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**United Nations  
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Programme**

**United Nations Environment Assembly of the  
United Nations Environment Programme  
Fifth session**

Nairobi (hybrid), 22–26 February 2021  
and 28 February–2 March 2022\*  
Item 5 of the provisional agenda\*\*

**International environmental policy and governance issues**

**Progress in the implementation of paragraph 18 of decision 5/2  
pertaining to the application of the principle of equitable  
geographical distribution in the recruitment strategy of the  
United Nations Environment Programme\*\*\***

**Report of the Executive Director**

**Introduction**

1. The UN Environment Assembly (UNEA) Decision 5/2 operative paragraph 18 “requests the Executive Director to pay due regard to the principle of equitable geographical distribution, in accordance with paragraph 3 of Article 101 of the Charter of the United Nations, in the recruitment strategy of the United Nations Environment Programme, and to submit a comprehensive report on human resources for consideration at the resumed meeting of the fifth session of the Environment Assembly”.
2. This report presents data on UNEP’s workforce from a geographical and gender perspective and outlines recent progress on efforts to improve geographical diversity. It also outlines the organization’s recruitment and outreach strategy and other initiatives aimed at developing a more inclusive workforce. This includes investing in developing staff capacities to support the new programme priorities, allowing mechanisms for feedback and reporting, and securing a stronger organizational design for collective accountability.
3. These initiatives respond to requirements for the successful delivery of the Medium-Term Strategy (MTS) 2022-2025 given the unprecedented complexity of global environmental challenges. In this context, UNEP recognizes that the intellectual leadership and technical skills needed to support

\* In accordance with the decisions taken by the Bureau of the United Nations Environment Assembly at its meeting held on 8 October 2020 and by the bureaux of the United Nations Environment Assembly and the Committee of Permanent Representatives at their joint meeting held on 1 December 2020, the fifth session of the Environment Assembly was adjourned on 23 February 2021 and is expected to resume as an in-person meeting in February 2022.

\*\* UNEP/EA.5/1/Rev.2.

\*\*\* The present document has not been formally edited.

the implementation of the MTS requires an increasingly agile, diverse, and engaged workforce that is well managed and high performing.

4. UNEP acts on administrative and staffing matters in line with the UN Secretariat Administrative Architecture. In this regard, the General Assembly by resolution 45/248 B, Part IV, of 21 December 1990 reaffirmed that the Fifth Committee is the appropriate Main Committee of the General Assembly entrusted with responsibilities for administrative and budgetary matters.

5. As mandated by the General Assembly, and in line with Article 101 of the United Nations Charter, UNEP is accountable to ensure paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. UNEP also recognizes that due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible, and understands that its global presence requires a workforce that is diverse, geographically and gender balanced, and comprised of an agile and multitalented staff that aligned with its core values in order to effectively implement its MTS and Programme of Work.

6. UNEP is committed to improving the overall geographical diversity of the organization and has endorsed a strategy aimed at addressing the principle of greater geographical diversity in the workforce. The strategy encompasses both the key components of equitable geographical distribution and greater regional group diversity and aims to increase both regional representation from un and underrepresented countries, while reducing imbalances to improve and achieve greater geographical diversity.

7. The Office of Human Resources (OHR) has provided guidelines for the UN system on geographical diversity (A/72/492 and OHR Geographical Diversity Strategy) to encourage a high performing and diverse workforce ensuring improved geographical representation that reflects the population it serves. Regional Group Diversity is defined by regional groupings, comprised of representatives of Member and Observer states by geographic region.

## Section I – Overview of Geographical Diversity and Gender Parity UNEP

### A. UNEP workforce in numbers

1. As of 31 December 2021, UNEP had a workforce of 1295 staff (UN staff):
  - (a) 782 Professional and above level
  - (b) 505 General Services level
  - (c) 8 National Officer level.
2. The number of staff members has increased to 1295 from 1244 in 2019 and 1267 in 2020.
3. As of 31 December 2021, there are staff located at 37 duty stations:
  - (a) 519 staff out of 1295 had posts at the Nairobi (UNEP Headquarters) duty station, or 40 percent of staff at both Professional and General Service levels.
  - (b) 776 staff members worked at duty stations away from Headquarters, or 60 percent of staff, at Professional (36 duty stations), General Service (28 duty stations) and National Officer levels (6 duty stations).
  - (c) At the Professional levels and above, 294 staff out of 782 staff are based in Nairobi duty station, or 37.6 percent, with the rest in 36 duty stations outside of Headquarters.
4. Appendix 1 references - Complete list of UNEP staff nationalities.
5. Appendix 2 references – Unrepresented, underrepresented and overrepresented countries, UN Secretariat staff demographics.

