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

Improvement in the status of women in the United Nations system

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolution [74/128](#) and assesses the status of women in the United Nations system for the period from 1 January 2018 to 31 December 2019. Since the previous reporting period (1 January 2016 to 31 December 2017), the representation of women in the Professional and higher categories in the United Nations system has increased from 44.2 per cent to 45.3 per cent. For the first time, the representation of women at headquarters locations nearly reached parity, at 49.5 per cent overall. Moreover, the representation of women among heads and deputy heads of peace operations reached 48 per cent and parity among resident coordinators has been sustained since 2018.

At the same time, more progress is needed towards advancing the representation of women in the United Nations system and reaching the goal of 50/50 gender balance at all levels across the system. The representation of women during the reporting period continued to be highest at the entry levels, namely, P-1 and P-2, before decreasing progressively at the middle to senior management levels. Moreover, the representation of women continues to be lower, with a slower rate of change at non-headquarters locations.

The present report demonstrates actions taken by specific entities to achieve progress and assesses impediments to reaching gender parity. For instance, the ongoing coronavirus disease (COVID-19) crisis has created and exacerbated challenges for gender parity efforts. The present report contains recommendations aimed at assisting entities in the United Nations system to achieve gender parity, including through rigorous implementation of policies and a range of coordinated actions. The creation of enabling working environments remains vital in supporting the goal of gender parity by fostering an inclusive and diverse workplace that attracts, recruits and promotes women.

* Reissued for technical reasons on 13 August 2021.

** [A/76/50](#).



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Abbreviations

CEB	United Nations System Chief Executives Board for Coordination
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICJ	International Court of Justice
ICSC	International Civil Service Commission (secretariat)
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
IOM	International Organization for Migration
ITC	International Trade Centre
ITC-ILO	International Training Centre of the International Labour Organization
ITU	International Telecommunication Union
PAHO	Pan American Health Organization
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICC	United Nations International Computing Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNJSPF	United Nations Joint Staff Pension Fund
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSSC	United Nations System Staff College
UNU	United Nations University
UN-WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization

UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

I. Introduction

1. The attainment of gender parity across the United Nations system has been a priority for the Secretary-General since he assumed office in 2017. In the system-wide strategy on gender parity,¹ the Secretary-General made a personal commitment to achieve parity at the senior-most levels by 2021 and across the system at all levels by 2028. Shortly thereafter, in 2018, for the first time in United Nations history, parity was achieved in the Senior Management Group and among resident coordinators. A number of firsts have been achieved as women have taken up new positions. In 2020, parity was attained in the United Nations Secretariat among all full-time Assistant Secretaries-General and Under-Secretaries-General.² Furthermore, the Organization has nearly reached parity with a record number of women heads and deputy heads of special political missions and peacekeeping operations (hereafter “missions”): the share of women increased from 25 per cent at the beginning of the Secretary-General’s term in January 2017 to 48 per cent in March 2021.

2. Pursuant to General Assembly resolution 74/128, the present report provides data on the representation of women in the United Nations system and analyses progress and challenges in advancing the reaffirmed goal of 50/50 gender balance³ at all levels throughout the United Nations system. The report also considers the impact of the global coronavirus disease (COVID-19) pandemic on the gender parity efforts of the United Nations and how progress towards gender parity should complement and reaffirm broader aspects of diversity and inclusion.

3. Analysis is based on two main sources. First, the 36 entities listed in annex I to the report provided personnel statistics to CEB. Second, the report indicates the outcome of a biennial survey⁴ on gender-related policies and practices sent to the gender focal points, focal points for women⁵ and other representatives. As indicated in annex II, responses to the biennial survey were received from 56 entities (“surveyed entities”), of which 37 were United Nations Secretariat entities (United Nations departments, offices or missions) and 19 were United Nations specialized agencies, funds, programmes or institutes. In addition, the report draws on the expertise of UN-Women, in line with its mandate, to lead and coordinate gender equality efforts across the United Nations system. The data in the present report are supplemented by

¹ See www.un.org/gender/content/strategy.

² António Guterres, Secretary-General of the United Nations, remarks to the Group of Friends on Gender Parity, 6 March 2020. Available at www.un.org/sg/en/content/sg/statement/2020-03-06/secretary-generals-remarks-group-of-friends-gender-parity-delivered.

³ The term “gender balance” is used interchangeably with “gender parity” in the present report and the two terms are synonymous, referring to the equal representation of women and men.

⁴ UN-Women conducts a biennial survey on the improvement in the status of women in the United Nations system and on gender parity-related policies and practices for United Nations Secretariat departments, offices and missions and for United Nations system entities. In total, 56 entities completed the 2021 survey, and their inputs are reflected in the present report. Two versions of the survey were developed: one for United Nations Secretariat departments and offices; and another for United Nations system entities, which included questions on entity-specific policies. The Department of Management Strategy, Policy and Compliance answered policy questions on behalf of the entire United Nations Secretariat. Accordingly, where the biennial survey requested information about policy, the surveyed entities are the 20 entities listed in the first column of annex II to the report.

⁵ The term “focal points for women” is used by the United Nations Secretariat and is guided by the Secretary-General’s bulletin on departmental focal points for women in the Secretariat (ST/SGB/2008/12). The remainder of the United Nations system uses the term “gender focal points”. The two terms are synonymous and for ease of reference, the term “gender focal points” as used in this report will be understood to refer to both.

web annexes available on the UN-Women website.⁶ The United Nations Secretariat Gender Parity Dashboard provides monthly updated data by entity and level for Secretariat entities.⁷

A. Beijing Declaration and Platform for Action and the Beijing+25 anniversary

4. In 1995, the Beijing Declaration and Platform for Action established the goal of 50/50 gender balance in the Professional and higher categories at the Fourth World Conference on Women.⁸ In paragraph 193 (c) of the Declaration, it is stated that the United Nations is required to “continue to collect and disseminate quantitative and qualitative data on women and men in decision-making and analyse their differential impact on decision-making and monitor progress towards achieving the Secretary-General’s target of having women hold 50 per cent of managerial and decision-making positions by the year 2000”.

5. On the twenty-fifth anniversary of the adoption of the Beijing Declaration and Platform for Action in 2020, an assessment was made of current challenges affecting implementation and its contribution towards the full realization of the 2030 Agenda for Sustainable Development. The occasion was intended to be groundbreaking for the realization of gender equality. Instead, the spread of the COVID-19 pandemic deepened pre-existing inequalities and put at risk the gains made for women and girls in the past decades globally. The political declaration on the occasion of the twenty-fifth anniversary of the Fourth World Conference on Women (E/2020/27-E/CN.6/2020/10, chap. I.A) welcomed the progress made with regard to the implementation of the Beijing Declaration and Platform for Action, expressed concern that the overall progress had not been fast or deep enough and recognized that more intensified efforts were needed.

6. In its resolution 74/128, the General Assembly requested the Secretary-General to “further accelerate his efforts to achieve the goal of 50/50 gender balance at all levels throughout the United Nations system, including in the field and in peacekeeping missions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101, paragraph 3, of the Charter of the United Nations, considering, in particular, women from the developing and the least developed countries, countries with economies in transition and unrepresented or largely underrepresented Member States”.

B. Secretary-General’s system-wide strategy on gender parity

7. In November 2020, three years after launching the system-wide strategy on gender parity, the Secretary-General requested entities to update their entity-specific implementation plans for the next two-year period. Eighty-nine per cent of entities that participated in the biennial survey reported having developed an entity-specific plan for implementing the recommended actions of the strategy on gender parity.

8. Since the launch of the system-wide strategy on gender parity, entities across the United Nations have reached significant milestones such as updated policies and practices to attract, recruit and promote women and improved work environments to support greater inclusion. While those achievements have had an impact, progress has

⁶ See www.unwomen.org/en/how-we-work/un-system-coordination/women-in-the-united-nations/reports-and-monitoring.

⁷ See www.un.org/gender/content/un-secretariat-gender-parity-dashboard.

⁸ See www.un.org/womenwatch/daw/beijing/platform/declar.htm.

been uneven among entities, and challenges remain at non-headquarters locations, especially in mission settings where the representation of women continues to trail behind. Accelerated and strengthened efforts are needed to address the long-standing gaps in the representation of women.

9. Several initiatives designed to increase the representation of women in missions are already in progress. These include the efforts of the United Nations Secretariat's working group on emergency measures for gender parity in peace operations, where issues such as the impact of downsizing, roster reforms, mission infrastructure, and retirement and workforce planning are being addressed. Moreover, the Global Call for Nominations outreach campaign is aimed at increasing and diversifying the pool of potential candidates for the positions of Special Representative and Deputy Special Representative of the Secretary-General. Over 50 per cent of new appointments for mission leadership in 2021 were Global Call nominees.

10. To respond to the field-specific challenges related to gender parity, UN-Women created the Field-specific Enabling Environment Guidelines for the United Nations System⁹ in 2021. The guidelines provide concrete recommendations and good practices on professional and personal life integration, standards of conduct, security and safety, occupational health and well-being, recruitment, talent management and retention, and leadership, implementation and accountability. The guidelines build on the Enabling Environment Guidelines for the United Nations System¹⁰ launched by the Secretary-General in 2019.

II. Outcomes of the 2021 biennial survey on the improvement in the status of women in the United Nations system: lessons learned for progress

11. In the biennial survey on the improvement in the status of women in the United Nations system, 88 per cent of respondents reported increased awareness and attention to gender parity as a success in the implementation of the system-wide strategy on gender parity. Other key successes included progress in creating enabling working environments and securing active support from senior managers, as reported by 71 per cent and 73 per cent of respondents respectively.

12. Alongside these successes, surveyed entities indicated a range of persistent challenges in implementing the strategy on gender parity. These included a limited number of available posts for new hires combined with the lack of financial resources to achieve the recommended initiatives, the need to improve rosters and accountability for hiring decisions, and a lack of implementation of temporary special measures. Furthermore, backlash and resistance from some personnel who perceive initiatives as threats rather than opportunities were reported as a challenge. To address this, an increased focus on male engagement initiatives and awareness-raising was highlighted.

