



International Civil Aviation Organization

WORKING PAPER

A39-WP/73

EX/36

13/6/16

ASSEMBLY — 39TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 25: ICAO Workforce

STATUS OF THE ICAO WORKFORCE

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This paper presents the status of the ICAO workforce for 2013, 2014 and 2015 and includes the status of Equitable Geographical Representation (EGR) and Gender, together with an analysis of the Professional and higher category appointments and their impact on EGR and Gender, as well as Human Resources (HR) data on age, length of service and retirement projections. It also provides observations based on the statistics.

Action: The Assembly is invited to:

- a) note the status report presented herein; and
- b) urge Member States to collaborate with the ICAO Secretariat in the attainment and maintenance of a diverse, flexible and motivated workforce.

<i>Strategic Objectives:</i>	This paper relates to Supporting Implementation Strategy – Management and Administration: Human Resources
<i>Financial implications:</i>	Not applicable
<i>References:</i>	Doc10022, <i>Assembly Resolutions in Force</i> (A36-27, A24-20) Doc 7350, <i>The ICAO Service Code</i>

1. INTRODUCTION

1.1 Pursuant to Assembly Resolutions A24-20 and A36-27, the Council monitors the status of diversity in the workforce of the Secretariat by examining annual statistics and reports on recruitment decisions and their impact on Equitable Geographical Representation (EGR), as well as on Gender.

1.2 This paper reports on the composition and status of the ICAO workforce for 2013, 2014 and 2015. It also provides observations based on the statistics.

2. COMPOSITION AND STATUS OF THE ICAO WORKFORCE

2.1 At 31 December 2015, there was a grand total of 742 posts (579 established and 163 extrabudgetary), of which 688 posts were filled and occupied by staff (Appendix A-1 refers). Also at the same date, there was a grand total of 144 non-staff personnel, consisting of 113 consultants/contractors and 31 gratis personnel (Appendix A-2 refers).

2.2 At its 201st Session in 2014, the Council approved the conditions and criteria for the granting of continuing appointments, which resulted in an increase in permanent and continuing appointments for Professional staff from 14 per cent (43 out of 318) in 2013 to 30 per cent (100 out of 334) in 2015. For Professional staff, the introduction of the continuing appointments has resulted in a decrease in the fixed-term appointment from 89 per cent (260 out of 318 in 2013) to 69 per cent (229 out of 334) in 2015. The majority of Professional staff hold a fixed-term appointment. In the General Service category, the percentage of permanent appointments decreased from 48 per cent (172 out of 357) in 2013 to 39 per cent (137 out of 354) in 2015, due to natural attrition, and the percentage of fixed-term appointments increased from 25 per cent (91 out of 357) to 38 per cent (134 out of 354).

***Observation 1:** Although the overall number of posts remained stable during the triennium, i.e. 743 and 742 posts in 2013 and 2015, respectively, there was a decrease in the number of established posts funded by the Regular Programme and AOSC funds, from 601 in 2013 to 579 in 2015. This decrease in established posts was off-set by an increase in posts financed by extra-budgetary funds, from 142 in 2013 to 163 in 2015, demonstrating increasing reliance on extra-budgetary funds to meet the needs of the Organization. With regard to type of appointment, the majority of Professional staff hold a fixed-term appointment. For General Service staff, the percentage of permanent appointments is decreasing and the percentage of fixed-term appointments is on the rise.*

2.3 As at 31 December 2015, there were 232 staff in 252 posts subject to EGR, and from the 191 Member States, 90 States were represented in ICAO, of which 86 were in posts subject to EGR. These details, as well as an overall summary of the distribution of the 232 staff in posts subject to EGR by Region, are provided in Appendix B. Comprehensive details of the staff in the Secretariat as at 31 December 2015, by post level, by State and by Region are provided in Appendix C. An overview of the regional and state representation for key posts (D-2 and D-1) is provided in Appendix D.

***Observation 2:** There has been a decrease in the overall percentage of unrepresented States (from 59 per cent in 2013 to 55 per cent in 2015), with a corresponding increase in the number of States represented in the Secretariat in posts subject to EGR (from 41 per cent in 2013 to 45 per cent in 2015).*

2.4 As at 31 December 2015, the overall percentage of women in Professional and higher categories was 30.2 per cent. At the senior and expert level, the distribution of women by grade level was as follows: SG (100 per cent); D-2 (0 per cent); D-1 (5 per cent); P-5 (24 per cent); and P-4 (23 per cent). At

the lower levels, gender parity has been achieved at the P-2 level (50 per cent) and is close to the target at the P-3 level (46 per cent) (Appendix E-1 refers). Statistics on women in Professional and higher categories in organizations of the United Nations as at 31 December 2014 are provided in Appendix E-2.

2.5 As at 31 December 2015, in the General Service category the overall percentage of women was 77 per cent, as compared to 23 per cent for men, and women exceeded the target of 50 per cent in almost all grade levels. Statistics on women in the General Service category in organizations of the United Nations as at 31 December 2014 are provided in Appendix E-3.

