



United Nations  
Educational, Scientific and  
Cultural Organization

---

# KEY DATA

## on UNESCO STAFF

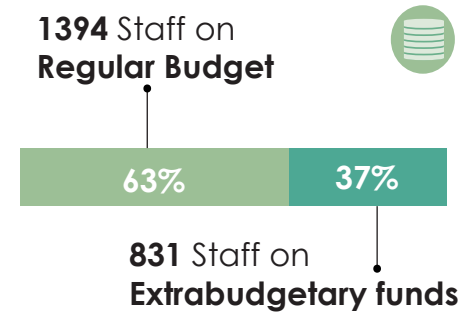
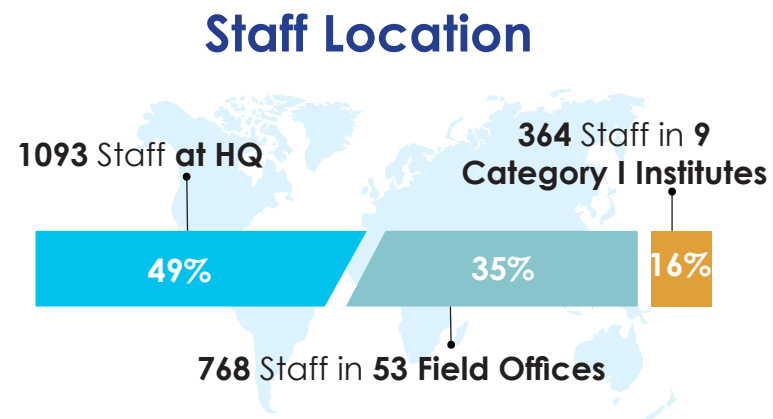
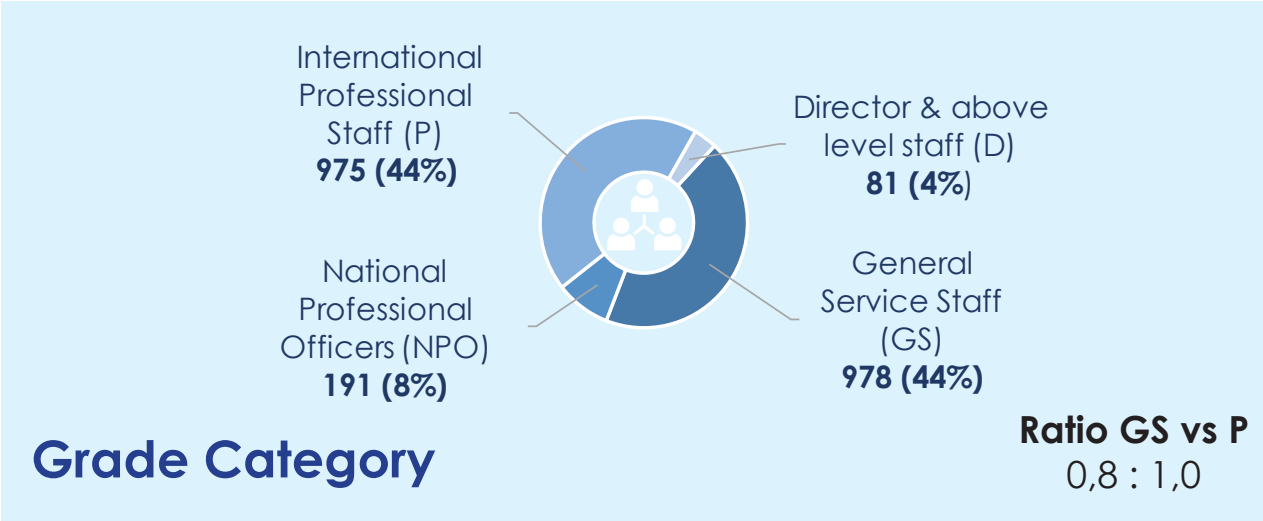
---


June 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

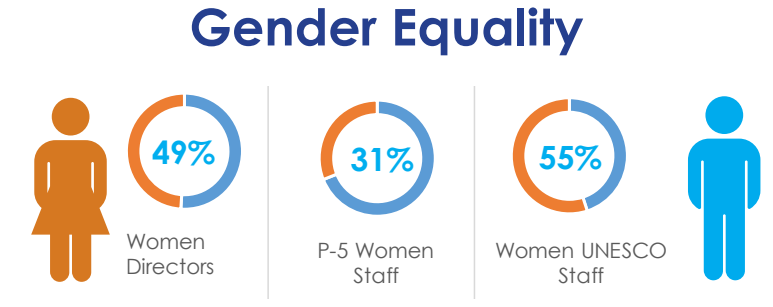
**2225 Staff from 170 nationalities** 



**Average age of Staff:**  
**48** 

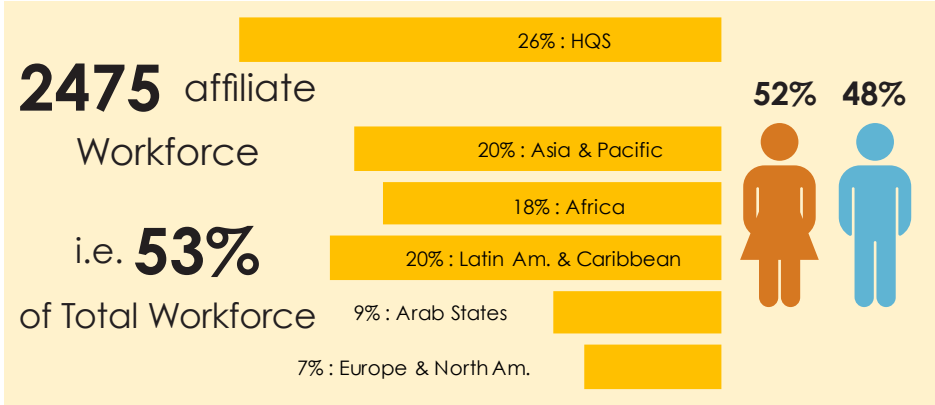
**Time in Service in UNESCO:**  
**11** years 

**Mobility Rate 2016/17:**  
**11%** 



**193** Members States, of which **79%** are represented

**Turnover Rate (2018) : 3,4%**



*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.*



## TABLE OF CONTENTS

---

UNESCO STAFF KEY DATA	<b>1</b>
1. UNESCO Workforce Overview as at June 2019	<b>3</b>
2. UNESCO Staff (RP/EXB) Evolution January 2010 - June 2019	<b>4</b>
3. UNESCO Staff by Funding Source (June 2019)	<b>5</b>
4. UNESCO Staff by Location and Category (June 2019)	<b>6</b>
5. UNESCO Staff by Grade (June 2019)	<b>7</b>
6. UNESCO Staff by Programme Sectors (June 2019)	<b>8</b>
7. Geographical Distribution (June 2019)	<b>9</b>
8. Gender Balance (June 2019)	<b>10</b>
9. Age of UNESCO Staff, by Grade (June 2019)	<b>11</b>
10. Experience in UNESCO (June 2019)	<b>11</b>
11. Geographical Mobility (RP/EXB)	<b>12</b>
12. Anticipated Retirements by end-2021	<b>13</b>
13. Appointments / Transfers / Separations (2014 - 2018)	<b>13</b>
14. HR Partnerships (June 2019)	<b>14</b>
15. 39 C/5 Posts	<b>15</b>

---



## 1. UNESCO Staff\*

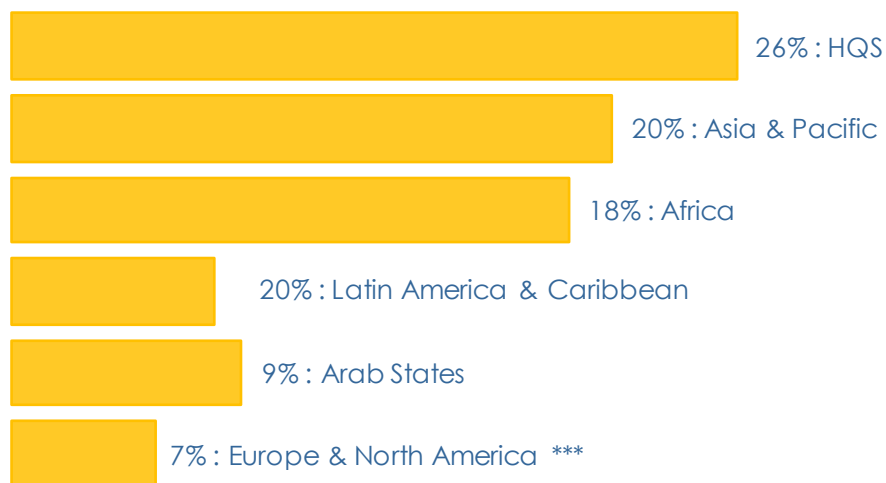
2225 STAFF



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

## 2. Affiliate Workforce\*\*

2475 Affiliate Workforce



\*\* 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.

