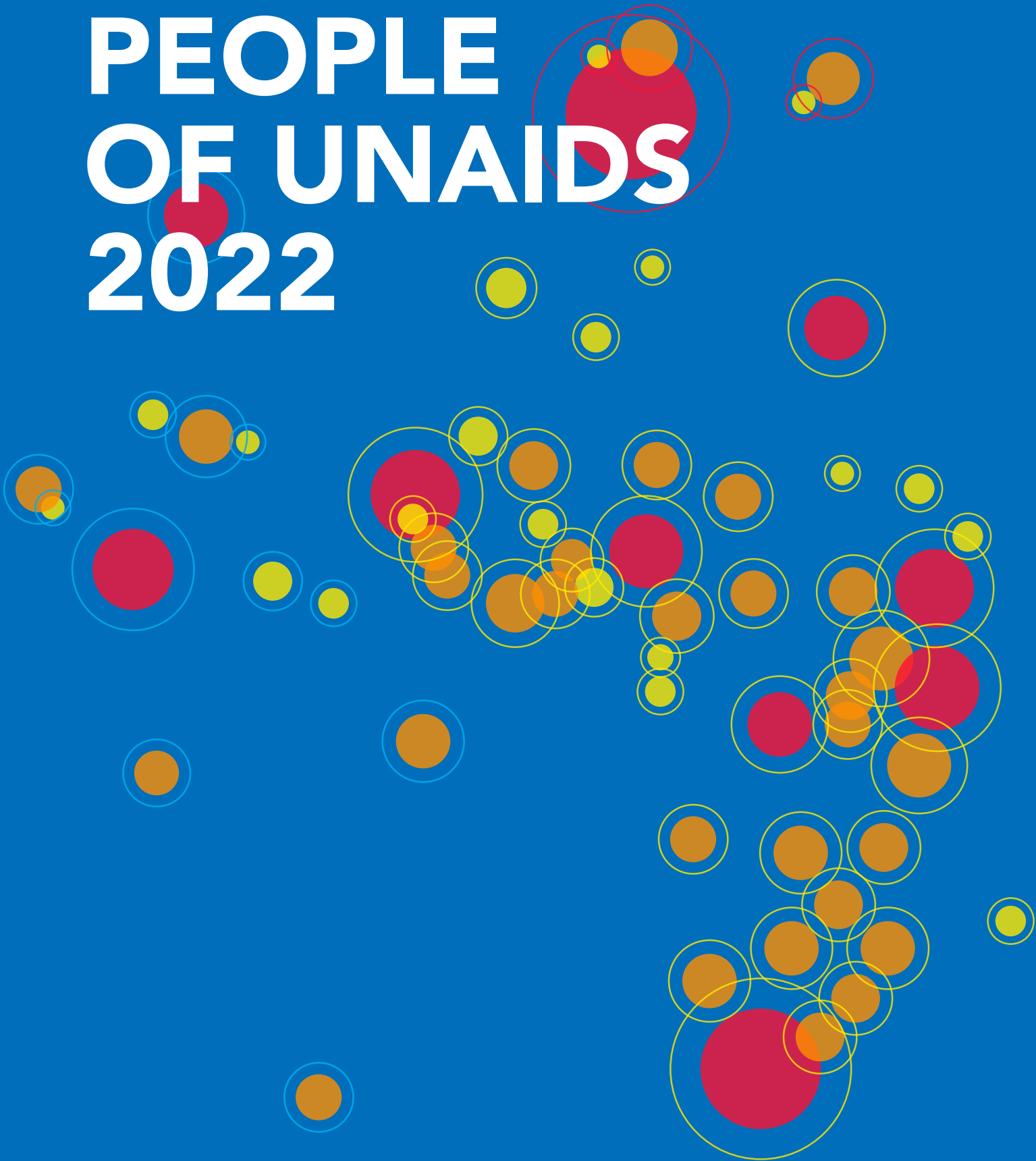


# PEOPLE OF UNAIDS

## Conference Room Paper

# PEOPLE OF UNAIDS 2022



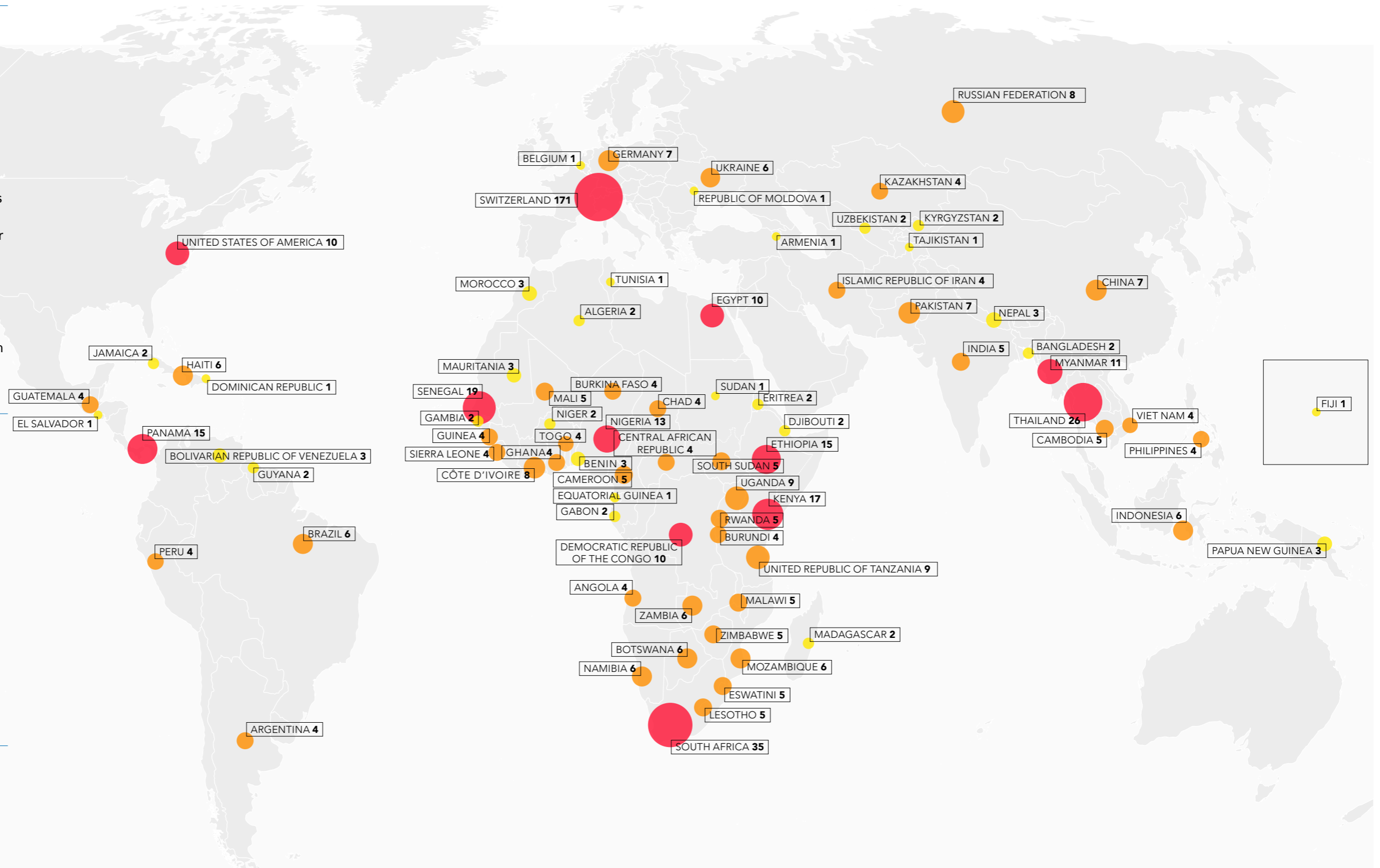
# PEOPLE OF UNAIDS 2022

# 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 2022 unless otherwise specified. Where possible, comparative data from previous years are provided.

This map depicts the location of the UNAIDS workforce at 31 December 2022.

