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Advancement of women: implementation of the outcome of the Fourth World Conference on Women and of the twenty-third special session of the General Assembly

Improvement in the status of women in the United Nations system

Report of the Secretary-General

Summary

Pursuant to General Assembly resolution 68/140, the present report provides information on the status of women in the United Nations system during the reporting period from 31 December 2011 to 31 December 2013, including on progress made and obstacles encountered in achieving gender balance and up-to-date statistics and recommendations for accelerating progress. The representation of women in the Professional and higher categories in the United Nations system increased marginally during the reporting period from 40.9 to 41.8 per cent. The inverse relationship between the level and the representation of women continued: P-2 (57.9 per cent), P-1 (54.3 per cent), P-3 (45.3 per cent), P-4 (40.5 per cent), P-5 (34.2 per cent), D-1 (32.4 per cent), D-2 (30.1 per cent) and ungraded (26.7 per cent). Nonetheless, the P-4 to D-2 levels reached historic highs in their representation of women in 2013. Most notable in the reporting period were the significant increases in the representation of women at the D-1 and D-2 levels, at 2 and 3.2 percentage points, respectively. The P-3 level registered a negligible decrease and the two lowest Professional levels, P-1 and P-2, maintained parity. Regarding new appointments, a lower proportion of women were appointed at the P-1 to P-3 levels and a higher proportion at the P-4 to D-2 levels than in the previous reporting period. The D-1 level witnessed an unprecedented increase of 6.8 percentage points in the appointments of women. With respect to promotions, much progress is still needed at the senior levels (P-5 to D-2), where the proportion of women promoted remained nearly 15 percentage points away from achieving parity in promotions, despite gains. With regard to separations, the most significant

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gender disparity was in the higher separation of women in non-headquarters locations compared with headquarters. The Secretariat, the largest entity of the United Nations system, distinguished itself during the current reporting period by attaining its highest representation of women to date at the P-2 to D-1 levels: P-2 (55.8 per cent), P-3 (43.4 per cent), P-4 (39.2 per cent), P-5 (31.7 per cent) and D-1 (30.2 per cent). However, the most senior levels continued to register the lowest representation of women: D-2 (26.9 per cent) and ungraded (24.6 per cent). Notably, the representation of women in 2013 at the D-2 level approximates to that of a decade ago (26.8 per cent). The continuing challenge for the United Nations system, including the Secretariat, is to reverse the inverse relationship between seniority and the representation of women, which points to the need to target each level. In that respect, 50 per cent of the entities surveyed by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on impediments to achieving gender balance cited a "lack of special measures for appointments and promotions" among their top three choices. Recommendations to address those challenges include: the need for more intensive sponsorship by senior leaders; more rigorous promulgation and implementation of existing policies, including special measures for women and flexible working arrangements; enhanced monitoring and accountability; career development for female staff members, accompanied by targeted outreach; and harmonization and unification of gender-related policies, as part of the development and implementation of the United Nations System-wide Action Plan for Gender Equality and the Empowerment of Women, led by UN-Women. Approved by the United Nations Chief Executives Board in 2012, it is the first unified gender accountability framework of the United Nations system and establishes 15 standards, 3 of which pertain to the status of women and their equal representation in the United Nations system, to be achieved by 2017.

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Abbreviations and acronyms

CEB	United Nations System Chief Executives Board for Coordination
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
ITC	International Trade Centre
ITC-ILO	International Training Centre of the International Labour Organization
ITU	International Telecommunication Union
PAHO	Pan American Health Organization
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	Secretariat of the United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSSC	United Nations System Staff College
UNU	United Nations University
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women

UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

I. Introduction

1. Pursuant to General Assembly resolution 68/140 of 18 December 2013, the present report provides information on the status of women in the 35 funds, programmes and specialized agencies of the United Nations, including the United Nations Secretariat, for the period from 1 January 2012 to 31 December 2013.[1]

2. The General Assembly has continued to express serious concern that the urgent goal of 50/50 gender balance in the United Nations system, especially at senior and policymaking levels, remains unmet and that the representation of women in the United Nations system has remained almost static, with negligible improvement in some parts of the system (see resolution 68/140). In that respect, the Assembly called upon the United Nations system to continue its efforts towards the goal of gender balance, with the active support of gender focal points.

3. In resolution 68/140, the General Assembly requested the Secretary-General to review and redouble his efforts to reach the goal of 50/50 gender balance at all levels throughout the United Nations system, ensure managerial and departmental accountability with respect to gender balance targets, and strongly encourage Member States to identify and regularly submit more women candidates for appointment to positions in the United Nations system, especially at more senior and policymaking levels, including peacekeeping operations.

4. In compliance with the request of the General Assembly in paragraph 24 of resolution 68/140, the present report provides up-to-date statistics on the representation of women in the United Nations system, information on progress made and obstacles encountered in improving the status of women, and recommendations to accelerate progress. To comply with limitations on the length of reports, web annexes supplement the present text and are available from http://www.unwomen.org/en/how-we-work/un-system-coordination/women-in-the-united-nations/reports-and-monitoring#sgreport.

II. Status of women in the United Nations system

5. Since its establishment on 1 January 2011, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) has drawn on its system-wide and inter-agency role to leverage efforts towards the equal representation of women, including through the United Nations System-wide Action Plan for Gender Equality and the Empowerment of Women. Two decades after the Fourth World Conference on Women, held in Beijing in 1995, and one year before the review of the Beijing Platform for Action on its twentieth anniversary, the United Nations continues to face challenges in achieving the goal of gender parity set at that historic conference (web annex XII).

[1] The previous report of the Secretary-General (A/67/347) covered a total of 32 entities. The current report covers 3 additional entities: UNICC, UNFCCC and UNSSC. However, for the quantitative section (section II) data was available for only 34 entities and for the qualitative section (section III) for only 30 entities.

A. Overall representation of women in the United Nations system

6. The present report contains data disaggregated by sex for the period from 1 January 2012 to 31 December 2013 from 34 entities of the United Nations system. For purposes of trend analysis, entities also provided historical data from 2003 to 2011. Where they did not, the data were supplemented using published data from the United Nations Chief Executives Board for Coordination (CEB) (see CEB/2004/HLCM/27 and CEB/2012/HLCM/16). The following sections analyse the representation of women by level from P-1 to ungraded,[2] with respect to contract type (continuing/fixed-term and temporary) and location (headquarters and non-headquarters) in the United Nations system.[3] In addition to the Professional levels and higher, the report includes an analysis of a number of staff categories: resident coordinators, General Service, Field Service and peacekeeping staff and, for the first time, National Professional Officers.

1. Representation of women in the Professional and higher categories by level

7. On 31 December 2013, women constituted 41.8 per cent of Professional staff on contracts of one year or more. That represents a 0.9 percentage point increase since the previous two-year reporting period, ending in 2011, at less than 10 per cent away from parity (see table 1).[4] Aggregated, the representation of women at the P-1 to P-5 levels stood at 42.7 per cent, a 0.7 percentage point increase since the previous reporting period. That falls just below the 0.8 percentage point increase documented from 31 December 2009 to 31 December 2011. In contrast, the higher levels (D-1 to ungraded) registered an improvement in representation relative both to the higher levels in the previous reporting period and to the lower levels (P-1 to P-5) in the current reporting period. As at 31 December 2013, women represented 31.4 per cent of staff at the D-1 level and above, an increase of 1.8 percentage points since the previous reporting period and a slight improvement compared with the 1.4 percentage point increase between 31 December 2009 and 31 December 2011. Furthermore, the aggregated D-1 to ungraded levels combined registered more than double the rate of progress than the aggregated P-1 to P-5 levels combined (0.7 versus 1.8 percentage points) for the current reporting period.

8. Notwithstanding the gains mentioned above, an analysis of the average annual increase in the representation of women in the Professional and higher categories across levels reveals a slight deceleration of growth since the previous reporting period, from an overall 1 percentage point increase between 2009 and 2011 to a 0.9 percentage point increase between 2011 and 2013.[5] The slight drop of 0.05 in the average annual increase delays the achievement of parity by an estimated three years to 2031.

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[2] Ungraded includes Under-Secretary-General, Assistant Secretary-General, Director-General, Deputy Director-General and Assistant Director-General.

[3] In order to streamline the data collection process, for the first time entities were asked to send UN-Women their validated CEB data. In addition, UN-Women commissioned the creation of a data programme to generate the tables and graphs for the present report.

[4] For consistency the present report uses CEB published data for 2003 to 2011. In the previous report (A/67/347), Pentaho data was used for 2010 and 2011.

[5] Average annual percentage point changes are based upon a 10-year trend analysis for the period from 2003 to 2013.

Table 1

Gender distribution of staff in the Professional and higher categories, on contracts of one year or more, at all locations in the United Nations system, as at 31 December 2003, 2011, 2012 and 2013[a]

	2003			*2011*			*2012*			*2013*						
Level	*Men*	*Women*	*Percentage Women*	*Men*	*Women*	*Percentage Women*	*Men*	*Women*	*Percentage Women*	*Men*	*Women*	*Percentage Women*	*Change in percentage points, 2012-2013*	*Change in percentage points, 2011-2013*	*Change in percentage points, 2003-2013*	*Average annual change in percentage points, 2003-2013*
Ungraded	175	42	19.4	182	78	30.0	184	76	29.2	195	71	26.7	(2.5)	(3.3)	7.3	0.7
D-2	399	117	22.7	430	158	26.9	424	167	28.3	406	175	30.1	1.9	3.2	7.4	0.7
D-1	1 233	341	21.7	1 295	565	30.4	1 301	593	31.3	1 265	607	32.4	1.1	2.0	10.8	1.1
Subtotal	**1 807**	**500**	**21.7**	**1 907**	**801**	**29.6**	**1 909**	**836**	**30.5**	**1 866**	**853**	**31.4**	**0.9**	**1.8**	**9.7**	**1.0**
P-5	3 596	1 339	27.1	4 125	2 004	32.7	4 076	2 093	33.9	4 078	2 115	34.2	0.2	1.5	7.0	0.7
P-4	4 283	2 081	32.7	5 947	3 805	39.0	5 989	3 973	39.9	5 998	4 075	40.5	0.6	1.4	7.8	0.8
P-3	3 027	2 310	43.3	4 816	4 027	45.5	4 943	4 170	45.8	5 110	4 231	45.3	(0.5)	(0.2)	2.0	0.2
P-2	1 245	1 607	56.3	1 477	1 965	57.1	1 408	1 900	57.4	1 393	1 919	57.9	0.5	0.9	1.6	0.2
P-1	114	179	61.1	48	75	61.0	43	73	62.9	58	69	54.3	(8.6)	(6.6)	(6.8)	(0.7)
Subtotal	**12 265**	**7 516**	**38.0**	**16 413**	**11 876**	**42.0**	**16 459**	**12 209**	**42.6**	**16 637**	**12 409**	**42.7**	**0.1**	**0.7**	**4.7**	**0.5**
Total	**14 072**	**8 016**	**36.3**	**18 320**	**12 677**	**40.9**	**18 368**	**13 045**	**41.5**	**18 503**	**13 262**	**41.8**	**0.2**	**0.9**	**5.5**	**0.5**

Source: United Nations entities and CEB data (see CEB/2004/HLCM/27 and CEB/2012/HLCM/16).

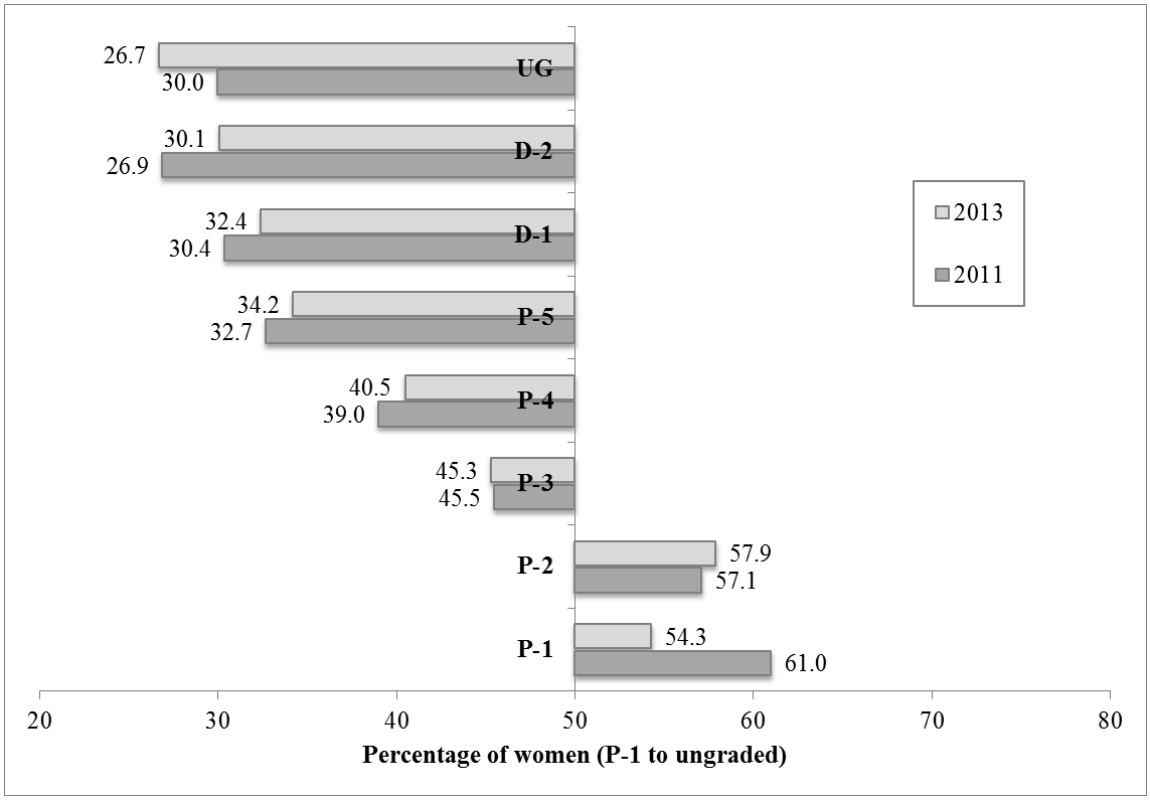
[a] Data for 2012 and 2013 are based on submissions from 34 entities (UNICC data were not available). CEB data for 2011 were submitted by 35 entities. CEB data for 2003 were submitted by 31 entities: UNFCCC, UNICC and UNSSC data were not available and UN-Women did not exist at the time.

9. Although the P-1 and P-2 levels exceeded the goal of equal representation, the representation of women continued to correlate negatively with increases in seniority: with every increase in grade, the representation of women decreased (see figure I). Since 2011, the highest decision-making level, ungraded, has registered a significant decline of 3.3 percentage points, ending the current reporting period with 26.7 per cent representation of women.

10. Despite declines in this and the previous reporting periods, the P-4 to D-2 levels registered a noticeable gain in the reporting period. The representation of women at those levels reached historical highs in 2013: P-4 (40.5 per cent), P-5 (34.2 per cent), D-1 (32.4 per cent) and D-2 (30.1 per cent). As table 1 shows, since 1 January 2012 the representation of women in the United Nations system has registered the largest increases at the D-2, D-1 and P-5 levels, of 3.2, 2 and 1.5 percentage points, respectively.

Figure I

Representation of women in the Professional and higher categories, on contracts of one year or more, at all locations in the United Nations system, as at 31 December 2011 and 31 December 2013



Source: United Nations entities.

2. Representation of women in the Professional and higher categories by location (headquarters and non-headquarters) and contract type

Contracts of one year or more

11. Consistent with previous reports, analysis of data for staff on contracts of one year or more at headquarters and non-headquarters locations confirmed yet again that for all entities with headquarters and non-headquarters offices, with the exception of UN-Women, where the representation of women exceeded 50 per cent in both locations, the representation of women remained higher at headquarters than at non-headquarters locations for all levels from P-1 to ungraded.

12. In the reporting period, as in the previous one, 9 out of 32 entities reached 50 per cent or higher representation of women in overall terms at headquarters locations.[6] Of the nine entities that did so in the previous reporting period, eight maintained at least 50 per cent representation at headquarters locations in the current reporting period. For the one entity that did not, the World Meteorological Organization (WMO), representation declined from 67.4 per cent as at 31 December 2011 to 38.4 per cent as at 31 December 2013, almost completely reversing the positive gains made in the prior reporting period (2009 to 2011).[7] Meanwhile, the representation of women at the headquarters of the Office of the United Nations High Commissioner for Refugees (UNHCR) rose from 45.8 per cent in the prior reporting period to 51 per cent in the current period.

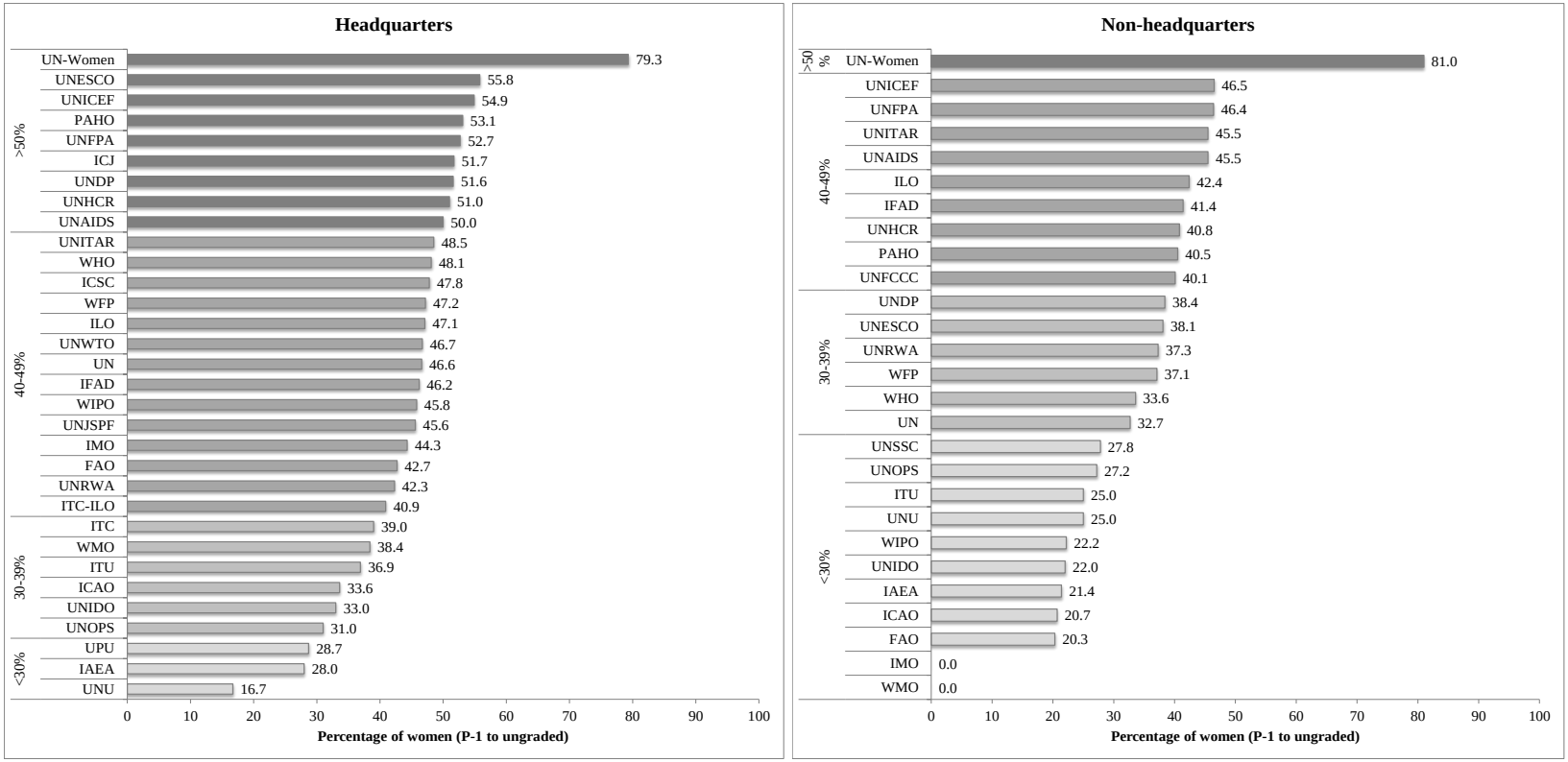
13. Non-headquarters locations reflected uneven progress in the representation of women in the Professional and higher categories on contracts of one year or more. During the reporting period, 11 entities reported decreases and 11 reported increases in the representation of women at non-headquarters locations in the United Nations system. Of those entities that registered increases, four increased their representation of women by 5 percentage points or more: the Joint United Nations Programme on HIV/AIDS (UNAIDS) (5 percentage points), the International Atomic Energy Agency (IAEA) (5.3 percentage points), the United Nations Institute for Training and Research (UNITAR) (8 percentage points) and the United Nations University (UNU) (9.2 percentage points). Four entities registered decreases of 5 percentage points or more: the International Fund for Agricultural Development (IFAD) (6.4 percentage points), UN-Women (8.7 percentage points), the International Telecommunication Union (ITU) (9.4 percentage points) and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) (10.9 percentage points) (see figure II).