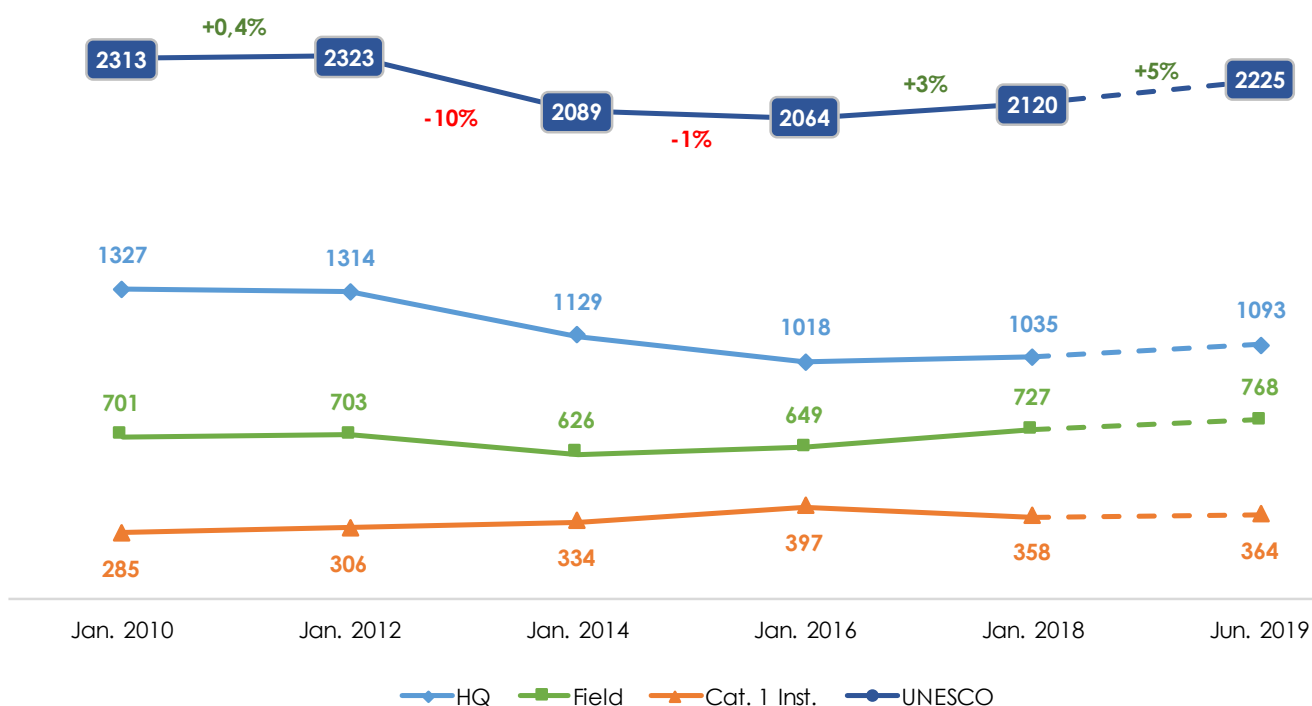
\*\*\* including IIEP/Paris

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

		Jan. 2010	Jan. 2012	Jan. 2014	Jan. 2016	Jan. 2018	Jun. 2019	Difference Jan. 2010 - Jun. 2019
<b>Headquarters</b>	Fixed-term	1237	1216	1047	914	925	952	-285 (-23%)
	Project Appointment	-	-	82	104	110	141	-
	ALD	90	98	-	-	-	-	-
	<b>Total</b>	<b>1327</b>	<b>1314</b>	<b>1129</b>	<b>1018</b>	<b>1035</b>	<b>1093</b>	<b>-234 (-18%)</b>
<b>Field</b>	Fixed-term	639	629	564	566	619	635	-4 (-1%)
	Project Appointment	-	-	62	83	108	133	-
	ALD	62	74	-	-	-	-	-
	<b>Total</b>	<b>701</b>	<b>703</b>	<b>626</b>	<b>649</b>	<b>727</b>	<b>768</b>	<b>+67 (10%)</b>
<b>Category 1 Institutes*</b>	Fixed-term	257	268	240	227	180	183	-74 (-29%)
	Project Appointment	-	-	94	170	178	181	-
	ALD	28	38	-	-	-	-	-
	<b>Total</b>	<b>285</b>	<b>306</b>	<b>334</b>	<b>397</b>	<b>358</b>	<b>364</b>	<b>+79 (28%)</b>
<b>UNESCO Staff</b>	Fixed-term	2133	2113	1851	1707	1724	1770	-363 (-17%)
	Project Appointment	-	-	238	357	396	455	-
	ALD	180	210	-	-	-	-	-
	<b>Total</b>	<b>2313</b>	<b>2323</b>	<b>2089</b>	<b>2064</b>	<b>2120</b>	<b>2225</b>	<b>-88 (-4%)</b>

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

From January 2010 to June 2019, the number of staff at Headquarters has decreased by **18%** while Field staff have increased by **10%**. Staff in Category 1 Institutes have increased by **28%**. Overall, between 2010 and 2019, the number of staff has slightly decreased (by **4%**). After a significant decrease in 2014 (10%), the number of staff has increased again since 2016 (by 8%).



# UNESCO Staff by Funding Source (June 2019)

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

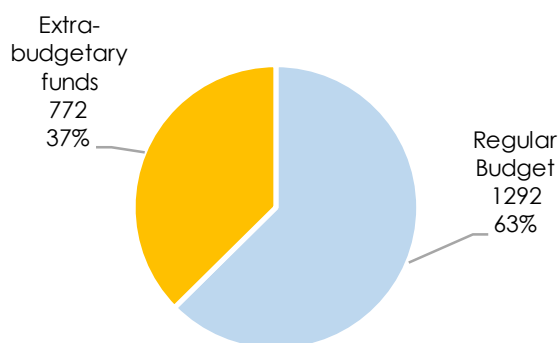
	Staff on Regular Budget						Staff on Extrabudgetary funds						Total Staff	% by Location
	Dir.	P	NO	GS	Total Staff	%	Dir.	P	NO	GS	Total Staff	%		
<b>HQ</b>	36	410	-	360	806	74%	1	172	0	114	287	26%	<b>1093</b>	49%
<b>Field</b>	32	181	93	282	588	77%	2	54	74	50	180	23%	<b>768</b>	35%
<b>Cat. 1 Inst.*</b>	-	-	-	-	-	-	10	158	24	172	364	100%	<b>364</b>	16%
<b>Total</b>	<b>68</b>	<b>591</b>	<b>93</b>	<b>642</b>	<b>1394</b>	<b>63%</b>	<b>13</b>	<b>384</b>	<b>98</b>	<b>336</b>	<b>831</b>	<b>37%</b>	<b>2225</b>	<b>100%</b>

