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Composition and structure of the staff at 31 December 2025

Diversity outlook report

Summary: In accordance with the Human Resources Strategy 2022–25 and the Action Plan for improving the diversity of the ILO workforce, this document contains information on the composition and structure of the staff of the Office as at 31 December 2025. It provides an overview of the composition and structure of the ILO staff with specific information regarding gender, geographical diversity and age, along with figures related to recruitment and mobility.

Author unit: Human Resources Development Department (HRD).

Related documents: [GB.355/PFA/INF/4](#); [GB.353/PFA/INF/8\(Rev.1\)](#); [GB.356/PFA/9](#).

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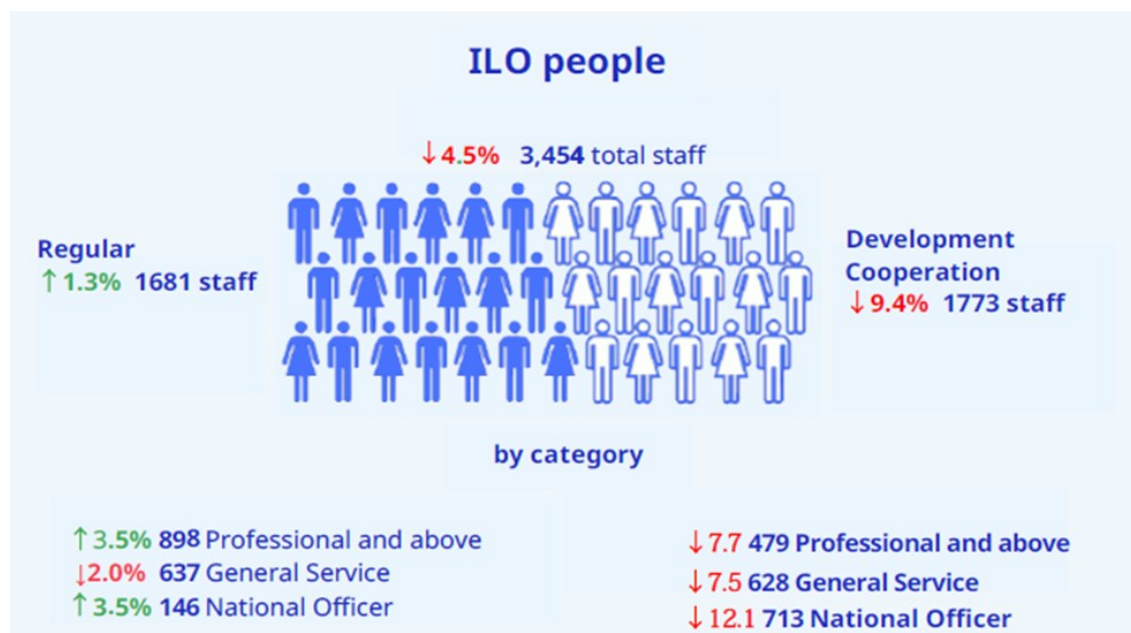
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► Introduction

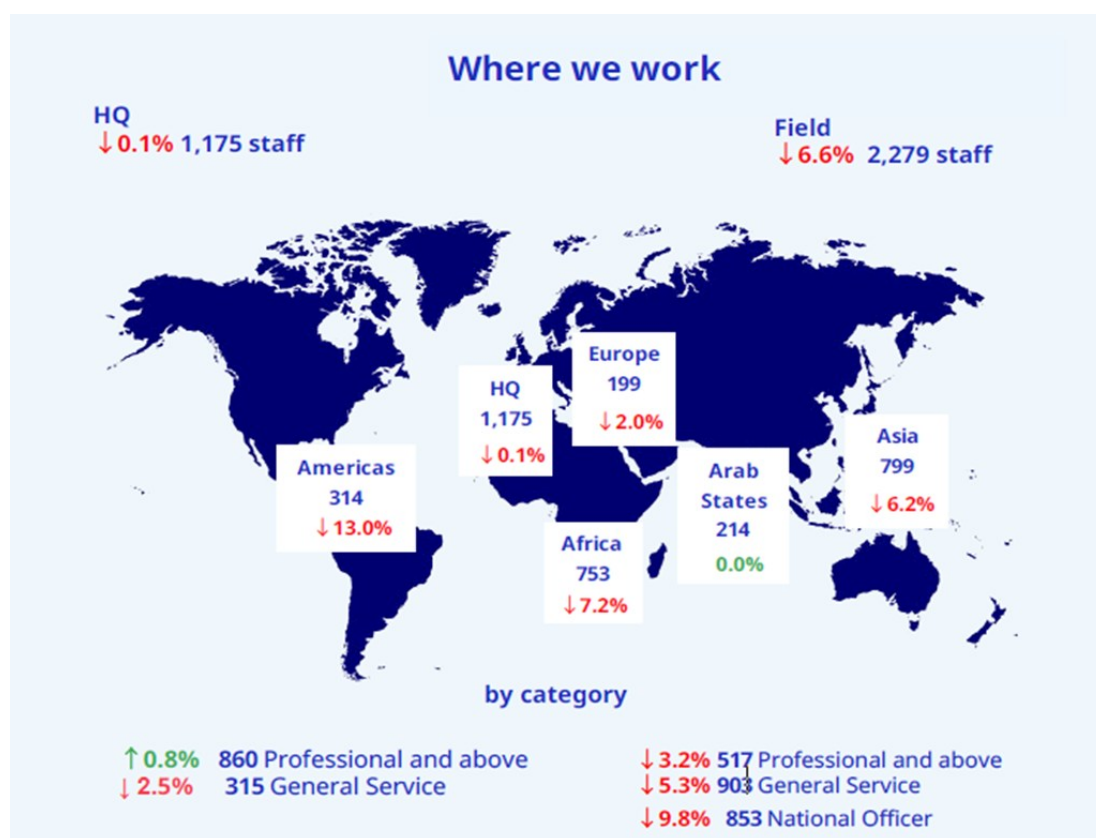
1. This document presents information on the composition and structure of the Office workforce as at 31 December 2025. It highlights key changes in the ILO workforce experienced in 2025 based on overall staff movements and annual staff turnover across the Office.

► 1. Overview of the ILO workforce composition

2. As at 31 December 2025, the ILO had a total staff of 3,454, reflecting an overall decrease of 4.5 per cent compared to 2024.
3. The total number of staff employed under the regular budget increased by 1.3 per cent, to 1,681 staff, while the number of staff employed under development cooperation (DC) decreased by 9.4 per cent to 1,773 staff.
4. By category, under the regular budget, staff in the Professional and above category and National Officers increased by 3.5 per cent, while General Service staff decreased by 2 per cent. Under development cooperation, staffing levels decreased across all categories, with reductions of 7.7 per cent for Professional and above staff, 7.5 per cent for General Service staff and 12.1 per cent for National Officers.



5. Staffing at headquarters remained stable, with a 0.1 per cent decrease to 1,175 staff, while staff in the field decreased by 6.6 per cent to 2,279 staff. By region, staffing levels decreased in the Americas (13.0 per cent), Africa (7.2 per cent), Asia (6.2 per cent) and Europe (2.0 per cent), and remained unchanged in the Arab States.



1.1. Distribution of all staff by category, duty station, type of contract and source of funds

6. Of the 3,454 staff members, 1,377 were in the Professional category and above (all sources of funds). Staff at grades P5 and above represented 31.5 per cent of this category (31.3 per cent in 2024), while staff at grades P1 to P4 accounted for 68.5 per cent (68.6 per cent in 2024).
7. The ILO had 2,077 staff members in the General Service and National Officer categories (all sources of funds), compared to 2,230 in 2024. Of these, 1,762 staff (84.9 per cent) were located in the regions compared to 1,907 staff (85.5 per cent) in 2024.

► **Table 1**

Category of staff and place	Officials employed								
	Regular staff			(2024)	DC staff *		(2024)	Total	(2024)
	FT	WLT	Subtotal		FT				
Headquarters									
Professional category and above (P)	351	273	624	(606)	236	(247)	860	(853)	
General Service category (GS)	52	228	280	(282)	35	(41)	315	(323)	
Subtotal	403	501	904	(888)	271	(288)	1 175	(1 176)	

Category of staff and place	Officials employed							
	Regular staff			(2024)	DC staff *	(2024)	Total	(2024)
	FT	WLT	Subtotal		FT			
Field offices								
P	187	87	274	(262)	243	(272)	517	(534)
NO	84	62	146	(141)	713	(811)	859	(952)
GS	106	251	357	(368)	546	(587)	903	(955)
Subtotal	377	400	777	(771)	1 502	(1 670)	2 279	(2 441)
Grand total	780	901	1 681	(1 659)	1 773	(1 958)	3 454	(3 617)

* Positions funded by development cooperation (DC) funds, programme support income (PSI), Regular Budget Supplementary Account (RBSA) and other extra-budgetary resources.

FT = Fixed-term. WLT = Without limit of time.

1.2. Distribution of all staff by category, grade and type of contract

► Table 2

Category and grade	Officials employed				
	Regular staff			DC staff *	Total
	FT	WLT	Subtotal	FT	
Professional and above					
DG	1		1		1
ADG	10		10		10
D2	9	14	23	1	24
D1	34	35	69	4	73
DIR	5		5		5
P5	104	166	270	55	325
P4	208	96	304	157	461
P3	116	45	161	159	320
P2	46	4	50	92	142
P1	5		5	11	16
Total	538	360	898	479	1 377
National Officer					
CORR	10		10		10
NOC		8	8	26	34
NOB	42	33	75	298	373
NOA	32	21	53	389	442
Total	84	62	146	713	859
General Service					
G7		72	72	19	91
G6	54	186	240	165	405
G5	65	130	195	235	430

Category and grade	Officials employed				
	Regular staff			DC staff *	Total
	FT	WLT	Subtotal		
G4	25	42	67	61	128
G3	9	34	43	24	67
G2	5	15	20	75	95
G1				2	2
Total	158	479	637	581	1 218
Grand total	780	901	1 681	1 773	3 454

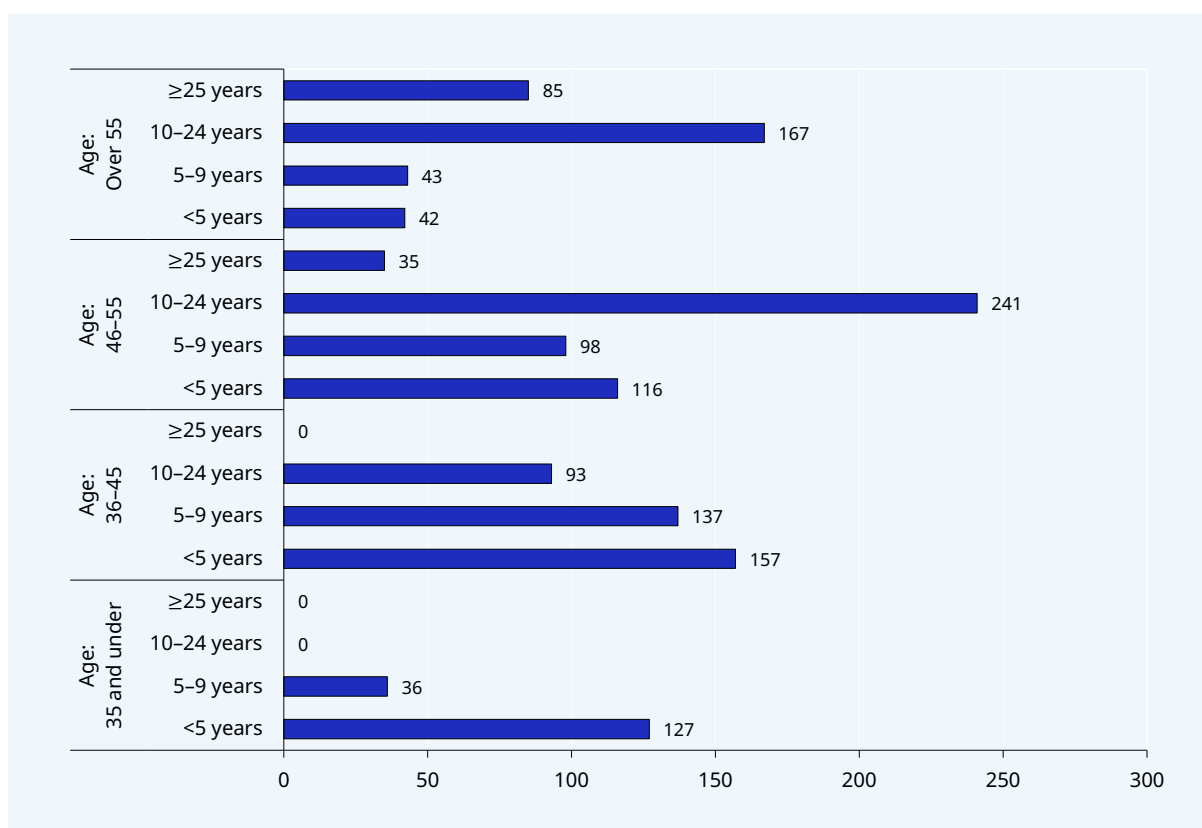
* Positions funded by DC, PSI, RBSA and other extra-budgetary resources.

FT = Fixed-term. WLT = Without limit of time.

