



General Assembly

Distr.: General
5 February 2025

Original: English

Seventy-ninth session

Agenda item 144

Human resources management

Composition of the Secretariat: staff demographics

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered an advance version of the report of the Secretary-General on the composition of the Secretariat: staff demographics ([A/79/584](#)). During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses dated 13 December 2024.

2. The report of the Secretary-General covers the period from 1 January and 31 December 2023, with information on five-year trends and progress made in the geographical, gender and age composition of the staff workforce, and is submitted pursuant to General Assembly resolution [77/278](#). The report is supplemented by the United Nations Secretariat Workforce Portal, which was launched for all Member States in 2023 and offers a range of up-to-date workforce data, including on the representation status of Member States under the system of desirable ranges, and retirement forecasts by nationality. **The Advisory Committee welcomes the fact that the United Nations Secretariat Workforce Portal provides up-to-date workforce data on a range of human resources-related matters, including historical and up-to-date information on the status of the desirable ranges of Member States. The Committee recalls that the General Assembly requested the Secretary-General to improve information contained in the Portal, in particular to merge data contained in the list of staff into the staff analysis dashboard (see resolution [79/257](#), para. 65), and looks forward to an update thereon in the context of the next report on the composition of the Secretariat: staff demographics.**



Overview

3. The Advisory Committee provides its observations and recommendations in section II of the present report on the matters summarized below, which are further described in detail in the report of the Secretary-General:

(a) The workforce of the Secretariat, excluding 10,627 non-staff full-time equivalency individuals, comprised 36,757 staff members as at 31 December 2023, from 190¹ Member States, representing a net reduction of 34 staff compared with 2022, resulting from, among other factors, temporary hiring restrictions for regular budget posts, the closure of the United Nations Multidimensional Integrated Stabilization Mission in Mali (a reduction of 627 staff) and reductions in the International Residual Mechanism for Criminal Tribunals (a reduction of 109 staff), offset by recruitments for extrabudgetary-funded posts (an increase of 310 staff), including the Office for the Coordination of Humanitarian Affairs (an increase of 157 staff) and the Office of the United Nations High Commissioner for Human Rights (an increase of 117 staff) from 2022 to 2023, as well as the transition of the resident coordinator system into the Secretariat, beginning in 2019;

(b) Equitable geographical distribution statistics between 2019 and 2023 showed a decrease of unrepresented Member States from 22 to 21 and an increase of underrepresented Member States from 34 to 39, with efforts for these Member States to reach within-range representation status remaining a work in progress;

(c) A total of 33 per cent of geographical posts between 2019 and 2023 were filled with nationals from unrepresented and underrepresented Member States by way of external recruitments, with increased percentages expected in the future as a result of the purposeful partnerships initiative aimed at attracting qualified candidates, the ongoing transformation of the current staff selection system (staff selection 2.0) and the addition of 1,289 geographical posts, effective 1 January 2024, to the system of desirable ranges pursuant to General Assembly resolution [77/278](#);

(d) Gender statistics for all Secretariat staff show that, as at 31 December 2023, 55.2 per cent were men and 44.8 per cent were women, representing a decrease of 5.0 per cent men and an increase of 15.1 per cent women compared with 2019. At the P-5 level and above, in 2021 there were 57.8 per cent men and 42.2 per cent women, and in 2023 there were 55.2 per cent men and 44.8 per cent women. In peacekeeping operations, special political missions and other political presences, in 2019 there were 71 per cent men and 29 per cent women, and in 2023 there were 67.1 per cent men and 32.9 per cent women. At the P-5 level and above, as at 31 December 2023, there were 64.2 per cent men and 35.8 per cent women;

(e) An analysis of age composition shows that, while the number of recruitments of younger staff has increased over the past five years, the average age of staff has increased to 47.3 years, owing mostly to a retention rate of 92.2 per cent and the increase in the mandatory age of separation from 62 years to 65 years, implemented as from 1 January 2018 (see General Assembly resolution [72/254](#)).

4. The present report of the Advisory Committee is complementary to its report on the overview of human resources management reform for the period 2023–2024 ([A/79/745](#))² and its report on gratis personnel, retired staff, consultants, individual contractors and United Nations Volunteers ([A/79/748](#)), in which the Committee provides further observations and recommendations on a range of matters, some of which are also addressed in the paragraphs below.

¹ Of a total of 193 Member States, 3 did not have a staff member at the Secretariat.

² On the report of the Secretary-General on the overview of human resources management reform for the period 2023–2024 ([A/79/566](#)).

II. Observations and recommendations of the Advisory Committee

A. Staff demographics

5. Detailed information on staff demographics is provided in section II of the report of the Secretary-General, indicating that, as at 31 December 2023, the total workforce of the Secretariat comprised 47,384 individual staff members and non-staff full-time equivalency individuals, as follows:

- (a) 36,757 individual staff members, comprising:
 - (i) 33,553 staff members (91.3 per cent) performing functions in support of regular and continuing activities with a medium-term or continuing nature, with 24,437 staff members (66.5 per cent) on fixed-term appointments and 9,116 staff members (24.8 per cent) on a continuing or permanent appointment;
 - (ii) 2,287 temporary appointment staff members (6.2 per cent) performing functions of a short-term nature;
 - (iii) 917 temporary assistance staff members (2.5 per cent) performing when-required meeting assistance functions at times of peak workload and not included in the present demographic analysis but covered in the report on the pattern of conferences of the Secretary-General;

(b) 10,627 non-staff full-time equivalency individuals, comprising 4,125 individual contractors, 3,172 United Nations Volunteers and 3,121 consultants.