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

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

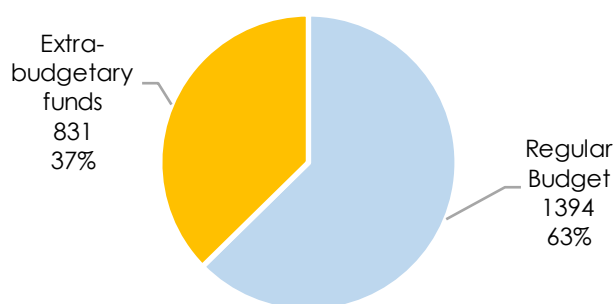
## 2. Comparison of UNESCO Staff, by Location and Category between January 2016 and June 2019

UNESCO Staff, by Funding Source  
January 2016



**Total : 2064**

UNESCO Staff, by Funding Source  
June 2019



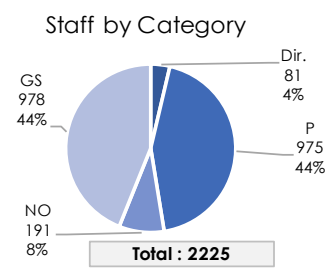
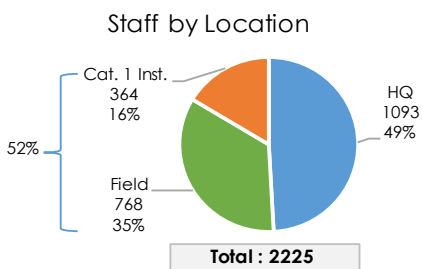
**Total : 2225**

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

# UNESCO Staff by Location and Category (June 2019)

## 1. UNESCO Staff, by Location and Category

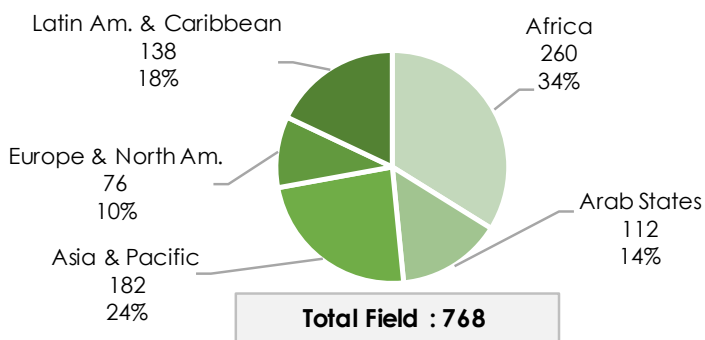
	Dir.	P	NO	GS	Total Staff	% by Location
HQ	37	582	0	474	1093	49%
Field	34	235	167	332	768	35%
Cat. 1 Inst.	10	158	24	172	364	16%
<b>Total</b>	<b>81</b>	<b>975</b>	<b>191</b>	<b>978</b>	<b>2225</b>	
<b>% by Grade Category</b>	<b>4%</b>	<b>44%</b>	<b>8%</b>	<b>44%</b>		<b>100%</b>



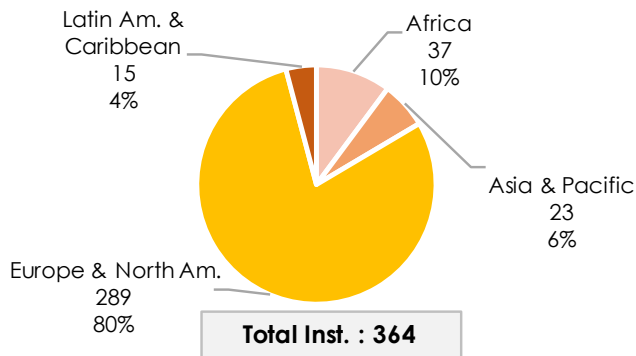
As at June 2019, UNESCO employs 2225 staff on fixed-term and FT/Project Appointments. **52%** of the staff work in the field and Category 1 Institutes. **Professional and above staff (D/P/NO)** represent **55%** of staff, while **GS** staff represent **44%**. The overall ratio GS/P for all UNESCO staff is **0,8**.

## 2. UNESCO Staff, by Region

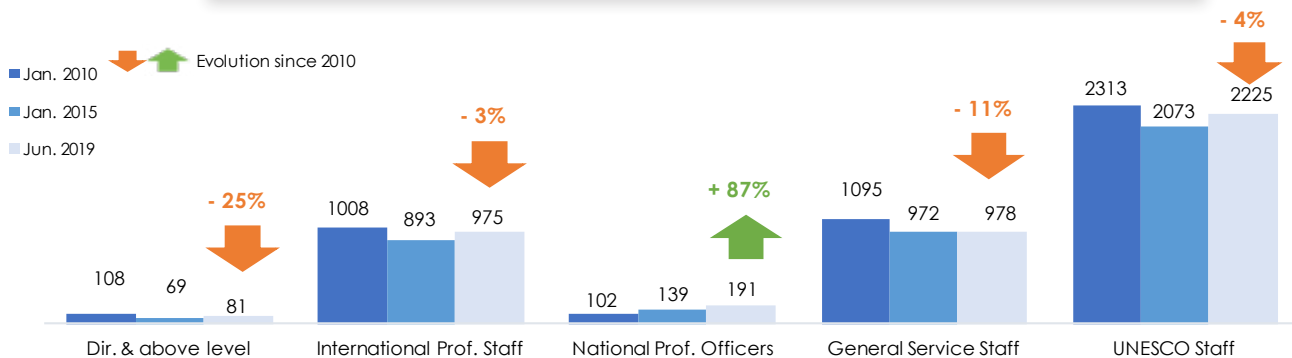
Staff in Field Offices, by Region



Staff in Cat. 1 Institutes, by Region



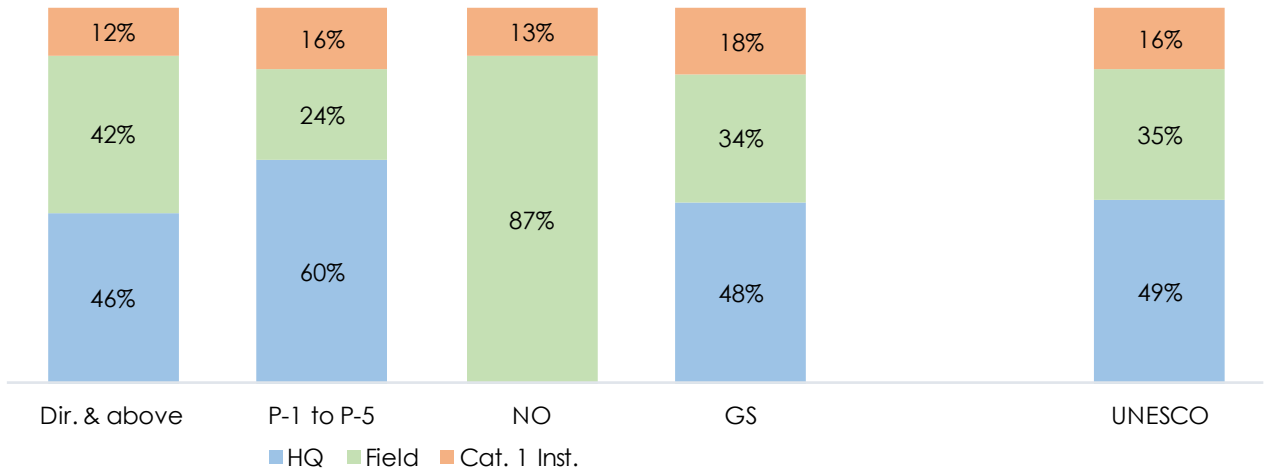
## 3. UNESCO Staff, by Category from January 2010 to June 2019



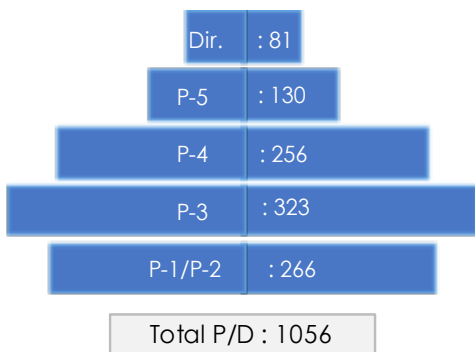
Since 2010, Director and General Service staff have decreased by **25%** and **11%**, respectively. P and NO staff numbers have increased by **3%** and **87%**, respectively.

