



International Civil Aviation Organization

**WORKING PAPER**

A40-WP/30  
AD/2  
5/8/19

**ASSEMBLY — 40TH SESSION**

**ADMINISTRATIVE COMMISSION**

**Agenda Item 51: Status of ICAO Workforce and Human Resources Management**

**STATUS OF THE ICAO WORKFORCE**

(Presented by the Council of ICAO)

**EXECUTIVE SUMMARY**

This paper presents the status of the ICAO workforce for 2016, 2017 and 2018 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) take note of the composition and status of the ICAO workforce as presented in this paper for the years 2016-2018; and
- b) request the Council to continue to monitor progress of the Secretariat in relation to the future priority and actions as presented in paragraph 3 of this paper for 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>	Doc 10075, <i>Assembly Resolutions in Force</i> (A39-30, A24-20) Doc 7350, <i>The ICAO Service Code</i>



## 1. INTRODUCTION

1.1 Pursuant to Assembly Resolutions A24-20 and A39-30, 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 2016, 2017 and 2018. It also provides observations based on the statistics.

## 2. COMPOSITION AND STATUS OF THE ICAO WORKFORCE

2.1 At 31 December 2018, there was a grand total of 777 posts (595 established and 182 extra-budgetary), of which 702 posts were filled and occupied by staff (Appendix A-1 refers). At the same date, there was a grand total of 231 non-staff personnel, consisting of 180 consultants/contractors, 40 gratis personnel, and 11 trust-funded personnel (Appendix A-2 refers).

2.2 The majority of staff (61 per cent or 426 out of 702) in the Professional and higher categories and the General Service category held a fixed-term appointment, and 29 per cent (206 out of 702) held permanent and continuing appointments.

***Observation 1:** While the overall number of staff in established posts was stable during the triennium (519 and 520 staff in 2016 and 2018 respectively), the number of staff financed by extra-budgetary funds increased from 165 in 2016 to 182 in 2018, and the number of non-staff increased from 197 in 2016 to 231 in 2018 to meet the needs of the Organization.*

2.3 As at 31 December 2018, there were 231 staff in 269 posts subject to EGR. From the 192 Member States, 88 States were represented in ICAO, of which 82 were in posts subject to EGR. These details, as well as an overall summary of the distribution of the 231 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 2018, 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:** During the triennium, the overall percentage of Member States represented in the Secretariat for posts subject to EGR remained at 43 per cent, and the overall status of each Region remained unchanged.*

2.4 As at 31 December 2018, the overall percentage of women in Professional and higher categories was 30 per cent. At the senior level, the distribution of women by grade level was as follows: SG (100 per cent); D-2 (0 per cent); D-1 (10 per cent)<sup>1</sup>; P-5 (31 per cent); and P-4 (23 per cent). At the lower levels, gender parity had been achieved at the P-2 level (52 per cent) and was close to the target at the P-3 level (41 per cent) (Appendix E-1 refers). As at 31 December 2018, the percentage of women in the General Service category was 78 per cent. Statistics on women in the organizations of the United Nations common system as at 31 December 2017 are provided in Appendix E-2 and Appendix E-3.

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<sup>1</sup> Note: the statistics do not include the Regional Director, European and North Atlantic (EUR/NAT) Office, and the Chief of Finance who joined the Organization on 31 January 2019 and 16 March 2019, respectively.

**Observation 3:** *The overall percentage of women in the Professional and higher categories remained within the range of 30 and 31 per cent during the triennium. At P-3 and P-2, the percentage of women was either close or met the target of 50 per cent, while at the senior levels (D-2, D-1, P-5 and P-4), the percentage is still behind the target.*

**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 2017, the overall average percentage of women in Professional and higher categories was 44 per cent, and at ICAO, it was 30 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 30 and 38, respectively.*

2.5 In 2018, a total of 43 appointments were made and accepted to posts in the Professional and higher categories. Of these 43 accepted appointments, 33 (77 per cent) were for posts subject to EGR. Of the 33 accepted appointments in posts subject to EGR, 27 (82 per cent) were for external candidates, of which 11 (41 per cent) were from either unrepresented or below desirable level Member States. Women represented 33 per cent (9 out of 27) of the external candidates appointed to posts subject to EGR and 40 per cent (17 out of 43) of the total accepted appointments (Appendix F refers).

2.6 For the posts subject to EGR to which appointments were accepted in 2018, a total number of 3 236 applications were received, of which 22 per cent (718 out of 3 236) were from women and 31 per cent (1 003 out of 3 236) were from nationals of unrepresented and below desirable level Member States (Appendix F refers).

**Observation 5:** *On average, of all the external appointments to posts subject to EGR during the triennium, 23 per cent were female candidates, and 42 per cent were nationals of unrepresented and below desirable level Member States. The Organization continues to face challenges in attracting female candidates and candidates from unrepresented and below desirable level Member States; and during the triennium, the percentage of applications received from these groups remained low, at 23 and 31 per cent, respectively.*

2.7 The demographic data of the ICAO workforce as at 31 December 2018 for Professional and higher category posts (Appendix G-1 and G-2 refers) showed that:

- a) the distribution by age remained relatively unchanged from 2016 to 2018, with a slight decrease in the percentage of staff members at age 60 and above from 12 per cent in 2016 to 9 per cent in 2018;
- b) in terms of years of service, the first two groups of staff, i.e. those with five years or less, and those with six to nine years of service, remained the largest (67 per cent); and
- c) excluding the Secretary General and D-2 staff, 7 per cent (25 out of 337) of the Professional staff are due to retire by 31 December 2022.