6. The Secretary-General indicates in his report that, given the decrease in the number of staff with continuing or permanent appointments, the percentage of staff with fixed-term and temporary appointments increased by 7.3 per cent (1,660 staff) from 2019 to 2023 and by 1.9 per cent (473 staff) from 2022 to 2023. In addition, the number of staff holding a temporary appointment increased by 3.2 per cent (70 temporary staff) from 2019 to 2023 and by 1.9 per cent (42 temporary staff) from 2022 to 2023. Upon enquiry, the Advisory Committee was informed that the continuing appointment review for 2014 was concluded in September 2018 and that the review for 2015 was completed in March 2022. Furthermore, a one-time review for the years 2016 to 2021 was completed in 2023, and appointments were granted on 1 February 2024 (see [A/79/566](#), para. 81).

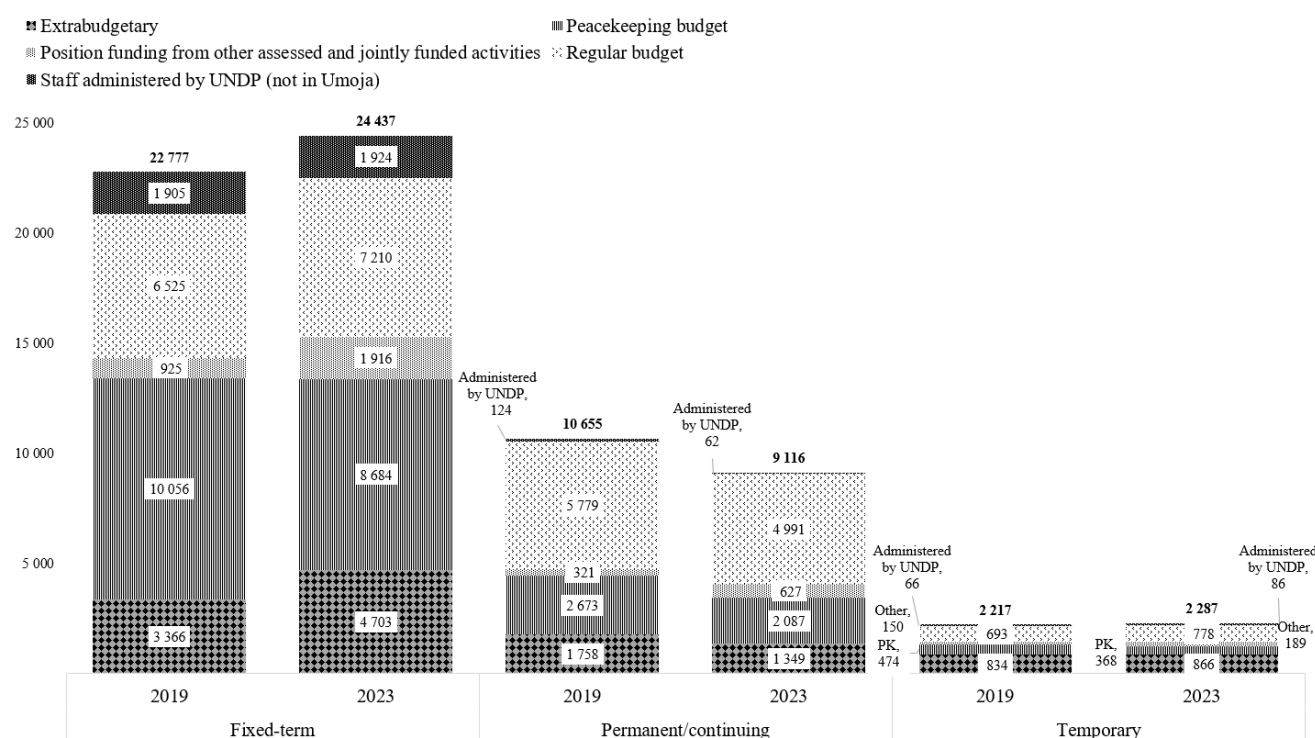
7. With regard to individuals employed under non-staff full-time equivalency (see para. 5 (b) above), the Secretary-General indicates in paragraph 17 of his report that most of the staff and non-staff workforce have been presented in the report, given that certain non-staff individuals had been normalized through the full-time equivalent methodology introduced in the report of the Secretary-General on gratis personnel, retired staff, consultants, individual contractors and United Nations Volunteers ([A/79/748](#), sects. III–IV). That methodology quantifies workload, with one full-time equivalency representing one non-staff full-time individual working a standard year, which is equivalent to full-time staff working a standard year. It is indicated in footnote 2 of the report of the Secretary-General on staff demographics that the staff workforce is presented as at 31 December 2023 and that the total workforce figure would be further refined in future reports. The Advisory Committee notes that total staff workforce information is provided as at 31 December, which does not allow for a comprehensive view on the number of staff on temporary appointments of a short-term nature. The Committee also notes that staff members on temporary meeting assistance functions are not included as part of the composition report on staff demographics. **The Advisory Committee sees merit in continuing to refine the presentation of total workforce information and encourages the Secretary-**

