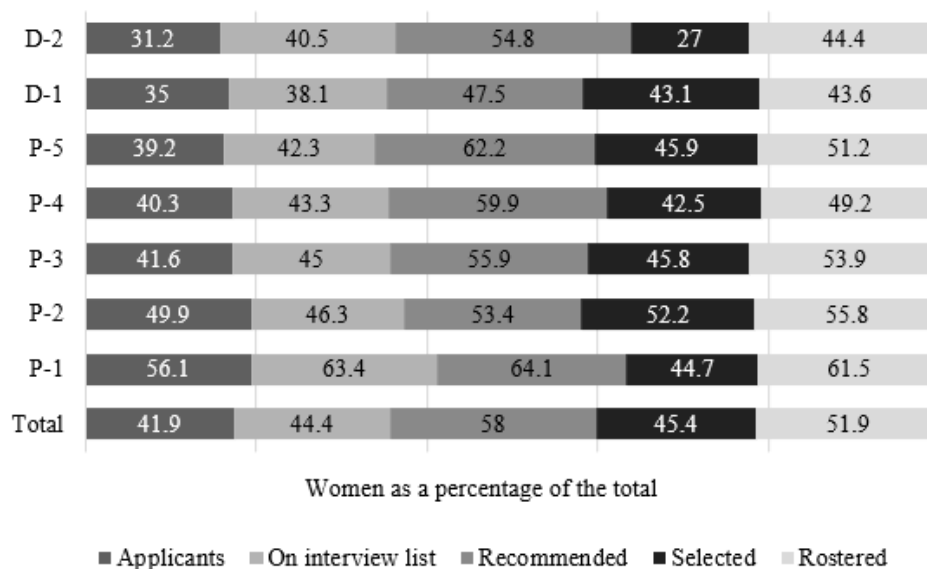
36. The Security and Safety Service of UN-Women has initiated a programme of progressive recruitment, targeting young individuals. The focus has been to promulgate security and safety specialist roles related to communications, education and occupational safety to attract more women to a traditionally male-dominated career path. The recruitment programme, accompanied by extensive outreach, has seen an influx of applications from women. Through the programme, the Security and Safety Service of UN-Women has achieved gender parity. To encourage the retention of women, continuous capacity-building, mentoring, career planning and access to the United Nations security management system inter-agency platforms are provided.

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<sup>9</sup> Annex I to the present report provides further information on distribution by gender, entity and level.

## IV. Career life cycle: recruitment, retention, progression and talent management

Percentage of women at each stage of the staff selection process in the United Nations system, by level, for the period 1 January 2020–31 December 2021



37. Regarding staff selection, women constituted 41.9 per cent of applicants for positions in the Professional and higher categories. This marks an increase from the previous reporting period and indicates that increased 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 those shortlisted and rostered than in previous reporting periods. This was the case in particular 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.

### A. Outreach, recruitment and application

38. The surveyed entities noted that one of the main challenges to achieving gender parity at the recruitment and application phases was the low number of women applicants and, therefore, more targeted outreach was necessary.

#### Targeted, inclusive and extensive outreach

39. Ninety-two per cent of the surveyed entities featured gender parity in their communications products, such as recruitment materials and vacancy announcements, as outlined in the examples of good practice in the inclusive vacancy announcement guidance produced by UN-Women.<sup>10</sup> Some organizations hide identification markers and personal details during the initial screening process. Organizations also reported taking steps to enhance targeted outreach, with a number maximizing their use of social media to broaden recruitment pools and some focusing on collaborating with relevant

<sup>10</sup> UN-Women, "Guidance on creating inclusive vacancy announcements: good practice examples from the UN", May 2022.



industry partners for recruitment events and taking an active role in providing guidance for potential candidates.

### **Temporary special measures**

40. The administrative instruction entitled “Temporary special measures for the achievement of gender parity” (ST/AI/2020/5) was updated in 2020, establishing temporary special measures that applied to the selection of candidates and appointments where gender parity had not been reached within the Secretariat and created greater accountability around recruitment. A total of 65 per cent of surveyed entities have put temporary special measures in place and 79 per cent of those reported that the measures are currently being implemented.

41. UNEP implemented special measures at the recruitment stage to ensure that both men and women candidates were considered in the recruitment process, in particular at the P-5 and D-1 levels. UNEP subsequently achieved, or nearly achieved, parity at every level and is engaged in continuous monitoring of the representation of women to ensure that parity is maintained.

42. Examples of temporary special measures implemented by surveyed entities included minimum yields, using gender as a tiebreaker, and conducting outreach to potential candidates. For example, IOM requires hiring panels to indicate how candidates align with the gender and geographical targets of the organization.

## **B. Staff selection**

43. A stipulation in the staff selection policy for gender balance in interview panels was reported by all surveyed entities and in review bodies for selection decisions by 71 per cent of surveyed entities, a notable increase since 2021, when the figures were 68 per cent and 46 per cent, respectively. Only 35 per cent of surveyed entities, however, require gender parity on the list of recommended candidates for posts where parity has not yet been achieved, indicating opportunities for improvement.

44. The majority of surveyed entities reported that hiring managers are provided with access to real-time staff data to understand how hiring decisions affect progress towards gender parity, but less than half require unconscious bias training for hiring managers. Some offices, such as the United Nations Office at Nairobi, have integrated gender focal points into the staff selection process to counter existing bias. The Department of Safety and Security has re-evaluated its minimum requirements for applicants to build a broader skill set and a wider geographical balance, with a focus on gender parity.

## **C. Promotions and talent management**

### **Leadership training and mentoring programmes**

45. A total of 80 per cent of surveyed entities have leadership or managerial training programmes for all staff, and 58 per cent have such programmes that are designed specifically for women. UNHCR conducts Women Leaders Allyship Circles, whereby women at senior levels mentor women at middle management levels. WIPO increased opportunities for internal mobility by enhancing flexibility, thereby allowing staff to take on temporary assignments to broaden their experience and gain new skills, which can specifically benefit women in their progression to more senior levels.

