UNESCO
United Nations
Educational, Scientific and
Cultural Organization

KEY DATA on UNESCO STAFF and POSTS
January 2019

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

UNESCO STAFF KEY DATA - January 2019

2 180 Staff from 169 nationalities

Staff Location

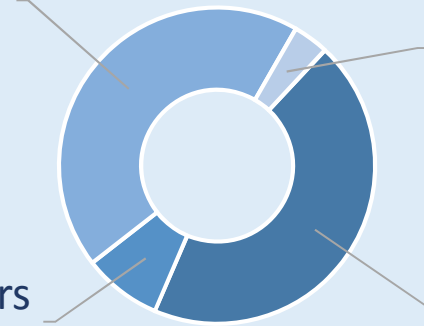**1 070** (49%) Staff at **HQ**

750 (34%) Staff in **53 Field Offices**

360 (17%) Staff in **9 institutes (Cat.I)**

International Professional Staff (P)
956 (44%)

Director & above level staff (D)
79 (4%)

National Professional Officers (NPO)
175 (8%)

General Service Staff (GS)
970 (44%)

Grade Category : 0,8 :1,0 Ratio GS vs P

Gender Equality

51% Women Directors

30% P-5 Women Staff

55% Women UNESCO Staff

1 370 (63%) Staff on Regular Budget

810 (37%) Staff on Extrabudgetary funds

Average age of Staff : 48

Time in Service in UNESCO : 11 Years

Mobility Rate 2016/17 : 11%

193 Members States, of which 78% are represented

Turnover Rate : 2018: 3,3%

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2 000 affiliate Workforce
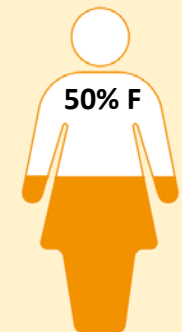i.e. **48%** of Total Workforce
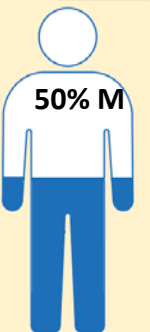
23% : HQS

20% : Asia & Pacific

16% : Africa

26% : Latin Am. & Caribbean

10% : Arab States

5% : Europe & North Am.

50% F   50% M

*Personnel working for UNESCO on temporary appointments and personnel employed in a non-staff capacity, such as service contracts (SC), consultants, short-term contracts (STC), UN volunteers and loans
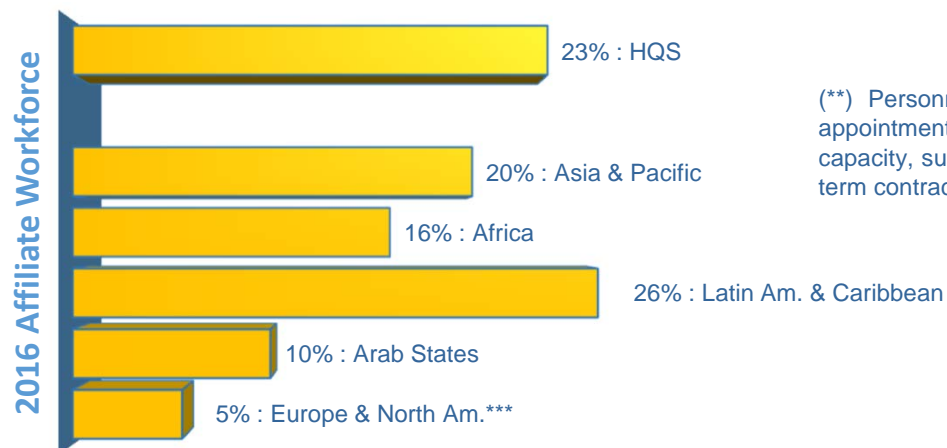
UNESCO Workforce Overview as at January 2019

UNESCO Staff*

2178 STAFF

- 53% : HQS
- 9% : Asia & Pacific
- 13% : Africa
- 7% : Latin Am. & Caribbean
- 5% : Arab States
- 13% : Europe & North Am.***

(*) UNESCO staff on fixed-term appointments including FT/Project Appointments. Staff on Leave Without Pay are not included in these statistics.

Affiliate Workforce**

2016 Affiliate Workforce

- 23% : HQS
- 20% : Asia & Pacific
- 16% : Africa
- 26% : Latin Am. & Caribbean
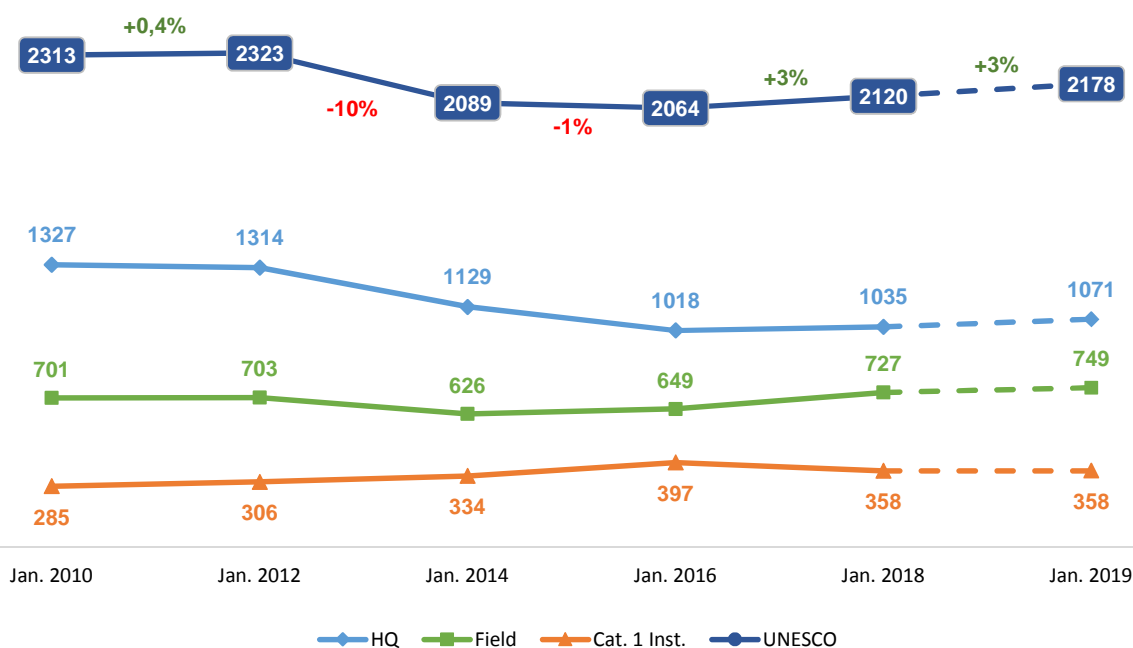- 10% : Arab States
- 5% : Europe & North Am.***

(**) Personnel working for UNESCO on temporary appointments and personnel employed in a non-staff capacity, such as service contracts, consultants, short-term contracts and loans

