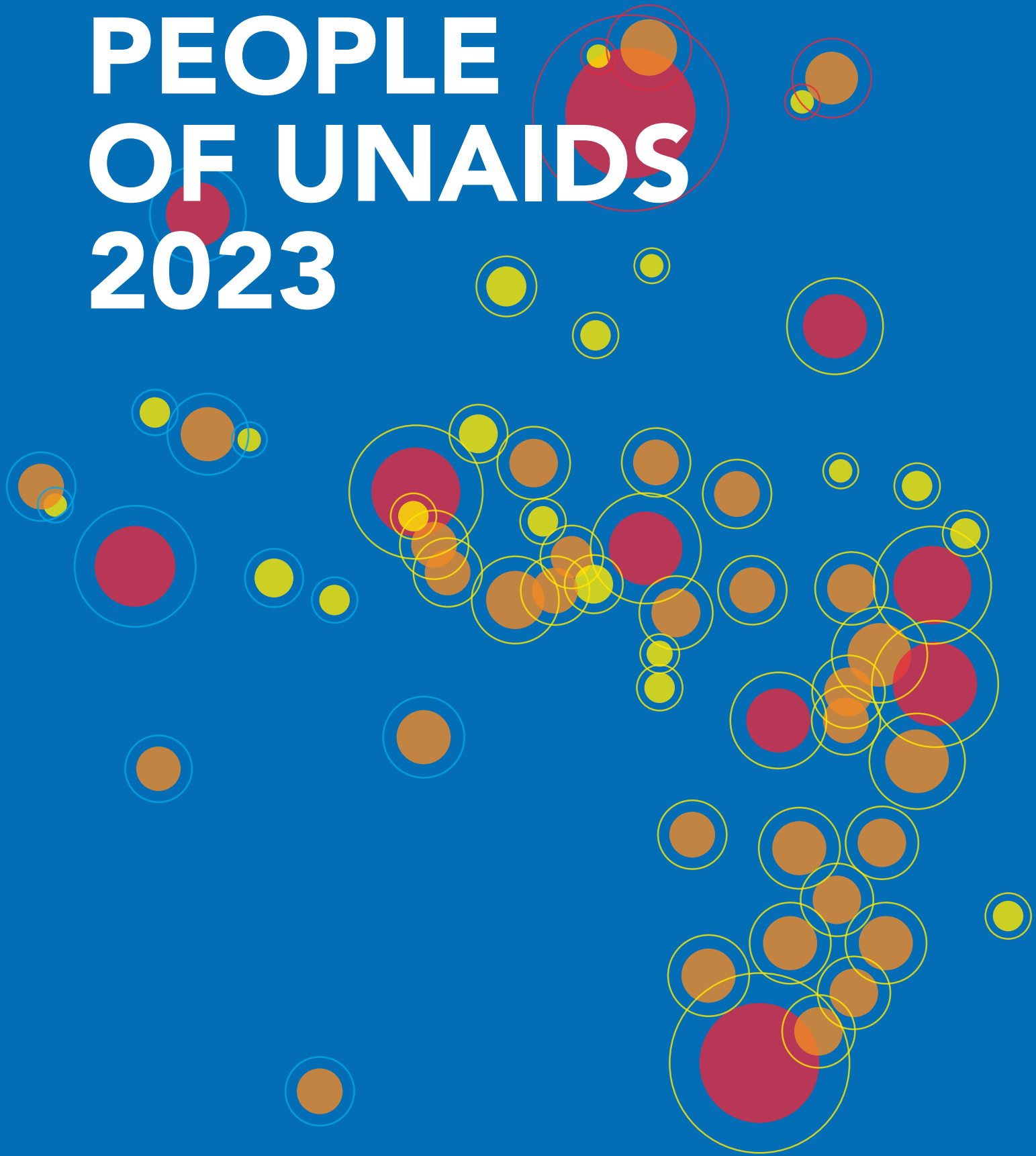


PEOPLE OF UNAIDS 2023

Update on strategic human resources management issues

PEOPLE OF UNAIDS 2023



PEOPLE OF UNAIDS 2023

INTRODUCTION

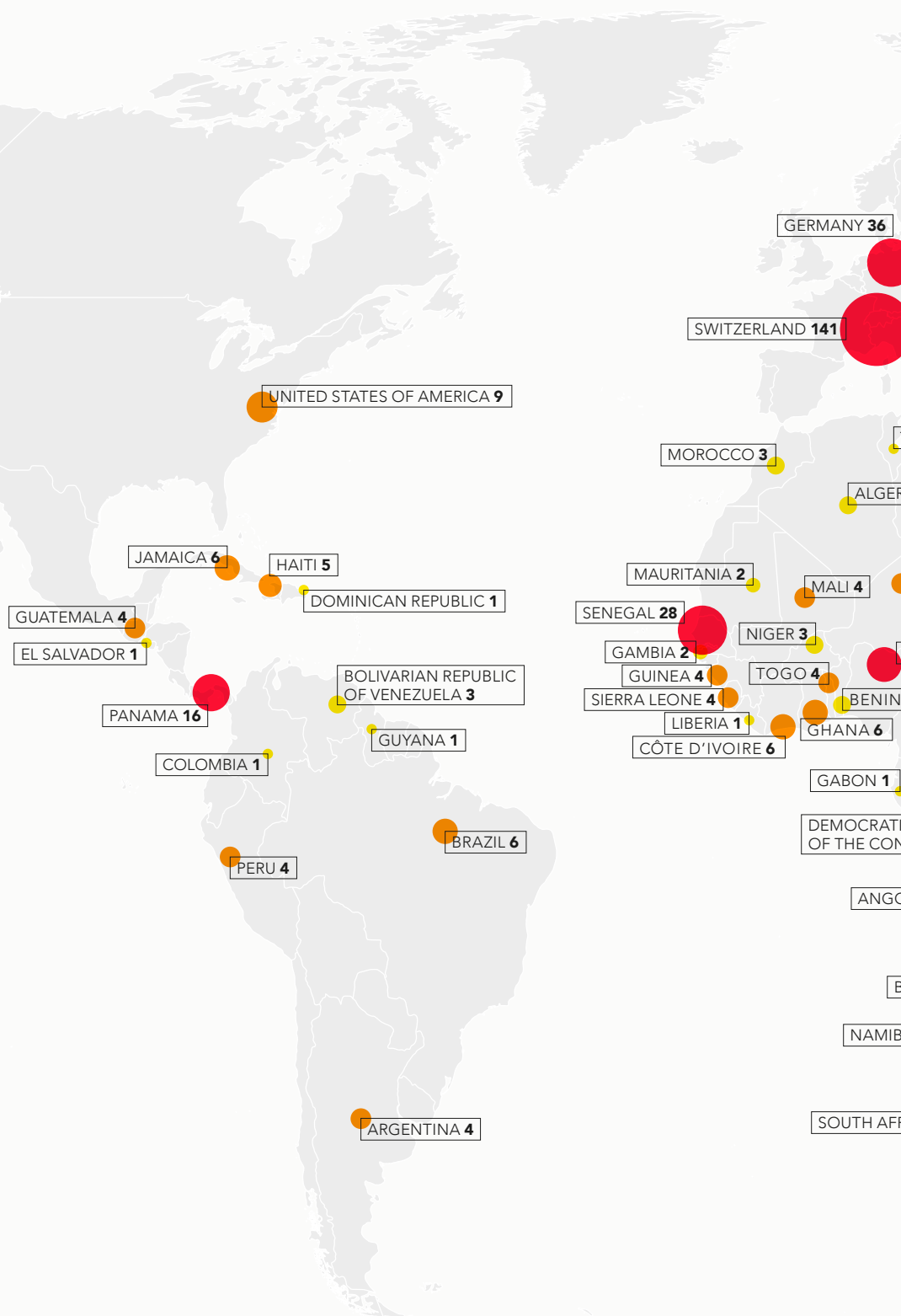
This summary report of data on the UNAIDS Secretariat's workforce has been developed by the People Management Department. It is updated each year to demonstrate progress in terms of important metrics, such as workplace diversity. Most of the tables and charts reflect the status of the workforce as at 31 December 2023 unless otherwise specified. Where possible, comparative data from previous years are provided.

The map depicts the location of the UNAIDS workforce at 31 December 2023.

**WORLD MAP
WHERE WE ARE**
→

646

TOTAL STAFF

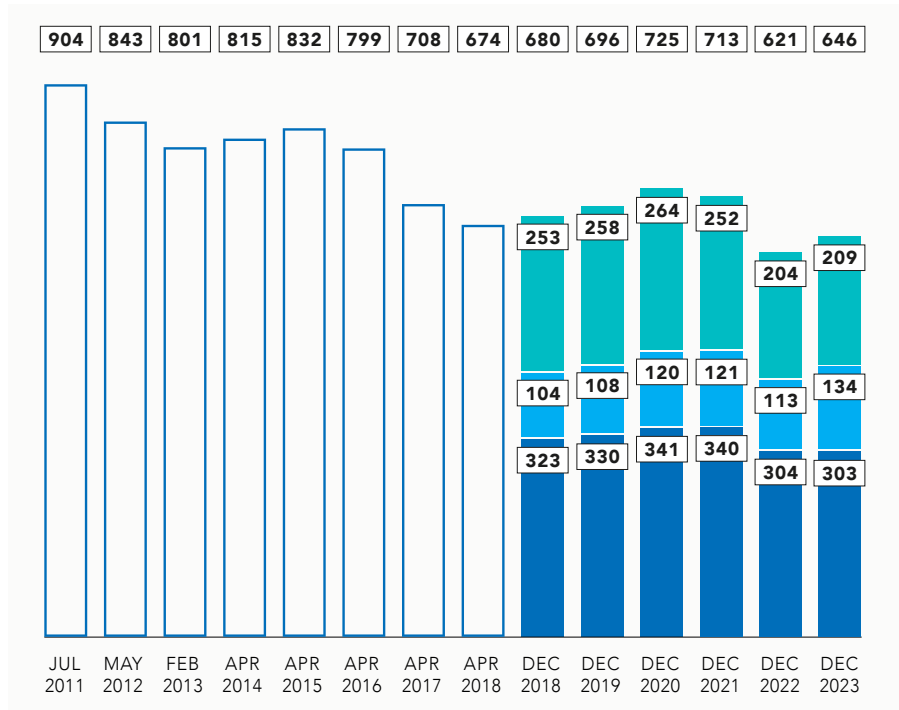


WORKFORCE

Following three strategic organizational realignment exercises and streamlining of functions, the number of staff employed by the Secretariat declined from 904 in July 2011 and was 646 in December 2023.