13. In the previous reporting period, a lack of active support from senior managers was one of the most commonly reported challenges. Notably, positive progress in that respect was reported in the latest survey, illustrating an increase in leadership support for gender parity efforts. However, obstacles remain in translating leadership

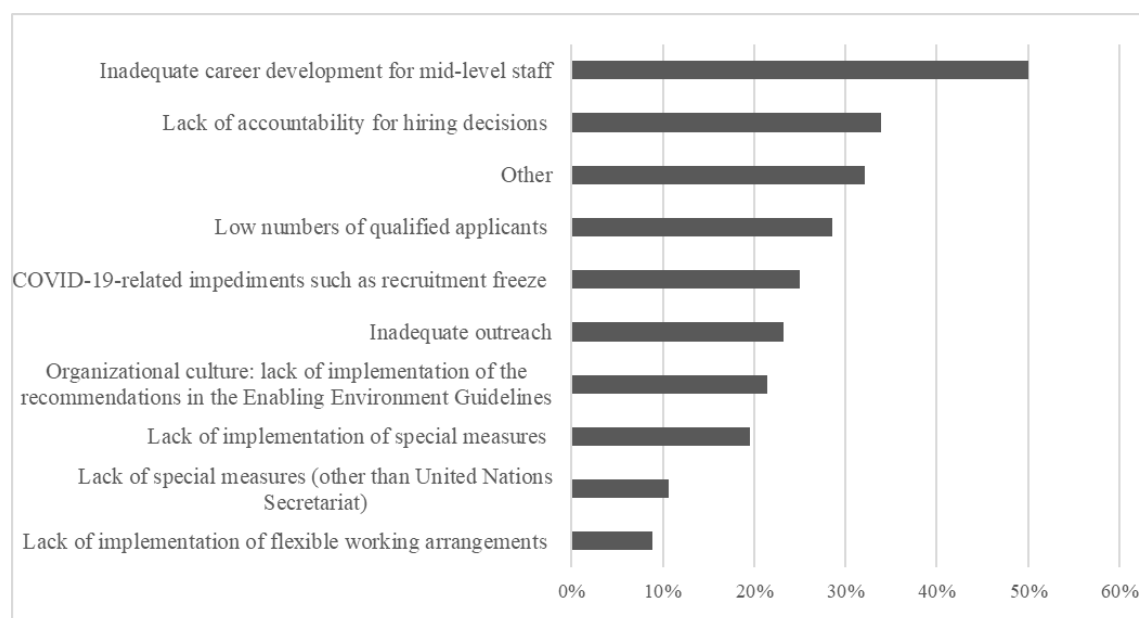
⁹ Katja Pehrman and others, *Make Parity a Reality: Field-specific Enabling Environment Guidelines for the United Nations System* (UN-Women, 2021). See www.unwomen.org/en/digital-library/publications/2021/01/make-parity-a-reality.

¹⁰ UN-Women, "Enabling Environment Guidelines for the United Nations System", 2019. Available at www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2019/gender-parity-enabling-environment-guidelines-en.pdf?la=en&vs=1535.

commitments into action. Furthermore, entities reported the challenge of attracting and retaining female talent to field and hardship locations, underlining the need to improve efforts from outreach to selection and creating enabling working environments in locations where the United Nations operates.

Figure I

Main impediments to achieving gender parity at the P-4 level and higher (percentage of respondents)



14. The biennial survey requested the respondents for their opinion in ranking their organization's three main impediments for the United Nations entities to achieving gender parity at the P-4 level and higher from a list of suggested impediments, giving each a score of 1 (most serious) to 3. The outcome of the responses is indicated in figure I. Other impediments identified by respondents included a low number of women candidates in traditionally male-dominated sectors and in hardship duty stations, low staff turnover, few openings for senior positions, challenges in retaining women, mobility requirements and inconsistent implementation of support for professional and personal life integration. Lack of support for spousal/partner employment in field locations was further highlighted. Some respondents suggested replacing field experience with other relevant leadership experience and skills as a requirement for field-based vacancies, including for resident coordinators. The removal of this requirement for mission positions is an outcome of the United Nations Secretariat's working group on emergency measures for gender parity in peace operations.

Global pandemic and gender parity efforts

15. The global pandemic has created and exacerbated challenges for gender parity efforts but has also offered opportunities for organizational culture change. Half of the respondents considered that the COVID-19 crisis had negatively affected progress towards gender parity and the creation of enabling working environments, including through recruitment freezes and competing priorities. Observations relating to the impact of the pandemic drawn from the biennial survey are set out below.

16. The pandemic negatively affected the well-being of women personnel, resulting in increased challenges for personnel with care responsibilities, possibly discouraging them from considering applying for higher-level positions, particularly in field and mission settings. For instance, school and day-care closures increased care and domestic responsibilities and harmed the well-being of parents, especially mothers and single mothers, as they juggled working, caretaking and homeschooling. Women personnel with disabilities or those with dependants with disabilities suffered from the sudden break in local support services.

17. In 2020, many entities proactively addressed the new situation by promoting flexibility, providing access to psychosocial counselling and initiating wellness programmes and peer-support groups, in addition to revising policies and producing support materials. For instance, the United Nations Secretariat created a specific website (COVID-19 response)¹¹ on COVID-19-related resources, including on health, well-being and psychosocial support.

18. Key factors such as flexibility and trust contributed to the creation of enabling working environments, yet sustained flexible working required setting clearer boundaries between work and personal life. Flexible workplaces would support gender parity, help to create enabling working environments and make the United Nations a more attractive employer for all. Furthermore, virtual meetings, seminars and training opportunities improved inclusivity and accessibility, while saving resources used for commuting or travelling. However, continued research is needed on the long-term effects of the virtual workspace, as gender dynamics and exclusions may be amplified online. Some also noted that flexible working was not always facilitated in field locations during the pandemic. Several respondents expressed the aspiration to continue flexible working after the pandemic.

III. Representation of women in the United Nations system

A. Representation by grade

Table 1

Distribution by gender of staff in the United Nations system on permanent, continuous and fixed-term appointments, at all locations, by grade, as at 31 December 2018 and 31 December 2019

	31 December 2018			31 December 2019			Difference (women as a percentage of total), 2018–2019	Difference (women as a percentage of total), 2017–2019
	Men	Women	Women (% of total)	Men	Women	Women (% of total)		
UG	166	114	40.7	164	116	41.4	0.7	7.8
D-2	399	229	36.5	406	246	37.7	1.2	3.5
D-1	1 246	726	36.8	1 284	790	38.1	1.3	2.8
Subtotal	1 645	955	36.7	1 690	1 036	38.0	1.3	2.9
P-5	4 130	2 540	38.1	4 125	2 642	39.0	0.9	1.5
P-4	6 736	5 187	43.5	6 844	5 455	44.4	0.9	1.3
P-3	5 645	4 996	47.0	5 919	5 237	46.9	-0.1	0.0
P-2	1 652	2 248	57.6	1 755	2 418	57.9	0.3	0.3

¹¹ See www.un.org/en/coronavirus/staff.

	31 December 2018			31 December 2019			Difference (women as a percentage of total), 2018–2019	Difference (women as a percentage of total), 2017–2019
	Men	Women	Women (% of total)	Men	Women	Women (% of total)		
P-1	78	148	65.5	60	148	71.2	5.7	8.4
Subtotal	18 241	15 119	45.3	18 703	15 900	45.9	0.6	0.9
NOE	2	0	0.0	2	0	0.0	0.0	-50.0
NOD	199	182	47.8	201	182	47.5	-0.2	1.3
NOC	1 918	1 614	45.7	1 999	1 692	45.8	0.1	0.9
NOB	3 250	2 413	42.6	3 584	2 772	43.6	1.0	1.3
NOA	1 751	1 552	47.0	2 097	1 821	46.5	-0.5	0.8
Subtotal	7 120	5 761	44.7	7 883	6 467	45.1	0.3	1.1
FS7	26	2	7.1	27	2	6.9	-0.7	2.7
FS6	341	84	19.8	347	89	20.4	0.6	1.7
FS5	1 102	462	29.5	1 091	472	30.2	0.7	1.0
FS4	1 045	394	27.4	965	356	26.9	-0.4	-0.5
FS3	18	5	21.7	10	3	23.1	1.3	-1.9
Subtotal	2 532	947	27.2	2 440	922	27.4	0.2	0.4
G7	1 718	2 453	58.8	1 867	2 558	57.8	-1.0	-1.0
G6	5 325	7 560	58.7	5 980	8 019	57.3	-1.4	-1.3
G5	5 978	7 874	56.8	6 093	8 142	57.2	0.4	0.1
G4	5 600	3 663	39.5	5 307	3 596	40.4	0.8	0.9
G3	4 026	870	17.8	3 793	880	18.8	1.1	1.1
G2	5 208	268	4.9	5 502	258	4.5	-0.4	-0.1
G1	174	60	25.6	159	69	30.3	4.6	8.8
Subtotal	28 029	22 748	44.8	28 701	23 522	45.0	0.2	0.7
Total	57 733	45 644	44.2	59 581	47 963	44.6	0.4	1.0

Abbreviations: UG, Ungraded; D, Director; P, Professional; NO, National Professional Officer; FS, Field Service; G, General Service.

19. In accordance with General Assembly resolution [74/128](#), the present report uses data provided annually by entities to CEB and covers the period from 1 January 2018 to 31 December 2019. Where possible, more recent data are used and efforts to obtain and analyse real-time data continue. Table 1 above includes data for “Ungraded”, which encompasses all levels above D-2, including Under-Secretary-General, Assistant Secretary-General, heads of specialized agencies (including Director-General, Deputy Director-General, Assistant Director-General and Secretary-General) and heads of funds and programmes. The data for appointments at the Assistant Secretary-General and Under-Secretary-General levels in the United Nations Secretariat continue to be reported in the “Composition of the Secretariat: staff demographics” report.¹²

¹² The most recent report on the composition of the Secretariat ([A/75/591](#)) indicates that as at December 2019, there were 29 women and 42 men appointed at the level of Under-Secretary-General and 39 women and 43 men appointed at the level of Assistant Secretary-General.

20. As at 31 December 2019, the representation of women in the United Nations system in the Professional and higher categories stood at 45.3 per cent, up from 44.2 per cent in the previous report. Between 2018 and 2019, the representation of women increased in every staff category. Yet, the increases were modest, between 0.2 and 1.3 percentage points, and in no staff category did the share of women exceed 46 per cent of all posts.

21. Since the previous report, the largest increase in the representation of women was registered at the highest levels, at 7.8 percentage points, owing to considerable increases during the period 2017–2018. The representation of women increased by 2.9 percentage points in the Director category and by 0.9 percentage points in the Professional category. Representation among National Professional Officers increased by 1.1 percentage points. Representation in the Field and General Service categories increased by 0.4 and 0.7 percentage points respectively. The category with the lowest representation of women continues to be the Field Service category, at 27.4 per cent.

