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**Agenda item 4(d)**  
**Human resources report**

A/26/4(d)  
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**Executive summary**

This report provides a comprehensive review of the human resources situation within UN Tourism as of 1 August 2025, outlining progress, challenges, and reforms in line with the Organization's strategic objectives.

As of the reporting date, the workforce totals 301 members of personnel, of whom 31% are staff members and 69% affiliate or other categories. Women account for 55% of staff and 49% of affiliate personnel, with representation drawn from 38 and 40 nationalities respectively. The Organization continues to prioritize gender parity, balanced geographical representation, and recruitment from as wide a base as possible, while maintaining high standards of competence and integrity.

Recruitment and selection processes are ongoing for multiple posts. Four staff reclassifications have also been approved since the last reporting period.

Talent development remains a priority, with continued partnerships for the Internship Programme, participation in the UN-wide Junior Professional Officer framework, and expansion of training activities covering technical, managerial, and well-being areas. Work-life balance and staff welfare have been strengthened through the Staff Counsellor role and active participation in the UN Workplace Mental Health and Well-Being Strategy, where UN Tourism scores above the UN system average.

The Organization continues to enhance internal processes, with the phased rollout of the Human Capital Management system improving efficiency and data-driven decision-making. Gender mainstreaming and diversity remain central, with tangible progress recorded under the UN-SWAP 2.0 accountability framework, particularly in women's representation.

Policy development remains a key area of focus. Work is ongoing to finalize policies on the prevention of harassment, sexual exploitation and abuse, recruitment and selection, performance management, and diversity, alongside a review of affiliate personnel policies.

In addition, the Organization is implementing recommendations from the United Nations Office of Internal Oversight Services (OIOS) audit of human resources management (2023/086). Several recommendations have already been closed, with the remainder scheduled for completion by December 2025.

The Organization appointed a new Ethics Officer as of 1 May 2025. This decision underscores the Organization's dedication to continuously enhancing its governance mechanisms and accountability frameworks, thereby fostering trust and confidence among stakeholders.

Finally, the report also provides information on the election of members of the Staff Pension Committee for 2026-2027 (Annex II) and the report of the Staff Association (Annex III). Collectively, these developments demonstrate the Organization's continued commitment to fostering a professional, inclusive, and accountable workforce that supports its mandate and strategic vision.

To date, **no candidatures have been received** for the positions of full and alternate membership. Member States are therefore encouraged to consider submitting their candidatures so that the General Assembly may proceed with the election of the four required representatives.

## DRAFT RESOLUTION<sup>1</sup>

### **Agenda item 4(d)** Human resources report (document A/26/4(d))

*The General Assembly,*

*Having examined the report,*

1. *Takes note* of the information provided in the human resources report;
2. *Expresses its satisfaction* with the implementation of human resources policies, learning initiatives, and gender equality frameworks, as well as the work currently being carried out by those persons in service of the Organization and their contributions to the Programme of Work, especially in view of the rising demands of the Organization and limited resources;
3. *Takes note with appreciation* of the progress achieved in addressing recommendations from the United Nations Office of Internal Oversight Services (OIOS) audit of the human resources function;
4. *Approves* the proposal to upgrade the post of Head, Ethics, Culture and Social Responsibility Department from P.4 to P.5;
5. *Encourages* Member States to send concrete proposals to the Organization for the financing of Junior Professional Officers;
6. *Encourages* Member States to send to the Organization, Officials on Loan, especially in view of the rising demands of the Organization with its limited resources;
7. *Decides* to elect the following Member States to the UN Tourism Staff Pension Committee for the biennium 2026-2027:
  - (a) [MEMBER1] and [MEMBER2] as full members;
  - (b) [MEMBER1] and [MEMBER2] as alternate members.

*Having taken cognizance* of the Staff Association Committee's report on the activities carried out from March 2024 to September 2025,

8. *Takes note* of the Association's activities, priorities, concerns and recommendations; and
9. *Requests* the Secretary-General:
  - (a) To support structured dialogue and consultation with staff, promoting a smooth organizational transition,
  - (b) To promote more balanced leadership to ensure fair recruitment,
  - (c) To develop a staffing strategy that clearly distinguishes between temporary projects and the Organization's core permanent functions, and
  - (d) To provide a concrete plan to strengthen staff training and skills development.

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<sup>1</sup> This is a draft resolution. For the final resolution adopted by the Assembly, please refer to the Resolutions document issued at the end of the session.

## I. Introduction and structure of the report

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1. This report provides a comprehensive review of the human resources situation within UN Tourism as of 1 August 2025, highlighting key developments, challenges, and ongoing initiatives.
2. The management changes introduced by the Secretary-General in his report on the Management Vision and Priorities (document [CE/108/5\(b\) rev.1](#)) along with subsequent initiatives and activities announced in the Statement of Policy and Management intent submitted to the 113th session of the Executive Council (document [CE/113/4](#)), continue to be implemented within the approved resources and staff positions, aligning with strategic objectives outlined in previous reports.
3. This report also contains information on the Staff Pension Committee as Annex II. The Committee is composed of members and alternate members chosen by the General Assembly from among the Member States, by the Secretary-General and by the officials of the Organization who are participants of the Fund, in accordance with Article 6(c) of the Regulations of the United Nations Joint Staff Pension Fund.
4. The report of the Staff Association is included as Annex III to the human resources report.

## II. UN Tourism workforce

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5. As of 1 August 2025, the total workforce of UN Tourism stands at 301. Staff members<sup>2</sup> represent 31% of the total workforce, while affiliate and other workforce<sup>3</sup> personnel constitute 69%.
6. From a gender perspective, women represent approximately 55% of the staff, whilst men represent approximately 45%, with this representation varying across categories. In the affiliate and other workforce category, women represent approximately 49%, whilst men represent approximately 51%.
7. From an overall geographical representation perspective, 38 nationalities are represented amongst the staff and 40 nationalities are represented amongst the service contract holders. It is important to reiterate the Organization's commitment to recruiting staff from as wide a geographical basis as possible, while maintaining the highest standards of competence, efficiency and integrity, and taking into account the limited number of staff positions.
8. The Organization continues to prioritize gender parity and balanced geographical representation in its recruitment strategies.
9. Complementing the report is a workforce overview of human resources, containing essential data and metrics regarding UN Tourism's workforce, gender distribution, and geographical representation, provided as Annex I to the present report.

## III. Human resources matters

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10. Since its previous reports on human resources matters addressed to the 25th session of the General Assembly (document [A/25/6](#)) and the 123rd session of the Executive Council (document [CE/123/3\(d\)](#)), several developments have taken place, as indicated below.

### A. Decisions of the Secretary-General

11. In accordance with Staff Regulation 15(b), the Secretary-General decided to appoint Mr. Tadashi Kaneko (Japan) to the post of Director, Regional Support Office for Asia and the Pacific, D.1, to ensure the proper functioning of the Regional Support Office.

### B. Talent acquisition and career development

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<sup>2</sup> Staff holding a fixed-term or indeterminate-duration appointment on the regular budget or extra-budgetary funds, under the Staff Regulations and Staff Rules.

<sup>3</sup> Other personnel holding an appointment under the policies of the Organization or Junior Professional Officers hired under the framework agreement between UNDP and UN Tourism.

12. Positions filled following the issuance of vacancy announcements were announced in the human resources reports submitted to the Executive Council at its 121st session (document [CE/121/3\(d\) rev.1](#)), 122nd session (document [CE/122/3\(d\)](#)), and 123rd session (document [CE/123/3\(d\)](#)).
13. Following the issuance of vacancy announcements, the following staff positions have been filled through competitive selection:
  - (a) Programme Coordinator (P.4), Regional Office for the Middle East (UNWTO/HHRR/VAC/06/TMIC/2024), Riyadh, Saudi Arabia – appointed national from Germany;
  - (b) Programme Officer (P.2), Communications Department (UNWTO/HHRR/VAC/03/COMM/2024), Madrid, Spain – appointed national from Azerbaijan;
  - (c) Senior Programme Assistant (G.6), Ethics, Culture and Social Responsibility Department (UNWTO/HHRR/VAC/04/ECSR/2024), Madrid, Spain – appointed national from Spain.
14. Following the issuance of vacancy announcements, the recruitment and selection processes for the following positions, as at the date of this report, are still being undertaken. The outcomes will be communicated in a subsequent human resources report:
  - (a) Director (P.5), Regional Department for Asia and the Pacific (UNWTO/HHRR/VAC/03/RDAP/2025), Madrid, Spain;
  - (b) Director (P.5), International Development and Cooperation Department (UNWTO/HHRR/VAC/18/IDCD/2025), Madrid, Spain;
  - (c) Director (P.5), Regional Office for the Americas (UNWTO/HHR/VAC/09/ROAM/2025) Rio de Janeiro, Brazil;
  - (d) Programme Officer (P.2), Regional Office for the Americas (UNWTO/HHRR/VAC/04/ROAM/2025), Rio de Janeiro, Brazil;
  - (e) Senior Programme Assistant (G.6), General Services Department (UNWTO/HHRR/VAC/19/GESE/2025), Madrid, Spain.
15. To ensure consistency with the established organizational structure, it is proposed to upgrade the post of Head of the Ethics, Culture and Social Responsibility Department from the P.4 to the P.5 level. This adjustment will better reflect the scope of responsibilities attached to the position and ensure parity with the leadership level of comparable departments.