46. Mentoring programmes can also play a role in supporting the career progression of women, in particular given the historical exclusion of women from informal networks. A total of 65 per cent of the surveyed entities offer mentoring programmes for all personnel, and 26 per cent offer mentoring programmes specifically for

women. For example, UNOPS offers mentoring programmes for all personnel, and women have comprised 69 per cent of mentees since 2020.

47. The Programme for Emerging Women Leaders (EMERGE) is a joint programme, developed by and open to female staff in 11 United Nations entities,<sup>11</sup> that is explicitly aligned with the gender parity goals of the United Nations and is tailored to women at the P-3 level who want to develop their leadership skills.

#### Inter-agency mobility

48. The results of the biennial survey showed that challenges to women's inter-agency mobility are specifically related to geographical mobility. According to surveyed entities, inter-agency mobility within the same duty station can often be easier for women than intra-agency geographical mobility. Some of the factors that disadvantage women include the unequal distribution of care responsibilities and the social expectations around prioritizing those care duties over work, which means that women are more likely to relocate for their male partner's career than the inverse. Some entities noted that increased flexibility and a spirit of mutual recognition, accompanied by transparent financial liabilities of parent and receiving organizations, are a potential success factor for more dynamic inter-agency mobility. Entities also noted that increasing opportunities for secondments and short-term assignments and maintaining internal candidate preference for women within the United Nations system when competing with equally qualified external male candidates can increase the participation of women in inter-agency mobility.

## D. Separations

### Distribution by gender of reasons for separation in the Professional and higher categories of staff on permanent, continuous and fixed-term appointments (1 January 2020–31 December 2021)

<i>Reason for separation</i>	<i>Men (total)</i>	<i>Women (total)</i>	<i>Share of women (percentage)</i>	<i>Reason as a percentage of total separations (women)</i>	<i>Reason as a percentage of total separations (men)</i>
Abandonment of post	3	1	25.0	0.0	0.1
Abolishment of post	52	35	40.2	1.3	1.7
Agreed termination	141	101	41.7	3.8	4.6
Appointment expiration	978	871	47.1	32.4	32.1
Death	63	19	23.2	0.7	2.1
Dismissal for misconduct	36	9	20.0	0.3	1.2
In the interest of the Organization	70	67	48.9	2.5	2.3
Inter-agency secondments	53	35	39.8	1.3	1.7
Inter-agency transfers	200	236	54.1	8.8	6.6
Resignation	713	790	52.6	29.4	23.4
Retirement (early and mandatory)	689	479	41.0	17.8	22.6
Summary dismissal	5	2	28.6	0.1	0.2
Termination – health	32	35	52.2	1.3	1.1
Termination – unsatisfactory service	10	8	44.4	0.3	0.3
<b>Total</b>	<b>3 045</b>	<b>2 688</b>	<b>46.9</b>	<b>100.0</b>	<b>100.0</b>

<sup>11</sup> Participating entities include ILO, ITU, the Office for the Coordination of Humanitarian Affairs, UNAIDS, UNHCR, UNICEF, the United Nations Office at Geneva, the United Nations System Staff College, WHO and WIPO. See <https://learning.unog.ch/node/9019>.

49. The following three reasons accounted for the majority of separations for both men and women:

(a) **Appointment expiration.** This was the most common reason for the separation of both women and men, at 32.4 per cent and 32.1 per cent, respectively;

(b) **Resignation.** This accounted for a larger proportion of separations of women – 29.4 per cent compared with 23.4 per cent for men. 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;

(c) **Retirement.** This accounted for 17.8 per cent of separations of women, compared with 22.6 per cent for men. The gap may reflect historical gender imbalances but could also serve as a long-term indicator of whether women are staying throughout their tenure at the United Nations as frequently as men.

50. New appointments and upcoming retirements provide an opportunity for advancing the representation of women at each level where gender parity has not been reached. The situation highlights the need for continued talent development and strategic planning of internal pipelines, as well as structured workforce and succession planning.

#### **Exit surveys and interviews**

51. Exit surveys and interviews can be effective tools for assessing the reasons behind separations and hence are crucial for the United Nations to be able to create and enhance enabling working environments. A total of 69 per cent of the surveyed entities conduct exit interviews, but of those, only 32 per cent conduct mandatory interviews as recommended in the system-wide strategy on gender parity.

52. UNIDO has had mandatory exit interviews in place since 2009. The associated questionnaires are analysed for emerging patterns and concerns and the findings are reported annually to the Director General. WHO updated its exit survey in 2022 to identify the reasons why staff, in particular women, leave the organization. The exit survey allows WHO to collect the experiences of women in the organization and analyse them through an intersectional lens. Exit interviews and surveys can also be critical tools for determining the prevalence of prohibited behaviours, such as sexual harassment or other types of abuse.

## **V. Leadership and accountability**

53. Compared with the previous two reports, an increasing number of entities indicated progress in building active support among leadership of gender parity. Lack of active support from senior management was one of the most commonly reported challenges to implementing the system-wide strategy on gender parity in the survey conducted in 2019 but was one of the least commonly reported in the most recent survey. In addition, 77 per cent of surveyed entities reported that buy-in at the senior level had increased since the survey in 2021, up from 73 per cent.

54. In the biennial survey and the updated implementation plans, the importance of buy-in and active support at the senior level for making progress towards gender parity was made clear. The vast majority of surveyed entities indicated that the commitment of senior leadership to gender parity and awareness-raising, staff buy-in, collegial support and capacity for organizational and cultural change were mutually reinforcing. Entities reported that investment by leadership in the issue led to greater awareness throughout the organization, elevated gender parity as a shared and visible priority and promulgated organizational change. Within the Secretariat,

gender parity targets at the entity-specific level were set out in the compacts of heads of entities concluded with the Secretary-General. At the end of the performance cycle, the attainment of those targets was assessed and progress was reported to the Secretary-General through the Management Performance Board.