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

B. Trends¹³

Table 2

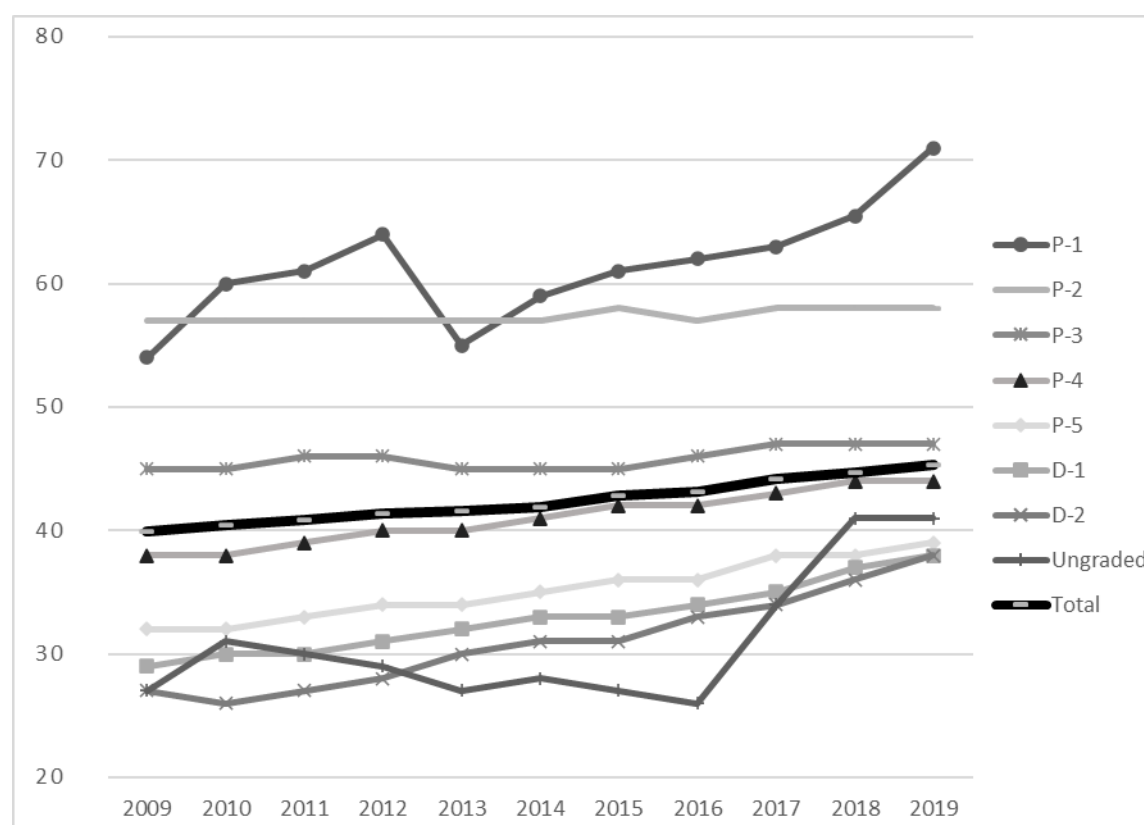
Distribution by gender of staff in the Professional and higher categories (P-1 to ungraded) in the United Nations system, 2009 to 2019

Year	P-1			P-2			P-3			P-4			P-5			D-1			D-2			Ungraded			Total		
	Men	Women	Women (%)	Men	Women	Women (%)	Men	Women	Women (%)	Men	Women	Women (%)	Men	Women	Women (%)	Men	Women	Women (%)	Men	Women	Women (%)	Men	Women	Women (%)	Men	Women	Women (%)
2009	68	80	54	1 473	1 975	57	4 347	3 531	45	5 528	3 331	38	3 979	1 843	32	1 319	534	29	427	155	27	180	65	27	17 321	11 514	39.9
2010	51	77	60	1 467	1 968	57	4 630	3 805	45	5 731	3 569	38	4 040	1 879	32	1 296	561	30	417	144	26	177	79	31	17 809	12 082	40.4
2011	48	75	61	1 477	1 965	57	4 816	4 027	46	5 947	3 805	39	4 125	2 004	33	1 295	565	30	430	158	27	182	78	30	18 320	12 677	40.9
2012	43	75	64	1 418	1 902	57	4 986	4 185	46	6 021	3 975	40	4 123	2 095	34	1 304	594	31	423	167	28	194	78	29	18 512	13 071	41.4
2013	58	71	55	1 417	1 917	57	5 208	4 270	45	6 029	4 092	40	4 114	2 116	34	1 268	606	32	405	174	30	194	72	27	18 693	13 318	41.6
2014	63	92	59	1 449	1 943	57	5 243	4 275	45	6 090	4 164	41	4 087	2 215	35	1 244	611	33	394	174	31	198	76	28	18 768	13 550	41.9
2015	61	95	61	1 464	1 984	58	5 288	4 407	45	6 070	4 363	42	4 046	2 281	36	1 138	573	33	380	169	31	221	81	27	18 668	13 953	42.8
2016	67	111	62	1 621	2 176	57	5 642	4 770	46	6 490	4 657	42	4 142	2 375	36	1 226	630	34	349	168	33	218	76	26	19 755	14 963	43.1
2017	83	140	63	1 565	2 129	58	5 432	4 791	47	6 399	4 842	43	4 040	2 427	38	1 254	685	35	393	204	34	180	91	34	19 346	15 309	44.2
2018	78	148	66	1 652	2 248	58	5 645	4 996	47	6 736	5 187	44	4 130	2 540	38	1 246	726	37	399	229	36	166	114	41	20 052	16 188	44.7
2019	60	148	71	1 755	2 418	58	5 919	5 237	47	6 844	5 455	44	4 125	2 642	39	1 284	790	38	406	246	38	164	116	41	20 557	17 052	45.3

¹³ Data for 2009 to 2014 are drawn from the annual CEB human resources statistics reports (<https://unsceb.org/reports>) and reflect staff on contracts of one year or more. Data for 2014 onwards reflect staff on permanent/continuous/fixed-term appointments irrespective of contract length.

Figure II

Trend in the representation of women (percentage) in the Professional and higher categories (P-1 to ungraded) in the United Nations system, 2009 to 2019



23. The trend over time illustrates the slow pace of the overall progress in gender parity in the United Nations system. For the period from 2009 to 2019, the average annual gains were between 0.1 and 1.7 percentage points per level and 0.5 percentage points for the Professional and higher categories overall. The drop in the representation of women is particularly steep between the P-2 and P-3 levels, demonstrating that the overrepresentation of women at entry levels does not translate automatically into proportional representation at higher levels. Over time, the representation of women has increased slowly but somewhat consistently at the P-4, P-5, D-1 and D-2 levels. The increase in the representation of women resulting from the appointments of officials at the Under-Secretary-General and Assistant Secretary-General levels since 2016 illustrates that gains are possible even in a short amount of time.

C. Representation by location

Table 3

Distribution by gender of staff in the Professional and higher categories on permanent, continuous and fixed-term appointments, by headquarters and non-headquarters, as at 31 December 2019

<i>Level</i>	<i>Headquarters</i>			<i>Non-headquarters</i>			<i>Total</i>		
	<i>Men</i>	<i>Women</i>	<i>Women (%)</i>	<i>Men</i>	<i>Women</i>	<i>Women (%)</i>	<i>Men</i>	<i>Women</i>	<i>Women (%)</i>
Ungraded	118	85	41.9	46	31	40.3	164	116	41.4
D-2	243	156	39.1	163	90	35.6	406	246	37.7
D-1	644	397	38.1	640	393	38.0	1 284	790	38.1
Subtotal	887	553	38.4	803	483	37.6	1 690	1 036	38.0
P-5	2 084	1 416	40.5	2 041	1 226	37.5	4 125	2 642	39.0
P-4	3 117	2 954	48.7	3 727	2 501	40.2	6 844	5 455	44.4
P-3	2 360	2 756	53.9	3 559	2 481	41.1	5 919	5 237	46.9
P-2	854	1 404	62.2	901	1 014	53.0	1 755	2 418	57.9
P-1	39	109	73.6	21	39	65.0	60	148	71.2
Subtotal	8 454	8 639	50.5	10 249	7 261	41.5	18 703	15 900	45.9
Total	9 459	9 277	49.5	11 098	7 775	41.2	20 557	17 052	45.3

24. Table 3 presents the distribution by gender of staff in headquarters and non-headquarters duty stations, as reported by the entities in annex I to the present report. Given the diversity of entities in annex I, the term “non-headquarters” includes regional, subregional, country, field and branch offices. The same duty station may be considered to be headquarters for one entity and non-headquarters for another entity.

25. For the first time, parity was nearly reached at headquarters locations, with the representation of women at 49.5 per cent in 2019. Yet, overall progress towards gender parity at non-headquarters locations continued to trail headquarters locations at every grade level and with an 8.3 percentage point difference overall. Addressing the obstacles to greater representation of women in the field, where the majority of staff serve, will vastly support efforts towards the goal of parity at each level across the Organization. The representation of women at the Director level was low in both headquarters and non-headquarters locations, registering at 38.4 per cent and 37.6 per cent respectively. The level with the greatest disparity continued to be the P-3 level, where the representation of women at headquarters was 12.8 percentage points higher compared with non-headquarters locations.

Resident coordinators

Table 4

Number of resident coordinators of all field offices worldwide (2018, 2019 and 2020)

Grade	December 2018			December 2019			December 2020		
	Men	Women	Women (%)	Men	Women	Women (%)	Men	Women	Women (%)
ASG	9	6	40.0	8	4	33.3	5	4	44.4
D-2	18	13	41.9	20	14	41.2	13	13	50.0
D-1	34	43	55.8	32	42	56.8	35	39	52.7
Total	61	62	50.4	60	60	50.0	53	56	51.4

Abbreviation: ASG, Assistant Secretary-General.

Source: United Nations Development Coordination Office.

26. Data for 2020 are exceptionally used here, as they were made available by the United Nations Development Coordination Office. In 2018, gender parity was reached among resident coordinators and since then, the parity gains have been sustained. While the majority of female resident coordinators are at the D-1 level, the share of women at the D-2 and Assistant Secretary-General levels was near or at parity in 2020.¹⁴

D. Representation by entity

Table 5

Percentage of women in the Professional and higher categories on permanent, continuous and fixed-term appointments, by entity, as at 31 December 2019

Women (percentage)	No. of entities	Entities (percentage of women)
≥ 50	9	ICJ (50.0), UNU (50.0), UN-Women (82.4), UNSSC (56.5), UNAIDS (53.6), UNESCO (51.9), PAHO (50.7), UNFPA (50.5), UNICEF (50.2)
40–49.9	21	UNHCR (46.8), WHO (46.5), IOM (46.2), ITC (46.1), UNDP (46.1), UNRWA (45.3), WIPO (45.2), IFAD (44.9), UNJSPF (44.8), WFP (44.7), UNITAR (44.1), United Nations Secretariat (43.9), ITC-ILO (43.8), IMO (43.3), ICSC secretariat (43.5), FAO (42.6), UNFCCC (40.4), ITU (40.0), WMO (40.0), UNWTO (48.9), ILO (48.2)
< 40	6	UNIDO (36.2), UNOPS (35.3), IAEA (31.8), ICAO (28.8), UPU (27.4), UNICC (19.1)

27. Table 5 presents the overall percentage of women in the Professional and higher categories on permanent, continuous and fixed-term appointments for the entities. However, as women have been historically overrepresented at the entry levels, a focus

¹⁴ The decrease in the total number of resident coordinators at all levels in 2020 is due to a change in the reporting system. Earlier, the United Nations Development Coordination Office reported on both incumbents and designates. As at 2020, the Office reports only on incumbents in order to report a more accurate representation of the resident coordinators currently in a post.

on an overall representation of women in each entity does not reflect the different rates of representation across grade levels.¹⁵

28. In 21 entities, the overall representation of women was between 40 and 49.9 per cent, while in six entities – compared with 11 entities in the previous report – that figure was below 40 per cent. In nine entities, the representation of women was at 50.0 per cent or above. Increases were achieved at UNITAR, the ICSC secretariat, WMO and ITU. UNU made significant progress, improving from 37.1 per cent in 2017 to reaching parity at 50.0 per cent in 2019.

