



Governing Body

341st Session, Geneva, March 2021

Programme, Financial and Administrative Section

PFA

Date: 5 March 2021

Original: English

Composition and structure of the staff at 31 December 2020

Summary: This document contains information on the composition and structure of the staff of the Office as at 31 December 2020. It provides an overview of the staff composition according to category, place of assignment, type of contract and source of funding. Furthermore, it provides specific information regarding gender, age and geographical diversity as well as staff mobility patterns in line with the outputs provided for in the Human Resources Strategy 2018–21.

Author unit: Human Resources Development Department (HRD).

Related documents: [GB.331/PFA/13](#); [GB.337/PFA/11](#); [GB.337/PV](#); [GB.338/PFA/INF/5](#).

▶ Contents

	Page
Introduction.....	5
1. Overview of the ILO workforce composition.....	5
1.1. Distribution of all staff by category, duty station, type of contract and source of funds.....	7
1.2. Distribution of all staff by category, grade and type of contract	8
1.3. Distribution of staff by age and length of service.....	9
2. Geographical diversity	11
2.1. Distribution of all staff by region of origin, by grade, type of contract and source of funds.....	11
2.2. Member States representation (desirable range and status of representation)	14
2.3. Distribution of junior professional officers by country and region of origin.....	21
3. Gender diversity.....	21
3.1. Gender distribution by region of origin, country of nationality and source of funds.....	23
3.2. Gender distribution by category, age, grade and type of contract (regular staff).....	27
4. Recruitment and staff mobility.....	29
4.1. Vacancy notices 2016–20 in the Professional category (regular staff)	29
4.2. Composition of staff newly appointed between 1 January and December 2020 in the Professional category and above (regular staff).....	31
4.3. Staff mobility (regular staff)	31
4.4. Retirements – Professional category and above (regular staff)	32

▶ Introduction

1. At its 337th Session (October–November 2019), the Governing Body endorsed the action plan developed by the Office for improving gender parity and geographical diversity within the ILO workforce and for ensuring that the necessary breadth of skills and experience of ILO staff, which include experience relevant to the three groups of constituents, are taken into account to effectively deliver on the mandate of the Organization. Furthermore, the Governing Body requested the Director-General to present to the 338th Session (March 2020), and to subsequent sessions, information regarding gender and geographical distribution of regular staff by category and grade in line with the decision adopted by the Governing Body at its 335th Session (March 2019).¹
2. In line with the guidance provided by the Governing Body, this document contains comprehensive information on the composition and structure of the staff of the Office as at 31 December 2020. It provides an annual outlook on the gender parity and geographical diversity in the Office's workforce, as foreseen under Initiative 7 of the above-mentioned action plan.²
3. The diversity of the staff of the Office is presented in relation to gender-parity targets and desirable ranges of national representation, which are determined for regular budget positions at the Professional and higher categories on the basis of each Member State's rate of contribution to the regular budget. This document also includes a set of data and analytics on the wider ILO workforce in order to reflect more accurately the diversity of its staff and to facilitate the evaluation of progress against the targets outlined in the Human Resources Strategy 2018–21.³

▶ 1. Overview of the ILO workforce composition

4. This section provides general information on the composition, structure and location of the staff of the Office as at 31 December 2020.
5. As at 31 December 2020, the ILO had a total staff of 3,381, an increase of 4.3 per cent compared to 2019. The Office continued to make significant efforts towards improving gender parity and geographical diversity. Although further efforts are required to ensure gender parity across all grade levels, women represented 53.9 per cent of the ILO workforce and 48.0 per cent of the Professional category and above. Several actions taken by the Office also contributed to further diversify the staff composition with a slight increase of the number of represented nationalities. All these actions were aligned with the objectives of the Human Resources Strategy 2018–21, the Action Plan for Gender Equality 2018–21, and the Action plan for improving gender parity and geographical diversity within the ILO workforce.

¹ GB.337/PV, para. 1116.

² GB.337/PFA/11, para. 26.

³ GB.331/PFA/13.

6. Compared to 2019, the following main trends are worth noting:

- ILO people:** the total number of staff employed under the regular budget has decreased by 0.6 per cent while the staff employed under development cooperation (DC) projects has increased by 9.8 per cent with a significant growth of the National Officer category. The COVID-19 pandemic did not have a significant impact on the total number of staff employed by the Office in 2020. The increase in project staff is in line with the Office’s commitment to deliver its development cooperation activities during the pandemic.



- Where we work:** the number of staff assigned to duty stations in external ILO offices has increased in all categories of staff, with notable growth recorded in the Arab States region (20.4 per cent) and the Africa region (7.5 per cent).



- **Where we come from:** the Office has increased the number of represented nationalities among the 187 Member States from 148 to 150.⁴



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

7. Of the 3,381 staff members, the ILO had 1,279 in the Professional category and above (all sources of funds), of which 482 or 38 per cent are located in the regions. In 2020, staff members from P5 and above represented 34.1 per cent of this category while staff members from P1 to P4 represented 65.9 per cent.
8. The ILO had 2,102 staff members in the General Service and National Officer categories (all sources of funds). Out of this number, 1,737 (83 per cent) are located in the regions. Compared to 2019, the total number of staff at headquarters (all categories and sources of funds) has slightly increased while the number of staff assigned to the regions to effectively serve ILO constituents has increased by 112 staff members or 5.3 per cent. The Arab States is the region with the highest increase in number of staff (20.4 per cent), which is mainly due to the surge of local projects. These patterns are consistent with the Office's sustained efforts to redeploy adequate resources to each of the regions and to front-line analytical and technical services.

⁴ Comparisons always refer to the previous year.

► Table 1

Category of staff and place	Officials employed								
	Regular staff			(2019)	DC staff *		(2019)	Total	(2019)
	FT	WLT	Subtotal		FT				
Headquarters									
Professional category and above (P)	322	270	592	(599)	205	(174)	797	(773)	
General Service category (GS)	36	287	323	(322)	42	(39)	365	(361)	
Subtotal	358	557	915	(921)	247	(213)	1 162	(1 134)	
Field offices									
P	157	92	249	(254)	233	(223)	482	(477)	
NO	63	73	136	(136)	652	(584)	788	(720)	
GS	95	288	383	(383)	566	(527)	949	(910)	
Subtotal	315	453	768	(773)	1 451	(1 334)	2 219	(2 107)	
Grand total	673	1 010	1 683	(1 694)	1 698	(1 547)	3 381	(3 241)	

* 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	
DDG	3		3		3	
ADG	6		6		6	
D2	7	17	24	1	25	
D1	32	36	68	2	70	
DIR	6		6		6	
P5	96	169	265	61	326	
P4	185	98	283	151	434	
P3	99	38	137	131	268	
P2	41	4	45	81	126	
P1	3		3	11	14	
Total	479	362	841	438	1 279	

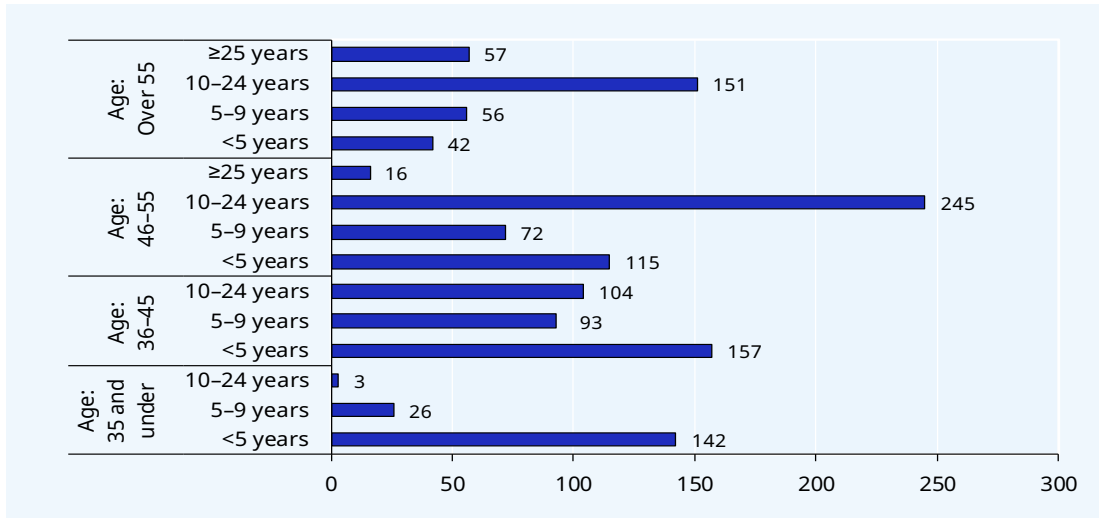
Category and grade	Officials employed				
	Regular staff			DC staff *	Total
	FT	WLT	Subtotal	FT	
National Officer					
CORR	12		12		12
NOC		4	4	15	19
NOB	23	40	63	261	324
NOA	28	29	57	376	433
Total	63	73	136	652	788
General Service					
G7	1	98	99	27	126
G6	41	191	232	166	398
G5	48	158	206	211	417
G4	22	72	94	89	183
G3	13	32	45	17	62
G2	6	24	30	96	126
G1				2	2
Total	131	575	706	608	1 314
Grand total	673	1 010	1 683	1 698	3 381

