



WORKING PAPER

ASSEMBLY — 41ST SESSION

ADMINISTRATIVE COMMISSION

Agenda Item 54: 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 2019, 2020 and 2021 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 endorse future actions related to:

- a) enhancing outreach efforts and actively seeking new ways aimed at improving Equitable Geographical Representation (EGR) and Gender equality in the ICAO Secretariat;
- b) leveraging networks within the aviation community in order to identify trends and successes in increasing the interest and development of women in aviation; and
- c) encouraging Member States to promote female candidates who meet the requirements for advertised posts and secondment positions.

Strategic Objectives: This working paper relates to all Strategic Objectives and Supporting Strategies.

Financial implications: Not applicable

References: Doc 10140, Assembly Resolutions in Force (as of 4 October 2019)
Doc 7350, *The ICAO Service Code*
ICAO Business Plan 2020 – 2022

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 2019, 2020 and 2021. It also provides observations based on the statistics.

2. COMPOSITION AND STATUS OF THE ICAO WORKFORCE

2.1 As at 31 December 2021, there was a grand total of 742 posts (597 established and 145 extra-budgetary), of which 683 posts were filled and occupied by staff (Appendix A-1 refers). At the same date, there was a grand total of 209 non-staff personnel, consisting of 157 consultants/contractors, 46 gratis personnel, and 6 trust-funded personnel (Appendix A-2 refers).

2.2 The majority of staff (64 per cent or 440 out of 683) in the Professional and higher categories and the General Service category held a fixed-term appointment, and 31 per cent (210 out of 683) held permanent and continuing appointments.

Observation 1: *While the overall number of staff in established posts increased during the triennium (from 533 staff 2019 to 538 staff in 2021), the number of staff financed by extra-budgetary funds decreased from 170 in 2019 to 145 in 2021, and the number of non-staff decreased from 229 in 2019 to 209 in 2021.*

2.3 As at 31 December 2021, there were 255 staff in 278 posts subject to EGR. From the 193 Member States, 89 States were represented in ICAO, of which 87 were in posts subject to EGR. These details, as well as an overall summary of the distribution of the 255 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 2021, 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 States represented in the Secretariat for posts subject to EGR increased from 44 percent in 2019 to 45 percent in 2021. The overall EGR status of each Region remained unchanged.*

2.4 As at 31 December 2021, the overall percentage of women in Professional and higher categories was 33 per cent. At the senior level, the distribution of women by grade level was as follows: D-2 (0 per cent); D-1 (19 per cent)¹; P-5 (25 per cent); P-4 (30 per cent); P-3 (42 per cent); and P-2 (62 per cent) (Appendix E-1 refers). As at 31 December 2021, the percentage of women in the General Service category was 75 per cent. Statistics on women in the organizations of the United Nations Common System as at 31 December 2020 are provided in Appendix E-2 and Appendix E-3.

Observation 3: *The overall percentage of women in the Professional and higher categories has increased from 31 percent in 2019 to 33 percent in 2021. At P-2, the percentage of women has exceeded the target of 50 per cent, while at higher levels (D-2, D-1, P-5, P-4 and P-3), the percentage is still behind the target.*

¹ Note: the statistics do not include the newly appointed Regional Director, Middle East Office, and the Deputy Director, Human Resources who joined the Organization on 20 January 2022 and 15 March 2022, respectively.

2.5 In 2021, a total of 30 appointments were made and accepted to posts in the Professional and higher categories. Of these 30 accepted appointments, 19 (63 per cent) were for posts subject to EGR. Of the 19 accepted appointments in posts subject to EGR, 13 (68 per cent) were for external candidates, of which 3 (23 per cent) were from either unrepresented or below desirable level States. Women represented 54 per cent (7 out of 13) of the external candidates appointed to posts subject to EGR and 47 per cent (14 out of 30) of the total accepted appointments (Appendix F refers).