*** including IIEP/Paris

UNESCO Staff (RP/EXB)
Evolution January 2010 - January 2019

		Jan. 2010	Jan. 2012	Jan. 2014	Jan. 2016	Jan. 2018	Jan. 2019	Difference Jan. 2010 - Jan. 2019
Headquarters	Fixed-term	1237	1216	1047	914	925	931	-306 (-25%)
	Project Appointment	-	-	82	104	110	140	-
	ALD	90	98	-	-	-	-	-
	Total	**1327**	**1314**	**1129**	**1018**	**1035**	**1071**	**-256 (-19%)**
Field	Fixed-term	639	629	564	566	619	633	-6 (-1%)
	Project Appointment	-	-	62	83	108	116	-
	ALD	62	74	-	-	-	-	-
	Total	**701**	**703**	**626**	**649**	**727**	**749**	**+48 (7%)**
Category 1 Institutes	Fixed-term	257	268	240	227	180	184	-73 (-28%)
	Project Appointment	-	-	94	170	178	174	-
	ALD	28	38	-	-	-	-	-
	Total	**285**	**306**	**334**	**397**	**358**	**358**	**+73 (26%)**
UNESCO Staff	Fixed-term	2133	2113	1851	1707	1724	1748	-385 (-18%)
	Project Appointment	-	-	238	357	396	430	-
	ALD	180	210	-	-	-	-	-
	Total	**2313**	**2323**	**2089**	**2064**	**2120**	**2178**	**-135 (-6%)**

From January 2010 to January 2019, the number of staff at Headquarters has decreased by 19% while Field staff have increased by 7%. Staff in Category 1 Institutes have increased by 26%. Overall, the number of staff have decreased by 6% between 2010 and 2019. Since 2016, however, the number of staff is increasing again (by 6%), mainly in the field.

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

UNESCO Staff by Funding Source
(January 2019)

1. UNESCO Staff, by Category, Location and Funding Source

	Staff on Regular Budget						Staff on Extrabudgetary funds						Total Staff	% by Location
	Dir.	P	NO	GS	Total Staff	%	Dir.	P	NO	GS	Total Staff	%		
HQ	34	396	-	357	787	73%	2	170	0	112	284	27%	**1071**	49%
Field	32	181	92	278	583	78%	2	53	62	49	166	22%	**749**	34%
Cat. 1 Inst.	-	-	-	-	-	-	9	156	21	172	358	100%	**358**	17%
Total	**66**	**577**	**92**	**635**	**1370**	*63%*	13	379	83	333	**808**	37%	**2178**	**100%**

As at January 2019, 63% of UNESCO staff are on Regular programme funds. 37% are on posts funded by extrabudgetary sources.

2. Comparison of UNESCO Staff, by Location and Category between January 2016 and January 2019

UNESCO Staff, by Funding Source
January 2016

Extra-budgetary funds
772
37%

Regular Budget
1292
63%

Total : 2064

UNESCO Staff, by Funding Source
January 2019

Extra-budgetary funds
808
37%

Regular Budget
1370
63%

Total : 2178

The ratio of staff on Regular Programme funded posts vs Extrabudgetary funded posts remains the same between January 2016 and January 2019 : 63/37.

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

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UNESCO Staff by Location and Category
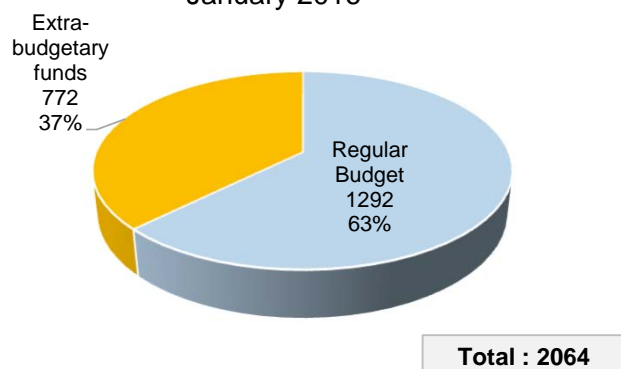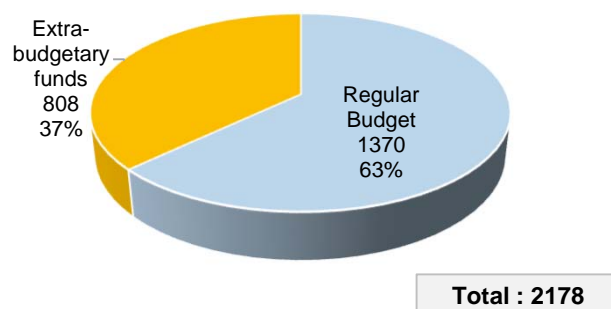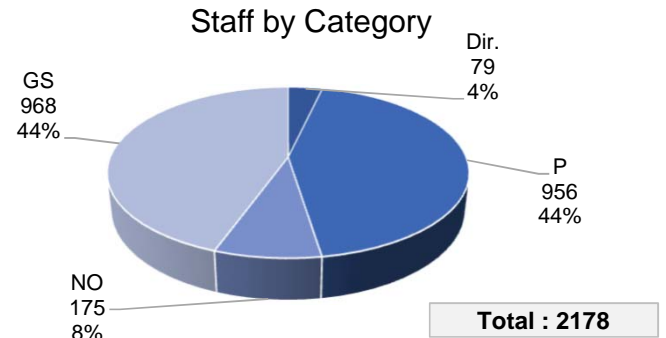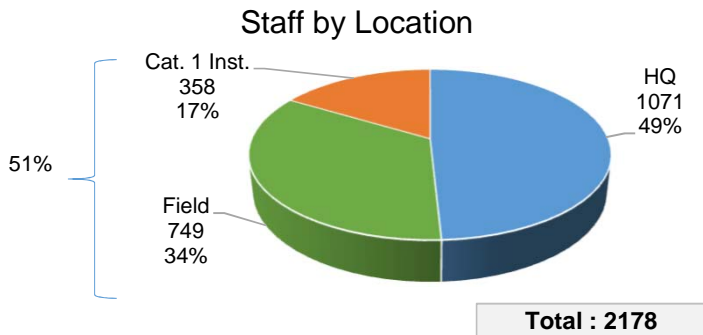# (January 2019)
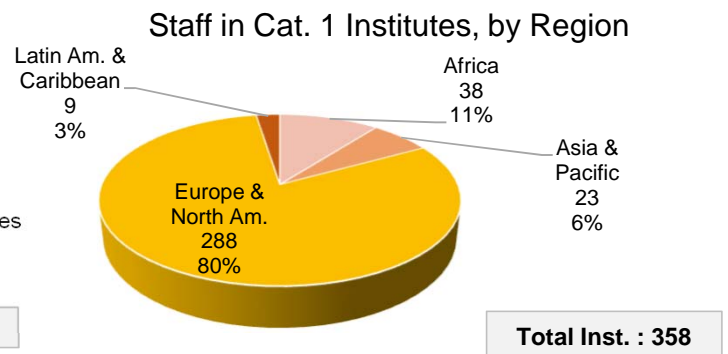
1. UNESCO Staff, by Location and Category

	Dir.	P	NO	GS	Total Staff	% by Location
HQ	36	566	0	469	1071	*49%*
Field	34	234	154	327	749	*34%*
Cat. 1 Inst.	9	156	21	172	358	*17%*
Total	**79**	**956**	**175**	**968**	**2178**	
% by Grade Category	**4%**	**44%**	**8%**	**44%**		