# UNESCO Staff by Location and Category (June 2019)

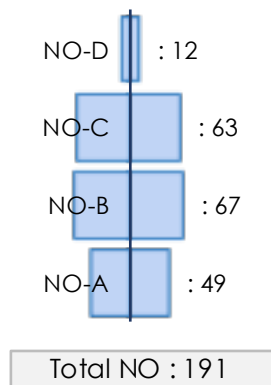
	HQ	%	Field	%	Cat. 1 Inst.	%	Total Staff	% by Grade
DDG/ADG	9	90%	-	-	1	10%	10	0.4%
D-2	10	50%	6	30%	4	20%	20	1%
D-1	18	36%	28	55%	5	10%	51	2.6%
<b>Total Dir. &amp; above level</b>	<b>37</b>	<b>46%</b>	<b>34</b>	<b>42%</b>	<b>10</b>	<b>12%</b>	<b>81</b>	<b>4%</b>
P-5	80	62%	38	29%	12	9%	130	6%
P-4	147	57%	74	29%	35	14%	256	12%
P-3	181	56%	84	26%	58	18%	323	15%
P-1/P-2	174	66%	39	15%	53	20%	266	12%
<b>Total P Staff</b>	<b>582</b>	<b>60%</b>	<b>235</b>	<b>25%</b>	<b>158</b>	<b>16%</b>	<b>975</b>	<b>44%</b>
<b>Total NO Staff</b>	<b>-</b>	<b>-</b>	<b>167</b>	<b>87%</b>	<b>24</b>	<b>13%</b>	<b>191</b>	<b>9%</b>
<b>Total GS Staff</b>	<b>474</b>	<b>48%</b>	<b>332</b>	<b>34%</b>	<b>172</b>	<b>18%</b>	<b>978</b>	<b>44%</b>
<b>UNESCO Staff</b>	<b>1093</b>	<b>49%</b>	<b>768</b>	<b>35%</b>	<b>364</b>	<b>17%</b>	<b>2225</b>	<b>100%</b>



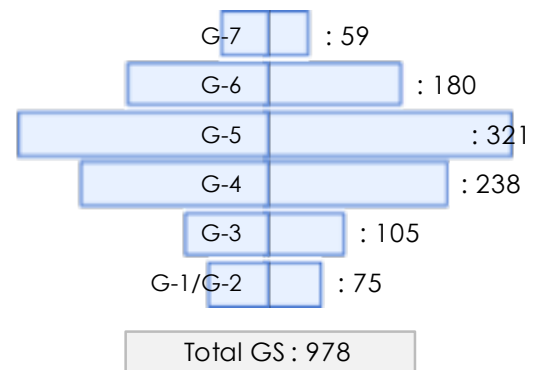
Grade Pyramid of P/D Staff



Grade Pyramid of NO Staff

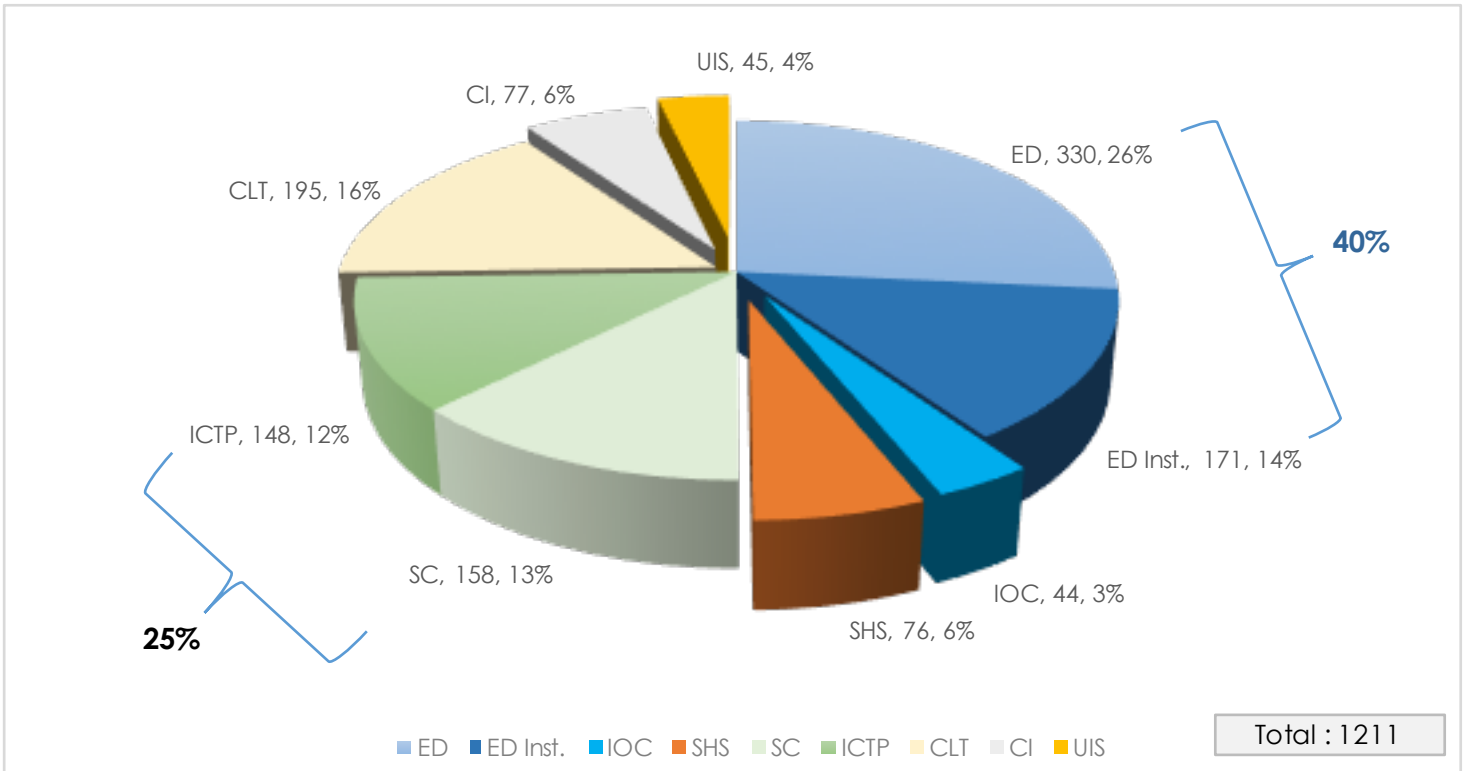


Grade Pyramid of GS Staff





# UNESCO Staff by Programme Sectors (June 2019)



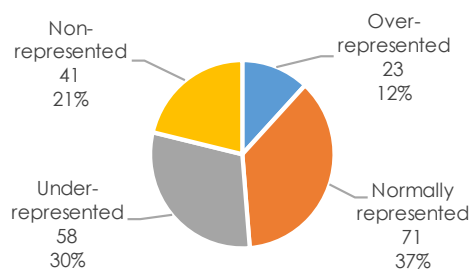
As at June 2019, the **Education Sector** has the largest number of staff (**40%**) in Programme Sectors, followed by the **Natural Sciences Sector (25%)** and **Culture (16%)**.