[6] UN-Women (79.3 per cent), UNESCO (55.8 per cent), UNICEF (54.9 per cent), PAHO (53.1 per cent), UNFPA (52.7 per cent), the International Court of Justice (51.7 per cent), UNDP (51.6 per cent), UNHCR (51.0 per cent) and UNAIDS (50.0 per cent). In 2012, the same 32 entities were included under headquarters locations. At non-headquarters locations, UNFCCC and UNSSC were included, in addition to the 25 entities covered by the report in 2012.

[7] As at 31 December 2009, representation of women at WMO was 29.4 per cent, which increased to 67.4 per cent as at 31 December 2011.

Figure II

Percentage of women in the Professional and higher categories, on contracts of one year or more, at all locations in the United Nations system, as at 31 December 2013, by entity[a]



Source: United Nations entities.

[a] Thirty-two entities submitted representation data for contracts of one year or more at headquarters locations. Headquarters data were not available for UNFCCC and UNSSC. Twenty-seven entities submitted representation data for contracts of one year or more at non-headquarters locations. Not represented are the International Court of Justice, ICSC, ITC-ILO, the United Nations Joint Staff Pension Fund, UNWTO and UPU.

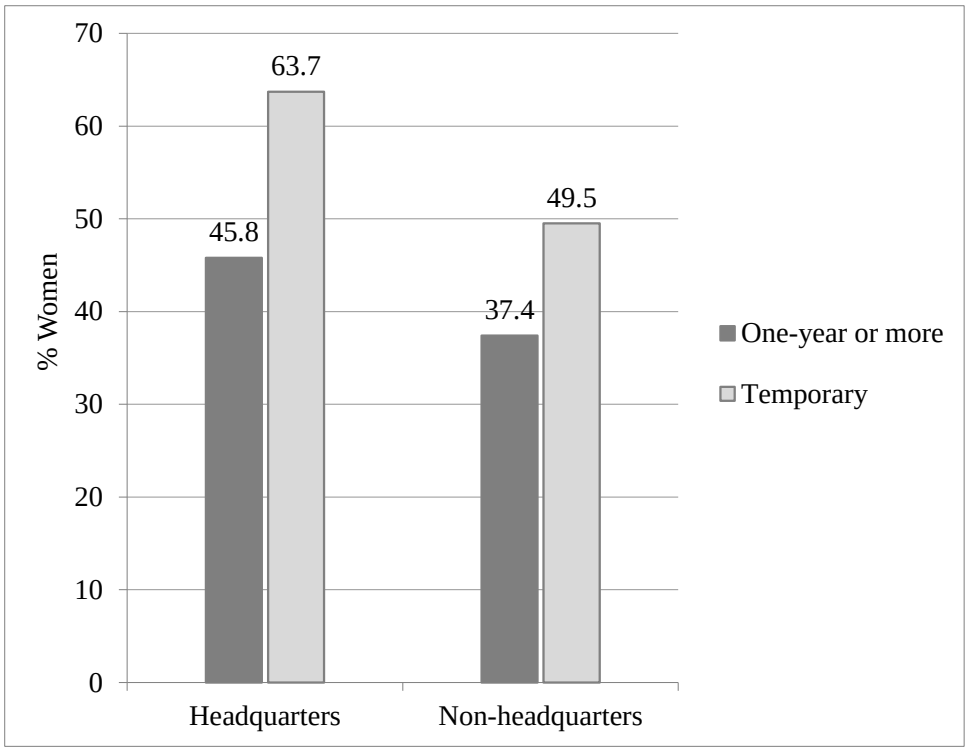
Temporary contracts

14. As noted in previous reporting periods (see A/65/334 and A/67/347), the representation of women on temporary contracts continues to exceed their representation on contracts of one year or more. For the current reporting period, that was found to be the case at both headquarters and non-headquarters locations. The disparity between contract types was greater at headquarters locations, where the proportion of women on temporary contracts exceeded that of women on fixed-term and permanent contracts by 17.9 percentage points, compared with 12.1 percentage points at non-headquarters locations (see figure III).

15. The greater proportion of women on temporary contracts indicates that such contracts, albeit less secure, afford a viable means for women to enter the United Nations workforce and, more important, is evidence of the existence of an experienced pool of female candidates. Conversely, the fact that men account for only 36.3 per cent of temporary contracts at headquarters locations in the United Nations system points to a larger concern: that men seem to have greater access than women to contracts with enhanced employment security (fixed-term and permanent contracts).

16. For all contract types (temporary, fixed-term of one year or more and permanent), the representation of women in the Professional and higher categories at headquarters locations continues to be higher than at non-headquarters locations. Progress at headquarters locations notwithstanding, it is important to note that the only category to have achieved at least 50 per cent representation of women is that of temporary contracts at headquarters locations. The persistent imbalance between headquarters and non-headquarters locations once again highlights the need to address the barriers affecting the recruitment and retention of women at non-headquarters locations, in particular issues related to organizational culture, including work-life balance and facilitative policies.

Figure III
Comparison of the representation of women in the Professional and higher categories, on temporary contracts and contracts of one year or more, at headquarters and non-headquarters locations in the United Nations system, as at 31 December 2013[a]



Source: United Nations entities.

[a] The following 14 entities submitted representation data for temporary contracts at headquarters locations: FAO, IAEA, IFAD, ILO, IMO, ITC-ILO, PAHO, UN-Women, UNDP, UNESCO, UNFPA, UNHCR, UNITAR and WMO. The following 10 entities submitted data for temporary contracts at non-headquarters locations: FAO, ILO, IMO, PAHO, UN-Women, UNDP, UNESCO, UNFPA, UNHCR and UNRWA.

3. Representation of women in the Professional and higher categories in the United Nations system, by entity

17. Compared with the previous reporting period, the representation of women in the Professional and higher categories (P-1 to ungraded) on contracts of one year or more increased in 21[8] out of 32 entities, decreased in 9[9] and was unchanged in 2.[10] However, at the International Court of Justice and UN-Women, where the overall representation of women decreased, representation of women of 50 per cent or higher was nonetheless retained. Five of the nine entities that registered declines did

[8] FAO, IAEA, ICAO, ICSC, IFAD, IMO, ITC, ITU, the United Nations Secretariat, UNAIDS, UNDP, UNIDO, the United Nations Joint Staff Pension Fund, UNWTO, UPU, WFP, WHO, WIPO, WMO, UNU and UNWTO.

[9] International Court of Justice, ITC-ILO, UN-Women, UNESCO, UNFPA, UNICEF, UNITAR, UNOPS and UNRWA.

[10] ILO and UNHCR.

so at all three levels of analysis: the P-1 to P-5 levels, D-1 to ungraded levels and overall (P-1 to ungraded).[11]

18. Representation of women decreased at the aggregated Professional levels (P-1 to P-5) in eight of the nine entities that reported declines in the overall level (P-1 to ungraded).[12] As in the case of the overall analysis, the International Court of Justice and UN-Women had achieved 50 per cent or higher at the P-1 to P-5 levels in 2011 and maintained it in 2013, despite decreases. In contrast, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA) and UNITAR, which had achieved 50 per cent overall representation of women in 2011, fell below parity after decreases of 2.4, 2.5 and 6.7 percentage points, respectively.

19. At the D-1 to ungraded levels, nine entities reported a decline in the representation of women.[13] Of those nine entities, only UN-Women achieved and maintained 50 per cent or higher representation at the D-1 level and above. The International Court of Justice, which had exceeded 50 per cent representation at the P-1 to P-5 levels and overall, reported the largest decline at the D-1 level and above, with representation falling from 33.3 per cent to 0. The most significant gains at the senior levels (D-1 to ungraded) were made by the World Intellectual Property Organization (WIPO), in which representation of women rose from 16.7 to 25.4 per cent.

Table 2

Percentage change in the representation of women in the Professional and higher categories, on contracts of one year or more, at all locations in the United Nations system, by entity, from 31 December 2011 to 31 December 2013[a]

	2011			*2013*			*% change 2011-2013*			
	P-1 to P-5	*D-1 to UG*	*Total*	*P-1 to P-5*	*D-1 to UG*	*Total*	*P-1 to P-5*	*D-1 to UG*	*Total*	*Avg. annual % change*
FAO	36.6	15.7	35.2	37.4	16.3	36.1	0.9	0.6	0.9	0.4
IAEA	24.8	17.0	24.5	28.2	17.6	27.7	3.4	0.6	3.3	1.6
ICAO	28.7	20.0	27.9	31.5	16.0	30.3	2.8	(4.0)	2.4	1.2
International Court of Justice	62.7	33.3	61.1	54.5	0.0	51.7	(8.2)	(33.3)	(9.4)	(4.7)
ICSC	47.1	50.0	47.6	47.4	50.0	47.8	0.3	0.0	0.2	0.1
IFAD	46.6	24.1	44.5	47.3	31.0	45.7	0.6	6.9	1.2	0.6
ILO	45.0	43.1	44.8	45.4	39.6	44.8	0.4	(3.5)	0.0	0.0
IMO	48.1	22.2	43.7	48.4	25.0	44.0	0.3	2.8	0.3	0.1
ITC	35.4	60.0	36.2	38.5	66.7	39.0	3.1	6.7	2.8	1.4
ITC-ILO	43.1	0.0	41.3	43.5	0.0	40.9	0.5	0.0	(0.4)	(0.2)
ITU	36.5	11.5	34.6	37.8	12.0	36.1	1.3	0.5	1.4	0.7
PAHO	48.5	43.1	47.9	48.4	44.4	48.0	(0.1)	1.3	0.1	0.1

[11] International Court of Justice, UN-Women, UNICEF, UNOPS and UNRWA.

[12] International Court of Justice, UNESCO, UN-Women, UNFPA, UNICEF, UNIDO, UNITAR, UNOPS and UNRWA.

[13] ICAO, International Court of Justice, ILO, UN-Women, UNAIDS, UNICEF, UNIDO, UNOPS and UNRWA.

	2011			2013			% change 2011-2013			Avg. annual % change
	P-1 to P-5	D-1 to UG	Total	P-1 to P-5	D-1 to UG	Total	P-1 to P-5	D-1 to UG	Total	
United Nations Secretariat	40.1	27.3	39.2	41.5	28.6	40.5	1.3	1.3	1.3	0.7
UN-Women	85.6	81.8	85.3	80.5	75.9	80.1	(5.1)	(6.0)	(5.2)	(2.6)
UNAIDS	45.6	41.2	45.0	50.3	31.0	47.3	4.7	(10.1)	2.3	1.1
UNDP	43.2	35.2	42.1	43.0	39.4	42.6	(0.2)	4.3	0.4	0.2
UNESCO	54.0	30.4	51.4	50.3	36.3	49.0	(3.7)	5.9	(2.4)	(1.2)
UNFCCC				40.8	25.0	40.1				
UNFPA	52.3	42.9	51.2	48.8	48.1	48.7	(3.5)	5.3	(2.5)	(1.2)
UNHCR	43.0	42.3	42.9	42.8	44.3	42.9	(0.2)	2.0	0.0	(0.0)
UNICEF	50.3	40.2	49.8	49.5	39.7	49.1	(0.8)	(0.5)	(0.8)	(0.4)
UNIDO	30.6	23.8	29.6	32.2	23.7	30.9	1.5	(0.1)	1.3	0.7
UNITAR	53.8	60.0	54.4	46.2	60.0	47.7	(7.7)	0.0	(6.7)	(3.3)
United Nations Joint Staff Pension Fund	41.5	12.5	38.9	48.8	12.5	45.6	7.3	0.0	6.7	3.3
UNOPS	30.0	18.8	28.9	29.4	9.3	27.7	(0.6)	(9.4)	(1.1)	(0.6)
UNRWA	46.6	33.3	45.1	41.8	29.2	40.3	(4.9)	(4.2)	(4.8)	(2.4)
UNSSC				26.7	33.3	27.8				
UNU	20.8	0.0	15.4	29.1	5.9	23.6	8.3	5.9	8.2	4.1
UNWTO	46.3	0.0	42.2	53.8	0.0	46.7	7.5	0.0	4.4	2.2
UPU	26.4	23.1	26.0	28.9	27.3	28.7	2.5	4.2	2.7	1.4
WFP	42.4	26.8	40.9	42.1	31.7	41.1	(0.3)	4.9	0.2	0.1
WHO	41.8	22.8	39.4	43.1	24.3	40.7	1.3	1.6	1.2	0.6
WIPO	48.0	16.7	44.2	48.3	25.4	45.4	0.3	8.7	1.2	0.6
WMO	33.3	28.0	32.4	37.6	30.0	36.6	4.3	2.0	4.2	2.1
Total	**42.0**	**29.6**	**40.9**	**42.7**	**31.4**	**41.8**	**0.7**	**1.8**	**0.9**	**0.4**

Source: United Nations entities and CEB data (see CEB/2012/HLCM/16).
[a] UNFCCC and UNSSC were not covered by CEB in 2011.

4. Resident coordinators

20. Since the previous reporting period, the overall representation of women resident coordinators increased by 2.4 percentage points from 37.1 to 39.5 per cent. The Arab States witnessed the largest increase, becoming the only region to have achieved 50/50 gender balance, and dramatically reversed the decline of 15.3 per cent registered in the prior reporting period. Africa also increased its representation of women resident coordinators, by 8.5 percentage points to 44.2 per cent.

Table 3
Gender distribution of resident coordinators by region as at 31 December 2011, 2012 and 2013

	31 December 2011			*31 December 2012*			*31 December 2013*			*% change of women RCs 2011-2013*
Region	*Women*	*Men*	*% Women*	*Women*	*Men*	*% Women*	*Women*	*Men*	*% Women*	
Africa	15	27	35.7	20	25	44.4	19	24	44.2	8.5
Arab States	6	11	35.3	9	15	37.5	11	11	50.0	14.7
Asia and Pacific	8	14	36.4	4	14	22.2	4	13	23.5	(12.8)
Europe and CIS	7	13	35.0	7	12	36.8	5	13	27.8	(7.2)
Latin America and Caribbean	10	13	43.5	9	13	40.9	10	14	41.7	(1.8)
Total	**46**	**78**	**37.1**	**49**	**79**	**38.3**	**49**	**75**	**39.5**	**2.4**

Source: United Nations Development Group.

21. In contrast, the Asia and Pacific region witnessed a dramatic decline of 12.8 percentage points, with women resident coordinators constituting only 23.5 per cent of resident coordinators in the region (4 out of 17). Notably, however, those findings correspond to significant changes in overall staffing of resident coordinators in the two regions. In the reporting period, the number of resident coordinators in the Asia and Pacific region was reduced by five posts and increased by five in the Arab States.

5. National Professional Officers

22. For the first time, the present report includes analysis of the representation of women among National Professional Officers. Data for the reporting period reveal that all National Professional Officer levels are within 10 percentage points of achieving gender balance. The representation of women increased marginally for the more senior National Professional Officer C and D levels and decreased at the lower National Professional Officer A and B levels during the reporting period, leaving the overall representation of women National Professional Officers unchanged at 44.4 per cent.

Table 4
Gender distribution of National Professional Officers in the United Nations system as at 31 December 2012 and 31 December 2013[a]

	2012			*2013*			
	Men	*Women*	*% Women*	*Men*	*Women*	*% Women*	*% change 2012-2013*
NOA	994	936	48.5	1 038	936	47.4	(1.1)
NOB	2 244	1 708	43.2	2 320	1 749	43.0	(0.2)
NOC	1 499	1 162	43.7	1 530	1 228	44.5	0.9
NOD	211	144	40.6	200	146	42.2	1.6
Total	**4 948**	**3 950**	**44.4**	**5 088**	**4 059**	**44.4**	**(0.0)**

Source: United Nations entities.
[a] Based on data submitted by FAO, IFAD, ILO, IMO, PAHO, the Secretariat of the United Nations, UN-Women, UNAIDS, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNOPS, UNU, WHO and WMO.

6. General Service staff

23. For the first time since 30 June 2008,[14] the representation of women in General Service at headquarters locations declined, albeit marginally, from 64.4 per cent to 64 per cent. In contrast, women remained underrepresented at non-headquarters locations (36.7 per cent) at the General Service levels, where there were double the number of posts but half the proportion of women, registering a slight decrease of 0.2 percentage points since the previous reporting period. The higher representation of women at headquarters locations compared with non-headquarters locations in the General Service category runs parallel to the findings for those locations in the Professional categories.[15]

Table 5
Gender distribution of General Service staff on all contracts, at headquarters and non-headquarters locations in the United Nations system, as at 31 December 2012 and 31 December 2013[a]

2012						*2013*							
Headquarters			*Non-headquarters*			*Headquarters*			*Non-headquarters*			*% change 2012-2013*	
Men	*Women*	*% Women*	*Men*	*Women*	*% Women*	*Men*	*Women*	*% Women*	*Men*	*Women*	*% Women*	*HQ*	*Non-HQ*
5 102	9 223	64.4	22 387	13 097	36.9	5 071	9 034	64.0	22 319	12 921	36.7	(0.4)	(0.2)

Source: United Nations entities.
[a] General Service representation data were submitted by 35 entities.

[14] As at 30 June 2006, the representation of women in the General Service category was 60.6 per cent. As of 30 June 2008 it was 59.5 per cent.
[15] The representation of women at headquarters locations for the Professional levels was 45.8 per cent and 37.4 per cent at non-headquarters locations.

7. Ten-year trends (2003 to 2013) of the representation of women in the Professional and higher categories in the United Nations system

24. Overall, the United Nations system registered marginal growth in the representation of women over the past decade (2003 to 2013), increasing from 36.3 per cent in 2003 to 41.8 per cent in 2013. The 10-year trend analysis reveals average annual growth of 0.5 percentage points in the representation of women, which, if projected, is likely to yield parity in the year 2028 (see web annex II).

25. Disaggregating by level for the same period reveals uneven progress towards parity and, in some cases, regression. Over the 10-year period, the P-1 and P-2 levels maintained 50 per cent or higher representation every year. The P-3 level remained static at 43 per cent between 2003 and 2007 and thereafter increased by only 2.3 percentage points between 2007 and 2013 to reach 45.3 per cent. The P-4 and P-5 levels experienced marginal but steady growth over the 10-year period, with average annual increases of 0.8 and 0.7 percentage points, respectively, standing at 40.5 and 34.2 per cent representation of women in 2013. The D-1 level registered the highest average annual increase, of 1.1 percentage points, thereby becoming the only level at which the representation of women increased, on average, by at least 1 percentage point per year. Notably, the P-4, P-5 and D-1 levels were the only levels not to register regression for any year during the 10-year period. While clear progress was made compared with the past decade at the D-2 level, with an average annual increase of 0.7 percentage points, it remained nearly 20 percentage points away from reaching parity at 30.1 per cent representation of women as at 31 December 2013. Between 31 December 2007 and 31 December 2010, the representation of women at the ungraded level registered an appreciable increase from 25 per cent to 30.9 per cent. However, growth declined steadily every year thereafter, ending up 4.2 percentage points lower at 26.7 per cent in 2013 and reversing the gains of earlier years.

26. In sum, the representation of women continues to correlate negatively with grade level and exhibits uneven growth patterns. Between the P-2 (57.9 per cent) and ungraded (26.7 per cent) levels, the representation of women decreases with each increase in level (see figure I above). Average annual growth for the P-1 to ungraded levels ranges from -0.7 to 1.1 percentage points, revealing disparities across levels and time.

Representation of women by entity (2003 to 2013)

27. A 10-year trend analysis by entity of the representation of women on contracts of one year or more in the United Nations system reveals that the majority of entities[16] progressed towards parity, with the exception of three entities at the aggregated P-1 to P-5 levels,[17] four entities at the aggregated D-1 to ungraded levels[18] and three entities at the aggregated overall level.[19] One entity experienced decreases in the representation of women at all three levels of aggregation,[20] ending the decade with lower representation of women than in 2003. Only seven entities

[16] Twenty-eight out of 31 (90.3 per cent) at the P-1 to P-5 level and at the aggregate level; 27 out of 31 (87 per cent) at the D-1 to ungraded level.
[17] UNFPA, UNITAR and UNOPS.
[18] UNAIDS, UNJSPF, UNOPS and UNU.
[19] UNFPA, UNITAR and UNOPS.
[20] UNOPS.

achieved an average annual growth rate of more than 1 per cent in the 10-year period.[21]

28. At the aggregated P-1 to P-5 levels, four entities reported increases of 10 percentage points or more in the representation of women, achieving a minimum increase of 1 percentage point per year.[22] The International Court of Justice registered the largest increase (18.4 percentage points) during the 10-year period, registering 51.7 per cent in 2013, thereby exceeding parity. UNFPA, which had exceeded parity in 2003 with 52.9 per cent representation of women, witnessed the largest decrease at the P-1 to P-5 levels for the 10-year period, falling to 48.8 per cent in 2013.