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

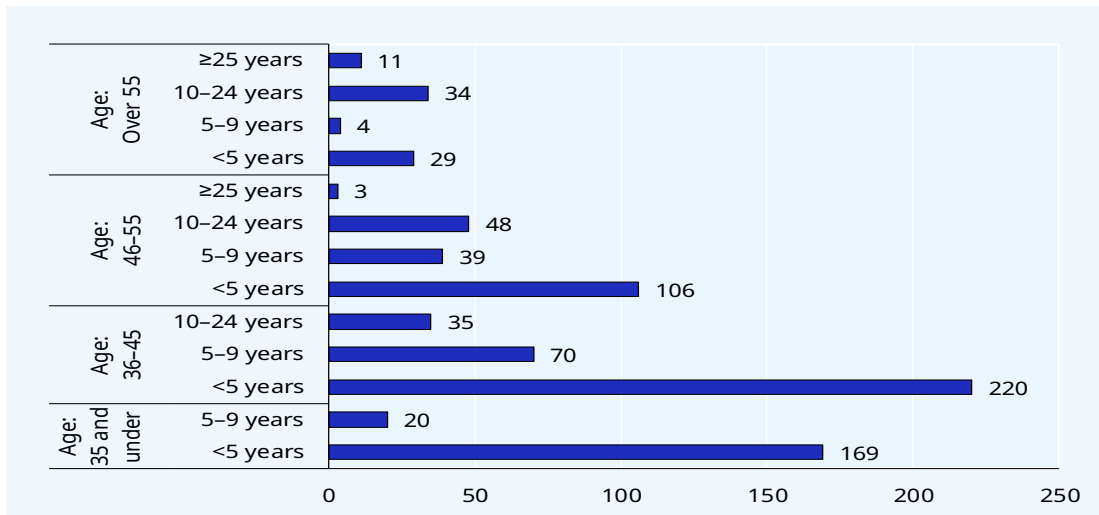
1.3. Distribution of staff by age and length of service

9. The increase in the mandatory age of separation to 65, which was introduced by the Office as from 1 January 2018, continued to result in fewer retirements in the period 2018–20 and had limited the ability of the Office to rejuvenate its workforce during this period. Currently the average age of an ILO employee is 45.4 years and the average length of service is 8.9 years. The average age of staff in the Professional category and above is 47.4 years while the average age of staff members in the General Service and National Officer categories is 45.4 years and 42.4 years, respectively.
10. In order to meet the challenges of the future of work, the Office recognizes the importance of engaging and developing young people as a key element of both succession planning and diversification. It is therefore planning a range of initiatives to attract new talents in line with its Action plan for improving gender balance and geographical diversity. The experience and lessons learned from the COVID-19 pandemic are being taken into account to develop these initiatives. Detailed statistics of staff by age and length of service are shown in the three figures below.

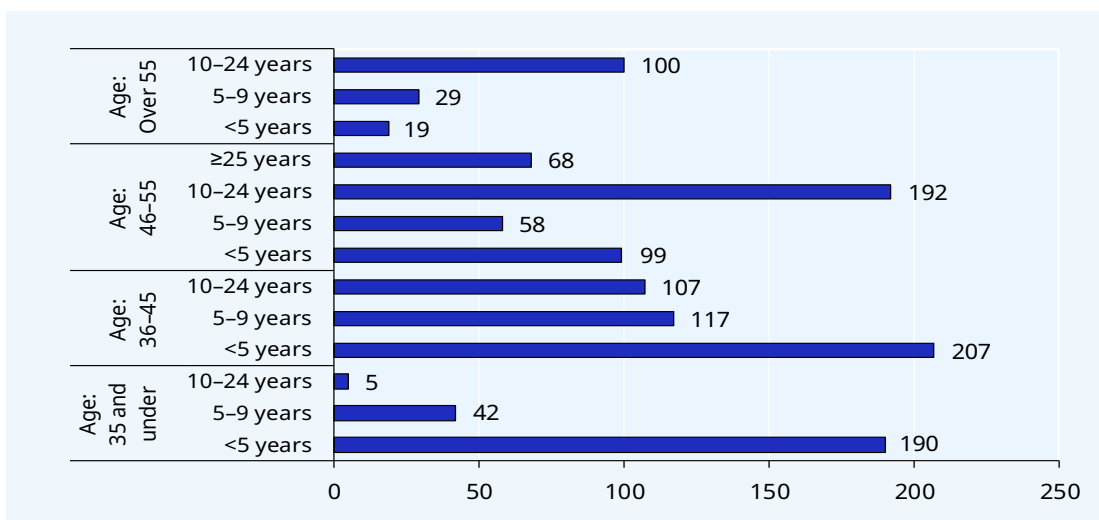
► **Figure 1. Distribution of Professional staff by age and length of service**



► **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. Geographical diversity

- 11.** This section provides details on the distribution of all staff by region of origin and country of nationality as well as a snapshot of the current geographical diversity of the ILO workforce (including for junior professional officers). Out of a total of 187 Member States, 50 (27 per cent) are more than adequately represented, 60 (32 per cent) are adequately represented and 77 (41 per cent) are less than adequately represented. Detailed information by Member States and by representation status is provided in section 2.2. Seeking adequate geographical representation continues to be a priority for the Office. While the COVID-19 pandemic had an impact on some of the outreach activities that were initially planned, the alternative work arrangements put in place by the Office during the pandemic have widened the scope for remote working, which is an important factor to attract a more diversified pool of new talent for vacant positions.

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

▶ Table 3. Africa

Category	Regular staff		Subtotal	DC staff	Total
	FT	WLT		FT	
DDG	1		1		1
ADG	1		1		1
D2		4	4		4
D1	6	2	8		8
P5	15	17	32	8	40
P4	26	7	33	34	67
P3	7	5	12	21	33
P2	2	1	3	7	10
NOC		1	1	8	9
NOB	5	16	21	99	120
NOA	5	7	12	88	100
G7		25	25	6	31
G6	16	23	39	62	101
G5	15	26	41	41	82
G4	2	11	13	9	22
G3	4	11	15	8	23
G2	2	9	11	44	55
G1				2	2
Total	107	165	272	437	709

► Table 4. Americas

Category	Regular staff		Subtotal	DC staff	Total
	FT	WLT		FT	
DDG	1		1		1
ADG	1		1		1
D2	1	4	5	1	6
D1	5	7	12	1	13
P5	16	40	56	11	67
P4	51	27	78	25	103
P3	18	8	26	26	52
P2	10	1	11	14	25
P1	1		1	1	2
NOC		1	1	1	2
NOB	3	11	14	16	30
NOA	6	12	18	56	74
G7	1	16	17	7	24
G6	5	30	35	11	46
G5	9	24	33	29	62
G4	3	11	14	17	31
G3	1	6	7	1	8
G2	2		2	7	9
Total	134	198	332	224	556

► Table 5. Arab States

Category	Regular staff		Subtotal	DC staff	Total
	FT	WLT		FT	
ADG	1		1		1
P5	3	3	6	4	10
P4	3	1	4	2	6
P3	2	2	4	5	9
P2				3	3
NOB	1		1	25	26
NOA	2		2	27	29
G7		2	2		2
G6	2	2	4	11	15

Category	Regular staff		Subtotal	DC staff	Total
	FT	WLT		FT	
G5		5	5	13	18
G4		2	2	6	8
G3				3	3
G2		3	3	7	10
Total	14	20	34	106	140

► Table 6. Asia and the Pacific

Category	Regular staff		Subtotal	DC staff	Total
	FT	WLT		FT	
DDG	1		1		1
ADG	2		2		2
D2	1	1	2		2
D1	3	6	9		9
DIR	1		1		1
P5	13	25	38	13	51
P4	18	21	39	22	61
P3	11	5	16	19	35
P2	8		8	15	23
P1	1		1	1	2
NOC		1	1	5	6
NOB	11	11	22	109	131
NOA	14	9	23	168	191
G7		16	16	11	27
G6	10	44	54	53	107
G5	11	27	38	107	145
G4	2	9	11	37	48
G3	3	11	14	3	17
G2	2	12	14	38	52
Total	112	198	310	601	911

► Table 7. Europe

Category	Regular staff		Subtotal	DC staff	Total
	FT	WLT		FT	
DG	1		1		1
ADG	1		1		1
D2	5	8	13		13
D1	18	21	39	1	40
DIR	5		5		5
P5	49	84	133	25	158
P4	87	42	129	68	197
P3	61	18	79	60	139
P2	21	2	23	42	65
P1	1		1	9	10
CORR	12		12		12
NOC		1	1	1	2
NOB	3	2	5	12	17
NOA	1	1	2	37	39
G7		39	39	3	42
G6	8	92	100	29	129
G5	13	76	89	21	110
G4	15	39	54	20	74
G3	5	4	9	2	11
Total	306	429	735	330	1 065

2.2. 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 range⁵ in order to define the country representation status, the Office uses two factors, namely membership and assessed budgetary contribution of each Member State.