As at January 2019, UNESCO employs 2178 staff on fixed-term and FT/Project Appointments. 51% of the staff work in the field and Category 1 Institutes. Professional and above staff (D/P/NO) represent 56% of staff, while GS staff represent 44%. The overall ratio GS/P for all UNESCO staff is 0,8.
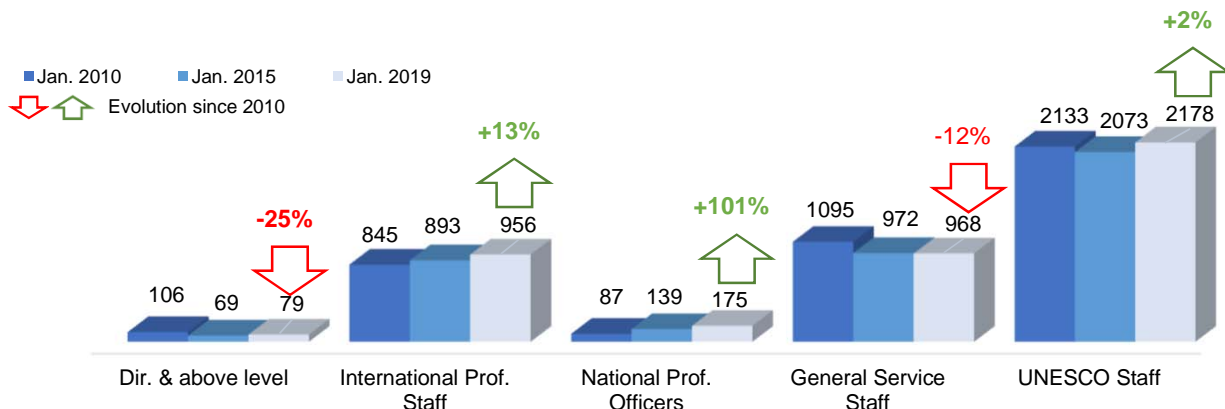
(*) Category 1 Institutes and Centres: UIS, IBE, IIEP, UIL, IITE, IICBA, IESALC, MGIEP, ICTP

Staff by Location

Cat. 1 Inst. 358 17%
HQ 1071 49%
Field 749 34%
51%

Total : 2178

Staff by Category

GS 968 44%
Dir. 79 4%
P 956 44%
NO 175 8%

Total : 2178

2. UNESCO Staff, by Region

Staff in Field Offices, by Region

Latin Am. & Caribbean 137 18%
Europe & North Am. 73 10%
Asia & Pacific 182 24%
Africa 248 33%
Arab States 109 15%

Total Field : 749

Staff in Cat. 1 Institutes, by Region

Latin Am. & Caribbean 9 3%
Europe & North Am. 288 80%
Africa 38 11%
Asia & Pacific 23 6%

Total Inst. : 358
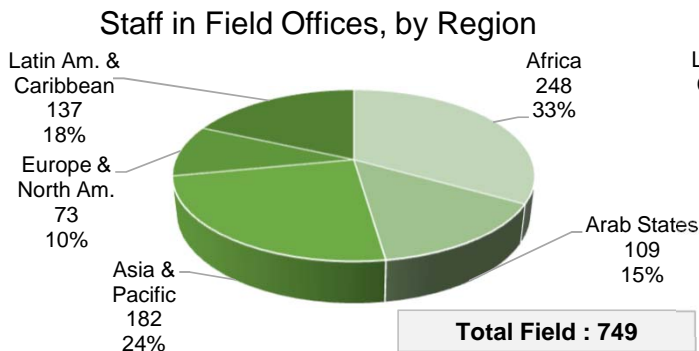
3. UNESCO Staff, by Category from January 2010 to January 2019

■ Jan. 2010 ■ Jan. 2015 ■ Jan. 2019
Evolution since 2010

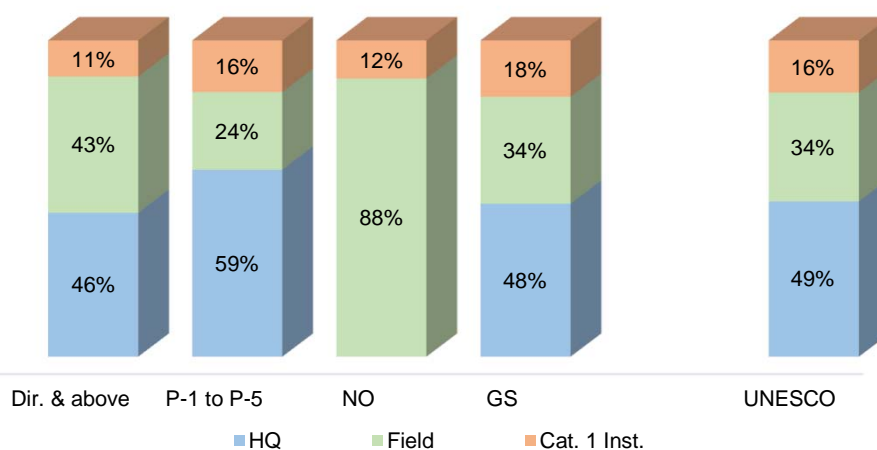| Dir. & above level	International Prof. Staff	National Prof. Officers	General Service Staff	UNESCO Staff
106 / 69 / 79 **−25%**	845 / 893 / 956 **+13%**	87 / 139 / 175 **+101%**	1095 / 972 / 968 **−12%**	2133 / 2073 / 2178 **+2%**

Since 2010, Director and General Service staff have decreased by 25% and 12%, respectively. P and NO staff numbers have increased by 13% and 101%, respectively.

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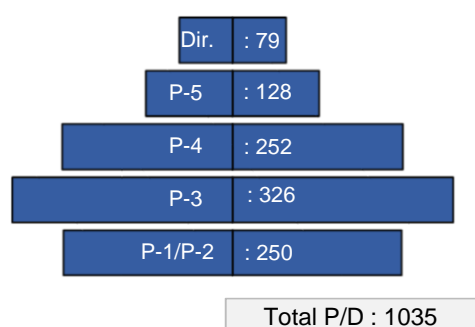
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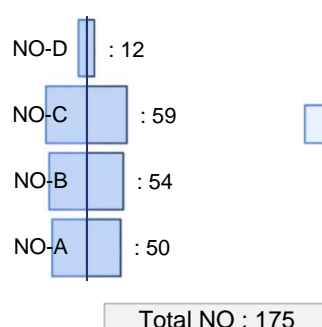
UNESCO Staff by Grade
(January 2019)

	HQ	%	Field	%	Cat. 1 Inst.	%	Total Staff	% by Grade
DDG/ADG	9	90%	-	-	1	10%	10	0,5%
D-2	11	52%	6	29%	4	19%	21	1%
D-1	16	34%	28	58%	4	8%	48	2,5%
Total Dir. & above level	**36**	**46%**	**34**	**43%**	**9**	**11%**	**79**	**4%**
P-5	82	64%	36	28%	10	8%	128	6%
P-4	143	57%	73	29%	36	14%	252	12%
P-3	185	57%	84	26%	57	17%	326	15%
P-1/P-2	156	63%	41	16%	53	21%	250	11%
Total P Staff	**566**	**59%**	**234**	**25%**	**156**	**16%**	**956**	**44%**
Total NO Staff	**-**	**-**	**154**	**88%**	**21**	**12%**	**175**	**8%**
Total GS Staff	**469**	**48%**	**327**	**34%**	**172**	**18%**	**968**	**44%**
UNESCO Staff	**1071**	**49%**	**749**	**34%**	**358**	**17%**	**2178**	**100%**

Dir. & above — P-1 to P-5 — NO — GS — UNESCO

■ HQ ■ Field ■ Cat. 1 Inst.