2.8 For the General Service category, the demographic data of ICAO workforce as at 31 December 2018 (Appendix G-1 and G-2 refers) showed that:

- a) while there continued to be a large percentage of staff who were between the ages of 50 and 59, this percentage decreased from 43 per cent in 2016 to 39 per cent in 2018;

- b) in addition, there was an increase in the percentage of staff who were between the age of 30 and 39 (from 20 per cent in 2016 to 23 per cent in 2018);
- c) in terms of years of service, the first two groups of staff, i.e. those with five years or less, and those with six to nine years of service, represented half of the staff in the General Service category (50 per cent); and
- d) five per cent (17 out of 359) of the General Service category staff are due to retire by 31 December 2022.

**Observation 6:** *The workforce distribution by age has slowly changed in the General Service category, with an increasing percentage of staff at the age of 30 to 39 years, and a decreasing percentage of staff at the age of 50 to 59 years. With the introduction of the new Mandatory Age of Separation effective 1 January 2019, the number of separations due to retirement during the next triennium 2020-2022 is projected at six per cent for both the Professional and higher categories and the General Service category.*

### 3. FUTURE PRIORITIES AND ACTIONS

3.1 The achievement and maintenance of a diverse, flexible and motivated workforce requires the collaboration of Member States and ICAO.

3.2 With the view to achieving the desired results, emphasis will be placed on the following actions related to workforce planning and the corporate objectives of having a more diverse workforce with greater representation (EGR and Women) by continuing to:

- a) develop and enhance the workforce planning system, tools and procedures, and talent management initiatives in order to identify, build and maintain the right level of organizational and workforce capability and to maintain institutional knowledge;
  - b) enhance outreach efforts aimed at identifying and encouraging qualified women applicants and applicants from unrepresented and under-represented States to apply for ICAO positions in the Professional and higher level categories; and
  - c) leverage networks within the aviation community in order to identify trends and successes in increasing the interest and development of women in aviation.
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APPENDIX A-1

DISTRIBUTION OF TOTAL POSTS AND  
STAFF

Distribution of Total Posts*	2016		2017		2018	
	No.	%	No.	%	No.	%
Professional and Higher - Established RP and AOSC	295	82%	308	81%	307	80%
Professional and Higher - Extra-budgetary (all funds)	65	18%	71	19%	77	20%
<b>Sub-total for P and Higher:</b>		<b>360</b>		<b>379</b>		<b>384</b>
GS - Established RP and AOSC	288	74%	289	75%	288	73%
GS - Extra-budgetary (all funds)	100	26%	95	25%	105	27%
<b>Sub-total for GS:</b>		<b>388</b>		<b>384</b>		<b>393</b>
<b>Total:</b>		<b>748</b>		<b>763</b>		<b>777</b>

\* The Secretary General and Directors of Bureau (D-2) are included in these statistics

Distribution of Total Staff*	2016		2017		2018	
	No.	%	No.	%	No.	%
Professional and Higher - Established RP and AOSC	262	80%	268	79%	266	78%
Professional and Higher - Extra-budgetary (all funds)	65	20%	71	21%	77	22%
<b>Sub-total for P and Higher:</b>		<b>327</b>		<b>339</b>		<b>343</b>
GS - Established RP and AOSC	257	72%	264	74%	254	71%
GS - Extra-budgetary (all funds)	100	28%	95	26%	105	29%
<b>Sub-total for GS:</b>		<b>357</b>		<b>359</b>		<b>359</b>
<b>Total:</b>		<b>684</b>		<b>698</b>		<b>702</b>

\* The Secretary General and Directors of Bureau (D-2) are included in these statistics

APPENDIX A-2

WORKFORCE BY CONTRACT TYPES

Staff *	2016		2017		2018	
	IP	GS	IP	GS	IP	GS
Permanent and Continuing	98	124	97	113	97	109
Term**	-	74	-	67	-	58
Fixed Term***	229	150	242	168	246	180
Temporary	-	9	-	11	-	12
<b>Sub-Total for IP and GS</b>	<b>327</b>	<b>357</b>	<b>339</b>	<b>359</b>	<b>343</b>	<b>359</b>
<b>Total:</b>		<b>684</b>		<b>698</b>		<b>702</b>

\* The Secretary General and Directors of Bureau (D-2) are included in these statistics

\*\* Term includes the former Regular appointments.

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

Consultants/contractors and seconded personnel****	2016	2017	2018
Consultants / Contractors	130	156	180
Seconded Personnel - Gratis	55	60	40
Seconded Personnel - Trust Fund	12	11	11
<b>Total:</b>	<b>197</b>	<b>227</b>	<b>231</b>

\*\*\*\* Total number of Consultants/Contractors and Seconded Personnel as at 31 December of each year.