UNAIDS SECRETARIAT'S STAFF MEMBERS, 2011-2023

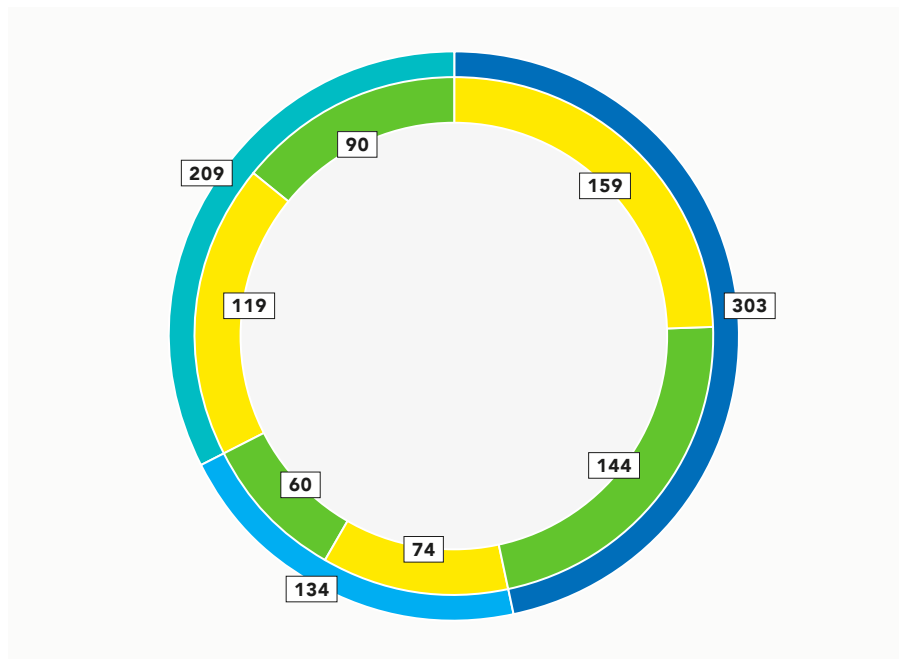
→



About half of UNAIDS staff members (47%) are in the International Professional category, 21% are National Professional Officers and 32% General Service staff.

STAFF MEMBERS BY CATEGORY AND GENDER AS AT 31 DECEMBER 2023

→



Eighty-three per cent of the Secretariat’s international professional staff members are graded at the P2 to P5 level, and 17% at the D1 and above levels.

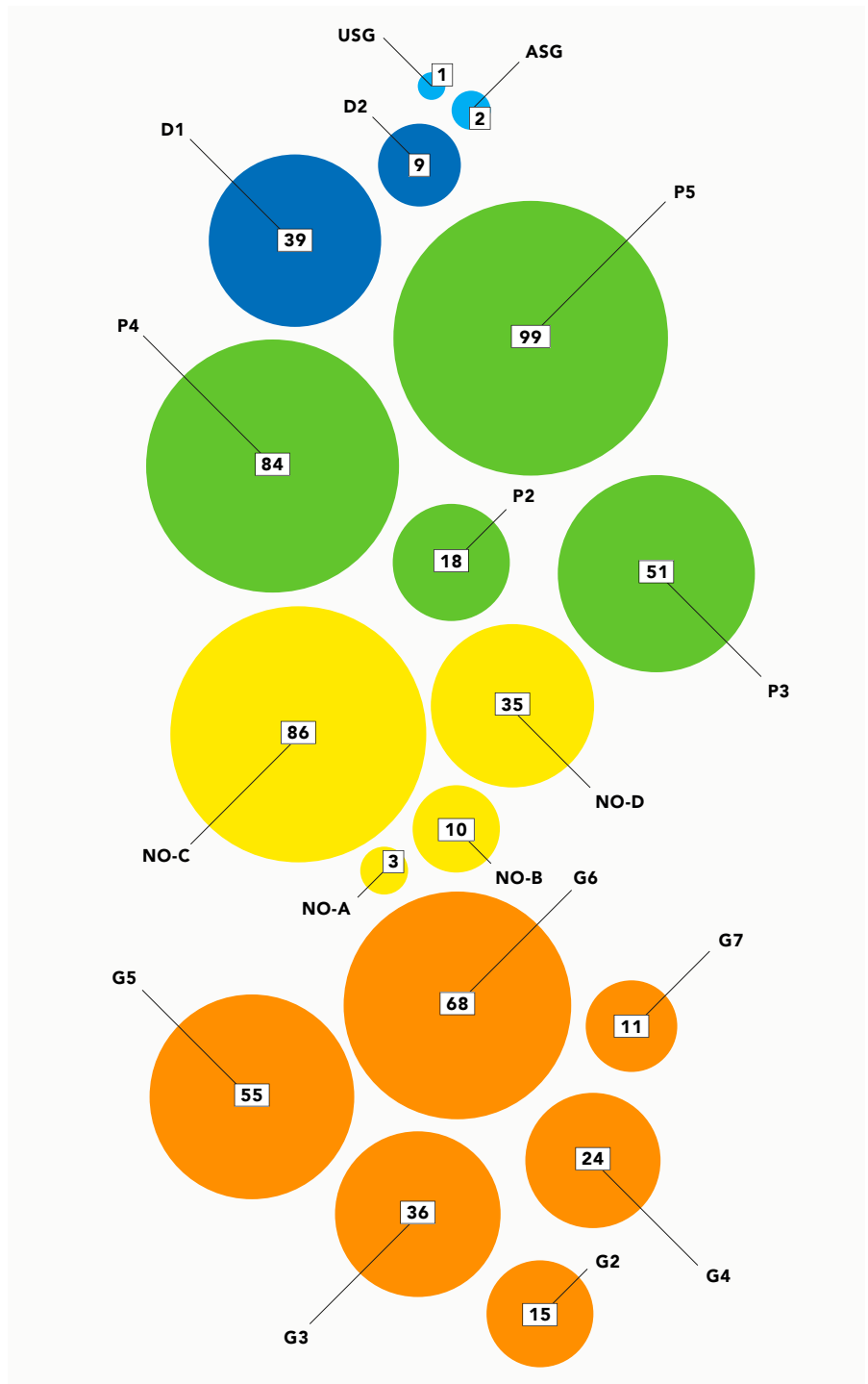
STAFF MEMBERS BY GRADE AS AT 31 DECEMBER 2023
→

614

FIXED-TERM APPOINTMENTS

32

TEMPORARY APPOINTMENTS



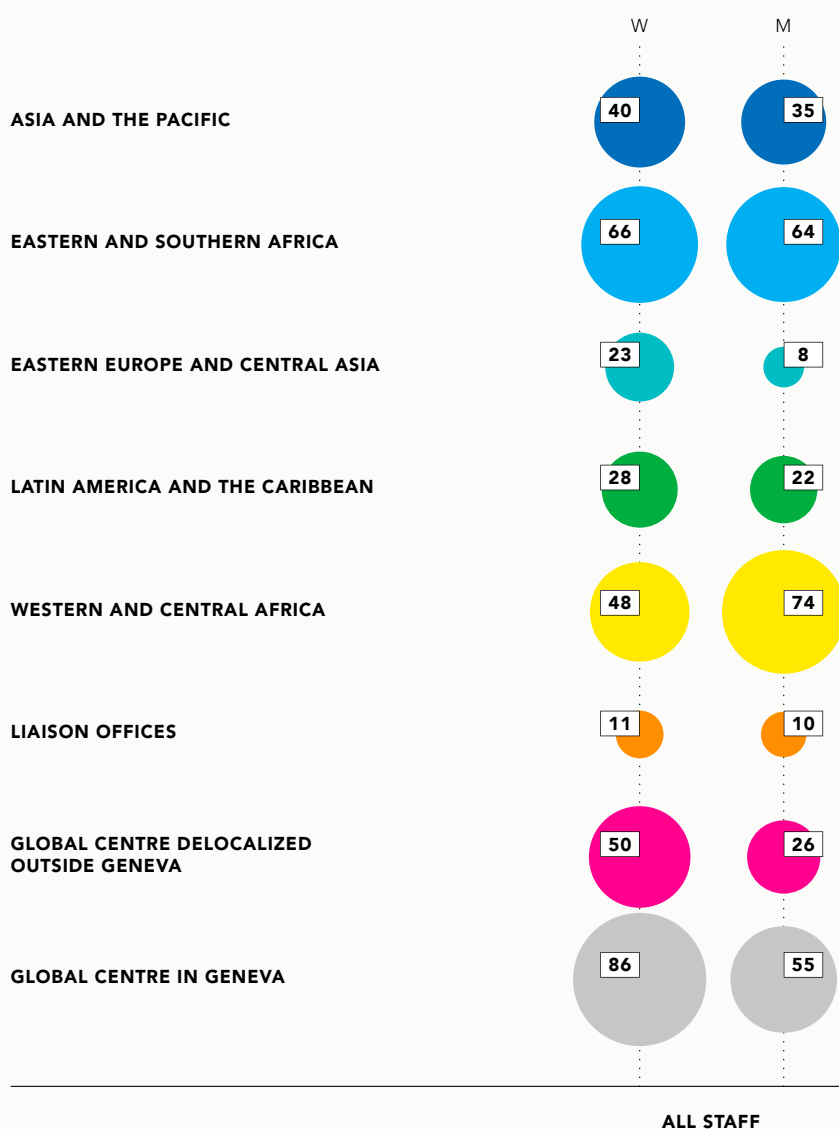
In 2012, the Secretariat established a target whereby no more than 30% of staff members should work at headquarters and no less than 70% in country, regional and liaison offices. The recent Alignment process put an emphasis on placing staff members closer to the communities we serve. At the end of 2023, 76 staff carrying out Global Centre functions worked outside from Geneva. Eighty percent of all staff members based in country and regional offices work in the three biggest regions: Eastern and Southern Africa, Western and Central Africa and Asia and the Pacific.