► **Table 8. Africa**

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Algeria	1	2	3	1-2	More than adequate
Angola	0	0	0	1-2	Less than adequate
Benin	0	3	3	1-2	More than adequate
Botswana	1	1	2	1-2	Adequate
Burkina Faso	1	1	2	1-2	Adequate
Burundi	0	1	1	1-2	Adequate
Cabo Verde	0	0	0	1-2	Less than adequate
Cameroon	0	4	4	1-2	More than adequate
Central African Republic	1	0	1	1-2	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	0	1	1	1-2	Adequate
Djibouti	0	0	0	1-2	Less than adequate
Egypt	2	3	5	1-2	More than adequate
Equatorial Guinea	0	0	0	1-2	Less than adequate
Eritrea	0	1	1	1-2	Adequate
Eswatini	0	0	0	1-2	Less than 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	4	5	1-2	More than adequate
Guinea	1	1	2	1-2	Adequate
Guinea-Bissau	1	0	1	1-2	Adequate
Kenya	1	2	3	1-2	More than adequate
Lesotho	1	1	2	1-2	Adequate

⁵ In tables 8 to 12, desirable ranges calculated as at 31 December 2020.

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

► **Table 9. 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	3	4	1-2	More than adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Kuwait	0	0	0	1-2	Less than adequate
Lebanon	5	3	8	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	3-5	Less than adequate
Yemen	0	0	0	1-2	Less than adequate

► Table 10. Asia and the Pacific

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Afghanistan	0	2	2	1-2	Adequate
Australia	3	4	7	11-19	Less than adequate
Bangladesh	0	1	1	1-2	Adequate
Brunei Darussalam	0	0	0	1-2	Less than adequate
Cambodia	0	0	0	1-2	Less than adequate
China	3	11	14	60-81	Less than adequate
Cook Islands	0	0	0	1-2	Less than adequate
Fiji	1	1	2	1-2	Adequate
India	2	12	14	4-7	More than adequate
Indonesia	1	1	2	3-5	Less than adequate
Iran (Islamic Republic of)	0	2	2	2-3	Adequate
Japan	20	13	33	43-72	Less than adequate
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	0	0	0	1-2	Less than adequate
New Zealand	2	0	2	1-2	Adequate
Pakistan	1	3	4	1-2	More than adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Palau	0	0	0	1-2	Less than adequate
Papua New Guinea	0	0	0	1-2	Less than adequate
Philippines	2	3	5	1-2	More than adequate
Republic of Korea	2	7	9	11-19	Less than adequate
Samoa	0	0	0	1-2	Less than adequate
Singapore	0	1	1	2-4	Less than adequate
Solomon Islands	0	0	0	1-2	Less than adequate
Sri Lanka	0	3	3	1-2	More than adequate
Thailand	5	0	5	2-3	More than 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	0	0	0	1-2	Less than adequate

► Table 11. Europe

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Albania	1	0	1	1-2	Adequate
Armenia	0	0	0	1-2	Less than adequate
Austria	1	1	2	3-6	Less than adequate
Azerbaijan	0	1	1	1-2	Adequate
Belarus	1	0	1	1-2	Adequate
Belgium	10	6	16	4-7	More than adequate
Bosnia and Herzegovina	0	1	1	1-2	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	4	4	8	3-5	More than adequate
Estonia	1	0	1	1-2	Adequate
Finland	2	3	5	2-4	More than adequate
France	27	48	75	22-37	More than adequate
Georgia	0	2	2	1-2	Adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Germany	23	25	48	31-51	Adequate
Greece	1	4	5	2-3	More than adequate
Hungary	2	1	3	1-2	More than adequate
Iceland	0	0	0	1-2	Less than adequate
Ireland	1	4	5	2-3	More than adequate
Israel	1	1	2	2-4	Adequate
Italy	18	25	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	0	0	0	1-2	Less than adequate
Montenegro	0	1	1	1-2	Adequate
Netherlands	7	10	17	7-11	More than adequate
North Macedonia	1	0	1	1-2	Adequate
Norway	1	4	5	4-6	Adequate
Poland	1	1	2	4-7	Less than adequate
Portugal	7	4	11	2-3	More than adequate
Republic of Moldova	1	3	4	1-2	More than adequate
Romania	3	1	4	1-2	More than adequate
Russian Federation	5	2	7	12-20	Less than adequate
San Marino	0	0	0	1-2	Less than adequate
Serbia	0	2	2	1-2	Adequate
Slovakia	1	0	1	1-2	Adequate
Slovenia	1	0	1	1-2	Adequate
Spain	22	12	34	11-18	More than adequate
Sweden	4	1	5	5-8	Adequate
Switzerland	8	4	12	6-10	More than adequate
Tajikistan	1	0	1	1-2	Adequate
Turkey	2	3	5	7-12	Less than adequate
Turkmenistan	0	0	0	1-2	Less than adequate
Ukraine	1	1	2	1-2	Adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
United Kingdom of Great Britain and Northern Ireland	11	20	31	23–38	Adequate
Uzbekistan	0	0	0	1–2	Less than adequate

► **Table 12. Americas**

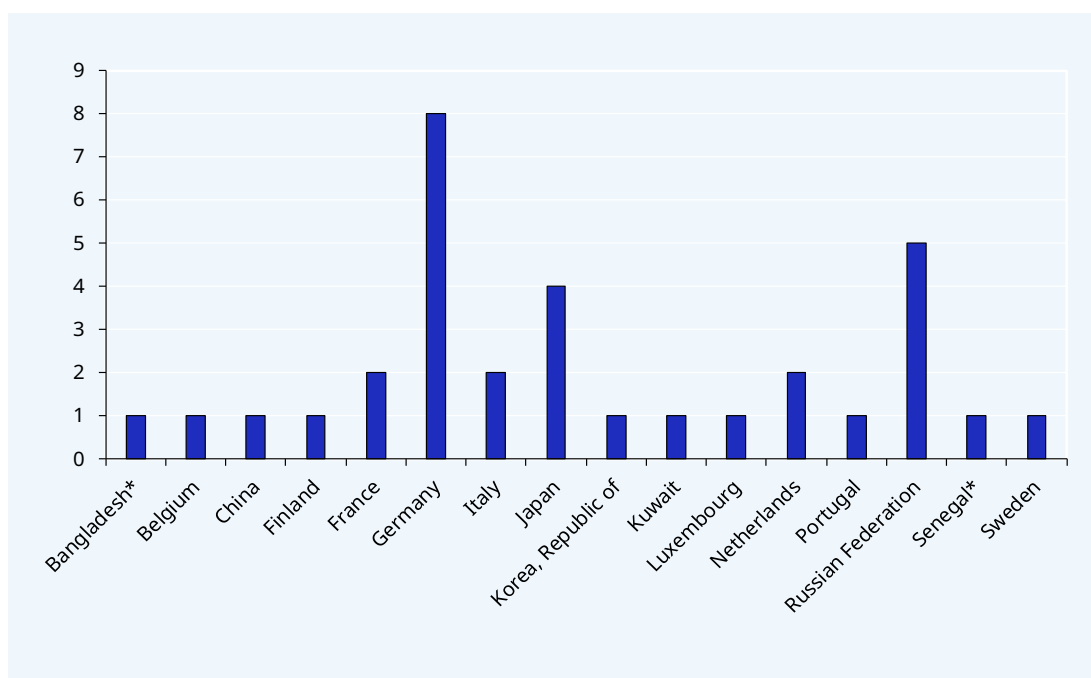
Country of nationality	Female	Male	Total	Desirable range	Country representation status
Antigua and Barbuda	0	0	0	1–2	Less than adequate
Argentina	8	8	16	5–8	More than adequate
Bahamas	0	0	0	1–2	Less than adequate
Barbados	0	0	0	1–2	Less than adequate
Belize	0	0	0	1–2	Less than adequate
Bolivia (Plurinational State of)	1	2	3	1–2	More than adequate
Brazil	7	8	15	15–25	Adequate
Canada	15	8	23	14–23	Adequate
Chile	2	2	4	2–3	More than adequate
Colombia	2	2	4	1–2	More than adequate
Costa Rica	3	5	8	1–2	More than adequate
Cuba	1	0	1	1–2	Adequate
Dominica	0	1	1	1–2	Adequate
Dominican Republic	2	1	3	1–2	More than adequate
Ecuador	3	1	4	1–2	More than adequate
El Salvador	2	2	4	1–2	More than adequate
Grenada	0	0	0	1–2	Less than adequate
Guatemala	0	0	0	1–2	Less than 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	5	6	11	7–11	Adequate
Nicaragua	0	0	0	1–2	Less than adequate
Panama	0	1	1	1–2	Adequate
Paraguay	0	0	0	1–2	Less than adequate
Peru	3	8	11	1–2	More than adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
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	2	1	3	1-2	More than adequate
United States of America	38	31	69	111-148	Less than adequate
Uruguay	1	2	3	1-2	More than adequate
Venezuela (Bolivarian Republic of)	0	3	3	4-6	Less than adequate