2.6 For the posts subject to EGR to which appointments were accepted in 2021, a total number of 2 439 applications were received, of which 27 per cent (649 out of 2 439) were from women and 27 per cent (659 out of 2 439) were from nationals of unrepresented and below desirable level States (Appendix F refers).

Observation 4: *On average, of all the external appointments to posts subject to EGR during the triennium, 39 per cent were female candidates, and 27 per cent were nationals of unrepresented and below desirable level States. The Organization continues to face challenges in attracting female candidates and candidates from unrepresented and below desirable level States; and during the triennium, the percentage of applications received from these groups remained low, at 30 and 26 per cent, respectively.*

2.7 The demographic data of the ICAO workforce as at 31 December 2021 for Professional and higher category posts (Appendix G-1 and G-2 refers) showed that:

- a) the distribution by age remained relatively unchanged from 2019 to 2021 with over 50% of the staff in the 40-54 age group;
- 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 (62 per cent); and
- c) excluding the Secretary General and D-2 staff, 13 per cent (46 out of 342) of the Professional staff are due to retire by 31 December 2025.

2.8 For the General Service category, the demographic data of ICAO workforce as at 31 December 2021 (Appendix G-1 and G-2 refers) showed that:

- a) the distribution of age remained relatively unchanged from 2019 to 2021.
- 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, represented 48 percent of the staff in the General Service category; and
- c) 10 per cent (35 out of 335) of the General Service category staff are due to retire by 31 December 2025.

Observation 5: *Taking into account the mandatory age of separations and term limits, the number of separations due to retirement during the next triennium 2023-2025 is projected at 12 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 the ICAO Secretariat.

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) 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;
- b) leverage networks within the aviation community in order to identify trends and successes in increasing the interest and development of women in aviation; and
- c) encourage the Member States to promote female candidates for posts advertised by the Organization including for secondment positions so long as they meet the requirements; and
- d) actively seek additional ways to increase gender equality and equitable geographical representation in the fulfilment of vacancies in the Secretariat.

3.3 At the request of the Council, (as per C-DEC 223/4), annual reporting to the Council on the Status of the ICAO Workforce will be expanded to include reference to the ICAO Business Plan, Operational Plan and any actions identified in the Risk Management exercise with special attention to targets and Key Performance Indicators, as well as information on the language abilities of the staff of the Secretariat.

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APPENDIX A-1

DISTRIBUTION OF TOTAL POSTS AND STAFF

Distribution of Total Posts *	2019		2020		2021	
	No.	%	No.	%	No.	%
Professional and Higher - Established RP and AOSC	309	81%	314	84%	317	83%
Professional and Higher - Extra-budgetary (all funds)	73	19%	61	16%	63	17%
Sub-total for P and Higher:		382		375		380
GS - Established RP and AOSC	288	75%	284	77%	280	77%
GS - Extra-budgetary (all funds)	97	25%	85	23%	82	23%
Sub-total for GS:		385		369		362
Total:		767		744		742

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

Distribution of Total Staff *	2019		2020		2021	
	No.	%	No.	%	No.	%
Professional and Higher - Established RP and AOSC	275	79%	282	82%	285	82%
Professional and Higher - Extra-budgetary (all funds)	73	21%	61	18%	63	18%
Sub-total for P and Higher:		348		343		348
GS - Established RP and AOSC	258	73%	258	75%	253	76%
GS - Extra-budgetary (all funds)	97	27%	85	25%	82	24%
Sub-total for GS:		355		343		335
Total:		703		686		683

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

APPENDIX A-2
WORKFORCE BY CONTRACT TYPES

Staff *	2019		2020		2021	
	IP	GS	IP	GS	IP	GS
Permanent and Continuing	100	114	102	107	102	108
Term **	-	44	-	41	-	30
Fixed Term ***	248	193	240	191	245	195
Temporary	-	4	1	4	1	2
Sub-Total for IP and GS	348	355	343	343	348	335
Total:		703		686		683

* 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	2019	2020	2021
Consultants / Contractors	174	152	157
Seconded Personnel - Gratis	45	45	46
Seconded Personnel - Trust Fund	10	8	6
Total:	229	205	209

