



THE PEOPLE WORKING FOR UNHCR

November 2017

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Cover photo: South Sudanese refugee carries her five-year-old son as she waits to board a truck heading for the recently established Imvepi settlement, at the Imvepi Reception Centre, Arua District, Northern Region, Uganda. © UNHCR/David Azia

All data at 30 June 2017, unless otherwise specified.

UNHCR AT A GLANCE

130
COUNTRIES

473
LOCATIONS

UNHCR has a total workforce of some 15,000 individuals, comprising UNHCR staff and affiliate personnel. Affiliate personnel include contractors under arrangements with the United Nations Office for Project Services (UNOPS), United Nations Volunteers (UNVs), individual consultants or contractors, deployees, interns and other persons with contracts under UNHCR's affiliate workforce arrangements. In this leaflet, pages 3 and 15 include statistics on affiliate personnel, which are presented at 31 December 2016 and are based on the information available, as data on affiliate personnel is not yet systematically managed through UNHCR's corporate Enterprise Resource Planning system. All other data refers to UNHCR staff only.

Of note, women representation among affiliate personnel is much higher than among staff, with 55% and 39% women respectively.

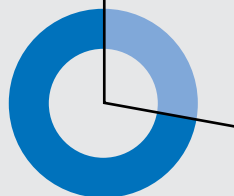
10,965

STAFF

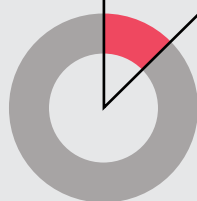
61% male 39% female

157 nationalities

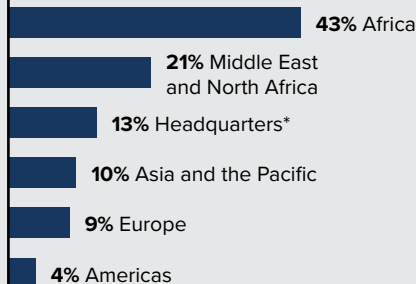
72% NATIONAL 28% INTERNATIONAL
37% female 45% female



87% FIELD 13% HEADQUARTERS*
24% international 58% international
36% female 59% female



PERCENTAGE OF STAFF BY UNHCR REGION OF OPERATION



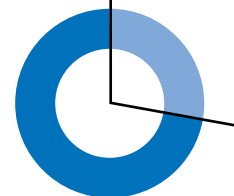
4,235

AFFILIATE PERSONNEL

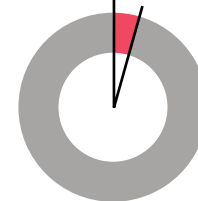
45% male 55% female

137 nationalities

70% NATIONAL 30% INTERNATIONAL
55% female 55% female

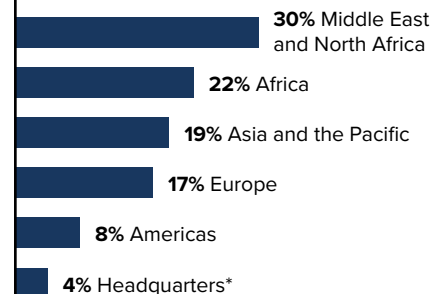


96% FIELD 4% HEADQUARTERS*
28% international 78% international
55% female 66% female



* Geneva, Budapest, Copenhagen, Brussels

PERCENTAGE OF AFFILIATE PERSONNEL BY UNHCR REGION OF OPERATION



2011-2017* TRENDS

+40%

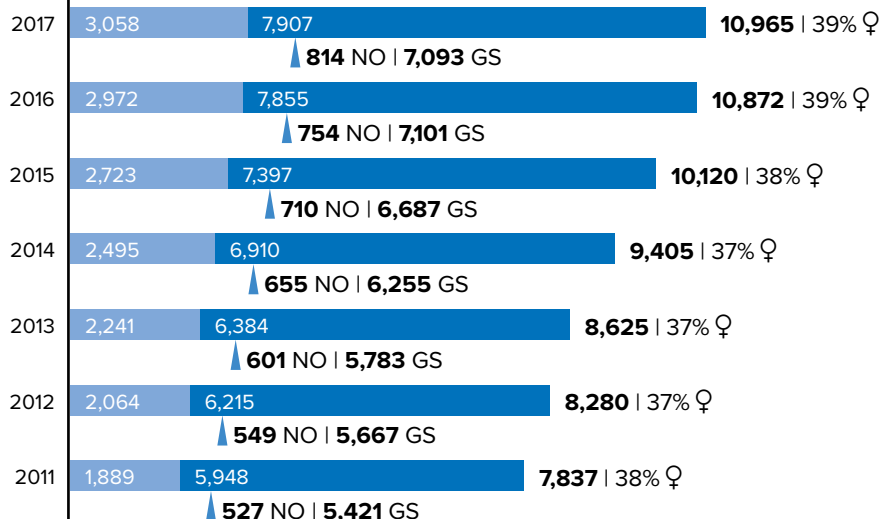
SINCE 2011, UNHCR STAFF HAS INCREASED BY 40%

to respond to multiple emergencies across the globe. This corresponds to a 62% growth for international staff and 33% growth for national staff.

+ 62%
growth for
international staff

+ 33%
growth for
national staff

OVERALL STAFF GROWTH



International staff National staff
NO National Officers GS General Service Staff

385

DURING THE SAME PERIOD, THERE WERE 385 CONVERSIONS OF NATIONAL STAFF TO THE INTERNATIONAL PROFESSIONAL CATEGORY

representing more than a third of staff appointed on fixed-term appointments (FTA) between 2011 and June 2017. 62% of those converted were men.

FEMALE REPRESENTATION

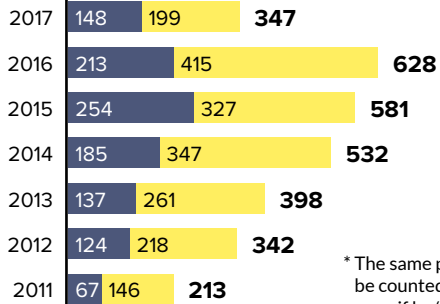
AMONG INTERNATIONAL STAFF BY GRADE

grade	2011	2012	2013	2014	2015	2016	2017
D2	30%	↓ 26%	→ 26%	↑ 48%	↑ 52%	↓ 48%	↓ 44%
D1	44%	↑ 49%	↓ 44%	↓ 38%	↑ 41%	↑ 47%	→ 47%
P5	31%	↑ 36%	↓ 33%	↑ 40%	↑ 45%	↓ 44%	↑ 46%
P4	29%	↑ 31%	→ 31%	↑ 36%	↑ 40%	↑ 43%	↑ 44%
P3	24%	↑ 25%	↑ 29%	→ 29%	↑ 33%	↑ 38%	↑ 40%
P2	17%	↑ 22%	↑ 30%	↑ 40%	↑ 44%	↑ 53%	↓ 52%
P1	80%	→ 80%	↓ 60%	↑ 100%	↓ 40%	→ 40%	↑ 60%
JPO	92%	↓ 78%	↓ 77%	↓ 69%	↓ 64%	↑ 75%	↓ 72%
FS5	28%	↑ 34%	↑ 55%	↑ 69%	↓ 55%	↓ 41%	→ 41%
FS4	0%	↑ 100%	→ 100%	→ 100%	→ 100%	↓ 0%	→ 0%

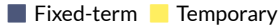
█ < 30% █ 30-49% █ 50-74% █ 75-100%

* 2017 data up to 30 June.