APPENDIX B

Posts subject to EGR	2016		2017		2018	
	#	%	#	%	#	%
<b>Posts subject to EGR</b>	<b>256</b>		<b>269</b>		<b>269</b>	
Staff in posts subject to EGR	232		233		231	
Staff with non-career contracts in EGR Posts	161	69%	162	70%	160	69%
<b>No. of Contracting States</b>	<b>191</b>		<b>192</b>		<b>192</b>	
Unrepresented (A)	108	57%	106	55%	110	57%
Represented	83	43%	86	45%	82	43%
(B) States under-represented	17	9%	20	10%	19	10%
(C) States at desirable level	40	21%	36	19%	34	18%
(D) States above desirable level	26	14%	30	16%	29	15%
<b>Staff in posts subject to EGR by Region</b>	<b>232</b>		<b>233</b>		<b>231</b>	
AFI	45	19%	44	19%	44	19%
ASIA-PAC	29	13%	32	14%	34	15%
EUR	57	25%	59	25%	60	26%
MID	7	3%	10	4%	9	4%
LAM-CAR	36	16%	38	16%	35	15%
NAM	58	25%	50	21%	49	21%
<b>Regional Status</b>						
AFI	D		D		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 2018

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	1	C
BURUNDI	-	-	1	-	-	-	-	1	1	C
CABO VERDE	-	-	-	-	-	-	-	-	1	A
CAMEROON	-	-	-	1	-	-	-	1	1	C
CENTRAL AFRICAN REPUBLIC	-	-	-	-	-	-	-	-	1	A
CHAD	-	-	-	-	-	-	-	-	1	A
COMOROS	-	-	-	-	-	-	-	-	1	A
CONGO	-	-	-	-	-	-	-	-	1	A
CÔTE D'IVOIRE	-	-	-	-	-	-	-	-	1	A
DEMOCRATIC REPUBLIC OF THE CONGO	-	-	-	-	-	-	-	-	1	A
DJIBOUTI	-	-	-	-	-	-	-	-	1	A
EGYPT	-	1	-	-	-	1	-	2	1	D
EQUATORIAL GUINEA	-	-	-	-	-	-	-	-	1	A
ERITREA	-	-	-	-	-	-	-	-	1	A
ESWATINI	-	-	-	-	-	-	-	-	1	A
ETHIOPIA	-	1	-	1	-	1	-	3	1	D
GABON	-	-	1	-	-	-	-	1	1	C
GAMBIA	-	1	-	3	1	-	-	5	1	D
GHANA	-	-	-	2	-	-	-	2	1	D
GUINEA	-	-	-	-	-	-	-	-	1	A
GUINEA-BISSAU	-	-	-	-	-	-	-	-	1	A
KENYA	-	-	1	2	-	-	-	3	1	D
LESOTHO	-	-	-	-	-	-	-	-	1	A
LIBERIA	-	-	-	-	-	-	-	-	1	A
LIBYA	-	-	-	-	-	-	-	-	1	A
MADAGASCAR	-	-	-	1	-	-	-	1	1	C
MALAWI	-	-	-	-	-	-	-	-	1	A
MALI	-	-	-	-	-	-	-	-	1	A
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	2	1	-	-	-	4	1	D
RWANDA	-	-	-	-	-	-	-	-	1	A
SAO TOME AND PRINCIPE	-	-	-	-	-	-	-	-	1	A
SENEGAL	-	-	-	1	2	-	-	3	1	D
SEYCHELLES	-	-	-	-	-	-	-	-	1	A
SIERRA LEONE	-	-	-	-	-	-	-	-	1	A
SOMALIA	-	-	-	-	-	-	-	-	1	A
SOUTH AFRICA	-	-	1	3	-	-	-	4	2	D
SOUTH SUDAN	-	-	-	-	-	-	-	-	1	A
SUDAN	-	-	-	-	-	-	-	-	1	A
TOGO	-	-	-	1	-	-	-	1	1	C
TUNISIA	-	-	1	2	-	-	-	3	1	D
UGANDA	-	1	-	2	-	-	-	3	1	D
UNITED REPUBLIC OF TANZANIA	-	-	-	1	-	-	-	1	1	C
ZAMBIA	-	-	-	-	-	-	-	-	1	A
ZIMBABWE	-	-	-	-	-	-	-	-	1	A
<b>Total for AFI region:</b>	<b>1</b>	<b>5</b>	<b>8</b>	<b>24</b>	<b>4</b>	<b>2</b>	<b>-</b>	<b>44</b>	<b>42</b>	<b>D</b>