## Reclassifications

16. In accordance with UN Tourism Staff Regulations and Staff Rules, the Organization aligns the grades of its positions in accordance with UN system-wide classification standards. As per UN Tourism policies, staff members may request the reclassification of their post when they consider that the duties and responsibilities of their post have substantially changed, or as determined by the Secretary-General.
17. Reclassifications undertaken by the Organization were announced in the human resources reports submitted to the Executive Council at its 121st session (document [CE/121/3\(d\) rev.1](#)), 122nd session (document [CE/122/3\(d\)](#)), and 123rd session (document [CE/123/3\(d\)](#)). Between the date of the previous Human Resources Report presented to the 123rd session of the Executive Council and the present report, four staff members have been reclassified to a higher grade within the same category. Requests for reclassification received by the Organization continue to be under review and a decision on these will be announced in subsequent human resources reports.

## Internship programmes

18. To enhance the professional growth of young individuals, the Organization continues to establish multiple partnerships with educational institutions to support the UN Tourism Internship Programme. It is important to note that the allocation of an internship position does not imply any assurance or entitlement to future employment within the Organization. Nevertheless, the programme offers a valuable opportunity for young individuals to gain insight into the principles and mandates of the Organization, which they can leverage in their prospective careers.
19. In addition, UN Tourism participates in the annual data collection for the Youth2030 Scorecard for UN Entities, a strategic planning, performance measurement, and accountability tool structured to understand the performance of UN entities on the foundational and priority areas described in Youth2030, which captures the work of UN entities for and with youth, in line with the principles of meaningful youth engagement.

## Capacity-building initiatives

20. There has been continued interest among Member States in the Organization's capacity-building initiatives, which allows tourism experts and officials from Member States to participate in the Secretariat's activities on a non-reimbursable basis for a specified period. This arrangement is formalized through a Memorandum of Understanding. Member States are especially encouraged to utilize this option, particularly to provide additional human resources for the UN Tourism Headquarters in Madrid, Spain, the UN Tourism Regional Offices in Riyadh, Saudi Arabia, and Rio de Janeiro, Brazil, as well as the UN Tourism Regional Support Office for Asia and the Pacific.
21. The Organization also concluded an Agreement with UNDP concerning the management of the UN-wide Junior Professional Officer programme. Interested Member States may place their young professionals at UN Tourism for 1-3 years by financing the post through this framework agreement.

## C. Internal administrative processes and electronic HR tools

22. As announced in previous human resources reports, the efficiency of internal resources has been significantly improved through the implementation of an electronic IT system. The Human Capital Management (HCM) tool has been gradually implemented since 2023 and consists of several modules covering the areas of entitlements and absence management, talent acquisition, learning and development, performance management and reporting, allowing the Organization to make improved data-driven decisions. The HCM tool continues to be rolled out throughout 2025.

## D. Gender, diversity and inclusion

23. The Organization remains dedicated to implementing the United Nations System-Wide Action Plan (UN-SWAP) for mainstreaming gender equality and empowering women. The UN-SWAP accountability mechanism, established by the UN System Chief Executives Board for Coordination (CEB), remains in force. Furthermore, since 2021, the Organization has been actively involved in the UN system-wide dashboard on gender parity, supporting transparency efforts within the Organization and across the broader UN system.
24. The UN-SWAP 2.0 framework<sup>4</sup> encompassed 17 key performance indicators related to gender equality and the empowerment of women. These indicators cover a range of areas, including strategic planning, audit and evaluation, policy, leadership, performance, finance, gender architecture and representation, organizational culture, capacity assessment and development, as well as communication and coherence. Moving forward, the Organization maintains its commitment to the implementation of the UN-SWAP 3.0 framework, in alignment with the United Nations Gender Equality Acceleration Plan (GEAP).
25. A comparison of the 2023 and 2024 UN-SWAP reports shows an improvement in performance indicator 12, which measures the equal representation of women. This indicator has advanced

<sup>4</sup> <https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability/un-swap-results/2020>



from “approaches requirements” to “meets requirements”, reflecting UN Tourism’s strengthened commitment to gender equality and the empowerment of women.

## UN-SWAP Performance Indicators: Comparative Analysis of UN Tourism Results for 2023–2024

	Year	Not Applicable	Missing	Approaches requirements	Meets requirements	Exceeds requirements
<b>PI17</b> Coherence	2023	○	○	○	●	○
	2024	○	○	○	●	○
<b>PI16</b> Knowledge and Communication	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PI15</b> Capacity Development	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PI14</b> Capacity Assessment	2023	○	●	○	○	○
	2024	○	●	○	○	○
<b>PI13</b> Organizational culture	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PI12</b> Equal representation of women	2023	○	●	○	○	○
	2024	○	○	○	●	○
<b>PI11</b> Gender Architecture	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PI10</b> Financial Resource Allocation	2023	○	●	○	○	○
	2024	○	●	○	○	○
<b>PI9</b> Financial Resource Tracking	2023	○	●	○	○	○
	2024	○	●	○	○	○
<b>PI8</b> Gender-responsive performance management	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PI7</b> Leadership	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PI6</b> Policy	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PI5</b> Audit	2023	●	○	○	○	○
	2024	●	○	○	○	○
<b>PI4</b> Evaluation	2023	●	○	○	○	○
	2024	●	○	○	○	○
<b>PI3</b> Programmatic SDG Results	2023	●	○	○	○	○
	2024	●	○	○	○	○
<b>PI2</b> Reporting on SDG Results	2023	○	○	○	●	○
	2024	○	○	○	●	○
<b>PI1</b> Strategic Planning SDG Results	2023	○	○	○	○	●
	2024	○	○	○	○	●

### E. Work-life balance, and health and well-being

26. In its ongoing efforts to promote health and well-being initiatives, the Organization appointed a representative to the United Nations System Workplace Mental Health and Well-Being Strategy Implementation Board. This representative contributes to discussions and helps guide the strategic and operational direction of the Board. Through this framework, the Organization is involved in the creation of system-wide thematic initiatives aimed at advancing workplace mental health and well-being across the United Nations system. Following the first year of implementation of the United Nations System Workplace Mental Health and Well-Being Strategy, UN Tourism participated in the yearly Strategy Scorecard exercise comprising twelve key indicators. Notably, the Scorecard Indicators’ results for 2024 place UN Tourism at the forefront of shaping a workplace culture that prioritizes mental health and well-being. The Organization’s scores in ten out of the twelve indicators of the Strategy Scorecard are higher than the UN average, while the score of indicator 4, which assesses stigma reduction activities, is more than twice as high as the UN average.

27. As indicated in previous human resources reports, the Organization established a Staff Counsellor role in 2022, focused on providing psychosocial support services to personnel and equipping them with tools tailored to their needs. This role remains essential for fostering the psychosocial well-being of the Organization's personnel.

#### **F. Learning and development**

28. The Organization remains dedicated to nurturing learning and development initiatives aimed at enhancing the skills of its personnel. Learning and development needs are identified annually through a comprehensive needs assessment, conducted in consultation with supervisors and the Staff Association Committee. These initiatives encompass various areas, including language proficiency, computer literacy, internal procedures, writing proficiency, project management, presentation and public speaking, effective communication, conflict resolution, adherence to ethical standards, health and well-being, multicultural diversity and inclusion, team-building, managerial competencies, psychosocial safety, prevention of fraud and corruption, prevention of harassment (including sexual harassment), inclusion and accessibility, and promotion of gender equality.
29. As announced in previous human resources reports, in the biennium 2024-2025, several training activities took place so far in the areas of non-violent communication, challenging conversations, positive workplace environments, competency-based interviews, critical incidents and stress, burnout prevention, common mental health issues, suicide prevention, communication skills, and diversity and inclusion.

#### **G. Policy development**

30. As announced in previous human resources reports, for the biennium 2024-2025, the Organization is in the process of finalizing and implementing policies across several key areas. These include policies addressing harassment (including sexual harassment and abuse of authority), protection from sexual exploitation and abuse, recruitment and selection, core competencies and values, performance management, special post allowance, conversion of appointments from fixed-term to permanent, learning and development, gender equality and the empowerment of women, as well as diversity and anti-discrimination measures. A review of the policy governing affiliate personnel is also foreseen by the end of 2025.
31. The finalization of policies on harassment, including sexual harassment and abuse of authority, reaffirms the Organization's commitment to fostering a safe, respectful, and inclusive working environment. The Organization maintains a zero-tolerance approach to all forms of harassment, whether perpetrated by personnel or external parties, and will take appropriate action to ensure that such behaviour is addressed promptly and effectively. In this context, the Organization is also developing a document to establish a code of conduct for participants at UN Tourism conferences and official meetings, in line with United Nations standards, to further promote respectful engagement and safeguard the integrity of its events.

#### **H. Audit on the human resources management function at UN Tourism**

32. As announced in previous human resources reports, in 2023, the Office of Internal Oversight Services (OIOS) of the United Nations, conducted an audit of the human resources function at UN Tourism ([2023/086](#)). The audit aimed to evaluate the adequacy and effectiveness of governance, risk management and control processes pertaining to human resources management within UN Tourism. Spanning from January 2020 to May 2023, the audit encompassed a comprehensive examination of risk areas inherent in human resources management.
33. The Organization has acknowledged the recommendations contained in the report and has commenced actions to implement them. Implementing the recommendations has demanded a meticulous and phased strategy, especially given the significant constraints the Organization faces in terms of IT infrastructure, and financial and human resources.
34. To date, the Organization has successfully closed recommendations no. 1, 2, 3 and 4, and is in the process of closing all other remaining recommendations by the deadline of 31 December 2025.