2.3. Distribution of junior professional officers by country and region of origin

14. As at 31 December 2020, the ILO had 33 junior professional officers from 16 different nationalities.

► **Figure 4. Distribution of junior professional officers by country of nationality**



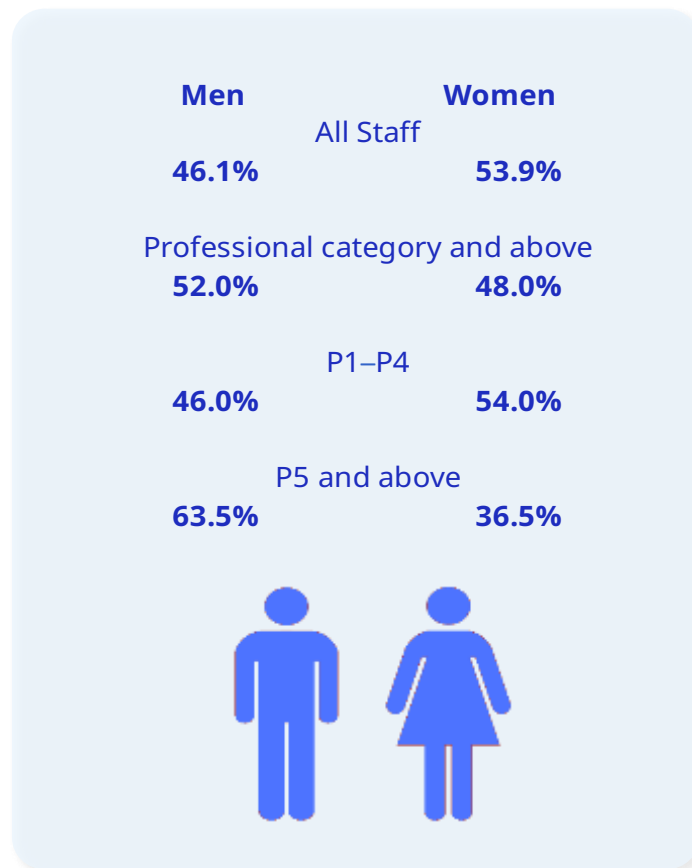
* Funded by the Netherlands.

► 3. Gender diversity

15. This section provides an overview of the gender diversity component in line with the indicator foreseen under the Human Resources Strategy for 2018–21 (Gender equality in professional and senior positions). The population covered by this section is larger than that in the section on geographical distribution, since the gender data covers all staff on

fixed-term or without limit of time contracts irrespective of the source of funding of their posts, while geographical distribution data is restricted to staff on positions subject to geographical distribution (international Professional and higher positions, competitively recruited on regular budget).

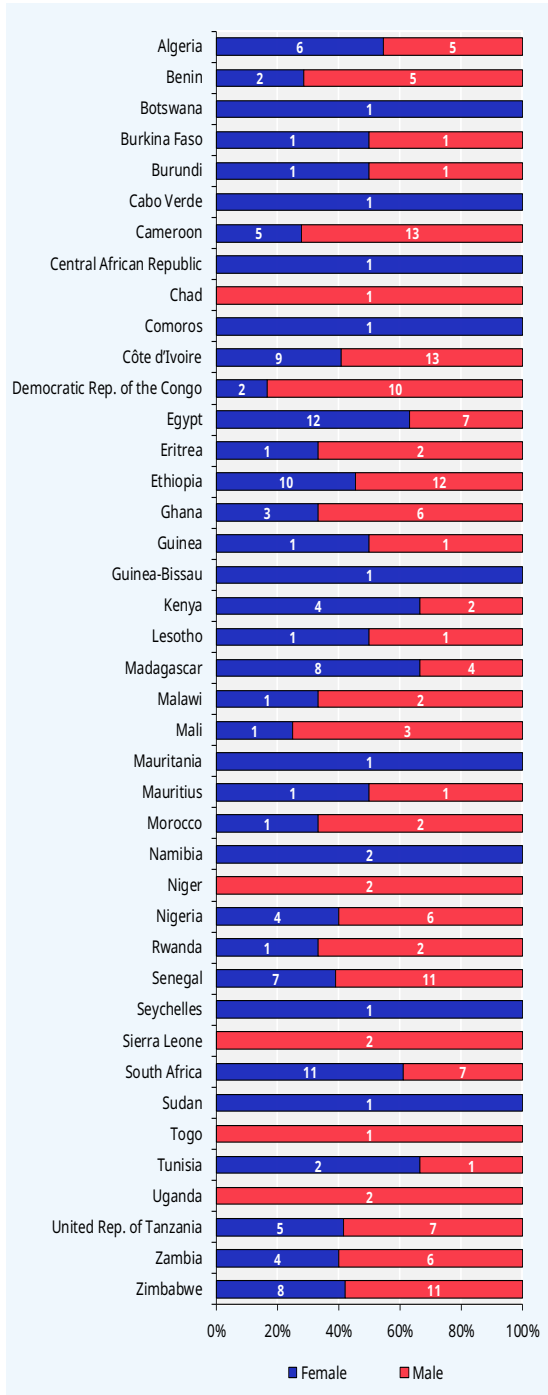
16. As at 31 December 2020, women were a majority in the workforce of the Office (53.9 per cent). In the Professional category and above, they represented 48 per cent; in the General Service category 61.1 per cent; and in the National Professional Officer category 51.4 per cent. Women are a majority at the P1–P4 level (54 per cent). However, more efforts need to be made at P5 level and above, where the percentage of women is at 36.5 per cent. More efforts to increase the number of applications from qualified women is necessary, including from internal talent pipelines, and this will be given particular attention in the implementation of the action plan. The COVID-19 pandemic has revealed the importance of continued focus on appropriate human resources policies to support work–life balance and staff well-being as an enabling factor for gender diversity. As the work-from-home arrangements put in place during the pandemic affect staff with family responsibilities, the Office has taken the appropriate measures to provide the necessary support and ensure information technology inclusion of all staff, to the extent possible.



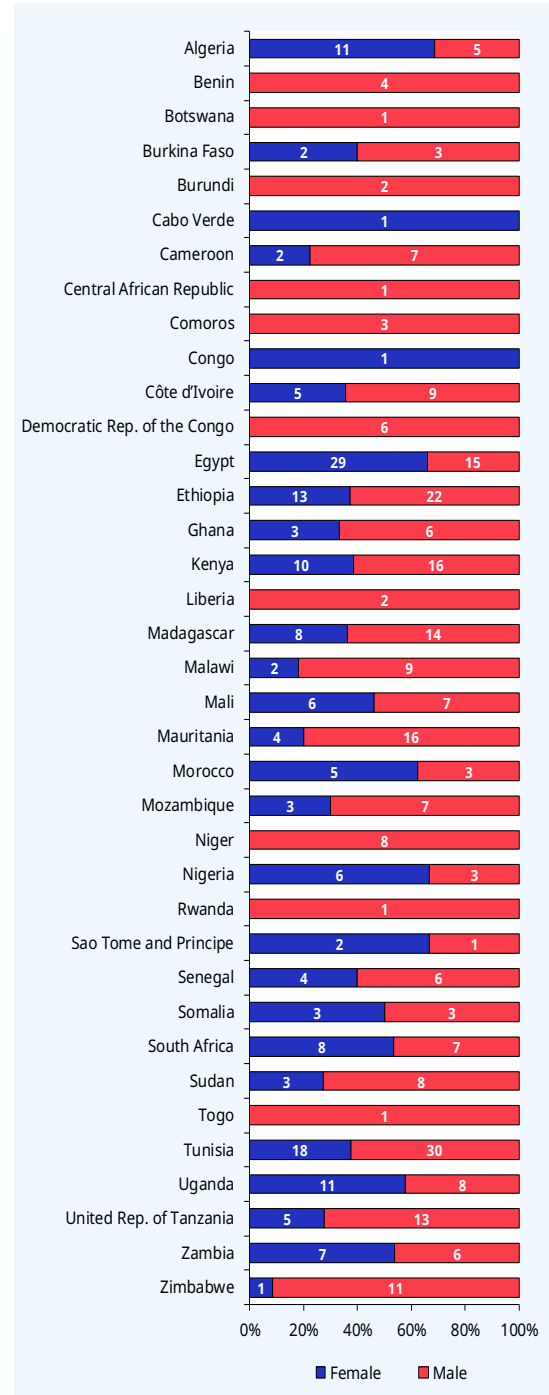
3.1. Gender distribution by region of origin, country of nationality and source of funds