### B. Equitable Geographic Distribution

6. According to the Geographical Diversity Strategy published by the Office of Human Resources in 2020, the goal of equitable geographical representation is to have every unrepresented Member State be represented in the Organization and bring as many underrepresented Member States to be within range in the system of desirable ranges.
7. Equitable geographic distribution is determined by the General Assembly's system of desirable ranges to assess the appropriate representation level of each Member State in the staff of the UN. This system takes into account a subset of the international staff members, namely those who hold permanent, continuing or fixed-term appointments, and encumbering geographical posts or have been recruited through the Young Professionals Programme. The table of desirable ranges is assessed every year based on staff members that hold Geographic Posts.
8. As of 31 December 2021, the total number of staff in posts subject to equitable geographical distribution, or Regular Budget posts, was:
  - (a) 80 Professional and above level staff. This is out of 782 staff, or 10 percent.
  - (b) 14 General Services staff out. This is out of 505 GS staff, or 2.7 percent.
9. Staff holding Regular budget posts are only in the UNEP secretariat as the UNEP-administered Multilateral Environmental Agreements do not have Regular Budget positions.
10. Equitable Geographic Distribution is part of UNEP's strategy towards increasing overall geographic diversity within the staffing of the organization. The following graphs (Figure 1 and Figure 2) illustrates the breakdown of staff in UNEP at the Professional and above levels disaggregated by systems of desirable ranges set by the Secretariat over the years 2018 to 2021. It should be noted that desirable ranges are only applicable to geographical posts (Regular Budget).

Figure 1  
**Equitable Regional Distribution: All P and above, Regular Budget Positions (Geographic Posts), by percentage**

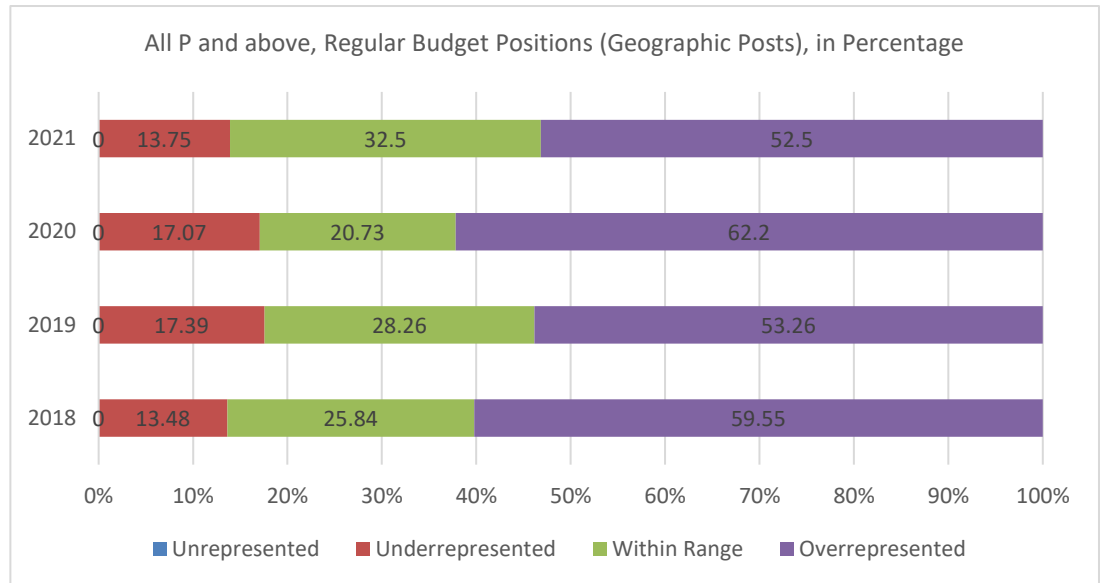
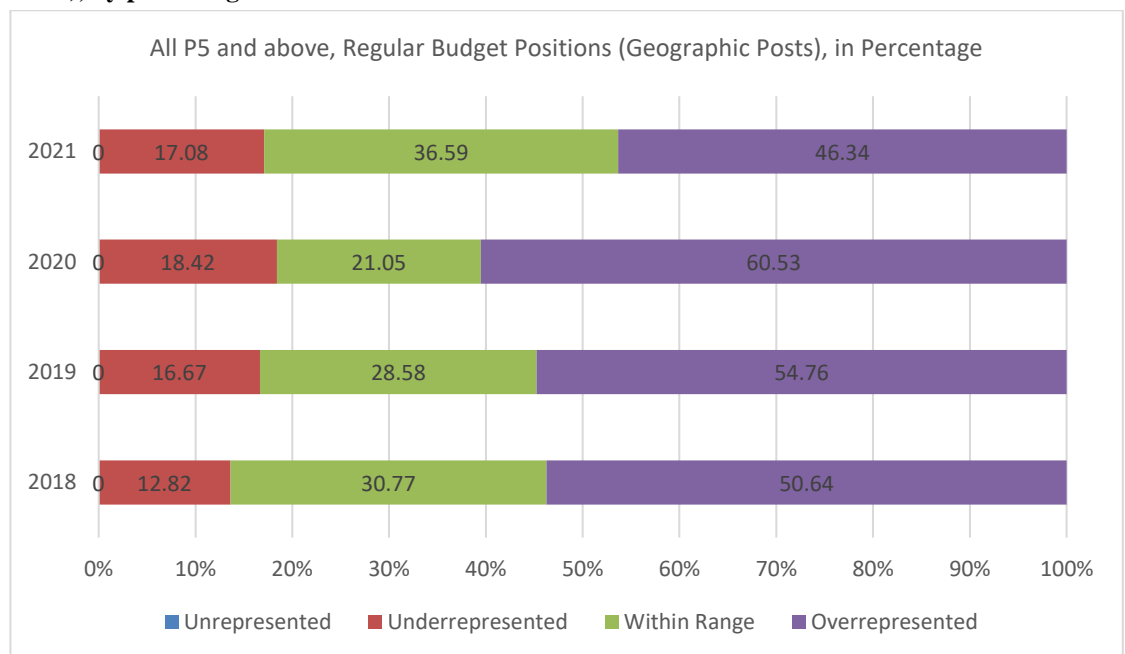


