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Item 4 of the provisional agenda

**FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY
THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE
AT THEIR PREVIOUS SESSIONS**

PART IV

HUMAN RESOURCES ISSUES

ADDENDUM

**COMMENTS OF THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO
(ISAU)**

SUMMARY

A. Human Resources Strategy for 2023-2027

Pursuant to item 9.2.7 of the UNESCO Human Resources Manual, the International Staff Association of UNESCO (ISAU) submits its comments on human resources issues (document 222 EX/4.IV.A).

1. ISAU takes note of the Administration's document on the follow-up to the Human Resources Strategy for 2023-2027. Although identified as a management tool, this document gives the impression of a Bureau of Human Resources Management (HRM) in need of renewal, repeating observations already made in previous reports without providing concrete measures or a clear strategic vision. In a context marked by the announced withdrawal of the United States of America, a more proactive and innovative stance would have been expected from HRM.

2. Furthermore, the lack of clarity in the annexes prevents any rigorous analysis of the actual progress made. This exercise seems to be more about administrative compliance – ticking boxes – than a genuine human resources management strategy based on measurable objectives and tangible results.

3. Finally, the late submission of draft revisions to regulations and the hasty publication of circulars without prior consultation of the staff associations, on the eve of this session of the



Executive Board, attest to worrying flaws in the planning and governance of the HRM process. These practices undermine the quality of social dialogue and weaken the legitimacy of the reforms proposed.

4. As previously denounced by ISAU, HRM continues to hide behind the budget argument. Lack of funding cannot be used as a permanent excuse; there are many low-cost measures which could improve the situation (telecommuting away from the duty station; flexible working hours; better compliance on the part of the Administration with its own rules and procedures in order to avoid high costs associated with the International Labour Organization Administrative Tribunal [ILOAT]; the review of ineffective policies, such as the mobility programme, whose results are not conclusive; and so on).

5. Even more worryingly, the document does not propose any measures for dealing with the critical problems which we reported, and which were confirmed by the Ethics Office (ETH) ([221 EX/30](#)) and by the Division of Internal Oversight Services (IOS) ([221 EX/29](#)) in their respective 2024 reports: harassment, an unhealthy working climate, loss of staff trust. This omission undermines HRM's credibility.

6. Thus, while HRM claims to pursue its four strategic aims "at a steady pace", this claim is contradicted by the number of aims not achieved, as demonstrated in the road map (Annex I). The findings contained in the 2025 MOPAN (Multilateral Performance Network) assessment report¹ confirm this discrepancy: "UNESCO's progress [...] has been notably slow, particularly in field network reform, human resources management, and the deployment of core digital platforms".

Strategic Aim 1: Attract and retain talent and expertise

7. The organization of induction workshops, as mentioned in paragraph 4 of the document in question, remains largely insufficient for addressing chronic weaknesses in workforce planning. There have been no responses or concrete measures to address the findings published in the MOPAN and Ethics Office reports, particularly with regard to recruitment:

- In its report (figure IV, p. 4), the Ethics Office reveals that conflict-of-interest issues related to recruitment constitute the category of third-most frequently handled cases.
- The 2025 MOPAN assessment report (p. 41) states that the extreme centralization of recruitment decisions on professional-level assignments by the Director-General is "highly unusual" and "has led to delays in recruitment".

8. ISAU would like to point out the recurring problems associated with recruitment and performance management: lack of transparency, suspicions of nepotism, tailor-made vacancy notices, biased interviews, the nearly complete impossibility of contesting performance evaluations, absence of the staff members concerned from meetings of the Performance Review Board (PRB).

9. With regard to the performance management framework, we take a positive view of the Performance Insights series. We look forward to the conclusions and recommendations of the IOS audit of the performance management framework. We already know that the reform will have to be structural. As the Appeals Board pointed out in its 2024 annual report (initial version), the absence of a competent body to review "partially meets expectations" evaluations requires a review of the policy.

10. ISAU once again stresses the importance of establishing a link between training, rewarding good performance and career development. We therefore recommend:

¹ [MOPAN Assessment Report: UNESCO, 8 July 2025, p. 57.](#)

- A reform of the performance management framework which ensures transparency and effective remedy;
- The re-establishment of the Evaluation Committee and the Reports Board;
- The introduction of 360° evaluations for all managers;
- The introduction of concrete incentives (e.g., additional leave for exceptional performance, as at the Organisation for Economic Co-operation and Development).

Strategic Aim 2: Promote inclusion and diversity by achieving in particular an equitable geographical distribution and gender balance

11. We welcome the development of the HR Dashboards platform, which is essential for data transparency.

12. ISAU welcomes measures to include persons with disabilities and remains ready to work closely with HRM on this issue. However, we emphasize that such measures should not depend on “the availability of resources”; reasonable accommodation is a right, not a budgetary option.

13. The internship policy also illustrates this lack of rigour. It is strange to have to note that this initiative, announced at the 219th session of the Executive Board for implementation in July 2024, will only be **partially** implemented in October 2025. The elimination of the remote internship option and the unjustified deferral of the monthly allowance, inter alia, continue to increase geographical imbalances. These changes in the implementation of this policy are all the more problematic in that they were decided by HRM without consulting the staff associations or Young UNESCO.

Strategic Aim 3 – Adapt for the future

14. The parental leave policy and the policy on daily breaks for breastfeeding parents are still “pending [...] publication”. This inertia is incomprehensible; if transitional measures already granting these benefits are applicable, why wait until the approval of document 43 C/5 to formalize their adoption?

Strategic Aim 4 - Attain better results and impact

15. HRM claims that it “continues to advance” initiatives in mental health, well-being and career development. However, this assertion is called into question by the UNESCO Employee Engagement Survey 2024, as well as by the reports of the Ethics Office and IOS.

16. Indicators are down sharply compared to 2021: -14% for perception of UNESCO’s attention to well-being, -6% for support for dealing with stress, -8% for work-life balance. These figures, well below United Nations system standards, demonstrate the urgent need for a strategy specifically dedicated to mental health, aligned with the United Nations System Mental Health and Well-being Strategy.

17. In general, HRM downplays the results of the [UNESCO Employee Engagement Survey 2024](#), which are alarming compared to those produced in 2021:

- Only 59% of employees recommend UNESCO as a good place to work (versus 70% in 2021);
- A 7% drop in mental health and well-being;
- An 11% drop with regard to transparent and effective information-sharing;
- Only 21% see real career opportunities;

- 31% feel supported in managing stress (versus 37%);
- 36% feel that UNESCO helps them strike a work-life balance (versus 44%);
- A 10% drop in confidence that management will act in response to the survey results (-24% compared with the reference median);
- An 11% drop in the effectiveness of the geographical mobility programme in terms of career development.

18. These results paint a worrying picture: while our colleagues are committed and proud of their mission (94% feel responsible for their tasks, 86% understand their contribution), they do not seem to receive the institutional support necessary. This discrepancy highlights persistent weaknesses in the structures of leadership and management, whose inability to create a safe and fair working environment continues to affect staff morale.

19. The Ethics Office and IOS, in their respective reports, confirm this deterioration:

- 55 claims in 2024 (versus 35 in 2023);
- 26 cases substantiated after investigation (versus 6 in 2023);
- 22 cases of moral harassment (versus 15 in 2023);
- 57% increase in allegations recorded by IOS in one year.

20. In this context, holding a few discussion meetings, however well intentioned, does not constitute a sufficient response. It is now essential that the Organization adopt concrete structural measures: credible disciplinary mechanisms, reinforced protection systems for victims, and the reform of managerial practices. The sheer scale of these figures demands action equal to what is at stake.

