



International Civil Aviation Organization

WORKING PAPER

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ASSEMBLY — 42ND SESSION

ADMINISTRATIVE COMMISSION

Agenda Item 38: Human Resources Management and Gender Equality

STATUS OF THE ICAO WORKFORCE

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This paper presents the status of the ICAO workforce for 2022, 2023, and 2024 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 take note of the trends and observations presented in this paper and to support the continued implementation of the ICAO People First Strategy over the next triennium, with particular emphasis on advancing equitable geographical representation, and gender balance across the ICAO Secretariat, as further detailed in the Human Resources Management paper.

<i>Strategic Goals:</i>	This paper relates to all Strategic Goals, High Priority Enablers and Supporting Enablers
<i>Financial implications:</i>	Not applicable
<i>References:</i>	Doc 10184, Assembly Resolutions in Force (as of 7 October 2022) Doc 7350, <i>The ICAO Service Code</i> ICAO Business Plan 2023-2025 ICAO Operating Plan 2023-2025 <i>The ICAO People First Strategy</i>

1. INTRODUCTION

1.1 Pursuant to Assembly Resolutions A4-31, A24-20, A41-23, and A41-26, the Council monitors the status of 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 2022, 2023, and 2024. It also provides observations based on the statistics.

2. COMPOSITION AND STATUS OF THE ICAO WORKFORCE

2.1 As of 31 December 2024, ICAO had a total of 734 posts (587 established and 147 extra-budgetary), of which 652 posts were filled by staff (Appendix A-1 refers). At the same time, there were 270 non-staff personnel, comprising 187 consultants/contractors, 70 gratis personnel, and 13 trust-funded personnel (Appendix A-2 refers).

2.2 Among the 652 staff members, 71 per cent (463 staff) held fixed-term appointments, while 26 per cent (170 staff) held permanent or continuing appointments (Appendix A-2 refers).

Observation 1: *Between 2022 and 2024, the number of staff in established posts decreased from 541 to 505, while staff financed through extra-budgetary funds increased from 130 in 2022 to 147 in 2024. Non-staff personnel also increased during the same period, from 241 in 2022 to 270 in 2024. The data shows the increasing need of the Organization to resort to extrabudgetary resources and non-staff personnel, in order to respond to growing demands and to be able to implement its mandated work programmes.*

2.3 As of 31 December 2024, there were 256 staff members occupying 284 posts subject to EGR. Of the 193 Member States, 90 were represented in the Secretariat, with 86 represented in EGR posts. A regional summary of the 256 staff in EGR posts is provided in Appendix B, while detailed distributions by post level, State, and Region are in Appendix C. Appendix D provides regional and State representation for key posts at the D-1 and D-2 levels.

Observation 2: *The percentage of Member States represented in EGR posts declined slightly over the triennium, from 46 per cent in 2022 to 45 per cent in 2024. Regional representation levels remained unchanged.*

2.4 As of 31 December 2024, women represented 37 per cent of staff in the Professional and higher categories. The breakdown by grade level was as follows: SG (0 per cent), D-2 (20 per cent), D-1 (33 per cent), P-5 (22 per cent), P-4 (33 per cent), P-3 (49 per cent), and P-2 (56 per cent) (Appendix E-1 refers). Women comprised 76 per cent of the General Service category. Comparative data from the UN Common System as of 31 December 2023 are in Appendices E-2 and E-3.

Observation 3: *Gender parity has improved in the Professional and higher categories, rising from 34 per cent in 2022 to 37 per cent in 2024. Representation at P-2 and P-3 levels is close to or exceeds the 50 per cent benchmark; however, at higher levels (P-5, D-1, and D-2), the percentage is still behind the target.*

2.5 In 2024, a total of 44 appointments were made to the Professional and higher categories. Of these, 20 (45 per cent) were to posts subject to EGR. Amongst these 20 appointments, 9 (45 per cent) were external candidates, of which 3 (33 per cent) were from unrepresented or below desirable level States. Women accounted for 33 per cent of the external EGR appointments (3 out of 9) and 45 per cent of the total appointments (20 out of 44) (Appendix F refers).

Observation 4: *Throughout the triennium, external appointments to EGR posts included, on average, 37 per cent women and 30 per cent nationals from unrepresented and below desirable level States. The pool of applicants from these groups also remained limited, averaging 35 per cent women and 30 per cent from unrepresented/below desirable level States. Targeted outreach will be needed to increase application rates.*

2.6 The demographic data for the Professional and higher categories as of 31 December 2024 (Appendix G-1 and G-2 refers) show:

- a) Age distribution remained stable during the triennium, with over 50 per cent of staff aged between 40 and 54;
- b) 57 percent of the staff had less than ten years of service; and
- c) excluding the Secretary General and D-2 staff, 15 per cent (52 out of 353) are expected to retire by 31 December 2028.