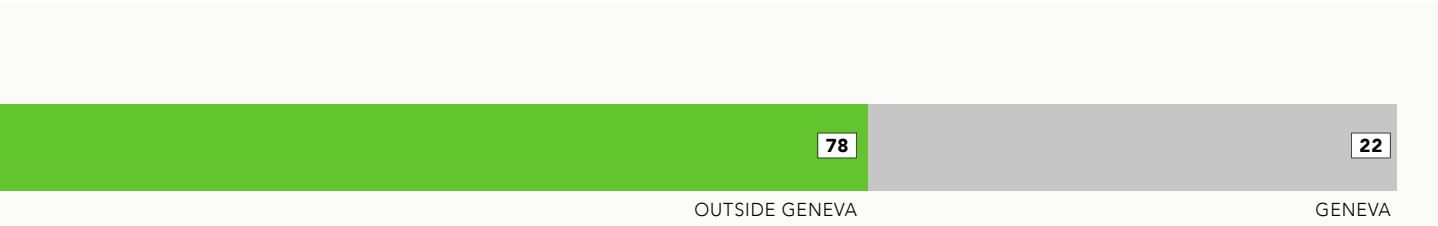
STAFF MEMBERS BY LOCATION AND CATEGORY AS AT 31 DECEMBER 2023
→

STAFF LOCATION GENEVA & OUTSIDE GENEVA - ALL STAFF
(percentage)

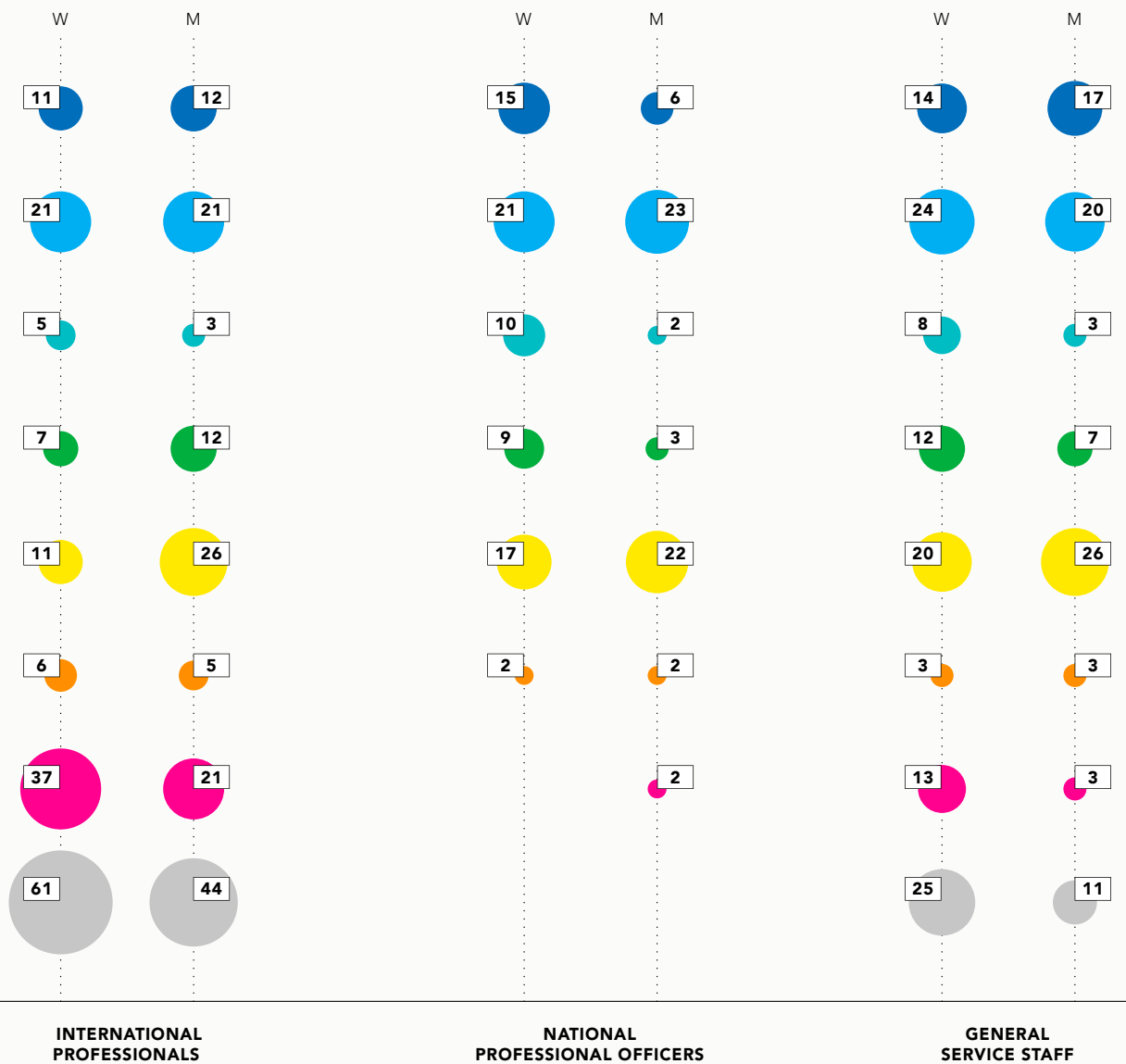


STAFF LOCATION IN UNAIDS REGIONS, LIAISON OFFICES AND GLOBAL CENTRE BY GENDER





STAFF LOCATION IN UNAIDS REGIONS, LIAISON OFFICES AND GLOBAL CENTRE BY GENDER

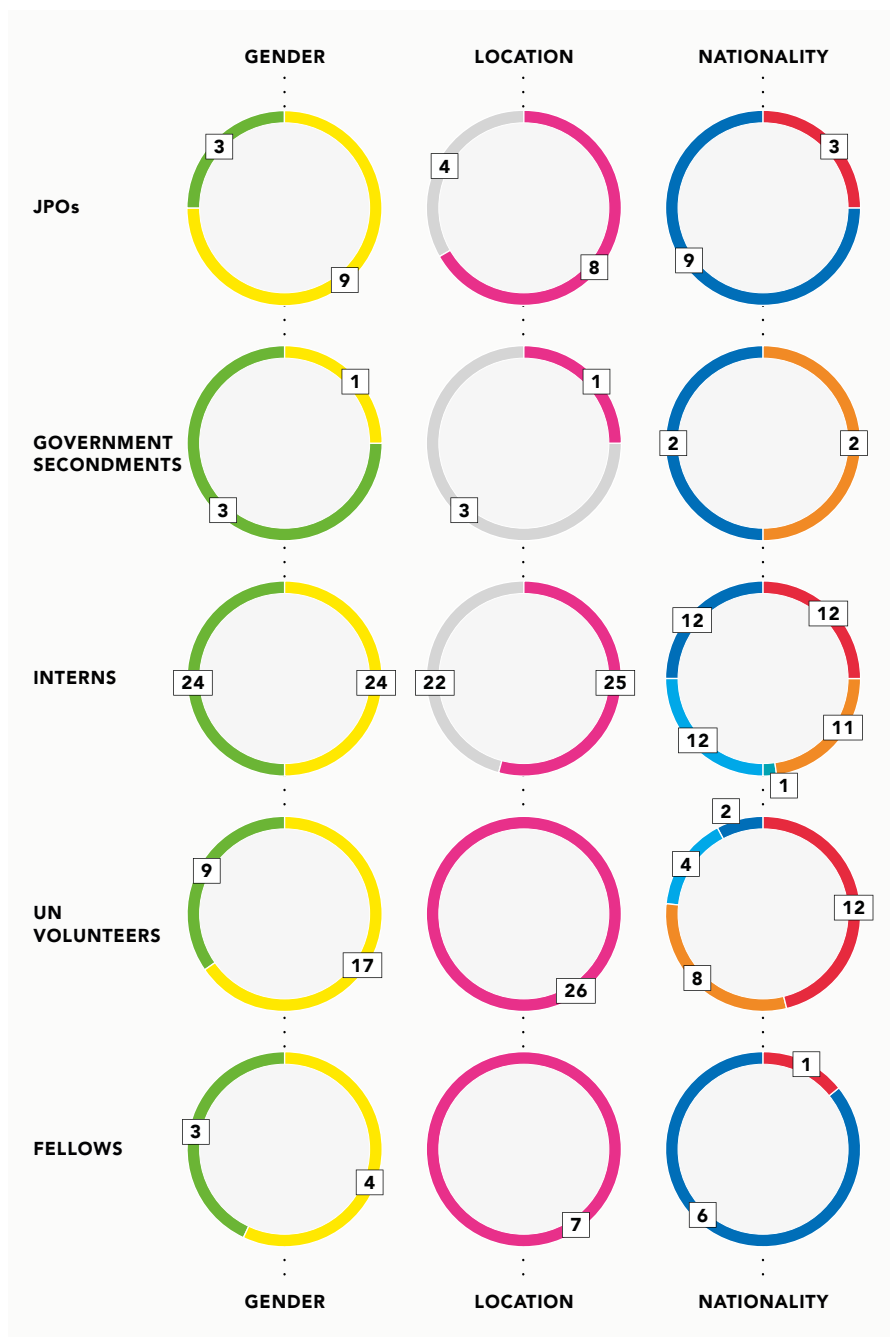


Junior Professional Officers and Government Secondments in 2023

In 2023, twelve Junior Professional Officers (JPO) worked for the Secretariat, nine of whom were women. Four JPOs were based in Geneva, and eight in country and regional offices. Three UNAIDS JPOs had African nationality and six had Western European nationality. Four government secondees worked in UNAIDS in 2023, three men and one woman. Most were located in the Global Centre in Geneva.

Young Talent Pool 2023

In 2023, the Secretariat benefited from the efforts of 48 interns, 26 UN Volunteers, and seven Fellows. Among them, 50% of interns, 63% of United Nations Volunteers, and 57% of Fellows were women. Across assignments, 22 interns dedicated their efforts in Geneva, while 25 were stationed outside Geneva. Similarly, 26 United Nations Volunteers were stationed outside Geneva, mirroring the allocation of all seven Fellows.



AFFILIATE WORKFORCE IN 2023



*Region of nationality is based on United Nations regional groupings of Member States. <https://www.un.org/dgacm/en/content/regional-groups>

GENDER
 ■ WOMEN ■ MEN

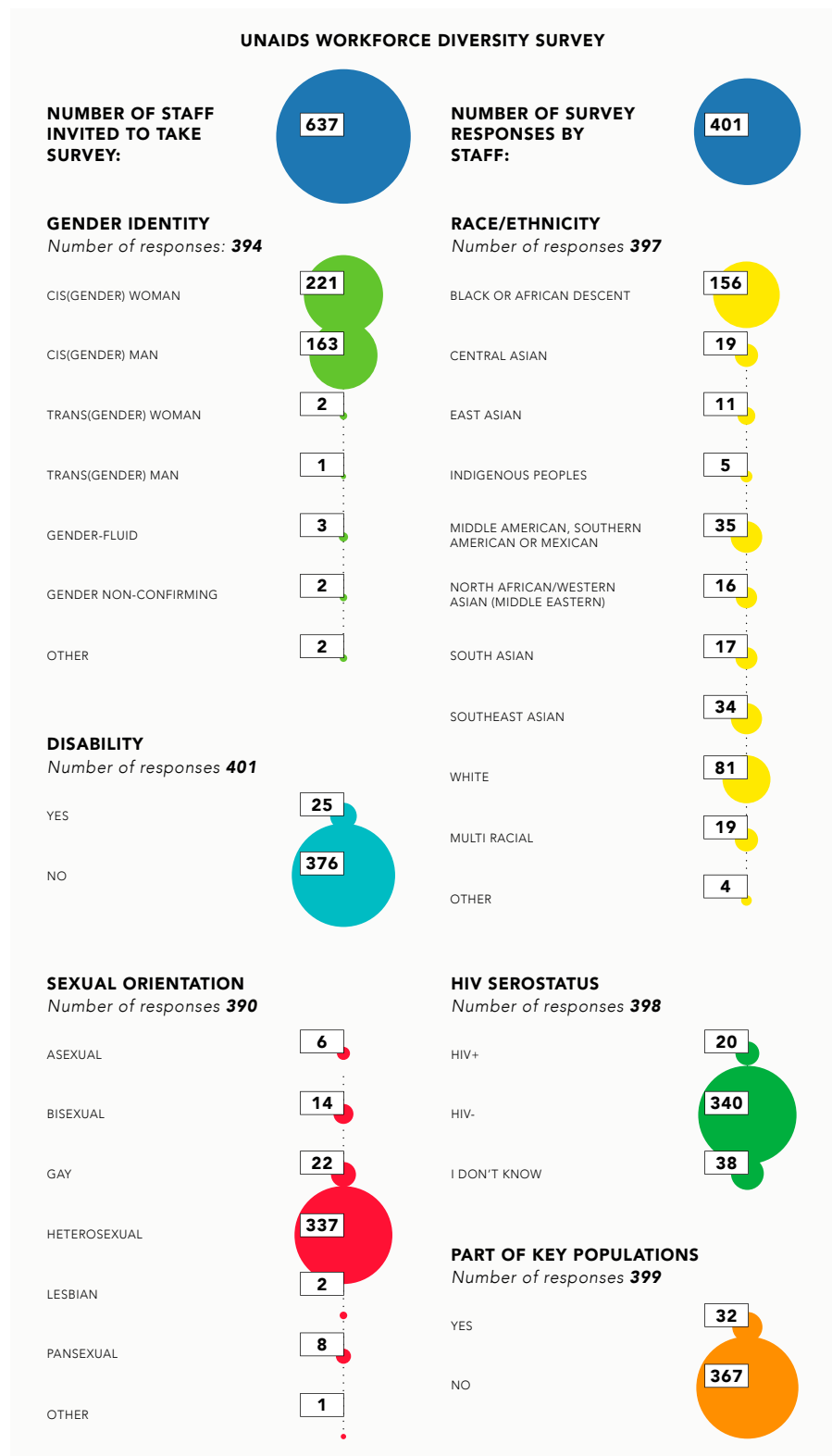
REGION OF NATIONALITY*
 ■ AFRICAN STATES ■ ASIA-PACIFIC STATES ■ EASTERN EUROPEAN STATES
 ■ LATIN AMERICAN AND CARIBBEAN STATES ■ WESTERN EUROPEAN AND OTHER STATES