## **I. Surveys**

35. As announced in previous human resources reports and as part of its efforts to ensure transparency and adjust to ongoing needs, the Organization has participated in several UN system-wide surveys and initiatives in, *inter alia*, the areas of appeal mechanisms, policies and practices to prevent and respond to sexual exploitation and abuse, the use of non-staff personnel and related contractual mechanisms, young talent and early career programmes, quality, efficiency and sustainability of health insurance schemes, staff allowances, recruitment policies and practices, gender parity, flexible working-arrangements and health and well-being.

## **J. Ethics function**

36. The Organization appointed a new Ethics Officer as of 1 May 2025. This decision underscores the Organization's dedication to continuously enhancing its governance mechanisms and accountability frameworks, thereby fostering trust and confidence among stakeholders.

## **K. Conflict management**

37. The Organization does not have any internal appeals from staff members.

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UN Tourism

# Human Resources Statistics

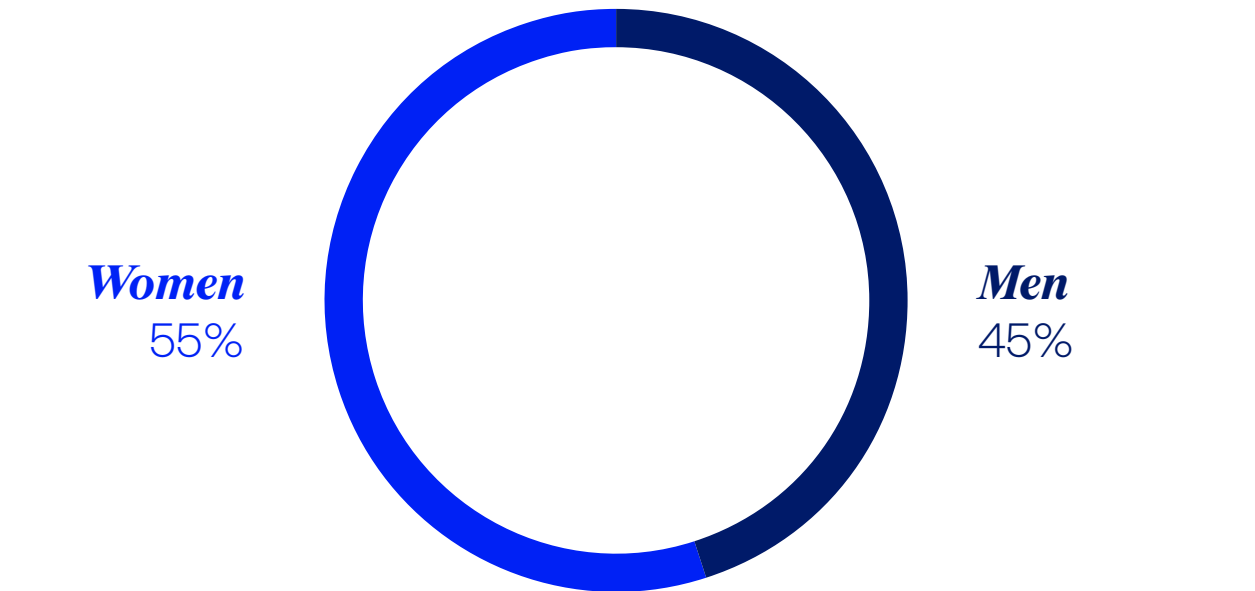
As of August 2025

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# Workforce at a Glance as of 1 August 2025

As of **1 August 2025**, the UN Tourism workforce is comprised of **301 people**.



<i>Total Workforce</i>			<i>Men</i>		<i>Women</i>	
<i>Core Workforce</i>	Number	Percentage	Number	Percentage	Number	Percentage
Professional	61	20%	29	48%	32	52%
General Service	31	10%	12	39%	19	61%
<b>TOTAL</b>	<b>92</b>	<b>31%</b>	<b>41</b>	<b>45%</b>	<b>51</b>	<b>55%</b>

<i>Total Workforce</i>			<i>Men</i>		<i>Women</i>	
<i>Affiliate Workforce</i>	Number	Percentage	Number	Percentage	Number	Percentage
Junior Professional Officers	1	0%	1	100%	0	0%
Officials on Loan	6	2%	5	83%	1	17%
Special Advisers	10	3%	9	90%	1	10%
Service Contract	119	40%	47	39%	72	61%
Interns	18	6%	8	44%	10	56%
Experts	55	18%	36	65%	19	35%
<b>TOTAL</b>	<b>209</b>	<b>69%</b>	<b>106</b>	<b>51%</b>	<b>103</b>	<b>49%</b>

# Workforce\* Distribution by Department as of 1 August 2024, 1 March 2025 and 1 August 2025

\*Special Advisers and Experts are not included.

Core Workforce		Affiliate Workforce							
		Professional	General Service	Junior Professional Officers (JPOs)	Officials on Loan	Service Contract	Interns		
Department	Year	Number, Percentage & Type of Contracts						Total Workforce	
Administration and Finance	Aug. 2024	1	1	0	0	1	0	3	1%
	Mar. 2025	0	1	0	0	1	0	2	1%
	Aug. 2025	0	1	0	0	1	0	2	1%
Affiliate Members and Public-Private Collaboration	Aug. 2024	1	1	0	0	6	1	9	4%
	Mar. 2025	1	1	0	0	6	1	9	4%
	Aug. 2025	1	1	0	0	6	0	8	3%
Budget and Finance	Aug. 2024	3	1	0	0	10	2	16	7%
	Mar. 2025	3	1	0	0	11	0	15	7%
	Mar. 2025	3	1	0	0	10	0	14	6%
Communications	Aug. 2024	0	2	0	0	6	2	10	4%
	Mar. 2025	1	1	0	0	5	0	7	3%
	Aug. 2025	1	1	0	0	5	1	9	4%
Conference Services	Aug. 2024	5	0	0	0	4	0	9	4%
	Mar. 2025	4	1	0	0	4	0	9	4%
	Aug. 2025	4	1	0	0	4	0	9	4%
Ethics, Culture and Social Responsibility	Aug. 2024	0	2	0	0	3	1	6	3%
	Mar. 2025	0	2	0	0	3	0	5	2%
	Aug. 2025	0	3	0	0	3	0	6	3%
Office of the Executive Director ( 1 )	Aug. 2024	2	1	0	0	1	0	4	2%
	Mar. 2025	2	1	0	0	1	0	4	2%
	Aug. 2025	1	1	0	0	0	0	2	1%
Office of the Executive Director ( 2 )	Aug. 2024	1	1	0	0	1	0	3	1%
	Mar. 2025	1	1	0	0	2	0	4	2%
	Aug. 2025	1	0	0	0	2	1	4	2%
Office of the Executive Director ( 3 )	Mar. 2025	1	0	0	0	0	0	1	0%
	Aug. 2025	1	0	0	0	0	0	2	1%
General Services	Aug. 2024	0	3	0	0	7	0	10	4%
	Mar. 2025	0	3	0	0	7	0	10	5%
	Aug. 2025	0	3	0	0	6	0	9	4%
Human Resources	Aug. 2024	1	1	0	0	6	1	9	4%
	Mar. 2025	1	1	0	0	6	0	8	4%
	Aug. 2025	1	1	0	0	8	0	10	4%
Information and Communication Technology	Aug. 2024	1	3	0	0	5	0	9	4%
	Mar. 2025	1	3	0	0	4	0	8	4%
	Aug. 2025	1	1	0	0	8	0	8	4%
Innovation, Education and Investments	Aug. 2024	5	0	0	0	18	4	27	12%
	Mar. 2025	5	0	0	0	15	0	20	9%
	Aug. 2025	3	0	0	0	13	0	16	7%
Institutional Relations, Partnerships and Advocacy	Aug. 2024	3	0	0	0	0	0	3	1%
	Mar. 2025	3	0	0	0	2	1	6	3%
	Aug. 2025	4	0	0	0	2	2	8	3%