Observation 3: *In ICAO, for the years 2013 and 2015, the overall percentage of women in the Professional and higher categories has remained unchanged at 30 per cent. The percentage of women at P-3 and P-2 is either close to or has met the target of 50 per cent, while at the senior and expert levels (D-2, D-1, P-5 and P-4), the percentage is far behind the target as at 31 December 2015. During the reporting period, two of the five D-2 posts were occupied by women. One of these two women was elected to the position of Secretary General. This is the first time in the history of ICAO that the post of Secretary General is held by a woman.*

Observation 4: *The overall representation of women in Professional and higher categories continues to be a challenge for ICAO. In the organizations of the United Nations Common System, as at 31 December 2014, the overall average percentage of women in Professional and higher categories was 42 per cent, and at ICAO, it was 29 per cent. This percentage was within the range of the percentages of other technical specialized United Nations agencies, including the International Atomic Energy Agency (IAEA) and World Meteorological Organization (WMO), which were 29 and 35, respectively. Also, as at 31 December 2014, in the General Service category, the percentage of women in ICAO (78 per cent) exceeded the percentages of other technical specialized United Nations agencies, including IAEA, WMO and ITU.*

2.6 In 2015, a total of 48 appointments were made to posts in the Professional and higher categories, of which 43 were accepted. Of these 43 accepted appointments, 27 (63 per cent) were for posts subject to EGR. Of the 27 accepted appointments in posts subject to EGR, 15 (56 per cent) were for external candidates, of which 9 (60 per cent) were from either unrepresented or under-represented States. Women represented 33 per cent (5 out of 15) of the external candidates appointed to posts subject to EGR and 37 per cent (16 out of 43) of the total accepted appointments. For the posts subject to EGR to which appointments were accepted in 2015, a total number of 1524 applications were received, of which 26 per cent (390 out of 1524) were from women and 32 per cent (484 out of 1524) were from nationals of unrepresented and under-represented States (Appendix F refers).

Observation 5: *The Professional and higher category appointments made over the last three years have had a more favourable impact on EGR than on gender. This can be partly attributed to the overall percentage of applications received for posts subject to EGR, which, on average, is higher for nationals of unrepresented and under-represented States in comparison to the percentage of applications received from women. As an average over the last three years, 47 per cent of the external candidates who accepted the appointments to posts subject to EGR were from unrepresented and under-represented States, which is close to the target of 50 per cent set by the Council.*

Observation 6: *Gender representation in the Professional and higher categories continues to be a challenge for ICAO. In comparison to the last triennium, of all applications received for Professional and higher category posts subject to EGR, there has been an increase in the average percentage of applications received from women candidates, i.e. from 23 percent for the years 2010 to 2012, to 27 percent for the years 2013 to 2015. Of all appointments made, there has also been an increase in the average percentage*

of total women appointments, i.e. from 28 per cent for the years 2010 to 2012 to 32 per cent for the years 2013 to 2015. These figures indicate that the numbers of qualified women who are seeking to join ICAO to contribute to the work of the global aviation community is on the rise. In combination with this positive trend, proactive outreach and recruitment measures would assist in further increasing applications and appointments of qualified women to Professional and higher category posts.

2.7 The demographic data of the ICAO workforce as at 31 December 2015 for Professional and higher category posts (Appendix G-1 and G-2 refers) show that:

- a) the distribution by age remains relatively unchanged from 2013 to 2015, with the majority of staff (49 per cent) between the ages of 40 and 54;
- b) in terms of years of service, the largest group of staff (48 per cent) are those with five years of service or less; and
- c) excluding the Secretary General and D-2 staff, 21 per cent (70 out of 329) of the Professional staff are due to retire by 31 December 2019.

2.8 For the General Service category, the demographic data of ICAO workforce as at 31 December 2015 (Appendix G-1 and G-2 refers) show that:

- a) while there continues to be a considerable percentage of staff who are between the ages of 50 and 59, this percentage has decreased (from 48 per cent in 2013 to 43 per cent in 2015);
- d) in terms of years of service, the largest group of staff (32 per cent) are those with five years of service or less; and
- b) 16 per cent (58 out of 354) of the General Service category staff are due to retire by 31 December 2019.

Observation 7: *Under current regulations, there are 19 per cent of Professional and General Service staff combined who are due to retire by 31 December 2019. To mitigate against the loss of technical expertise and institutional knowledge, advance planning for succession and clear strategies for talent management, inter-linked with other organizational strategies and measures related to knowledge management, will continue to be explored and enhanced.*

3. CONCLUSION

3.1 The attainment and maintenance of a diverse, flexible and motivated workforce requires the collaboration of Member States, senior management, line management and Human Resources.

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APPENDIX A-1

DISTRIBUTION OF TOTAL POSTS AND STAFF

Distribution of Total Posts	2013		2014		2015	
	No.	%	No.	%	No.	%
Professional and Higher - Established RP and AOSC	292	82%	294	82%	291	81%
Professional and Higher - Extra-budgetary (all funds)	62	18%	65	18%	69	19%
Sub-total for P and Higher:		354		359		360
GS - Established RP and AOSC	309	79%	289	76%	288	75%
GS - Extra-budgetary (all funds)	80	21%	90	24%	94	25%
Sub-total for GS:		389		379		382
Total:		743		738		742

Distribution of Total Staff	2013		2014		2015	
	No.	%	No.	%	No.	%
Professional and Higher - Established RP and AOSC	256	81%	260	80%	265	79%
Professional and Higher - Extra-budgetary (all funds)	62	19%	65	20%	69	21%
Sub-total for P and Higher:		318		325		334
GS - Established RP and AOSC	277	78%	261	74%	260	73%
GS - Extra-budgetary (all funds)	80	22%	90	26%	94	27%
Sub-total for GS:		357		351		354
Total:		675		676		688

APPENDIX A-2
WORKFORCE BY CONTRACT TYPES

Staff	2013		2014		2015	
	IP	GS	IP	GS	IP	GS
Permanent and Continuing	43	172	94	148	100	137
Term*	11	89	2	82	2	77
Fixed Term**	260	91	225	116	229	134
Temporary	-	5	-	5	-	6
JPO/Associate Expert	4	-	4	-	3	-
Sub-Total for IP and GS	318	357	325	351	334	354
Total:		675		676		688

* Term includes the former Career and Regular appointments.