2.7 For the General Service category, the demographic data as of 31 December 2024 (Appendix G-1 and G-2 refers) show:

- a) Age distribution remained largely unchanged from 2022 to 2024;
- b) 48 per cent of staff had less than ten years of service; and
- c) 12 per cent (36 out of 293) are expected to retire by 31 December 2028.

Observation 5: *Taking into account the mandatory age of separations and term limits, projected retirements over the next triennium 2026-2028 are estimated at 14 per cent for both Professional and higher categories and the General Service category.*

3. CONCLUSION

3.1 Building on the trends and insights from the 2022-2024 triennium, the Secretariat will continue to implement strategic actions to strengthen its workforce management, including enhancing diversity, equitable geographical representation, and gender balance within the ICAO workforce. These actions form part of the ongoing implementation of the ICAO People First Strategy and are further detailed in the Human Resources Management paper.

3.2 It is important to acknowledge the key observations presented in this Assembly working paper, particularly the challenges faced by the Secretariat in light of continued budgetary constraints. Over the three-year reporting period, the number of staff in established positions has declined. At the same time, the Secretariat has increasingly relied on extrabudgetary resources and non-staff personnel, including secondees and consultants, to address growing demands and to fulfill the specialized requirements necessary to implement ICAO's mandated work programmes. While voluntary contributions have provided valuable

support in meeting some of the needs of the Secretariat, the evolving staffing pattern underscores the need for a strategic reassessment of workforce planning. It also highlights the importance of ensuring sustainable and adequate resource allocation to the Secretariat. Such measures are critical to maintaining long-term operational sustainability and enabling the Secretariat to continue delivering on its mandated objectives effectively.

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APPENDIX A-1

DISTRIBUTION OF TOTAL POSTS AND STAFF

Distribution of Total Posts *	2022		2023		2024	
	No.	%	No.	%	No.	%
Professional and Higher - Established RP and AOSC	324	85%	319	83%	321	82%
Professional and Higher - Extra-budgetary (all funds)	59	15%	66	17%	71	18%
Sub-total for P and Higher:		383		385		392
GS - Established RP and AOSC	280	80%	268	79%	266	78%
GS - Extra-budgetary (all funds)	71	20%	71	21%	76	22%
Sub-total for GS:		351		339		342
Total:		734		724		734

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

Distribution of Total Staff *	2022		2023		2024	
	No.	%	No.	%	No.	%
Professional and Higher - Established RP and AOSC	301	84%	289	81%	288	80%
Professional and Higher - Extra-budgetary (all funds)	59	16%	66	19%	71	20%
Sub-total for P and Higher:		360		355		359
GS - Established RP and AOSC	240	77%	231	76%	217	74%
GS - Extra-budgetary (all funds)	71	23%	71	24%	76	26%
Sub-total for GS:		311		302		293
Total:		671		657		652

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

APPENDIX A-2
WORKFORCE BY CONTRACT TYPES

Staff *	2022		2023		2024	
	IP	GS	IP	GS	IP	GS
Permanent and Continuing	105	96	105	88	94	76
Term **	-	20	-	12	-	9
Fixed Term ***	255	192	249	197	265	198
Temporary	-	3	1	5	-	10
Sub-Total for IP and GS	360	311	355	302	359	293
Total:	671		657		652	

* 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.

Non-Staff as at 31 December	2022	2023	2024
Consultants / Contractors	174	166	187
Seconded Personnel - Gratis	53	68	70
Seconded Personnel - Trust Fund	14	15	13
Total:	241	249	270

Non-Staff during the year	2022	2023	2024
Consultants / Contractors	235	232	252
Seconded Personnel - Gratis	70	76	92
Seconded Personnel - Trust Fund	15	17	25
Total:	320	325	369

APPENDIX B

Posts subject to EGR	2022		2023		2024	
	#	%	#	%	#	%
<i>Posts subject to EGR</i>	285		282		284	
Staff in posts subject to EGR	263		261		256	
Staff with non-career contracts in EGR Posts	180	68%	178	68%	182	71%
<i>No. of Contracting States</i>	193		193		193	
Unrepresented (A)	104	54%	105	54%	107	55%
Represented	89	46%	88	46%	86	45%
(B) States under-represented	21	11%	20	10%	20	10%
(C) States at desirable level	38	20%	38	20%	37	19%
(D) States above desirable level	30	16%	30	16%	29	15%
<i>Staff in posts subject to EGR by Region</i>	263		261		256	
AFI	48	18%	48	18%	47	18%
ASIA-PAC	37	14%	36	14%	39	15%
EUR	72	27%	71	27%	69	27%
MID	14	5%	13	5%	12	5%
LAM-CAR	38	14%	38	15%	35	14%
NAM	54	21%	55	21%	54	21%
<i>Regional Status</i>						
AFI	D		D		D	
ASIA-PAC	B		B		B	
EUR	B		B		B	
LAM-CAR	D		D		D	
MID	B		B		B	
NAM	D		D		D	