21. To demonstrate its commitment to concretely improving staff well-being, the Administration could start by implementing simple, low-cost, high-impact measures. These – accessible and immediately feasible – actions would constitute a clear sign of commitment to a healthier and fairer working environment: telecommuting away from the duty station (e.g., a maximum of 60 days per year), compressed or staggered working hours, and so on. These reforms could be implemented without delay. It bears noting that UNESCO is still the only organization in the United Nations system to prohibit telecommuting away from the duty station, a position which is difficult to reconcile with the principles of flexibility and adaptability which the Organization also promotes. This restriction contributes directly to the negative results reflected in the survey with regard to work-life balance, and demands an urgent review of current practices.

22. As far as learning and career development are concerned, we lament the fact that the 360° evaluation exercise involved only 14 additional participants. This was a significantly low figure given the significant managerial shortcomings identified.

Regulatory changes

23. ISAU expresses its deep concern over the presentation of a regulatory reform (Regulation 4.4.1 and new Regulation 4.4.3 of UNESCO's Staff Regulations and Staff Rules) to the Executive Board without prior consultation of the staff associations. This is a clear breach of the UNESCO Human Resources Manual (provision 1.1.D, paragraph 11), which explicitly states that "DIR/HRM shall ensure that the Staff Associations are consulted on proposed amendments to the Staff Regulations. He/she shall also obtain clearance by LA on such proposed amendments, before submitting to the Director-General for his/her approval".

24. Compliance with this procedure is not a formality; it is a fundamental principle of participatory governance and social dialogue. By omitting this step, the Administration is weakening the legitimacy of the reform process and compromising trust between management authorities and staff representatives. Such an omission, in an area as sensitive as statutory provisions, can only be interpreted as a breach of the established normative framework. It calls for immediate clarification, as well as a firm commitment to following consultation procedures in the future.

25. In addition, we have been informed by HRM that an addendum will be submitted at this session of the Executive Board in order to present the draft **amendment to the Statutes of the Appeals Board**. At the time of writing, said addendum had not yet been published. Nonetheless, ISAU already wishes to express its strong opposition to the non-consideration of Recommendation 2 of the Joint Inspection Unit (JIU) ([JIU/REP/2023/2](#)) concerning the introduction of a provision for suspension of action of contested decisions at the pre-tribunal stage².

26. At meetings of the Advisory Council on Personnel Policies (ACPP), in which ISAU participated as an observer, and in our written comments submitted to HRM, we expressed our strong opposition to not taking this recommendation into account in the working document. However, the draft revision initially submitted to the ACPP explicitly included this suspension measure. Despite our request, HRM categorically refused to work on the initial document, thus depriving the ACPP of a debate on this subject.

27. The reason given by HRM for excluding the measure was that the Administration does not have the resources to implement such a mechanism. It should be noted that the JIU report was published in **early 2023**. More than two years later, such an argument is unacceptable. Moreover, why wait until one month before the opening of the session of the Executive Board to submit this draft to the ACPP? Rushing and putting pressure on the ACPP, citing the risk that the other recommendations will not be implemented quickly if the draft is not submitted at this session, show not only a lack of rigour, but also a certain contempt on the part of HRM.

28. The JIU's recommendations are the result of in-depth work and are based on solid grounds. In paragraph 118 of its report, the JIU explicitly states that the "implementation of certain decisions while the contested decision is still pending judgment can cause irreparable damage, as the organization could be obliged to pay compensation" (emphasis added). The introduction of a suspension measure, therefore, would not only provide an essential guarantee for staff, but also serve the Organization's interests, particularly its financial ones. In this respect, it bears recalling that, from January 2025 to date, the compensation which the Organization has had to pay, pursuant to ILOAT decisions, amounts to over US \$270,000.

29. ISAU acknowledges certain advantages of the roster-based approach to recruitment, including the possibility of encouraging internal candidates and reducing recruitment times. However, these advantages require strict, transparent oversight. Several key questions remain unanswered: For how long will applications be valid? Who will manage these candidate pools and according to what criteria will they do so? Which posts will be affected, and on what basis will they be selected?

30. In the absence of clear criteria and solid guarantees, such a system would instead risk exacerbating existing biases and limiting transparency.

31. Finally, it is imperative that recruitment conducted via this mechanism continue to be subject to examination by the ARB (Appointment Review Board). Any dispensation from this control would undermine transparency and procedural guarantees. In this respect, we wish to point out that Project

² "The executive heads of United Nations system organizations who have not yet done so should, by the end of 2025, introduce into their regulatory frameworks a provision for suspension of action of contested decisions at the pre-tribunal stage, ex officio or upon the appellant's request, in cases of prima facie unlawfulness of the decision, error of fact, particular urgency or when implementation of the decision could cause irreparable damage; or propose the introduction of this provision for decision to their legislative organs or governing bodies."

Appointments (PAs) and temporary posts are not subject to examination by the ARB, and thus remain somewhat opaque.

Conclusion

32. Generally speaking, there is a worrying gap between the institutional rhetoric promoted by HRM and the reality experienced by staff, as revealed by converging data from the survey, the Ethics Office, IOS and the Appeals Board. This discrepancy undermines the credibility of the commitments made and fuels a sense of mistrust within the Organization.

33. In this context, it is essential that guarantees be given as to the timetable for deployment of the policies announced. The chronic delays observed in the implementation of HRM initiatives raise questions as to their actual feasibility and the Administration's ability to translate its intentions into action. The budget factor, often invoked, cannot justify inertia. What we expect today are tangible signs of a real desire to improve working conditions, through concrete, consistent and sustained measures.

34. Finally, ISAU calls on HRM to fulfil its obligation to consult staff associations, to implement concrete measures without delay, and to apply a clear and transparent methodology. Otherwise, the confidence of staff and Member States in UNESCO's human resources management will continue to erode, to the detriment of the Organization's credibility.



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PART IV

HUMAN RESOURCES ISSUES

SUMMARY

A. Human Resources Strategy for 2023-2027

Pursuant to [221 EX/Decision.5.III.A](#), **Part I** of this document provides a brief update on the status of implementation of the Human Resources Strategy for 2023-2027, in line with the current twice-yearly reporting. Part I also provides a strategic overview of key achievements since the Strategy's endorsement by the General Conference at its 42nd session: [42 C/Resolution 65](#).

Part II of the document provides an outline of the proposal to amend Staff Regulation 4.4.1 of UNESCO's Staff Regulations and Staff Rules and introduce a new Staff Regulation 4.4.3 on the roster-based approach to recruitment, for onward transmission to the 43rd session of the General Conference, for its endorsement.

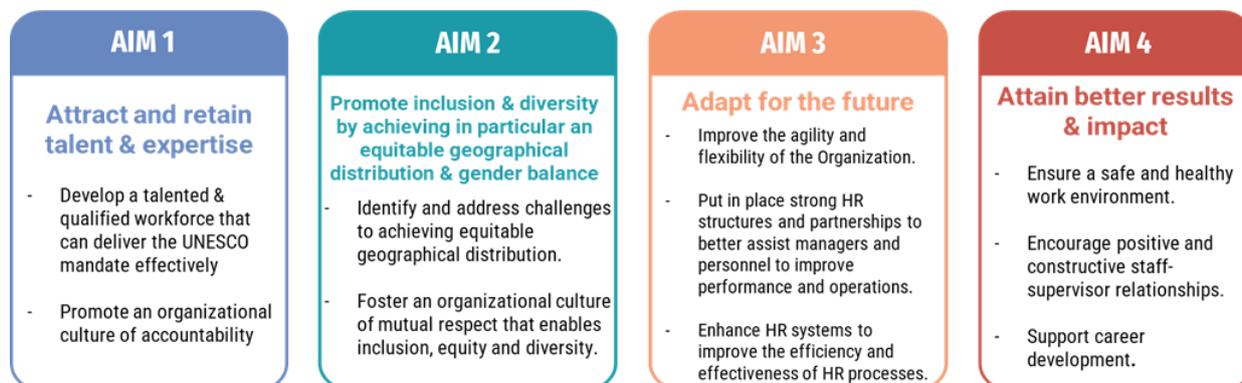
Decision required: paragraph 14.