General to seek ways to expand the application of a full-time equivalency methodology to ensure a consistent, transparent and comprehensive presentation of all staffing resources, in particular through the application of the methodology for staff members on temporary appointments of a short-term nature and on appointments for temporary meeting assistance functions. The Committee further discusses the application of the full-time equivalency methodology for consultants and individual contractors in its related report (A/79/748).

8. The sources of funding of the 36,757 individual staff members of the Secretariat, as at 31 December 2023, are as follows: (a) regular budget: 13,525; (b) peacekeeping budget: 11,139; (c) extrabudgetary: 6,979;³ (d) funded from other assessed and jointly funded activities: 3,042; and (e) staff administered by the United Nations Development Programme (not in Umoja): 2,072 (A/79/584, annex, table 2.A). Upon enquiry, The Advisory Committee was provided with the information shown in figures I and II.

Figure I
Funding sources

(Number of staff)



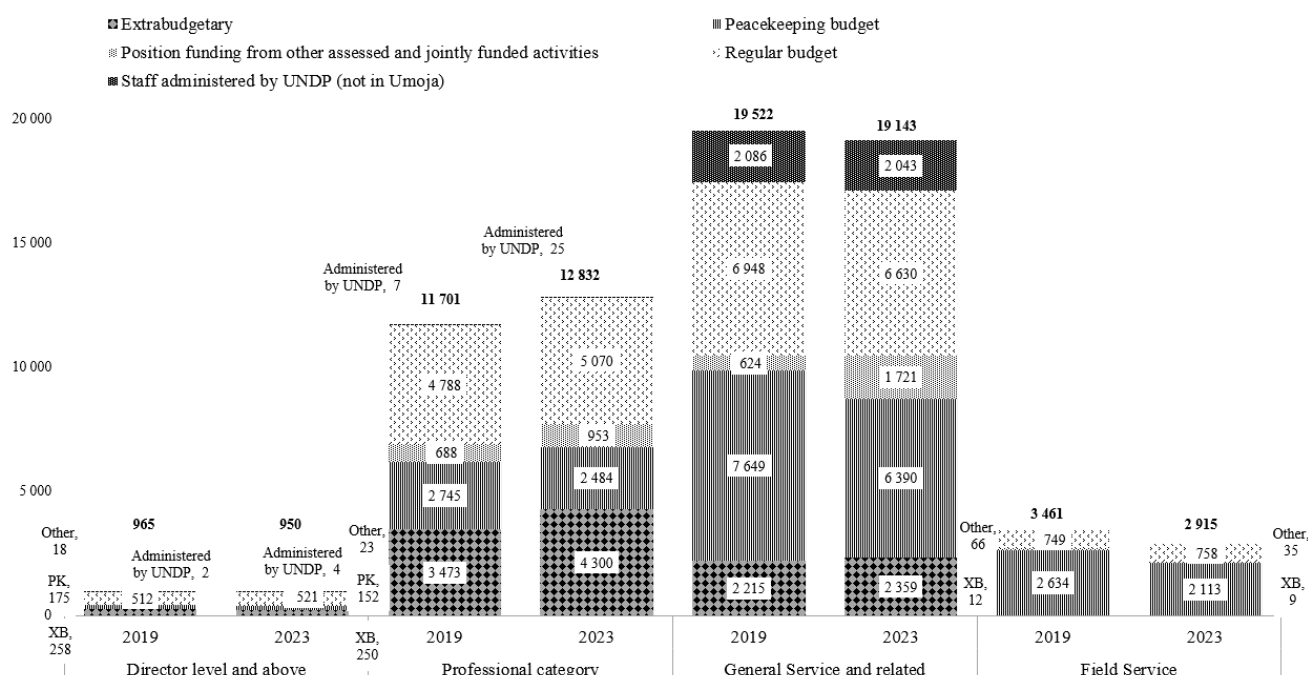
Note: A total of 35,840 Secretariat staff members as at 31 December 2023; 917 staff who provided temporary assistance for meetings on an as-needed basis are excluded.

Abbreviation: UNDP, United Nations Development Programme.

³ The Advisory Committee was informed, upon enquiry, that the number of staff members encumbering extrabudgetary positions at all levels had increased by 310, from 6,569 as at 31 December 2022 to 6,979 as at 31 December 2023.

Figure II
Funding sources by type of contract

(Number of staff)



Note: A total of 35,840 Secretariat staff members as at 31 December 2023; 917 staff who provided temporary assistance for meetings on an as-needed basis are excluded.

Abbreviation: UNDP, United Nations Development Programme.