APPENDIX C

PROFESSIONAL AND HIGHER CATEGORY STAFF IN POSTS AS AT 31 DECEMBER 2024

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	A	
BENIN	-	-	-	-	-	-	-	-	1	A	
BOTSWANA	-	-	-	-	-	-	-	-	1	A	
BURKINA FASO	-	-	-	2	-	-	-	2	1	D	
BURUNDI	-	-	1	-	-	-	-	1	1	C	
CABO VERDE	-	-	-	1	-	-	-	1	1	C	
CAMEROON	-	-	-	1	-	-	-	1	1	C	
CENTRAL AFRICAN REPUBLIC	-	-	-	-	-	-	-	-	1	A	
CHAD	-	-	-	-	-	-	-	-	1	A	
COMOROS	-	-	-	-	-	-	-	-	1	A	
CONGO	-	-	-	-	-	-	-	-	1	A	
CÔTE D'IVOIRE	-	-	-	-	1	-	-	1	1	C	
DEM. REP. 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	-	-	-	2	-	1	-	3	2	D	
GABON	-	1	-	-	-	-	-	1	1	C	
GAMBIA	-	-	-	3	-	-	-	3	1	D	
GHANA	-	-	-	1	-	-	-	1	1	C	
GUINEA	-	-	-	-	-	-	-	-	1	A	
GUINEA-BISSAU	-	-	-	-	-	-	-	-	1	A	
KENYA	-	1	1	5	2	-	-	9	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	A	
NIGERIA	-	1	2	1	-	-	-	4	1	D	
RWANDA	-	-	-	-	-	-	-	-	1	A	
SAO TOME AND PRINCIPE	-	-	-	-	-	-	-	-	1	A	
SENEGAL	-	-	-	2	1	-	-	3	1	D	
SEYCHELLES	-	-	-	-	-	-	-	-	1	A	
SIERRA LEONE	-	-	-	-	-	-	-	-	1	A	
SOMALIA	-	-	-	-	-	-	-	-	1	A	
SOUTH AFRICA	-	-	2	-	-	-	-	2	1	D	
SOUTH SUDAN	-	-	-	-	-	-	-	-	1	A	
SUDAN	-	-	-	-	-	-	-	-	1	A	
UNITED REPUBLIC OF TANZANIA	-	-	-	1	-	-	-	1	1	C	
TOGO	-	-	1	1	-	-	-	2	1	D	
TUNISIA	-	-	1	3	-	-	-	4	1	D	
UGANDA	-	-	-	2	-	-	-	2	1	D	
ZAMBIA	-	-	-	-	-	-	-	-	1	A	
ZIMBABWE	-	-	-	1	-	-	-	1	1	C	
Total for AFI region:	1	3	9	27	5	2	-	47	42	D	

Sum of desirable levels of all States within AFI region:

55

Number of countries per status within AFI region:

A:

32

B:

0

C:

11

D:

11

* EGR Status Code:

A = Unrepresented

B = Under-represented

C = At Desirable Level

D = Above Desirable Level

C-2

REGION: ASIA-PAC										
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			
AUSTRALIA	-	-	-	1	-	-	-	1	4	B
BANGLADESH	-	-	-	1	-	-	-	1	1	C
BHUTAN	-	-	-	-	-	-	-	-	1	A
BRUNEI DARUSSALAM	-	-	-	-	-	-	-	-	1	A
CAMBODIA	-	-	-	1	-	-	-	1	1	C
CHINA	-	2	2	2	-	1	-	7	22	B
COOK ISLANDS	-	-	-	-	-	-	-	-	1	A
DEM. PEOPLE'S REP. KOREA	-	-	-	-	-	-	-	-	1	A
FIJI	-	-	-	-	-	-	-	-	1	A
INDIA	1	-	1	4	1	-	-	7	3	D
INDONESIA	-	-	-	1	-	-	-	1	2	B
JAPAN	-	-	2	3	1	-	-	6	11	B
KIRIBATI	-	-	-	-	-	-	-	-	1	A
LAO PEOPLE'S DEM. REP.	-	-	-	-	-	-	-	-	1	A
MALAYSIA	-	-	1	2	-	-	-	3	2	D
MALDIVES	-	-	-	-	-	-	-	-	1	A
MARSHALL ISLANDS	-	-	-	-	-	-	-	-	1	A
MICRONESIA	-	-	-	-	-	-	-	-	1	A
MONGOLIA	-	-	-	-	-	-	-	-	1	A
MYANMAR	-	-	-	-	-	-	-	-	1	A
NAURU	-	-	-	-	-	-	-	-	1	A
NEPAL	-	-	-	2	-	-	-	2	1	D
NEW ZEALAND	-	-	1	-	-	-	-	1	1	C
PALAU	-	-	-	-	-	-	-	-	1	A
PAPUA NEW GUINEA	-	-	-	-	-	-	-	-	1	A
PHILIPPINES	-	-	-	1	-	-	-	1	1	C
REPUBLIC OF KOREA	-	-	-	2	2	-	-	4	6	B
SAMOA	-	-	-	-	-	-	-	-	1	A
SINGAPORE	-	-	-	1	-	1	-	2	2	C
SOLOMON ISLANDS	-	-	-	-	-	-	-	-	1	A
SRI LANKA	-	-	-	1	-	-	-	1	1	C
THAILAND	-	-	-	-	1	-	-	1	2	B
TIMOR-LESTE	-	-	-	-	-	-	-	-	1	A
TONGA	-	-	-	-	-	-	-	-	1	A
TUVALU	-	-	-	-	-	-	-	-	1	A
VANUATU	-	-	-	-	-	-	-	-	1	A
VIET NAM	-	-	-	-	-	-	-	-	1	A
Total for ASIA-PAC region:	1	2	7	22	5	2	-	39	72	B
Sum of desirable levels of all States within ASIA-PAC region:	82									
Number of countries per status within ASIA-PAC region:	A:	22	B:	6	C:	6	D:	3		

