

# UPDATE ON STRATEGIC HUMAN RESOURCES MANAGEMENT ISSUES

## **People of UNAIDS 2024**

# PEOPLE OF UNAIDS 2024





# PEOPLE OF UNAIDS 2024

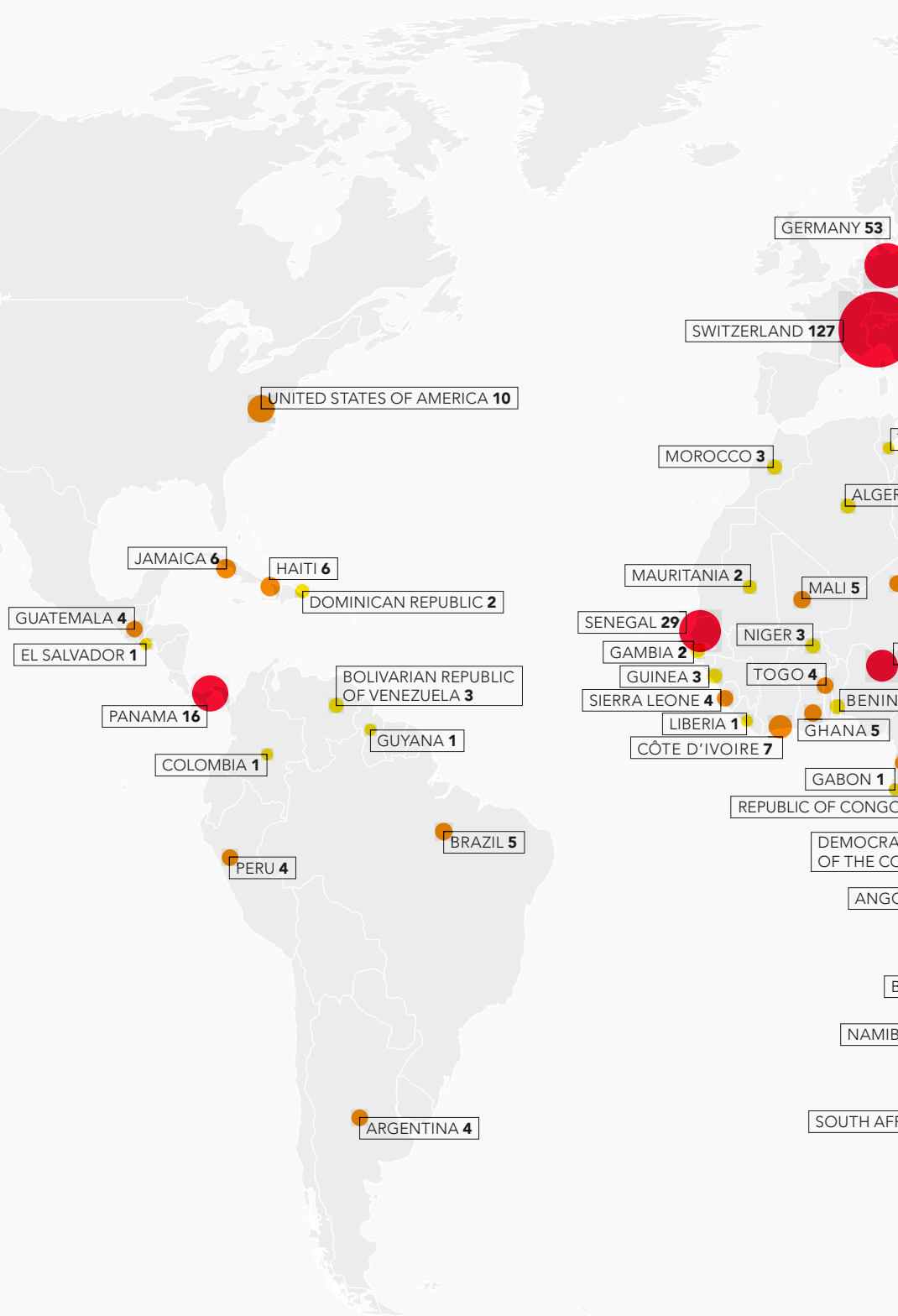
# INTRODUCTION

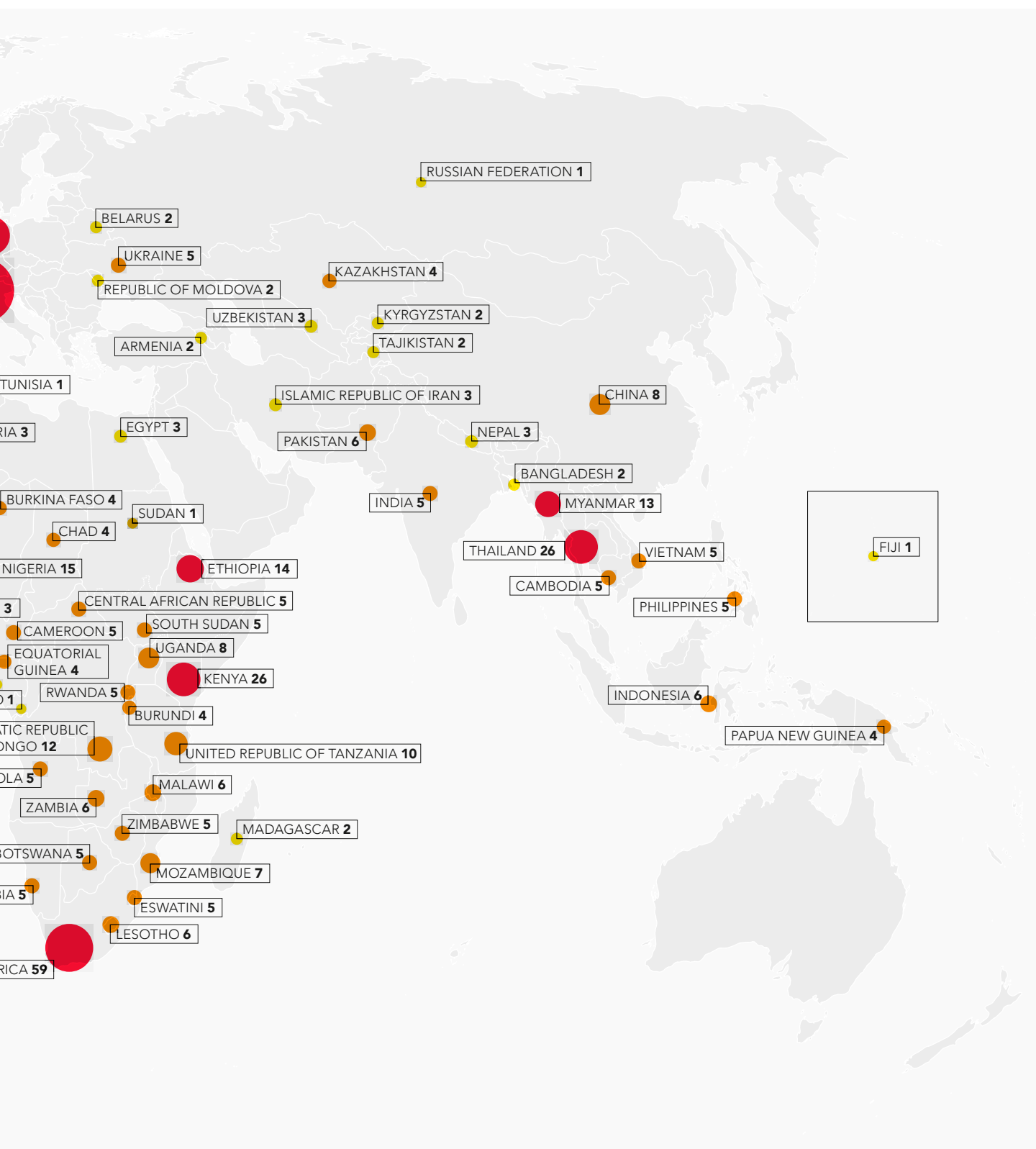
This summary report of data on the UNAIDS Secretariat's workforce has been developed by the People Management Department, with inputs from colleagues in other teams. The report is updated each year to demonstrate progress in terms of important metrics, such as workplace diversity. Most of the tables and charts reflect the status of the workforce as at 31 December 2024 unless otherwise specified. Where possible, comparative data from previous years are provided.

The map depicts the location of the UNAIDS workforce at 31 December 2024.

