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**United Nations Environment Assembly  
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Item 5 of the provisional agenda\*

**International environmental policy and governance issues**

## **Progress in the implementation of resolution 5/13 on due regard to the principle of equitable geographical distribution, in accordance with paragraph 3 of Article 101 of the Charter of the United Nations**

### **Report of the Executive Director**

#### **I. Introduction**

1. In resolution 5/13, on due regard to the principle of equitable geographical distribution, in accordance with paragraph 3 of Article 101 of the Charter of the United Nations, the United Nations Environment Assembly of the United Nations Environment Programme (UNEP) requested the Executive Director of UNEP to enhance the application of Article 8 and paragraph 3 of Article 101 of the Charter of the United Nations in all matters relating to the composition of the secretariat of UNEP. In the same resolution, the Environment Assembly requested the Executive Director to present a report on the implementation of the resolution to the Assembly at its sixth session.

2. The present report describes the staffing situation of UNEP as at 30 November 2023 and progress achieved in the implementation of resolution 5/13, including related progress in the implementation of paragraph 18 of decision 5/2 on the medium-term strategy for the period 2022–2025 and the programme of work and budget for the biennium 2022–2023 and the four-point plan to increase geographical diversity in the organization outlined in the report of the Executive Director on the matter (UNEP/EA.5/26). Annex I provides a breakdown of UNEP staff by nationality and gender, and annex II shows the distribution of UNEP staff by level and duty station.

#### **II. Progress in the implementation of resolution 5/13**

##### **A. Staffing overview as at 30 November 2023**

3. As at 30 November 2023, UNEP had a workforce of 1,363 staff members, comprising 832 staff at the Professional and higher levels, 11 staff at the National Officer level, and 520 staff at the General Service level, posted across 44 duty stations. Of the total staff, 1,080 were UNEP secretariat staff and 283 were staff under the UNEP-administered multilateral environmental agreements.

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\* UNEP/EA.6/1.

Table 1  
Gender distribution for UNEP staff as at 30 November 2023

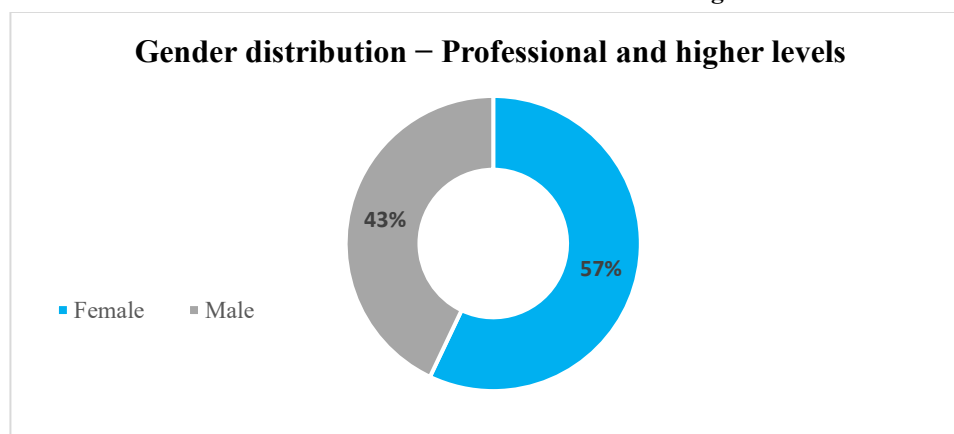
Gender	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Total P+	Total NO	Total GS	Grand total
Female	1	2	7	29	59	140	162	76	476	5	374	855
Male			3	19	65	138	98	33	356	6	146	508
<b>Total</b>	<b>1</b>	<b>2</b>	<b>10</b>	<b>48</b>	<b>124</b>	<b>278</b>	<b>260</b>	<b>109</b>	<b>832</b>	<b>11</b>	<b>520</b>	<b>1 363</b>
Female %	100	100	70	60	48	50	62	70	57	45	72	63
Male %	0	0	30	40	52	50	38	30	43	55	28	37

*Abbreviations:* ASG – Assistant Secretary-General; D – Director; GS – General Service; NPO – National Professional Officer; P – Professional; P+ – Professional and higher; USG – Under-Secretary-General.

4. The overall gender distribution for UNEP staff as at 30 November 2023 was 63 per cent female and 37 per cent male. (See table 1.)

5. A total of 57 per cent of UNEP Professional and higher-level staff members are female, and 43 per cent are male. (See figure 1.) The percentage of female staff members at UNEP has surpassed the goal set by the United Nations system-wide strategy on gender parity. UNEP has enacted special measures to monitor and maintain margins at all levels. Special attention has been given to the P-5 and higher levels to ensure that their composition does not fall below the established margins.

Figure 1  
Gender distribution for UNEP staff at the Professional and higher levels as at 30 November 2023



6. Table 2 shows how UNEP meets the gender parity margins set by the system-wide strategy on gender parity at the P-5 and higher levels.

Table 2  
Gender parity for UNEP staff at the P-5 and higher levels as at 30 November 2023

Gender	USG	ASG	D-2	D-1	P-5	Grand total
Female	1	2	7	29	59	98
Male			3	19	65	87
<b>Total</b>	<b>1</b>	<b>2</b>	<b>10</b>	<b>48</b>	<b>124</b>	<b>185</b>
<b>Female %</b>	<b>100</b>	<b>100</b>	<b>70</b>	<b>60</b>	<b>48</b>	<b>53</b>
<b>Male %</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>40</b>	<b>52</b>	<b>47</b>

*Abbreviations:* ASG – Assistant Secretary-General; D – Director; P – Professional; USG – Under-Secretary-General.

7. A total of 93 per cent of 1,363 encumbered UNEP positions are financed through extrabudgetary sources (Environment Fund, overhead trust account, earmarked trust fund) and 7 per cent are funded through the regular budget. It should be noted that in the United Nations Secretariat, only the positions financed by the regular budget are subject to the system of desirable ranges as the measure for assessing the appropriate geographical representation level of each Member State for the staff of the United Nations. That system takes into consideration a subset of the

international staff, namely those who hold a permanent, continuing or fixed-term position, occupy geographical positions, or were recruited through the Young Professionals Programme.