9. The Advisory Committee trusts that more statistics and a trend analysis on staff members by funding source will be provided in future composition reports on staff demographics.

B. Equitable geographical distribution and equitable geographical representation

Equitable geographical distribution and the system of desirable ranges

10. Detailed information on the system of desirable ranges,⁴ including on the geographical composition of staff, is provided in section III of the report of the Secretary-General.

11. In its resolution 77/278, the General Assembly requested the Secretary-General to update the desirable ranges system in the Secretariat, with effect from 1 January 2024, incorporating the following changes: (a) to widen the posts subject to the desirable ranges system to all posts funded by the regular budget at the Professional and higher categories, including in special political missions and peacekeeping operations, excluding language posts; (b) to update annually the calculation of the lower and upper limits of the desirable ranges for all Member States, using the most updated base figure, and number of Member States; and (c) to review the system of desirable ranges every five years.

⁴ The system of desirable ranges was established by the General Assembly in its resolution 42/220 A, effective 1 January 1988.

12. The Secretary-General indicates that, from 2019 to 2023, the total number of posts subject to geographical distribution increased by 202 (5.6 per cent) and, from 2022 to 2023, by 79 (2.1 per cent). The number of posts encumbered by staff with geographical status increased by 44 (1.4 per cent) from 2019 to 2023 and by 37 (1.2 per cent) from 2022 to 2023. The Secretary-General indicates that, pursuant to General Assembly resolution 77/278, the expansion of posts subject to geographical distribution added, as from 1 January 2024, a total of 1,289 posts, representing an increase of 33.8 per cent, to the system of desirable ranges (see also para. 3 (a) above and tables 1 and 2 below). The Advisory Committee discusses the system of desirable ranges further in its report on the overview of human resources management reform for the period 2023–2024 (A/79/745).

13. Upon enquiry, the Advisory Committee was provided with updated information, as at 30 November 2024, to table 10 of the report of the Secretary-General, as shown in table 1.

Table 1

Summary of posts subject to equitable geographical distribution, 2019 to 30 November 2024

Status	31 December 2019	31 December 2020	31 December 2021	31 December 2022	31 December 2023	31 January 2024	30 November 2024
Posts encumbered by staff with geographical status	3 110	3 059	3 033	3 117	3 154	3 901	3 898
Posts temporarily encumbered by staff without geographical status	174	159	200	260	242	281	249
Limited appointment status	51	47	44	51	52	58	51
Vacant	276	416	416	306	365	862	929
Total	3 611	3 681	3 693	3 734	3 813	5 102	5 127

Note: A total of 5,127 posts as at 30 November 2024.

14. The Advisory Committee was informed, upon enquiry, that, as at 30 November 2024, a total of 6,584 posts were vacant, comprising 5,655 non-geographical posts and, as indicated in table 1, 929 geographical posts. Of the latter, 170 posts were vacant owing to liens and 759 were vacant without liens. The Committee provides further comments on liens in its report on the overview of human resources management reform for the period 2023–2024 (A/79/745).

15. The Advisory Committee notes from table 1 that the number of vacant posts subject to equitable geographical distribution has increased steadily since 2019, with a noticeable increase in 2024 of 153.4 per cent. While acknowledging the challenges imposed by the liquidity situation, the Committee reiterates its concern regarding the continued high number of vacant posts, including due to the granting of liens, which are subject to equitable geographical distribution, and that many geographical posts are temporarily encumbered by staff without geographical status or by staff with limited appointments (see also A/78/745, paras. 13 and 16 and A/77/729, para. 12). The Committee again recalls that the General Assembly has requested the Secretary-General to ensure that all posts subject to the system of desirable ranges are encumbered accordingly and that vacant posts are filled expeditiously (resolution 77/278, para. 25). The Committee trusts that the Secretary-General will ensure that related reports on human resources management will include information on challenges encountered and efforts undertaken to fill vacancies in a timely manner (see para. 3 (a) above).

The Advisory Committee discusses the subject further in its report on the overview of human resources management reform for the period 2023–2024 ([A/79/745](#)).

16. Upon enquiry, the Advisory Committee was provided with updated information to table 16 of the report of the Secretary-General, showing the representation of Member States under the system of desirable ranges from 2019 to 30 November 2024, as shown in table 2.

Table 2

Representation of Member States under the system of desirable ranges as at 30 November 2024

<i>Year</i>	<i>Unrepresented</i>	<i>Underrepresented</i>	<i>Within Range</i>	<i>Overrepresented</i>
31 December 2019	22	34	108	29
31 December 2020	20	37	109	27
31 December 2021	21	36	106	30
31 December 2022	20	37	105	31
31 December 2023	21	39	103	30
30 November 2024	19	29	122	23

17. The Advisory Committee notes from table 2 that, from 2023 to 30 November 2024, the number of overrepresented countries decreased to 23 and that the number of within-range countries increased from 103 to 122. The Committee notes that some improvement was also observed for underrepresented countries, in which the number decreased from 39 to 29, and for unrepresented countries, in which the number decreased slightly, from 21 to 19.