Grade Pyramid of P/D Staff

Dir.	: 79
P-5	: 128
P-4	: 252
P-3	: 326
P-1/P-2	: 250

Total P/D : 1035

Grade Pyramid of NO Staff

NO-D : 12
NO-C : 59
NO-B : 54
NO-A : 50

Total NO : 175

Grade Pyramid of GS Staff
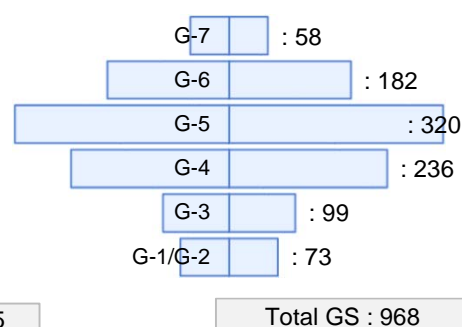
G-7 : 58
G-6 : 182
G-5 : 320
G-4 : 236
G-3 : 99
G-1/G-2 : 73

Total GS : 968

(*) Category 1 Institutes and Centres: UIS, IBE, IIEP, UIL, IITE, IICBA, IESALC, MGIEP, ICTP
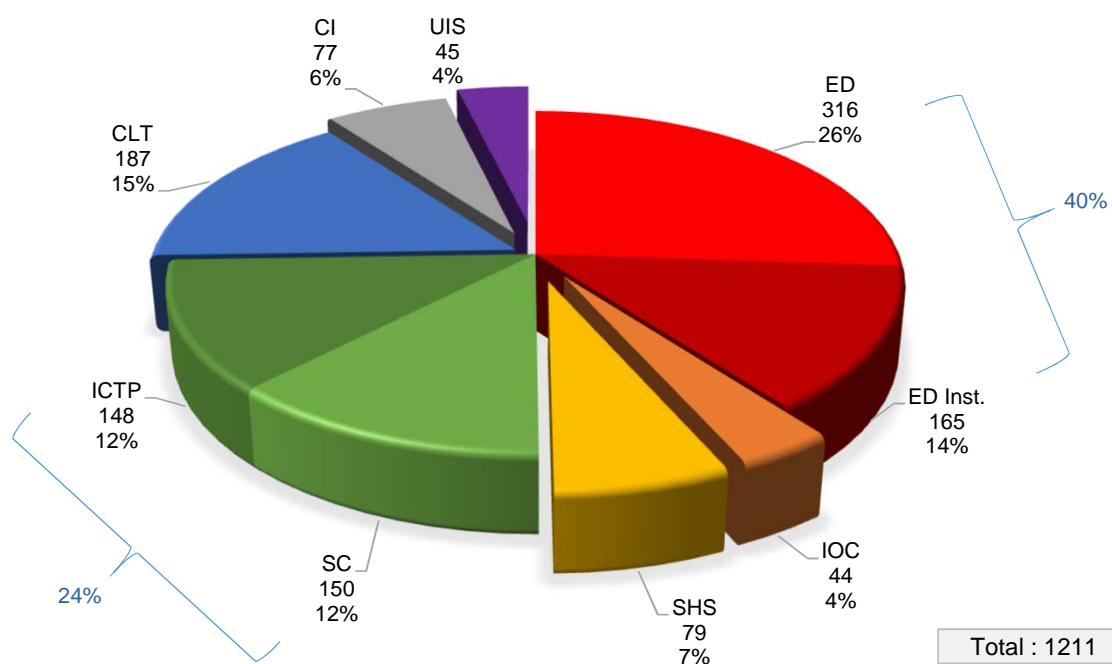
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UNESCO Staff by Programme Sectors
(January 2019)

As at January 2019, the Education Sector has the largest number of staff (40%) in Programme Sectors, followed by the Natural Sciences Sector (24%) and Culture (15%).

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

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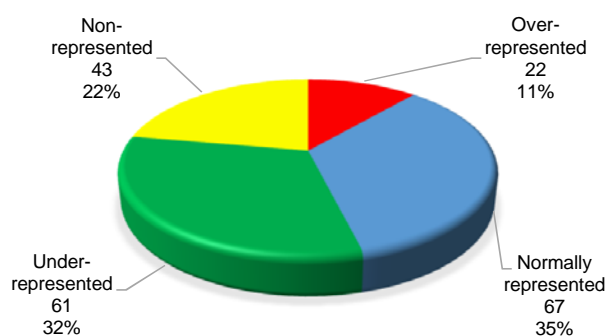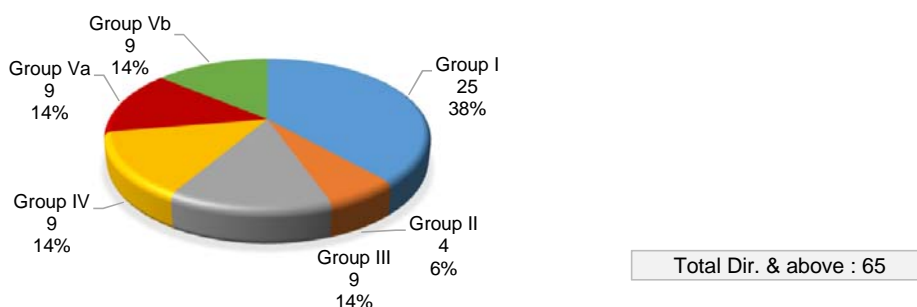
1. Geographical Distribution situation by Member State as at January 2019

Status of representation	Number of Member States	% by Status
Over-represented	22	11%
Normally represented	67	35%
Under-represented	61	32%
Represented	150	78%
Non-represented	43	22%
Total Member States	193	100%

Non-represented 43 22% — Over-represented 22 11% — Under-represented 61 32% — Normally represented 67 35%

2. Directors and above level on Geographical posts as at January 2019

Group Vb 9 14% — Group Va 9 14% — Group IV 9 14% — Group III 9 14% — Group II 4 6% — Group I 25 38%

Total Dir. & above : 65

Group I : Europe and North America; Group II : Eastern Europe; Group III : Latin America and the Caribbean; Group IV : Asia and the Pacific; Group Va : Africa; Group Vb : Arab States

3. Evolution of the Geographical Distribution from January 2010 to January 2019

Target : 85% of Member States represented

Target : 40% of Member States normally represented

—— Normally represented —— Represented —— Total Member States
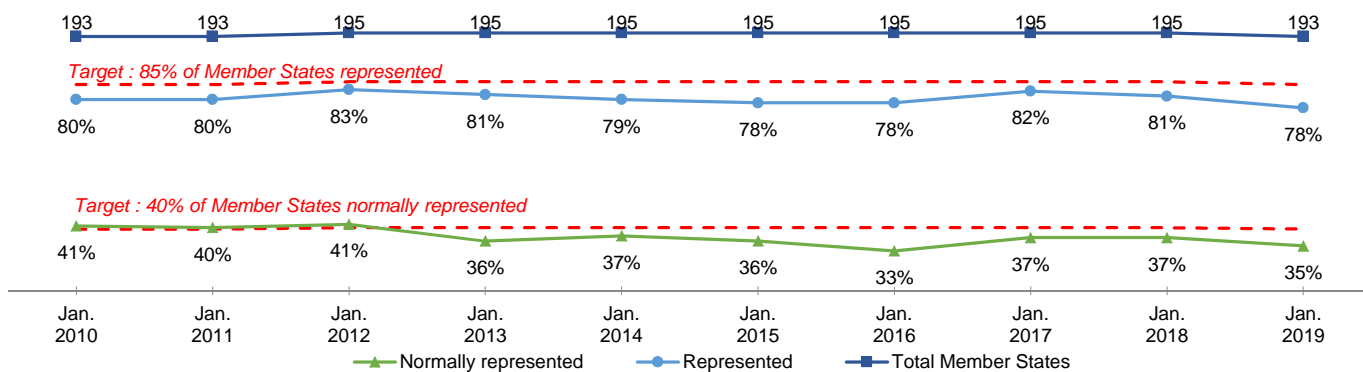
4. Evolution of the Status of Member States' representation from January 2010 to January 2019