HIRES IN THE INTERNATIONAL PROFESSIONAL CATEGORY*

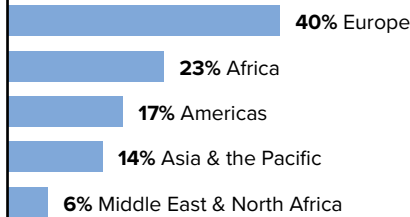


Appointments:



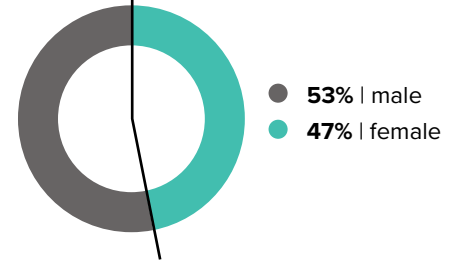
* The same person may be counted more than once if he/she has worked in different locations, functions or types of contract.

REGION OF ORIGIN* OF STAFF HIRED IN THE INTERNATIONAL PROFESSIONAL CATEGORY 2011-2017

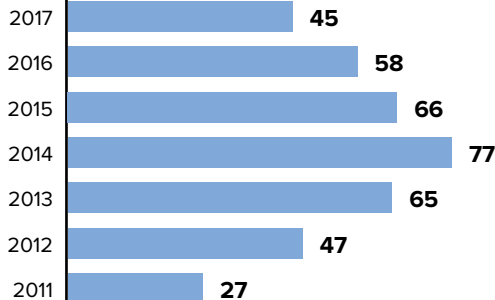


* Breakdown by UNHCR regional operations

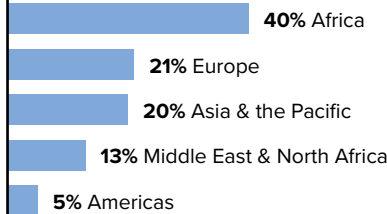
GENDER DISTRIBUTION OF STAFF HIRED IN THE INTERNATIONAL PROFESSIONAL CATEGORY 2011-2017



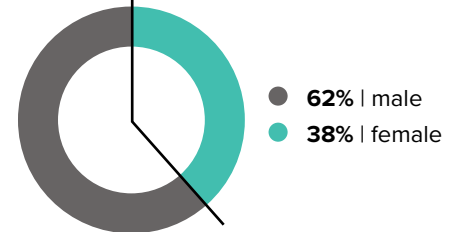
CONVERSIONS TO THE INTERNATIONAL PROFESSIONAL CATEGORY



REGION OF ORIGIN OF STAFF CONVERTED TO THE INTERNATIONAL PROFESSIONAL CATEGORY 2011-2017



GENDER DISTRIBUTION OF STAFF CONVERTED TO THE INTERNATIONAL PROFESSIONAL CATEGORY 2011-2017

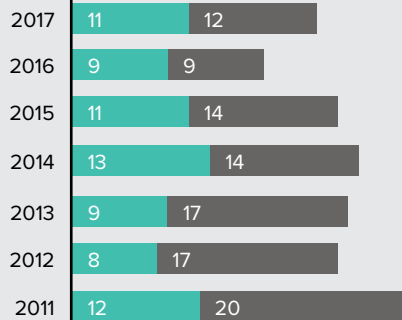


SECONDMENTS AND LOANS

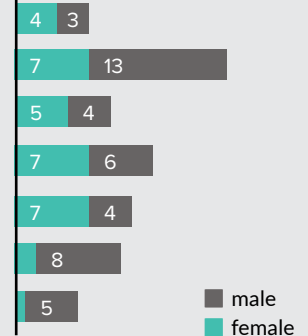
2011-2017

Between 2011 and 2017, there were 176 secondments from UNHCR to other agencies. During the same period, 76 people came from other agencies on secondment to UNHCR.