18. Upon enquiry, the Advisory Committee was informed that, of the 21 unrepresented Member States, the United Arab Emirates would require the highest number of additional individuals, namely, 20 staff members, to reach within-range status under the system of desirable ranges, as at 31 October 2024 (see also [A/79/584](#), figure XII). The Committee was also informed that, of the 39 underrepresented Member States, the following would require the highest number of additional staff members to reach within-range status: (a) China (261 additional staff needed, 152 current staff, range 413–558); (b) Japan (120 additional staff needed, 84 current staff, range 204–276); (c) the United States of America (108 additional staff needed, 435 current staff, range 543–734); and (d) Saudi Arabia (31 additional staff needed, 5 current staff, range 36–54) (*ibid.*, figure XIII). Of the 23 overrepresented Member States, the following exceed the maximum range indicator: (a) Kenya (exceeds by 66 staff, 88 current staff, range: 5–22); (b) Italy (exceeds by 44 staff, 161 current staff, range: 87–117); and (c) Spain (exceeds by 28 staff, 111 current staff, range 61–83). The Committee was provided with a detailed breakdown by Member State, showing geographical staff and desirable ranges from 2019 to 31 October 2024, with updated information available to Member States through the United Nations Secretariat Workforce Portal (see para. 2 above).

19. To attract qualified candidates from unrepresented and underrepresented countries, the Secretariat has initiated purposeful partnerships with Member States to build capacity and to prepare individuals for competing for United Nations jobs, along with the continuation of the multi-year programme to transform the current staff selection system (staff selection 2.0) (*ibid.*, paras. 8 and 76). According to information provided to the Advisory Committee upon enquiry, the purposeful partnerships framework targets unrepresented and underrepresented Member States and includes a tailored multimedia outreach strategy, a labour market analysis, local partnerships

to strengthen the United Nations brand as an employer and capacity-building initiatives, such as tailored capacity development programmes. The Committee further discusses outreach activities, as well as the staff selection 2.0 system, in its report on the overview of human resources management reform for the period 2023–2024 (A/79/745).

20. The Advisory Committee recalls that the General Assembly, in paragraph 24 of its resolution 77/278, encouraged the Secretary-General to work towards bringing each unrepresented and underrepresented Member State within its desirable range by 2030 (see also A/79/7, para. 37, and para. 40 below). The Committee notes with concern that information requested by the Assembly (see resolution 77/278, para. 26) on progress made by senior managers to meet geographical targets was not provided in the report and trusts that it will be provided to the Assembly at the time of its consideration of the present report, as well as in the next report of the Secretary-General on composition: staff demographics. The Advisory Committee addresses senior managers' compacts, in particular managers' roles and responsibilities in increasing the share of staff members from unrepresented and underrepresented Member States in their relevant departments or offices, in its report on progress towards an accountability system in the United Nations Secretariat (A/79/772).

Equitable geographical representation

21. Section III of the report of the Secretary-General includes information on the geographical composition of the workforce outside of the system of desirable ranges. According to the report, in order to align the geographical groupings across reports, including reports on progress made in achieving the Sustainable Development Goals, geographical regions are used as a grouping besides the one used under the system of desirable ranges. The disaggregation of staff by regional group continues to be available (see A/79/584, annex, table 1.C). Upon enquiry, the Advisory Committee was provided with information on staff in the Secretariat by regional groups of Member States from 2019 to 2023, as shown in tables 3 and 4.

Table 3

Secretariat staff by regional groups of Member States, as at 31 December for 2019 to 2023

Regional group	2019		2020		2021		2022		2023	
	Number	Share (percentage)	Number	Share (percentage)	Number	Share (percentage)	Number	Share (percentage)	Number	Share (percentage)
African States	13 674	37.4	13 947	37.9	12 927	36.1	13 201	35.9	13 107	35.7
Asia-Pacific States	7 791	21.3	7 829	21.3	7 814	21.9	8 005	21.8	8 052	21.9
Eastern European States	2 333	6.4	2 367	6.4	2 385	6.7	2 506	6.8	2 561	7.0
Latin American and Caribbean States	2 511	6.9	2 601	7.1	2 662	7.4	2 815	7.7	2 832	7.7
Western European and other States	10 091	27.6	9 905	26.9	9 793	27.4	10 071	27.4	10 007	27.2
Other	174	0.5	178	0.5	181	0.5	193	0.5	198	0.5
Total	36 574	100.0	36 827	100.0	35 762	100.0	36 791	100.0	36 757	100.0

Note: A total of 36,757 Secretariat staff as at 31 December 2023.