► Figure 5. Africa

(a) Regular staff

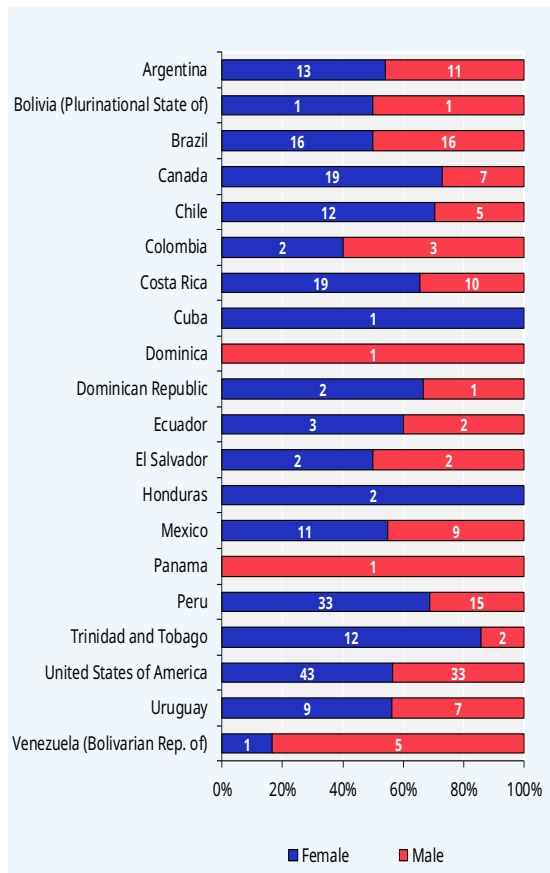


(b) Development Cooperation staff

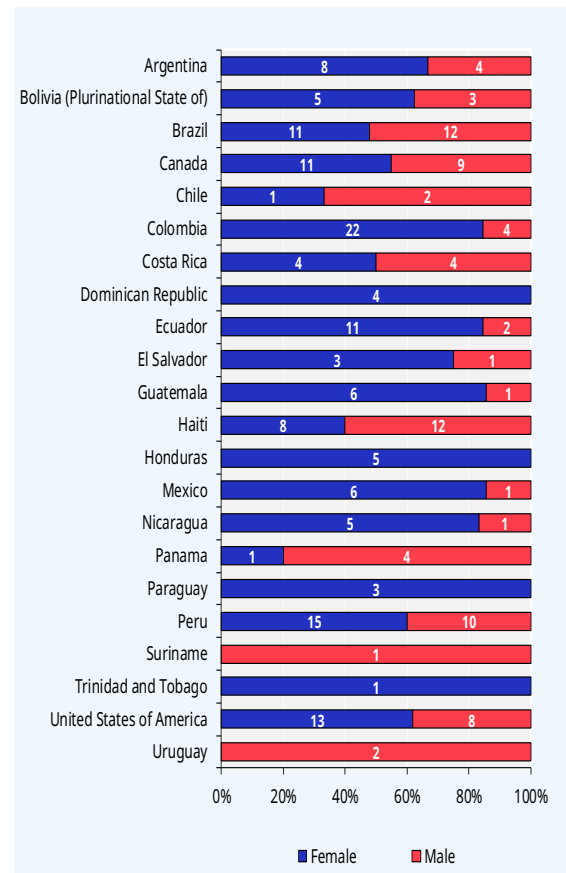


► **Figure 6. Americas**

(a) Regular staff

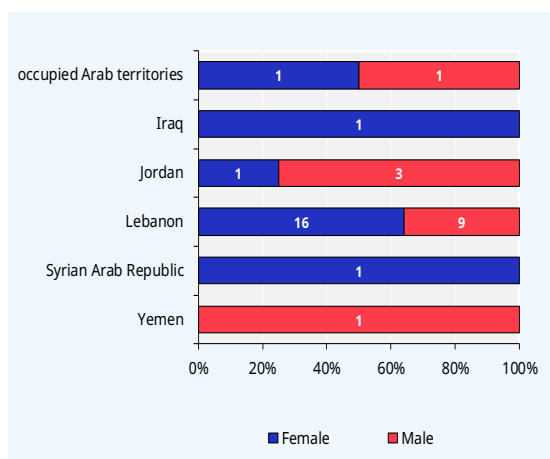


(b) Development Cooperation staff

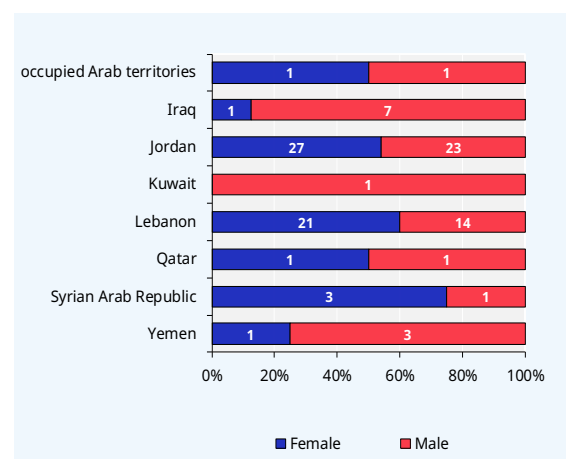


► **Figure 7. Arab States**

(a) Regular staff

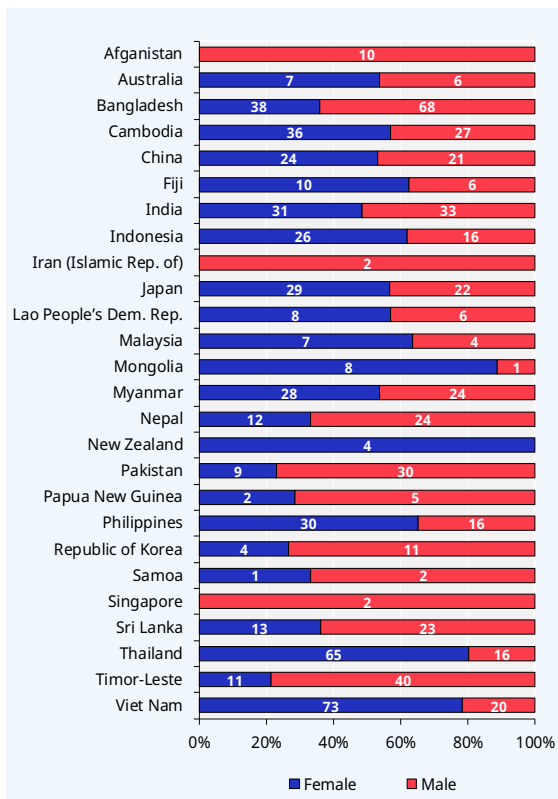


(b) Development Cooperation staff

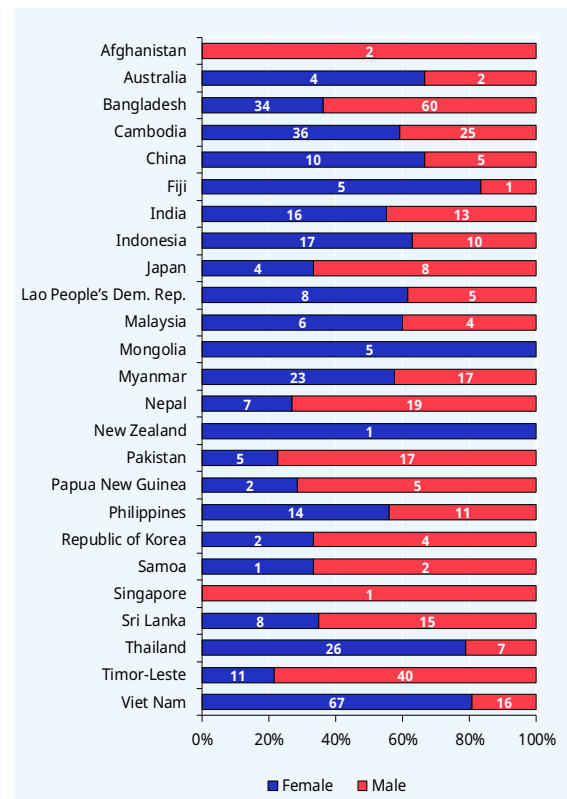


► **Figure 8. Asia and the Pacific**

(a) Regular staff

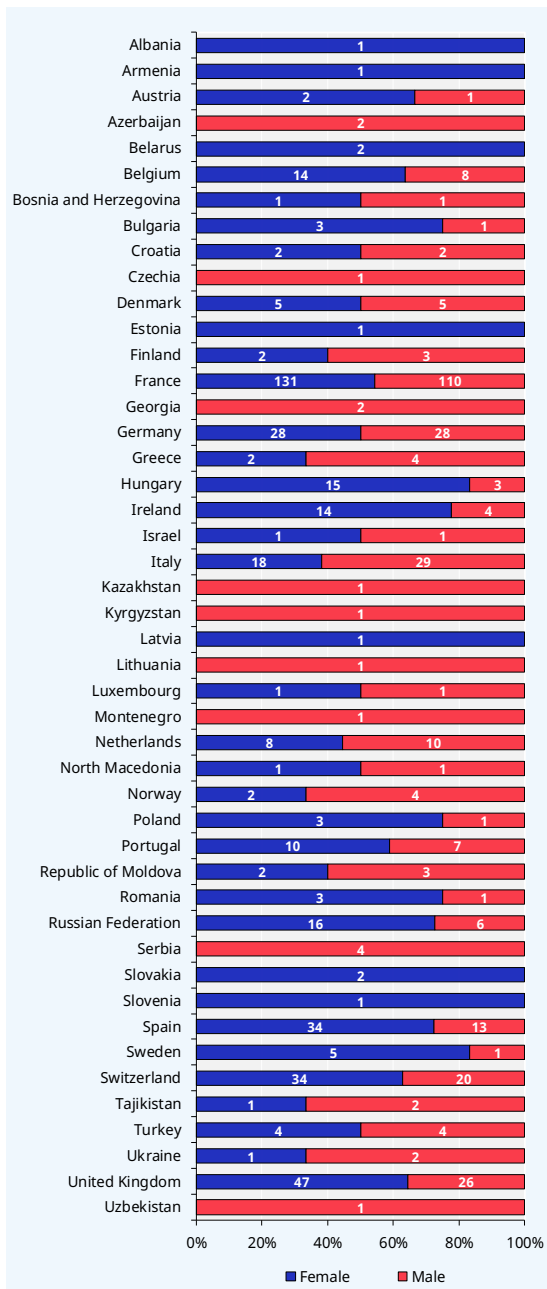


(b) Development Cooperation staff

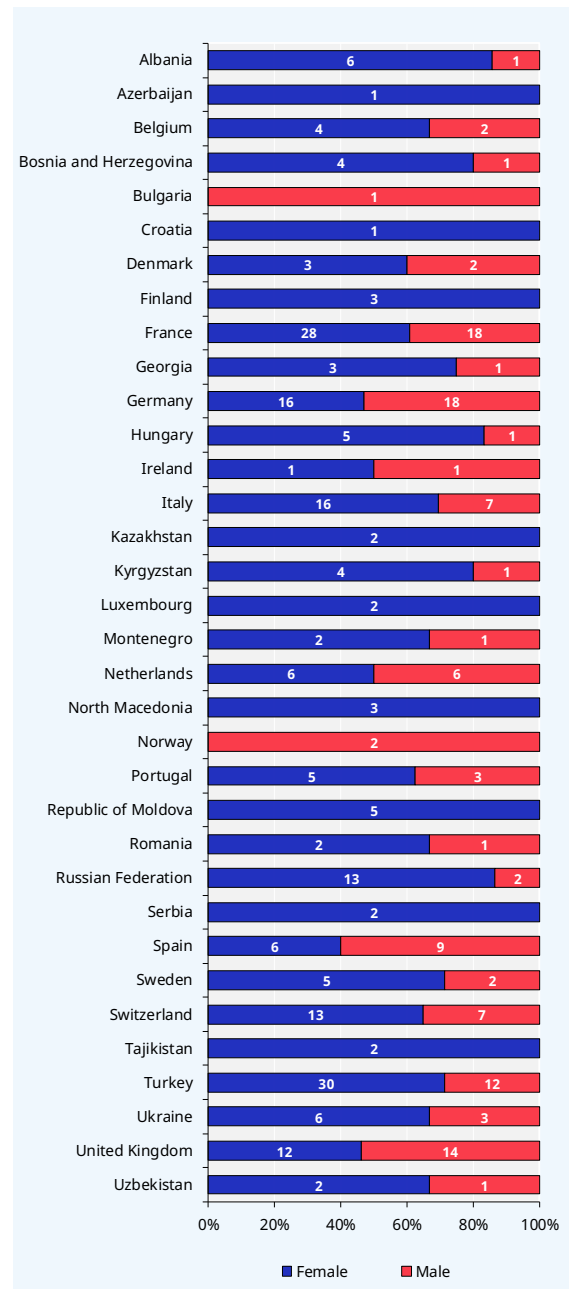


► Figure 9. Europe

(a) Regular staff



(b) Development Cooperation staff