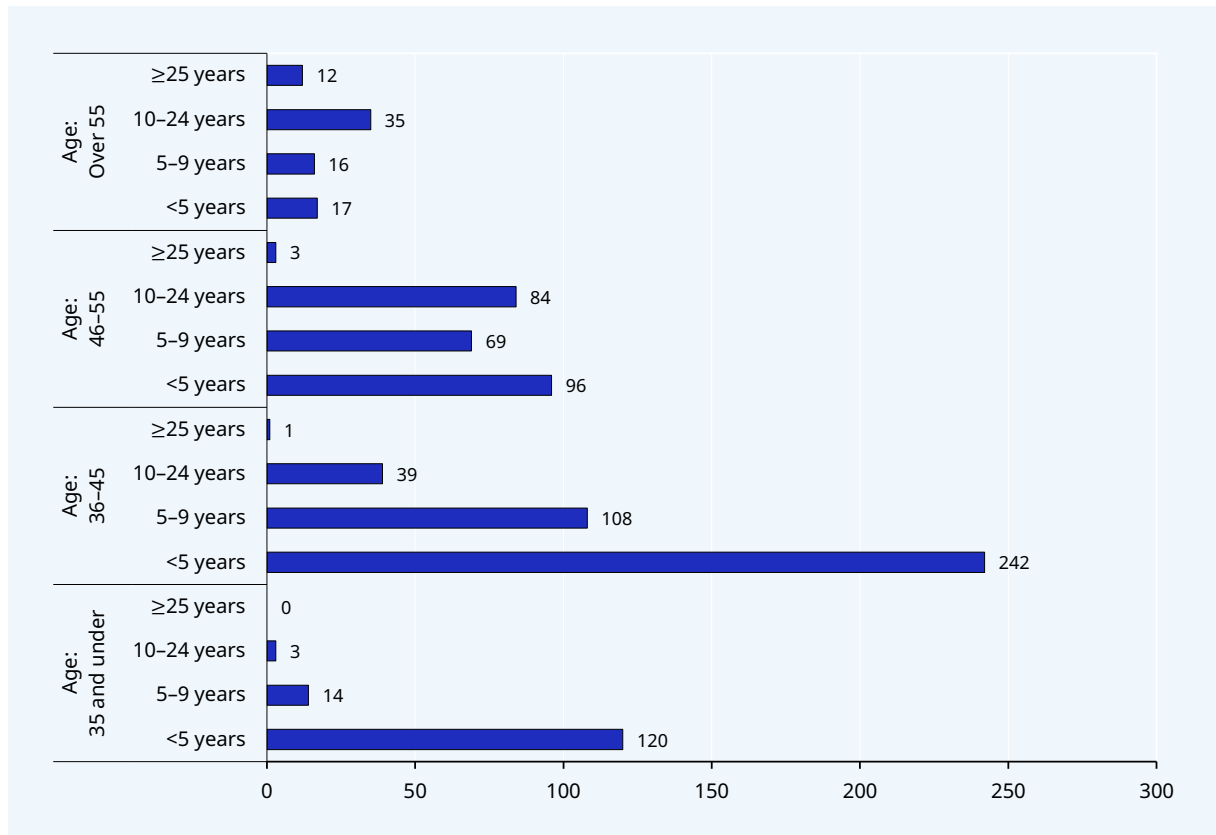
1.3. Distribution of staff by age and length of service

8. As at 31 December 2025, the average age of an ILO employee (all categories of staff) was 46.5 years, compared to 46.0 years in 2024, and the average length of service was 9.4 years, compared to 8.9 years in 2024. The average age of staff in the Professional category and above was 48.0 years (47.6 years in 2024), while the average age of staff in the General Service and National Officer categories was 46.8 years and 43.8 years, respectively (46.2 years and 43.5 years in 2024). Detailed statistics on the distribution of staff by age and length of service are presented in figures 1 to 3.

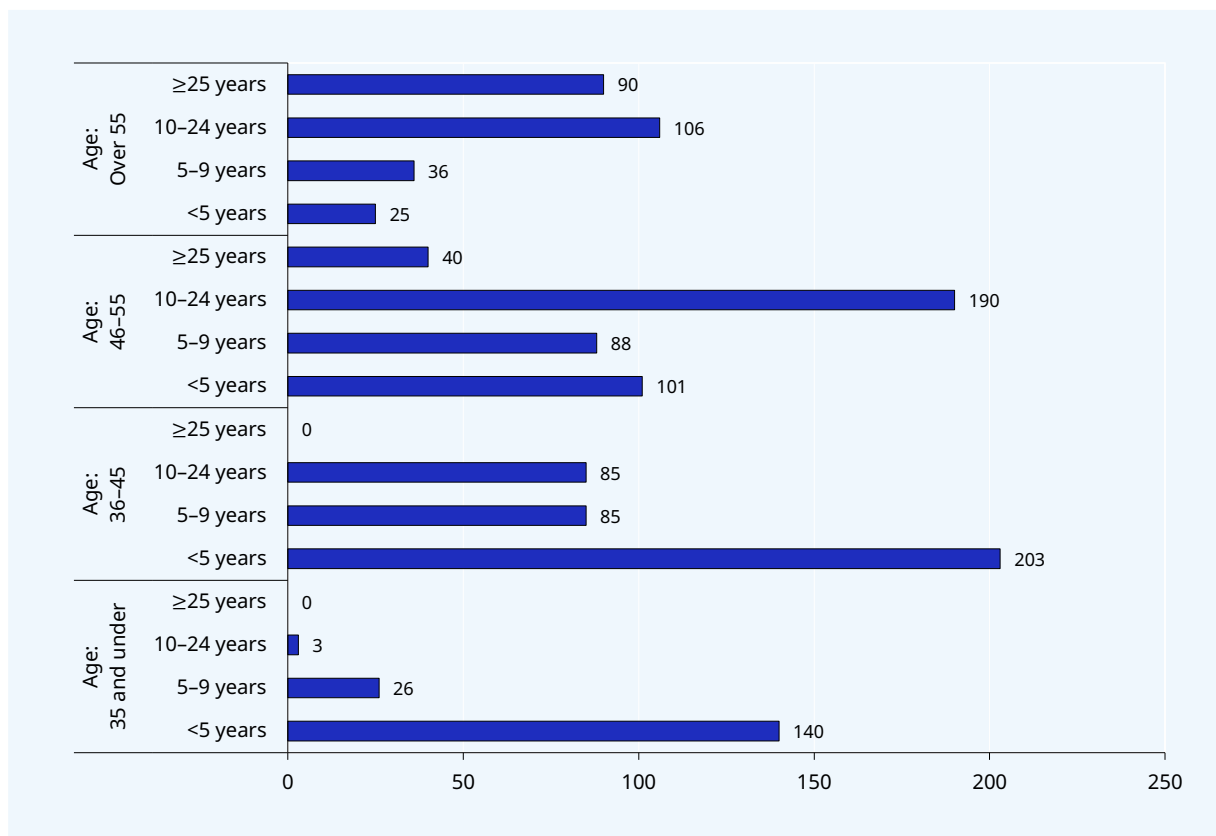
► **Figure 1. Distribution of Professional staff by age and length of service**



► **Figure 2. Distribution of National Officer staff by age and length of service**



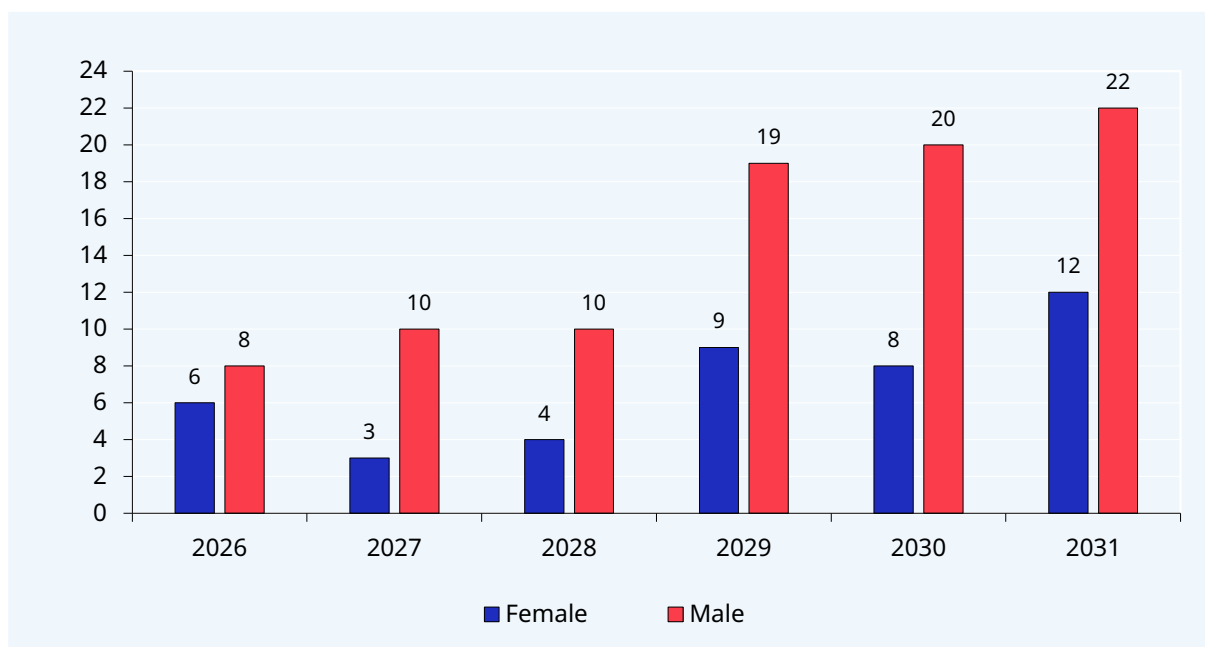
► **Figure 3. Distribution of General Service staff by age and length of service**



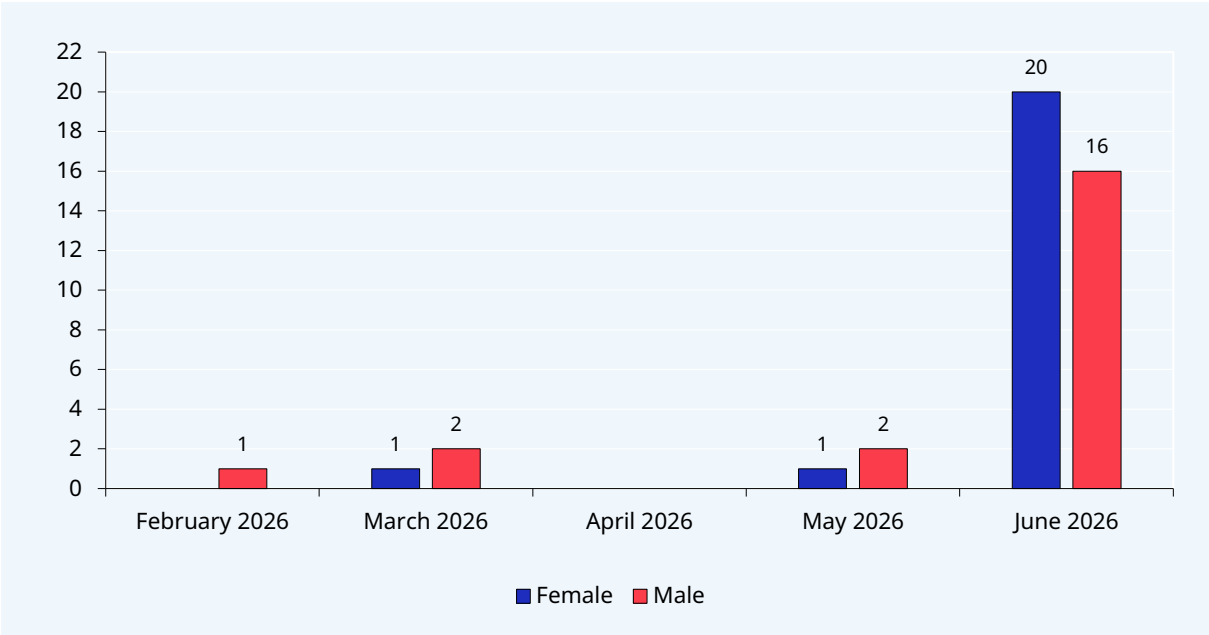
► 2. Forthcoming retirement (regular staff)

9. There are 131 regular staff members who will reach the statutory age of retirement by the end of 2031. Wherever vacancies can be anticipated, the Office ensures that the recruitment and selection process is undertaken prior to the departure of the incumbent.
10. In addition, 43 staff members in the Professional category and above will leave on an agreed termination by 30 June 2026, comprising 21 female and 22 male staff members. The distribution of forthcoming retirements and agreed terminations in the Professional category and above is presented in figures 4 and 5.

► **Figure 4. Retirements in the Professional category and above (regular staff)**



► **Figure 5. Agreed terminations in the Professional category and above (regular staff)**



► 3. Geographical diversity

11. In 2025, three countries became newly represented in the Office while four countries represented in 2024 are no longer represented. These trends represent the full workforce including locally recruited staff and staff serving in the development cooperation projects.
- **Where we come from:** the number of represented nationalities among the 187 Member States has decreased from 157 to 156.¹



2025	(2024)
Newly represented countries	Newly represented countries
Belize	Kiribati
Malta	Samoa
State of Palestine	Solomon Islands
Countries no longer represented	Countries no longer represented
Gabon	Barbados
Sao Tome and Principe	Belize
Solomon Islands	Djibouti
Vanuatu	Equatorial Guinea

¹ Comparisons always refer to the previous year 2024.