Non-Staff during the year	2019	2020	2021
Consultants / Contractors	302	228	215
Seconded Personnel - Gratis	62	55	63
Seconded Personnel - Trust Fund	14	12	10
Total:	378	295	288

APPENDIX B

Posts subject to EGR	2019		2020		2021	
	#	%	#	%	#	%
Posts subject to EGR	270		275		278	
Staff in posts subject to EGR	244		251		255	
Staff with non-career contracts in EGR Posts	169	69%	169	67%	173	68%
No. of Contracting States	193		193		193	
Unrepresented (A)	109	56%	110	57%	106	55%
Represented	84	44%	83	43%	87	45%
(B) States under-represented	15	8%	16	8%	17	9%
(C) States at desirable level	35	18%	32	17%	36	19%
(D) States above desirable level	34	18%	35	18%	34	18%
Staff in posts subject to EGR by Region	244		251		255	
AFI	48	20%	45	18%	45	18%
ASIA-PAC	37	15%	38	15%	41	16%
EUR	63	26%	62	25%	67	26%
MID	8	3%	11	4%	12	5%
LAM-CAR	39	16%	39	16%	36	14%
NAM	49	20%	56	22%	54	21%
Regional Status						
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 2021

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	-	-	-	2	-	-	-	2	1	D
BURUNDI	-	-	1	-	-	-	-	1	1	C
CABO VERDE	-	-	-	1	-	-	-	1	1	C
CAMEROON	-	-	-	-	-	-	-	-	1	A
CENTRAL AFRICAN REPUBLIC	-	-	-	-	-	-	-	-	1	A
CHAD	-	-	-	-	-	-	-	-	1	A
COMOROS	-	-	-	-	-	-	-	-	1	A
CONGO	-	-	-	-	-	-	-	-	1	A
COTE 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	1	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	3	1	-	-	5	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	-	-	2	1	-	-	-	3	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	2	-	-	-	3	1	D
SOUTH SUDAN	-	-	-	-	-	-	-	-	1	A
SUDAN	-	-	-	-	-	-	-	-	1	A
TOGO	-	-	1	1	-	-	-	2	1	D
TUNISIA	-	-	1	3	-	-	-	4	1	D
UGANDA	-	1	-	2	-	-	-	3	1	D
UNITED REPUBLIC OF TANZANIA	-	-	-	1	-	-	-	1	1	C
ZAMBIA	-	-	-	-	-	-	-	-	1	A
ZIMBABWE	-	-	-	1	1	-	-	2	1	D
Total for AFI region:	1	2	8	26	6	2	-	45	42	D
Sum of desirable levels of all States within AFI region:	54									
Number of countries per status within AFI region:	A:	32	B:	0	C:	10	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	Desirable	Status
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Staff	Level	Code*
AUSTRALIA	-	1	-	4	-	-	-	5	4	D
BANGLADESH	-	-	-	1	-	-	-	1	1	C
BHUTAN	-	-	-	-	-	-	-	-	1	A
BRUNEI DARUSSALAM	-	-	-	-	-	-	-	-	1	A
CAMBODIA	-	-	-	-	1	-	-	1	1	C
CHINA	-	2	2	2	-	1	-	7	18	B
COOK ISLANDS	-	-	-	-	-	-	-	-	1	A
DEM. PEOPLE'S REP. KOREA	-	-	-	-	-	-	-	-	1	A
FIJI	-	-	-	-	-	-	-	-	1	A
INDIA	1	-	1	3	1	-	-	6	2	D
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	2	C
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	2	B
PALAU	-	-	-	-	-	-	-	-	1	A
PAPUA NEW GUINEA	-	-	-	-	-	-	-	-	1	A
PHILIPPINES	-	-	-	1	-	-	-	1	2	B
REPUBLIC OF KOREA	-	-	-	2	2	1	-	5	4	D
SAMOA	-	-	-	-	-	-	-	-	1	A
SINGAPORE	-	-	-	1	-	-	-	1	2	B
SOLOMON ISLANDS	-	-	-	-	-	-	-	-	1	A
SRI LANKA	-	-	-	2	-	-	-	2	1	D
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	4	7	21	6	2	-	41	67	B
Sum of desirable levels of all States within ASIA-PAC region:	77									
Number of countries per status within ASIA-PAC region:	A:	22	B:	7	C:	4	D:	4		

