



# Governing Body

344th Session, Geneva, March 2022

Programme, Financial and Administrative Section

**PFA**

**Date:** 15 March 2022

**Original:** English

## Composition and structure of the staff at 31 December 2021

### Diversity outlook report

**Summary:** In accordance with the Human Resources Strategy 2018–21 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 2021. It provides an overview of the composition and structure of the ILO staff with specific information regarding gender, geographical diversity, experience relevant to the tripartite constituents, youth and people with disabilities in the ILO.

**Author unit:** Human Resources Development Department (HRD).

**Related documents:** [GB.331/PFA/13](#); [GB.337/PFA/11](#); [GB.337/PV](#); [GB.341/PFA/16](#); [GB.341/PFA/INF/5](#).



## ▶ Contents

	<b>Page</b>
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. Retirement: New opportunities and challenges .....	10
3. Geographical diversity .....	11
3.1. Distribution of all staff by region of origin, grade, type of contract and source of funds .....	13
3.2. Member States representation (desirable range and status of representation).....	16
4. Gender diversity .....	24
4.1. Gender distribution by region of origin, country of nationality and source of funds.....	25
4.2. Gender distribution by category, age, grade and type of contract (regular staff) .....	28
5. Recruitment and staff mobility .....	32
5.1. Vacancy notices 2018–21 in the Professional category (regular staff).....	32
5.2. Composition of staff newly appointed between 1 January 2021 and 31 December 2021 in the Professional category and above (regular staff) .....	34
5.3. Recruitment of staff with experience relevant to the tripartite constituents .....	35
5.4. Addressing the rejuvenation of the ILO workforce .....	35
5.5. Distribution of junior professional officers by country and region of origin .....	36
5.6. Staff mobility (regular staff).....	37
6. Lessons learnt for the implementation of the HR Strategy 2022–25.....	37



## ▶ Introduction

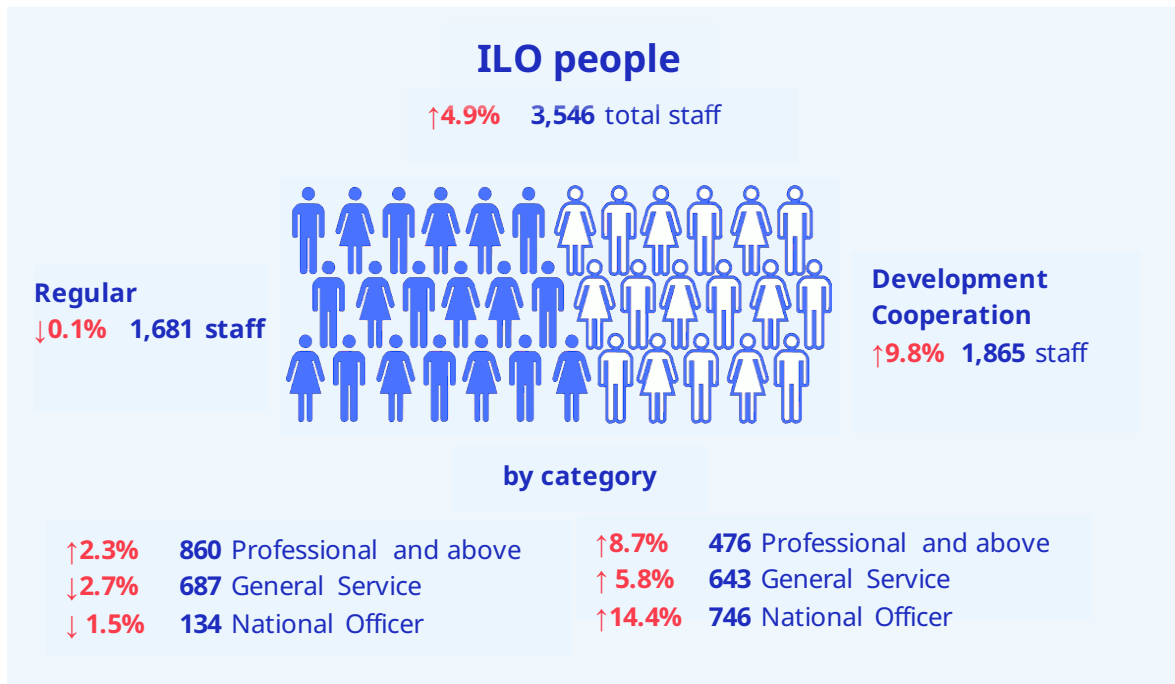
---

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 relevant to the three groups of constituents are taken into account to effectively deliver on the mandate of the Organization. At its 341st Session (March 2021), the Governing Body provided further guidance for the implementation of the Human Resources (HR) Strategy 2018–21 with a particular emphasis on the Office’s ongoing efforts for improving the diversity of the ILO workforce.
2. The Office took this guidance into account to develop the new HR Strategy for 2022–25, which was submitted to the Governing Body at its 343rd Session (November 2021). The Governing Body endorsed it and requested the Office to take the guidance provided into account in implementing the Strategy, with a view to attracting, recruiting and retaining a workforce of the highest standards of competence, efficiency and integrity, with due regard being given to gender; geographical diversity, also addressing under-representation; experience relevant to the three constituent groups; and opportunities for youth and young professionals and persons with disabilities.
3. Pending the implementation of the Strategy for 2022–25, this document presents information highlighting progress made by the Office to improve the diversity of the ILO workforce. This report covers the period from 1 January 2020 to 31 December 2021 with, when appropriate, some data from previous years for clarification.

## ▶ 1. Overview of the ILO workforce composition

---

4. As at 31 December 2021, the ILO had a total staff of 3,546, an increase of 4.9 per cent compared to 2020.
5. The following main trends are worth noting:
  - **ILO people:** the total number of staff employed under the regular budget has continued to decrease, especially the General Services category which has decreased by 2.7 per cent. The staff employed under development cooperation (DC) projects has increased by 9.8 per cent with a significant growth of the National Officer category. This increase of DC staff is in line with the continuous commitment of the Office to deliver its development cooperation activities to respond to its constituents’ demands during the COVID-19 pandemic.



- **Where we work:** the number of staff assigned to duty stations in external offices has continued to increase in all categories of staff, with notable growth recorded in the Africa region (13.9 per cent) and the Arab States region (10.9 per cent).



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

6. Of the 3,546 staff members, the ILO had 1,336 in the Professional category and above (all sources of funds), of which 527 or 39.5 per cent are located in the regions. In 2021, staff members from P5 and above represented 32.2 per cent of this Professional category while staff members from P1 to P4 represented 67.8 per cent.
7. The ILO had 2,210 staff members in the General Service and National Officer categories (all sources of funds). Out of this number, 1,854 (83.9 per cent) are located in the regions.
8. Compared to 2020, the total number of staff at headquarters (all categories and sources of funds) remained stable, while the number of staff assigned to the regions to effectively serve ILO constituents has increased by 162 staff members or 7.3 per cent. The Africa and the Arab States regions are the ones with the highest increase in the number of staff (13.9 per cent and 10.9 per cent, respectively), which is due mainly to the surge in DC projects. These patterns are also consistent with the Office's sustained efforts to redeploy adequate resources to each of the regions and to front-line analytical and technical services.

► Table 1

Category of staff and place	Officials employed								
	Regular staff			(2020)	DC staff *		(2020)	Total	(2020)
	FT	WLT	Subtotal		FT				
<b>Headquarters</b>									
Professional category and above (P)	330	267	597	(592)	212	(205)	<b>809</b>	<b>(797)</b>	
General Service category (GS)	29	287	316	(323)	40	(42)	<b>356</b>	<b>(365)</b>	
<b>Subtotal</b>	<b>359</b>	<b>554</b>	<b>913</b>	<b>(915)</b>	<b>252</b>	<b>(247)</b>	<b>1 165</b>	<b>(1 162)</b>	
<b>Field offices</b>									
P	168	95	263	(249)	264	(233)	<b>527</b>	<b>(482)</b>	
NO	67	67	134	(136)	746	(652)	<b>880</b>	<b>(788)</b>	
GS	86	285	371	(383)	603	(566)	<b>974</b>	<b>(949)</b>	
<b>Subtotal</b>	<b>321</b>	<b>447</b>	<b>768</b>	<b>(768)</b>	<b>1 613</b>	<b>(1 451)</b>	<b>2 381</b>	<b>(2 219)</b>	
<b>Grand total</b>	<b>680</b>	<b>1 001</b>	<b>1 681</b>	<b>(1 683)</b>	<b>1 865</b>	<b>(1 698)</b>	<b>3 546</b>	<b>(3 381)</b>	

\* 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			DC staff *	Total
	Regular staff		Subtotal		
	FT	WLT		FT	
<b>Professional and above</b>					
DG	1		1		1
DDG	3		3		3
ADG	6		6		6
D2	10	14	24	1	25
D1	31	37	68	2	70
P5	106	163	269	57	326
P4	194	101	295	162	457
P3	104	43	147	158	305
P2	40	4	44	85	129
P1	3		3	11	14
<b>Total</b>	<b>498</b>	<b>362</b>	<b>860</b>	<b>476</b>	<b>1 336</b>
<b>National Officer</b>					
CORR	12		12		12
NOC		5	5	18	23
NOB	27	39	66	305	371
NOA	28	23	51	423	474
<b>Total</b>	<b>67</b>	<b>67</b>	<b>134</b>	<b>746</b>	<b>880</b>
<b>General Service</b>					
G7		97	97	26	123
G6	34	188	222	187	409
G5	45	165	210	233	443
G4	19	64	83	75	158
G3	11	36	47	24	71
G2	6	22	28	97	125
G1				1	1
<b>Total</b>	<b>115</b>	<b>572</b>	<b>687</b>	<b>643</b>	<b>1 330</b>
<b>Grand total</b>	<b>680</b>	<b>1 001</b>	<b>1 681</b>	<b>1 865</b>	<b>3 546</b>

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

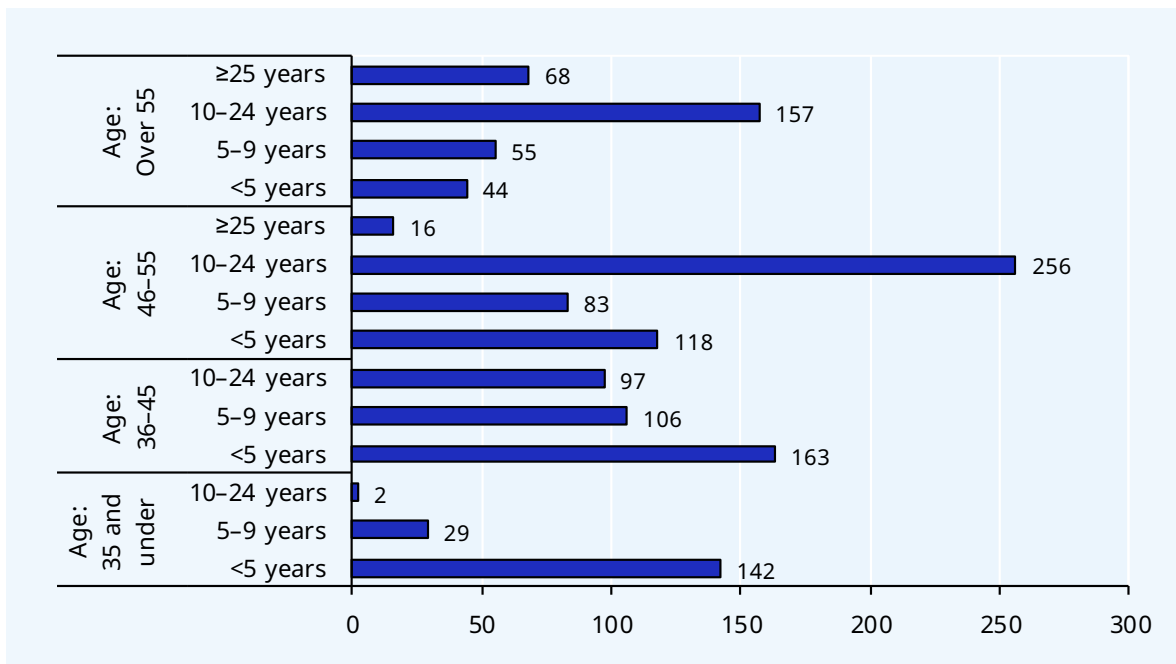
FT = Fixed-term. WLT = Without limit of time.