* 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	A
AUSTRIA	-	-	1	-	-	-	-	1	2	B
AZERBAIJAN	-	-	-	-	-	-	-	-	1	A
BELARUS	-	-	-	-	-	-	-	-	1	A
BELGIUM	-	1	1	3	-	-	-	5	2	D
BOSNIA AND HERZEGOVINA	-	-	-	1	-	-	-	1	1	C
BULGARIA	-	-	-	-	-	-	-	-	1	A
CROATIA	-	-	-	1	-	-	-	1	1	C
CZECHIA	-	-	-	-	-	1	-	1	1	C
DENMARK	-	-	-	-	-	-	-	-	2	A
ESTONIA	-	-	-	-	-	-	-	-	1	A
FINLAND	-	-	-	-	-	-	-	-	2	A
FRANCE	1	4	4	6	2	-	-	17	6	D
GEORGIA	-	-	-	1	-	-	-	1	1	C
GERMANY	-	-	1	3	2	-	-	6	8	B
GREECE	-	-	-	1	-	-	-	1	1	C
HUNGARY	-	-	-	-	-	-	-	-	1	A
ICELAND	-	-	-	2	-	-	-	2	1	D
IRELAND	-	-	-	-	-	-	-	-	2	A
ITALY	-	-	2	2	-	-	-	4	5	B
KAZAKHSTAN	-	-	-	-	-	-	-	-	1	A
KYRGYZSTAN	-	1	-	1	-	-	-	2	1	D
LATVIA	-	-	-	-	-	-	-	-	1	A
LITHUANIA	-	-	-	-	-	-	-	-	1	A
LUXEMBOURG	-	-	1	-	-	-	-	1	2	B
MALTA	-	-	-	-	-	-	-	-	1	A
REPUBLIC OF MOLDOVA	-	-	-	-	-	-	-	-	1	A
MONACO	-	-	-	-	-	-	-	-	1	A
MONTENEGRO	-	-	-	-	-	-	-	-	1	A
NETHERLANDS	-	-	2	1	-	-	-	3	3	C
NORTH MACEDONIA	-	-	-	-	-	-	-	-	1	A
NORWAY	-	-	-	-	-	-	-	-	2	A
POLAND	-	-	-	1	-	-	-	1	2	B
PORTUGAL	-	-	-	1	-	-	-	1	2	B
ROMANIA	-	-	-	1	1	-	-	2	1	D
RUSSIAN FEDERATION	-	-	-	2	1	-	-	3	4	B
SAN MARINO	-	-	-	-	-	-	-	-	1	A
SERBIA	-	-	-	-	-	-	-	-	1	A
SLOVAKIA	-	-	-	-	-	-	-	-	1	A
SLOVENIA	-	-	-	-	-	-	-	-	1	A
SPAIN	-	-	-	5	1	-	-	6	4	D
SWEDEN	-	-	-	-	-	-	-	-	2	A
SWITZERLAND	-	-	-	1	-	-	-	1	2	B
TAJIKISTAN	-	-	-	-	-	-	-	-	1	A
TURKMENISTAN	-	-	-	-	-	-	-	-	1	A
TÜRKIYE	-	-	-	-	-	1	-	1	3	B
UKRAINE	-	-	-	-	-	-	-	-	1	A
UNITED KINGDOM	-	-	3	4	-	-	-	7	7	C
UZBEKISTAN	-	1	-	-	-	-	-	1	1	C
Total for EUR region:	1	7	15	37	7	2	-	69	80	B