29. Given the smaller proportion of staff at the D-1 to ungraded levels, fluctuations in the percentage of women were more dramatic, with 15 entities reporting increases of 10 percentage points or more.[23] As with the aggregated P-1 to P-5 levels, there were four decreases at the aggregated D-1 to ungraded levels.

30. Notably, overall increases (P-1 to ungraded) were less dramatic than those found at the disaggregated levels of P-1 to P-5 and D-1 to ungraded, with only five entities reporting an increase of 10 percentage points or more (see table 6).[24]

Table 6

Trend analysis: 2003 to 2013 percentage change in the representation of women in the Professional and higher categories, on contracts of one year or more, at all locations in the United Nations system, by entity[a]

	2003			*2013*			*% change 2003-2013*			
	P-1 to P-5	*D-1 to UG*	*Total*	*P-1 to P-5*	*D-1 to UG*	*Total*	*P-1 to P-5*	*D-1 to UG*	*Total*	*Avg. annual % change*
FAO	29.4	12.7	27.1	37.4	16.3	36.1	8.1	3.6	9.0	0.9
IAEA	19.0	10.9	18.6	28.2	17.6	27.7	9.2	6.8	9.1	0.9
ICAO	22.6	0.0	21.3	31.5	16.0	30.3	8.9	16.0	9.0	0.9
International Court of Justice	35.9	0.0	33.3	54.5	0.0	51.7	18.6	0.0	18.4	1.8
ICSC	46.7	16.7	38.1	47.4	50.0	47.8	0.7	33.3	9.7	1.0
IFAD	41.6	26.1	39.7	47.3	31.0	45.7	5.7	4.9	6.0	0.6
ILO	40.9	22.8	38.9	45.4	39.6	44.8	4.5	16.8	5.9	0.6
IMO	37.7	14.3	34.1	48.4	25.0	44.0	10.6	10.7	9.9	1.0
ITC	29.6	0.0	28.1	38.5	66.7	39.0	8.8	66.7	10.9	1.1
ITC-ILO	34.7	0.0	33.3	43.5	0.0	40.9	8.8	0.0	7.6	0.8
ITU	28.7	0.0	26.8	37.8	12.0	36.1	9.1	12.0	9.3	0.9
PAHO	42.4	40.7	42.3	48.4	44.4	48.0	6.0	3.7	5.7	0.6
United Nations Secretariat	37.8	25.7	36.7	41.5	28.6	40.5	3.6	2.9	3.8	0.4
UN-Women				80.5	75.9	80.1				

[21] International Court of Justice, ICSC, IMO, ITC, UNRWA, UNWTO and WMO.

[22] International Court of Justice, IMO, UNRWA and UNWTO.

[23] ICAO, ICSC, ILO, IMO, ITC, ITU, UNDP, UNESCO, UNFPA, UNHCR, UNITAR, UNRWA, UPU, WIPO and WMO.

[24] International Court of Justice, ITC, UNRWA, UNWTO and WMO.

	2003			2013			% change 2003-2013			Avg. annual % change
	P-1 to P-5	D-1 to UG	Total	P-1 to P-5	D-1 to UG	Total	P-1 to P-5	D-1 to UG	Total	
UNAIDS	42.1	31.3	41.1	50.3	31.0	47.3	8.2	(0.2)	6.2	0.6
UNDP	41.9	21.3	38.4	43.0	39.4	42.6	1.1	18.1	4.1	0.4
UNESCO	46.4	21.0	43.8	50.3	36.3	49.0	3.8	15.3	5.2	0.5
UNFCCC				40.8	25.0	40.1				
UNFPA	52.9	35.1	50.0	48.8	48.1	48.7	(4.1)	13.1	(1.3)	(0.1)
UNHCR	41.9	22.1	40.7	42.8	44.3	42.9	0.8	22.3	2.2	0.2
UNICEF	46.8	31.7	45.5	49.5	39.7	49.1	2.7	8.0	3.5	0.4
UNIDO	26.6	15.0	25.1	32.2	23.7	30.9	5.6	8.7	5.9	0.6
UNITAR	50.0	50.0	50.0	46.2	60.0	47.7	(3.8)	10.0	(2.3)	(0.2)
United Nations Joint Staff Pension Fund	39.0	25.0	37.8	48.8	12.5	45.6	9.8	(12.5)	7.8	0.8
UNOPS	33.2	10.5	30.4	29.4	9.3	27.7	(3.8)	(1.2)	(2.7)	(0.3)
UNRWA	28.9	17.6	27.2	41.8	29.2	40.3	12.9	11.5	13.1	1.3
UNSSC				26.7	33.3	27.8				
UNU	26.8	6.7	21.4	29.1	5.9	23.6	2.3	(0.8)	2.2	0.2
UNWTO	29.5	0.0	28.6	53.8	0.0	46.7	24.3	0.0	18.1	1.8
UPU	23.8	11.1	21.6	28.9	27.3	28.7	5.1	16.2	7.2	0.7
WFP	42.2	25.5	40.6	42.1	31.7	41.1	(0.1)	6.2	0.4	0.0
WHO	35.4	20.6	33.2	43.1	24.3	40.7	7.7	3.8	7.5	0.8
WIPO	46.4	12.7	41.7	48.3	25.4	45.4	1.9	12.7	3.7	0.4
WMO	29.8	9.1	25.9	37.6	30.0	36.6	7.8	20.9	10.7	1.1
Total	**38.0**	**21.7**	**36.3**	**42.7**	**31.4**	**41.8**	**4.7**	**9.7**	**5.5**	**0.5**

Source: United Nations entities and CEB data (see CEB/2004/HLCM/27).

[a] UN-Women did not exist in 2003. UNFCCC and UNSSC were not covered by CEB in 2003.

B. Overall representation of women in the United Nations Secretariat

31. The United Nations Secretariat is the largest entity of the United Nations system, employing 33 per cent of its overall professional workforce (P-1 to ungraded) and significantly affecting the overall trends and direction of the United Nations system. As at 31 December 2013, women constituted 40.5 per cent of Secretariat staff in the Professional and higher categories on contracts of one year or more, a 1.3 percentage points increase compared with the previous reporting period (see table 7).

Table 7

Gender distribution of staff in the Professional and higher categories, on contracts of one year or more, at all locations in the United Nations Secretariat, as at 31 December 2003, 2011, 2012 and 2013

	31 December 2003			*31 December 2011*			*31 December 2012*			*31 December 2013*					
Level	*Men*	*Women*	*% Women*	*Men*	*Women*	*% Women*	*Men*	*Women*	*% Women*	*Men*	*Women*	*% Women*	*% change 2012-2013*	*% change 2011-2013*	*Avg. annual % change 2003-2013*
UG	62	12	16.2	90	34	27.4	96	31	24.4	104	34	24.6	0.2	(2.8)	0.8
D-2	93	34	26.8	130	42	24.4	119	45	27.4	125	46	26.9	(0.5)	2.5	0.0
D-1	279	104	27.2	350	138	28.3	352	146	29.3	353	153	30.2	0.9	2.0	0.3
Subtotal	**434**	**150**	**25.7**	**570**	**214**	**27.3**	**567**	**222**	**28.1**	**582**	**233**	**28.6**	**0.5**	**1.3**	**0.3**
P-5	738	300	28.9	1 083	474	30.4	1 076	497	31.6	1 097	509	31.7	0.1	1.3	0.3
P-4	1 261	581	31.5	1 959	1 191	37.8	2 033	1 271	38.5	2 021	1 301	39.2	0.7	1.4	0.8
P-3	1 126	802	41.6	1 986	1 452	42.2	2 041	1 551	43.2	2 058	1 577	43.4	0.2	1.1	0.2
P-2	419	438	51.1	578	636	52.4	548	599	52.2	492	622	55.8	3.6	3.4	0.5
P-1	18	48	72.7	5	10	66.7	2	14	87.5	4	11	73.3	(14.2)	6.7	0.1
Subtotal	**3 562**	**2 169**	**37.8**	**5 611**	**3 763**	**40.1**	**5 700**	**3 932**	**40.8**	**5 672**	**4 020**	**41.5**	**0.7**	**1.3**	**0.4**
Total	**3 996**	**2 319**	**36.7**	**6 181**	**3 977**	**39.2**	**6 267**	**4 154**	**39.9**	**6 254**	**4 253**	**40.5**	**0.6**	**1.3**	**0.4**

Source: United Nations entities and CEB data (see CEB/2004/HLCM/27 and CEB/2012/HLCM/16).

1. Representation of women in the Professional and higher categories by level in the United Nations Secretariat

32. In the two-year reporting period, the P-2 to D-1 levels attained their highest representation of women to date in the Secretariat: P-2 (55.8 per cent), P-3 (43.4 per cent), P-4 (39.2 per cent), P-5 (31.7 per cent) and D-1 (30.2 per cent) (see table 7 below). The D-1 and D-2 levels witnessed encouraging increases of 3 and 2 percentage points, respectively. In contrast, however, the ungraded levels declined by 2.8 percentage points to stand at 24.6 per cent. The Secretariat registers a lower representation of women at every level (except P-1) relative to the United Nations system as a whole.

2. Representation of women in the General Service category in the United Nations Secretariat

33. The representation of women in the General Service category in the Secretariat registered 55.7 per cent at headquarters locations and 23.6 per cent at non-headquarters locations as at 31 December 2013. The stark disparity in the proportion of women in the General Service category at headquarters compared with non-headquarters locations in the Secretariat mirrors that of the Professional and higher categories, both in the Secretariat and in the United Nations system as a whole.

3. Department of Peacekeeping Operations and Department of Field Support

34. Peacekeeping and field missions have historically struggled to recruit and attract women,[25] but through concerted efforts to target this underrepresented population, great strides have been made.

35. Between 15 January 2012 and 15 January 2014, noteworthy gains were made at the senior levels (see table 8). The number of women at the level of Deputy Special Representative of the Secretary-General increased from two to five (13.3 to 35.7 per cent), and the number of women on “when actually employed” appointments from two to four (20.0 to 30.8 per cent). In contrast, the number of women at the level of Special Representative of the Secretary-General declined from seven to four (29.2 to 25 per cent). Nevertheless, overall, the number of women at the most senior levels in peacekeeping operations increased from 11 to 13 (20.4 to 30.2 per cent).

36. However, the Special Representatives and Deputy Special Representatives of the Secretary-General and those on “when actually employed” appointments constitute only a small proportion of the overall senior levels of the two departments. In aggregate terms, women at the Under-Secretary-General, Assistant Secretary-General and D-1 levels have registered declines of 4.3, 12.3 and 1.5 percentage points, respectively, since 31 December 2011. In contrast, women staff at the D-2 and P-5 levels increased by 8.3 and 1.5 percentage points, respectively, during the same period (web annex XI).

[25] Between 1957 and 1989, only 20 women in uniform served as United Nations peacekeepers.

Table 8

Gender distribution at the upper levels of the Department of Peacekeeping Operations: Special Representative of the Secretary-General (SRSG), Deputy Special Representative of the Secretary-General (DSRSG) and "when actually employed" (WAE), as at 15 January 2012 and 15 January 2014[a]

	2012			*2014*			*% difference 2012-2014*
	Men	*Women*	*% Women*	*Men*	*Women*	*% Women*	
SRSG	17	7	29.2	12	4	25.0	(4.2)
DSRSG	13	2	13.3	9	5	35.7	22.4
WAE	8	2	20.0	9	4	30.8	10.8
Total	**38**	**11**	**22.4**	**30**	**13**	**30.2**	**7.8**

Source: DPKO/DFS.

[a] One male on a "when actually employed" appointment was also a Personal Representative of the Secretary-General in both 2012 and 2014.

37. Overall deployment at all levels in peacekeeping operations as of September 2013 showed 3,557 women in uniform. As of January 2014, women constituted 29 per cent of the 6,800 international civilians working in peacekeeping and special political missions. As of July 2014, women constituted 692 of the 4,138 police officers (16.7 per cent). The United Nations International Network of Female Police Peacekeepers aims to raise this figure to 20 per cent by the end of 2014, through advocacy and mentoring programmes.

38. In December 2013, the Secretary-General established peacekeeping priorities for the subsequent 18 months, including "efforts to match roster requirements with appropriately qualified candidates", and called for a "concerted effort to improve gender balance" and improvements to human resources information, including the development of regular reports on gender balance (A/68/637 and Corr.1, para. 7).

39. In order to better understand the continuing challenges faced by field missions in attracting and retaining female staff members, the Departments of Peacekeeping Operations, Field Support and Political Affairs have jointly undertaken a study entitled "Bridging the gender gap in peace operations". Chief among their challenges is the fact that non-family duty stations constitute 90 per cent of Department of Peacekeeping Operations missions, which do not readily lend themselves to work-life balance, a key factor in attracting, retaining and advancing female staff. That highlights the need for a review of policies facilitating time-bound mobility and reassignments and greater job security. In addition to the study, the Department of Field Support conducts surveys among women who have separated from the Organization, in order to better understand the obstacles to retaining qualified and experienced women staff.

4. Ten-year trends in the representation of women in the Professional and higher categories in the United Nations Secretariat (2003 to 2013)

40. The Secretariat increased its overall representation of women from 36.7 per cent in 2003 to 40.5 per cent in 2013 (see table 7). At the ungraded and P-4 levels, the representation of women increased significantly: at the ungraded level, from

16.2 per cent in 2003 to 24.6 per cent in 2013 (an 8.4 percentage point increase); and at the P-4 level, from 31.5 per cent in 2003 to 39.2 per cent in 2013 (a 7.6 percentage point increase). Conversely, at the D-2 and P-1 levels the smallest gains in the past 10 years were registered, increasing by only 0.1 and 0.6 percentage points, respectively, between 2003 and 2013. However, unlike the D-2 level, which registered 26.8 per cent in 2003, the P-1 level had exceeded parity (72.7 per cent in 2003). The P-2, P-3, P-5 and D-1 levels registered gains over the decade, although all increases were below 5 percentage points.

41. A 10-year trend analysis reveals that five of the eight staffing levels registered average annual increases of 0.3 percentage points or less,[26] insufficient for sustained progress towards gender parity. The percentage of women at the D-2 level was 26.8 per cent in 2003 and 26.9 per cent in 2013. In contrast, the ungraded and P-4 levels registered the highest average annual increases (0.8 percentage points each).

42. According to the 10-year trend analysis, the average annual increase of 0.4 percentage points in the representation of women in the United Nations Secretariat remained slightly lower than for the United Nations system as a whole (0.5 percentage points). At that rate of progress, the Secretariat might be projected to reach parity in 2038, a decade later than the United Nations system as a whole.

C. Appointments, promotions and separations in the Professional and higher categories in the United Nations system

43. The following section provides an analysis, disaggregated by sex, of staffing changes (appointments, career advancements/promotions and separations) on all contract types (continuing/permanent, fixed-term and temporary). Progress towards gender parity depends upon increasing the number of women (appointments), providing them with opportunities for career advancement (promotions) and retaining female staff (decreasing voluntary separations). By analysing progress, or the lack thereof, in staffing changes, the specific levels and areas in need of improvement are highlighted and can subsequently be addressed.

1. Appointments

44. For the reporting period, 34 entities provided data for new appointments of female staff on all contract types (continuing/permanent, fixed-term and temporary).[27] As shown in table 10 below, out of a total of 13,220 appointments (all contract types and locations, P-1 to ungraded), the United Nations system appointed 5,652 women (42.8 per cent), registering a decline of 3.3 percentage points from 46.1 per cent in the previous reporting period.

Appointments of women in the Professional and higher categories, by level

45. The reporting period witnessed no change in the appointments of women as a proportion of appointments aggregated across all levels, on contracts of one year or more, in the United Nations system. As in the previous reporting period, women

[26] P-1 (an average increase of 0.1 percentage points per annum), P-3 (0.2 percentage points per annum), P-5 (0.3 percentage points per annum), D-1 (0.3 percentage points per annum) and D-2 (0 percentage points per annum).

[27] UNICC data not available.

constituted 41.2 per cent of all appointments in the Professional and higher categories. However, the proportion of women appointed varied across levels. A lower proportion of women were appointed at the P-1 to P-3 levels than in the previous reporting period, which is of concern for the P-3 level, the only one of the three levels at which a 50 per cent representation of women in appointments was not achieved. In contrast, a higher proportion of women were appointed at the P-4 to D-2 levels in the United Nations system relative to the previous reporting period. Those increases ranged from an impressive 6.8 percentage points at the D-1 level to a low of 1.8 percentage points at the D-2 level. The P-4 and P-5 levels also witnessed appreciable increases of 3.8 and 3.9 percentage points, respectively (see table 9).

46. There is an urgent need to strengthen efforts to increase the number of appointments of women at the senior decision-making levels in order to catch up with the relatively higher share of women appointed at the lower Professional levels.

Table 9

Percentage change in the appointments of women in the Professional and higher categories, on contracts of one year or more, at all locations in the United Nations system, between the current reporting period (1 January 2012 to 31 December 2013) and the previous reporting period (1 January 2010 to 31 December 2011)[a]

Reporting period	*P-1*	*P-2*	*P-3*	*P-4*	*P-5*	*D-1*	*D-2*	*UG*	*All levels*
1 January 2012-31 December 2013	59.8	56.8	42.9	39.4	33.9	35.6	30.3	25.0	42.1
1 January 2010-31 December 2011	64.1	58.0	45.0	35.6	30.0	28.8	28.5	30.8	42.1
% change	**(4.3)**	**(1.2)**	**(2.1)**	**3.8**	**3.9**	**6.8**	**1.8**	**(5.8)**	**0.0**

Source: United Nations entities.

[a] Thirty-four out of 35 entities are covered in the analysis of appointments. Based on the CEB data field headed “date of entry to present grade”, all entries during the period 1 January 2012 to 31 December 2014 were calculated as appointments. UNICC did not submit the representation data for 2012 and 2013 needed to calculate appointments.

Appointments by location: headquarters and non-headquarters

47. An analysis of the appointments of women aggregated for the entire United Nations system by location (headquarters and non-headquarters) demonstrates that, as in previous years, a greater proportion of women are appointed at all levels at headquarters than at non-headquarters locations, underscoring the importance of increasing efforts in the appointment of women at non-headquarters locations. As was found in the two previous reporting periods, parity was achieved or exceeded in appointments at headquarters locations only at the P-3 level and below, and at non-headquarters locations only at the P-2 level and below.

Table 10

Percentage of appointments of women in the Professional and higher categories on all contract types at all locations in the United Nations system, from 1 January 2012 to 31 December 2013

	Headquarters			*Non-headquarters*			*Headquarters and non-headquarters*		
	Men	*Women*	*% Women*	*Men*	*Women*	*% Women*	*Men*	*Women*	*% Women*
Ungraded	48	21	30.4	34	6	15.0	82	27	24.8
D-2	75	49	39.5	70	17	19.5	145	66	31.3
D-1	155	109	41.3	238	105	30.6	393	214	35.3
Subtotal	**278**	**179**	**39.2**	**342**	**128**	**27.2**	**620**	**307**	**33.1**
P-5	498	283	36.2	759	355	31.9	1 257	638	33.7
P-4	831	621	42.8	1 380	833	37.6	2 211	1 454	39.7
P-3	762	862	53.1	1 771	1 069	37.6	2 533	1 931	43.3
P-2	392	609	60.8	494	596	54.7	886	1 205	57.6
P-1	40	92	69.7	21	25	54.3	61	117	65.7
Subtotal	**2 523**	**2 467**	**49.4**	**4 425**	**2 878**	**39.4**	**6 948**	**5 345**	**43.5**
Total	**2 801**	**2 646**	**48.6**	**4 767**	**3 006**	**38.7**	**7 568**	**5 652**	**42.8**

Source: United Nations entities.