LOCATION
 ■ OUTSIDE GENEVA ■ GENEVA

DIVERSITY

In September 2023, the Secretariat conducted for the second time an anonymous and confidential survey to obtain information on the diversity profile of its workforce and to measure the data against the baseline obtained in the first survey administered in June 2022. This data complements the available personal data in HR systems, which is limited to a few diversity variables. In 2023, 63% of staff members responded, a significant increase from 2022 (38.1%). The results show the typical profile with regards to gender identity (>90% cisgender); disability (<10% with disability); sexual orientation (>80% heterosexual). Representation from key populations including people living with HIV is low. The diversity dimensions were analyzed by grade/level, duty station type and staff category. Compared to the 2022 workforce composition, the 2023 survey data does not show progress in increasing the share of staff who identify outside the gender binary, are LGBTIQ+, have a disability, live with HIV and/or are part of a key population.

DATA FROM THE UNAIDS DIVERSITY SURVEY 2023

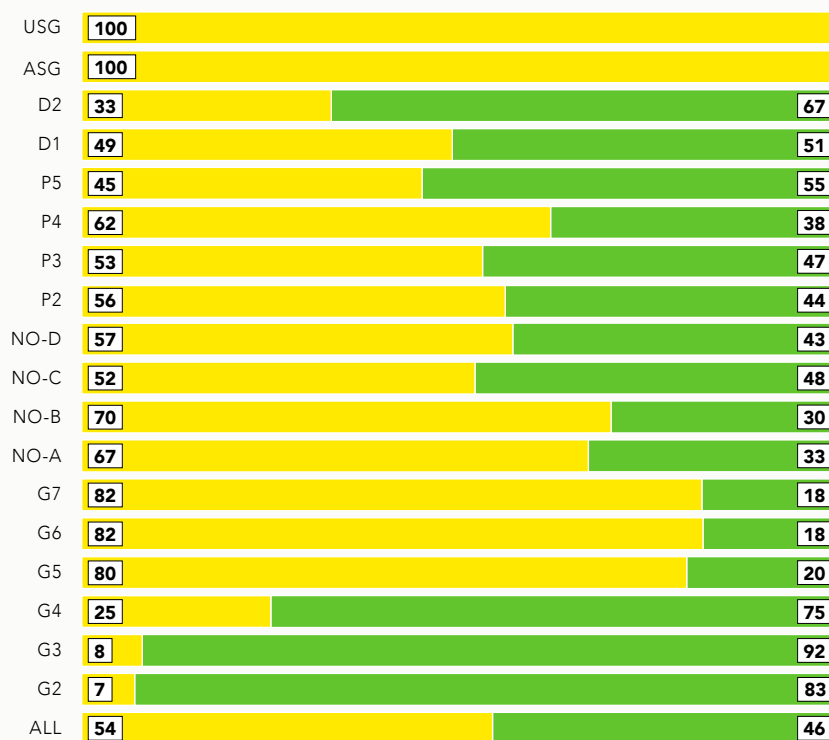


Between 2013 and 2023, the percentage of female staff members in the Secretariat increased from 52% to 54%. Over the same period, the percentage of female staff members at the P5 and above grades increased from 36% to 47% and at P4 grade and above from 44% to 62%. A major achievement has been the increase in female country directors, from 27% in 2013 to 48% at the end of 2023. However, gender balance at different levels is uneven, with female staff members over-represented especially at the P4 and G5-G7 grades, and male staff members overrepresented at the G2-G4 and D2 grade levels. Progressively, the Secretariat will advance recognition of gender identity as a continuum between and beyond the male and female binary. Consequently, this concept of gender parity will be further nuanced in future editions of the workforce report.

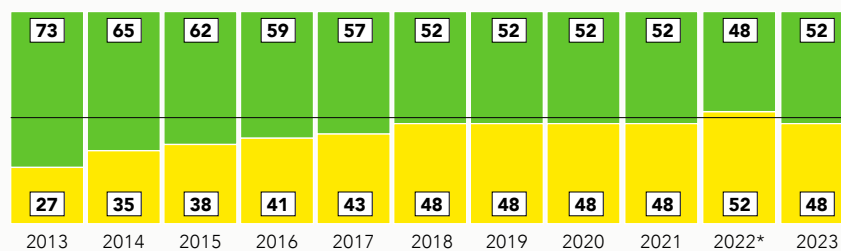
REPRESENTATION OF WOMEN AND MEN (percentage)
→

GENDER ■ WOMEN ■ MEN
GRADE ■ P4 AND ABOVE ■ P5 AND ABOVE

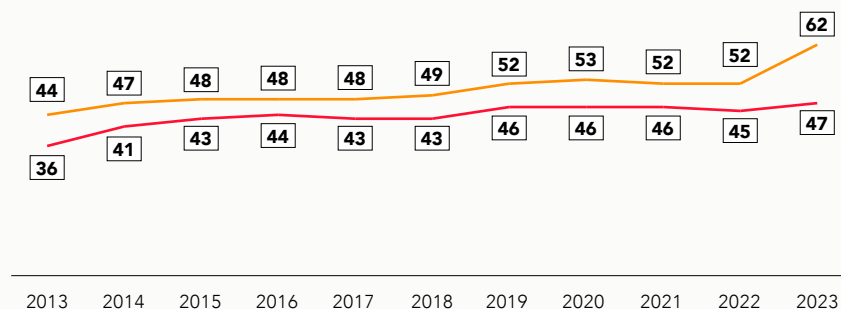
STAFF MEMBERS BY GRADE AND GENDER AS AT 31 DECEMBER 2023



UNAIDS COUNTRY DIRECTORS BY GENDER, 2013-2023



WOMEN AT P4 GRADE AND ABOVE AND AT P5 GRADE AND ABOVE**



*As at 31 Dec 2022 the UNAIDS Country Director numbers include UNAIDS Country Managers who were promoted to Country Directors in the alignment
** *Grade group P5 and above includes women country directors at P5 grade

One hundred and twenty nationalities are represented among the Secretariat's staff members (102 nationalities among the 303 International Professionals).

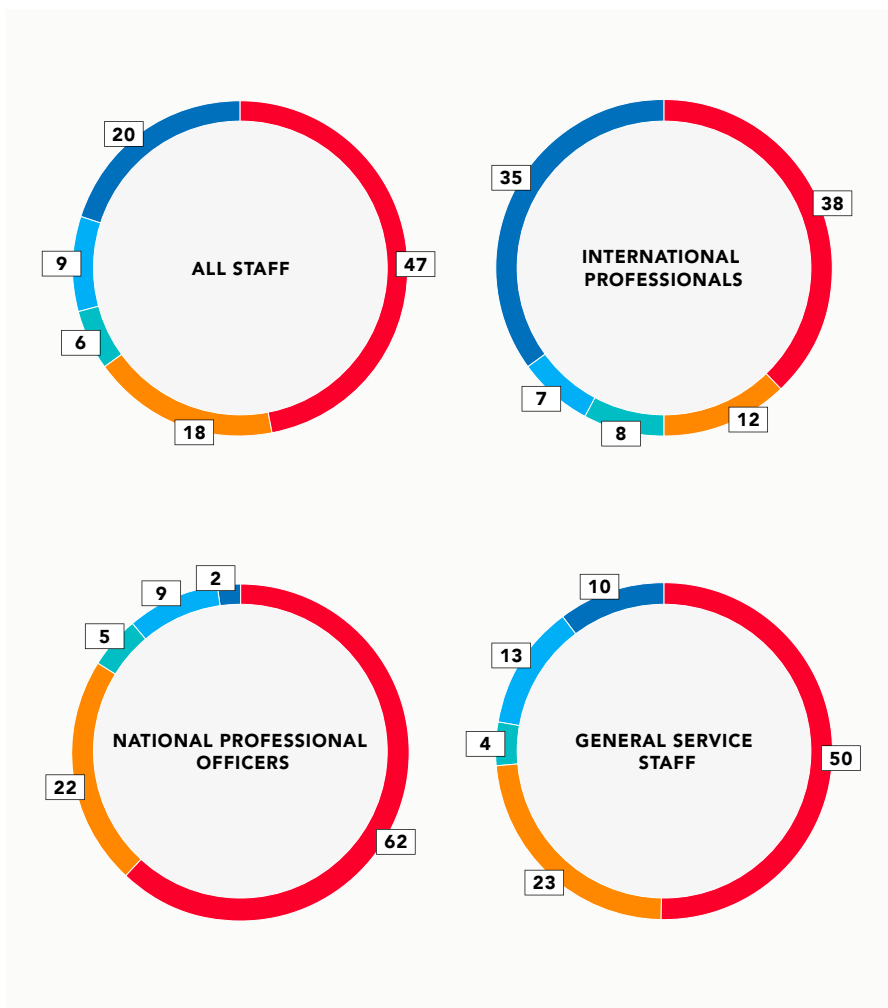
Staff from African States represent 47% of all staff, followed by Western Europe and other States with 20% and Asia-Pacific States with 18%. Ten per cent of staff are from Latin American and Caribbean States and six per cent from Eastern European States.*

REGION OF NATIONALITY AS AT 31 DECEMBER 2023
(percentage)



120

DIFFERENT NATIONALITIES



*Region of nationality is based on United Nations regional groupings of Member States.
<https://www.un.org/dgacm/en/content/regional-groups>

The average age of the Secretariat's staff is 49, broadly consistent across all staff categories. There was a welcome increase in the number of young staff members aged under 35 years (excluding JPOs) which almost doubled in 2023 from 19 to 35. The number of staff in the most senior age groups remained stable.