3.1. Distribution of all staff by region of origin, grade, type of contract and source of funds

► Table 3. Africa

Category	Regular staff		Subtotal	DC staff		Total
	FT	WLT		FT		
DG	1		1			1
ADG	2		2			2
D2		2	2			2
D1	7	5	12			12
P5	22	10	32	9		41
P4	35	7	42	30		72
P3	10	6	16	27		43
P2	3	1	4	11		15
P1				1		1
NOC		4	4	10		14
NOB	10	8	18	131		149
NOA	5	8	13	83		96
G7		13	13	2		15
G6	18	38	56	80		136
G5	12	29	41	59		100
G4	2	4	6	11		17
G3	6	13	19	12		31
G2	2	7	9	46		55
G1				1		1
Total	135	155	290	513		803

► Table 4. Americas

Category	Regular staff		Subtotal	DC staff		Total
	FT	WLT		FT		
ADG	2		2			2
D2	2	1	3	1		4
D1	11	6	17	1		18
P5	26	34	60	11		71
P4	49	24	73	26		99
P3	18	12	30	26		56
P2	14		14	11		25
P1				4		4
NOC		2	2	2		4
NOB	8	12	20	14		34

Category	Regular staff		Subtotal	DC staff		Total
	FT	WLT		FT		
NOA	4	6	10	47		57
G7		13	13	3		16
G6	13	23	36	10		46
G5	11	22	33	35		68
G4	4	9	13	6		19
G3	1	4	5			5
G2				4		4
Total	163	168	331	201		532

► Table 5. Arab States

Category	Regular staff		Subtotal	DC staff		Total
	FT	WLT		FT		
ADG	1		1			1
P5	2	2	4	2		6
P4	4	4	8	4		12
P3	4	1	5	16		21
P1				1		1
NOB	2		2	22		24
NOA	1	1	2	46		48
G7		2	2			2
G6	1	4	5	4		9
G5	3	3	6	29		35
G4				8		8
G3	1		1	5		6
G2		1	1	8		9
Total	19	18	37	145		182

► Table 6. Asia and the Pacific

Category	Regular staff		Subtotal	DC staff		Total
	FT	WLT		FT		
ADG	2		2			2
D2	1	4	5			5
D1	2	6	8			8
P5	15	28	43	13		56
P4	22	14	36	27		63
P3	18	2	20	32		52
P2	11		11	25		36
P1				3		3
NOC		2	2	6		8

Category	Regular staff		Subtotal	DC staff		Total
	FT	WLT		FT		
NOB	15	13	28	117		145
NOA	18	5	23	165		188
G7		13	13	12		25
G6	8	40	48	45		93
G5	19	21	40	87		127
G4	2	4	6	21		27
G3		13	13	6		19
G2	3	7	10	16		26
G1				1		1
Total	136	172	308	576		884

► Table 7. Europe

Category	Regular staff		Subtotal	DC staff		Total
	FT	WLT		FT		
ADG	3		3			3
D2	6	7	13			13
D1	14	18	32	3		35
P5	44	92	136	20		156
P4	98	47	145	70		215
P3	66	24	90	58		148
P2	18	3	21	45		66
P1	5		5	2		7
CORR	10		10			10
NOC				8		8
NOB	7		7	14		21
NOA	4	1	5	48		53
G7		31	31	2		33
G6	14	81	95	26		121
G5	20	55	75	25		100
G4	17	25	42	15		57
G3	1	4	5	1		6
G2				1		1
Total	327	388	715	338		1 053

3.2. Member States representation (desirable range and status of representation)

12. Member States' representation in the ILO's workforce is determined based only on international Professional category staff occupying positions which are subject to geographical

distribution, namely P, D and senior positions funded from the ILO's regular budget. The method used to assess Member States' representation is based on a system of desirable ranges which was introduced in the United Nations Secretariat in 1948 and seeks to establish for each Member State a range of posts within which a country would be considered: (a) adequately represented; (b) less than adequately represented (including non-represented); and (c) more than adequately represented.

13. To calculate the desirable range ² in order to define the country representation status, the Office uses two factors, namely membership and the assessed budgetary contribution of each Member State.

► **Table 8. Africa**

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Algeria	2	1	3	1-2	More than adequate
Angola	0	1	1	1-2	Adequate
Benin	1	2	3	1-2	More than adequate
Botswana	0	1	1	1-2	Adequate
Burkina Faso	1	1	2	1-2	Adequate
Burundi	0	0	0	1-2	Less than adequate
Cabo Verde	0	0	0	1-2	Less than adequate
Cameroon	0	6	6	1-2	More than adequate
Central African Republic	0	0	0	1-2	Less than adequate
Chad	0	1	1	1-2	Adequate
Comoros	1	0	1	1-2	Adequate
Congo	0	0	0	1-2	Less than adequate
Côte d'Ivoire	0	4	4	1-2	More than adequate
Democratic Republic of the Congo	1	1	2	1-2	Adequate
Djibouti	0	0	0	1-2	Less than adequate
Egypt	3	2	5	1-2	More than adequate
Equatorial Guinea	0	0	0	1-2	Less than adequate
Eritrea	0	1	1	1-2	Adequate
Eswatini	1	0	1	1-2	Adequate
Ethiopia	0	3	3	1-2	More than adequate
Gabon	0	0	0	1-2	Less than adequate
Gambia	0	0	0	1-2	Less than adequate
Ghana	1	3	4	1-2	More than adequate
Guinea	1	1	2	1-2	Adequate
Guinea-Bissau	1	0	1	1-2	Adequate

² In tables 8 to 12, desirable ranges calculated as at 31 December 2025.

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Kenya	3	1	4	1-2	More than adequate
Lesotho	0	1	1	1-2	Adequate
Liberia	0	0	0	1-2	Less than adequate
Libya	0	0	0	1-2	Less than adequate
Madagascar	3	0	3	1-2	More than adequate
Malawi	0	2	2	1-2	Adequate
Mali	1	2	3	1-2	More than adequate
Mauritania	0	0	0	1-2	Less than adequate
Mauritius	0	1	1	1-2	Adequate
Morocco	0	1	1	1-2	Adequate
Mozambique	0	1	1	1-2	Adequate
Namibia	2	0	2	1-2	Adequate
Niger	0	2	2	1-2	Adequate
Nigeria	2	0	2	1-2	Adequate
Rwanda	1	2	3	1-2	More than adequate
Sao Tome and Principe	0	0	0	1-2	Less than adequate
Senegal	2	3	5	1-2	More than adequate
Seychelles	1	0	1	1-2	Adequate
Sierra Leone	2	1	3	1-2	More than adequate
Somalia	0	0	0	1-2	Less than adequate
South Africa	3	2	5	1-2	More than adequate
South Sudan	0	0	0	1-2	Less than adequate
Sudan	0	0	0	1-2	Less than adequate
Togo	0	1	1	1-2	Adequate
Tunisia	4	3	7	1-2	More than adequate
Uganda	0	2	2	1-2	Adequate
United Republic of Tanzania	1	1	2	1-2	Adequate
Zambia	0	1	1	1-2	Adequate
Zimbabwe	2	5	7	1-2	More than adequate

► Table 9. Americas

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Antigua and Barbuda	0	0	0	1-2	Less than adequate
Argentina	12	7	19	4-6	More than adequate
Bahamas	0	0	0	1-2	Less than adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Barbados	0	0	0	1–2	Less than adequate
Belize	0	0	0	1–2	Less than adequate
Bolivia (Plurinational State of)	1	3	4	1–2	More than adequate
Brazil	10	9	19	10–17	More than adequate
Canada	14	11	25	14–23	More than adequate
Chile	2	5	7	2–4	More than adequate
Colombia	5	3	8	1–2	More than adequate
Costa Rica	5	3	8	1–2	More than adequate
Cuba	1	0	1	1–2	Adequate
Dominica	0	1	1	1–2	Adequate
Dominican Republic	2	0	2	1–2	Adequate
Ecuador	3	1	4	1–2	More than adequate
El Salvador	2	3	5	1–2	More than adequate
Grenada	0	0	0	1–2	Less than adequate
Guatemala	1	0	1	1–2	Adequate
Guyana	0	0	0	1–2	Less than adequate
Haiti	0	0	0	1–2	Less than adequate
Honduras	1	0	1	1–2	Adequate
Jamaica	0	0	0	1–2	Less than adequate
Mexico	7	5	12	6–11	More than adequate
Nicaragua	1	0	1	1–2	Adequate
Panama	0	1	1	1–2	Adequate
Paraguay	0	0	0	1–2	Less than adequate
Peru	8	7	15	1–2	More than adequate
Saint Kitts and Nevis	0	0	0	1–2	Less than adequate
Saint Lucia	0	0	0	1–2	Less than adequate
Saint Vincent and the Grenadines	0	0	0	1–2	Less than adequate
Suriname	0	0	0	1–2	Less than adequate
Trinidad and Tobago	1	1	2	1–2	Adequate
United States of America	28	19	47	115–153	Less than adequate
Uruguay	1	3	4	1–2	More than adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Venezuela (Bolivarian Republic of)	0	1	1	1–2	Adequate

► Table 10. Arab States

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Bahrain	0	0	0	1–2	Less than adequate
Iraq	0	0	0	1–2	Less than adequate
Jordan	1	1	2	1–2	Adequate
Kuwait	0	0	0	1–2	Less than adequate
Lebanon	11	2	13	1–2	More than adequate
Oman	0	0	0	1–2	Less than adequate
Qatar	0	0	0	1–2	Less than adequate
Saudi Arabia	0	0	0	6–10	Less than adequate
Syrian Arab Republic	2	0	2	1–2	Adequate
United Arab Emirates	0	0	0	3–6	Less than adequate
Yemen	0	0	0	1–2	Less than adequate

► Table 11. Asia and the Pacific

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Afghanistan	0	2	2	1–2	Adequate
Australia	4	4	8	11–18	Less than adequate
Bangladesh	0	0	0	1–2	Less than adequate
Brunei Darussalam	0	0	0	1–2	Less than adequate
Cambodia	0	0	0	1–2	Less than adequate
China	3	13	16	80–106	Less than adequate
Cook Islands	0	0	0	1–2	Less than adequate
Fiji	0	1	1	1–2	Adequate
India	6	15	21	5–9	More than adequate
Indonesia	1	2	3	3–5	Adequate
Iran (Islamic Republic of)	1	1	2	2–3	Adequate
Japan	17	9	26	42–70	Less than adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Kiribati	0	0	0	1–2	Less than adequate
Lao People's Democratic Republic	0	1	1	1–2	Adequate
Malaysia	0	0	0	2–3	Less than adequate
Maldives	0	0	0	1–2	Less than adequate
Marshall Islands	0	0	0	1–2	Less than adequate
Mongolia	2	1	3	1–2	More than adequate
Myanmar	1	0	1	1–2	Adequate
Nepal	1	1	2	1–2	Adequate
New Zealand	2	0	2	2–3	Adequate
Pakistan	1	2	3	1–2	More than adequate
Palau	0	0	0	1–2	Less than adequate
Papua New Guinea	0	0	0	1–2	Less than adequate
Philippines	2	2	4	1–2	More than adequate
Republic of Korea	3	5	8	13–22	Less than adequate
Samoa	0	0	0	1–2	Less than adequate
Singapore	0	1	1	3–4	Less than adequate
Solomon Islands	0	0	0	1–2	Less than adequate
Sri Lanka	0	3	3	1–2	More than adequate
Thailand	3	0	3	2–3	Adequate
Timor-Leste	0	0	0	1–2	Less than adequate
Tonga	0	0	0	1–2	Less than adequate
Tuvalu	0	0	0	1–2	Less than adequate
Vanuatu	0	0	0	1–2	Less than adequate
Viet Nam	1	0	1	1–2	Adequate