Appointments by entity

48. As shown in figure IV, 21 out of 34 entities (61.8 per cent) either achieved parity (7 entities), or were within 10 percentage points of doing so (14 entities), for appointments at the P-1 to ungraded levels during the reporting period. That constitutes a marginal decrease from the previous reporting period, when 11 entities achieved or exceeded parity and, in another 11 entities, the appointments of women fell within the 40-49 per cent range. UNAIDS and the World Tourism Organization (UNWTO) distinguished themselves as the only entities to have sustained parity in overall appointments (P-1 to ungraded) since the previous reporting period. Notably, however, five entities registered increases in the overall proportion of appointments of women of 10 percentage points or more in the current reporting period: WMO (23 percentage points), the International Civil Aviation Organization (ICAO) (17.6 percentage points), UNU (13.3 percentage points), the World Food Programme (WFP) (12.9 percentage points) and the United Nations Industrial Development Organization (UNIDO) (10.5 percentage points).

49. Seventeen entities registered decreases in the overall proportion of women appointed since the previous reporting period, three of which experienced significant declines of 20 percentage points or more: the International Civil Service Commission (ICSC) (38.1 percentage points), the International Court of Justice (33.1 percentage points) and UNITAR (22.5 percentage points).

50. Figure IV, which is specific to the senior decision-making levels (P-5 to ungraded), shows that in 50 per cent of entities (17 out of 34), women constituted less than 30 per cent of all appointments. Furthermore, in five entities the proportion of women appointed to senior decision-making levels declined by more than 20 percentage points in the reporting period: the International Court of Justice

(100 percentage points), UNITAR (87.5 percentage points), the International Trade Centre (ITC) (50 percentage points), the International Training Centre of the International Labour Organization (ITC-ILO) (25 percentage points) and UNAIDS (22.3 percentage points). Those dramatic declines were affected by the small absolute number of appointments at the entities concerned. An additional eight entities registered decreases ranging from 1.9 to 13.7 percentage points in the share of women appointed to decision-making positions since the previous reporting period. Only six entities achieved parity in appointments at the P-5 to ungraded levels during the reporting period.[28]

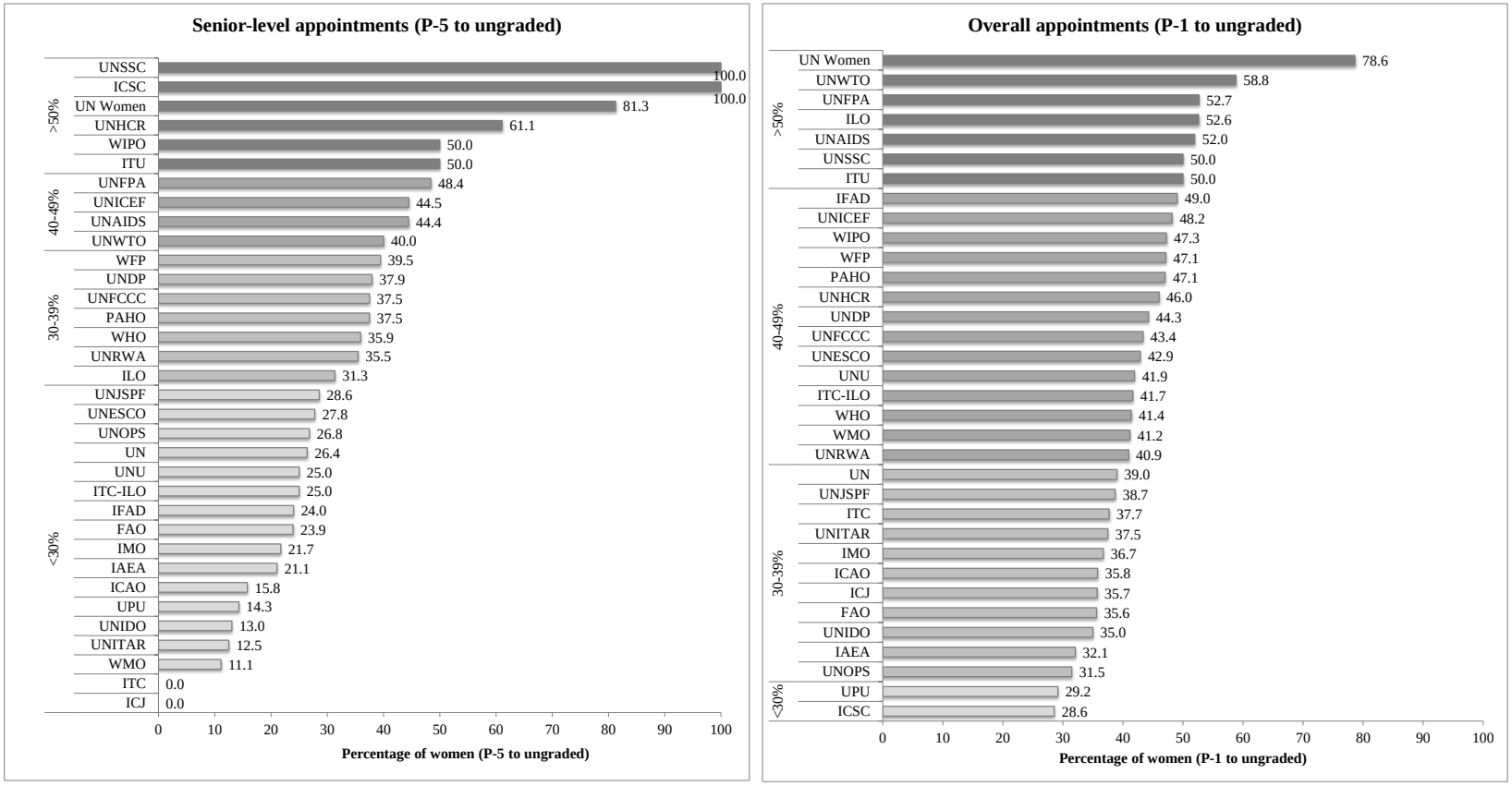
51. Achieving gender balance in appointments at the senior levels appears to correlate with parity in overall appointments. Nine of the 10 entities in which women constituted at least 40 per cent of all appointments at the P-5 level and above between 1 January 2012 and 31 December 2013 also registered at least 40 per cent representation of women in overall appointments (P-1 to ungraded).[29] That significant finding underscores the importance of women's participation in the decision-making process and their access to power, not only for their full participation but also for greater systemic change.

[28] ICSC, ITU, UNHCR, UNSSC, UN-Women and WIPO.

[29] ITU, UNAIDS, UNDP, UNHCR, UNICEF, UNIDO, UNU, UNWTO and WIPO.

Figure IV

Appointments of women at the P-1 to ungraded levels and P-5 to ungraded levels, on contracts of one year or more, at all locations in the United Nations system, from 1 January 2012 to 31 December 2013



Source: United Nations entities.

2. Promotions

52. To assess the career advancement of women in the United Nations system during the reporting period, data provided by 34 entities were analysed.[30] For the purposes of the present report, as in previous ones, "promotions" refers to the advancement of United Nations staff members from a lower professional level to a higher one. It is recognized, however, that, technically, under the new selection systems, members of staff are no longer "promoted"; rather, each placement against a new post constitutes an "appointment". Human resource offices, therefore, no longer monitor career advancement, focusing only on appointments, be they consequent to "promotion" or to external recruitment.

Promotions by level

53. Analysis by level across entities reveals an inverse relationship between women's share of promotions and seniority; for each increase in grade level, the proportion of promotions of women decreases except at the D-1 level, at which there was a slightly higher proportion of female promotions than at the P-5 level. That inverse relationship resulted in women being 1.7 times more likely to be promoted at the P-2 level than at the D-2 level (see table 11).

Table 11
Gender distribution of promotions from the P-1 to D-2 levels, on contracts of one year or more, at all locations in the United Nations system, from 1 January 2010 to 31 December 2011 and from 1 January 2012 to 31 December 2013[a]

	1 January 2010 to 31 December 2011			*1 January 2012 to 31 December 2013*			
Level	*Men*	*Women*	*% Women*	*Men*	*Women*	*% Women*	*% change 2011-2013*
D-2	82	28	25.5	86	40	31.7	6.3
D-1	262	113	30.1	271	153	36.1	6.0
Subtotal	**344**	**141**	**29.1**	**357**	**193**	**35.1**	**6.0**
P-5	592	294	33.2	871	462	34.7	1.5
P-4	662	565	46.0	1 371	934	40.5	(5.5)
P-3	323	379	54.0	1 519	1 154	43.2	(10.8)
P-2	82	116	58.6	412	473	53.4	(5.1)
P-1				5	12	70.6	
Subtotal	**1 659**	**1 354**	**44.9**	**4 178**	**3 035**	**42.1**	**(2.9)**
Total	**2 003**	**1 495**	**42.7**	**4 535**	**3 228**	**41.6**	**(1.2)**

Source: United Nations entities.

[a] Substantial differences in the total number of promotions between reporting periods is due to a change in data collection. Previous reports relied on data on promotions self-reported by entities. For the current reporting period, a more accurate picture of promotions was achieved through the use of validated CEB data with index numbers. P-1s were included in the analysis for the current reporting period, as the report redefines promotions to include P-1 promotions for staff from General Service or other staff categories. Ungraded appointments are not included under promotions because they are under the direct authority of the Secretary-General.

[30] Promotions were calculated by tallying the number of staff who entered their present grade during the reporting period (1 January 2012 to 31 December 2013) and omitting the results where the date of entry to the organization was during the reporting period.

54. In line with previous years, gender parity in promotions during the reporting period was attained or surpassed only at the lower levels. Specifically, only the P-1 and P-2 levels achieved or exceeded equal representation of women (70.6 per cent and 53.4 per cent, respectively) in promotions. Notably, all senior decision-making levels (P-5 to D-2) registered significant gains in promotions.[31] While all three levels remain at least 14 percentage points away from reaching gender parity in promotions, the substantial achievements of increases of 6 percentage points at the D-1 level and 6.3 percentage points at the D-2 level have significantly narrowed the gap with respect to parity.

55. Those gains, notwithstanding the underrepresentation of women at senior levels, are evidence of the need for comprehensive strategies to increase not only the recruitment, but also the advancement, of women to higher-level positions. To that end, potential mechanisms include the systematic implementation of temporary special measures, the development of mentoring and sponsorship programmes, leadership training for mid-level female staff and the establishment of facilitative work environments conducive to the retention of female staff (see sect. III below).

Promotions by location: headquarters and non-headquarters

56. Analysis of promotions by location (see figure V) reveals that, as for appointments, a greater proportion of women were promoted at headquarters (49.3 per cent of total promotions) than at non-headquarters (36.8 per cent) locations during the reporting period.

57. There was almost no change in the proportion of P-1 to P-5 promotions of women at headquarters locations, which, at 50.1 per cent, sustained the parity achieved during the previous reporting period.[32]

58. Senior-level promotions (D-1 and D-2) of women at headquarters locations increased by 13 percentage points, bringing those locations within 9.1 percentage points of achieving parity. Relative to the previous reporting period, the proportion of promotions of women from the D-1 to D-2 level at headquarters locations increased from 27.9 per cent to 40.9 per cent for the current reporting period. That represents a dramatic turnaround from the two previous reporting periods, when promotions from the D-1 to D-2 level were higher at non-headquarters locations than at headquarters locations.

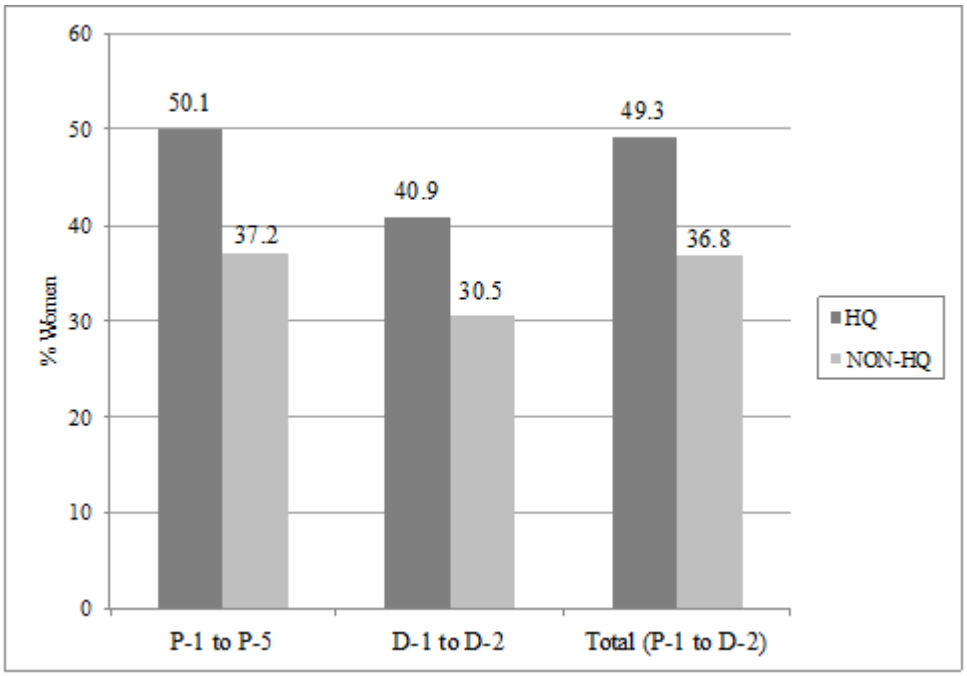
59. Promotions of women at non-headquarters locations, at all levels, remained essentially unchanged compared with the previous reporting period. At non-headquarters locations, for the period 1 January 2010 to 31 December 2011, women constituted 38.2 per cent of promotions at the P-2 to P-5 levels, 30.5 per cent of promotions from D-1 to D-2 and 37.1 per cent of overall promotions (P-2 to D-2).

[31] While the collection of data on promotions for the current report differs from previous ones and has enabled the capturing of an increased number of career advancements, comparison with the previous reporting period is still relevant for the senior decision-making levels, given the comparable numbers.

[32] For the period from 1 January 2010 to 31 December 2011, women constituted 50.2 per cent of promotions at the P-2 to P-5 levels at headquarters locations.

Figure V

Comparison of the percentage of promotions of women at the P-1 to P-5 levels and at the D-1 to D-2 levels, on contracts of one year or more, at headquarters and non-headquarters locations in the United Nations system, from 1 January 2012 to 31 December 2013



Source: United Nations entities.

Promotions by entity

60. Figure VI shows the proportion of women promoted overall (P-2 to D-2) and at the senior levels (P-5 to D-2), by entity, from 1 January 2012 to 31 December 2013. Of the 34 entities included, 10 met or exceeded gender parity in promotions aggregated for the P-2 to D-2 levels. Compared with the previous reporting period, two fewer entities met or exceeded parity in promotions (12 out of 30). Three entities reported that promotions of women constituted less than 30 per cent of all promotions, the same number as in the previous reporting period. Two of the three entities (UNIDO and the Universal Postal Union (UPU)), which had registered less than 30 per cent female promotions in the previous reporting period, remained in that category for the current reporting period.

61. Promotions of women aggregated for the senior decision-making levels (P-5 to D-2) registered more encouraging progress. At those levels, women constituted at least 50 per cent of promotions in seven entities, an increase of one entity since the previous reporting period. Interestingly, none of the six entities that had achieved parity in senior-level promotions in the prior reporting period managed to sustain parity for the current reporting period. In addition, four out of six of those entities (IFAD, ITC-ILO, UNITAR and WMO) registered drastic decreases in the proportion

of senior-level female promotions, all falling below 30 per cent.[33] Furthermore, in two of those entities (ITC-ILO and UNITAR), men constituted 100 per cent of overall promotions for the P-5 to D-2 levels. While it is discouraging that progress has not been maintained among the entities that had achieved parity in promotions during the previous reporting period, that setback was positively offset by seven new entities (ICSC, ITU, the Pan American Health Organization (PAHO), UNHCR, the United Nations Joint Staff Pension Fund, UN-Women and WIPO) that achieved gender parity in promotions for the current reporting period.

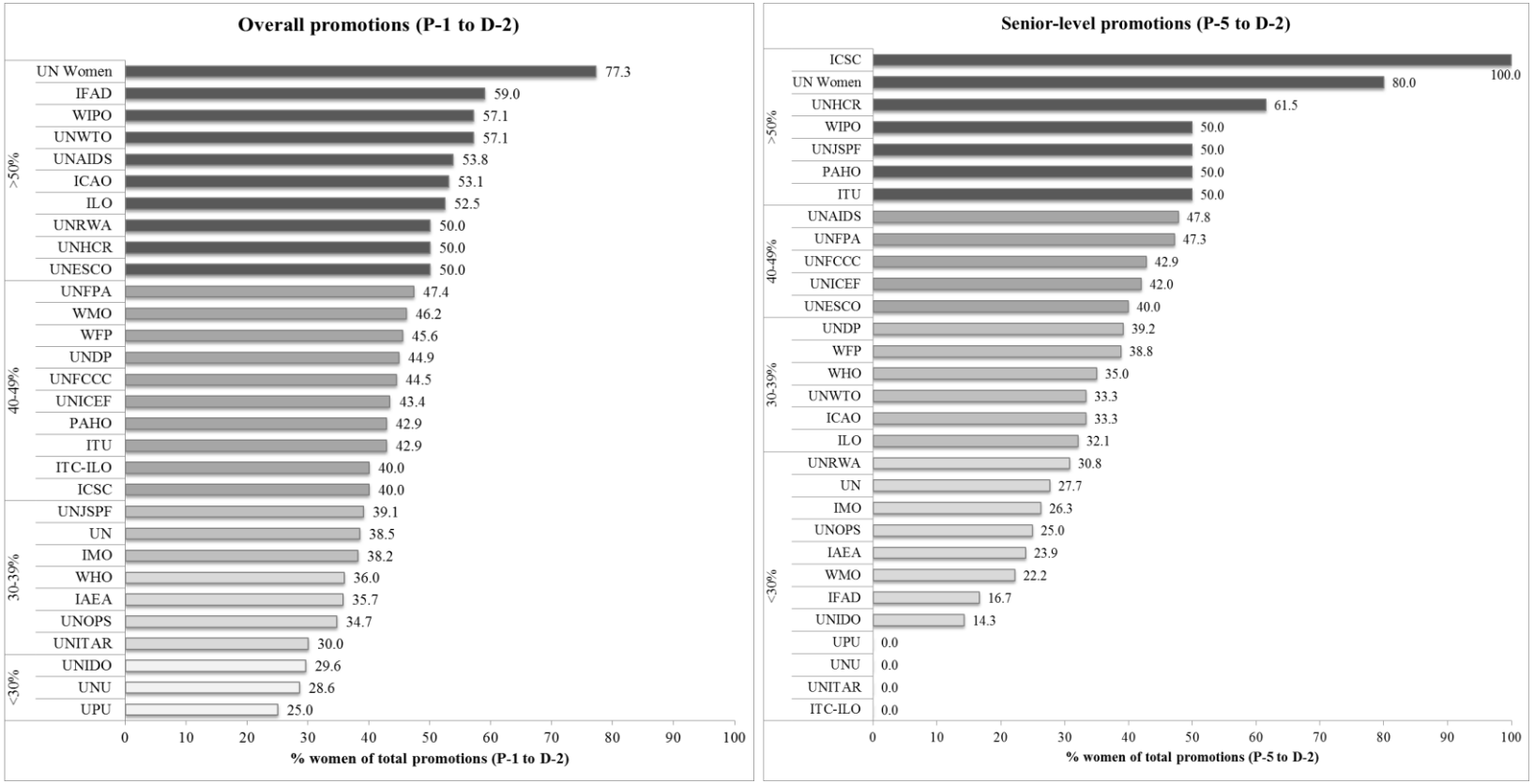
62. Since 1 January 2008, only two entities, IFAD and WIPO, have consistently achieved parity in promotions at the aggregate P-2 to D-2 levels.[34] For the reporting period from 1 January 2008 to 31 December 2010, the proportion of female promotions was 55.5 per cent at IFAD and 51.2 per cent at WIPO. For the period from 1 January 2011 to 31 December 2012, the proportion of female promotions was 52.4 per cent at IFAD and 56.1 at WIPO (see A/65/334 and A/67/347).

[33] The proportion of female promotions at UNAIDS and UNFPA declined, but remained in the 40-49 per cent range.

[34] Reporting on promotions at the entity level began with the report covering the period from 1 January 2008 to 31 December 2010 (A/65/334).

Figure VI

Percentage of women of total (P-1 to D-2) and senior level (P-5 to D-2) promotions, on contracts of one year or more, at all locations in the United Nations system, by entity, from 1 January 2012 to 31 December 2013[a]



Source: United Nations entities.

[a] Thirty entities are covered in the analysis of promotions in figure V. Data for FAO, ICJ, ITC, UNICC and UNSSC were not available.