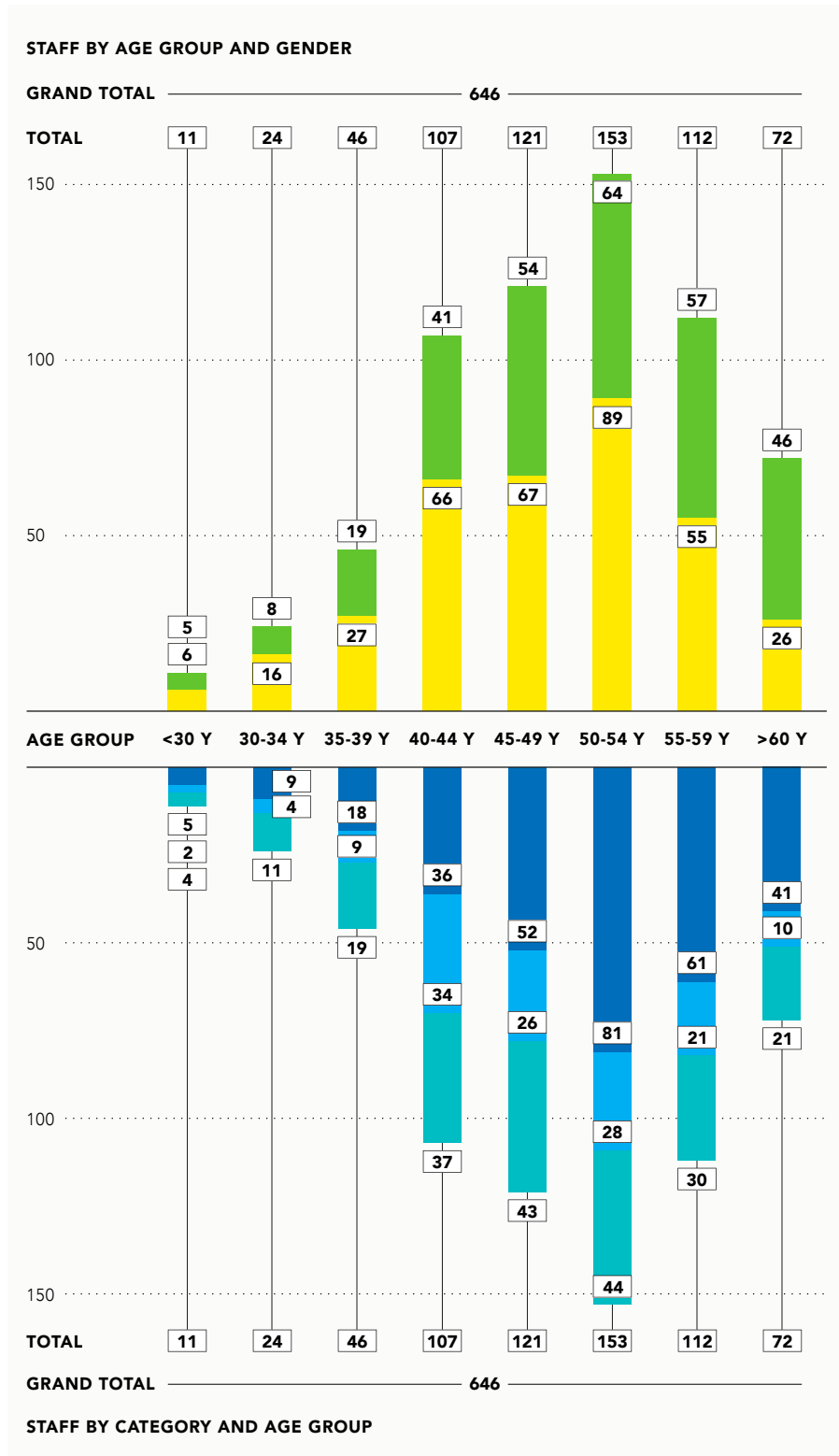
STAFF BY AGE GROUP AS AT 31 DECEMBER 2023
→

GENDER

- WOMEN
- MEN

CATEGORY

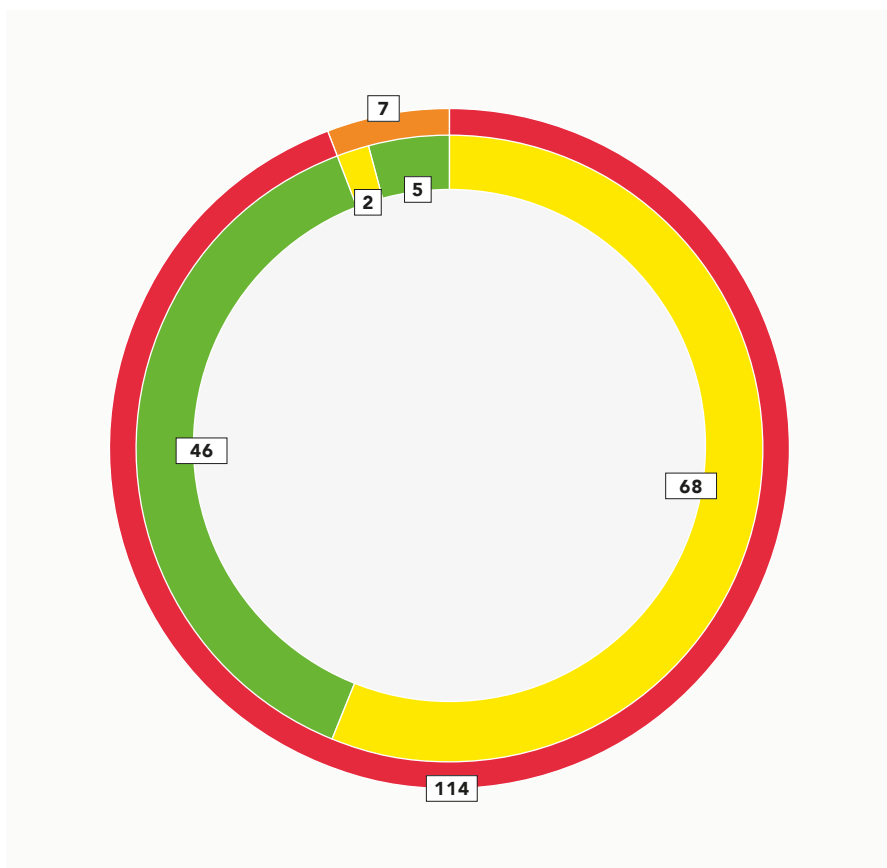
- INTERNATIONAL PROFESSIONALS
- NATIONAL PROFESSIONAL OFFICERS
- GENERAL SERVICE STAFF



APPOINTMENTS

In 2023, 121 appointments were made in all staff categories. Of these, 114 were through vacancy announcements and seven by executive decisions. All executive decisions were internal appointments.

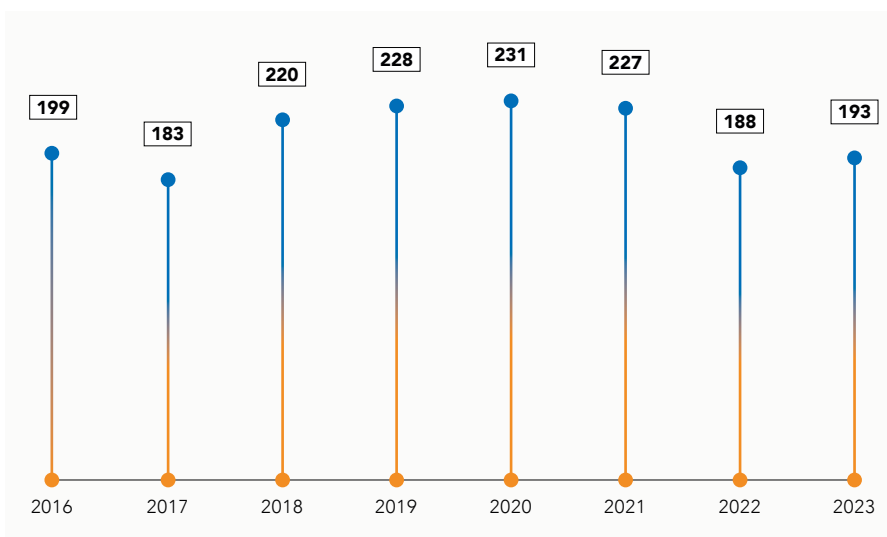
APPOINTMENTS BY MODALITY AND GENDER IN 2023



MODALITY ■ VACANCY ANNOUNCEMENTS ■ EXECUTIVE DECISIONS
GENDER ■ WOMEN ■ MEN

The average time to recruit between the date of advertisement of a vacant position (●) and the acceptance of an offer by the selected candidate (●) slightly increased to 193 days in 2023.

TIME TO RECRUIT, 2016-2023 (average time in days)

