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# Annual Workforce Update 2025–2026

A reshaped Secretariat for a constrained era

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58th Meeting of the Programme Coordinating Board



UNAIDS team based in Nairobi

## A reshaped Secretariat for a constrained era

*Restructuring was delivered through transparent, policy-compliant and phased processes — with strengthened oversight, adapted performance management, and support.*

**57%**

**REDUCTION IN CORE  
STAFF**

From 671 staff to 296 approved core positions by mid-2026.

**85%**

**SHIFT AWAY FROM  
GENEVA**

Geneva footprint cut from 120 to 18 positions; functions moved to Bonn, Johannesburg, Nairobi.

**~15%**

**AFFILIATE WORKFORCE**

Consultants, UN Volunteers and PSA personnel as a structural part of delivery.

**1,132**

**COUNSELLING  
PARTICIPATIONS**

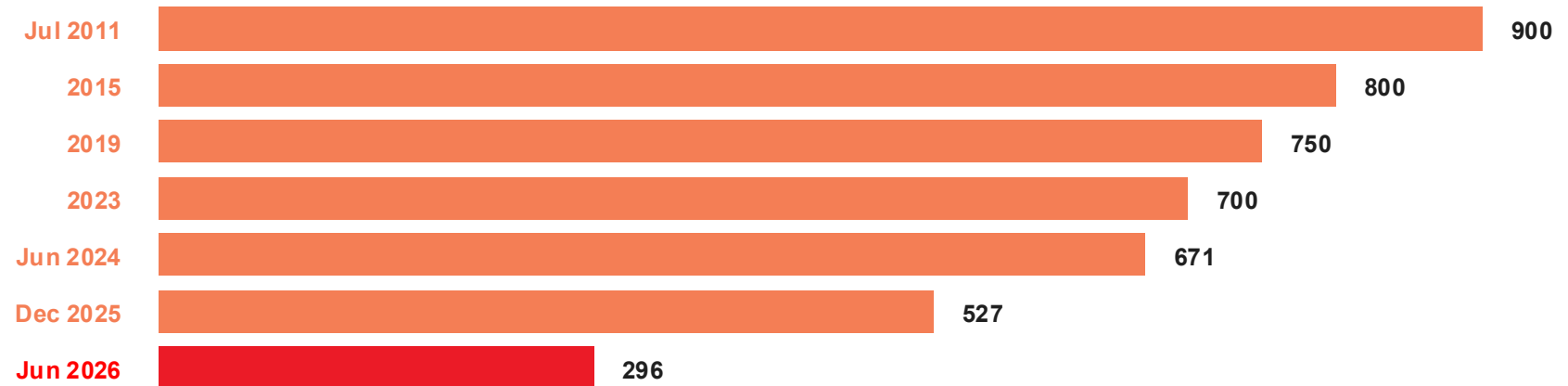
Across 46 group interventions in 2025 to support staff well-being.

## Two-thirds reduction across fifteen years

By end-2025, headcount fell to 527 — a 21.4% reduction in six months.

- Drivers: restructuring, contract expirations, retirements, resignations.
- By end of June 2026, 296 core positions remain — a 57% cut versus 2024.
- ~32 additional staff funded through extra-budgetary resources (~10%).