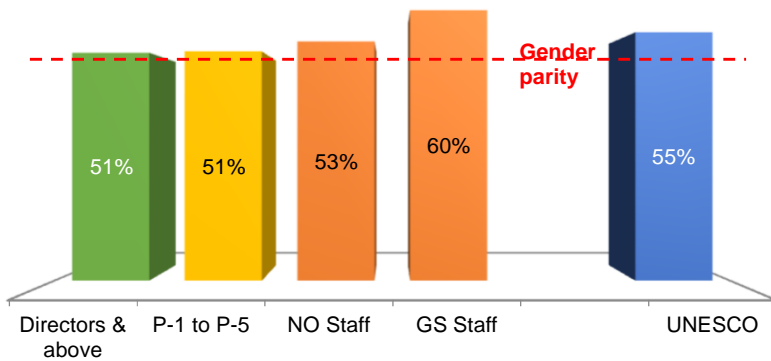| Status of representation	Jan. 2010	Jan. 2011	Jan. 2012	Jan. 2013	Jan. 2014	Jan. 2015	Jan. 2016	Jan. 2017	Jan. 2018	Jan. 2019	Evolution since Jan. 2010
Over-represented	27	26	26	27	20	18	17	18	20	22	-5 (-19%)
Normally represented	79	78	80	70	73	70	64	72	72	67	-12 (-15%)
Under-represented	49	51	55	61	62	65	72	70	65	61	+12 (24%)
Represented	155	155	161	158	155	153	153	160	157	150	-5 (-3%)
Non-represented	38	38	34	37	40	42	42	35	38	43	+5 (13%)
Total Member States	193	193	195	195	195	195	195	195	195	193	-

A geographically diverse workforce is essential to ensure Programme delivery. The number of Member States has increased from 195 to 193 from 2010 to 2018. Since January 2019, UNESCO counts 193 Member States following the withdrawal of the United States of America and Israel. As at January 2019, 150 Member States are represented within the Secretariat.

Gender Balance
(January 2019)

1. Percentage of Women Staff by Category

- Directors & above: 51%
- P-1 to P-5: 51%
- NO Staff: 53%
- GS Staff: 60%
- UNESCO: 55%

Gender parity

Overall, the situation is very positive; the proportion of women staff in UNESCO is among the highest in the UN system. Women represent 51% of Director and above staff.

2. Percentage of Women Staff at International Professional level

- P-5: 30%
- P-4: 48%
- P-3: 54%
- P-1/P-2: 61%
- P Staff: 51%

Gender parity
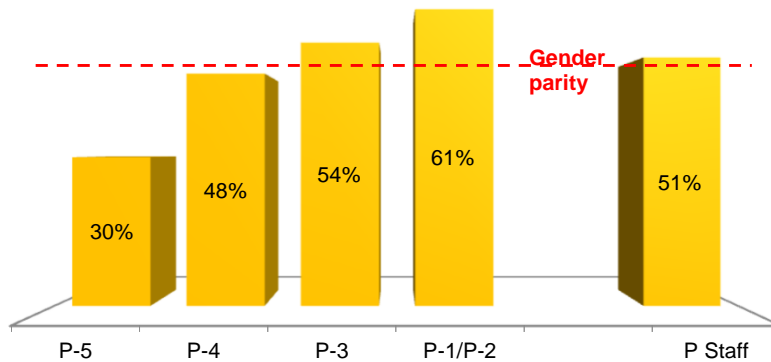
Among International Professional staff, women are a majority at the junior levels (P-1 to P-3). Parity is nearly achieved at P-4, while the percentage of women is lower at P-5 (30%).

3. Evolution of the Percentage of Women Staff at P-5, Director and above level

Gender parity

	Jan. 2010	Jan. 2011	Jan. 2012	Jan. 2013	Jan. 2014	Jan. 2015	Jan. 2016	Jan. 2017	Jan. 2018	Jan. 2019
Women Dir. & above level	24%	27%	27%	33%	35%	36%	44%	47%	52%	51%
P-5 Women Staff	40%	39%	40%	37%	37%	36%	36%	34%	33%	30%

Since January 2010, significant progress has been made in the representation of women at senior management level, with an increase from 24% in 2010 to 51% in January 2019. The number of P-5 women staff is however decreasing (30%).

4. Evolution of the Percentage of Women Staff at Director and above level, by Location

Gender parity

	Jan. 2010	Jan. 2011	Jan. 2012	Jan. 2013	Jan. 2014	Jan. 2015	Jan. 2016	Jan. 2017	Jan. 2018	Jan. 2019
UNESCO	24%	27%	27%	33%	35%	40%	44%	47%	52%	51%
HQ	30%	43%	41%	45%	46%	36%	42%	39%	44%	42%
Field/Cat. 1 Institutes	16%	10%	13%	20%	25%	32%	46%	56%	60%	58%

The number of Women Directors in the Field and Category 1 Institutes has steadily increased since 2010 to reach 58% in January 2019.

Since 1 January 2014, FT/Project Appointments are included.