3. Separations

63. Thirty-two entities provided data on separations by staff in the Professional and higher categories between 1 January 2012 and 31 December 2013.[35] In that period, a total of 5,744 staff on contracts of one year or more separated from the United Nations system at all locations.[36] Of those separations, women constituted 43.3 per cent (2,490 individuals). All things being equal, the percentage of women separating from the United Nations system should be proportional to their representation among staff. However, in the current reporting period, the rate of separation of women on contracts of one year or more (43.3 per cent) was 1.5 percentage points higher than their overall representation (41.8 per cent) (see table 12).

64. Two reasons account for the majority of separations and therefore merit an analysis disaggregated by gender: the expiration of appointments and resignations. As in previous reports, the expiration of appointments was the most common reason for separation, accounting for 45.9 per cent of all reasons for separations by women and 43.1 per cent by men. Resignation was the second most common reason, accounting for 24.5 per cent of all separations by women and 21.7 per cent by men. This reflects the fact that women are disproportionately affected by the two principal reasons for separation.[37] The gender disparity regarding the expiration of appointments indicates that women are marginally more likely to be in posts lacking in job security, a finding substantiated by their overrepresentation on temporary contracts. The fact that resignations account for a larger proportion of reasons for separation by women than by men may be for a variety of reasons, including work-life balance, organizational culture or a lack of career opportunities, and warrants further review through the systematic implementation and review of exit interviews and staff surveys.

Table 12
Gender distribution of separations from the P-1 to ungraded levels, on contracts of one year or more, at all locations in the United Nations system, from 1 January 2012 to 31 December 2013

Level	*Separations men*	*Separations women*	*% women separations*	*Attrition rate men*	*Attrition rate women*
UG	51	18	26.1	0.13	0.12
D-2	119	42	26.1	0.14	0.12

[35] ICSC, ITU and UNICC data were not available.

[36] In order to be consistent with the analysis in the appointments and promotions sections in the present report, the analysis of separations covers staff on contracts of one year or more. In the previous reporting period, that analysis included staff on all contract types (temporary, fixed-term and continuing/permanent). Comparisons with the previous reporting period have therefore been omitted from the analysis of separations.

[37] Other reasons for separation include: abandonment of post, abolition of post, agreed termination, death, dismissal, dismissal for misconduct during probationary period, health reasons, in the interests of the organization, inter-agency secondments, inter-agency transfers, retirement (early and mandatory), summary dismissal and termination (health and unsatisfactory service); see web annex IX.

Level	*Separations men*	*Separations women*	*% women separations*	*Attrition rate men*	*Attrition rate women*
D-1	252	118	31.9	0.10	0.10
Subtotal	**422**	**178**	**29.7**	**0.11**	**0.11**
P-5	711	394	35.7	0.09	0.09
P-4	988	633	39.0	0.08	0.08
P-3	849	841	49.8	0.08	0.10
P-2	271	423	61.0	0.10	0.11
P-1	13	21	61.8	0.13	0.15
Subtotal	**2 832**	**2 312**	**44.9**	**0.09**	**0.09**
Total	**3 254**	**2 490**	**43.3**	**0.09**	**0.09**

Source: United Nations entities.

Separations by level

65. As expected, because of the lower representation of women at the senior levels, the proportion of separations by women is correspondingly lower with each increase in grade, ranging from 61.8 per cent of separations at the P-1 level to 26.1 per cent at the D-2 and ungraded levels. Conversely, the proportion of separations by men increases at each level (with the exception of the ungraded level), ranging from 38.2 per cent at the P-1 level to 73.9 per cent at the D-2 and ungraded levels.

66. In order to understand the true gender dimensions of separations, an analysis of them cannot be assessed in isolation from representation. To this end, attrition rates have been included, in order to capture a more accurate picture of the gender differences in separations, as they assess separations relative to representation.[38] The higher the attrition rate, the greater the proportion of separating staff is to total staff for the given gender.

67. An overall analysis of attrition rates for men and women in the United Nations system reveals that at the aggregated P-1 to P-5 and D-1 to ungraded levels, there is no difference between the rate at which men and women separate relative to their representation (see table 12). For both men and women, the levels with the largest proportion of separations are the P-1, D-2 and ungraded levels. The attrition rates for men at the D-2 and ungraded levels are slightly greater than those for women, indicating that there is increased retention of women at the higher levels. The P-1 to P-3 levels registered slightly higher attrition rates for women than for men. The loss of women at those levels, particularly the P-3 level, is of concern, given their importance in ensuring a robust pipeline to feed into decision-making positions.

[38] The standard formula for calculating attrition rates is the total number of separations divided by the total number of staff for a given period. In order to obtain the attrition rate for women, the number of separations by women was divided by the total number of women staff. The same formula was used for male attrition rates. The resulting ratio can be expressed in decimal points (i.e., 0.21), as it is here, or as a percentage (21 per cent).

Table 13
Gender distribution of separations from the P-1 to ungraded levels, on contracts of one year or more, at headquarters and non-headquarters locations in the United Nations system, from 1 January 2012 to 31 December 2013

	Headquarters						*Non-headquarters*					
Level	*Separations men*	*Separations women*	*% women separations*	*Representation of women (%)*	*Attrition rate men*	*Attrition rate women*	*Separations men*	*Separations women*	*% women separations*	*Representation of women (%)*	*Attrition rate men*	*Attrition rate women*
UG	32	17	34.7	28.9	0.12	0.15	19	1	5.0	21.5	0.17	0.03
D-2	76	27	26.2	33.6	0.15	0.11	43	15	25.9	23.5	0.14	0.16
D-1	109	66	37.7	34.2	0.09	0.10	143	52	26.7	30.5	0.11	0.09
Subtotal	**217**	**110**	**33.6**	**33.4**	**0.11**	**0.11**	**205**	**68**	**24.9**	**28.7**	**0.12**	**0.10**
P-5	332	196	37.1	36.1	0.08	0.08	379	198	34.3	31.8	0.10	0.11
P-4	392	272	41.0	43.9	0.07	0.06	596	361	37.7	36.8	0.10	0.10
P-3	305	381	55.5	52.7	0.07	0.08	544	460	45.8	38.3	0.09	0.13
P-2	135	207	60.5	61.6	0.09	0.09	136	216	61.4	54.3	0.10	0.14
P-1	9	17	65.4	58.0	0.14	0.17	4	4	50.0	54.4	0.11	0.10
Subtotal	**1 173**	**1 073**	**47.8**	**47.1**	**0.07**	**0.08**	**1 659**	**1 239**	**42.8**	**38.3**	**0.10**	**0.12**
Total	**1 390**	**1 183**	**46.0**	**45.8**	**0.08**	**0.08**	**1 864**	**1 307**	**41.2**	**37.5**	**0.10**	**0.12**

Source: United Nations entities.

Separations by location: headquarters and non-headquarters

68. While the proportion of separations of women at headquarters locations (46 per cent) is in line with their overall representation (45.8 per cent), there is a 3.7 percentage point difference between the representation of women and their proportion of separations at non-headquarters locations (41.2 per cent). At each location, the overall percentage of separations by women exceeded their overall representation at that location.

69. Similarly to separations by level, there was no difference in the attrition rates of men and women at headquarters locations at the aggregated D-1 to ungraded levels and only a slight difference at the aggregated P-1 to P-5 levels. The levels with the highest attrition rates at headquarters locations were the P-1, D-2 and ungraded levels, corresponding to aggregate findings for the United Nations system. Unlike the United Nations system, however, a higher proportion of women than of men separated at the ungraded level at headquarters locations. For all other levels, the attrition rates for men and women differed by less than 0.01 (see table 13).

70. An analysis of separations at non-headquarters locations yields more disparate findings with respect to gender. Women separated at a greater proportion at the overall level and at the aggregated P-1 to P-5 levels at non-headquarters locations. However, men separated at an equally greater proportion at the aggregated D-1 to ungraded levels. The levels with the greatest disparity between male and female attrition were the P-2, P-3 and senior decision-making levels of D-1 to ungraded. At the P-2 and P-3 levels at non-headquarters locations, women separated in greater

proportions than men. The fact that this discrepancy was found at non-headquarters locations potentially points to the increased difficulty of addressing barriers to gender balance, such as implementing effective work-life balance policies, in non-headquarters settings. The discrepancies found at the higher levels (D-1 to ungraded), particularly the 0.17 attrition rate of men and the 0.03 attrition rate of women at the ungraded level, were due in large part to the small absolute number of separations at those levels compared with the lower levels.

Table 14

Gender distribution of separations from the P-1 to ungraded levels, on contracts of one year or more, at all locations in the United Nations system, by entity, from 1 January 2012 to 31 December 2013[a]

Entity	*Separations men*	*Separations women*	*% women separations*	*Representation of women % (2013)*	*Attrition rate men*	*Attrition rate women*	*Difference (men-women) in attrition rate*
FAO	241	129	34.9	36.1	0.12	0.11	0.01
IAEA	218	64	22.7	27.7	0.12	0.09	0.02
ICAO	21	10	32.3	30.3	0.05	0.05	0.00
International Court of Justice	0	4	100.0	51.7	0.00	0.06	(0.06)
IFAD	37	25	40.3	45.7	0.11	0.09	0.02
ILO	40	45	52.9	44.8	0.03	0.05	(0.02)
IMO	11	13	54.2	44.0	0.06	0.10	(0.04)
ITC	16	11	40.7	39.0	0.08	0.09	(0.01)
ITC-ILO	0	2	100.0	40.9	0.00	0.04	(0.04)
PAHO	48	47	49.5	48.0	0.10	0.10	0.00
United Nations Secretariat	884	607	40.7	40.5	0.07	0.07	0.00
UN-Women	10	47	82.5	80.1	0.08	0.09	(0.01)
UNAIDS	26	33	55.9	47.3	0.07	0.10	(0.03)
UNDP	500	417	45.5	42.6	0.17	0.19	(0.02)
UNESCO	49	41	45.6	49.0	0.05	0.04	0.01
UNFCCC	6	3	33.3	40.1	0.02	0.01	0.01
UNFPA	58	93	61.6	48.7	0.10	0.16	(0.06)
UNHCR	77	67	46.5	42.9	0.04	0.05	(0.01)
UNICEF	471	491	51.0	49.1	0.16	0.17	(0.01)
UNIDO	33	14	29.8	30.9	0.09	0.08	0.01
UNITAR	2	2	50.0	47.7	0.04	0.04	0.00
United Nations Joint Staff Pension Fund	4	2	33.3	45.6	0.04	0.03	0.01
UNOPS	103	53	34.0	27.7	0.14	0.19	(0.05)
UNRWA	35	40	53.3	40.3	0.15	0.25	(0.10)
UNSSC	0	2	100.0	27.8	0.00	0.17	(0.17)
UNU	9	5	35.7	23.6	0.08	0.17	(0.09)

Entity	*Separations men*	*Separations women*	*% women separations*	*Representation of women % (2013)*	*Attrition rate men*	*Attrition rate women*	*Difference (men-women) in attrition rate*
UNWTO	4	1	20.0	46.7	0.08	0.03	0.05
UPU	15	4	21.1	28.7	0.11	0.08	0.03
WFP	84	55	39.6	41.1	0.05	0.05	0.00
WHO	215	141	39.6	40.7	0.09	0.09	0.00
WIPO	16	13	44.8	45.4	0.03	0.03	0.00
WMO	21	9	30.0	36.6	0.11	0.08	0.02
Total	**3 254**	**2 490**	**43.3**	**41.8**	**0.09**	**0.09**	**0.00**

Source: United Nations entities.

[a] Thirty-two entities are covered in table 14. ICSC, ITU and UNICC data were not available. UNFCCC, the United Nations Joint Staff Pension Fund and UNSSC were not covered in the previous report (A/67/347).

Separations by entity

71. Between 1 January 2012 and 31 December 2013, women accounted for more than 50 per cent of total separations in 11 out of the 32 entities surveyed.[39] Of those 11 entities, only 2 currently have a representation of women higher than 50 per cent.[40]

72. In 15 out of the 32 entities, the attrition rate for women exceeded that for men[41] and in 10 out of 32 the attrition rate for men exceeded that for women.[42] While women continued to separate at a higher rate relative to their representation in the majority of entities, it appears that there was no gender disparity in 7 out of 32 entities.[43]

73. Additionally, among the 15 entities in which the attrition rate for women exceeded that for men, the attrition rate of women exceeded that of men by 0.05 or more in only 6 entities: UNSSC (the attrition rate of women was 0.17 more than that of men), UNRWA (0.10), UNU (0.09), UNFPA (0.06), the International Court of Justice (0.06) and the United Nations Office for Project Services (UNOPS) (0.05).

4. Appointments, promotions and separations in the Secretariat

Appointments

74. In the current reporting period, a total of 5,970 staff on contracts of one year or more were appointed to positions in the United Nations Secretariat. Women accounted for 39 per cent of those appointments (2,328 women, including 256 appointed at the D-1 to ungraded level), which is 3.1 percentage points lower than the proportion of appointments of women in the United Nations system as a

[39] International Court of Justice, ILO, IMO, ITC-ILO, UN-Women, UNAIDS, UNFPA, UNICEF, UNITAR, UNRWA and UNSSC.

[40] International Court of Justice and UN-Women.

[41] International Court of Justice, ILO, IMO, ITC, ITC-ILO, UN-Women, UNAIDS, UNDP, UNFPA, UNHCR, UNICEF, UNOPS, UNRWA, UNSSC and UNU.

[42] FAO, IAEA, IFAD, UNESCO, UNFCCC, UNIDO, the United Nations Joint Staff Pension Fund, UNWTO, UPU and WMO.

[43] ICAO, ICSC, ITU, PAHO, the United Nations Secretariat, UNITAR, WFP, WHO and WIPO.

whole. Apart from the P-1 level, the percentage of appointments of women in the United Nations Secretariat was lower than that of the United Nations system at every level for the current reporting period. With regard to appointments, the differences between the United Nations Secretariat and the system as a whole are greatest at the senior levels (P-5 to ungraded), where the United Nations system outperforms the United Nations Secretariat by at least 4 percentage points at the D-2 level and as much as 8 percentage points at the P-5 level (see table 15).

Table 15

Comparison of the proportion of appointments, promotions and separations of women in the Professional and higher categories, on contracts of one year or more, at all locations in the United Nations system and in the United Nations Secretariat, from 1 January 2012 to 31 December 2013

	Appointments (% women)		*Promotions (% women)*		*Separations (% women)*	
Level	*United Nations Secretariat*	*United Nations system*	*United Nations Secretariat*	*United Nations system*	*United Nations Secretariat*	*United Nations system*
UG	20.0	25.0			12.5	26.1
D-2	26.3	30.3	26.0	31.7	29.4	26.1
D-1	30.3	35.6	30.1	35.9	26.3	31.9
Subtotal	**27.5**	**33.1**	**29.2**	**35.9**	**23.9**	**29.7**
P-5	25.9	33.9	27.2	34.8	32.3	35.7
P-4	35.3	39.4	37.7	40.7	36.3	39.0
P-3	40.6	42.9	39.8	43.1	47.0	49.8
P-2	54.7	56.8	51.0	54.0	53.1	61.0
P-1	78.3	59.8	100.0	76.2	80.0	61.8
Subtotal	**39.7**	**42.8**	**39.0**	**42.3**	**42.5**	**44.9**
Total	**39.0**	**42.1**	**38.5**	**41.9**	**40.7**	**43.3**

Source: United Nations entities.

Promotions

75. A total of 4,641 staff on contracts of one year or more were promoted in the United Nations Secretariat during the reporting period. Women accounted for 38.5 per cent of those promotions (1,789 women), which is 3.4 percentage points lower than for the United Nations system as a whole. As was the case with appointments, the United Nations Secretariat promoted a lower proportion of women at each level, except for P-1, than the United Nations system. As with appointments, the greatest disparities between the Secretariat and the system were found at the senior decision-making levels, with the largest disparity again at the P-5 level, where the numbers of women promoted in the United Nations system as a whole exceeded those in the Secretariat by 7.6 percentage points.

Separations

76. In the reporting period, a total of 1,491 staff on contracts of one year or more separated from the Secretariat. Women accounted for 40.7 per cent of those separations (607 women). Unlike the findings above with respect to appointments and promotions, the Secretariat registered an overall lower level of separation of female staff in comparison with the rest of the United Nations system (40.7 per cent and 43.3 per cent, respectively). Furthermore, within the Secretariat a lower proportion of women separated at each level, with the exception of the P-1 and D-2 levels, than in the rest of the United Nations system. While the United Nations system might have achieved greater progress towards parity than the Secretariat in appointing and promoting women, the Secretariat outperformed the system as a whole in terms of the retention of women.

III. Progress and obstacles in achieving gender balance in the United Nations system

77. In response to the request made by the General Assembly in resolution 68/140 for information on the progress made and obstacles encountered in achieving gender balance, UN-Women surveyed the 35 United Nations system entities covered in the present report on their gender-related policies and practices and received 30 responses. Those responses were supplemented with information collected through the annual reporting on the United Nations System-wide Action Plan for Gender Equality and the Empowerment of Women.

A. United Nations System-wide Action Plan for Gender Equality and the Empowerment of Women

78. The United Nations System-wide Action Plan for Gender Equality and the Empowerment of Women constitutes the only unified accountability framework for the systematic capture and measurement of progress in gender equality and the empowerment of women throughout the United Nations system. The Action Plan consists of 15 gender-relevant performance indicators, all of which United Nations system entities are expected to achieve by 2017. Of the 15 performance indicators, 3 relate to the status of women and their equal representation in the United Nations system: gender equality policies and plans (performance indicator 1); gender parity and architecture (performance indicator 10); and organizational culture (performance indicator 11). Those indicators provide the structure for the information set out below on policy, practice, progress and challenges.

1. Performance indicator 1: gender balance policies and plans

79. Policies on gender equality and the empowerment of women are a means of coordinating gender-related efforts towards specific goals. Accordingly, the first performance indicator requires the development and promulgation of gender policies and strategies in all United Nations entities to achieve equal representation of women at all levels and locations and for all contract types. Implementation of the Action Plan has encouraged the development and improvement of such gender policies. In 2013, 29 out of 62 entities reporting on the Action Plan had gender equality policies in place and several had better aligned them with their

organizational strategic plans.[44] Those policies are also being aligned with a standard system-wide policy guidance document developed by UN-Women and endorsed by the Action Plan network.

80. On the positive side, 18 out of the 30 entities that responded to the survey reported increasingly robust gender balance policies, all but 4 specifying senior accountability mechanisms for the equal representation of women. Ensuring strong commitment by senior management to gender balance goals increases the likelihood that gender policies will be effectively and consistently implemented. Notable are three entities that have recently promulgated and implemented gender balance policies:

(a) UNAIDS launched its Gender Action Plan, with an emphasis on accountability and career development, which resulted in an 8 per cent increase in the number of women staff at the P-5 level, to 42 per cent, and almost a 50 per cent increase in the number of women heads of country offices, in only one year (2013 to 2014);

(b) ITC promulgated a gender policy in 2014, entitled "People first: working towards gender balance across ITC", that included gender balance targets aligned with a broader gender strategy and organizational strategic plans;

(c) The United Nations Development Programme (UNDP) has promulgated a new gender parity strategy for the period from 2013 to 2017 that proposes a number of actions to advance gender parity, including through: (i) flexibility in the application of the "time-in-post" policy that allows women to apply for P-4/P-5 positions after only two years in post; (ii) special talent management measures for Bureaux where the representation of women has fallen below 45 per cent, in particular opening internal "candidate pools" for women nominees only; (iii) special programmes for high-potential women (based on a pilot in the Regional Bureau for Africa); (iv) the utilization of imminent retirements as an opportunity to rebalance gender distribution in some roles and offices; (v) the deliberate targeting of men for General Service roles, which are filled predominantly by women; and (vi) a requirement for Bureaux to develop concrete measures that will encourage managers to model behaviours enabling an inclusive work culture in which all staff can participate and be recognized for their contributions.

81. Encouragingly, 4 of the 12 entities without a gender policy reported plans to develop one, the most notable of which was the United Nations Secretariat.[45] Among the remaining eight entities without gender policies,[46] various reasons were cited as justification for not having one, including the "small size and special status" of the entity, "lack of human and financial resources", "parity has been achieved" and "we don't have a mandate for the equal representation of women". Additionally, of the entities without gender policies, five reported a shift away from a focus on gender owing to "cost saving and efficiency gains", with another two citing "lack of resources" as an explanation.

[44] In the second reporting cycle of the Action Plan in 2013, 90 per cent of the United Nations system, or 62 out of 69 reporting entities (including Secretariat departments and offices), submitted reports.

[45] UNICC, the United Nations Secretariat, UPU and WHO. UNICC is governed by WHO and will adhere to the same gender strategy.

[46] IAEA, International Court of Justice, ICSC, PAHO, UNOPS, UNSSC, UN-Women and WIPO.