Sum of desirable levels of all States within AFI region: 55

Number of countries per status within AFI region: A: 33 B: 0 C: 10 D: 11

\* 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	4	D
BANGLADESH	-	-	-	1	-	-	-	1	1	C
BHUTAN	-	-	-	-	-	-	-	-	1	A
BRUNEI DARUSSALAM	-	-	-	-	-	-	-	-	1	A
CAMBODIA	-	-	-	-	1	-	-	1	1	C
CHINA	1	-	1	4	-	-	-	6	12	B
COOK ISLANDS	-	-	-	-	-	-	-	-	1	A
DEM. PEOPLE'S REP. KOREA	-	-	-	-	-	-	-	-	1	A
FIJI	-	-	-	-	-	-	-	-	1	A
INDIA	-	1	1	-	-	-	-	2	2	C
INDONESIA	-	-	-	1	-	-	-	1	2	B
JAPAN	-	1	2	2	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	-	-	2	-	-	-	-	2	1	D
PALAU	-	-	-	-	-	-	-	-	1	A
PAPUA NEW GUINEA	-	-	-	-	-	-	-	-	1	A
PHILIPPINES	-	-	-	-	1	-	-	1	1	C
REPUBLIC OF KOREA	-	-	-	2	1	-	-	3	4	B
SAMOA	-	-	-	-	-	-	-	-	1	A
SINGAPORE	-	-	-	1	-	-	-	1	2	B
SOLOMON ISLANDS	-	-	-	-	-	-	-	-	1	A
SRI LANKA	-	-	-	2	-	-	-	2	1	D
THAILAND	-	-	-	-	-	-	-	-	2	A
TIMOR-LESTE	-	-	-	-	-	-	-	-	1	A
TONGA	-	-	-	-	-	-	-	-	1	A
TUVALU	-	-	-	-	-	-	-	-	1	A
VANUATU	-	-	-	-	-	-	-	-	1	A
VIET NAM	-	-	-	-	-	-	-	-	1	A
<b>Total for ASIA-PAC region:</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>19</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>34</b>	<b>60</b>	<b>B</b>

Sum of desirable levels of all States within ASIA-PAC region: **69**  
 Number of countries per status within ASIA-PAC region: **A: 23 B: 6 C: 5 D: 3**

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

REGION: EUR										
State	IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION									
	LEVELS							Total Staff	Desirable Level	Status Code*
	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	B
AZERBAIJAN	-	-	1	-	-	-	-	1	1	C
BELARUS	-	-	-	-	-	-	-	-	1	A
BELGIUM	-	-	1	1	-	-	-	2	2	C
BOSNIA AND HERZEGOVINA	-	-	-	1	-	-	-	1	1	C
BULGARIA	-	-	-	-	-	1	-	1	1	C
CROATIA	-	-	-	-	-	-	-	-	1	A
CZECHIA	-	-	-	-	-	-	-	-	1	A
DENMARK	-	-	-	-	-	-	-	-	2	A
ESTONIA	-	-	-	-	-	-	-	-	1	A
FINLAND	-	-	-	-	-	-	-	-	2	A
FRANCE	-	1	2	5	-	1	-	9	7	D
GEORGIA	-	-	-	-	-	-	-	-	1	A
GERMANY	-	-	1	3	1	1	-	6	9	B
GREECE	-	-	-	1	-	-	-	1	1	C
HUNGARY	-	-	-	1	-	-	-	1	1	C
ICELAND	-	-	-	2	-	-	-	2	1	D
IRELAND	-	-	1	-	-	-	-	1	2	B
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
MONACO	-	-	-	-	-	-	-	-	1	A
MONTENEGRO	-	-	-	-	-	-	-	-	1	A
NETHERLANDS	-	-	1	-	-	-	-	1	3	B
NORTH MACEDONIA	-	-	-	-	-	-	-	-	1	A
NORWAY	-	-	-	-	-	-	-	-	2	A
POLAND	-	-	-	-	-	-	-	-	2	A
PORTUGAL	-	1	-	-	-	-	-	1	2	B
REPUBLIC OF MOLDOVA	-	-	-	-	-	-	-	-	1	A
ROMANIA	-	1	-	1	1	-	-	3	1	D
RUSSIAN FEDERATION	-	-	-	2	1	-	-	3	5	B
SAN MARINO	-	-	-	-	-	-	-	-	1	A
SERBIA	-	-	-	-	-	-	-	-	1	A
SLOVAKIA	-	-	-	-	-	-	-	-	1	A
SLOVENIA	-	-	-	-	-	-	-	-	1	A
SPAIN	-	-	-	4	1	1	-	6	4	D
SWEDEN	-	-	-	-	-	-	-	-	2	A
SWITZERLAND	-	-	-	1	-	-	-	1	2	B
TAJKISTAN	-	-	-	-	-	-	-	-	1	A
TURKEY	-	1	-	-	-	-	-	1	3	B
TURKMENISTAN	-	-	-	-	-	-	-	-	1	A
UKRAINE	-	-	-	-	-	-	-	-	1	A
UNITED KINGDOM	1	-	3	5	-	-	-	9	7	D
UZBEKISTAN	-	-	-	-	-	-	-	-	1	A
<b>Total for EUR region:</b>	<b>1</b>	<b>4</b>	<b>13</b>	<b>31</b>	<b>6</b>	<b>5</b>	<b>-</b>	<b>60</b>	<b>81</b>	<b>B</b>
Sum of desirable levels of all States within EUR region:	<b>96</b>									
Number of countries per status within EUR region:	<b>A:</b>	<b>28</b>	<b>B:</b>	<b>8</b>	<b>C:</b>	<b>9</b>	<b>D:</b>	<b>6</b>		