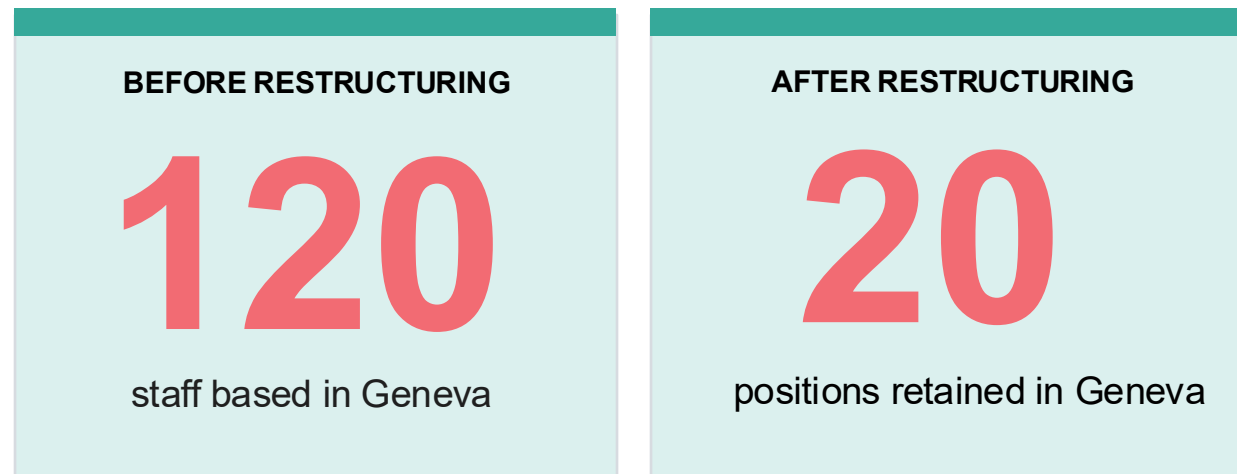
**Total staff (Figure 1)**



## From Geneva-centred to regionally distributed

Before restructuring: 120 staff based in Geneva; Global Centre concentrated in HQ.

- After restructuring: 20 positions retained in Geneva — leadership, Executive Office, governance, and resource mobilization.
- Other Global Centre functions abolished or redistributed to Bonn, Johannesburg and Nairobi.
- Most former Geneva office space sublet to IOM, supporting austerity targets.



## A diverse, predominantly female workforce

June 2026 snapshot: 89 nationalities; women (58%), men (42%).

- Africa 48% · Asia & Pacific 18% · W. Europe & N. America 19% · LAC 10% · EECA 5%.
- Senior leadership teams entirely female.
- Women outnumber men at every grade except P5 and junior General Service (G2–G4).

**Gender split — June 2026, 290 staff (balance of 6 posts unfilled)**



# Transparent, phased and policy-compliant Design

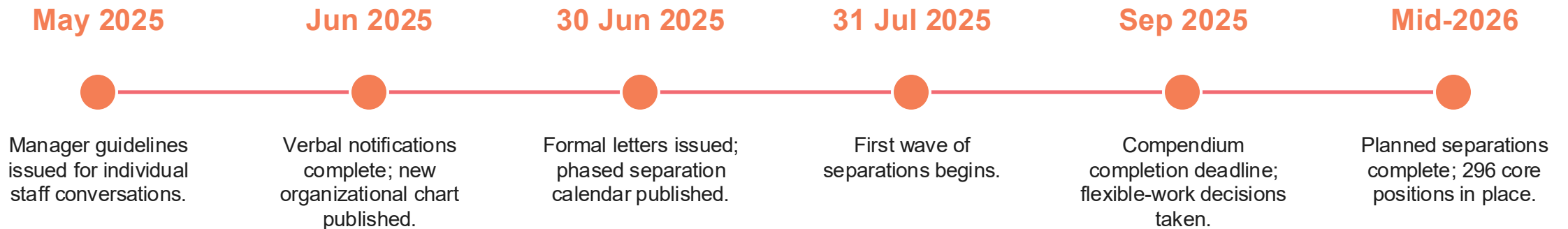
- Organizational review: epidemiological, socio-economic and human-rights analysis.
- Post abolishment: strategic relevance, redundancy, operational necessity, cost.
- Comparative assessment of skills, performance and adaptability for overlapping roles.
- Staff communication: verbal notifications, formal letters 30 June 2025, phased separation calendar.

## How Post Abolition decisions were made

- Post abolishment criteria: strategic relevance, redundancy, operational necessity, cost.
- Comparative assessment criteria: skills for future needs, documented performance, adaptability applied where multiple staff held comparable roles.
- Designated decisions with Review Board oversight at shortlist and final stages.
- Specific exercise for Country Directors post reductions

## Implementation

# A dignified, phased transition



### GIPA commitment

Specific commitment to retain staff openly living with HIV, embedded in UNAIDS values.