# Geographical Distribution (June 2019)

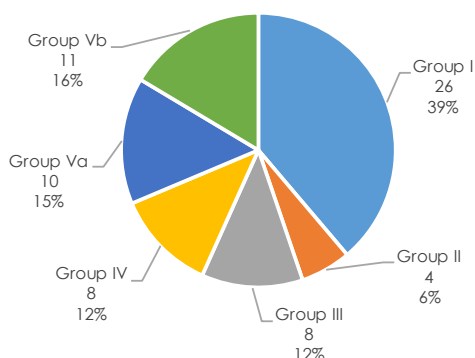
(as per formula approved by the General Conference  
- staff on geographical posts, ONLY)

## 1. Geographical Distribution situation by Member State as at June 2019

Status of representation	Number of Member States	% by Status
Over-represented	23	12%
Normally represented	71	37%
Under-represented	58	30%
Represented	152	79%
Non-represented	41	21%
<b>Total Member States</b>	<b>193</b>	<b>100%</b>



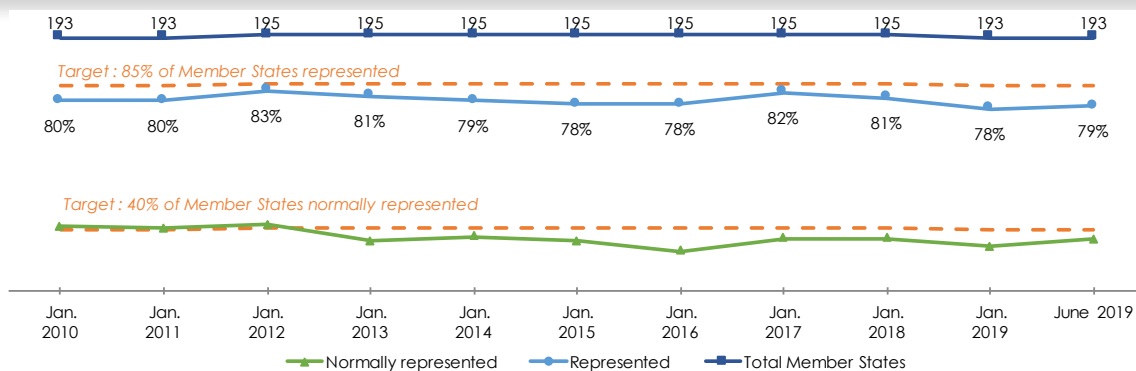
## 2. Directors and above level on Geographical posts as at June 2019



Total Director & above: 67

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 June 2019



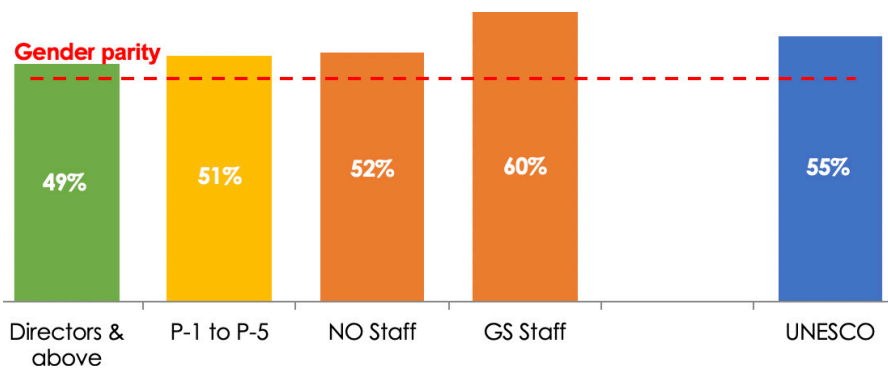
## 4. Evolution of the Status of Member States' representation from January 2010 to June 2019

Status of representation	Jan. 2010	Jan. 2011	Jan. 2012	Jan. 2013	Jan. 2014	Jan. 2015	Jan. 2016	Jan. 2017	Jan. 2018	Jan. 2019	June 2019	Evolution since Jan. 2010
Over-represented	27	26	26	27	20	18	17	18	20	22	23	-4 (-15%)
Normally represented	79	78	80	70	73	70	64	72	72	67	71	-8 (-10%)
Under-represented	49	51	55	61	62	65	72	70	65	61	58	+9 (18%)
Represented	155	155	161	158	155	153	153	160	157	150	152	-3 (-2%)
Non-represented	38	38	34	37	40	42	42	35	38	43	41	+3 (8%)
<b>Total Member States</b>	<b>193</b>	<b>193</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>193</b>	<b>193</b>	-

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 June 2019, 150 Member States are represented within the Secretariat.

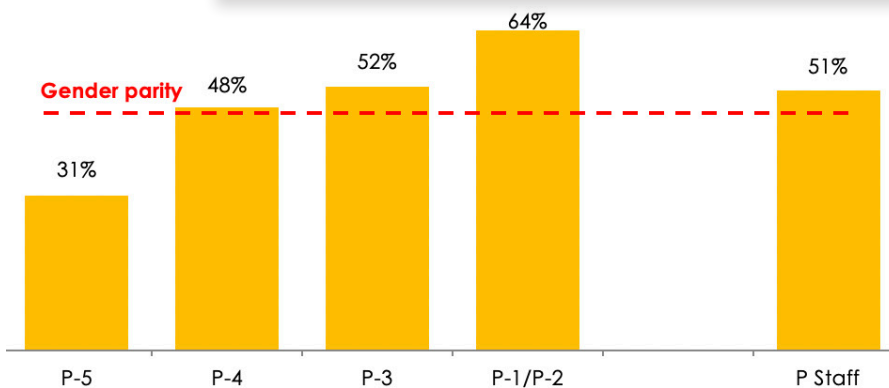
# Gender Balance (June 2019)

## 1. Percentage of Women Staff by Category



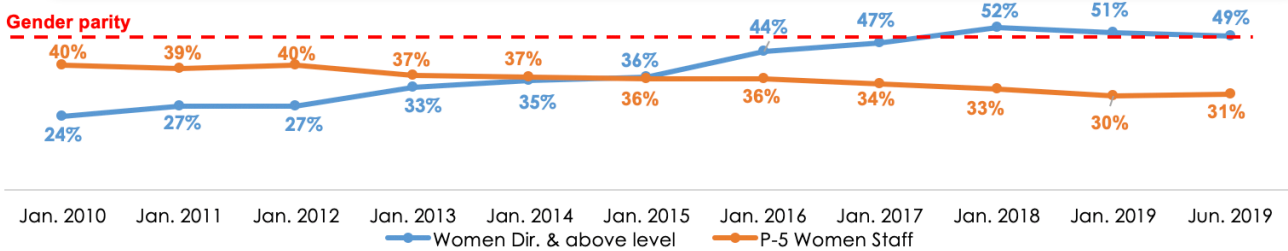
Overall, the proportion of women staff in UNESCO is among the highest in the UN system. Women represent **49%** of Director and above staff.

## 2. Percentage of Women Staff at International Professional level



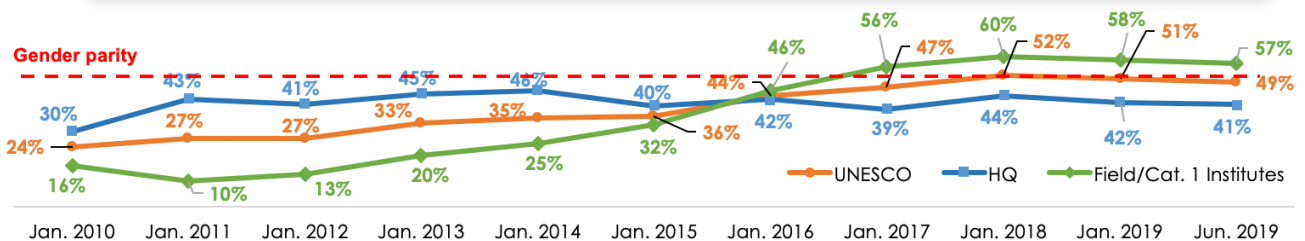
Among International Professional staff, women are a majority at the junior levels (P-1 to P-3). Parity is nearly achieved at P-4, while the percentage of women is lower at P-5 (31%).