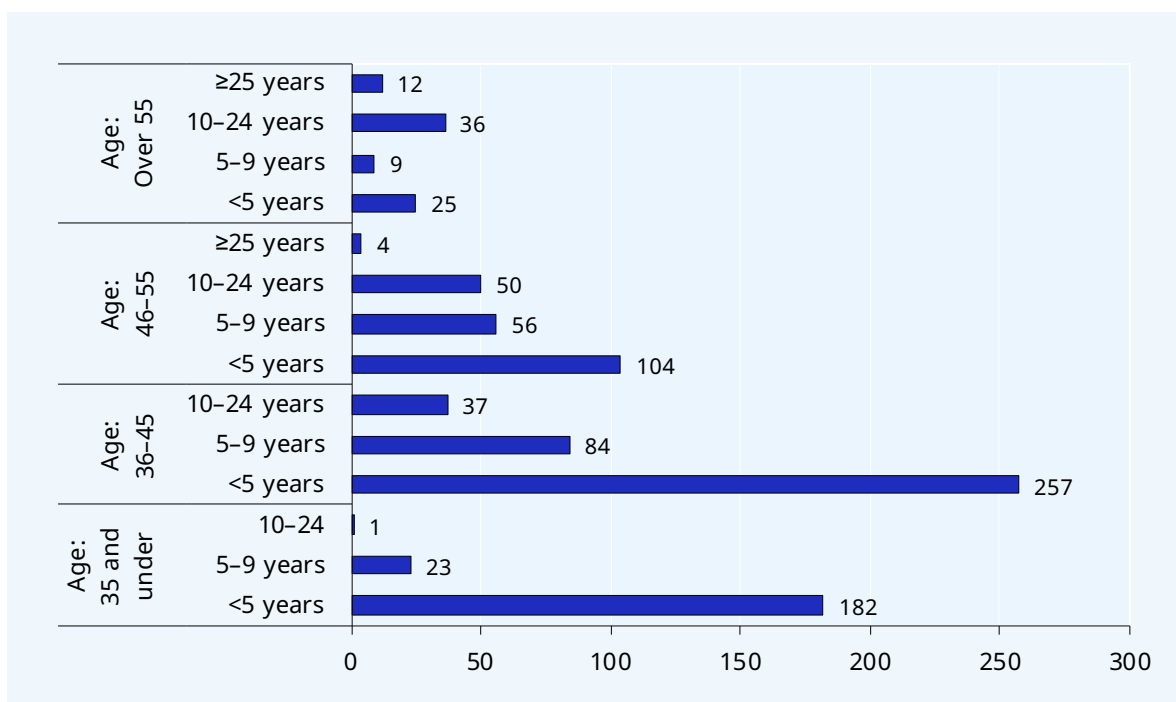
### 1.3. Distribution of staff by age and length of service

9. As at 31 December 2021, the average age of an ILO employee is 45.5 years and the average length of service is 8.9 years. The average age of staff in the Professional category and above is 47.5 years while the average age of staff members in the General Service and National Officer categories is 45.6 years and 42.3 years, respectively. Detailed statistics of staff by age and length of service are shown in the three figures below.

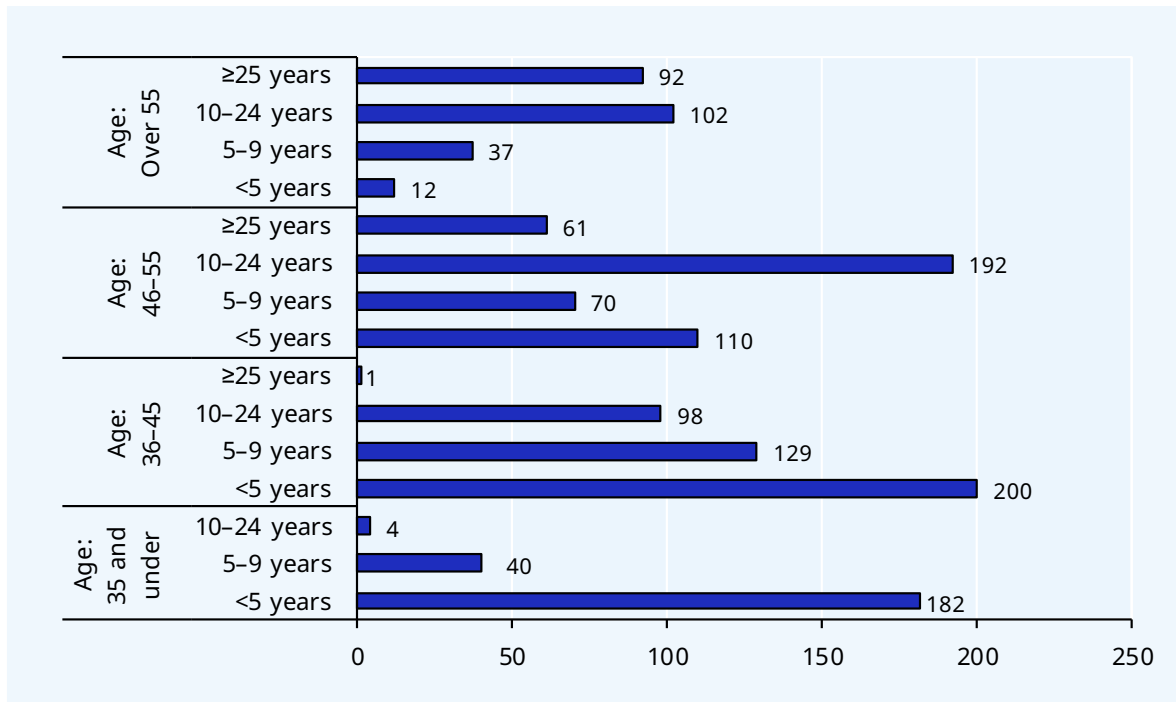
► **Figure 1. Distribution of Professional staff by age and length of service**



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



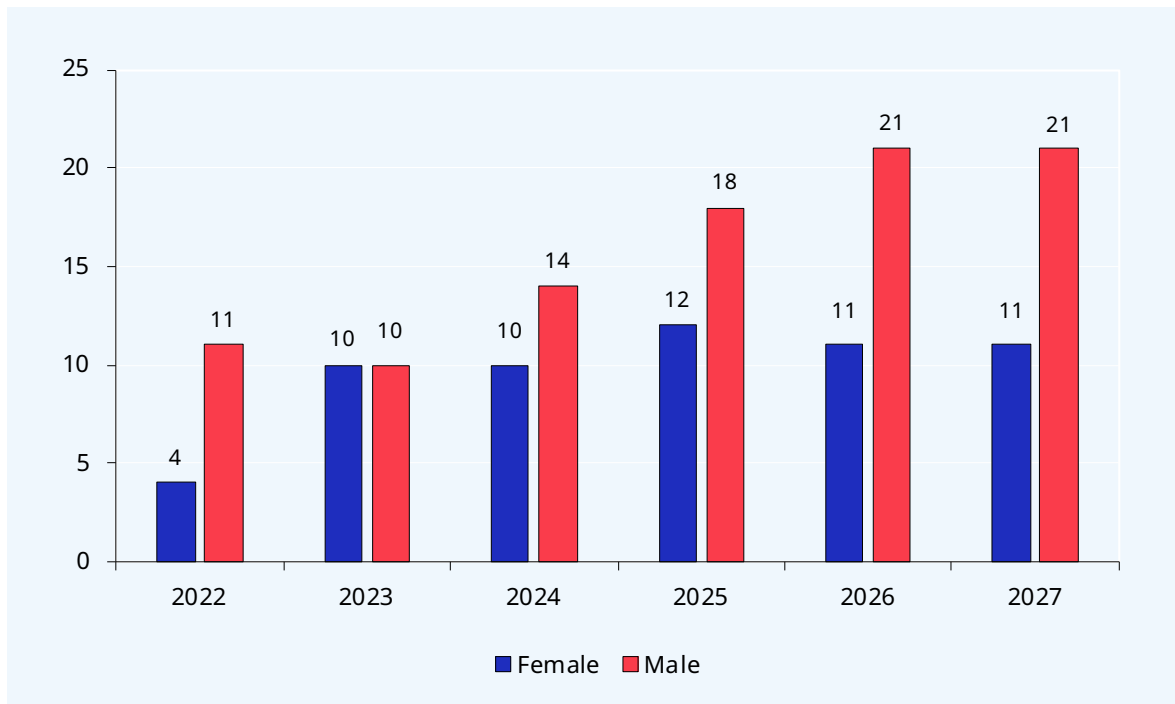
► **Figure 3. Distribution of General Service staff by age and length of service**



## ► 2. Retirement: New opportunities and challenges

10. The change in the mandatory age of separation to 65, which took effect on 1 January 2018 continued to limit significantly the Office’s ability to improve gender parity, geographical diversity and the recruitment of young talents, as explained in the lessons learned section at the end of this report. While, over the period 2019–20, a total of only six regular budget staff reached their age of mandatory separation and left the Organization, the number of retirements on the regular budget started increasing in 2021. This trend is expected to continue in 2022, as illustrated in figure 4 below. This will provide the Office with further opportunities to enhance the diversity of its workforce and align its skills to meet new and emerging needs.

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



- 11. The Office is currently taking an increasingly proactive approach to ensure that, wherever vacancies can be anticipated, the recruitment and selection process be completed prior to the departure of the incumbent.

### ► 3. Geographical diversity

- 12. As from the start of 2021, the Office started to provide senior managers with specific diversity outlook reports concerning their teams which provided an overview of the geographical and gender diversity within their regions/portfolios. This information enabled managers to see the areas where greater diversity was needed and to consider opportunities to impact the overall staff profile for the areas under their responsibility. As outlined above, the overall number of staff in the Office increased by 165 members and this brought some positive results in terms of geographical diversity, in particular within the Africa region where four countries were newly represented in 2021.