Job: 2500675E

Part I: Update on the implementation of the Human Resources Strategy for 2023-2027

1. The Human Resources (HR) Strategy for 2023-2027, endorsed by the General Conference at its 42nd session in November 2023 ([42 C/Resolution 65](#)), aims to modernize and strengthen UNESCO's workforce through four strategic aims:



2. The Strategy is being implemented through a detailed roadmap (**Annex I**) with key performance indicators, targets and timelines. Since the endorsement of the Strategy, three progress reports were submitted to the Executive Board in line with current twice-yearly reporting requirements: [219 EX/5.III.A](#) (spring 2024), [220 EX/5.IV.A](#) (autumn 2024) and [221 EX.5.III.A](#) (spring 2025). **Annex II** to the document provides, for easy reference, a strategic overview of key achievements and initiatives undertaken to date (June 2025) while **Annex III** provides an overview of UNESCO's workforce as at 30 June 2025.

3. In line with [221 EX/Decision.5.III.A](#), **Part I** provides a brief update on the implementation of ongoing initiatives since the last reporting to the 221st session of the Executive Board in April 2025. Overall, work continues to advance at a steady pace across all four strategic aims however, as highlighted during the 221st session of the Executive Board, continued development and/or implementation for the majority of activities from 2026 onwards is heavily reliant on having adequate human resources and funding.

Strategic Aim 1: Attract & retain talent & expertise

4. HRM continues to implement targeted initiatives to support talent acquisition, enhance the employee lifecycle, and strengthen managerial capacity in efforts to ensure a high-performing, diverse and engaged workforce.

- As part of **workforce planning** implementation, HRM is contributing to induction workshops for newly appointed Administrative Officers in field offices. These sessions introduce key planning principles, organizational structures, contractual modalities, and essential HR tools and applications to support effective operational delivery.
- Part II of this document outlines a proposal for a **roster-based approach to recruitment** aimed at enhancing the quality and timeliness of the recruitment process, while document 222 EX/4.IV.C [\[add link\]](#) provides the annual report on *Geographical Distribution and Gender Balance the Staff* which includes, in line with [221 EX/Decision 5.III.A](#), the period for which Member States remained non-, under- or over-represented. It also describes the efforts deployed to undertake **targeted outreach activities** across all regions in order to attract qualified candidates from non- and under-represented countries.

- To enhance the **employee experience** across the career lifecycle, HRM has acted on insights from 2024 pulse surveys (onboarding, in-boarding and off-boarding) by launching targeted webinars and in-person sessions on key HR topics. Technical upgrades to the check-out application and processes are underway, and the exit survey is being redesigned to better capture feedback on workplace culture and inform engagement and retention strategies.
- The *Performance Insights* series continued with underperformance and conflict management sessions complemented by practical workshops on early conflict resolution techniques. The forthcoming findings and recommendations of the 2025 IOS audit on the **performance management framework** are expected to guide future policy and process enhancements.

Strategic Aim 2: Promote inclusion & diversity by achieving in particular an equitable geographical distribution & gender balance

5. Work focused on enhancing HR data transparency, advancing disability inclusion across HR policies and practices, and strengthening employee engagement through evidence-based actions.

- In line with [220 EX/Decision 5.IV.B](#), a new digital reporting platform (**HR Dashboards**), hosted on UNESCO's Core Data Portal, is being piloted and is expected to be operational for the 222nd session of the Executive Board. An information note will be issued in due course to Permanent Delegations with details on accessibility and navigation. It is expected that the platform will, in the longer term, serve as an integrated data hub for all HR data reporting, however further development is subject to available funding from 2026 onwards.
- HRM has developed draft guidelines on **reasonable accommodation** for job candidates and employees with disabilities. Informed by system-wide consultations, disability inclusion teams and the CEB HLCM sub-group on Disability Inclusion, the guidelines define reasonable accommodation as appropriate workplace adjustments which may include direct financial costs (e.g. for assistive technologies, interpretation services, or physical modifications) but do not impose a disproportionate burden on the Organization. Internal consultations are underway, focusing on implementation roles, funding, and secure digital tracking. Rollout will depend on resource availability and compliance with data privacy requirements.
- In parallel, HRM is updating the **Policy on the Employment of Persons with Disabilities**, to embed disability inclusion across all stages of the employee lifecycle. As part of the scope of HR Core+ project (cf. Aim 3 below), enhancements to the UNESCO Careers platform are being assessed to meet accessibility standards and integrate reasonable accommodation questions. Voluntary self-identification during onboarding is also being explored to inform inclusive policies and planning. These initiatives are under review to determine scope, cost, and resource needs.
- HRM has established a **confidential peer support group** for employees with family members with disabilities and is finalizing the roles of Disability Inclusion Focal Points in Field Offices and Institutes, who will form a "**Disability Inclusion Champion Network**" and receive training by end 2025. At the system level, HRM actively contributes to the UN CEB HLCM Sub-group on Disability Inclusion supporting the development of minimum standards for reasonable accommodation and to UNESCO's Inter-Sectoral Task Team on the development of UNESCO's Disability Inclusion Strategy, to be presented at the 222nd Executive Board session.
- The [results](#) of the 2024 **UNESCO Employee Engagement Survey** were shared with all employees in May 2025. Strengths include role clarity, positive team dynamics, and

sustained commitment to diversity and inclusion. However, overall engagement declined with only 59% recommending UNESCO as a good place to work, down from 70% in 2021. Notable drops were observed in perceptions of mental health & well-being (-7%) and communication within the Organization (-25%). Career progression showed only a marginal 1% improvement, falling short of the 2024 roadmap targets (Annex I). In response, HRM convened three townhalls and held targeted briefings with ADGs and Directors to address entity-specific insights. A manager toolkit was launched to support local action planning, and a cross-organizational working group is being formed to guide implementation and share best practices. Progress will be tracked through regular pulse surveys.

- The **revised Internship Policy** is being implemented based on a two-step phased approach. The intended effective date of the first step, including enhanced leave and other revisions, is 1 October 2025. The second step, including a monthly living allowance for all interns, will be promulgated at a later stage once central seed funding for such an allowance has been approved within the framework of the 43 C/5 Programme and Budget.

Strategic Aim 3: Adapt for the future

6. To enhance operational agility, HRM is advancing key reforms, including HR IT streamlining, expanded parental leave, standardized short-term assignments, and extended health coverage for Field-based service contract holders [cf. **222 EX/4.IV.B on ‘Use of affiliate personnel’**].

- The **Human Resources Information Technology (HRIT) Streamlining** Project (Core HR+) aimed at enhancing the effectiveness of key HR functions – recruitment, onboarding, performance management, and learning and development – is advancing on schedule. As of June 2025, process mapping is nearly complete across all areas and development of detailed training workbooks is well underway. System enhancements will be rolled out in phases from September to December 2025. The updated performance management module will be available from January 2026. To ensure smooth implementation, targeted communications and learning resources are being developed in parallel to support organizational readiness.
- The new **Parental Leave Policy**, including amendments to the Staff Rules, has been approved by the Director-General and will be published following the adoption of the 43 C/5 Draft Programme and Budget. This includes a proposal for a central starter fund to partially offset backfilling costs, supporting temporary coverage and promoting a more inclusive work environment by removing barriers and neutralizing the stigma associated with taking parental leave. Pending its publication, transitional measures introduced in January 2023 will remain in effect.
- HRM is finalizing standard operating procedures to establish a consistent, cost-neutral framework for **Short-Term Assignments**. The initiative aims to harmonize practices, clarify roles for staff and managers, and enhance organizational agility – particularly for deployment of staff members in surge capacity. A pilot rollout is planned before end-2025, pending completion of internal consultations.