2. Performance indicator 10: gender architecture and parity

82. Performance indicator 10 requires entities to develop effective structures to work efficiently towards achieving gender parity at all levels for the effective implementation of policies and practices affecting gender parity, such as staff selection, temporary special measures, staff retention and a robust gender focal point system, as outlined below. Compliance by entities with the performance indicator was uneven, with only 19 per cent of entities meeting or exceeding requirements in 2013, a minor improvement compared with 13 per cent in 2012.

Temporary special measures to improve the status of women

83. There are still many obstacles to accelerated advancement towards gender equality. Interventions, such as temporary special measures, as stipulated by the Committee on the Elimination of Discrimination against Women in its general recommendations No. 8 (1988) on article 8 of the Convention on the Elimination of All Forms of Discrimination against Women and No. 24 (2004) on article 4, paragraph 1, of the Convention, are designed to surmount barriers, including socially constructed discrimination against women, to attain and sustain gender parity. Such special measures are temporary in nature and discontinued when equal representation is achieved and sustained for a period of time, as stipulated in article 4, paragraph 1, of the Convention on the Elimination of All Forms of Discrimination against Women.

84. Temporary special measures encompass a range of instruments, policies and practices, including targeted recruitment and promotion, training programmes for women and quantified mandates, such as the requirement that at least one woman be on the shortlist for posts at levels where parity has not been attained. They are distinguished from more permanent measures designed to address biological differences between men and women, until such time as the scientific knowledge referred to in article 11, paragraph 3, of the Convention on the Elimination of All Forms of Discrimination against Women would warrant a review.

85. Nonetheless, temporary special measures have often been erroneously interpreted as institutionalized favouritism, rather than as essential interventions to ensure that women are given equal consideration, opportunity and reward compared with men. Despite efforts to elucidate the true nature and function of special measures, such as general recommendation No. 25, in which the Committee sought to clarify article 4, paragraph 1, in order “to facilitate and ensure its full utilization by States parties”, temporary special measures continue to be misinterpreted and, consequently, underutilized or even undermined.

86. In the survey, 15 out of 30 entities reported utilizing temporary special measures to improve the status of women. Of those that did not have such measures, eight reported having plans to promulgate and/or implement them and three reported that they had already reached or nearly reached gender parity. Entities reported having the following temporary special measures in place: mentoring and training programmes for women, women candidates on shortlists for vacancies, flexibility with regard to the amount of the time in post required to compete for higher level posts and the use of headhunters to identify women candidates, with most entities employing several different measures. However, the mandatory selection of a substantively equally or better-qualified female candidate, promulgated in ST/AI/1999/9 (para. 1.8) and repeatedly upheld by United Nations tribunals, was notably absent. Additionally, of the 15 entities that claimed they did not have special

measures in place, many in fact appeared to have them in one form or another, as revealed by their other responses to the survey, reinforcing the view that there is some confusion as to what temporary special measures consist of.[47]

87. Encouragingly, survey responses indicated increased recognition of temporary special measures as an indispensable method for accelerating progress. When asked to indicate the three greatest impediments to achieving gender parity at the P-4 to D-2 levels, 15 out of 30 entities cited a "lack of special measures for appointments and promotions" as one of them.[48]

88. Furthermore, when asked why they did not utilize special measures, the majority of entities responded that their use was currently under review. Only two expressed concern over the perception of such measures as discriminatory.

Staff selection

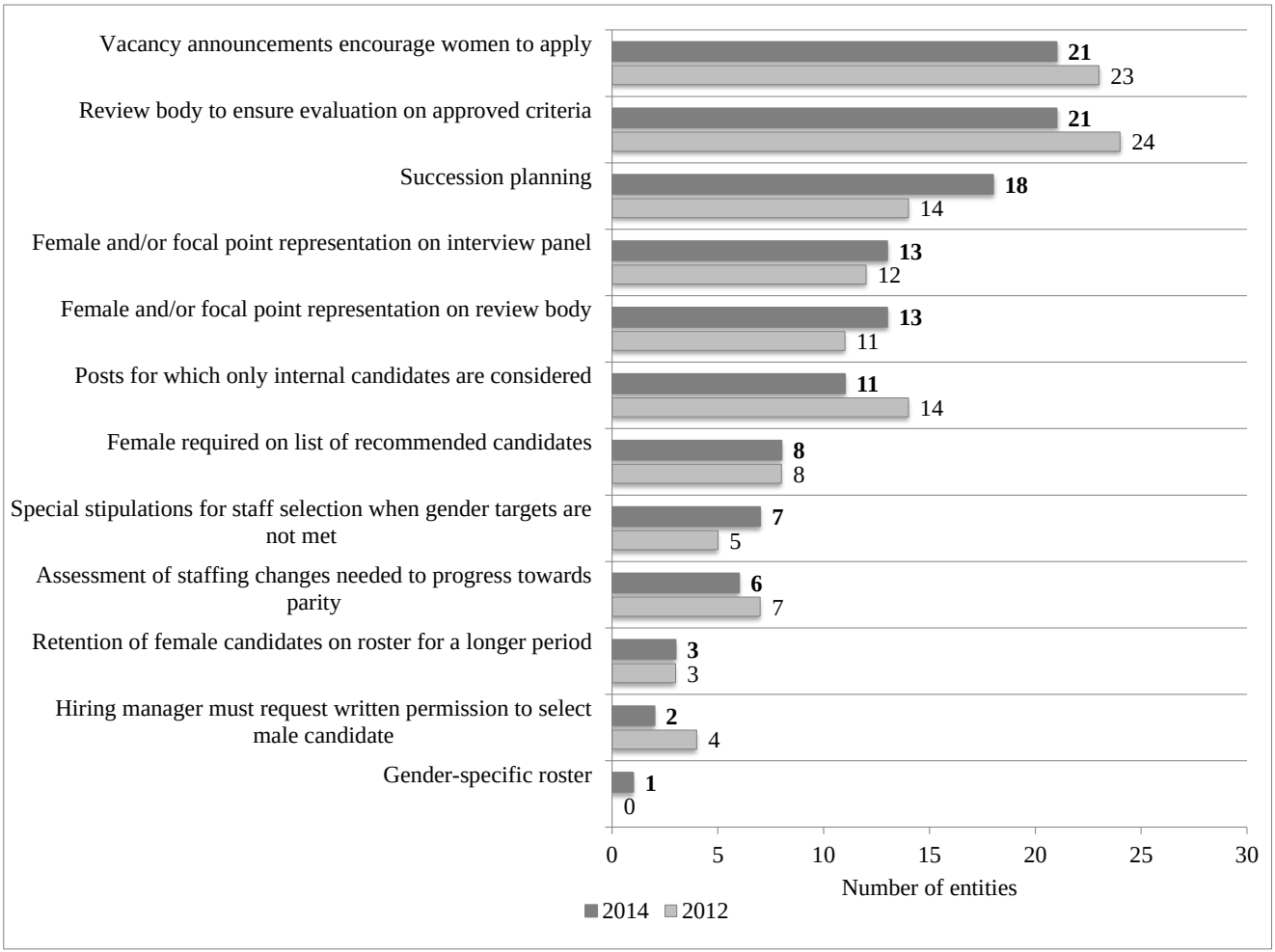
89. Staff selection policies, under the ultimate authority of heads of departments and other organizational units in each United Nations entity, govern the recruitment of staff. Staff selection policies, including temporary special measures, can be employed to increase the proportion of qualified women candidates, ensure their equal consideration and selection and assist in eliminating bias in the selection process.

[47] Survey analysis found that of the 15 entities that reported that they did not have special measures in place, 14 reported using the following measures elsewhere in their responses: retaining women on rosters for a longer period than men, requiring that lists of candidates for vacancies include women, setting up mentoring programmes, requiring that interview panels include women and providing gender training.

[48] Possible impediments also included lack of accountability for senior managers, low numbers of qualified female applicants, inadequate outreach, lack of a gender balance focal point system, lack of flexible work arrangements, inadequate career development for mid-level female staff and organizational culture.

Figure VII

Comparison of the number of entities in the United Nations system with gender-related measures in their staff selection systems as at 1 June 2012 and 1 June 2014[a]



Source: 2014 UN-Women Entity Survey.

[a] Thirty-two entities completed the UN-Women survey in 2012. Thirty entities, including three entities that had not participated in 2012, completed the survey in 2014. In order to provide an accurate comparison, responses from entities not represented in both of the surveys were omitted from the survey: UNFCCC, UNSCC and UNICC in 2014 and ICAO, IMO, ITU, UNITAR and the United Nations Joint Staff Pension Fund in 2012.

90. Overall progress has been uneven for staff selection measures, with usage by entities increasing for five measures, decreasing for another five and remaining the same for two (see figure VII). The measure with the greatest increase in use was succession planning, with an additional four entities adopting the practice since last surveyed in 2012. Anticipated vacancies and retirements are opportunities to improve the representation of women, and entities should be prepared to utilize them.

91. Although additional entities have adopted special stipulations for staff selection when gender targets are not met, measures to increase accountability for gender balance in the hiring process continue to be underutilized. For example, the

number of entities requiring a review body to ensure evaluation on approved criteria and requiring hiring managers to request written permission to select male candidates over qualified female candidates has decreased.

92. Gender-specific rosters continue to be the most underutilized staff selection measure to advance women. Rosters facilitate the rapid filling of vacancies by pre-qualified candidates and are an opportunity to accelerate progress towards gender parity through the timely selection and placement of women candidates.

Career development

93. When asked what the three greatest impediments were to achieving gender balance at the P-4 to D-2 levels, 16 of the 30 entities cited "inadequate career development for mid-level female staff" among their answers. In that context, 26 of the 30 entities provided leadership and managerial training; however, only 4 had training programmes targeted at women.[49]

94. The benefits of mentoring programmes for the advancement of women have yet to be realized as a low-cost, informal means of increasing job satisfaction, motivation and career aspirations. Only nine entities reported having such programmes, and one entity had a programme in development.[50]

95. Below are some positive examples from entities that have recognized the benefits of career development:

(a) UNDP has launched a talent management programme for women staff in the Regional Bureau for Africa and has expanded its mentoring programme to the Regional Bureau for Asia and the Pacific. It has found that mentoring is critical for new staff members as they adjust to their duty stations, and aids in the retention of young and talented staff members;

(b) In September 2013, the International Tribunal for the Former Yugoslavia launched an empowerment and leadership initiative for women. It connected mentees with a network of influential supporters and included several career-planning workshops and seminars aimed at assisting both young professionals and those transitioning at the mid- and late-career levels;

(c) In 2013, WFP developed and implemented a career development and leadership programme for women. It works with senior women, as well as high-potential junior women, to build their leadership skills and capabilities and develop stronger networks among their fellow women staff members.

Gender training

96. Of the 30 entities surveyed, 18 had implemented gender training. Of those, only 7 had made the training mandatory, while 2 indicated that they had plans to carry out mandatory gender training in 2014. Effective implementation of training programmes assists in weakening the more subtle barriers to improving the status of women and creating more gender-sensitive work environments. Obstacles to the

[49] IFAD, UNAIDS, UNDP and UNESCO, although unfortunately UNESCO has since suspended its training programmes owing to financial constraints.

[50] The mentoring programmes of two of the nine entities, which reported having such programmes are open to both male and female staff and a further two are being piloted.

implementation of gender training cited by entities included the inundation of staff with training programmes, as well as financial constraints.

97. In an attempt to make gender training more accessible and cost-effective for entities throughout the United Nations system, UN-Women is in the process of launching an online introductory course on gender equality and the empowerment of women. One of the three mandatory modules, entitled "Promoting gender equality through the system", includes an overview of the Action Plan for Gender Equality and the Empowerment of Women and the internal mechanisms for promoting gender equality throughout the United Nations system. When asked if they would be interested in utilizing such a course, 22 out of 30 entities responded affirmatively.

Vacancies and retirements

98. Anticipated vacancies and retirements are opportunities to improve the representation of women. Entities should be prepared to utilize those opportunities through succession planning and assessing the number of women who will need to be hired to reach parity, disaggregated by level and department. Of the entities surveyed, 20 out of 30 used succession planning for staffing changes and 7 assessed the number of women, by level, who would need to be recruited in order to reach gender balance. In several cases, that assessment had been decentralized to departments, rather than being an organization-wide policy, and was monitored by the heads of departments accountable for progress towards parity through performance management systems. That resulted in markedly uneven practices, with career advancement for women being impeded in some departments relative to others.

System of gender balance focal points

99. To meet the requirements for performance indicator 10, focal points must be at the P-4 level or higher, have written terms of reference and allocate 20 per cent of their time to focal point functions.

100. The General Assembly has repeatedly requested that focal points be designated at a sufficiently high level and enjoy full access to senior management, both at Headquarters and in the field, but compliance remains uneven. The survey found that the majority of entities (19 of 30) had focal points at the P-3 level or lower, 9 of which reported having focal points at the General Service level.[51] The designation of lower-level focal points is of particular concern, since it often restricts their ability to catalyse change.

101. The Secretary-General has promulgated terms of reference for gender balance focal points in the United Nations Secretariat to support department heads and senior managers.[52] Focal points are responsible for developing the gender targets of human resources action plans, scorecards and compacts for senior managers, advising on the staff selection process and promoting greater gender awareness and sensitivity in their work environments.

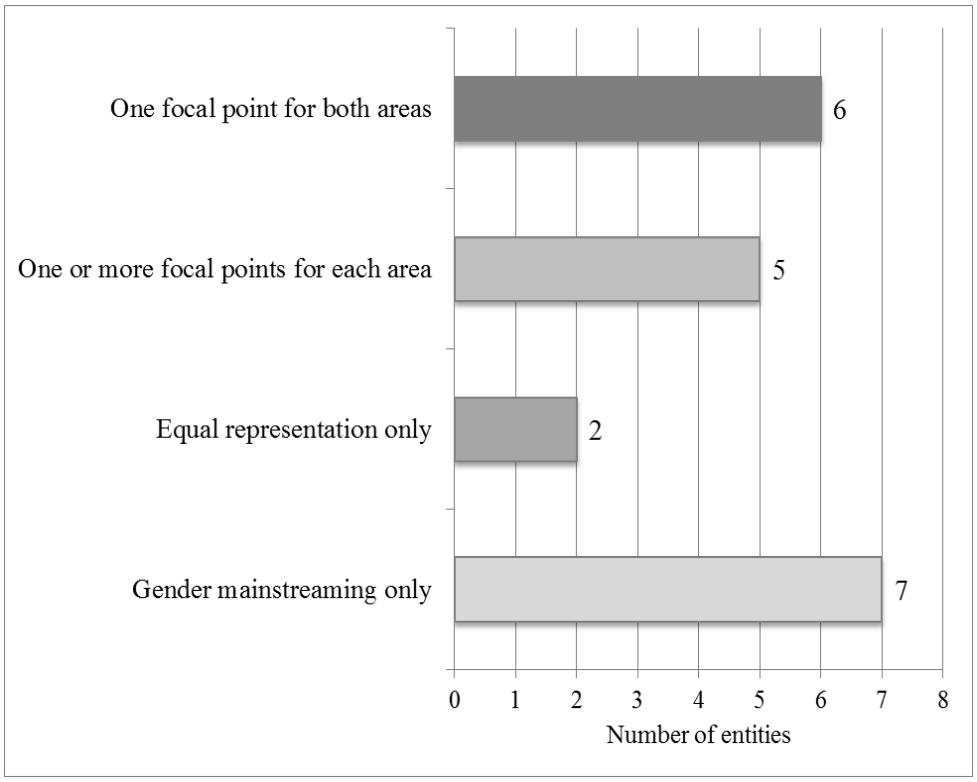
102. Encouragingly, 20 of the 30 entities had one or more gender focal points. However, it is a matter of serious concern that only 13 of the 30 entities confirmed

[51] FAO, IAEA, IFAD, ILO, ITC-ILO, UNFCCC, UNOPS, WFP and WIPO.

[52] Terms of reference for departmental focal points were first issued in 1994, revised in 1999 and most recently updated in 2008 in ST/SGB/2008/12, referenced here.

having terms of reference for their gender focal points and only 6 entities provided their focal points with budgets for their work. The greatest area of weakness for focal points appeared to be the lack of time they were able to devote to their gender-related duties. Only one entity reported that its focal point allotted more than 20 per cent of his or her time to focal point functions.[53] The majority of entities (75 per cent) reported that focal points allotted 20 per cent or less of their time to their focal point functions. In addition, as shown in figure VIII, the majority of focal points cover both gender balance and gender mainstreaming, and only five entities have a focal point for each.

Figure VIII
Gender focal point coverage of equal representation of women and gender mainstreaming by United Nations system entities, as at 1 June 2014



Source: UN-Women entity survey, 2014.

103. Of the 30 entities that responded to the survey, 15 had male focal points. Ironically, the requirement in the Action Plan that focal points be at the P-4 level or higher has helped to involve men because, as one entity noted, “there are relatively more male staff in higher-grade levels”. While three entities indicated that gender continued to be seen as a “women’s issue”, nine reported that “no challenges” existed in involving men, who were “highly engaged”, brought “different perspectives” and had proved “useful to … promoting gender equality”.

[53] UNDP focal points are able to allot over 50 per cent of their time to their focal point functions.

3. Performance indicator 11: organizational culture

104. A positive, supportive and non-discriminatory organizational culture for all staff is a key enabler for the achievement of gender equality and the empowerment of women. The United Nations system, therefore, must emphasize facilitative work environments for all staff, both men and women. Accordingly, the Action Plan for Gender Equality and the Empowerment of Women contains performance indicator 11 on organizational culture.

105. Performance indicator 11 requires entities to implement gender-relevant facilitative policies, including policies on work-life balance and the prevention and prohibition of discrimination and harassment, including sexual harassment. In addition, entities are expected to monitor organizational culture using instruments such as mandatory annual organizational culture surveys and systematically administered exit surveys of separating staff at all levels.

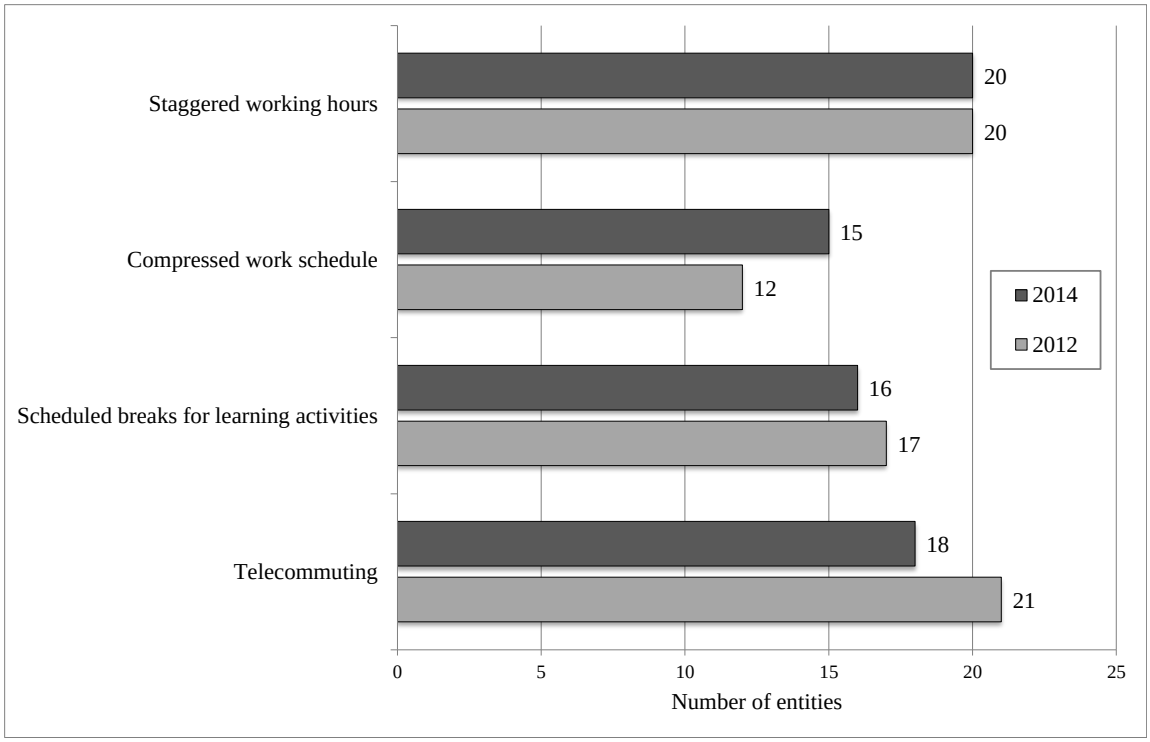
Codes of conduct: discrimination, harassment and abuse policies

106. Thirty-five entities had policies that prohibited discrimination, harassment and abuse of authority. Most entities had policies in place that protected employees against discrimination and harassment and provided them with proper channels for action against misconduct. Twenty-two entities, three more than in the prior reporting period, had measures for protection from sexual exploitation and abuse. Thirty-one entities had policies that protected employees against retaliation for "reporting misconduct and for cooperating with duly authorized audits or investigations", and 32 entities had policies for resolving such cases. The scope of workplace harassment and discrimination, however, is unknown, as no system-wide reporting or tracking of misconduct or policy implementation exists.