29. Entities with mandates in technical fields had the lowest representation of women, illustrating the persistent occupational segregation and the need to strengthen parity efforts in traditionally male-dominated sectors.

Specific efforts to advance gender parity in male-dominated sectors

30. Male-dominated sectors such as security and logistics are an impediment to the overall efforts towards parity. Sixty-four per cent of the surveyed entities have made specific efforts in that regard. For instance, UNHCR removed the mandatory police/military requirement for security posts and reviewed job descriptions to widen the applicant pool. Similarly, WIPO established a dedicated Information Technology Talent Pool and the Senior Female Talent Pool. In 2020, WIPO received expressions of interest from 5,515 professionals through the talent pools, of whom 67 per cent were women.

31. Furthermore, ICAO established a programme to enhance gender parity. The IMO Women in Maritime programme supported access to maritime training and employment opportunities for women. IAEA launched the Marie Skłodowska-Curie Fellowship Programme to increase the number of women in nuclear science. The leadership of the United Nations Conference on Trade and Development committed to removing the PhD requirement from job openings to broaden the pool of candidates.

32. The personnel of the Office of Information and Communications Technology of the Secretariat are building a system-wide network of women in information and communications technology to strengthen collaboration and share job opportunities.

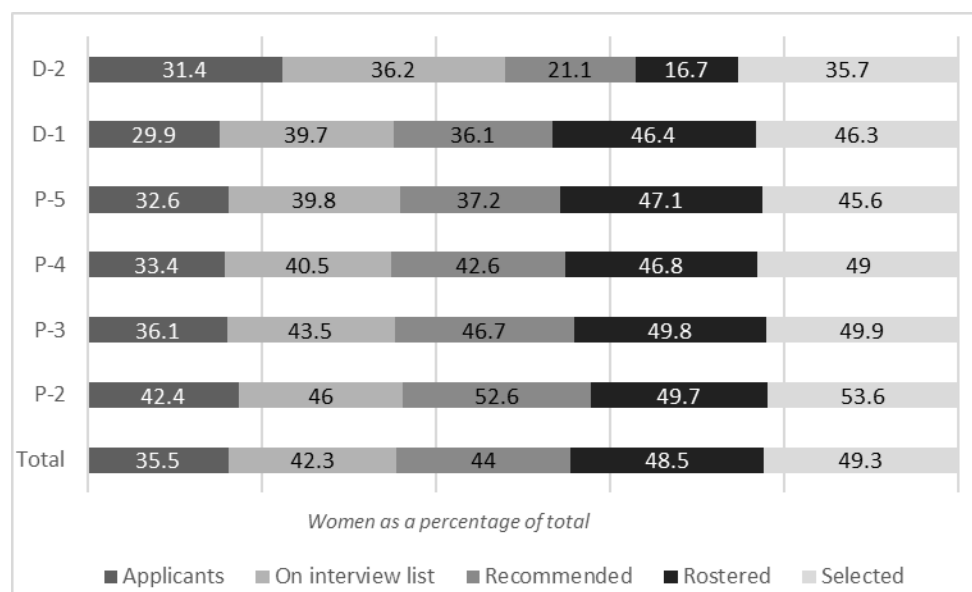
¹⁵ Annex I to the report provides further information on distribution by gender, entity and level.

IV. Career life cycle: staff selection, appointments, career advancements and separations from 1 January 2018 to 31 December 2019

A. Staff selection process

Figure III

Percentage of women at each stage of the staff selection process in the United Nations system, by level, for the period 1 January 2018–31 December 2019



33. Regarding staff selection, women comprised 35.5 per cent of applicants for positions in the Professional and higher categories. This marks a slight decrease from the previous reporting period and indicates that increased efforts are needed to reach more female applicants and improve the attractiveness of the United Nations as an employer. Despite the low proportion of women among applicants, women subsequently comprised a higher proportion among those shortlisted, recommended and rostered. Compared with the previous reporting period, the share of women among selected candidates increased at all levels and the overall share of selected women was 49.3 per cent. The D-2 level continued to stand out with the lowest share of selected women.

34. As an example of supporting gender parity in staff selection, ITC considers women serving with the United Nations Secretariat or United Nations funds and programmes or any specialized agency or organization of the United Nations common system as internal applicants for P-4 and P-5 positions, a measure that has become a component of its staff selection policy. Staff selection systems could be further improved in support of gender parity, for instance by ensuring gender-balanced panels and unbiased interview questions, ameliorating the roster system and sharing rosters at the inter-agency level.

1. Temporary special measures

35. In 2019, the Secretary-General issued a memorandum to heads of the United Nations Secretariat entities and field operations to confirm the ongoing relevance of and renewed accountability for the implementation of administrative instruction

ST/AI/1999/9 to accelerate progress in gender parity. The administrative instruction was subsequently updated in line with current selection processes, and the new administrative instruction, “Temporary special measures for the achievement of gender parity” (ST/AI/2020/5), was promulgated in 2020. The updated administrative instruction sets forth temporary special measures that apply to selections and appointments where gender parity has not been reached and creates greater accountability around recruitment. Specifically, where a woman candidate has equal or superior qualifications to a male candidate but the entity intends to select the man, the administrative instruction requires the head of entity to submit a written justification to the Executive Office of the Secretary-General for review. Heads of the United Nations Secretariat entities and field operations were informed of the revised administrative instruction and a letter was circulated to all staff to reiterate the commitment of the Secretary-General to gender parity. Implementation of the administrative instruction is improving in regularity and consistency and has constituted an important tool for awareness and accountability.

36. This is just one example of a special measure, which is an important tool in achieving parity. Seventy-four per cent of surveyed United Nations Secretariat entities have implemented temporary special measures thus far. At the United Nations Interim Force in Lebanon, rostered female candidates are separately contacted and encouraged to apply for international professional positions. The mission also performs outreach activities to encourage female candidates to apply for anticipated vacancies due to upcoming retirements.

2. Targeted outreach

37. Eighty-four per cent of the surveyed entities featured gender diversity and inclusion in their communications, recruitment materials and vacancy announcements. The Department of Political and Peacebuilding Affairs and the Department of Peace Operations of the Secretariat produced a global campaign, Peace is My Mission, to specifically inspire women candidates to work in peacekeeping. The campaign produced videos featuring women personnel sharing their experiences in United Nations missions; the videos have been viewed over 163,000 times across various online platforms.¹⁶ The United Nations Verification Mission in Colombia produced an additional video series to encourage women to apply to the Mission.¹⁷

38. The Department of Operational Support of the Secretariat launched the Senior Women Talent Pipeline initiative¹⁸ in 2014 to have a readily accessible talent pool of female candidates in United Nations field operations at the P-5, D-1 and D-2 levels. The Senior Women Talent Pipeline now consists of approximately 260 candidates who are readily deployable to senior civilian roles in various job families within United Nations peace operations. Since the launch, over 50 selections have been made from the talent pipeline, of which most have been in the field.

3. Inclusive vacancy announcements

39. According to the biennial survey, a number of entities have redesigned job descriptions, application forms and processes to maximize candidate pools to support gender parity in staff selection. UN-Women created guidance on inclusive vacancy

¹⁶ Available at <https://peacekeeping.un.org/en/peace-is-my-mission>.

¹⁷ The video series produced by the United Nations Verification Mission in Colombia, “Trabaja Con Nosotros/Join Us”, is available at <https://www.youtube.com/playlist?list=PL-8SCKVjg-e3073SwTDG1VQfLoLTWfUQ4>.

¹⁸ See www.un.org/gender/content/senior-women-talent-pipeline.

announcements¹⁹ and provided good practice examples from the United Nations system on how to create value statements, use gender-neutral language and incorporate a gender indicator into the evaluation criteria.

4. Addressing unconscious bias

40. Nearly 60 per cent of the surveyed entities responded that they required unconscious bias training for hiring managers. Sixty-eight per cent of the surveyed entities reported that their staff selection policy stipulated gender diversity in interview panels, while 46 per cent required gender diversity in review bodies for selection decisions.²⁰ To address unconscious bias during the screening and selection process, UNU removed personal information of candidates, including marital status and information about dependants.

B. Appointments and career advancements

1. Appointments

41. The analysis of new appointments²¹ illustrates the status of women in recent hiring decisions. Overall gains were registered compared with the previous reporting period: the proportion of women appointed in the Professional and higher categories increased from 47 per cent in 2016–2017 to 51 per cent in 2018–2019. Yet, the share of women among new appointments remained systematically lower in non-headquarters locations than headquarters locations, especially at the P-3, P-4 and D-2 levels.

42. Almost 80 per cent of the surveyed entities reported that hiring managers were provided with access to real-time staff data to better understand how hiring decisions impact progress towards gender parity. Furthermore, approximately 3,000 international staff in the United Nations Secretariat are expected to retire in the next eight years, the majority of whom are men. The Department of Management Strategy, Policy and Compliance of the Secretariat will work with individual entities on their retirement projections and workforce planning to ensure greater gender and geographic balance in the coming years. New appointments and upcoming retirements provide an opportunity for advancing the representation of women at each level where gender parity has not been reached. The situation highlights the need for continued talent development and strategic planning of internal pipelines, as well as workforce and succession planning.

2. Career advancements

43. Women's representation in career advancements²² is an indication of opportunities for women's career progression in the organization. The share of women in career advancements increased from 49 per cent in the previous reporting period to 52 per cent overall. As with the previous reporting periods, career advancements at the P-1 to P-4 levels continued to be at, near or above gender parity. Gains were registered in headquarters and non-headquarters locations, yet overall, women's

¹⁹ See www.unwomen.org/en/how-we-work/gender-parity-in-the-united-nations/gender-parity-resources.

²⁰ As noted above in footnote 4, where the biennial survey requested information about policy, the surveyed entities are the 20 entities listed in the first column of annex II.

²¹ Appointments include new appointments and staff members with a step in grade during the reporting period.

²² Career advancements refer to increases in grade level during the reporting period.

career advancements continued to trail behind in non-headquarters locations, especially at the P-5 and D-2 levels.

3. Inter-agency mobility

44. A recent review on inter-agency mobility by the Joint Inspection Unit of the United Nations System (JIU/REP/2019/8) concluded that inter-agency mobility policies do not serve the needs of organizations or the aspirations of staff. Pursuant to the recommendations of the Joint Inspection Unit in that report, the biennial survey explored the challenges of inter-agency mobility.