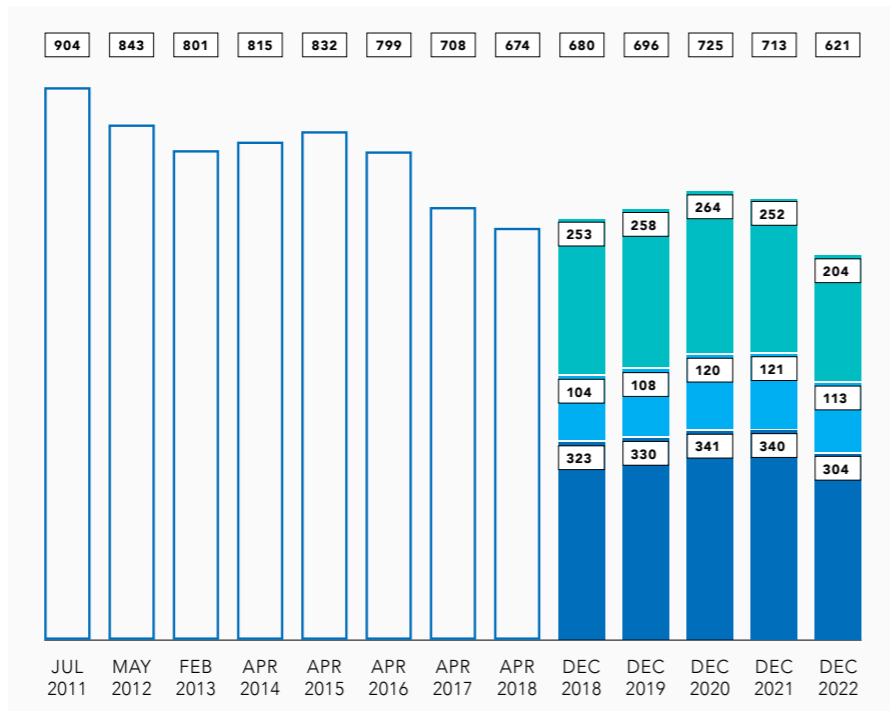
**WORLD MAP  
WHERE WE ARE**  
→



# WORKFORCE

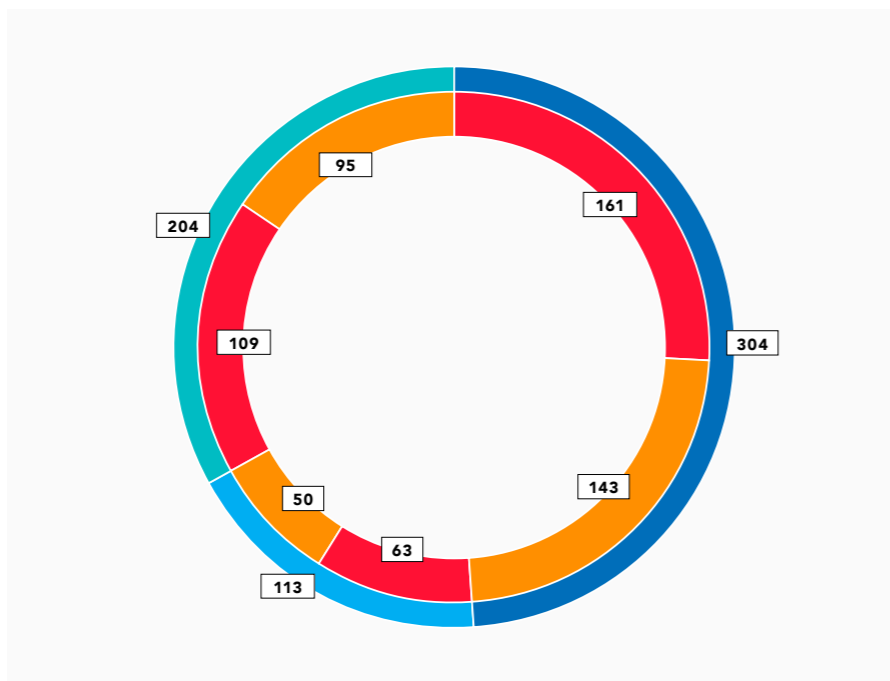
Following three strategic organizational realignment exercises and streamlining of functions, the number of staff employed by the Secretariat declined from 904 in July 2011 to 621 in December 2022.

## UNAIDS SECRETARIAT'S STAFF MEMBERS, 2011-2022



About half of UNAIDS staff members (49%) are in the International Professional category, 18% are National Professional Officers and 33% General Service staff.

## STAFF MEMBERS BY CATEGORY AND GENDER AS AT 31 DECEMBER 2022



**CATEGORY**

- PROFESSIONAL STAFF
- NATIONAL PROFESSIONAL OFFICERS
- GENERAL SERVICE STAFF

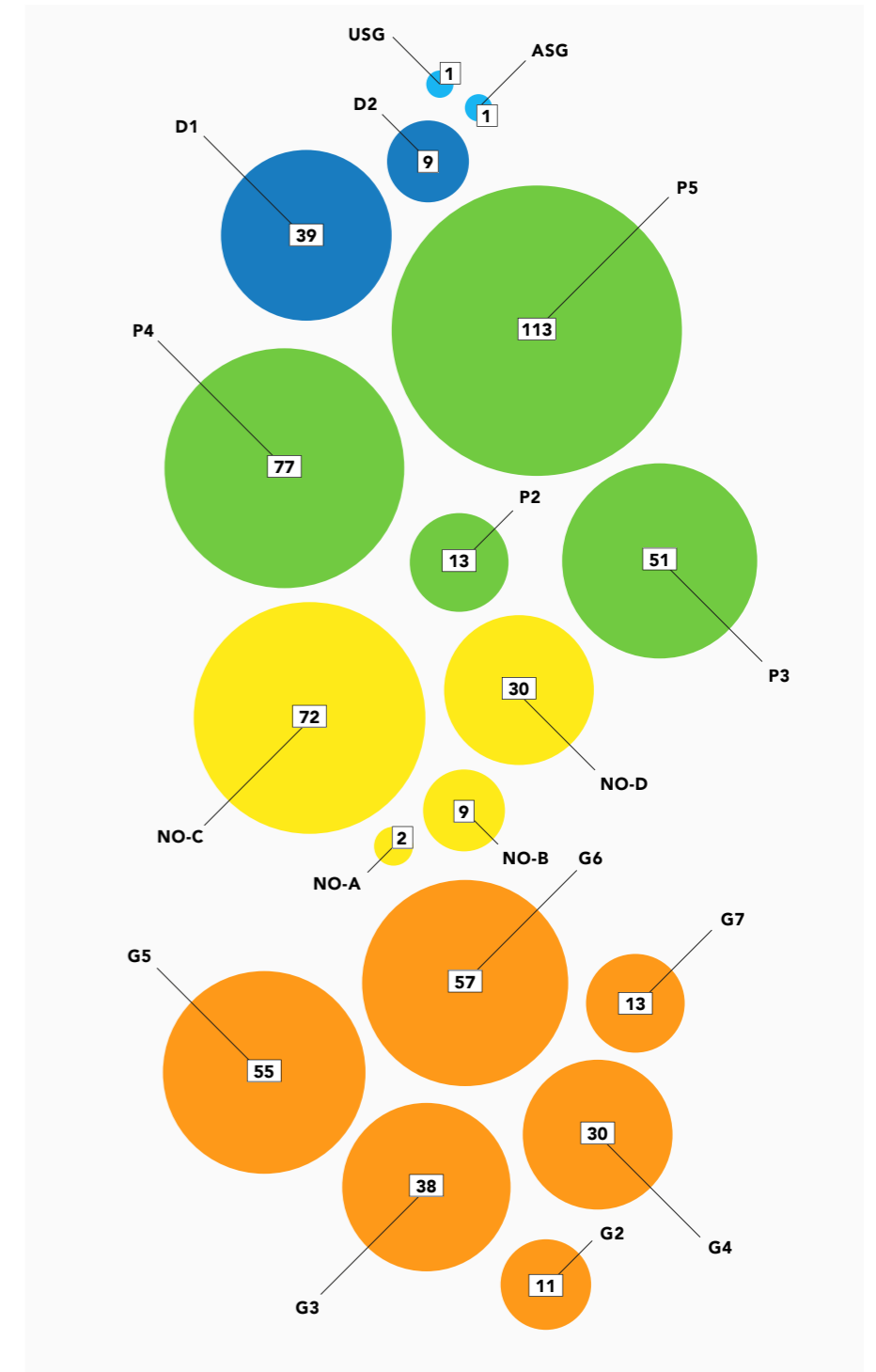
**GENDER**

- WOMEN
- MEN

Eighty-four per cent of the Secretariat's International Professional staff members are graded at the P2 to P5 level, and 16% at the D1 and above levels.

Ninety-four per cent of the Secretariat's staff held a fixed-term contract as at 31 December 2022, enabling them to access the full set of benefits and entitlements applicable to their staff category.

