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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*

The present report is submitted pursuant to General Assembly resolution [78/182](#) and contains an assessment of the status of women in the United Nations system for the period from 1 January 2022 to 31 December 2023. Since the issuance of the previous report ([A/78/206](#)), covering the period from 1 January 2020 to 31 December 2021, the representation of women in the Professional and higher categories in the United Nations system has increased from 47.0 per cent to 48.8 per cent (as at 31 December 2023). Across all categories, the representation of women has increased from 45.8 per cent to 46.7 per cent.

Since assuming office in 2017, the Secretary-General has championed gender parity at the United Nations as an urgent imperative, a moral obligation and an operational necessity. Entities have made notable and sustained progress since the launch of the Secretary-General's system-wide strategy on gender parity in 2017. Parity in the Senior Management Group and among resident coordinators has been maintained since 2018, and gender parity at headquarters locations, first achieved in 2021, has been sustained.

The evolution of the representation of women in the United Nations is a story of institutional transformation catalysed by the launch of the system-wide strategy in 2017. There have been successes along the way, even though deeply embedded barriers persist, particularly in mission and field settings. The present report contains an assessment of progress thus far and remaining impediments to the full implementation of the system-wide strategy over the reporting period. To enrich the report with recent and comprehensive data, relevant developments from January 2023 to July 2025 are also included, where information was available.

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\* [A/80/150](#).



Success will require continued committed leadership, stronger accountability and the consistent application of temporary special measures to accelerate progress, all reinforced by robust monitoring systems and supportive institutional frameworks. Equally important are deep changes to the organizational culture, particularly in non-headquarters, and mission and field contexts, to address bias, promote inclusion and ensure gender equality throughout the system. As mandated by the General Assembly, the present report tracks the impediments to progress caused by the coronavirus disease (COVID-19) pandemic, and includes reflections on the latest entity-specific implementation plans.

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## Abbreviations

CEB	United Nations System Chief Executives Board for Coordination
COVID-19	coronavirus disease
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICJ	International Court of Justice
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
IOM	International Organization for Migration
ITC	International Trade Centre
ITC-ILO	International Training Centre of the International Labour Organization
ITU	International Telecommunication Union
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
PAHO	Pan American Health Organization
UN Tourism	World Tourism Organization
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICC	United Nations International Computing Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research

UNJSPF	United Nations Joint Staff Pension Fund
UNMHA	United Nations Mission to Support the Hedaydah Agreement
UNMIK	United Nations Interim Administration Mission in Kosovo
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSOS	United Nations Support Office in Somalia
UNSSC	United Nations System Staff College
UNU	United Nations University
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

## I. Introduction

1. The present report comes at a critical time, coinciding with the thirtieth anniversary of the Fourth World Conference on Women and the adoption of the Beijing Declaration and Platform for Action, a comprehensive and visionary agenda for gender equality.<sup>1</sup> In 2025, the world is at a pivotal moment; there is a need to accelerate progress towards gender equality, strengthen protection of women's and girls' human rights and transform power structures to ensure equitable opportunities for all.

2. Three decades on from the adoption of the Beijing Declaration and Platform for Action, the global community has united to assess progress, identify remaining challenges and intensify gender-responsive actions. The Beijing+30 Action Agenda comprises six key actions aimed at accelerating progress towards the fulfilment of the vision of the Platform for Action and the achievement of the Sustainable Development Goals by 2030, including the achievement of full and equal decision-making power for all women and girls.<sup>2</sup> At the sixty-ninth session of the Commission on the Status of Women, Member States unanimously adopted the political declaration on the occasion of the thirtieth anniversary of the Fourth World Conference on Women (E/CN.6/2025/L.1). In the political declaration, they reaffirmed their commitment to gender equality and the need to uphold all human rights and fundamental freedoms for every woman and girl, without exception, while recognizing 2025 as a momentous opportunity to rally together and intensify efforts to fully implement the Beijing Declaration and Platform for Action.

3. The goal of fifty-fifty gender balance<sup>3</sup> was first established in the Platform for Action in 1995. Since assuming office in 2017, the Secretary-General has championed gender parity at the United Nations, as an urgent imperative, a moral obligation and an operational necessity. Through the system-wide strategy on gender parity,<sup>4</sup> which was launched in 2017, the Organization committed to achieving parity at senior levels by 2021 and system-wide parity by 2028.<sup>5</sup> With less than four years remaining to reach this goal, every opportunity must be seized to advance gender parity.

4. Progress has been steady and significant since 2017. In 2025, the representation of women representation in the Professional and higher categories reached 50.4 per cent,<sup>6</sup> a historic milestone towards the full realization of the Beijing Platform for Action. In June 2025, 17 entities reported that they had reached gender parity in the Professional and higher categories, compared with just 5 when the system-wide strategy was launched. A total of 29 entities had achieved parity at all levels and among all personnel categories, up from 25 in the previous report.

5. The current year has also been a time of reckoning. The world is confronting increasing pushback against gender equality and women's rights, which is threatening decades of hard-won progress. To address this, the Secretary-General launched the

<sup>1</sup> See [www.un.org/womenwatch/daw/beijing/platform/declar.htm](http://www.un.org/womenwatch/daw/beijing/platform/declar.htm).

<sup>2</sup> See [www.unwomen.org/en/digital-library/publications/2025/03/brochure-beijing30-action-agenda-for-all-women-and-girls](http://www.unwomen.org/en/digital-library/publications/2025/03/brochure-beijing30-action-agenda-for-all-women-and-girls).

<sup>3</sup> The term "gender balance" is used interchangeably with "gender parity" in the present report and the two terms are synonymous. In the present report, gender balance or parity refers to fifty-fifty representation of women and men.

<sup>4</sup> See [www.un.org/gender/content/strategy](http://www.un.org/gender/content/strategy).

<sup>5</sup> According to the system-wide strategy, "system-wide" refers to the United Nations Secretariat and the 35 other entities listed in annex I to the present report.

<sup>6</sup> Entity- or system-level data from outside the reporting period originates from the United Nations System-wide Dashboard on Gender Parity or the United Nations Secretariat Gender Parity Dashboard. See paragraph 8 for more information on these and other sources used in the present report.

United Nations System-wide Gender Equality Acceleration Plan<sup>7</sup> and the Gender Equality Clarion Call, on International Women's Day 2024 and 2025, respectively. The Gender Equality Acceleration Plan serves to identify internal and structural barriers to gender equality, including those that are hindering the achievement of gender parity, and is a catalyst for change. The United Nations will be more effective if it reflects the people that it serves, and gender parity is integral to delivering equitable results.

### **Biennial report on the improvement in the status of women in the United Nations system**

6. Pursuant to General Assembly resolution 78/182, the present report provides data on the representation of women in the United Nations system, contains an analysis of progress and serves to identify challenges to advancing the goal of fifty-fifty gender balance at all levels across the United Nations system. The report also includes an assessment of gaps and collective achievements, as well as practical recommendations for accelerating progress towards gender parity in the United Nations system. It covers the period from 1 January 2022 to 31 December 2023, as well as key developments from January 2023 to July 2025. As mandated by the Assembly, the report tracks the impact of the COVID-19 pandemic and contains reflections on the latest entity-specific implementation plans.

7. Analysis in the present report is based on several sources. First, the 36 entities listed in annex I to the report are mandated to provide statistics on personnel, vacancies and staff separations in the general and field service, national Professional, and Professional and higher categories to CEB for the reporting period. These 36 entities ("CEB entities") include the United Nations Secretariat and 35 agencies, funds, programmes and other entities within the United Nations system. In addition, the report includes an analysis of the outcomes of the system-wide biennial survey on gender parity-related policies and practices that was conducted by UN-Women in 2025. As indicated in annex II to the present report, responses to the survey, which covered progress, impacts and challenges since 2017, were received from 72 entities, of which 42 were United Nations Secretariat entities (departments, offices or special political or peacekeeping missions) and 30 were other CEB entities.<sup>8</sup> Additional sources of information have also been leveraged to produce a comprehensive and thorough analysis.

8. The United Nations System-wide Dashboard on Gender Parity,<sup>9</sup> jointly developed by UN-Women and UNDP, is used to regularly collect and display the latest available data on gender distribution across the United Nations system by entity, grade, staff and non-staff category, duty station and United Nations country team, age group and nationality. The United Nations Secretariat Gender Parity Dashboard<sup>10</sup> is used to collect and display the latest available data on the gender distribution of international staff at the field service, Professional, Director, Assistant Secretary-General and Under-Secretary-General levels in the Secretariat. Data from these dashboards on the Secretariat and other CEB entities have been incorporated into the present report, where relevant, to provide additional context, a wider organizational perspective and insights into developments from January 2023 to July 2025.

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<sup>7</sup> See [www.un.org/en/gender-equality-acceleration-plan](http://www.un.org/en/gender-equality-acceleration-plan).

<sup>8</sup> The entities listed in annex II to the present report completed the biennial survey and their responses are reflected herein. The gender parity strategy of the United Nations Office at Vienna and UNODC is implemented jointly by their joint gender team and those entities therefore submitted one consolidated survey response.

<sup>9</sup> See [www.tinyurl.com/undp-unw-dashboard](http://www.tinyurl.com/undp-unw-dashboard).

<sup>10</sup> See <https://tinyurl.com/secretariat-dashboard>.

9. The report also draws on two dedicated surveys on sexual harassment conducted by UN-Women as a contribution to the work of the United Nations Executive Group to Prevent and Respond to Sexual Harassment. In addition, for the first time, the report benefited from interviews or direct correspondence with 10 United Nations country teams, which were included on the basis of demonstrated progress in the United Nations country team System-wide Action Plan gender equality scorecard.<sup>11</sup> Inputs were provided by the Department of Political and Peacebuilding Affairs, the Department of Peace Operations and the Development Coordination Office to further enrich the analysis of gender parity efforts in field and mission settings.

10. The report also draws on the expertise of UN-Women, which leads and coordinates gender equality and parity efforts across the United Nations system. The data used in the present report are supplemented by web annexes available on the UN-Women website.<sup>12</sup>

## II. Implementing the system-wide strategy on gender parity

11. Since the launch of the Secretary-General's system-wide strategy on gender parity in 2017, entities have made significant strides. For instance, they have developed gender-sensitive frameworks to tackle inequalities and biases in staff recruitment and selection processes, invested heavily in innovative ways of expanding the talent pool and built robust leadership pipelines. The following emergent themes were identified by the survey respondents as critical to future success:

(a) **Leadership commitment.** According to the survey results, strong and consistent leadership positioned gender parity as an organizational imperative rather than merely a compliance exercise. Leadership commitment and accountability were seen as central to driving long-term institutional and cultural change;

(b) **Institutionalization.** Parity efforts were most effective when implemented as part of broader change strategies rather than as isolated interventions. Gender parity targets alone were insufficient without structural enablers and accountability mechanisms to support their achievement;

(c) **Transparency.** Transparency in how decisions are made (what criteria are used, how parity targets are applied and how merit is assessed) helped personnel to view parity efforts as complementary to, rather than at odds with, merit-based outcomes. Transparent processes helped to increase buy-in, prevent and mitigate pushback and bolster legitimacy;

(d) **Data-driven approaches.** Strategic use of gender-sensitive data helped to combat misinformation and misconceptions around gender parity and allowed entities to make data-driven decisions and adapt programming to close gaps or cement progress;

(e) **Integrated communications.** Mainstreaming gender parity into entity-wide communications positioned it as a driver of organizational effectiveness and as integral to the successful fulfilment of the mandate.