Core Workforce		Affiliate Workforce							
		Professional	General Service	Junior Professional Officers (JPOs)	Officials on Loan	Service Contract	Interns		
Department	Year	Number, Percentage & Type of Contracts						Total Workforce	
Office of Legal Affairs and International Standards	Aug. 2024	3	0	0	0	6	0	9	4%
	Mar. 2025	3	0	0	0	6	0	9	4%
	Aug. 2025	3	0	0	0	5	0	8	3%
Office of the Secretary-General	Aug. 2024	6	4	0	0	5	0	15	7%
	Mar. 2025	5	3	0	0	5	0	13	6%
	Aug. 2025	5	2	0	0	6	0	13	5%
Regional Department for Africa	Aug. 2024	3	0	0	0	4	0	7	3%
	Mar. 2025	3	0	0	0	4	0	7	3%
	Aug. 2025	4	0	0	0	4	0	8	3%
Regional Department for Asia and the Pacific	Aug. 2024	4	0	1	2	2	0	9	4%
	Mar. 2025	4	0	0	2	2	2	10	4%
	Aug. 2025	4	0	0	2	2	3	11	5%
Regional Department for Europe	Aug. 2024	2	0	1	1	4	1	9	4%
	Mar. 2025	3	0	0	1	4	0	8	4%
	Aug. 2025	2	0	0	1	4	2	8	3%
Regional Department for the Americas	Aug. 2024	1	2	0	0	1	0	4	2%
	Mar. 2025	1	2	0	0	1	0	4	2%
	Aug. 2025	1	2	0	0	1	0	4	2%
Regional Department for the Middle East	Aug. 2024	1	1	0	0	2	0	4	2%
	Mar. 2025	1	1	0	0	2	0	4	2%
	Aug. 2025	1	1	0	0	2	0	4	2%
Regional Office for the Americas	Mar. 2025	1	0	0	0	0	0	1	0%
	Mar. 2025	1	0	0	0	1	0	2	1%
Regional Office for the Middle East	Mar. 2025	4	1	0	0	19	0	24	11%
	Aug. 2025	5	1	0	0	18	3	26	11%
Security	Aug. 2024	1	0	0	0	0	0	1	0%
	Mar. 2025	1	0	0	0	0	0	1	0%
	Aug. 2025	1	0	0	0	0	0	1	0%
Statistics, Standards and Data	Aug. 2024	2	1	0	0	3	1	7	3%
	Mar. 2025	2	2	0	0	2	2	8	4%
	Mar. 2025	2	2	0	0	3	1	9	4%
Sustainable Tourism and Resilience	Aug. 2024	3	1	0	0	1	1	6	3%
	Mar. 2025	3	1	0	1	1	0	6	3%
	Aug. 2025	4	1	0	1	0	1	7	3%
International Development and Cooperation	Aug. 2024	3	2	0	0	4	2	11	5%
	Mar. 2025	3	2	0	0	4	1	10	5%
	Aug. 2025	1	2	0	0	3	4	10	4%
Market Intelligence, Policies and Competitiveness	Mar. 2025	5	3	0	2	12	2	24	11%
	Mar. 2025	5	3	0	2	12	0	22	11%
	Aug. 2025	4	3	0	2	7	1	18	8%
UN Liaison Office in Geneva	Aug. 2025	1	0	0	0	0	0	1	0%
Regional Support Office for Asia and the Pacific	Aug. 2025	1	0	0	0	0	0	1	0%
Total	Aug. 2024	57	30	1	5	112	20	225	100%
	Mar. 2025	59	30	0	6	113	7	215	100%
	Mar. 2025	61	31	1	6	119	18	238	100%



## Workforce\* Movement Between 1 August 2024 and 1 March 2025

\*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included.

	<i>Professional</i>	<i>General Services</i>	<i>Service Contract</i>
<b>Appointment</b>	<b>4</b>	<b>1</b>	<b>13</b>
<b>Retirement</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Inter-Agency Transfer or Secondment</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Separation</b>	<b>2</b>	<b>0</b>	<b>7</b>
<b>Promotion within Category</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Promotion from General Services to Professional</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Workforce\* Movement Between 1 March 2025 and 1 August 2025

\*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included.

	<i>Professional</i>	<i>General Services</i>	<i>Service Contract</i>
<b>Appointment</b>	<b>4</b>	<b>1</b>	<b>12</b>
<b>Retirement</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Inter-Agency Transfer or Secondment</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Separation</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Promotion within Category</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>Promotion from General Services to Professional</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Workforce\* Comparison by Year, from 2022 to 2025\*\*

\*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included  
 \*\*As of 31 December.

	2022	2023	1 April 2024	1 August 2024	1 March 2025	1 August 2025
Professional	54	57	55	58	59	61
General Service	38	32	30	30	30	31
Service Contract	89	96	105	112	113	119

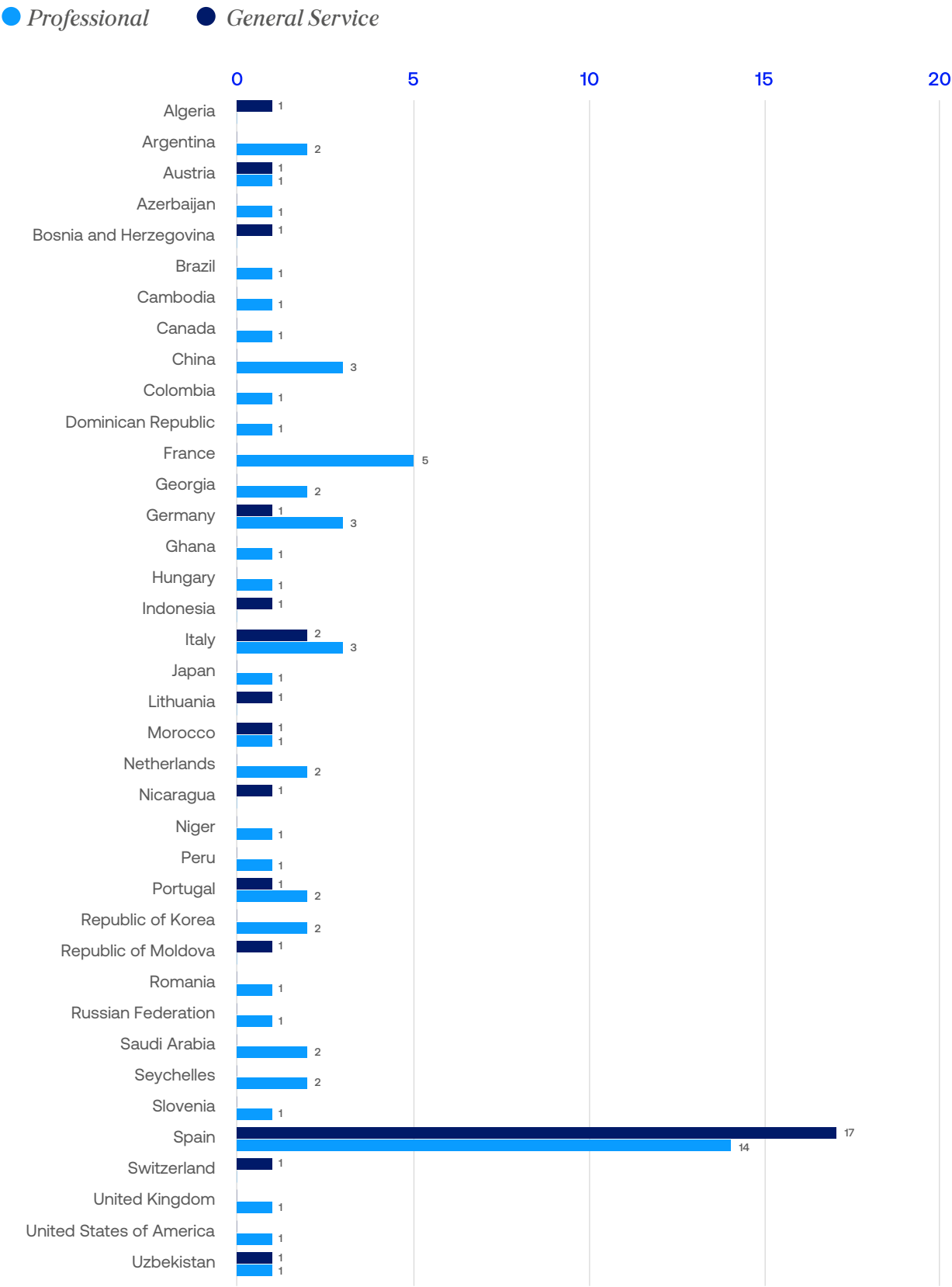
# Workforce\* Gender Parity, from 2022 to 2025\*\*

\*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included.  
 \*\*As of 31 December.

● Men
 ● Women

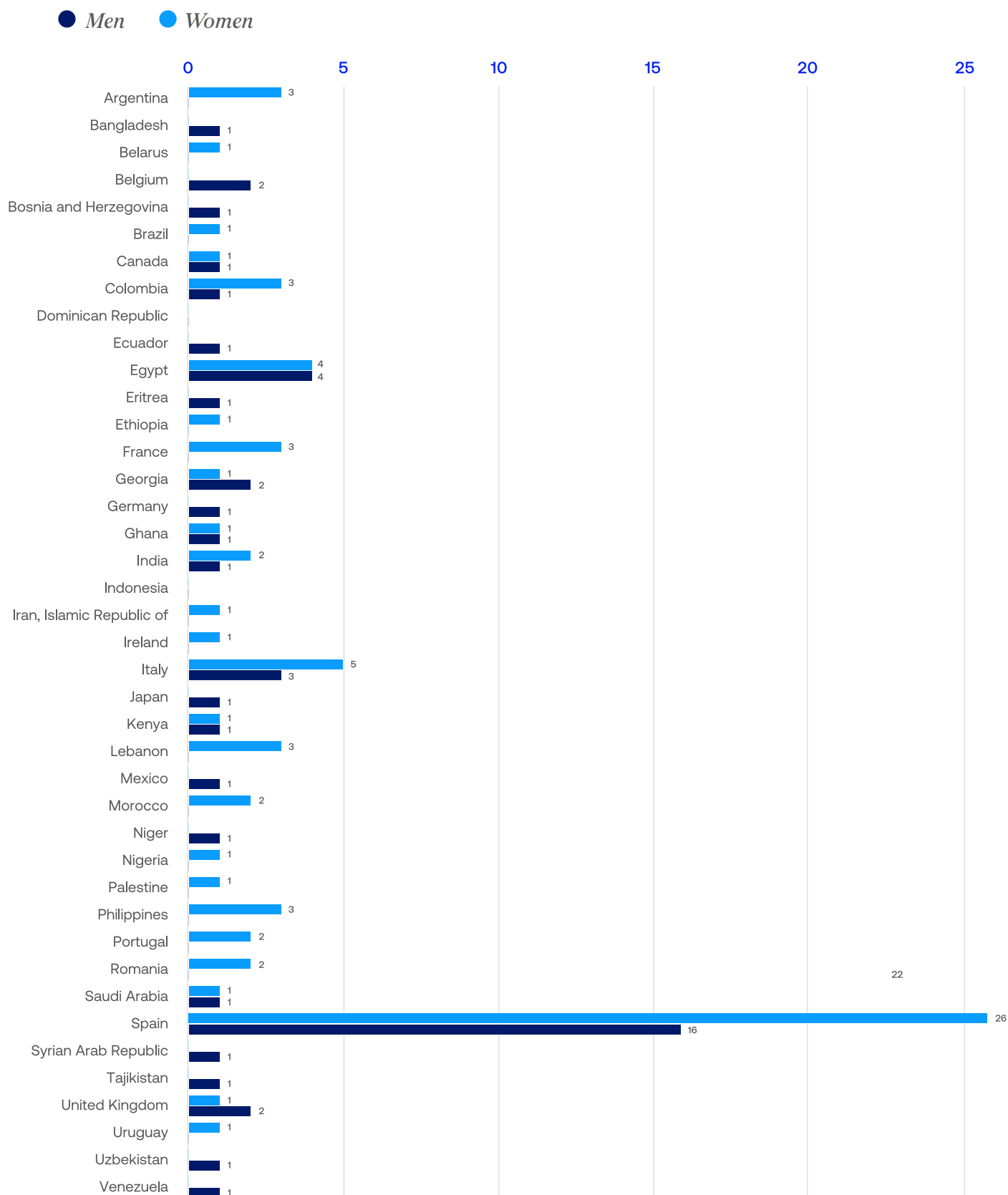
	2022	2023	1 Apr. 2024	1 Aug. 2024	1 Mar. 2025	1 Aug. 2025
Professional	27	27	25	27	27	29
	27	30	30	31	32	32
General Service	13	11	11	12	12	12
	25	21	19	18	18	19
Service Contract	36	35	40	41	44	47
	53	61	65	71	69	72