Strategic Aim 4: Attain better Results & Impact

7. HRM continues to advance initiatives in mental health, occupational wellbeing, and professional career growth, fostering resilience, strengthening staff capabilities, and promoting a positive and enabling workplace culture.

- As part of the **UN-wide Mental Health and Wellbeing Strategy**, UNESCO is addressing organizational gaps and strengthening staff support through: (i) a comprehensive mapping exercise to inform an action plan aligned with the 12 performance indicators of the UN Mental Health Strategy Scorecard, (ii) new draft guidelines for managers and staff on a “*Return to Work after Extended Sick Leave*” are undergoing consultations, (iii) Monthly Wellbeing Webinars launched in April 2025, open to all staff, (iv) a new intranet page offering access to services, field-specific resources, a self-care toolbox, and mental health literacy tools and (v) short-term counselling services procured for personnel in hardship and high-risk duty stations, delivered by an experienced external provider. Due to budget constraints, broader occupational health initiatives are on hold. However, ergonomic health remains a priority: the Occupational Health Service continues to offer in-person and remote assessments and is exploring in-house training on musculoskeletal health.
- HRM continues to advance **learning & career development** through a range of targeted initiatives: (i) the 360° feedback exercise, aimed at strengthening leadership and accountability, saw 14 additional completions, assessing 15 core management behaviours (ii) a new Induction Programme, combining in-person and virtual sessions, reached 381 new staff members worldwide (iii) tailored induction and mentoring programmes were delivered for Young Professionals (YPPs), Junior Professional Officers (JPOs) and interns (iv) *LinkedIn Learning* was introduced in support of continuous learning for YPPs, JPOs, and National Professional Officers (v) in partnership with Harvard Kennedy School’s Center for International Development, eight students were placed across five field offices and category 1 institutes during summer 2025 (vi) 209 participants, 66% of whom were UNESCO staff and affiliated personnel, took part in the Language Learning Programme. HRM also coordinated registration, and screening for the annual UN Language Proficiency Examination, with some 30 UNESCO staff expected to be convoked and (vii) UNESCO participated in the inaugural UN Interagency Career Week in June 2025, hosting two sessions with nearly 1,000 system-wide participants. Over 350 UNESCO personnel engaged in sessions offered by 20 UN entities.

Part II: Proposed amendments to Staff Regulations 4.4.1 and new Staff Regulation 4.4.3 on the roster approach to recruitment

8. The purpose of this section is to provide advance information to the Executive Board regarding proposed amendments to the Staff Regulations, which will be presented for endorsement to the General Conference at its 43rd session under document 43 C/42.

9. The proposed amendments to Staff Regulations are designed to support the implementation of Aims 1 and 2 of the HR Strategy for 2023-2027. Specifically, these amendments aim to enhance the quality and efficiency of the recruitment process by establishing and expanding rosters of high potential candidates.

10. The roster approach has demonstrated benefits within the United Nations common system by pre-selecting and qualifying candidates, reducing the time required to fill vacancies and ensuring that positions are staffed promptly, which is especially vital for critical roles and in time-sensitive situations.

11. The roster approach would ensure that all candidates are assessed against uniform criteria, fostering transparency, equity and fairness in a competitive recruitment process. The adoption of a roster approach would strengthen workforce planning and enhance operational agility by maintaining a pool of qualified candidates who can be rapidly deployed across various duty stations as needs arise. In addition, this approach also aligns with the principles of efficiency and diversity by proactively building rosters of qualified candidates.

12. Rosters may be established for International Professional and General Service positions through advertisement of generic or specific vacancy notices open to both internal and external

candidates. Following a competitive recruitment process, qualified candidates are placed on a roster for consideration for future vacancies.

13. The implementation of the roster approach requires an amendment to Staff Regulation 4.4.1 and a new Staff Regulation 4.4.3, as follows:

Chapter IV Appointment, Promotion and Transfer of UNESCO Staff Regulations and Staff Rules

Regulation 4.4.1.

“Recruitment and appointments shall be made on a competitive basis following formal advertisement of ~~the vacant~~ posts for a minimum of one month. Subject to the provisions of Regulation 4.2., 4.3. and 4.3.1, and without prejudice to the recruitment, at all levels, of fresh talent, staff members (and former staff members with at least one year’s service, separated during the previous two years owing to the abolition of posts) shall be given priority of consideration for ~~vacant~~ posts, on the basis of equal competence. Next priority, with regard to advertised posts, shall be given, subject to reciprocity, to applicants already in the service of the United Nations and other Specialized Agencies, on the basis of equal competence”.

Regulation 4.4.3 (NEW)

“Without prejudice to Staff Regulation 4.4.1, keeping in mind the importance of transparent recruitment open to all candidates, the Director-General may limit eligibility for specific posts to roster candidates who have been subject to a competitive process.”

Proposed draft decision

14. In light of the above, the Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling 221 EX/Decision 5.III.A,
2. Having examined document 222 EX/4.IV.A Parts I and II,
3. Takes note of the progress made in implementing the Human Resources Strategy for 2023–2027, and encourages continued efforts, while noting that certain initiatives planned for 2026 and beyond remain contingent on available funding and resources;
4. Also takes note of the proposed amendments to the Staff Regulations and Staff Rules in the context of the roster approach to recruitment as outlined in Part II of document 222 EX/4.IV.A,
5. Decides to submit to the General Conference the following proposed amendments to Staff Regulation 4.4.1 and a new Staff Regulation 4.4.3 (amendments ***in bold italic***):

Regulation 4.4.1.

*“Recruitment and appointments shall be made on a competitive basis following formal advertisement of ***the vacant*** posts for a minimum of one month. Subject to the provisions of Regulations 4.2, 4.3 and 4.3.1, and without prejudice to the recruitment, at all levels, of fresh talent, staff members (and former staff members with at least one year’s service, separated during the previous two years owing to the abolition of posts) shall be given priority of consideration for ***vacant*** posts, on the basis of equal competence. Next priority,*

with regard to advertised posts, shall be given, subject to reciprocity, to applicants already in the service of the United Nations and other Specialized Agencies, on the basis of equal competence

Regulation 4.4.3 (NEW)

“Without prejudice to Staff Regulation 4.4.1, keeping in mind the importance of transparent recruitment open to all candidates, the Director-General may limit eligibility for specific posts to roster candidates who have been subject to a competitive process.”

6. Requests the Director-General to include in the document on the Human Resources Strategy 2023-2027, to be submitted to the General Conference at its 43rd session, the proposal presented to the 220th session of the Executive Board to consider transitioning to annual reporting as from its 224th session.