<sup>11</sup> The United Nations country teams in the following countries contributed to the present report: Afghanistan, Bosnia and Herzegovina, China, Democratic Republic of the Congo, Kenya, Madagascar, Peru, Sri Lanka, Thailand and Uganda.

<sup>12</sup> See [www.unwomen.org/en/how-we-work/gender-parity-in-the-united-nations/reports-and-monitoring](http://www.unwomen.org/en/how-we-work/gender-parity-in-the-united-nations/reports-and-monitoring).

## A. Entity-specific implementation plans (2025–2026)

12. As mandated by the General Assembly, the present report contains an analysis of progress made under entity-specific implementation plans, which serve to operationalize the system-wide strategy and are updated biennially. In the context of the current financially constrained environment and growing global pushback against gender equality and women's rights, challenges have intensified. A total of 45 per cent of entities reported experiencing such pushback, both internally and externally, with nearly a quarter identifying it as a moderate or serious concern. Surveyed entities also emphasized the urgent need to safeguard the progress achieved thus far and build on existing gains. Notably, there is positive momentum following the Chef de Cabinet's call for entities to update their implementation plans with renewed determination and a reaffirmed commitment, underscoring the vital role of leadership in sustaining progress.

13. As at 15 July 2025, 48 entities and United Nations country teams had submitted updated implementation plans for 2025–2026, and several additional entities were developing their implementation plans. Nearly all submitting entities and country teams used the new template and guidance developed by UN-Women in 2024, resulting in clearly structured plans with tangible goals, activities, monitoring mechanisms and timelines. Robust implementation plans for enhancing gender parity will aid entities in conducting internal power analyses to identify and address barriers to equal access and opportunities, as well as inclusive decision-making. Entities can use these implementation plans to assess their progress against the targets of the system-wide strategy, which will help them to identify gaps and opportunities for accelerated effort.

14. Analysis of the implementation plans showed that most entities share common approaches, prioritizing leadership accountability, gender-disaggregated data monitoring and bias mitigation in recruitment. In the plans, parity is consistently integrated into broader organizational transformation, rather than treated as an isolated policy. They contain an emphasis on leadership visibility and transparency in hiring in order to build trust and prevent pushback. Many entities invest in women's career development through mentorship, training and targeted leadership opportunities.

15. Implementation approaches vary significantly across entities. Some have developed comprehensive strategies with clear targets, data dashboards and awareness campaigns, while others that have already achieved parity are focusing on consistency and oversight. Field missions have tailored their approaches to operational realities and emphasized infrastructure improvements and progress in addressing constraints related to attracting women candidates, providing avenues for advancement and ensuring retention.

## B. System-wide gender focal point network

16. In accordance with General Assembly resolution [78/182](#), gender focal points, appointed by the heads of entities, play a vital role in supporting the implementation of the system-wide strategy, including by promoting gender equality, fostering inclusive work environments and supporting efforts to prevent and address sexual harassment across the United Nations system.

17. The Office of the Focal Point for Women in the United Nations System of UN-Women leads and coordinates the system-wide network of gender focal points, as well as providing strategic, analytical and technical support. The network has grown to include over 650 gender focal points from 62 duty stations, including from 42 United Nations country teams. Efforts to increase the appointment of United Nations country team gender focal points are further strengthened by the United Nations country team System-wide Action Plan gender equality scorecard requirements. In 2023, the terms of reference for gender focal points were updated by means of a Secretary-General's bulletin ([ST/SGB/2023/3](#)) to reflect a broader and

more strategic scope of work, with a stronger emphasis on accountability and alignment with entity leadership. This work is further supported by the Inter-Agency Network on Women and Gender Equality, the network of focal points of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, and other, country-level mechanisms, such as gender theme groups.

### III. Representation of women in the United Nations system

#### A. Representation by grade

Table 1

**Percentage distribution of staff in the United Nations system on permanent, continuous and fixed-term appointments, at all locations, by grade, as at 31 December 2022 and 31 December 2023**

<i>Level</i>	<i>31 December 2022</i>	<i>31 December 2023</i>
	<i>Women as a percentage of total</i>	
Ungraded	44.2	46.7
<b>Director</b>		
D-2	37.7	39.0
D-1	42.3	43.3
<b>Overall</b>	<b>41.2</b>	<b>42.3</b>
<b>Professional</b>		
P-5	43.1	44.2
P-4	46.1	46.9
P-3	49.5	50.6
P-2	58.4	58.6
P-1	66.4	66.9
<b>Overall: Professional</b>	<b>48.3</b>	<b>49.3</b>
<b>Overall: Professional and higher categories</b>	<b>47.8</b>	<b>48.8</b>
<b>National Professional Officer</b>		
NO-E	33.3	50.0
NO-D	49.4	48.7
NO-C	46.6	47.2
NO-B	45.6	46.4
NO-A	47.7	48.6
<b>Overall</b>	<b>46.5</b>	<b>47.3</b>
<b>Field Service</b>		
FS-7	17.2	15.6
FS-6	24.2	28.1
FS-5	32.5	33.4
FS-4	26.9	27.2
FS-3	25.0	0.0
<b>Overall</b>	<b>29.1</b>	<b>30.2</b>

Level	31 December 2022	31 December 2023
	Women as a percentage of total	
<b>General Service</b>		
G-7	57.6	57.4
G-6	56.8	56.8
G-5	56.1	55.9
G-4	40.9	41.6
G-3	17.6	17.0
G-2	4.8	5.0
G-1	34.4	33.0
<b>Overall</b>	<b>45.4</b>	<b>45.8</b>
<b>Total</b>	<b>46.0</b>	<b>46.7</b>

Source: CEB.

Note: Analysis of personnel, vacancy and separation data provided to and verified by CEB is accompanied by web annexes containing additional disaggregated data and supplementary information. Upon publication, these annexes will be available on the UN-Women website.

18. Table 1 includes data for “Ungraded”, which encompasses all levels above D-2, including Under-Secretary-General, Assistant Secretary-General, heads of specialized agencies (including Director General, Deputy Director General, Assistant Director General and Secretary-General) and heads of funds and programmes. The data for appointments at the Assistant Secretary-General and Under-Secretary-General levels in the Secretariat continue to be reported in the report of the Secretary-General entitled “Composition of the Secretariat: staff demographics”. According to the latest report (A/79/584), as at 31 December 2023, 51.0 per cent of Under-Secretaries-General and 43.2 per cent of Assistant Secretaries-General were women.

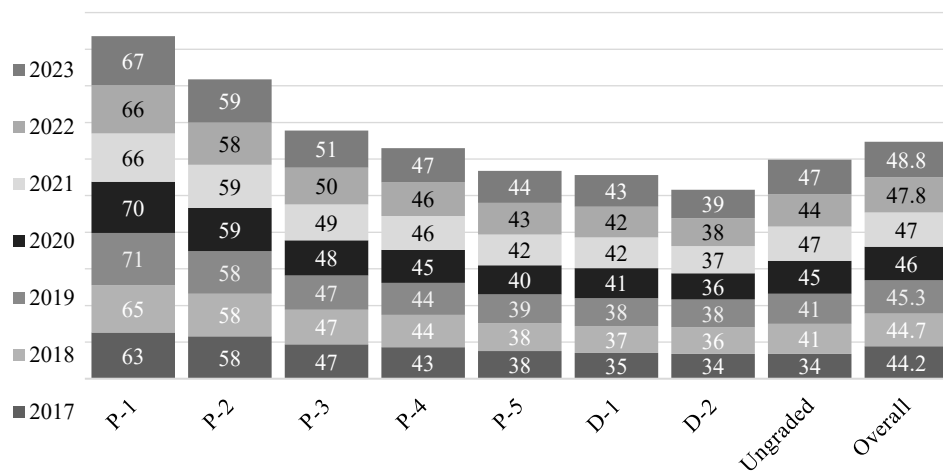
19. As at 31 December 2023, the representation of women in the United Nations system in the Professional and higher categories stood at 48.8 per cent, up from 47.0 per cent as at 31 December 2021, the close of the previous reporting period. The highest level of representation of women was recorded in the Professional category, at 49.3 per cent, less than 1 percentage point away from achieving parity. In addition, in 2023, gender parity at the P-3 level was achieved for the first time, and the share of women National Professional Officers surpassed 47.0 per cent.

20. Between 2022 and 2023, the representation of women increased by 0.7 per cent across all posts. The largest increase occurred in the “Ungraded” category, where the representation of women rose to 46.7 per cent. The second largest increase was at the Director and Field Service levels. As in the previous reporting period, the representation of women continued to be lowest in the Field Service category, at 30.2 per cent, indicating the continuing need to prioritize gender parity in mission and field settings.

## **B. Trends over time: from the launch of the system-wide strategy to the present (2017–2025)**

21. The evolution of the representation of women in the United Nations is a story of institutional transformation catalysed by the launch of the system-wide strategy in 2017. There have been successes along the way, even though deeply embedded barriers persist.

Figure I  
**Percentage of women in the Professional and higher categories on permanent, continuous or fixed-term appointments in the United Nations system, 2017–2023**



Source: CEB.

22. Figure I shows the progression of women’s representation in the Professional and higher categories from 2017 to 2023. At junior levels, progress has been sustained, indicating a robust pipeline of women being recruited by the United Nations at entry levels. However, the representation of women falls at an increasingly steep rate at the more senior levels.

23. The transformative potential of the strategy is evident at the P-3 level, where women accounted for 47 per cent of staff in 2017 and first crossed the 50 per cent threshold six years later, in 2023. A significant milestone, this achievement also illustrates how progress requires sustained effort over time to achieve breakthroughs.