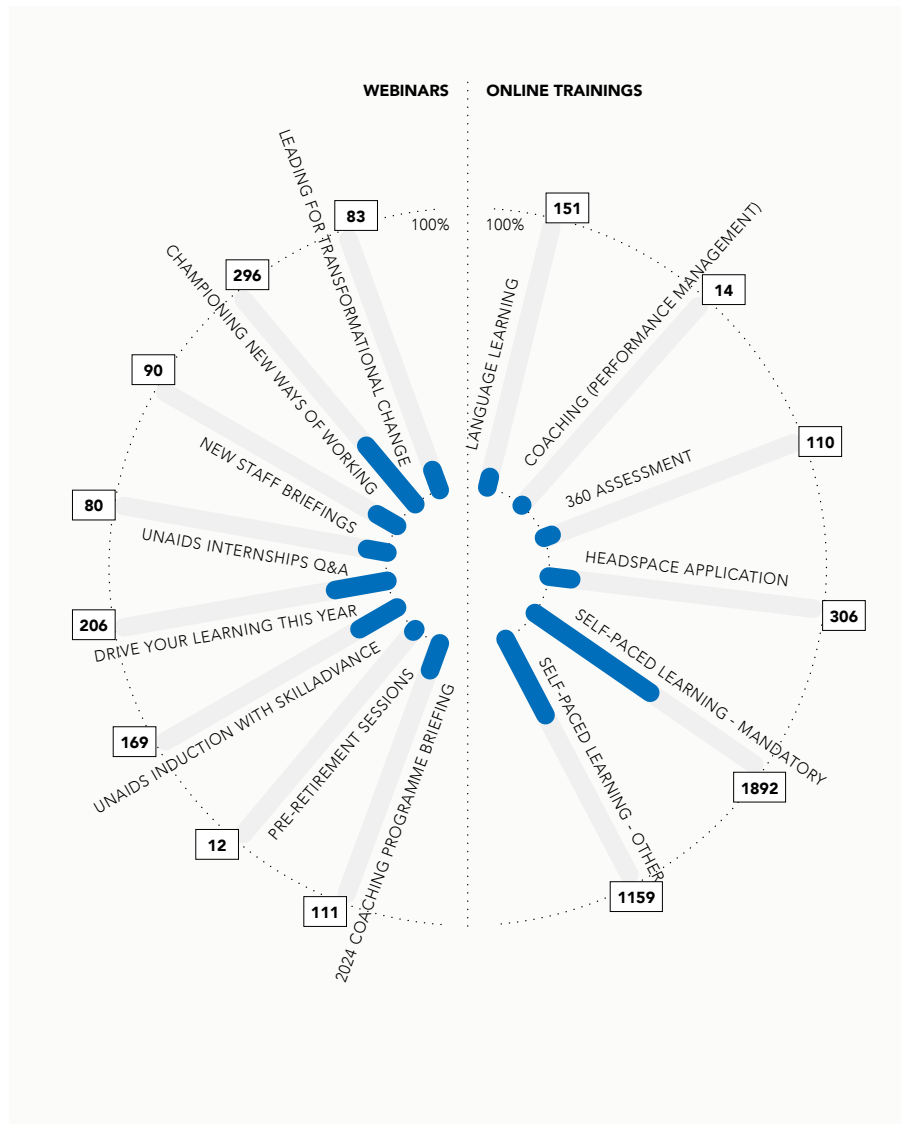


LEARNING AND DEVELOPMENT

A culture of learning continues to be cultivated at UNAIDS. Since the last report, staff participated in more than 3,500 learning events (face to face, virtual, self-paced or blended and includes mandatory trainings), with a strong focus on championing new ways of working, career and professional development -related learnings and wellbeing offers. Out of these, staff engaged with 2,473 self-paced online learning offers. Another 1,047 staff participated in a range of learning webinars on offer throughout the year.

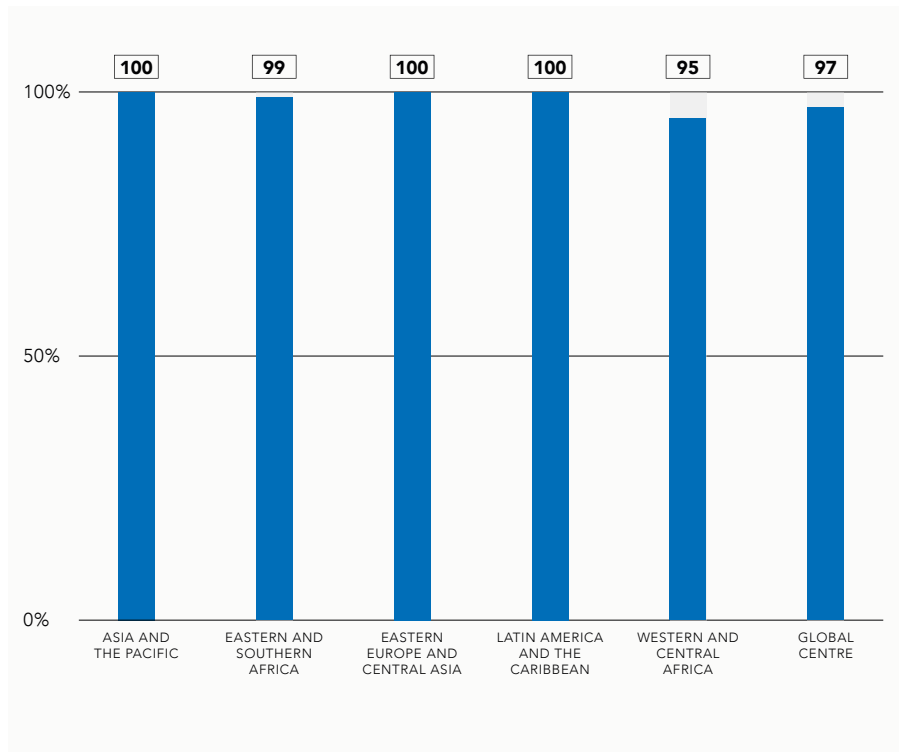
TRAININGS COMPLETED BY TYPE
(number of participants)
→

3520
TOTAL LEARNING EXPERIENCES COMPLETED



In 2023, UNAIDS launched a targeted exercise aimed at achieving full compliance with five critical mandatory trainings, including preventing sexual exploitation and abuse, sexual harassment, ethics, and combating fraud and corruption. By January 31, 2024, UNAIDS had an outstanding compliance rate of 98%. This initiative underscores UNAIDS' unwavering commitment to fostering a culture of accountability.

MANDATORY TRAININGS COMPLIANCE BY LOCATION
(percentage)



The 360 for senior leadership, emphasised partnership building, collaborative work, inclusive leadership efforts applied by managers to foster staff wellbeing in teams (average 4.45). Since the last edition in 2022 most competencies have shown a significant improvement. Performance management was identified as an area requiring attention.

360 ASSESSMENT FOR SENIOR LEADERSHIP, FOLLOWED BY EXECUTIVE COACHING PROGRAMME



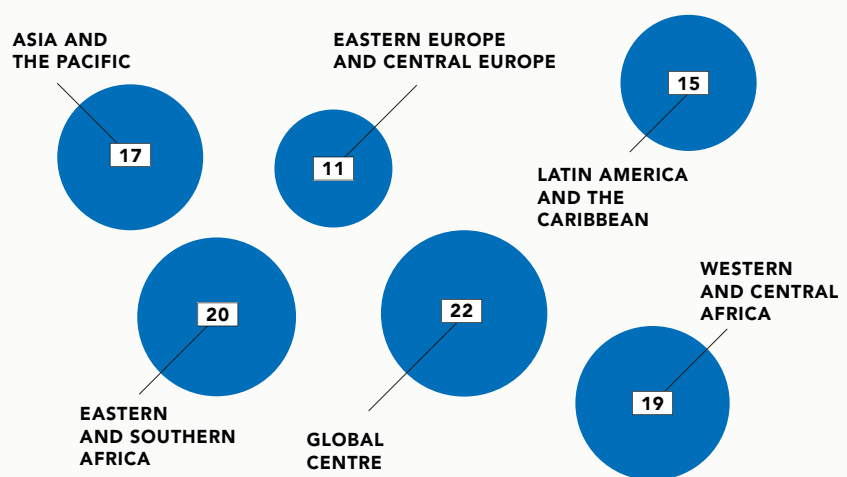
NUMBER OF PARTICIPANTS WHO COMPLETED THE 360 DEGREE ASSESSMENT



EXECUTIVE COACHING PARTICIPANTS BY GENDER 2024



EXECUTIVE COACHING PARTICIPANTS BY REGION 2024



GENDER ■ WOMEN ■ MEN

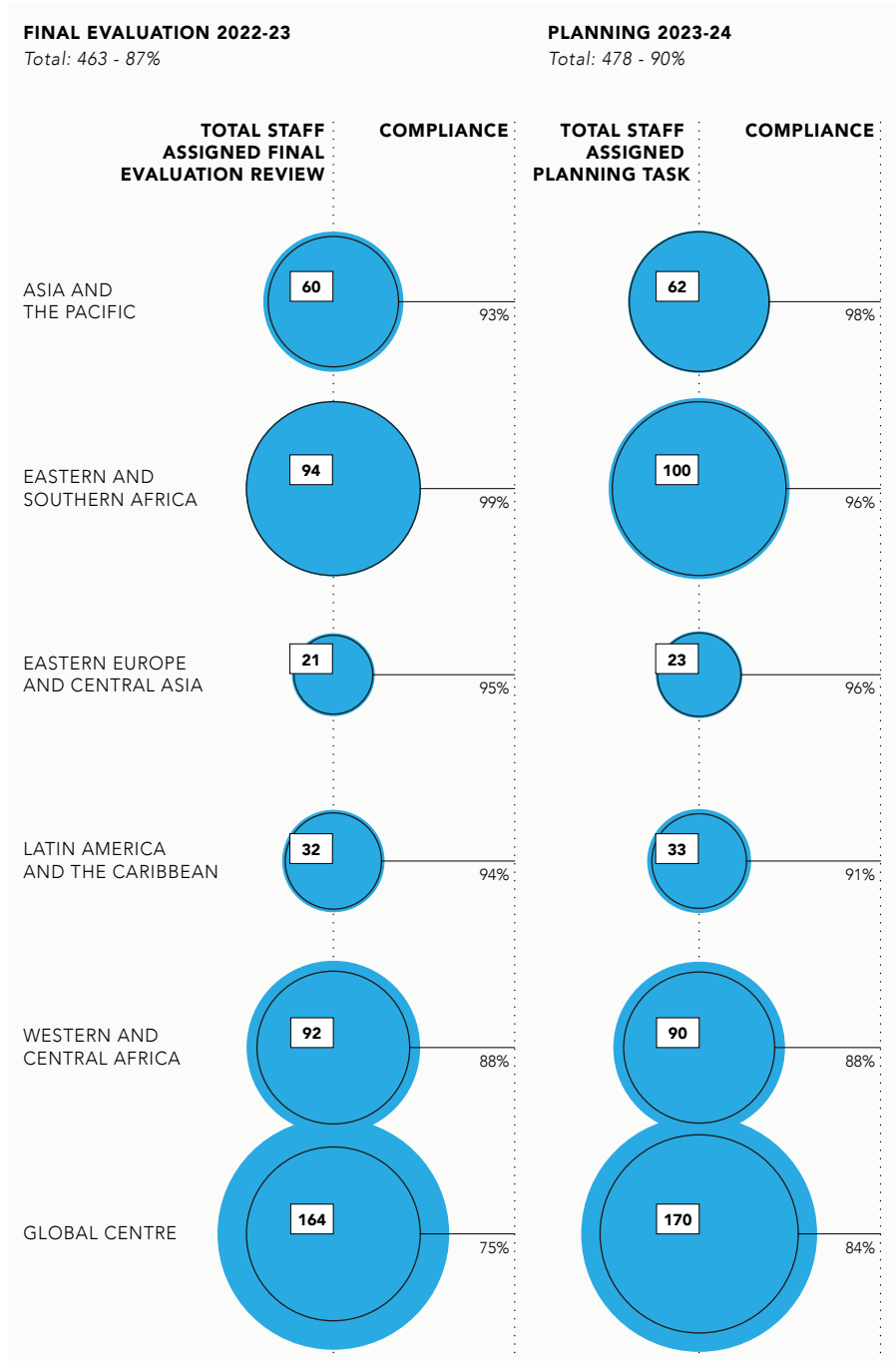
PERFORMANCE

87% of staff successfully completed the 2022/2023 performance management final evaluation, demonstrating a strong commitment to adherence. Efforts are ongoing to boost compliance rate for the current cycle closing in May 24. 82% reported having set a learning objective focused on Gender Equality and Women Empowerment.