Figure 2  
**Equitable Regional Distribution: All P5 and above, Regular Budget Positions (Geographic Posts), by percentage**

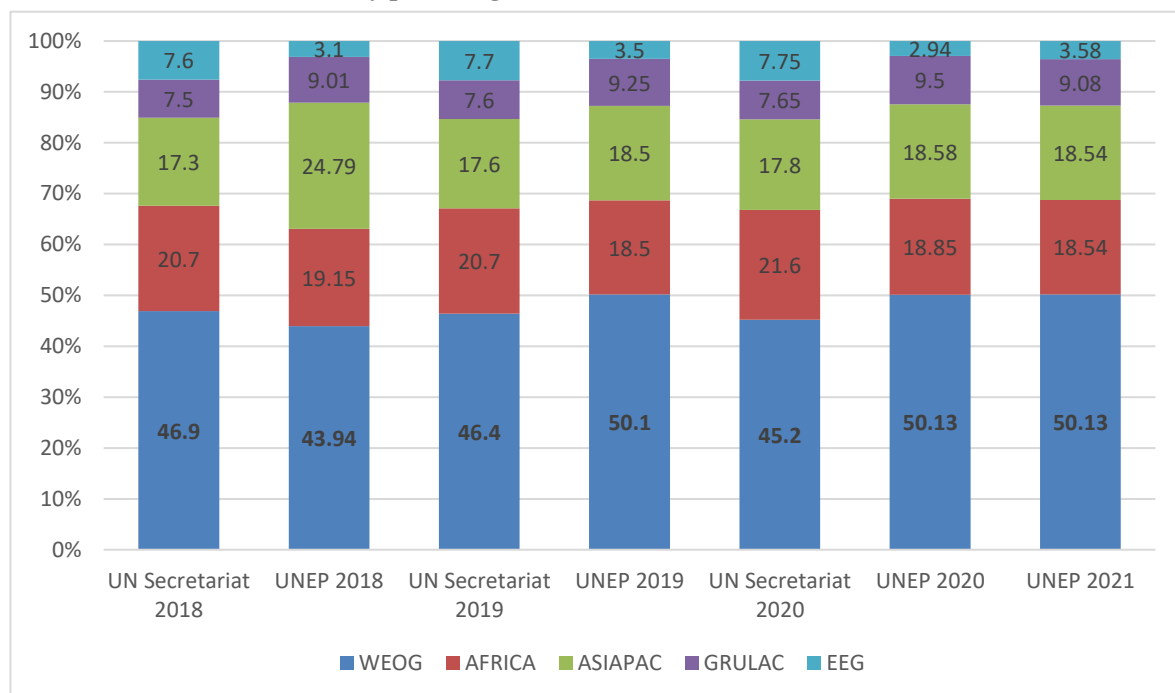


**C. Greater Regional Group Diversity**

11. Figure 3 outlines the historical staffing data based on UN regional group diversity of the UN Secretariat compared with UNEP Secretariat including the Multilateral Environmental Agreements (MEAs) based on staffing data. The data for UNEP captures all staff (Secretariat and MEAs) at the Professional and above level from 2018 to 2021 from all funding sources.

12. The UN Secretariat data is provided as a comparison to suggest both where we should aim for greater representation and show how UNEP’s trajectory on regional group diversity aligns with the pattern of the regional group diversity of the UN Secretariat.