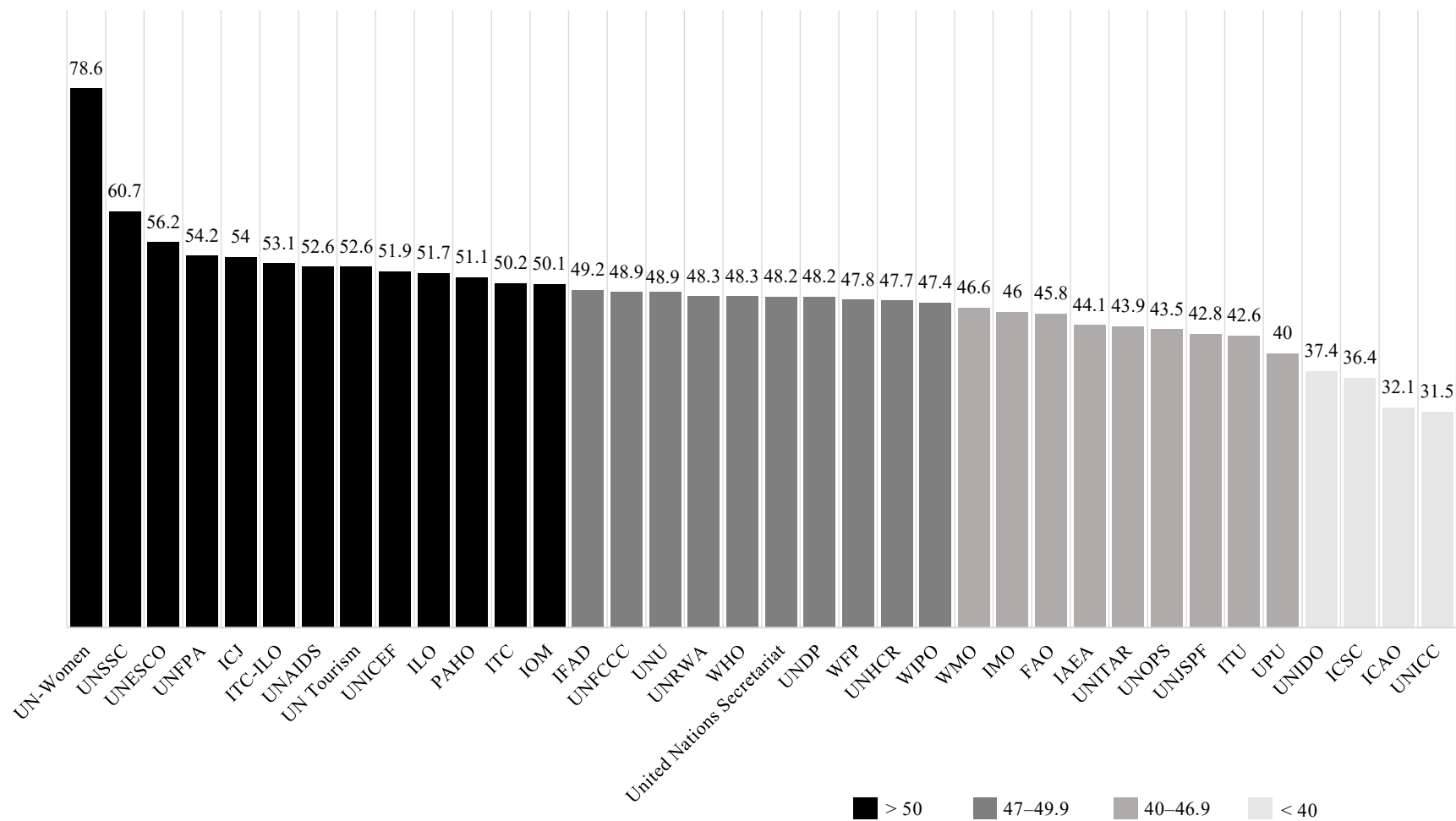
24. As in previous reporting periods, gaps at the D-2 level are notable. Despite yearly incremental progress, women remain underrepresented at the D-2 level. Progress has also been slower at the D-2 level than at other senior levels, indicating a significant and ongoing challenge in advancing gender parity at this level. By contrast, the increase at the “Ungraded” level (from 34 per cent to 47 per cent) indicates that top-level leadership commitment to achieving gender parity has played a significant role in challenging entrenched institutional dynamics.

25. The System-wide Dashboard shows that progress has continued between January 2023 and June 2025. In 2025, the proportion of women in the Professional and higher categories reached 50.5 per cent, fulfilling the commitment made 30 years ago in the Beijing Platform for Action. A notable improvement was also made between 2023 and 2025 at the D-2 level, where the share of women reached 44 per cent in June 2025.<sup>13</sup> These sizeable gains represent impressive progress. An upward shift in the representation of women at the D-2 level could signal that measures taken have started to erode long-standing structural barriers to women occupying senior leadership roles.

<sup>13</sup> See paragraph 8 for more information on the System-wide Dashboard and other sources used in the present report.

## C. Representation by entity

Figure II  
**Percentage of women in the Professional and higher categories on permanent, continuous and fixed-term appointments, by entity, as at 31 December 2023**



Source: CEB.

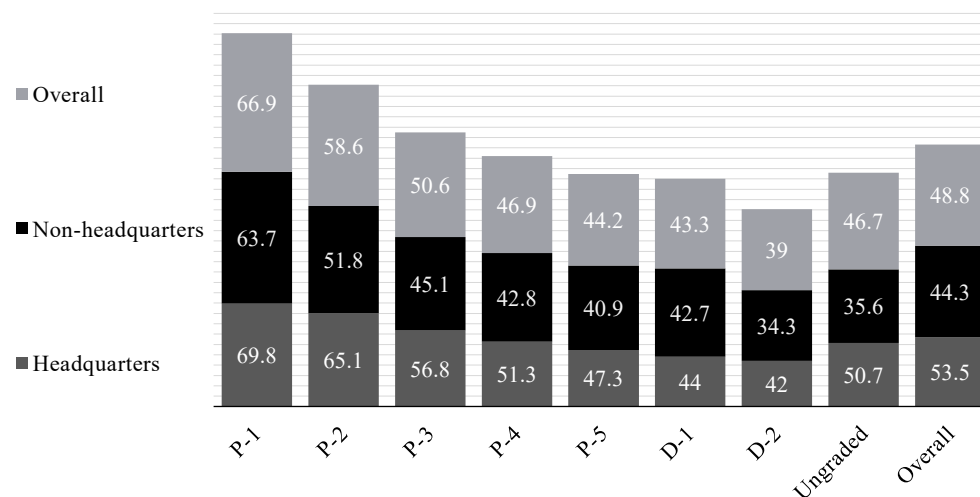
26. As at 31 December 2023, 13 entities had achieved parity, compared with 10 in the previous reporting period. The number of entities in which women accounted for less than 40 per cent of personnel went from five to four in the current reporting period. Notably, the percentage of women at ITC-ILO rose from 42.9 to 53.1 between reporting periods, meaning that the institution achieved parity for the first time.

27. As reported to the System-wide Dashboard, a number of CEB entities have continued to make progress since 2023. In June 2025, IAEA, IFAD, WMO and ICAO reported having achieved gender parity, bringing the total number of CEB entities having achieved parity up to 17 out of 36. In another first, in 2025, IAEA reported to the System-wide Dashboard that women now accounted for 51.4 per cent of its staff. Furthermore, according to the United Nations Secretariat Gender Parity Dashboard, 33 out of 70 reporting entities had reached parity among international staff in the Professional and higher categories.<sup>14</sup>

## D. Representation by location

Figure III

**Percentage of women staff in the Professional and higher categories on permanent, continuous and fixed-term appointments, by headquarters and non-headquarters duty stations, as at 31 December 2023**



Source: CEB.

28. Figure III shows the distribution by gender of staff in headquarters and non-headquarters duty stations, as reported by the entities named in annex I to the present report and verified by CEB.<sup>15</sup> In 2021, parity was achieved at headquarters locations, and it was sustained throughout 2023. However, gaps persisted between headquarters and non-headquarters locations. Here again, in terms of the representation of women at non-headquarters duty stations, the D-2 level stands out as a bottleneck. While gains have been sustained at headquarters locations, renewed focus is needed at non-headquarters locations.

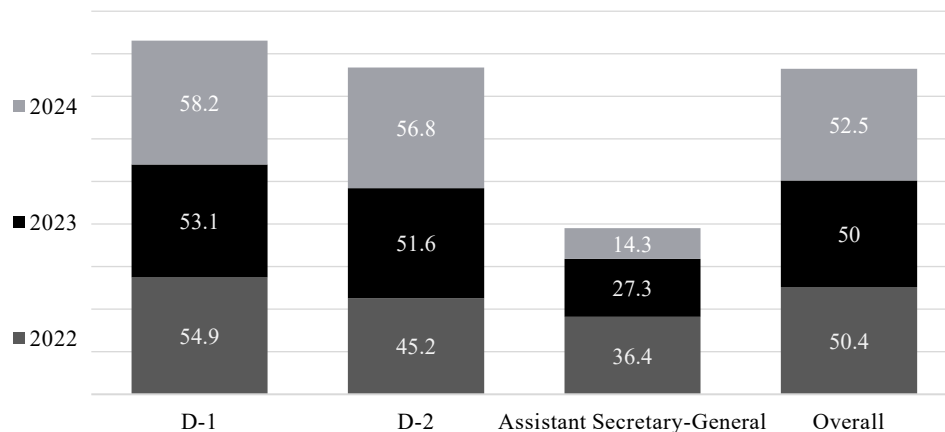
<sup>14</sup> The United Nations Secretariat Gender Parity Dashboard displays the latest data as reported by Secretariat entities. See paragraph 8 for more information on this and other sources used in this report.

<sup>15</sup> Given the diversity of entities in annex I, the term “non-headquarters” includes regional, subregional, country, field and branch offices. The same duty station may be considered to be headquarters for one entity and non-headquarters for another.

## E. Representation in mission and field contexts

Figure IV

Percentage of women resident coordinators of all field offices worldwide, as at 31 December 2022, 31 December 2023 and 31 December 2024



Source: Development Coordination Office.

29. Gender parity among resident coordinators was reached in 2018, and overall, parity has been sustained. Since 2022, there has been a steady increase in the appointment of women at the D-1 and D-2 levels, although their representation at the level of Assistant Secretary-General has declined. All resident coordinator positions at the level of Assistant Secretary-General are located in humanitarian contexts, where duty stations have historically faced challenges recruiting and retaining women leaders. The Secretary-General has, therefore, prioritized achieving gender balance among resident coordinators at the level of Assistant Secretary-General. Women have been selected for three of the four resident coordinator vacancies at the level of Assistant Secretary-General that have been advertised in 2025.

### Representation in mission leadership

30. Women's representation in United Nations field mission leadership has improved significantly since 2006, when only one woman served as a deputy head of mission. Gender parity was achieved in 2021, but has since fluctuated. As at June 2025, women represent 41 per cent of senior leaders across missions led by the Department of Political and Peacebuilding Affairs, the Department of Peace Operations and the Department of Operational Support (up from 35 per cent in 2024) and occupy 41 per cent of head of mission positions – the highest percentage yet recorded.

31. As at June 2025, women held 35 per cent of head and deputy head positions in peacekeeping operations (consistent with 2024). Two major operations, MINUSCA and MONUSCO, were led by women. In 2025, a woman was appointed to a uniformed head of mission role for the second time ever; uniformed leadership posts remain male-dominated, as Member States tend to nominate men for these positions.