* 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								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				
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	1	1	-	-	-	3	2	D	
BOSNIA AND HERZEGOVINA	-	-	-	2	-	-	-	2	1	D	
BULGARIA	-	-	-	-	-	-	-	-	1	A	
CROATIA	-	-	-	-	-	-	-	-	1	A	
CZECHIA	-	-	-	-	-	1	-	1	1	C	
DENMARK	-	-	-	-	-	-	-	-	2	A	
ESTONIA	-	-	-	-	-	-	-	-	1	A	
FINLAND	-	-	-	-	-	-	-	-	2	A	
FRANCE	1	1	3	5	2	-	-	12	6	D	
GEORGIA	-	-	-	-	-	-	-	-	1	A	
GERMANY	-	-	1	4	1	-	-	6	9	B	
GREECE	-	-	-	1	-	-	-	1	1	C	
HUNGARY	-	-	-	-	-	-	-	-	1	A	
ICELAND	-	-	-	2	-	-	-	2	1	D	
IRELAND	-	-	1	-	-	-	-	1	2	B	
ITALY	-	-	2	2	-	1	-	5	5	C	
KAZAKHSTAN	-	-	-	-	-	-	-	-	1	A	
KYRGYZSTAN	-	1	-	-	1	-	-	2	1	D	
LATVIA	-	-	-	-	-	-	-	-	1	A	
LITHUANIA	-	-	-	-	-	-	-	-	1	A	
LUXEMBOURG	-	-	1	-	-	-	-	1	1	C	
MALTA	-	-	-	-	-	-	-	-	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	
REPUBLIC OF MOLDOVA	-	-	-	-	-	-	-	-	1	A	
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	-	-	-	4	2	-	-	6	4	D	
SWEDEN	-	-	-	-	-	-	-	-	2	A	
SWITZERLAND	-	-	-	-	-	-	-	-	3	A	
TAJIKISTAN	-	-	-	-	-	-	-	-	1	A	
TURKEY	-	1	-	-	-	1	-	2	3	B	
TURKMENISTAN	-	-	-	-	-	-	-	-	1	A	
UKRAINE	-	-	-	-	-	-	-	-	1	A	
UNITED KINGDOM	-	-	3	5	1	-	-	9	7	D	
UZBEKISTAN	-	-	-	-	-	-	-	-	1	A	
Total for EUR region:	1	4	16	34	9	3	-	67	81	B	
Sum of desirable levels of all States within EUR region:	95										
Number of countries per status within EUR region:	A:	29	B:	6	C:	8	D:	8			

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

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)	-	-	-	3	-	-	-	3	1	D
BRAZIL	-	2	2	2	1	-	-	7	4	D
CHILE	-	-	-	-	-	-	-	-	2	A
COLOMBIA	-	-	-	1	-	-	-	1	1	C
COSTA RICA	1	-	1	2	-	-	-	4	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	-	-	2	1	D
HAITI	-	-	-	-	-	-	-	-	1	A
HONDURAS	-	-	1	2	-	-	-	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	-	-	1	1	C
URUGUAY	-	-	-	1	-	-	-	1	1	C
VENEZUELA (BOLIVARIAN REPUBLIC OF)	-	-	-	-	-	-	-	-	2	A
Total for LAM-CAR region:	1	2	6	20	6	1	-	36	33	D
Sum of desirable levels of all States within LAM-CAR region:	41									
Number of countries per status within LAM-CAR region:	A:	15	B:	1	C:	10	D:	7		