55. Respondents noted, however, that increased support for gender parity did not always lead to sufficient allocation of financial and human resources and that active buy-in from leadership and its support was necessary, but not sufficient, to achieve gender parity. In fact, some entities noted that gender parity efforts sometimes appeared to be deprioritized following visible progress, as a result of the perception that the issue had been resolved, despite clear evidence to the contrary.

56. Some respondents described the lack of active support from leadership of gender parity as a chronic problem in certain contexts where gender parity was seen as having little bearing on the efficacy of the priorities of the organization. Some entities have addressed the issue successfully by positioning gender parity efforts as beneficial to all personnel raising awareness that promoting an equitable and inclusive workplace is the responsibility of each person within the entity, and creating clear expectations and roles for all personnel, regardless of position or gender. The Department of Political and Peacebuilding Affairs and the Department of Peace Operations made gender parity a managerial priority by launching the Building Our Pillar initiative in 2020. The programme established gender equality, diversity and inclusion as organizational priorities.

## **VI. Creating an enabling environment**

57. An enabling environment means a working environment that embraces equality, eradicates bias and is inclusive of all personnel. As stressed in the system-wide strategy on gender parity, inclusivity and equality will be attained only if the working environment is safe, prizes diversity and provides equal opportunities for all.

### **A. Professional and personal life integration**

#### **Flexible working arrangements**

58. Workplace flexibility supports personnel with diverse situations, including individuals with care responsibilities. The global pandemic helped to normalize flexible work arrangements, and the continuation of those policies has led to both higher staff satisfaction and positive work results.

59. Surveyed entities reported that the most common types of flexible work arrangements offered were telecommuting (100 per cent), staggered working hours (83 per cent) and compressed work schedules (62 per cent). Only 48 per cent of the surveyed entities with field-based staff, however, offered and promoted flexible work arrangements in the field, and 12 per cent offered such arrangements but did not promote them. The availability and implementation of flexible work arrangements in the field, including mission settings, varied significantly on the basis of context and the nature of the job requirements.

60. Surveyed entities noted that flexible work arrangements contributed substantially to a better work-life balance, which improved the well-being of staff and helped to retain talent. At ITU, flexible working arrangements were appreciated by personnel and were reported as having a positive impact on mental health. At UNHCR, flexible work arrangements had increased the attraction and retention of a diverse workforce, improved trust and allowed for business continuity under various circumstances. The Office for Disarmament Affairs noted that flexible work

arrangements had introduced new ways of collaborating online and provided opportunities for personnel to work more effectively across different geographical locations. During the successful implementation of temporary special measures at the P-5 level, UNICEF had learned that work flexibility and better policies to support work-life balance were critical to attracting more women candidates and retaining them.

61. The majority of survey respondents agreed that flexible work arrangements were most effective when applied consistently, transparently and with well-defined rules and principles. UNICEF noted that clarity on approvals, expectations and accountabilities proved crucial to success. The Office for Outer Space Affairs noted that buy-in from senior managers had a positive effect on the implementation of flexible work arrangements, which led to increased attention being paid to gender parity in recruitment. Survey respondents also noted that there were challenges to successfully implementing flexible work arrangements, which included blurred lines between working and non-working hours, the potential for isolation and challenges with onboarding.

### **Parental leave and broader care needs**

62. Following the recommendation of ICSC, the General Assembly adopted resolution [77/256 B](#) in December 2022. Rule 6.3 of the provisional Staff Rules replaced the staff rule on maternity, paternity and adoption leave provisions with a standardized parental leave provision of 16 weeks and an entitlement for the parent who gives birth to an additional 10 weeks of prenatal or postnatal leave. A new administrative instruction on parental leave ([ST/AI/2023/2](#)) was also promulgated by the Secretariat. Annual leave would continue to accrue during periods of parental leave. Eighty-three per cent of surveyed entities provided leave in line with resolution [77/256 B](#).

### **On-site childcare**

63. Thirty per cent of surveyed entities reported offering on-site childcare services. UNESCO has an on-site day nursery and a children's club that operates after school and during the school holidays. The childcare centre of FAO provides on-site care for a maximum of 60 children.

64. Many respondents noted the challenges in providing on-site childcare due to office size and limited resources. Others had suspended childcare services during the COVID-19 lockdown and have not yet restarted them. Although the Office of the Special Envoy of the Secretary-General for Syria does not offer formal childcare services, personnel with children are allowed to bring their children to the office during the school holidays or when other childcare options are not available.

### **Breastfeeding/bottle feeding**

65. Inclusive breastfeeding/bottle-feeding policies support equitable parenting and reintegration to work after returning from parental leave, which in turn enables the continuous career progression of women. Seventy-three per cent of surveyed entities have a policy in place that offers the expected standard of two hours off for breastfeeding/bottle feeding daily. A total of 10 per cent offer more than two hours, and 13 per cent offer less.

66. A total of 86 per cent of surveyed entities have a designated lactation room available, a significant increase from 73 per cent in 2021. UN-Women, in collaboration with the Development Coordination Office, has developed a gender inclusion practice note regarding designated lactation spaces for nursing parents.

67. UNRWA has installed lactation rooms at its headquarters. The Secretariat's lactation rooms have been upgraded and are available for nursing parents who work at or visit United Nations Headquarters.

## **B. Standards of conduct**

68. The Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2019/8) was promulgated to ensure that all staff members and non-staff personnel of the Secretariat are treated with dignity and respect. The bulletin was also aimed at ensuring that all personnel are aware of their role and responsibilities in maintaining a workplace free of any form of discrimination, harassment, including sexual harassment, and abuse of authority and being mindful of the need to prevent such conduct and, if it occurs, to take timely and appropriate corrective action, while offering support to those targeted by such conduct.