32. However, progress towards gender parity remains easily reversible due to the small number of senior positions, the high degree of turnover in complex environments and widening global gender gaps in leadership. The Secretary-General's 2024 global call for nominations for positions in missions resulted in a significant expansion of the candidate pool, with record-high participation and,

notably, Member States nominating more women than men. One woman nominated as a result of this campaign was appointed to a leadership role in a Department of Peace Operations mission in December 2024.

## IV. Leadership and accountability

33. Entity leadership buy-in was identified as one of the most effective catalysts for progress towards gender parity and as the most essential factor in driving meaningful and sustained change.

### A. Internal leadership

#### Commitment and consistency

34. When senior leaders visibly supported and advocated gender parity, it signalled to the entire organization that these efforts were a priority, encouraging greater participation and accountability. Without leadership buy-in, gender initiatives risk being viewed as optional.

35. To embed gender parity within its core work, the Department of Safety and Security has increasingly incorporated gender considerations into key operational areas, such as country plans, security risk management, recruitment strategies and security learning programmes. Simultaneously, gender-related messaging and key milestones have been integrated into all organization-wide updates, treating gender parity as a strategic priority and as linked to mission effectiveness. This continuous communication strategy has helped to normalize discussions on gender equality, counter misconceptions – thereby reducing resistance – and foster greater buy-in. Over time, this approach catalysed a cultural shift whereby gender parity was increasingly understood as an embedded value, not just a hiring target. This led to better outcomes in terms of gender balance and more robust accountability in hiring and promotions, as well as an increase in staff participation in gender-related programming, mentorship opportunities and advocacy efforts.

36. Other entities made gender parity a standing item on meeting agendas in order to maintain a focus on it. However, they stressed the importance of clearly communicating why this focus matters. Entities emphasized that explicitly framing gender parity as integral to organizational and operational effectiveness was essential to heading off pushback, cultivating collective ownership and ensuring sustainability.

37. Data obtained through the system-wide biennial survey on gender parity-related policies and practices also highlighted how leadership behaviour, when not aligned with established policies, can impede progress. In one example, entity leadership had committed, under the International Gender Champions initiative, not to host or participate in all-male panels. However, when senior managers continued to appear on such panels, it signalled to staff that gender parity commitments were merely symbolic.

#### Capacity-building

38. In their responses to the survey, entities emphasized that achieving gender parity was not only a matter of policies and targets, but also of equipping leaders at all levels with the skills to drive and sustain change. Inclusive leadership, gender-responsive management and accountability for parity outcomes require specific competencies that are not always part of traditional leadership development. Many entities noted that without intentional upskilling, leaders may lack the tools to operationalize gender-related commitments, manage diverse teams effectively or communicate organizational priorities in ways that foster buy-in and contribute to cultural transformation.

39. Several entities have launched dedicated programmes to address this. For example, the United Nations Office at Vienna and UNODC jointly piloted a gender-responsive leadership programme for senior management. The five-month interactive leadership training programme was designed to empower leaders to personally operationalize gender equality principles in their work. Participants described the initiative as transformative and a clear example of how capacity-building can drive changes in organizational culture. The programme has already been expanded from senior to middle management due to high demand and early success.

## **B. Institutionalizing accountability**

40. Surveyed entities identified accountability gaps as major barriers to effective implementation, as they make it possible for progress to remain dependent on voluntary actions, rather than enforceable mechanisms. Comprehensive accountability mechanisms and performance management tools articulate a clear message from leadership on the prioritization of gender parity across all levels of the organization. They can also drive behaviour change, the key to transforming organizational culture and creating enabling environments.

41. The Economic and Social Commission for Asia and the Pacific reported that integrating gender parity objectives into senior managers' workplans and performance assessments was one of its most impactful initiatives and significantly enhanced gender parity. Key performance indicators were linked to tangible outcomes, such as gender-balanced shortlists, mentoring of women staff, outcomes of staff engagement surveys, advocacy for and staff uptake of flexible work arrangements or family-friendly policies, and participation rates in gender equality initiatives. Senior managers were also required to report annually on their contributions towards parity and equality goals. Importantly, this initiative has driven a shift in organizational culture. With senior managers directly accountable for gender outcomes, gender parity efforts were no longer viewed as stand-alone human resource objectives, but rather as integral to overall success. Embedding gender in leadership reviews fostered a workplace where diversity was seen as essential to both organizational effectiveness and personal career advancement.

42. UNOPS had all managers set targets aimed at maintaining or improving diversity within their teams, with the overarching objective of closing engagement gaps and creating an environment where progress was measured not only in numbers but also in behaviours. Linking inclusivity expectations to performance evaluations can drive behaviour change, but it requires ongoing communication, capacity-building, and clear assessment criteria.

## **V. Data collection and monitoring of progress**

43. Reliable, gender-sensitive data are essential for tracking progress, identifying persistent gaps and strengthening accountability for gender parity. High-quality data enable organizations not only to monitor progress against targets, but also to make informed decisions, adjust course when needed and prevent pushback by grounding strategies in evidence.

### **A. Tracking systems and dashboards**

44. Entities reported that consistent tracking and reporting mechanisms are closely tied to effective accountability and overall success. Over the past few years, more entities have built internal tracking mechanisms. Data dashboards are most useful when

the information that they provide is tailored, easily accessible and well communicated, and can be used to inform both overall strategy and individual hiring strategies.

45. For example, IOM has developed a suite of internal dashboards known as the HR Reporting App. This tool has reduced the time and effort necessary to create reports, standardized their format, enabled real-time monitoring of workforce composition and made information more accessible at all levels. Overall, the dashboards have given hiring managers and selection panels access to updated, real-time information. The high level of uptake, with 542 unique users a month accessing the tool 6,433 times, indicates that there was a pre-existing need.

46. Real-time data tracking can also be important in countering misinformation and misconceptions around gender parity. Entities including the Department of Safety and Security, the Department of Political and Peacebuilding Affairs and the Department of Peace Operations used recruitment statistics to demonstrate the long-term impact of historical imbalances and show that hiring remains merit-based, to actively counter myths that drive pushback against gender parity measures, such as the perception that men are losing opportunities or are no longer being hired or promoted.

## **B. Gender-sensitive data collection**

47. Surveyed entities emphasized, however, that meaningful monitoring of gender parity goes beyond numerical metrics to include analysis of recruitment, retention and advancement patterns. While dashboards provide useful snapshots, they do not necessarily capture underlying cultural and structural issues. Efforts to strengthen monitoring are further complemented by the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations country team System-wide Action Plan gender equality scorecards, as well as other accountability frameworks that UN-Women manages on behalf of the United Nations system.

48. Many organizations utilized staff surveys, pulse checks and exit interviews to gain in-depth insights. When disaggregated by gender, the data gathered using these tools have enabled entities to identify gaps in recruitment, advancement and workplace experience, and to shape programming in response. Over 70 per cent of survey respondents reported using these tools regularly, with more than 80 per cent of those disaggregating the results by gender.

49. Several entities shared the ways in which these tools have produced actionable findings. For instance, analysis conducted by UNHCR revealed disparities at various leadership levels, as well as a chokepoint at the mid-career level – despite gender parity overall at the international Professional level – highlighting the need for targeted strategies to support advancement. Similarly, the United Nations Office at Vienna and UNODC used capacity assessments to identify gaps in training on sexual harassment, microaggressions and discrimination. Those entities' exit surveys revealed that, although general satisfaction levels were not gender-skewed, women were less satisfied than men in relation to supervision and upward mobility – especially in field offices – leading to a renewed focus on enabling environments across regions, management training and career development initiatives.

50. After applying an intersectional lens to its culture and engagement survey, UNOPS found that women and persons with disabilities had the lowest engagement scores. In response, it launched a women's empowerment dialogue initiative, a pilot programme on positive masculinity for transformative workplaces and a feminist leadership dialogue webinar – concrete actions informed directly by disaggregated findings. WIPO, too, used survey results to identify inclusion gaps, although it had strong diversity scores overall. The organization followed up with an internal campaign and a leadership retreat to address low scores on staff perceptions of belonging.

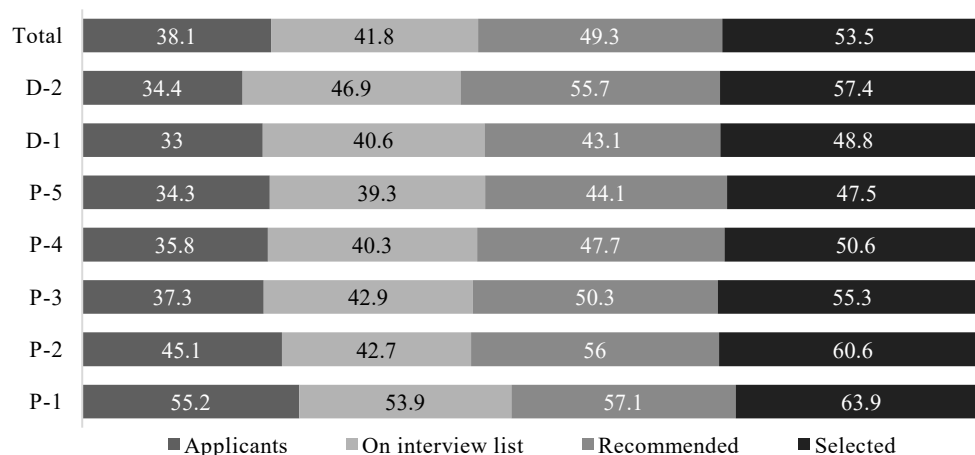
51. Across all these cases, gender-disaggregated data served as a critical tool for diagnosing inequities, driving informed interventions and creating a feedback loop that strengthened accountability and improved outcomes. Entities emphasized that collecting and transparently acting upon data supports continuous improvement and reinforces behaviours that foster a culture of inclusion.

52. In parallel with targeted interventions, some entities are investing in long-term, high-quality data collection systems with a view to establishing robust baselines and enabling ongoing monitoring. UNICEF, for example, commissioned the analytics company Gallup to conduct a comprehensive survey of all its staff in order to better understand persistent gender gaps across regions and functions. WHO has undertaken a multi-year data-collection project involving over 30 staff surveys, conducted between 2017 and 2024, on areas such as gender, diversity, inclusivity, staff well-being and flexible work. These surveys are feeding into the development of a benchmarking database and new survey governance mechanisms designed to enhance indicator quality, reduce duplication and fatigue, and enable more meaningful longitudinal analysis. Together, these examples reflect a growing recognition that high-quality, standardized data collection is essential for sustained progress and system-wide learning.

53. Despite the progress, entities highlighted key challenges that continue to limit the effectiveness of gender-sensitive data collection. Chief among them are resource constraints, staff capacity limitations and existing reporting burdens. Entities also identified the need for more training on gender-sensitive data practices to enhance quality, consistency and impact across the system.