45. Based on the biennial survey, reported challenges for women regarding inter-agency mobility are specifically related to geographical mobility, especially in relation to non-family duty stations. Additional issues include systematic disadvantages related to social norms and gender stereotypes, the uneven distribution of care responsibilities and a lack of spousal employment opportunities. They reiterated the proposal in the system-wide strategy on gender parity that the designation of family duty stations should consider not only security concerns but also aspects such as the availability of health care, schools and recreational facilities at the duty station.

4. Leadership and mentoring programmes

46. Eighty-six per cent of surveyed entities have leadership or managerial training programmes and 44 per cent have such programmes that are designed specifically for women. UNSSC runs a Leadership, Women and the United Nations programme for women at the P-4 and P-5 levels. Another example of a leadership development programme is the Programme for Emerging Leaders (EMERGE), which was jointly developed by 11 United Nations entities.²³ The EMERGE programme has demonstrated a positive impact on the careers of participants; for instance, 40 per cent of participants from WIPO have benefited from career advancement.

47. Mentoring programmes can also play a role in supporting the career progression of women. Sixty-six per cent of the surveyed entities offer mentoring programmes for all personnel and 33 per cent offer mentoring programmes specifically for women. For instance, the "Together" mentoring programme of the United Nations Secretariat facilitates inter-agency exchange and collaboration. The UNDP Regional Bureau for Arab States launched a mentoring programme for mid-level professional women, helping participants to overcome obstacles and develop networks. ITC relaunched and expanded its Mentoring Programme for Women with 120 participants in partnership with the Organization of Women in International Trade (OWIT Lake Geneva²⁴), the Geneva Centre for Security Policy and UNAIDS. The programme emphasizes the notion of a horizontal mentoring exchange where both mentors and mentees support one another.

48. While leadership and mentorship programmes can be beneficial, they should be considered supplemental efforts to ensure career opportunities for women. Otherwise, such programmes risk becoming an additional responsibility expected of women and a replacement for concrete opportunities and on-the-job learning. Moreover, assessing the impact of mentoring programmes remains crucial, and both men and women are needed to build broad networks and collaboration to maximize the benefits of the programme.

²³ ILO, ITU, Office for the Coordination of Humanitarian Affairs, Office of the United Nations High Commissioner for Human Rights, UNAIDS, UNHCR, UNICEF, United Nations Office at Geneva, UNSSC, WHO and WIPO. See <https://learning.unog.ch/node/9019>.

²⁴ OWIT Lake Geneva is a non-profit organization and chapter of the Organization of Women in International Trade (OWIT), an international network of over 3,000 members around the world.

5. Career development opportunities for female National Professional Officers

49. Twenty-four per cent of surveyed entities with National Professional Officer staff have reached parity amongst them and approximately 40 per cent of the entities with National Professional Officers have plans or targets in place to increase the proportion of women in that group. The Office of Human Resources of the Secretariat and UN-Women have developed a United Nations talent pool initiative.²⁵ This tool will help the United Nations entities to perform dedicated outreach to potential female candidates both inside the Organization, such as the National Professional Officers, and outside the United Nations system, for future international professional positions. There are currently 6,713 female subscribers who are part of the talent pool. Moreover, UNAIDS amended its recruitment policy in 2020 to consider relevant service as a National Professional Officer to count as equivalent to international experience for international professional positions. Also, UNAIDS developed a stretch assignment policy, in particular for locally recruited staff to be able to move to different duty stations on temporary development assignments.

C. Separations

Table 6

Distribution by gender of reasons for separation in the Professional and higher categories of staff on permanent, continuous and fixed-term appointments (1 January 2018 to 31 December 2019)

<i>Reason for separation</i>	<i>Men (total)</i>	<i>Women (total)</i>	<i>Women (percentage)</i>	<i>Reason as a percentage of total separations (men)</i>	<i>Reason as a percentage of total separations (women)</i>
Abandonment of post	11	13	54.2	0.4	0.6
Abolishment of post	68	43	38.7	2.5	1.8
Agreed termination	104	77	42.5	3.8	3.3
Appointment expiration	1 116	956	46.1	40.8	40.8
Death	43	16	27.1	1.6	0.7
Dismissal for misconduct	29	7	19.4	1.1	0.3
In the interest of Organization	18	24	57.1	0.7	1.0
Inter-agency secondments	69	55	44.4	2.5	2.3
Inter-agency transfers	154	190	55.2	5.6	8.1
Resignation	764	755	49.7	27.9	32.2
Retirement (early and mandatory)	309	153	33.1	11.3	6.5
Summary dismissal	10	4	28.6	0.4	0.2
Termination – health	29	45	60.8	1.1	1.9
Termination – unsatisfactory service	11	8	42.1	0.4	0.3
Total	2 735	2 346	46.2	100.0	100.0

50. The following three reasons for separation accounted for 81.1 per cent of separations of female staff and 80.0 per cent of separations of male staff:

(a) **Appointment expiration.** This was the most common reason for the separation of both women and men, at 40.8 per cent. Compared with the previous

²⁵ See <https://careers.un.org/lbw/Home.aspx>.

reporting period, the closing of the gap suggests that men and women are equally as likely to leave the United Nations system due to appointment expiration;

(b) **Resignation.** This accounted for a larger proportion of separations of women – 32.2 per cent compared with 27.9 per cent for men. Despite the lower representation of women among the Professional and higher categories at 45.3 per cent, they comprised 49.7 per cent of all resignations during the period;

(c) **Retirement.** This accounted for only 6.5 per cent of separations of women, compared with 11.3 per cent of men. The higher proportion of retirements of men may be attributable to the historical gender imbalance in the organization and the fact that men are more likely than women to finish their careers at the United Nations. Staff retirements present an opening for progress in gender parity in the future, should vacant posts be subsequently filled by women.

Exit surveys and interviews

51. Exit surveys and interviews are effective tools to assess the reasons behind separations and hence crucial for the United Nations to be able to create and improve enabling working environments. Sixty-two per cent of the surveyed entities conduct exit interviews and of those entities, 44 per cent conduct mandatory interviews as recommended in the system-wide strategy on gender parity. For instance, UNOPS conducts mandatory exit interviews, which are analysed by gender, unit and region to identify strategies to drive retention and talent management efforts.

V. Leadership and accountability

52. Diverse, inclusive and engaged leadership is conducive to strengthening accountability and influencing positive change in working environments. Leaders are expected to reinforce a comprehensive range of actions to accelerate progress in gender parity and lead by example. Most of the implementation plans of the surveyed entities cover the areas of leadership and accountability in line with the system-wide strategy on gender parity. Moreover, gender action plans or gender parity plans with clear accountability frameworks have been developed.

1. Accountability frameworks

53. Eighty-four per cent of the surveyed entities have various accountability measures in place for reaching gender parity. One of the most prevalent measures was to include gender parity goals in performance indicators for senior managers, staff with supervisory responsibilities and human resources personnel. Tracking the implementation of these frameworks remains critical. At UNDP, the Gender Steering and Implementation Committee, which includes all Assistant Secretaries-General, regularly reviews the status of gender parity and provides strategic oversight.

54. Ensuring the full and equal participation of women in decision-making processes is another way to demonstrate accountability for gender parity and inclusion.²⁶ For instance, UNHCR ensures gender parity in committees, advisory bodies and boards. UNIDO adopted an administrative instruction entitled “Equal representation of women: UNIDO’s policy on panel parity”. The United Nations country team in Indonesia announced its “No Manel pledge”, which is a commitment to join only panels in which women are represented. This is a goal that is also pursued by the International Gender Champions, an initiative of Member States that includes

²⁶ See UN-Women, “Shaping the international agenda II: Progress on raising women’s voices in intergovernmental forums”, December 2020. Available at www.unwomen.org/en/digital-library/publications/2021/01/progress-on-raising-womens-voices-in-intergovernmental-forums.

United Nations senior leadership. A core commitment of the International Gender Champions is ensuring that every effort is made to avoid all-male panels.

2. Rewarding progress

55. Showcasing and celebrating achievements in gender parity and enabling environment initiatives help to galvanize champions and sustain change. The Department of Safety and Security of the Secretariat established a specific gender champion award as a part of its recognition programme. Furthermore, the Department recognized field offices with exemplary implementation of the Enabling Environment Guidelines in support of gender parity efforts through an award for gender equality and inclusion. The United Nations Interim Administration Mission in Kosovo witnessed an increased awareness of gender equality work in the Mission after having awarded a gender award in 2019. It has facilitated the creation of a gender-sensitive workplace and discussions on the benefits of gender parity in the Mission.

VI. Creating an enabling environment

56. An enabling environment means a working environment that embraces equality, eradicates bias and is inclusive of all personnel. As stressed in the system-wide strategy on gender parity, inclusivity and equality will be attained only if the working environment is safe, prizes diversity, provides equal opportunities and recognizes that personnel are also family and community members. Commonly, many entities measure organizational culture through staff engagement surveys. Sixty-four per cent of the surveyed entities conduct staff-wide surveys related to the implementation of the Enabling Environment Guidelines, but within that group, only 68 per cent reported that survey results had been used to guide concrete actions. Observations relating to the creation of an enabling environment drawn from the biennial survey are set out below.

A. Professional and personal life integration

1. Flexible working arrangements

57. Workplace flexibility supports personnel with diverse situations, including individuals with care responsibilities. The most common types of flexible working arrangements in the United Nations are telecommuting, staggered working hours, compressed work schedules and scheduled breaks for extended learning activities.²⁷

58. The ongoing global pandemic has made working away from the office an alternative working arrangement to ensure business continuity. The pandemic helped to normalize working from home and showed that although in-person communication is important, teleworking can be beneficial both for the organization and personnel. Prior to the pandemic, some entities had allowed long-term teleworking, including outside of the duty station. Some entities are planning to include such provisions in upcoming policy revisions building on the lessons learned from the pandemic. Such a provision is also included in the United Nations Secretariat's policy (see [ST/SGB/2019/3](#)), which allows staff members to telecommute from outside the staff member's official duty station for a duration not exceeding nine months in cases of compelling personal circumstances.

59. Seventy-seven per cent of the surveyed entities with field-based staff offer and promote flexible working arrangements in the field. For instance, UNIDO implements

²⁷ See Secretary-General's bulletin on flexible working arrangements ([ST/SGB/2019/3](#)).

a flexible working hours system in field offices, and UNHCR offers a special compressed work schedule in all high-risk duty stations. To support national staff in emergency duty stations, UNICEF offers a flexible working modality called “Special Emergency Compressed Time Off”. Staff members are allowed five days off after working in a compressed work schedule of 45 extra minutes every day for 40 days.

60. Despite increasing awareness and reinforced implementation, challenges related to the successful implementation of flexible working arrangements were reported. These include issues related to trust, work-life boundaries, Internet connectivity, support from managers and learning to manage a flexible workforce. Nearly a third of surveyed entities offered training on flexible working arrangements for managers.