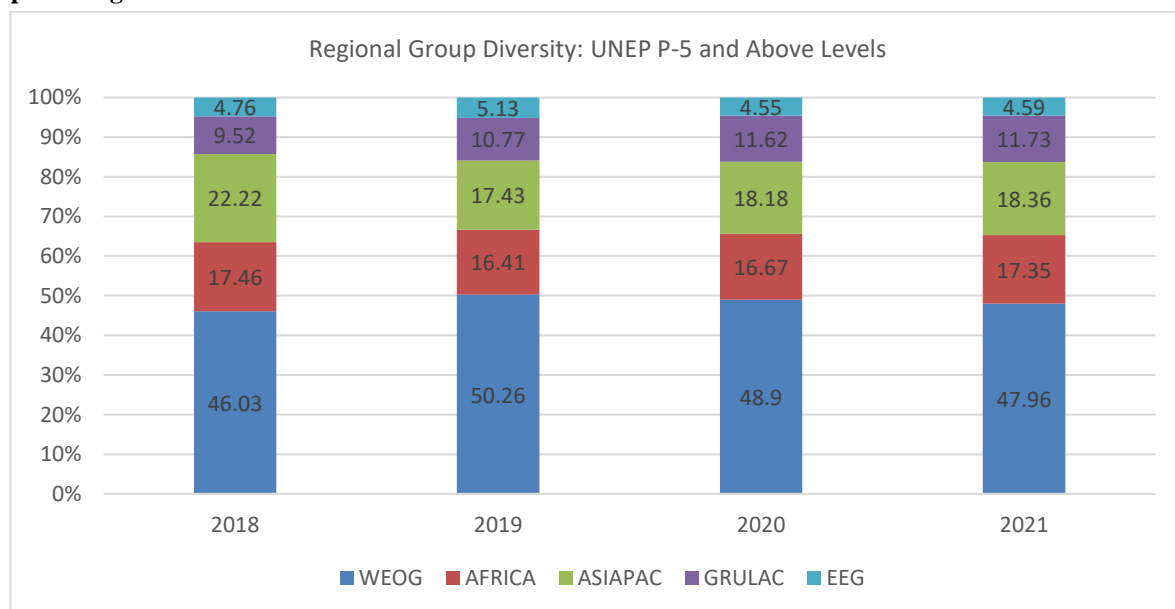
**Figure 3**  
**Regional Group Diversity: UNEP Secretariat and MEAs compared to the UN Secretariat, all Professional and above levels, by percentage\***



*Abbreviations:* WEOG, Western Europe and Other Group; ASIAPAC, Asia and the Pacific Group; GRULAC, Latin America and Caribbean Group; EEG, Eastern Europe Group.

13. Figure 4 provides historical data for UNEP’s regional group diversity at the P-5 and above level for the same period.

**Figure 4**  
**Regional Group Diversity: UNEP Secretariat including MEAs at P-5 and Above Levels, by percentages**



*Abbreviations:* WEOG, Western Europe and Other Group; ASIAPAC, Asia and the Pacific Group; GRULAC, Latin America and Caribbean Group; EEG, Eastern Europe Group.

\* No overall data for UN Secretariat for the year 2021 has been disseminated. Data for UN Secretariat from 2018 and 2019 is from the OHR Geographic Diversity Strategy from January 2020.

14. The breakdown of regional group diversity in UNEP is further explored in two data sets: for UNEP Secretariat only and for UNEP-administered MEAs only.

15. Tables 1A and 1B show the same regional group diversity only for UNEP Secretariat, not including the UNEP-administered Multilateral Environmental Agreements (MEAs). Table 1A refers to regional group diversity from 2018 to 2021 in the UNEP Secretariat only at all Professional and above levels of staff, and Table 1B refers to the regional group diversity for the same time period at the P-5 and above levels.

Table 1A

**Regional Group Diversity: UNEP Secretariat (without MEAs), Professional and Above levels, in Percentages**

<i>Year</i>	<i>WEOG</i>	<i>AFRICA</i>	<i>ASIAPAC</i>	<i>GRULAC</i>	<i>EEG</i>
2018	50.93	16.69	18.17	8.66	2.38
2019	50.76	15.91	20.64	9.14	3.39
2020	48.73	19.59	19.75	9.39	2.55
2021	48.76	19.25	19.88	8.54	3.42

Table 1B

**Regional Group Diversity: UNEP Secretariat (without MEAs), P-5 and Above levels, in Percentages**

<i>Year</i>	<i>WEOG</i>	<i>AFRICA</i>	<i>ASIAPAC</i>	<i>GRULAC</i>	<i>EEG</i>
2018	56.29	16.56	15.89	6.62	4.64
2019	57.62	9.83	18.54	7.95	5.96
2020	52.69	14.37	17.96	10.18	4.79
2021	51.87	15	19.38	9.38	4.38

16. Tables 2A and 2B show only the regional group diversity for UNEP-administered MEAs, without the Secretariat for the period of 2018 to 2021, where 2A only shows the Professional and above in all MEAs and 2B only at P-5 level and above in MEAs.

