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Please send your views or comments to Annick Grisar, Chief of Policy, Planning, Partnerships and Administrative Law Section (HRM/PPL), a.grisar@unesco.org or Sabrina D’Amico (s.d-amico@unesco.org)
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### UNESCO Staff (RP/EXB)
**January 2010 – June 2017**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Headquarters</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed-term</td>
<td>1237</td>
<td>914</td>
<td>916</td>
<td>926</td>
<td>-311 (-25%)</td>
</tr>
<tr>
<td>ALD</td>
<td>90</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Project appointment</td>
<td>-</td>
<td>104</td>
<td>101</td>
<td>106</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1327</td>
<td>1018</td>
<td>1017</td>
<td>1032</td>
<td>-295 (-22%)</td>
</tr>
<tr>
<td><strong>Field</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed-term</td>
<td>639</td>
<td>566</td>
<td>604</td>
<td>620</td>
<td>-19 (-3%)</td>
</tr>
<tr>
<td>ALD</td>
<td>62</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Project appointment</td>
<td>-</td>
<td>83</td>
<td>88</td>
<td>91</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>701</td>
<td>649</td>
<td>692</td>
<td>711</td>
<td>+10 (+1%)</td>
</tr>
<tr>
<td>*<em>Cat. I Institutes</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed-term</td>
<td>257</td>
<td>227</td>
<td>195</td>
<td>186</td>
<td>-71 (-28%)</td>
</tr>
<tr>
<td>ALD</td>
<td>28</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Project appointment</td>
<td>-</td>
<td>170</td>
<td>176</td>
<td>180</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>285</td>
<td>397</td>
<td>371</td>
<td>366</td>
<td>+81 (+28%)</td>
</tr>
<tr>
<td><strong>UNESCO Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed-term</td>
<td>2133</td>
<td>1707</td>
<td>1715</td>
<td>1732</td>
<td>-401 (-19%)</td>
</tr>
<tr>
<td>ALD</td>
<td>180</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Project appointment</td>
<td>-</td>
<td>357</td>
<td>365</td>
<td>377</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2313</td>
<td>2064</td>
<td>2080</td>
<td>2109</td>
<td>+204 (+9%)</td>
</tr>
</tbody>
</table>

(*) Category I Institutes and Centres: UIS, IIEP, UIL, IITE, IICBA, IESALC, MGIEP, IHE, ICTP
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1. UNESCO Staff, by Category, Location and Funding Source

<table>
<thead>
<tr>
<th></th>
<th>Staff on Regular Budget</th>
<th>Staff on Extra-Budgetary Funds</th>
<th>TOTAL STAFF</th>
<th>% by Location</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dir. &amp; above Staff</td>
<td>Prof. Staff</td>
<td>NO Staff</td>
<td>GS Staff</td>
</tr>
<tr>
<td>HQ</td>
<td>34</td>
<td>375</td>
<td>-</td>
<td>368</td>
</tr>
<tr>
<td>Field</td>
<td>26</td>
<td>183</td>
<td>83</td>
<td>276</td>
</tr>
<tr>
<td>Cat. I Inst.*</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>559</td>
<td>83</td>
<td>644</td>
</tr>
</tbody>
</table>

(*) Category I Institutes and Centres: UIS, IIEP, UIE, IITE, IICBA, IESALC, MGIEP, IHE, ICTP

As of June 2017, 64% of UNESCO staff are on Regular programme funds. 36% are on posts funded by extra-budgetary sources; 49% staff work in Category I Institutes.