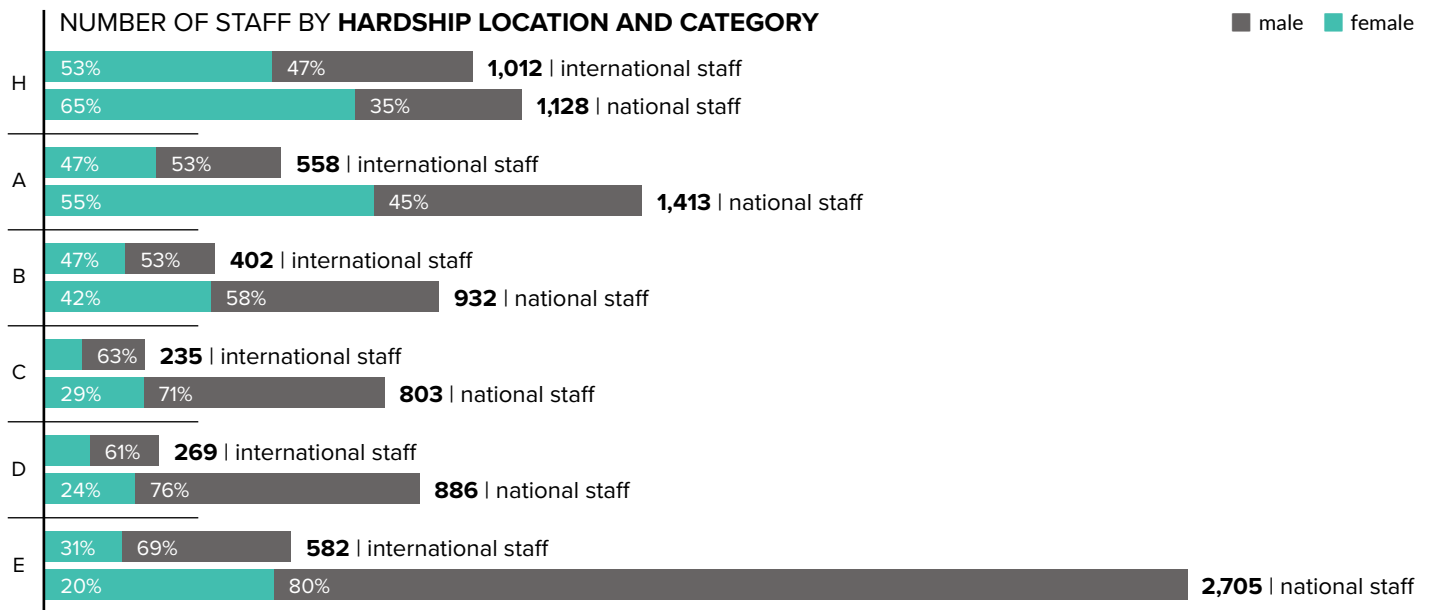
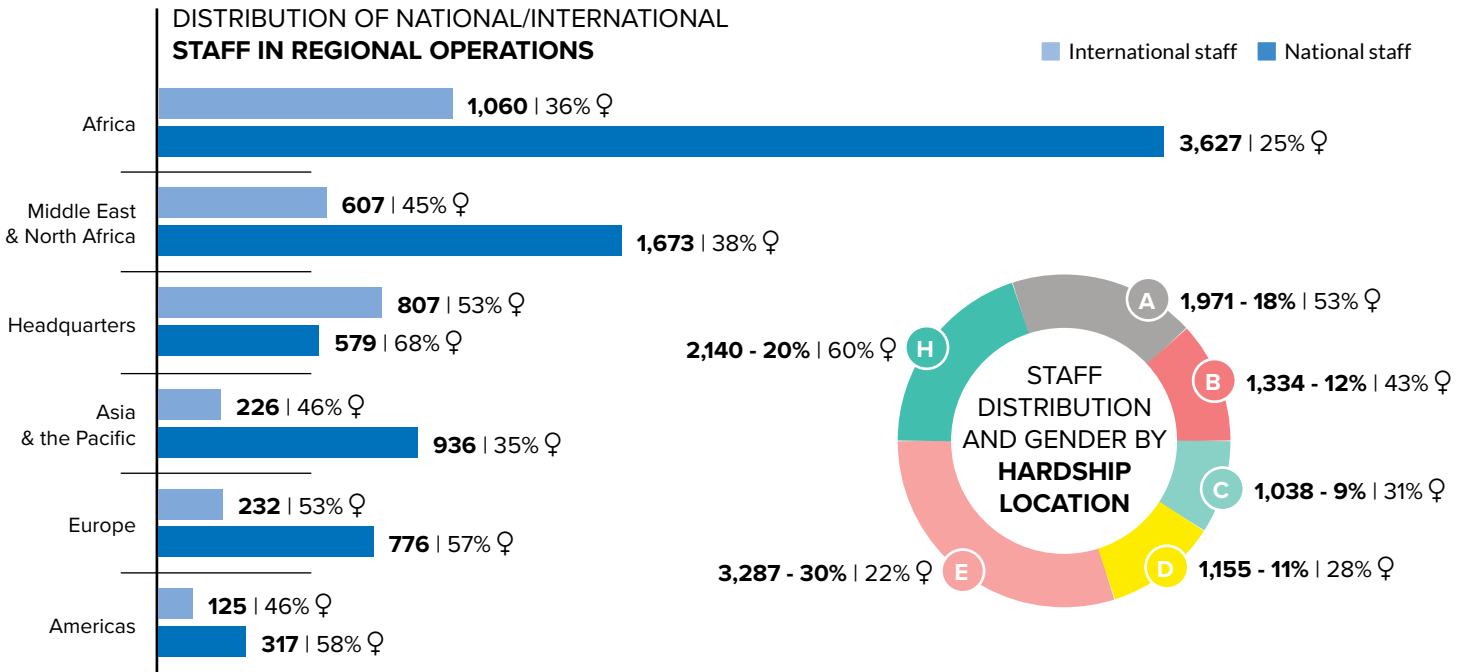
TO OTHER AGENCIES



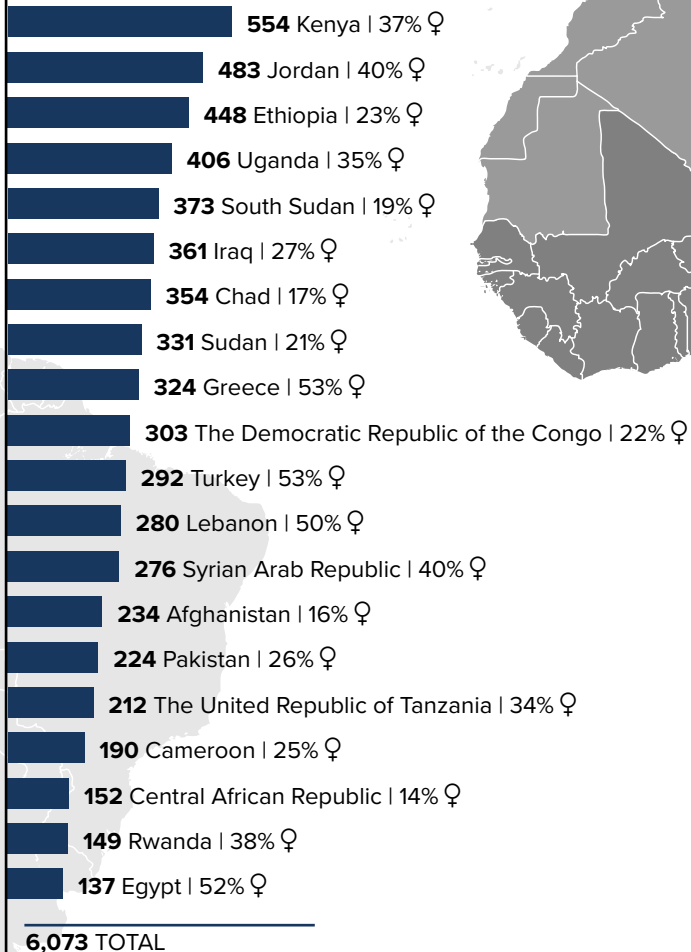
TO UNHCR



WORLDWIDE PRESENCE



TOP 20 UNHCR OPERATIONS BY NUMBER OF STAFF



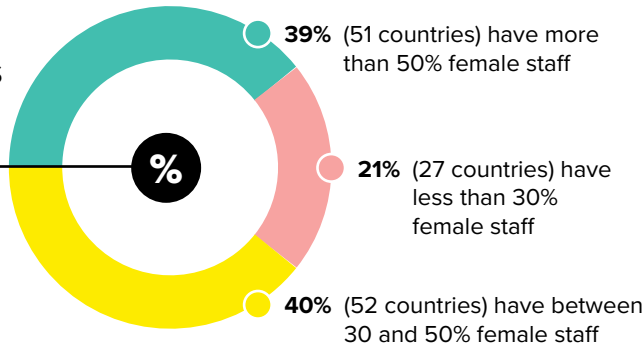
55% of all UNHCR staff are working in these 20 operations, which are also among the largest from a financial and supply perspective. 32% of staff among these 20 operations are assigned in locations considered as dangerous (i.e. in receipt of danger pay).