* 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*
	LEVELS									
	D-2	D-1	P-5	P-4	P-3	P-2	P-1			
AFGHANISTAN	-	-	-	-	-	-	-	-	1	A
BAHRAIN	-	-	-	-	-	-	-	-	1	A
CYPRUS	-	-	1	-	-	-	-	1	1	C
IRAN (ISLAMIC REP. OF)	-	-	-	1	-	1	-	2	2	C
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	-	-	-	-	-	-	-	-	4	A
YEMEN	-	-	-	1	-	-	-	1	1	C
Total for MID region:	-	-	1	9	1	1	-	12	20	B
Sum of desirable levels of all States within MID region:	25									
Number of countries per status within MID region:	A:	8	B:	2	C:	4	D:	2		

* 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	Desirable	Status
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Staff	Level	Code*
CANADA	-	2	5	13	16	6	-	42	5	D
UNITED STATES	1	1	2	7	-	-	-	11	32	B
Total for NAM region:	1	3	7	21	14	7	-	53	36	D
Sum of desirable levels of all States within NAM region:	37									
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

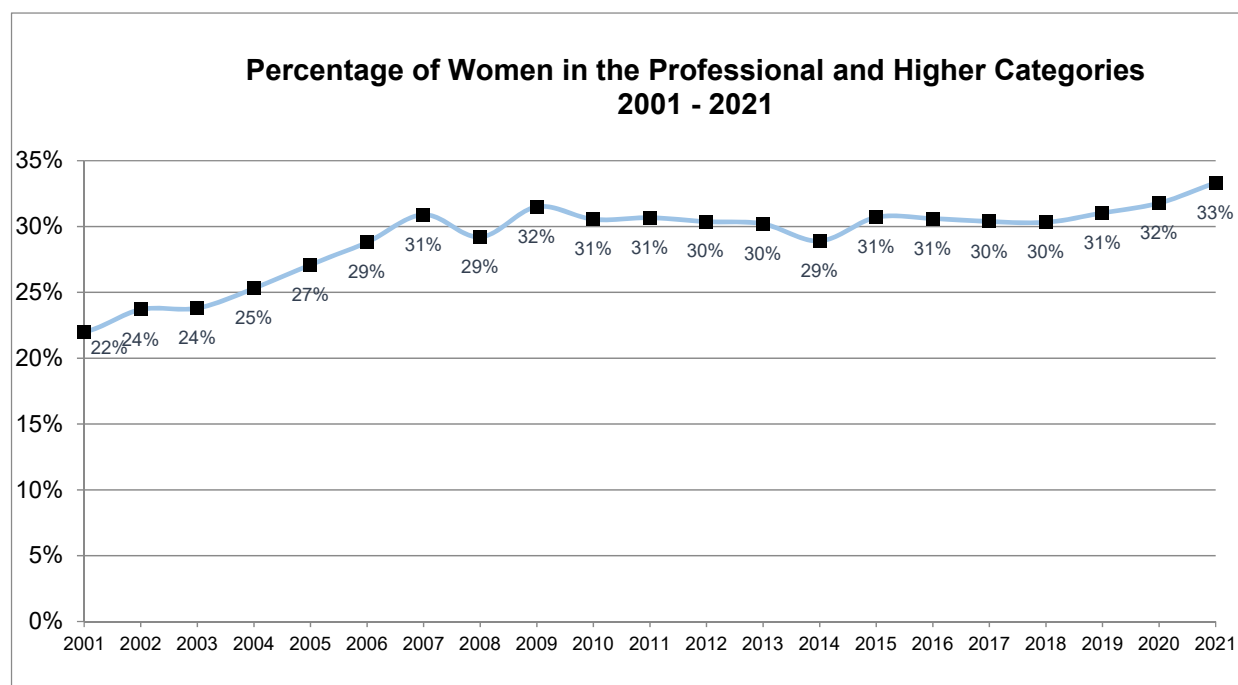
OVERVIEW OF REGIONAL AND STATE REPRESENTATION FOR D-2 AND D-1 STAFF

Region / State	Number of D-2 Staff			Number of D-1 Staff		
	2019	2020	2021	2019	2020	2021
Africa	1	1	1	4	2	2
Egypt	-	1	1	1	-	-
Gabon	-	-	-	1	1	1
Niger	1	-	-	-	-	-
Nigeria	-	-	-	1	-	-
Uganda	-	-	-	1	1	1
Asia / Pacific	1	1	1	3	3	4
Australia	-	-	-	1	1	1
China	1	1	-	-	-	2
India	-	-	1	1	1	-
Japan	-	-	-	1	1	1
Europe	-	-	1	4	4	4
Austria	-	-	-	1	1	-
Belgium	-	-	-	-	-	1
France	-	-	1	1	1	1
Kyrgyzstan	-	-	-	-	-	1
Romania	-	-	-	1	1	-
Turkey	-	-	-	1	1	1
Latin America / Caribbean	1	1	1	2	2	2
Brazil	-	-	-	2	2	2
Costa Rica	1	1	1	-	-	-
North America	2	1	1	6	7	4
Canada	1	-	-	3	4	3
United States of America	1	1	1	3	3	1

APPENDIX E-1

STATISTICS ON GENDER IN ICAO

Gender Statistics	2019			2020			2021		
Professional and Higher Category Staff	348			343			348		
Total Women in Professional and Higher Category	No.		%	No.		%	No.		%
	108		31%	109		32%	116		33%
No. and % of Women by level	No.	Total	%	No.	Total	%	No.	Total	%
SG	1	1	100	1	1	100	0	1	0