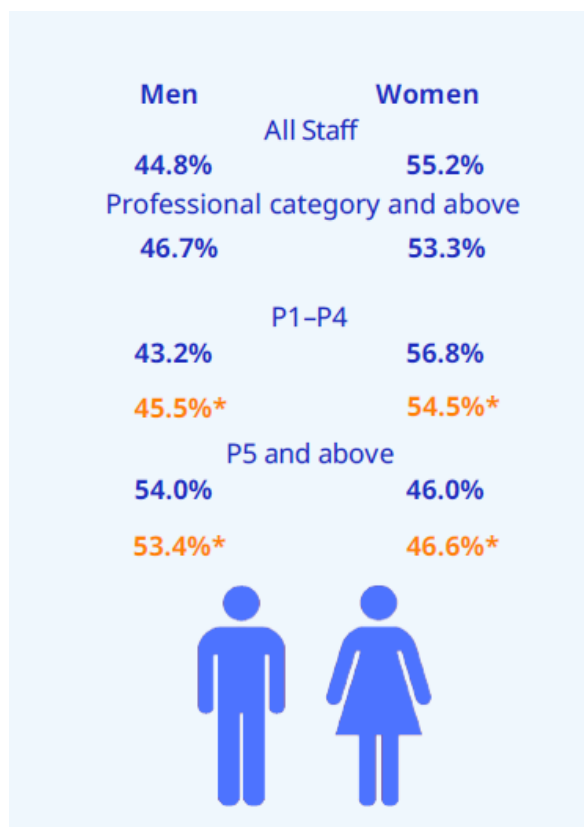
► Table 12. Europe

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Albania	0	0	0	1–2	Less than adequate
Armenia	0	0	0	1–2	Less than adequate
Austria	0	2	2	4–6	Less than adequate
Azerbaijan	1	0	1	1–2	Adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Belarus	1	0	1	1–2	Adequate
Belgium	10	6	16	4–7	More than adequate
Bosnia and Herzegovina	0	0	0	1–2	Less than adequate
Bulgaria	3	1	4	1–2	More than adequate
Croatia	2	2	4	1–2	More than adequate
Cyprus	0	0	0	1–2	Less than adequate
Czechia	0	1	1	2–3	Less than adequate
Denmark	1	3	4	3–5	Adequate
Estonia	1	0	1	1–2	Adequate
Finland	3	3	6	2–4	More than adequate
France	36	52	88	23–38	More than adequate
Georgia	0	2	2	1–2	Adequate
Germany	22	21	43	32–53	Adequate
Greece	2	2	4	2–3	More than adequate
Hungary	3	2	5	1–2	More than adequate
Iceland	0	0	0	1–2	Less than adequate
Ireland	2	3	5	2–4	More than adequate
Israel	1	1	2	3–5	Less than adequate
Italy	24	19	43	17–28	More than adequate
Kazakhstan	0	0	0	1–2	Less than adequate
Kyrgyzstan	0	0	0	1–2	Less than adequate
Latvia	0	0	0	1–2	Less than adequate
Lithuania	0	1	1	1–2	Adequate
Luxembourg	1	1	2	1–2	Adequate
Malta	1	0	1	1–2	Adequate
Montenegro	0	1	1	1–2	Adequate
Netherlands, Kingdom of the	7	6	13	7–12	More than adequate
North Macedonia	1	0	1	1–2	Adequate
Norway	1	5	6	4–6	Adequate
Poland	2	1	3	4–7	Less than adequate
Portugal	6	6	12	2–3	More than adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Republic of Moldova	1	3	4	1–2	More than adequate
Romania	3	1	4	2–3	More than adequate
Russian Federation	6	2	8	10–16	Less than adequate
San Marino	0	0	0	1–2	Less than adequate
Serbia	1	2	3	1–2	More than adequate
Slovakia	1	0	1	1–2	Adequate
Slovenia	1	0	1	1–2	Adequate
Spain	22	11	33	11–19	More than adequate
Sweden	4	2	6	5–8	Adequate
Switzerland	9	8	17	6–10	More than adequate
Tajikistan	1	0	1	1–2	Adequate
Türkiye	4	2	6	4–7	Adequate
Turkmenistan	0	0	0	1–2	Less than adequate
Ukraine	1	1	2	1–2	Adequate
United Kingdom	10	19	29	23–38	Adequate
Uzbekistan	0	0	0	1–2	Less than adequate

► 4. Gender diversity

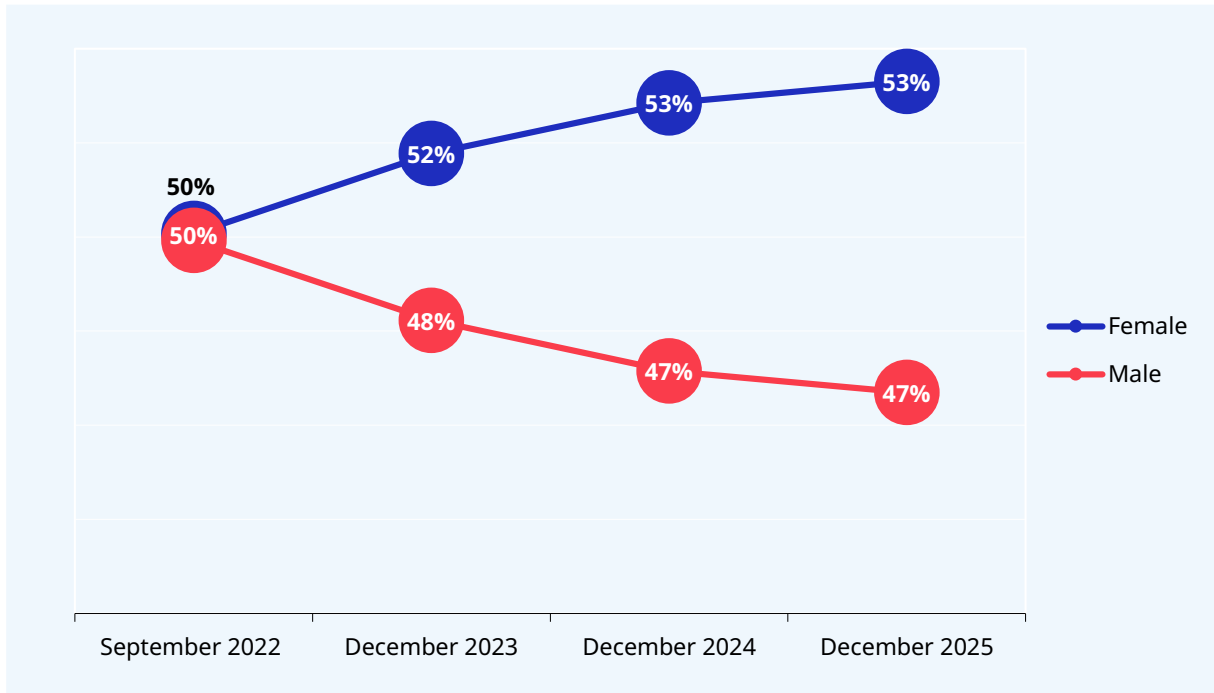


*Regular staff only

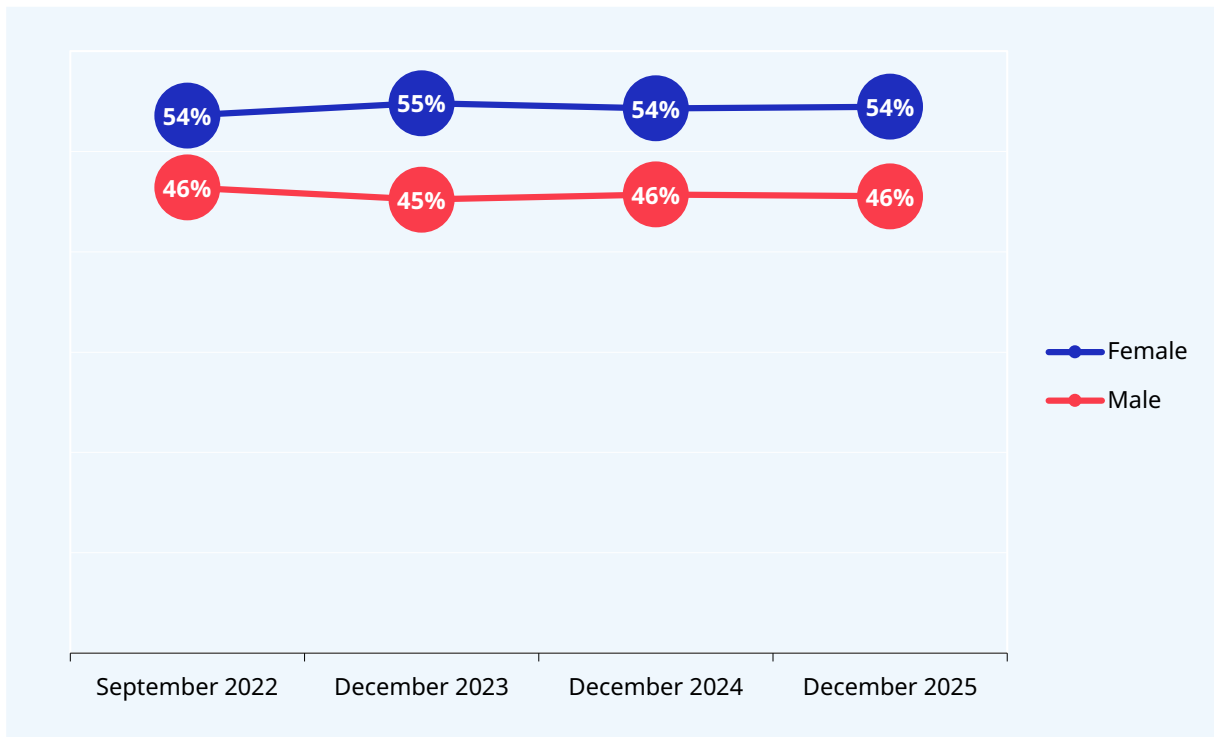
14. The ILO's Human Resources Strategy 2022–25 and the ILO Action Plan for Gender Equality 2022–25 both included key indicators related to gender balance among ILO staff, underscoring the Organization's commitment to achieving gender equity at all levels, and particularly in senior positions. As at the end of 2025, the percentage of ILO Professional positions at grades P1–P4 (regular staff) held by women reached 54.5 per cent at the end of 2025, slightly above the target range set for the end of 2025 (47–53 per cent).
15. The percentage of women in senior staff positions (P5 and above) on regular budget contracts reached 46.7 per cent, meeting the target set for the end of 2025 for gender equality in ILO senior positions. With a rounded figure of 47 per cent, this achievement aligns closely with UN Women's definition of gender equality, which defines parity as within 3 per cent. This outcome reflects the combined effect of senior-level commitment, targeted initiatives, and office-wide actions to promote gender equality.

4.1. Gender distribution from September 2022 to December 2025

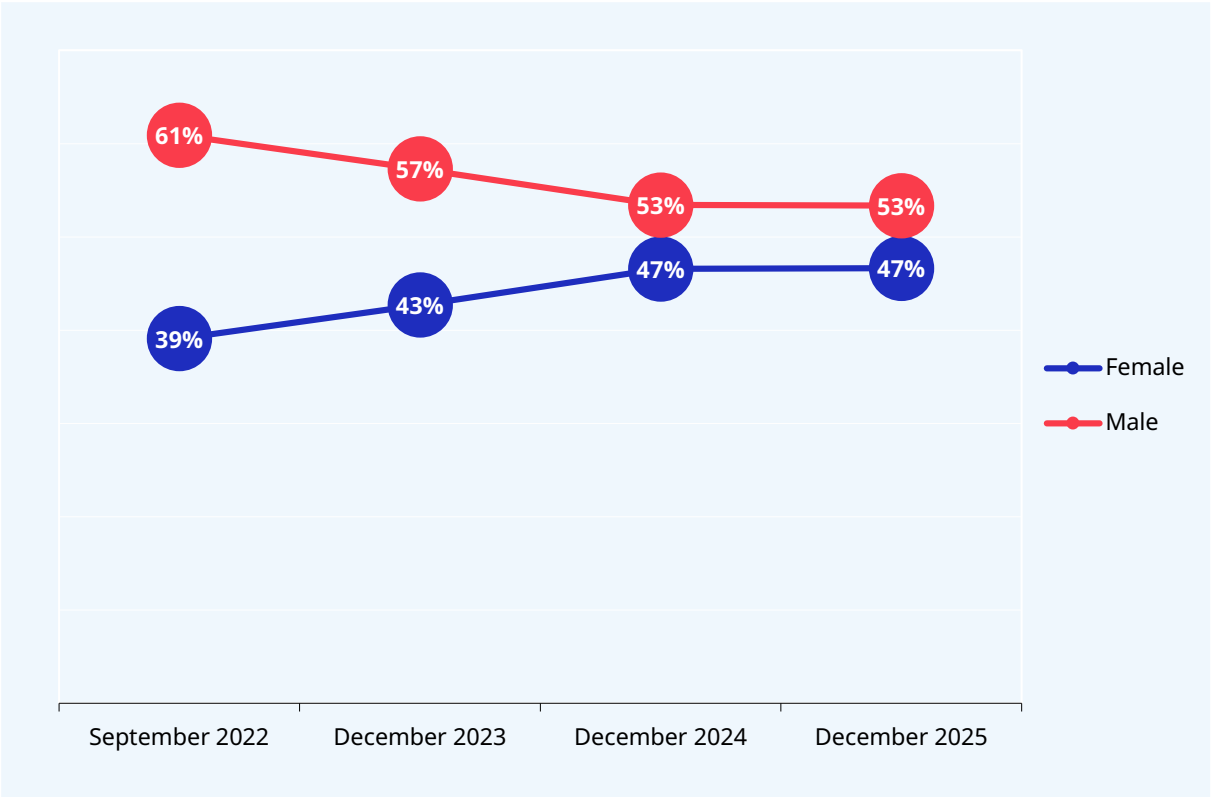
► Figure 6. All P staff



► Figure 7. P1-P4 (regular staff only)



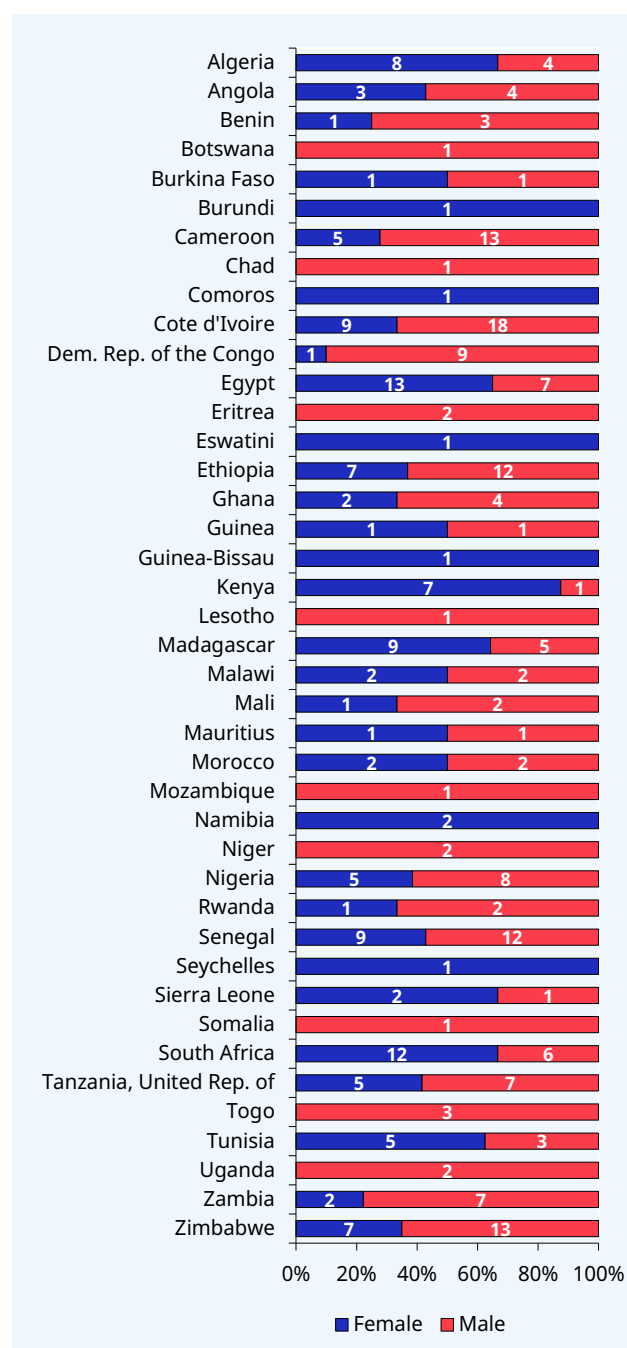
► **Figure 8. P5 and above (regular staff only)**