Note: The boundaries and names shown on this map do not imply official endorsement or acceptance by the United Nations.

GENDER AND GEOGRAPHIC DIVERSITY

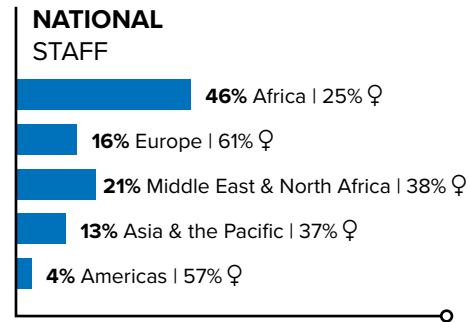
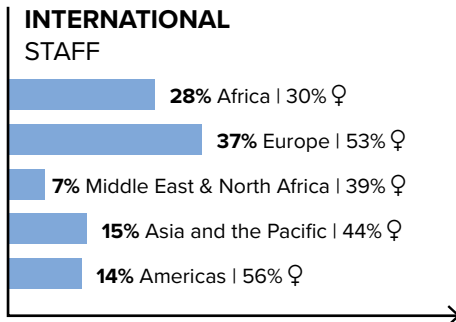
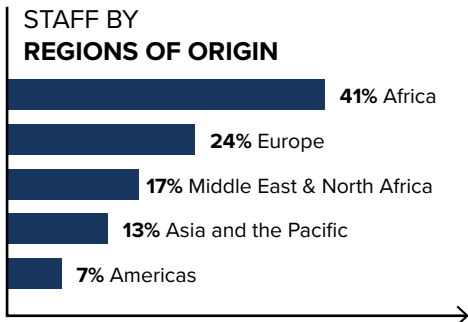


GENDER BALANCE IN THE 130 COUNTRIES WITH UNHCR PRESENCE

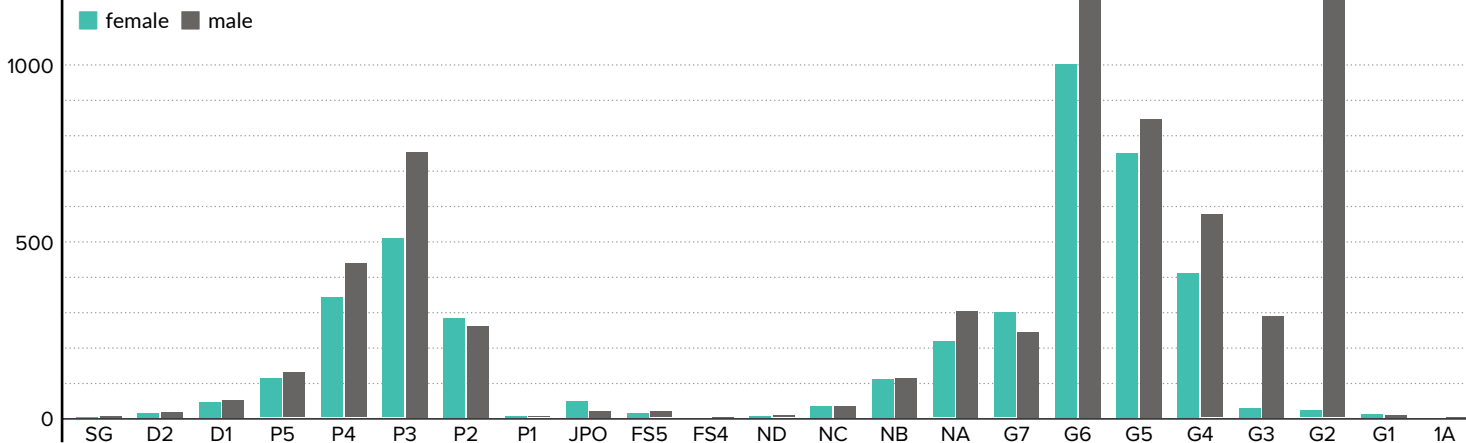


Countries below the 30% mark are targeted as a matter of priority to improve gender balance.

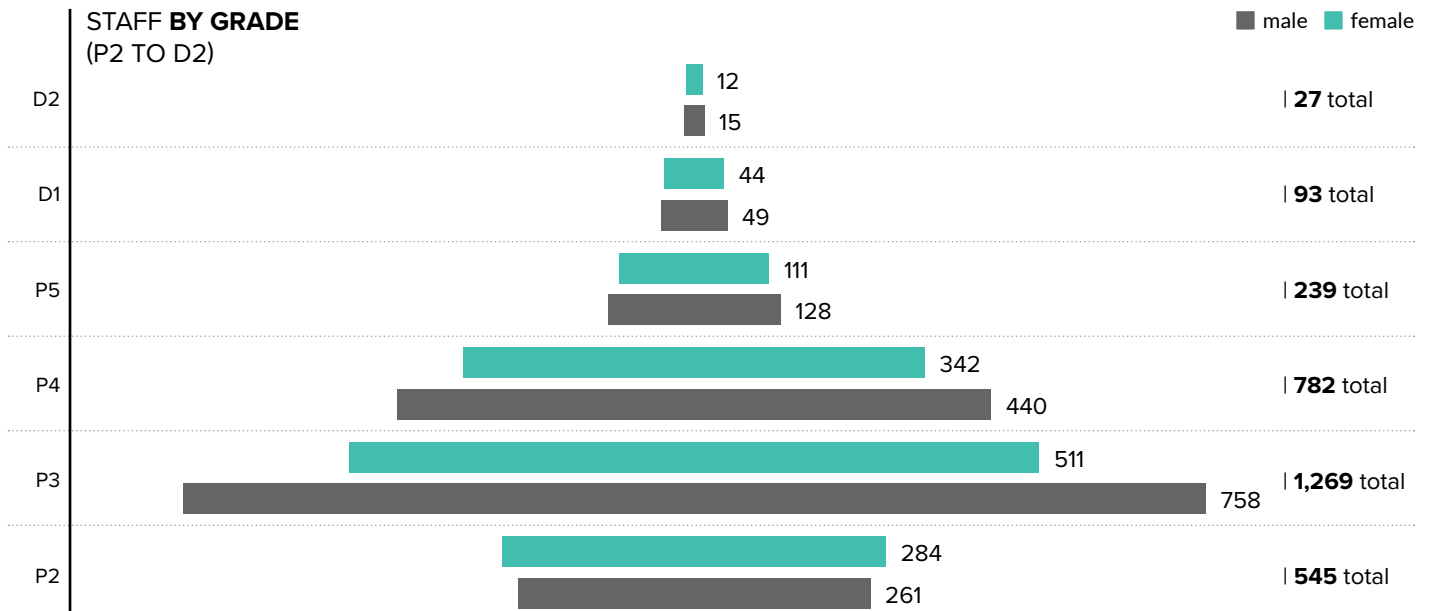
The majority of UNHCR's international staff come from Europe, followed by Africa, Asia and the Pacific, the Americas, then the Middle East and North Africa. There are more women than men coming from the Americas and Europe. Overall, UNHCR is close to gender parity for international staff but further away for national staff. This situation is partly due to the high number of male drivers, who represent 20% of all national staff in UNHCR.