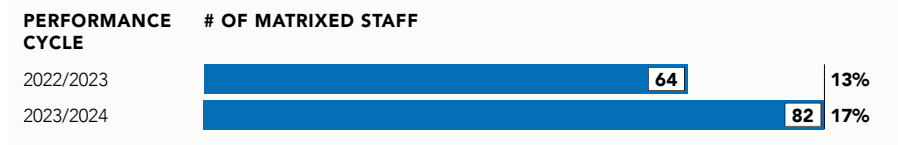
82 matrix-managed positions, 2023/2024 performance review cycle vs 64 for the previous cycle 2022/23.

COMPLIANCE WITH:

- final evaluations by location for 2022/23
- planning by location for 2022/23 (percentage)



MATRIX-MANAGED POSITIONS BY PERFORMANCE REVIEW CYCLE



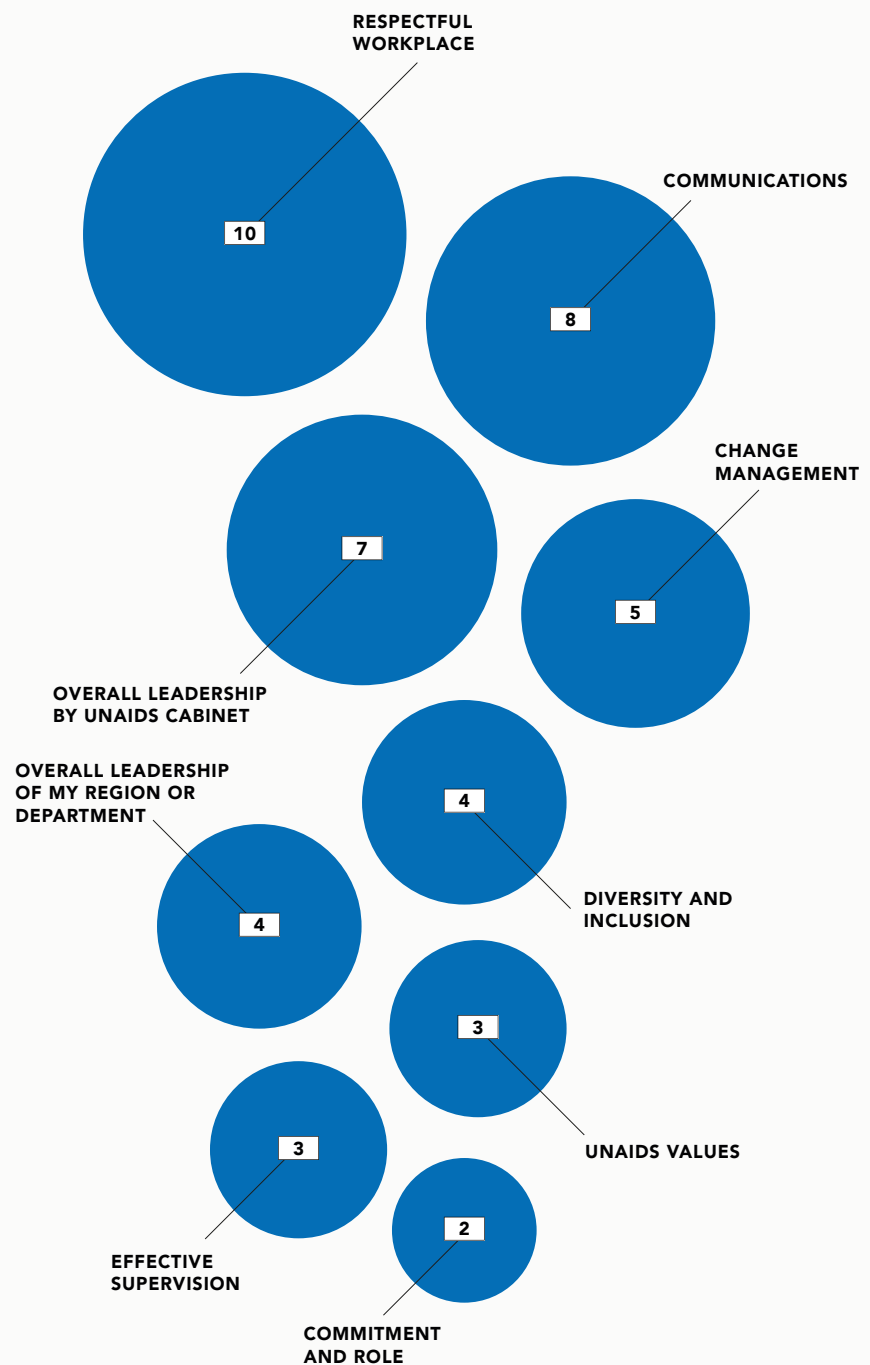
STAFF ENGAGEMENT

Action plans from the 2022/2023 Global Staff Survey (GSS) began with departments and regions overseeing 1-3 priority actions. Out of 46 identified actions, 90% of tasks were completed or nearing completion, emphasizing objectives like fostering a respectful workplace and enhancing communication.

ACTIONS IMPLEMENTED IN 2023 TO ADDRESS 2022 GLOBAL STAFF SURVEY RESULTS

→

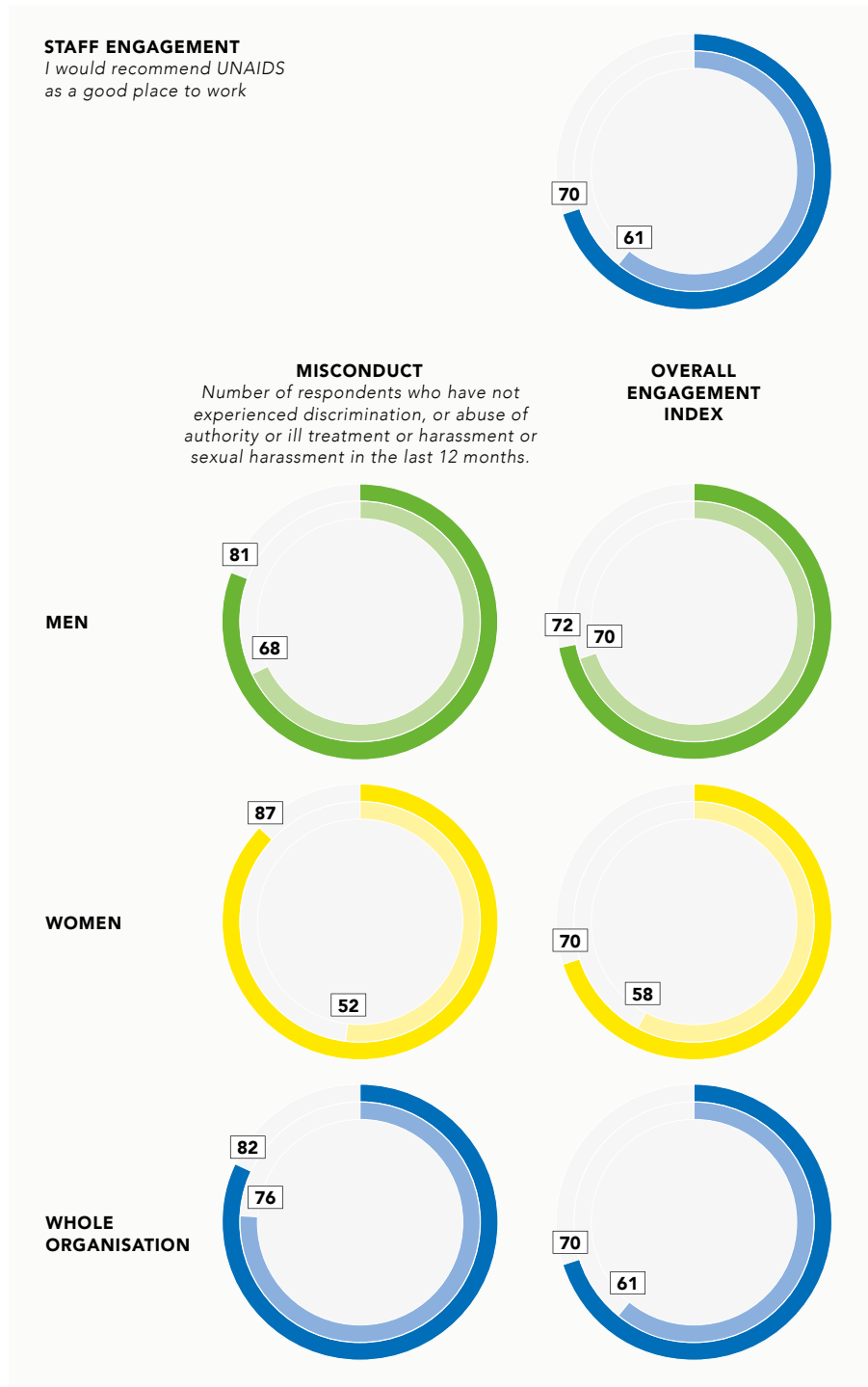
ACTIONS FORMULATED BY TOPIC



Since 2022, UNAIDS staff have enjoyed a significantly improved and a more positive work experience, with a surge in the Engagement Index by 9%, reaching 70% in 2024. This improvement is particularly pronounced for women staff members with a 35% increase in positive responses to no experience of misconduct. Staff have reported a decrease in misconduct with overall 82% reporting no instances; and 0% incidents of sexual harassment.