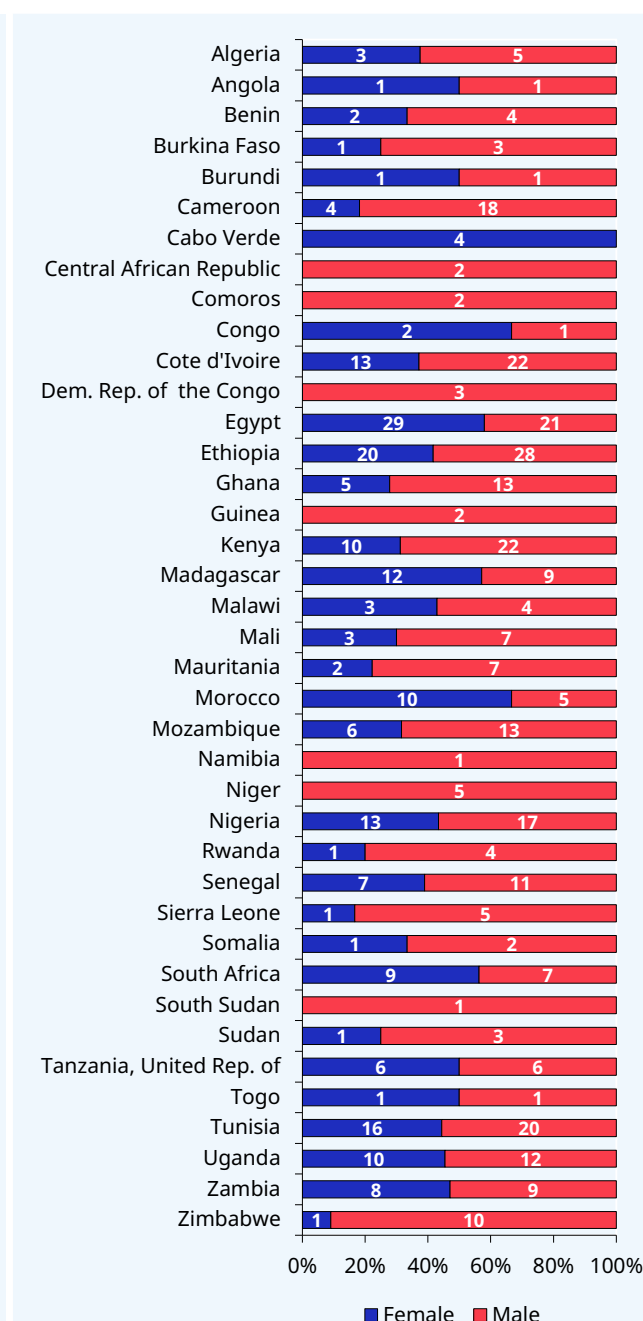
4.2. Gender distribution by region of origin, country of nationality and source of funds