**WORLD MAP  
WHERE WE ARE**  
→

**671**  
TOTAL STAFF

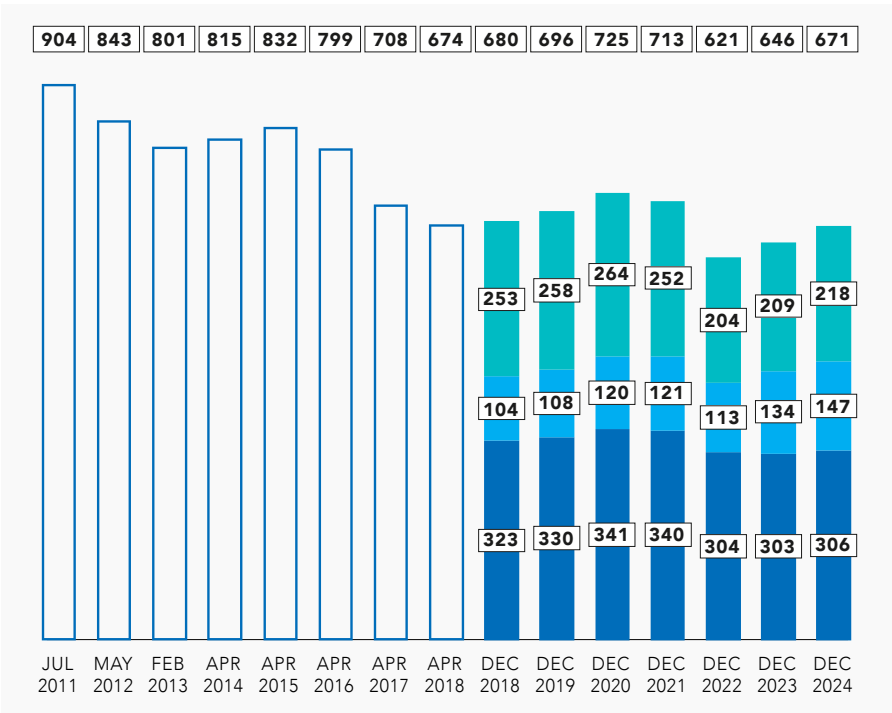




# WORKFORCE

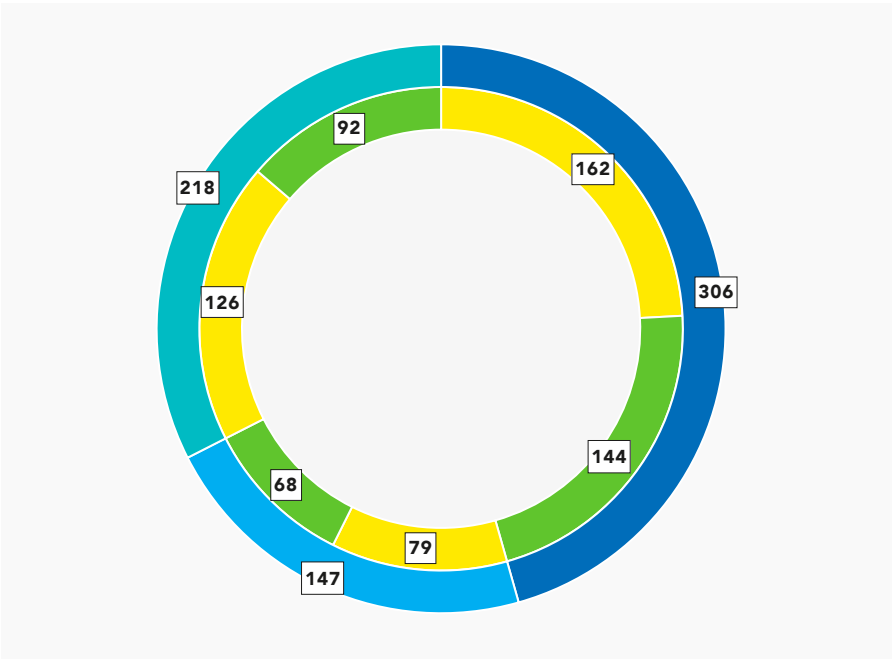
The number of staff employed by the Secretariat decreased from 904 in July 2011 to 671 in December 2024, primarily as a result of three strategic organizational alignment initiatives.

**UNAIDS SECRETARIAT'S  
STAFF MEMBERS,  
2011–2024**  
→



Forty-six percent of UNAIDS staff were in the International Professional category, 22% were National Professional Officers and 32% General Service staff.

**STAFF MEMBERS  
BY CATEGORY AND  
GENDER AS AT 31  
DECEMBER 2024**  
→



**CATEGORY** ■ INTERNATIONAL PROFESSIONALS ■ NATIONAL PROFESSIONAL OFFICERS ■ GENERAL SERVICE STAFF  
**GENDER** ■ WOMEN ■ MEN

Eighty-three percent of the Secretariat's international professional staff members were graded at the P1 to P5 level, and 17% at the D1 and above levels.