\* 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*
	LEVELS									
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
ANTIGUA AND BARBUDA	-	-	-	-	-	-	-	-	1	A
ARGENTINA	-	-	1	-	-	-	-	1	2	B
BAHAMAS	-	-	-	-	-	-	-	-	1	A
BARBADOS	-	-	-	-	-	-	-	-	1	A
BELIZE	-	-	-	-	-	-	-	-	1	A
BOLIVIA (PLURINATIONAL STATE OF)	-	-	-	3	-	-	-	3	1	D
BRAZIL	-	2	3	2	1	-	-	8	5	D
CHILE	-	-	-	-	-	-	-	-	2	A
COLOMBIA	-	-	-	1	-	-	-	1	1	C
COSTA RICA	1	-	1	3	-	-	-	5	1	D
CUBA	-	-	-	-	-	-	-	-	1	A
DOMINICAN REPUBLIC	-	-	-	1	-	-	-	1	1	C
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	-	-	3	1	D
JAMAICA	-	-	-	-	-	-	-	-	1	A
MEXICO	-	-	-	1	2	1	-	4	3	D
NICARAGUA	-	-	-	-	-	-	-	-	1	A
PANAMA	-	-	-	1	-	-	-	1	1	C
PARAGUAY	-	-	-	1	-	-	-	1	1	C
PERU	-	-	-	2	-	-	-	2	1	D
SAINT KITTS AND NEVIS	-	-	-	-	-	-	-	-	1	A
SAINT LUCIA	-	-	-	-	-	-	-	-	1	A
SAINT VINCENT/GRENADINES	-	-	-	-	1	-	-	1	1	C
SURINAME	-	-	-	-	-	-	-	-	1	A
TRINIDAD AND TOBAGO	-	-	-	-	-	-	-	-	1	A
URUGUAY	-	-	-	2	-	-	-	2	1	D
VENEZUELA (BOLIVARIAN REPUBLIC OF)	-	-	-	-	-	-	-	-	2	A
<b>Total for LAM-CAR region:</b>	<b>1</b>	<b>2</b>	<b>7</b>	<b>19</b>	<b>5</b>	<b>1</b>	<b>-</b>	<b>35</b>	<b>32</b>	<b>D</b>
Sum of desirable levels of all States within LAM-CAR region:	<b>41</b>									
Number of countries per status within LAM-CAR region:	<b>A:</b>	<b>17</b>	<b>B:</b>	<b>1</b>	<b>C:</b>	<b>7</b>	<b>D:</b>	<b>7</b>		

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

<b>REGION: MID</b>											
<b>State</b>	<b>IN POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION</b>										
	<b>LEVELS</b>							<b>Total Staff</b>	<b>Desirable Level</b>	<b>Status Code*</b>	
	<b>D-2</b>	<b>D-1</b>	<b>P-5</b>	<b>P-4</b>	<b>P-3</b>	<b>P-2</b>	<b>P-1</b>				
AFGHANISTAN	-	-	-	-	-	-	-	-	-	1	A
BAHRAIN	-	-	-	-	-	-	-	-	-	1	A
CYPRUS	-	-	-	1	-	-	-	-	1	1	C
IRAN (ISLAMIC REP. OF)	-	-	-	1	-	-	-	-	1	2	B
IRAQ	-	-	-	-	-	-	-	-	-	1	A
ISRAEL	-	-	-	-	1	-	-	-	1	2	B
JORDAN	-	-	-	2	1	-	-	-	3	1	D
KUWAIT	-	-	-	-	-	-	-	-	-	1	A
LEBANON	-	-	-	1	-	-	-	-	1	1	C
OMAN	-	-	-	-	-	-	-	-	-	1	A
PAKISTAN	-	-	-	-	-	-	-	-	-	1	A
QATAR	-	-	-	-	-	-	-	-	-	2	A
SAUDI ARABIA	-	-	-	1	-	-	-	-	1	3	B
SYRIAN ARAB REPUBLIC	-	-	-	-	-	-	-	-	-	1	A
UNITED ARAB EMIRATES	-	-	-	-	-	-	-	-	-	4	A
YEMEN	-	-	-	1	-	-	-	-	1	1	C
<b>Total for MID region:</b>	-	-	-	<b>7</b>	<b>2</b>	-	-	-	<b>9</b>	<b>19</b>	<b>B</b>
Sum of desirable levels of all States within MID region:	<b>24</b>										
Number of countries per status within MID region:	<b>A:</b>	<b>9</b>	<b>B:</b>	<b>3</b>	<b>C:</b>	<b>3</b>	<b>D:</b>	<b>1</b>			

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

REGION: NAM										
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			
CANADA	-	2	3	7	17	7	-	36	5	D
UNITED STATES OF AMERICA	1	2	3	7	-	-	-	13	29	B
<b>Total for NAM region:</b>	<b>1</b>	<b>4</b>	<b>6</b>	<b>14</b>	<b>17</b>	<b>7</b>	<b>-</b>	<b>49</b>	<b>33</b>	<b>D</b>
Sum of desirable levels of all States within NAM region:	<b>34</b>									
Number of countries per status within NAM region:	<b>A:</b>	<b>0</b>	<b>B:</b>	<b>1</b>	<b>C:</b>	<b>0</b>	<b>D:</b>	<b>1</b>		

