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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 Workforce Overview (as at January 2018)

**UNESCO STAFF**

- **49%**: HQS
- **9%**: Asia & Pacific
- **13%**: Africa
- **14%**: Latin Am. & Caribbean
- **5%**: Arab States
- **17%**: Europe & North Am.*

**Affiliate Workforce**

- **22%**: HQS*
- **27%**: Asia & Pacific
- **18%**: Africa
- **14%**: Latin Am. & Caribbean
- **10%**: Arab States
- **9%**: Europe & North Am.

* including IIEP/Paris

**People working for UNESCO on temporary appointments and on a non staff capacity, such as service contracts, consultants and short-term contracts.**
UNESCO Staff (RP/EXB)  
January 2016 – January 2018

From January 2016 to January 2018, staff at Headquarters have increased slightly (by 2%) while Field staff have increased by 12%. Staff in Category 1 Institutes have decreased (by 10%). Overall, the staff have increased slightly (by 3%).

<table>
<thead>
<tr>
<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>
</tr>
<tr>
<td>Fixed-term</td>
<td>914</td>
<td>916</td>
<td>925</td>
<td>+11 (+1%)</td>
</tr>
<tr>
<td>Project appointment</td>
<td>104</td>
<td>101</td>
<td>110</td>
<td>+6 (+6%)</td>
</tr>
<tr>
<td>Total</td>
<td>1018</td>
<td>1017</td>
<td>1035</td>
<td>+17 (+2%)</td>
</tr>
<tr>
<td><strong>Field</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed-term</td>
<td>566</td>
<td>604</td>
<td>619</td>
<td>+53 (+9%)</td>
</tr>
<tr>
<td>Project appointment</td>
<td>83</td>
<td>88</td>
<td>108</td>
<td>+25 (+30%)</td>
</tr>
<tr>
<td>Total</td>
<td>649</td>
<td>692</td>
<td>727</td>
<td>+78 (+12%)</td>
</tr>
<tr>
<td><strong>Category 1 Institutes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed-term</td>
<td>227</td>
<td>195</td>
<td>180</td>
<td>-47 (-21%)</td>
</tr>
<tr>
<td>Project appointment</td>
<td>170</td>
<td>176</td>
<td>178</td>
<td>+8 (+5%)</td>
</tr>
<tr>
<td>Total</td>
<td>397</td>
<td>371</td>
<td>358</td>
<td>-39 (-10%)</td>
</tr>
<tr>
<td><strong>UNESCO Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed-term</td>
<td>1707</td>
<td>1715</td>
<td>1724</td>
<td>+17 (+1%)</td>
</tr>
<tr>
<td>Project appointment</td>
<td>357</td>
<td>365</td>
<td>396</td>
<td>+39 (+11%)</td>
</tr>
<tr>
<td>Total</td>
<td>2064</td>
<td>2080</td>
<td>2120</td>
<td>+56 (+3%)</td>
</tr>
</tbody>
</table>

(*) Category 1 Institutes and Centres: UIS, IBE, IIEP, UIL, IITE, IICBA, IESALC, MIGIEP, ICTP

This document provides information on UNESCO staff on fixed-term appointments on Regular Programme and Extra-Budgetary funded posts including FT/Project Appointments funded by Extra-Budgetary funds. It does not cover staff on temporary contracts or personnel with other types of contracts. Staff on Leave Without Pay are not included in these statistics, except where expressly indicated.
UNESCO Staff by Funding Source (January 2018)

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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dir. &amp; above Staff Prof. Staff NO Staff GS Staff</td>
<td>Total Staff</td>
</tr>
<tr>
<td>HQ</td>
<td>33 394 - 363</td>
<td>790 76%</td>
</tr>
<tr>
<td>Field</td>
<td>25 186 85 271</td>
<td>567 78%</td>
</tr>
<tr>
<td>Category 1 Institutes</td>
<td>- - - -</td>
<td>- - - -</td>
</tr>
<tr>
<td>Total</td>
<td>58 580 85 634</td>
<td>1 357 64%</td>
</tr>
</tbody>
</table>

As at January 2018, 64% of UNESCO staff are on Regular programme funds. 36% are on posts funded by extra-budgetary sources.

2. Comparison of UNESCO Staff, by Location and Category between January 2016 and January 2018

In January 2016, the ratio of staff on Regular Programme funded posts vs Extra-budgetary funded posts was 63/37. In January 2018, the ratio is 64/36.