#### STAFF MEMBERS BY GRADE AS AT 31 DECEMBER 2024

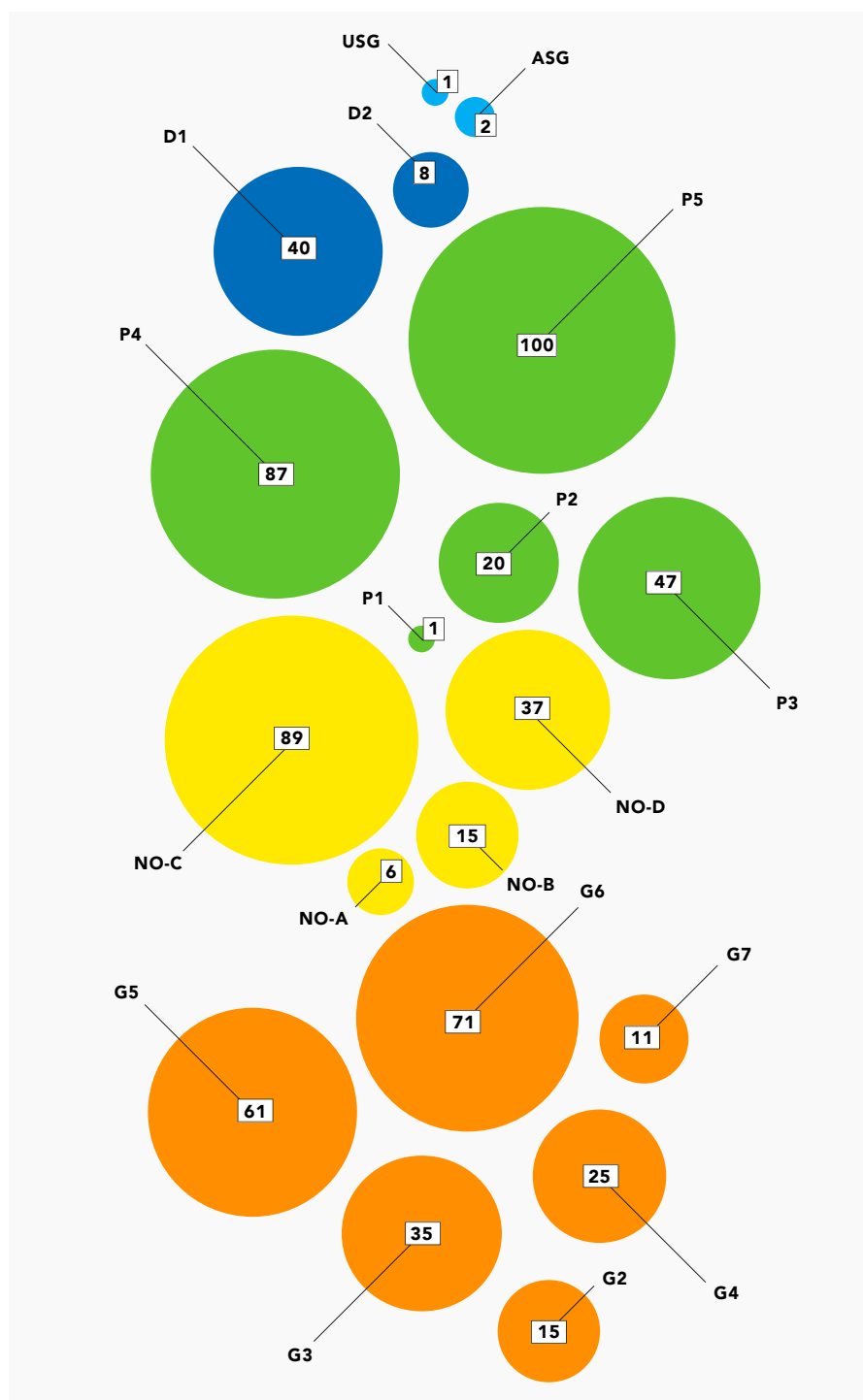


# 618

FIXED-TERM  
APPOINTMENTS

# 53

TEMPORARY  
APPOINTMENTS



GRADE

● UNGRADED

● INTERNATIONAL  
PROFESSIONALS,  
DIRECTOR LEVEL

● INTERNATIONAL  
PROFESSIONALS,  
P-GRADES

● NATIONAL  
PROFESSIONAL  
OFFICERS

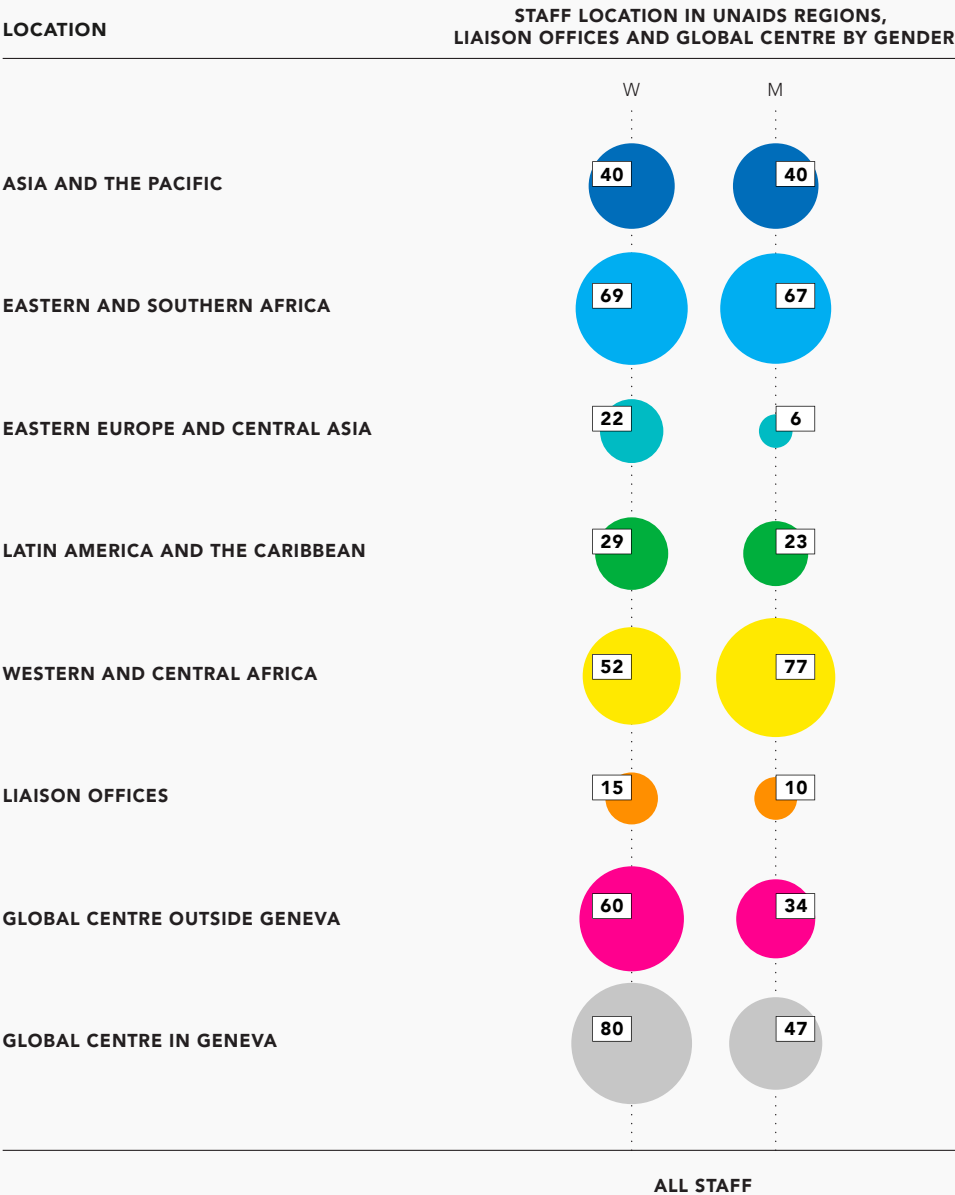
● GENERAL SERVICE  
STAFF

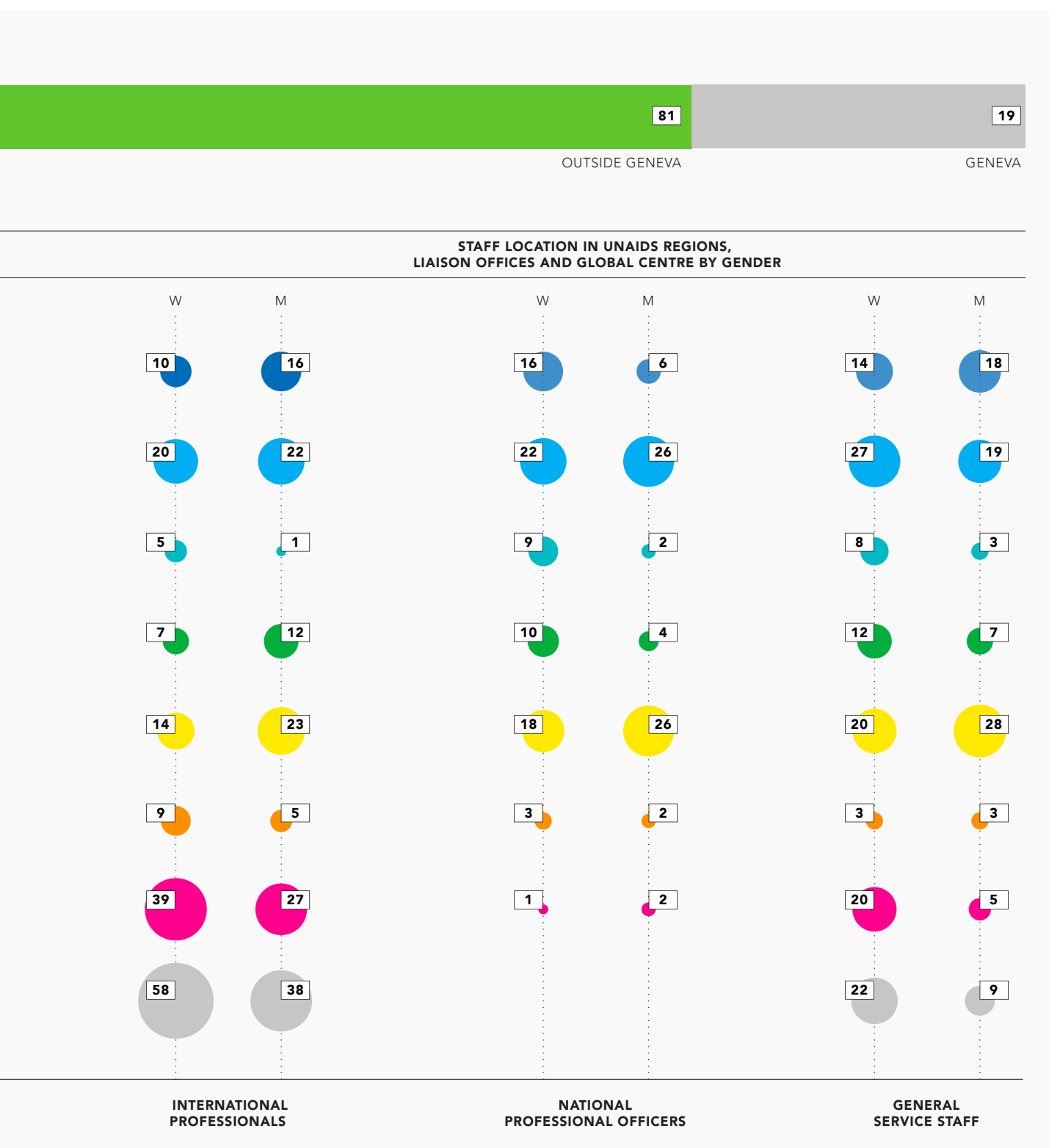


In recent years the emphasis has been to place staff members closer to the communities we serve. By the end of 2024, 94 staff members performing Global Centre functions were based outside Geneva. Eighty one percent of all staff members based in country and regional offices worked in the three biggest regions: Eastern and Southern Africa, Western and Central Africa and Asia and the Pacific.

STAFF MEMBERS  
BY LOCATION AND  
CATEGORY AS AT  
31 DECEMBER 2024  
→

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





### Junior Professional Officers in 2024

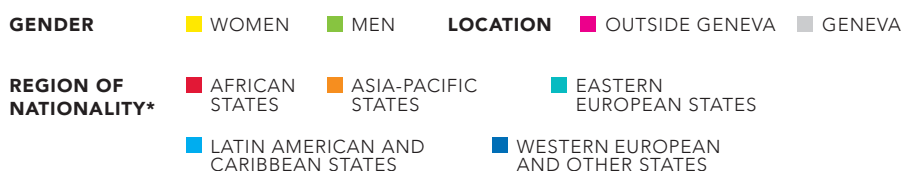
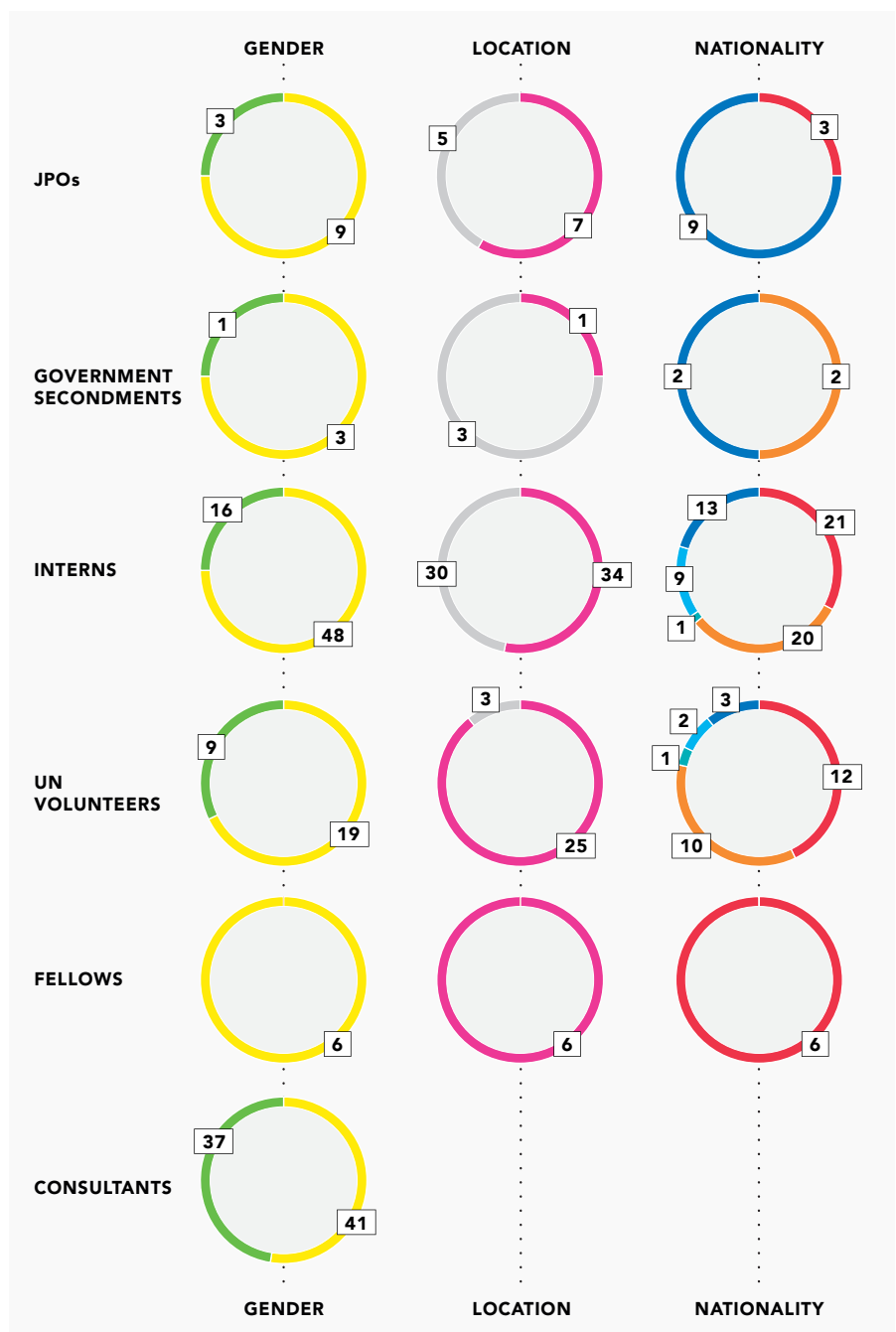
We wish to acknowledge the valuable role and contributions of our Junior Professional Officers, and the generous support of the donor governments. In 2024, twelve Junior Professional Officers (JPO) worked for the Secretariat, including nine women. Five were based in Geneva and seven in regional offices. Three had African nationalities, and nine were from Western Europe.