ANNEX I

HUMAN RESOURCES STRATEGY FOR 2023-2027: ROADMAP FOR IMPLEMENTATION

SCORES:		Achieved	On Track/Moving forward	Not yet achieved	Future phase	Status as at June 2025	43 C/5 budget implications															
ACTION	TARGET	2023	2024				2025				2026				2027							
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
AIM 1 - Key Objective 1. Develop a talented & qualified workforce that can deliver the UNESCO mandate effectively.																						
1. Systematic workforce planning with Sectors	T.1: Workforce planning guidelines issued and communicated to Sectors & Field Offices.																					
	T.2: HR Plans for Programme & Support Sectors including PAX (Field Coordination) in place (C/5 preparation).																					
2. Deliver an effective recruitment and outreach strategy	T.1: Increase in % of applicants from non- and under-represented countries prescreened.																					
	T.2: 75% of all positions meeting the target timeline of 130 days.																					
	T.3: UNESCO Careers website available in at least one other official language.																					
3. Establish in-house talent pools including leadership pools	T.1: Talent pool/roster approach for Field Directors/Heads defined.																					
	T.2: Talent pool/roster approach for Field Directors/Heads implemented.																					
4. Develop 3 key/critical training programmes for upskilling the workforce	T.1.: Minimum 2 soft skills programmes delivered per year.																					
	T.2: average of 80% satisfaction rating amongst participants successfully completing the programmes.																					
5. Update learning policy	T.1: Guidelines and updated Learning Policy communicated to Personnel.																					
	T.2: Target of 10% increase from respondents to 2024 Employee Engagement Survey expressing satisfaction with learning & development opportunities, as compared to 2021 survey.																					
	T.3: A further 10% increase from respondents to 2026 Employee Engagement Survey, as compared to 2024 survey.																					
6. Develop a comprehensive induction and onboarding programme, consistent across the Organization	T.1: Induction Framework for all personnel in place.																					
	T.2: 80% of staff reporting satisfaction.																					
7. Introduce improvements in an employee's career experience: applying at UNESCO, joining the Organization, when moving within UNESCO, and upon separation.	T.1: Onboarding: 80 % of polled staff reporting a positive experience.																					
	T.2: Inboarding: 80 % of Staff satisfaction with handling of benefits and entitlements.																					
	T.3: Offboarding: 60 % of Staff completing the Exit Survey.																					
	T.4: 80 % of staff satisfied with offboarding experience.																					

SCORES:		Achieved	On Track/Moving forward	Not yet achieved	Future phase	Status as at June 2025	43 C/5 budget implications															
ACTION	TARGET	2024				2025				2026				2027								
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
AIM 2 - Key Objective 1. Identify & address challenges to achieving equitable geographical distribution.																						
1. Fully implement all measures outlined in the 41 C/Res.64;	T.1: Action plan developed & implemented.				●																	
	T.2: Detailed Annual report on geographical distribution including progress on measures implemented				●			●									●					
2. Ensure direct targeted outreach to increase the diversity of candidates from non- and under- represented Member States [diversity targets];	T.1: at least 30% of applicants to P/D posts from non- and under-represented countries.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●						
	T.2: at least 3 Global Webinars per year.				●				●				●			●						
3. Maximize the use of digital tools for better outreach;	T.1: Increase in N° of views per year.				●				●				●			●						
4. Establish formal talent pools of high potential candidates;	T.1: Talent pools expanded to other positions based on generic profiles.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●						
5. Assess the implementation of the Mid-level Professional Programme (MLPP) pilot exercise and expand its implementation accordingly;	T.1: Implementation of MLPP Programme each biennium & N° of positions filled (subject to identification of available posts).				●								●									
6. Address career development issues with regard to the Young Professionals Programme.	T.1: Dedicated Career Support Programme for YPPs institutionalized.					●																
	T.2.: 80% satisfaction rate of YPPs with their career development opportunities (via annual pulse surveys).												●		●	●						
AIM 2 - Key Objective 2. Foster an Organizational culture that respects and enables inclusion, equity and diversity.																						
7. Develop an Action Plan on gender parity for all levels of staff;	T.1 Action Plan developed and implemented.				●																	
	T.2 Detailed Annual report on gender parity.				●					●			●			●						
8. Ensure inclusion by critically reviewing/updating policies, procedures and processes for institutional biases;	T.1: Two policies/practices reviewed per year.				●								●			●						
	T.2.:Updated policy on Employment of Persons with Disabilities issued and widely communicated.									●												
	T.3: Overall diversity charter developed.													●								
9. Identify and address barriers to effective participation/accessibility of targeted groups of staff in the work of UNESCO;	T.1: Diversity principles & unconscious bias trainings institutionalized.									●												
	T.2: At least 60% of personnel trained by end 2027.							●	●	●	●	●	●	●	●	●						
	T.3: Revised internship programme implemented.				●																	
	T.4: N° interns from non- and under-represented Member States increased by at least 10%.					●	●	●	●	●	●	●	●	●	●	●						
	T.5:Guidelines on Reasonable Accommodation issued and widely communicated.												●									
10. Review, update, and mainstream the UNESCO Competency Framework, including the core values.	T.1: UNESCO Competency Framework developed and implemented (subject to the provision of resources).														●							

SCORES:

Achieved

On Track/Moving forward

Not yet achieved

Future phase

Status as at June 2025

43 C/5 budget implications

ACTION	TARGET	2024				2025				2026				2027			
		Q1	Q2	Q3	Q4												
		2	0	2	3	2	0	2	3	2	0	2	3	2	0	2	3
AIM 3 - Key Objective 1. Improve the agility & flexibility of the Organization.																	
1. Develop a transparent selection process for emergency and post-crisis situations;	T.1: Deployment process in place for emergency & post crisis situations.																
2. Develop a pilot programme for decentralization of HR expertise and processes as part of the implementation of UNESCO's field network reform;	T.1: Core HR processes reviewed and table of delegated authorities issued.																
3. Strengthen career development opportunities for National Professional staff	T.1: Increase in N° of NPOs promoted to International Professional positions.																
	T.2: 10% annual increase in participation of NPOs in career development programmes.																
	T.3: 80% satisfaction rate of NPOs with their career development (as evidenced through the Employee Engagement Survey).																
4. Review and update contractual frameworks for more flexibility and alignment with the present & future workforce;	T.1: Guidelines issued (as part of workforce planning guidance) and widely communicated.																
	T.2: Implementation of the accepted JIU Recommendations (subject to funding).																
5. Identify and upscale on smarter, more agile ways of working;	T.1: Review of Flexible Working Arrangements Policy.																
	T.2.: Implementation of accepted JIU recommendations on FWA.																
	T.3: Guidelines & info. Sessions communicated to staff.																
6. Implement measures to make UNESCO a more flexible and family-friendly Organization.	T.1: Parental leave framework developed and implemented.																
	T.2.: Daily time-off for lactating parents policy elaborated and implemented.																
	T.3.: Global Medical Insurance scheme in place for Service Contractors in the Field.																
	T.4: Review and development of approach for spousal employment opportunities.																

ACTION	TARGET	2024				2025				2026				2027					
		Q1	Q2	Q3	Q4														
AIM 3 - Key Objective 2. Strong HR Structures & Partnerships to better assist managers and personnel to improve performance and operations.																			
7. Undertake functional review of HR functions by end 2023;	T.1: Decentralized HR functions & delegated HR authorities consistent across the regions defined.				●														
	T.2: Updated Table of Delegated HR authorities issued & fully implemented.												●						
8. Align HR structures to business needs, taking into account the field reform;	T.1: HR structure in place that is fit for purpose and contributes to supporting field network reorganization.			●															
	T.2: Each Regional Platform to include one HR Business Partner (BP) (43 C/5).										●	●	●	●	●	●	●		
9. Explore designation of HR business partners in programme sectors;	T.1: HR Business Partner model developed.										●								
	T.2: Each Sector to have at least one HR BP (43 C/5).											●	●	●	●	●	●		
10. Position HR partnerships (external expertise) to complement the workforce in implementing UNESCO's mandate.	T.1: Maintain & increase level of HR partnerships, including Partnerships with new donors.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
	T.2: Guidelines on HR Partnerships for Managers updated and widely communicated.											●							
AIM 3 - Key Objective 3. Enhanced HR Systems to improve the efficiency and effectiveness of HR processes																			
11. Identify and implement digital solutions for HR processes in line with UNESCO's IT Strategy;	T.1: Harmonization of HR systems, applications and platforms and improved efficiency of HR processes.															●	●	●	●
12. Develop SOPs for common procedures and processes to ensure consistent application of regulations;	T.1: Mapping of HR SOPs, identification of improvements required and plan developed for updates.				●	●	●	●											
	T.2: SOPs developed & finalized for each paper-based workflow moved to system.															●	●	●	●
13. Increased communication of HR policies and processes using digital solutions.	T.1: Target of 10% increase from respondents to 2024 Employee Engagement Survey expressing satisfaction that information is shared openly and honestly, and a further 10% increase in 2026 Survey.				●														
	T.2: On-line info./sessions systematically implemented for each new or revised policy.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
	T.3: Interactive/dynamic dashboards using data visualization software in place for stakeholders in line with business needs.																●		