Work-life balance and flexible work arrangements

107. In successive resolutions, the General Assembly has called for strengthened implementation of flexible working arrangements as an important measure to accelerate progress towards gender parity. Four options for flexible working arrangements exist: staggered working hours or flexitime (option 1); compressed work schedules (option 2); scheduled work breaks for extended learning activities (option 3); and telecommuting (option 4), with all other arrangements (special leave without pay, part-time work, etc.) categorized as "other work arrangements". Figure IX shows the number of entities offering each option. Compared with the survey findings from 2012, slight reductions were found in the number of entities offering telecommuting and scheduled work breaks for extended learning and an increase in the entities offering compressed work schedules. The number of entities offering staggered working hours remained the same. Interestingly, staggered working hours was the flexible working arrangement that men tended to use most, while telecommuting (which registered the largest decrease since 2012) constituted the option used primarily by women (see figure X).

Figure IX
Number of entities in the United Nations system offering flexible working arrangement options as at 1 June 2012 and 1 June 2014[a]



Source: UN-Women entity survey 2012 and 2014.

[a] Thirty-two entities completed the UN-Women survey in 2012. Thirty entities, including three that had not participated in 2012, completed the survey in 2014. In order to provide an accurate comparison, responses from entities not represented in both of the surveys were omitted from the survey: UNFCCC, UNSCC and UNICC in 2014 and ICAO, IMO, ITU, UNITAR and the United Nations Joint Staff Pension Fund in 2012.

108. Flexibility in the workplace is positively correlated with the enhanced engagement and retention of women staff, both because it allows for better integration of childcare and/or elder-care responsibilities and because without flexible working arrangements women are more likely to limit their career aspirations. Women, however, are not the sole seekers and beneficiaries of work-life balance; men also desire and take advantage of flexibility in the workplace. One entity, for example, discovered in a global staff survey in 2012 that more male employees expressed discontent with their work-life balance than their female counterparts. In addition to increasing job satisfaction, research has found that workplace flexibility in many instances yields cost savings by increasing productivity, decreasing operating costs, reducing absenteeism and lowering staff turnover.[54]

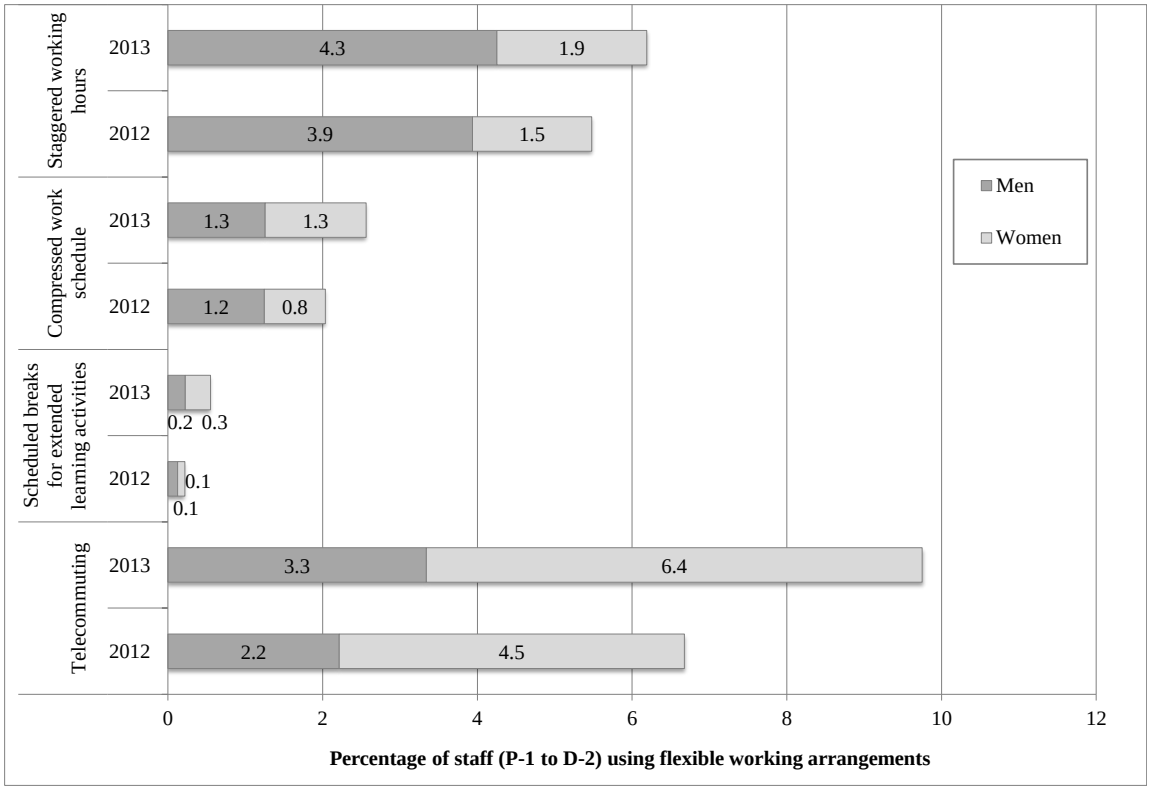
109. On the basis of data submitted by United Nations entities regarding their use of flexible working arrangements, both men and women were found to avail themselves of such arrangements. The two most popular options, staggered working

[54] Anna Beninger and Nancy M. Carter, “The great debate: flexibility vs. face time. Busting the myths behind flexible work arrangements”, Catalyst (July 2013).

hours and telecommuting, were used disproportionately by both men and women. More men than women tended to use staggered working hours, while the reverse was true for telecommuting (see figure X). With respect to the other two options (compressed work schedules and scheduled breaks for extended learning activities), usage by men and women was equally minimal. Interestingly, all four options saw an increase in usage from 2012 to 2013, reflecting the growing acceptance and implementation of flexible working arrangements. That said, usage remains low, with less than 10 per cent of all staff availing themselves of such arrangements, a finding that runs counter to the fears typically expressed by managers that the majority of staff members will want to work remotely if such arrangements are made available.

Figure X

Usage of flexible working arrangement options by staff on contracts of one year or more, at all locations in the United Nations system, from 1 January 2012 to 31 December 2012 and from 1 January 2013 to 31 December 2013[a]



Source: United Nations entities.

[a] Nineteen entities provided data on flexible working arrangements: FAO, IAEA, ICAO, ICSC, IFAD, ILO, IMO, International Court of Justice, ITC, ITC-ILO, ITU, UNFCCC, UNHCR, UNICEF, UNITAR, UNOPS, WFP and WMO.

110. Effective implementation of flexible working arrangements suffers from a poor understanding of their definition, content and application. In 2014, six entities provided examples in their surveys of what they erroneously believed to be flexible working arrangements. Arrangements mistaken for flexible working arrangements

included parental leave, time off for breastfeeding, part-time work and special leave without pay. Resistance and fear of loss of control by supervisors constituted the chief reason cited for poor implementation of flexible working arrangements. In addition, small entities indicated financial constraints and small staff size as areas of concern for the adoption and implementation of such arrangements.

111. Notwithstanding those findings, flexible working arrangements are gaining widespread acceptance across the United Nations system. As at 1 February 2013, all staff in all Secretariat departments had had the option of using flexible working arrangements. Of the 30 entities that responded to the survey, all but 3 offered flexible working arrangements (the International Court of Justice, UPU and UNESCO did not) and 9 entities offered all four options.[55] A further nine entities offered three of the four options, the two least available being compressed work schedules and scheduled work breaks for extended learning activities.[56] Telecommuting continued to constitute the most popular option: 9.7 per cent of staff surveyed in the United Nations system reported using it.

112. In 2012, the Joint Inspection Unit conducted a system-wide study on flexible working arrangements. The results of the study revealed that:

(a) The majority of staff felt reassured at having such arrangements available to them should they ever need them;

(b) Interpretation and implementation of flexible working arrangements remained uneven and sometimes limited;

(c) Support among managers for flexible working arrangements remained suboptimal and had a negative impact on implementation.

113. The following are examples of efforts to address obstacles to effective usage of flexible working arrangements in the United Nations system:

(a) Creation of the iSeek website “Flexwork”, which provides accessible, graphic manuals for staff and supervisors, frequently asked questions (FAQs) and an e-library of resources to enhance understanding and awareness of flexible working arrangements;

(b) Discontinuation of formal clocking systems for the purpose of monitoring flexible working arrangements;

(c) The explicit adoption by eight entities of an honour system or the use of informal, decentralized monitoring mechanisms;

(d) The creation by several entities of a flexible working arrangement section on their intranet and regular announcements to promote flexible working arrangements;

(e) Manager and staff information meetings on flexible working arrangements, such as those held by the United Nations Office at Geneva, which yielded a

[55] ITC, UNAIDS, UNFCCC, UNFPA, the United Nations Secretariat, UNICEF, UNOPS, UN-Women and WFP.

[56] Of the nine entities offering three of the four options for flexible working, five did not offer compressed work schedules and four did not offer scheduled work breaks for extended learning activities.

mandatory module on flexible working arrangements as part of all supervisory skills training courses;

(f) An online application process for flexible working arrangements adopted by UNFPA in 2013. While overall usage can be tracked online, the management of individual flexible working arrangements is left to supervisors;

(g) The development by IFAD of an online course to sensitize staff to the importance of flexible working arrangements;

(h) A guide for managers on effective implementation of flexible working arrangements, to be published by UNDP;

(i) A review currently being undertaken by four entities of their policies on flexible working arrangements and/or surveys of staff on perception and use.

4. Facilitative policies

Maternity, paternity and adoption leave

114. Maternity, paternity and adoption leave constitute entitlements and are provided throughout the United Nations system. However, an analysis of the policies in place revealed discrepancies across entities in the amount of time and flexibility offered. Maternity leave — on average, 16 weeks with full pay — constituted the most standard facilitative policy. Of the 32 entities surveyed in 2012, 29 offered adoption leave policies; two years later, 100 per cent of the 35 entities covered in the present report did so.

115. Relative to maternity and paternity leave policies, however, adoption leave policies are far more variable and ambiguously defined across the United Nations system. The survey revealed that all maternity and paternity leave policies included full pay and allowances. However, the adoption leave policies of several entities lacked the same level of detail. More than 20 per cent of adoption leave policies fell under “special leave”, distinguishing it from parental leave. The adoption leave policy of one entity offered up to 20 days of special leave with full pay per child. Another also offered four weeks of special leave; however, that was dependent on contract type and could include full pay, partial pay or no pay. Nevertheless, the duration for most adoption leave policies was eight weeks, half of that offered for maternity leave and double the four weeks typically offered for paternity leave.[57] FAO was the only entity that reported offering a maximum of 10 weeks of adoption leave.

116. While progress in standardizing parental policies and ensuring equitable allocation of leave is still needed, some entities have strengthened their facilitative policies since 2012. Examples of entities with comprehensive and well-defined facilitative leave policies include WHO, ITU and PAHO. At WHO, maternity leave is 16 weeks with full pay, or 20 weeks in the case of multiple births. In addition, any unused portion of maternity leave may be used by the other parent. Temporary staff members are also eligible for maternity leave. The WHO adoption leave is

[57] A staff member who is internationally recruited to a non-family duty station or finds himself in exceptional circumstances related to the mother’s health is eligible for eight weeks of paternity leave.

commendable, offering eight weeks with full pay, and is a stand-alone policy, not categorized as special leave.[58]

117. ITU has facilitative policies that are similar to those of WHO, except that its maternity leave policy also specifies that mothers of adopted infants are eligible for the "same time off [as mothers of infants] following the completion of adoption leave until the child reaches one year of age".[59] PAHO adds that when both parents are staff members, they may exercise in full their respective paternity and maternity leave entitlements. Furthermore, when both parents are staff members, each is entitled to exercise his or her full adoption leave. As at WHO, PAHO allows the other parent to use any unused portion of maternity leave.

Breastfeeding policies

118. Less progress was seen in breastfeeding policies, which 90 per cent of entities had already adopted in 2012. The remaining 10 per cent continued to lack or have poorly defined breastfeeding policies as of 2014.

119. While the conventional duration of time off for breastfeeding is two hours per day (including time for travel), at least three entities allowed no more than one hour per day (including time for travel). Notably, one of those four entities indicated that this period should also count as the lunch period. The following entities, however, exemplified progressive trends in breastfeeding policies:

(a) UNDP, whose facilitative policies are followed by several other United Nations entities, revised its breastfeeding policy in 2013 to increase the duration of time off by 30 minutes for each additional breastfeeding infant.[60]

(b) In 2013, UNRWA opened a breastfeeding space for nursing mothers in its West Bank field office, the first of its five field offices to do so.

Pregnancy task force study

120. Between January and May 2013, the pregnancy task force, convened by the Department of Management to "study the situation of pregnant women in difficult duty stations and to make proposals for how to address their specific needs", consulted with relevant United Nations departments, other common system organizations and staff in the field.[61] In the resulting report, common areas of concern for pregnant women in difficult duty stations were highlighted.[62] Regarding the lack of flexibility of maternity leave, the task force was critical, in particular, of

[58] In addition to WHO, at least three entities (ITC-ILO, UNESCO and PAHO) have stand-alone adoption leave policies.

[59] While ITU does not use the words "breastfeeding" or "nursing", this offers the same amount of time off as for maternity leave (two hours per day) and otherwise uses the same language.

[60] ITU and UNICEF reported having similar policies.

[61] The establishment of the task force was mandated by the Secretary-General in September 2011. It was composed of representatives of the Medical Service, UN-Women, UNICEF, the Office of Human Resources Management, UNDP and the Department of Field Support.

[62] In its report, the task force defined a difficult duty station as one that was a "non-family duty station, or one where there was inadequate access to maternal or newborn health-care services". Areas of concern identified in the report included the relative inflexibility of using the maternity leave entitlement in contrast to the paternity leave entitlement, the lack of a minimum standard of antenatal care, the lack of consistency in special case applications, such as multiple births, and differing treatment of locally and internationally recruited staff.

the calculation of maternity leave entitlement as one fixed block and in weeks instead of working days.[63] In order to align the calculation of maternity leave with that of other leave policies and increase the flexibility of maternity leave usage, the task force recommended:

(a) Removing the requirement that maternity leave be one continuous period;

(b) Extending the period within which maternity leave could be taken to 12 months after delivery;

(c) The adoption of an amendment to the relevant administrative instructions that clarifies that the 16-week period corresponds to 80 working days.[64]

5. Monitoring mechanisms

121. Monitoring tools, such as global staff surveys, exit surveys and gender balance scorecards, systematically capture and assess organizational culture and its bearing on the status of women in the United Nations system.

Global staff surveys

122. According to the data stemming from the 2013 report on the Action Plan for Gender Equality and the Empowerment of Women, only 15 entities conducted regular global personnel surveys, while 2 reported plans to adopt such mechanisms. Those 17 entities constituted less than one quarter (24 per cent) of Action Plan reporting entities in 2013.

123. Regular organization-wide staff surveys represent a valuable tool to capture organizational culture issues that undermine or slow the attainment and sustainment of gender parity. Staff surveys gather qualitative information about organizational culture, staff experiences, perceptions of obstacles and facilitative provisions for career development and advancement, work-life balance and use of flexible working arrangements, among other things. The qualitative and quantitative data stemming from the staff surveys is also relevant to informing or updating gender-related policies within entities. For example, UNAIDS used the results of its all-staff survey in July 2012 in the preparation of its Gender Action Plan in 2013. The positive results UNAIDS has achieved in terms of the representation of women at the P-5 level and as heads of country offices can also be attributed to the effective use of the results of a survey.

124. Exit interviews are also a valuable opportunity to gain understanding of the factors that have an impact on staff retention and their overall experience. As demonstrated, the rate of separation of women on contracts of one year or more (43.3 per cent) is higher than their overall representation (41.8 per cent), pointing to

[63] In staff rule 6.3, maternity leave is calculated as a 16-week calendar period, although administrative instruction ST/AI/2005/2 sets out conditions for part-time work during pre-delivery leave.

[64] At present, the average paternity leave is treated similarly to annual leave and may be taken at the discretion of the father any time up to one year after the child's birth. In its recommendations, the task force treats paternity and maternity leave equally and would allow the mother to take maternity leave as full or half-days, with the approval of her supervisor, so as to allow her to transition gradually back to work, work on days when her partner takes paternity leave and reserve some maternity leave for a critical period, such as an operation for the newborn. Any unused portion of maternity leave would lapse 12 months after the delivery of the child.

issues concerning job satisfaction and career development opportunities for women. Identifying the primary reasons for separation through exit interviews can assist entities in reducing attrition rates and increasing the pool of qualified female candidates.

125. While 21 out of 30 entities reported using exit interviews, only 11 reviewed exit interview findings on a yearly or more frequent basis, and only 9 systematically recorded and analysed the results. Furthermore, only 10 made exit interviews mandatory. In cases in which exit interviews were not mandatory, the majority of entities reported that exit surveys were completed by separating staff only sometimes; three reported that they were never completed; and only two reported that they were always completed. Unless exit interviews are completed by all separating staff, their results can be used only anecdotally, as they reflect the opinions of staff who have self-selected themselves to complete an exit interview, creating an inherent bias in the results.

126. For entities that are relatively small in terms of staff size, it is difficult to ensure the anonymity of respondents, thereby inhibiting their willingness to provide honest feedback. While 12 out of 21 entities conducted exit interviews electronically in order to protect confidentiality and garner more candid insights, 5 entities only conducted in-person interviews and 4 used both electronic questionnaires and personal interviews.

127. The majority of entities utilizing exit interviews have adopted the practice only within the past five years. In 2009, CEB published a proposed exit questionnaire that has served as the template for many entities. Tailoring the questionnaire to an entity's needs and ensuring that meaningful gender-related data are gathered remain challenges.

128. Entities were invited to share the salient gender-related results of their analysis of exit interviews with UN-Women. In almost all cases, results shared by entities revealed disparate reasons for separation and levels of job satisfaction according to gender. While one entity found that "equal numbers of men and women cited family reasons as the principal reason for leaving", it also revealed that "women reported a lower level of satisfaction on average for 43 out of 50 indicators on the exit interview survey, compared with men. Areas with the lowest levels of reported satisfaction on average for women were: opportunities to use skills/abilities, personal career progression, training and learning opportunities provided and impact your work had on your personal life".

Gender balance scorecards

129. Scorecards capture data, disaggregated by sex, for the organization to monitor progress, inter alia, towards gender parity. They enhance accountability through the use of real-time data, systematic tracking and early detection of negative trends. Examples of their effective use include the United Nations Secretariat and UNAIDS:

(a) The Secretariat scorecard is included in the compacts that senior managers make with the Secretary-General, and its data are monitored for compliance. Since 2010, the scorecard has set a target for improving the representation of women at the senior (P-5 and above), non-senior (P-2 to P-4) and General Service levels by 50 per cent of the gap between the current representation

of women and the goal of 50 per cent representation. The resulting ratio is applied to the vacancies in an entity, with a target of filling all vacancies at this ratio;

(b) UNAIDS has applied the gender balance scorecard to advocacy efforts, reporting on its results in an infographic produced and disseminated on International Women's Day to increase awareness of targets by using a visually appealing presentation of the data.

130. Despite its merits as a management tool, usage of gender scorecards remains limited, with only five entities other than the Secretariat implementing them (UNAIDS, UNHCR, UNICEF, UNRWA and WFP). All but one of them populated the scorecard with real-time data. The remaining one monitored its scorecard on a monthly basis.