### Flexible Working Arrangements

**24** staff approved for longer-term teleworking outside duty stations, with lower salary of new duty station

### Strengthened Review Board

**11** representative members; oversight at shortlisting and final selection stages.

## Field leadership renewed From 75 Country offices in December 2024

**17** Country Directors  
appointed from the  
internal pool

**11** Multi-Country Offices

**6** UNAIDS Country Offices

### HIV ADVISORS IN RESIDENT COORDINATOR OFFICES

A two-phase placement plan, validated with the UN Development Coordination Office.

#### IMMEDIATE TRANSITION · 7 COUNTRIES

Burundi · El Salvador · Liberia · Sierra Leone · Sudan · Uzbekistan · Fiji

*Five Resident Coordinators have expressed support; Sudan remains under additional consideration. Fiji continues an existing arrangement.*

#### NEXT 12–18 MONTHS · 10 COUNTRIES

Algeria · Eswatini · Ghana · Jamaica · Namibia · Papua New Guinea · Philippines · Rwanda · South Sudan · Venezuela

## International Professionals lead the grade mix

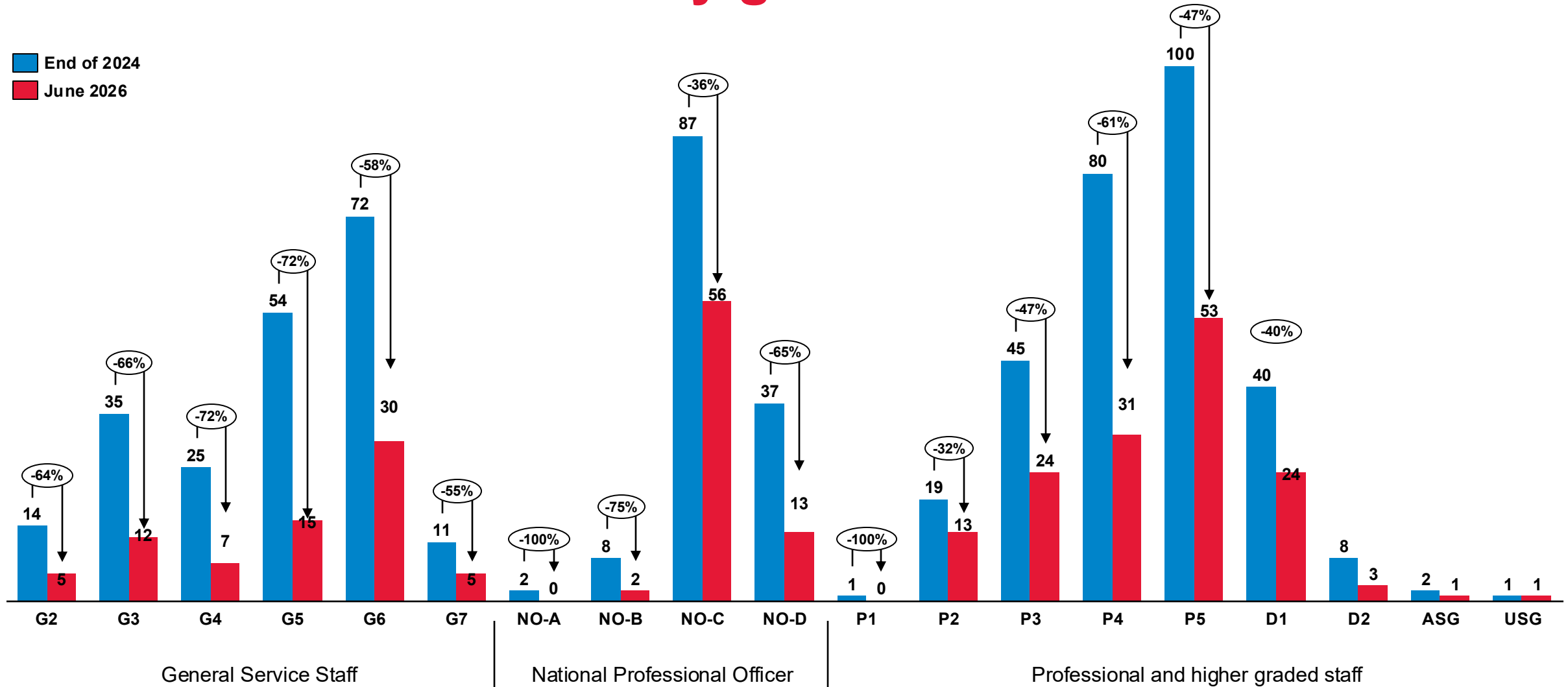
- **International Professional:** 41.0% of June 2026 workforce.
- **General Service:** 25.1% of workforce.
- **National Professional Officer:** 24.1%; share grew steadily before recent reductions, reflecting decentralization into country offices.
- **Directors & above:** 9.8% of workforce.