** Data reported under Fixed Term includes the former non-career appointments and fixed mandates.

Non-Staff ***	2013	2014	2015
Consultants / Contractors	104	88	113
Gratis Personnel	25	42	31
Total:	129	130	144

*** Total number of Consultants/Contractors and Gratis Personnel as at 31 December.

APPENDIX B

EQUITABLE GEOGRAPHICAL REPRESENTATION (EGR)

Posts subject to EGR	2013		2014		2015	
	#	%	#	%	#	%
Posts subject to EGR	246		252		252	
Staff in posts subject to EGR	221		227		232	
Staff with non-career contracts in EGR Posts	177	80%	163	72%	162	70%
No. of Contracting States	191		191		191	
Unrepresented (A)	112	59%	108	57%	105	55%
Represented	79	41%	83	43%	86	45%
(B) States under-represented	17	22%	17	20%	16	19%
(C) States at desirable level	40	51%	42	51%	45	52%
(D) States above desirable level	22	28%	24	29%	25	29%
Staff in posts subject to EGR by Region	221		227		232	
AFI	34	15%	37	16%	44	19%
ASIA-PAC	27	12%	34	15%	32	14%
EUR	51	23%	51	22%	56	24%
MID	7	3%	8	4%	8	3%
LAM-CAR	38	17%	37	16%	34	15%
NAM	64	29%	60	26%	58	25%
Regional Status						
AFI		B		B		D
ASIA-PAC		B		B		B
EUR		B		B		B
MID		B		B		B
LAM-CAR		D		D		D
NAM		D		D		D

APPENDIX C

PROFESSIONAL AND HIGHER CATEGORY STAFF IN POSTS AS AT 31 DECEMBER 2015

REGION: AFI											
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION							Total Staff	Desirable Level	Status Code*	
	LEVELS										
	D-2	D-1	P-5	P-4	P-3	P-2	P-1				
ALGERIA	-	-	-	-	-	-	-	-	1	A	
ANGOLA	-	-	-	1	-	-	-	1	1	C	
BENIN	-	-	-	-	-	-	-	-	1	A	
BOTSWANA	-	-	-	-	-	-	-	-	1	A	
BURKINA FASO	-	-	1	1	-	-	-	2	1	D	
BURUNDI	-	-	-	1	-	-	-	1	1	C	
CAMEROON	-	-	-	2	-	-	-	2	1	D	
CAPE VERDE	-	-	-	-	-	-	-	-	1	A	
CENTRAL AFRICAN REPUBLIC	-	-	-	-	-	-	-	-	1	A	
CHAD	-	-	-	-	-	-	-	-	1	A	
COMOROS	-	-	-	-	-	-	-	-	1	A	
CONGO	-	-	-	-	-	-	-	-	1	A	
CÔTE D'IVOIRE	-	-	-	1	-	-	-	1	1	C	
DEMOCRATIC REPUBLIC OF THE CONGO	-	-	-	-	1	-	-	1	1	C	
DJIBOUTI	-	-	-	-	-	-	-	-	1	A	
EGYPT	-	-	-	1	-	1	-	2	1	D	
EQUATORIAL GUINEA	-	-	-	-	-	-	-	-	1	A	
ERITREA	-	-	-	-	-	-	-	-	1	A	
ETHIOPIA	-	1	-	-	-	1	-	2	1	D	
GABON	-	-	1	-	-	-	-	1	1	C	
GAMBIA	-	1	-	2	1	-	-	4	1	D	
GHANA	-	-	-	1	1	-	-	2	1	D	
GUINEA	-	-	-	-	-	-	-	-	1	A	
GUINEA-BISSAU	-	-	-	-	-	-	-	-	1	A	
KENYA	-	-	1	2	-	-	-	3	1	D	
LESOTHO	-	-	-	1	-	-	-	1	1	C	
LIBERIA	-	-	-	-	-	-	-	-	1	A	
LIBYAN ARAB JAMAHIRIYA	-	-	-	-	-	-	-	-	1	A	
MADAGASCAR	-	-	-	1	-	-	-	1	1	C	
MALAWI	-	-	-	-	-	-	-	-	1	A	
MALI	-	-	-	1	-	-	-	1	1	C	
MAURITANIA	-	-	-	-	-	-	-	-	1	A	
MAURITIUS	-	-	-	-	-	-	-	-	1	A	
MOROCCO	-	-	1	-	-	-	-	1	1	C	
MOZAMBIQUE	-	-	-	1	-	-	-	1	1	C	
NAMIBIA	-	-	-	-	-	-	-	-	1	A	
NIGER	1	-	-	-	1	-	-	2	1	D	
NIGERIA	-	-	1	-	-	-	-	1	1	C	
RWANDA	-	-	-	-	-	-	-	-	1	A	
SAO TOME AND PRINCIPE	-	-	-	-	-	-	-	-	1	A	
SENEGAL	-	-	-	1	2	-	-	3	1	D	
SEYCHELLES	-	-	-	-	1	-	-	1	1	C	
SIERRA LEONE	-	-	-	-	-	-	-	-	1	A	
SOMALIA	-	-	-	-	-	-	-	-	1	A	
SOUTH AFRICA	-	-	1	3	-	-	-	4	2	D	
SOUTH SUDAN	-	-	-	-	-	-	-	-	1	A	
SUDAN	-	-	-	-	-	-	-	-	1	A	
SWAZILAND	-	-	-	-	-	-	-	-	1	A	
TOGO	-	-	-	1	-	-	-	1	1	C	
TUNISIA	-	-	1	1	-	-	-	2	1	D	
UGANDA	-	1	-	2	-	-	-	3	1	D	
UNITED REPUBLIC OF TANZANIA	-	-	-	-	-	-	-	-	1	A	
ZAMBIA	-	-	-	-	-	-	-	-	1	A	
ZIMBABWE	-	-	-	-	-	-	-	-	1	A	
Total for AFI region:	1	3	7	24	7	2	-	44	41	D	
Sum of desirable levels of all States within AFI region:	55										
Number of countries per status within AFI region:	A:	29	B:	0	C:	13	D:	12			