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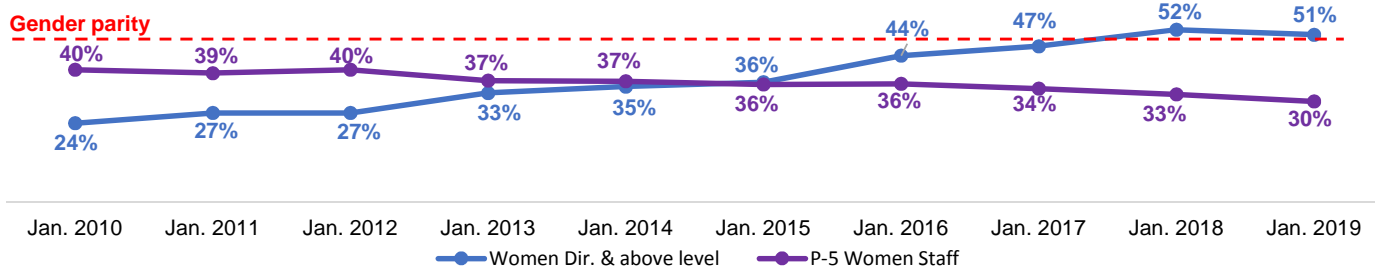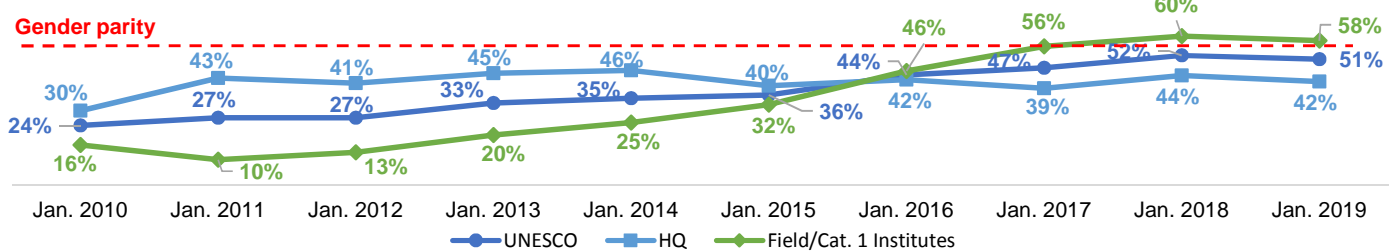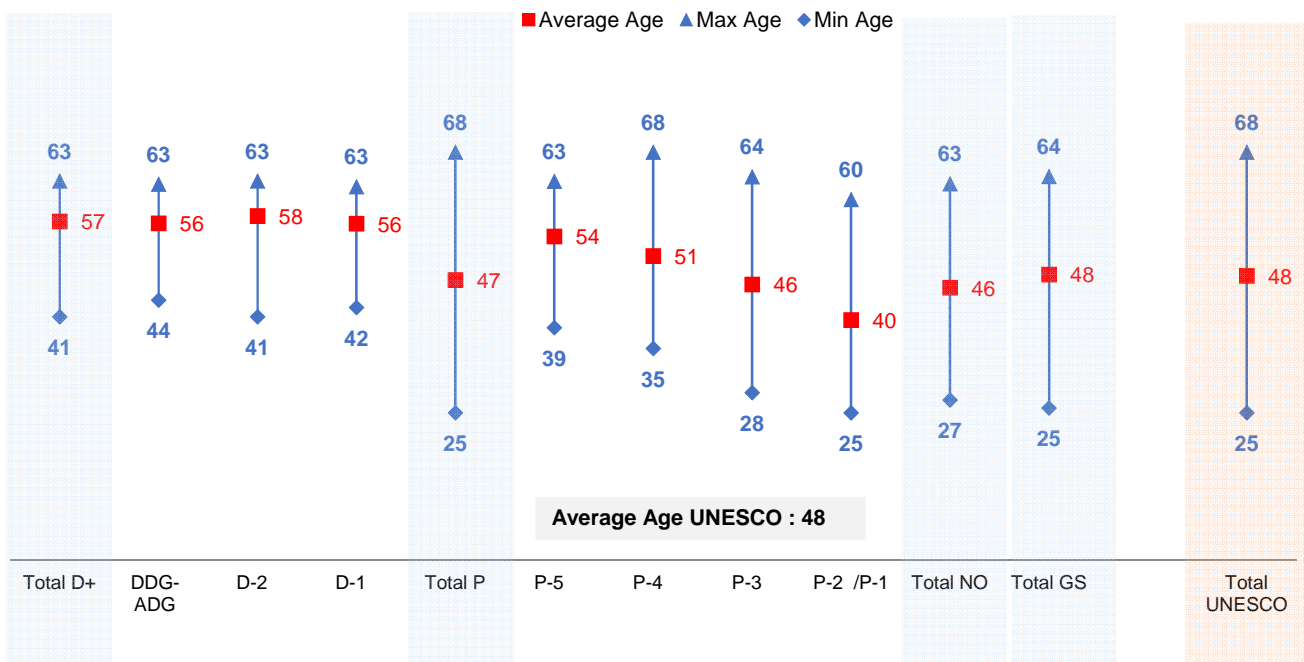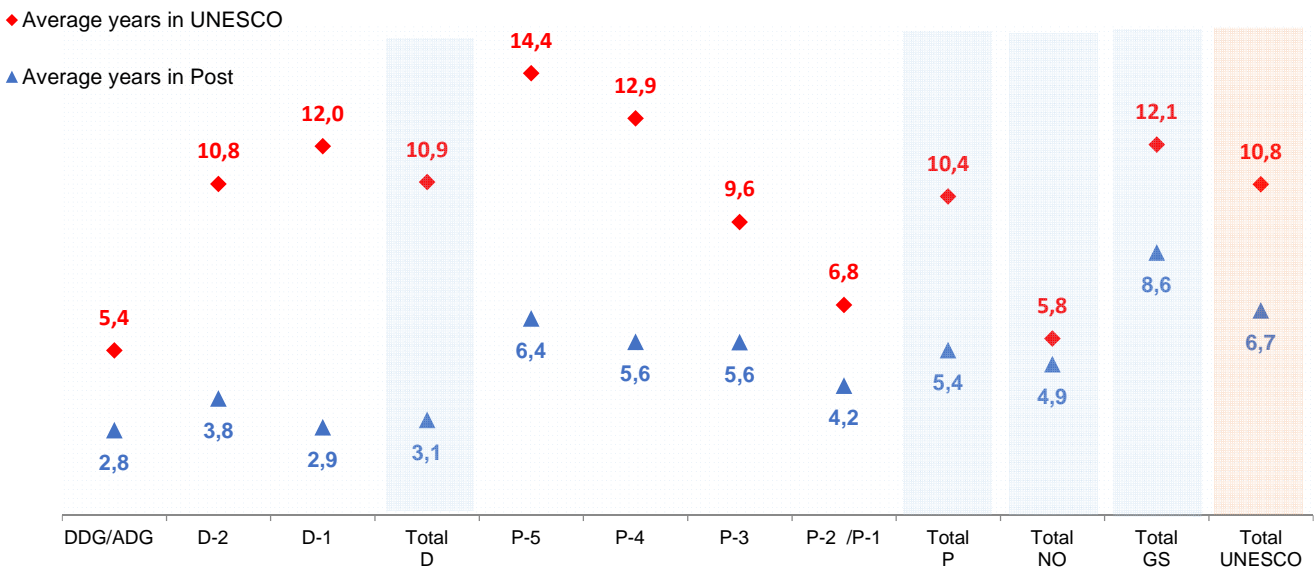
Age of UNESCO Staff, by Grade
(January 2019)

Legend: ■ Average Age ▲ Max Age ◆ Min Age

	Total D+	DDG-ADG	D-2	D-1	Total P	P-5	P-4	P-3	P-2/P-1	Total NO	Total GS	Total UNESCO
Max Age	63	63	63	63	68	63	68	64	60	63	64	68
Average Age	57	56	58	56	47	54	51	46	40	46	48	48
Min Age	41	44	41	42	25	39	35	28	25	27	25	25

Average Age UNESCO : 48

UNESCO staff is on average 48 years old.

Experience in UNESCO
(January 2019)

Legend: ◆ Average years in UNESCO ▲ Average years in Post

	DDG/ADG	D-2	D-1	Total D	P-5	P-4	P-3	P-2/P-1	Total P	Total NO	Total GS	Total UNESCO
Average years in UNESCO	5,4	10,8	12,0	10,9	14,4	12,9	9,6	6,8	10,4	5,8	12,1	10,8
Average years in Post	2,8	3,8	2,9	3,1	6,4	5,6	5,6	4,2	5,4	4,9	8,6	6,7

On average, UNESCO staff count about 11 years of service in the Organization and have been on the same post for 7 years. P-5 staff are the most experienced with 14 years in UNESCO. General Service staff have the longest average years of experience on the same post (9 years), while Director staff have the shortest (3 years). Professional staff (P) have, on average, been 5 years on the same post.