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



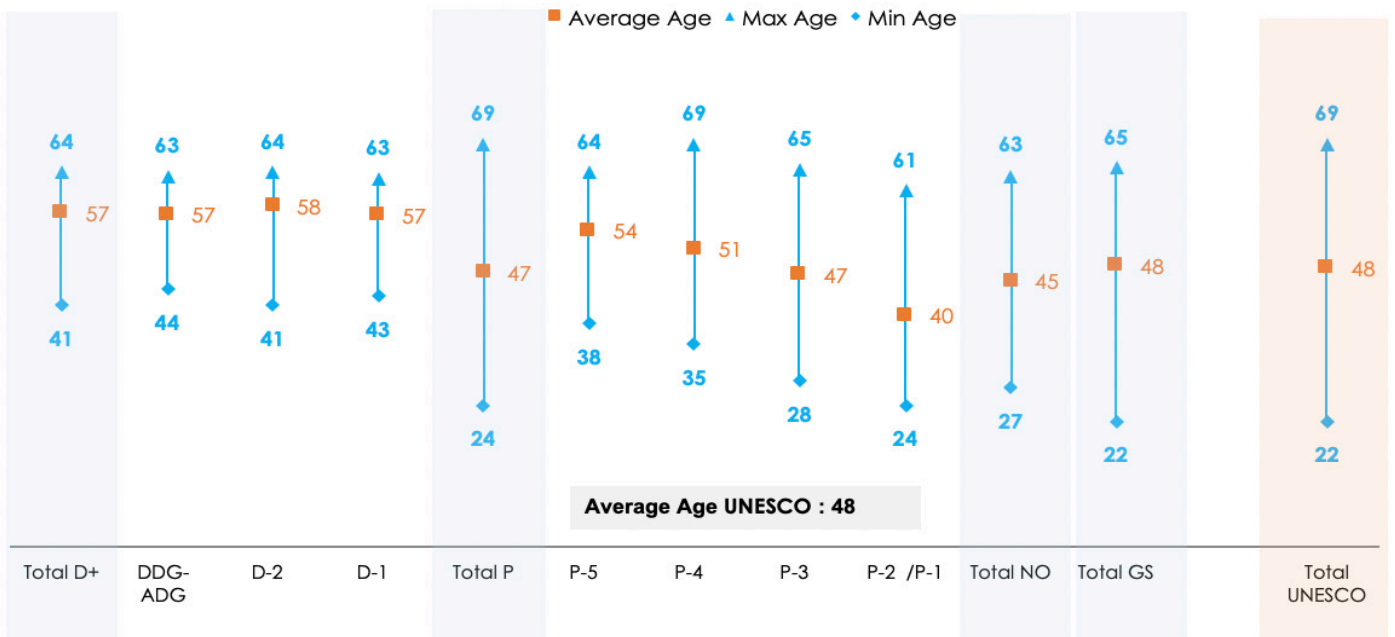
Since January 2010, significant progress has been made in the representation of women at senior management level, with an increase from 24% in 2010 to 49% in June 2019. The number of P-5 women staff is however decreasing (31%).

## 4. Evolution of the Percentage of Women Staff at Director and above level



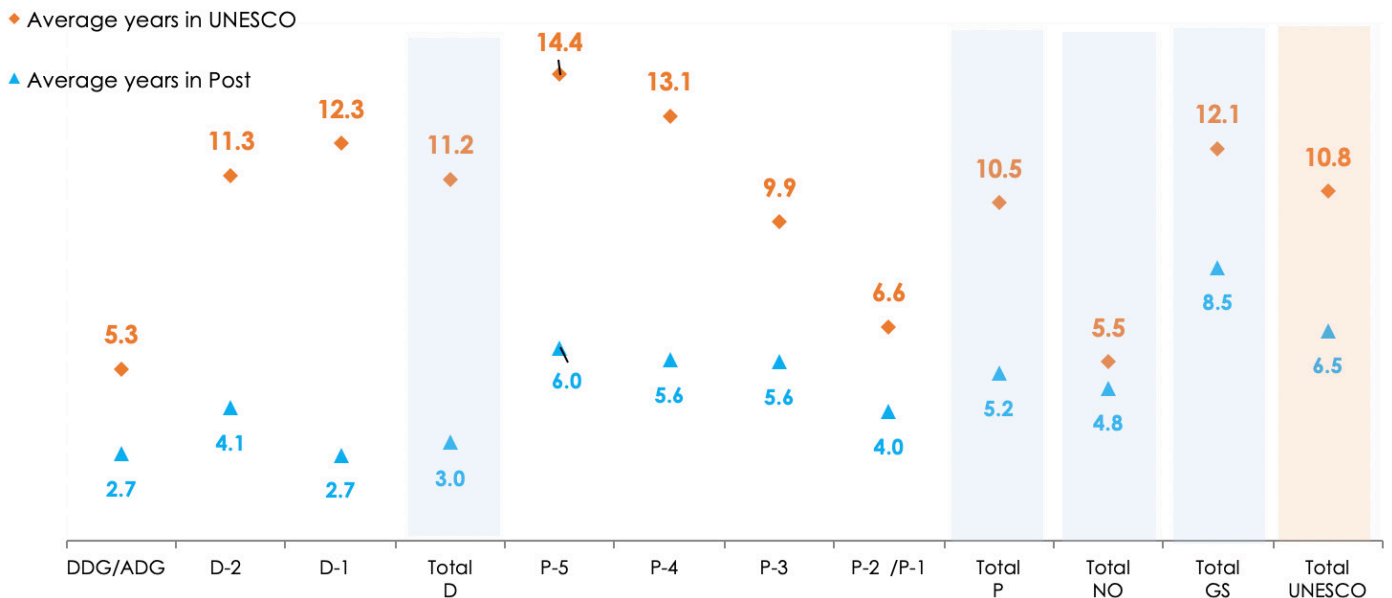
The number of Women Directors in the Field and Category 1 Institutes has steadily increased since 2010 to reach 57% in June 2019.

## Age of UNESCO Staff, by Grade (June 2019)



UNESCO staff is on average **48** years old.

## Experience in UNESCO (June 2019)



On average, UNESCO staff count about **11 years of service** in the Organization and have been on the same post for **6,5 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 (8,5 years), while Director staff have the shortest (3 years). Professional staff (P) have, on average, been 5 years on the same post.

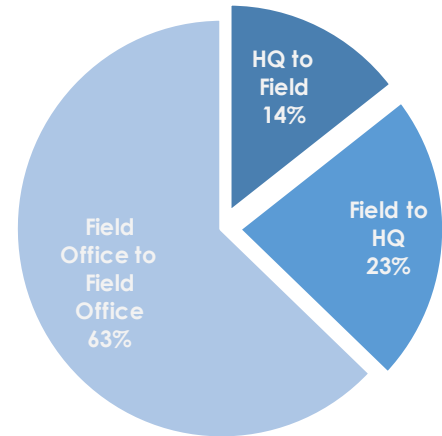
# Geographical Mobility (RP/EXB)

## International Professional staff on a fixed-term contract ONLY

### 1. Geographical Mobility January 2018 to June 2019

Number of Geographical movements of P/D Staff

	2010/11	2012/13	2014/15	2016/17	Jan. 2018 to June 2019
HQ to Field	20	26	35	15	9
Field to HQ	31	16	12	26	14
Field Office to Field Office	48	44	54	38	39
<b>Total Movements</b>	<b>99</b>	<b>86</b>	<b>101</b>	<b>79</b>	<b>62</b>