## STAFF MEMBERS BY GRADE AS AT 31 DECEMBER 2022



**581**

FIXED-TERM APPOINTMENTS

**40**

TEMPORARY APPOINTMENTS

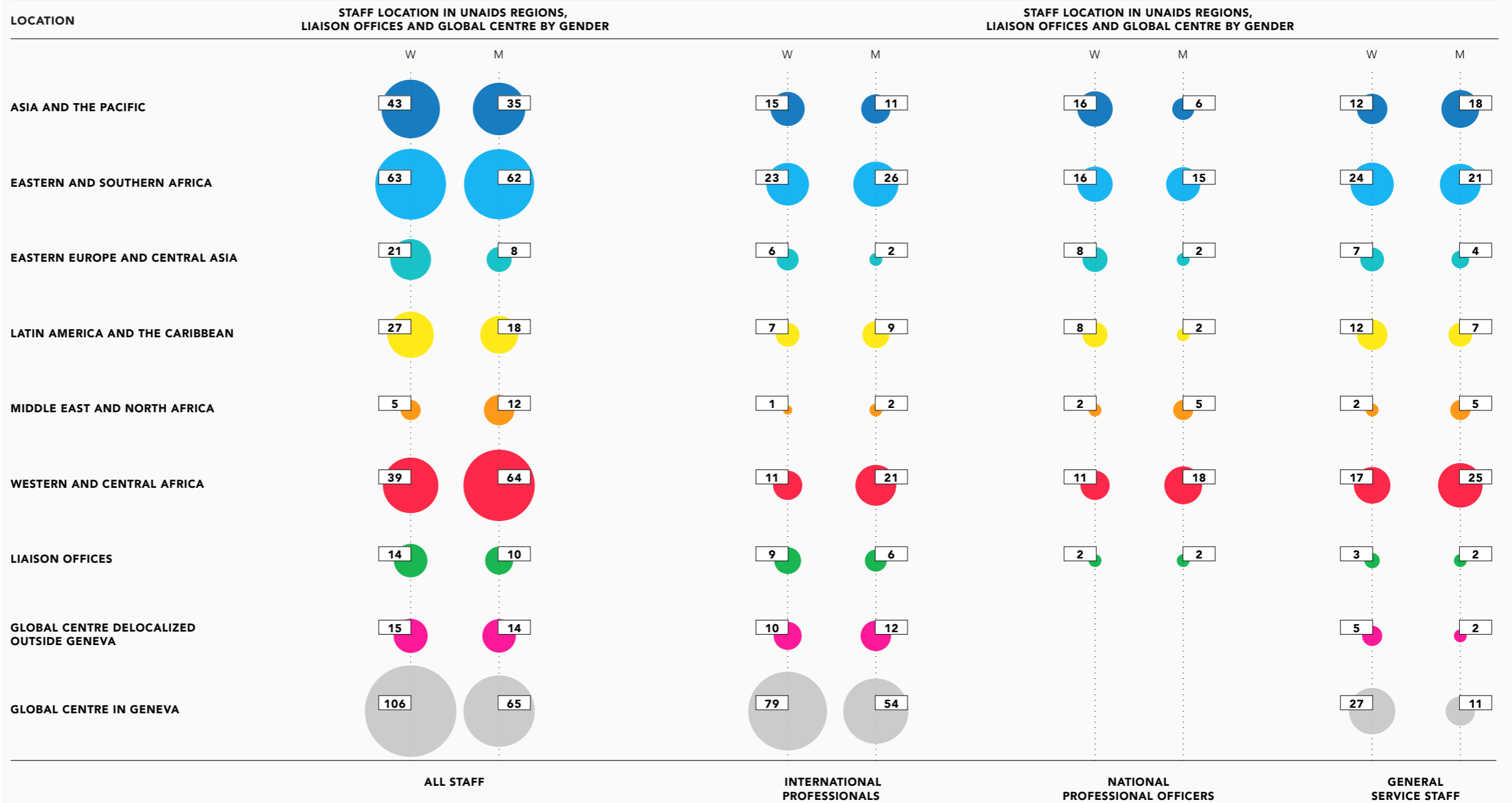
**GRADE**

- UNGRADED
- INTERNATIONAL PROFESSIONAL DIRECTOR LEVELS
- INTERNATIONAL PROFESSIONAL PROFESSIONAL GRADES
- NATIONAL PROFESSIONAL OFFICERS
- GENERAL SERVICE

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 2022, 29 staff carrying out Global Centre functions worked outside from Geneva. Three quarters of all staff members based in country and regional offices work in three regions: Eastern and Southern Africa, Western and Central Africa and Asia and the Pacific.

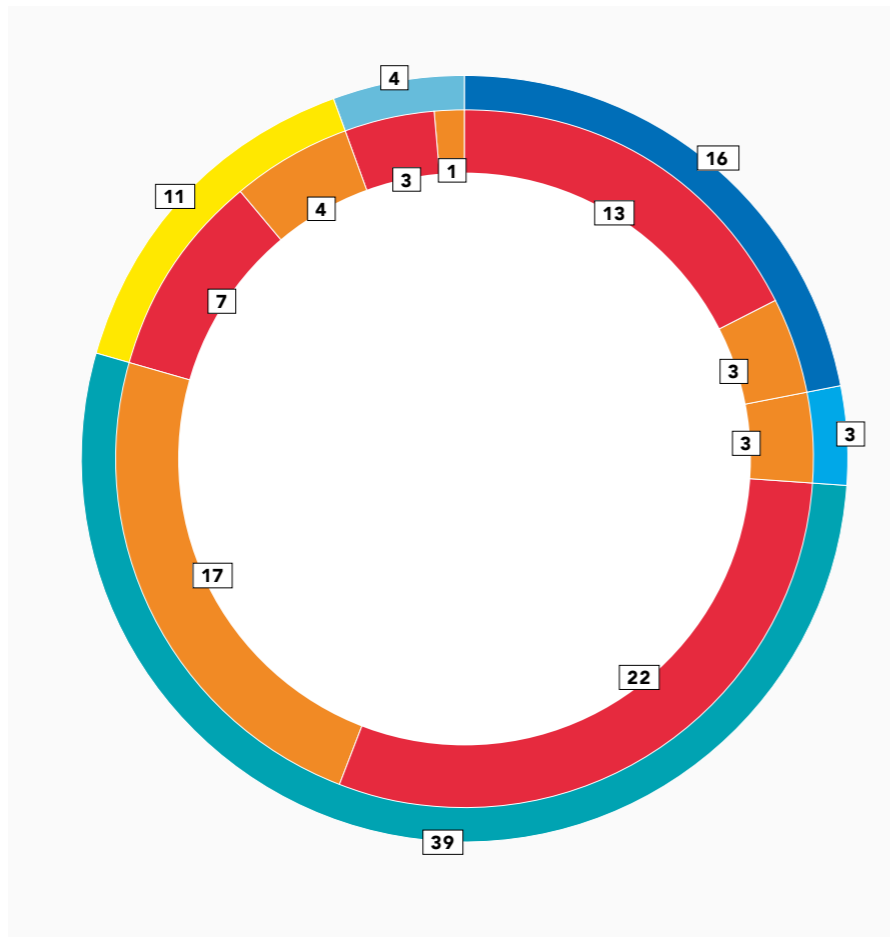
**STAFF MEMBERS BY LOCATION AND CATEGORY AS AT 31 DECEMBER 2022**  
→

**STAFF LOCATION GENEVA & OUTSIDE GENEVA - ALL STAFF**  
Total (%)



In 2022, 16 Junior Professional Officers worked for the Secretariat, 13 of whom were women. Six were based in Geneva, and ten in country and regional offices. This represents a 33% increase from 12 Junior Professional Officers in 2020. In total, 55 interns, UN Volunteers and Fellows worked for the Secretariat in 2022. While Interns and Fellows figures remained stable compared to 2020, there was a sharp decrease in the number of UN Volunteers (from 23 in 2020 to 11 in 2022).