2. Comparison of UNESCO Staff, by Location and Category from Jan. 2010 to June 2017

In January 2010, the ratio of staff on Regular Programme funded posts vs Extra-budgetary funded posts was 71/29. In June 2017, the ratio is 64/36.
UNESCO Staff by Location and Category (June 2017)

1. UNESCO Staff by Location and Category

<table>
<thead>
<tr>
<th>Location</th>
<th>Dir. &amp; above</th>
<th>P-1 to P-5</th>
<th>NO</th>
<th>GS</th>
<th>Total</th>
<th>% by location</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ</td>
<td>36</td>
<td>533</td>
<td>-</td>
<td>-</td>
<td>463</td>
<td>1 032</td>
</tr>
<tr>
<td>Field</td>
<td>27</td>
<td>232</td>
<td>137</td>
<td>315</td>
<td>711</td>
<td>3 666</td>
</tr>
<tr>
<td>Cat. I Inst.*</td>
<td>8</td>
<td>161</td>
<td>16</td>
<td>181</td>
<td>366</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>926</td>
<td>153</td>
<td>959</td>
<td>2 109</td>
<td></td>
</tr>
</tbody>
</table>

% by Grade Category:  3% P & NO; 44% P; 7% GS; 46% GS

(*) Category I Institutes and Centres: UIS, IBE, IIEP, ULI, IITE, IICBA, IESALC, MGIEP, IHE, ICTP

As of June 2017, UNESCO employs 2,109 staff on fixed-term and FT/Project Appointments. 51% of the staff work in the field and in Cat. I Institutes. Professional and above staff (D/P/NO) represent 54% of staff, while GS staff represent 46%. The overall ratio GS/P for all UNESCO staff is 0.8 : 1.

2. UNESCO Staff by Region

2.1 Staff in Field Offices by Region

AFR: Africa; ARB: Arab States; APA: Asia & the Pacific; EUR: Europe & North America; LAC: Latin America & the Caribbean

2.2 Staff in Cat. I Institutes by Region

3. UNESCO Staff by Category from Jan. 2010 to June 2017

Since 2010, Director staff have decreased by 33% and General Service staff by 12%. P and NO staff numbers have increased by 10% and 76%, respectively.

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### UNESCO Staff by Grade (June 2017)

<table>
<thead>
<tr>
<th>Grade</th>
<th>HQ Staff</th>
<th>HQ %</th>
<th>Field Staff</th>
<th>Field %</th>
<th>Cat. I Institutes* Staff</th>
<th>Cat. I Institutes* %</th>
<th>Total</th>
<th>Total % by Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>DDG/ADG</td>
<td>8</td>
<td>89%</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>11%</td>
<td>9</td>
<td>0%</td>
</tr>
<tr>
<td>D-2</td>
<td>9</td>
<td>60%</td>
<td>3</td>
<td>20%</td>
<td>3</td>
<td>20%</td>
<td>15</td>
<td>1%</td>
</tr>
<tr>
<td>D-1</td>
<td>19</td>
<td>40%</td>
<td>24</td>
<td>51%</td>
<td>4</td>
<td>9%</td>
<td>47</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total Dir. &amp; above level</strong></td>
<td><strong>36</strong></td>
<td><strong>51%</strong></td>
<td><strong>27</strong></td>
<td><strong>38%</strong></td>
<td><strong>8</strong></td>
<td><strong>11%</strong></td>
<td><strong>71</strong></td>
<td><strong>3%</strong></td>
</tr>
<tr>
<td>P-5</td>
<td>83</td>
<td>63%</td>
<td>37</td>
<td>28%</td>
<td>12</td>
<td>9%</td>
<td>132</td>
<td>6%</td>
</tr>
<tr>
<td>P-4</td>
<td>127</td>
<td>55%</td>
<td>68</td>
<td>29%</td>
<td>37</td>
<td>16%</td>
<td>232</td>
<td>11%</td>
</tr>
<tr>
<td>P-3</td>
<td>183</td>
<td>56%</td>
<td>88</td>
<td>27%</td>
<td>54</td>
<td>17%</td>
<td>325</td>
<td>16%</td>
</tr>
<tr>
<td>P-1/P-2</td>
<td>140</td>
<td>59%</td>
<td>39</td>
<td>16%</td>
<td>58</td>
<td>25%</td>
<td>237</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total P Staff</strong></td>
<td><strong>533</strong></td>
<td><strong>58%</strong></td>
<td><strong>232</strong></td>
<td><strong>25%</strong></td>
<td><strong>161</strong></td>
<td><strong>17%</strong></td>
<td><strong>926</strong></td>
<td><strong>44%</strong></td>
</tr>
<tr>
<td>NO Staff</td>
<td>-</td>
<td>-</td>
<td>137</td>
<td>90%</td>
<td>16</td>
<td>10%</td>
<td>153</td>
<td>7%</td>
</tr>
<tr>
<td>GS Staff</td>
<td>463</td>
<td>48%</td>
<td>315</td>
<td>33%</td>
<td>181</td>
<td>19%</td>
<td>959</td>
<td>46%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1032</strong></td>
<td><strong>49%</strong></td>
<td><strong>711</strong></td>
<td><strong>34%</strong></td>
<td><strong>366</strong></td>
<td><strong>17%</strong></td>
<td><strong>2109</strong></td>
<td></td>
</tr>
</tbody>
</table>