Table 2A

**UNEP-administered MEAs only, Professional and above levels, in Percentages**

<i>Year</i>	<i>WEOG</i>	<i>AFRICA</i>	<i>ASIAPAC</i>	<i>GRULAC</i>	<i>EEG</i>
2018	57.02	16.53	9.92	9.92	6.61
2019	56.2	15.7	11.57	10.74	5.79
2020	57.85	15.7	12.4	9.09	4.96
2021	56.52	15.22	12.32	11.59	4.35

Table 2B

**UNEP-administered MEAs only, P-5 level and above, in Percentages**

<i>Year</i>	<i>WEOG</i>	<i>AFRICA</i>	<i>ASIAPAC</i>	<i>GRULAC</i>	<i>EEG</i>
2018	34.29	22.85	14.29	22.86	5.71
2019	31.43	22.86	17.14	25.71	2.86
2020	29.41	29.41	17.65	20.59	2.94
2021	30.56	27.78	13.89	22.22	5.56

## D. Recruitment at UNEP and UNEP-administered MEAs

17. Recruitment of UNEP staff within the Secretariat and MEAs are shown in the following tables. Recruitments are defined as initial staff appointments to UNEP from outside of the UN-system, staff appointments to UNEP from other UN entities, as well as internal movements within UNEP that comprise of reassignments and promotions.

18. Table 3A shows staff recruitments and movements for all of UNEP Secretariat and UNEP-administered MEAs combined and 3B shows the movements at the P-5 level and above. Tables 4A shows staff recruitments and movements within the UNEP Secretariat and 4B shows the movements at the P-5 level and above. Tables 5A shows staff recruitments and movements within the

UNEP-administered MEAs and 5B shows the movements at P-5 level and above. All staff movements are included regardless of funding source.

Table 3A

**All Professional and above recruitments in UNEP Secretariat and UNEP-administered MEAs combined**

	<i>WEOG</i>	<i>AFRICA</i>	<i>ASIAPAC</i>	<i>GRULAC</i>	<i>EEG</i>	<i>Total</i>
2020	21	12	9	6	0	48
2021	82	20	38	20	8	168

Table 3B

**All P-5 and above recruitments with UNEP secretariat and UNEP-administered MEAs combined**

	<i>WEOG</i>	<i>AFRICA</i>	<i>ASIAPAC</i>	<i>GRULAC</i>	<i>EEG</i>	<i>Total</i>
2020	2	4	1	2	0	9
2021	13	5	7	6	3	34

Table 4A

**Recruitments at Professional and Above levels for all funding sources for UNEP Secretariat only**

	<i>WEOG</i>	<i>AFRICA</i>	<i>ASIAPAC</i>	<i>GRULAC</i>	<i>EEG</i>	<i>Total</i>
2020	16	10	8	5	0	39
2021	63	16	32	18	6	135

Table 4B

**Recruitments at P-5 level and above for all funding sources for UNEP Secretariat only**

	<i>WEOG</i>	<i>AFRICA</i>	<i>ASIAPAC</i>	<i>GRULAC</i>	<i>EEG</i>	<i>Total</i>
2020	1	3	1	2	0	7
2021	10	4	6	5	2	27

Table 5A

**Recruitments at Professional and Above levels for UNEP-administered MEAs only**

	<i>WEOG</i>	<i>AFRICA</i>	<i>ASIAPAC</i>	<i>GRULAC</i>	<i>EEG</i>	<i>Total</i>
2020	5	2	1	1	0	9
2021	19	4	6	2	2	33

Table 5B

**Recruitments at P-5 level and above for UNEP-administered MEAs only**

	<i>WEOG</i>	<i>AFRICA</i>	<i>ASIAPAC</i>	<i>GRULAC</i>	<i>EEG</i>	<i>Total</i>
2020	1	1	0	0	0	2
2021	3	1	1	1	1	7

## E. UNEP's progress on Gender Parity

19. UNEP is also complying with the UN System Wide Strategy on Gender Parity. The 2021-2023 updated report will focus on achieving targets at the Professional and above levels. At the end of 2021, UNEP has met or exceeded the **Gender Parity** Office of Human Resources (OHR) targets, for the 7 of the 8 levels as of staffing data from 31 December 2021. This means that parity has not only been achieved across the organization but also when disaggregated, at P2 through to P4 and then D1 to USG level. Table 6 illustrates this information.

Table 6  
Gender Parity as of 31 December 2021, disaggregated by level

<i>Grade</i>	<i>Female</i>	<i>Male</i>	<i>% Female</i>	<i>Total</i>
USG	1	0	100	1
ASG	3	0	100	3
D2	7	4	63.6	11
D1	24	24	50	48
P5	59	74	44.4	133
P4	122	131	48.2	253
P3	137	92	59.8	229
P2	64	40	61.5	104
<b>TOTAL</b>	<b>417</b>	<b>365</b>	<b>53.32</b>	<b>782</b>

## F. Workforce Planning: UNEP Vacancies and Planned Retirements until 2023

20. As part of forecasting for future workforce requirements UNEP continues to monitor the organization's list of upcoming retirements, identifying upcoming vacancies at the professional and above levels, across all funding sources. Workforce planning enables the organization to identify skills sets and future organizational requirements that may be used to improve medium – and longer-term geographic diversity through targeted outreach and talent acquisition.