IV. Conclusions and recommendations

A. Conclusions

131. **The United Nations, as a principal instrument for the establishment of international norms, bears a special responsibility to lead by example. Therefore, it must be a standard bearer, demonstrating its own commitment to the doctrine of gender equality it advocates. A critical element, which the present report aims to provide, is the monitoring of and reporting on the progress of the United Nations system towards the goal of gender parity established in the Beijing Declaration in 1995 and consistently endorsed by the General Assembly. In addition to the present report, the innovative Action Plan for Gender Equality and the Empowerment of Women has provided a highly effective instrument to measure such progress, and the entities in the United Nations system are to be commended for adopting it as a means of measuring and self-reporting the extent of their progress.**

132. **The pace of progress towards gender parity in the United Nations system has not met expectations, as evidenced from the findings contained in this report and its predecessors over the past decade. The goals set by the Beijing Declaration almost 20 years ago and repeatedly endorsed by the General Assembly since are not being realized within a reasonable time frame. It is therefore incumbent on the leadership in the system to focus attention on the continued impediments to progress and to implement the necessary corrective measures.**

133. **During the reporting period, the overall representation of women in the United Nations system increased by 0.9 percentage points to stand at 41.8 per cent. Moreover, when analysed by grade, the representation of women in the P-4 to D-2 levels reached historical highs in 2013, albeit still distant from the achievement of gender parity: 40.5 per cent at P-4, 34.2 per cent at P-5, 32.4 per cent at D-1 and 30.1 per cent at D-2. In contrast, however, both the P-3 (45.3 per cent) and ungraded levels (26.7 per cent) have witnessed a decrease in the representation of women since the previous reporting period. The decrease of 3.3 percentage points at the ungraded level reduced the total increase over the past decade (2003-2013) to only 7.4 percentage points, or 0.7 percentage**

points per annum and is evidence that the inverse relationship between grade and the representation of women continues.

134. **An analysis of the United Nations system as a whole during the past decade found that progress towards gender parity averaged a suboptimal annual growth rate of 0.5 percentage points. At that rate, the United Nations system may be expected to attain parity by the year 2028, an unacceptably long horizon.**

135. **Regarding location, women continued to be underrepresented at non-headquarters locations at all Professional levels and higher and on all contract types. Aside from UN-Women, no entity achieved 50 per cent or higher representation of women at non-headquarters locations on contracts of one year or more. In a similar manner to the last reporting period, 9 out of 32 entities (28.1 per cent) achieved a 50 per cent or higher representation of women at headquarters locations on contracts of one year or more.[65] In contrast, progress on the representation of women on contracts of one year or more at non-headquarters locations has been uneven: 11 entities reported decreases and 11 reported increases in the representation of women. Of the 11 that registered increases, 5 increased their representation of women by 5 percentage points or more.[66] In terms of contract type, in stark contrast to their representation on more secure contracts of one year or more, women remain overrepresented on temporary contracts. The total absence of men on temporary contracts at headquarters locations for three entities and underrepresentation in general for temporary contracts points to a concern that men have greater access to employment security than women. A greater representation of women on temporary contracts, however, does signify an experienced pool of candidates from which to appoint women on regular contracts in the entities concerned.**

136. **The overall appointments of women on contracts of one year or more registered at 42.1 per cent, the same as in the previous reporting period. Disaggregating appointments by level, however, showed some gains. Relative to the previous reporting period, a smaller proportion of women were appointed at the lower P-1 to P-3 levels and a higher proportion at the P-4 to D-2 levels. The D-1 level witnessed an unprecedented increase of 6.8 percentage points in promotions of women. In fact, the senior levels of P-4 to D-2 registered increases, the least of which was a 1.8 percentage point increase at the D-2 level. While the P-1 to P-3 levels witnessed declines in the appointment of women, the P-1 and P-2 levels did not fall below parity. The ungraded level registered the largest decrease in the appointment of women (5.8 percentage points).**

137. **With respect to promotions, much remains to be done, particularly at the senior decision-making levels (P-5 to D-2), where the proportion of women promoted in the United Nations system remained nearly 15 percentage points away from achieving parity. Encouragingly, promotions at the D-1 and D-2 levels at headquarters locations have increased substantially since the last reporting period: by 13 percentage points, from 27.9 to 40.9 per cent.**

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[65] UN-Women (79.3 per cent), UNESCO (55.8 per cent), UNICEF (54.9 per cent), PAHO (53.1 per cent), UNFPA (52.7 per cent), International Court of Justice (51.7 per cent), UNDP (51.6 per cent), UNHCR (51 per cent) and UNAIDS (50 per cent).

[66] IAEA, ITU, UNAIDS, UNITAR and UNU.

138. **Women constituted 43.3 per cent of all separations of staff on contracts of one year or more, at all levels and locations for the current reporting period. Further, the rate of separation of women was higher than their overall representation (41.8 per cent), pointing to retention and career development issues for women. Significantly, women on contracts of one year or more separated in proportions inverse to their level. The most significant gender disparity was manifest in the attrition rate of women, which was significantly higher at non-headquarters than at headquarters locations.**

139. **The United Nations Secretariat is the largest entity of the United Nations system, employing 33 per cent of its overall professional workforce (P-1 to ungraded). As at 31 December 2013, women on contracts of one year or more constituted 40.5 per cent of Secretariat staff in the Professional and higher categories, a 1.3 percentage point increase compared with the previous reporting period. In the current two-year reporting period, the P-2 to D-1 levels attained the highest representation of women to date in the Secretariat (see table 7): P-2 (55.8 per cent), P-3 (43.4 per cent), P-4 (39.2 per cent), P-5 (31.7 per cent) and D-1 (30.2 per cent). The D-1 and D-2 levels witnessed encouraging increases of 3 and 2 percentage points, respectively. In contrast, the ungraded levels declined by 2.8 percentage points to stand at 24.6 per cent.**

140. **In comparison with the rest of the United Nations system, the Secretariat appointed and promoted a lower proportion of women at every level with the exception of the lowest staffing level (P-1). The differences were greatest at the senior decision-making levels (P-5 to ungraded), where the Secretariat averaged 8 percentage points fewer P-5 appointments and 4 percentage points fewer ungraded appointments of women and between 7.6 percentage points fewer promotions to P-5 and 5.7 percentage points fewer promotions to D-2 of women than the average across the United Nations system. In a more positive vein, the Secretariat witnessed a lower level of separations of female staff in comparison with the rest of the United Nations system (40.7 per cent, compared with 43.3 per cent).**

141. **Peacekeeping is an area in which there have been gains in the representation of women. As of September 2013, a total of 3,557 female peacekeepers and 1,603 civilian women were serving in peacekeeping operations. As of January 2014, women constituted 29 per cent of the 6,800 international civilians working in peacekeeping and special political missions. That constitutes remarkable progress, considering that only 20 women in uniform served between 1957 and 1989. It serves as testimony to the positive effects of unwavering political will and the persistent application of targeted measures applied over the years, and is a good practice to be emulated by other departments and offices in the United Nations system. Due recognition should also be given to the key role played by Member States in those efforts, whose support has been invaluable to the success of this endeavour to date.**

142. **Gender equality policies constitute a key driver of institutional change. Accordingly, the first performance indicator of the Action Plan for Gender Equality and the Empowerment of Women is the development and implementation of relevant policies and related measures. As a result, UN-Women has urged that priority be given to this area. Eighteen of the 30 entities surveyed for the present report reported having a gender balance**

policy, and 4 more reported plans to develop one, the most prominent of which was the Secretariat.[67]

143. **Effective and sustainable promotion of the equal representation of women requires efficient operational and administrative structures, also known as "gender architecture". Here, progress is less encouraging. Survey results for the present report found that the system of gender focal points was being weakened by their lack of seniority (63 per cent of entities reported having focal points at the P-3 level or lower) and the formalization of their functions (only 13 entities reported having written terms of reference, and 75 per cent of focal points reported that only 20 per cent or less of their time was allocated to their focal point duties). Progress has been made, however, in the recruitment of men as gender focal points. Half of the entities surveyed reported having male focal points, and the majority of entities reported having no trouble recruiting men and remarked on the benefits of their presence.**

144. **The vital role of temporary special measures, aligned with the Convention on the Elimination of All Forms of Discrimination against Women, as a means to accelerate progress towards gender equality in meaningful measure has consistently been stressed. Encouragingly, recognition of their importance seems to be on the rise, with 50 per cent of survey respondents identifying a "lack of special measures for appointments and promotions" as one of the top three impediments to achieving gender parity. As of June 2014, 15 out of 30 entities reported utilizing special measures to improve the status of women and an additional 8 reported having plans to promulgate and/or implement them.**

145. **Policies and practices for improving career development remain uneven in the United Nations system. For example, of the 30 entities surveyed, only 7 used succession planning for staffing changes or assessed the number of women by level that they needed to recruit in order to attain gender balance. As previously shown, by not being prepared to take advantage of windows of opportunities to advance women, including through retirement, the majority of entities are likely to be missing chances to accelerate progress.**

146. **The entities surveyed also identified inadequate career development opportunities for mid-level staff as one of the greatest impediments to achieving gender balance by survey respondents. In that context, only 4 of the 26 entities that provide leadership and managerial training have established training that is targeted at women and only 9 entities reported utilizing mentoring programmes, a low-cost, informal means for increasing job satisfaction, motivation and career aspirations.**

147. **It is highly commendable that all 35 entities reported having policies that prohibit discrimination and harassment in the workplace. The scope of workplace harassment and discrimination at the aggregate level in the United Nations is unknown, however, as no system-wide reporting or tracking of either misconduct or policy implementation exists.**

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[67] UNICC, the United Nations Secretariat, UPU and WHO. UNICC is governed by WHO and will adhere to the same gender strategy.

148. **The majority of entities surveyed have a system for parental leave; however, there were major discrepancies across the types of leave offered, particularly with regard to leave for adoptive parents. Adoption leave policies ranged from 20 days of special leave with full pay to 8 weeks with full pay covered under a separate adoption leave policy.**

149. **Flexibility in the workplace is positively correlated with the retention of women, both because it allows for a better work-life balance and because without flexibility, women are more likely to limit their career aspirations. As the findings contained in the present report have shown, men also benefit from flexibility in the workplace. Despite some decline in their availability, flexible working arrangements are gaining widespread acceptance and prominence across the United Nations system. Of the 30 entities surveyed by UN-Women, all but 3 (the International Court of Justice, UNESCO and UPU) offer flexible working arrangements and 9[68] offer all four options for such arrangements.[69] Further, as at 1 February 2013, all staff in all Secretariat departments had the option of using such arrangements.**

150. **Monitoring tools, such as global staff surveys, exit interviews and gender balance scorecards, can assess organizational culture and its bearing on the status of women in the United Nations system. Despite this, fewer than a quarter of reporting entities for the Action Plan for Gender Equality and the Empowerment of Women conduct global staff surveys, only 10 entities surveyed for the present report made exit interviews mandatory and only 5 entities outside the Secretariat used gender balance scorecards.**

B. Recommendations

151. **Sustainable and substantial progress can be achieved only by those executive heads and senior officials who assign the highest priority to the advancement of women in all United Nations entities. The primary objective in this context must be the attainment of gender balance at all levels as rapidly as feasible. Meeting that goal is possible through determined efforts. It is in that spirit that the recommendations below should be considered by the heads of all entities and senior officials of the United Nations system, including heads of departments in the Secretariat.**

152. **Formulation and implementation of gender policies at the level of each entity is correlated with significant gains in the representation of women. Each entity should develop and implement such policies as a priority.**

153. **Special priority should be given to the introduction of temporary special measures in the staff selection process to ensure substantial equality in the treatment of men and women, the most efficacious being the obligatory inclusion of women candidates in shortlists; the selection of women when parity targets are not met and when their qualifications and experience meet the competencies of the job; a requirement to produce written justification from**

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[68] ITC, UNAIDS, UNFCCC, UNFPA, the United Nations Secretariat, UNICEF, UNOPS, UN-Women and WFP.

[69] Staggered working hours or flexitime, compressed work schedule, scheduled work break for extended learning activities and telecommuting.

senior managers for the selection of male candidates for posts at levels where parity has not yet been attained; and regular review of the continuation of qualified women on rosters for long periods. Additional measures should include outreach actions for the recruitment of qualified external female candidates.

154. **Priority should also be given to the retention of qualified women staff. Targeted policies should be adopted by all entities to secure the promotion of women to the P-3, P-5 and D-2 levels, each of which represents a critical threshold for career advancement progress towards parity. Additional recommended actions include mandatory gender training for all staff, including the establishment of dedicated leadership training programmes, and specific procedures or exceptions for the retention of experienced women staff, especially in mid-level positions.**

155. **All entities should examine the feasibility of setting annual targets and/or the rate of advancement towards parity at each level in the Professional category and specify the year by which it could be achieved through such measures.**

156. **All entities should give priority and special attention to the appointment of gender focal points at adequate levels of seniority and responsibility, with written terms of reference and an appropriate allocation of dedicated time and financial resources to carry out their essential functions in relation to both gender mainstreaming and gender parity.**

157. **All entities should give special priority to strengthening the implementation of work-life policies and measures, including by clearly specifying the application of such measures, implementing a performance accountability (or honour) system and training managers and staff in effective implementation, including the need to encourage trust and discourage stigma. Furthermore, data on the request, approval, use and satisfaction rates with respect to work-life policies and practices should be disaggregated by sex at all stages and complemented by qualitative data collected through staff surveys.**

158. **Mobility concerns, particularly for women staff, should be kept under review in all entities in order to recruit and retain women at both headquarters and non-headquarters locations.**

159. **All entities should assign a high priority and sufficient resources to establishing, harmonizing and implementing measures to prevent and address harassment of staff and abuse of authority. Regular system-wide tracking and reporting of incidents and their outcomes should be shared between all entities to identify offenders and lessons learned. Entities should consult through UN-Women to synchronize such measures.**

160. **Regular staff surveys and exit interviews are valuable instruments by which to gain insight into the factors impacting recruitment and retention. Both instruments should be mandatory and implemented regularly. Data stemming from staff surveys and exit interviews should provide orientation for strategic documents relating to gender balance.**

161. **Maternity, paternity and adoption leave should be standardized to ensure their equitable allocation. Further, as recommended by the pregnancy task**

force, the requirement that maternity leave be one continuous period should be removed.

162. **In accordance with relevant and applicable procedures, all entities should hold senior managers accountable for their responsibility for the implementation of the prescribed measures to attain the declared objective of gender parity within the shortest feasible time frame. Such accountability mechanisms are essential to ensuring that gender balance objectives are respected and that progress towards the equal representation of women and men is steady and predictable.**

163. **All entities should prioritize the continued implementation of the Action Plan indicators to meet the CEB deadline of 2017, in particular the provisions relating to gender parity and organizational culture. Further, within the framework of the Action Plan, entities are required to adopt, implement and monitor gender parity policies and strategies, based on clear targets, reasonable timelines for implementation and monitoring and accountability mechanisms.**

164. **The heads of all entities are requested to ensure that they coordinate with UN-Women on the development and implementation of policies and measures to advance towards gender parity. That will ensure consistency in policies and practice in the United Nations system.**

Annex

Gender distribution of staff from the P-1 to ungraded levels, on contracts of one year or more, at all locations in the United Nations system, by entity, as at 31 December 2009,[a] 2011[b] and 2013[c]

	P-1		*P-2*		*P-3*		*P-4*		*P-5*		*D-1*		*D-2*		*UG*		*Subtotal*		*Total*	*Percentage of women*			*% change*
Entity	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*Dec. 2013*[a]	*Dec. 2013*[a]	*Dec. 2011*[b]	*Dec. 2009*[c]	*2011 to 2013*
FAO	13	7	78	126	199	175	378	163	253	80	52	6	19	9	11	1	1 003	567	1 570	36.1	35.2	31.8	0.9
IAEA	5	4	46	53	215	113	350	123	254	48	27	4	9	4	6	1	912	350	1 262	27.7	24.5	22.9	3.3
ICAO			13	19	36	26	113	38	38	9	18	2	2	2	1	0	221	96	317	30.3	27.9	31.2	2.4
International Court of Justice			9	10	7	11	5	8	4	1	1	0	1	0	1	0	28	30	58	51.7	61.1	54.9	(9.4)
ICSC			2	1	2	1	6	3	0	4	2	1	0	1			12	11	23	47.8	47.6	38.1	0.2
IFAD	2	2	18	24	19	47	49	34	56	22	11	7	4	1	5	1	164	138	302	45.7	44.5	45.3	1.2
ILO	3	6	28	54	94	106	215	182	212	111	43	31	19	9	5	4	619	503	1 122	44.8	44.8	43.5	0.0
IMO			6	20	12	18	21	10	24	11	14	5	6	2	1	0	84	66	150	44.0	43.7	42.0	0.3
ITC	3	2	27	24	25	20	25	12	24	7	1	2					105	67	172	39.0	36.2	36.4	2.8
ITC-ILO	0	1	0	3	16	7	11	10	8	6	3	0	1	0			39	27	66	40.9	41.3	40.8	(0.4)
ITU	0	4	20	25	77	46	58	42	62	15	14	2	8	1			239	135	374	36.1	34.6	31.8	1.4
PAHO	1	2	17	32	36	51	132	105	40	22	22	19	1	0	2	1	251	232	483	48.0	47.9	43.0	0.1
United Nations Secretariat	4	11	492	622	2 058	1 577	2 021	1 301	1 097	509	353	153	125	46	104	34	6 254	4 253	10 507	40.5	39.2	39.1	1.3
UN-Women	0	1	3	38	15	58	20	62	17	68	5	15	1	5	1	2	62	249	311	80.1	85.3	0.0	(5.2)
UNAIDS			3	7	26	28	51	64	75	58	33	13	5	4	2	1	195	175	370	47.3	45.0	46.7	2.3
UNDP	1	0	79	119	307	303	471	305	432	246	134	97	53	24	5	4	1 482	1 098	2 580	42.6	42.1	44.6	0.4
UNESCO	11	11	82	116	150	172	137	122	88	52	38	17	13	10	7	6	526	506	1 032	49.0	51.4	48.6	(2.4)
UNFCCC	2	0	57	45	59	46	33	20	16	4	6	2	3	0	0	1	176	118	294	40.1	40.4	0.0	(0.2)
UNFPA	1	0	17	34	56	56	95	80	103	89	32	32	9	5	1	2	314	298	612	48.7	51.2	51.2	(2.5)
UNHCR			104	102	423	302	303	220	107	76	51	44	10	6	3	1	1 001	751	1 752	42.9	42.9	41.3	(0.1)
UNICEF	4	5	109	197	503	467	538	518	322	261	56	37	24	15	2	2	1 558	1 502	3 060	49.1	49.8	49.8	(0.8)
UNIDO	1	0	11	12	37	27	50	18	55	16	26	9	2	0	1	0	183	82	265	30.9	29.6	27.7	1.3
UNITAR			4	5	6	8	2	1	9	4	2	2			0	1	23	21	44	47.7	54.4	47.9	(6.7)

Entity	P-1		P-2		P-3		P-4		P-5		D-1		D-2		UG		Subtotal		Total	Percentage of women			% change
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Dec. 2013[a]	Dec. 2013[a]	Dec. 2011[b]	Dec. 2009[c]	2011 to 2013
United Nations Joint Staff Pension Fund			1	1	15	11	20	16	6	12	5	0	1	1	1	0	49	41	90	45.6	38.9	36.7	6.7
UNOPS	0	1	30	34	135	45	102	37	59	19	31	2	6	2	2	0	365	140	505	27.7	28.9	29.8	(1.1)
UNRWA			5	6	24	30	48	33	29	7	12	4	4	2	1	1	123	83	206	40.3	45.1	38.3	(4.8)
UNSSC			0	1	4	1	4	1	3	1	1	1	1	0			13	5	18	27.8	35.0	0.0	(7.2)
UNU			5	7	14	8	13	1	7	0	9	1	5	0	2	0	55	17	72	23.6	15.4	14.0	8.2
UNWTO	0	2	3	3	6	8	4	5	5	3	2	0			4	0	24	21	45	46.7	42.2	37.5	4.4
UPU	1	1	5	4	26	13	18	4	9	2	3	3	3	0	2	0	67	27	94	28.7	26.0	24.5	2.7
WFP	2	1	69	85	304	191	179	145	146	88	66	33	26	10	5	2	797	555	1 352	41.1	40.9	40.9	0.2
WHO	4	8	33	54	142	172	401	299	412	218	156	50	29	9	11	4	1 188	814	2 002	40.7	39.4	38.3	1.2
WIPO			12	25	50	77	95	73	70	37	30	11	10	4	7	1	274	228	502	45.4	44.2	41.5	1.2
WMO			5	11	12	10	30	20	36	9	6	2	6	3	2	1	97	56	153	36.6	32.4	29.6	4.2
Total	**58**	**69**	**1 393**	**1 919**	**5 110**	**4 231**	**5 998**	**4 075**	**4 078**	**2 115**	**1 265**	**607**	**406**	**175**	**195**	**71**	**18 503**	**13 262**	**31 765**	**41.8**	**41.0**	**39.9**	**0.8**

[a] Based upon data submitted by 34 entities.
[b] Based on CEB data (see CEB/2012/HLCM/16).
[c] Based on CEB data (see CEB/2010/HLCM/HR/24).