Table 4

Number of internationally recruited staff of the Secretariat, by regional group, as at 31 December for 2019 to 2023

Regional group	2019		2020		2021		2022		2023	
	Number	Share (percentage)	Number	Share (percentage)	Number	Share (percentage)	Number	Share (percentage)	Number	Share (percentage)
African States	4 226	25.0	4 382	25.9	4 184	24.9	4 308	24.7	4 321	24.7
Asia-Pacific States	3 102	18.4	3 102	18.3	3 135	18.7	3 263	18.7	3 342	19.1
Eastern European States	1 473	8.7	1 471	8.7	1 495	8.9	1 585	9.1	1 593	9.1
Latin American and Caribbean States	1 212	7.2	1 232	7.3	1 252	7.5	1 342	7.7	1 350	7.7
Western European and other States	6 802	40.3	6 699	39.5	6 649	39.6	6 904	39.5	6 834	39.0
Other	58	0.3	63	0.4	65	0.4	72	0.4	75	0.4
Total	16 873	100.0	16 949	100.0	16 780	100.0	17 474	100.0	17 515	100.0

Note: A total of 17,515 Secretariat staff as at 31 December 2023.

22. The Advisory Committee recalls that the General Assembly, in paragraph 42 of its resolution [77/278](#), requested the Secretary-General to provide, inter alia, workforce data pertaining to geographical representation. **The Advisory Committee is of the view that, in addition to information by nationality, data statistics and trend analysis should continue to be provided, as appropriate, by regional group.** The Committee provides further comments on the subject in its report on the overview of human resources management reform for the period 2023–2024 ([A/79/745](#)) and in its report on gratis personnel, retired staff, consultants, individual contractors and United Nations Volunteers ([A/79/748](#)).

C. Gender composition of staff in the Secretariat, peacekeeping operations, special political missions and other political presences

23. Detailed information on the gender composition of Secretariat staff, including on the progress made towards the gender parity goal, is provided in section IV of the report of the Secretary-General. The system-wide strategy on gender parity would follow two phases: (a) phase I, which applies to internationally recruited staff holding a fixed-term, continuing or permanent appointment; and (b) phase II, not yet under way, which would also apply to the General Service and related categories, while high-level appointments with one-dollar-per-year contracts and small entities of 10 persons or fewer are to be excluded from the reporting population.

24. As indicated in the report of the Secretary-General, during phase I, the share of women across all categories increased overall from 2019 to 2023, as follows: (a) in the Professional and higher categories, from 5,267 (45 per cent) in 2019 to 6,304 (49.1 per cent) in 2023; (b) in the Director and higher categories, from 377 (39.1 per cent) to 409 (43.1 per cent), with gender parity anticipated by 2028; (c) in the General Service and related categories, from 6,894 (35.3 per cent) to 7,361 (38.5 per cent); and (d) in the Field Service category, from 961 (27.8 per cent) to 887 (30.4 per cent).

25. In the top 25 entities of the Secretariat, as at 31 December 2023, the status of the phase I gender parity targets was as follows: (a) 12 entities (Department of Economic and Social Affairs, Department for General Assembly and Conference

Management, Department of Global Communications, Department of Management Strategy, Policy and Compliance, Department of Operational Support, Department of Political and Peacebuilding Affairs, Economic and Social Commission for Asia and the Pacific, Office for the Coordination of Humanitarian Affairs, Office of the United Nations High Commissioner for Human Rights, resident coordinator system, United Nations Environment Programme and United Nations Office on Drugs and Crime) exceeded or met the 47 per cent target; and (b) 13 entities (Department of Peace Operations, Department of Safety and Security, Economic Commission for Africa, United Nations Multidimensional Integrated Stabilization Mission in Mali, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, Office of Internal Oversight Services, United Nations Assistance Mission in Afghanistan, United Nations Assistance Mission for Iraq, United Nations Conference on Trade and Development, United Nations Interim Force in Lebanon, United Nations Mission in South Sudan, United Nations Support Office in Somalia and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic) remained below 47 per cent.

26. The Advisory Committee was also informed that, as at 31 October 2024, a total of 4,051 staff members encumbered geographical posts, comprising 2,005 women (597 from overrepresented Member States, 827 from within-range Member States and 581 from underrepresented Member States) and 2,046 men (678 from overrepresented Member States, 975 from within-range Member States and 393 from underrepresented Member States).

27. The Advisory Committee further discusses gender-related matters, including the aforementioned results-bound temporary special measures on gender parity, in its report on the overview of human resources management reform for the period 2023–2024 ([A/79/745](#)).

D. Recruitment

28. Information on the various aspects of recruitment and related matters is provided throughout the report of the Secretary-General, as appropriate, including under section IV.E (staff movements, external and internal recruitments, including appointments, and reappointments and reassignments⁵) and section V.C (drivers for age distribution and average age at time of recruitment).

29. As at 31 December 2023, external and internal recruitments of Secretariat staff were as follows (see also [A/79/584](#), tables 6–7):

(a) External recruitments of 3,336 staff, comprising initial appointments of 2,108 staff and reappointments of 1,228 staff, including, according to information received upon enquiry, nationals of unrepresented and underrepresented Member States on geographical posts, who accounted for 43 (33.59 per cent) external recruitments, comprising 34 initial appointments (26.56 per cent) and 9 reappointments (7.03 per cent);

(b) Internal recruitments of 2,230 staff, comprising a change in category (e.g., General Service to National Officer or to National Professional Officer) of 16 staff; the promotion of 1,395 staff; reappointment without break in service of 451 staff; and the transfer to another department or office of 368 staff, including, according to

⁵ External recruitments are appointments of staff to the Secretariat for the first time or of staff who had a prior appointment but separated and were not serving staff members at the moment of their reappointment. Internal recruitments are internal movements of currently serving staff through promotions, transfers, changes of category or reappointments without a break in service. Reassignments are movements of staff members from one post to another within the same department at the same grade level ([A/79/584](#), paras. 53–55).

information received upon enquiry, nationals of unrepresented and underrepresented Member States on geographical posts, who accounted for 59 (28 per cent) internal recruitments, comprising 8 (3.81 per cent) staff with a change in category, 40 (19.05 per cent) promotions (19.05 per cent) and 11 (5.24 per cent) transfers to another department or office. No information on reappointments without a break in service was provided in that regard.