Sum of desirable levels of all States within EUR region:

94

Number of countries per status within EUR region:

A:

28

B:

9

C:

8

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*
	LEVELS									
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
ANTIGUA AND BARBUDA	-	-	-	1	-	-	-	1	1	C
ARGENTINA	-	-	1	-	-	-	-	1	2	B
BAHAMAS	-	-	-	-	-	-	-	-	1	A
BARBADOS	-	-	-	-	-	-	-	-	1	A
BELIZE	-	-	-	-	-	-	-	-	1	A
BOLIVIA (PLURINATIONAL STATE OF)	-	-	-	1	-	-	-	1	1	C
BRAZIL	-	2	2	5	1	1	-	11	3	D
CHILE	-	-	-	-	-	-	-	-	2	A
COLOMBIA	-	-	-	1	-	-	-	1	1	C
COSTA RICA	1	-	1	1	-	-	-	3	1	D
CUBA	-	-	-	-	-	-	-	-	1	A
DOMINICA	-	-	-	-	-	-	-	-	1	A
DOMINICAN REPUBLIC	-	-	-	1	-	-	-	1	1	C
ECUADOR	-	-	-	1	-	-	-	1	1	C
EL SALVADOR	-	-	-	1	-	-	-	1	1	C
GRENADA	-	-	-	-	-	-	-	-	1	A
GUATEMALA	-	-	-	-	-	-	-	-	1	A
GUYANA	-	-	-	-	1	-	-	1	1	C
HAITI	-	-	-	-	-	-	-	-	1	A
HONDURAS	-	-	1	2	-	-	-	3	1	D
JAMAICA	-	-	-	-	-	-	-	-	1	A
MEXICO	-	-	-	3	1	1	-	5	3	D
NICARAGUA	-	-	-	-	-	-	-	-	1	A
PANAMA	-	-	-	-	-	-	-	-	1	A
PARAGUAY	-	-	-	1	-	-	-	1	1	C
PERU	-	-	-	2	-	-	-	2	1	D
SAINT KITTS AND NEVIS	-	-	-	-	-	-	-	-	1	A
SAINT LUCIA	-	-	-	-	-	-	-	-	1	A
SAINT VINCENT AND THE GRENADINES	-	-	-	-	1	-	-	1	1	C
SURINAME	-	-	-	-	-	-	-	-	1	A
TRINIDAD AND TOBAGO	-	-	-	-	1	-	-	1	1	C
URUGUAY	-	-	-	-	-	-	-	-	1	A
VENEZUELA (BOLIVARIAN REPUBLIC OF)	-	-	-	-	-	-	-	-	1	A
Total for LAM-CAR region:	1	2	5	20	5	2	-	35	31	D
Sum of desirable levels of all States within LAM-CAR region:	39									
Number of countries per status within LAM-CAR region:	A:	17	B:	1	C:	10	D:	5		

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

C-5

REGION: MID										
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			
AFGHANISTAN	-	-	-	-	-	-	-	-	1	A
BAHRAIN	-	-	-	-	-	-	-	-	1	A
CYPRUS	-	-	-	-	-	-	-	-	1	A
IRAN, ISLAMIC REPUBLIC OF	-	-	-	1	-	1	-	2	1	D
IRAQ	-	-	-	-	-	-	-	-	1	A
ISRAEL	-	-	-	1	-	-	-	1	2	B
JORDAN	-	-	-	2	1	-	-	3	1	D
KUWAIT	-	-	-	-	-	-	-	-	1	A
LEBANON	-	-	-	2	-	-	-	2	1	D
OMAN	-	-	-	1	-	-	-	1	1	C
PAKISTAN	-	-	-	-	-	-	-	-	1	A
QATAR	-	-	-	-	-	-	-	-	3	A
SAUDI ARABIA	-	-	-	1	-	-	-	1	3	B
SYRIAN ARAB REPUBLIC	-	-	-	-	-	-	-	-	1	A
UNITED ARAB EMIRATES	-	1	-	-	-	-	-	1	4	B
YEMEN	-	-	-	1	-	-	-	1	1	C
Total for MID region:	-	1	-	9	1	1	-	12	21	B
Sum of desirable levels of all States within MID region:	24									
Number of countries per status within MID region:	A:	8	B:	3	C:	2	D:	3		

* 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									
	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			
CANADA	-	-	5	19	13	9	-	46	4	D
UNITED STATES OF AMERICA	1	2	1	4	-	-	-	8	35	B
Total for NAM region:	1	2	6	23	13	9	-	54	38	D
Sum of desirable levels of all States within NAM region:	39									
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