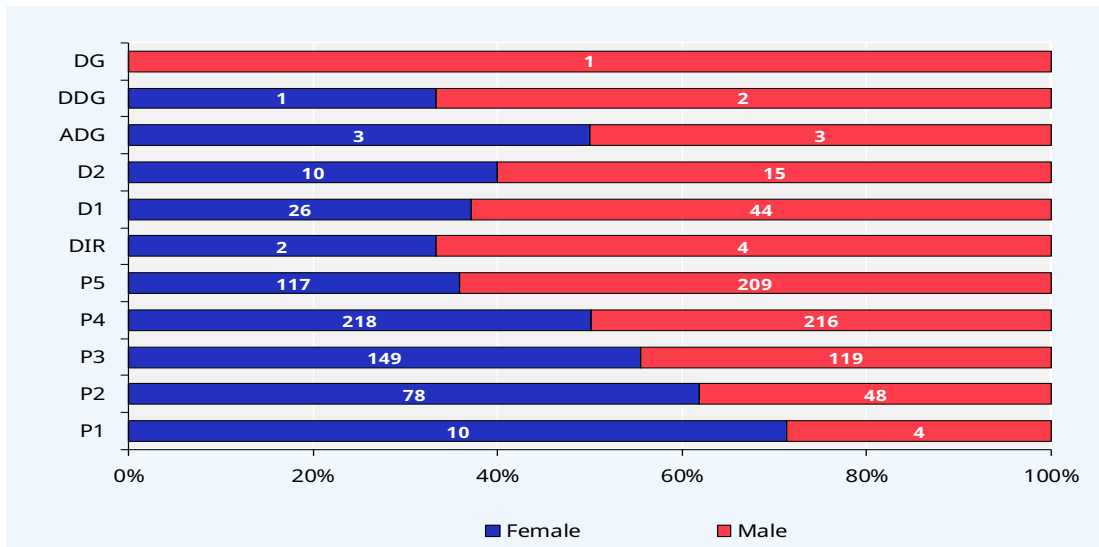


3.2. Gender distribution by category, age, grade and type of contract (regular staff)

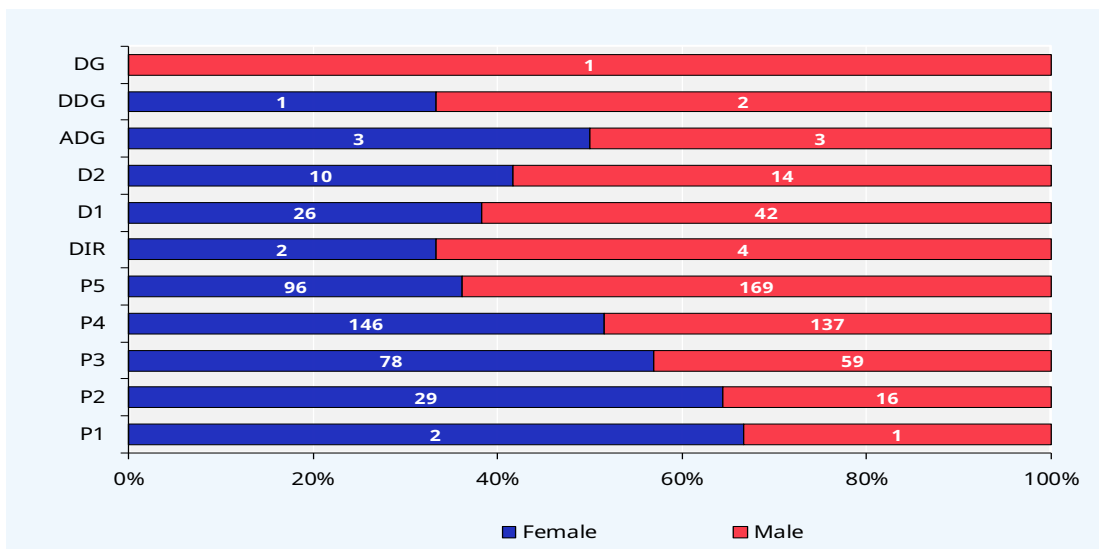
► Table 13

Grade		35 and under		36-45		46-55		Over 55		Total
		F	M	F	M	F	M	F	M	
P total		35	17	111	87	155	185	92	159	841
DG	FT								1	1
DDG	FT					1			2	3
ADG	FT					1	1	2	2	6
D2	FT					1	2	2	2	7
	WLT					1	4	6	6	17
D1	FT			1		5	9	5	12	32
	WLT					7	6	8	15	36
DIR	FT				1	1	1	1	2	6
P5	FT			3	8	14	28	12	31	96
	WLT			3	3	30	48	34	51	169
P4	FT	5	1	51	33	31	38	6	20	185
	WLT			8	11	34	24	11	10	98
P3	FT	8	8	32	22	16	9	3	1	99
	WLT			7	2	11	13	1	4	38
P2	FT	20	7	6	7	1				41
	WLT					1	2	1		4
P1	FT	2	1							3
NO total		3	2	15	15	32	28	26	15	136
CORR	FT				4	3	2	1	2	12
NOC	WLT						1	3		4