Table 3  
**Funding sources of encumbered positions as at 30 November 2023**

<i>Position groups</i>	<i>Regular budget</i>	<i>Extrabudgetary</i>	<i>Grand total</i>
P+	78	754	<b>832</b>
NO	–	11	<b>11</b>
GS	14	506	<b>520</b>
<b>Total</b>	<b>92</b>	<b>1 271</b>	<b>1 363</b>

*Abbreviations:* GS – General Service; NO – National Officer; P+ – Professional and higher levels.

8. The overall regional representation among UNEP staff as at 30 November 2023 is shown in figure 2.

Figure 2  
**Regional representation for all UNEP staff (Professional and General Service) as at 30 November 2023**

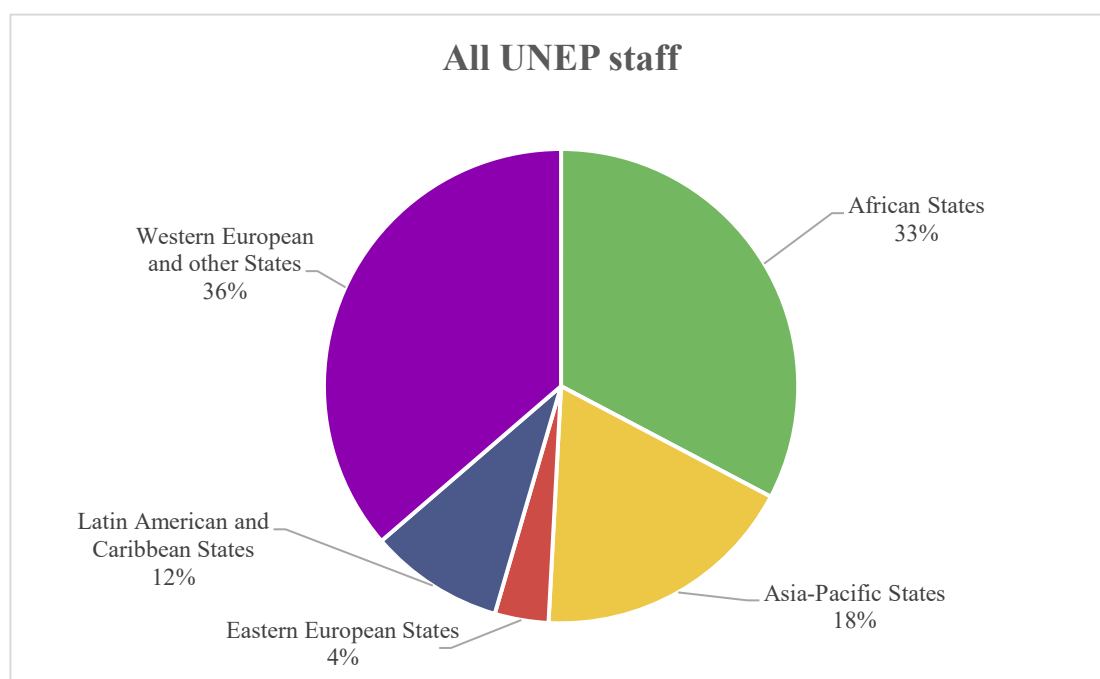


Table 4  
**Overall regional representation for all UNEP staff (Professional and General Service) as at 30 November 2023**

<i>Position level</i>	<i>African States</i>	<i>Asia-Pacific States</i>	<i>Eastern European States</i>	<i>Latin American and Caribbean States</i>	<i>Western European and other States</i>	<i>Grand total</i>
P+	155	178	37	81	381	<b>832</b>
NO	3	6		2		<b>11</b>
GS	288	63	13	42	114	<b>520</b>
<b>Total</b>	<b>446</b>	<b>247</b>	<b>50</b>	<b>125</b>	<b>495</b>	<b>1363</b>

*Abbreviations:* GS – General Service; NO – National Officer; P+ – Professional and higher levels.

Figure 3

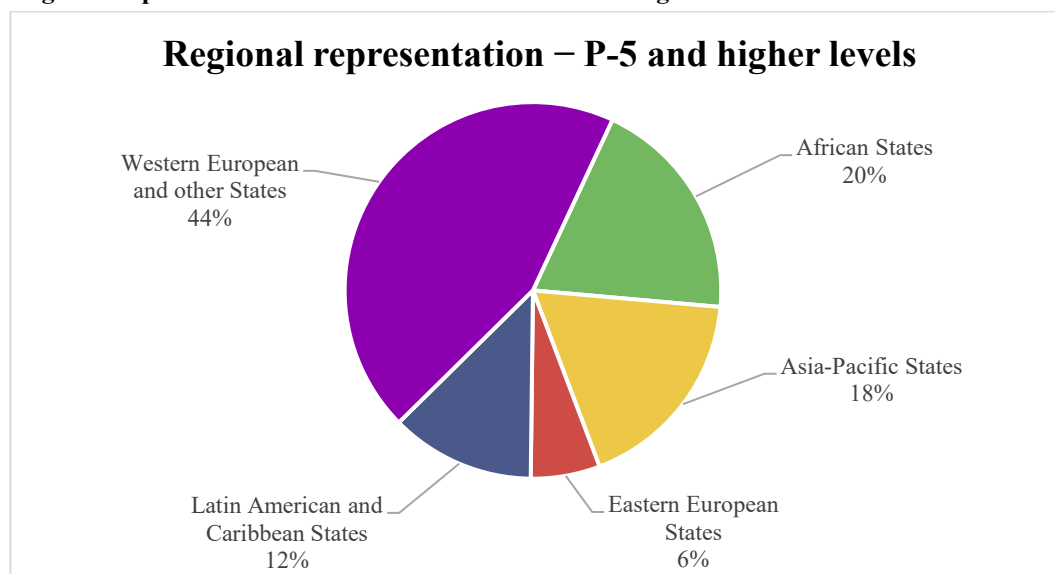
**Regional representation for UNEP staff at the P-5 and higher levels as at 30 November 2023**

Table 5

**Regional representation for UNEP staff at the P-5 and higher levels as at 30 November 2023**

<i>Position level</i>	<i>African States</i>	<i>Asia-Pacific States</i>	<i>Eastern European States</i>	<i>Latin American and Caribbean States</i>	<i>Western European and other States</i>	<i>Grand total</i>
USG					1	1
ASG	1	1				2
D-2	3	2		2	3	10
D-1	4	9	5	5	25	48
P-5	28	21	6	16	53	124
<b>Total</b>	<b>36</b>	<b>33</b>	<b>11</b>	<b>23</b>	<b>82</b>	<b>185</b>

*Abbreviations:* ASG – Assistant Secretary-General; D – Director; P – Professional; USG – Under-Secretary-General.