# Core Workforce Distribution by Category and Nationality as of 1 August 2025



# Affiliate Workforce\* Distribution by Nationality and Gender of 1 August 2025

\*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included



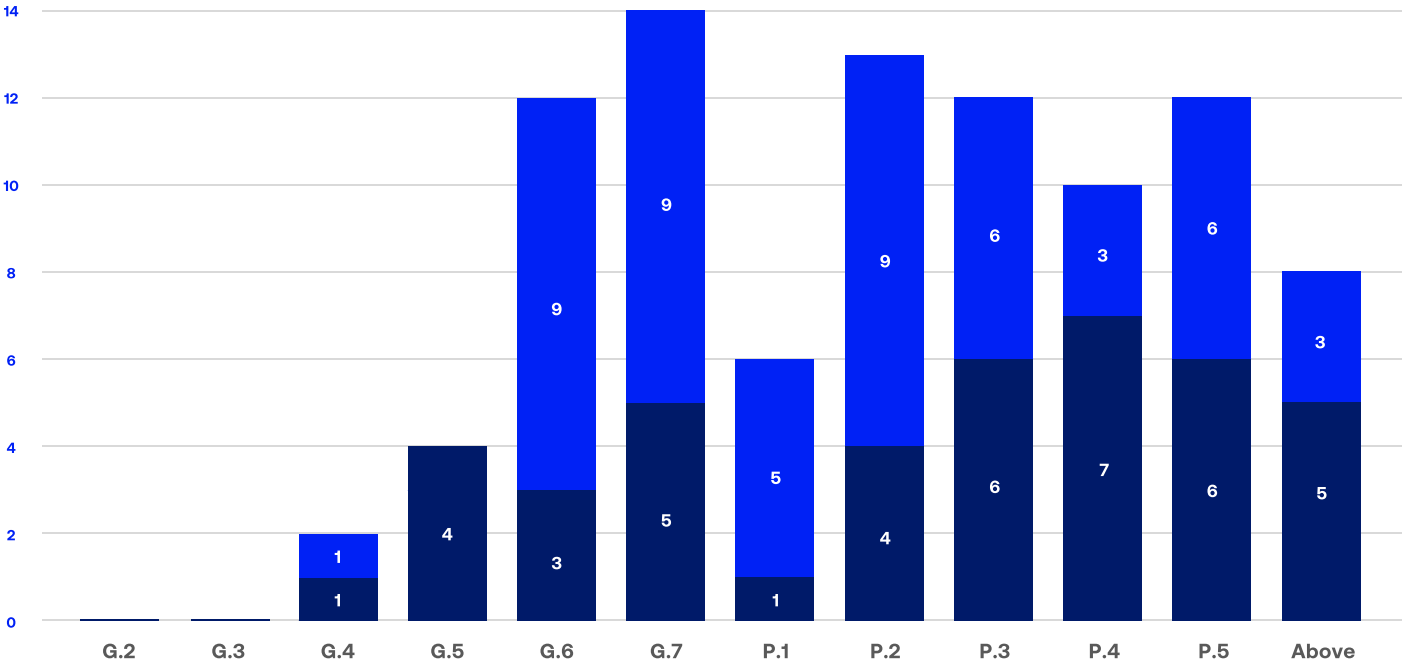
# Core Workforce and Affiliate Workforce\* Distribution by Region as of 1 August 2025

\*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included

	<i>Africa</i>	<i>Americas</i>	<i>Asia and the Pacific</i>	<i>Europe</i>	<i>Middle East</i>	<i>Total</i>
Professional	5	8	7	39	2	61
General Services	2	1	1	27	0	31
Service Contract	10	14	10	69	16	119