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

**APPENDIX D**

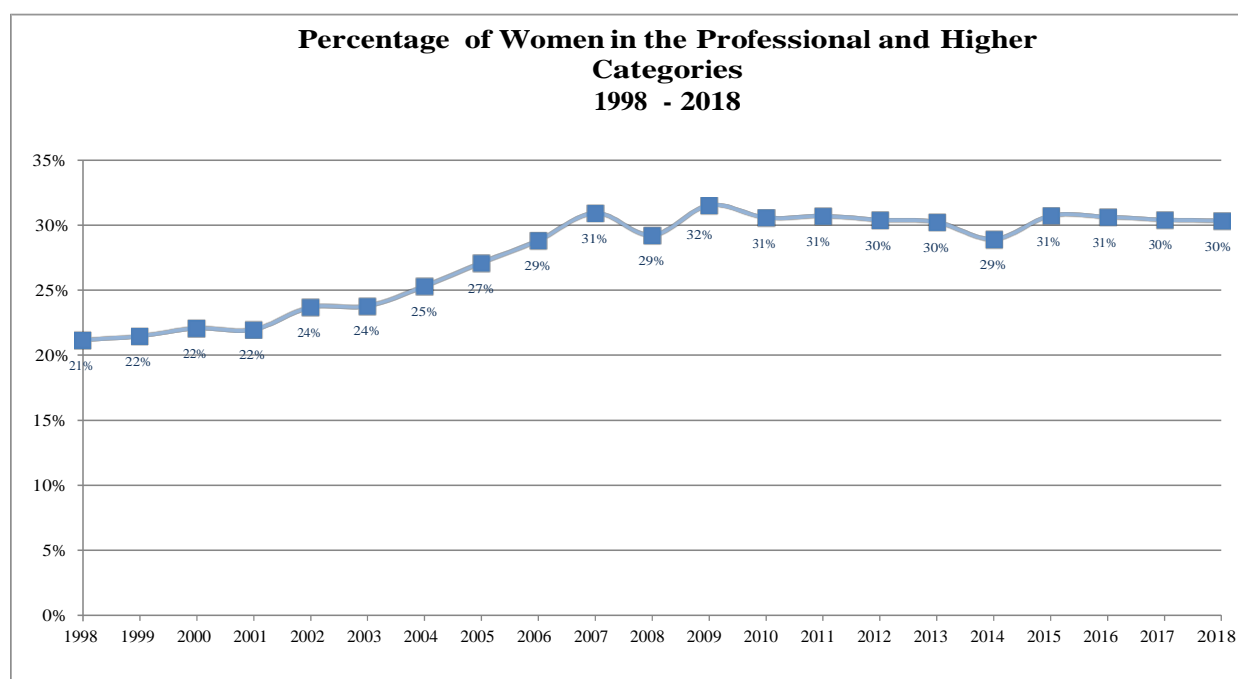
**OVERVIEW OF REGIONAL AND STATE REPRESENTATION FOR D-2 AND D-1 STAFF**

Region / State	Number of D-2 Staff			Number of D-1 Staff		
	2016	2017	2018	2016	2017	2018
<b>Africa</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>5</b>
Egypt	-	-	-	1	1	1
Ethiopia	-	-	-	1	1	1
Gambia	-	-	-	1	1	1
Niger	1	1	1	-	-	-
Nigeria	-	-	-	-	-	1
Uganda	-	-	-	1	1	1
<b>Asia / Pacific</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>
Australia	-	-	-	1	1	1
China	-	-	1	-	-	-
India	-	-	-	1	1	1
Japan	-	-	-	1	1	1
<b>Europe</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>4</b>
France	-	-	-	1	1	1
Portugal	-	-	-	1	1	1
Romania	-	-	-	1	1	1
Turkey	-	-	-	-	1	1
United Kingdom	1	1	1	-	-	-
<b>Latin America / Caribbean</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>
Brazil	-	-	-	2	1	2
Chile	1	1	-	-	-	-
Costa Rica	-	-	1	-	-	-
Saint Lucia	1	1	-	-	-	-
<b>North America</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>4</b>
Canada	-	-	-	-	1	2
United States of America	1	1	1	3	3	2

APPENDIX E-1

STATISTICS ON GENDER IN ICAO

Gender Statistics	2016			2017			2018		
Professional and Higher Category Staff	327			339			343		
Total Women in Professional and Higher Category	No.		%	No.		%	No.		%
	100		31%	103		30%	104		30%
No. and % of Women by level	No.	Total	%	No.	Total	%	No.	Total	%
SG	1	1	100	1	1	100	1	1	100
D-2	0	5	0	0	5	0	0	5	0
D-1	1	19	5	1	18	6	2	20	10
P-5	14	50	28	17	54	31	17	54	31
P-4	34	142	24	37	155	24	36	154	23
P-3	34	78	44	33	77	43	32	78	41
P-2	16	32	50	14	29	48	16	31	52
P-1	0	0	0	0	0	0	0	0	0
General Service Category Staff	357			359			359		
Total Women in General Service Category	No.		%	No.		%	No.		%
	273		76%	275		77%	279		78%
No. and % of Women by level	No.	Total	%	No.	Total	%	No.	Total	%
G-7	52	65	80	61	74	82	61	73	84
G-6	77	95	81	69	89	78	83	105	79
G-5	86	112	77	81	107	76	71	93	76
G-4	54	65	83	58	68	85	59	68	87
G-3	4	12	33	6	14	43	5	13	38
G-2	0	6	0	0	5	0	0	5	0
G-1	0	2	0	0	2	0	0	2	0