9. The regional representation as at 30 November 2023 is shown in figure 3 for the P-5 and higher levels and in figure 4 (on p. 5) for the Professional and higher levels.

10. As at 30 November 2023, UNEP employed staff members at the Professional and higher levels from a total of 119 countries.

Table 6

**Regional representation in the UNEP secretariat as at 30 November 2023**

<i>Position level</i>	<i>African States</i>	<i>Asia-Pacific States</i>	<i>Eastern European States</i>	<i>Latin American and Caribbean States</i>	<i>Western European and other States</i>	<i>Grand total</i>
P+	138	144	31	61	291	665
NO	3	6		2		11
GS	267	48	5	36	48	404
<b>Total</b>	<b>408</b>	<b>198</b>	<b>36</b>	<b>99</b>	<b>339</b>	<b>1080</b>

*Abbreviations:* GS – General Service; NO – National Officer; P+ – Professional and higher levels.

Table 7

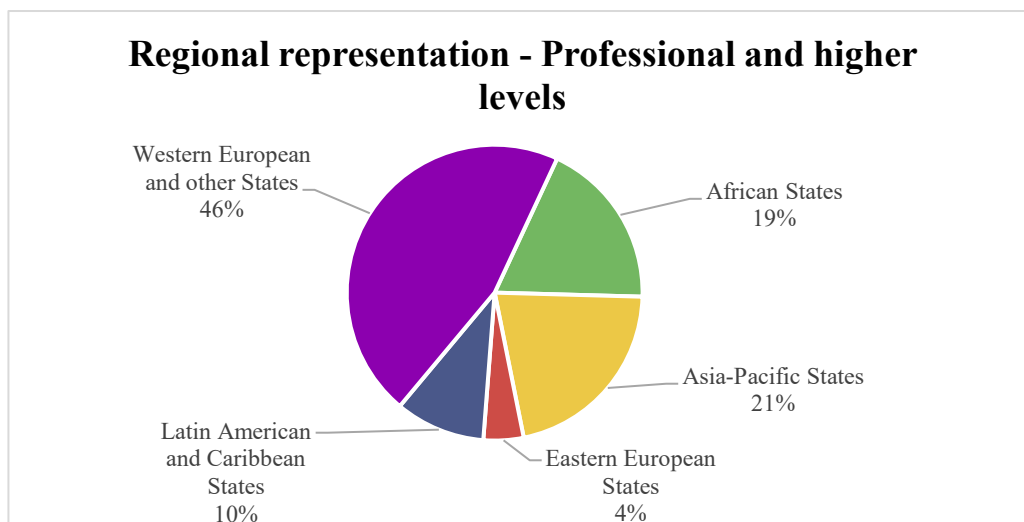
**Regional representation in the secretariats of UNEP-administered multilateral environmental agreements as at 30 November 2023**

<i>Position level</i>	<i>African States</i>	<i>Asia-Pacific States</i>	<i>Eastern European States</i>	<i>Latin American and Caribbean States</i>	<i>Western European and other States</i>	<i>Grand total</i>
P+	17	34	6	20	90	167
GS	21	15	8	6	66	116
<b>Total</b>	<b>38</b>	<b>49</b>	<b>14</b>	<b>26</b>	<b>156</b>	<b>283</b>

*Abbreviations:* GS – General Service; P+ – Professional and higher levels.

Figure 4

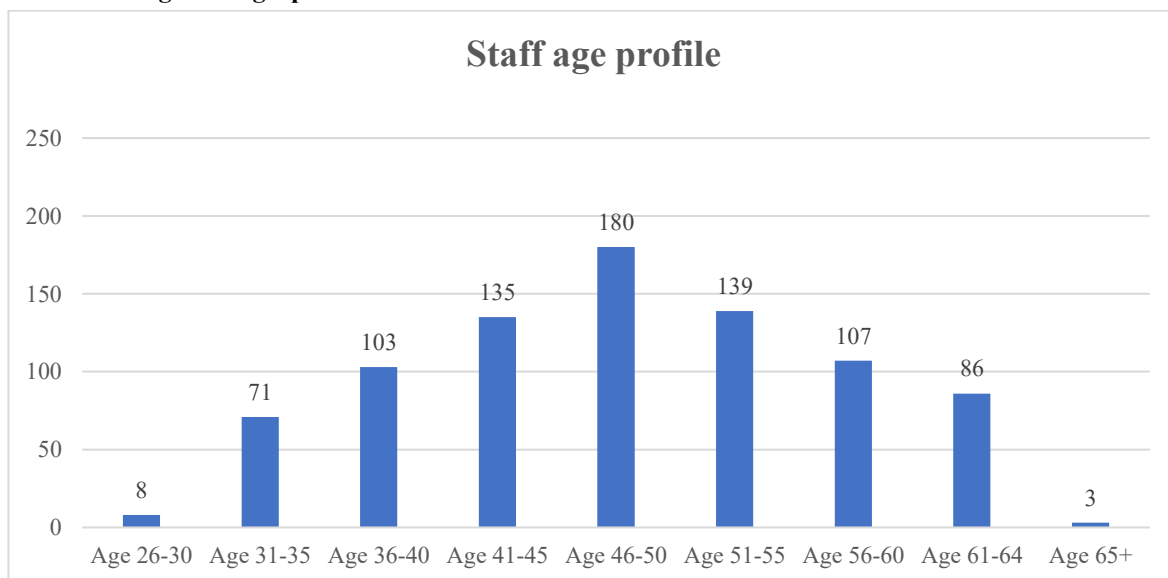
**Regional representation for UNEP staff at the Professional and higher levels as at 30 November 2023**



11. Figure 5 shows the age distribution for UNEP staff as at 30 November 2023. The majority of staff members are between the ages of 46 and 50, followed by those aged 51 to 55. The age group 65 and older is the smallest, followed by those aged 26 to 30.

Figure 5

**UNEP staff age demographics as at 30 November 2023**



## B. Staffing trends and progress in geographical representation and gender diversity

12. In resolution 5/13, the Executive Director was mandated to improve regional geographical diversity in UNEP staffing through the implementation of concrete actions. Accordingly, UNEP has taken several actions (see section C below) to improve geographical diversity. The present section provides updates on current staffing, demonstrating progress achieved since the beginning of the biennium 2022–2023.