### **CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System**

69. The CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System, which has developed several tools to address sexual harassment, was established by the Secretary-General in 2017 to scale up prevention and response efforts, protect and support victims and survivors, strengthen investigative capacity and create a safe and enabling working environment. Surveyed entities reported extremely high usage of tools developed by the Task Force: 97 per cent have put in place the minimum standards of the United Nations system model policy on sexual harassment; 86 per cent apply the Code of Conduct to Prevent Harassment, including Sexual Harassment, at United Nations System Events; 78 per cent use the guide for managers on the prevention of, and response to, sexual harassment in the workplace;<sup>12</sup> and 88 per cent report using ClearCheck.<sup>13</sup>

70. In 2021, the CEB Task Force developed a document entitled "Advancing a common understanding of a victim-centred approach to sexual harassment within the organizations of the United Nations system". It outlines a victim-centred approach to sexual harassment and sets out seven core principles designed to assist United Nations entities in adopting and implementing a victim/survivor-centred approach in their formal and informal processes, policies and procedures through the provision of support for victims/survivors, and through protective, investigative and accountability measures.

71. The Office of the Victims' Rights Advocate, together with the World Bank, IOM, OHCHR and the CEB Task Force, developed a United Nations system-wide training module<sup>14</sup> to mainstream a victim-centred approach to addressing sexual harassment, which was made available in 2023. It provides a clear explanation of the rights of victims of sexual harassment and sexual exploitation and abuse, and of the practical application of a victim-centred approach. UN-Women collaborates with the Victims' Rights Advocate to put into practice a victim-centred approach through the network of gender focal points.

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<sup>12</sup> CEB, "Guide for managers – United Nations Secretariat: prevention of, and response to, sexual harassment in the workplace".

<sup>13</sup> ClearCheck is a screening database tool that enables human resources professionals to vet candidates to prevent the hire or rehire of individuals with established allegations of sexual harassment.

<sup>14</sup> Available at <https://www.un.org/en/victims-rights-first/training-module>.

72. UN-Women has also developed the United Nations system-wide knowledge hub on addressing sexual harassment, which is a repository of resources, best practices and tools for preventing and addressing sexual harassment within the United Nations system. The objective of the knowledge hub is to enhance coordination across the United Nations system, improve transparency and facilitate easier access to key documents.

73. Seventy-seven per cent of the surveyed entities reported taking steps to strengthen a victim-centred approach when investigating sexual harassment, sexual exploitation and abuse-related complaints, and since the previous survey 84 per cent offered new training on addressing sexual harassment and abuse. Forty-two per cent of surveyed entities reported that there had been an incident or incidents of discrimination, harassment, including sexual harassment, or abuse of authority within their entity since 2021.

74. Surveyed entities highlighted the need for additional support, including training on the victim-centred approach that focuses on ways in which managers can apply the approach in practice, as well as bystander intervention training. A number of organizations, in particular those with a field presence, welcomed the introduction of anonymous helplines.

### **C. Diversity and inclusion**

75. Seventy per cent of surveyed entities had specific initiatives on diversity and inclusion. For example, the diversity, equity and inclusion strategy of UNFPA was built on the three main pillars of awareness, allyship and accountability. UNFPA delivered sessions on diversity, equity and inclusion and started an internal podcast series that features the lived experiences of diverse personnel.

76. Fifty-nine per cent of surveyed entities have initiatives or programmes for increasing the geographical diversity of women in the workforce. For example, the United Nations International Computing Centre has a global South internship initiative, with dedicated internships reserved for students originating from the global South in order to promote a better geographical representation of women. UN-Women piloted its Young Women Leaders Programme in partnership with the United Nations Volunteers programme, which led to opportunities for young women from the global South to work at UN-Women headquarters. A total of 9 of the 12 participants have continued their careers with UN-Women.

77. Seventy-eight per cent of surveyed entities have taken steps to address racism within the workforce. For example, in September 2020, the Secretary-General appointed a task force to develop an action plan for addressing racial discrimination within the Secretariat. The strategic action plan on addressing racism and promoting dignity for all in the United Nations Secretariat was launched in early 2022. The Secretary-General has since appointed a special adviser to lead the implementation of the plan, supported by an anti-racism team and a high-level implementation steering group.

78. Only 55 per cent of surveyed entities reported specifically engaging with the intersection of gender identity and, for example, race, ethnicity or sexual orientation, which is a critical component to supporting diversity in the workplace.

### **D. System-wide gender focal point network**

79. United Nations gender focal points are a success factor for the advancement of gender parity, as they are assigned to provide support to heads of department, office or mission in fulfilling their responsibilities for the achievement of gender parity. The active support of gender focal points was also recognized by Member States in

General Assembly resolution [76/142](#). Led and coordinated by the Office of the Focal Point for Women in the United Nations System at UN-Women, the network has grown to nearly 500 members, including an increasing number of focal points in the field.

80. As noted in Secretary-General's bulletin [ST/SGB/2008/12](#), each department, office, regional commission and mission should have at least one departmental focal point for women and one alternate. Ninety-five per cent of the surveyed entities reported having appointed focal points in all offices, departments and missions. There is currently at least one gender focal point appointed in 59 United Nations duty stations, including in United Nations country teams.

81. Surveyed entities noted that the system-wide gender focal point network has served as a critical resource for gender focal points for finding out about best practices for implementing the Enabling Environment Guidelines for the United Nations System and the Field-specific Enabling Environment Guidelines, and for inter-agency knowledge-sharing with other gender focal points across the United Nations system. For example, OHCHR reported that its network of gender focal points has an online community of practice for better knowledge management and exchange of good practices. The Department of Safety and Security engages its network of gender focal points for outreach and recruitment of women in the security sector.

82. According to the surveyed entities, the three most common challenges facing gender focal points were competition with other duties, insufficient time to perform their duties as gender focal point and lack of the resources necessary to carry out the functions and networking required by the role, which are the same challenges as those identified in the previous report. Eighty-seven per cent of surveyed entities stated that their focal points have access to senior management.