# Core Workforce Distribution by Grade and Gender as of 1 August 2025

● *Men*   ● *Women*

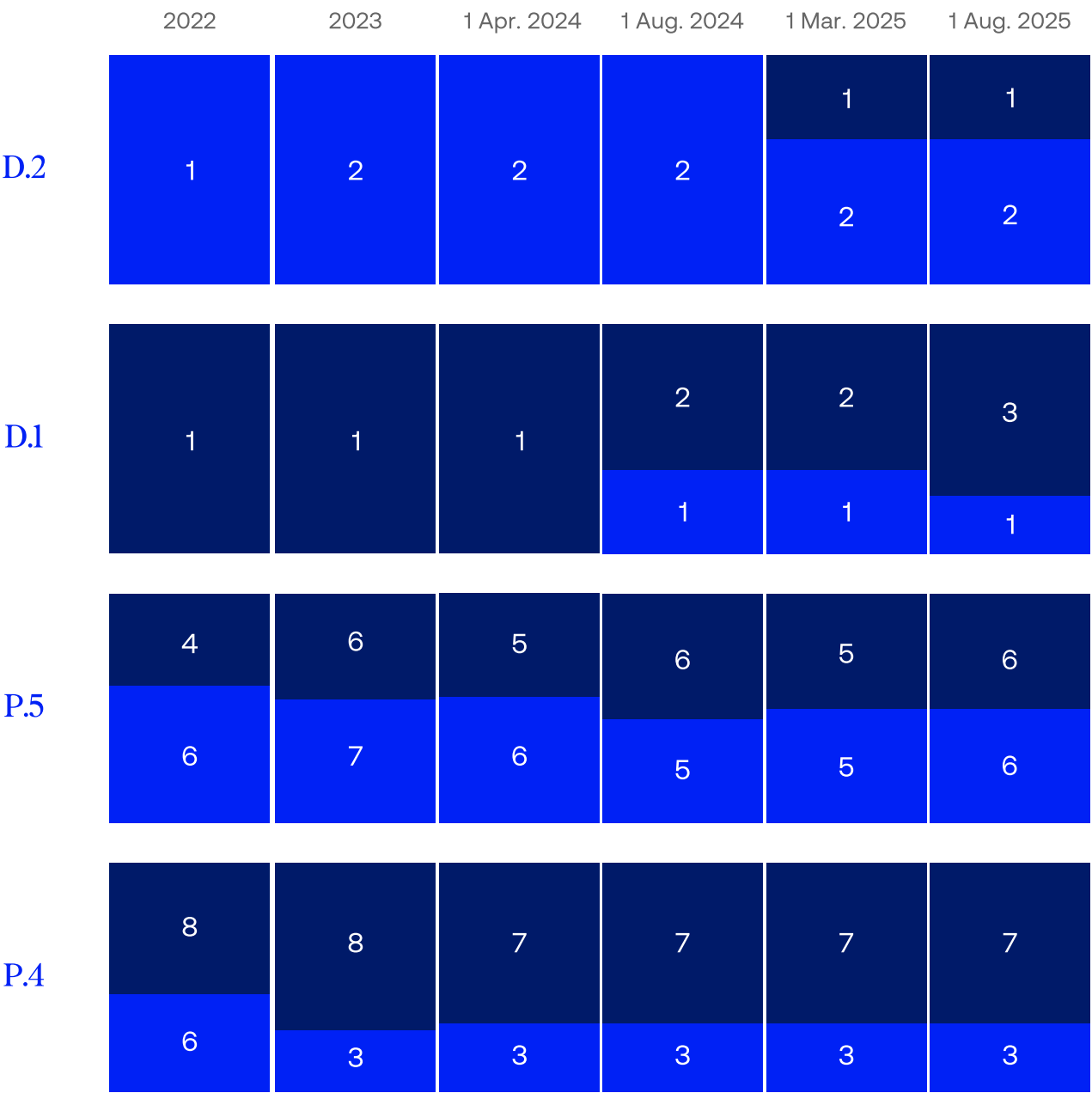


# Gender Parity by Grade\*, from 2022 to 2025\*\*

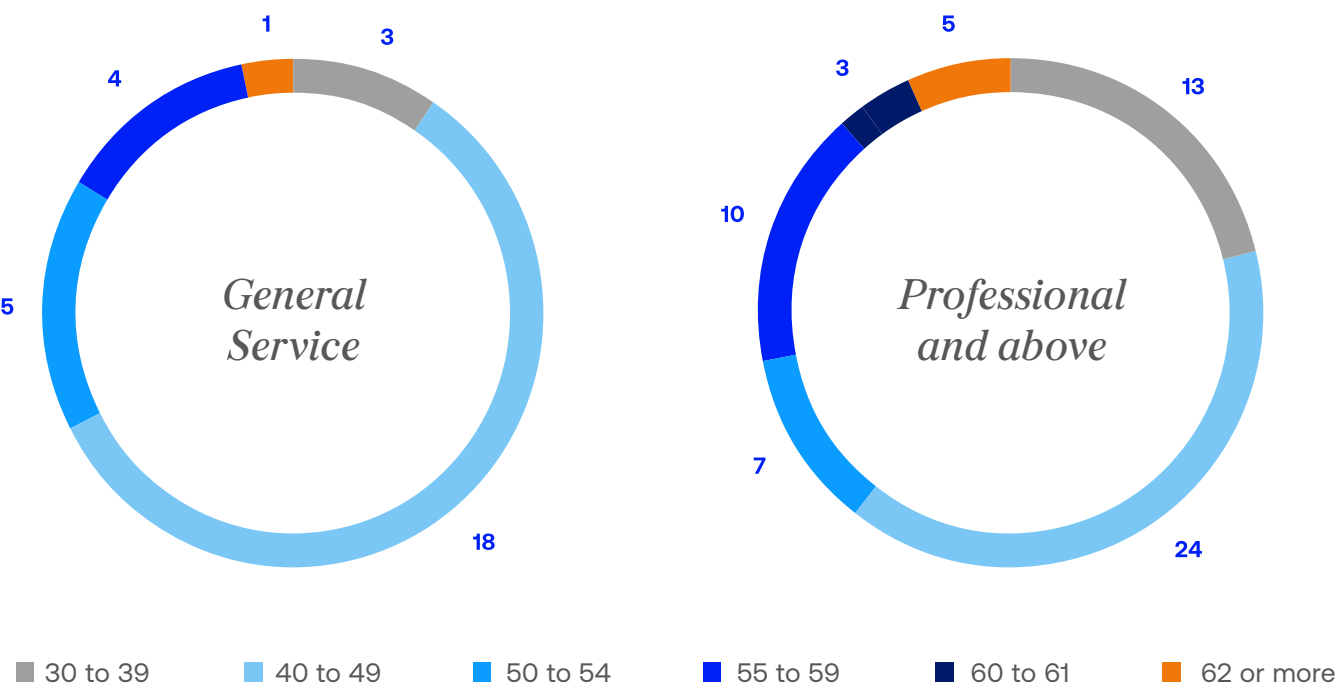
\*Only grades from P.4 to D.2 are included

\*\*As of 31 December

● Men   ● Women

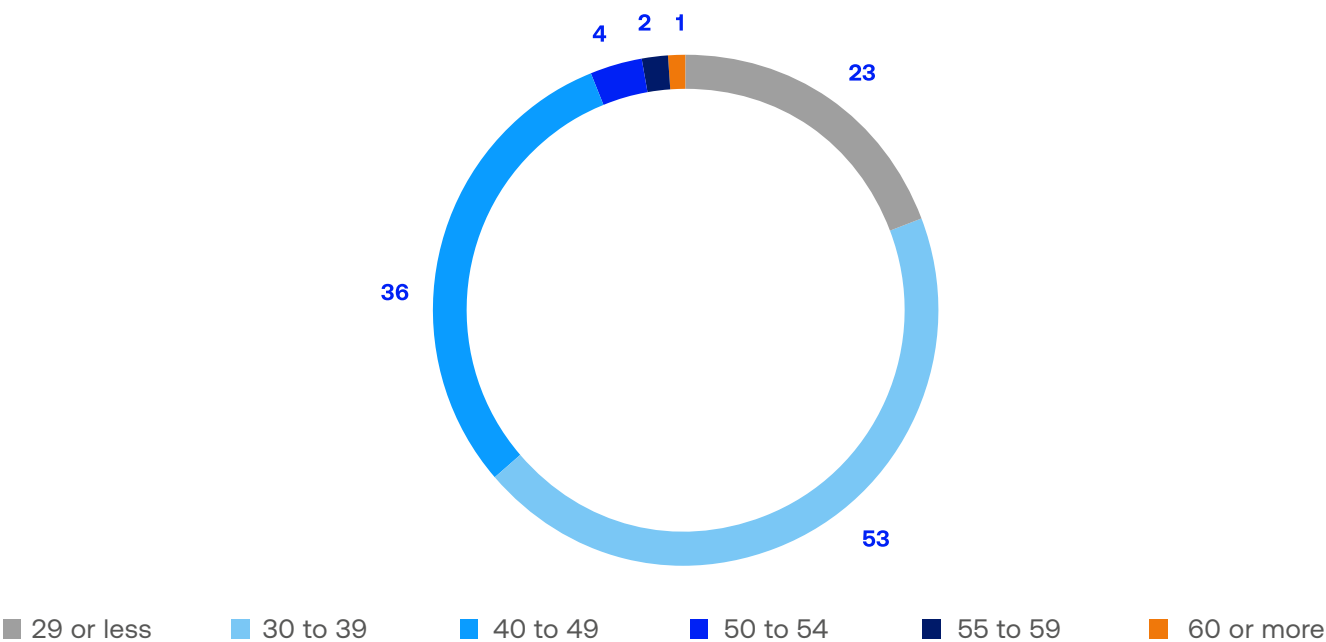


# Core Workforce Distribution by Age and Category as of 1 August 2025



# Affiliate Workforce\* Distribution by Age as of 1 August 2025

\*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included.





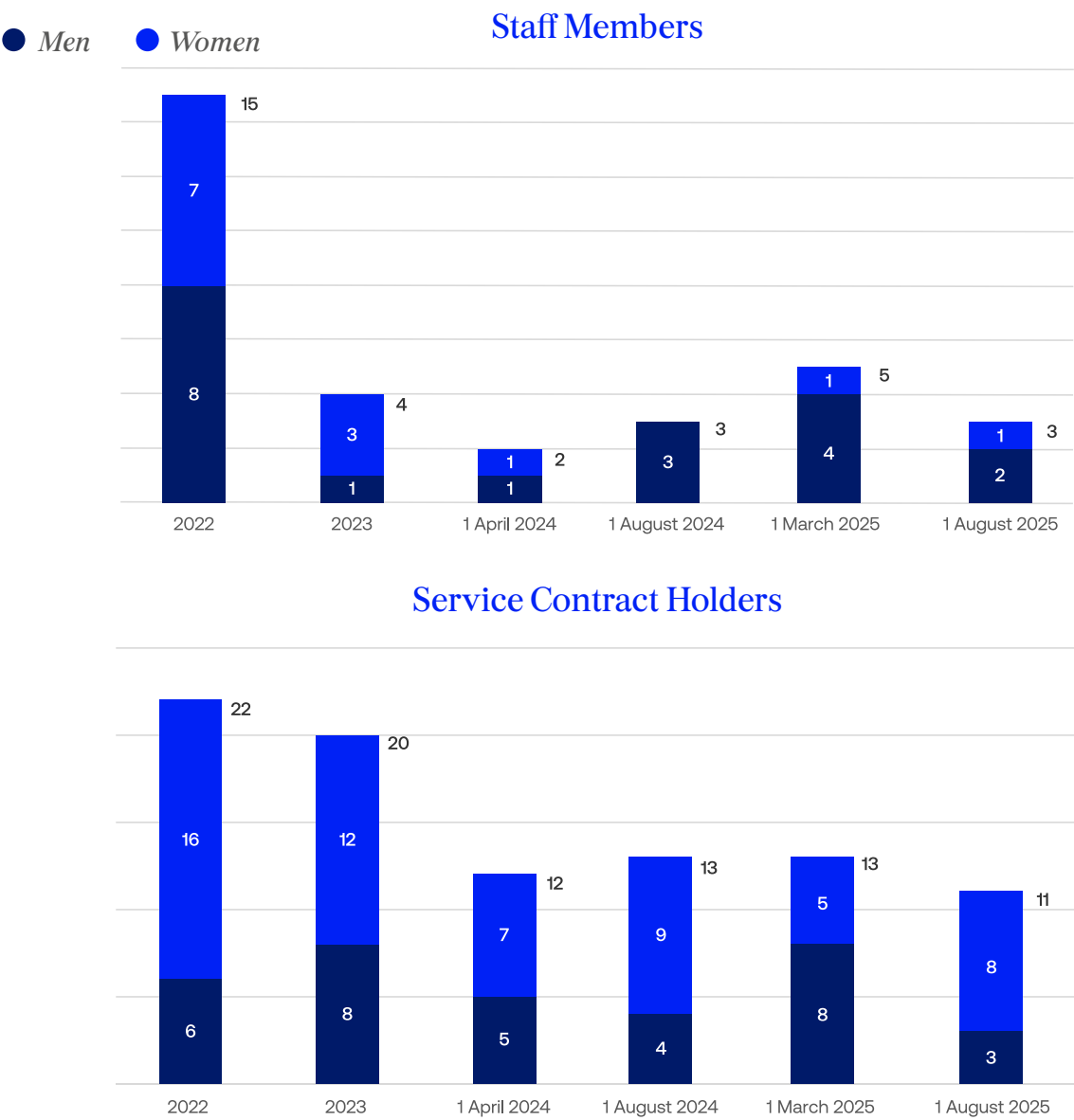
## Number of Recruitments, from 2022 to 2025\*

\*From 2022 to 2023, as of 31 December.