### Government secondments in 2024

Four Government secondees significantly contributed to UNAIDS' efforts, with women representing the majority of the secondees.

### Young Talent Pool 2024

In 2024, the Secretariat had 64 interns, 28 UN Volunteers, and six Fellows, with 75% of interns, 68% of Volunteers, and all Fellows being women. Thirty interns worked for the Global Centre, 34 were stationed elsewhere. Similarly, 25 Volunteers and all six Fellows were based outside Geneva. Alongside 761 staff member, 78 individual Consultants contributed to UNAIDS work, majority working outside Geneva for the country offices.



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

### AFFILIATE WORKFORCE IN 2024



# DIVERSITY

Previously UNAIDS relied on anonymized voluntary surveys to capture demographic data. To refine data collection for better relevance and utility, it was decided that as of 2024 this data would be gathered through biennial staff engagement surveys. In addition to preloaded demographic data (age, nationality, departments, grade, staff category, role, appointment type, and length of service), the survey captured voluntary diversity data: gender identity, sexual orientation, disability, HIV status, belonging to key population groups.

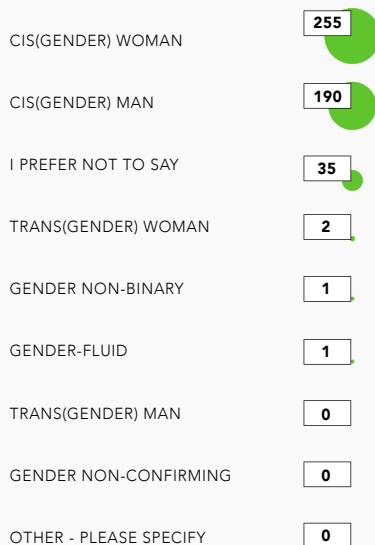
The response rate was 64% (484/ 751). The diversity data was similar to that seen in the 2023 workforce survey. Slightly more women responded (53%) compared to men (47%). The results continue to show the typical profile with regards to gender identity (>90% cisgender); disability (11% with disability); sexual orientation (80% heterosexual). Representation from key populations including people living with HIV was low.

## DATA FROM THE UNAIDS PULSE SURVEY 2024

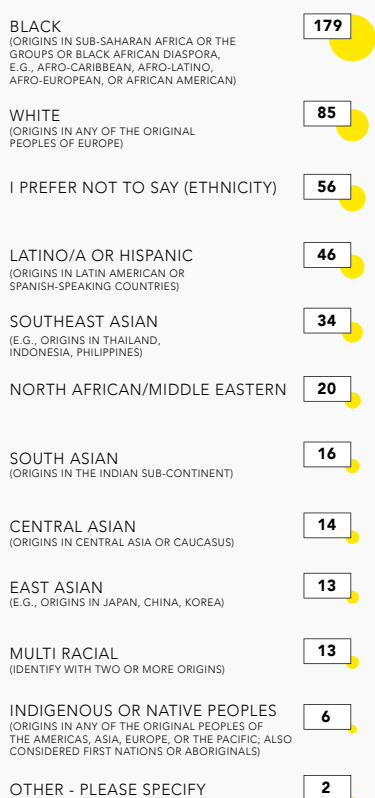


### UNAIDS WORKFORCE DIVERSITY SURVEY

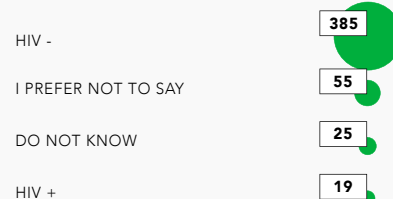
#### GENDER IDENTITY



#### RACE/ETHNICITY



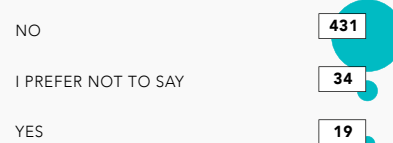
#### HIV SEROSTATUS



#### SEXUAL ORIENTATION



#### DISABILITY



#### DISABILITY (DESCRIBE)



By 2024, the percentage of female staff reached 55%. Between 2013 when the Gender Action Plan was launched, and 2024, 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 52%. A major achievement has been the increase in female country directors, from 27% in 2013 to 44% at the end of 2024. However, gender balance at different levels is uneven, as shown in the graph. UNAIDS is exploring ways to gather gender identity data beyond the female/male binary including through the BMS system under implementation and as a continued practice in our global engagement surveys.

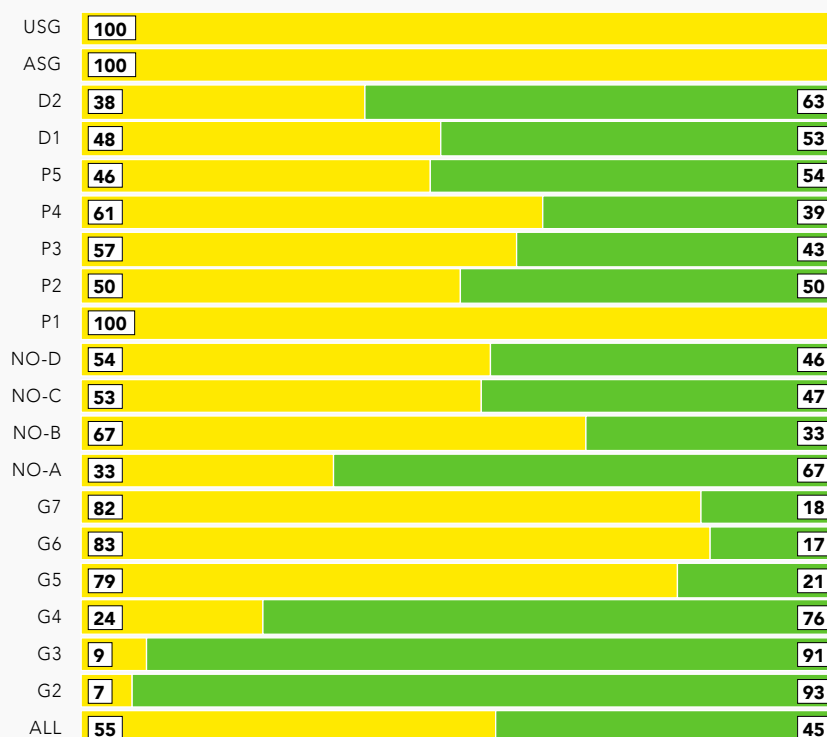
## REPRESENTATION OF WOMEN AND MEN (percentage)



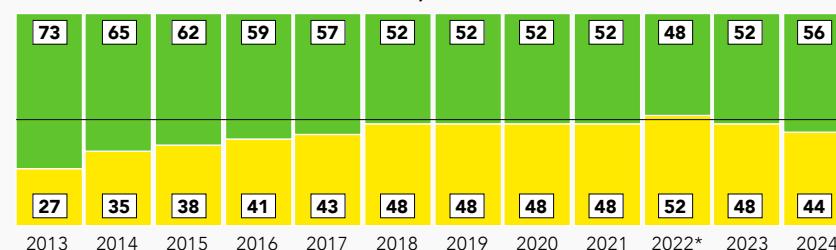
**GENDER**      ■ WOMEN    ■ MEN

**GRADE**      ■ P4 AND ABOVE    ■ P5 AND ABOVE

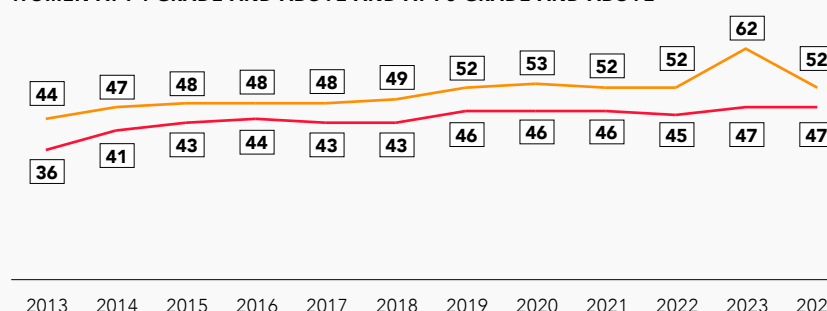
**STAFF MEMBERS BY GRADE AND GENDER AS AT 31 DECEMBER 2024**



**UNAIDS COUNTRY DIRECTORS BY GENDER, 2013-2024**



**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 one nationalities are represented among the Secretariat's staff members (100 nationalities among the 306 International Professionals).