D-2	0	4	0	0	4	0	0	5	0
D-1	4	20	20	3	18	17	3	16	19
P-5	16	51	31	14	53	26	14	55	25
P-4	41	162	25	44	162	27	49	165	30
P-3	33	88	38	33	81	41	32	77	42
P-2	13	22	59	14	24	58	18	29	62
P-1	0	0	0	0	0	0	0	0	0
General Service Category Staff	355			343			335		
Total Women in General Service Category	No.		%	No.		%	No.		%
	273		77%	259		76%	250		75%
No. and % of Women by level	No.	Total	%	No.	Total	%	No.	Total	%
G-7	60	72	83	57	74	77	58	75	77
G-6	83	107	78	77	100	77	74	99	75
G-5	69	91	76	68	89	76	67	87	77
G-4	56	65	86	53	62	85	49	58	84
G-3	5	14	36	4	12	33	2	10	20
G-2	0	5	0	0	5	0	0	5	0
G-1	0	1	0	0	1	0	0	1	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 2020 *

Organization	P-1	P-2	P-3	P-4	P-5	D-1	D-2	UG**	TOTAL
ICAO***	-	58	41	27	26	17	-	100	32
CTBTO	-	52	31	28	25	25	-	-	32
FAO	71	65	54	39	28	26	25	27	43
IAEA	79	49	34	32	21	38	20	29	33
ICJ	-	35	84	54	40	-	-	-	54
ICSC	-	75	33	33	50	33	100	-	42
IFAD	60	67	50	54	32	48	40	29	49
ILO	73	62	56	50	36	37	40	40	48
IMO	100	68	55	32	38	23	25	-	44
IOM	36	54	51	45	44	31	27	50	48
ISA	-	80	50	60	60	33	-	-	56
ITC	55	58	49	35	30	-	100	100	47
ITCILO	100	67	45	40	28	-	-	-	44
ITU	78	54	45	39	34	12	25	20	42
PAHO	75	63	57	47	45	35	-	-	51
UN	90	57	-	-	100	39	37	47	62
UN WOMEN	100	90	75	83	83	86	67	100	82
UNAIDS	100	69	47	67	46	46	30	100	53
UNDP	67	62	52	43	42	48	39	62	48
UNESCO	70	64	53	50	36	50	41	40	53
UNFCCC	-	39	46	36	54	33	-	50	42
UNFPA	50	68	61	46	50	50	38	67	53
UNHCR	-	54	46	46	45	42	50	40	47
UNICC	100	18	24	22	31	-	-	-	24
UNICEF	78	63	50	51	44	50	50	60	50
UNIDO	50	64	36	46	24	19	17	-	37
UNITAR	100	67	36	83	25	22	-	-	44
UNJSPF	100	63	39	39	43	44	-	50	41
UNOPS	83	45	39	42	35	43	38	33	41
UNRWA	-	40	49	55	44	33	25	67	48
UNSSC	-	100	60	70	25	-	-	-	58
UNU	-	60	50	50	57	50	50	-	51
UNWTO	88	-	50	53	63	-	-	-	53
UPU	-	57	26	19	29	-	-	-	24
WFP	67	58	45	45	43	46	27	50	45
WHO	78	62	56	44	45	35	34	46	48
WIPO	67	70	51	47	33	38	8	25	47
WMO	-	50	59	45	23	8	25	33	41
Total	72	59	49	46	47	40	35	44	48