**AFFILIATE WORKFORCE IN 2022**  
→

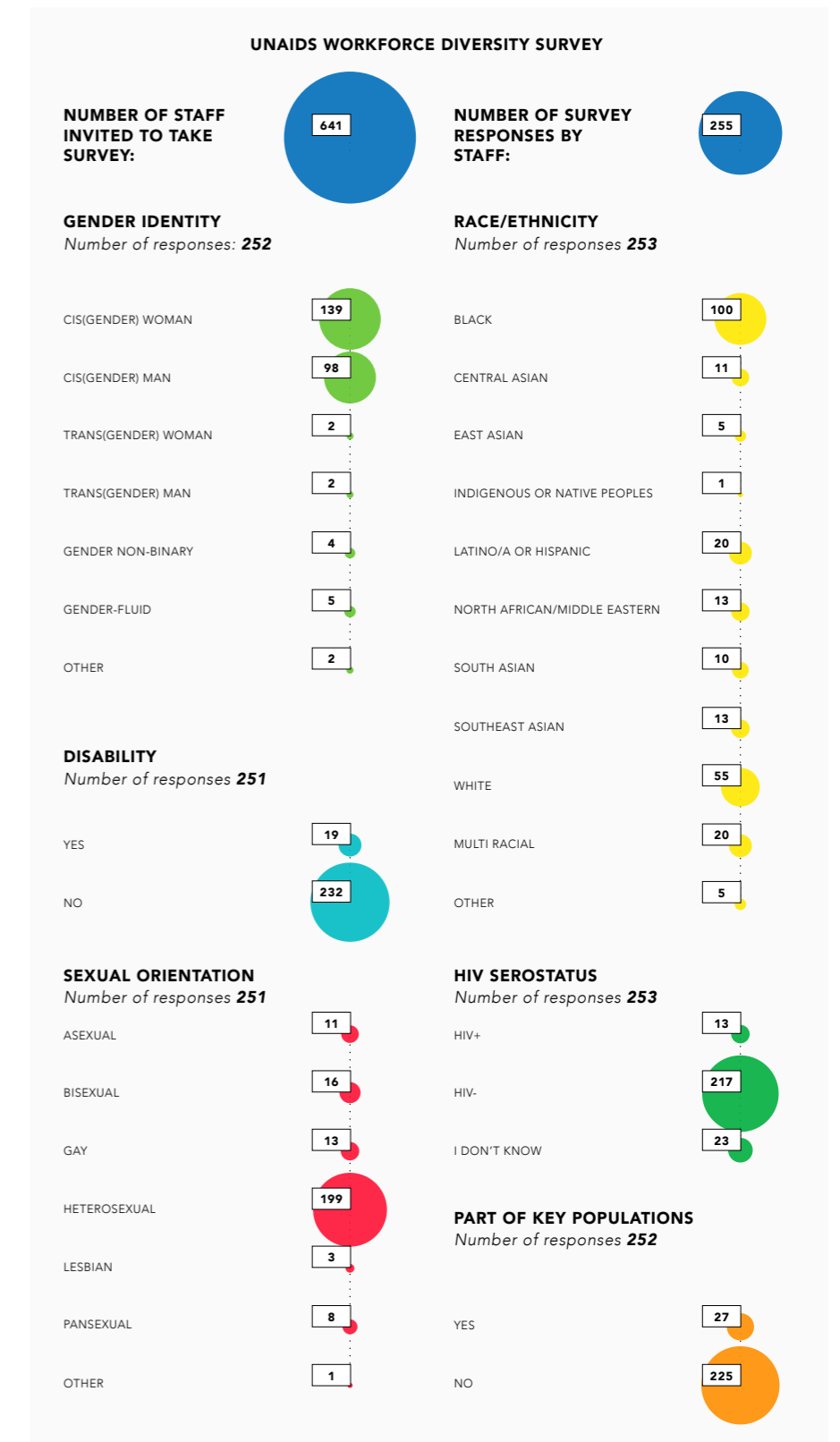


**CATEGORY**  
 ■ JUNIOR PROFESSIONAL OFFICERS ■ GOVERNMENT SECONDMENTS ■ INTERNS ■ UN VOLUNTEERS ■ FELLOWS  
**GENDER**  
 ■ WOMEN ■ MEN

# DIVERSITY

In June 2022, the Secretariat conducted a survey to get a baseline against which to measure the impact of the alignment process of the workforce diversity profile. This baseline complements the available personal data in HR systems, which is limited to a few diversity variables such as age, sex, and nationality. The survey captured anonymized data covering gender identity, race/ethnicity identity, disability status, HIV status, and identification as a member of key populations. These the diversity dimensions were analyzed by grade/level, duty station type (country, regional or Global Centre), and staff category. A total of 255 staff members (39.8%) responded to the survey. The results show the typical profile with regards to gender identity (>90% cisgender); disability (<10% with disability); sexual orientation (>70% heterosexual). Responses also show a low representation of key populations including of people living with HIV.

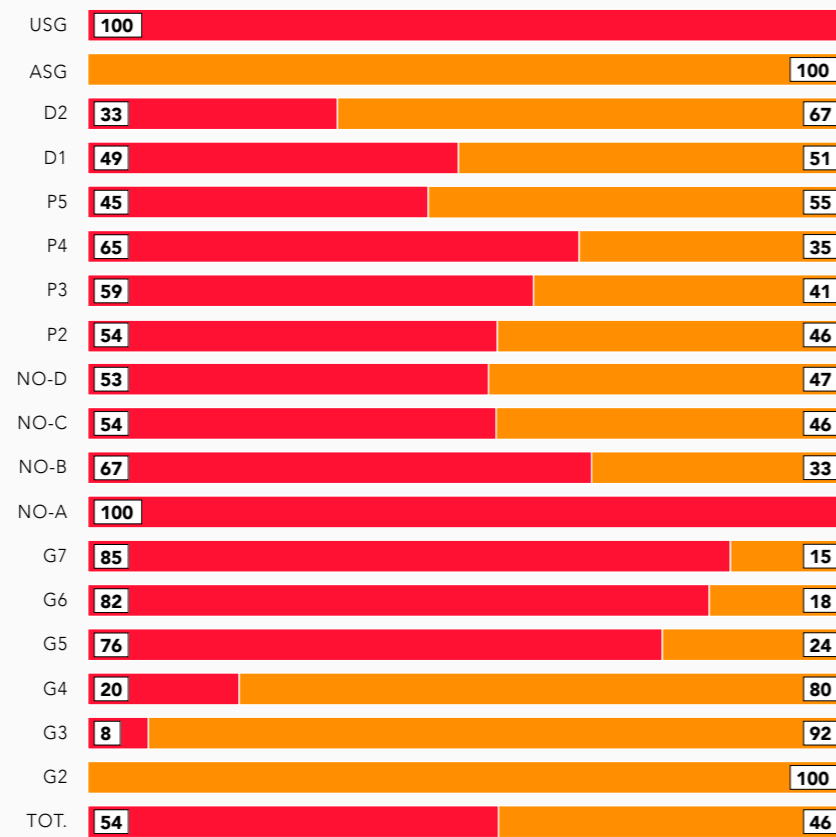
**DATA FROM THE UNAIDS DIVERSITY SURVEY 2022**  
→



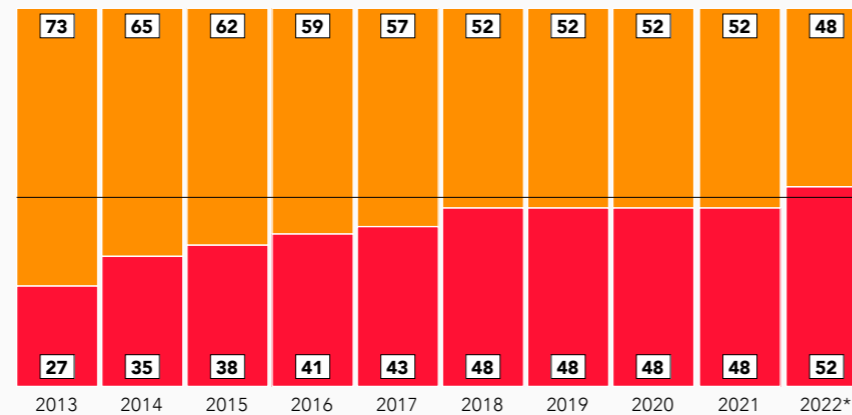
Between 2013 and 2022, the percentage of female staff members in the Secretariat increased from 52% to 54%. Over the same period, the percentage of female staff members at the P4 grade and above increased to 52% from 44%. A major achievement has been the increase in female Country Directors, from 27% in 2013 to 52% at the end of 2022. As at 31 December 2022 the UNAIDS Country Director numbers include UNAIDS Country Managers whose title was changed to Country Directors as part of the alignment process. However, the gender balance at different levels is uneven, with female staff members over-represented especially at the P3-P4 and G5-G7, 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)  
→