- **Where we come from:** the office has increased the number of represented nationalities among the 187 Member States from 150 to 152.<sup>1</sup>



2021	2020
<p><b>Newly represented countries</b></p> <ul style="list-style-type: none"> <li>Angola</li> <li>Djibouti</li> <li>Gabon</li> <li>South Sudan</li> </ul> <p><b>Countries no longer represented</b></p> <ul style="list-style-type: none"> <li>Kuwait</li> <li>Qatar</li> </ul>	<p><b>Newly represented countries</b></p> <ul style="list-style-type: none"> <li>Qatar</li> <li>Seychelles</li> </ul> <p><b>Countries no longer represented</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>

<sup>1</sup> Comparisons always refer to the previous year 2020.

### 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	
DDG	1		1		1
ADG	1		1		1
D2		4	4		4
D1	4	4	8		8
P5	16	18	34	6	40
P4	29	8	37	34	71
P3	8	4	12	28	40
P2	2	1	3	6	9
NOC		2	2	10	12
NOB	5	15	20	121	141
NOA	6	5	11	117	128
G7		20	20	5	25
G6	15	25	40	77	117
G5	12	32	44	50	94
G4	3	8	11	8	19
G3	5	12	17	14	31
G2	3	7	10	43	53
G1				1	1
<b>Total</b>	<b>110</b>	<b>165</b>	<b>275</b>	<b>520</b>	<b>795</b>

► Table 4. Americas

Category	Regular staff		Subtotal	DC staff	Total
	FT	WLT		FT	
DDG	1		1		1
ADG	1		1		1
D2	2	2	4	1	5
D1	6	7	13	1	14
P5	21	34	55	11	66
P4	51	27	78	26	104
P3	21	13	34	28	62

Category	Regular staff		Subtotal	DC staff	Total
	FT	WLT		FT	
P2	10		10	8	18
P1	2		2	3	5
NOC		1	1	1	2
NOB	5	8	13	19	32
NOA	6	8	14	55	69
G7		18	18	7	25
G6	3	29	32	11	43
G5	11	25	36	32	68
G4	2	9	11	14	25
G3	1	6	7		7
G2	1		1	5	6
<b>Total</b>	<b>144</b>	<b>187</b>	<b>331</b>	<b>222</b>	<b>553</b>

► Table 5. Arab States

Category	Regular staff		Subtotal	DC staff	Total
	FT	WLT		FT	
ADG	1		1		1
P5	3	3	6	3	9
P4	5	1	6	3	9
P3		2	2	7	9
P2				1	1
NOB	2		2	30	32
NOA	1	1	2	30	32
G7		1	1		1
G6	1	4	5	13	18
G5		4	4	20	24
G4		2	2	5	7
G3				4	4
G2		3	3	8	11
<b>Total</b>	<b>13</b>	<b>21</b>	<b>34</b>	<b>124</b>	<b>158</b>

► 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	2	1	3		3
D1	4	6	10		10
P5	15	27	42	12	54
P4	18	20	38	30	68
P3	12	3	15	32	47
P2	9		9	18	27
P1	1		1	4	5
NOC		1	1	6	7
NOB	11	14	25	121	146
NOA	13	8	21	180	201
G7		16	16	12	28
G6	9	43	52	55	107
G5	10	25	35	111	146
G4	1	9	10	30	40
G3	1	13	14	3	17
G2	2	12	14	41	55
<b>Total</b>	<b>111</b>	<b>198</b>	<b>309</b>	<b>655</b>	<b>964</b>

► Table 7. Europe

Category	Regular staff		Subtotal	DC staff	Total
	FT	WLT		FT	
DG	1		1		1
ADG	1		1		1
D2	6	7	13		13
D1	17	20	37	1	38
P5	51	81	132	25	157
P4	91	45	136	69	205
P3	63	21	84	63	147
P2	19	3	22	52	74

Category	Regular staff		Subtotal	DC staff		Total
	FT	WLT		FT		
P1				4		4
CORR	12		12			12
NOC		1	1	1		2
NOB	4	2	6	14		20
NOA	2	1	3	41		44
G7		42	42	2		44
G6	6	87	93	31		124
G5	12	79	91	20		111
G4	13	36	49	18		67
G3	4	5	9	3		12
<b>Total</b>	<b>302</b>	<b>430</b>	<b>732</b>	<b>344</b>		<b>1 076</b>

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

13. 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.
14. To calculate the desirable range <sup>2</sup> in order to define the country representation status, the Office uses two factors, namely membership and the assessed budgetary contribution of each Member State.
15. The ILO is part of those UN system organizations which have established specific criteria and guidelines to measure the geographic distribution of their regular workforce. The General Assembly noted the lack of formal guidelines on the geographical distribution of staff in 19 member organizations <sup>3</sup> and the high average age of staff members in the UN common system. It therefore encouraged the International Civil Service Commission (ICSC) to identify good practice and provide advice to common system organizations on ways to promote geographical diversity and rejuvenation, including by measures such as programmes to support internship candidates from developing countries.

<sup>2</sup> In tables 8 to 12, desirable ranges calculated as at 31 December 2021.

<sup>3</sup> GB.344/PFA/INF/7.



► 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	1	1	1-2	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	5	5	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	1	2	1-2	Adequate
Lesotho	1	1	2	1-2	Adequate
Liberia	0	0	0	1-2	Less than adequate
Libya	0	0	0	1-2	Less than adequate
Madagascar	2	0	2	1-2	Adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
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	1	2	1-2	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	1	1	2	1-2	Adequate
Somalia	0	0	0	1-2	Less than adequate
South Africa	2	2	4	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	3	1	4	1-2	More than adequate
Uganda	0	2	2	1-2	Adequate
United Republic of Tanzania	1	1	2	1-2	Adequate
Zambia	1	2	3	1-2	More than adequate
Zimbabwe	1	4	5	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
Kuwait	0	0	0	1-2	Less than adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Lebanon	5	2	7	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	1	3	1-2	More than 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	61-81	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)	1	2	3	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	1	1	1-2	Adequate

Country of nationality	Female	Male	Total	Desirable range	Country representation status
New Zealand	2	0	2	1-2	Adequate
Pakistan	1	3	4	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	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	0	0	0	1-2	Less than 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	4	1	5	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

Country of nationality	Female	Male	Total	Desirable range	Country representation status
Denmark	3	4	7	3-5	More than adequate
Estonia	1	0	1	1-2	Adequate
Finland	2	3	5	2-4	More than adequate
France	27	45	72	22-37	More than adequate
Georgia	0	2	2	1-2	Adequate
Germany	23	24	47	31-51	Adequate
Greece	2	4	6	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	3	4	2-3	More than adequate
Israel	1	1	2	2-4	Adequate
Italy	19	24	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	8	9	17	7-11	More than adequate
North Macedonia	1	0	1	1-2	Adequate
Norway	1	4	5	4-6	Adequate
Poland	3	1	4	4-7	Adequate
Portugal	7	4	11	2-3	More than adequate
Republic of Moldova	1	3	4	1-2	More than adequate
Romania	3	0	3	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

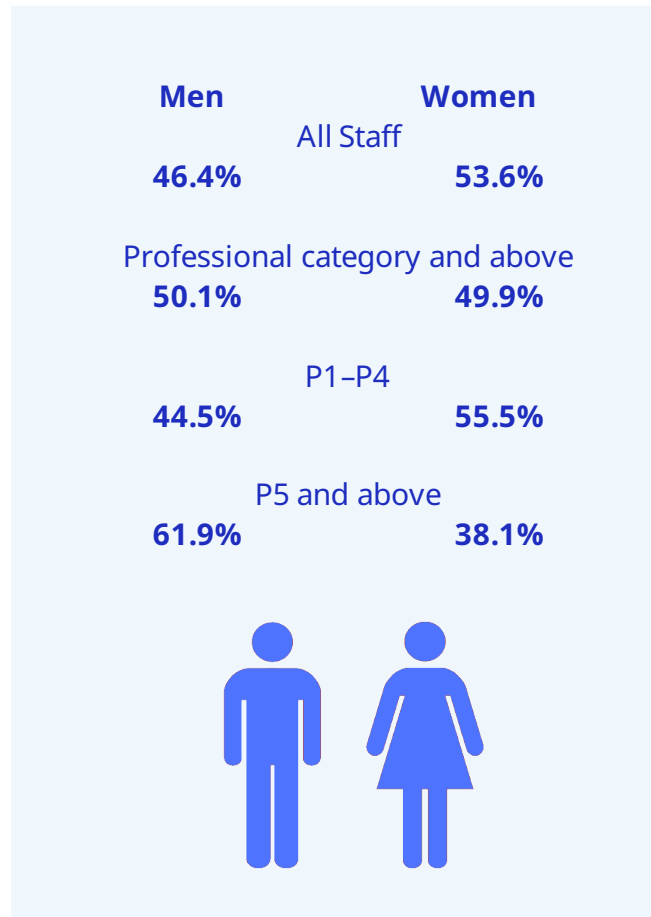
Country of nationality	Female	Male	Total	Desirable range	Country representation status
Spain	21	13	34	11-18	More than adequate
Sweden	4	2	6	5-8	Adequate
Switzerland	8	6	14	6-10	More than adequate
Tajikistan	1	0	1	1-2	Adequate
Turkey	2	2	4	7-12	Less than adequate
Turkmenistan	0	0	0	1-2	Less than adequate
Ukraine	1	1	2	1-2	Adequate
United Kingdom of Great Britain and Northern Ireland	10	21	31	23-39	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	9	7	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	8	8	16	15-25	Adequate
Canada	16	9	25	14-23	More than adequate
Chile	2	2	4	2-3	More than adequate
Colombia	3	2	5	1-2	More than adequate
Costa Rica	3	4	7	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

Country of nationality	Female	Male	Total	Desirable range	Country representation status
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	5	10	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	5	7	12	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	2	1	3	1-2	More than adequate
United States of America	36	30	66	111-149	Less than adequate
Uruguay	1	3	4	1-2	More than adequate
Venezuela (Bolivarian Republic of)	0	3	3	4-6	Less than adequate