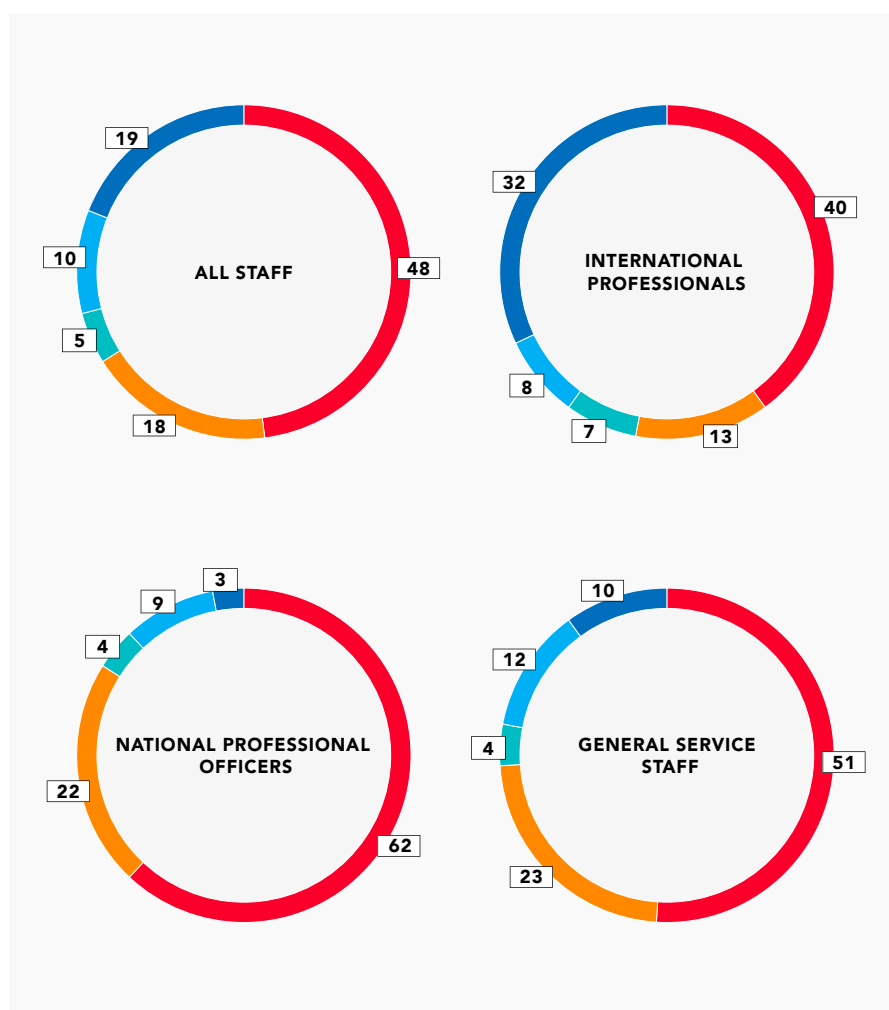
Staff from African States represent 48% of all staff, followed by Western Europe and other States with 19% and Asia-Pacific States with 18%. Ten percent of staff are from Latin American and Caribbean States and five percent from Eastern European States.\*

#### REGION OF NATIONALITY AS AT 31 DECEMBER 2024 (percentage)



# 121

## DIFFERENT NATIONALITIES



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

REGION OF NATIONALITY

AFRICAN STATES

ASIA-PACIFIC STATES

EASTERN EUROPEAN STATES

LATIN AMERICAN AND CARIBBEAN STATES

WESTERN EUROPEAN AND OTHER STATES

The average age of the Secretariat's staff is 49, broadly consistent across all staff categories. There was a further increase in the number of young staff members under 35 years of age, from 35 to 44 staff members (excluding JPOs whose average age was 31 years). The number of staff in the most senior age groups remained stable.

**STAFF BY AGE GROUP AS AT 31 DECEMBER 2024**



■ WOMEN

**MEN**

**CATEGORY**

 INTERNATIONAL PROFESSIONALS

 NATIONAL  
PROFESSIONAL OFFICERS

GENERAL SERVICE STAFF

**GRAND TOTAL**

- 671

TOTAL

150

100

50

**AGE GROUP**

**<30 Y**

### 30-34 Y

35-39 Y

40-44 Y

45-49 Y

50-54 Y

55-59 Y

**>60 Y**

50

100

150

TOTAL

**GRAND TOTAL**

- 671

### STAFF BY CATEGORY AND AGE GROUP

# APPOINTMENTS

Already since 2024, there were strict efforts in place to curb recruitments due to financial constraints and linked to the mandate of the High-Level Panel. A new recruitment committee carefully reviewed every request for recruitment, and additional stages of approvals were required. These processes led to a significant reduction of recruitments and longer recruitment durations. In 2024, 82 appointments were made in all staff categories. Of the appointments, 71 were through selections from vacancy announcements and 11 by Executive Decisions. All Executive Decisions were internal appointments, five of them were temporary reassignments and four extensions beyond mandatory age of separation.

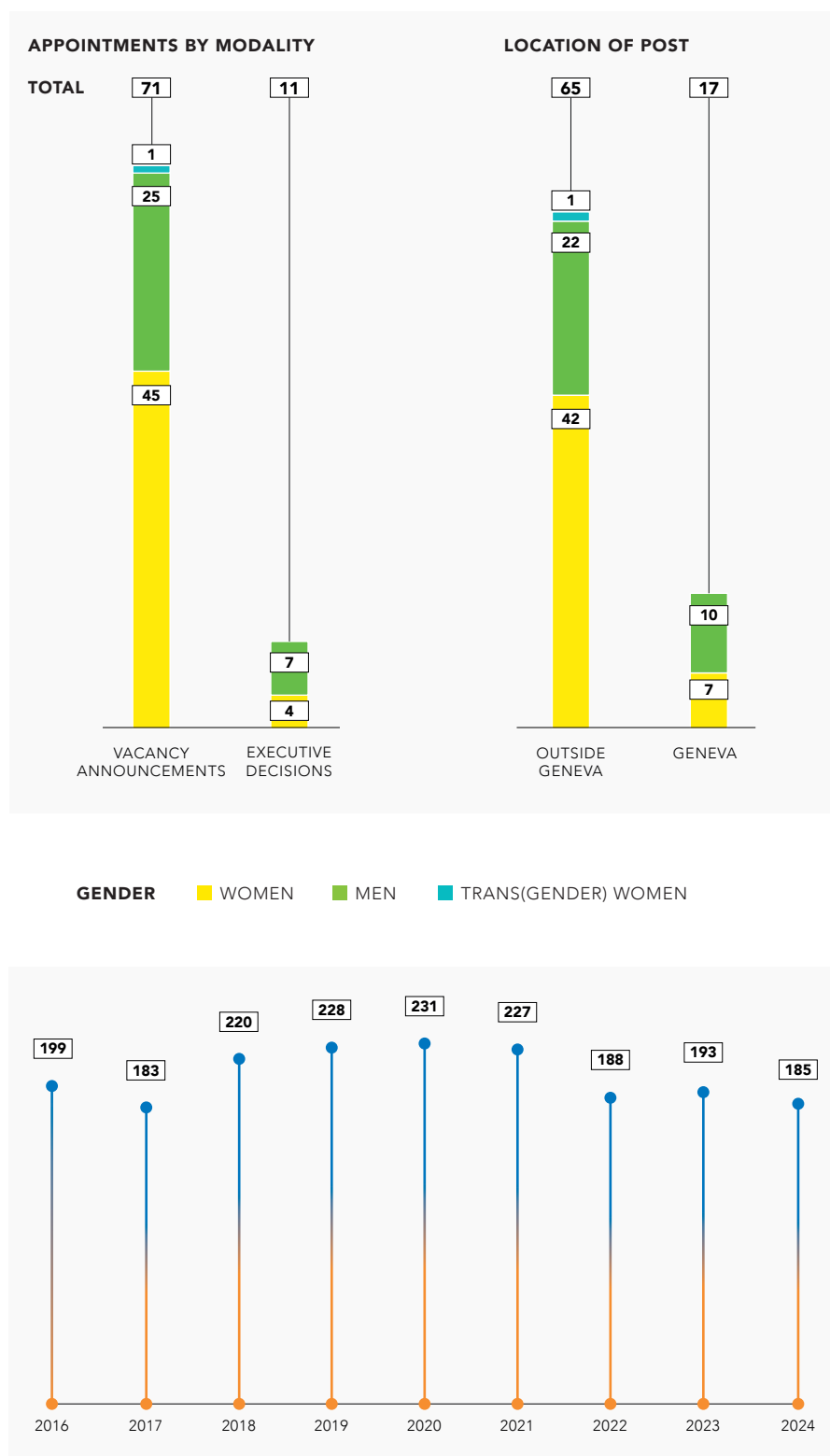
## APPOINTMENTS IN 2024



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 decreased to 185 days in 2024.