**STAFF MEMBERS BY GRADE AND GENDER AS AT 31 DECEMBER 2022**



**UNAIDS COUNTRY DIRECTORS BY GENDER, 2013-2022**

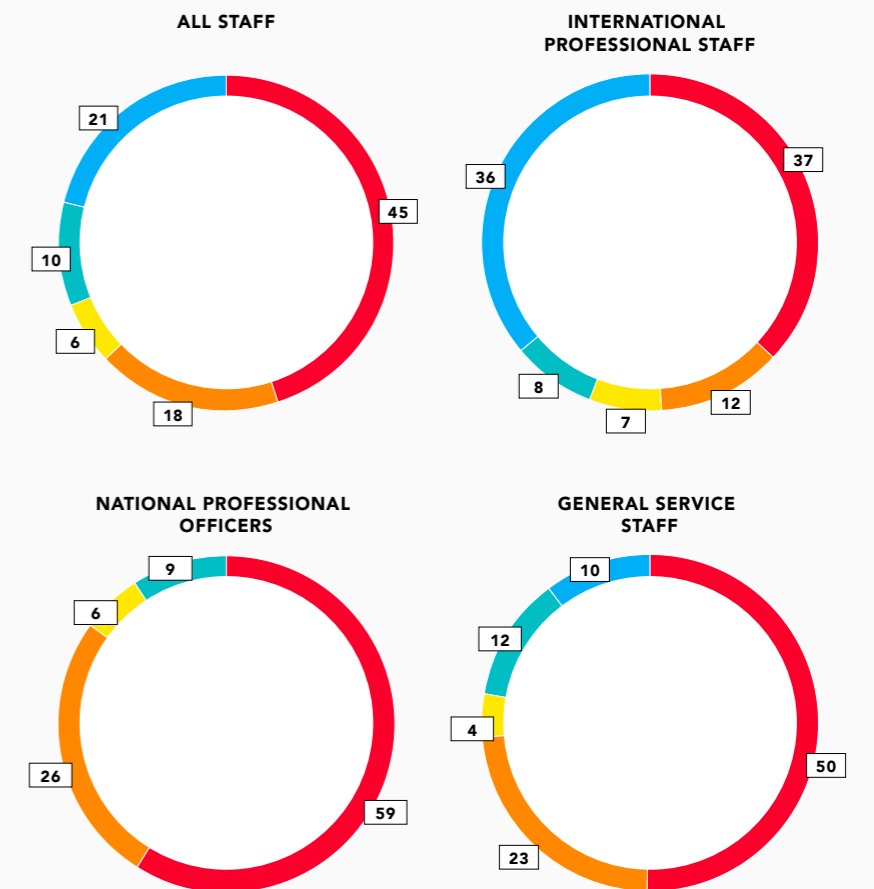


\*As at 31 December 2022 the UNAIDS Country Director numbers include UNAIDS Country Managers whose title was changed to Country Directors as part of the alignment process.

One hundred and eighteen nationalities are represented among the Secretariat's workforce. Staff from African States represent 45% of all staff, followed by Western Europe and other States (21%) and Asia-Pacific States (18%). Ten per cent of staff are from Latin American and Caribbean States and 6% from Eastern European States.\*

**REGION OF NATIONALITY AS AT 31 DECEMBER 2022**  
(percentage)  
→

**118**  
**DIFFERENT NATIONALITIES**



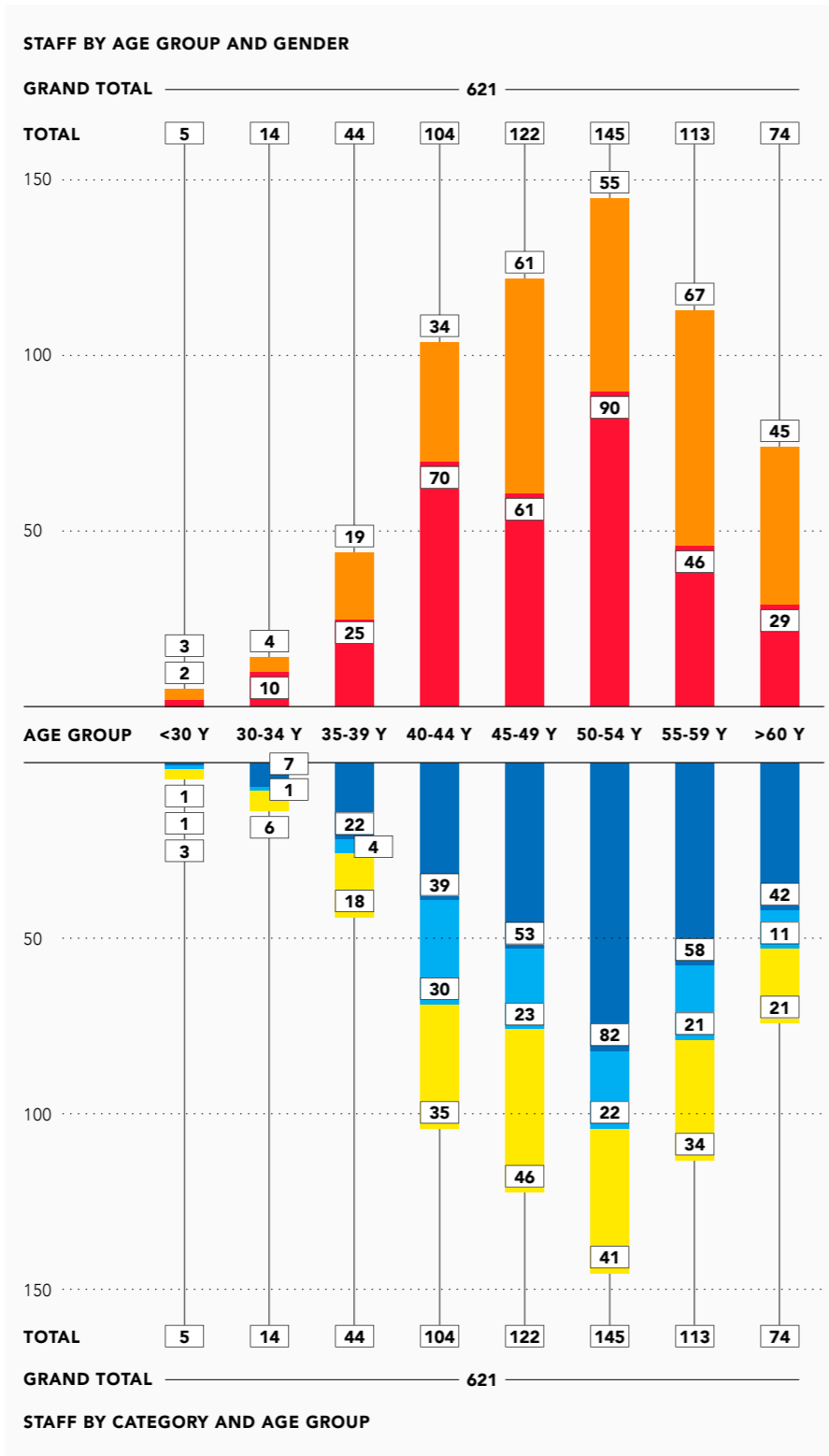
\*Region of nationality is based on United Nations regional groupings of Member States.  
<https://www.un.org/dgacm/en/content/regional-groups>



The average age of the Secretariat's staff is slightly under 50 years, broadly consistent across all staff categories. There is a marked shortage of young staff members among the Secretariat's staff, with only 3% aged under 35 years (excluding JPOs). This has been addressed through the recent alignment process and should change as lower graded international professional staff positions are being filled.

**STAFF BY AGE GROUP AS AT 31 DECEMBER 2022**  
→

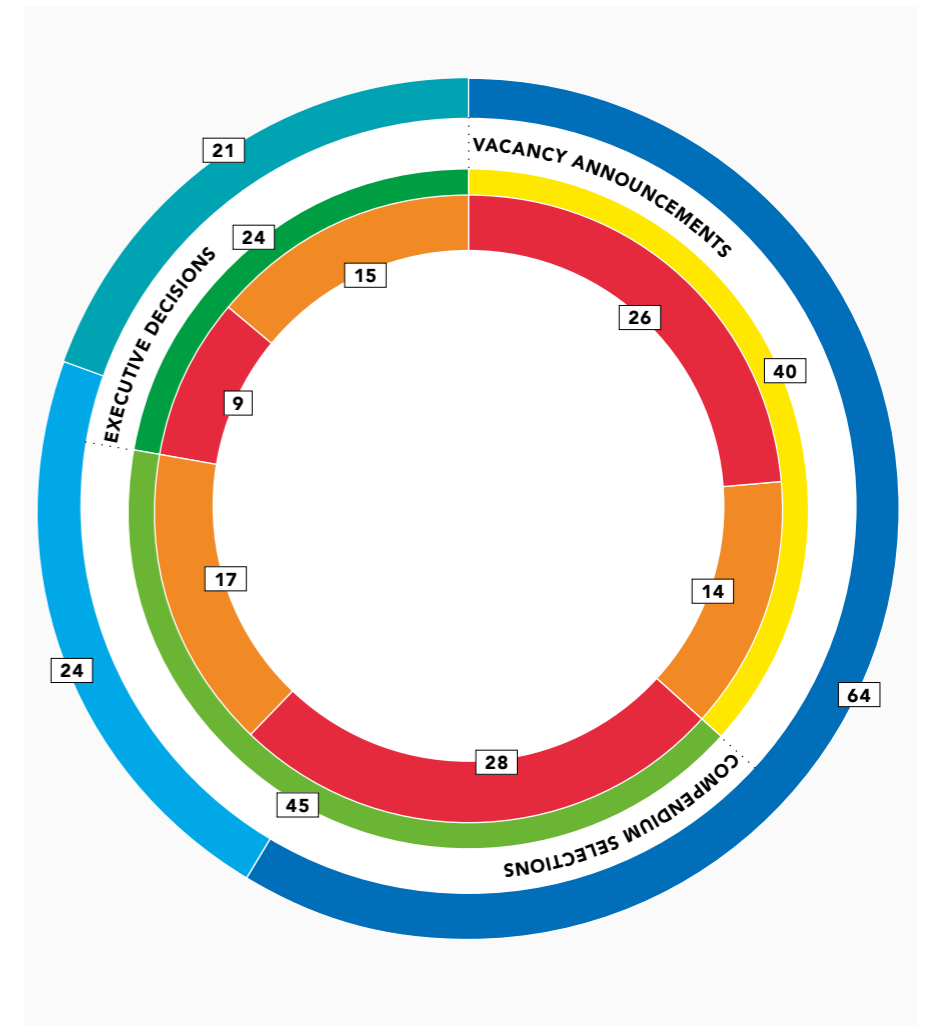
- GENDER**
- WOMEN
- MEN
- CATEGORY**
- INTERNATIONAL PROFESSIONALS
- NATIONAL PROFESSIONAL OFFICERS
- GENERAL SERVICE STAFF



