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**International environmental policy and governance
issues.**

Progress in the implementation of resolution 5/13 on due regard to the principle of equitable geographical distribution, in accordance with paragraph 3 of Article 101 of the Charter of the United Nations

Report of the Executive Director

Introduction

1. The United Nations Environment Assembly passed a resolution (UNEA/EA.5/Res.13) calling for *due regard to the principle of geographical distribution, in accordance with paragraph 3 of Article 101 of the UN Charter*. The resolution requested the Executive Director to present a report on the implementation of this resolution during the sixth session of the Environment Assembly.
2. This report presents the staffing situation of the United Nations Environment Programme as of 31 August 2023 and provides the progress report on the implementation of the resolution UNEA/EA.5/13, including related progress on the implementation of paragraph 18 of UNEA Resolution 5/2 and the Executive Director's Report UNEA/EA.5/26

I. Progress in the implementation of resolution 5/13

A. Staffing Overview [as of 31 August 2023]

3. As of 31 August 2023, UNEP had a workforce of 1347 staff members comprising 824 staff at the Professional and above levels, 12 staff at the National Officer level, and 511 staff at the General Service level. Out of the total staff, 1066 were UNEP Secretariat staff and 281 were UNEP administered MEA staff. These staff members are posted across 45 duty stations.
4. The overall gender parity for UNEP staff as of 31 August 2023 is 63 percent female and 37 percent male.

** UNEP/EA.6/1.

Table 1 Gender Parity of UNEP as of 31 August 2023

Gender	USG	ASG	D2	D1	P5	P4	P3	P2	Total P+	Total NO	Total GS	Grand Total
Female	1	2	8	27	59	136	161	75	469	6	373	848
Male			3	19	64	138	94	35	353	6	140	499
Total	1	2	11	46	123	274	255	110	822	12	513	1347
Female %	100%	100%	73%	59%	48%	50%	63%	68%	57%	50%	73%	63%
Male %	0%	0%	27%	41%	52%	50%	37%	32%	43%	50%	27%	37%

5. 57 percent of UNEP's Professional-level and above staff members are female, compared to 43 percent of males. The number of female staff members employed by the organization has surpassed the goal set by the UN System-wide Strategy for Gender Parity. UNEP has enacted special measures to monitor and maintain margins at all levels. Special attention is given to the P-5 and above levels to ensure that they do not fall below the established margins.

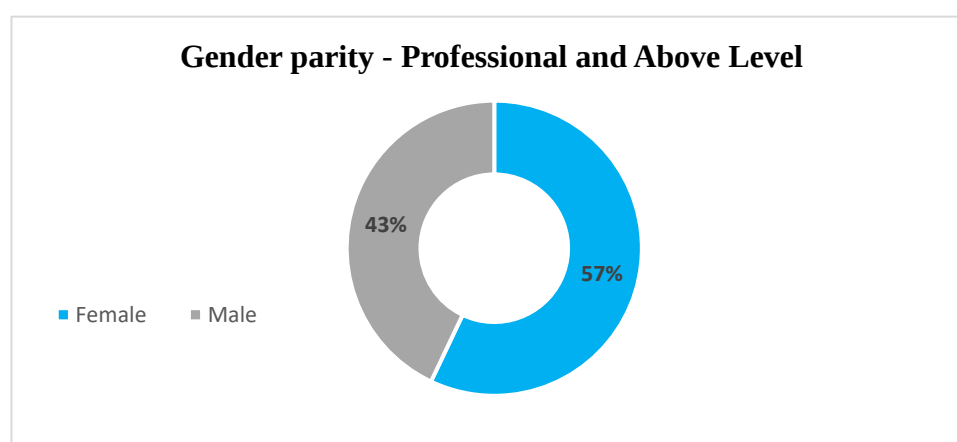


Figure 1 Gender Parity at the Professional and above level as of 31 August 2023

6. The table below shows how UNEP meets the gender parity margins set by the UN System-wide Strategy on Gender Parity, at the P5 and above level.

Table 2 Gender Parity at the P-5 and above levels as of 31 August

Gender	USG	ASG	D2	D1	P5	Grand total
Female	1	2	8	27	59	97
Male			3	19	64	86
Total	1	2	11	46	123	183
Female %	100%	100%	73%	59%	48%	53%
Male %	0%	0%	27%	41%	52%	47%

7. 93 percent of UNEP's 1347 encumbered positions are financed through Extrabudgetary sources (Environment Fund, Overhead Trust Account, Earmarked Trust Fund) and 7 percent are funded through the Regular Budget. It should be noted that in the UN Secretariat, only the positions financed by the Regular Budget are subject to the system of desirable ranges as the measure for assessing the appropriate geographic representation level of each Member State in the staff of the UN. This system takes into consideration a subset of the international staff, namely those who hold a permanent, continuing, or fixed-term position, occupy geographical positions, or were recruited through the Young Professionals Programme.

Table 3 Funding Sources of Encumbered Positions as of 31 August 2023

Position Groups	Regular Budget	Extra Budgetary	Grand Total
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P+	79	743	822
NO	-	12	12
GS	15	498	513
Total	94	1253	1347

8- The overall regional representation of UNEP staff as of 31 August 2023.