(1) Category I Institutes and Centres: UIS, IBE, IIIEP, UIL, IITE, IICBA, IESALC, MGIIP, ICTP

This document provides information on UNESCO staff on fixed-term appointments on Regular Programme and Extra-Budgetary funded posts including FT/Project Appointments funded by Extra-Budgetary funds. It does not cover staff on temporary contracts or personnel with other types of contracts. Staff on Leave Without Pay are not included in these statistics, except where expressly indicated.
UNESCO Staff by Location and Category (January 2018)

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>34</td>
<td>542</td>
<td>-</td>
<td>459</td>
<td>1 035</td>
<td>49%</td>
</tr>
<tr>
<td>Field</td>
<td>27</td>
<td>238</td>
<td>144</td>
<td>318</td>
<td>727</td>
<td>34%</td>
</tr>
<tr>
<td>Category 1 Institutes*</td>
<td>8</td>
<td>159</td>
<td>15</td>
<td>176</td>
<td>358</td>
<td>17%</td>
</tr>
<tr>
<td>Total</td>
<td>69</td>
<td>939</td>
<td>159</td>
<td>953</td>
<td>2 120</td>
<td></td>
</tr>
</tbody>
</table>

% by Grade Category: 3% P-1 to P-5, 44% NO, 8% GS, 45% Total

(*) Category 1 Institutes and Centres: UIS, IBE, IIEP, UIL, IITE, ICBA, IESALC, MGIEP, ICTP

As at January 2018, UNESCO employs 2,120 staff on fixed-term and FT/Project Appointments. 51% of the staff work in the field and in Category 1 Institutes. Professional and above staff (D/P/NO) represent 55% of staff, while GS staff represent 45%. The overall ratio GS/P for all UNESCO staff is 0.8 : 1.

Staff by Location

51% Field
34% Category 1 Institutes*
15% HQ

Total: 2120

Staff by Category

49% NO
45% GS
8% P-1 to P-5

Total: 2120

2. UNESCO Staff by Region

Staff in Field Offices by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>P-1 to P-5</th>
<th>NO</th>
<th>GS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>APA</td>
<td>175</td>
<td>71</td>
<td>134</td>
<td>285</td>
</tr>
<tr>
<td>EUR</td>
<td>235</td>
<td>12%</td>
<td>19%</td>
<td>285</td>
</tr>
<tr>
<td>LAC</td>
<td>24</td>
<td>15%</td>
<td>7%</td>
<td>285</td>
</tr>
<tr>
<td>AFR</td>
<td>42</td>
<td>6%</td>
<td>42%</td>
<td>285</td>
</tr>
<tr>
<td>ARB</td>
<td>112</td>
<td>15%</td>
<td>7%</td>
<td>285</td>
</tr>
<tr>
<td>APA</td>
<td>175</td>
<td>71</td>
<td>134</td>
<td>285</td>
</tr>
<tr>
<td>EUR</td>
<td>235</td>
<td>12%</td>
<td>19%</td>
<td>285</td>
</tr>
<tr>
<td>LAC</td>
<td>24</td>
<td>15%</td>
<td>7%</td>
<td>285</td>
</tr>
<tr>
<td>AFR</td>
<td>42</td>
<td>6%</td>
<td>42%</td>
<td>285</td>
</tr>
<tr>
<td>ARB</td>
<td>112</td>
<td>15%</td>
<td>7%</td>
<td>285</td>
</tr>
</tbody>
</table>

Total Field: 727

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

Staff in Cat. I Institutes by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>P-1 to P-5</th>
<th>NO</th>
<th>GS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>APA</td>
<td>175</td>
<td>71</td>
<td>134</td>
<td>285</td>
</tr>
<tr>
<td>EUR</td>
<td>235</td>
<td>12%</td>
<td>19%</td>
<td>285</td>
</tr>
<tr>
<td>LAC</td>
<td>24</td>
<td>15%</td>
<td>7%</td>
<td>285</td>
</tr>
<tr>
<td>AFR</td>
<td>42</td>
<td>6%</td>
<td>42%</td>
<td>285</td>
</tr>
<tr>
<td>ARB</td>
<td>112</td>
<td>15%</td>
<td>7%</td>
<td>285</td>
</tr>
<tr>
<td>APA</td>
<td>175</td>
<td>71</td>
<td>134</td>
<td>285</td>
</tr>
<tr>
<td>EUR</td>
<td>235</td>
<td>12%</td>
<td>19%</td>
<td>285</td>
</tr>
<tr>
<td>LAC</td>
<td>24</td>
<td>15%</td>
<td>7%</td>
<td>285</td>
</tr>
<tr>
<td>AFR</td>
<td>42</td>
<td>6%</td>
<td>42%</td>
<td>285</td>
</tr>
<tr>
<td>ARB</td>
<td>112</td>
<td>15%</td>
<td>7%</td>
<td>285</td>
</tr>
</tbody>
</table>