NOB	FT	2		4	1	6	9	1		23
	WLT			6	1	6	8	14	5	40
NOA	FT	1	2	4	8	8	5			28
	WLT			1	1	9	3	7	8	29
GS and related total		21	19	115	62	196	100	125	68	706
G7	FT		1							1
	WLT			7	3	31	9	36	12	98
G6	FT	4	2	12	12	6	1	4		41
	WLT	3		25	16	75	23	37	12	191
G5	FT	9	9	10	2	11	2	4	1	48
	WLT	1	1	40	7	52	20	32	5	158
G4	FT	2	1	4	3	6	4	2		22
	WLT			14	3	13	17	9	16	72
G3	FT	1	1	2	4	1	2	1	1	13
	WLT	1	2	1	4		9		15	32
G2	FT		2		2		2			6
	WLT				6	1	11		6	24
Grand total		59	38	241	164	383	313	243	242	1 683

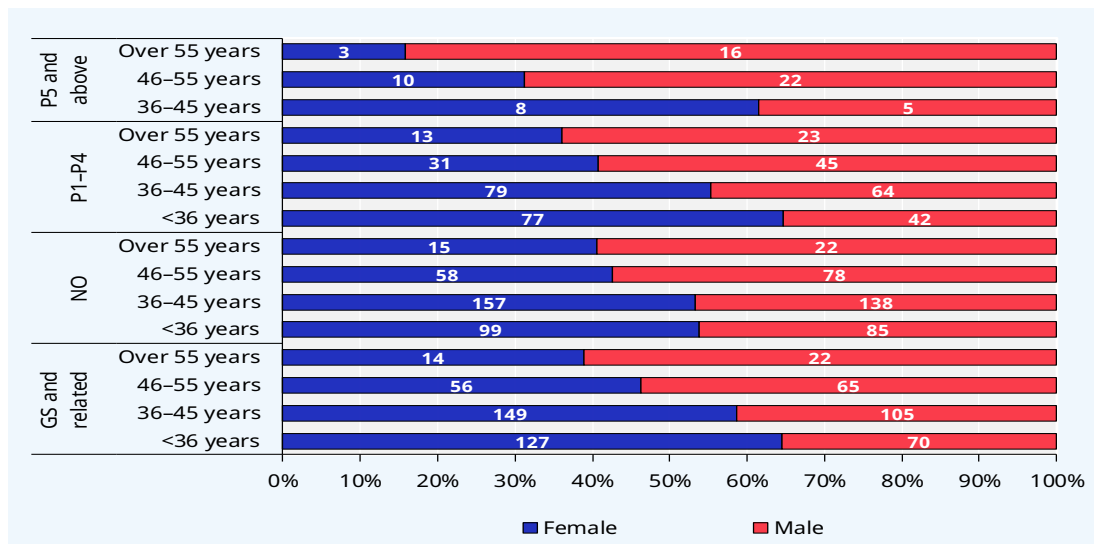
► Figure 10. Gender distribution of Professional category and above



► Figure 11. Gender distribution of Professional category and above (regular staff)



► Figure 12. Gender distribution by category, age, and grade of non-regular staff