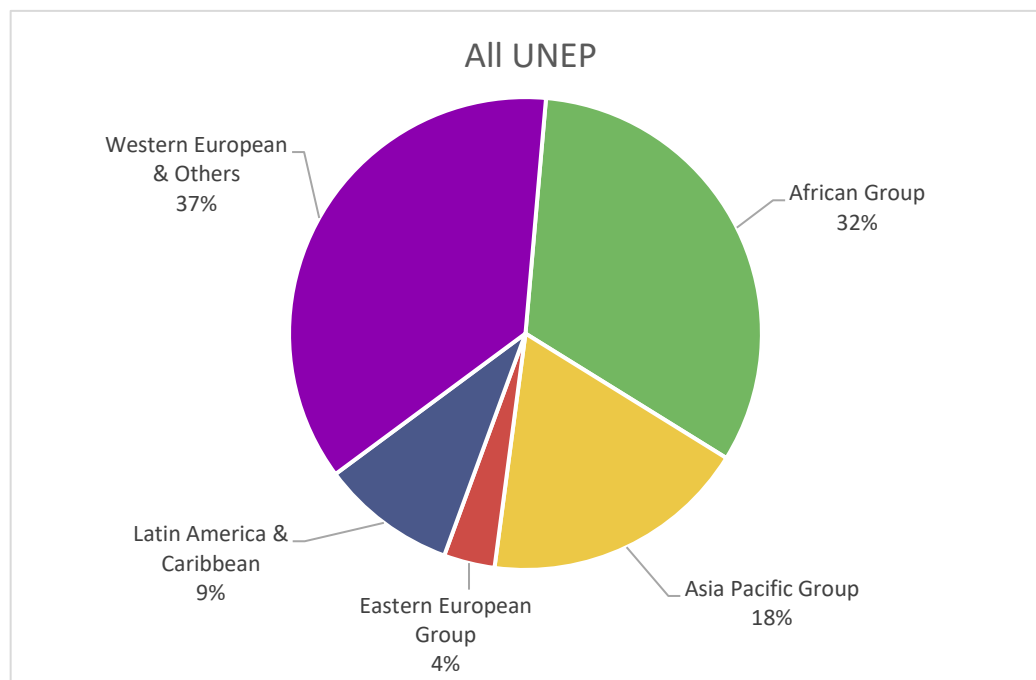


Figure 2 Regional representation of all UNEP staff (both professional and general service) as of 31 August 2023

Table 4 Overall Regional Representation of UNEP Staff (both professional and general service) as of 31 August 2023

Position Groups	African Group	Asia Pacific Group	Eastern European Group	Latin America & Caribbean	Western European & Others	Grand Total
P+	152	176	36	81	377	822
NO	3	7		2		12
GS	282	63	11	42	115	513
Total	437	246	47	125	492	1347

9. The regional representation at the P-5 and above levels as of 31 August 2023.

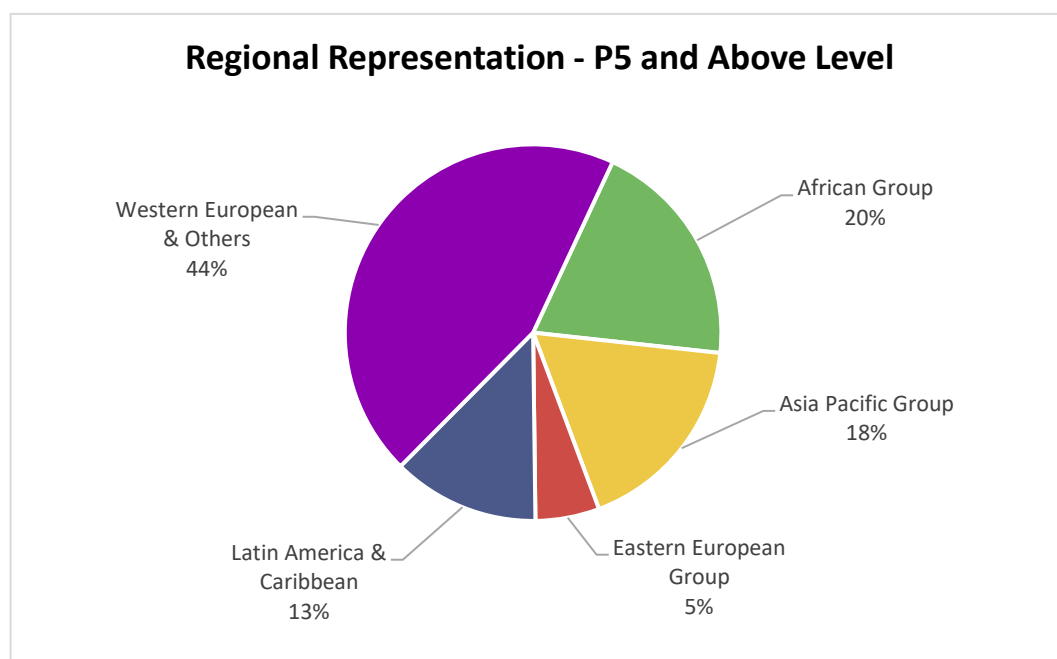


Figure 3 Regional representation at the P-5 and above levels as of 31 August 2023

Table 5 Regional Representation at P-5 and Above Levels as of 31 August 2023

Position Level	African Group	Asia Pacific Group	Eastern European Group	Latin America & Caribbean	Western European & Others	Grand Total
USG					1	1
ASG	1	1				2
D2	3	2		2	4	11
D1	4	9	5	5	23	46
P5	28	20	5	16	54	123
Total	36	32	10	23	81	183

10. As of 31 August 2023, UNEP employed staff members in the professional and above levels from a total of 120 countries.