UNAIDS PULSE SURVEY 2024

(percentage)
→

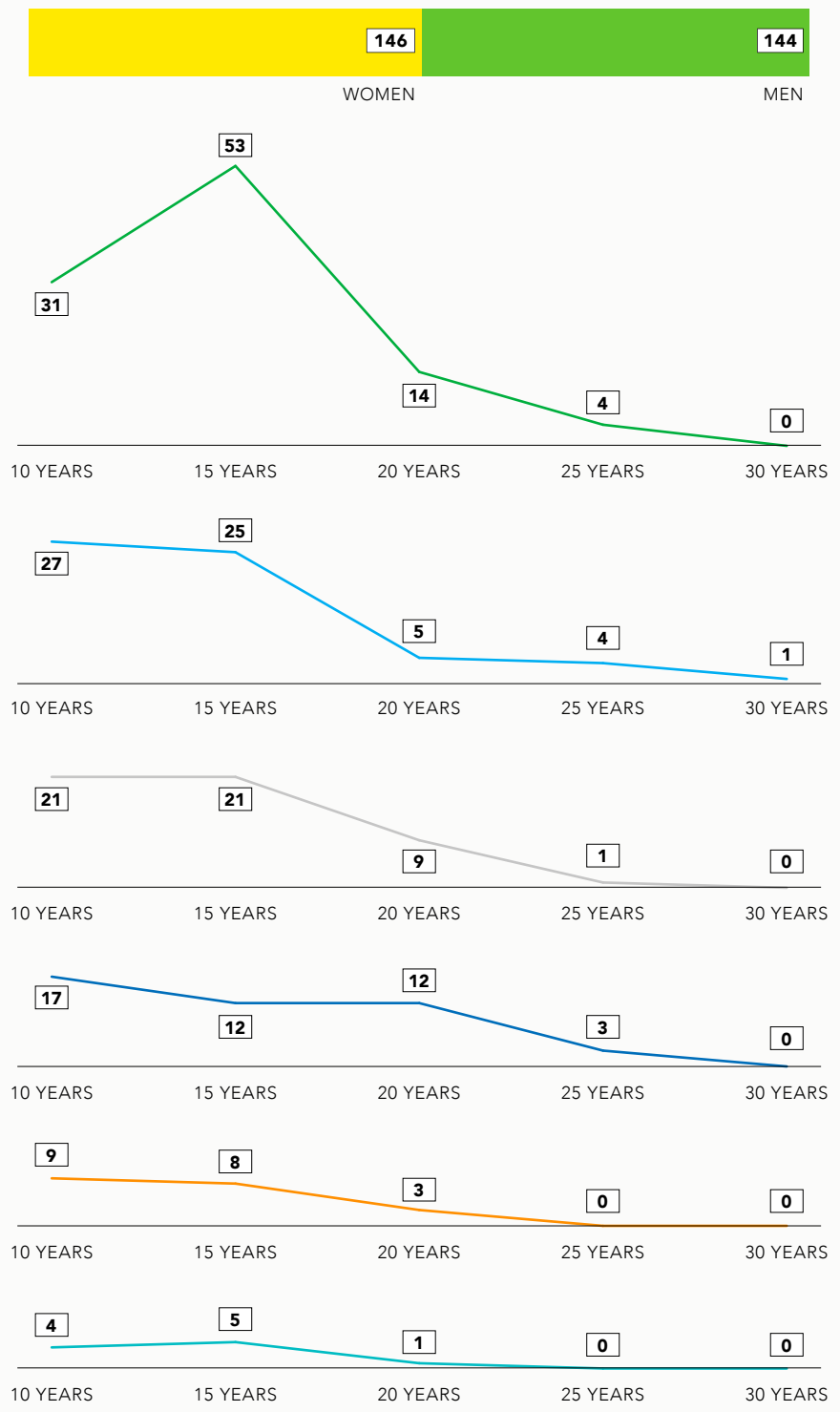


In 2023, 290 staff across regions were awarded for achieving significant service milestones ranging from 10, 15, 20, 25 and 30 years between January 2019 and December 2023. Data shows a good gender balance, with 146 women and 144 men reaching these milestones.

LONG YEARS SERVICE AWARDS 2023



NUMBER OF PEOPLE REACHING MILESTONES



REGION

- GLOBAL CENTRE
- EASTERN AND SOUTHERN AFRICA
- WESTERN AND CENTRAL AFRICA
- ASIA AND THE PACIFIC
- LATIN AMERICA AND THE CARIBBEAN
- EASTERN EUROPE AND CENTRAL ASIA

COMPLIANCE

The UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) and the UN Disability Inclusion Strategy (UNDIS) are two critical accountability frameworks established for all UN entities to drive progress across all organizational areas to promote the rights of persons with disabilities and women. UNAIDS aims to achieve full compliance with these frameworks by undertaking the necessary measures. These charts show the performance against the two accountability frameworks since their respective launch.

COMPLIANCE WITH THE UN-SWAP, 2018-2023
→

UN-SWAP 2.0	UNAIDS RATING					
PERFORMANCE INDICATOR	2018	2019	2020	2021	2022	2023
RESULTS-BASED MANAGEMENT						
PI1 Commitment to gender-related SDG results	■	■	■	■	■	■
PI2 Reporting on gender-related results	■	■	■	■	■	■
PI3 Programmatic results on GEWE	■	■	■	■	■	■
OVERSIGHT						
PI4 Evaluation	■	■	■	■	■	■
PI5 Audit	■	■	■	■	■	■
ACCOUNTABILITY						
PI6 Policy	■	■	■	■	■	■
PI7 Leadership	■	■	■	■	■	■
PI8 Gender-responsive performance management	■	■	■	■	■	■
HUMAN & FINANCIAL RESOURCES						
PI9 Financial resource tracking	■	■	■	■	■	■
PI10 Financial resource allocation	■	■	■	■	■	■
PI11 Gender architecture	■	■	■	■	■	■
PI12 Equal representation of women	■	■	■	■	■	■
PI13 Organizational culture	■	■	■	■	■	■
CAPACITY						
PI14 Capacity assessment	■	■	■	■	■	■
PI15 Capacity development	■	■	■	■	■	■
KNOWLEDGE, COMMUNICATION & COHERENCE						
PI16 Knowledge and Communication	■	■	■	■	■	■
PI17 Coherence	■	■	■	■	■	■

UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW)
The Performance Indicators and Rating System
 The UN-SWAP rating system consists of five levels. The ratings allow UN entities to self-assess and report on their standing with respect to each indicator, and to move progressively towards excellent performance. As such, the rating system is intended as an aid to promote leadership and direction and enhance coherence.

THE FIVE LEVELS OF THE RATING SYSTEM ARE:

- EXCEEDS REQUIREMENTS
- MEETS REQUIREMENTS
- APPROACHES REQUIREMENTS
- MISSING
- NOT APPLICABLE

COMPLIANCE WITH THE UNDIS, 2019-2023
→

UNDIS					
PERFORMANCE INDICATOR	2019	2020	2021	2022	2023
LEADERSHIP, STRATEGIC PLANNING & MANAGEMENT					
PI1 Leadership	Approaches	Approaches	Approaches	Approaches	Approaches
PI2 Strategic Planning and Management	Approaches	Approaches	Approaches	Approaches	Approaches
PI3 Disability-Specific Policy/Strategy	Missing	Missing	Missing	Missing	Missing
PI4 Institutional Set-Up	Meets	Meets	Meets	Missing	Missing
INCLUSIVENESS					
PI5 Consultation with Persons with Disabilities	Missing	Missing	Missing	Missing	Missing
PI6 Accessibility	Missing	Missing	Approaches	Missing	Missing
PI7 Reasonable Accommodation	Approaches	Approaches	Approaches	Approaches	Approaches
PI8 Procurement	Missing	Missing	Approaches	Meets	Meets
PROGRAMMING					
PI9 Programmes and Projects	Missing	Missing	Missing	Missing	Missing
PI10 Evaluation	Missing	Approaches	Approaches	Approaches	Approaches
PI11 Country Programme Documents	Missing	Missing	Missing	Missing	Missing
PI12 Joint Initiatives	Approaches	Missing	Approaches	Approaches	Meets
ORGANIZATIONAL CULTURE					
PI13 Employment	Missing	Missing	Missing	Meets	Meets
PI14 Capacity Development	Missing	Missing	Missing	Approaches	Meets
PI15 Communications	Approaches	Missing	Missing	Approaches	Approaches

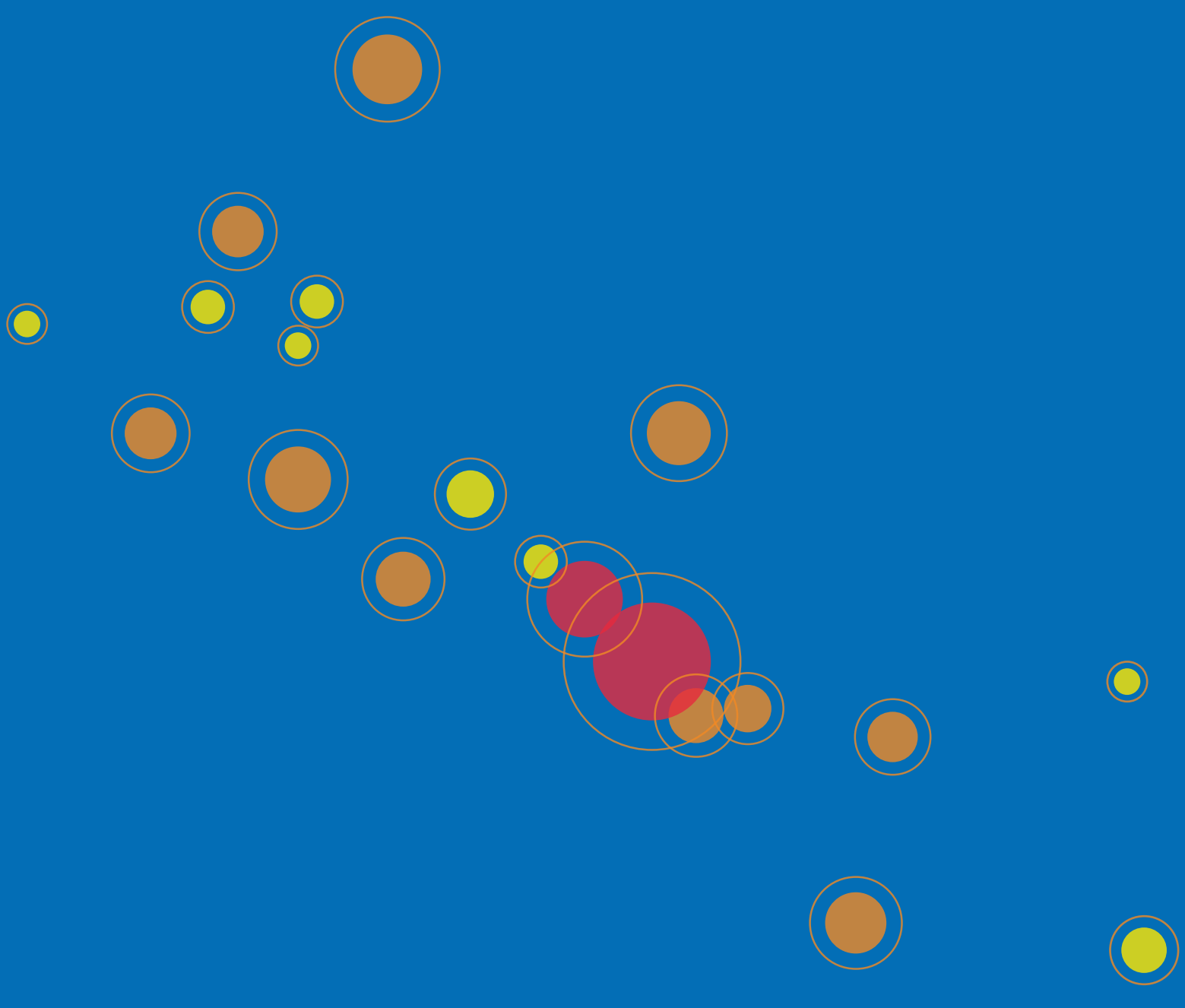
United Nations Disability Inclusion Strategy

The rating system

The rating system of the Strategy’s accountability framework has five levels. The ratings enable UN entities to self-assess and report on their standing with respect to each indicator, and move progressively towards excellent performance. It is best considered as an aid to promote leadership and direction and enhance coherence.

THE FIVE LEVELS OF THE RATING SYSTEM ARE:

- EXCEEDS REQUIREMENTS
- MEETS REQUIREMENTS
- APPROACHES REQUIREMENTS
- MISSING
- NOT APPLICABLE



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