21. Based on the planned retirements for the end of December 2021 until the end of 2023 and the vacancies at the end of 2021 at the Professional and above levels, UNEP anticipates most recruitments will be from funding sources other than the Regular Budget.

Table 7  
Professional level and above retirements from December 2021-2023, disaggregated by funding

<i>Grade</i>	<i>Regular Budget (Geographical Posts)</i>	<i>All other sources of funding</i>
D2	–	1
D1	1	–
P5	1	8
P4	–	6
P3	1	3
P2	–	1

Table 8  
Current Professional Level and above vacancies, disaggregated by funding

<i>Grade</i>	<i>Regular Budget (Geographical Posts)</i>	<i>All other sources of funding</i>
D-1	0	2
P-5	1	16
P-4	5	23
P-3	1	36
P-2	0	26



## Section III - Towards a more skilled and diverse workforce

### 1. Upskilling the workforce and deepening technical skills

22. As part of its commitment to enhance mandate implementation, UNEP is investing in upskilling its workforce as well as in deepening the technical requirements for new recruits in substantive positions.

23. As part of its upskilling efforts, UNEP currently has two learning management platforms for staff training and development as follows:

(a) The Corporate Academy aimed at supporting the business practices of UNEP through online and hybrid courses and a digital coaching platform. Currently, courses are being provided to over 150 Fund Management Officers with a particular focus on anti-fraud policies. The digital coaching is designed as “on the job” guidance support following trainings.

(b) The UNEP eLearning platform for substantive courses, workshops and seminars. Current courses include: Results-Based Programme and Project Management; UN Reforms; Water Capacity Development, Quality Assurance for Freshwater Quality Monitoring and Freshwater Quality Monitoring Programme Design.

24. These platforms are being complemented with additional efforts to deepen technical and scientific skills including through the development of a science strategy, communities of practice in key areas (eg. Circle of Excellence plastics and freshwater science); training in peer review which includes critical thinking and analysis skills across an array of disciplines, and the development of cross cutting platforms on global environmental monitoring such as the Global Environment Monitoring System (GEMs) for Air, GEMs Water and GEMs Oceans. Additional focus on scientific and technical skills are also being developed through the digital transformation program providing staff with additional skills across data science, analytics, artificial intelligence.

25. The above-mentioned efforts will be complemented with a review of the existing Environment Job Family within the UN Secretariat HR framework with a view to delineate new generic job profiles in key environmental fields that are critical for the implementation of UNEP’s mandate. This will enable UNEP to define new technical requirements for future new recruits that are aligned with its science-based mandate.

### 2. Outreach initiatives underway

26. As part of its recruitment and outreach strategy UNEP is stepping up its capacities and approaches to attract new talent adapted to its needs, close the remaining gender gap, and enhancing regional group diversity and equitable geographical distribution. In this context, UNEP is taking the following steps:

(a) **Commitment from leadership** – The Executive Director has messaged her strong commitment to enhancing regional group diversity and equitable geographical distribution. The Senior Management Team has been briefed on the outreach strategy and have been notified that progress in recruitment will be a performance measure.

(b) **Resources and management tools** - UNEP has recruited a P3 Outreach Officer position that is focusing on targeted geographic outreach and recruitment. A Human Resources Management Dashboard has been created to monitor current and historical recruitment and staffing on the basis of gender and geographic diversity, against forecasted vacancies. UNEP is monitoring the vacancies and retirements forecasted for the following 2 years, in order to enhance workforce planning and address future skill requirements.

(c) **External strategies for talent acquisition** – UNEP is proactively mapping current, partnerships and networks that can be leveraged further for geographic diversity outreach. In its renewed talent acquisition efforts, UNEP has stepped up the use of a wide array of communications channels, targeted social media channels, leveraging UNEP personnel’s professional networks and diaspora groups, as well as partner academic and research institutions. This is enabling UNEP to increase the visibility of its pool of vacancies.

(d) **Outreach through Recruitment Fairs** - UNEP is actively engaged in career and recruitment fairs organized in partnership with members states. These outreach activities provide a venue for interested applicants to directly engage and request further information on UNEP vacancies, internships, staff benefits, UNEP application and recruitment processes, as well as on the implementation of UNEP’s mandate.

(e) **Direct Outreach** - UNEP is stepping up direct outreach to countries from underrepresented regional groupings to increase the visibility of UNEP and its recruitment procedures through events. Two examples of this targeted approach have included: a) the organization of an outreach activity in the Russia Federation organized with the UN Information Centre in Moscow with technical assistance from UNFPA; and, b) the convening, in conjunction with of the Ukrainian Permanent Mission to UNEP, of an outreach activity in Ukraine.