* Based on statistics in CEB/2021/HLCM/HR/4

** 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 2020 *

Organization	G1	G2	G3	G4	G5	G6	G7	TOTAL
ICAO***	-	-	33	85	76	77	77	76
CTBTO	-	-	-	80	70	26	100	58
FAO	-	17	55	74	82	72	79	67
IAEA	60	26	38	73	70	53	47	62
ICJ	-	-	50	67	81	56	67	72
ICSC	-	-	-	-	83	55	67	65
IFAD	-	17	68	83	80	85	-	79
ILO	50	2	19	65	77	65	73	61
IMO	-	-	-	67	82	64	60	67
IOM	26	8	53	57	57	55	60	53
ISA	-	-	-	-	83	67	33	57
ITC	-	-	-	81	88	78	-	82
ITCILO	-	100	78	87	93	71	33	83
ITU	-	-	31	50	72	74	92	68
PAHO	-	-	33	73	79	74	41	73
UN	9	6	100	-	-	-	60	40
UN WOMEN	-	20	6	33	80	78	66	63
UNAIDS	-	6	7	28	78	82	86	55
UNDP	30	5	13	44	60	66	61	53
UNESCO	-	-	21	65	71	76	70	60
UNFCCC	-	-	20	89	78	62	-	76
UNFPA	-	1	6	49	71	64	58	48
UNHCR	33	100	6	36	48	-	52	43
UNICC	-	-	-	62	29	30	-	34
UNICEF	17	100	8	47	68	-	50	43
UNIDO	-	-	7	36	59	73	-	48
UNITAR	-	-	-	100	75	50	-	63
UNJSPF	-	-	-	76	59	58	86	66
UNOPS	-	-	-	21	45	38	64	39
UNRWA	-	-	-	-	50	50	-	18
UNSSC	-	-	100	86	70	-	-	78
UNU	-	-	-	-	63	71	50	59
UNWTO	-	-	33	100	33	69	80	65
UPU	-	-	90	60	74	65	25	69
WFP	65	6	32	42	48	42	44	37
WHO	28	2	18	65	73	65	50	53
WIPO	-	-	57	60	58	67	85	64
WMO	100	-	50	100	87	65	100	77
Total	32	8	33	56	63	54	57	51

* Based on statistics in CEB/2021/HLCM/HR/4

*** 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	2019		2020		2021		Total	
Total No. of accepted appointments	41		35		30		106	
	No.	%	No.	%	No.	%	No.	%
No. of appointments to posts subject to EGR	26	63%	24	69%	19	63%	69	65%
No. of external appointment to posts subject to EGR	12	46%	16	67%	13	68%	41	59%
No. of external appointments to posts subject to EGR from A & B States	3	25%	5	31%	3	23%	11	27%
No. of external appointments to posts subject to EGR which were women	5	42%	4	25%	7	54%	16	39%
No. of women appointments to posts subject to EGR	5	19%	4	17%	8	42%	17	25%
Total No. of women appointments (for both EGR and non-EGR posts)	17	41%	13	37%	14	47%	44	42%