GENDER BREAKDOWN BY GRADE



CONTRACTUAL STATUS AND GRADES



STAFF AVERAGE AGE BY GRADE

INTERNATIONAL STAFF

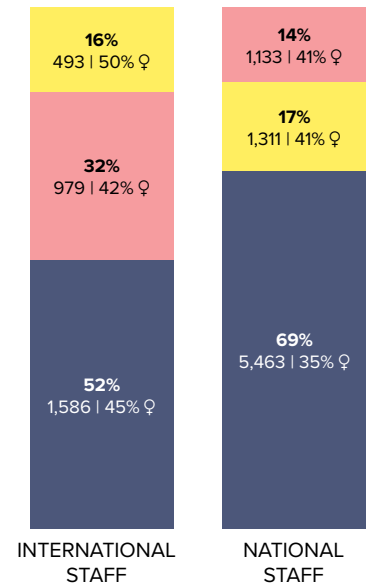
grade	male	female
D2	57	57
D1	56	55
P5	54	52
P4	50	48
P3	45	42
P2	39	36
P1	29	28
JPO	32	32
FS5	49	43
FS4	50	
overall	46	43

NATIONAL STAFF

grade	male	female
ND	55	42
NC	47	44
NB	43	42
NA	41	39
G7	45	46
G6	40	39
G5	37	36
G4	39	35
G3	50	39
G2	43	40
G1	43	42
1A	44	
overall	41	39

STAFF CONTRACT TYPES AND GENDER

- Indefinite contracts
- Temporary appointments
- Fixed-term appointments

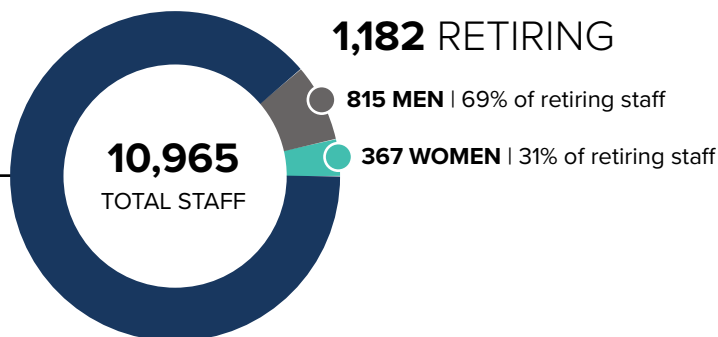


RETIREMENT 2017-2027*

ANTICIPATED STAFF DEPARTING FOR RETIREMENT IN THE NEXT 10 YEARS

11%

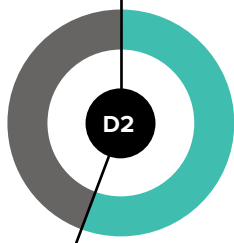
of UNHCR staff (1,182 people) will retire in the next 10 years. Of those retiring, 69% are men and 31% women.



ANTICIPATED RETIREMENT OF UNHCR LEADERSHIP IN THE NEXT 10 YEARS (P5 TO D2)

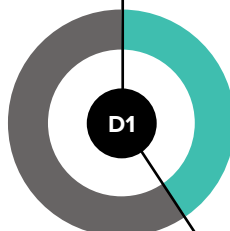
9 MEN | **11 WOMEN**
(60% of D2 men) | (92% of D2 women)

20 RETIRING



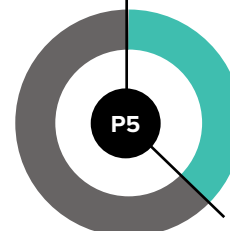
37 MEN | **25 WOMEN**
(75% of D1 men) | (57% of D1 women)

62 RETIRING



67 MEN | **40 WOMEN**
(52% of P5 men) | (36% of P5 women)

107 RETIRING



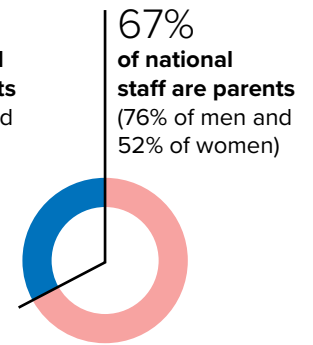
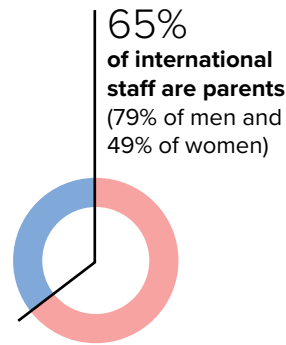
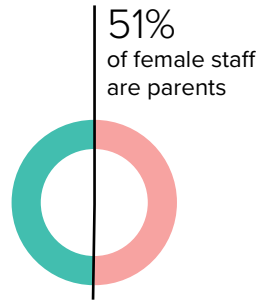
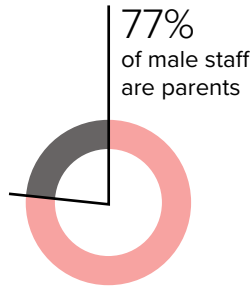
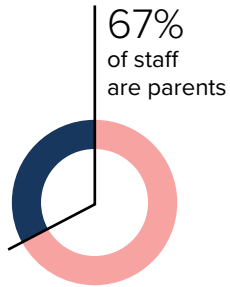
53%

of our leaders (grades P5 to D2) are expected to retire in the next 10 years. UNHCR is undertaking succession planning, which includes the development of the functional and managerial competencies of future leaders. Retirement also creates opportunities to progress on gender parity and geographic diversity at the highest grades in the organization.