## ► 4. Gender diversity



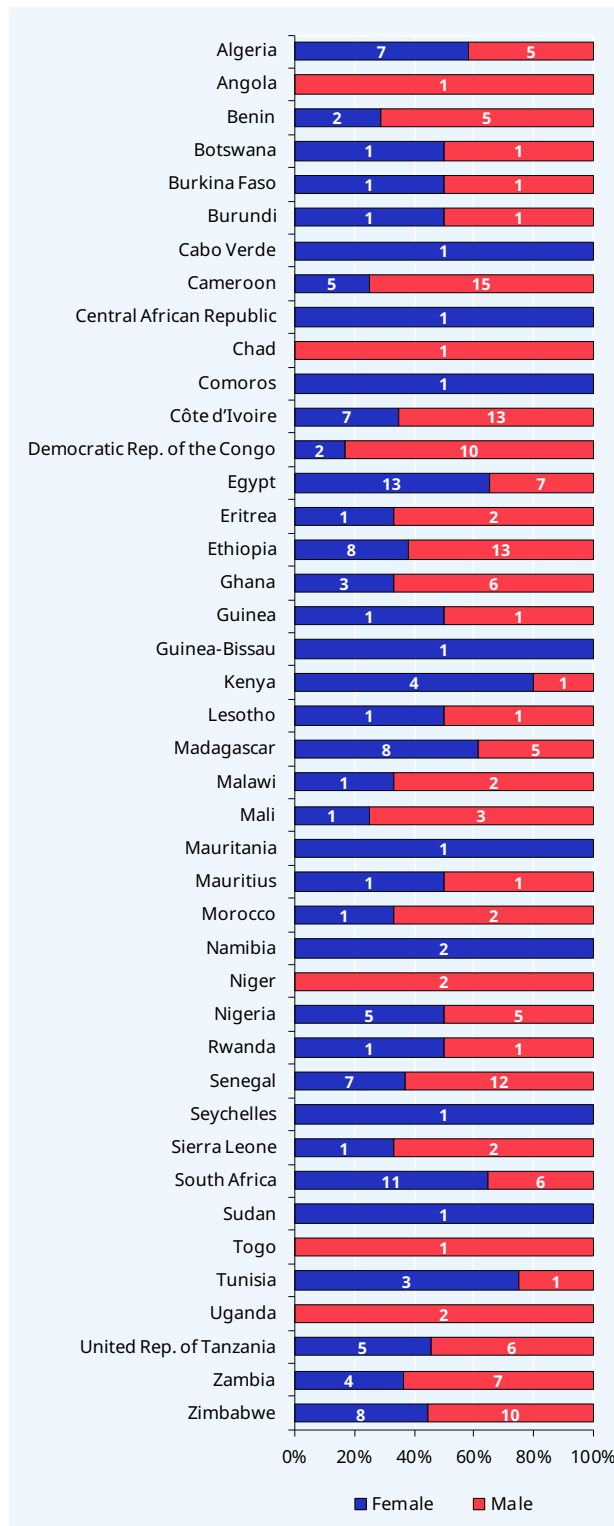
16. The ILO is committed to achieving gender parity at all grade levels and, through the HR Strategy, Diversity Action Plan and ILO Action Plan for Gender Equality, the Office has been making gradual progress, while acknowledging that there is still more to do, in particular at the senior levels. The Diversity Reports published in early 2021 were accompanied by an analysis comparing the situation with the previous year. The same process will be followed in 2022 and beyond. The current percentage of women at the P5 and above level is 38 per cent, as compared to 35 per cent at the start of 2018 when the previous HR Strategy and Gender Action Plan were initiated. The Office has agreed on a number of accelerating actions to add further impetus going forward.



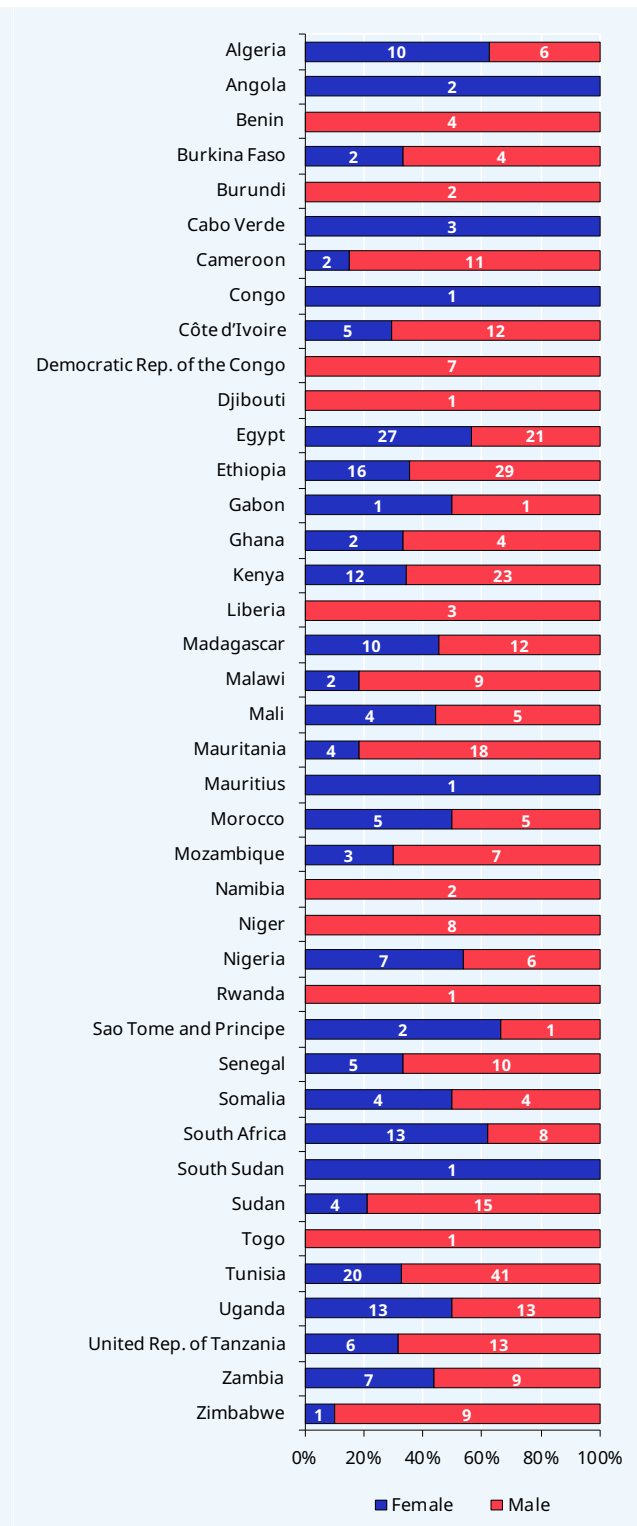
### 4.1. Gender distribution by region of origin, country of nationality and source of funds