* EGR Status Code: A = Unrepresented B = Under-represented C = At Desirable Level D = Above Desirable Level

REGION: ASIA-PAC										
IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION										
State	LEVELS							Total Staff	Desirable Level	Status Code*
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
AUSTRALIA	-	1	-	5	-	-	-	6	3	D
BANGLADESH	-	-	-	-	-	-	-	-	1	A
BHUTAN	-	-	-	-	-	-	-	-	1	A
BRUNEI DARUSSALAM	-	-	-	-	-	-	-	-	1	A
CAMBODIA	-	-	-	-	1	-	-	1	1	C
CHINA	-	-	3	2	-	1	-	6	8	B
COOK ISLANDS	-	-	-	-	1	-	-	1	1	C
DEM. PEOPLE'S REP. KOREA	-	-	-	-	-	-	-	-	1	A
FIJI	-	-	-	-	-	-	-	-	1	A
INDIA	-	1	1	1	-	-	-	3	2	D
INDONESIA	-	-	-	1	-	-	-	1	2	B
JAPAN	-	1	3	1	1	-	-	6	11	B
KIRIBATI	-	-	-	-	-	-	-	-	1	A
LAO PEOPLE'S DEM. REP.	-	-	-	-	-	-	-	-	1	A
MALAYSIA	-	-	-	1	-	-	-	1	2	B
MALDIVES	-	-	-	-	-	-	-	-	1	A
MARSHALL ISLANDS	-	-	-	-	-	-	-	-	1	A
MICRONESIA	-	-	-	-	-	-	-	-	1	A
MONGOLIA	-	-	-	-	-	-	-	-	1	A
MYANMAR	-	-	-	-	-	-	-	-	1	A
NAURU	-	-	-	-	-	-	-	-	1	A
NEPAL	-	-	-	1	-	-	-	1	1	C
NEW ZEALAND	-	-	1	-	-	-	-	1	1	C
PALAU	-	-	-	-	-	-	-	-	1	A
PAPUA NEW GUINEA	-	-	-	-	-	-	-	-	1	A
PHILIPPINES	-	-	-	-	-	-	-	-	1	A
REPUBLIC OF KOREA	-	-	-	1	1	1	-	3	4	B
SAMOA	-	-	-	-	-	-	-	-	1	A
SINGAPORE	-	-	-	-	1	-	-	1	2	B
SOLOMON ISLANDS	-	-	-	-	-	-	-	-	1	A
SRI LANKA	-	-	-	1	-	-	-	1	1	C
THAILAND	-	-	-	-	-	-	-	-	2	A
TIMOR-LESTE	-	-	-	-	-	-	-	-	1	A
TONGA	-	-	-	-	-	-	-	-	1	A
VANUATU	-	-	-	-	-	-	-	-	1	A
VIET NAM	-	-	-	-	-	-	-	-	1	A
Total for ASIA-PAC region:	-	3	8	14	5	2	-	32	53	B
Sum of desirable levels of all States within ASIA-PAC region:	63									
Number of countries per status within ASIA-PAC region:	A:	23	B:	6	C:	5	D:	2		

* EGR Status Code: A = Unrepresented B = Under-represented C = At Desirable Level D = Above Desirable Level

C-3

REGION: EUR										
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION							Total Staff	Desirable Level	Status Code*
	LEVELS									
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
ALBANIA	-	-	-	-	-	-	-	-	1	A
ANDORRA	-	-	-	-	-	-	-	-	1	A
ARMENIA	-	-	-	1	-	-	-	1	1	C
AUSTRIA	-	-	-	1	1	-	-	2	2	C
AZERBAIJAN	-	-	-	1	-	-	-	1	1	C
BELARUS	-	-	-	-	-	-	-	-	1	A
BELGIUM	-	-	1	2	-	-	-	3	2	D
BOSNIA AND HERZEGOVINA	-	-	-	1	-	-	-	1	1	C
BULGARIA	-	-	-	-	-	-	-	-	1	A
CROATIA	-	-	-	-	-	-	-	-	1	A
CZECH REPUBLIC	-	-	-	-	-	-	-	-	1	A
DENMARK	-	-	-	-	-	-	-	-	2	A
ESTONIA	-	-	-	-	-	-	-	-	1	A
FINLAND	-	-	-	-	-	-	-	-	2	A
FRANCE	-	1	1	4	1	1	-	8	7	D
FYROM	-	-	-	-	-	-	-	-	1	A
GEORGIA	-	-	-	-	-	-	-	-	1	A
GERMANY	-	1	1	2	1	-	-	5	9	B
GREECE	-	-	-	1	-	-	-	1	2	B
HUNGARY	-	-	-	-	-	-	-	-	1	A
ICELAND	-	-	-	2	-	-	-	2	1	D
IRELAND	-	-	-	-	-	-	-	-	2	A
ITALY	-	-	2	2	1	1	-	6	5	D
KAZAKHSTAN	-	-	-	-	-	-	-	-	1	A
KYRGYZSTAN	-	-	-	-	-	1	-	1	1	C
LATVIA	-	-	-	-	-	-	-	-	1	A
LITHUANIA	-	-	-	-	-	-	-	-	1	A
LUXEMBOURG	-	-	1	-	-	-	-	1	1	C
MALTA	-	-	-	-	-	-	-	-	1	A
MOLDOVA	-	-	-	-	-	-	-	-	1	A
MONACO	-	-	-	-	-	-	-	-	1	A
MONTENEGRO	-	-	-	-	-	-	-	-	1	A
NETHERLANDS	-	-	2	-	-	-	-	2	3	B
NORWAY	-	-	-	-	-	-	-	-	2	A
POLAND	-	-	-	2	-	-	-	2	2	C
PORTUGAL	-	1	-	-	-	-	-	1	2	B
ROMANIA	-	1	1	-	1	-	-	3	1	D
RUSSIAN FEDERATION	-	-	-	1	1	-	-	2	4	B
SAN MARINO	-	-	-	-	-	-	-	-	1	A
SERBIA	-	-	-	-	-	-	-	-	1	A
SLOVAKIA	-	-	-	-	-	-	-	-	1	A
SLOVENIA	-	-	-	-	-	-	-	-	1	A
SPAIN	-	-	-	2	1	-	-	3	4	B
SWEDEN	-	-	-	-	-	-	-	-	2	A
SWITZERLAND	-	-	-	-	1	-	-	1	2	B
TAJKISTAN	-	-	-	-	-	-	-	-	1	A
TURKEY	-	-	-	-	-	-	-	-	3	A
TURKMENISTAN	-	-	-	-	-	-	-	-	1	A
UKRAINE	-	-	-	-	-	-	-	-	1	A
UNITED KINGDOM	-	-	3	6	-	1	-	10	7	D
UZBEKISTAN	-	-	-	-	-	-	-	-	1	A
Total for EUR region:	-	4	12	28	8	4	-	56	79	B
Sum of desirable levels of all States within EUR region:	96									
Number of countries per status within EUR region:	A:	31	B:	7	C:	7	D:	6		