► Figure 9. Africa

(a) Regular staff

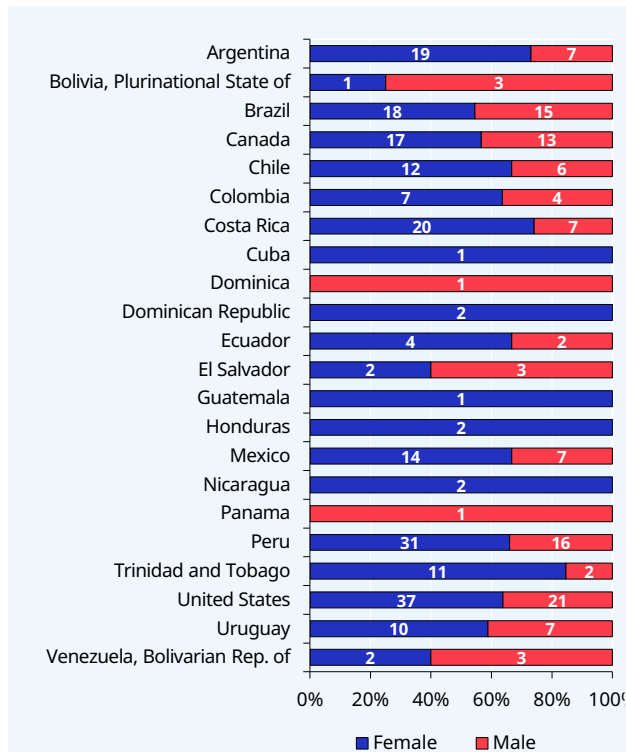


(b) Development cooperation staff

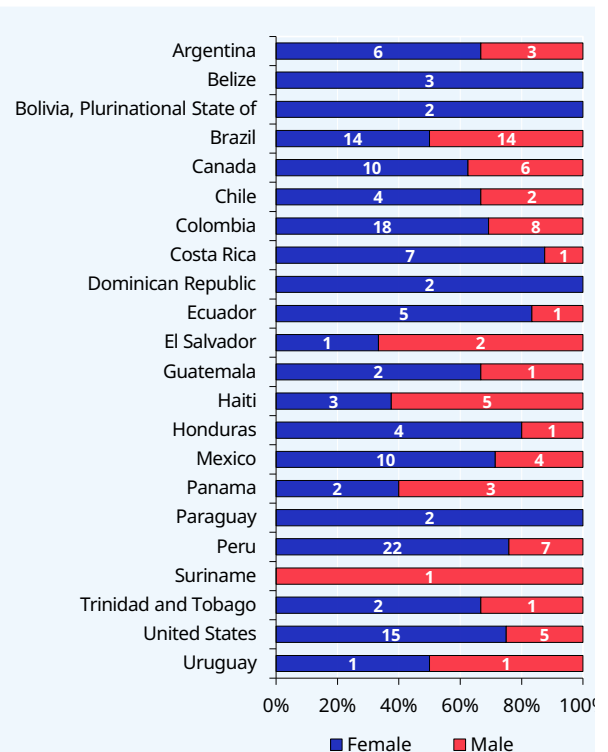


► Figure 10. Americas

(a) Regular staff

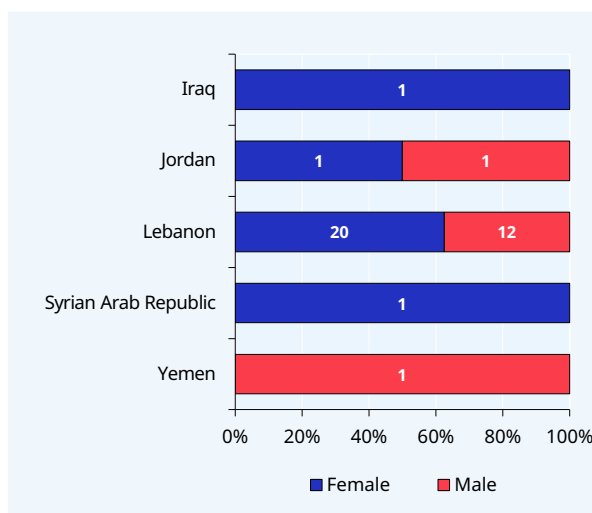


(b) Development cooperation staff

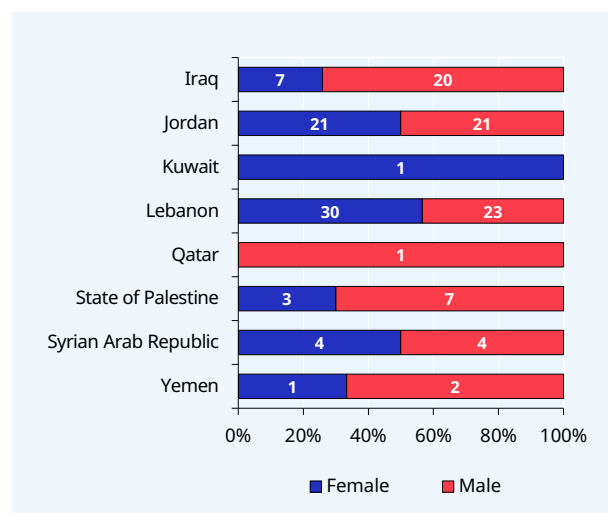


► Figure 11. Arab States

(a) Regular staff

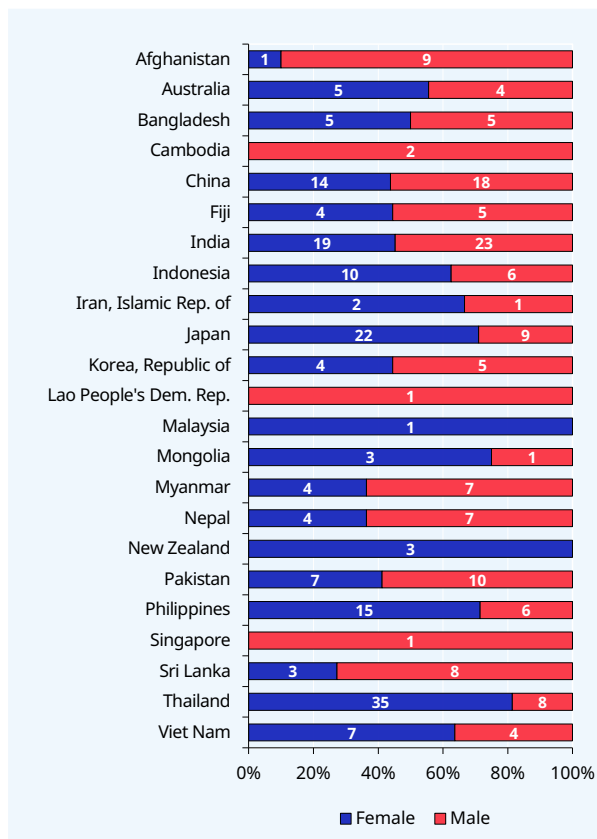


(b) Development cooperation staff

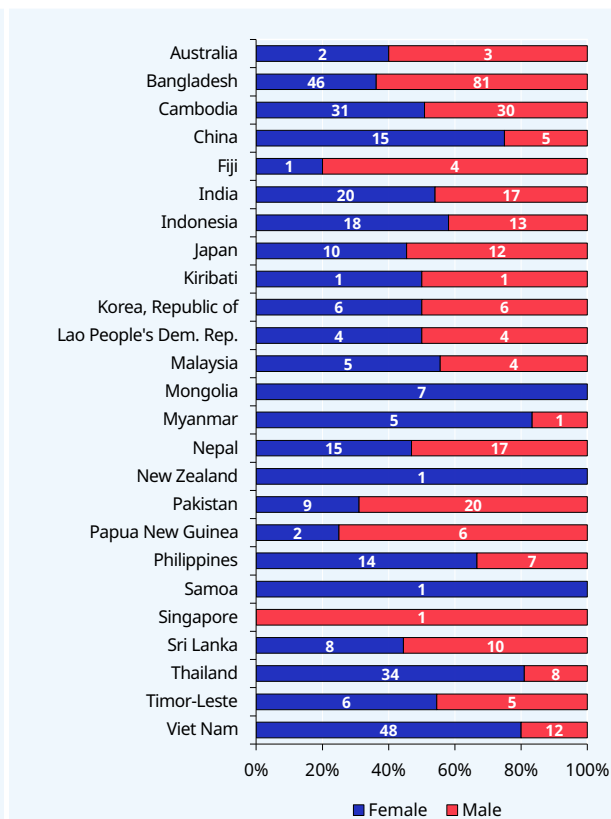


► Figure 12. Asia and the Pacific

(a) Regular staff

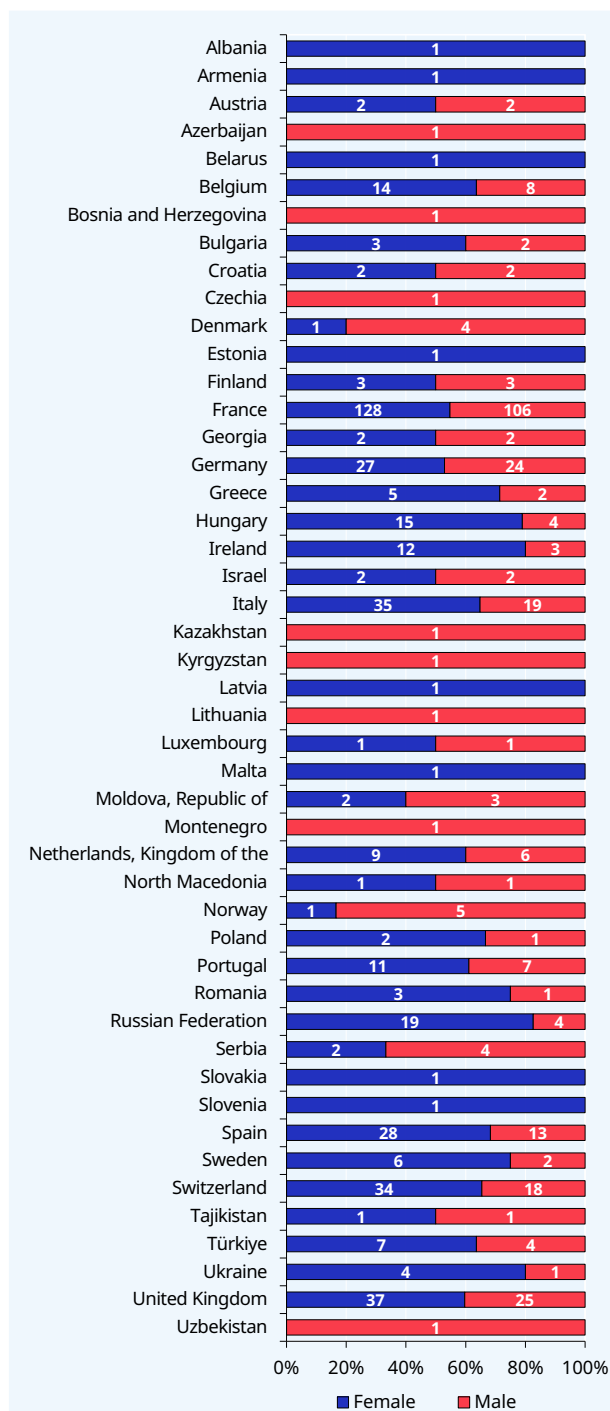


(b) Development cooperation staff

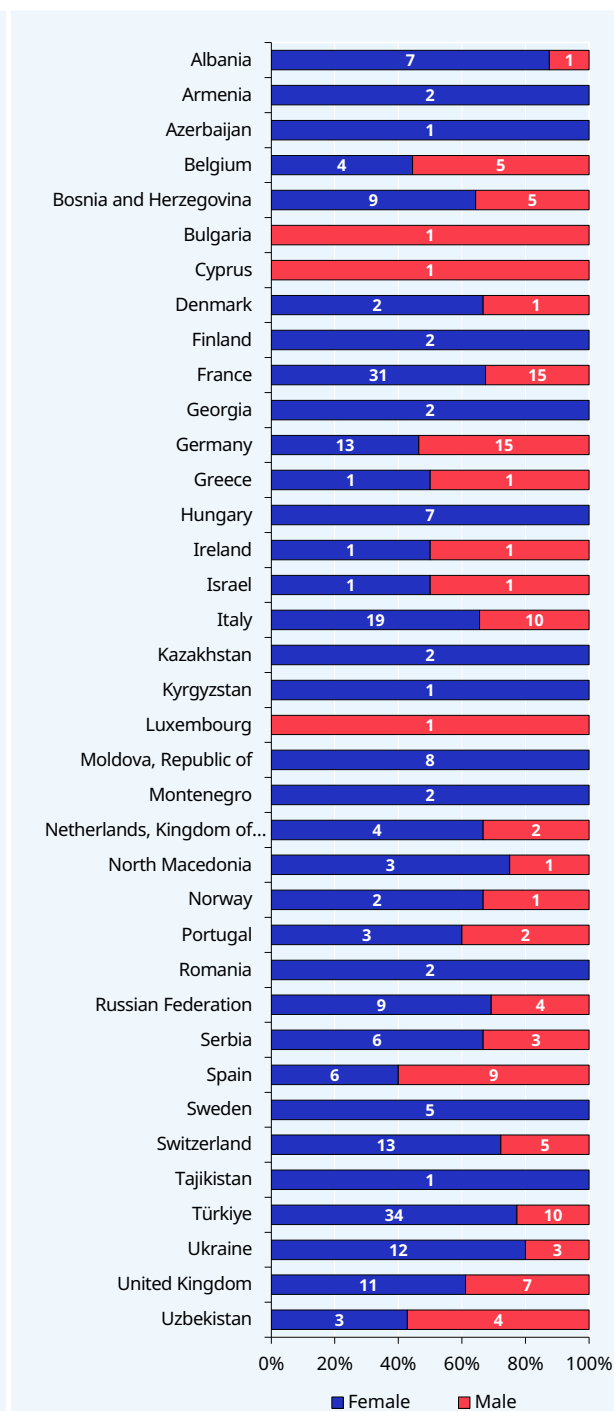


► Figure 13. Europe

(a) Regular staff



(b) Development cooperation staff

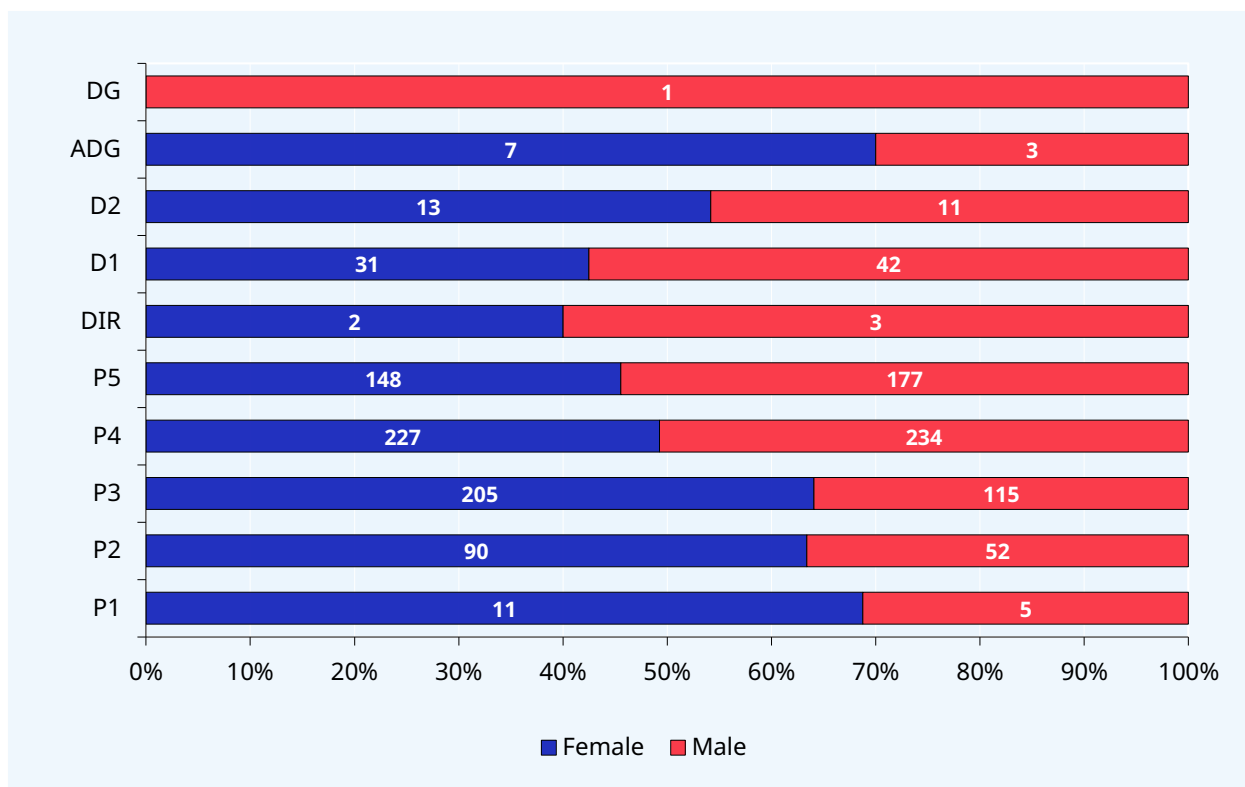


4.3. Gender distribution by category, age, grade and type of contract (regular staff)

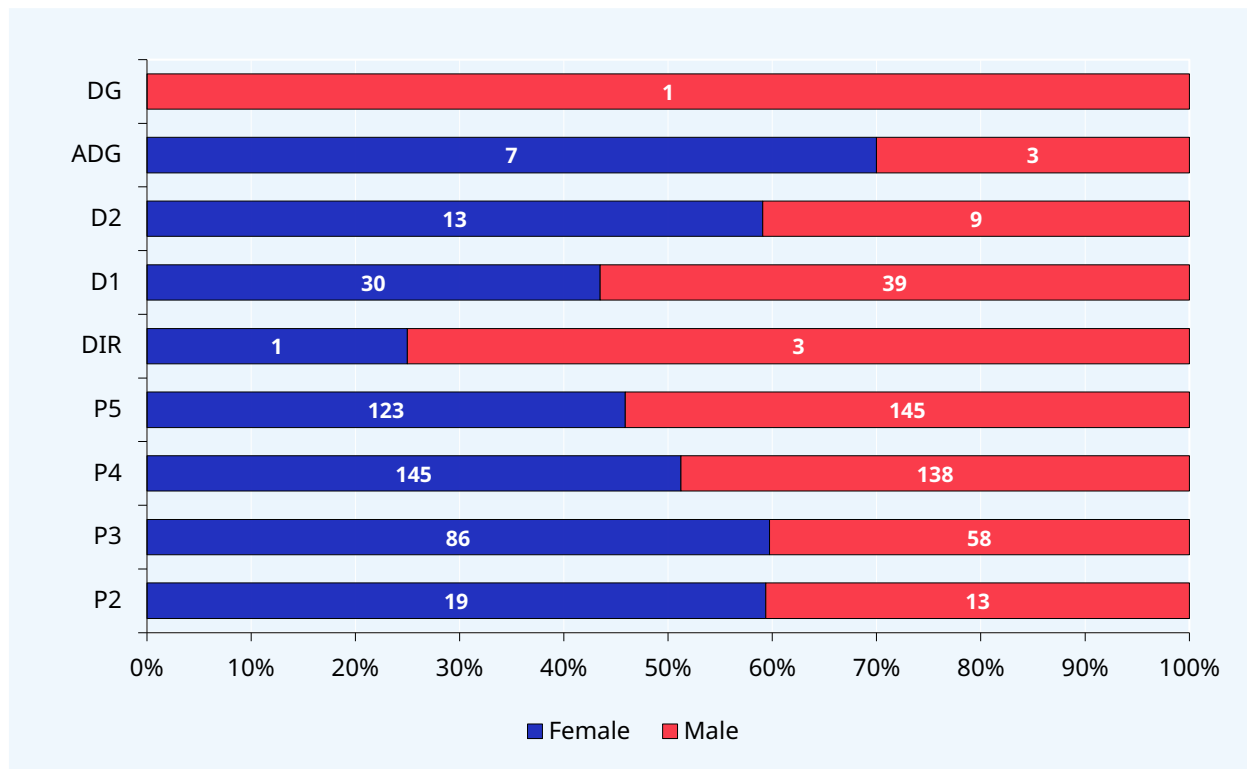
► Table 13

Grade		35 and under		36-45		46-55		Over 55		Total	
		F	M	F	M	F	M	F	M	F	M
P total		39	18	117	83	205	161	110	165	471	427
DG	FT								1	0	1
ADG	FT					4		3	3	7	3
D2	FT			1		1	2	3	2	5	4
	WLT						2	8	4	8	6
D1	FT			2		7	6	8	11	17	17
	WLT					6	2	7	20	13	22
DIR	FT			1		1			3	2	3
P5	FT			12	5	27	28	8	24	47	57
	WLT			3	1	36	35	37	54	76	90
P4	FT		1	49	36	49	39	14	20	112	96
	WLT			4	6	35	28	11	12	50	46
P3	FT	18	7	32	26	18	8	4	3	72	44
	WLT			3	1	18	9	7	7	28	17
P2	FT	18	8	9	8	2			1	29	17
	WLT			1		1	2			2	2
P1	FT	3	2							3	2
NO total		3	3	21	13	31	34	23	18	78	68
CORR	FT						5	3	2	3	7
NOC	FT									0	0
	WLT						2	3	3	3	5
NOB	FT	1	2	11	6	6	10	4	2	22	20
	WLT			2		10	5	7	9	19	14
NOA	FT	2	1	6	6	7	7	3		18	14
	WLT			2	1	8	5	3	2	13	8
GS and related total		29	4	84	63	176	88	121	72	410	227
G7	FT									0	0
	WLT			3	2	15	6	36	10	54	18
G6	FT	9		11	15	13	2	3	1	36	18
	WLT	1		22	6	68	31	46	12	137	49
G5	FT	11	2	19	13	11	4	3	2	44	21
	WLT	3		15	10	52	13	24	13	94	36
G4	FT	4	1	6	1	8	2	1	2	19	6
	WLT			7	3	8	4	7	13	22	20