# APPOINTMENTS

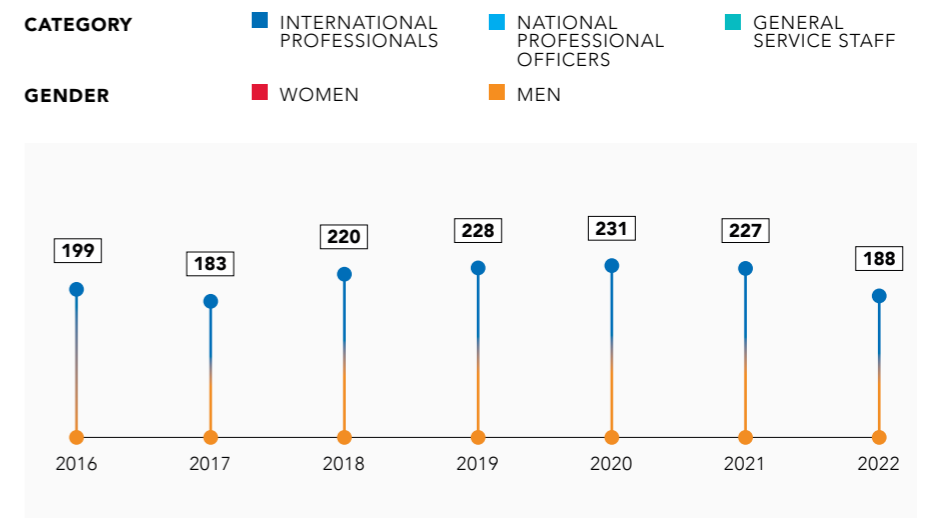
In 2022, 109 appointments were made in all staff categories. Of these, 40 were through vacancy announcements, 45 in the internal alignment compendium exercise and 24 by executive decisions. All executive decisions were internal appointments and of these, six were temporary reassignments and seven were staff reassignments within the alignment compendium exercise due to abolition of positions.

**APPOINTMENTS BY STAFF CATEGORY, APPOINTMENT TYPE AND GENDER IN 2022**  
→



The average time to recruit between the date of advertisement of a vacant position (●) and the acceptance of an offer by the selected candidate (●) decreased significantly since its peak in 2020, 231 days, to 188 days in 2022.

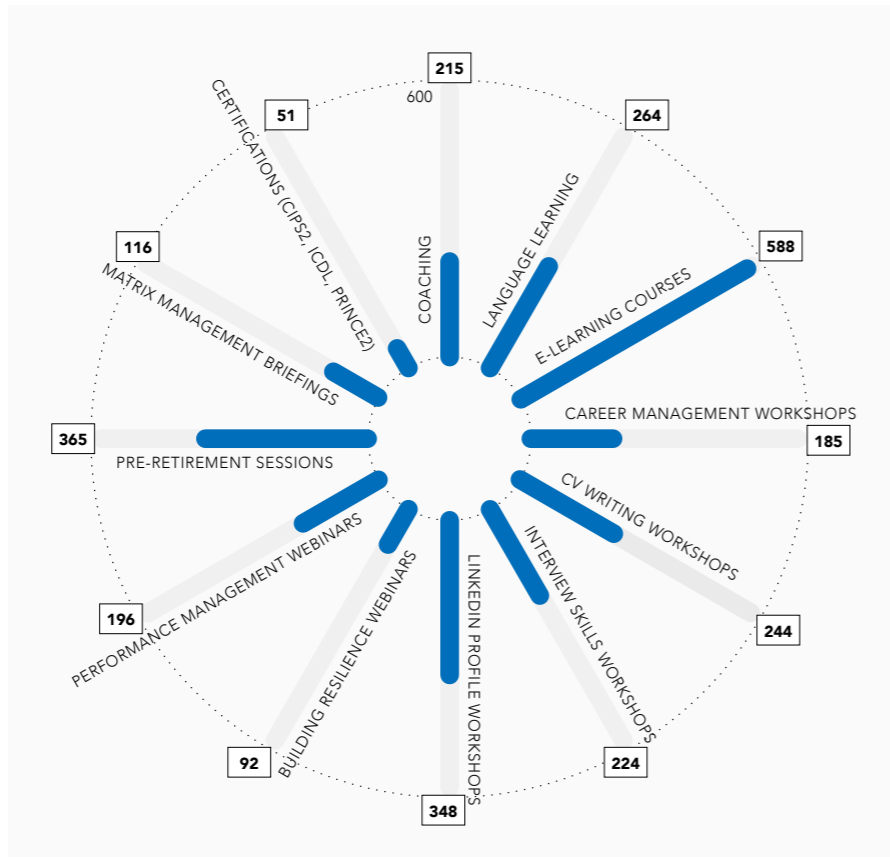
**TIME TO RECRUIT, 2016-2022**  
(average time in days)  
→



# LEARNING AND DEVELOPMENT

A culture of learning continues to be cultivated at UNAIDS. Since the last report, staff participated in more than 2800 learning events, with a strong focus on career management-related learning as a result of the recent alignment process. The mandatory training courses cover a number of key thematic areas and compliance is closely monitored. The mandatory training statistics have fluctuated due to the changes in staffing with realignment.

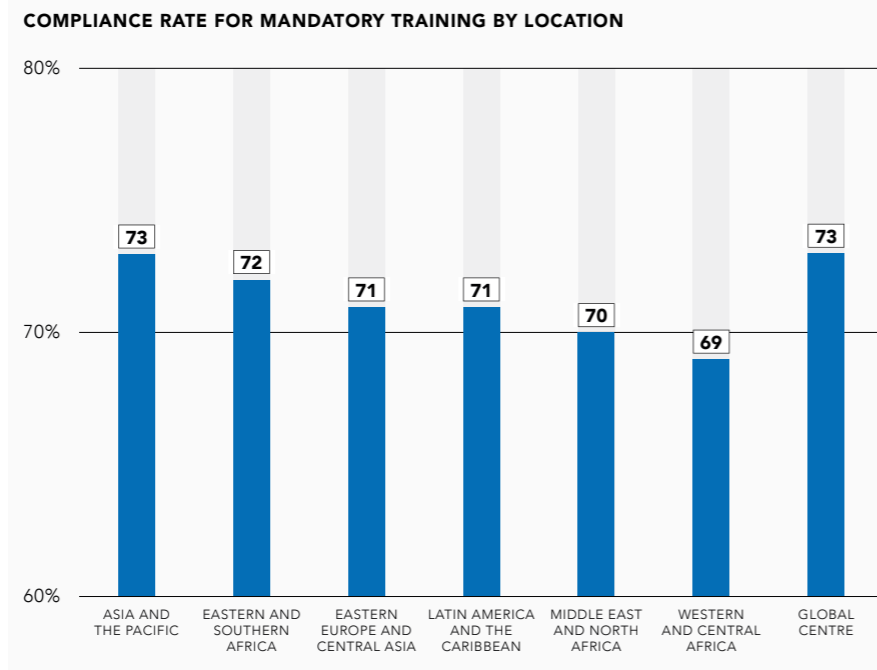
**TRAININGS COMPLETED BY TOPIC**  
→



**2888**

**TOTAL LEARNING EXPERIENCES COMPLETED**

**MANDATORY TRAININGS COMPLETED BY LOCATION (percentage)**  
→



# PERFORMANCE

The Secretariat achieved a compliance rate of 99% for the 2021/22 performance management cycle, a slight increase from up to 97% compliance achieved over the previous three performance evaluation cycles. Overall, 89% of staff have set their work and learning objectives for the 2022/2023 cycle. Over 99% of staff are meeting their performance objectives and 87% of staff reported that they had met their mandatory learning objectives.