13. As at 1 January 2022, UNEP employed 1,287 staff members. By 30 November 2023, that number had increased to 1,363, which represents growth of approximately 6 per cent in the staff component. The majority of that growth occurred at the Professional and higher levels, while the other staff levels saw fewer increases.

Table 8  
**Composition of UNEP staff as at 1 January 2022 and 30 November 2023**

<i>Position level</i>	<i>1 January 2022</i>	<i>30 November 2023</i>
P+	779	832
NO	8	11
GS	500	520
<b>Total</b>	<b>1 287</b>	<b>1 363</b>

*Abbreviations:* GS – General Service; NO – National Officer; P+ – Professional and higher levels.

## 1. Gender trends

14. Gender parity remained a cross-cutting priority in all aspects of UNEP activities. As at 1 January 2022, UNEP had 61 per cent female employees and 39 per cent male employees. As at 30 November 2023, 63 per cent of the employee population was female and 37 per cent was male. UNEP exceeded its gender parity targets for all the Professional and higher levels, with female representation exceeding male representation (57 per cent versus 43 per cent). UNEP continues to monitor gender ratios at all levels in order to maintain parity.

15. UNEP is among the top 10 entities in the United Nations Secretariat with the highest levels of female representation at the Professional and higher levels. UNEP is ranked third among the United Nations Secretariat entities with more than 100 international staff members with the highest levels of female representation at the Professional and higher levels.

Table 9  
**Gender distribution of UNEP staff as at 30 November 2023**

<i>Gender</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Total P+</i>	<i>Total NPO</i>	<i>Total GS</i>	<i>Grand total</i>
Female	1	2	7	29	59	140	162	76	476	5	374	855
Male			3	19	65	138	98	33	356	6	146	508
<b>Total</b>	<b>1</b>	<b>2</b>	<b>10</b>	<b>48</b>	<b>124</b>	<b>278</b>	<b>260</b>	<b>109</b>	<b>832</b>	<b>11</b>	<b>520</b>	<b>1 363</b>
Female %	100	100	70	60	48	50	62	70	57	45	72	63
Male %	0	0	30	40	52	50	38	30	43	55	28	37

*Abbreviations:* ASG – Assistant Secretary-General; D – Director; GS – General Service; NPO – National Professional Officer; P – Professional; USG – Under-Secretary-General.

Table 10  
**Gender distribution of UNEP staff as at 1 January 2022**

<i>Gender</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Total P+</i>	<i>Total NPO</i>	<i>Total GS</i>	<i>Grand total</i>
Female	1	3	7	24	59	120	137	63	414	3	366	783
Male			4	24	74	132	92	39	365	5	134	504
<b>Total</b>	<b>1</b>	<b>3</b>	<b>11</b>	<b>48</b>	<b>133</b>	<b>252</b>	<b>229</b>	<b>102</b>	<b>779</b>	<b>8</b>	<b>500</b>	<b>1 287</b>
Female %	100	100	64	50	44	48	60	62	53	38	73	61
Male %	0	0	36	50	56	52	40	38	47	63	27	39

*Abbreviations:* ASG – Assistant Secretary-General; D – Director; GS – General Service; NPO – National Professional Officer; P – Professional; P+ – Professional and higher; USG – Under-Secretary-General.

## 2. Regional geographical diversity trends

16. In her report on the matter (UNEP/EA.5/26) to the Environment Assembly at its resumed fifth session, the Executive Director outlined a four-point plan to increase geographical diversity in UNEP.

17. Between 1 January 2022 and 30 November 2023, UNEP observed an improvement in representation with regard to less-represented geographical regions. Staff representation from the Eastern European States increased by 28 per cent and from the Latin American and Caribbean States by 14 per cent. Staff representation from the Asia-Pacific States increased by 9 per cent, while representation from the African States increased by 10 per cent. In contrast, the representation of staff from the Western European and other States decreased by 2 per cent.

Table 11  
Regional representation as at 1 January 2022 and 30 November 2023

<i>Year</i>	<i>African States</i>	<i>Asia-Pacific States</i>	<i>Eastern European States</i>	<i>Latin American and Caribbean States</i>	<i>Stateless</i>	<i>Western European and other States</i>	<i>Total</i>
<b>January 2022</b>	406	227	39	110	1	504	<b>1 287</b>
<b>November 2023</b>	446	247	50	125	–	495	<b>1 363</b>
<b>Change %</b>	<b>+10</b>	<b>+9</b>	<b>+28</b>	<b>+14</b>	–	<b>-2</b>	<b>+6</b>

18. UNEP also had an increase in the number of staff members from less-represented geographical regions. Professional and above staff representation from the Eastern European States grew by 32 per cent, while representation from the Latin American and Caribbean States grew by 13 per cent. Representation from the Asia-Pacific States grew by 19 per cent, while representation from the African States grew by 8 per cent. Representation from the Western European and other States, however, fell by 1 per cent.

Table 12  
Regional representation as at 1 January 2022 and 30 November 2023 at the Professional and higher levels

<i>Year</i>	<i>African States</i>	<i>Asia-Pacific States</i>	<i>Eastern European States</i>	<i>Latin American and Caribbean States</i>	<i>Stateless</i>	<i>Western European and other States</i>	<i>Total</i>
<b>January 2022</b>	144	149	28	72	1	385	<b>779</b>
<b>November 2023</b>	155	178	37	81	–	381	<b>832</b>
<b>Change %</b>	<b>+8</b>	<b>+19</b>	<b>+32</b>	<b>+13</b>	–	<b>-1</b>	<b>+7</b>

19. During the same period, as is shown in table 13, UNEP observed an increase in the number of staff from less-represented geographical regions in positions at the P-5 and higher levels. Staff representation from the African States increased by 6 per cent and from the Eastern European States by 22 per cent. Representation from the Latin American and Caribbean States did not change. In contrast, representation from the Asia-Pacific States and the Western European and other States decreased by 11 per cent and 12 per cent, respectively.