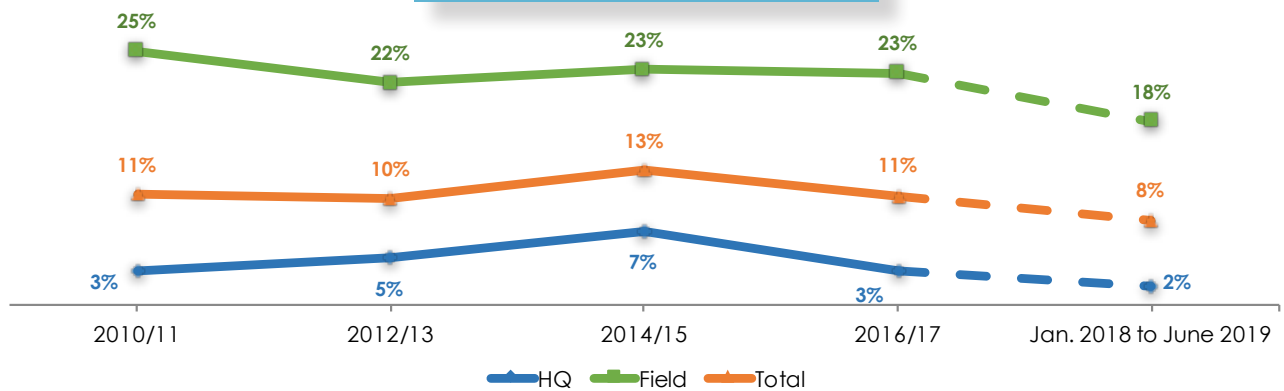
Evolution of Mobility Rate

	2010/11	2012/13	2014/15	2016/17	Jan. 2018 to June 2019
<b>HQ</b>	<b>3%</b>	<b>5%</b>	<b>7%</b>	<b>3%</b>	<b>2%</b>
<b>Field</b>	<b>25%</b>	<b>22%</b>	<b>23%</b>	<b>23%</b>	<b>18%</b>
<b>Total</b>	<b>11%</b>	<b>10%</b>	<b>13%</b>	<b>11%</b>	<b>8%</b>

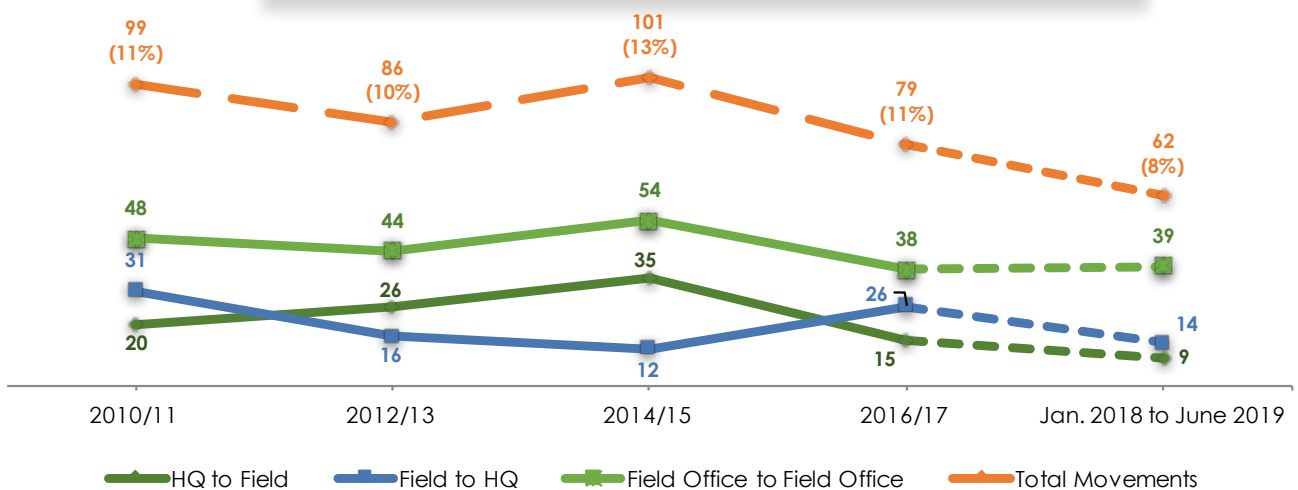
Field also includes Category 1 Institutes

Mobility Rate: number of movements between duty stations as percentage of the average number of staff

### 2. Evolution of Mobility Rate



### 3. Evolution of the number of Geographical movements



A total of 79 International Professional Staff and Directors moved between duty stations in 2016/17 (15 from Headquarters to Field, 38 field to field, and 26 from the field to Headquarters), corresponding to a mobility rate of 11%.

## Anticipated Retirements by end-2021 Staff on Fixed-term contract ONLY

	Staff as at June 2019	Retirements 2019 - 2021				
		2019	2020	2021	Total 2019 - 2021	% of Retirements 2019 - 2021
Dir. & above level	81	1	5	9	15	19%
P-1 to P-5 Staff	713	8	2	13	23	3%
NO Staff	108	-	-	2	2	2%
GS Staff	857	0	3	10	13	2%
<b>UNESCO</b>	<b>1759</b>	<b>9</b>	<b>10</b>	<b>34</b>	<b>53</b>	<b>3%</b>

3% of the staff will retire over the next 3 years (until 2021), a total of 53 staff. The highest retirement rate is among Director staff (19%).

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

	Movements					
	2014	2015	2016	2017	2018	Jan. to June 2019
<b>External Appointments</b>	<b>46</b>	<b>404</b>	<b>101</b>	<b>104</b>	<b>82</b>	<b>54</b>
<b>Internal Movements</b>	<b>95</b>	<b>78</b>	<b>150</b>	<b>49</b>	<b>102</b>	<b>51</b>
Appointments with promotion	27	39	53	29	30	17
Transfers at equal grade	68	39	97	20	72	34
<b>Total</b>	<b>141</b>	<b>482</b>	<b>251</b>	<b>153</b>	<b>184</b>	<b>105</b>
% External Appointments	33%	84%	40%	68%	45%	51%
% Internal Movements	67%	16%	60%	32%	55%	49%
<b>Separations</b>	<b>147</b>	<b>144</b>	<b>115</b>	<b>109</b>	<b>58</b>	<b>36</b>
<b>Renewal Rate<sup>1</sup></b>	<b>31%</b>	<b>281%</b>	<b>88%</b>	<b>95%</b>	<b>141%</b>	<b>150%</b>
<b>Turnover Rate<sup>2</sup></b>	<b>8.2%</b>	<b>8.3%</b>	<b>6.7%</b>	<b>6.4%</b>	<b>3.4%</b>	<b>2.1%</b>
<b>Turnover Rate (Retirement)<sup>2</sup></b>	<b>3.0%</b>	<b>3.4%</b>	<b>3.0%</b>	<b>3.5%</b>	<b>0.8%</b>	<b>0.8%</b>

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

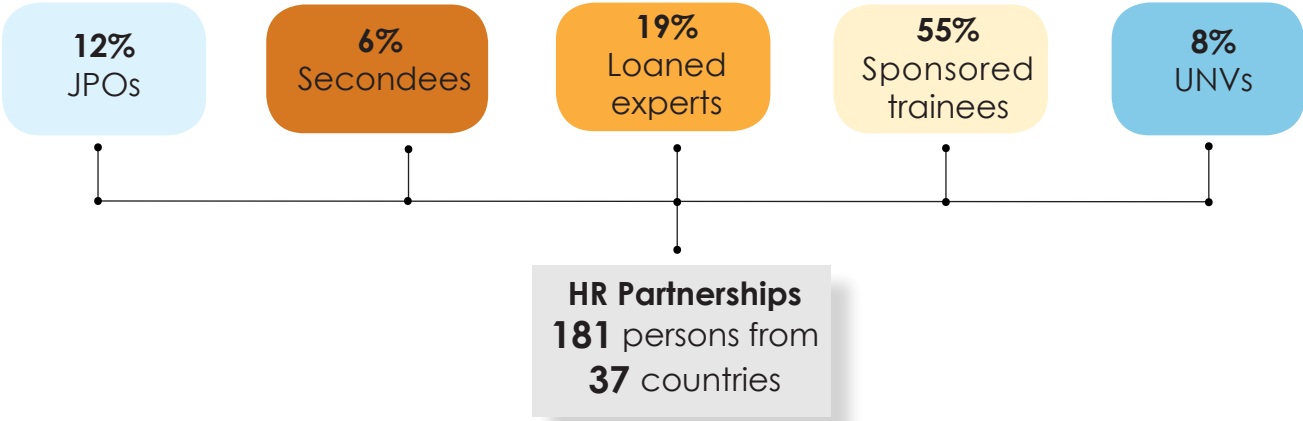
(2) Number of separations in one year divided by the average number of active staff during the same period x 100

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.