SCORES:

Achieved

On Track/Moving forward

Not yet achieved

Future phase

Status as at June 2025

43 C/5 budget implications

ACTION	TARGET	2024				2025				2026				2027			
		Q1	Q2	Q3	Q4												
AIM 4 - Key Objective 1. Safe and Healthy work environment																	
1. Develop and implement an employee wellbeing framework focusing on occupational health and safety and accountability including prevention measures to address key mental health risks;	T.1: UNESCO's overall Occupational Health & Safety Framework developed by 2026, including Mental Health component by 2025 in line with UN Mental Health & Wellbeing Strategy.																
	T.2: Target of 10% increase from respondents to 2024 Employee Engagement Survey expressing satisfaction on wellbeing, as compared to 2021 survey.																
	T.3: A further 10% increase from respondents to 2026 Employee Engagement Survey, as compared to 2024 survey.																
2. Progressive transition of Medical Service to an Occupational Health Service [monitoring the health of the workforce, preventing work-related illness in the workplace by encouraging safe working practices, and monitoring and supporting the management of sick leave].	T.1: Framework & guidance for managers and staff developed and implemented.																
	T.1: Workforce Health Monitoring Prg. & reporting mechanisms in place.																
AIM 4 - Key Objective 2. Positive and constructive staff-supervisor relationships																	
3. Strengthen supervisors' management skills with a focus on managing remote/agile teams;	T.1: Increased number of supervisors participating in management training.																
	T.2: Target of 70% of managers supervising at least three staff members participating by end 2026.																
4. Expand 360-degree assessment and feedback for managers and implement relevant training (e.g. conflict mgmt.) based on feedback (2023);	T.1: 200 supervisors participating by end 2025.																
	T.2: Action plans included in Programme by 2026.																
	T.3.: 360° approach reviewed for potential integration in performance management process.																
5. Proactive support to managers and personnel, as and when necessary [mediation, early prevention/ conflict management];	T.1: Increase in N° of managers participating in conflict management training workshops.																
	T.2: Target of 10% increase from respondents to 2024 Employee Engagement Survey feel their managers deal effectively with conflict, as compared to 2021 survey.																
	T.3: A further 10% increase from respondents to 2026 Employee Engagement Survey, as compared to 2024 survey.																
6. Develop Code of Conduct for UNESCO staff [Ethics Office: lead].	T.1 Code of Conduct developed (2023) and proactively communicated.																

SCORES:

Achieved

On Track/Moving forward

Not yet achieved

Future phase

Status as at June 2025

43 C/5 budget implications

ACTION	TARGET	2024				2025				2026				2027			
		Q1	Q2	Q3	Q4												
		2	0	2	3	2	0	2	3	2	0	2	3	2	0	2	3
AIM 4 - Key Objective 3. Support career development																	
7. Training not just for the job you have but for the job you want!	T.1: Guidelines and updated Learning Policy communicated to Personnel.																
	T.2: Target of 10% increase from respondents to 2024 Employee Engagement Survey expressing satisfaction with learning & development opportunities, as compared to 2021 survey.																
	T.3: A further 10% increase from respondents to 2026 Employee Engagement Survey, as compared to 2024 survey.																
8. Develop an assessment and development process to ensure a rapid and inclusive identification of Heads of Field Offices, with emphasis on people mgmt. skills;	T.1: Assessment centre approach designed, deployed and evaluated, subject to resources.																
9. Refine the Functional Mobility Programme based on lessons learned from the Pilot (2022/23);	T.1: Functional mobility programme reviewed & revised to make it fit-for-purpose.																
10. Further improve the Geographical Mobility Programme vis-à-vis candidate experience/feedback (2023/2024);	T.1: Geographical Mobility Programme 2023/2024 reviewed and enhanced based on experience/feedback.																
	T.2: Increase in % of geographic moves from staff due to participate in the mobility programme.																
	T.3: Decrease in the % of IP staff having exceeded their Standard Duration of Assignment (SDA).																
11. Provide career development advice and support service to managers and employees;	T.1: Guidelines (STA) communicated to Sectors & Field Offices.																
	T.2: Increased number of STAs facilitated per biennium, with particular focus on locally recruited staff (all categories), subject to funding.																
	T.3: Annual reporting to Executive Board on N° of internal vs. external appointments.																
	T.1: Target of 10% increase from respondents to 2024 Employee Engagement Survey expressing satisfaction with available support to acquire skills and knowledge for career development, as compared to 2021 survey.																
	T.2: A further 10% increase from respondents to 2026 Employee Engagement Survey, as compared to 2024 survey.																
12. Develop Career Development Plan for Junior Professional Officers (JPOs), Young Professionals (YPs) and National Professional Officers (NPOs).	T.1: Development and implementation of the Framework.																
	T.2: Three career support and/or learning & development opportunities proposed per year.																

ANNEX II

STRATEGIC OVERVIEW OF KEY ACHIEVEMENTS AND INITIATIVES UNDERTAKEN TO DATE (JUNE 2025)

STRATEGIC AIM 1 - ATTRACT AND RETAIN TALENT AND EXPERTISE

Workforce Planning	<ul style="list-style-type: none"> - Dedicated unit established in HRM for Workforce Planning - Strategic guidelines developed and disseminated to Sectors/Bureaux and Field Offices
Recruitment & Outreach	<ul style="list-style-type: none"> - 20 appointments following the conclusion of the 2024 Young Professional Programme and Mid-Level Professional Programme - Increased outreach to under-represented and non-represented Member States through targeted webinars, career fairs, and direct engagement - Roster-based recruitment model developed to streamline recruitment process
Employee Career Experience	<ul style="list-style-type: none"> - Enhanced onboarding, in-boarding and off-boarding organizational structure for enhanced employee experience - Pulse surveys conducted to gauge employee satisfaction at each stage of career lifecycle
Culture of accountability	<ul style="list-style-type: none"> - Mandatory performance objective introduced for supervisors - Performance management curriculum developed and delivered including a series of thematic workshops

STRATEGIC AIM 2 - PROMOTE INCLUSION & DIVERSITY BY ACHIEVING IN PARTICULAR AN EQUITABLE GEOGRAPHICAL DISTRIBUTION & GENDER BALANCE

Geographical Distribution	<ul style="list-style-type: none"> - Progress made towards 85% target of Member States represented - Detailed annual reporting: 220 EX/5.IV.B - Monthly geographical distribution report expanded: Member States Portal
Gender Balance	<ul style="list-style-type: none"> - Average rate of representation of women in the international professional category remains constant at 57%, higher than the average rate in the UN system
Disability Inclusion	<ul style="list-style-type: none"> - Draft guidelines on reasonable accommodation developed - Policy on the Employment of Persons with Disabilities being updated - Launch of accessibility audits ongoing - Focal points designated across Sectors/Bureaux and Field Offices - Awareness and training initiatives being launched
Internships	<ul style="list-style-type: none"> - Revised policy developed in line with JIU recommendations
Employee Engagement	<ul style="list-style-type: none"> - 2024 Employee Engagement Survey conducted with a 50% response rate (+ 450 increase from the 2021 Survey) - New questions incorporated on self-identification for disability