* EGR Status Code: A = Unrepresented B = Under-represented C = At Desirable Level D = Above Desirable Level

C-4

REGION: LAM-CAR										
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION							Total Staff	Desirable Level	Status Code*
	L E V E L S									
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
ANTIGUA AND BARBUDA	-	-	-	-	-	-	-	-	1	A
ARGENTINA	-	-	1	-	-	-	-	1	1	C
BAHAMAS	-	-	-	-	-	-	-	-	1	A
BARBADOS	-	-	-	-	-	-	-	-	1	A
BELIZE	-	-	-	-	-	-	-	-	1	A
BOLIVIA	-	-	-	2	-	-	-	2	1	D
BRAZIL	-	2	4	2	-	-	-	8	4	D
CHILE	1	-	-	-	-	-	-	1	1	C
COLOMBIA	-	-	-	1	-	-	-	1	1	C
COSTA RICA	-	-	1	2	-	-	-	3	1	D
CUBA	-	-	-	-	-	-	-	-	1	A
DOMINICAN REPUBLIC	-	-	-	-	-	-	-	-	1	A
ECUADOR	-	-	-	1	-	-	-	1	1	C
EL SALVADOR	-	-	-	-	-	-	-	-	1	A
GRENADA	-	-	-	-	-	-	-	-	1	A
GUATEMALA	-	-	-	-	-	-	-	-	1	A
GUYANA	-	-	1	-	-	-	-	1	1	C
HAITI	-	-	-	-	-	-	-	-	1	A
HONDURAS	-	-	-	1	-	-	-	1	1	C
JAMAICA	-	-	-	-	1	-	-	1	1	C
MEXICO	-	-	-	3	2	1	-	6	3	D
NICARAGUA	-	-	-	-	-	-	-	-	1	A
PANAMA	-	-	-	1	-	-	-	1	1	C
PARAGUAY	-	-	-	1	-	-	-	1	1	C
PERU	-	-	-	1	-	-	-	1	1	C
SAINT KITTS AND NEVIS	-	-	-	-	-	-	-	-	1	A
SAINT LUCIA	1	-	-	-	-	-	-	1	1	C
SAINT VINCENT/GRENADINES	-	-	-	-	1	-	-	1	1	C
SURINAME	-	-	-	-	-	-	-	-	1	A
TRINIDAD AND TOBAGO	-	-	-	-	-	-	-	-	1	A
URUGUAY	-	-	-	1	-	-	-	1	1	C
VENEZUELA	-	-	-	2	-	-	-	2	2	C
Total for LAM-CAR region:	2	2	7	18	4	1	-	34	30	D
Sum of desirable levels of all States within LAM-CAR region:	38									
Number of countries per status within LAM-CAR region:	A:	14	B:	0	C:	14	D:	4		

* EGR Status Code: A = Unrepresented B = Under-represented C = At Desirable Level D = Above Desirable Level

REGION: MID										
IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION										
State	L E V E L S							Total Staff	Desirable Level	Status Code*
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
AFGHANISTAN	-	-	-	-	-	-	-	-	1	A
BAHRAIN	-	1	-	-	-	-	-	1	1	C
CYPRUS	-	-	-	1	-	-	-	1	1	C
IRAN (ISLAMIC REP. OF)	-	-	-	1	-	-	-	1	1	C
IRAQ	-	-	-	-	-	-	-	-	1	A
ISRAEL	-	-	-	-	-	1	-	1	2	B
JORDAN	-	-	-	-	1	-	-	1	1	C
KUWAIT	-	-	-	-	-	-	-	-	1	A
LEBANON	-	-	-	1	-	-	-	1	1	C
OMAN	-	-	-	-	-	-	-	-	1	A
PAKISTAN	-	-	-	-	-	-	-	-	1	A
QATAR	-	-	-	-	-	-	-	-	2	A
SAUDI ARABIA	-	-	-	1	-	-	-	1	2	B
SYRIAN ARAB REPUBLIC	-	-	-	-	-	-	-	-	1	A
UNITED ARAB EMIRATES	-	-	-	-	-	-	-	-	3	A
YEMEN	-	-	-	1	-	-	-	1	1	C
Total for MID region:	-	1	-	5	1	1	-	8	17	B
Sum of desirable levels of all States within MID region:	21									
Number of countries per status within MID region:	A:	8	B:	2	C:	6	D:	0		