(*) Category I Institutes and Centres: UIS, IBE, IIEP, UIL, IITE, IICBA, IESALC, MGIEP, IHE, ICTP

### Distribution of Staff by Location within each Grade Category

- **Dir. & above**
  - HQ: 38%
  - Field: 51%
  - Cat. I Institutes*: 11%

- **P-1 to P-5**
  - HQ: 58%
  - Field: 25%
  - Cat. I Institutes*: 17%

- **NO**
  - HQ: 90%
  - Field: 0%
  - Cat. I Institutes*: 0%

- **GS**
  - HQ: 33%
  - Field: 48%
  - Cat. I Institutes*: 19%

(*) Category I Institutes and Centres: UIS, IBE, IIEP, UIL, IITE, IICBA, IESALC, MGIEP, IHE, ICTP

### Grade Pyramid of P/D

- NO-E: 1
- NO-D: 8
- NO-C: 50
- NO-B: 45
- NO-A: 49

- Total NO: 153

### Grade Pyramid of GS Staff

- G-5: 329
- G-4: 211
- G-3: 104
- G-2: 77

- Total GS: 959

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As of June 2017, the Education Sector has the large number of staff (38%) in Programme Sectors, followed by the Natural Sciences Sector (25%) and Culture (15%).
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### Geographical Distribution (June 2017) (as per formula approved by the General Conference – staff on geographical posts, only)

#### 1. Geographical Distribution situation by Member States as of June 2017

<table>
<thead>
<tr>
<th>Status of representation</th>
<th>Member States</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normally represented</td>
<td>75</td>
<td>39%</td>
</tr>
<tr>
<td>Over-represented</td>
<td>17</td>
<td>9%</td>
</tr>
<tr>
<td>Under-represented</td>
<td>69</td>
<td>35%</td>
</tr>
<tr>
<td>Represented</td>
<td>161</td>
<td>83%</td>
</tr>
<tr>
<td>Non-represented</td>
<td>34</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Total Member States</strong></td>
<td><strong>195</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### 2. Directors & above level on Geographical posts, as of June 2017

Group I: Europe & North America; Group II: Eastern Europe; Group III: GRULAC; Group IV: ASPAC; Group Va: Africa; Group Vb: Arab States