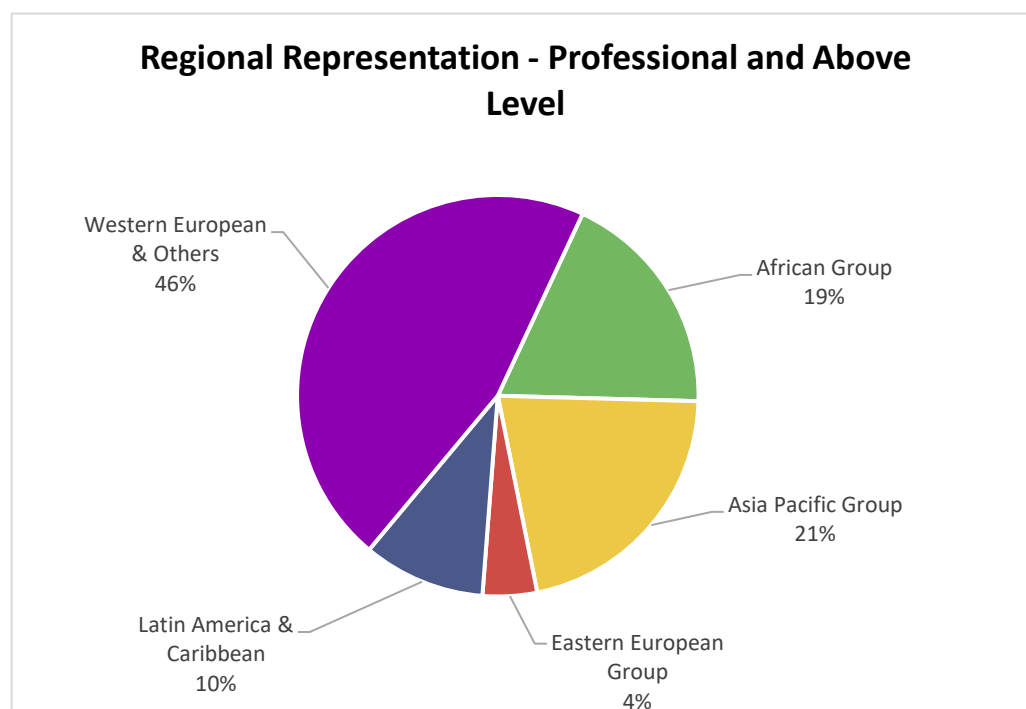


Figure 4 Regional Representation at Professional and Above Level as of 31 August 2023

Table 6 Regional Representation of UNEP Secretariat only as of 31 August 2023

Position Categories	African Group	Asia Pacific Group	Eastern European Group	Latin America & Caribbean	Western European & Others	Grand Total
P+	134	143	30	61	288	656
NO	3	7	-	2	-	12
GS	263	48	4	36	47	39
Total	400	198	34	99	335	1066

Table 7 Regional Representation of UNEP-administered MEAs only as of 31 August 2023

Position Categories	African Group	Asia Pacific Group	Eastern European Group	Latin America & Caribbean	Western European & Others	Grand Total
P+	18	33	6	20	89	166
GS	19	15	7	6	68	115
Total	37	48	13	26	157	281

11. Figure 5 depicts UNEP's age distribution as of 31 August 2023. The majority of UNEP staff members fall between the ages of 46 and 50, followed by those aged 51 to 55. UNEP has the fewest staff members aged 65 and older, followed by those aged 26-30.

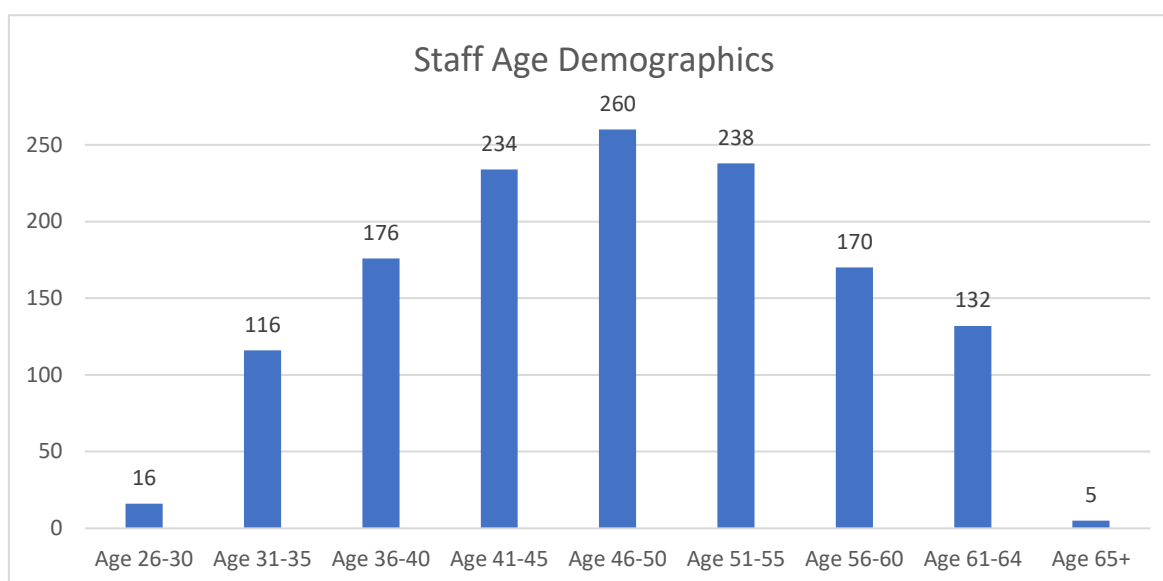


Figure 5 UNEP Staff Age Demographics as of 31 August 2023

B. Staffing Trends and Progress on Geographic and Gender Diversity

12. In accordance with Resolution UNEP/EA.5/Res 13 on *Due regard to the principle of equitable geographical distribution*, UNEP was mandated to improve regional geographical diversity in its staffing through the implementation of concrete actions. To do so, UNEP has undertaken several actions (*inter alia*, see section C below) towards improving geographic diversity. This section provides updates on current staffing, demonstrating progress made since the beginning of the 2022-2023 biennium.
13. As of January 1, 2022, UNEP employed 1,287 staff members. By August 31, 2023, this number had increased to 1,347, which represents a growth of approximately 5% in the staff component. The majority of this growth occurred in the Professional-level and above categories, while the other categories saw fewer increases.