STRATEGIC AIM 3 – ADAPT FOR THE FUTURE

Parental Leave Policy	<ul style="list-style-type: none"> - New parental leave framework developed to replace the current policies on maternity, paternity and adoption leave and special leave with pay for breastfeeding purposes. - Transitional measures adopted and communicated pending promulgation of parental leave policy
Digital Transformation	<ul style="list-style-type: none"> - Core HR+ project launched to streamline recruitment, onboarding, performance and learning systems - New HR Dashboards under development for Member States - Participation in Inter-agency A.I. chatbot (UNifyHR) pilot project for HR policy benchmarking
Short-Term Assignments Framework	<ul style="list-style-type: none"> - Standard Operating Procedures developed to enhance agility and staff development
HR Partnerships	<ul style="list-style-type: none"> - Increased focus on HR Partnerships as a valuable complement to in-house talent

STRATEGIC AIM 4 – ATTAIN BETTER RESULTS & IMPACT

Mental Health & Wellbeing	<ul style="list-style-type: none"> - New Project Manager (temporary) onboarded in 2025 - UNESCO's action plan for MH&WB Strategy developed and aligned with the UN-wide framework; first Scorecard completed. - Monthly webinars on MH & WB and a dedicated Intranet site launched - Counselling services provided for personnel in hardship duty stations - Draft framework on periodic medical examinations and return to work after extended sick leave developed
Medical Benefits	<ul style="list-style-type: none"> - Revision of the Medical Benefits Fund reimbursement rates; streamlining processes and increasing reimbursement rates in particular in the promotion of preventative measures.
Career Development	<ul style="list-style-type: none"> - Expanded 360° feedback for managers, with integration into the People Management Programme with over 200 supervisors participating - Supported career development through CV workshops, induction sessions, and tailored support for young professionals, junior professional officers and interns - Third managed mobility exercise conducted with 29 reassignments of which 8 staff promoted to higher level positions
Language Learning	<ul style="list-style-type: none"> - Over 600 staff participated in UN language classes; UN proficiency exams administered.

ANNEX III

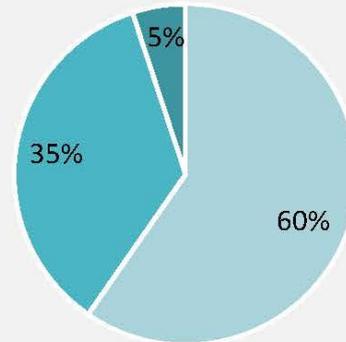
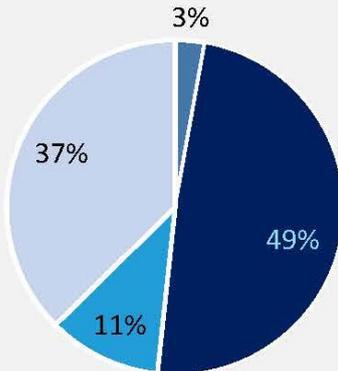
UNESCO WORKFORCE AT A GLANCE - June 2025

5703 PERSONNEL AT UNESCO

2575 Staff Members
45%* of total workforce

3128 Affiliate Personnel
55%* of total workforce

*The percentage figures are rounded in this report.



- Director & above level Staff (D+) : 73
- International Professional Staff (P) : 1258
- National Professional Officers (NPO) : 281
- General Service Staff (GS) : 963

- Consultants: 1865
- Service Contracts: 1106
- Loans, Stand-By-Personnel, Short-Term Contracts, UN Volunteers & Sponsored Trainees: 157

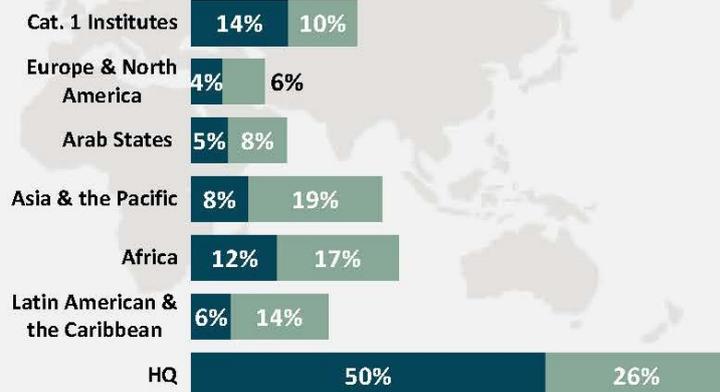
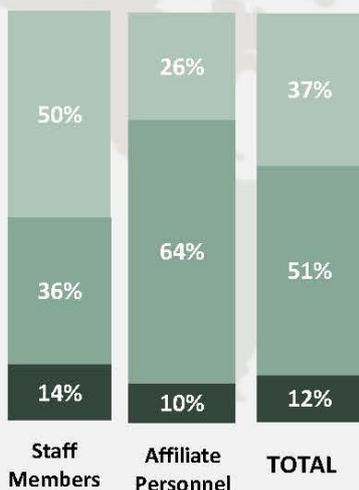
Staff Members: Fixed-Term Contracts, Temporary Appointments, Junior Professional Officers, Project Appointments & Secondments. Staff on Leave Without Pay are not included.

Affiliate Workforce: Consultants, Service Contracts, Short-Term contracts for free-lance interpreters and translators, Loans, Short-term contracts, Stand-By-Personnel, UNV & Sponsored Trainees.

WORLDWIDE PRESENCE

- HQ
- Field Offices
- Cat. 1 Institutes

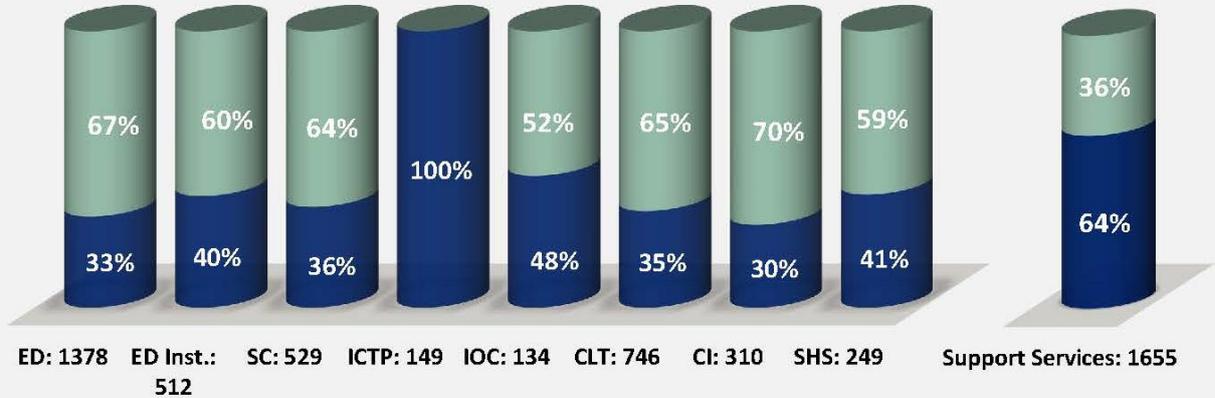
- Staff Members
- Affiliate Workforce



WORKFORCE BY SECTOR*

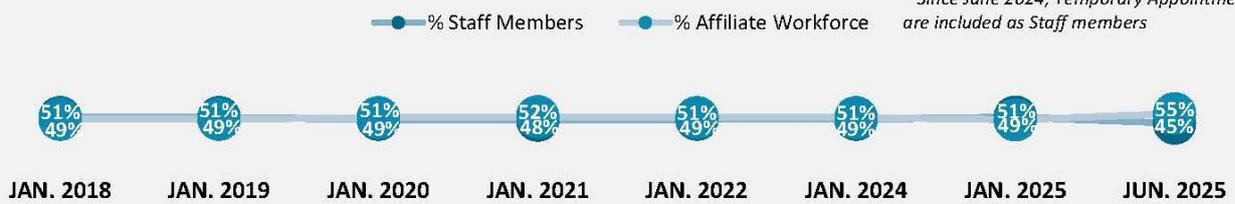
* Staff Members or Affiliate Workforce in Brasilia National Office (UBO) are not included.