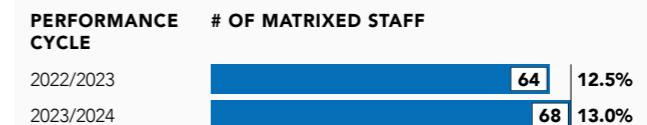
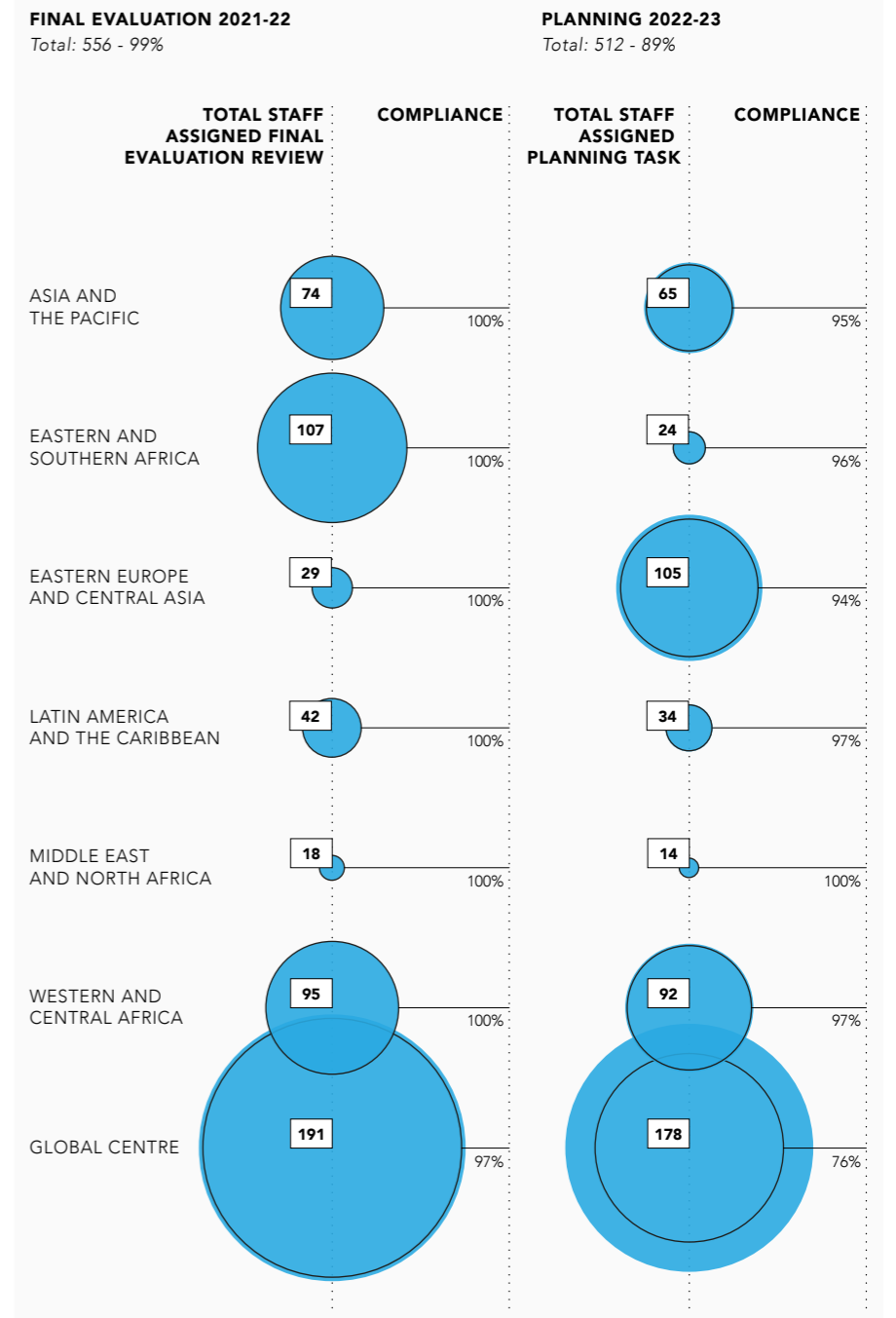
Matrix management is an important element of transforming UNAIDS into a flatter, more networked organization. Staff members in a matrix arrangement report to a direct supervisor and officially have a matrix manager in the same area of work. For the 2023/2024 performance cycle, 68 staff are formally matrix managed. This will be rolled out to more positions going forward.

**COMPLIANCE WITH:**

- final evaluations by location for 2021/22
- planning by location for 2022/23

(percentage)  
→

**MATRIX-MANAGED POSITIONS BY PERFORMANCE REVIEW CYCLE**  
→



# 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, 2018-2022

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

UN System-wide Action Plan on Gender Equality and the Empowerment of Women  
**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:



## COMPLIANCE WITH THE UNDIS, 2019-2022

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

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:

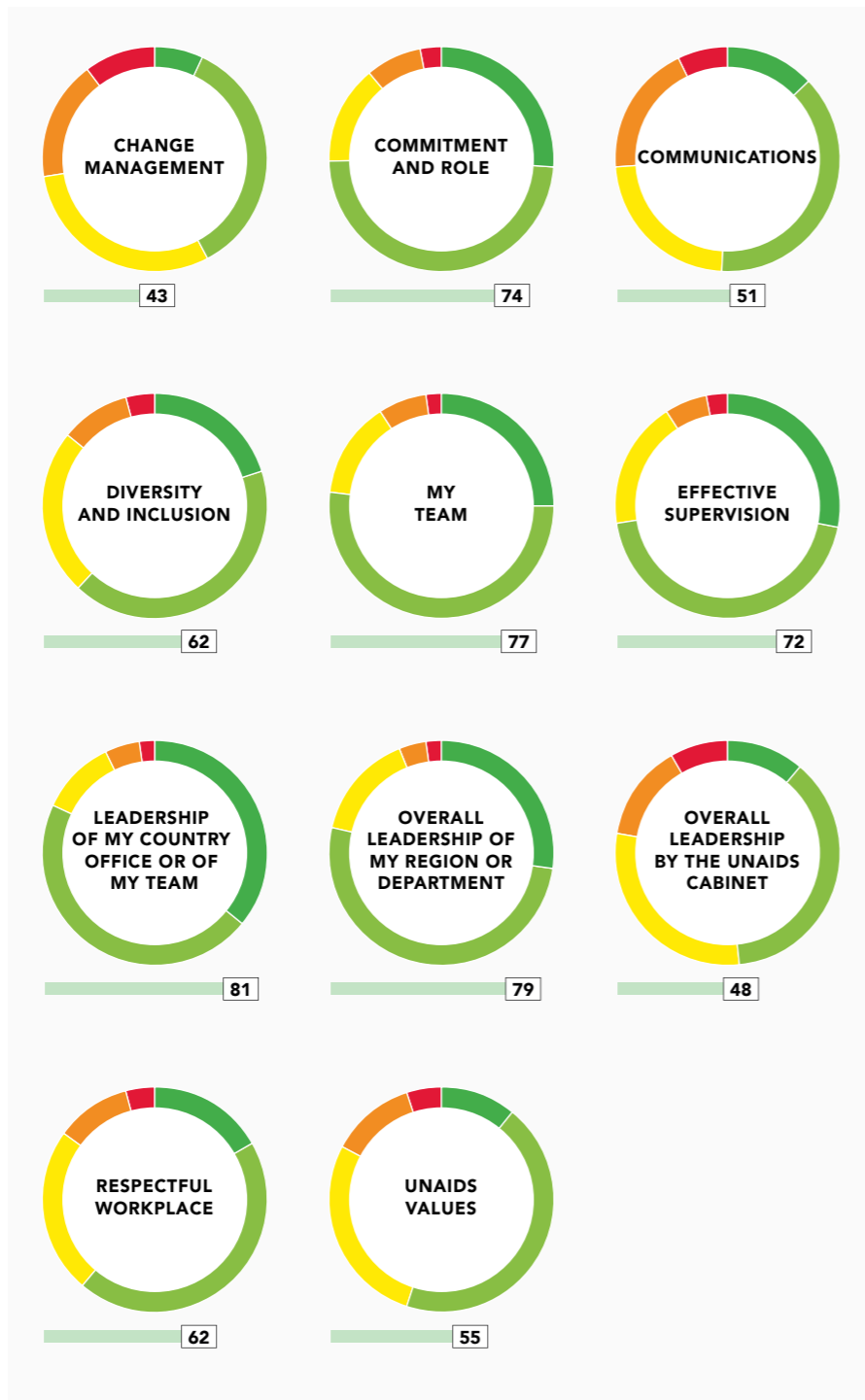


# STAFF PERCEPTIONS

The second management-led Global Staff Survey was completed in December 2022 which, compared to 2020, shows an overall improvement. In comparison with the 2020 Global Staff Survey results, 25 questions have improved by 5% or more, 39 are similar and six have fallen by 5% or more. A total of 501 respondents (67%) shared their experiences across eleven key areas compared to 64% in 2020.