Table 8 Composition of UNEP Staff as of 1 January 2022 and 31 August 2023

Position Categories	1 JANUARY 2022	31 AUGUST 2023
P+	779	822
NO	8	12
GS	500	513
Total	1287	1347

Gender Trends

14. Gender parity remained a cross-cutting priority in all aspects of UNEP's activities. As of 1 January 2022, UNEP had 61 percent female employees and 39 percent male employees. As of August 31, 2023, 63 percent of the employee population was female and 37 percent male. UNEP exceeded its gender parity targets for all Professional and above levels, with female representation exceeding male representation at a rate of 57 percent versus 43 percent. UNEP continues to monitor gender ratios at all levels to maintain parity.

15. UNEP is among the top 10 of entities within the UN Secretariat with the highest levels of female representation in the professional and above levels. UNEP is ranked second in the list of entities within the UN Secretariat with more than 100 international staff members with the highest levels of female representation in the professional and above levels.

Table 9 Gender Distribution as of 31 August 2023

Gender	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Total P+	Total NPO	Total GS	Total
Female	1	2	8	27	59	136	161	75	469	6	373	848
Male			3	19	64	138	94	35	353	6	140	499
Total	1	2	11	46	123	274	255	110	822	12	513	1347
Female	100%	100%	73%	59%	48%	50%	63%	68%	57%	50%	73%	63%
Male	0%	0%	27%	41%	52%	50%	37%	32%	43%	50%	27%	37%

Table 10 Gender Distribution as of 1 January 2022

Gender	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Total P+	Total NPO	Total GS	Total
Female	1	3	7	24	59	120	137	63	414	3	366	783
Male			4	24	74	132	92	39	365	5	134	504
Total	1	3	11	48	133	252	229	102	779	8	500	1287
Female	100%	100%	64%	50%	44%	48%	60%	62%	53%	38%	73%	61%
Male	0%	0%	36%	50%	56%	52%	40%	38%	47%	63%	27%	39%

Regional Geographical Diversity Trends

16. In her Report (UNEA/EA.5/26) to the UN Environment Assembly 5.2, the Executive Director outlined a Four-Point Plan to increase geographic diversity at UNEP.

17. Between January 1, 2022, and August 31, 2023, UNEP observed an improvement in the staffing composition of less-represented geographical regions within the organization. The Eastern European Group increased by 17 percent, while the Latin America and Caribbean Group increased by 12 percent. The Asia Pacific Group increased by 8 percent, while the African Group increased by 7 percent. In contrast, the Western Europe and Others Group decreased by 2 percent.

Table 11 Regional Representation as of 1 January 2022 and 31 August 2023

c	African Group	Asia Pacific Group	Eastern European Group	Latin America & Caribbean	Stateless	Western European & Others	TOTAL
JANUARY 2022	406	227	39	110	1	504	1287
AUGUST 2023	437	246	47	125	-	492	1347
Change	+ 7%	+8%	+17%	+12%	-	-2%	+5%

18. UNEP observed an increase in the number of staff members from less-represented geographical regions. The Eastern European Group increased by 29 percent, while the Latin American and Caribbean Group increased by 13 percent. The Asia Pacific Group increased by 18 percent, while the African Group increased by 6 percent. The Western Europe and Others Group, on the other hand, decreased by 2 percent.

Table 12 Regional Representation as of 1 January 2022 and 31 August 2023 for Professional and Above Levels

Year	African Group	Asia Pacific Group	Eastern European Group	Latin America & Caribbean	Stateless	Western European & Others	TOTAL
JANUARY 2022	144	149	28	72	1	385	779
AUGUST 2023	152	176	36	81	-	377	822
Change	+6%	+18%	+29%	+13%	-	-2%	+6%

19. During the same time period, as shown in the table below, UNEP observed an increase in the number of staff from less represented geographical regions in positions at the P5 and above levels. The African Group increased by 6 percent, while the Eastern European Group increased by 11 percent. The Latin America and Caribbean Group had no change. In contrast, the Asia Pacific Group and Western Europe and Others Group decreased by 14 percent and by 12 percent, respectively.

Table 13 Regional Representation as of 1 January 2022 and 31 August 2023 for P5 and Above Levels

Year	African Group	Asia Pacific Group	Eastern European Group	Latin America & Caribbean	Western European & Others	TOTAL
JANUARY 2022	34	37	9	23	93	201
AUGUST 2023	36	32	10	23	82	183
Change	+6%	-14%	+11%	0%	-12%	-9%

20. From 31 January 2022 to 31 August 2023, 65 percent of selections of external candidates for positions at the Professional and above levels corresponded to candidates from less-represented geographical regions (African Group: 23 percent; Asia Pacific Group: 22 percent; Latin America and the Caribbean Group: 13 percent; Eastern European Group: 7 percent). This represented a 15 percent increase compared to 2021, when only 50 percent of external candidate selections for positions at the professional level and above corresponded to applicants from underrepresented regions. During the same period, 61 percent of internal UNEP applicant selections corresponded to staff members from less represented geographical regions (African Group: 24 percent, Asia Pacific Group: 24 percent, Latin America and the Caribbean Group: 11 percent, and Eastern European Group: 2 percent). This represented a 14 percent increase compared to 2021, when only 47 percent of internal UNEP candidate selections for positions at the professional and above levels corresponded to applicants from less represented geographical regions.

Selections from 1 January 2022 until 31 August 2023	African Group	Asia Pacific Group	Eastern European Group	Latin America & Caribbean	Western European & Others
Internal UNEP selections	24%	24%	2%	11%	39%
External selections	23%	22%	7%	13%	35%

21. The table below shows that fifty-three UNEP staff will reach mandatory retirement age over the next three years. This will be an opportunity for UNEP to continue improving regional geographical representation within the organization.