► Figure 5. Africa

(a) Regular staff

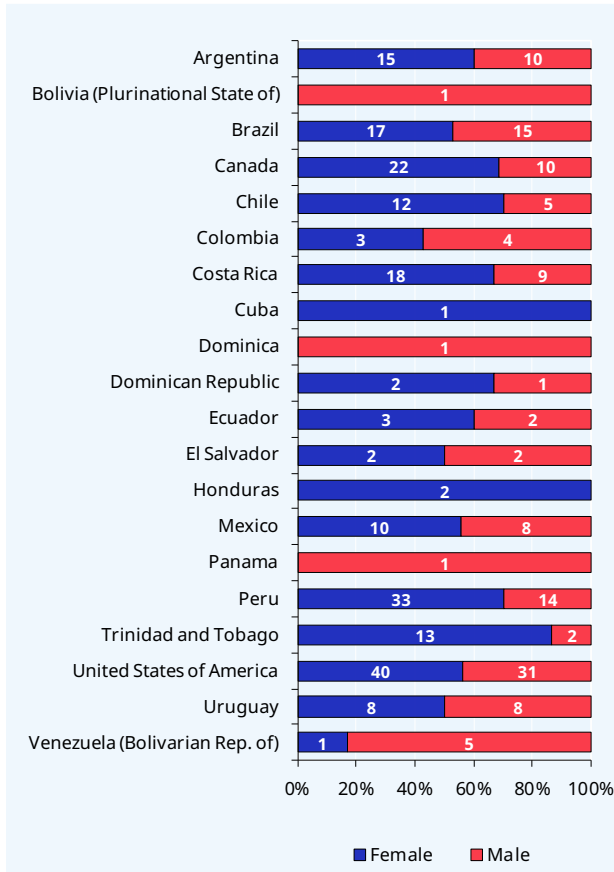


(b) Development Cooperation staff

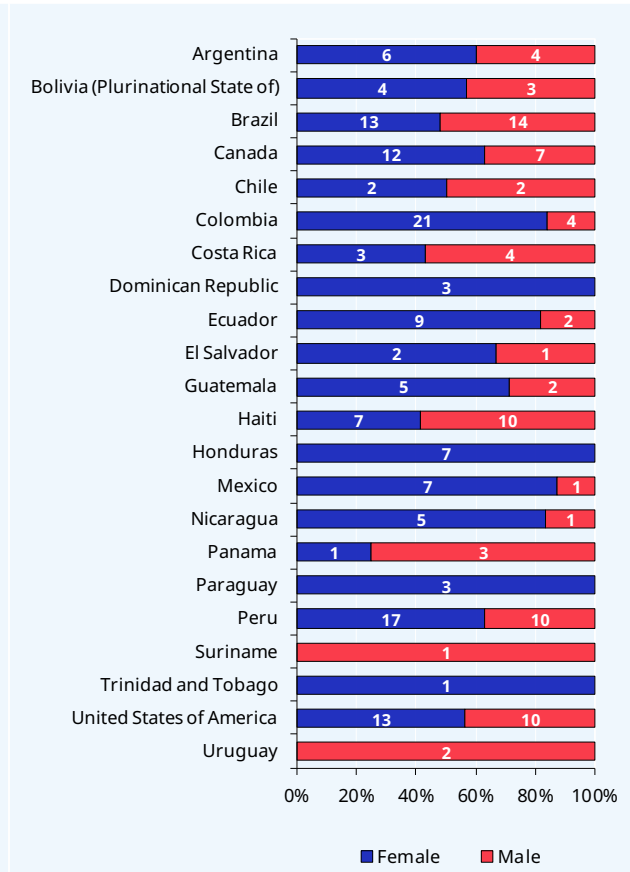


► Figure 6. Americas

(a) Regular staff

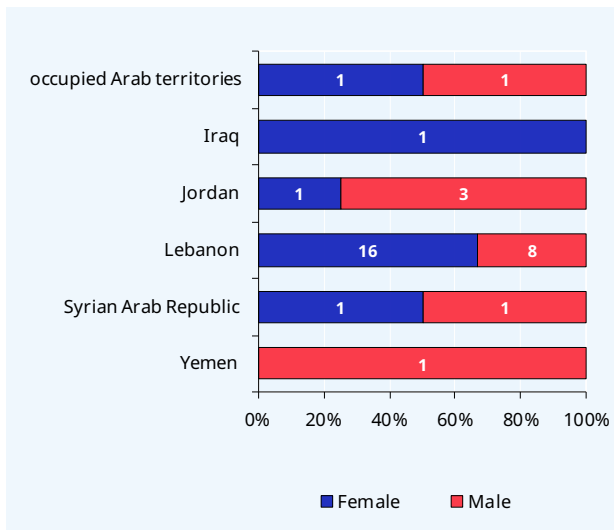


(b) Development Cooperation staff

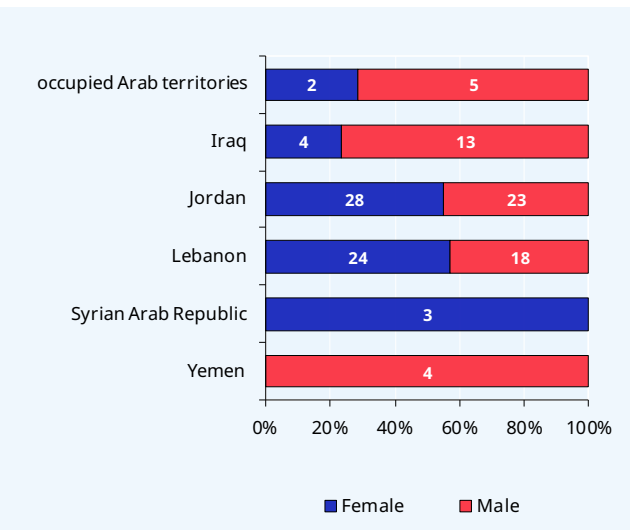


► Figure 7. Arab States

(a) Regular staff

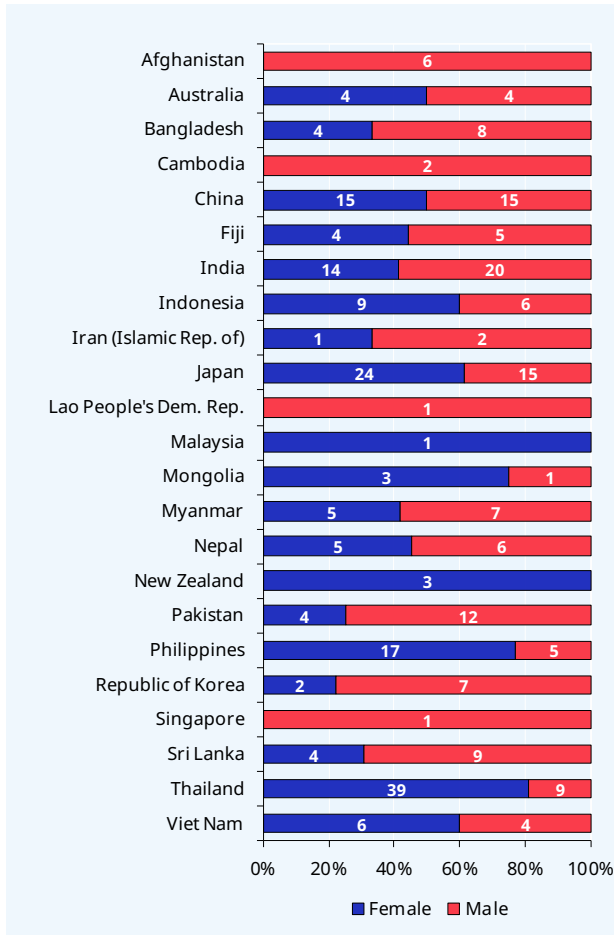


(b) Development Cooperation staff

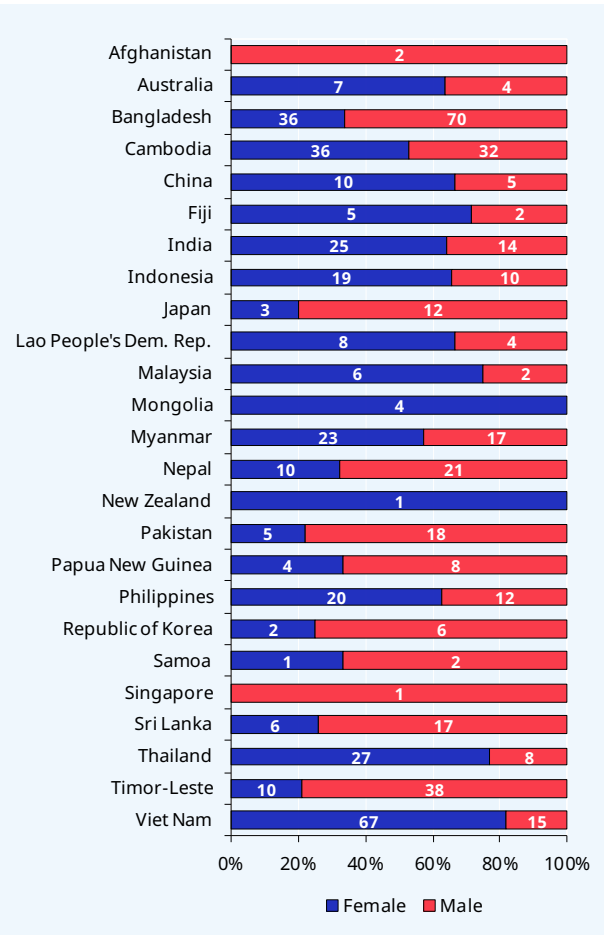


► Figure 8. Asia and the Pacific

(a) Regular staff

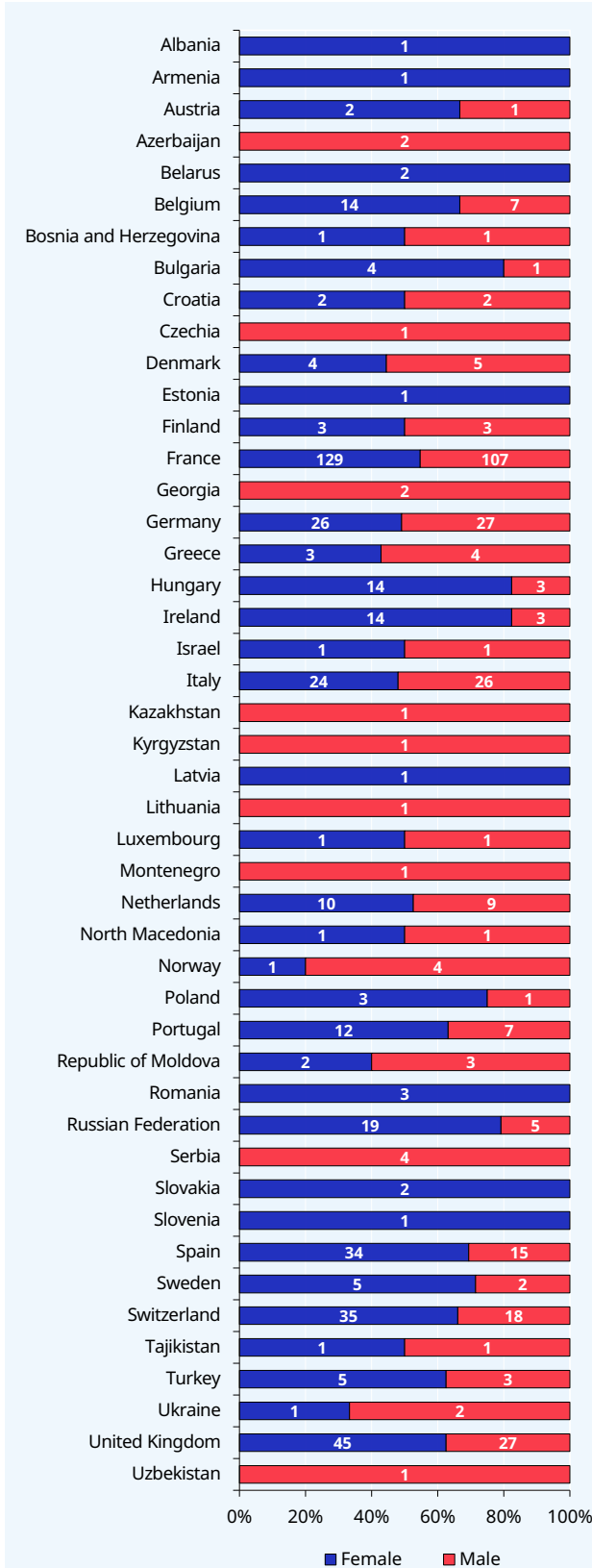


(b) Development Cooperation staff

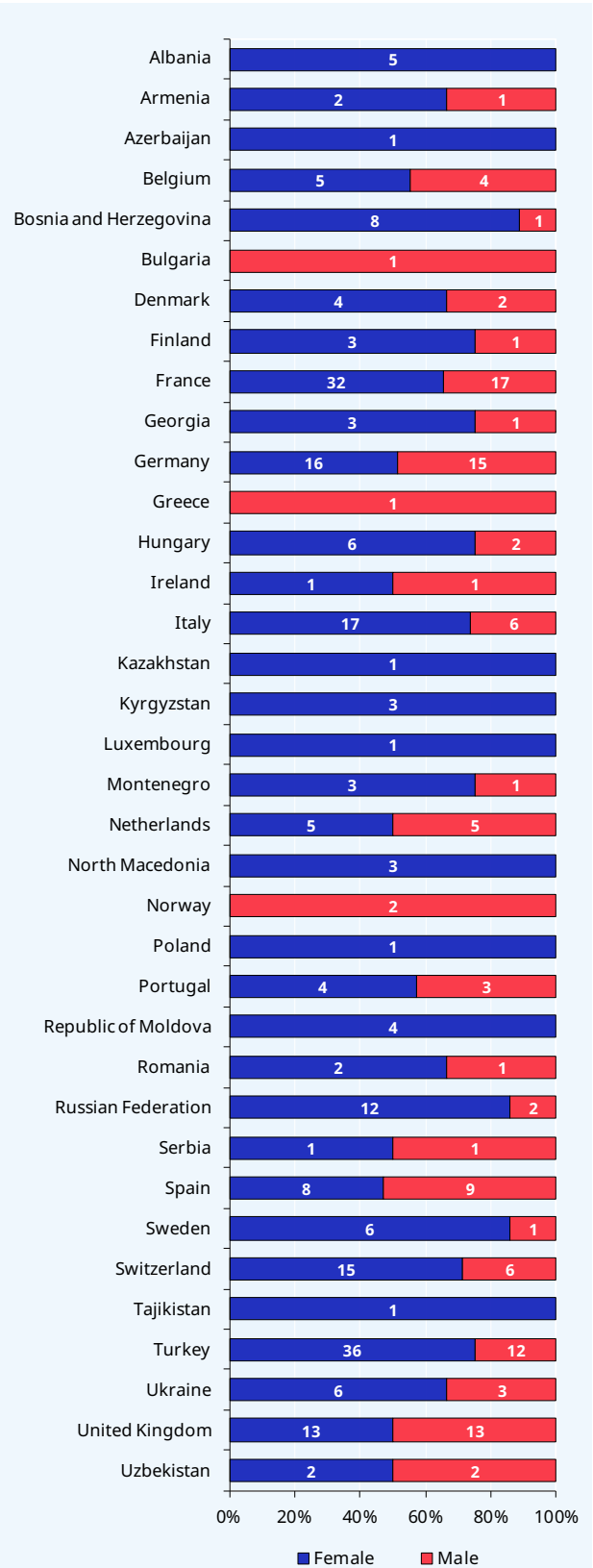


► Figure 9. Europe

(a) Regular staff



(b) Development Cooperation staff



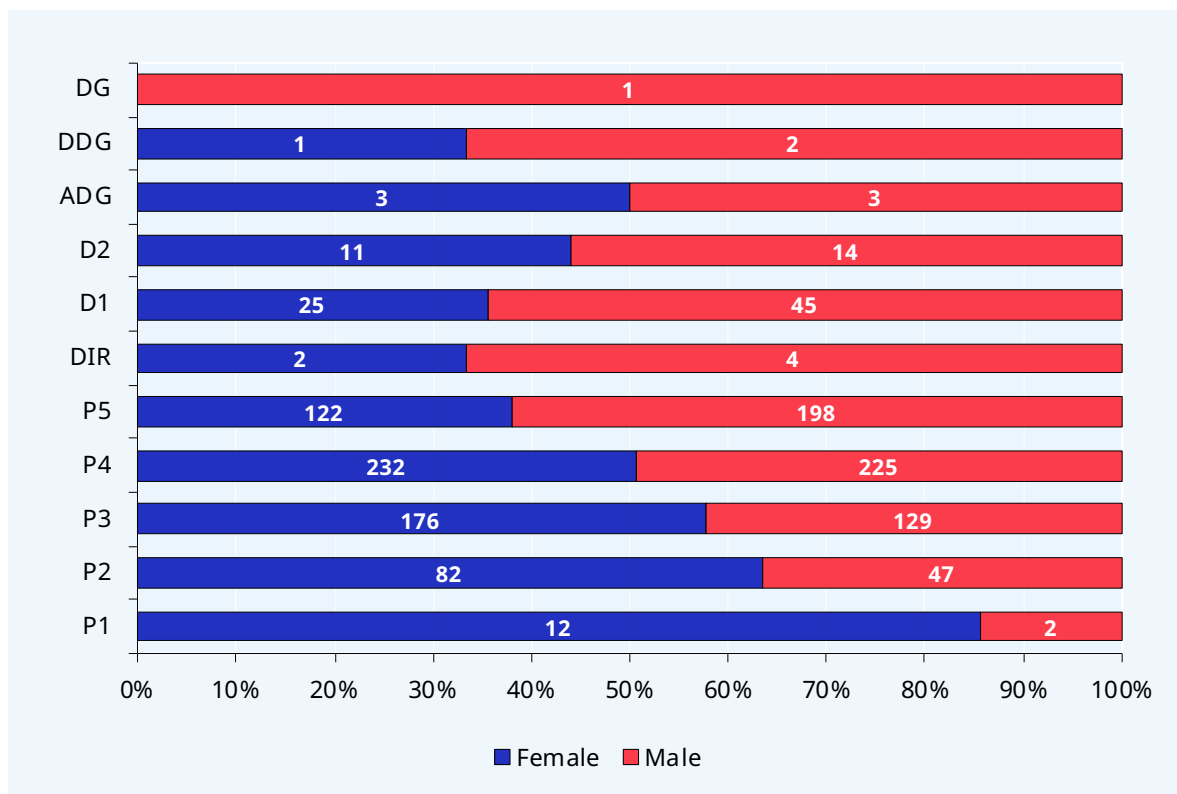
## 4.2. Gender distribution by category, age, grade and type of contract (regular staff)

► Table 13

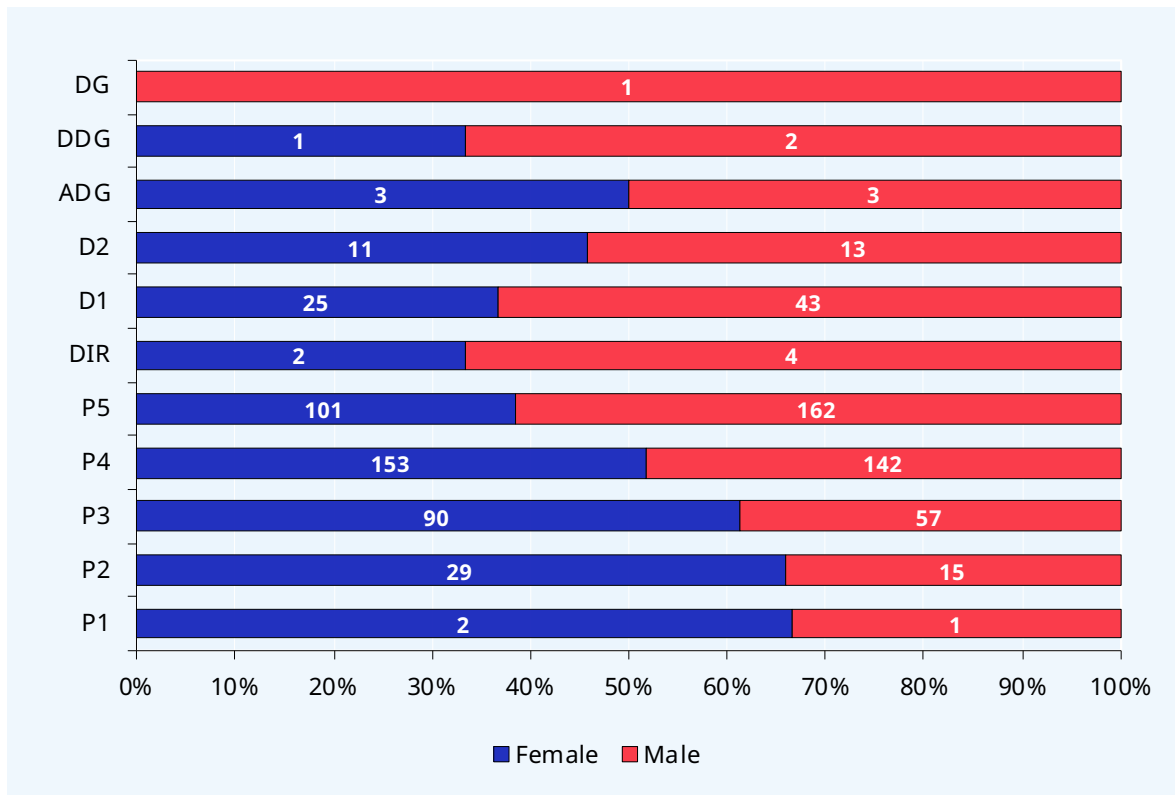
Grade		35 and under		36-45		46-55		Over 55		Total
		F	M	F	M	F	M	F	M	
<b>P total</b>		<b>37</b>	<b>15</b>	<b>108</b>	<b>85</b>	<b>173</b>	<b>177</b>	<b>99</b>	<b>166</b>	<b>860</b>
DG	FT								1	1
DDG	FT					1			2	3
ADG	FT					1	1	2	2	6
D2	FT					1	2	4	3	10
	WLT						3	6	5	14
D1	FT					6	10	5	10	31