Table 13  
Regional representation as at 1 January 2022 and 30 November 2023 at the P-5 and higher levels

<i>Year</i>	<i>African States</i>	<i>Asia-Pacific States</i>	<i>Eastern European States</i>	<i>Latin American and Caribbean States</i>	<i>Western European and other States</i>	<i>Total</i>
<b>January 2022</b>	34	37	9	23	93	<b>201</b>
<b>November 2023</b>	36	33	11	23	82	<b>185</b>
<b>Change (%)</b>	<b>+6</b>	<b>-11</b>	<b>+22</b>	<b>0</b>	<b>-12</b>	<b>-8</b>

20. From 1 January 2022 to 30 November 2023, 66 per cent of selections of external candidates for positions at the Professional and higher levels involved candidates from less-represented geographical regions (African States: 24 per cent; Asia-Pacific States: 21 per cent; Latin American and Caribbean States: 13 per cent; Eastern European States: 8 per cent), representing a 16 per cent increase compared to 2021, when only 50 per cent of external candidate selections for positions at the Professional and higher levels involved applicants from underrepresented regions. During the same period, 61 per cent of internal UNEP applicant selections involved staff members from less-represented geographical regions (African States: 25 per cent; Asia-Pacific States: 21 per cent; Latin American and Caribbean States: 12 per cent; Eastern European States: 3 per cent), representing a 14 per cent increase compared to 2021, when only 47 per cent of internal UNEP candidate selections for positions at the Professional and higher levels involved applicants from less-represented geographical regions. Table 14 (on p. 8) summarizes the recent trends.

21. Table 15 (on p. 8) shows that 47 UNEP staff members will reach their mandatory retirement age over the next three years, providing an opportunity for UNEP to continue improving regional geographical representation in the organization.

Table 14  
**Geographical distribution of staff selections at the Professional and higher levels between 1 January 2022 and 30 November 2023**

<i>P+ selections from 1 January 2022 until 30 November 2023</i>	<i>African States</i>	<i>Asia-Pacific States</i>	<i>Eastern European States</i>	<i>Latin American and Caribbean States</i>	<i>Western European and other States</i>
Internal UNEP selections %	25	21	3	12	39
External selections %	24	21	8	13	34

Table 15  
**Upcoming retirements from UNEP during the period 2023–2025**

<i>Upcoming retirements</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
P+	1	10	17
NO	–	–	–
GS	3	12	4
<b>Total</b>	<b>4</b>	<b>22</b>	<b>21</b>

*Abbreviations:* NO – National Officer; P+ – Professional and higher; GS – General Service.

### C. Four-point plan from the report of the Executive Director

22. The present section addresses the progress made in the implementation of the four-point plan to increase geographical diversity in the organization as outlined in paragraph 29 of the report of the Executive Director on the matter (UNEP/EA.5/26).

23. **Point 1: Increased internal direction, messaging, guidance and monitoring and awareness campaigns targeting both the top management and operations of UNEP and strengthened accountability mechanisms.** Point 1 has resulted in increased capacity among managers at all levels to monitor geographical diversity among staff in their respective divisions or offices and make data-driven selection decisions. Following are examples of specific actions taken by UNEP:

(a) The organization developed a live human resources dashboard for internal use. The dashboard monitors strategic key performance indicators such as gender and geographical diversity, such as vacancy rates and upcoming retirements. The live human resources dashboard provides real-time data on the organization's workforce composition, enabling managers to monitor and address any potential diversity gaps and imbalances. In addition, it helps in forecasting future staffing needs and identifying areas where succession planning may be required.

(b) UNEP ensures that workforce planning decisions are based on data by distributing to the Senior Management Team an aggregated monthly report on specific human resources indicators. The reports are sent to the members of the Senior Management Team, with data disaggregated by division, office and UNEP-administered multilateral environmental agreement.

(c) The organization has implemented a silence procedure approval system for all staff selections, including for positions at the Professional and higher levels, to ensure corporate oversight. By implementing the silence procedure approval system, the organization aims to maintain transparency and accountability in its hiring process while ensuring that all recruitments align with the overall goals and objectives of the United Nations and UNEP.

(d) The Executive Director has included a specific goal related to improving regional geographical diversity in the performance evaluations of the members of the Senior Management Team. In addition, the Executive Office and the Corporate Services Division hold separate regular meetings with the directors to assess the staff composition in their respective divisions and Offices and to recommend specific measures to keep improving the regional geographical diversity.

(e) UNEP adheres to the guidance provided by the Office of Human Resources Geographical Diversity Strategy.

24. **Point 2: Continuously enhancing outreach activities both offline and online through existing and new tools and platforms to promote jobs and improve employer brand.** Point 2 has enabled UNEP to reach a larger pool of prospective applicants and position itself as an employer of choice.



(a) In 2022, UNEP conducted eight outreach events. The events were open to a global audience, with one event specifically targeted to attracting applicants from Eastern Europe and another specifically targeting Latin America and the Caribbean. The events attracted more than 12,500 attendees from different geographical regions.

(b) In 2023, UNEP conducted 16 outreach events, which included four in-person outreach activities led by the Executive Director and Chief of Human Resources in different Eastern European States, two in-person events in People's Republic of China, and two in-person/hybrid at the UNFCCC COP28 in Dubai, United Arab Emirates. These events attracted more than 32,500 attendees, participants and viewers from different geographical regions.

(c) UNEP created a brochure to inform prospective candidates of the pathways and requirements for employment with the organization. The brochure is being translated into the six official languages of the United Nations for greater accessibility.

(d) The organization created a multimedia product for talent outreach, which was distributed via social media to attract potential candidates. The product is in the form of a one-minute video which is aimed at demonstrating that UNEP is an employer of choice and attracted more than 13,000 views on social media (X, LinkedIn and YouTube) within the first week of publication.

(e) Beginning in the second quarter of 2023, UNEP began direct outreach for each Professional position being advertised using a digital tool (LinkedIn Recruitment) to target potential candidates located in specific geographical regions who would otherwise not be seeking employment opportunities within the United Nations system.

25. ***Point 3: Leveraging the knowledge, experience and resources of Member States, other United Nations organizations and international organization networks.*** Proactive outreach by Member States has also facilitated access by UNEP to a wider pool of potential candidates. The spotlight from Member States provides visibility for the organization among the citizens and constituents of Member States:

(a) In the first quarter of 2023, the UNEP Secretariat of Governing Bodies and Stakeholders sent a note verbale to Member States about direct talent outreach events. The Asia-Pacific States and the African States requested information on talent outreach opportunities (one direct outreach event was organized in partnership with the Ministry of Foreign Affairs of a country in the Asia-Pacific States in the third quarter of 2023), while the Western European and other States requested data.

(b) UNEP partnered with the OneUN talent outreach working group, an informal United Nations system-wide network for talent outreach with a focus on diversity and inclusion. In the period 2022–2023, UNEP conducted three talent outreach events with the working group, reaching more than 16,900 views and participants.