Table 14 Upcoming UNEP Retirements in 2023-2025

Upcoming Retirements	2023	2024	2025
P+	2	10	18
NO	-	-	-
GS	7	12	4
Total	9	22	22

C. Four-point Plan from the Executive Director's Report to UNEA 5 (UNEP/EA.5/26)

22. This section addresses the progress made in the implementation of the four-point plan to increase geographic diversity within the organization as outlined in paragraph 29 of the Executive Director's Report to UNEA 5 (Progress in the implementation of paragraph 18 of decision 5/2 pertaining to the application of the principle of equitable geographical distribution in the recruitment strategy of the United Nations Environment Programme, [UNEP/EA.5/26](#)).
23. *Point 1: Increased internal direction, messaging, guidance and monitoring and awareness campaigns targeting both the top management and operations of UNEP and strengthened accountability mechanisms.* This has resulted in an increased capacity among managers at all levels to monitor geographic diversity within their respective Divisions/Offices and make data-driven selection decisions. Some of the specific actions undertaken by UNEP have been the following:
 - a. The organization developed a live human resources dashboard for internal use. This dashboard monitors strategic key performance indicators such as gender, geographic diversity, such as vacancy rates and upcoming retirements. The live human resources dashboard provides real-time data on the organization's workforce composition, enabling managers to monitor and address any potential diversity gaps or imbalances. Additionally, it helps in forecasting future staffing needs and identifying areas where succession planning may be required.
 - b. UNEP ensures that workforce planning decisions are based on data by distributing to the Senior Management Team an aggregated monthly report on specific human resources indicators. These reports are sent to Senior Management, disaggregated by Division, Office, and Multilateral Environmental Agreement that UNEP administers.
 - c. The organization has implemented a silent procedure approval system for all staff selections, including for positions in the Professional and above levels, to ensure corporate oversight. By implementing this silent procedure approval system, the organization aims to maintain transparency and accountability in its hiring process while also ensuring that all recruitments align with the UN and UNEP's overall goals and objectives.
 - d. The Executive Director has included a specific goal related to improving regional geographical diversity in the performance evaluation of the members of the Senior Management Team. In addition, the Executive Office and the Corporate Services Division hold separate regular meetings with the Directors to assess the staffing composition within their respective Divisions/Offices and to recommend specific measures to keep improving the regional geographical diversity.
 - e. UNEP adheres to the guidance provided by the Office of Human Resources Geographical Diversity Strategy.
24. *Point 2: Continuously enhancing outreach activities both offline and online through existing and new tools and platforms to promote jobs and improve employer brand.* This has enabled UNEP to reach a larger pool of prospective applicants and position UNEP as an employer of choice.
 - a. In 2022, UNEP conducted eight outreach events. The events were open to a global audience, with one event specifically targeted to attracting applicants from Eastern Europe and another specifically targeting Latin America and the Caribbean. These events attracted over 12,000 attendees from different geographical regions.
 - b. In 2023, UNEP conducted nine outreach events, which included three in-person outreach activities led by the Executive Director and Chief of Human Resources in different countries of the Eastern Europe Group. These events attracted over 12,200 attendees from different geographical regions.
 - c. UNEP created a brochure to inform prospective candidates of the pathways and requirements for employment with the organization. This is now being translated to all the UN languages for easier accessibility.
 - d. The organization created a multimedia product for talent outreach, which was distributed on social media to attract potential candidates. This is in the form of a one-minute video to show UNEP as an employer of choice and has attracted over 13,000 views on social media (X, LinkedIn and YouTube) within the first week of publishing.
 - e. Beginning in the second quarter of 2023, UNEP began direct outreach for each Professional position being advertised using a digital tool (LinkedIn Recruitment) to target potential candidates located in specific geographic regions who would otherwise not be seeking opportunities within the UN system.

25. *Point 3: Leveraging on the knowledge, experience and resources of Member States, other UN organizations and international organization networks.* Member State proactive outreach has also supported UNEP being able to access a wider pool of potential candidates. The spotlight from Member States provides the organization visibility among Member States citizens and constituents.
- a. In the first quarter of 2023, UNEP released a Note Verbale through the Secretariat of Governing Bodies to Member States regarding direct talent outreach events. Asia Pacific Group and Africa Group requested information on talent outreach opportunities (one direct outreach event was organized in partnership with the Ministry of Foreign Affairs of one country in APG in the 3rd quarter of 2023), while Western Europe and Others Group requested data.
 - b. UNEP partnered with the One UN Talent Outreach Working Group, which is a UN system-wide network for talent outreach with a focus on diversity and inclusion. UNEP has so far conducted two talent outreach events with this group, reaching over 14,000 views and participants.
 - c. UNEP also partnered with other UN Secretariat entities through the Talent Outreach Multiplier, and the organization was invited to represent the Secretariat at an outreach event in the fourth quarter of 2023. These networks are knowledge-sharing hubs, and through them UNEP has found additional outreach opportunities and channels.
 - d. UNEP was invited by three academic institutions to share employment modalities and opportunities, and pathways in the organization's application systems.
26. *Point 4: Establishing a new UNEP programme for less represented regional groups and un- and under-represented Member States.* UNEP launched a new programme for less-represented regional groups and un- and underrepresented Member States called the "Young Talent Pipeline" showcasing UNEP as an agency open for young professionals.
- a. For the first cohort, UNEP partnered with UN Volunteers to recruit 12 programmatic positions for seven Divisions and one Office, under the International UNV Specialist modality. The positions were advertised in the 1st quarter of 2023 and the selections were finalized in the 3rd quarter. It is anticipated that the selected candidates will be onboarded before the end of the 4th quarter of 2023. This partnership has allowed UNEP to tap into a pool of talented young professionals from less represented geographical regions who are passionate about environmental issues.
 - b. The advertising of the vacancies and the talent outreach event under the Pipeline has given UNEP an opportunity to target potential candidates in different regions and markets. This has allowed UNEP to reach out to a wider audience and attract young professionals from diverse backgrounds.