	WLT					6	6	8	17	37
DIR	FT				1	1	2	1	1	6
P5	FT			4	9	18	28	13	28	100
	WLT			1	4	32	38	33	55	163
P4	FT	5	1	45	31	43	36	7	26	194
	WLT			10	8	34	27	9	13	101
P3	FT	13	9	30	20	18	10	4		104
	WLT			8	3	11	12	6	3	43
P2	FT	17	4	10	8	1				40
	WLT				1		2	1		4
P1	FT	2	1							3
<b>NO total</b>		<b>4</b>	<b>1</b>	<b>12</b>	<b>16</b>	<b>31</b>	<b>27</b>	<b>25</b>	<b>18</b>	<b>134</b>
CORR	FT				3	2	3	2	2	12
NOC	WLT						1	4		5
NOB	FT	2		6	2	6	10	1		27
	WLT			2	1	9	8	11	8	39
NOA	FT	2	1	3	8	8	5	1		28
	WLT			1	2	6		6	8	23
<b>GS and related total</b>		<b>20</b>	<b>16</b>	<b>106</b>	<b>51</b>	<b>192</b>	<b>98</b>	<b>130</b>	<b>74</b>	<b>687</b>
G7	WLT		1	6	3	32	8	34	13	97
G6	FT	3	2	12	8	5	1	3		34
	WLT	4		20	14	68	25	45	12	188
G5	FT	9	7	8	2	11	3	4	1	45
	WLT		2	40	7	58	20	31	7	165
G4	FT	2		5	2	6	2	1	1	19
	WLT			12	2	10	15	11	14	64

Grade		35 and under		36-45		46-55		Over 55		Total
		F	M	F	M	F	M	F	M	
G3	FT	1	1	2	2		3	1	1	11
	WLT	1	2	1	5	1	10		16	36
G2	FT		1		2		3			6
	WLT				4	1	8		9	22
<b>Grand total</b>		<b>61</b>	<b>32</b>	<b>226</b>	<b>152</b>	<b>396</b>	<b>302</b>	<b>254</b>	<b>258</b>	<b>1 681</b>

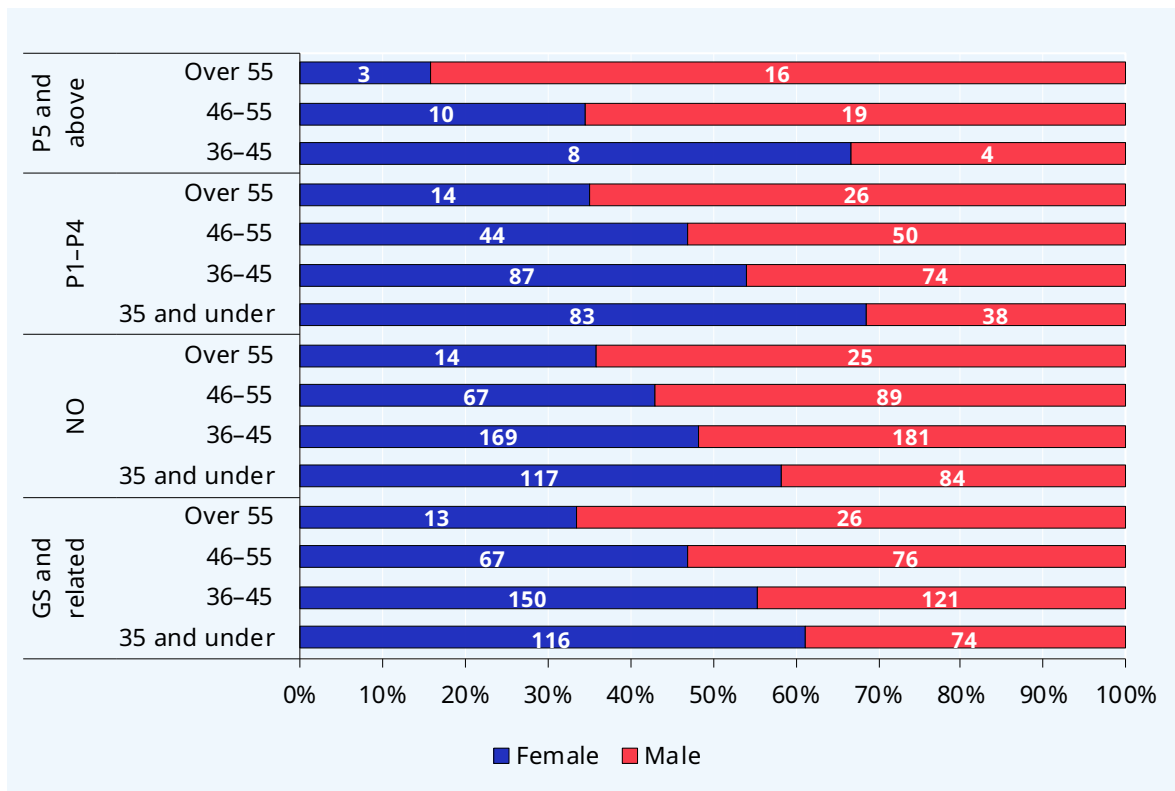
► Figure 10. Gender distribution of Professional category and above (all staff)