Geographical Mobility (RP/EXB)
International Professional staff on a fixed-term contract ONLY

Number of Geographical movements of P/D Staff

	2010/11	2012/13	2014/15	2016/17	2018
HQ to Field	20	26	35	15	7
Field to HQ	31	16	12	26	10
Field Office to Field Office	48	44	54	37	29
Total Movements	**99**	**86**	**101**	**78**	**46**

Evolution of Mobility Rate

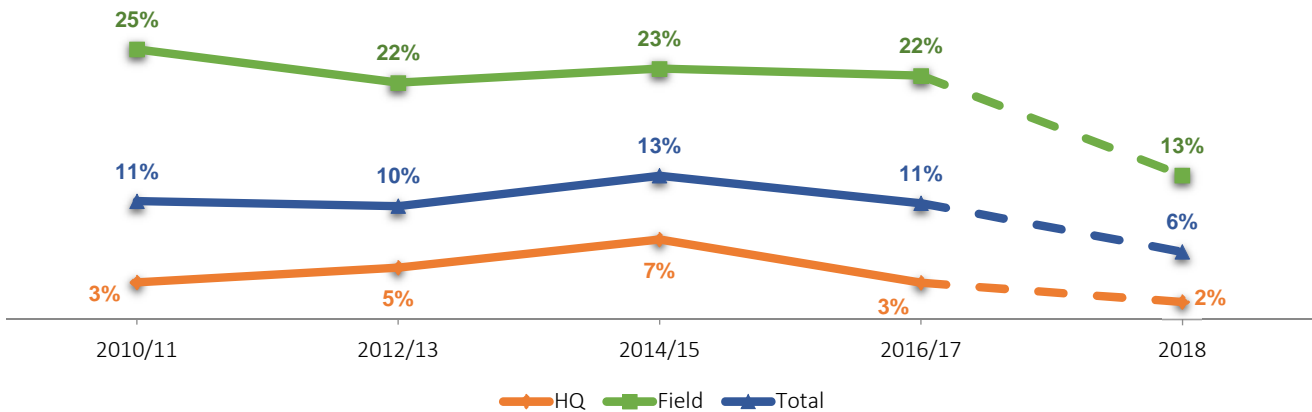|	2010/11	2012/13	2014/15	2016/17	2018
HQ	3%	5%	7%	3%	2%
Field	25%	22%	23%	22%	13%
Total	**11%**	**10%**	**13%**	**11%**	**6%**

Field also includes Category 1 Institutes

Mobility Rate : number of movements between duty stations as percentage of the average number of staff
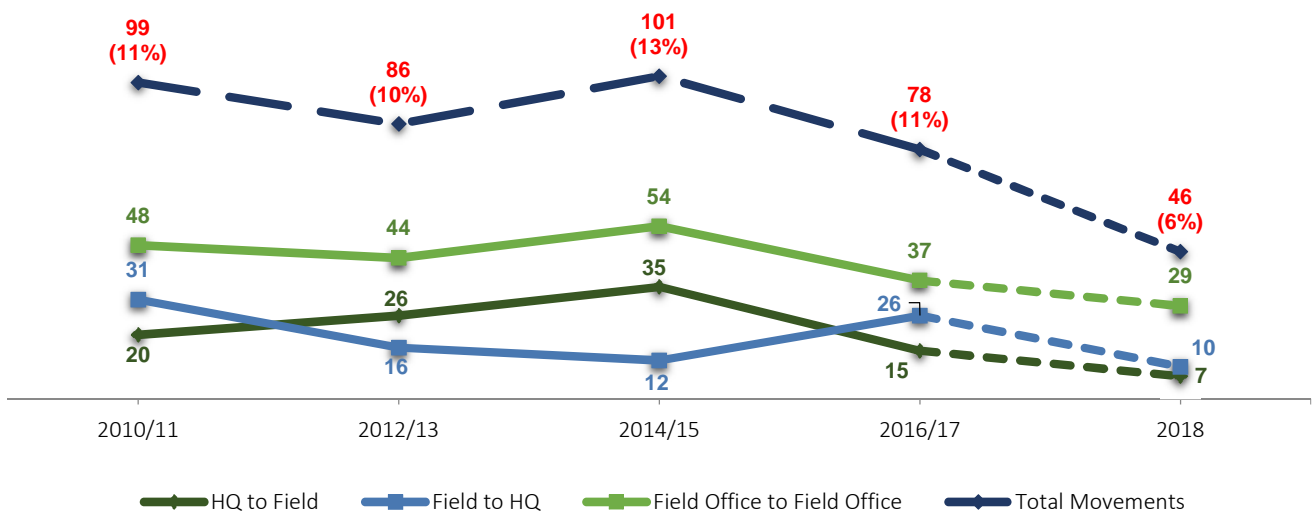
GEOGRAPHICAL MOBILITY 2016/2017

HQ to Field 19%
Field to HQ 33%
Field Office to Field Office 48%
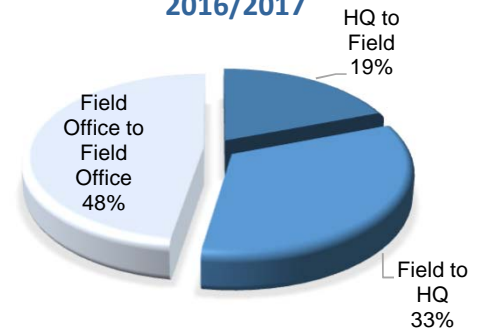
Evolution of Mobility Rate

Evolution of the number of Geographical movements

A total of 78 International Professional Staff and Directors moved between duty stations in 2016/17 (15 from Headquarters to Field, 37 field to field, and 26 from the field to Headquarters), corresponding to a mobility rate of 11%.

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

NB: Owing to the rounding off of figures, the totals and sub-totals shown in the tables do not always correspond exactly to the sums of their component items.

Anticipated Retirements by end-2021
Staff on Fixed-term contract only

	Staff as at January 2019	Retirements 2019 - 2021				
		2019	2020	2021	Total 2019 - 2021	% of Retirements 2019 - 2021
Dir. & above level	79	-	5	9	14	18%
P-1 to P-5 Staff	701	1	1	14	16	2%
NO Staff	106	-	-	2	2	2%
GS Staff	855	-	2	15	17	2%
UNESCO	**1741**	**1**	**8**	**40**	**49**	**3%**

3% of the staff will retire over the next 3 years (until 2021), a total of 49 staff. The highest retirement rate is among Director staff (18%).

Appointments / Transfers / Separations (2014 - 2018)
Staff on Fixed-term contract ONLY

	Movements				
	2014	**2015**	**2016**	**2017**	**2018**
External Appointments	**46**	**404**	**101**	**104**	**82**
Internal Movements	**95**	**78**	**147**	**49**	**100**
Appointments with promotion	27	39	53	29	30
Transfers at equal grade	68	39	94	20	70
Total	**141**	**482**	**248**	**153**	**182**
% External Appointments	*33%*	*84%*	*41%*	*68%*	*45%*
% Internal Movements	*67%*	*16%*	*59%*	*32%*	*55%*
Separations	**147**	**144**	**117**	**108**	**57**
Renewal Rate[1]	**31%**	**281%**	**86%**	**96%**	**144%**
Turnover Rate[2]	**8,2%**	**8,3%**	**6,9%**	**6,3%**	**3,3%**
Turnover Rate (Retirement)[2]	**3,0%**	**3,4%**	**3,0%**	**3,5%**	**0,8%**

(1) Number of external appointments in one year divided by the number of separations during the same period x 100