## **E. Impact of the COVID-19 pandemic on women personnel**

83. Three system-wide surveys on the impact of the COVID-19 pandemic on women personnel in the United Nations system have been conducted by UN-Women since 2020. According to the survey in 2022, 41 per cent of respondents indicated that their entities had initiated surveys with gender-disaggregated data to assess the well-being of personnel since 2020. Flexible work arrangements and hybrid working modalities have been normalized, with over 73 per cent of respondents stating that their respective entities plan to continue the use of such arrangements and modalities in the future.

84. The health and well-being of women personnel continues to be a challenge following the pandemic, in particular given the unequal and gendered division of care responsibilities. Many respondents experienced higher levels of stress and anxiety and increased feelings of isolation as a result of increased workload, virtual meetings and increased care responsibilities, as well as illness related to COVID-19. Given the unequal distribution of care duties, all of this can have a compounded impact on women.

85. Entities have responded to the challenges by providing increased mental health services, increased flexibility through the option to work from home, and women-specific support such as women-only staff meetings, increased flexibility for pregnant women and webinars related to gender-based violence awareness programmes in response to the increased levels of domestic violence during lockdown. Survey results from 2022 showed a marked improvement in the reported health and well-being of women. Many United Nations entities have managed to turn the pandemic into an opportunity to develop relevant and meaningful programmes for women personnel.



## VII. Mission settings

86. According to the United Nations Secretariat Gender Parity Dashboard,<sup>15</sup> women comprised 34 per cent of personnel in field operations of the Secretariat, as at June 2023. Women working in mission settings face a distinct set of challenges in terms of safety and security concerns and working and living needs (see [A/75/803](#)), so mission settings are an important source of information on field-specific challenges. A record number of missions (15) participated in the biennial survey (see annex II), and 18 missions submitted updated implementation plans and status reports (see annex III).

87. A number of missions have made progress towards gender parity targets. In 2022, the United Nations Mission to Support the Hudaydah Agreement achieved gender parity among its international Professional staff, primarily through the implementation of temporary special measures. The United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic has increased the number of patrols by women, and the United Nations Multidimensional Integrated Stabilization Mission in Mali has involved more women in the peace process. UNMISS has achieved gender parity among heads of field offices.

88. Some entities have increased the number of women in emergency, crisis and post-crisis country offices and positions. For example, UNDP has launched dedicated sourcing strategies to attract women by highlighting career stories of female personnel who work in crisis contexts. The United Nations Assistance Mission for Iraq has implemented temporary special measures and contacts all rostered women candidates to inform them of vacancies.

89. The improvement of working and living conditions in mission settings is a priority action for bridging the gender gap. More than half of surveyed missions have plans to implement, or have already implemented, improvements to working and living conditions for women personnel.

90. UNMISS, for example, has created or improved over 40 recreational facilities across its field offices. The United Nations Multidimensional Integrated Stabilization Mission in Mali has improved women's accommodation in the field and increased the availability of medical facilities.

### **Occupational safety and security**

91. Conditions of security and safety differ widely by location. In line with the Field-Specific Enabling Environment Guidelines, it is critical to ensure that mission settings are inclusive and that the security needs of all personnel are met, in order to attract and retain women.

92. The Department of Safety and Security informs all female staff of the availability of female security focal points to serve as a security and advisory resource in missions. UNMISS has created accommodation clusters for female staff. The Mission has also installed solar lights and LED projector lamps in offices and accommodation zones to enhance physical security. To cater to the specific needs and security concerns of women, the United Nations Integrated Transition Assistance Mission in the Sudan offers security training specifically for women and the Department of Safety and Security coordinates security awareness training for women together with UNHCR and UN-Women.

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<sup>15</sup> Available at <https://www.un.org/gender/content/un-secretariat-gender-parity-dashboard>.

### **Career development opportunities for women National Professional Officers**

93. Some missions noted several obstacles to career development for women National Professional Officers, including lack of recognition from team managers, lack of direct communication with mission leadership, and failure to use any available promotion mechanisms for well-performing women national staff. In 2021, the Secretariat and UN-Women developed the United Nations Global Talent Pool<sup>16</sup> to help entities to identify women candidates and conduct direct outreach, including through a National Professional Officers pool. Only 25 per cent of surveyed entities, however, reported participating in the United Nations talent community.

94. Some missions have taken steps to increase the number of women National Professional Officers. For example, UNMISS has made its application process more accessible and encourages managers to recruit women contractors and interns to build their experience towards staff positions. The Mission has also implemented temporary special measures to amend restrictive requirements in terms of field experience to attract a wider range of women to entry-level positions. As a result, the share of women National Professional Officers increased from 25.9 to 27.2 per cent between 2020 and 2023.

## **VIII. Conclusions and recommendations**

### **A. Conclusions**

95. Since the launch of the system-wide strategy on gender parity, most United Nations entities have reached significant milestones, including the development and implementation of updated policies and practices to attract, recruit and promote women, and improved work environments that support greater inclusion. Other key achievements have included initiatives that counter unconscious bias in staff selection and correct historical underrepresentation, and standardized parental leave provision.

96. The overall representation of women in the Professional and higher categories in the United Nations system has increased from 45.3 per cent to 47.0 per cent. Gender parity among the senior-most levels was maintained throughout the reporting period. Moreover, the representation of women at headquarters locations reached 51.3 per cent for the first time.

97. A total of 91 Secretariat entities and agencies, funds and programmes submitted updated entity-specific implementation plans for the period 2022–2024 alongside progress reports. The updated implementation plans of entities that have made significant progress share common features: they are robust and targeted plans with clear goals that are supported by accountability mechanisms, transparent and thorough tracking mechanisms, well-developed and gender-disaggregated data collection to inform the development of initiatives, targeted implementation of temporary special measures, and implementation of the recommendations of the Enabling Environment Guidelines for the United Nations System and the Field-specific Enabling Environment Guidelines. Moreover, the role of leaders, including in close collaboration with gender focal points, remains important.

98. Overall progress towards gender parity continues to be uneven, in terms of both geographical location and grade. Women continue to be underrepresented at the middle and senior management levels, in particular at the P-5 and Director levels. The representation of women at non-headquarters locations has improved but has continued to be significantly lower than at headquarters locations at every grade level.