## VI. Career life cycle: recruitment, talent management and retention

Figure V  
**Percentage of women at each stage of the staff selection process in the United Nations system, by level, for the period 1 January 2022–31 December 2023**



Source: CEB.

54. Regarding staff selection, women constituted 38.1 per cent of total applicants for positions in the Professional and higher categories, a decline of nearly 4 percentage points as compared with the previous reporting period. In fact, fewer women applied at every level, except among applicants for D-2 positions. While women made up more than half of the applicants at the P-1 level, their share remained below 40 per cent at the P-3 and higher levels. This illustrates that there is a persistent

bottleneck in attracting women applicants to the United Nations, particularly at higher levels – a troubling trend that has become more pronounced since the previous reporting period.

55. Moreover, compared with the previous reporting period, there was a decline in the total proportion of women at every stage of the staff selection process from interview to recommendation, but at the final selection stage, the share of women increased. This pattern may indicate that measures taken at the selection phase, such as certain temporary special measures, have had a positive effect. The continued drop-off in the representation of women before selection – especially at the shortlisting and recommendation stages – suggests a need for more granular analysis of the implementation of temporary special measures at the entity-level or other interceding factors. Understanding how these measures impact staff selection across levels and phases is essential for identifying both gaps and opportunities to strengthen gender parity outcomes throughout the full recruitment process.

## **A. Outreach and application**

56. Several chronic factors constrain the applicant pool. One of the most significant hurdles is the continued underrepresentation of women in certain fields. At leadership levels, the problem is further exacerbated. Even as more women have been encouraged to enter these fields, long-standing historical gender imbalances have created a leadership talent shortage. Moreover, the United Nations faces strong competition from other employers, which can offer significantly higher compensation to attract this limited pool of qualified candidates.

### **Targeted outreach**

57. Targeted outreach and recruitment efforts have played a critical role in expanding the applicant pool, especially in male-dominated fields. These initiatives have helped to identify candidates who may not have access to existing networks or traditional recruitment channels, addressing unintentional exclusion of talent from diverse backgrounds. These efforts also improve the inclusivity and representativeness of applicant pools, contributing to more equitable outcomes across recruitment and programming.

58. Entities have reported promising results. To broaden the audience for vacancy announcements and target outreach, the Office of Human Resources developed the United Nations global talent pool, an innovative subscriber-based tool with 300,000 subscribers, 50 per cent of whom are women. The United Nations Office at Vienna and UNODC reported a 19 per cent increase in applications from women for Professional and higher positions between 2021 and 2023 after implementing a yearly outreach plan that included reassessing the experience required, creating gender-sensitive recruitment materials, prominently displaying gender parity commitments on the website and producing a promotional video featuring the career paths of women in senior roles.

59. Other entities used programme interventions at the intern or early career level to improve or build the overall talent pool of women within the sector. In 2024, UNDP introduced a talent review programme, with the aim of identifying talented women early to support their readiness for leadership positions through assessments and tailored development programmes.

60. Surveyed entities reported that systemic gender disparities in candidate pools often resulted from patterns of participation by women in the workforce or access by women to higher or specialized education, particularly in sectors that are perceived

as masculine. Without addressing these underlying issues, gender gaps will persist, affecting recruitment and the ability to reach and sustain gender parity. Some entities have attempted to address this problem through external partnerships aimed at developing the sectors.

61. For example, the Women in Maritime programme is a flagship initiative of IMO to promote gender equality and the empowerment of women in the maritime industry. IMO collaborates with national and regional partners to provide short technical upskilling and leadership development courses for women pursuing maritime careers, along with education fellowships for specialized training. Through the programme, IMO has also helped to establish and supports Women in Maritime Associations to foster gender equality and career advancement; there are currently eight such regional Associations. In addition, surveyed entities emphasized the important role that Member States can play in addressing the underrepresentation of women in their national contexts, for example, by reducing gendered barriers to education and workforce participation.

### **Inclusive language**

62. Entities emphasized that, while inclusive messaging alone cannot resolve structural barriers, it is an essential enabler. When paired with leadership buy-in, inclusive hiring practices and outreach strategies, inclusive language contributes to a more diverse applicant pool, enhances employer credibility and supports progress towards gender parity goals.

63. Ninety-four per cent of the entities surveyed reported using inclusive language in vacancy announcements, recruitment materials and communication products. This practice has been widely credited with broadening candidate pools, improving the visibility of women in leadership roles and reinforcing institutional commitments to gender equality. The visibility of women in senior roles, especially in mission settings, was also identified as a key factor in encouraging more women to apply.

64. ILO systematically incorporates gender parity in communication products, recruitment materials and vacancy announcements to show its entity-level commitment to gender diversity. Reflecting on the impact of these measures, ILO reported that the number of women applicants for professional posts had risen from 36 per cent in 2021 to 41 per cent in 2024. Similarly, UNOPS standardizes diversity messages across all vacancy announcements, explicitly encouraging applications from women and other underrepresented groups. UNOPS reported that the emphasis on inclusive language, alongside intentional outreach strategies, had led to an increase in the number of women applicants, particularly for leadership and technical roles. This, in turn, had increased the likelihood of achieving balanced shortlists and had enhanced the overall gender balance in the hiring process. The Office of the Special Envoy of the Secretary-General for Yemen, UNICEF, UNMIK, UNRWA and others reported improved application rates, candidate quality and breakthroughs in traditionally male-dominated roles that they linked to gender-responsive communications.

## **B. Assessment and selection**

65. Assessment and selection are pivotal stages, not just in terms of determining numerical balance, but also because of their role in shaping how gender parity is perceived within an organization. It is at the point when hiring decisions become visible to all staff that perceptions of fairness, merit and legitimacy are shaped. Transparent processes and clear communication are therefore essential; these ensure trust and also reinforce that gender parity is not at odds with merit, but rather a cornerstone of high-quality, effective hiring.

66. When gender parity is only emphasized at the selection stage, however, it can inadvertently fuel the perception that women or other underrepresented groups are held to different standards. This dynamic can be avoided by prioritizing transparency and communicating the link between gender parity and operational effectiveness throughout the entire recruitment cycle – and more broadly, across the organization – so that staff understand it as a systemic priority.

67. Among the survey respondents, 72 per cent require gender parity among candidates on interview lists and 75 per cent require gender-balanced hiring panels, on a par with the previous reporting period. Fifty-six per cent of entities require parity on candidate lists for posts where parity has not yet been attained, compared with 35 per cent in the previous reporting period. Entities have noted that unconscious bias remains a challenge, particularly at this stage of recruitment.

### **Data-driven hiring**

68. Surveyed entities described how they leverage data to sustain inclusive hiring practices. IOM requires hiring panels to complete candidate assessment forms that include the gender and geographical composition of the hiring unit. This built-in step has increased accountability, making it harder for hiring managers to overlook workforce diversity indicators.

69. A number of Secretariat entities send system-generated messages on gender and geographical balance to hiring managers when a vacancy is published, followed by a tailored message with outreach measures and suggestions. Selection decisions are assessed against entity-wide key performance indicators, with senior leaders receiving detailed reports on how each appointment affects gender parity targets. Directors are also provided with quarterly updates to support strategic oversight.

70. UNOPS has implemented a “people dashboard” to equip managers with real-time data on workforce composition. While intersectional analysis was limited under previous systems, the dashboard enables tracking of gender and geographical trends, supporting more responsive recruitment. However, across entities, further training for managers is still required to fully leverage the tools available and interpret diversity data more comprehensively. Strengthening capacities in this regard is key to advancing equity and proactively addressing representation gaps.

## **C. Temporary special measures**

71. In administrative instruction [ST/AI/2020/5](#), issued in 2020, updated temporary special measures were introduced to accelerate progress towards gender parity in the Secretariat. These measures, which are aimed at increasing accountability in recruitment decisions, apply to selection and appointment processes at each level at which gender parity has not yet been achieved.

72. Some entities reported that temporary special measures had had a notably positive impact on awareness and recruitment practices. The Office of the Ombudsman for United Nations Funds and Programmes recorded increased participation in gender equality initiatives. WFP reported an increase of 8 percentage points in the representation of women overall, and UNRWA reported that the proportion of women at the P-5 level and above had increased by 10 percentage points.

73. Some surveyed entities require the re-advertisement of vacancies when low numbers of women have applied, which has resulted in more proactive outreach by hiring managers to identify qualified women. In some male-dominated sectors, however, this approach has, at times, resulted in unintended delays due to the constrained pipeline of women candidates, potentially decreasing staff buy-in.

74. For special measures to be most effective, it is critical to pair them with long-term capacity-building efforts to develop and sustain a robust pipeline of female talent as part of a comprehensive approach that includes targeted outreach, talent development programmes, leadership training for women and partnerships with external organizations to expand access to diverse talent pools. Some entities also suggested that a more tailored and creative approach in applying temporary special measures might be necessary for entities in male-dominated sectors that face persistent structural gender imbalances.

#### **D. Talent management and retention**

75. The gender parity gap cannot be closed through recruitment alone. Policies relating to such measures as mobility incentives, flexible work arrangements and promotion opportunities are enablers of progress. Recruitment efforts must also be complemented by retention strategies, including mentorship, and leadership development programmes to help women to advance past existing bottlenecks and into senior roles.

76. One entity noted that gender parity at the P-5 level had historically been achieved through seniority-based promotions, rather than targeted efforts to ensure equitable representation across leadership roles. This had unintentionally resulted in limited progress in increasing the number of women in programme manager, chief of unit and other leadership positions. As a result, the leadership had begun to pursue a more strategic approach to talent management in order to ensure that achieving parity in the aggregate was not prioritized at the expense of parity across decision-making roles.

##### **Mentorship and training programmes**

77. Mentorship and leadership training remain critical tools for advancing the representation of women at leadership levels, building leadership pipelines, retaining talent and supporting women's career progression and development.

78. For example, the Early Career Initiative for Women of the United Nations Office at Vienna and UNODC is a dedicated platform for emerging female leaders to share insights and support, as well as connect with senior colleagues. Over four cohorts, 141 women from 33 countries have participated, with more than 66 per cent coming from regions outside Western Europe. A third of previous participants linked subsequent career advancements to their participation in the programme. Cross-agency or international platforms, such as the Programme for Emerging Women Leaders and the Women in Leadership Development Forum, facilitated peer learning and broadened programme impact. Entities including FAO and ITC emphasized the role of 360-degree feedback and coaching in identifying women with high potential and strengthening leadership pipelines.

79. Surveyed entities reported that financial constraints, unclear expectations and limited administrative support can mitigate effectiveness, deter participation and hinder sustainability. In order to effectively diversify the senior leadership, mentorship efforts must reflect an intersectional lens, incorporate equitable geographical distribution and be embedded in long-term organizational strategies. Continued investment, monitoring and proactive outreach will be essential to maintaining momentum and delivering results at scale.