30. Further to the information presented above, the Advisory Committee was provided, upon enquiry, with information showing the number of: (a) external recruitments (inflows), which include initial appointments and reappointments; and (b) number of internal recruitments by all types (promotions, reappointments without a break, transfers and change in category) that cover all personnel action types relevant for onboarding a candidate who applied to a job opening from 1 January 2021 to 31 December 2023. In addition, reassignments are listed under the “internal movement” category for reference, given that reassignments are under the delegated authority of the head of entity and do not require a job opening when a staff member is laterally reassigned within the same entity. Some of the reassignments could also be effected through a job opening. Figure VII of the report of the Secretary-General provides an overview of types of staff movements and their categorization.

Table 5
Number of external and internal recruitments, 1 January 2021 to 31 December 2023

<i>Recruitment type/action</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>Total</i>
External recruitment				
Appointments	1 643	2 314	2 108	6 065
Reappointment	1 314	1 503	1 228	4 045
Subtotal	2 957	3 817	3 336	10 110
Internal recruitment				
Change in category	11	47	16	74
Promotions	1 159	1 328	1 395	3 882
Reappointment without break	457	466	451	1 374
Transfers	295	306	368	969
Subtotal	1 922	2 147	2 230	6 299
Internal movements				
Reassignments	1 357	1 467	1 399	4 223
Subtotal	1 357	1 467	1 399	4 223
Total	6 236	7 431	6 965	20 632

Note: Staff who provided temporary assistance for meetings on an as-needed basis and associate experts are excluded.

31. The Advisory Committee recalls that the General Assembly requested the Secretary-General, when considering applicants for vacancies, to give equal treatment to internal and external candidates and trusts that information on the number and breakdown of applications, by recruitment stage and internal versus external candidates, will be provided in future reports. The Committee further recommends that the Assembly request the Secretary-General to provide, in his future reports, comprehensive information, by entity, differentiating between

external and internal recruitments, by personnel action type, alongside data on reassignments, to allow for a more extensive overview of staff movements and action taken by managers in filling vacancies. The Advisory Committee further discusses the subject in its report on the overview of human resources management reform for the period 2023–2024 ([A/79/745](#)).

32. Upon enquiry, the Advisory Committee was also provided with information showing the number of applications, by recruitment stage and regional group, from 2019 to 2023, as shown in table 6.

Table 6

Number and breakdown of applications, by recruitment stage and regional group, for job openings posted in the Secretariat from 2019 to 2023 in the Director, Professional and Field Service categories

	<i>African States</i>	<i>Asia-Pacific States</i>	<i>Eastern European States</i>	<i>Latin American and Caribbean States</i>	<i>Western Europe and other States</i>
<i>Number</i>					
Applications	605 765	352 114	121 792	103 471	434 158
Screened-in applications	306 863	204 231	80 164	62 507	289 609
Assessed applications	32 975	19 048	8 020	7 099	35 113
Recommended applications	9 969	5 671	2 771	2 139	12 298
Selections	2 580	1 903	913	898	4 154
<i>Percentage</i>					
Applications	37.5	21.8	7.5	6.4	26.8
Screened-in applications	32.5	21.6	8.5	6.6	30.7
Assessed applications	32.2	18.6	7.8	6.9	34.3
Recommended applications	30.3	17.3	8.4	6.5	37.4
Selections	24.7	18.2	8.7	8.6	39.8

33. Upon enquiry, the Advisory Committee was also provided with information showing the average number of calendar days for candidate selections from 2020 to 2023, as shown in table 7.

Table 7

Average number of calendar days for selections from 2020 to 2023 at the Field Service, Professional and D-1 levels

<i>Year</i>	<i>Selections</i>	<i>Average days from job posting to selection</i>
2020	1 403	165
2021	2 021	183
2022	2 283	157
2023	2 182	163
Total	7 889	167

34. The Advisory Committee trusts the Secretary-General will continue to conduct comprehensive data analysis to identify the systemic and structural challenges of and obstacles in the current recruitment process, including at the selection stage, to address existing shortcomings in the implementation of staff selection 2.0. The Advisory Committee provides further comments and

recommendations on staff selection 2.0 in its report on the overview of human resources management reform for the period 2023–2024 ([A/79/745](#)).