(2) Number of separations in one year divided by the average number of active staff during the same period x 100
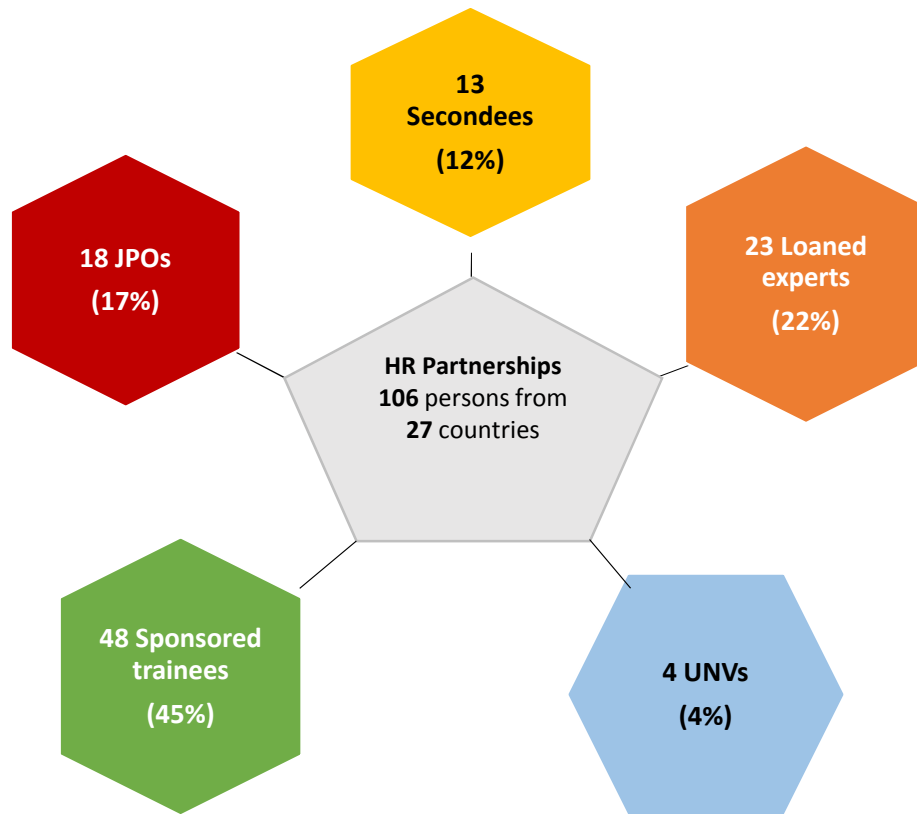
In 2017, external appointments were the majority (68 %), with 32 % internal appointments, in all categories of posts. In 2018, the number of internal movements (55 %) is higher than external appointments (45%) in all categories of posts.

In 2014, the turnover rate was 8 %, with a retirement rate of 3 %. In 2018, the implementation of the Mandatory Age of Separation to 65 years old has resulted in a lower retirement rate (1 %); and a lower turnover rate at 3 %.
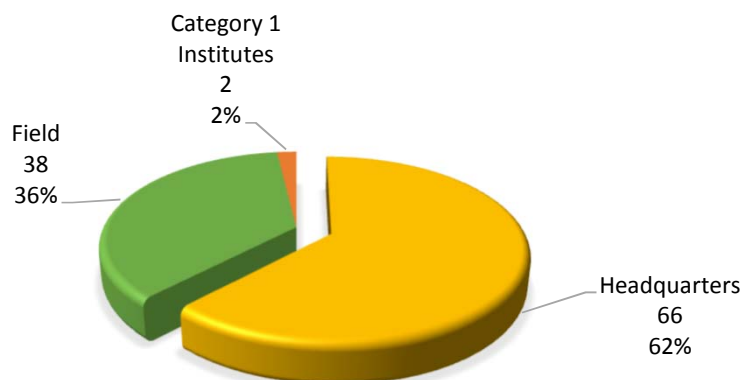
This document provides information on UNESCO staff on fixed-term contract on Regular Programme and Extra-Budgetary funded posts. FT/Project Appointments are excluded. It does not cover staff on temporary contracts or personnel with other types of contracts. Staff on Leave Without Pay are included in these statistics, except where expressly indicated.

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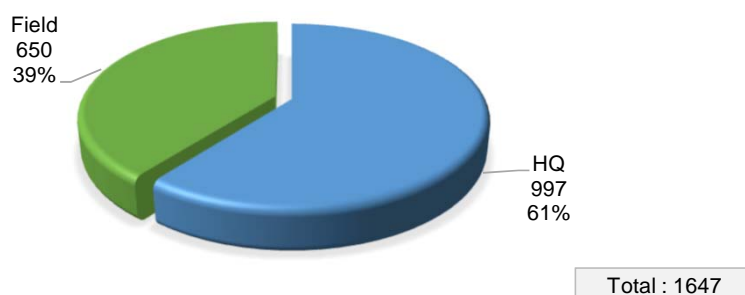
HR Partnerships
(January 2019)

13 Secondees (12%)

18 JPOs (17%)

23 Loaned experts (22%)

HR Partnerships
106 persons from **27** countries

48 Sponsored trainees (45%)

4 UNVs (4%)

1. HR Partnerships, by Location

Category 1 Institutes
2
2%

Field
38
36%

Headquarters
66
62%

Group I: Europe & North America; Group II: Eastern Europe; Group III: Latin America & the Caribbean; Group IV: Asia & the Pacific; Group Va: Africa; Group Vb: Arab States

39 C/5 Posts

1. 39 C/5 Posts, by Location


Field
650
39%

HQ
997
61%

Total : 1647

Out of the 1647 posts budgeted in the 39 C/5, 39% of the posts are in the Field and 61% are at Headquarters.

2. 39 C/5 Posts, by Grade Category

D Posts
72
5%

GS Posts
776
47%

P Posts
696
42%

NO Posts
103
6%

Total : 1647
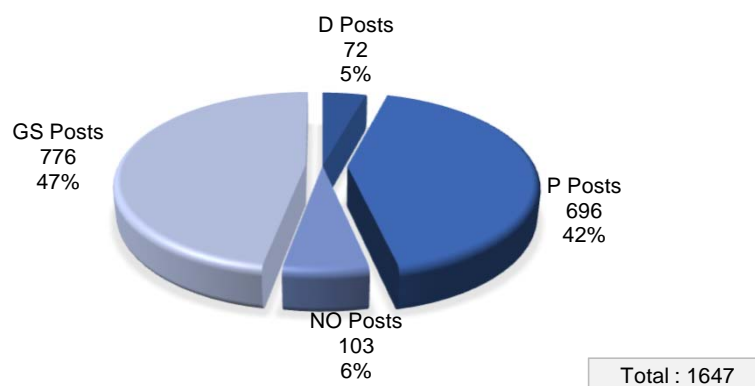
From the 1647 posts, 53% are D/P/NO posts and 47% are GS posts.

3. Grade Pyramid of 39 C/5 P/D Posts (2018/2019)

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

Total P/D in UNESCO : 768
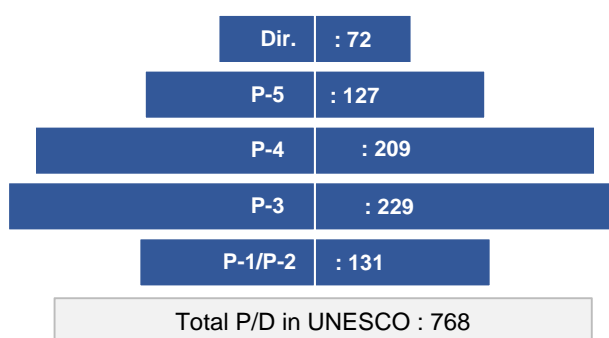
This document provides information on established posts for the Integrated budget based on the Appropriated regular programme budget of $518 million (Expenditure plan).

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