2. Parental leave and broader care needs

61. Policies that enable personnel to effectively balance personal, family and professional commitments throughout their career are critical to reaching gender parity. Standardized parental leave can support women’s career advancements and encourage the involvement of the partner in the early life of the child, which has demonstrably positive outcomes not only for the child, but also for more equal sharing of care work and changing mindsets both at home and in the workplace.

62. Parental leave policies across entities of the United Nations vary. All surveyed entities offer 16 or more weeks of maternity leave and four or more weeks of paternity leave. Several entities supplement parental leave provisions with additional special leave with pay to bring it to six months. For instance, UNFPA extended maternity leave from 16 to 24 weeks with special leave with full pay and similarly augmented paternity and adoption leave to 16 weeks total in 2020. The system-wide strategy on gender parity recommends an additional six months of parental leave for staff in non-family duty stations. UN-Women extended maternity and paternity leave to 32 weeks with an additional eight weeks of special leave with full pay in D and E duty stations.

63. Adoption and surrogacy leave policies remain the most varied. Eighty-six per cent of surveyed entities offered eight weeks or more of adoption leave. Over half of surveyed entities provided surrogacy leave, either as part of their parental leave policy or covered through special leave with pay. To make parental leave policies flexible yet equitable, UNAIDS standardized and extended paternity, adoption and surrogacy leave to 16 to 18 weeks, depending on the number of children.

64. Personnel have diverse care needs beyond parental responsibilities, including ageing parents, siblings or partners and/or family members with disabilities. Forty-six per cent of surveyed entities reported providing additional leave or support related to care responsibilities. However, in most cases, special leave without pay or uncertified sick leave was used.

65. The system-wide strategy on gender parity recommends a standardized parental leave policy granting maternity, paternity, adoption and surrogacy leave that is equal in length, provided that specific pre-delivery and post-delivery needs of the birth parent are covered additionally in line with the WHO recommendation of six months for breastfeeding/bonding with the child. Several entities expressed their commitment to strong gender-responsive, family-friendly policies for all United Nations staff.²⁸

²⁸ Achim Steiner, Administrator for UNDP, and others, joint statement “One UN for family leave and childcare” by UNDP, UNFPA, UNICEF and UN-Women, June 2019. Available at www.unwomen.org/en/news/stories/2019/5/statement-joint-one-un-for-family-leave-and-childcare.

3. Onsite childcare

66. Twenty-seven per cent of surveyed entities reported offering onsite child-care services. While child-care facilities and services are essential in family duty stations, such services are equally needed in non-family duty stations by national staff members. UNICEF in Afghanistan provides a crèche, which is shared among other United Nations agencies. The United Nations House in Abuja provides a physical room where parents can bring their child with a caregiver. Furthermore, building on an assessment on the child-care needs of staff members, WIPO launched a pilot programme with a nearby crèche, providing a financial contribution for placements of children of WIPO staff.

4. Breastfeeding/bottle-feeding

67. Inclusive breastfeeding/bottle-feeding policies support equitable parenting and reintegration to work following parental leave, which in turn advance the career progression of women and contribute to gender parity. Most United Nations entities have a policy in place that offers two hours off for breastfeeding/bottle-feeding daily. Furthermore, the ITC policy supports both breastfeeding and bottle-feeding, in line with WHO recommendations, with an aim to destigmatize and support parents who prefer to bottle-feed.

68. Seventy-three per cent of surveyed entities have a designated lactation room available, including in some missions such as the United Nations Interim Administration Mission in Kosovo. Key considerations regarding a lactation room include its accessibility, the availability of appropriate equipment and awareness among personnel.

B. Standards of conduct

1. Discrimination, harassment, including sexual harassment, and abuse of authority

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

70. Seventy-three per cent of the surveyed entities offered new training on addressing sexual harassment and abuse in the past two years. Furthermore, 87 per cent of the surveyed entities have regular communications for staff on the importance of addressing sexual harassment.²⁹

71. Misconduct can also occur online, and concerted efforts are encouraged to ensure zero tolerance of any form of discrimination, harassment, including sexual harassment, and abuse of authority, both in digital and physical workspaces. While over half of the surveyed entities reported that it was not yet possible to assess whether online forms of harassment in digital workspaces had increased due to the pandemic, surveyed entities recommended the development of guidelines and training for managers and leadership to monitor, prevent and address online harassment.

²⁹ For more resources, see UN-Women, "Stepping up to the challenge: towards international standards on training to end sexual harassment", February 2020, available at www.unwomen.org/en/digital-library/publications/2020/03/discussion-paper-towards-international-standards-on-training-to-end-sexual-harassment.

2. CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System

72. The Secretary-General established the CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System in 2017. The purpose was to scale up prevention and response efforts, protect and support victims and survivors, strengthen investigative capacity and create a safe and enabling work environment. Substantial progress has been made in those areas.

73. The CEB Task Force on Addressing Sexual Harassment has developed the United Nations System Model Policy on Sexual Harassment,³⁰ the Code of Conduct to Prevent Harassment, including Sexual Harassment, at United Nations System Events,³¹ the Guide for Managers – United Nations Secretariat Prevention of, and Response to, Sexual Harassment in the Workplace³² and ClearCheck.³³ Ninety-one per cent of the surveyed entities have in place the minimum standards of the United Nations System Model Policy on Sexual Harassment; 86 per cent apply the Code of Conduct at their events; 82 per cent use the Guide for Managers; and 87 per cent indicated usage of the ClearCheck screening tool.

74. In 2021, the CEB Task Force on Addressing Sexual Harassment also launched the Investigators' Manual for Investigations of Sexual Harassment Complaints in the United Nations.³⁴ The Manual aims to enhance a common understanding and approach to investigations of sexual harassment complaints with a view towards strengthening investigations in the long term. Those efforts form part of the United Nations comprehensive approach to ensure a safe and respectful work environment, free from sexual harassment.

75. Seventy-seven per cent of the surveyed entities have taken steps to strengthen a victim-centred approach when investigating sexual harassment and sexual exploitation and abuse-related complaints. For instance, the Department of Management Strategy, Policy and Compliance implemented a victim assistance tracking system in peacekeeping operations in 2018. The system captures critical information and enhances data management in addition to improving reporting capabilities and serving as a communicative tool to achieve victim assistance coordination.

C. Diversity and inclusion

76. Efforts to achieve gender parity should complement other aspects of diversity and inclusion, including racial and geographic diversity. Seventy-one per cent of surveyed entities have specific initiatives on diversity and inclusion. For example, the Office of the United Nations High Commissioner for Human Rights, UNFPA and UN-Women recently created dedicated posts to coordinate the organizations' work on diversity and inclusion. UNDP and United Nations Volunteers jointly implemented a programme that promotes the recruitment and inclusion of persons with disabilities.

³⁰ Available at https://unsceb.org/sites/default/files/imported_files/UN%20System%20Model%20Policy%20on%20Sexual%20Harassment_FINAL.pdf.

³¹ Available at www.un.org/management/sites/www.un.org.management/files/un-system-model-code-conduct.pdf.

³² Available at https://unsceb.org/sites/default/files/imported_files/Guide%20for%20Managers%20Prevention%20of%20and%20Response%20to%20Sexual%20Harassment%20in%20the%20Workplace_UN%20Secretariat_0.pdf.

³³ ClearCheck is a screening database tool that enables human resources professionals to vet candidates to prevent the hire or rehire of individuals with established allegations of sexual harassment. Available at <https://unsceb.org/briefing-note-clear-check>.

³⁴ See https://unsceb.org/sites/default/files/2021-05/Investigators%20Manual-March%202021_screen.pdf.

77. Accompanied by a campaign on awareness and action in 2020, the Secretary-General established an interdepartmental Task Force on Addressing Racism and Promoting Dignity for All to formulate a strategic action plan and make recommendations to the Secretary-General for actions that will ensure equal treatment and full inclusion of all United Nations personnel in the implementation of the mandates and activities of the Organization. Seventy-six per cent of the surveyed entities have taken concrete steps to address racism within the workforce. Respondents reported that their entities had engaged with the intersection of gender and race, ethnicity or sexual orientation. For instance, ITC formed its first inclusion group in 2020, which is committed to an intersectional approach to strengthening organizational culture.

78. The Geographical Diversity Strategy of the Secretary-General³⁵ was launched in 2020 to improve the representation of unrepresented and underrepresented Member States. It highlights that gender parity and geographical diversity are mutually reinforcing goals. A target for "geographical appointments" is included in the senior manager's compact for accountability. Based on the biennial survey, 53 per cent of surveyed entities have initiatives or programmes to increase the geographical representation of women. For instance, the UNDP Regional Bureau for Africa and the African Union Commission jointly implemented the first African Young Women Leaders Fellowship Programme with over 20 African female participants. In 2020, UN-Women launched the Young Women Leaders Initiative, with the support of United Nations Volunteers, to create professional opportunities for a diverse cohort of young women from the Global South and to foster inclusivity.

D. System-wide gender focal point network

79. A strong gender focal point network is a success factor for the advancement of gender parity, as focal points are assigned to provide support to the head of department/office/mission in fulfilling his or her responsibilities for the achievement of gender parity. The active support of gender focal points has also been recognized by Member States (see General Assembly resolution 74/128). Led and coordinated by the Office of the Focal Point for Women in the United Nations system, the network has grown to over 400 members, including an increasing number of focal points in the field.

80. As noted in Secretary-General's bulletin 2008/12, each department, office, regional commission and mission should have at least one departmental focal point for women and one alternate. Seventy-seven per cent of the surveyed entities reported having focal points appointed in all offices, departments and missions. For instance, the Department of Management Strategy, Policy and Compliance ensured that every office had a gender focal point, including at the Director level. Some entities have men in gender focal point roles and many underlined that gender equality and parity were not only women's issues. Forty-seven per cent of surveyed entities with field locations reported having gender focal points appointed in the field. For example, UNDP promoted the adoption of multidisciplinary gender specialists and gender focal teams headed by senior managers in country offices to advance co-ownership of the gender equality agenda.

81. However, less than half of the respondents reported that gender focal points were adequately resourced in terms of time and financial allocation to carry out their functions. Yet, gender focal points in 66 per cent of surveyed entities are given access to up-to-date staff selection data to review gender parity progress by level and department. Furthermore, most gender focal points continue to have regular access to

³⁵ Available at https://hr.un.org/sites/hr.un.org/files/OHR%20Geographical%20Diversity%20Strategy_EN_0.pdf.

senior management to discuss the organization's gender parity-related efforts in almost all surveyed entities.

82. Based on the survey responses, three major challenges facing gender focal points were competition with primary duties, insufficient time to perform focal point duties and lack of resources to carry out focal point functions and networking. Thirty-four per cent of respondents indicated that better definition of the role and responsibilities of gender focal points through clear terms of reference would help to overcome those challenges. Over one third of respondents reported that gender focal points had not been able to carry out their functions during the COVID-19 crisis owing to increased workloads and time and resource scarcity.