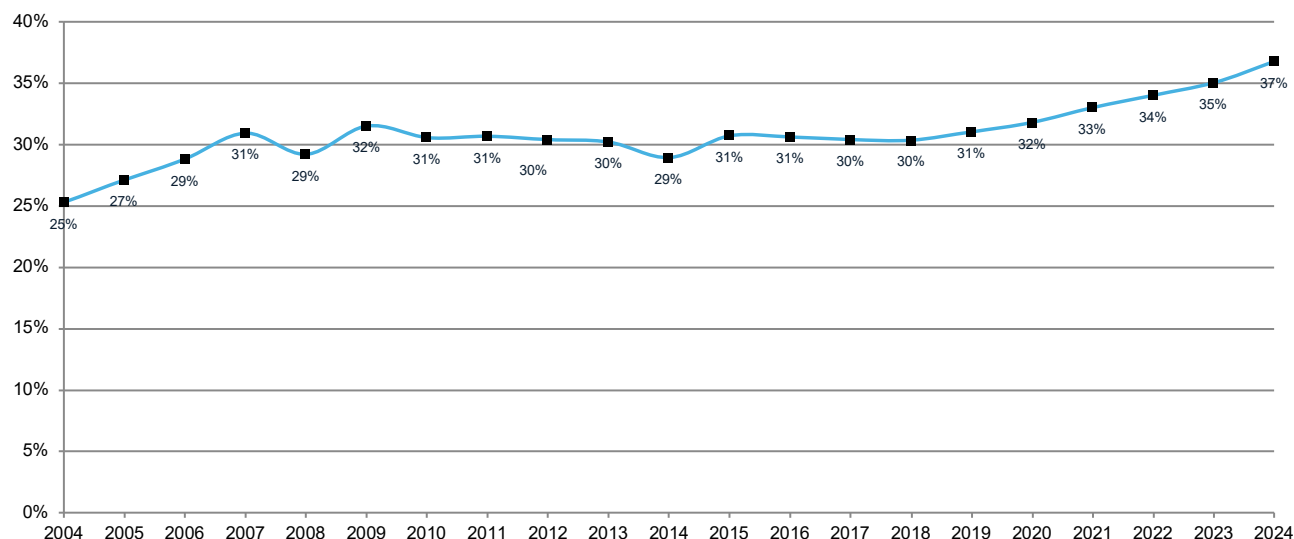
Region / State	Number of D-2 Staff			Number of D-1 Staff		
	2022	2023	2024	2022	2023	2024
Africa	1	1	1	3	3	3
Egypt	1	1	1	-	-	-
Gabon	-	-	-	1	1	1
Kenya	-	-	-	-	1	1
Nigeria	-	-	-	1	1	1
Uganda	-	-	-	1	-	-
Asia and Pacific	1	1	1	2	3	3
China	-	-	-	2	3	3
India	1	1	1	-	-	-
Europe	1	1	1	7	7	7
Belgium	-	-	-	1	1	1
France	1	1	1	4	4	4
Kyrgyzstan	-	-	-	1	1	1
Türkiye	-	-	-	1	1	-
Uzbekistan	-	-	-	-	-	1
Latin America and Caribbean	1	1	1	2	2	2
Brazil	-	-	-	2	2	2
Costa Rica	1	1	1	-	-	-
Middle East	0	0	0	1	1	1
United Arab Emirates	-	-	-	1	1	1
North America	1	1	1	3	3	2
Canada	-	-	-	2	1	-
United States of America	1	1	1	1	2	2

APPENDIX E-1

STATISTICS ON GENDER IN ICAO

Gender Statistics	2022			2023			2024		
Professional and Higher Category Staff	360			355			359		
Total Women in Professional and Higher Category	No.		%	No.		%	No.		%
	121		34%	126		35%	132		37%
No. and % of Women by level	No.	Total	%	No.	Total	%	No.	Total	%
SG	0	1	0	0	1	0	0	1	0
D-2	0	5	0	1	5	20	1	5	20
D-1	4	18	22	5	19	26	6	18	33
P-5	13	54	24	13	50	26	11	49	22
P-4	52	176	30	57	176	32	60	180	33
P-3	33	74	45	31	72	43	34	70	49
P-2	19	32	59	19	32	59	20	36	56
P-1	0	0	0	0	0	0	0	0	0
General Service Category Staff	311			302			293		
Total Women in General Service Category	No.		%	No.		%	No.		%
	241		77%	232		77%	224		76%
No. and % of Women by level	No.	Total	%	No.	Total	%	No.	Total	%
G-7	55	67	82	53	65	82	54	65	83
G-6	80	103	78	87	112	78	80	103	78
G-5	62	77	81	57	69	83	57	71	80
G-4	42	51	82	33	42	79	30	41	73
G-3	2	9	22	2	9	22	2	9	22
G-2	0	3	0	0	4	0	1	4	25
G-1	0	1	0	0	1	0	0	0	0