## TIME TO RECRUIT, 2016-2024

(average time in days)



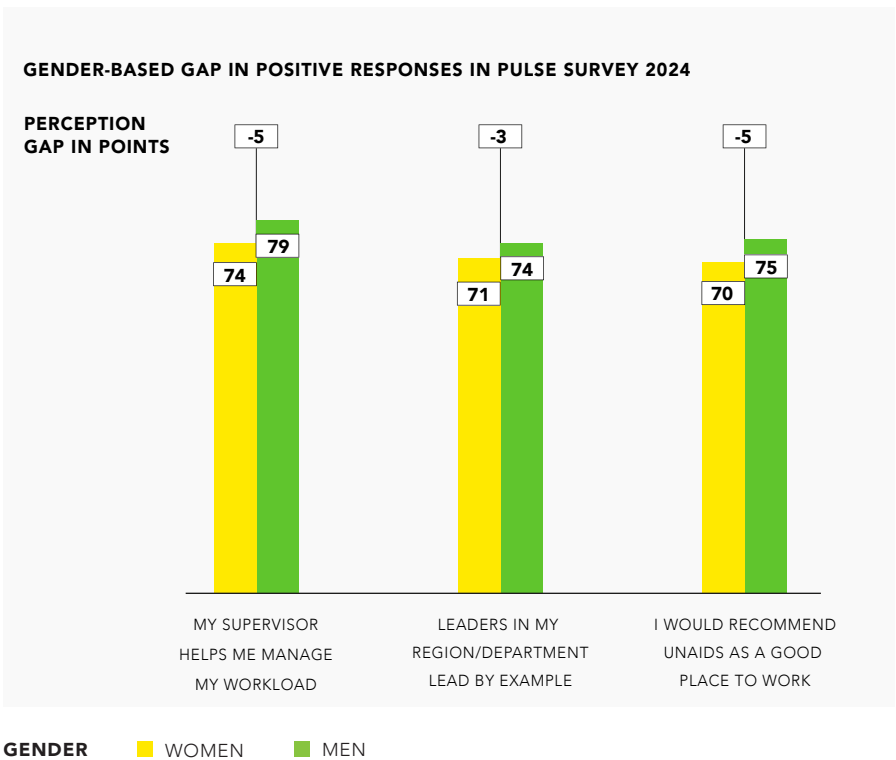
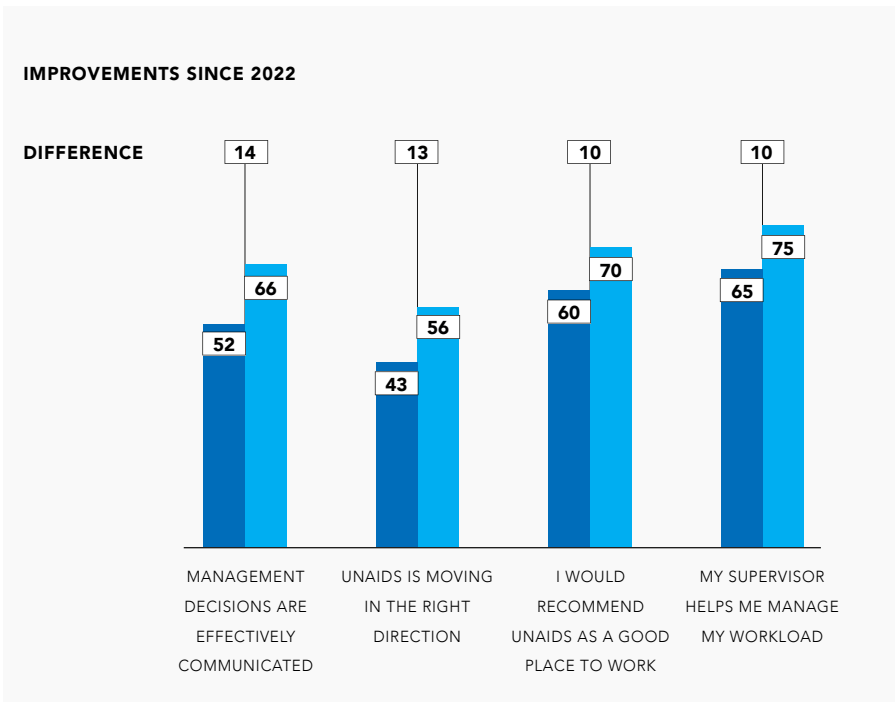


# STAFF ENGAGEMENT

Following the 2022 Global Staff Survey and subsequent departmental action, the 2024 Pulse Survey was conducted to assess progress and the impact of 2023 initiatives. Results show notable improvements, particularly in Learning and Development (as reflected in open-text comments), Collaboration and Communication (+17%), and Supervisory Support. Some concrete indicators of progress are shown here.

The gender gap in positive survey responses has narrowed: In the 2024 Pulse Survey, women were on average 5 percentage points less positive than men—a smaller gap compared to the 9-point difference seen in the 2022 Staff Survey. This shift suggests progress toward a more equitable and supportive workplace culture at UNAIDS.

**PULSE SURVEY**  
(percentage)  
→



# LEARNING AND DEVELOPMENT

UNAIDS remains committed to staff development, with 2,654 learning experiences completed this year. Over 1,000 staff members engaged in structured briefings, coaching, and specialized sessions, reinforcing career growth. Career Catalyst live coaching supported 314 staff, aiding transitions and long-term development. Targeted leadership programs and restructuring support ensured employees had the guidance needed to navigate change effectively, reinforcing UNAIDS' dedication to supporting staff during times of transition.

## 1388

TOTAL SELF-PACED  
TRAININGS COMPLETED

## 1266

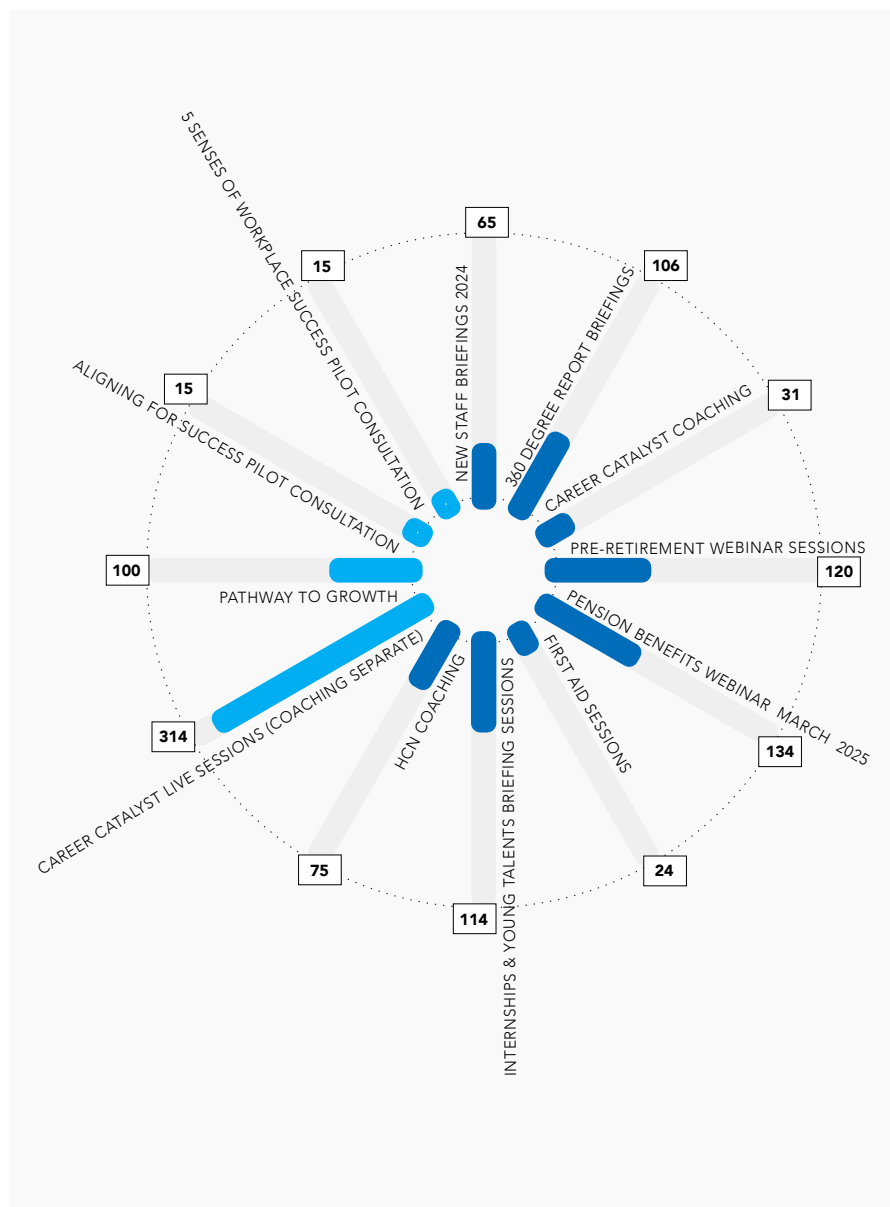
TOTAL ONLINE  
TRAININGS AND  
WEBINAR PARTICIPANTS