VII. Mission settings

83. In the field operations of the United Nations Secretariat, the representation of women stands at 31 per cent. As an important source of information on field-specific challenges, a record number (12) of missions³⁶ participated in the biennial survey.

84. The survey results revealed distinct issues related to women working in mission settings, including gender-specific security and safety concerns, working and living conditions, and occupational safety, health and well-being. Raising awareness and addressing those issues is important to reflect the diversity of personnel within the organization and cater for the realities of field work. Targeted, tailored and sometimes duty station-specific solutions are needed to accelerate gender parity progress in field and mission settings.

1. Working and living conditions

85. The improvement of working and living conditions in mission settings is one of the key areas identified in the system-wide strategy on gender parity as a priority action for bridging the gender gap. A lack of privacy or concerns about risk to security are some of the identified concerns of women personnel in missions.³⁷ Over half of surveyed missions and field offices have plans to implement or have already implemented improvements to working and living conditions for women personnel.

86. Conditions of security and safety differ widely by location. It is critical to ensure that mission settings are inclusive and that the security needs of all personnel are met, in order to attract and retain women.³⁸

87. Some missions have made positive strides in this area. For instance, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic increased guard protection for women. The Department of Safety and Security of the Secretariat makes recommendations on security precautions in the field, considering the impact for men and women of any security measure that is designed and implemented for offices as well as residences. The Department also developed and promulgated additional gender-sensitive guidance for United Nations

³⁶ United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, United Nations Multidimensional Integrated Stabilization Mission in Mali, United Nations Assistance Mission in Afghanistan, African Union-United Nations Hybrid Operation in Darfur, United Nations Peacekeeping Force in Cyprus, United Nations Interim Force in Lebanon, United Nations Interim Administration Mission in Kosovo, United Nations Mission in South Sudan, United Nations Military Observer Group in India and Pakistan, United Nations Truce Supervision Organization, United Nations Verification Mission in Colombia and United Nations Support Office in Somalia.

³⁷ See the 2021 report by the Office of Internal Oversight Services entitled "Evaluation of the organizational culture in peacekeeping operations" (A/75/803).

³⁸ Pehrman and others, *Make Parity a Reality*.

security management system security personnel in the form of a manual on gender inclusion in security risk management in 2019. The manual provides guidance in terms of gender-based security incidents, gender in security risk management, a guide to develop in-country support structures, and training on sexual harassment, sexual exploitation and abuse.

88. In response to the recommendations in the system-wide strategy on gender parity, the Department of Operational Support operates the Elsie Initiative for Field Missions' Facilities and Infrastructure to improve camp layouts, accommodations, ablution spaces and recreational facilities, enhance female participation and retention, improve overall safety and security of staff and support the systematic implementation in the field. The project caters to the specific needs of both civilian and uniformed women.

89. Other initiatives to improve working and living conditions are also in progress. For instance, the United Nations Assistance Mission in Afghanistan improved international staff accommodation and social spaces in the compound. The United Nations Peacekeeping Force in Cyprus increased lighting around accommodations. The United Nations Mission in South Sudan prioritizes the allocation of housing to women so that they will have an independent kitchen and ablution space.

2. Occupational safety, health and well-being

90. The global pandemic brought to the forefront the critical importance of occupational safety, health and well-being for an effective and efficient workforce and as a key component of enabling working environments. The Critical Incident Stress Management Unit at the Department of Safety and Security addressed the exponential growth in demand for counselling services in the context of the global pandemic for all. It was reported in the biennial survey that in the Department of Political and Peacebuilding Affairs/Department of Peace Operations missions, a total of 4,369 staff and their families received counselling and emotional support through 300 sessions and 1,753 well-being follow-up checks in relation to the COVID-19 crisis.

91. Furthermore, the availability of health-care professionals to meet the needs of all personnel demonstrates a duty of care for health and well-being that is essential to attract and retain women to field locations. For instance, the United Nations Mission in South Sudan has female medical doctors available in all field offices. The United Nations Assistance Mission in Afghanistan recruited international medical doctors and conducted regular visits by staff counsellors to field offices. It also raised awareness of the importance of stress management and advocated for the participation of women in welfare committees and other representational bodies. Some entities offered telehealth, additional counsellors and well-being seminars, while the United Nations Verification Mission in Colombia created a well-being task force for staff in the field.

VIII. Conclusions and recommendations

A. Conclusions

92. The twenty-fifth anniversary of the adoption of the Beijing Platform for Action in 2020 was a milestone for the established goal of 50/50 gender balance and a rallying point to accelerate efforts, including through the implementation of the system-wide strategy on gender parity, which set the road map for achieving gender parity at the most senior levels by 2021 and across the United Nations system at all levels by 2028.

93. The overall representation of women in the Professional and higher categories in the United Nations system increased from 44.2 per cent in 2017 to 45.3 per cent in 2019. Modest improvements were made at most grade levels during the reporting period and some entities achieved considerable gains. For the first time, the representation of women at headquarters locations nearly reached parity, at 49.5 per cent overall. Furthermore, parity among resident coordinators has been sustained since 2018, parity has been achieved and sustained among full-time Under-Secretaries-General and Assistant Secretaries-General since 2020, and parity has been nearly achieved in heads and deputy heads of peace operations missions in 2021.

94. Yet, examination of the trends for the period 2009–2019 shows that the overall progress in gender parity in the United Nations has been uneven. The persistent gap in the representation of women between the P-2 and P-3 levels illustrates that the overrepresentation of women at entry levels does not translate into more proportional representation at higher levels. Moreover, the overall improvement has not yet changed the negative correlation of the representation of women and seniority between the P-3 and D-2 levels.

95. The representation of women at non-headquarters locations continued to be lower than at headquarters locations at every grade level, with an 8.3 percentage point difference overall in 2019. From recruitment to retention, more coherent implementation of all available tools and techniques presented in the present report are required to achieve gender parity, especially in the field and mission settings.

96. Despite the efforts by most entities to prioritize gender parity during the COVID-19 pandemic, respondents to the biennial survey reported that the global pandemic had had a negative impact on some gender parity work. Therefore, conscious efforts are needed to make up any lost ground and commitments need to be translated into actions. Furthermore, the long-term impact of the pandemic on women's representation, career life cycle and well-being in the United Nations requires dedicated and regular monitoring. The pandemic also created new opportunities for organizational culture change, as alternative working arrangements made flexibility a reality. Flexible working arrangements should be promoted for all personnel to encourage more equal sharing of paid and unpaid work and to make the United Nations a more attractive and inclusive workplace.

97. It is evident that there is not one significantly disproportional challenge that hinders progress to gender parity, but rather multiple and interacting challenges that require concrete and measurable actions. Complementary efforts are needed to strengthen diversity and inclusion among the United Nations workforce, including equitable geographical diversity.

98. Gender focal points are change agents in guiding and successfully implementing practices and policies to advance gender parity and the creation of enabling working environments. They strengthen and facilitate the mandate of UN-Women to monitor and report on the system-wide implementation, challenges and progress.

B. Recommendations

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

100. **All entities, managers and staff are encouraged to familiarize themselves with the system-wide strategy on gender parity and its recommendations for**

action and targets covering all areas from accountability to special measures to mission-specific efforts.

101. Entities are encouraged to strengthen accountability for the implementation of the measures presented in the report, including by updating and regularly monitoring their entity-specific implementation plans and addressing possible impediments. Accountability mechanisms, such as performance appraisals and leadership compacts, are essential to ensuring progress towards gender parity.

102. Senior leaders are encouraged to continue to visibly demonstrate their commitment to gender parity and take concrete actions, including through consistent messaging and the adoption of temporary special measures. Real-time tracking of progress, such as the Gender Parity website of the United Nations Secretariat, should be replicated and made publicly available across the United Nations system.

103. All United Nations entities are encouraged to implement the recommendations of the Enabling Environment Guidelines and the Field-specific Enabling Environment Guidelines to create inclusive working environments in support of gender parity. In that regard, entities should provide sufficient financial and human resources for organizational change and for overcoming the identified impediments to progress. To prevent setbacks from the COVID-19 crisis, entities should strengthen gender parity efforts.

104. Global staff surveys and mandatory exit interviews should be implemented to assess the ramifications of the organizational culture for women, to guide concrete actions and to better understand the reasons behind separations.

105. Furthermore, entities should closely monitor the impact of the pandemic on personnel, with a focus on its impact on women and their health and well-being, as well as on the integration of their professional and personal lives.

106. The terms of reference of gender focal points and focal points for women should be updated and streamlined to reflect changing organizational needs and to enhance inter-agency efforts to reach gender parity across the United Nations system. In addition, entities should:

(a) Appoint gender focal points and focal points for women, as well as their alternates, in each department, service or office, including an office away from Headquarters; a special political or peacekeeping mission; a regional commission; a resident or regional coordinator's office; or any other unit tasked with programmed activities. Large entities should have multiple gender focal points or focal points for women;

(b) Provide gender focal points and focal points for women with adequate levels of seniority and responsibility, access to staff selection and representation statistics and an appropriate allocation of dedicated time, information, financial resources and relevant training and advocacy opportunities necessary to carry out their essential functions;

(c) Actively include gender focal points and focal points for women in workforce planning, selection process and outreach efforts to reach gender parity targets;

(d) Continue to designate men as gender focal points and focal points for women;

(e) Continue to coordinate and collaborate with the Office of the Focal Point for Women in the United Nations system at UN-Women on the basis of its

mandate and utilize its substantive guidance and tools, including the Enabling Environment Guidelines and the Field-specific Enabling Environment Guidelines for the United Nations System.

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

- (a) Use inclusive vacancy announcements with conscious efforts to maximize the talent pool and increase diversity by applying gender-sensitive language, distinguishing essential and desired skills and experience and removing personal information from the screening process;
- (b) Consider excluding field experience as a requirement at different levels as a means to enhance mobility and gender parity;
- (c) Consider temporarily suspending restrictive requirements from job descriptions by removing requirements for time in post or those related to the number of lateral moves or contract modality;
- (d) Conduct targeted outreach to increase women applicants, including through rosters;
- (e) Ensure diversity of interview panels and that hiring managers and staff are regularly trained on unconscious bias;
- (f) Consider geographical representation and gender parity when developing talent pipelines and in recruitment efforts;
- (g) Strengthen talent pipelines in collaboration with Member States, national universities and specialized networks, especially in traditionally male-dominated sectors.

108. Temporary special measures are needed to accelerate progress in gender parity. Administrative instruction [ST/AI/2020/5](#) should be applied consistently to selections and appointments at each level at which gender parity has not been reached within the entity. Regular communication efforts on the use of administrative instruction [ST/AI/2020/5](#) are encouraged especially among field entities.