	2022	2023	1 April 2024	1 August 2024	1 March 2025	1 August 2025
Professional and Above	11	4	2	2	4	2
General Service	4	0	0	1	1	1
Service Contract	22	20	12	13	13	11
Total	37	24	14	16	18	14

## Number of Recruitments by Gender, from 2022 to 2025\*

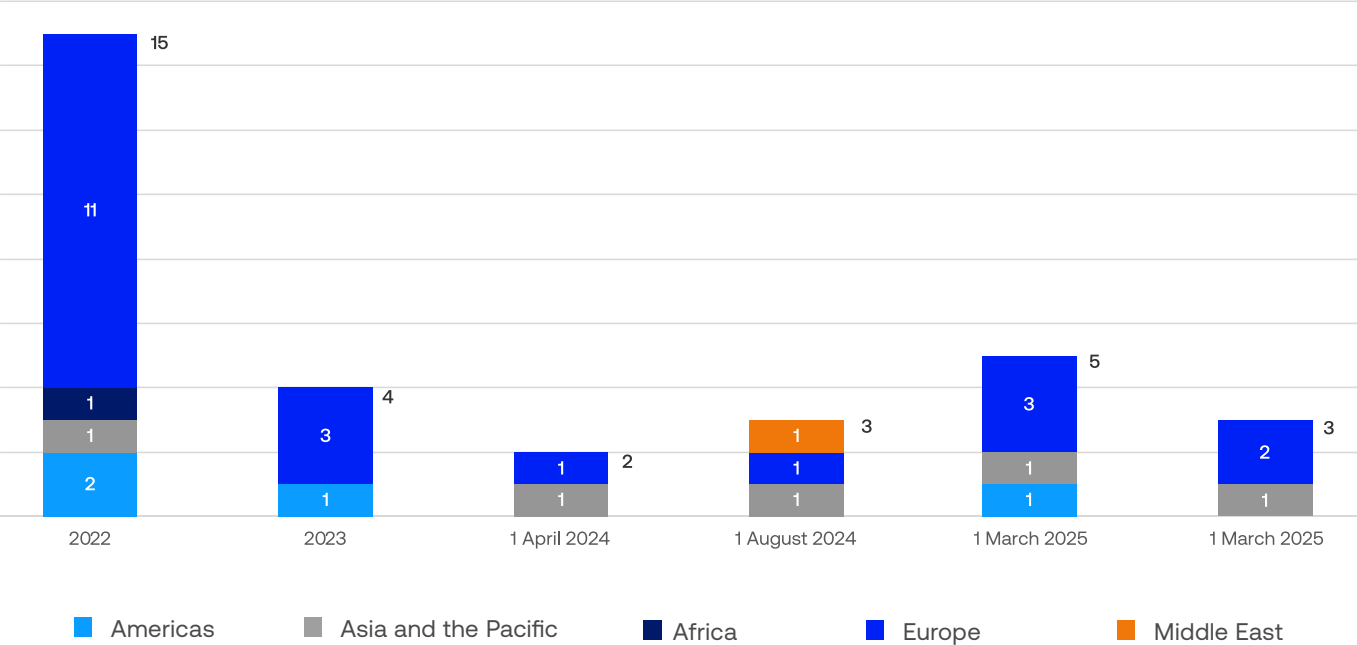
\*From 2022 to 2023, as of 31 December.



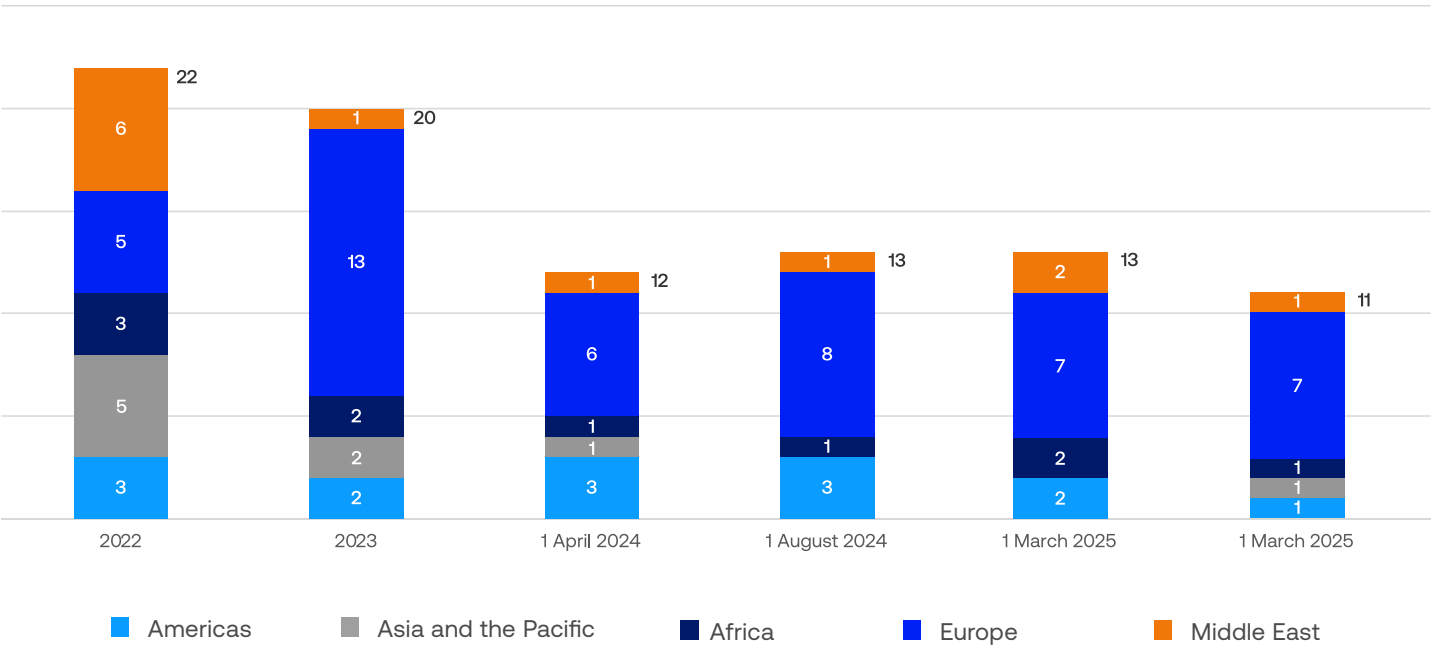
# Number of Recruitments by Region, from 2022 to 2025\*

\*From 2022 to 2023, as of 31 December

## Staff Members



## Service Contract Holders



## Workforce\* Utilization of Flexible Working Arrangements (FWA) as of 1 August 2025

\*Special Advisers and Experts are not included

	Number	% of eligible workforce as at 1 August 2025
<i>Eligible workforce as at 1 March 2025</i>	240	100%
<i>Workforce utilizing telecommuting within the duty station since FWA implementation</i>	178	74%
<i>Workforce utilizing telecommuting outside the duty station since FWA implementation</i>	157	65%

# UN-SWAP Performance Indicators: Comparative Analysis of UN Tourism Results for 2023–2024

	Year	Not Applicable	Missing	Approaches requirements	Meets requirements	Exceeds requirements
<b>PII7</b> Coherence	2023	○	○	○	●	○
	2024	○	○	○	●	○
<b>PII6</b> Knowledge and Communication	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PII5</b> Capacity Development	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PII4</b> Capacity Assessment	2023	○	●	○	○	○
	2024	○	●	○	○	○
<b>PII3</b> Organizational culture	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PII2</b> Equal representation of women	2023	○	●	○	○	○
	2024	○	○	○	●	○
<b>PII1</b> Gender Architecture	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PII0</b> Financial Resource Allocation	2023	○	●	○	○	○
	2024	○	●	○	○	○
<b>PI9</b> Financial Resource Tracking	2023	○	●	○	○	○
	2024	○	●	○	○	○
<b>PI8</b> Gender-responsive performance management	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PI7</b> Leadership	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PI6</b> Policy	2023	○	○	●	○	○
	2024	○	○	●	○	○
<b>PI5</b> Audit	2023	●	○	○	○	○
	2024	●	○	○	○	○
<b>PI4</b> Evaluation	2023	●	○	○	○	○
	2024	●	○	○	○	○
<b>PI3</b> Programmatic SDG Results	2023	●	○	○	○	○
	2024	●	○	○	○	○
<b>PI2</b> Reporting on SDG Results	2023	○	○	○	●	○
	2024	○	○	○	●	○
<b>PI1</b> Strategic Planning SDG Results	2023	○	○	○	○	●
	2024	○	○	○	○	●

## Annex II: Election of the members of the UN Tourism Staff Pension Committee for 2026-2027

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### A. Introduction

1. The first Staff Pension Committee of the Organization was established for the period 1996-1997, in accordance with Article 6 (c) of the Regulations of the United Nations Joint Staff Pension Fund. On the basis of a decision taken by the Executive Council at its fifty-third session, later ratified by the General Assembly at its twelfth session (A/RES/363(XII)), the following countries were designated as representatives of the Member States: Spain and India as Members, and Argentina and Côte d'Ivoire as Alternate Members. The General Assembly also decided in said resolution to re-elect those members and alternate members for a further period of two years.
2. The General Assembly, in its succeeding sessions and taking into account the willingness of these four countries to continue serving on the Staff Pension Committee, decided to re-elect them as representatives of the Member States to the Staff Pension Committee. (General Assembly resolutions A/RES/403(XIII), A/RES/435(XIV), and A/RES/465(XV)).
3. At its sixteenth, seventeenth, eighteenth, nineteenth, twentieth, twenty-first, and twenty-second sessions, the General Assembly, decided to re-elect Argentina and Spain for the periods 2006-2007, 2008-2009, 2010-2011, 2012-2013, 2014-2015, 2016-2017 and 2018-2019 (A/RES/499(XVI), A/RES/520(XVII), A/RES/568(XVIII), A/RES/597(XIX), A/RES/626(XX), A/RES/660(XXI) and A/RES/692(XXII) respectively). There were no candidates to alternate membership.
4. At its twenty-third session, the General Assembly decided to elect India and Spain for the period 2020-2021 (A/RES/718(XXIII)). No members were elected for the period 2022-2023 or 2024-2025.