## E. Separations and workforce planning

Table 2

**Distribution by gender of reasons for separation in the Professional and higher categories of staff on permanent, continuous and fixed-term appointments, for the period 1 January 2022–31 December 2023**

<i>Reason for separation</i>	<i>Men (total)</i>	<i>Women (total)</i>	<i>Share of women (percentage)</i>	<i>Reason as a percentage of total separations (women)</i>	<i>Reason as a percentage of total separations (men)</i>
Abandonment of post	1	3	75.0	0.1	0.03
Abolishment of post	50	42	45.7	1.3	1.5
Agreed termination	188	100	34.7	3.2	5.6
Appointment expiration	1 075	1 116	50.9	35.6	32.2
Death	38	11	22.4	0.4	1.1
Dismissal for misconduct	48	7	12.7	0.2	1.4
In the interest of the Organization	11	23	67.6	0.7	0.3
Inter-agency secondment	27	43	61.4	1.4	0.8
Inter-agency transfer	193	241	55.5	7.7	5.8
Resignation	827	1 016	55.1	32.4	24.7
Retirement (early and mandatory)	850	488	36.5	15.6	25.4
Summary dismissal	2	2	50.0	0.1	0.1
Termination – health	25	30	54.5	1.0	0.7
Termination – unsatisfactory service	8	10	55.6	0.3	0.2
<b>Total</b>	<b>3 343</b>	<b>3 132</b>	<b>48.4</b>	<b>100.0</b>	<b>100.0</b>

Source: CEB.

80. As shown in table 2, men and women shared the three most common reasons for separation: appointment expiration, resignation and retirement. In line with the previous report, women were overrepresented among those who resigned but underrepresented among those who retired. This dynamic could reflect long-standing historical gender imbalances that result in fewer women of retirement age vis-à-vis men. However, coupled with the overrepresentation of women among resignations, it could also indicate that women at mid-career levels do not view the United Nations as a long-term employer of choice, resulting in a higher rate of resignations and a lower rate of retirements. In the light of these dynamics, new appointments and upcoming retirements provide an opportunity to incorporate gender parity considerations into structured workforce planning.

81. By conducting mandatory gender-sensitive exit interviews, entities, such as UNICEF and WFP, discovered that women were leaving at higher rates mid-career than men, citing difficulties relating to mobility and in balancing workload and family responsibilities. In response, investment was increased in robust retention strategies to address and improve this disparity. These examples highlight the importance of ongoing monitoring and gender-sensitive data collection. Although 72 per cent of the entities surveyed sometimes conduct exit interviews, only 36 per cent require them, as recommended by the system-wide strategy. Furthermore, more than 30 per cent of the entities surveyed do not disaggregate the data by gender – a critical missed opportunity.

## VII. Creating an enabling environment

### A. Flexible working arrangements

82. Flexible work arrangements were accelerated by the COVID-19 pandemic. Surveyed entities reported that hybrid and flexible work arrangements, when possible, supported work-life balance, enhanced employee well-being and enabled personnel to navigate caregiving responsibilities while maintaining professional performance. Furthermore, surveyed entities noted that these arrangements may have contributed to creating a more inclusive and supportive workplace, particularly for women, who often bear a disproportionate share of caregiving duties. A number of entities also reported seeing declines in absences.

83. Flexible work arrangements have also contributed to increased diversity and retention. The Department of Safety and Security indicated that flexible work arrangements had allowed it to recruit women from more diverse regional backgrounds, expanded the talent pool and enabled more women to take on roles in typically male-dominated fields. A number of entities also reported that flexible arrangements had improved efficiency and effectiveness, as personnel were able to work in a way that was optimal for them, which therefore benefited the organization. These arrangements have also emerged as an important component in improving the retention of women personnel. UNDP noted that increased flexibility had been key to attracting and retaining talented women.

### B. Family-friendly policies

84. Family-friendly policies across the United Nations system are driving measurable progress on gender equality, staff well-being and retention. These efforts have helped to retain talented personnel, particularly women with caregiving responsibilities, and have positioned the United Nations as a more inclusive and supportive employer.

85. Childcare and lactation facilities in duty stations have eased transitions back to work and improved morale. Inclusive models of family-friendly policies, such as the bilingual kindergarten offered by UNESCO, have reduced logistical burdens and supported staff in high-cost locations. Flexible leave and shared caregiving policies have helped to shift cultural norms. Entities such as PAHO and WIPO reported increased uptake among men and women, reinforcing gender parity at work and at home.

86. Challenges remain – particularly in childcare access, care and support for older persons and dependants with special needs, spousal employment and mobility in non-family duty stations – but the survey results underscore that family-friendly policies are vital to retention, inclusivity and an effective enabling environment.

### C. Standards of conduct<sup>16</sup>

87. In 2018, the Secretary-General and United Nations leaders, through the CEB Task Force on Addressing Sexual Harassment, recommitted to a zero-tolerance approach to sexual harassment, emphasizing the importance of victim/survivor-centred responses, safe reporting mechanisms and inclusive organizational cultures. Established in 2018 and active until the end of 2023, the Task Force was succeeded

<sup>16</sup> In addition to the biennial survey on gender parity, the present section draws on two dedicated surveys on sexual harassment conducted by UN-Women as a contribution to the work of the United Nations Executive Group to Prevent and Respond to Sexual Harassment.

by the United Nations Executive Group to Prevent and Respond to Sexual Harassment in 2024, with a mandate to continue leading a coordinated, system-wide approach. The Executive Group drives leadership accountability, policy coherence and institutional learning across entities. To support a unified and effective response to sexual harassment, the United Nations system has developed a suite of tools under the mandate of the CEB Task Force, with oversight now provided by the Executive Group.

**Suite of tools developed by the United Nations system**

- United Nations system model policy on sexual harassment
- Code of Conduct to Prevent Harassment, Including Sexual Harassment, at United Nations System Events
- ClearCheck database
- United Nations system-wide knowledge hub on addressing sexual harassment
- Principles of a victim-centred approach
- “Guide for managers: preventing and responding to sexual harassment in the workplace”
- *Investigators’ Manual: Investigations of Sexual Harassment Complaints in the United Nations*

88. While key system-wide tools are considered essential, their application varies widely due to resource constraints, limited coverage for affiliate personnel and weak protection against retaliation. Current capacity-building efforts rely heavily on mandatory e-learning modules, which are broadly viewed as insufficient. Surveyed entities called for different modalities, including scenario-based, trauma-informed training tailored to specific roles and contexts. The findings from surveys undertaken as part of the Executive Group’s workstream on knowledge-sharing and collaboration underscored the need for enhanced leadership engagement, practical training approaches that drive behaviour change and strengthened institutional support systems to achieve meaningful cultural transformation across the organization.

89. Notable examples of effective practices in preventing and responding to sexual harassment have also emerged across the United Nations system. For example, UNFPA ensures that designated personnel follow up with victims throughout the sexual harassment reporting process, from initial disclosure through to case closure, to guarantee continued support and engagement. UNHCR has similarly developed survivor-centred approaches that prioritize procedural clarity, psychosocial assistance and the consistent involvement of protection staff to accompany those affected. UNOPS launched the Be the Solution campaign to raise awareness about sexual harassment, emphasizing early intervention and shared responsibility. UNESCO has used posters and visual materials at both headquarters and field offices to enhance visibility of anti-harassment policies and clarify how to access reporting channels. Meanwhile, ILO and WFP have streamlined their procedures for reporting sexual harassment through user-friendly flowcharts and multilingual tools in order to help personnel to better understand what to expect when reporting misconduct. These initiatives demonstrate that tangible progress is possible when survivor needs, clear communication and leadership accountability are placed at the centre of organizational efforts.

## **VIII. Mission and field settings**

### **A. Recruitment and retention**

90. Recruitment and retention challenges for gender parity are most acute in peacekeeping and special political missions due to male-dominated environments and organizational cultures that deter women candidates and increase attrition among women staff. Senior-level gaps in the representation of women persist where long-serving male staff predominate with low turnover. Mission contexts can further compound these challenges, as missions in hardship or non-family duty stations create barriers for women with caregiving responsibilities. Limited family support, safe accommodation and medical services, combined with conflict settings and restrictive social norms, particularly affect the recruitment and retention of women national staff.

91. To address structural pipeline gaps, some missions have partnered with local non-governmental and grass-roots organizations to expand the pool of qualified women. Others have adapted internal mobility systems to support female advancement and provided mentoring and support structures, including mentoring and networking opportunities for currently serving women senior leaders. However, outdated or male-heavy rosters in key job families have limited progress, even with temporary special measures in place.

92. Through its national United Nations Volunteers project, UNAMA prioritized long-serving volunteers for permanent roles, recruiting 36 volunteers in 2024 alone. UNMHA created a database of previous applicants, with a view to building a pipeline of qualified practitioners. Due to in-country restrictions in Afghanistan, the country team devised creative solutions for women national staff, such as providing solar-powered telecommunications equipment, expanded data packages and transportation stipends.

93. Local context has a significant impact on the effectiveness of institutional policy. Achieving sustainable progress towards gender parity among national staff requires tailored, equity-driven interventions with continued investment in recruitment pipelines, workplace flexibility and context-specific outreach to ensure the full and equitable participation of women in mission mandates.

### **B. Enabling environment**

94. Flexible work arrangements, including telecommuting, hybrid models and flexible scheduling, have proved essential for sustaining gender parity as they allow women with caregiving duties, in particular, to maintain productivity and work-life balance within mission and field contexts. For some entities, these arrangements have facilitated smoother transitions from parental leave and improved job satisfaction, with entities reporting continued demand for flexible work arrangements following their introduction during the COVID-19 pandemic.

95. Infrastructure improvements have been made to address safety concerns that have historically deterred women personnel from serving in mission and field contexts. These upgrades have included better lighting to promote safer night-time movement, dedicated staff to manage accommodation arrangements in the wake of misconduct and dedicated spaces for women peacekeepers, fostering community between civilian, military and police personnel. Some missions have established accommodation clusters, nursing rooms and wellness facilities to support women through pregnancy and early motherhood, ensuring retention through critical life stages. UNSOS saw a significant increase in the recruitment and retention of women staff after creating a nursing lounge that allowed mothers to express breast milk to later take home.

## C. Gender mainstreaming

96. Across the United Nations system, particularly in mission settings, gender parity and gender mainstreaming have increasingly been seen as interdependent. While parity ensures balanced staffing, mainstreaming embeds gender perspectives into all mission functions, from planning and operations to community engagement. Missions that align these efforts across civilian, military and police components reported stronger institutional transformation and operational effectiveness. MINUSCA reported that improving the working environment for women peacekeepers had increased overall productivity and enhanced local communities' trust in the Mission.