Share of workforce — June 2026



# Post reduction by grade as of June 2026

■ End of 2024  
■ June 2026



## Modalities

# An expanding flexible workforce

77

### Long-term consultants

A growing share of overall delivery capacity at end-2025.

11

### UN Volunteers

Across LAC, ESA, AP, EECA regions and the Bonn hub.

6

### Junior Professional Officers

Italy (3), and Belgium, France and Netherlands (1 each). Two-thirds female.

5

### UNDP PSA personnel

Deployed in December 2025, with numbers rising in 2026.

## Affiliate workforce share of total workforce

≈ 15% at end-2025

Alternative contractual modalities give UNAIDS more flexibility and lower long-term financial liability while sustaining priority work.

## Career transition at unprecedented scale

# 936

### PARTICIPATIONS

Across career and transition interventions in 2026- reflecting the scale of position abolitions and compendium placements.

#### Individualized coaching and career support sessions

CV, interview and skill-articulation coaching plus facilitated group sessions for the compendium and reflections on transferable skills for staff leaving.

#### Five Senses of Workplace Success Learning sessions

Series to strengthen workplace relationships and communication through active listening and trust-building during high-tension periods.

#### Design of Digital and AI-enabled tools

Scalable personalized assistance for applications, interviews, and career path exploration.

#### Skills Inventory

Captured staff skill profiles (approximately 290 departing colleagues from 2025 until May 2026), enabling preservation of institutional knowledge.

# Building a leaner, capable organization

## Country Director & HIV Advisor Development Centers

Q2 2026 launch

Aligned with the Global AIDS Strategy 2026–2031 a leadership capacity assessment and development initiative

## Leading for Transformational Change

Q2 2026 relaunch

Streamlined and revised flagship programme since 2022, supporting leadership continuity and knowledge retention.

## Aligning for Success

Launched and Ongoing

Links staff performance management and results to revised team workplans and strategic priorities.

## Ethics Learning Programmes

4 new programmes · 3 languages

Mitigates transition risks

## Skills & Talent Mapping

Active 2025+

Enables surge mobilization, short-term support and continuity under flexible modalities.

## Young Talent Pipeline

70+ young professionals

Global deployment of interns, fellows and UN Volunteers (2025). New fellowship (Japan) and 3 academic partnerships (China, Republic of Korea) in 2026.

## Duty of care under extreme strain

**1,132**

Participants in 46 groups  
in 2025.

**300+**

Individual counselling  
sessions for 86 personnel.

**65%**

Of counselling beneficiaries  
are field personnel outside  
the Global Centre.

**48**

Staff/relatives supported  
through **20** critical-incidents  
& urgent care.

### DIVERSIFYING COUNSELLING SUPPORT

#### Rome Institute counselling

Supported 15 staff members across 82 sessions, extending counselling capacity beyond internal resources.

### MENTAL HEALTH SCORECARD

#### Planning & Monitoring workplace wellbeing

Mental health and wellbeing initiatives are tracked via the Mental Health and Well-being Scorecard — across 12 services in UNAIDS and WHO.

Thank you!