**Percentage of Women in the Professional and Higher Categories
2004 - 2024**



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 2023 *

Organization	P-1	P-2	P-3	P-4	P-5	D-1	D-2	TOTAL
ICAO**	-	59	43	32	26	26	20	35
CTBTO	-	58	28	38	44	50	-	39
FAO	72	64	57	41	34	28	28	46
IAEA	77	62	47	38	33	52	33	43
ICJ	-	24	79	69	80	-	-	56
IFAD	50	63	43	56	41	54	-	50
ILO	73	67	60	50	40	41	50	52
IMO	50	68	51	42	35	33	43	46
IOM	59	53	51	49	41	41	29	50
ISA	-	50	60	50	-	75	-	53
ITC	75	62	47	39	42	20	100	50
ITCILO	100	80	71	32	25	-	-	53
ITLOS	-	50	-	60	-	-	-	38
ITU	50	52	48	41	31	19	50	43
PAHO	67	76	54	47	46	43	33	52
UN	57	59	50	46	45	43	42	49
UN Tourism	86	55	55	27	54	-	100	54
UN WOMEN	100	84	72	79	82	85	63	78
UNAIDS	-	62	55	62	45	49	33	53
UNDP	60	62	52	45	42	57	32	48
UNESCO	71	68	58	52	41	44	50	56
UNFCCC	100	63	49	40	41	56	50	50
UNFPA	100	74	60	49	50	54	50	55
UNHCR	-	49	48	47	49	46	33	48
UNICC	67	23	30	40	33	50	-	33
UNICEF	79	66	52	51	49	46	46	52
UNIDO	67	61	39	40	25	19	25	38
UNITAR	50	60	47	45	44	22	-	45
UNJSPF	100	53	41	40	48	22	-	42
UNOPS	50	40	45	43	43	40	50	43
UNRWA	-	50	55	45	52	40	44	49
UNSSC	-	75	80	58	40	100	-	61
UNU	-	55	57	32	43	50	75	49
UPU	-	42	54	13	37	43	50	41
WFP	69	57	48	47	45	45	32	48
WHO	83	62	57	46	47	35	32	50
WIPO	70	70	54	47	33	35	27	49
WMO	67	55	56	43	47	18	22	47
Total	67	59	51	47	44	43	38	49

* Based on CEB Statistics of Personnel By Gender and Grade as at 31 December 2023

** 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 2023 *

Organization	G1	G2	G3	G4	G5	G6	G7	TOTAL
ICAO***	-	-	22	79	83	78	82	77
CTBTO	-	-	-	70	69	31	100	57
FAO	-	13	49	72	79	73	60	66
IAEA	60	29	34	71	67	52	44	61
ICJ	-	-	-	100	79	67	80	73
IFAD	-	11	53	79	82	83	-	72
ILO	-	2	11	67	70	66	70	59
IMO	-	-	-	56	68	70	63	65
IOM	47	4	41	54	54	52	57	50
ISA	-	-	-	-	80	88	40	65
ITC	-	-	-	77	84	77	-	80
ITCILO	-	-	94	81	91	67	75	84
ITLOS	-	-	-	-	50	63	80	60
ITU	-	-	18	44	70	72	100	68
PAHO	-	-	-	80	76	75	46	73
UN	56	8	11	26	46	58	62	40
UN Tourism	-	-	50	100	25	79	70	66
UN WOMEN	-	25	6	-	78	80	65	64
UNAIDS	-	7	8	25	81	82	83	57
UNDP	13	5	12	42	56	62	62	52
UNESCO	-	-	18	62	69	74	72	59
UNFCCC	-	-	-	74	79	62	-	73
UNFPA	-	2	4	32	66	62	59	47
UNHCR	27	4	4	36	50	47	51	38
UNICC	-	-	82	78	32	24	27	39
UNICEF	-	6	5	45	65	65	49	48
UNIDO	-	-	3	35	59	70	-	46
UNITAR	-	-	-	100	67	60	-	67
UNJSPF	-	-	-	63	62	62	78	65
UNOPS	-	-	-	20	37	34	50	35
UNRWA	-	-	-	-	100	-	-	13
UNSSC	-	-	80	67	73	67	-	73
UNU	-	-	-	60	50	84	60	69
UPU	-	-	29	46	52	38	33	45
WFP	42	7	26	37	44	41	48	34
WHO	19	1	13	63	71	68	50	54
WIPO	-	-	80	70	59	65	81	64
WMO	100	-	-	100	83	61	-	73
Total	42	5	18	43	56	56	57	46

* Based on CEB Statistics of Personnel By Gender and Grade as at 31 December 2023