97. Surveyed missions reported that using leadership compacts, mission concepts, planning documents and workplans had elevated gender equality from an administrative issue to an operational priority. Framing parity as essential to mission effectiveness had strengthened staff buy-in and improved engagement with communities, partners and civil society. Entities noted that collaborative projects, cross-sector briefings, joint patrols and dialogue with women's organizations had resulted in better-informed protection strategies, stronger ties with served communities and enhanced outreach to marginalized communities.

98. Comprehensive training for mission staff at all levels is important in order to support these mainstreaming efforts. Tailored sessions on gender equality, bias, masculinities and conduct – delivered through briefings, virtual modules and mentorship – are targeted at managers, uniformed personnel and field staff. When training is framed as integral to operational success, missions report stronger uptake and leadership accountability.

## D. United Nations country teams

99. Across diverse contexts, United Nations country teams have made steady, and in some cases transformational, progress towards advancing gender parity. The United Nations country team System-wide Action Plan gender equality scorecard is used to assess the progress made by United Nations country teams against five criteria: whether a country team implementation plan on gender parity is in place; whether a country team gender focal point has been appointed; progress made in implementing the country team implementation plan; indications of positive trends towards the achievement of parity across the country team; and the integration of gender-specific actions into at least one area of the business operations strategy.

100. One of the primary challenges facing United Nations country teams in developing an implementation plan is ensuring buy-in from diverse United Nations entities with varying mandates, policies, capacities and institutional cultures, which requires significant coordination. The resident coordinator has no influence over an individual entity's staffing policies, for example. Furthermore, each step in the process requires multiple levels of approval from various coordination bodies. The country team in Bosnia and Herzegovina, whose gender parity implementation plan has served as a model for other country teams, emphasized that understanding the plan as a living document – a guideline that can be built upon, revised and updated as conditions change – was key to navigating this complex web of stakeholders.

101. The role of the resident coordinator is especially critical in developing and operationalizing a gender parity implementation plan. Strong and visible support from the resident coordinator was consistently cited as a critical success factor. Resident coordinators who personally championed gender parity – by engaging in plan design, convening agencies and signalling parity as a country team priority – helped to legitimize the agenda and accelerate buy-in across entities.

102. A common misstep across teams has been an overemphasis on numerical representation without addressing systemic issues (including an analysis of both level and type of function) or recognizing intersectionality. Capacity-building for staff and partners has emerged as another critical success factor. Training on gender mainstreaming, policy frameworks and protection from sexual exploitation and abuse, combined with consistent leadership messaging, have deepened staff buy-in and improved gender-sensitive planning and operations. Going forward, sustained funding for such initiatives and robust monitoring systems are essential. Likewise, greater connection and collaboration between the gender theme groups and the operations management teams are critical, including ensuring that operations staff perceive advancing gender equality and the empowerment of women as relevant to their role.

## **IX. Conclusions and recommendations**

**103. With less than four years remaining to achieve the Secretary-General's goal of gender parity across the United Nations system, and with a view to ensuring the full realization of the Beijing Declaration and Platform for Action, it is imperative for all entities, managers and personnel to be active architects of change, addressing structural barriers and ensuring continued leadership and momentum. To carry forth the progress achieved since the launch in 2017 of the system-wide strategy, efforts towards gender parity need to be accelerated through a comprehensive range of actions.**

**104. Entities and country teams are encouraged to continue to implement, with renewed determination, the recommendations of the system-wide strategy on gender parity, the Enabling Environment Guidelines for the United Nations System, the Field-specific Enabling Environment Guidelines for the United Nations System and entity-specific and country team implementation plans.**

**105. Entities are urged to implement the recommendations and measures outlined in the present report to systematically address impediments and reduce barriers to gender parity through an intersectional lens that recognizes the diverse experiences of all personnel.**

**106. It is recommended that entities strategically leverage the comprehensive resources and expertise of UN-Women, in accordance with their mandates, to accelerate progress towards gender parity, including by developing, updating and monitoring their entity-specific implementation plans and using the United Nations System-wide Dashboard on Gender Parity, the United Nations system-wide knowledge hub on addressing sexual harassment and the specialized technical support available.**

**107. Entities are urged to allocate adequate financial and human resources to sustain transformative measures, systematically dismantle identified impediments and drive organizational change towards achieving gender parity.**

**108. Those in senior leadership roles, including resident coordinators and heads of agencies and missions, are encouraged to continue to visibly demonstrate their commitment to gender parity through strategic communication, including by:**

- (a) Integrating gender equality messaging into routine communications;**
- (b) Establishing gender parity as a standing agenda item, reinforcing the integral role of gender parity in organizational success;**
- (c) Ensuring consistency between public statements and internal practices to actively model inclusive behaviour;**

(d) **Demonstrating institutional commitment by embedding parity efforts comprehensively across programmatic, operational and leadership domains.**

109. **Senior leadership is recommended, with support from UN-Women, to provide strategic guidance and communication frameworks for advancing parity initiatives, emphasizing merit-based objectives and organizational effectiveness, and extending gender parity frameworks to encompass all personnel categories, including affiliate personnel, such as consultants, volunteers and temporary workers.**

110. **The leadership is called upon to solidify accountability mechanisms at all levels, including through the full implementation of the United Nations System-wide Action Plan and the United Nations System-wide Gender Equality Acceleration Plan, with a focus on the gender architecture, organizational culture and human resources, recognizing that by establishing comprehensive accountability mechanisms it articulates a clear message that gender parity is an institutional priority that can also drive behaviour change and transform organizational culture. The leadership should:**

(a) **Embed gender parity objectives into senior managers' workplans, performance appraisals and leadership compacts;**

(b) **Link well-defined gender parity objectives, inclusivity expectations and contributions to an enabling environment and diverse workplace into performance assessments, promotion considerations and performance evaluations;**

(c) **Require regular internal reporting on progress towards gender equality outcomes at the senior management level and consolidate and standardize reporting mechanisms wherever possible to reduce the administrative burden and fatigue.**

111. **Entities are encouraged to strengthen gender-sensitive data collection by utilizing the United Nations System-wide Dashboard on Gender Parity, robustly tracking progress internally through the hiring, selection and promotion processes, and making dashboards and key metrics available to hiring managers, selection panels and team leaders.**

112. **Entities should establish mandatory exit surveys or interviews, as recommended in the system-wide strategy, and regularly administer global staff surveys and pulse checks, using the data to move beyond numerical metrics and capture underlying cultural and structural issues. Entities should:**

(a) **Require standardized data collection across all personnel categories, disaggregating results by gender, nationality and other relevant demographic factors;**

(b) **Conduct intersectional analysis to identify systemic patterns in recruitment, retention, advancement and workplace experience, particularly focusing on mid-career chokepoints and disparities affecting various groups to generate actionable findings that inform targeted interventions.**

113. **Entities are encouraged to address pipeline constraints, implementing a comprehensive set of measures to attract and recruit women, as well as support women's career development. Entities should:**

(a) **Conduct targeted and extensive outreach to increase the number of women applicants, in collaboration with women's networks and making use of senior talent pipelines, rosters and databases;**

(b) Deepen the pool of qualified talent by collaborating with States Members of the United Nations, national universities and specialized networks, particularly in traditionally male-dominated sectors;

(c) Promote inter-agency mobility through short-term assignments, secondments and inter-agency exchanges and by using shared rosters and treating women candidates from participating United Nations entities as internal candidates;

(d) Ensure professional and personal life integration, as recommended in the Enabling Environment Guidelines for the United Nations System and the Field-Specific Enabling Environment Guidelines for the United Nations System.

114. Entities are encouraged to enforce accountability for selection and address biases in policies and attitudes that affect the selection of women. Entities should:

(a) Use inclusive language in vacancy announcements, making a conscious effort to maximize the talent pool and include gender-related competencies and expertise in job descriptions in order to attract personnel who will actively contribute towards creating an inclusive organizational culture;

(b) Remove unnecessary personal information, including name and marital status, from the view of the recruiter or hiring manager during certain stages of the recruitment process, such as screening and written assessments, to mitigate unconscious or conscious bias, whenever feasible;

(c) Consider temporarily removing restrictive requirements from job descriptions through a critical assessment of the qualifications required, including time in post;

(d) Require interview panels to consist of staff from diverse backgrounds and institute mandatory and ongoing unconscious bias training for hiring managers and others involved in the interview or selection process;

(e) Continue to consider geographical representation and gender parity in talent pipeline development and in recruitment efforts;

(f) Utilize candidate assessment forms and recruitment dashboards to track gender, geography and selection trends while providing hiring managers with real-time metrics and outreach suggestions;

(g) Monitor critical decision points to identify where attrition among women staff occurs and respond with targeted interventions.

115. Temporary special measures are critical for accelerating progress towards gender parity. The administrative instruction on temporary special measures for the achievement of gender parity ([ST/AI/2020/5](#)) should be consistently applied at all locations, with regular communication on its application between headquarters and non-headquarters locations and strengthened transparent accountability mechanisms, where applicable. Entities are encouraged to pair temporary special measures with capacity-building efforts, proactive outreach and tailored talent sourcing to develop and sustain a robust pipeline of women candidates, especially in underrepresented functions and from underrepresented regions, as part of a comprehensive approach to recruitment and retention. Such actions could include:

(a) Strengthening training on unconscious bias and gender sensitivity for senior managers and selection panels to address bias;

(b) Consistently reinforcing the merit-based principles and rationale behind temporary special measures to enhance buy-in;

(c) **Adapting outreach and application of measures to such contexts as peace operations and new entities, ensuring that parity goals are integrated from inception;**

(d) **Ensuring systematic monitoring and quarterly reporting on the application of temporary special measures, using disaggregated data to track progress and understand impact across all levels, occupational groups and phases of staff selection.**

116. **Entities are encouraged to harness, where possible, the increasing number of retiring staff in the United Nations Secretariat as an opportunity to improve the representation of women and to invest in career development, internal pipelines and strategic workforce and structured succession planning, especially in the field and missions and at the D-1 and higher levels. Entities should:**

(a) **Disaggregate separation data by gender and type to analyse trends around long-term progress, attrition risk, institutional positioning as an employer of choice for women and women’s resignation patterns;**

(b) **Integrate findings into career development and workforce planning processes.**

117. **Encourage entities to support career development and retention through comprehensive work-life integration policies. Entities should:**

(a) **Implement mobility policies facilitating personal and professional integration, including spousal employment opportunities and family duty station designation considering healthcare, schools and recreational facilities;**

(b) **Promote flexible working arrangements, where possible, continuing the support measures introduced during the COVID-19 pandemic, addressing broader care needs and providing additional leave and flexibility;**

(c) **Provide childcare and lactation facilities at headquarters and field duty stations;**

(d) **Monitor parental leave adherence, investigating gender disparities, providing mental health resources and encouraging staff uptake of family-friendly policies;**

(e) **Close gaps in family support services, particularly in hardship duty stations, through enhanced spousal employment support and infrastructure evaluation through a gender lens.**

118. **In accordance with the Secretary-General’s bulletin on gender focal points in the Secretariat (ST/SGB/2023/3), each head of entity<sup>17</sup> should appoint gender focal points and alternates with adequate seniority, dedicated time, training, financial resources and access to selection statistics. The entity leadership should encourage gender focal points to continue to coordinate and collaborate with the Office of the Focal Point for Women in the United Nations System at UN-Women on the basis of its mandate and to continue to utilize its substantive guidance and tools.**

119. **Efforts to prevent, address and eliminate sexual harassment should continue system-wide, in full alignment with the work of the United Nations**

<sup>17</sup> The term “head of entity” has the same meaning as that given to the term in footnote 1 of [ST/SGB/2019/2](#): “‘Head of entity’ means the head of a department or an office, including an office away from Headquarters; the head of a special political or peacekeeping mission; the head of a regional commission; a resident or regional coordinator; or the head of any other unit tasked with programmed activities.”