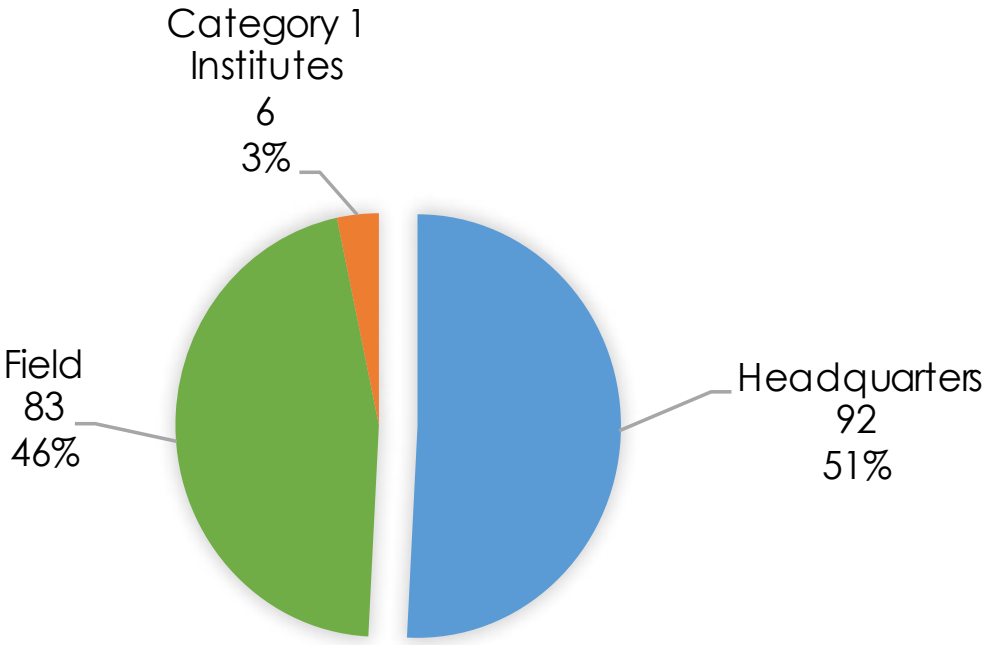
In 2014, the turnover rate was 8%, with a retirement rate of 3%. In 2018, the implementation of the Mandatory Age of Separation to 65 years old has resulted in a lower retirement rate (1%); and a lower turnover rate at 3%.



# HR Partnerships (June 2019)

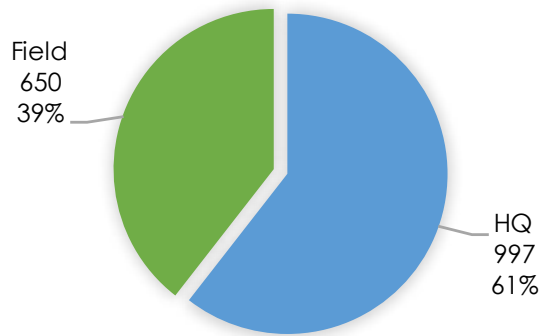


## HR Partnerships, by location



# 39 C/5 Posts

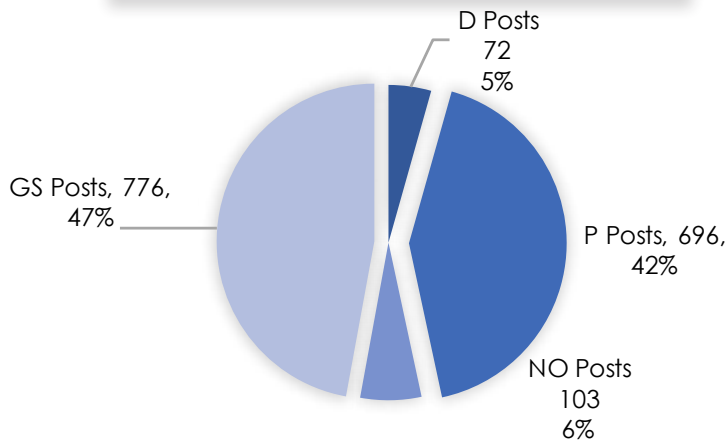
## 1. 39 C/5 Posts, by Location



**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.

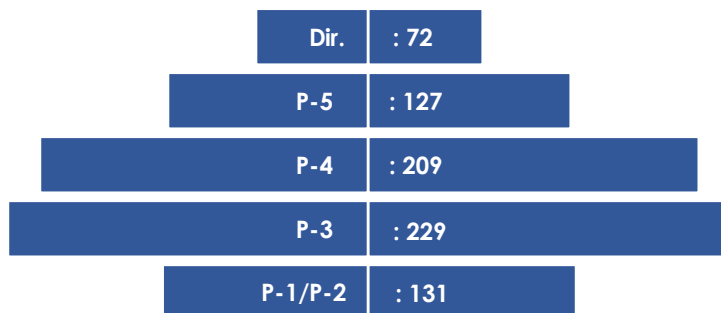
## 2. 39 C/5 Posts, by Grade Category



**Total: 1647**

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

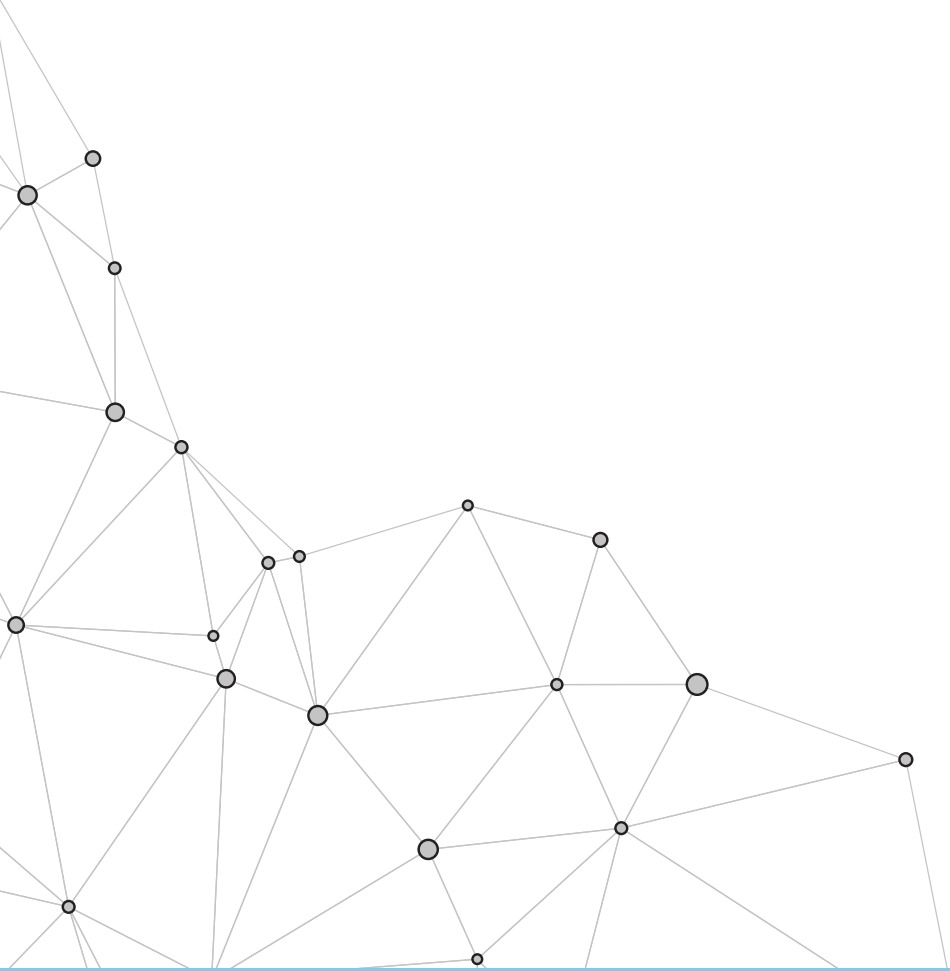
## 3. Grade Pyramid of 39 C/5 P/D Posts



**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).





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.