*Note: Up to 2014, statistics include seconded personnel (Trust Fund). Starting in 2015, statistics exclude seconded personnel (Trust Fund)*

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 2017 \*

Organization	P-1	P-2	P-3	P-4	P-5	D-1	D-2	UG **	TOTAL
ICAO***	0	48	43	24	31	6	0	100	30
FAO	60	68	54	39	24	27	26	20	42
IAEA	69	49	32	29	18	31	17	14	30
ICJ	-	50	74	62	25	0	0	0	56
ICSC	-	33	33	44	50	0	100	0	38
IFAD	67	66	54	52	29	26	29	25	47
ILO	59	60	56	45	33	36	42	40	45
IMO	100	72	54	26	32	36	13	0	42
IOM	33	56	49	42	36	29	50	-	46
ITC	45	51	44	29	24	25	100	100	40
ITCILO	100	71	50	44	33	0	0	-	45
ITU	57	50	45	37	29	5	33	-	38
PAHO	67	49	58	49	45	33	0	-	50
UN	90	57	46	41	37	32	34	34	43
UN Women	100	85	78	81	78	86	83	67	80
UNAIDS	-	67	61	55	45	38	36	0	50
UNDP	83	62	49	44	39	43	36	21	45
UNESCO	65	62	53	48	32	51	69	22	51
UNFCCC	-	40	45	35	41	33	0	50	40
UNFPA	100	62	56	45	52	51	27	100	51
UNHCR	100	56	43	43	45	39	50	25	45
UNICC	0	10	19	22	8	0	-	-	17
UNICEF	75	61	51	51	44	43	57	40	50
UNIDO	0	45	39	42	23	17	33	0	33
UNITAR	-	40	50	50	36	0	-	0	40
UNJSPF	-	50	37	38	63	44	0	50	41
UNOPS	-	45	38	31	28	25	24	67	34
UNRWA	-	40	63	47	41	24	9	50	47
UNSSC	-	-	43	100	20	100	0	-	55
UNU	-	31	50	53	22	33	0	0	37
UNWTO	83	67	60	58	60	0	0	0	52
UPU	-	50	25	25	29	20	0	0	27
WFP	50	54	41	44	42	37	34	17	43
WHO	70	67	49	41	41	34	28	58	44
WIPO	67	66	50	43	36	30	15	0	45
WMO	-	56	50	43	21	18	30	33	38
<b>Total</b>	<b>63</b>	<b>58</b>	<b>47</b>	<b>43</b>	<b>38</b>	<b>35</b>	<b>34</b>	<b>33</b>	<b>44</b>

\* Based on Table 9A and Table 9B of CEB/2018/HLCM/HR/10

\*\* 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

Female Staff as a percentage of total General Service staff as at 31 December 2016 and 31 December 2017 \*

Organization	2016			2017		
	Total GS	# Women in GS	% Women in GS	Total GS	# Women in GS	% Women in GS
ICAO**	357	273	76%	359	275	77%
FAO	1422	937	66%	1354	889	66%
IAEA	1112	696	63%	1041	654	63%
ICJ	54	37	69%	50	33	66%
ICSC	19	13	68%	21	14	67%
IFAD	235	188	80%	234	187	80%
ILO	1185	730	62%	1277	790	62%
IMO	116	77	66%	115	76	66%
IOM	0	0	-	3080	1678	54%
ITC	95	74	78%	100	77	77%
ITCILO	105	88	84%	102	86	84%
ITU	338	231	68%	300	210	70%
PAHO	295	221	75%	285	212	74%
UN	18191	5832	32%	18028	6021	33%
UN Women	303	203	67%	298	198	66%
UNAIDS	254	139	55%	243	135	56%
UNDP	3454	1976	57%	3357	1879	56%
UNESCO	950	569	60%	962	583	61%
UNFCCC	159	121	76%	149	113	76%
UNFPA	1209	610	50%	1232	605	49%
UNHCR	5834	2017	35%	6143	2139	35%
UNICC	106	38	36%	135	52	39%
UNICEF	4737	2259	48%	5103	2379	47%
UNIDO	314	167	53%	322	160	50%
UNITAR	6	4	67%	6	4	67%
UNJSPF	126	83	66%	136	92	68%
UNOPS	198	81	41%	182	74	41%
UNRWA	13	3	23%	12	2	17%
UNSSC	14	10	71%	15	11	73%
UNU	30	21	70%	33	23	70%
UNWTO	47	32	68%	43	28	65%
UPU	89	57	64%	83	55	66%
WFP	3464	1221	35%	3599	1254	35%
WHO	3250	1722	53%	3850	1987	52%
WIPO	537	332	62%	525	331	63%
WMO	120	88	73%	120	89	74%
<b>Total</b>	<b>48738</b>	<b>21150</b>	<b>43%</b>	<b>52894</b>	<b>23395</b>	<b>44%</b>