Applications received to posts for which appointments were accepted	2019		2020		2021		Total	
Total No. of Applications for both EGR and non-EGR posts	3485		3346		3795		10626	
No. and % of applications from women	1065	31%	1184	35%	1148	30%	3395	32%
No. and % of applications from A & B States	951	27%	710	21%	1064	28%	2725	26%
Total No. of Applications for posts subject to EGR	2139		2648		2439		7226	
No. and % of applications from women	599	28%	942	36%	649	27%	2190	30%
No. and % of applications from A & B States	634	30%	553	21%	659	27%	1846	26%

Applications received by Groups of States to posts subject to EGR for which appointments were accepted	2019		2020		2021		Total	
Total No. of applications	2139		2648		2439		7226	
A = Unrepresented	380	17.8%	323	12.2%	384	15.7%	1087	15.0%
B = Under-represented	254	11.9%	230	8.7%	275	11.3%	759	10.5%
C = At Desirable Level	320	15.0%	178	6.7%	245	10%	743	10.3%
D = Above Desirable Level	1168	54.6%	1875	70.8%	1533	62.9%	4576	63.3%
Unstated Nationality and Non-Member States	17	0.8%	42	1.6%	2	0.1%	61	0.8%

APPENDIX G-1

DEMOGRAPHIC DATA FOR PROFESSIONAL AND HIGHER CATEGORY STAFF

Distribution by Age	2019		2020		2021		Average *	
Total Staff in Professional and Higher Category **	348		343		348		346	
	No.	%	No.	%	No.	%	No.	%
20-29 years	1	0%	0	0%	0	0%	0	0%
30-39 years	37	11%	35	10%	29	8%	34	10%
40-49 years	125	36%	119	35%	125	36%	123	36%
50-54 years	65	19%	61	18%	65	19%	64	18%
55-59 years	75	22%	79	23%	74	21%	76	22%
60+ years	45	13%	49	14%	55	16%	50	14%
Total Staff in General Service Category	355		343		335		344	
	No.	%	No.	%	No.	%	No.	%
20-29 years	4	1%	2	1%	2	1%	3	1%
30-39 years	74	21%	67	20%	59	18%	67	19%
40-49 years	105	30%	105	31%	104	31%	105	30%
50-54 years	67	19%	62	18%	55	16%	61	18%
55-59 years	68	19%	65	19%	70	21%	68	20%
60+ years	37	10%	42	12%	45	13%	41	12%

Distribution of Years by Service	2019		2020		2021		Average *	
Total Staff in Professional and Higher Category **	348		343		348		346	
	No.	%	No.	%	No.	%	No.	%
00-05 years	158	45%	134	39%	132	38%	141	41%
06-09 years	72	21%	87	25%	84	24%	81	23%
10-14 years	58	17%	63	18%	69	20%	63	18%
15-19 years	30	9%	22	6%	24	7%	25	7%
20-24 years	18	5%	25	7%	21	6%	21	6%
25-29 years	5	1%	5	1%	11	3%	7	2%
30+ years	7	2%	7	2%	7	2%	7	2%
Total Staff in General Service Category	355		343		335		344	
	No.	%	No.	%	No.	%	No.	%
00-05 years	131	37%	110	32%	99	30%	113	33%
06-09 years	44	12%	57	17%	61	18%	54	16%
10-14 years	40	11%	41	12%	45	13%	42	12%
15-19 years	52	15%	38	11%	30	9%	40	12%
20-24 years	44	12%	50	15%	45	13%	46	13%
25-29 years	13	4%	18	5%	27	8%	19	6%
30+ years	31	9%	29	8%	28	8%	29	9%

* 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 2021	2023**		2024**		2025**	
		No.	%	No.	%	No.	%
Professional and Higher Category*	342	19	6%	33	10%	46	13%
General Service Category	335	18	5%	29	9%	35	10%
Total	677	37	5%	62	9%	81	12%

* 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 2024 includes those scheduled to retire before and up to 31 December 2024.

- END-