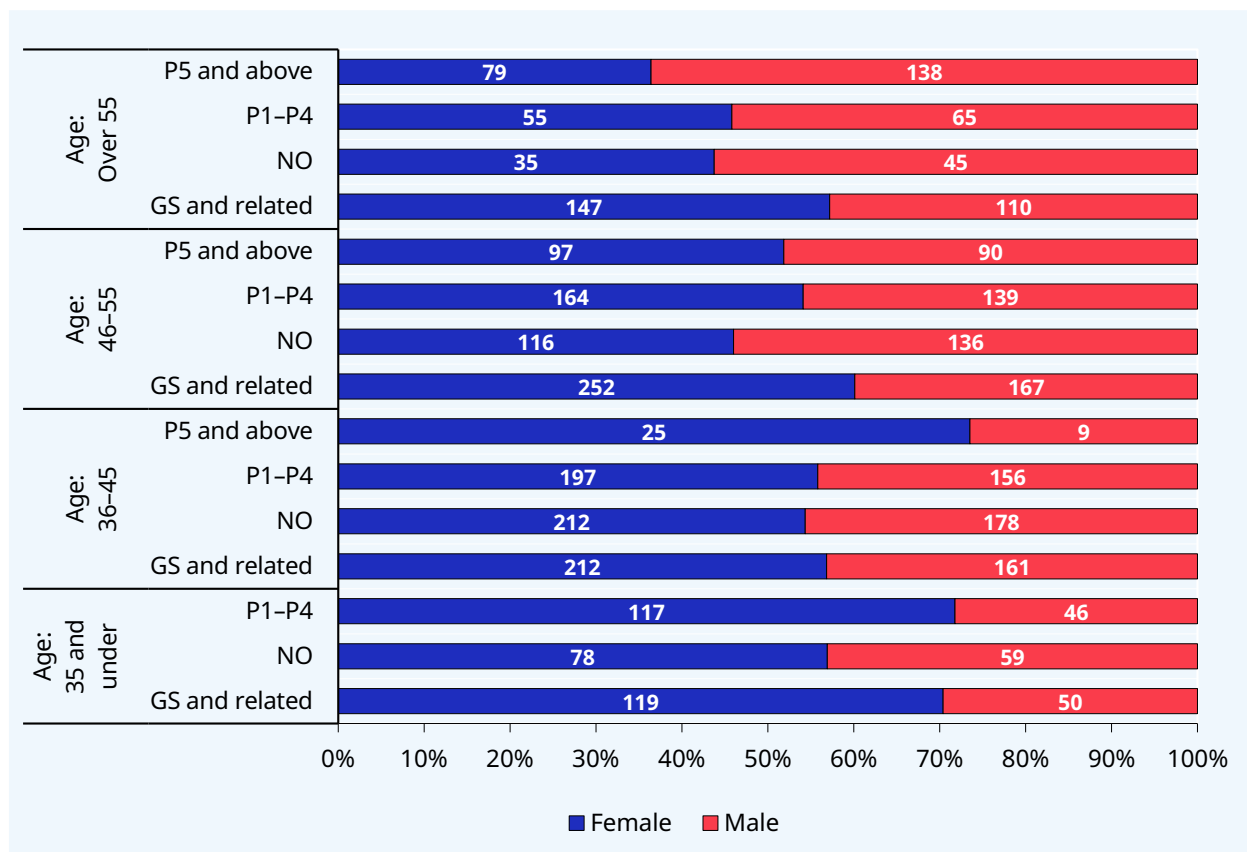
Grade		35 and under		36-45		46-55		Over 55		Total	
		F	M	F	M	F	M	F	M	F	M
G3	FT				5		4			0	9
	WLT	1		1	4		13	1	14	3	31
G2	FT		1		1		3			0	5
	WLT				3	1	6		5	1	14
Grand total		71	25	222	159	412	283	254	255	959	722

► **Figure 14. Gender distribution of Professional category and above (all staff)**

► **Figure 15. Gender distribution of Professional category and above (regular staff)**



► **Figure 16. Gender distribution by category, age, and grade of all staff**

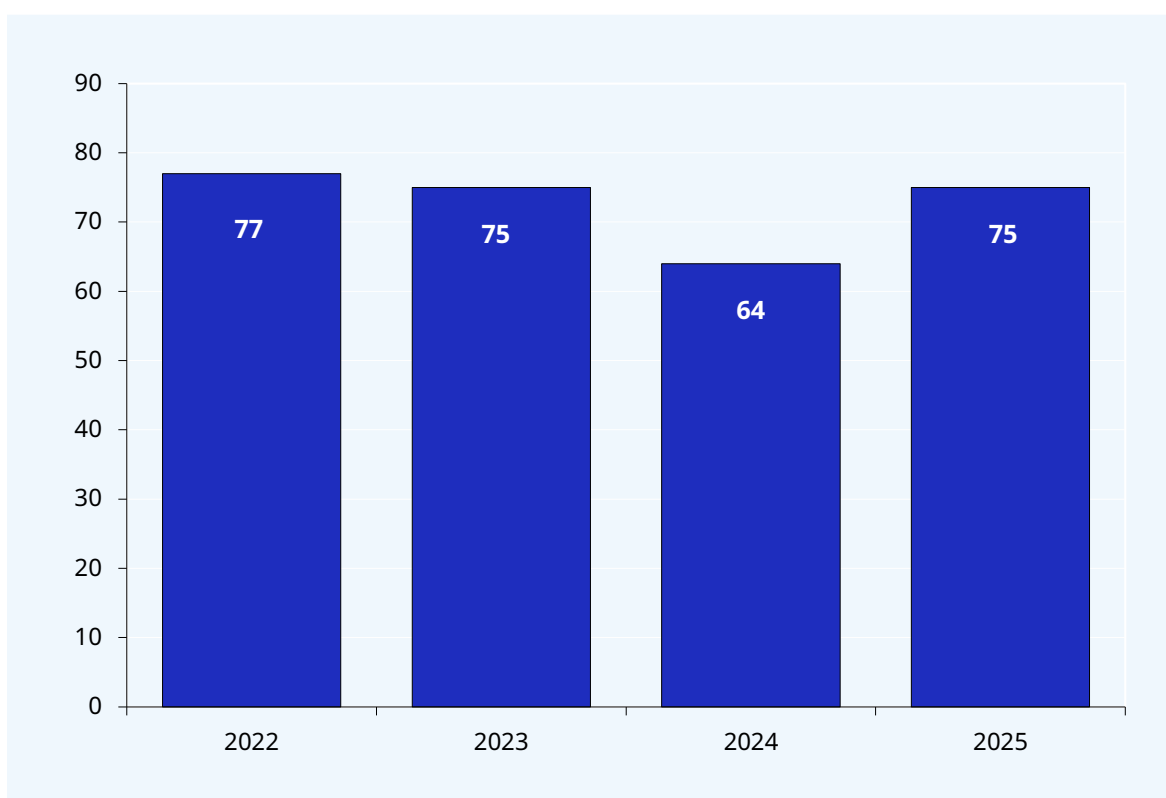


► 5. Recruitment and staff mobility

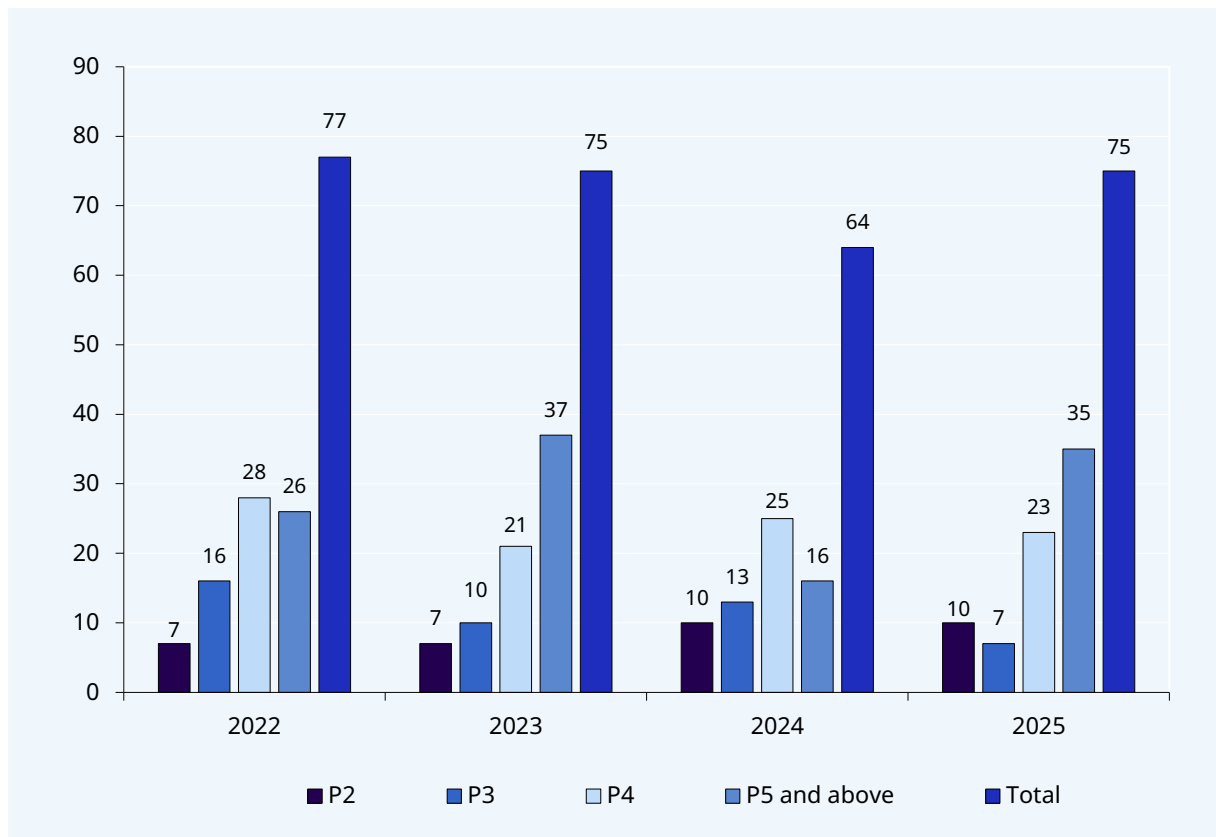
16. In 2025 the Office published 75 vacancy announcements for ongoing positions funded by the regular budget in addition to calls for temporary and senior level positions. In 2025 the level of staff making geographical moves remained at a similar level to 2024 in the first eight months of the year. However, the freeze on implementing new appointments, promotions and transfers for regular budget positions starting in September 2025, linked to the current liquidity situation, has had an impact. Overall, in 2025 only 46 staff undertook assignments in new duty stations compared to 55 in 2024. Gender balance at specific grade levels has improved for the P5, P4 and P2 levels when compared to 2024. The percentage of women at the P5 grade increased from 44 per cent in 2024 to 46 per cent in 2025. Similarly, for the P2 grades which we noted in 2024 as being strongly over-represented by women, the percentage of men increased from 30 per cent to 40 per cent.

5.1. Vacancy notices 2022–25 in the Professional category (regular staff)

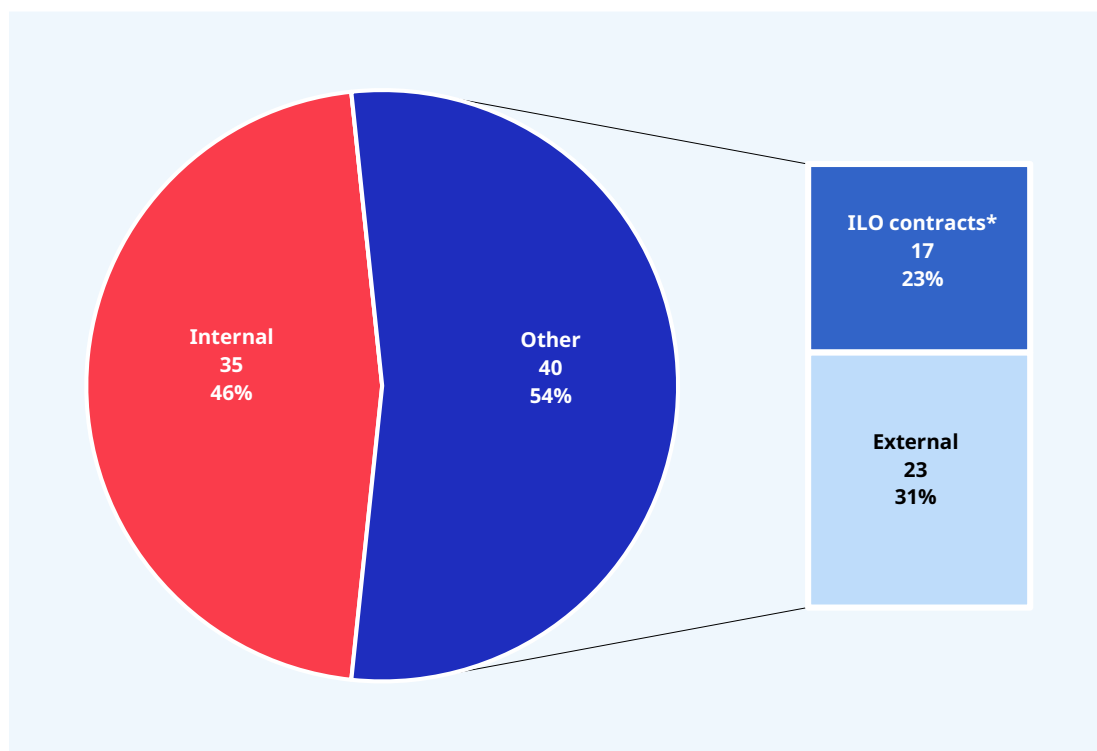
► **Figure 17. Number of competitions opened in the Recruitment, Assignment and Placement System (RAPS), 2022–25**