109. In the context of the increasing number of retiring staff in the United Nations Secretariat, entities should harness the situation as an opportunity for improving the representation of women and invest in career development, internal pipelines and strategic workforce and succession planning, especially in the field and in missions.

110. Inadequate career development opportunities for mid-level staff was reported as the main impediment to reaching gender parity at the P-4 level and higher. A considerable gap is also registered between the representation of women at entry levels and higher grade levels. Therefore, entities should implement a comprehensive set of measures to support the career development of women, especially at the mid-career level, including creating enabling working environments where women can thrive and advance their careers; through policies, actions and initiatives in support of personal and professional life integration; overcoming stereotypes; and creating career opportunities, such as through inter-agency mobility, shared rosters and treating female candidates from participating United Nations system organizations as internal candidates, while leveraging the recommendations in the Enabling Environment Guidelines and the Field-specific Enabling Environment Guidelines for the United Nations System.

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

(a) Add gender-parity targets in the annual workplans of United Nations country teams and resident coordinators and monitor and track trends towards that goal;

(b) While maintaining a focus on gender mainstreaming in programmes, gender theme groups may also be leveraged to support the advancement of gender parity and an enabling environment, where appropriate.

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

113. Entities are recommended to promote professional and personal life integration for all personnel, including promoting and implementing flexible working arrangements and duty station-specific flexible solutions and updating related policies building on the lessons learned from the global pandemic, considering which tasks or job roles can be done remotely, and monitoring to ensure consistent application.

114. Maternity, paternity, adoption and surrogacy leave policies should be replaced with one standardized parental leave policy of six months to promote equal caregiving. Furthermore, entities should:

(a) To the extent possible, expand parental leave coverage to personnel on long-term non-staff modalities;

(b) Address the broader care needs of staff members and provide additional leave and flexibility when possible;

(c) Provide appropriate time off for parents to nourish their children and ensure the availability of facilities specially designed for breastfeeding/bottle-feeding;

(d) Consider providing reimbursements for a percentage of day-care costs, which could also be extended to cover associated costs for caring for ageing parents and/or dependants with disabilities.

115. Efforts to prevent, address and eliminate sexual harassment should be strengthened system-wide, in full alignment with the work of the CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System. Continued monitoring and implementation of accountability mechanisms is necessary, as well as promoting enabling working environments where impunity is not tolerated. Knowledge-sharing to exchange good practices with different stakeholders remains pivotal. Entities should:

(a) Apply a victim-centred approach to all instances of misconduct and demonstrate zero tolerance towards discrimination, harassment, including sexual harassment, and abuse of authority both online and in person;

(b) Continue to align with the United Nations System Model Policy on Sexual Harassment;

(c) **Implement the Code of Conduct to Prevent Harassment, including Sexual Harassment, at United Nations System Events at all United Nations events both online and in person;**

(d) **Use the Guide for Managers – United Nations Secretariat Prevention of, and Response to, Sexual Harassment in the Workplace;**

(e) **Utilize the ClearCheck database to screen candidates;**

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

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

117. In order to allow the United Nations to take into account the principle of equitable distribution of positions between men and women in every entity, within all units and across every level, Member States are urged to support amending relevant Staff Regulations and Staff Rules to recognize the goal of gender parity and equal opportunities for all. For positions at the senior-most levels of the United Nations, Member States are encouraged to strengthen the sustainability of gender parity at those levels by nominating female candidates for consideration for such positions.

Annex I

Distribution by gender of staff in the Professional and higher categories, on permanent, continuous and fixed-term appointments, at all locations, by entity, as at 31 December 2019

Entity	P-1		P-2		P-3		P-4		P-5		D-1		D-2		Ungraded		Subtotal		Women (%)
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
FAO	19	48	66	112	173	196	351	228	232	83	58	22	27	7	14	3	940	699	42.6
IAEA	3	12	78	73	282	152	370	171	271	60	31	15	4	2	7	2	1 046	487	31.8
ICAO	1	1	13	13	53	36	132	42	68	18	16	4	4	1	0	1	287	116	28.8
ICJ	0	0	14	6	3	13	6	8	3	2	1	0	1	0	1	0	29	29	50.0
ICSC secretariat	0	0	1	3	2	1	4	2	2	2	2	1	0	1	2	0	13	10	43.5
IFAD	1	3	22	29	56	45	47	53	60	28	13	9	3	2	5	0	207	169	44.9
ILO	2	8	45	76	115	146	216	213	205	122	46	24	13	10	6	4	648	603	48.2
IMO	0	1	9	17	17	22	26	12	21	11	10	4	5	1	1	0	89	68	43.3
IOM	7	3	124	144	200	191	175	122	58	40	29	14	11	5	1	1	605	520	46.2
ITC	3	3	29	38	30	31	27	15	19	5	3	1	0	1	0	1	111	95	46.1
ITC-ILO	0	3	3	9	11	3	13	11	12	6	1	0	1	0	0	0	41	32	43.8
ITU	0	3	30	31	65	52	77	48	50	25	15	1	2	1	4	1	243	162	40.0
PAHO	1	1	17	27	38	51	123	116	26	21	9	6	2	0	0	0	216	222	50.7
United Nations	0	12	469	615	2 067	1 743	2 220	1 598	1 079	668	379	227	117	80	67	59	6 398	5 002	43.9
UN-Women	0	1	5	61	29	89	26	124	19	85	2	20	2	6	0	3	83	389	82.4
UNAIDS	0	0	7	17	19	21	31	53	67	61	20	15	6	3	0	3	150	173	53.6
UNDP	3	4	102	155	263	256	419	310	285	199	101	81	35	26	5	7	1 213	1 038	46.1
UNESCO	9	20	94	150	162	177	128	134	90	41	24	28	9	11	7	4	523	565	51.9
UNFCCC	0	0	37	21	44	38	34	18	8	8	5	2	1	0	1	1	130	88	40.4
UNFPA	1	1	25	55	52	73	123	86	100	100	38	34	10	6	1	2	350	357	50.5
UNHCR	0	0	224	268	662	537	498	435	183	163	94	55	20	21	2	2	1 683	1 481	46.8
UNICC	0	0	8	2	43	13	26	3	13	4	2	0	1	0	0	0	93	22	19.1
UNICEF	1	4	125	204	610	604	734	784	426	318	60	52	19	22	2	2	1 977	1 990	50.2
UNIDO	1	0	6	15	38	22	44	33	52	18	20	4	2	1	1	0	164	93	36.2
UNITAR	0	0	2	4	5	4	1	4	3	1	7	2	0	0	1	0	19	15	44.1
UNJSPF	0	0	1	1	24	24	27	18	10	9	5	4	1	0	1	0	69	56	44.8
UNOPS	0	5	34	24	129	54	90	58	56	25	12	9	10	5	2	2	333	182	35.3

Entity	P-1		P-2		P-3		P-4		P-5		D-1		D-2		Ungraded		Subtotal		Women (%)
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
UNRWA	0	0	3	2	23	20	37	44	20	15	13	4	7	0	1	1	104	86	45.3
UNSSC	0	0	0	0	4	5	2	7	3	1	0	0	1	0	0	0	10	13	56.5
UNU	0	0	5	9	9	6	6	8	4	5	6	5	2	1	2	0	34	34	50.0
UNWTO	2	6	3	0	3	4	6	8	4	4	2	0	1	0	2	0	23	22	48.9
UPU	0	0	5	6	27	11	17	5	10	4	4	0	4	0	2	0	69	26	27.4
WFP	2	2	65	93	354	267	219	174	170	142	71	52	38	13	4	2	923	745	44.7
WHO	3	5	47	78	197	219	448	387	387	302	136	73	27	16	13	12	1 258	1 092	46.5
WIPO	1	2	19	41	89	91	101	87	74	36	38	20	12	2	7	2	341	281	45.2
WMO	0	0	18	19	21	20	40	36	35	10	11	2	8	2	2	1	135	90	40.0
Total	60	148	1 755	2 418	5 919	5 237	6 844	5 455	4 125	2 642	1 284	790	406	246	164	116	20 557	17 052	45.3

Annex II

**Respondents of the 2021 biennial survey on the improvement in
the status of women in the United Nations system**

<i>United Nations entities</i>	<i>United Nations Secretariat entities</i>	
	<i>Departments and offices</i>	<i>Special political missions and peacekeeping operations</i>
Food and Agriculture Organization of the United Nations (FAO)	United Nations Office at Geneva	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)
International Atomic Energy Agency (IAEA)	United Nations Office at Vienna/United Nations Office on Drugs and Crime	United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)
International Civil Aviation Organization (ICAO)	United Nations Office at Nairobi	African Union-United Nations Hybrid Operation in Darfur (UNAMID)
International Maritime Organization (IMO)	United Nations Economic Commission for Latin America and the Caribbean (ECLAC)	United Nations Peacekeeping Force in Cyprus (UNFICYP)
International Trade Centre (ITC)	United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)	United Nations Interim Force in Lebanon (UNIFIL)
Joint United Nations Programme on HIV/AIDS (UNAIDS)	United Nations Economic and Social Commission for Western Asia (ESCWA)	United Nations Interim Administration Mission in Kosovo (UNMIK)
United Nations Development Programme (UNDP)	Department of Political and Peacebuilding Affairs/Department of Peace Operations	United Nations Mission in South Sudan (UNMISS)
United Nations Population Fund (UNFPA)	Department for General Assembly and Conference Management	United Nations Military Observer Group in India and Pakistan (UNMOGIP)
Office of the United Nations High Commissioner for Refugees (UNHCR)	Department of Management Strategy, Policy and Compliance	United Nations Support Office in Somalia (UNSOS)
United Nations Children's Fund (UNICEF)	Department of Safety and Security	United Nations Truce Supervision Organization (UNTSO)
United Nations Interregional Crime and Justice Research Institute (UNICRI)	Department of Economic and Social Affairs	United Nations Verification Mission in Colombia (UNVMC)
United Nations Industrial Development Organization (UNIDO)	Department of Global Communications	United Nations Assistance Mission in Afghanistan (UNAMA)
United Nations Institute for Training and Research (UNITAR)	Department of Operational Support	

<i>United Nations Secretariat entities</i>		
<i>United Nations entities</i>	<i>Departments and offices</i>	<i>Special political missions and peacekeeping operations</i>
United Nations Office for Project Services (UNOPS)	Office of the United Nations High Commissioner for Human Rights (OHCHR)	
United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)	Office of Legal Affairs	
United Nations University (UNU)	United Nations Office of Administration of Justice	
United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	Office for Disarmament Affairs	
World Intellectual Property Organization (WIPO)	Office of Information and Communications Technology	
World Trade Organization (WTO)	Office of the Special Coordinator for the Middle East Peace Process	
United Nations Secretariat	Office of Counter-Terrorism	
	International Civil Service Commission secretariat (ICSC secretariat)	
	Office of the Special Tribunal in Lebanon	
	Office of the United Nations Ombudsman and Mediation Services	
	United Nations Joint Staff Pension Fund	