<sup>16</sup> See <https://careers.un.org/lbw/home.aspx?viewtype=NTP&lang=en-US>.

From recruitment to retention, more coherent implementation of all available tools and techniques outlined in the present report is required for achieving gender parity, in particular in field and mission settings. Entities should renew their focus on gender-sensitive recruitment and outreach techniques, investing in career development initiatives and creating internal and external talent pipelines.

99. Entities have made strides in fostering enabling working environments and continue to implement flexible work arrangements and family-friendly policies established during the COVID-19 pandemic. Gender focal points are key agents of change and important resources in guiding and successfully implementing practices and policies to advance gender parity and create enabling working environments. They strengthen and facilitate the coordination mandate of UN-Women to monitor and report on the implementation, challenges and progress of such practices and policies.

100. Surveyed entities reported high usage rates of the tools developed by the CEB Task Force on Addressing Sexual Harassment. It has become more widely recognized that the elimination of sexual harassment is a critical component for a safe, healthy and respectful working environment and is vital for creating the conditions for achieving gender parity across the United Nations system by 2028.

101. It is evident that there is no single main challenge that hinders progress to gender parity but rather multiple challenges that require specific and measurable reactions.

## **B. Recommendations**

**102. As recommended in the previous report, efforts towards gender parity need to be accelerated through a comprehensive range of actions to overcome the impediments to reaching and sustaining parity in the United Nations system. It is vital to highlight the benefits of gender parity for the workforce and the Organization as a whole, as well as create a stake and a role for all personnel in the pursuit of gender parity.**

**103. All entities, managers and staff are encouraged to continue to implement the recommendations of the system-wide strategy on gender parity, the Enabling Environment Guidelines for the United Nations System, the Field-specific Enabling Environment Guidelines and entity-specific implementation plans in order to reach gender parity and create inclusive working environments in support of gender parity.**

**104. Entities are encouraged to implement the measures outlined in the present report, including by updating and regularly monitoring their implementation plans to reach gender parity, addressing possible impediments, and solidifying accountability mechanisms, such as performance appraisals, specific, measurable, achievable, relevant and time-bound goals, key performance indicators and leadership compacts, which are essential to ensuring progress towards gender parity.**

**105. Robust tracking of progress, such as through the United Nations system-wide dashboard on gender parity, should be used at the entity level throughout the hiring, selection and promotion processes.**

**106. Senior leaders are encouraged to continue to visibly demonstrate their commitment to gender parity and take action, including through consistent messaging and implementation of temporary special measures and by fostering an environment where everyone understands their role in creating an enabling workplace.**

107. It is recommended that entities allocate sufficient financial and human resources for organizational change and for overcoming the identified impediments to progress, in particular as the system-wide strategy on gender parity and the Enabling Environment Guidelines for the United Nations System are implemented and initiatives are piloted and scaled up.

108. Entities should establish mandatory gender-sensitive exit surveys or interviews to assess the effects of the organizational culture on women and their retention (including on interns, volunteers and short- or fixed-term consultants):

(a) Exit surveys and interviews should address possible misconduct, sexual or otherwise, discrimination, or abuse of power to discern the prevalence of prohibited conduct under the principles of the victim-centred approach;

(b) Gender focal points should be consulted or take leadership in creating gender-sensitive exit surveys or interviews;

(c) Exit surveys should prioritize the privacy and dignity of the respondent while also maintaining integrity and accountability by creating and administering clear reporting lines and accountability frameworks for the aggregated results.

109. The terms of reference of gender focal points should be updated and streamlined to enhance inter-agency efforts to reach gender parity across the United Nations system. Each department, office, regional commission, mission and United Nations country team should:

(a) Continue to appoint gender focal points and focal points for women, as well as their alternates. Large entities and each United Nations country team should have multiple gender focal points or alternate gender focal points;

(b) Provide gender focal points with adequate levels of seniority and responsibility, preferably at the P-4 level or above, access to staff selection and representation statistics;

(c) Ensure senior leadership commitment to collaborating with gender focal points and focal points for women;

(d) Provide gender focal points with adequate allocation of dedicated time, training, financial resources and advocacy opportunities that increase in line with the ongoing implementation of the system-wide strategy on gender parity;

(e) Actively include gender focal points in workforce planning, selection processes and outreach efforts to reach gender parity targets;

(f) Designate men as gender focal points;

(g) Continue to coordinate and collaborate with the Office of the Focal Point for Women in the United Nations System at UN-Women on the basis of its mandate and use its substantive guidance and tools.

110. In every Professional and higher category, in particular for field positions, entities are encouraged to enforce accountability for selection and address bias in policies and attitudes that affect the selection of women. Entities should:

(a) Use inclusive vacancy announcements with conscious efforts to maximize the talent pool;

(b) Remove personal information, including gender and marital status, from the initial screening process, namely the application and written assessment, to mitigate unconscious and conscious bias, whenever possible;

(c) Consider temporarily suspending restrictive requirements from job descriptions by removing requirements for time in post;

(d) Require diversity of interview panels and institute mandatory and ongoing unconscious bias training for hiring managers and others involved in the interview or selection process;

(e) Continue to consider geographical representation and gender parity when developing talent pipelines and in recruitment efforts;

(f) Consider making a commitment and demonstrable contribution to gender parity and diversity goals.

111. The low number of qualified women applicants was identified as the most significant impediment to reaching gender parity at the P-4 level and above, with inadequate career development opportunities for mid-level staff second on the list of impediments. Entities should therefore implement a comprehensive set of measures to attract and recruit women, as well as support the career development of women, especially at the mid-career level, including by creating enabling working environments where women can thrive and advance their careers. Entities should:

(a) Conduct targeted and extensive outreach to increase the number of women applicants, in collaboration with women's networks, and using senior talent pipelines, rosters and databases;

(b) Deepen the pool of qualified talent by collaborating with Member States, national universities and specialized networks, in particular in traditionally male-dominated sectors such as technology, logistics, security and the sciences;

(c) Promote inter-agency mobility through short-term assignments, secondments, inter-agency exchanges and shared rosters and by treating women candidates from participating United Nations system organizations as internal candidates;

(d) Ensure professional and personal life integration, as recommended in the Enabling Environment Guidelines for the United Nations System and the Field-Specific Enabling Environment Guidelines.