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



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

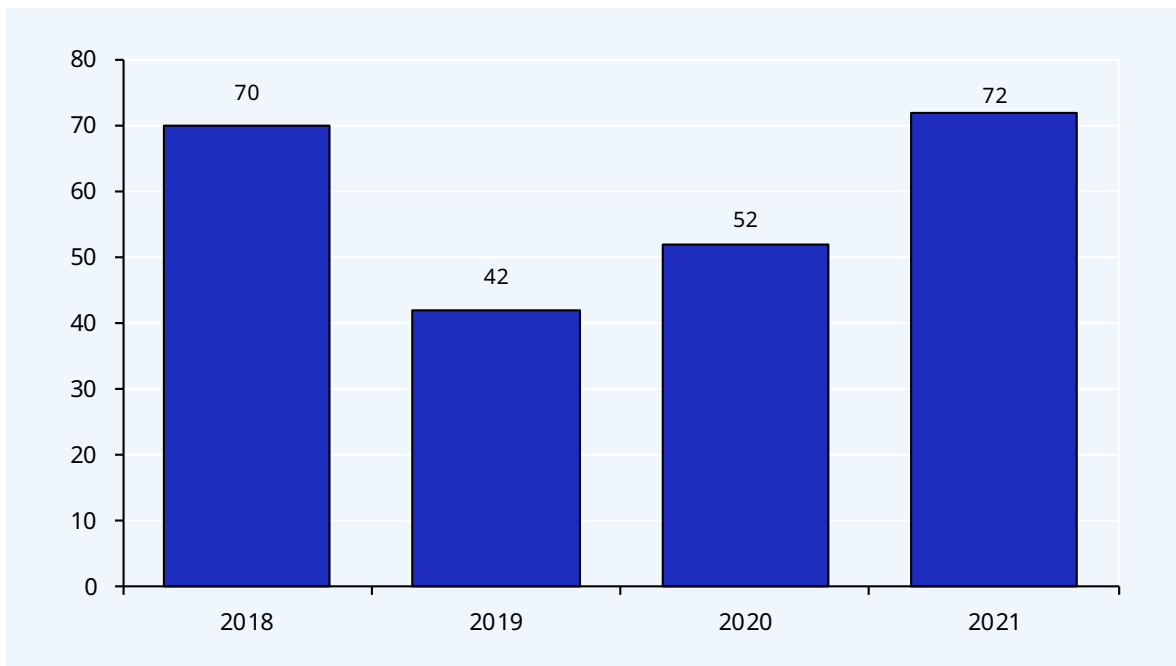


## ► 5. Recruitment and staff mobility

17. Efforts are ongoing to further improve the recruitment and selection for all categories of staff and progress continues to be made in strengthening workforce planning to leverage the benefits of functional and geographical mobility. The Office has invested significantly in strengthening its outreach efforts to attract qualified candidates, taking into account the need to ensure gender parity, geographical diversity and experience relevant to the tripartite constituents.

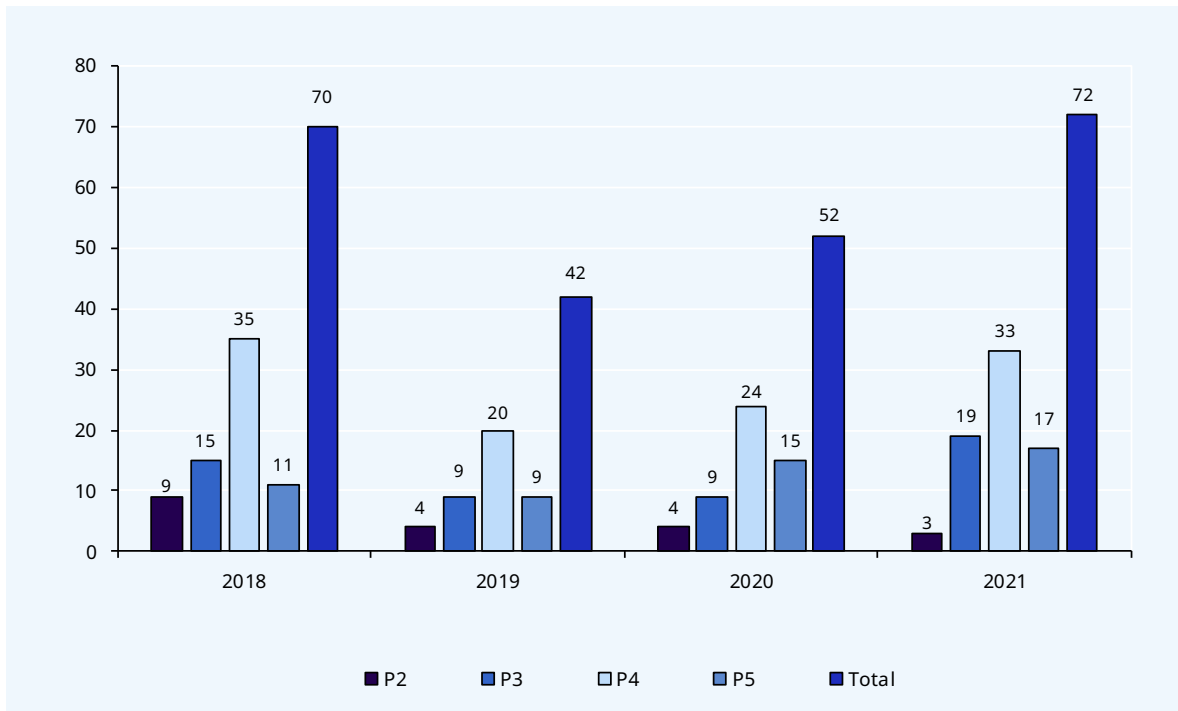
### 5.1. Vacancy notices 2018–21 in the Professional category (regular staff)

► **Figure 13. Number of competitions opened in the Recruitment, Assignment and Placement System (RAPS), 2018–21**

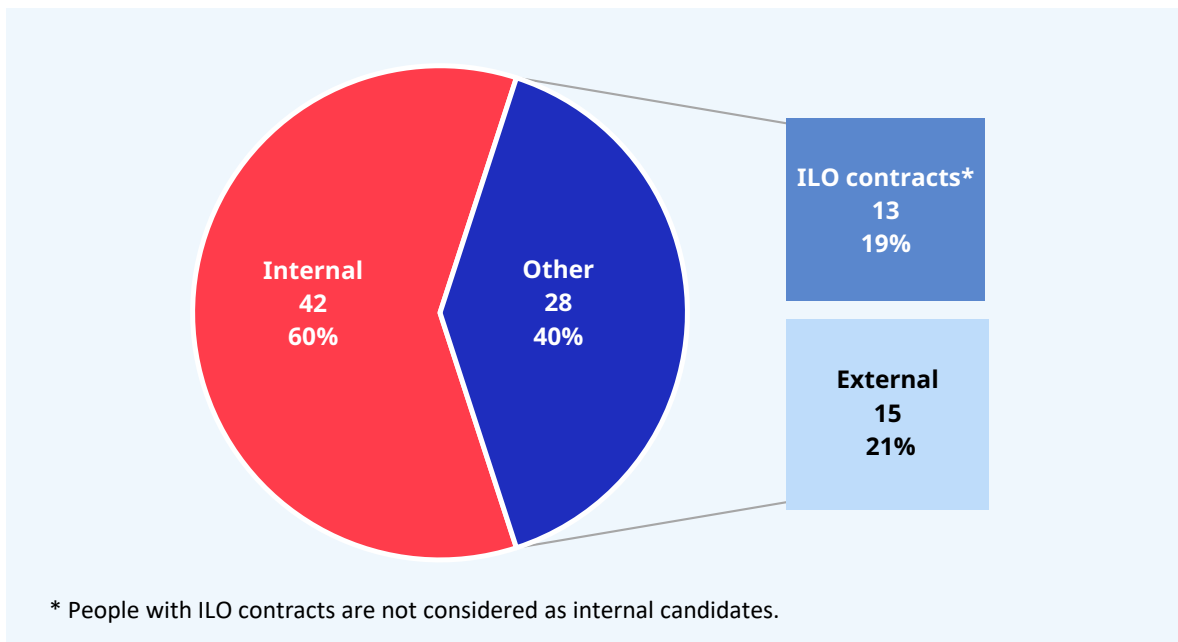




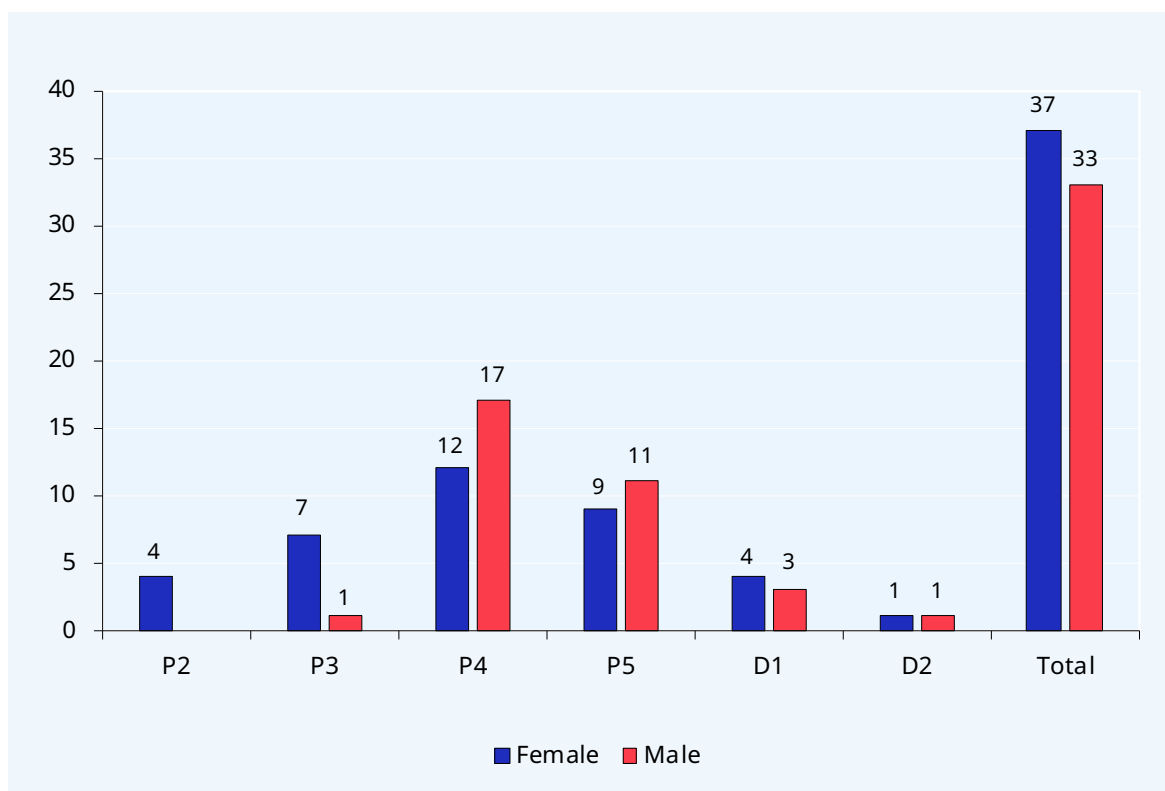
► Figure 14. Number of vacancies by grade, 2018-21



► Figure 15. Distribution of vacant positions filled internally and externally, 2021



► **Figure 16. Distribution of vacant positions filled by grade and gender, 2021**



18. With respect to gender parity in senior positions, that is P5 and D (RAPS and Calls for expression of interest (CALLS)), it is worth noting that over the last four years (2018–21), women represented 32 per cent of applicants. Efforts continue to be made to increase the number of women applicants through the implementation of outreach strategies targeting women. Women represent now 55 per cent of those hired for P5 and D CALLS and there is an upward trend of women hired since 2018.