\* Based on Table 1A and Table 1C of CEB/2017/HLCM/HR/21 and CEB/2018/HLCM/HR/10

\*\* 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 Accepted	2016		2017		2018		Total	
<b>Total No. of accepted appointments</b>	<b>43</b>		<b>66</b>		<b>43</b>		<b>152</b>	
	No.	%	No.	%	No.	%	No.	%
No. of appointments to post subject to EGR	21	49%	37	56%	33	77%	91	60%
No. of external appointment to post subject to EGR	13	62%	20	54%	27	82%	60	66%
No. of external appointments to posts subject to EGR from A & B States	5	38%	9	45%	11	41%	25	42%
No. of external appointments to posts subject to EGR which were women	2	15%	3	15%	9	33%	14	23%
<b>Total No. of women appointments</b>	<b>12</b>	<b>28%</b>	<b>16</b>	<b>24%</b>	<b>17</b>	<b>40%</b>	<b>45</b>	<b>30%</b>

Applications received to posts subject to EGR for which appointments were accepted	2016		2017		2018		Total	
<b>Total No. of Applications</b>	<b>1573</b>		<b>2176</b>		<b>3236</b>		<b>6985</b>	
No. and % of applications from women	504	32%	377	17%	718	22%	1599	23%
No. and % of applications from A & B States	440	28%	723	33%	1003	31%	2166	31%

Applications received by Groups of States to posts subject to EGR for which appointments were accepted	2016		2017		2018		Total	
<b>Total No. of applications</b>	<b>1573</b>		<b>2176</b>		<b>3236</b>		<b>6985</b>	
A = Unrepresented	247	16%	370	17%	462	14%	1079	15%
B = Under-represented	193	12%	353	16%	541	17%	1087	16%
C = At Desirable Level	164	10%	316	15%	423	13%	903	13%
D = Above Desirable Level	966	61%	1116	51%	1801	56%	3883	56%
Unstated nationality	3	0.2%	21	1.0%	9	0.3%	33	0.5%

APPENDIX G-1

DEMOGRAPHIC DATA FOR PROFESSIONAL AND HIGHER CATEGORY STAFF

Distribution by Age	2016		2017		2018		Average *	
<b>Total Staff in Professional and Higher Category**</b>	<b>327</b>		<b>339</b>		<b>343</b>		<b>336</b>	
	No.	%	No.	%	No.	%	No.	%
20-29 years	1	0%	0	0%	0	0%	0	0%
30-39 years	45	14%	45	13%	43	13%	44	13%
40-49 years	107	33%	117	35%	119	35%	114	34%
50-54 years	59	18%	60	18%	68	20%	62	19%
55-59 years	77	24%	80	24%	81	24%	79	24%
60+ years	38	12%	37	11%	32	9%	36	11%
<b>Total Staff in General Service Category</b>	<b>357</b>		<b>359</b>		<b>359</b>		<b>358</b>	
	No.	%	No.	%	No.	%	No.	%
20-29 years	10	3%	11	3%	6	2%	9	3%
30-39 years	72	20%	80	22%	83	23%	78	22%
40-49 years	98	27%	95	26%	100	28%	98	27%
50-54 years	81	23%	83	23%	67	19%	77	21%
55-59 years	70	20%	66	18%	73	20%	70	19%
60+ years	26	7%	24	7%	30	8%	27	7%

Distribution of Years by Service	2016		2017		2018		Average *	
<b>Total Staff in Professional and Higher Category**</b>	<b>327</b>		<b>339</b>		<b>343</b>		<b>336</b>	
	No.	%	No.	%	No.	%	No.	%
00-05 years	154	47%	155	46%	156	45%	155	46%
06-09 years	66	20%	74	22%	75	22%	72	21%
10-14 years	34	10%	40	12%	49	14%	41	12%
15-19 years	35	11%	34	10%	30	9%	33	10%
20-24 years	11	3%	14	4%	16	5%	14	4%
25-29 years	12	4%	11	3%	8	2%	10	3%
30+ years	15	5%	11	3%	9	3%	12	3%
<b>Total Staff in General Service Category</b>	<b>357</b>		<b>359</b>		<b>359</b>		<b>358</b>	
	No.	%	No.	%	No.	%	No.	%
00-05 years	125	35%	138	38%	137	38%	133	37%
06-09 years	44	12%	43	12%	44	12%	44	12%
10-14 years	37	10%	30	8%	32	9%	33	9%
15-19 years	62	17%	64	18%	62	17%	63	17%
20-24 years	35	10%	37	10%	36	10%	36	10%
25-29 years	16	4%	17	5%	20	6%	18	5%
30+ years	38	11%	30	8%	28	8%	32	9%

\* Average number of total staff for the last three years (2016, 2017, 2018)

\*\* The Secretary General and Directors of Bureau (D-2) are included in these statistics

APPENDIX G-2  
RETIREMENT PROJECTIONS

Retirement Projections (cumulative)	Number of Staff as at 31 December 2018	2020**		2021**		2022**	
		No.	%	No.	%	No.	%
<b>Professional and Higher Category*</b>	337	9	3%	13	4%	25	8%
<b>General Service Category</b>	359	2	1%	10	3%	17	5%
<b>Total</b>	696	11	2%	23	4%	42	6%

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

\*\* The projection figures reflected are cumulative and take into account the new Mandatory Age of Separation (MAS). For example, the total number of staff due to retire by 31 December 2021 includes those scheduled to retire before and up to 31 December 2021.

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