- Staff Members
- Affiliate Workforce



EVOLUTION OF THE WORKFORCE SINCE JANUARY 2018*

* Since June 2024, Temporary Appointments are included as Staff members

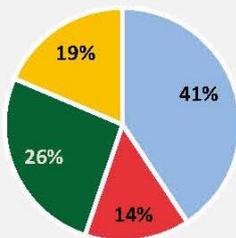


DIVERSITY

2575 STAFF MEMBERS FROM 170 NATIONALITIES

GEOGRAPHICAL DISTRIBUTION

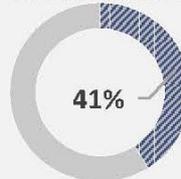
194 Member States of which 81% are represented
[Geographical Professional posts only]



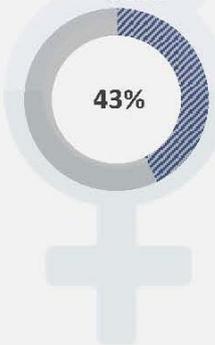
- Normally represented (79 Member States)
- Over-represented (28 Member States)
- Under-represented (51 Member States)
- Non-represented (36 Member States)

GENDER PARITY

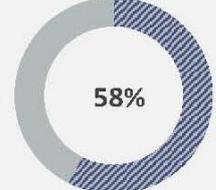
Women Directors & Above Level

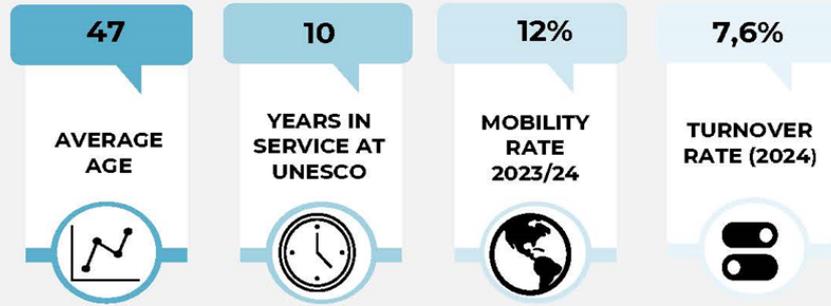


P-5 Level Women Staff



Women UNESCO Staff





FUNDING SOURCE

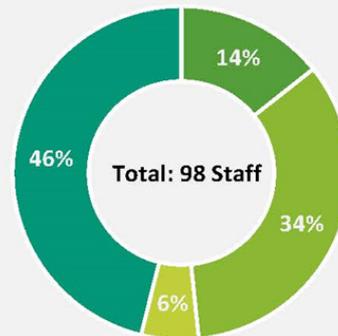
1596 Staff on Regular Budget



979 Staff on Voluntary Funding

ANTICIPATED RETIREMENTS OF STAFF ON ESTABLISHED POSTS BETWEEN 2025 & 2027

- Director & above level Staff (D+): 13
- International Professional Staff (P): 31
- National Professional Officers (NPO): 5
- General Service Staff (GS): 42



For more detailed information, please refer to [the Key Data on UNESCO Personnel](#).



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United Nations
Educational, Scientific
and Cultural Organization

222 EX/4.IV.A Corr.

Executive Board

Two hundred and twenty-second session

PARIS, 17 September 2025
English only

Item 4 of the provisional agenda

FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS

PART IV

HUMAN RESOURCES ISSUES

A. Human Resources Strategy for 2023-2027

CORRIGENDUM

Paragraph 5 of the proposed draft decision contained in paragraph 14 should read as follows:

5. Decides to submit to the General Conference the following proposed amendments to Staff Regulation 4.4.1 and a new Staff Regulation 4.4.3 (amendments *in bold italic*):

Regulation 4.4.1.

“Recruitment and appointments shall be made on a competitive basis following formal advertisement of ~~the vacant~~ posts for a minimum of one month. Subject to the provisions of Regulations 4.2, 4.3 and 4.3.1, and without prejudice to the recruitment, at all levels, of fresh talent, staff members (and former staff members with at least one year’s service, separated during the previous two years owing to the abolition of posts) shall be given priority of consideration for ~~vacant~~ posts, on the basis of equal competence. Next priority, with regard to advertised posts, shall be given, subject to reciprocity, to applicants already in the service of the United Nations and other Specialized Agencies, on the basis of equal competence

Regulation 4.4.3 (NEW)

“Without prejudice to Staff Regulation 4.4.1, keeping in mind the importance of transparent recruitment open to all candidates, the Director-General may limit eligibility for specific posts to roster candidates who have been subject to a competitive process.”





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United Nations
Educational, Scientific
and Cultural Organization

222 EX/4.IV.A Corr.2

Executive Board

Two hundred and twenty-second session

PARIS, 6 October 2025
Arabic, Chinese, English, Russian
and Spanish only

Item 4 of the provisional agenda

FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS

PART IV

HUMAN RESOURCES ISSUES

A. Human Resources Strategy for 2023-2027

CORRIGENDUM 2

The proposed draft decision contained in paragraph 14 should read as follows:

Proposed draft decision

14. In light of the above, the Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling 221 EX/Decision 5.III.A,
2. Having examined document 222 EX/4.IV.A Parts I and II,
3. Takes note of the progress made in implementing the Human Resources Strategy for 2023–2027, and encourages continued efforts, while noting that certain initiatives planned for 2026 and beyond remain contingent on available funding and resources;
4. Also takes note of the proposed amendments to the Staff Regulations and Staff Rules in the context of the roster approach to recruitment as outlined in Part II of document 222 EX/4.IV.A,
5. Decides to submit to the General Conference the following proposed amendments to Staff Regulation 4.4.1 and a new Staff Regulation 4.4.3 (amendments ***in bold italic***):



Job: 2500961E

Regulation 4.4.1.

“Recruitment and appointments shall be made on a competitive basis following formal advertisement of ~~the vacant~~ posts for a minimum of one month. Subject to the provisions of Regulations 4.2, 4.3 and 4.3.1, and without prejudice to the recruitment, at all levels, of fresh talent, staff members (and former staff members with at least one year’s service, separated during the previous two years owing to the abolition of posts) shall be given priority of consideration for ~~vacant~~ posts, on the basis of equal competence. Next priority, with regard to advertised posts, shall be given, subject to reciprocity, to applicants already in the service of the United Nations and other Specialized Agencies, on the basis of equal competence

Regulation 4.4.3 (NEW)

“Without prejudice to Staff Regulation 4.4.1, keeping in mind the importance of transparent recruitment open to all candidates, the Director-General may limit eligibility for specific posts to roster candidates who have been subject to a competitive process.”

6. Requests the Director-General to include in the document on the Human Resources Strategy 2023-2027, to be submitted to the General Conference at its 43rd session, the proposal presented at the 221st session of the Executive Board to consider transitioning to annual reporting as from its 224th session.
7. Having considered the proposals outlined in document 222 EX.4.IV.A. INF.2 regarding the recommendations of the International Civil Service Commission (ICSC) on the results of the salary survey for staff in the General Service and related categories (GS) carried out in Paris in October 2024, and having noted ICSC’s recommendation to freeze the existing GS salary scales at their current levels until the 3.5% gap between internal and external salaries has been eliminated by the application of future annual salary reviews,
8. Authorizes the Director-General:
 - (a) to introduce revised annual allowances of €6,198 for a dependent spouse, €4,518 for a dependent child, €9,012 for the first dependent child of staff members without a spouse and €390 for a secondary dependant (for those staff members in receipt of the allowance prior to 1 January 1990), effective 1 October 2025;
 - (b) to maintain the language allowances at their current level until the gap between the internal and external salaries has been eliminated.