#### 3. Evolution of Geographical distribution from Jan. 2010 to June 2017

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Normally represented</td>
<td>75</td>
<td>78</td>
<td>80</td>
<td>70</td>
<td>73</td>
<td>70</td>
<td>64</td>
<td>72</td>
<td>75</td>
<td>-</td>
</tr>
<tr>
<td>Over-represented</td>
<td>27</td>
<td>26</td>
<td>26</td>
<td>27</td>
<td>20</td>
<td>18</td>
<td>17</td>
<td>18</td>
<td>17</td>
<td>-10 (-37%)</td>
</tr>
<tr>
<td>Under-represented</td>
<td>54</td>
<td>51</td>
<td>55</td>
<td>61</td>
<td>62</td>
<td>65</td>
<td>72</td>
<td>70</td>
<td>69</td>
<td>+15 (+28%)</td>
</tr>
<tr>
<td>Represented</td>
<td>156</td>
<td>155</td>
<td>161</td>
<td>158</td>
<td>155</td>
<td>153</td>
<td>153</td>
<td>160</td>
<td>161</td>
<td>+5 (+3%)</td>
</tr>
<tr>
<td>Non-represented</td>
<td>37</td>
<td>38</td>
<td>34</td>
<td>37</td>
<td>40</td>
<td>42</td>
<td>42</td>
<td>35</td>
<td>34</td>
<td>-3 (-8%)</td>
</tr>
<tr>
<td><strong>Total Member States</strong></td>
<td><strong>193</strong></td>
<td><strong>193</strong></td>
<td><strong>195</strong></td>
<td><strong>195</strong></td>
<td><strong>195</strong></td>
<td><strong>195</strong></td>
<td><strong>195</strong></td>
<td><strong>195</strong></td>
<td><strong>195</strong></td>
<td><strong>+2 (+1%)</strong></td>
</tr>
</tbody>
</table>

A geographically diverse workforce is essential to ensure effective Programme delivery. The number of Member States has increased from 193 to 195 since 2010. As of June 2017, 161 Member States are represented.

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1. Staff Gender by Category

Overall, the situation is very positive; the proportion of women staff in UNESCO is among the highest in the UN system. The gender parity is achieved at Director & above level.

2. Staff Gender at International Professional level

Among International Professional staff, the gender parity is achieved in the junior levels (P-1 to P-3) and is at three percentage points to be achieved at P-4 level.

3. Evolution of Gender Parity at P-5, Director and above levels

Since January 2010, significant progress has been made in the representation of women at senior management level, with an increase from 24% in 2010 to 51% in June 2017. The number of P-5 women staff is however decreasing (33%).

4. Evolution of Gender distribution at Director & above level, by Location

The number of Women Directors in the Field and in Category I Institutes has steadily increased since 2012 to reach 60% in June 2017.
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Age of UNESCO Staff, by Grade (June 2017)

UNESCO staff is on average 47 years old; P, NO and GS staff are 47, 45 and 47 years old, respectively. Director staff are, on average, 57 years old.

Experience in UNESCO (June 2017)

On average, UNESCO staff count about 12 years of service in the Organization and have been in the same post for 7 years. P-5 staff are the most experienced with an average of 15 years in UNESCO. General Service have the longest average years of experience in the same post (9 years), while Director staff have the shortest (3 years). Professional staff (P) have, on average, been 6 years on the same post.
Geographical Mobility (RP/EXB)
International Professional staff on a fixed-term contract ONLY
(Excluding FT/Project appointments)

<table>
<thead>
<tr>
<th>Number of Geographical movements</th>
<th>2010/11</th>
<th>2012/13</th>
<th>2014/15</th>
<th>Jan. 2016 to June 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ to Field</td>
<td>20</td>
<td>26</td>
<td>35</td>
<td>10</td>
</tr>
<tr>
<td>Field** to HQ</td>
<td>31</td>
<td>16</td>
<td>12</td>
<td>23</td>
</tr>
<tr>
<td>Field** Office to Field** Office</td>
<td>48</td>
<td>44</td>
<td>53</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>86</td>
<td>100</td>
<td>69</td>
</tr>
</tbody>
</table>

Evolution of Mobility Rate

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ</td>
<td>3%</td>
<td>5%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Field**</td>
<td>25%</td>
<td>22%</td>
<td>22%</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td>11%</td>
<td>10%</td>
<td>13%</td>
<td>9%</td>
</tr>
</tbody>
</table>

**including Category I institutes

(1) Number of movements between duty stations as a percentage of the average number of staff

A total of 100 International Professional Staff and Directors moved between duty stations in 2014/15 (35 from Headquarters to Field, 53 field to field, and 12 from the field to Headquarters), corresponding to a 13% mobility rate. During the period January 2016 to June 2017, the mobility rate is 9%.
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### Anticipated Retirements by end-2017 (staff on Fixed-term contract ONLY)*