TOTAL LEARNING  
EXPERIENCE TAKEN IN  
2024



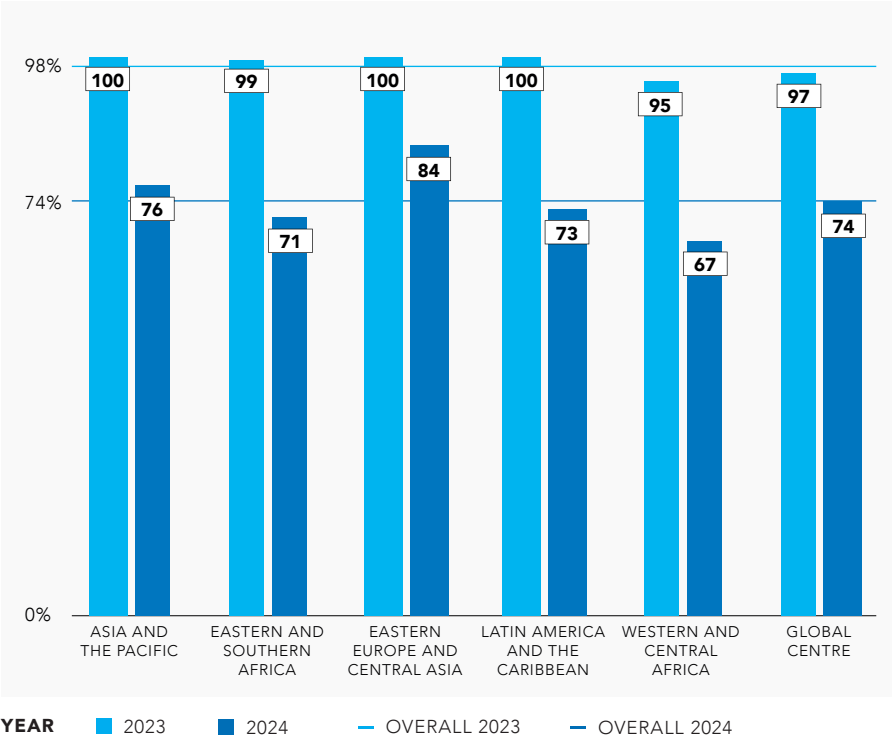
### LEARNING SESSIONS

- CAREER & DEVELOPMENT COACHING
- RESTRUCTURING SUPPORT



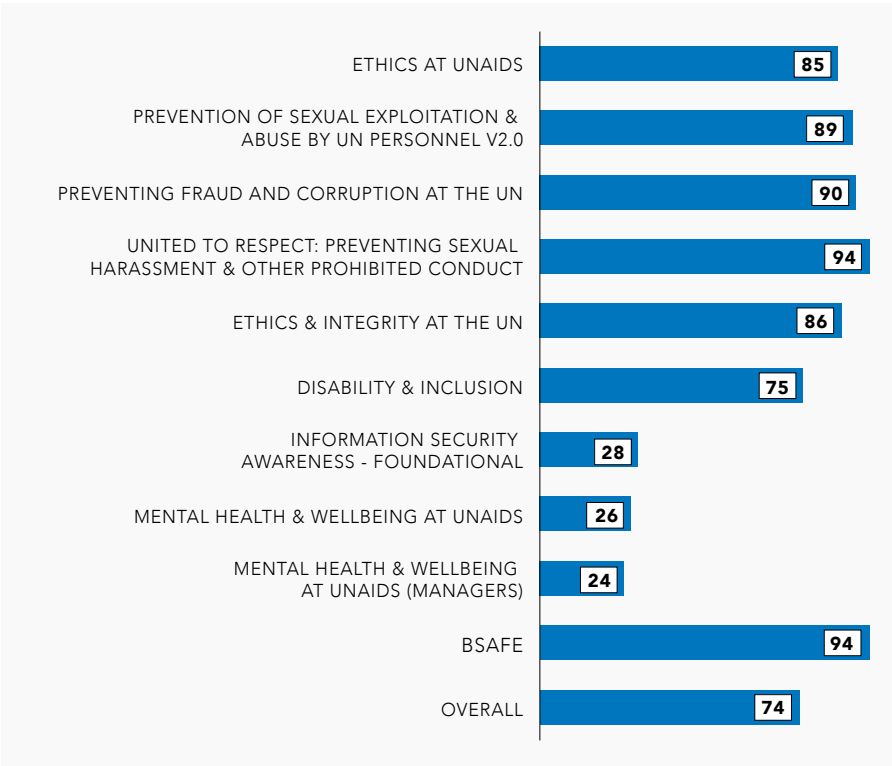
In 2024, UNAIDS expanded mandatory training from five to a broader set of eleven covering ethics, inclusion, and well-being. Courses include sexual harassment prevention, mental health, and information security. Though compliance dropped from 98% to 74%, the increase in scope, highlights UNAIDS’ commitment to professionalism, accountability, and equipping all personnel with essential knowledge and values.

MANDATORY TRAININGS COMPLIANCE BY LOCATION (percentage)



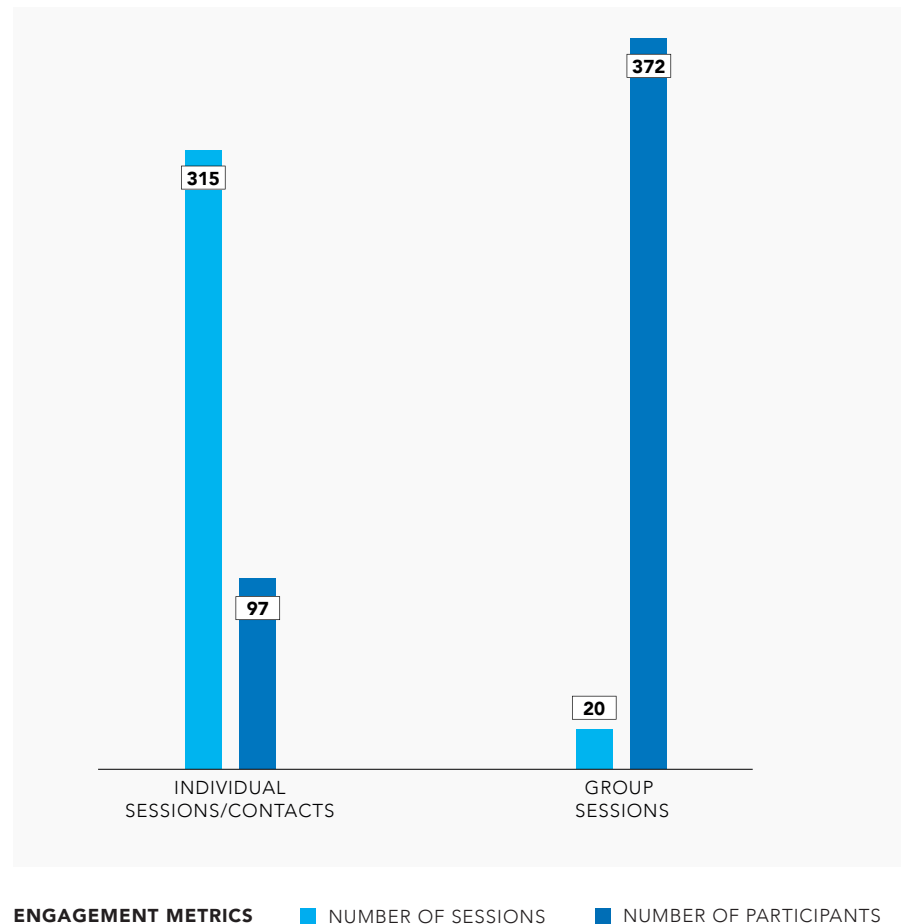
Mandatory training remains central to UNAIDS’ commitment to ethical standards, accountability, and inclusion. Reflected in 94% compliance for harassment prevention, and 90% for both fraud and sexual exploitation prevention.

COMPLIANCE RATE BY MANDATORY TRAINING 2024 (percentage)



# WELLBEING AND MENTAL HEALTH

During the course of 2024, a total of 315 individual counselling sessions/contacts were provided for 97 members of personnel at UNAIDS, including initial assessments, psychological first aid following critical incidents. To provide systemic support, Staff Counselling facilitated 20 group sessions attended by 372 participants, some in collaboration with other agencies such as UNDSS and UNWomen, as well as internally such as Staff Development and Performance.

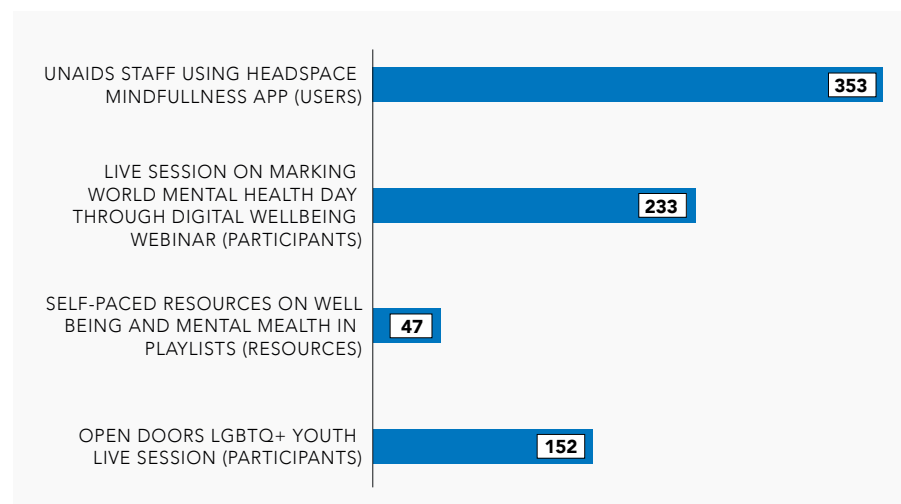


## STAFF COUNSELLING SERVICES PROVIDED IN 2024



## SDP'S WELLBEING RESOURCES

(number of engagements)



# PERFORMANCE

## Strengthening a Performance Management Culture

UNAIDS fosters equity, transparency, and accountability through a four-tier performance system. In 2023–24, 29% of women exceeded expectations versus 17% of men, highlighting strong, inclusive female leadership.

The Secretariat achieved a compliance rate of 91% for the 2023/2024 performance management final evaluation, marking an improvement from 87% in the 2022/2023 cycle reflecting enhanced accountability and engagement. Approximately 15% of UNAIDS staff continue to benefit from matrix supervision, fostering cross-functional collaboration, and strengthening technical guidance.