(f) **Leveraging partnerships** – UNEP is stepping up its efforts to leverage partnerships and networks through the UN Resident Coordinator system, UN Information Centres, UN-system wide Funds, Agencies and Programmes to increase diversity in the organization, tapping into local environment networks and partnerships within the region and country to advertise vacancies. This is being coupled with efforts to increase the circulation of vacancies through the Permanent Missions accredited to UNEP and the networks of their relevant ministries. These efforts are being complemented by increasingly relying on its Regional Offices, Multilateral Environmental Agreements and outposted duty stations to expand networks and outreach.

### 3. A plan towards greater Regional Group Diversity

27. UNEP is committed to reducing the proportion of the most highly represented regional group and to increase the proportion of less represented regional groups, thereby reducing the overall imbalance of the regional group diversity composition of its staff. At the same time, like the rest of the UN Secretariat, UNEP has been met with challenges that have hindered its progress over the years with an absence of equitable representation of all of its Member States and with an imbalance of the regional groups in the composition of its workforce. This is due primarily to challenges in supply of applicants from un- and underrepresented Member States.

28. UNEP's strategy to improve the geographical representation of its workforce, will not only be done by looking at regional groupings but also by looking at representation of each Member State. It is to be acknowledged that within every grouping there are overrepresented as well as underrepresented countries and so UNEP aspires to address both these dimensions (regional group and individual Member State).

29. However, experience suggests that visible progress requires sustained and deliberate effort during a long-term horizon and, in this context, UNEP intends to implement a four-point plan to increase the representation of unrepresented and underrepresented Member States and less represented regional groups.

(a) Increased internal direction, messaging, guidance and monitoring and awareness campaigns targeting both the top management and operations of UNEP and strengthened accountability mechanisms.

(b) Continuously enhancing outreach activities both offline and online through existing and new tools and platforms to promote jobs and improve employer brand.

(c) Leveraging on the knowledge, experience and resources of Member States, other UN organizations and international organization networks.

(d) Establishing a new UNEP programme for less represented regional groups and un- and underrepresented Member States. Such a programme will target young graduates to tap into new talent and create a new pipeline. Ultimately the program will seek to: increase representation of nationals less represented regional groups and un- and underrepresented Member States at UNEP; and build skills of young talent in technical areas of critical importance to the development of less represented regional groups.

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## Section IV – Observations

30. The objective of UNEP is to be the leading environmental authority that sets the global environmental agenda. The goal of UNEP management is to support the organization in becoming a results and performance-driven organization through a continued focus on internal culture, diversity and inclusion, absence of racism, and a focus on results. As part of these efforts UNEP intends to focus on upskilling its workforce and deepening technical skills to meet the demands of its new medium-term strategy. This will be coupled by a continuous commitment to closing the remaining gender parity gap and by the implementation of the aforementioned four-point plan to increase the representation of unrepresented and underrepresented Member States and less represented regional groups. Together with workforce planning, enhanced career management efforts in the context of the broader UN Secretariat human resource frameworks, these will constitute the backbone of a multiyear Human Resources strategy aimed at enabling UNEP at accelerating the implementation of the environmental dimension of the Sustainable Development Goals.

## Appendix 1

The following table is the list of Nationalities represented by UNEP staff as of 31 December 2021. Number in brackets indicate number of staff posted in Nairobi duty station.