(c) UNEP also partnered with other entities of the United Nations Secretariat through the informal Talent Outreach Multiplier working group, and the organization was invited to represent the Secretariat at an outreach event in the fourth quarter of 2023. This network is a knowledge-sharing hub through which UNEP has found additional outreach opportunities and channels.

(d) UNEP was invited by three academic institutions to share employment modalities and opportunities, and pathways in the organization's application systems.

26. ***Point 4: Establishing a new UNEP programme for less-represented regional groups and unrepresented and underrepresented Member States.*** UNEP launched a new programme for less-represented regional groups and unrepresented and underrepresented Member States called the "Young Talent Pipeline", showcasing UNEP as an agency that is open for young professionals:

(a) For the first cohort of young professionals, UNEP partnered with United Nations Volunteers to recruit 12 programmatic positions for 7 divisions and 1 Office under the international United Nations Volunteer specialist modality. The positions were advertised in the first quarter of 2023 and the selections were finalized in the third quarter. The selected candidates are expected to be brought on board no later than January 2024. The partnership has allowed UNEP to tap into a pool of talented young professionals from less-represented geographical regions who are passionate about environmental issues.

(b) The advertising of the vacancies and the talent outreach event under the Pipeline have enabled UNEP to target potential candidates in different regions and markets, enabling it to reach out to a wider audience and attract young professionals from diverse backgrounds.

### III. Lessons learned

27. Improving the regional geographical diversity of the workforce is a long-term endeavour, but the organization has already seen incremental improvements in geographical diversity, as evidenced by the data in the present report. These advancements are a result of the organization's efforts to attract and recruit talent from various regions and to promote diversity and inclusion initiatives. In addition, the organization can continue to capitalize on those positive trends by implementing targeted strategies to attract talent from less-represented geographical regions.

28. UNEP has effectively used data to improve the oversight and accountability of senior management and to make data-driven recruitment decisions. To further strengthen its workforce, UNEP will focus on medium- and long-term workforce planning in view of upcoming retirements. The data show that potential applicants below the age of 35 represent an important demographic that UNEP needs to engage and attract. The following approach will be taken to address these issues:

(a) **Strategic workforce planning:** UNEP will continue to engage in strategic workforce planning to ensure that it has the right people with the right skills in the right positions at the right time. Such planning will require UNEP to keep identifying workforce gaps, re-skilling, recruiting and hiring as needed. UNEP will use data to make workforce decisions and evaluate its progress.

(b) **Engaging and attracting young professionals from less-represented geographical regions:** UNEP will focus on engaging and attracting young professionals, particularly those below the age of 35. To that end, UNEP will develop a focused recruitment strategy that takes into account the job applicant's needs and preferences. UNEP will also leverage its "Young Talent Pipeline" initiative to attract young professionals from diverse backgrounds. The initiative will expand to include partnerships with universities and educational institutions in less-represented geographical regions to promote opportunities within UNEP and create awareness of the organization among young professionals.

29. The increased engagement of UNEP with prospective candidates has enabled the organization to understand what information attracts and prompts people to apply to the organization:

(a) The organization will continue to share information on its application systems and employment methods based on target audience needs.

(b) Direct outreach efforts will continue to allow UNEP to engage with prospective applicants to improve the candidate experience and raise its profile as an employer of choice. Through those initial efforts, UNEP has been able to attract a diverse pool of talented individuals, ensuring a more inclusive and representative workforce.

30. There is increased competition with other organizations for talent, particularly from less-represented geographical regions, which is driven by the growing demand for diverse perspectives and skills in today's globalized workforce. As organizations recognize the value of diversity, they are actively seeking talent from underrepresented regions to enhance innovation and drive success. Other international organizations and United Nations agencies, funds and programmes seek out candidates with comparable profiles and aim to enhance geographical representation from the same regions as UNEP.

31. It is important for the organization to leverage on partnerships to improve geographical diversity:

(a) With the support of Member States, UNEP can increase its visibility among targeted audiences in specific countries. It is to be hoped that enhanced visibility can be achieved through joint initiatives and collaborations with local organizations and governments, allowing UNEP to tap into their networks and resources for a more impactful outreach.

(b) The existing United Nations system-wide talent outreach groups have allowed the organization to share resources, knowledge and lessons learned from other organizations. By leveraging those existing talent outreach groups, UNEP aims to benefit from a diverse pool of expertise and perspectives, enhancing its ability to address complex environmental challenges from different angles.

(c) For talent outreach events and the dissemination of key job openings, the support or participation of UNEP personnel from specific geographical regions is indispensable for attracting prospective candidates from those regions.

32. It is essential to train and upskill personnel involved in recruitment processes to increase their understanding of how geographical diversity can be enhanced. By providing training and upskilling

opportunities, personnel can gain insights into effective strategies for attracting candidates from diverse geographical backgrounds. Such opportunities will include training about cultural nuances, adapting recruitment approaches to different regions and leveraging technology to reach a wider pool of talent. In addition, training will help personnel to develop inclusive practices that foster an environment where individuals from all geographical locations feel welcome and valued:

(a) In 2022 and 2023, UNEP delivered various courses on diversity and inclusion targeting managers at all levels in the organization.

(b) In 2023, UNEP conducted training on unconscious bias in recruitment for hiring managers and human resources focal points.

33. Noting that the impact of talent outreach is not immediately visible or measurable, one of the challenges facing the organization is the inability to calculate the outcome of its current outreach efforts at this early stage. It takes time for individuals who have been contacted to fully engage with the organization and for their contributions to become apparent. In addition, the impact of talent outreach can be influenced by external factors, such as market conditions and competition, making it difficult to attribute outcomes solely to outreach efforts.

34. A further difficulty in calculating impact is that the application portal for Secretariat staff positions does not permit applicants to specify whether they learned about the vacancy through specific direct outreach or specific talent outreach activities. UNEP has been calculating impact based on the number of attendees at outreach events and the number of potential candidates directly contacted through LinkedIn Recruiter.

35. The Inspira application platform of the United Nations Secretariat could be supplemented with other outreach mechanisms in order to attract more applicants from less-represented geographical regions. UNEP must use digital channels where its target candidates can be found online, as well as other forms of targeted outreach, to attract talent to the organization. By leveraging social media platforms and online job boards, UNEP can reach a wider audience and showcase the diverse opportunities available within the organization. In addition, collaborating with local universities and organizations in underrepresented regions can help in establishing strong connections and actively engaging potential candidates through career fairs and information sessions.