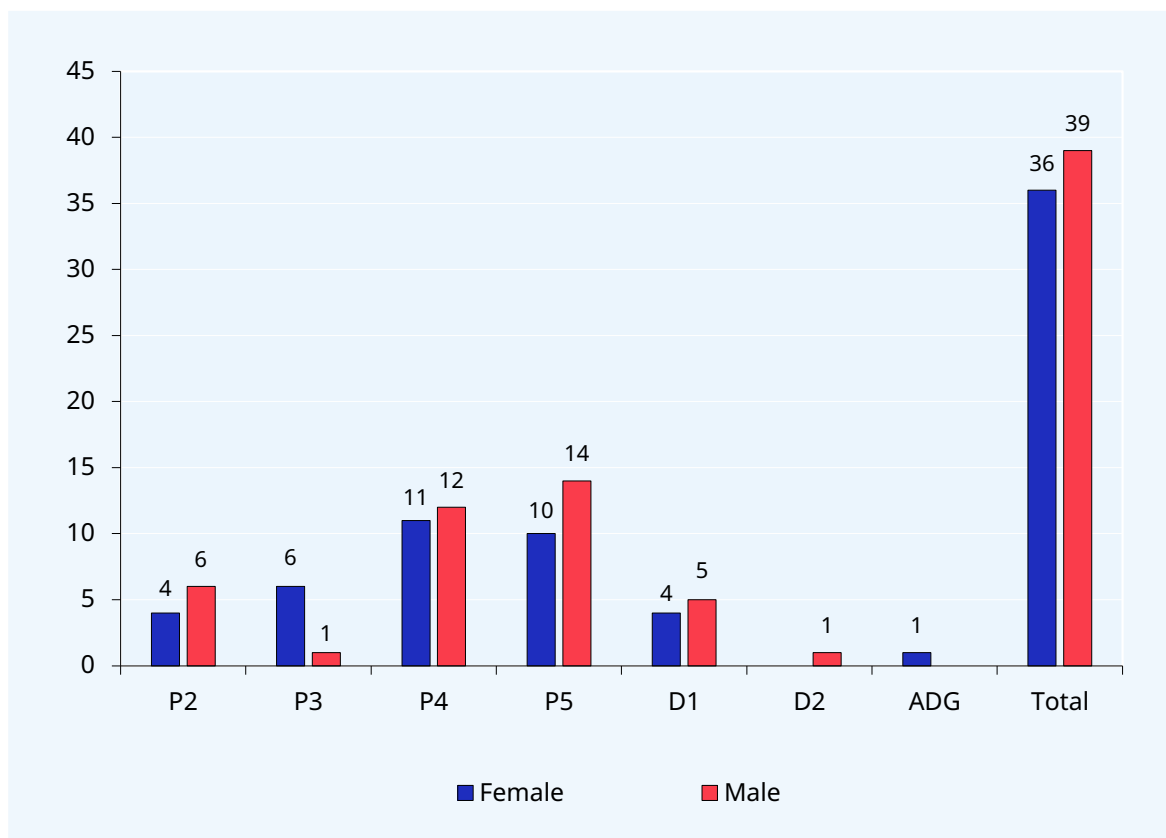
► **Figure 18. Number of vacancies by grade, 2022-25**



► **Figure 19. Distribution of vacant positions filled internally and externally, 2025**



* Candidates who hold ILO employment contracts but who had not yet passed probation or completed at least five years continuous service. ** People with ILO employment contracts who are not considered as internal candidates.

► **Figure 20. Distributions of vacant positions filled by grade and gender, 2025**

5.2. Composition of staff newly appointed between 1 January and 31 December 2025 in the Professional category and above (regular staff)

17. Forty-one new non-linguistic staff subject to geographical distribution were appointed in 2025, of whom ten were from less than adequately represented countries, and one from an unrepresented country in 2024 (Mozambique).

► **Table 14**

Less than adequate ⁽¹⁾		Adequate ⁽²⁾		More than adequate ⁽³⁾	
Country	Total	Country	Total	Country	Total
Australia	1	Germany	1	Algeria	1
Austria	1	Mozambique*	1	Canada	3
China	1	New Zealand**	1	Colombia	1
Japan	2	Norway	1	Egypt	1
Republic of Korea	1	United Kingdom	2	France	4
United States	2			Ghana	1
				India	2
				Italy	2
				Kenya	1

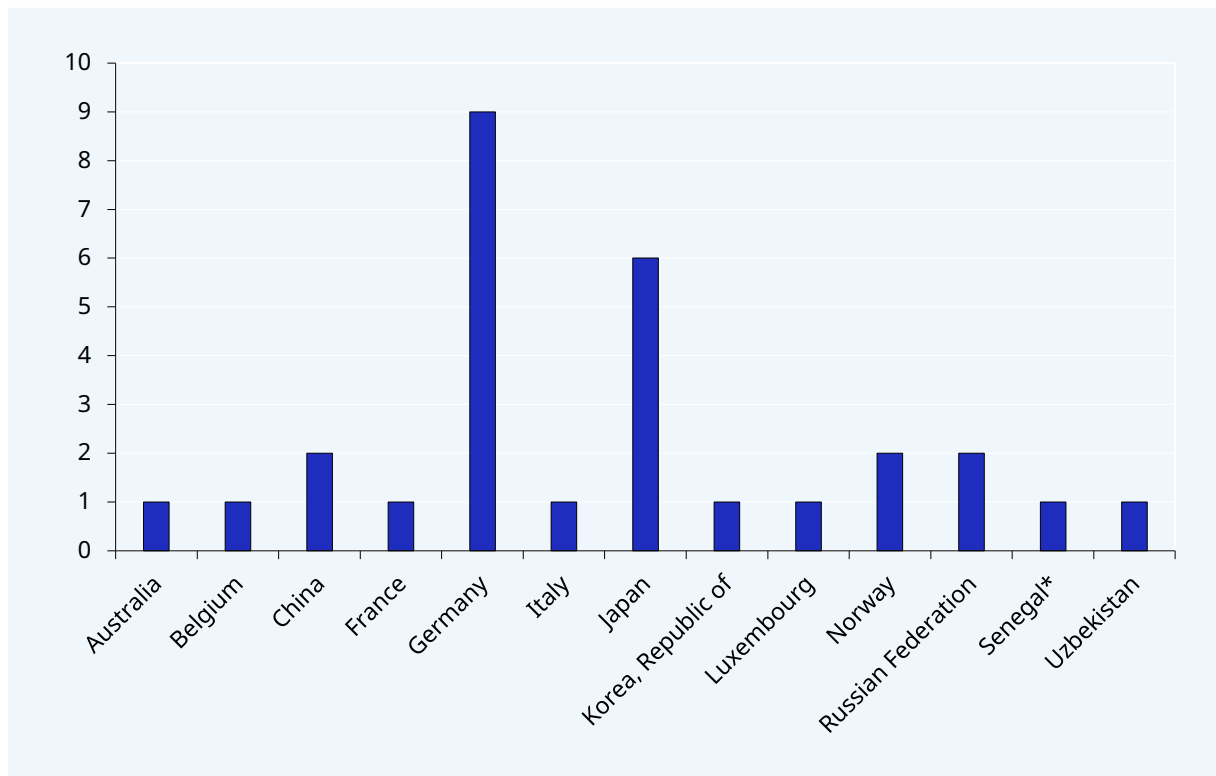
Less than adequate ⁽¹⁾		Adequate ⁽²⁾		More than adequate ⁽³⁾	
Country	Total	Country	Total	Country	Total
				Lebanon	1
				Madagascar	1
				Mexico	1
				Netherlands, Kingdom of the	1
				Portugal	2
				Spain	3
				Switzerland	2
Total	8	Total	6	Total	27

⁽¹⁾ Number of officials recruited from Member States with less than the adequate number of nationals on the staff at the end of 2025. ⁽²⁾ Number of officials recruited from Member States with an adequate number of nationals on the staff at the end of 2025. ⁽³⁾ Number of officials recruited from Member States with more than an adequate number of nationals on the staff at the end of 2025. * Unrepresented country in 2024. ** Less than adequately represented country in 2024.

5.3. Distribution of junior professional officers (JPOs) and interns by country and region of origin

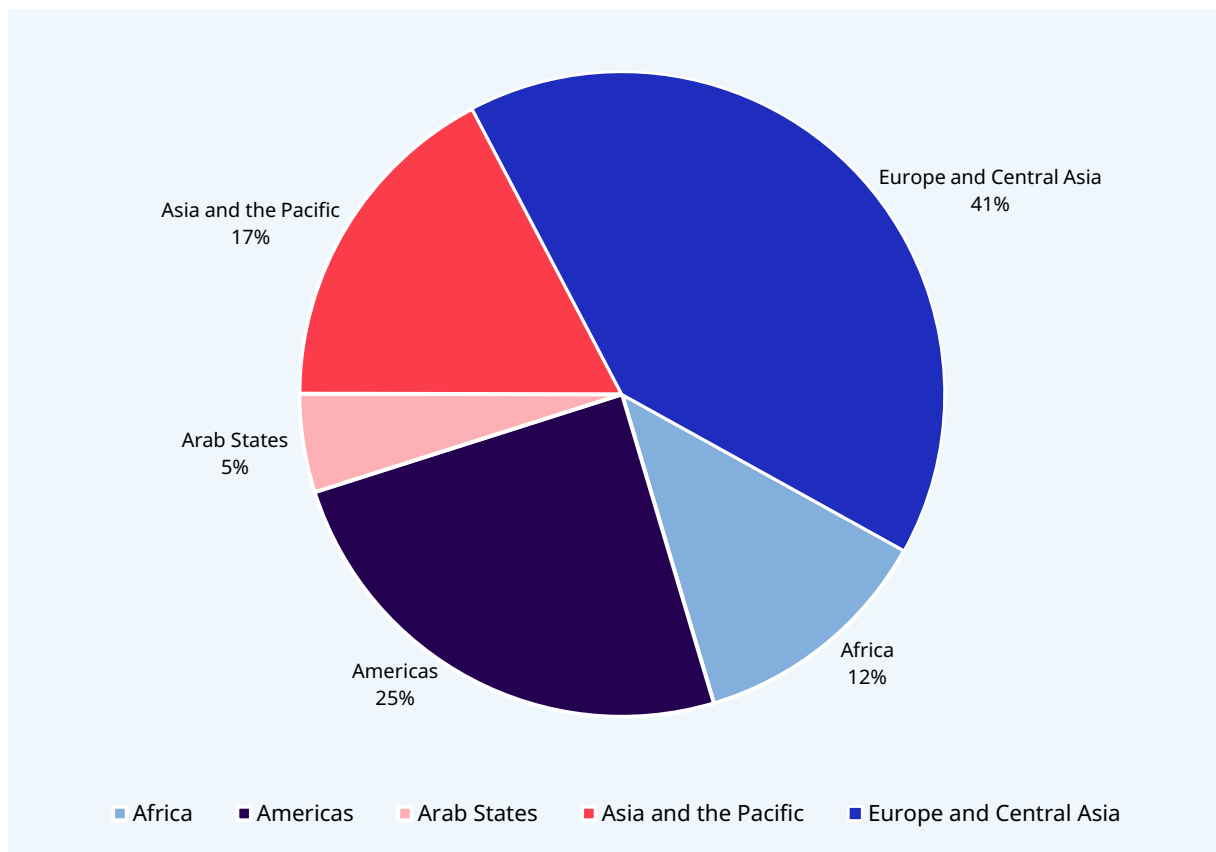
18. The junior professional officer (JPO) programme remains an important talent pipeline for the ILO providing young professionals with the opportunity to contribute to the ILO mandate and to gain international work experience. As at 31 December 2025, 12 active donor countries were sponsoring JPOs of 13 different nationalities. Of these 12, 6 are currently less than adequately represented in the ILO (Australia, China, Japan, Republic of Korea, Russian Federation and Uzbekistan). In total, the ILO has agreements on the programme with 23 donor countries showing further potential to increase diversity through the programme. The internship programme is another means to include more young talent in the work of the Office with a view to rejuvenating its workforce in the long term. In 2025, the ILO had 81 interns representing 37 different nationalities, compared to 80 interns representing 40 nationalities in 2024. This demonstrates the strength of the programme, when taking into account that the internship programme was put on hold due to the liquidity situation and no new agreements were signed starting from September 2025.

► **Figure 21. Distribution of junior professional officers by country of nationality**



* Funded by France.

► **Figure 22. Distribution of interns by region of origin**



5.4. Staff mobility (regular staff)

► Table 15

Movement type	2024				2025				Total
	P		GS		P		GS		
	F	M	F	M	F	M	F	M	
Geographical mobility	28	26	1	0	17	28	1		101
Field to headquarters	7	6	1		5	5	1		25
Headquarters to field	7	3			2	9			21
Field to field	14	17			10	14			55
Transfers within grade	52	40	21	11	14	24	11	4	177
Within regular budget	27	23	13	6	8	17	8	2	104
From development cooperation	14	10	6	4	4	5	3	2	48
To development cooperation	11	7	2	1	2	2			25
Inter-agency mobility	7	4	1	0	34	21	3		70
From United Nations agencies	5	3	1		3	2	2		16
To United Nations agencies	2	1				1	1		5
Promotion	43	30	16	11	31	18	15	8	172
Within same unit	19	15	12	9	15	8	8	5	91
Upon transfer	24	15	4	2	16	10	7	3	81
Cessation of service	28	37	25	23	41	24	22	8	208
Retirements	10	13	14	10	11	12	8	4	82
Other	18	24	11	13	30	12	14	4	126

P: Professional category and above (including National Professional Officer category). GS: General Service category.

► 6. Monitoring and follow-up

19. This annual report on the composition and structure of staff provides a snapshot of the ILO's workforce at a given moment and offers a forward-looking perspective on diversity in the Office. It serves as an essential tool for reporting progress and results against the diversity goals of the ILO Human Resources Strategy 2022–25.
20. Looking ahead, the ILO Human Resources Strategy 2026–29 will continue to place strong emphasis on geographical diversity and ensure that reform measures related to workforce alignment reflect the critical importance of equitable geographical representation.