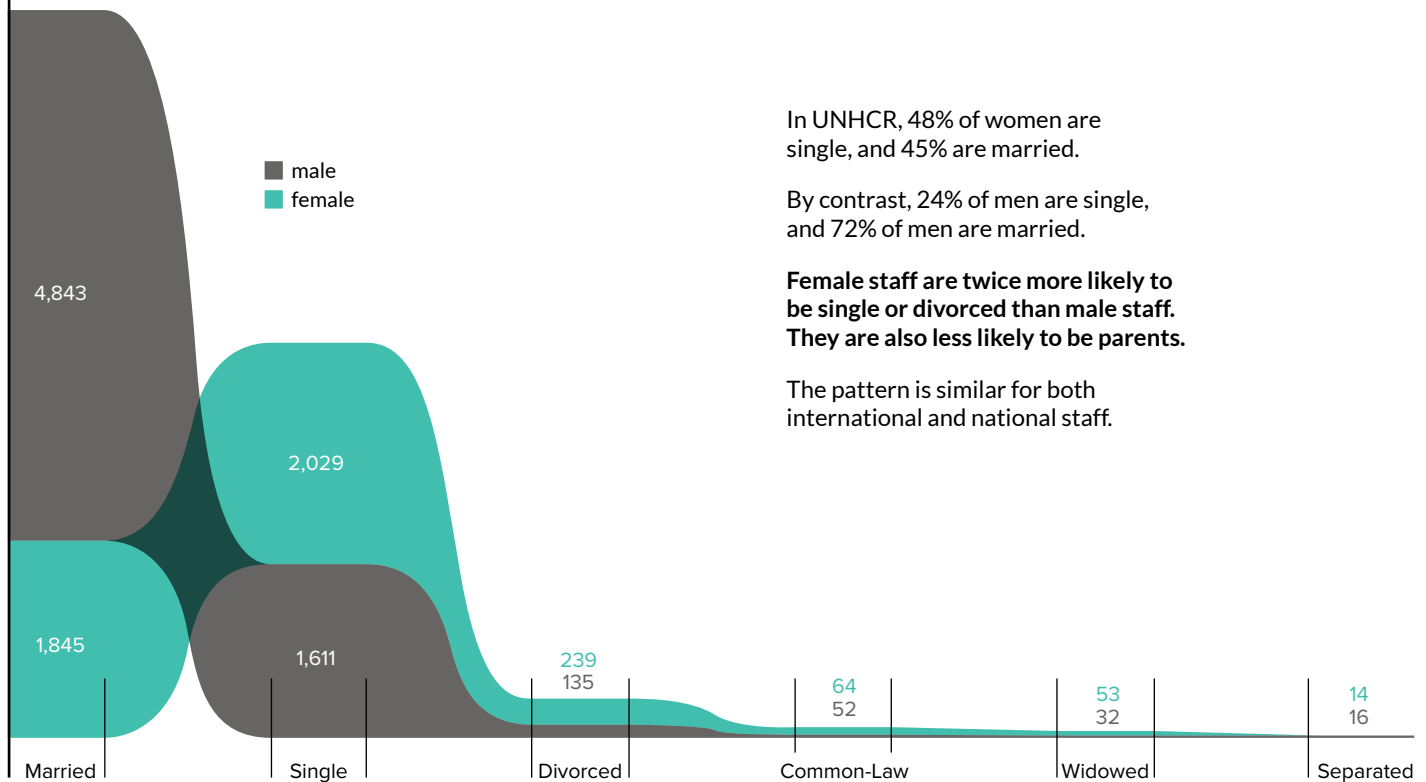
* Estimated figures based on mandatory age of separation at 65 from 1 January 2018 onwards.

STAFF DEMOGRAPHICS

PARENTHOOD



CIVIL STATUS*



In UNHCR, 48% of women are single, and 45% are married.

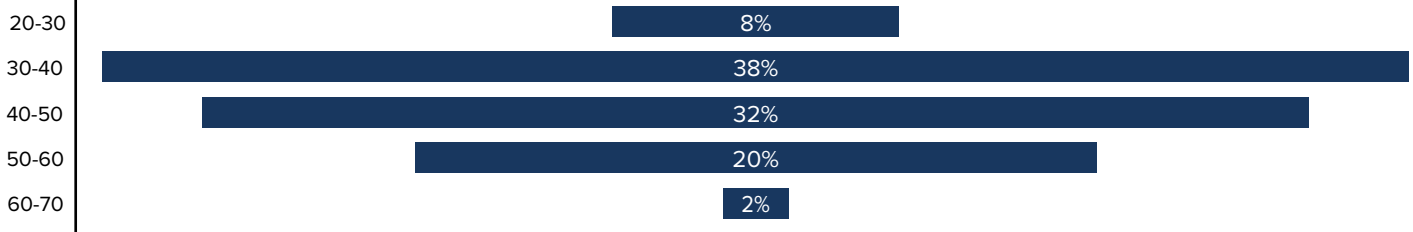
By contrast, 24% of men are single, and 72% of men are married.

Female staff are twice more likely to be single or divorced than male staff. They are also less likely to be parents.

The pattern is similar for both international and national staff.

* Based on staff declarations to UNHCR personnel administration services.

AGE DISTRIBUTION OF STAFF



42

AVERAGE AGE

LGBTI

96

staff have a declared spouse or common law

PARTNER OF THE SAME SEX

It is possible that many more colleagues are in same-sex relationships. UNHCR is committed to **strengthening support for LGBTI colleagues**. As an organization that works to protect the rights of LGBTI displaced and stateless people, we strive to also foster an environment of respect in which equality for LGBTI colleagues in our workplace is assured.