#### **IV. Conclusions and the way forward**

36. Improving the regional geographical diversity of the workforce is a long-term process. The fulfillment of the UNEP mandate requires a flexible, diverse and fit-for-purpose workforce to implement the medium-term strategy and enable the organization to deliver effectively, including enhanced delivery at the country level. UNEP has therefore been actively working on initiatives to attract and retain talent from different regions. By promoting equal opportunities and providing support for professional development, UNEP aims to create a workforce that reflects the diversity of the Member States. In addition, partnerships with regional organizations and institutions play a crucial role in expanding the geographical reach of the UNEP workforce, ensuring that its impact is felt across all regions.

37. UNEP will continue to engage in strategic workforce planning to ensure that it has the right people with the right skills in the right positions at the right time as part of its efforts to achieve gender and geographical diversity in its staffing. UNEP must use data to make workforce decisions and evaluate its progress. By developing a comprehensive workforce planning strategy, UNEP can ensure that it has the necessary talent to achieve its goals and objectives.

38. UNEP will continue its efforts to become an employer of choice so as to attract top talent from underrepresented regions. To that end, UNEP will invest in the resources required for improved and enhanced talent management to attract qualified applicants. By investing in talent management, UNEP will be able to recruit a pool of candidates with diverse perspectives and experiences. In addition to bolstering the organization's personnel, that approach will ensure a more inclusive and effective approach to addressing global environmental challenges.

39. To compete in the global market, UNEP will establish an employer value proposition that targets fewer regional groups and the age demographics that the organization will need in the future. The proposition will emphasize attracting diverse talent from different regions of the world and ensuring an age-diverse representation. By customizing the employer value proposition for the target groups, UNEP can gain a competitive advantage on the global market and promote a dynamic and inclusive work environment.

## Annex I

## UNEP staff by nationality and gender

Country of nationality	Level																		Grand total		
	USG	ASG	D-2		D-1		P-5		P-4		P-3		P-2		Total P+	Total NO		Total GS			
	F	F	F	M	F	M	F	M	F	M	F	M	F	M	All	F	M	F		M	
Albania					2											2	0	0	0	0	2
Algeria									1	1						2	0	0	0	0	2
Argentina							1	1				2				4	0	0	1	0	5
Australia				1			1	2	3	2	2					11	0	0	0	0	11
Austria						1			2	3	1	3	1			11	0	0	1	0	12
Azerbaijan									1							1	0	0	1	0	2
Bahrain																0	0	0	1	0	1
Bangladesh								1	2		2	2				7	0	0	1	0	8
Barbados														1		1	0	0	0	0	1
Belarus									1							1	0	0	1	0	2
Belgium						1	1		1	1	2	2		1		9	0	0	3	1	13
Benin									1							1	0	0	0	0	1
Bhutan				1												1	0	0	0	0	1
Bolivia (Plurinational State of)									1		1			1		3	0	0	1	0	4
Botswana							1									1	0	0	0	0	1
Brazil				1		1		5	2	9	1			2		21	0	0	3	0	24
Bulgaria				1		1						1				3	0	0	0	0	3
Burkina Faso												1				1	0	0	0	0	1
Cameroon							1	3	2		1	1				8	0	0	1	0	9
Canada					2	1	3	6	3	6	5	2	4			32	0	0	27	7	66
Chile								1		1						2	0	0	1	0	3
China				1	1		1	2	3	2	2	15				27	0	0	2	2	31
Colombia							2	4		1	1	2				10	0	0	0	0	10
Côte d'Ivoire																0	0	0	2	1	3
Cuba							1	1						1		3	0	0	0	0	3
Czechia							1	1								2	0	0	0	0	2
Denmark	1						1	2	1							5	0	0	1	0	6

Country of nationality	Level																			Grand total	
	USG	ASG	D-2		D-1		P-5		P-4		P-3		P-2		Total P+	Total NO		Total GS			
	F	F	F	M	F	M	F	M	F	M	F	M	F	M	All	F	M	F	M		
Djibouti										1						1	0	0	0	0	1
Ecuador												2		1		3	0	0	0	0	3
Egypt					1		1	1		1	1	1				6	0	0	0	0	6
Eritrea													1			1	0	0	0	1	2
Eswatini										1						1	0	0	0	0	1
Ethiopia							2	1		3		1				7	0	0	2	0	9
Fiji				1						1	2			1		5	0	0	0	0	5
Finland				1	1	1	1	8	1	3				3		19	0	0	0	0	19
France			1				2	3	5	7	13	5	7	2		45	0	0	20	6	71
Gambia											1					1	0	0	1	0	2
Georgia										1		2	1			4	0	0	0	0	4
Ghana										1	1					2	0	0	0	0	2
Greece			1				1		2	2	1			2		9	0	0	5	3	17
Grenada												1				1	0	0	0	0	1
Guyana							1									1	0	0	0	0	1
Haiti																0	0	0	0	1	1
Honduras									1							1	0	0	3	1	5
Hungary														1		1	0	0	0	0	1
India		1		1		1	3	5	6	2	2	2	2		25	0	2	1	0	28	
Indonesia						1	1				1	1				4	0	1	0	0	5
Iran (Islamic Republic of)							1				2					3	0	0	0	0	3
Iraq							1					1				2	0	1	0	0	3
Ireland								1	2							3	0	0	0	1	4
Italy				1	1	3		4	6	5	5	3			28	0	0	3	1	32	
Jamaica																0	0	0	8	2	10
Japan			1			2	2	4	1	4	2	3	4		23	0	0	3	0	26	
Jordan					1			1		2				1		5	0	0	0	0	5
Kazakhstan								1		2				2		5	0	0	1	0	6
Kenya			2			1	1	9	13	14	13	3	2		58	1	1	185	87	332	
Latvia						1										1	0	0	0	0	1
Lebanon				1			1	2	3	3						10	0	0	6	5	21