**Executive Group to Prevent and Respond to Sexual Harassment. Continued monitoring and implementation of accountability mechanisms is recommended. Entities should:**

- (a) Update sexual harassment policies every 2 to 3 years with clear definitions, coordinated protocols and enforceability provisions across all personnel categories;
- (b) Apply a victim-centred approach to all instances of misconduct and demonstrate zero tolerance towards discrimination, harassment, including sexual harassment, and abuse of authority, both online and in person;
- (c) Ensure leadership accountability through modelling respectful behaviour and holding perpetrators responsible at all levels;
- (d) Mandate comprehensive training for all personnel, replacing generic e-learning with interactive, scenario-based approaches tailored to specific roles;
- (e) Continue to align entity-specific implementation plans and policies with the United Nations system model policy on sexual harassment and implement the full suite of tools, including the Code of Conduct, the “Guide for managers”, the ClearCheck database and the *Investigators’ Manual*.

**120. Promoting an environment in which impunity is not tolerated and victims and survivors feel secure reporting misconduct is key to preventing and addressing sexual harassment and abuse of authority. Entities should:**

- (a) Utilize and provide resources to the United Nations system-wide knowledge hub on addressing sexual harassment to build a safe workplace culture;
- (b) Implement and disseminate communications on accessible trauma-informed and victim-centred support services, referral pathways and proper procedures designed for both survivors and managers;
- (c) Develop publicly available leadership commitments to promote the elimination of sexual harassment.

**121. Leaders in mission and field contexts, including resident coordinators and heads of agencies and missions, are encouraged to champion comprehensive gender parity efforts and create enabling working environments through coordinated action at the country and mission levels. Such actions could include:**

- (a) Increasing appointments of women resident coordinators at the Assistant Secretary-General and D-2 levels and expanding gender parity goals to include National Professional Officers and General Services staff;
- (b) Leveraging gender theme groups to advance parity and enabling environments while ensuring all-staff buy-in by framing gender parity as essential to operational effectiveness;
- (c) Tailoring parity measures to the local context and the diverse operational needs, sizes and structures of different entities while maintaining strategies as living documents that are subject to regular review;
- (d) Supporting implementation through dedicated training on gender bias and workplace conduct tailored to uniformed and civilian personnel, along with adequate funding and technical guidance;
- (e) Connecting entity-specific and country team efforts to achieve gender parity at both levels, including linking these efforts to the implementation of the United Nations System-wide Action Plan on Gender Equality and the

**Empowerment of Women and the United Nations country team System-wide Action Plan gender equality scorecard with respect to, inter alia, gender parity and organizational culture.**

**122. Member States are encouraged to strengthen gender parity efforts and sustainability at senior levels by nominating and supporting women candidates and nurturing in-country programmes that invest in girls' education and the participation of women in male-dominated fields.**

**123. Member States are encouraged to offer political and budgetary support for gender parity initiatives, increase the number of women peacekeepers and international observers, invest in gender-sensitive mission upgrades and provide predeployment gender training.**

## Annex I

**Distribution by gender of staff in the Professional and higher categories on permanent, continuous and fixed-term appointments, by entity, as at 31 December 2023**

Entity	P-1		P-2		P-3		P-4		P-5		D-1		D-2		Ungraded		Share of women (percentage)
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
FAO	14	36	67	120	179	239	363	254	233	118	62	24	23	9	9	3	45.8
IAEA	5	14	59	94	223	203	299	196	193	100	22	25	2	1	4	3	44.1
ICAO	1	1	17	20	43	32	127	59	76	16	14	5	4	1	1	–	32.1
ICJ	–	–	16	4	4	15	5	11	1	4	1	–	1	–	1	–	54.0
ICSC	–	–	1	1	1	1	6	3	2	2	2	1	–	–	2	–	36.4
IFAD	2	2	26	39	84	63	62	81	58	40	12	14	2	–	5	4	49.2
ILO	3	8	43	90	122	183	230	232	188	126	42	29	13	13	3	8	51.7
IMO	1	1	7	15	19	20	21	15	20	11	8	4	4	3	1	–	46.0
IOM	30	47	227	260	321	324	226	217	89	63	30	21	15	6	–	2	50.1
ITC	2	5	30	49	46	40	28	18	15	11	4	1	–	1	–	1	50.2
ITC-ILO	–	1	4	16	6	15	15	7	12	4	1	–	–	–	–	–	53.1
ITU	2	3	31	38	77	66	84	58	47	22	13	3	2	2	4	1	42.6
PAHO	–	2	13	31	40	50	112	98	29	25	12	9	2	1	1	2	51.1
UN Tourism	1	6	5	6	5	6	8	3	6	7	1	–	–	2	1	–	52.6
UNAIDS	–	–	9	15	22	27	33	51	55	43	20	19	6	3	–	3	52.6
UNDP	6	9	98	158	278	298	440	353	317	228	68	90	40	19	4	7	48.2
UNESCO	8	20	84	181	153	211	133	143	85	60	27	21	7	7	7	4	56.2
UNFCCC	–	1	24	38	55	50	39	27	13	9	4	5	1	1	1	–	48.9
UNFPA	–	1	28	68	74	111	145	133	111	113	38	43	8	8	1	2	54.2
UNHCR	–	–	405	386	814	753	593	516	227	220	79	68	26	13	2	2	47.7
UNICC	–	1	18	5	55	22	27	17	10	5	2	2	1	–	–	–	31.5
UNICEF	3	10	134	248	689	732	885	934	414	391	70	60	27	23	2	3	51.9
UNIDO	1	2	15	23	46	29	50	33	48	16	17	4	3	1	1	–	37.4
UNITAR	1	1	4	6	8	7	6	5	5	4	7	2	–	–	1	–	43.9
United Nations Secretariat	10	9	520	726	2 099	2 021	2 244	1 952	1 026	848	338	263	102	80	70	61	48.2
UNJSPF	–	1	7	8	45	35	35	23	14	13	7	2	2	–	1	1	42.8

Entity	P-1		P-2		P-3		P-4		P-5		D-1		D-2		Ungraded		Share of women (percentage)
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
UNOPS	1	1	32	21	83	69	83	63	49	37	21	14	8	8	2	2	43.5
UNRWA	–	–	2	2	27	33	47	38	15	16	9	6	5	4	1		48.3
UNSSC	–	–	1	3	1	4	5	7	3	2	–	1	1	–	–	–	60.7
UNU	–	–	10	12	10	13	15	7	4	3	6	6	1	3	1	1	48.9
UN-Women	–	2	12	65	39	99	37	136	19	87	4	22	3	5	–	2	78.6
UPU	–	–	7	5	16	19	14	2	12	7	4	3	2	2	2	–	40.0
WFP	5	11	115	154	488	443	449	405	225	182	74	61	38	18	1	3	47.8
WHO	2	6	73	113	251	325	575	485	427	387	140	74	45	22	9	9	48.3
WIPO	2	1	14	44	84	94	119	107	69	34	36	19	8	3	6	3	47.4
WMO	2	4	19	23	31	39	50	37	23	20	14	3	7	2	2	1	46.6
<b>Total</b>	<b>102</b>	<b>206</b>	<b>2 177</b>	<b>3 087</b>	<b>6 538</b>	<b>6 691</b>	<b>7 610</b>	<b>6 726</b>	<b>4 140</b>	<b>3 274</b>	<b>1 209</b>	<b>924</b>	<b>409</b>	<b>261</b>	<b>146</b>	<b>128</b>	<b>48.8</b>

**Annex II****Respondents to the 2025 biennial survey on the improvement in the status of women in the United Nations system**

<i>Agencies, funds and programmes</i>	<i>United Nations Secretariat entities</i>	
	<i>Departments and offices</i>	<i>Special political missions and peacekeeping operations</i>
FAO	United Nations Office at Nairobi	Office of the Special Envoy of the Secretary-General for the Horn of Africa
IAEA	United Nations Office at Vienna/UNODC	Office of the Special Envoy of the Secretary-General for Syria
ICAO	Counter-Terrorism Committee Executive Directorate	Office of the Special Envoy of the Secretary-General for Yemen
ICJ	Department of Economic and Social Affairs	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict
ILO	Department for General Assembly and Conference Management	MINUSCA
IMO	Department of Global Communications	UNAMA
IOM	Department of Management Strategy, Policy and Compliance	United Nations Assistance Mission for Iraq
ITC	Department of Operational Support	United Nations Peacekeeping Force in Cyprus
ITC-ILO	Department of Political and Peacebuilding Affairs/Department of Peace Operations	United Nations Interim Force in Lebanon
ITU	Department of Safety and Security	UNMHA
PAHO	Office of the Ombudsman for United Nations Funds and Programmes	United Nations Interim Administration Mission in Kosovo
UN Tourism	Economic Commission for Latin America and the Caribbean	United Nations Mission in South Sudan
UN-Women	Economic and Social Commission for Asia and the Pacific	United Nations Regional Centre for Preventive Diplomacy for Central Asia
UNDP	Economic and Social Commission for Western Asia	United Nations Support Office in Somalia
UNESCO	International Civil Service Commission	United Nations Truce Supervision Organization
UNHCR	Office of Administration of Justice	United Nations Verification Mission in Colombia
UNICC	International Residual Mechanism for Criminal Tribunals	
UNICEF	Office for Disarmament Affairs	
UNIDO	Office of the United Nations High Commissioner for Human Rights	
UNFPA	Office of Information and Communications Technology	

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<i>United Nations Secretariat entities</i>		
<i>Agencies, funds and programmes</i>	<i>Departments and offices</i>	<i>Special political missions and peacekeeping operations</i>
UNITAR	Office of Legal Affairs	
UNOPS	Police Division	
UNU	Office for Outer Space Affairs	
UNRWA	United Nations Framework Convention on Climate Change	
UNSSC	United Nations Human Settlements Programme	
UPU	United Nations Environment Programme	
WFP		
WHO		
WIPO		
WMO		

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