II. Lessons learned.

27. Improving the regional geographical diversity of the workforce is a long-term endeavor, but the organization has already seen incremental improvements in geographical diversity, as evidenced by the data in this report. These advancements are a result of the organization's efforts to attract and recruit talent from various regions and to promote diversity and inclusion initiatives. In addition, the organization can continue to capitalize on these positive trends by implementing targeted strategies to attract talent from less represented geographical regions.
28. UNEP has effectively used data to improve oversight and accountability of Senior Management and to make data-driven recruitment decisions. To further strengthen its workforce, UNEP will focus on medium and long-term workforce planning in view of upcoming retirements. The data has identified that the age group below the age of 35 is an important demographic that UNEP needs to engage and attract. The following strategic approach will be taken to address these issues.
 - a. Strategic workforce planning: UNEP will continue to engage in strategic workforce planning to ensure that it has the right people with the right skills in the right positions at the right time. This will require UNEP to keep identifying workforce gaps, re-skill, recruit, and hire as needed. UNEP will use data to make workforce decisions and evaluate its progress.
 - b. Engaging and attracting young professionals from less represented geographical regions: UNEP will focus on engaging and attracting young professionals, particularly those below the age of 35. This will be achieved by developing a focused recruitment strategy that takes into account the job applicant's needs and preferences. UNEP will also leverage its "Young Talent Pipeline" initiative to attract young professionals from diverse backgrounds. This initiative will next expand to include partnerships with universities and educational institutions in less represented geographical regions to promote UNEP's opportunities and create awareness among young professionals.
29. The increased engagement of UNEP with prospective candidates has enabled the organization to comprehend the information that attracts and interests people to apply to the organization.
 - a. The organization will continue to share information on its application systems and employment methods based on target audience needs,
 - b. The organization's direct outreach will continue to engage with prospective applicants to improve the candidate experience and raise UNEP's profile as an employer of choice. Through these initial efforts, UNEP has been able to attract a diverse pool of talented individuals, ensuring a more inclusive and representative workforce.
30. There is increased competition with other organizations for talent, particularly from less represented geographical regions. This competition is driven by the growing demand for diverse perspectives and skills in today's globalized workforce. As organizations recognize the value of diversity, they are actively seeking talent from underrepresented regions to enhance innovation and drive success. Other international organizations and UN Agencies, Funds, and Programmes seek out candidates with comparable profiles and aim to enhance geographical diversity from the same regions as UNEP.
31. It is important for the organization to leverage on partnerships to improve geographic diversity:
 - a. With the support of Member States, UNEP can increase its visibility among targeted audiences in specific countries. It is hoped that this can be overcome through joint initiatives and collaborations with local organizations and governments, allowing UNEP to tap into their networks and resources for a more impactful outreach.
 - b. The existing UN-system wide talent outreach groups allowed the organization to share resources, knowledge and lessons learned from other organizations. By leveraging these existing talent outreach groups, UNEP hopes to benefit from a diverse pool of expertise and perspectives, enhancing its ability to address complex environmental challenges from different angles.
 - c. For talent outreach events and dissemination of key Job Openings, the support or participation of UNEP personnel from specific geographic regions is indispensable for attracting prospective candidates from those regions.
32. It is essential to train and upskill personnel involved in recruitment processes to increase their understanding of how to increase geographic diversity. By providing training and upskilling opportunities, personnel can gain insights into effective strategies for attracting candidates from diverse geographic backgrounds. This will include learning about cultural nuances, adapting recruitment approaches to different regions, and leveraging technology to reach a wider pool of talent. Additionally, training will also help personnel develop inclusive practices that foster an environment where individuals from all geographic locations feel welcome and valued:

- a. In 2022 and 2023, UNEP delivered different courses on diversity and inclusion targeting managers at all levels in the organization.
 - b. In 2023, UNEP conducted training on Unconscious Bias in Recruitment for Hiring Managers and Human Resources Focal Points.
33. Noting that the impact of talent outreach is a long-term process, one of the obstacles is that the organization is unable to calculate the direct impact of outreach efforts at this early stage. This is because the results of talent outreach may not be immediately visible or measurable. It takes time for individuals who have been contacted to fully engage with the organization and for their contributions to become apparent. Additionally, the impact of talent outreach can be influenced by various external factors such as market conditions and competition, making it difficult to attribute outcomes solely to outreach efforts.
 34. A further difficulty in calculating impact is that the application portal for UN Secretariat staff positions does not permit applicants to specify whether they learned about the vacancy through specific direct outreach or specific talent outreach activities. UNEP has been calculating impact based on the number of attendees at outreach events and the number of potential candidates directly contacted through LinkedIn Recruiter.
 35. The INSPIRA application platform of the United Nations Secretariat could potentially be supplemented with other outreach mechanisms to attract more applicants from less represented geographical regions. UNEP must utilize digital channels where its target candidates can be found online, as well as other forms of targeted outreach, to attract talent to the organization. By leveraging social media platforms and online job boards, UNEP can reach a wider audience and showcase the diverse opportunities available within the organization. Additionally, collaborating with local universities and organizations in underrepresented regions can help establish strong connections and actively engage potential candidates through career fairs and informational sessions.