35. As indicated in paragraph 8 above, as at 31 December 2023, a total of 6,979 staff members occupied positions funded by extrabudgetary resources. According to information provided to the Advisory Committee upon enquiry, the Secretariat does not gather data showing the number of extrabudgetary staff members applying for regular budget posts and subsequently recruited. **The Advisory Committee trusts that the Secretary-General will provide information in future reports on staff who moved from extrabudgetary posts to regular budget posts, including cases of converted posts, during the reporting year.**

E. Retirement projections, age composition and attrition

36. Information on related subject matters is provided throughout the report of the Secretary-General, as appropriate, including under section IV.E (staff movements) and section V (age composition).

37. The mandatory age of separation increased as at 1 January 2018 from 62 to 65, which was a factor in the increased average age of staff members, from 46.0 in 2019 to 47.3 in 2023 ([A/79/584](#), para. 16; see also General Assembly resolution [72/254](#)). Upon enquiry, the Advisory Committee was informed that the age ranges in the Secretariat for 2023 were primarily between 46 and 54, followed by 36 and 45, while in 2019 the most populous age range was 36 to 45, followed by 46 to 54. The reversed age ranges between 2019 and 2023 occurred as a large portion of the 36-to-45-year group aged into the 46-to-54-year group. According to additional information provided to the Committee, efforts are under way to address imbalances in the age composition of the workforce, including leveraging internship, United Nations Volunteers and the Junior Professional Officers programmes as talent pipelines essential to gaining access to diverse talent pools.

38. Figure XXIII of the report of the Secretary-General shows the five-year forecast of retirements by gender from 2024 to 2028, indicating that more than two thirds of retirees will be men, given that their absolute retirement numbers peak earlier than those of women because women in the Secretariat have a lower average age. Upon enquiry, the Advisory Committee was provided with retirement forecasts by entity, as shown in table 8.

Table 8

Number of active staff members as at 31 December-2023 with a mandatory retirement date in the next five years

Entity	2024	2025	2026	2027	2028	Total
Secretariat departments/offices	230	261	298	361	428	1 578
Regional commissions	34	47	44	39	52	216
Resident coordinator system	7	7	11	15	19	59
Tribunals	1	9	6	11	9	36
Peacekeeping missions	140	172	167	243	294	1 016
Special political missions and other political presences	33	35	44	64	69	245
Total	445	531	570	733	871	3 150

39. Upon enquiry, the Advisory Committee was provided with information on the projected mandatory retirements of staff with geographical status for the period from

31 October 2024 to 31 December 2034 under the system of desirable ranges, as shown in table 9.

Table 9

Projected mandatory retirements of staff with geographical status for the period from 31 October 2024 to 31 December 2034 under the system of desirable ranges

	31 Oct 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Projected number of mandatory retirements of staff with geographical status	–	86	90	100	140	130	142	119	125	149	151

40. **The Advisory Committee notes with concern the continuing increase in average age of staff in the Secretariat. The Committee reiterates the importance of intensifying efforts to attract and retain young talent, especially from unrepresented and underrepresented Member States, including through targeted outreach, such as the purposeful partnerships initiative (see para. 19 above) and is of the view that opportunities stemming from the large number of retirements in the coming years should be leveraged to that effect. The Committee looks forward to receiving information thereon in future reports of the Secretary-General. Furthermore, the Committee trusts that updated versions of tables 8 and 9 above will be included in future reports.**

Resignations

41. It is indicated in paragraphs 70 to 73 of the report of the Secretary-General that, in 2023, a total of 149 staff at the P-2 to D-1 levels resigned. Most of the resignations were initiated by P-3 level staff, in which 66 staff (or, proportionally, 44.3 per cent of all resignations) resigned, while, at the P-4 level, 48 staff (32.2 per cent of the total) resigned, at the P-5 level, 18 staff (12.1 per cent of the total) resigned, at the P-2 level, 13 staff (8.7 per cent of the total) resigned and at the D-1 level, 4 staff (2.7 per cent of the total) resigned. In 2023, no resignations were submitted at the D-2 and P-1 levels. According to information provided to the Advisory Committee upon enquiry, the Secretariat views the development of a standardized exit survey for use by entities as a key component of the separation process. The Committee was informed that the Department of Operational Support conducted a comprehensive review of the exit interview process, analysed existing data, assessed existing local exit surveys and researched best practices and that a report outlining recommendations and actionable steps was expected to be finalized by the end of 2024, with implementation to begin in 2025. **The Advisory Committee reiterates that there is a need for more systematic and comprehensive data collection on resignations, and the reasons thereof, to enable better trend analysis, identify challenges and strengthen the Organization's operational workforce planning in support of human resources management objectives (see also [A/78/745](#), para. 42). The Committee trusts that an update on the status of the development and implementation of the exit interview process, including on the data that will be available for Member States' review, will be provided to the General Assembly at the time of its consideration of the present report, as well as in the next report of the Secretary-General on the composition of the Secretariat: staff demographics.**

III. Conclusion

42. It is indicated in the report of the Secretary-General that the General Assembly is invited to take note of the report ([A/79/584](#), para. 192). **Subject to its observations and recommendations above, the Advisory Committee recommends that the General Assembly take note of the report of the Secretary-General.**