<table>
<thead>
<tr>
<th>Staff* as of June 2017</th>
<th>Retirements by end-2017</th>
<th>% of Staff retiring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dir. &amp; above level</td>
<td>70</td>
<td>5</td>
</tr>
<tr>
<td>P-1 to P-5 Staff</td>
<td>696</td>
<td>13</td>
</tr>
<tr>
<td>NO Staff</td>
<td>99</td>
<td>3</td>
</tr>
<tr>
<td>GS Staff</td>
<td>861</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1726</strong></td>
<td><strong>39</strong></td>
</tr>
</tbody>
</table>

*Excluding FT/Project appointments and including Staff on Leave Without Pay

2% of the staff will retire by end-2017 (a total of 39 staff). The highest retirement rate is among Director staff (7%).

### Appointments/Transfers/Separations January 2014 to June 2017

#### Staff on Fixed-term contract ONLY

(Excluding FT/Project appointments)

<table>
<thead>
<tr>
<th>Movements</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>Jan. to June 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Appointments</td>
<td>46</td>
<td>104</td>
<td>100</td>
<td>68</td>
</tr>
<tr>
<td>Internal Movements</td>
<td>95</td>
<td>76</td>
<td>142</td>
<td>24</td>
</tr>
<tr>
<td>Appointments with promotion</td>
<td>27</td>
<td>37</td>
<td>50</td>
<td>14</td>
</tr>
<tr>
<td>Transfers at equal grade</td>
<td>68</td>
<td>39</td>
<td>92</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>141</td>
<td>180</td>
<td>242</td>
<td>92</td>
</tr>
<tr>
<td>% External Appointments</td>
<td>33%</td>
<td>59%</td>
<td>41%</td>
<td>74%</td>
</tr>
<tr>
<td>% Internal Movements</td>
<td>67%</td>
<td>42%</td>
<td>59%</td>
<td>26%</td>
</tr>
<tr>
<td>Separations</td>
<td>147</td>
<td>144</td>
<td>100</td>
<td>53</td>
</tr>
<tr>
<td><strong>Renewal Rate</strong> 1</td>
<td>31%</td>
<td>72%</td>
<td>100%</td>
<td>128%</td>
</tr>
<tr>
<td><strong>Turnover Rate</strong> 2</td>
<td>8,2%</td>
<td>8,3%</td>
<td>5,9%</td>
<td>3,1%</td>
</tr>
<tr>
<td><strong>Turnover Rate (Retirement)</strong> 2</td>
<td>3,0%</td>
<td>3,4%</td>
<td>3,0%</td>
<td>2,0%</td>
</tr>
</tbody>
</table>

(1) Number of external appointments in one year divided by number of separations during the same period x 100
(2) Number of separations in one year divided by the average number of active staff during the same period x 100

The percentage of external recruitment has increased to 74% during the first 6 months of 2017 (for all categories). In 2016, internal appointments were the majority with 59%. The annual turnover rate in 2014/2015 is around 8%. In 2016, it decreased to around 6%. The retirement rate is around 3% per year.
1. Evolution of Regular Budget Posts by Location from 2010/11 to 2016/17

Posts funded by the Regular Programme were reduced by 24% since 2010 (by 33% at Headquarters).

2. Evolution of Regular Budget Posts by Category from 2010/11 to 2016/17

The highest reduction of posts is at Director level (30%), followed by General Service category (28%) and International Professional category (23%). Over the same period, the number of National Officers posts increased by 21%. The ratio GS posts vs Professional (D/P/NO) posts on Regular Budget was 1.0 : 1.0 in 2010/11. The ratio of GS to P posts has improved to reach 0.9 : 1.0 in 2016/17.

3. Comparison of the Grade Pyramid of Regular Budget Posts from 2010/11 to 2016/17

The grade pyramid of Regular Programme posts is balanced at senior, mid and junior levels.