III. Conclusions and Way Forward

36. Improving the regional geographical diversity of the workforce is a long-term process, as the fulfillment of UNEP's mandate requires a flexible, diverse, and purpose-fit workforce to implement the Medium-Term Strategy and enable the organization to deliver effectively, including enhanced delivery at the country level. To achieve this, UNEP has been actively working on initiatives to attract and retain talent from different regions. By promoting equal opportunities and providing support for professional development, UNEP aims to create a workforce that reflects the diversity of its member states. Additionally, partnerships with regional organizations and institutions play a crucial role in expanding the geographical reach of UNEP's workforce, ensuring that its impact is felt across different regions.
37. UNEP will continue to engage in strategic workforce planning to ensure that it has the right people with the right skills in the right positions at the right time within our efforts towards gender and geographic diversity. UNEP must use data to make workforce decisions and evaluate its progress. By developing a comprehensive workforce planning strategy, UNEP can ensure that it has the necessary talent to achieve its goals and objectives.
38. UNEP will continue its efforts to become an employer of choice to attract top talent from under-represented regions. To this end, UNEP will invest in the resources required for improved and enhanced talent management to attract qualified applicants. By investing in talent management, UNEP will be able to recruit a pool of candidates with diverse perspectives and experiences. In addition to bolstering the organization's personnel, this will ensure a more inclusive and effective approach to addressing global environmental challenges.
39. To compete in the global market, UNEP will establish an Employer Value Proposition that targets fewer regional groups and the age demographics the organization will need in the future. This proposal will emphasize attracting diverse talent from different regions of the globe and ensuring an age-diverse representation. By customizing the Employer Value Proposition for these target groups, UNEP can gain a competitive advantage on the global market and promote a dynamic and inclusive work environment.

Annexes:**UNEP Staff by Nationality and Gender**

Level	USG	ASG	D2		D1		P5		P4		P3		P2		TOTAL P+	Total NO		TOTAL GS		Grand Total
Nationalities	F	F	F	M	F	M	F	M	F	M	F	M	F	M	All	F	M	F	M	
Afghan										1					1	0	0	1	0	2
Albanian					2										2	0	0	0	0	2
Algerian										1	1				2	0	0	0	0	2
Argentinian							1	1				2			4	0	0	1	0	5
Australian					1		1	2	3	2	2				11	0	0	0	0	11
Austrian						1			2	3	1	3	1		11	0	0	1	0	12
Azerbaijani										1					1	0	0	1	0	2
Bahamian									1						1	0	0	0	0	1
Bahraini															0	0	0	1	0	1
Bangladeshi									1	2		2	2		7	0	0	1	0	8
Barbadian													1		1	0	0	0	0	1
Belarusian									1						1	0	0	1	0	2
Belgian						1	1		2	1	1	1		1	8	0	0	3	1	12
Beninese										1					1	0	0	0	0	1
Bhutanese					1										1	0	0	0	0	1
Bolivian									1		1			1	3	0	0	1	0	4
Brazilian					1		1		4	2	8	1		2	19	0	0	4	0	23
British						4	4	6	5	10	4	1	1		35	0	0	10	1	46
Bulgarian					1		1					1			3	0	0	0	0	3
Cameroonian								1	2	2		1	1		7	0	0	1	0	8
Canadian						2	1	3	5	3	7	5	2	5	33	0	0	28	8	69
Cape Verdean								1							1	0	0	0	0	1
Chilean									1		1				2	0	0	1	0	3
Chinese				1	1			1	2	3	3	2	15		28	0	0	2	2	32
Colombian							2	4		1	1	2			10	0	0	0	0	10
Costa Rican									2	1					3	0	0	0	0	3
Cuban								1	1	1				1	4	0	0	0	0	4
Czech							1		1						2	0	0	0	0	2
Danish	1						1		2	1					5	0	0	1	0	6
Dutch							1	4	2	2	3	3	1	1	17	0	0	1	0	18
Ecuadorian											2		1		3	0	0	0	0	3
Egyptian					1		1	1		1	1	1			6	0	0	0	0	6
Eritrean												1			1	0	0	0	1	2

Level	USG	ASG	D2	D1	P5	P4	P3	P2	TOTAL P+	Total NO	TOTAL GS	Grand Total
Eswatini						1			1	0	0	1
Ethiopian					2	1	3	1	7	0	0	9
Fijian				1			1	2	5	0	0	5
Filipino				1	1	2	1	2	9	0	0	20
Finnish				1	1	1	1	8	20	0	0	20
French			1		2	3	6	7	45	0	0	70
Gambian							1		1	0	0	2
Georgian							1	2	4	0	0	4
German				1		1	5	5	42	0	0	52
Ghanaian							1	1	2	0	0	2
Greek			1		1	2	2	1	9	0	0	17
Grenadian								1	1	0	0	1
Guyanese					1				1	0	0	1
Haitian									0	0	0	1
Honduran						1			1	0	0	5
Hungarian								1	1	0	0	1
Indian		1		1	1	3	5	6	24	1	2	28
Indonesian					1	1		1	4	0	1	5
Iranian					1		2		3	0	0	3
Iraqi					1			1	2	0	1	3
Irish						1	2		3	0	0	4
Italian				1	1	3	3	6	27	0	0	31
Ivoirian									0	0	0	3
Jamaican									0	0	0	9
Japanese			1		2	2	4	1	21	0	0	24
Jordanian				1			1	2	5	0	0	5
Kazakh						1		2	5	0	0	6
Kenyan			2		1	1	9	12	59	1	1	327
Kyrgyz					1			1	2	0	0	2
Latvian					1				1	0	0	1
Lebanese				1		1	2	3	10	0	0	20
Libyan							2		2	0	0	2
Lithuanian									0	0	0	1
Luxembourgian							1		1	0	0	1
Madagascan							1		1	0	0	1
Malawian				1			1	1	3	0	0	3
Malaysian						1			1	0	0	1