ENHANCING GENDER PARITY, DIVERSITY AND INCLUSION

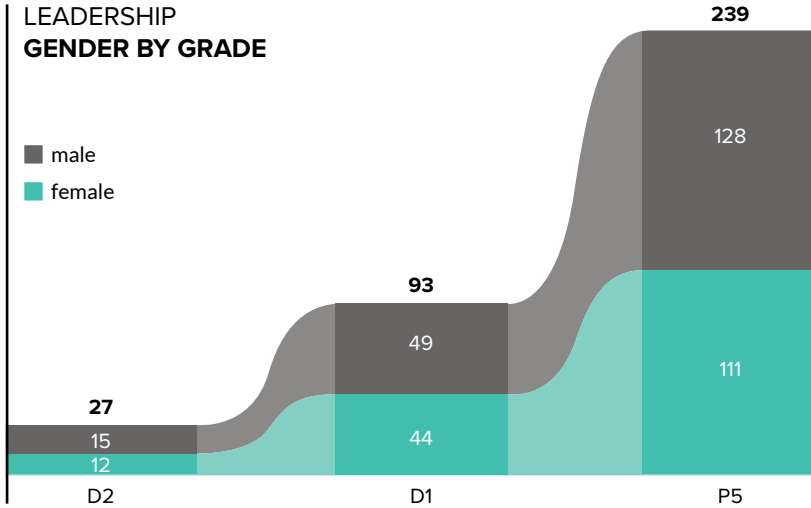
We are:

- Strengthening leadership programmes to enhance managers' ability to effectively lead diverse teams
- Establishing workshops on minimizing bias in decision-making for all colleagues engaged in assigning or recruiting staff
- Ensuring our new intranet will provide more information on UNHCR operations and the countries where we work, which will help colleagues with important considerations related to job location, including in relation to LGBTI rights.

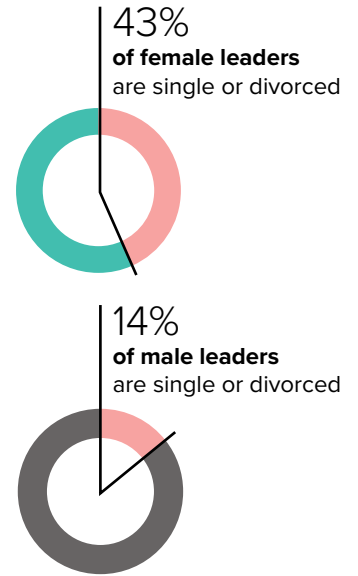
LEADERSHIP

(P5 and above)

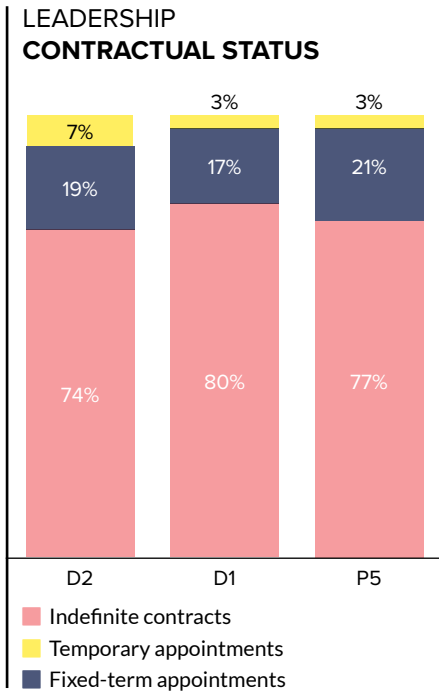
LEADERSHIP GENDER BY GRADE



LEADERSHIP CIVIL STATUS

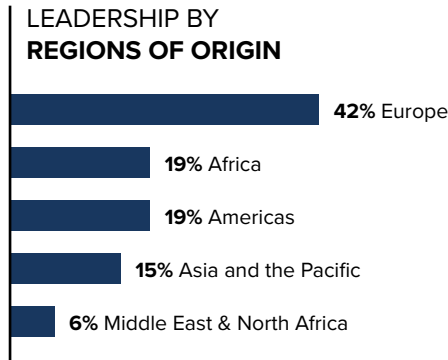


LEADERSHIP CONTRACTUAL STATUS

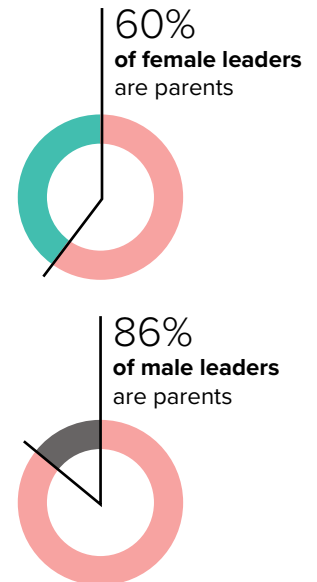


47% WOMEN IN LEADERSHIP POSITIONS (GRADES P5 TO D2)

LEADERSHIP BY REGIONS OF ORIGIN



LEADERSHIP PARENTHOOD



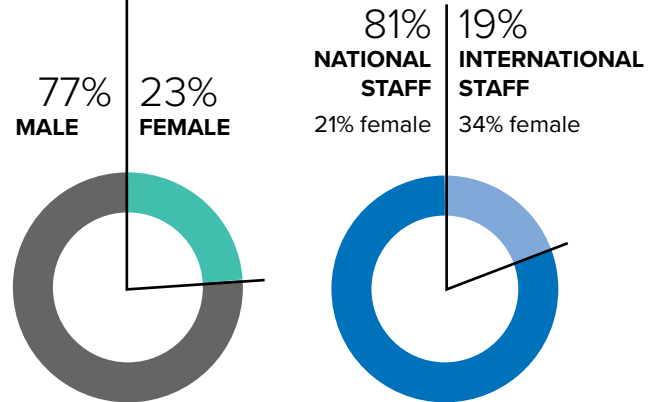
STAFF IN D&E DUTY STATIONS

41% +

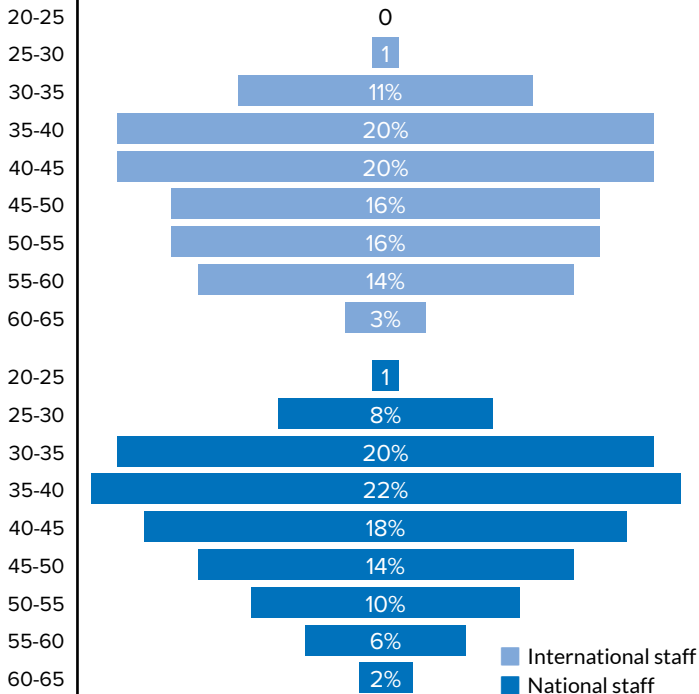
OF UNHCR STAFF IS POSTED IN THE MOST DIFFICULT AND ISOLATED DUTY STATIONS, CLASSIFIED AS CATEGORY D AND E