### B. Candidatures for the UN Tourism Staff Pension Committee for 2026-2027

5. The General Assembly is invited to deliberate on this issue and to elect two full and two alternate members of this Committee for the period 2026-2027.
6. In this regard, any Member State wishing to present its candidature to the UN Tourism Staff Pension Committee may do so in writing to the Secretary-General. The deadline for the submission of candidatures will remain open until the corresponding agenda item is discussed at the General Assembly.
7. To date, **no candidatures have been received** for the positions of full and alternate membership. Member States are therefore encouraged to consider submitting their candidatures so that the General Assembly may proceed with the election of the four required representatives.

<sup>1</sup> The UNWTO Staff Association was established in 1977 and has been a member of the Federation of International Civil Service Associations (FICSA) since 1989.

## Annex III: UN Tourism Staff Association Activity Report

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### A. Introduction

1. The main objectives of the UN Tourism Staff Association<sup>1</sup> are to protect and defend the rights of its members, both individual and collective, and to submit proposals on policies affecting staff and their welfare to the governing bodies of the Organization and the Secretary-General.
2. In order to support its mandate, it maintains active relations with staff associations of other United Nations agencies and relevant international bodies such as the Federation of International Civil Servants' Associations (FICSA) and the International Civil Service Commission (ICSC).
3. This report summarizes the main activities carried out by the Staff Association during the period since the appointment of the current Association Committee in March 2024, as well as its priorities and concerns for the coming biennium and recommendations to support the fulfilment of its mandate.

### B. Main activities

#### Staff rights

4. Among the basic activities to safeguard staff rights has been the monitoring of contracts and conditions of employment by Association representatives to help ensure fairness and transparency in recruitment and promotion processes.
5. It has collaborated with Management on key issues such as health and safety, flexible working hours and professional development and has supported the integration of new employees by providing guidance on rights, internal policies and available services.
6. The Association has provided support in individual cases, offering confidential assistance and mediation in complex work situations.

#### Staff welfare

7. The Association has carried out activities to strengthen staff unity, morale and commitment. Initiatives have included promoting multicultural understanding, recognizing diversity as a fundamental value in the workplace.
8. It has organized cultural and social events such as the UN Spanish Language Day, an International Gastronomy Day and a Christmas Dinner, to bring colleagues together with the objective of fostering camaraderie, and a sense of community among staff.
9. It has organized an informative session with all UN Tourism staff about the new UN Tourism headquarters building and the planned move in 2026.
10. It has invited AMFIE (Financial Cooperative Association of International Civil Servants) and UNFCU (United Nations Federal Credit Union) to deliver staff briefings on membership eligibility and financial services (savings, loans, international banking, pension, etc.), highlighting potential benefits for UN Tourism personnel.

#### Collaboration with Management and Governing Bodies

11. The Chair of the Association has held formal and informal meetings with the Secretary-General as well as with the Human Resources Department. The Association has advocated the resumption of Town Hall meetings with all staff as well as active participation in policy formulation through consultations with HR and presentations to governing bodies on morale and staff rights issues.
12. Although service contract holders are not members of the Association, the issue of the growing proportion of "affiliated personnel" performing core functions relative to the number of staff members has been raised with the Secretary-General and the administration for evaluation.

<sup>1</sup> The UNWTO Staff Association was established in 1977 and has been a member of the Federation of International Civil Service Associations (FICSA) since 1989.



## Collaboration with the United Nations common system

13. Staff Association representatives participated in the 78th FICSA meeting in Paris, with active presence in discussions on working conditions.
14. The Association is co-organizing a Workshop of the Local Salary Survey Committee in Madrid (1-3 October 2025) to ensure the correct application of the ICSC methodology, as well as an information session on the United Nations Joint Staff Pension Fund (UNJSPF) on 3 October 2025, to provide staff with essential information for their retirement.
15. It is currently engaged with Management and the Human Resources Department on the recommendations of the Office of Internal Oversight Services (OIOS) regarding human resources management and the Joint Inspection Unit (JIU) on issues such as medical insurance, mental health policies and appeal mechanisms, among others.

## C. Priorities and concerns for the period 2025–2026

### General priorities

16. The Association intends to continue strengthening staff representation and participation, with a special focus on the inclusion of regional offices.
17. Among its objectives, in cooperation with Management and the Human Resources Department, are:
  - (a) To encourage internal policy reforms focused on mobility, fair recruitment, and gender equality
  - (b) To promote mental health and well-being, with campaigns and support programmes
  - (c) To deepen collaboration with the UN system, strengthening links with FICSA, ICSC and the staff associations of other UN agencies and offices
  - (d) To ensure that the layout and characteristics of the new UN Tourism headquarters building is in line with workers' needs and expectations
  - (e) To monitor and support the process of moving to the new headquarters of UN Tourism, working closely with the Administration to ensure a smooth transition.

### Specific concerns

18. Many of the specific concerns among staff echo those indicated in the OIOS report [“Audit of human resources management at the United Nations World Tourism Organization”](#) issued on 22 December 2023.
19. Among the concerns raised by the report were:
  - (a) Deficiencies in the functioning of the Appointment and Promotion Board (APB)
  - (b) Recruitments without competitive process
  - (c) Non-application of International Civil Service Commission standards in the classification and reclassification of posts.
20. The UN Tourism Staff Association Committee has been informed by the Human Resources Department of the following progress on the above concerns, which has been positively received by the Committee.
  - (a) Implementation of audit recommendations: Pursuant to the OIOS audit of the Human Resources function, the Organization is already working on implementing the recommendations.
  - (b) Functioning of the APB: Improvements have been implemented in recruitment, specifically to ensure that members of the Staff Appraisal Board have the same rank as the post under consideration. In addition, there is an adequate number of alternate members of the APB.

- (c) Classification standards: The Organization engaged an expert who applies ICSC classification standards in all reclassification exercises. The audit recommendation concerns the classification of new posts, and the Secretariat is already in the process of signing an agreement with the United Nations to address this. It should be noted that this is a historically acquired issue now being resolved, and it relates to newly advertised positions. Moreover, those new positions were advertised against standard generic job profiles that had already been classified according to ICSC standards in 2010-2011.
  - (d) Affiliate personnel: The recruitment of service contract holders is directly related to the financial constraints facing the Organization. These budgetary constraints are a determining factor in this specific context, conditioning the recruitment modalities used.
21. The UN Tourism Staff Association Committee and the Human Resources Department have agreed to continue working together to prevent cases that may present deficiencies in transparency, fairness and compliance with established policies, which could lead to perceptions of favouritism or inefficiency.
  22. Furthermore, in order to avoid a dramatic shift in the proportion between staff members and so-called "affiliated personnel", the Committee of the Staff Association proposes to offer its support and collaboration in defining the objectives and work programme, with a view to promoting reasonable and effective use and recruitment of resources, ensuring continuity of activities and retention of human capital investment.

#### **D. Conclusions and recommendations**

23. Since March 2024, the UN Tourism Staff Association has made significant progress in consolidating staff welfare, strengthening staff rights and effectively representing staff interests. Despite the challenges, the commitment to a fair, inclusive and career-oriented working environment remains.
24. In order to address the Association's priorities and concerns, which are aligned with the Organization's general interest, the following recommendations are made:
  - (a) Support structured dialogue and consultation with staff by fostering open, transparent, and structured communication channels with staff and by ensuring that during periods of change (such as restructuring, leadership shifts, or strategic reorientation) staff are engaged, informed, and able to provide input, which helps reduce resistance and improves morale
  - (b) Promote more balanced leadership in terms of fair recruitment in order to achieve equity and diversity in leadership roles and ensure recruitment processes are transparent, merit-based, and inclusive
  - (c) Drawing clear distinctions between temporary projects and the Organization's core permanent functions in order to improve clarity and resource allocation and help avoid the blending of temporary, short-term initiatives with ongoing core mandates, which can create confusion, misaligned priorities, and inefficient use of resources
  - (d) Provide a concrete plan to strengthen staff training and skills development that invests in human capital and equips staff with relevant and updated skills to adapt to evolving organizational needs and technologies, supporting both personal development and institutional effectiveness.