112. Temporary special measures are needed to accelerate progress in gender parity. The administrative instructions on gender parity should be consistently applied in the field. Regular communication on their application is encouraged between headquarters and non-headquarters locations, and transparent accountability mechanisms should be strengthened, where applicable.

113. In the context of the increasing number of retiring staff in the Secretariat, entities should harness the situation as an opportunity for improving the representation of women and invest in career development, internal pipelines and strategic workforce and structured succession planning, especially in the field and in missions and at the D-1 level and above.

114. Leadership, including resident coordinators and heads of agencies and missions, should champion and coordinate gender parity efforts and create enabling working environments at the United Nations country team level, in cooperation with, and with substantive and technical advice from, gender focal points, UN-Women and other relevant entities. Such actions could include:

(a) Adding gender parity targets to the workplans of United Nations country teams and resident coordinators, and monitoring and tracking trends towards that goal;

(b) Increasing the number of appointments of women resident coordinators at the Assistant Secretary-General and D-2 levels;

- (c) Leveraging gender theme groups to support the advancement of gender parity and the creation of an enabling environment, where appropriate;
- (d) Ensuring buy-in to gender parity efforts from all staff members, and from men in particular;
- (e) Expanding the goal of gender parity to include National Professional Officers and General Service staff;
- (f) Actively participating in the United Nations talent community.

115. Mobility policies should support the career development and retention of staff members by facilitating personal and professional life integration throughout career life cycles. This includes providing opportunities for spousal employment and the designation of family duty stations to consider not only security concerns but also aspects such as the availability of health care, schools and recreational facilities at the duty stations.

116. It is recommended that entities promote professional and personal life integration for all personnel, including by promoting and implementing flexible working arrangements and duty station-specific flexible solutions. Entities should:

- (a) Continue to provide to personnel support established during the COVID-19 pandemic, including flexible working arrangements, family-friendly policies and health care;
- (b) Address the broader care needs of personnel and provide additional leave and flexibility, when possible;
- (c) Provide on-site childcare where feasible and promote flexible alternatives;
- (d) Monitor adherence to parental leave policies and investigate gender disparities among employees taking leave;
- (e) Continue to provide mental health resources and proactively connect with personnel to prevent isolation and promote a workplace culture that destigmatizes mental health care.

117. 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 the future executive group. Continued monitoring and implementation of accountability mechanisms is recommended. Entities should:

- (a) Apply a victim-centred approach to all instances of misconduct and demonstrate zero tolerance towards discrimination, harassment, including sexual harassment, and abuse of authority both online and in person;
- (b) Continue to align with the United Nations system model policy on sexual harassment;
- (c) Implement at all United Nations events, both online and in person, the Code of Conduct to Prevent Harassment, Including Sexual Harassment, at United Nations System Events;
- (d) Use the guide for managers on the prevention of, and response to, sexual harassment in the workplace;
- (e) Continue to ensure the use of ClearCheck;

(f) Consult and apply consistently the *Investigators' Manual: Investigations of Sexual Harassment Complaints in the United Nations*;

(g) Institute periodic staff surveys to monitor implementation and use of the aforementioned tools and engage in regular knowledge-sharing to exchange good practices.

118. Global staff surveys and pulse checks that collect gender-disaggregated data should be administered regularly to assess the organizational culture, identify gaps and solicit feedback, and should be followed by appropriate action plans.

119. Promoting an environment where impunity is not tolerated and victims and survivors feel secure reporting misconduct is key to preventing and addressing sexual harassment and abuse of authority. Entities should:

(a) Use and provide resources on the United Nations system-wide knowledge hub on addressing sexual harassment to build a safe workplace culture;

(b) Disseminate communications materials with information on referral pathways and proper procedures designed for both survivors and managers;

(c) Develop publicly available leadership commitments to promote elimination of sexual harassment;

(d) Establish and implement a confidential helpline for the anonymous reporting of misconduct, if not already available.

120. Regular and mandatory training should be a standard feature of entity-level approaches to addressing all types of harassment and misconduct. Entities are encouraged to address the intersection of gender identity and race, geographical location and contract modality by:

(a) Developing publicly available leadership commitments;

(b) Providing training for managers and personnel that covers ways to implement an inclusive working culture;

(c) Developing training for misconduct in multilingual and multicultural contexts;

(d) Organizing bystander intervention training for all personnel.

121. All forms of discrimination, including racism, should be addressed by implementing the relevant rules and having frameworks in place and through awareness-raising, capacity-building and the implementation of entity-specific action plans.

122. Member States are encouraged to strengthen the sustainability of gender parity at the senior-most levels within the United Nations by nominating women candidates for consideration for such positions.

## Annex I

**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	
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
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	–	–	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	0	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
UNJSPF	–	–	2	2	33	28	33	21	11	11	5	3	2	–	1	1	87	66	43.1
UNOPS	1	4	29	24	97	63	65	53	47	27	15	15	12	7	2	2	268	195	42.1



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	
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
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
UNWTO	1	9	3	1	5	4	6	7	3	5	2	–	–	1	2	–	22	27	55.1
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
<b>Total</b>	<b>81</b>	<b>154</b>	<b>1 835</b>	<b>2 604</b>	<b>6 131</b>	<b>5 814</b>	<b>7 245</b>	<b>6 073</b>	<b>4 141</b>	<b>2 941</b>	<b>1 220</b>	<b>878</b>	<b>436</b>	<b>255</b>	<b>145</b>	<b>129</b>	<b>21 234</b>	<b>18 848</b>	<b>47.0</b>