The majority of staff in D&E locations are men (77%) and national staff (81%). The age distribution in these locations varies between national and international staff, with respectively 51% and 32% below the age of 40. Globally, out of UNHCR international staff who are parents, 30% are serving in D&E duty stations.

DISTRIBUTION OF STAFF IN D&E DUTY STATIONS



AGE DISTRIBUTION OF STAFF IN D&E DUTY STATIONS



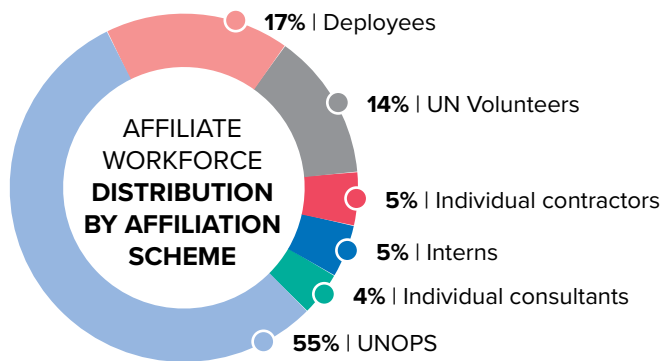
STAFF IN D&E DUTY STATIONS PARENTHOOD

70% of international staff serving in D&E duty stations are parents (85% of men and 40% of women)

78% of national staff serving in D&E duty stations are parents (83% of men and 59% of women)

AFFILIATE WORKFORCE

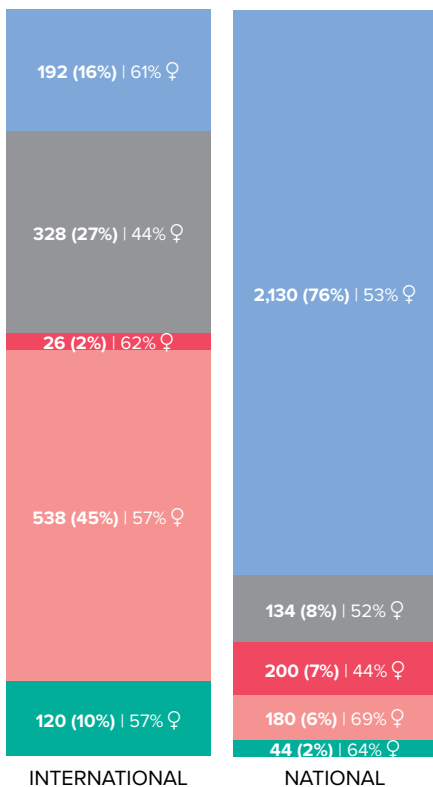
4,235
AFFILIATES



AFFILIATE WORKFORCE BY CATEGORY AND AFFILIATION SCHEME

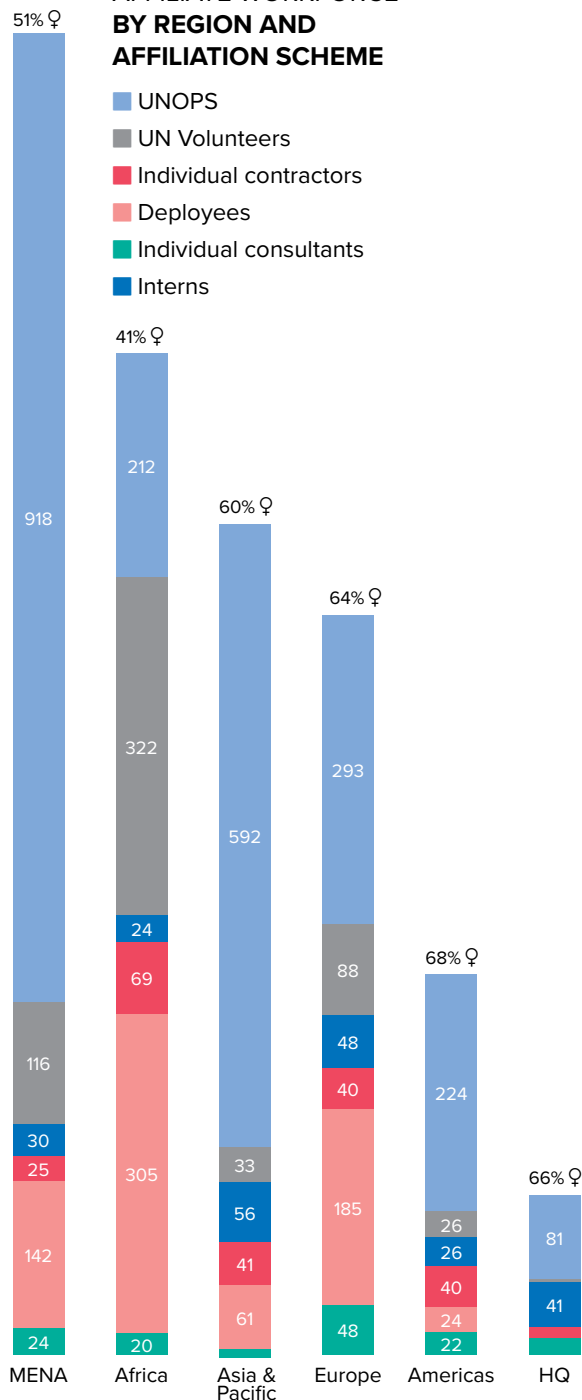
In the international category, deployees represent the majority of affiliate personnel (45%), whereas in the national category, affiliate colleagues are predominantly UNOPS (76%).

In addition, there are in total 218 interns in UNHCR, of which 75% are female.



AFFILIATE WORKFORCE BY REGION AND AFFILIATION SCHEME

- UNOPS
- UN Volunteers
- Individual contractors
- Deployees
- Individual consultants
- Interns





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