** 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	2022		2023		2024		Total	
Total No. of accepted appointments	33		37		44		114	
	No.	%	No.	%	No.	%	No.	%
No. of appointments to posts subject to EGR	19	58%	19	51%	20	45%	58	51%
No. of external appointment to posts subject to EGR	10	53%	8	42%	9	45%	27	47%
No. of external appointments to posts subject to EGR from A & B States	2	20%	3	38%	3	33%	8	30%
No. of external appointments to posts subject to EGR which were women	4	40%	3	38%	3	33%	10	37%
No. of women appointments to posts subject to EGR	4	21%	9	47%	6	30%	19	33%
Total No. of women appointments (for both EGR and non-EGR posts)	13	39%	19	51%	20	45%	52	46%

Applications received to posts for which appointments were accepted	2022		2023		2024		Total	
Total No. of Applications for both EGR and non-EGR posts	2703		3579		4454		10736	
No. and % of applications from women	870	32%	1149	32%	1687	38%	3706	35%
No. and % of applications from A & B States	802	30%	948	26%	1465	33%	3215	30%
Total No. of Applications for posts subject to EGR	1480		1224		1772		4476	
No. and % of applications from women	362	24%	270	22%	585	33%	1217	27%
No. and % of applications from A & B States	393	27%	321	26%	566	32%	1280	29%

Applications received by Groups of States to posts subject to EGR for which appointments were accepted	2022		2023		2024		Total	
Total No. of applications	1480		1224		1772		4476	
A = Unrepresented	233	15.7%	173	14.1%	322	18.2%	728	16.3%
B = Under-represented	160	10.8%	148	12.1%	244	13.8%	552	12.3%
C = At Desirable Level	203	13.7%	159	13.0%	243	14%	605	13.5%
D = Above Desirable Level	820	55.4%	689	56.3%	929	52.4%	2438	54.5%
Unstated Nationality and Non-Member States	64	4.3%	55	4.5%	31	1.7%	150	3.4%

APPENDIX G-1

DEMOGRAPHIC DATA FOR PROFESSIONAL AND HIGHER CATEGORY STAFF

Distribution by Age	2022		2023		2024		Average *	
Total Staff in Professional and Higher Category **	360		355		359		358	
	No.	%	No.	%	No.	%	No.	%
20-29 years	0	0%	0	0%	0	0%	0	0%
30-39 years	28	8%	26	7%	28	8%	27	8%
40-49 years	127	35%	118	33%	123	34%	123	34%
50-54 years	71	20%	74	21%	78	22%	74	21%
55-59 years	69	19%	74	21%	68	19%	70	20%
60+ years	65	18%	63	18%	62	17%	63	18%
Total Staff in General Service Category	311		302		293		302	
	No.	%	No.	%	No.	%	No.	%
20-29 years	1	0%	1	0%	3	1%	2	1%
30-39 years	48	15%	41	14%	35	12%	41	14%
40-49 years	101	32%	107	35%	105	36%	104	35%
50-54 years	48	15%	46	15%	49	17%	48	16%
55-59 years	68	22%	59	20%	61	21%	63	21%
60+ years	45	14%	48	16%	40	14%	44	15%

Distribution of Years by Service	2022		2023		2024		Average *	
Total Staff in Professional and Higher Category **	360		355		359		358	
	No.	%	No.	%	No.	%	No.	%
00-05 years	137	38%	121	34%	116	32%	125	35%
06-09 years	75	21%	80	23%	77	21%	77	22%
10-14 years	79	22%	79	22%	84	23%	81	23%
15-19 years	28	8%	36	10%	43	12%	36	10%
20-24 years	23	6%	21	6%	23	6%	22	6%
25-29 years	11	3%	13	4%	12	3%	12	3%
30+ years	7	2%	5	1%	4	1%	5	1%
Total Staff in General Service Category	311		302		293		302	
	No.	%	No.	%	No.	%	No.	%
00-05 years	85	27%	76	25%	80	27%	80	27%
06-09 years	63	20%	72	24%	59	20%	65	21%
10-14 years	48	15%	45	15%	53	18%	49	16%
15-19 years	19	6%	20	7%	25	9%	21	7%
20-24 years	47	15%	45	15%	37	13%	43	14%
25-29 years	26	8%	23	8%	23	8%	24	8%
30+ years	23	7%	21	7%	16	5%	20	7%

* Average number of total staff for the last three years

** 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 2024	2026**		2027**		2028**	
	No.	No.	%	No.	%	No.	%
Professional and Higher Category*	353	27	8%	41	12%	52	15%
General Service Category	293	10	3%	20	7%	36	12%
Total	646	37	6%	61	9%	88	14%

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

** The projection figures reflected are cumulative. For example, the total number of staff due to retire by 31 December 2027 includes those scheduled to retire before and up to 31 December 2027.

- END -