## OVERALL SUMMARY BY TOPIC FROM 2022 GLOBAL STAFF SURVEY

(percentage)



■ STRONGLY POSITIVE 
 ■ POSITIVE 
 ■ NEUTRAL 
 ■ NEGATIVE 
 ■ STRONGLY NEGATIVE 
 ■ 2022 OVERALL POSITIVE

Engagement is when staff give of their best each day. It is when they are committed to their organization's goals and values and when they are motivated to contribute to its success. The question "I would recommend this organization as a good place to work" is the most discriminating measure of engagement in the not-for-profit sector. In 2022, 61% of respondents were engaged, which is substantially lower than 2020 (70%). While 21% of respondents were neutral, 18% were disengaged which is 8% higher than 2020.

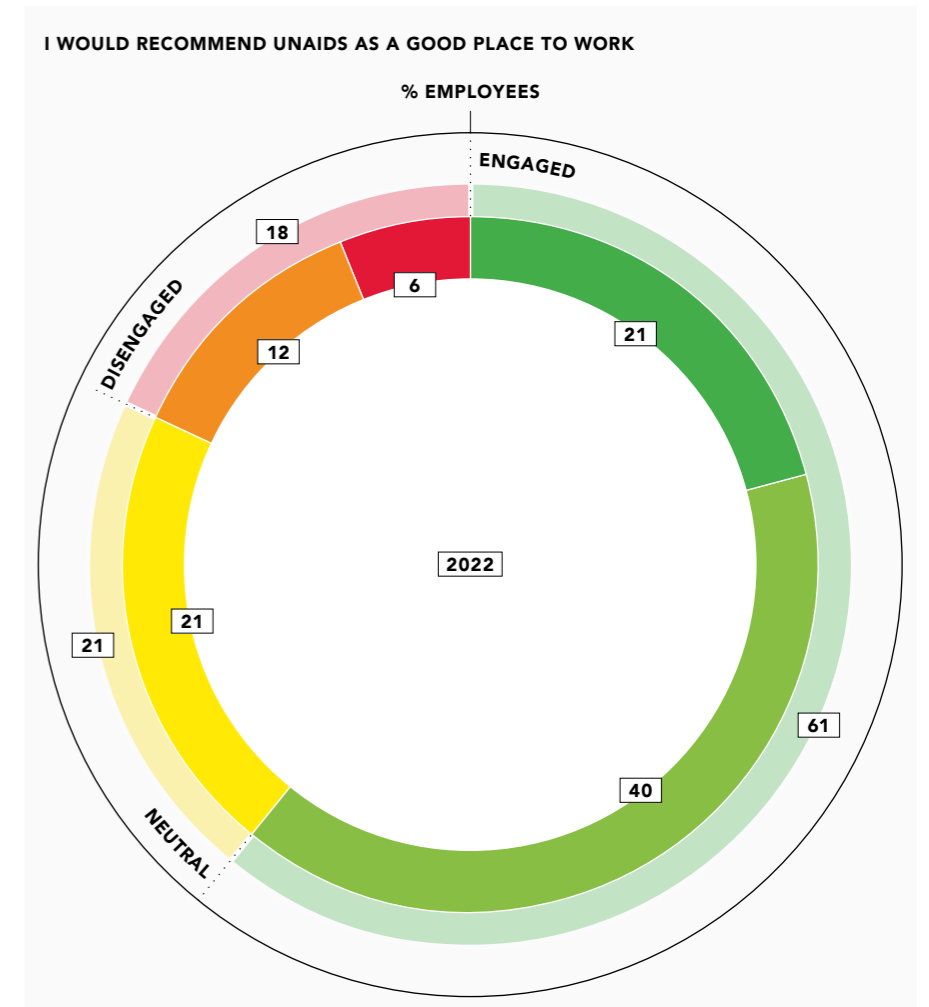
## EMPLOYEE ENGAGEMENT INDEX FROM 2022 GLOBAL STAFF SURVEY

(percentage)



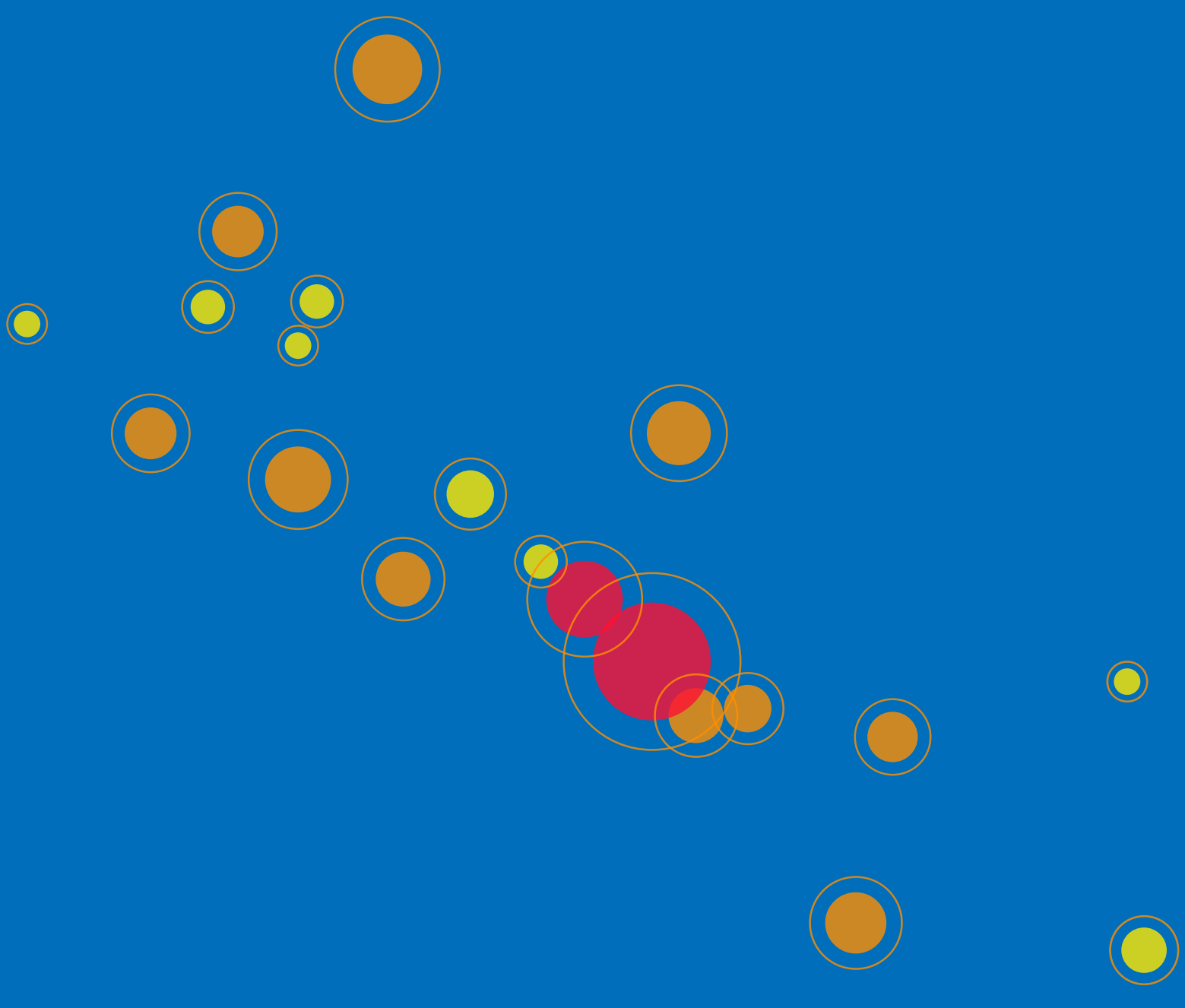
# 61%

2022 OVERALL POSITIVE



■ STRONGLY POSITIVE 
 ■ POSITIVE 
 ■ NEUTRAL 
 ■ NEGATIVE 
 ■ STRONGLY NEGATIVE





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