Total Cat. I Institutes*: 358

3. UNESCO Staff by Category from January 2010 to January 2018

Since 2010, Director staff have decreased by 35% and General Service staff by 13%. P and NO staff numbers have increased by 11% and 83%, respectively.
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### UNESCO Staff by Grade (January 2018)

<table>
<thead>
<tr>
<th>Grade</th>
<th>HQ</th>
<th>Field</th>
<th>Cat. 1 Institutes*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Staff</td>
<td>%</td>
<td>Staff</td>
</tr>
<tr>
<td>DDG/ADG</td>
<td>8</td>
<td>89%</td>
<td>-</td>
</tr>
<tr>
<td>D-2</td>
<td>10</td>
<td>62%</td>
<td>3</td>
</tr>
<tr>
<td>D-1</td>
<td>16</td>
<td>36%</td>
<td>24</td>
</tr>
<tr>
<td><strong>Total Dir. &amp; above level</strong></td>
<td>34</td>
<td>49%</td>
<td>27</td>
</tr>
<tr>
<td>P-5</td>
<td>82</td>
<td>61%</td>
<td>40</td>
</tr>
<tr>
<td>P-4</td>
<td>127</td>
<td>53%</td>
<td>72</td>
</tr>
<tr>
<td>P-3</td>
<td>190</td>
<td>58%</td>
<td>82</td>
</tr>
<tr>
<td>P-1/P-2</td>
<td>143</td>
<td>60%</td>
<td>44</td>
</tr>
<tr>
<td><strong>Total P Staff</strong></td>
<td>542</td>
<td>58%</td>
<td>238</td>
</tr>
<tr>
<td>NO Staff</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>GS Staff</td>
<td>459</td>
<td>48%</td>
<td>318</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1035</td>
<td>49%</td>
<td>727</td>
</tr>
</tbody>
</table>

(*) Category 1 Institutes and Centres: UIS, IBE, IIEP, UIL, IITE, IICBA, IESALC, MGIEP, ICTP

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

- **Dir. & above**
  - HQ: 39%
  - Field: 49%
  - Cat. 1 Institutes: 12%

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

- **NO**
  - HQ: 91%
  - Field: 9%

- **GS**
  - HQ: 33%
  - Field: 48%
  - Cat. 1 Institutes: 19%

(*) Category 1 Institutes and Centres: UIS, IBE, IIEP, UIL, IITE, IICBA, IESALC, MGIEP, ICTP

### Grade Pyramid of P/D Staff

- D: 69
- P-5: 135
- P-4: 238
- P-3: 327
- P-1/P-2: 239

Total P/D: 1008

### Grade Pyramid of NO Staff

- NO-E: 1
- NO-D: 13
- NO-C: 53
- NO-B: 45
- NO-A: 52

Total NO: 159

### Grade Pyramid of GS Staff

- G-7: 56
- G-6: 183
- G-5: 319
- G-4: 222
- G-3: 99
- G-2: 74
- G-1: 56

Total GS: 953
As at January 2018, 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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1. Geographical Distribution situation by Member States as at January 2018

<table>
<thead>
<tr>
<th>Status of representation</th>
<th>Member States</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normally represented</td>
<td>72</td>
<td>37%</td>
</tr>
<tr>
<td>Over-represented</td>
<td>20</td>
<td>11%</td>
</tr>
<tr>
<td>Under-represented</td>
<td>65</td>
<td>33%</td>
</tr>
<tr>
<td>Represented</td>
<td>157</td>
<td>81%</td>
</tr>
<tr>
<td>Non-represented</td>
<td>38</td>
<td>19%</td>
</tr>
<tr>
<td>Total Member States</td>
<td>195</td>
<td></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 at January 2018, 157 Member States are represented.

2. Directors & above level on Geographical posts, as at January 2018

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 January 2010 to January 2018

4. Evolution of Status of representation of Member States from January 2010 to January 2018

This document provides information on UNESCO staff on fixed-term appointments on Regular Programme and Extra-Budgetary funded posts including FT/Project Appointments funded by Extra-Budgetary funds. It does not cover staff on temporary contracts or personnel with other types of contracts. Staff on Leave Without Pay are included in these statistics, except where expressly indicated.
1. Staff Gender by Category

**Gender parity**

- **Dir. & above level**
  - Women: 52%
  - Men: 48%
- **P-1 to P-5**
  - Women: 50%
  - Men: 50%
- **NO Staff**
  - Women: 60%
  - Men: 40%
- **GS Staff**
  - Women: 55%
  - Men: 45%
- **Total UNESCO**
  - Women: 51%
  - Men: 49%

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

**Gender parity**

- **P-5**
  - Women: 33%
  - Men: 67%
- **P-4**
  - Women: 48%
  - Men: 52%
- **P-3**
  - Women: 53%
  - Men: 47%
- **P-1/P-2**
  - Women: 63%
  - Men: 37%
- **Total**
  - Women: 51%
  - Men: 49%

Among International Professional staff, the gender parity is achieved at the junior levels (P-1 to P-3). The gender parity is nearly achieved at P-4, whilst efforts need to be made at P-5 with a particularly low percentage of women (33%).