* EGR Status Code: A = Unrepresented B = Under-represented C = At Desirable Level D = Above Desirable Level

C-6

REGION: NAM												
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION									Total Staff	Desirable Level	Status Code*
	LEVELS											
	D-2	D-1	P-5	P-4	P-3	P-2	P-1					
CANADA	-	1	5	11	14	10	-	41	4	D		
UNITED STATES OF AMERICA	1	3	2	10	1	-	-	17	29	B		
Total for NAM region:	1	4	7	21	15	10	-	58	32	D		
Sum of desirable levels of all States within NAM region:	33											
Number of countries per status within NAM region:	A:	0	B:	1	C:	0	D:	1				

* EGR Status Code: A = Unrepresented B = Under-represented C = At Desirable Level D = Above Desirable Level

APPENDIX D

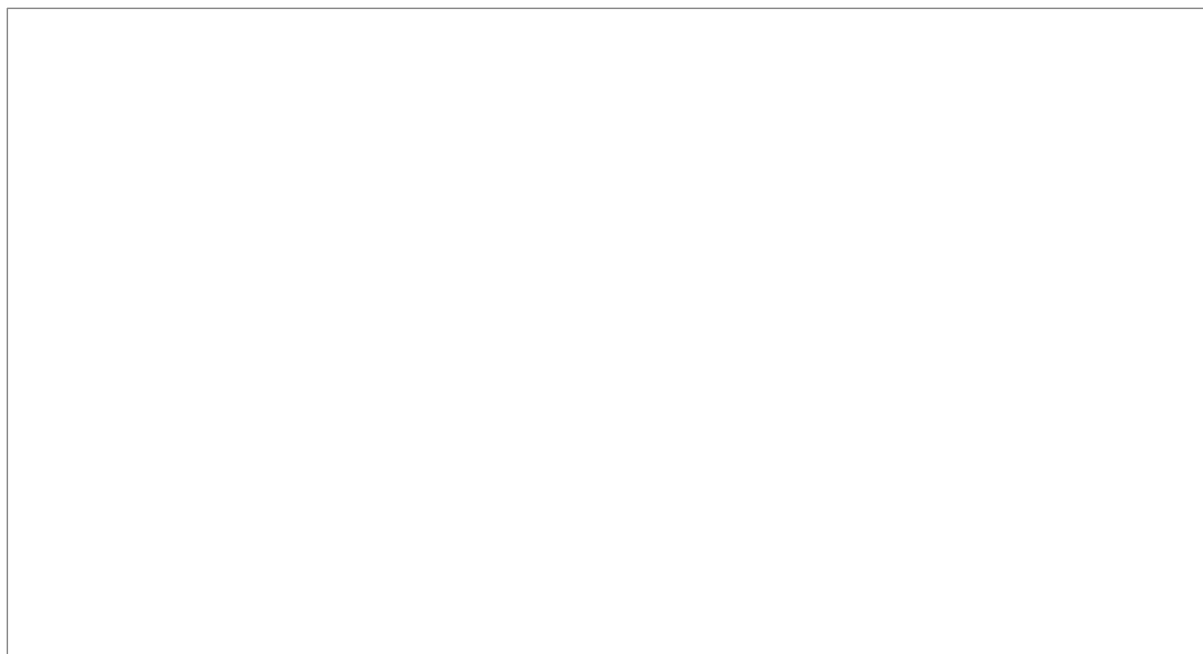
OVERVIEW OF REGIONAL AND STATE REPRESENTATION FOR D-2 AND D-1 STAFF

Region / State	EGR Status			Number of D-2 Staff			Number of D-1 Staff		
	2013	2014	2015	2013	2014	2015	2013	2014	2015
Africa	B	B	D	1	1	1	3	2	3
Ethiopia	C	D	D	-	-	-	1	1	1
Gambia	D	D	D	-	-	-	1	1	1
Morocco	D	C	C	-	-	-	1	-	-
Niger	C	D	D	1	1	1	-	-	-
Uganda	D	D	D	-	-	-	-	-	1
Asia / Pacific	B	B	B	1	1	0	0	2	2
Australia	D	D	D	-	-	-	-	1	1
China	B	B	B	1	1	-	-	-	-
India	C	D	D	-	-	-	-	1	1
Europe	B	B	B	0	0	0	4	4	4
Romania	C	D	D	-	-	-	-	1	1
France	D	D	D	-	-	-	1	1	1
Germany	B	B	B	-	-	-	1	1	1
Portugal	D	B	B	-	-	-	1	1	1
United Kingdom	B	D	D	-	-	-	1	-	-
Latin America / Caribbean	D	D	D	1	2	2	3	2	2
Brazil	D	D	D	-	-	-	2	2	2
Chile	C	C	C	1	1	1	-	-	-
Saint Lucia	C	C	C	-	1	1	1	-	-
MID	B	B	B	-	-	0	2	1	1
Bahrain	C	C	C	-	-	-	1	1	1
Pakistan	C	A	A	-	-	-	1	-	-
North America	D	D	D	1	1	1	6	3	4
Canada	D	D	D	-	-	-	1	1	1
United States of America	B	B	B	1	1	1	5	2	3