## Annex II

**Respondents of the 2023 biennial survey on the improvement in  
the status of women in the United Nations system**

<i>Agencies, funds and programmes</i>	<i>United Nations Secretariat entities</i>	
	<i>Departments and offices</i>	<i>Special political missions and peacekeeping operations</i>
FAO	United Nations Office at Nairobi	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
IAEA	United Nations Office at Vienna/UNODC	United Nations Multidimensional Integrated Stabilization Mission in Mali
ICAO	Counter-Terrorism Committee Executive Directorate	United Nations Assistance Mission in Afghanistan
IFAD	Department of Economic and Social Affairs	United Nations Assistance Mission for Iraq
ILO	Department for General Assembly and Conference Management	United Nations Peacekeeping Force in Cyprus
IMO	Department of Global Communications	United Nations Interim Force in Lebanon
IOM	Department of Management, Strategy, Policy and Compliance	United Nations Integrated Transition Assistance Mission in the Sudan
ITC	Department of Operational Support	United Nations Mission to Support the Hudaydah Agreement
Office of the Ombudsman for United Nations Funds and Programmes	Department of Political and Peacebuilding Affairs/Department of Peace Operations	United Nations Interim Administration Mission in Kosovo
PAHO	Department of Safety and Security	UNMISS
ITU	Economic Commission for Europe	United Nations Regional Centre for Preventive Diplomacy for Central Asia
UNAIDS	Economic Commission for Latin America and the Caribbean	Office of the United Nations Special Coordinator for Lebanon
UNDP	Economic and Social Commission for Asia and the Pacific	United Nations Support Office in Somalia
UNEP	Economic and Social Commission for Western Asia	United Nations Truce Supervision Organization
UNESCO	ICSC	United Nations Verification Mission in Colombia
UNFPA	International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011	

<i>Agencies, funds and programmes</i>	<i>United Nations Secretariat entities</i>	
	<i>Departments and offices</i>	<i>Special political missions and peacekeeping operations</i>
UNHCR	Office of Administration of Justice	
UNICC	Office of Counter-Terrorism	
UNICEF	Office for Disarmament Affairs	
UNIDO	OHCHR	
UNITAR	Office of Information and Communications Technology	
UNOPS	Office of Legal Affairs	
UNU	Office of Military Affairs	
UNRWA	Office for Outer Space Affairs	
UN-Women	Office of the Special Envoy of the Secretary-General on Myanmar	
UPU	Office of the Special Envoy of the Secretary-General for Syria	
WFP	Office of the Special Envoy of the Secretary-General for Yemen	
WHO	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	
WIPO	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	
WMO	UNFCCC secretariat	
	United Nations Human Settlements Programme (UN-Habitat)	
	UNJSPF	

**Annex III****Entities that updated their implementation plan for 2022–2024**

<i>Agencies, funds and programmes</i>	<i>United Nations Secretariat entities</i>	
	<i>Departments and offices</i>	<i>Special political missions and peacekeeping operations</i>
FAO	United Nations Office at Geneva	United Nations Mission for the Referendum in Western Sahara
ICAO	United Nations Office at Nairobi	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
IFAD	United Nations Office at Vienna/UNODC	United Nations Multidimensional Integrated Stabilization Mission in Mali
ILO	CEB	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
IMO	Counter-Terrorism Committee Executive Directorate	United Nations Assistance Mission in Afghanistan
IOM	Development Coordination Office	UNAMI
ITC	Department of Global Communications	United Nations Disengagement Observer Force
Office of the Ombudsman for United Nations Funds and Programmes	Department for General Assembly and Conference Management	United Nations Peacekeeping Force in Cyprus
PAHO	Department of Management, Strategy, Policy and Compliance	United Nations Interim Force in Lebanon
UNAIDS	Department of Operational Support	United Nations Integrated Transition Assistance Mission in the Sudan
UNDP	Department of Political and Peacebuilding Affairs/Department of Peace Operations	United Nations Mission to Support the Hudaydah Agreement
UNEP	Department of Safety and Security	United Nations Interim Administration Mission in Kosovo
UNESCO	Economic Commission for Africa	UNMISS
UNFPA	Economic Commission for Europe	United Nations Military Observer Group in India and Pakistan
UNHCR	Economic Commission for Latin America and the Caribbean	United Nations Regional Centre for Preventive Diplomacy for Central Asia
UNICEF	Economic and Social Commission for Asia and the Pacific	Office of the United Nations Special Coordinator for Lebanon
UNIDO	Economic and Social Commission for Western Asia	United Nations Support Office in Somalia

<i>Agencies, funds and programmes</i>	<i>United Nations Secretariat entities</i>	
	<i>Departments and offices</i>	<i>Special political missions and peacekeeping operations</i>
UNITAR	ICSC	United Nations Truce Supervision Organization
UNOPS	International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011	
UNU	International Residual Mechanism for Criminal Tribunals	
UNRWA	Joint Inspection Unit (JIU)	
UN-Women	Office of Administration of Justice	
WFP	Office of Counter-Terrorism	
WHO	Office for Disarmament Affairs	
WIPO	OHCHR	
WMO	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	
	Office of Information and Communications Technology	
	Office of Internal Oversight Services	
	Office of Legal Affairs	
	Office of the Special Adviser on Africa	
	Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	
	Office of the Special Envoy of the Secretary-General on Myanmar	
	Office of the Special Envoy of the Secretary-General for the Great Lakes Region	
	Office of the Special Envoy of the Secretary-General for Syria	
	Office of the Special Envoy of the Secretary-General for Yemen	
	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	

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	<i>Departments and offices</i>	<i>Special political missions and peacekeeping operations</i>
	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	
	Office of the Special Representative of the Secretary-General on Violence against Children	
	Secretariat of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa	
	United Nations Conference on Trade and Development	
	Ethics Office	
	United Nations Human Settlements Programme (UN-Habitat)	
	UNJSPF	
	United Nations Office to the African Union	
	Office for the Coordination of Humanitarian Affairs	
	United Nations Office for Disaster Risk Reduction	
	Office for Outer Space Affairs	

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