## 5.2. Composition of staff newly appointed between 1 January 2021 and 31 December 2021 in the Professional category and above (regular staff)

19. Twenty-nine new non-linguistic staff subject to geographical distribution have been appointed in 2021, of whom three were from less than adequately represented countries, and two from unrepresented countries (Angola and Nepal).

► **Table 14**

Less than adequate <sup>(1)</sup>		Adequate <sup>(2)</sup>		More than adequate <sup>(3)</sup>	
Country	Total	Country	Total	Country	Total
Russian Federation	1	Angola	1	Argentina	1
United States	1	Brazil	2	Bulgaria	1
		United Kingdom	1	Cameroon	1
		Germany	1	Canada	3
		Nepal	1	Colombia	1
		Poland*	1	France	4

Less than adequate <sup>(1)</sup>		Adequate <sup>(2)</sup>		More than adequate <sup>(3)</sup>	
Country	Total	Country	Total	Country	Total
		Sierra Leone	1	Greece	1
		Sweden	2	Netherlands	1
				Spain	1
				Switzerland	1
				Syrian Arab Republic	1
				Tunisia	1
<b>Total</b>	<b>2</b>	<b>Total</b>	<b>10</b>	<b>Total</b>	<b>17</b>

<sup>(1)</sup> Number of officials recruited from Member States with less than the adequate number of nationals on the staff at the end of 2021.

<sup>(2)</sup> Number of officials recruited from Member States with an adequate number of nationals on the staff at the end of 2021.

<sup>(3)</sup> Number of officials recruited from Member States with more than an adequate number of nationals on the staff at the end of 2021.

\* Country under-represented in 2020.

### 5.3. Recruitment of staff with experience relevant to the tripartite constituents

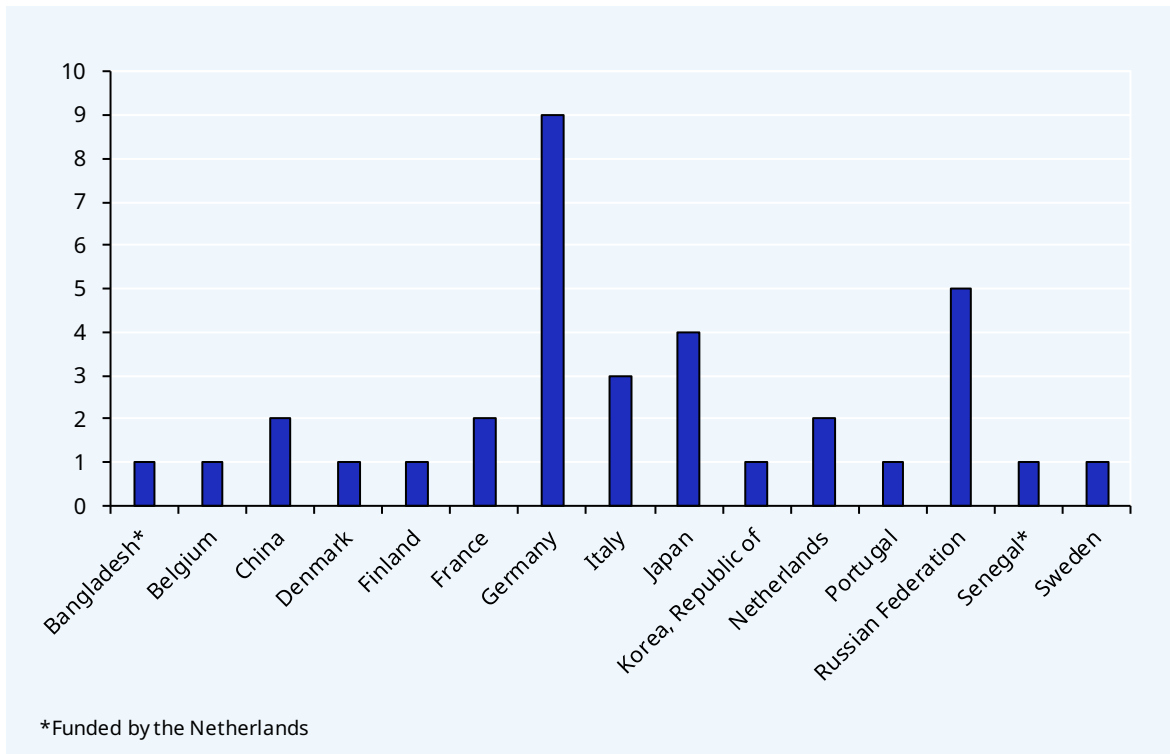
20. Discussions in the Governing Body have emphasized the importance of encouraging applications from potential candidates with experience relevant to the three constituent groups and since April 2019 it has been required that applicants specify the nature of their employer's business, with options including employers' organizations, workers' organizations and government/public sector/public institutions. An analysis shows that less than 5 per cent of applicants indicated that they have worked in employers' or in workers' organizations as compared to 46 per cent who have indicated that they have worked in government or public service. In line with the Diversity Action Plan, starting in 2020, the Office has been proactively promoting the upcoming regular budget vacancies to the three constituent groups, reaching out to the various missions and through ACTRAV and ACT/EMP to workers' and employers' organizations. However, looking at the trend over recent years, it appears that more work needs to be done to increase the number of applications.

### 5.4. Addressing the rejuvenation of the ILO workforce

21. The average age for the new intake of professionals on regular budget positions in 2021 was 44.3 years, which is 3.2 years younger than the average age of professionals on regular budget positions on board in 2021. This points to the efforts made to attract young people as part of the ILO workforce. The large donor base for the junior professional officers (totalling 13 countries for junior professional officers of 15 different nationalities – see 5.5 below) – with contacts established with several other potential sponsoring countries – also contribute to allowing young talent to gain experience and place them in a better position when recruitment opportunities arise. The internship programme, another key tool for the Office to create a talent pipeline and rejuvenate its workforce in the long-term, was put on hold given the COVID-19 situation but is expected to resume during the course of 2022.

## 5.5. Distribution of junior professional officers by country and region of origin

► Figure 17. Distribution of junior professional officers by country of nationality



## 5.6. Staff mobility (regular staff)

► Table 15

Movement type	2020				2021				Total
	P		GS		P		GS		
	F	M	F	M	F	M	F	M	
<b>Geographical mobility</b>	<b>18</b>	<b>16</b>	<b>1</b>	<b>0</b>	<b>16</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>71</b>
Field to headquarters	4	5			2	6			17
Headquarters to field	4	2			1	3			10
Field to field	10	9	1*		13	11			44
<b>Transfers within grade</b>	<b>25</b>	<b>16</b>	<b>14</b>	<b>2</b>	<b>30</b>	<b>30</b>	<b>19</b>	<b>4</b>	<b>140</b>
Within regular budget	19	14	10		17	17	10	2	89
From development cooperation	2	1	3	2	8	8	7	2	33
To development cooperation	4	1	1		5	5	2		18
<b>Inter-agency mobility</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>19</b>
From United Nations agencies	2				6	2			10
To United Nations agencies	2	2			3	2			9
<b>Promotion</b>	<b>22</b>	<b>17</b>	<b>13</b>	<b>9</b>	<b>44</b>	<b>27</b>	<b>14</b>	<b>5</b>	<b>151</b>
Within same unit	13	8	10	6	24	14	12	5	92
Upon transfer	9	9	3	3	20	13	2		59
<b>Cessation of service</b>	<b>24</b>	<b>15</b>	<b>16</b>	<b>2</b>	<b>17</b>	<b>26</b>	<b>15</b>	<b>11</b>	<b>126</b>
Retirements	6	2	2		4	9	6	3	32
Other	18	13	14	2	13	17	9	8	94

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

GS: General Service category.

\* Change of duty station within the same country.

## ► 6. Lessons learnt for the implementation of the HR Strategy 2022-25

22. The information provided in this report outlines the specific results achieved by the Office through the implementation of the HR Strategy 2018-21, in addition to the information provided in the Programme Implementation Report 2020-21. In reviewing these results, the Office has considered the following key lessons learnt from the implementation of the past HR Strategy, in order to seek further improvement in the diversity of the ILO workforce.

- 23.** Workforce planning – The low turnover in the ILO regular workforce in 2018–21 limited the scope for substantial changes to be made in the short term. There were, for example, only 77 retirements in the 2018–21 period, which limited the range of actions that could be taken to address geographical representation and gender balance. The Office is reinforcing its initiatives to improve workforce planning. This requires monitoring and evaluation over a longer time frame.
- 24.** Gender parity in senior positions – The upward trend of women hired through P5 and D CALLS since 2018 indicates that the Office should continue to take advantage of the discretionary power of the Director-General to fill senior vacant positions that are not subject to the RAPS process.
- 25.** Young talent – The overall rejuvenation of the workforce is an essential component for the success of any future HR strategy. Enhanced efforts to provide recruitment and career opportunities for younger officials will create a multigenerational workforce with a more diverse set of experience, values and perspectives.
- 26.** Nurturing the potential of Development Cooperation staff – Strategic HR management calls for a more inclusive and integrated approach that recognizes and builds on the expertise and potential of all staff. Colleagues working in development cooperation projects now account for more than 50 per cent of the total ILO workforce, and more must be done to ensure that their employee value proposition is aligned as closely as possible with that of the regular staff of the Office, including their conditions of employment.
- 27.** Employee experience – The ILO employee experience is one of the most important factors driving organizational performance and employee engagement, as well as functional and geographical mobility. The Office should continue to make the necessary investments to support effective HR management services and operations throughout the ILO employee life cycle, leveraging the potential of IT and further developing HR digital skills.