Level	USG	ASG	D2		D1		P5		P4		P3		P2		TOTAL P+	Total NO		TOTAL GS		Grand Total
Mauritanian		-						1		1		1		1	4	0	0	0	0	4
Mauritian							1				1				2	0	0	0	0	2
Mexican			1		1	3			1	1			1		8	0	0	2	0	10
Moldovan															0	0	0	0	1	1
Mongolian									1		2				3	0	0	0	0	3
Montenegrin											1		1		2	0	0	0	0	2
Moroccan							1	2							3	0	0	0	0	3
Namibian							1								1	0	0	0	0	1
Nepalese									1	1	1				3	1	0	1	0	5
New Zealander					1			2	2	1					6	0	0	0	0	6
Nigerian						1			1	1			1		4	0	0	1	1	6
Norwegian						1									1	0	0	1	0	2
of Botswana						1									1	0	0	0	0	1
of Burkina Faso											1				1	0	0	0	0	1
of Djibouti									1						1	0	0	0	0	1
of Myanmar											1				1	0	0	0	0	1
of Rep.of Korea				1		1		4	1	3		3			13	0	0	0	1	14
of Seychelles			1												1	0	0	0	0	1
of the Niger									1						1	0	0	0	0	1
of the USA			1	1	4	2	5	3	9	2	9	6	1		43	0	0	2	2	47
of Trini&Tobago								1		3					4	0	0	0	0	4
Pakistani					1		1		2		2				6	0	0	0	1	7
Panamanian			1												1	1	0	11	4	17
Paraguayan															0	1	0	1	0	2
Peruvian				1		1				1		1			4	0	0	1	0	5
Polish				1				1	1			2	1		6	0	0	0	1	7
Portuguese					1			1	1	1		1			5	0	0	0	0	5
Romanian								1		3					4	0	0	0	0	4
Russian				1			2	2					1		6	0	0	4	0	10
Rwandan							1	1		1	1				4	0	0	0	0	4
Saint Lucian						1	1	1	1	1					5	0	0	0	0	5
Samoan										1					1	0	0	0	0	1
Saudi Arabian								1	1						2	0	0	0	0	2
Senegalese						1			1						2	0	0	0	1	3
Serbian										1					1	0	0	1	0	2

Level	USG	ASG	D2	D1	P5	P4	P3	P2	TOTAL P+	Total NO	TOTAL GS	Grand Total
Singaporean						1	1		2	0 0	0 0	2
Slovenian									0	0 0	1 0	1
Somali					1				1	0 0	0 0	1
South African				1	5 2	2 2	1 1	1	15	0 0	0 0	15
Spanish				1	3 2	2 7	10 5	1	31	0 0	0 2	33
Sri Lankan						1		1	2	0 0	0 1	3
Swedish					1 3	2	3	5	14	0 0	0 0	14
Swiss					2	1 3	3 1		10	0 0	5 1	16
Syrian						1 2			3	0 0	1 1	5
Tanzanian	1				1	2			4	1 0	0 0	5
Thai						1 1	1		3	0 0	17 3	23
Togolese									0	0 0	0 1	1
Tunisian							1 1		2	0 0	0 0	2
Turkish					1	1	1 1		4	0 0	0 0	4
Turkmenian						1			1	0 0	1 0	2
Ugandan				1	1 1	2 3			8	0 0	0 2	10
Ukrainian						1	1		2	0 0	0 0	2
Uruguayan				1		2			3	0 0	1 0	4
Uzbek						1			1	0 0	2 0	3
Venezuelan				1		1	1		3	0 0	0 1	4
Vietnamese							1		1	0 1	1 0	3
Yemeni					1		1		2	0 0	0 0	2
Zambian							1		1	0 0	2 0	3
Zimbabwean						1	1		2	0 0	0 0	2
Grand Total	1	2	8 3	27 19	59 64	136 138	161 94	75 35	822	6 6	373 140	1347

Annex II

UNEP staff distribution by Category and Duty Station

Duty Station	USG	ASG	D2	D1	P5	P4	P3	P2	NOD	NOC	NOB	NOA	G7	G6	G5	G4	G3	Grand Total
Abidjan					1	1								2	1	1		6
Abu Dhabi					1	1	1	1						1				5
Addis Ababa						1								1				2
Almaty (Alma Ata)					1		1								1			3
Apia							1	1										2
Asuncion							1				1			1				3
Athens				1	2	4	6	5						2	7			27
Baghdad										1								1
Bangkok				1	2	18	15	3					3	9	6		2	59
Beijing				1	1	1	1						1					5
Beirut				1	1	7	3							3	2	1	1	19
Bonn			1	1		11	9	13						9	11	3		58
Brasilia						2								1	1			4
Brussels					1	2	4							2				9
Busan							1											1
Cambridge				1	1													2
Copenhagen					1									1	1			3
Dar es Salaam										1								1
Geneva			2	8	19	46	60	20					3	27	26	13		224
Hanoi										1								1
Incheon City						1									1			2
Jakarta					1				1									2
Kathmandu												1						1
Khartoum					1													1
Kingston					2	2	3							3	2	2	1	15
Kinshasa					1													1
Manama															1			1
Mexico City					1									1				2
Mombasa											1							1
Montevideo						1												1
Montreal			1	3	16	21	14	9					16	27	10		1	118
Moscow					1										1			2
Nairobi	1	1	7	22	52	105	93	41			1		68	106	51	12	3	563
New Delhi					2	1					1	2						6
New York		1		1	3	4	2	1					2		2			16
Nouakchott						1												1
Oşaka							1								1	1		3
Panama City					2	14	8					1	2	12	5	1		45
Paris				4	4	22	25	12					4	11	9	1		92
Port-au-Prince					1													1
Pretoria					1									1				2
Riyadh					1	1	1											3
Toyama					1									1				2

Duty Station	USG	ASG	D2	D1	P5	P4	P3	P2	NOD	NOC	NOB	NOA	G7	G6	G5	G4	G3	Grand Total
Vienna				1	1	1	2	4					1	2	1	2		15
Washington DC				1	1	6	3							2	3			16
Total	1	2	11	46	123	274	255	110	1	3	4	4	100	225	143	37	8	1347