### COMPLIANCE WITH:

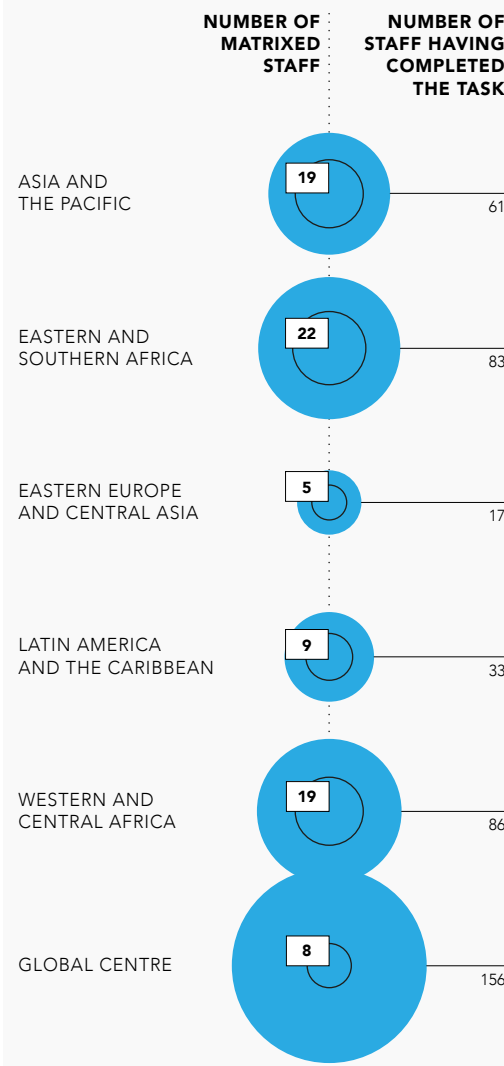
- final evaluations by location for 2023/24
- planning by location for 2024/25

(Number of staff assigned)



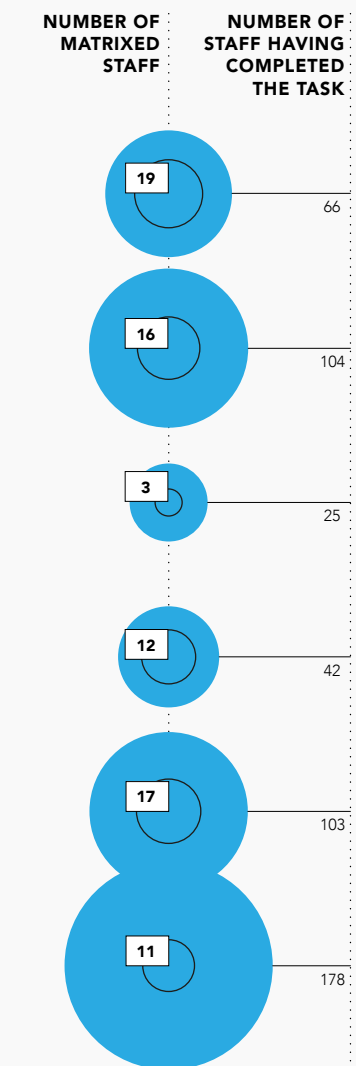
### FINAL EVALUATION 2023-24

Total staff assigned the task: 436  
(91% compliance rate)



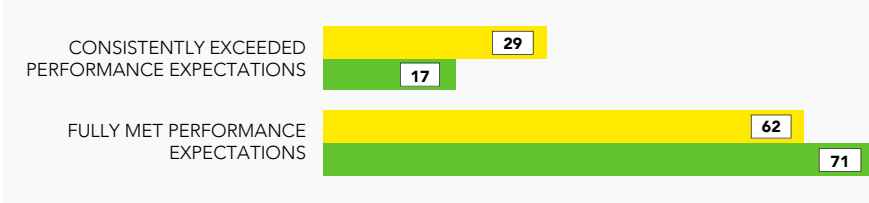
### PLANNING 2024-25

Total staff assigned the task: 518  
(90% compliance rate)



## PERFORMANCE EVALUATION RATING DISTRIBUTION BY GENDER

(percentage)



### PERFORMANCE RATINGS

■ WOMEN

■ MEN

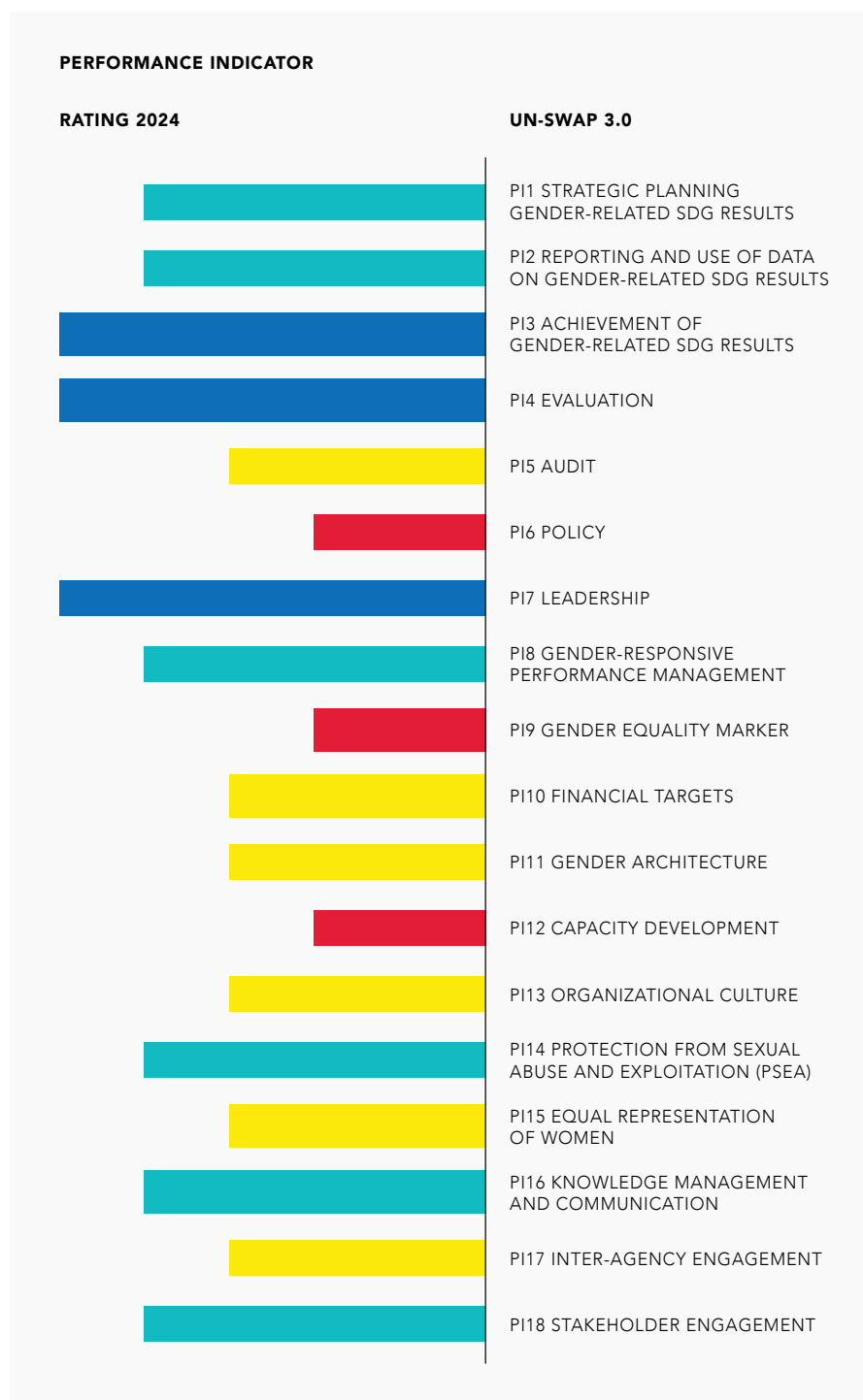
# GENDER EQUALITY

The UN-SWAP rating system was updated in 2024 to the new 3.0 framework, aligned to the Gender Equality Acceleration Plan (GEAP). The ratings allow UN entities to self-assess and report on their standing with respect to each of the 18 performance indicators, and to move progressively towards increased performance on GEEW as an organization.

## UN SYSTEM-WIDE ACTION PLAN (UN-SWAP) ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN (GEEW)



<https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>



**THE FIVE LEVELS OF THE RATING SYSTEM ARE:**

■ EXCEEDS REQUIREMENTS

■ MEETS REQUIREMENTS

■ APPROACHES REQUIREMENTS

■ MISSING

■ NOT APPLICABLE

# DISABILITY AND INCLUSION

The United Nations Disability Inclusion Strategy (UNDIS) Accountability Framework tracks progress made, and steps taken by the UN entities to mainstream disability inclusion and implement the Strategy. It comprises 15 common-system indicators, focused on four areas: leadership, strategic planning and management; inclusiveness; programming; and organizational culture.

## COMPLIANCE WITH THE UNDIS, 2019-2024



### UNDIS

PERFORMANCE INDICATOR	2019	2020	2021	2022	2023	2024
<b>LEADERSHIP, STRATEGIC PLANNING &amp; MANAGEMENT</b>						
PI1 Leadership	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
PI2 Strategic Planning and Management	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
PI3 Disability-Specific Policy/Strategy	MISSING	MISSING	MISSING	MISSING	MISSING	MISSING
PI4 Institutional Set-Up	MEETS	MEETS	MEETS	MISSING	MISSING	MISSING
<b>INCLUSIVENESS</b>						
PI5 Consultation with Persons with Disabilities	MISSING	MISSING	MISSING	MISSING	MISSING	MISSING
PI6 Accessibility	MISSING	MISSING	EXCEEDS	MISSING	MISSING	MISSING
PI7 Reasonable Accommodation	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
PI8 Procurement	MISSING	MISSING	EXCEEDS	MEETS	MEETS	EXCEEDS
<b>PROGRAMMING</b>						
PI9 Programmes and Projects	MISSING	MISSING	MISSING	MISSING	MISSING	MISSING
PI10 Evaluation	MISSING	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
PI11 Country Programme Documents	MISSING	MISSING	MISSING	MISSING	MISSING	MISSING
PI12 Joint Initiatives	EXCEEDS	MISSING	EXCEEDS	EXCEEDS	MEETS	EXCEEDS
<b>ORGANIZATIONAL CULTURE</b>						
PI13 Employment	MISSING	MISSING	MISSING	MEETS	MEETS	MEETS
PI14 Capacity Development	MISSING	MISSING	MISSING	EXCEEDS	MEETS	MEETS
PI15 Communications	EXCEEDS	MISSING	MISSING	EXCEEDS	EXCEEDS	MISSING

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







**PEOPLE OF UNAIDS**

**2024**



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Programme on HIV/AIDS

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UNAIDS/JC3149E