* EGR Status Code: A = Unrepresented B = Under-represented C = At Desirable Level D = Above Desirable Level

APPENDIX E-1
STATISTICS ON GENDER IN ICAO

Gender Statistics	2013			2014			2015		
Professional and Higher Category Staff	318			325			334		
Total Women in Professional and Higher Category	No.	%		No.	%		No.	%	
	96	30%		94	29%		101	30%	
No. and % of Women by level	No.	Total	%	No.	Total	%	No.	Total	%
SG	0	1	0	0	1	0	1	1	100
D-2	2	4	50	2	5	40	0	4	0
D-1	2	20	10	1	18	6	1	19	5
P-5	8	46	17	11	51	22	13	54	24
P-4	39	150	26	35	142	25	34	146	23
P-3	22	61	36	26	73	36	36	78	46
P-2	23	36	64	19	35	54	16	32	50
P-1	0	0	0	0	0	0	0	0	0
General Service Category Staff	357			351			354		
Total Men in General Service Category	No.	%		No.	%		No.	%	
	72	20%		77	22%		80	23%	
No. and % of Men by level	No.	Total	%	No.	Total	%	No.	Total	%
G-7	9	56	16	13	65	20	11	65	17
G-6	14	80	18	18	91	20	18	88	20
G-5	18	96	19	15	99	15	24	107	22
G-4	12	90	13	13	74	18	11	74	15
G-3	11	25	44	10	14	71	8	12	67
G-2	5	7	71	5	5	100	5	5	100
G-1	3	3	100	3	3	100	3	3	100



APPENDIX E-2

STATISTICS ON GENDER IN PROFESSIONAL AND HIGHER CATEGORY IN THE UNITED NATIONS ORGANIZATIONS

Female Staff by grade as a percentage of total Professional staff as at 31 December 2014 *

Organization	P-1	P-2	P-3	P-4	P-5	D-1	D-2	UG **	TOTAL
UN	71	55	43	39	33	31	26	23	40
UNDP	67	65	48	40	37	40	29	43	43
UNFPA	0	69	53	46	49	48	38	67	50
UNOPS	0	56	28	31	24	0	0	50	32
UNHCR	0	53	41	42	41	40	45	25	43
UNICEF	55	63	47	48	46	40	42	40	49
UN Women	0	87	73	77	79	78	80	100	78
UNITAR	0	40	33	50	38	25	100	0	39
UNRWA	0	43	52	37	27	20	25	50	38
ITC	50	46	42	36	21	50	100	100	39
ICSC	0	50	0	33	100	33	100	0	48
ICJ	0	58	60	70	20	0	0	0	54
UNJSPF	0	50	46	41	65	20	50	50	46
UNU	0	69	30	21	9	13	0	0	27
ILO	85	54	54	48	34	41	41	36	45
ICTILO	100	75	32	46	46	0	0	0	42
FAO	48	57	50	30	23	10	28	14	36
WFP	75	50	39	44	38	38	28	33	41
UNESCO	52	61	53	46	35	33	53	40	49
WHO	60	66	53	44	36	26	23	33	42
PAHO	75	63	59	44	42	44	0	50	49
UNAIDS	0	57	58	55	47	33	38	33	49
ICAO***	0	54	36	25	22	6	40	0	29
UPU	0	46	33	17	27	17	0	0	28
ITU	86	63	38	39	20	11	11	0	38
WMO	0	76	40	38	17	20	30	33	35
IMO	0	78	56	32	31	29	14	0	44
WIPO	0	68	58	44	36	27	18	22	45
IFAD	60	64	63	52	28	32	17	33	48
UNIDO	0	44	46	28	23	27	0	0	32
IAEA	75	51	34	28	16	26	44	14	29
UNWTO	67	60	58	63	50	0	0	0	47
UNFCCC	0	40	41	38	29	33	0	100	39
UNICC	0	10	24	17	8	0	0	0	19
UNSSC	0	100	33	33	25	50	0	0	35
Total	59	57	45	41	35	33	31	28	42

* Table 11C of CEB/2015/HLCM/HR/19 refers

** UG = Ungraded positions (Under Secretary General and Assistant Secretary General)

*** Excluding staff on leave without pay, on loan/secondment, or funded by Trust Funds or Other Funds

APPENDIX E-3

STATISTICS ON GENDER IN GENERAL SERVICE CATEGORY IN THE UNITED NATIONS ORGANIZATIONS

Male Staff as a percentage of total General Service staff as at 31 December 2013 and 31 December 2014 *

Organization	2013			2014		
	Total GS	# Men in GS	% Men in GS	Total GS	# Men in GS	% Men in GS
UN	21955	14884	68%	21510	14513	67%
UNDP	3706	1582	43%	3525	1540	44%
UNFPA	1172	558	48%	1193	572	48%
UNOPS	215	95	44%	219	116	53%
UNHCR	4800	3120	65%	4676	3053	65%
UNICEF	5059	2628	52%	5010	2634	53%
UN Women	232	79	34%	278	98	35%
UNITAR	5	2	40%	6	2	33%
UNRWA	14	11	79%	14	11	79%
ITC	103	23	22%	95	20	21%
ICSC	20	6	30%	21	7	33%
ICJ	56	16	29%	56	15	27%
UNJSPF	135	47	35%	127	43	34%
UNU	40	8	20%	32	6	19%
ILO	1241	474	38%	1222	481	39%
ITCILO	109	18	17%	109	18	17%
FAO	1660	570	34%	1562	525	34%
WFP	2971	1853	62%	3146	1981	63%
UNESCO	1006	384	38%	977	370	38%
WHO	3396	1609	47%	3366	1586	47%
PAHO	338	67	20%	338	70	21%
UNAIDS	303	126	42%	294	125	43%
ICAO**	357	72	20%	351	77	22%
UPU	91	36	40%	86	33	38%
ITU	378	119	31%	347	108	31%
WMO	130	35	27%	127	37	29%
IMO	117	41	35%	115	42	37%
WIPO	517	201	39%	531	206	39%
IFAD	208	40	19%	222	38	17%
UNIDO	352	158	45%	347	152	44%
IAEA	1048	390	37%	1054	398	38%
UNWTO	51	18	35%	52	17	33%
UNFCCC	193	50	26%	186	46	25%
UNICC	70	41	59%	94	58	62%
UNSSC	14	3	21%	16	4	25%
Total	52062	29364	56%	51304	29002	57%