Country of nationality	Level																			Grand total		
	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total P+	Total NO			Total GS	
	F	F	F	M	F	M	F	M	F	M	F	M	F	M	F	M	All	F	M		F	M
Libya											2						2	0	0	0	0	2
Lithuania																	0	0	0	1	0	1
Luxembourg											1						1	0	0	0	0	1
Madagascar											1						1	0	0	0	0	1
Malawi					1						1	1					3	0	0	0	0	3
Malaysia										1							1	0	0	0	0	1
Mauritania											1			1		1	4	0	0	0	0	4
Mauritius										1							2	0	0	0	0	2
Mexico			1			1		3		1	1				1		8	0	0	2	0	10
Mongolia											1				2		3	0	0	0	0	3
Montenegro														1		1	2	0	0	0	0	2
Morocco										1	2						3	0	0	0	0	3
Myanmar															1		1	0	0	0	0	1
Namibia											1						1	0	0	0	0	1
Nepal												1	1	1			3	1	0	1	0	5
New Zealand						1						2	2	1			6	0	0	0	0	6
Niger												1					1	0	0	0	0	1
Nigeria								1	1					1			4	0	0	1	1	6
Norway								1								1	2	0	0	1	0	3
Pakistan						1			1							2	6	0	0	0	1	7
Panama			1														1	1	0	11	4	17
Paraguay																	0	1	0	1	0	2
Peru					1			1						1		1	4	0	0	1	0	5
Philippines					1			1			2	2	2	1			9	0	0	11	1	21
Poland					1					1	1					2	6	0	0	0	1	7
Portugal						1				1	1			1		1	5	0	0	0	0	5
Serbia														1			1	0	0	1	0	2
Seychelles				1													1	0	0	0	0	1
Singapore										1				1			2	0	0	0	0	2
Slovenia																	0	0	0	1	0	1
Somalia								1									1	0	0	0	0	1

Country of nationality	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total P+	Total NO		Total GS		Grand total
	F	F	F	M	F	M	F	M	F	M	F	M	F	M	F	M	All	F	M	F	M	
	Level																					
South Africa					1	4	2	2	2	2	2	1	1				15	0	0	0	0	15
Spain					1	3	2	2	7	10	5	1					31	0	0	0	2	33
Sri Lanka										1				1			2	0	0	0	1	3
Sweden						1	3	3			2			5			14	0	0	0	0	14
Switzerland							2	1	3	3	1			1			11	0	0	5	1	17
Syrian Arab Republic								1	2								3	0	0	1	1	5
Thailand								1	1	1							3	0	0	16	3	22
Togo																	0	0	0	0	1	1
Trinidad and Tobago								1		3							4	0	0	0	0	4
Tunisia										1	1						2	0	0	0	0	2
Turkey							1		1	1	1						4	0	0	0	0	4
Turkmenistan								1									1	0	0	1	0	2
Uganda				1		1	1	2	3		1						9	0	0	0	2	11
Ukraine								1			1						2	0	0	0	1	3
United Kingdom of Great Britain and Northern Ireland					4	4	6	6	11	4	1	2					38	0	0	10	1	49
United Republic of Tanzania		1					1		2								4	1	0	0	0	5
United States of America				1	5	2	4	3	9	2	8	7					41	0	0	2	2	45
Uruguay				1				2									3	0	0	1	0	4
Uzbekistan								1									1	0	0	2	0	3
Venezuela (Bolivarian Republic of)				1					1		1						3	0	0	0	1	4
Vietnam											1						1	0	1	1	0	3
Yemen							1			1							2	0	0	0	0	2
Zimbabwe									1		2						3	0	0	0	0	3
<b>Grand total</b>	<b>1</b>	<b>2</b>	<b>7</b>	<b>3</b>	<b>29</b>	<b>19</b>	<b>59</b>	<b>65</b>	<b>140</b>	<b>138</b>	<b>162</b>	<b>98</b>	<b>76</b>	<b>33</b>		<b>832</b>	<b>5</b>	<b>6</b>	<b>374</b>	<b>146</b>		<b>1 363</b>

*Abbreviations:* ASG – Assistant Secretary-General; D – Director; F – female; GS – General Service; M – male; NO – National Officer; P – Professional; USG – Under-Secretary-General.

## Annex II

## UNEP staff distribution by level and duty station

<i>Duty station</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>NO-D</i>	<i>NO-C</i>	<i>NO-B</i>	<i>NO-A</i>	<i>GS-7</i>	<i>GS-6</i>	<i>GS-5</i>	<i>GS-4</i>	<i>GS-3</i>	<i>Grand total</i>
Abidjan					1	1								2	1	1		6
Abu Dhabi					1	1	1	1						1				5
Addis Ababa						1								1				2
Almaty					1		1								1			3
Apia							1	1										2
Asuncion							1				1			1				3
Athens				1	2	4	6	5						2	7	1		28
Baghdad										1								1
Bangkok				1	3	19	15	2					4	8	5		2	59
Beijing				1	1	1							1					4
Beirut				1	1	6	3							3	2	1	1	18
Bonn			1	1		11	8	12						9	11	4		57
Brasilia						2								1	1			4
Brussels					1	2	4							2				9
Busan							1											1
Cambridge				1														1
Copenhagen					2								1		1			4
Dar es Salaam										1								1
Geneva			2	8	20	50	58	17					3	28	24	14		224
Hanoi										1								1
Incheon City						1									1			2
Jakarta					1				1									2
Kathmandu												1						1
Kingston					2	1	3							3	3	2	1	15
Kinshasa					1	1												2
Manama															1			1
Mexico City					1									1				2
Mombasa											1							1



<i>Duty station</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>NO-D</i>	<i>NO-C</i>	<i>NO-B</i>	<i>NO-A</i>	<i>GS-7</i>	<i>GS-6</i>	<i>GS-5</i>	<i>GS-4</i>	<i>GS-3</i>	<i>Grand total</i>
Montevideo						1												1
Montreal			1	3	16	22	13	10					14	27	10		1	117
Moscow					1										1			2
Nairobi	1	1	6	24	50	106	102	42			1		76	103	56	10	3	581
New Delhi					2	1						2						5
New York		1		1	3	4	3	1					2		2			17
Nouakchott						1												1
Osaka							1								1	1		3
Panama City					2	14	8					1	2	12	6			45
Paris				4	5	21	25	14					6	11	8	1		95
Port-au-Prince					1													1
Pretoria					1									1				2
Riyadh					1	1	1											3
Toyama					1									1				2
Vienna				1	1	1	2	4					1	2	2			14
Washington, DC				1	2	5	3							2	2			15
<b>Grand total</b>	<b>1</b>	<b>2</b>	<b>10</b>	<b>48</b>	<b>124</b>	<b>278</b>	<b>260</b>	<b>109</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>110</b>	<b>221</b>	<b>146</b>	<b>35</b>	<b>8</b>	<b>1 363</b>

*Abbreviations:* ASG – Assistant Secretary-General; GS – General Service; NO – National Officer; P – Professional; USG – Under-Secretary-General.