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

**Gender parity**

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 52% in January 2018. 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 2010 to reach 60% in January 2018.

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Overall, UNESCO staff is on average 47 years old.

On average, UNESCO staff count about 12 years of service in the Organization and have been on the same post for 8 years. P-5 staff are the most experienced with an average of 14 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.
This document provides information on UNESCO staff on fixed-term appointments on Regular Programme and Extra-Budgetary funded posts including FT/Project Appointments funded by Extra-Budgetary funds. It does not cover staff on temporary contracts or personnel with other types of contracts. Staff on Leave Without Pay are not included in these statistics, except where expressly indicated.

A total of 79 International Professional Staff and Directors moved between duty stations in 2016/17 (15 from Headquarters to Field, 37 field to field, and 27 from the field to Headquarters), corresponding to a mobility rate of 11%.
Anticipated Retirements by end-2021 (staff on Fixed-term contract ONLY)*

<table>
<thead>
<tr>
<th>Staff* as at January 2018</th>
<th>Retirements 2018 - 2021</th>
<th>Total 2018 - 2021</th>
<th>% of Staff retiring 2018 - 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dir. &amp; above level</td>
<td>68</td>
<td>5 2 1 7</td>
<td>13</td>
</tr>
<tr>
<td>P-1 to P-5 Staff</td>
<td>690</td>
<td>2 1 2 14</td>
<td>19</td>
</tr>
<tr>
<td>NO Staff</td>
<td>99</td>
<td>- - - 2</td>
<td>2</td>
</tr>
<tr>
<td>GS Staff</td>
<td>849</td>
<td>5 - - 16</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>1,706</td>
<td>12 1 3 39</td>
<td>55</td>
</tr>
</tbody>
</table>

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

3% of the staff will retire over the next 4 year period (end 2021) (a total of 55 staff). The highest retirement rate is among Director staff (19%).

Appointments/Transfers/Separations [2014 – 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>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Appointments</td>
<td>46</td>
<td>104</td>
<td>101</td>
<td>104</td>
</tr>
<tr>
<td>Internal Movements</td>
<td>95</td>
<td>78</td>
<td>147</td>
<td>49</td>
</tr>
<tr>
<td>Appointments with promotion</td>
<td>27</td>
<td>39</td>
<td>53</td>
<td>27</td>
</tr>
<tr>
<td>Transfers at equal grade</td>
<td>68</td>
<td>39</td>
<td>94</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>141</td>
<td>182</td>
<td>248</td>
<td>153</td>
</tr>
<tr>
<td>% External Appointments</td>
<td>33%</td>
<td>57%</td>
<td>41%</td>
<td>68%</td>
</tr>
<tr>
<td>% Internal Movements</td>
<td>67%</td>
<td>43%</td>
<td>59%</td>
<td>32%</td>
</tr>
<tr>
<td>Separations</td>
<td>147</td>
<td>144</td>
<td>117</td>
<td>108</td>
</tr>
</tbody>
</table>

| Renewal Rate ¹                | 31%  | 72%  | 86%  | 96%  |
| Turnover Rate ²               | 8,2% | 8,3% | 6,9% | 6,3% |
| Turnover Rate (Retirement) ²  | 3,0% | 3,4% | 3,0% | 3,6% |

(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

In 2016, internal appointments were the majority (59%) for all categories of posts. This trend changed in 2017 with 68% of external recruitments. The annual turnover rate has decreased from 8% in 2014 and 2015 to 6% in 2017. The retirement rate is around 3% per year.
1. 39 C/5 Posts, by Location

Out of the 1646 posts budgeted in the 39 C/5, 39% of the posts are in the Field and 61% are at Headquarters.

2. 39 C/5 Posts, by Grade category

From the 1646 posts, 53% are D/P/NO posts and 47% are GS posts.

3. Grade Pyramid of 39 C/5 posts

Grade Pyramid of P/D Posts in 2018/19

- Dir. & above: 72
- P-5: 127
- P-4: 209
- P-3: 229
- P-1/P-2: 131

TOTAL P/D in UNESCO: 768