* Based on Table 1A and Table 1B of CEB/2014/HLCM/HR/21 and CEB/2015/HLCM/HR/19

** Excluding staff on leave without pay, on loan/secondment, or funded by Trust Funds or Other Funds

APPENDIX F

APPOINTMENT DECISIONS FOR PROFESSIONAL AND HIGHER CATEGORY POSTS

Appointments Made	2013	2014	2015	Total
Overall No. of Appointments Made	42	59	48	149

Appointments Accepted	2013		2014		2015		Total	
Total No. of accepted appointments	42		59		43		144	
	No.	%	No.	%	No.	%	No.	%
No. of appointments to post subject to EGR	30	71%	33	56%	27	63%	90	63%
No. of external appointment to post subject to EGR	14	47%	18	55%	15	35%	47	52%
No. of external appointments to posts subject to EGR from A & B States	7	50%	6	33%	9	21%	22	47%
No. of external appointments to posts subject to EGR which were women	4	29%	3	17%	5	12%	12	26%
Total No. of women appointments	17	40%	13	22%	16	37%	46	32%

Applications received to posts subject to EGR for which appointments were accepted	2013		2014		2015		Total	
Total No. of Applications	1510		1751		1524		4785	
No. and % of applications from women	469	31%	437	25%	390	26%	1296	27%
No. and % of applications from A & B States	496	33%	650	37%	484	32%	1630	34%

Applications received by Groups of States to posts subject to EGR for which appointments were accepted	2013		2014		2015		Total	
Total No. of applications	1510		1751		1524		4785	
A = Unrepresented	216	14%	311	18%	250	16%	777	16%
B = Under-represented	280	19%	339	19%	234	15%	853	18%
C = At Desirable Level	294	19%	261	15%	195	13%	750	16%
D = Above Desirable Level	583	39%	841	48%	843	55%	2267	47%
More than one Nationality or Unstated Nationality	242	16%	210	12%	292	19%	744	16%

**APPENDIX G-1
DEMOGRAPHIC DATA**

Distribution by Age	2013		2014		2015		Average *	
Total Staff in Professional and Higher Category	318		325		334		326	
	No.	%	No.	%	No.	%	No.	%
20-29 years	3	1%	2	1%	4	1%	3	1%
30-39 years	42	13%	46	14%	47	14%	45	14%
40-49 years	89	28%	95	29%	95	28%	93	29%
50-54 years	71	22%	73	22%	69	21%	71	22%
55-59 years	76	24%	77	24%	78	23%	77	24%
60+ years	37	12%	32	10%	41	12%	37	11%
Total Staff in General Service Category	357		351		354		354	
	No.	%	No.	%	No.	%	No.	%
20-29 years	13	4%	16	5%	11	3%	13	4%
30-39 years	62	17%	61	17%	66	19%	63	18%
40-49 years	95	27%	105	30%	102	29%	101	28%
50-54 years	89	25%	81	23%	79	22%	83	23%
55-59 years	83	23%	72	21%	73	21%	76	21%
60+ years	15	4%	16	5%	23	6%	18	5%

Distribution of Years by Service	2013		2014		2015		Average *	
Total Staff in Professional and Higher Category	318		325		334		326	
	No.	%	No.	%	No.	%	No.	%
00-05 years	160	50%	168	52%	159	48%	162	50%
06-09 years	46	14%	56	17%	70	21%	57	18%
10-14 years	39	12%	38	12%	29	9%	35	11%
15-19 years	25	8%	26	8%	38	11%	30	9%
20-24 years	20	6%	13	4%	11	3%	15	5%
25-29 years	9	3%	10	3%	11	3%	10	3%
30+ years	19	6%	14	4%	16	5%	16	5%
Total Staff in General Service Category	357		351		354		354	
	No.	%	No.	%	No.	%	No.	%
00-05 years	99	28%	105	30%	112	32%	105	30%
06-09 years	27	8%	41	12%	45	13%	38	11%
10-14 years	82	23%	64	18%	47	13%	64	18%
15-19 years	44	12%	52	15%	60	17%	52	15%
20-24 years	35	10%	28	8%	28	8%	30	9%
25-29 years	24	7%	26	7%	24	7%	25	7%
30+ years	46	13%	35	10%	38	11%	40	11%

* Average number of total staff for the last three years (2013, 2014, 2015)

**APPENDIX G-2
RETIREMENT PROJECTIONS**

Retirement Projections (cumulative)	Number of Staff as at 31 December 2015	2017 **		2018 **		2019 **	
		No.	%	No.	%	No.	%
Professional and Higher Category*	329	42	13%	56	17%	70	21%
General Service Category	354	28	8%	48	14%	58	16%
Total	683	70	10%	104	15%	128	19%

* The Secretary General and Directors of Bureau (D-2) are not included in these statistics.

** The figures reflected are cumulative. For example, the total number of staff due to retire by 31 December 2017 includes those scheduled to retire before and up to 31 December 2017.

- END -