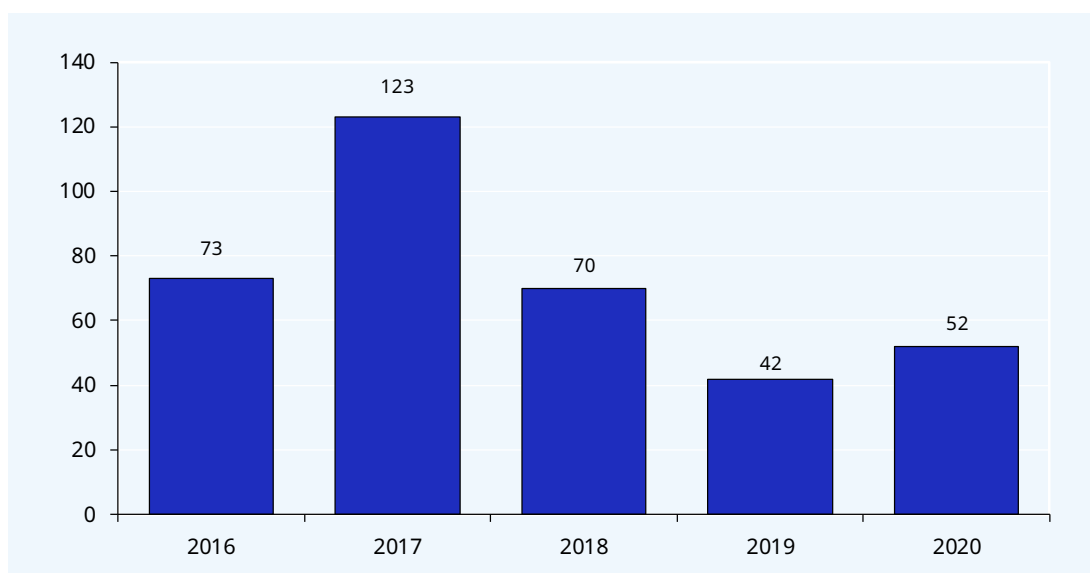


▶ 4. Recruitment and staff mobility

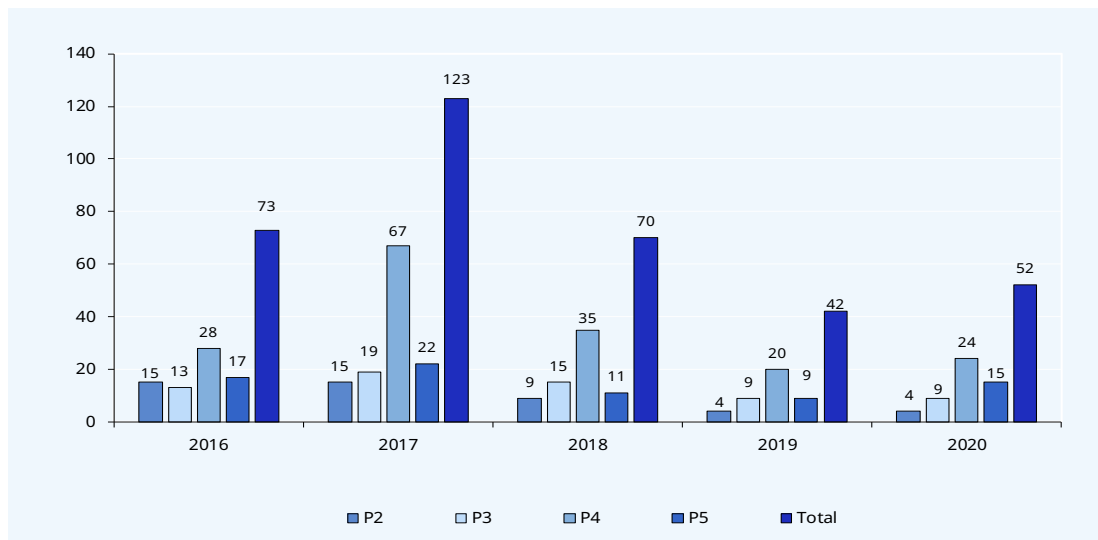
17. This section provides information on recruitment and staff mobility, including on the number of staff from less than adequately represented nationalities who joined the Office in 2020 in regular budget positions subject to geographical distribution.
18. Throughout the COVID-19 pandemic, the Office continued its efforts to attract, recruit and on-board diverse and highly qualified staff. The e-recruitment platform (ILO Jobs) implemented in April 2018 continued to play an important role in 2020. Up to December 2020, this platform had over 3.5 million visitors, including over 220,000 potential candidates who either created a profile or signed up for email alerts on job postings. Over 2,100 vacancies (including internships) were posted on the site resulting in over 175,000 applications. The Office continued to strengthen its partnerships to recruit highly qualified candidates, improve gender parity and geographical diversity.
19. In 2020, 78 transfers with changes of duty station and 260 functional transfers (all staff categories) were undertaken despite the limitations in terms of international flights and travels. The COVID-19 pandemic did not significantly affect the implementation of the mobility policy. In many instances though, staff had to start operating via remote teleworking from their existing duty station until they were able to report to their final destination.

4.1. Vacancy notices 2016–20 in the Professional category (regular staff)

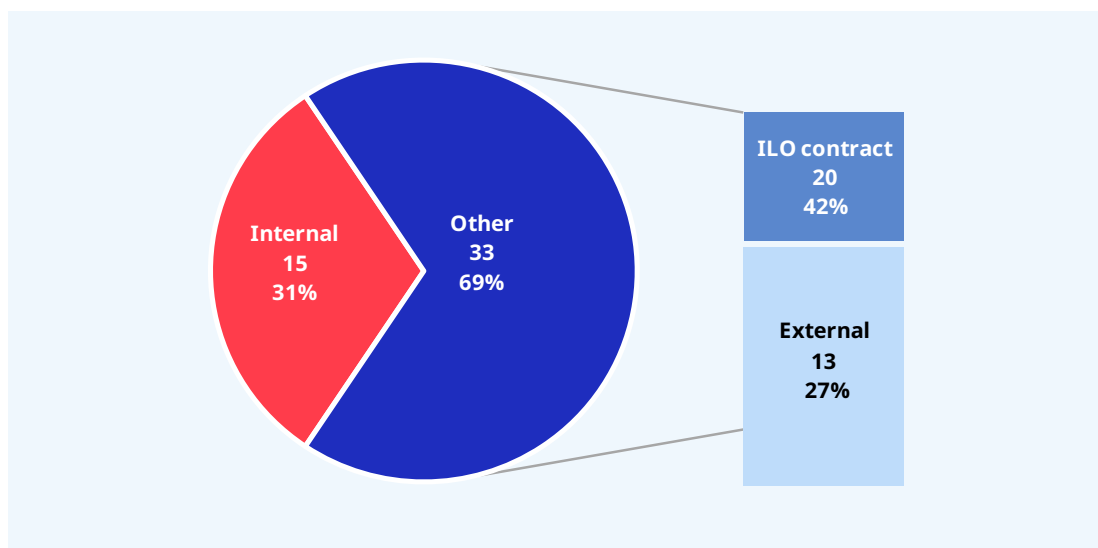
▶ **Figure 13. Number of competitions opened in the Recruitment, Assignment and Placement System (RAPS), 2016–20**



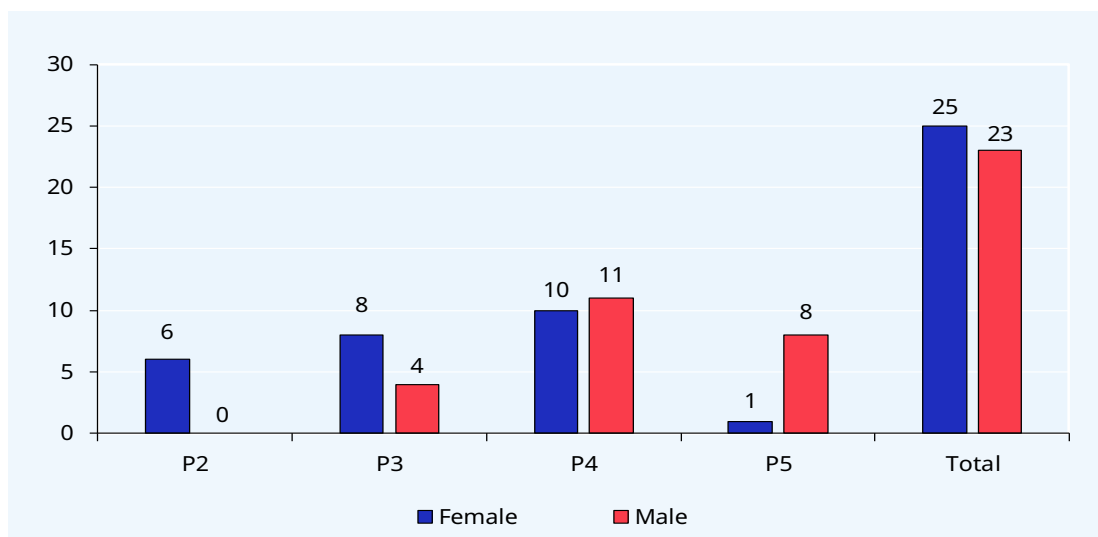
► Figure 14. Number of vacancies by grade, 2016–20



► Figure 15. Distribution of vacant positions filled internally and externally, 2020



► Figure 16. Distribution of vacant positions filled by grade and gender, 2020



4.2. Composition of staff newly appointed between 1 January and 31 December 2020 in the Professional category and above (regular staff)

20. Thirty-six new non-linguistic staff subject to geographical distribution have been appointed in 2020, of which ten were from less than adequately represented countries.

► Table 14

Less than adequate ⁽¹⁾		Adequate ⁽²⁾		More than adequate ⁽³⁾	
Country	Total	Country	Total	Country	Total
Azerbaijan	1	Afghanistan	1	Argentina	1
Brazil	1	Canada	2	Cameroon	1
Iran (Islamic Rep. of)	1	Germany	1	Croatia	1
Japan	4	Luxembourg	1	Ecuador	1
Seychelles	1			France	2
United States	2			Italy	1
				Lebanon	1
				Netherlands	1
				Portugal	2
				Republic of Moldova	1
				Senegal	1
				Spain	3
				Switzerland	1
				United Kingdom	3
				Zambia	1
Total	10	Total	5	Total	21

⁽¹⁾ Number of officials recruited from Member States with less than the adequate number of nationals on the staff at the end of 2020.

⁽²⁾ Number of officials recruited from Member States with an adequate number of nationals on the staff at the end of 2020.

⁽³⁾ Number of officials recruited from Member States with more than an adequate number of nationals on the staff at the end of 2020.

4.3. Staff mobility (regular staff)

► Table 15

Movement type	2019				2020				Total
	P		GS		P		GS		
	F	M	F	M	F	M	F	M	
Geographical mobility	5	14			19	16	1		55
Field to headquarters	3	3			4	5			15
Headquarters to field		5			4	2			11
Field to field	2	6			11	9	1		29

Movement type	2019				2020				Total
	P		GS		P		GS		
	F	M	F	M	F	M	F	M	
Transfers within grade	15	18	11	6	25	16	14	2	107
Within regular budget	9	11	8	6	19	14	10		77
From development cooperation	2	4	3		2	1	3	2	17
To development cooperation	4	3			4	1	1		13
Inter-agency mobility	6	3			4	2			15
From United Nations agencies	5	2			2				9
To United Nations agencies	1	1			2	2			6
Promotion	21	17	11	4	22	17	13	9	114
Within same unit	11	7	8	4	13	8	10	6	67
Upon transfer	10	10	3		9	9	3	3	47
Cessation of service	17	20	21	11	24	15	16	2	126
Retirements	1	4	1	1	6	2	2		17
Other	16	16	20	10	18	13	14	2	109

F: Female. M: Male.

4.4. Retirements – Professional category and above (regular staff)

► Figure 17. Retirements in the Professional category and above (regular staff)