Member State	Region	Range	USG	ASG	D2	D1	P5	P4	P3	P2	TOTAL
AFGHANISTAN	ASIAPAC	UNDER						1			1
ALBANIA	EEG	WITHIN				2					2
ALGERIA	AFRICA	WITHIN						1 (1)	1		2 (1)
ANGOLA	AFRICA	UNREP								1 (1)	1 (1)
ARGENTINA	GRULAC	WITHIN					1	2	2		5
AUSTRALIA	WEOG	WITHIN				2 (2)	1 (1)	6 (3)	3 (2)		12 (8)
AUSTRIA	WEOG	OVER				1 (1)		5	4 (1)		10 (2)
AZERBAIJAN	EEG	WITHIN						1			1
BANGLADESH	ASIAPAC	WITHIN						2	2	1	5
BARBADOS	GRULAC	WITHIN				1				1	2
BELARUS	EEG	WITHIN						1 (1)			1 (1)
BELGIUM	WEOG	OVER				1	2 (1)	3 (1)	2 (1)	2	10 (3)
BENIN	AFRICA	WITHIN				1 (1)		1 (1)			2 (2)
BHUTAN	ASIAPAC	WITHIN				1					1
BOLIVIA	GRULAC	WITHIN						1 (1)		1	2 (1)
BOTSWANA	AFRICA	WITHIN					1				1
BRAZIL	GRULAC	WITHIN				1 (1)	2	4	8	1	16 (1)
BULGARIA	EEG	OVER				1	1 (1)		1		3 (1)
BURKINA FASO	AFRICA	WITHIN							1 (1)		1 (1)
CAMEROON	AFRICA	OVER					1	4 (4)	1 (1)	1	6 (5)
CANADA	WEOG	OVER				3	5 (3)	11 (4)	16 (1)	7 (6)	42 (10)
CAPE VERDE	AFRICA	UNDER						1 (1)			1 (1)
CHILE	GRULAC	OVER						1 (1)			1 (1)
CHINA	ASIAPAC	UNDER			1 (1)	1	3	6	5 (1)	10 (6)	25 (8)
COLOMBIA	GRULAC	WITHIN					5 (1)	1	5 (1)		11 (2)
COSTA RICA	GRULAC	WITHIN						1	1		2
COTE D'IVOIRE	AFRICA	WITHIN					1				1
CUBA	GRULAC	UNDER					1	1		1	3
CZECH REPUBLIC	EEG	WITHIN					1				1
DENMARK	WEOG	WITHIN	1 (1)					3 (2)			4 (3)
DJIBOUTI	AFRICA	UNDER						1			1
D.R. CONGO	AFRICA	WITHIN						1 (1)			1 (1)
ECUADOR	GRULAC	OVER							1	1	2
EGYPT	AFRICA	OVER					1	2 (1)	1		4 (1)
ERITREA	AFRICA	WITHIN							1 (1)		1 (1)
ESWATINI	AFRICA	WITHIN						1 (1)			1 (1)
ETHIOPIA	AFRICA	OVER					2 (1)	4 (3)	1 (1)	1	8 (5)
FIJI	ASIAPAC	WITHIN					1		3 (1)		4 (1)
FINLAND	WEOG	OVER				3 (2)	2 (2)	7 (2)	4 (2)	2	18 (8)
FRANCE	WEOG	OVER			1		4 (1)	12 (1)	13 (2)	6 (1)	36 (5)
GAMBIA	AFRICA	WITHIN							1 (1)		1 (1)
GEORGIA	EEG	WITHIN						1		1 (1)	2 (1)
GERMANY	WEOG	WITHIN				1 (1)	4 (2)	11 (2)	15 (6)	12 (2)	43 (13)
GHANA	AFRICA	WITHIN						1 (1)	2 (2)		3 (3)
GREECE	WEOG	WITHIN					1 (1)	3 (2)	2	3	9 (3)
GUATEMALA	GRULAC	WITHIN						1			1
GUYANA	GRULAC	WITHIN						1			1 (1)
HONDURAS	GRULAC	WITHIN						1			1
INDIA	ASIAPAC	WITHIN		1		1	6 (2)	7 (3)	4 (1)	1	20 (6)
INDONESIA	ASIAPAC	WITHIN					2 (2)	1			3 (2)
IRAN	ASIAPAC	WITHIN					1				1
IRAQ	ASIAPAC	WITHIN					1				1
IRELAND	WEOG	OVER					1 (1)	2	3 (1)		5 (2)
ITALY	WEOG	OVER				2 (1)	3 (2)	9	11 (3)	6 (4)	31 (10)
JAPAN	ASIAPAC	UNDER			1 (1)	1	4 (1)	6	4 (1)	6 (2)	22 (5)

Member State	Region	Range	USG	ASG	D2	D1	P5	P4	P3	P2	TOTAL
JORDAN	ASIAPAC	WITHIN				1 (1)		1 (1)	1	1 (2)	4 (3)
KAZAKHSTAN	ASIAPAC	WITHIN						1 (1)	1	1	3 (1)
KENYA	AFRICA	OVER			2 (2)		3 (3)	20 (15)	23 (19)	8 (7)	56 (47)
KYRGYZSTAN	ASIAPAC	WITHIN					1		1		2
LEBANON	ASIAPAC	OVER				1 (1)	1 (1)	2	3 (3)		7 (4)
LIBYA	AFRICA	UNREP.						2			2
LUXEMBOURG	WEOG	UNDER						1			1
MALAWI	AFRICA	OVER						1 (1)			1 (1)
MALAYSIA	ASIAPAC	WITHIN					1	1	1		3
MAURITANIA	AFRICA	WITHIN					1	1			2
MAURITIUS	AFRICA	WITHIN					1 (1)		1		2 (1)
MEXICO	GRULAC	OVER			2 (1)	1	3 (1)	1			7 (2)
MOROCCO	AFRICA	OVER					1	4 (3)			5 (3)
NAMIBIA	AFRICA	UNDER					1				1
NEPAL	ASIAPAC	WITHIN						1 (1)	2	1 (1)	4 (2)
NETHERLANDS	WEOG	OVER					6 (4)	6 (2)	5 (3)	4 (3)	21 (12)
NEW ZEALAND	WEOG	WITHIN				1 (1)	1 (1)	2	1		5 (2)
NIGER	AFRICA	WITHIN						2 (1)			2
NIGERIA	AFRICA	WITHIN					1	1	1 (1)	1 (1)	4 (2)
NORWAY	WEOG	UNDER					1		1		2
PAKISTAN	ASIAPAC	WITHIN				1	1	2 (1)			4 (1)
PERU	GRULAC	OVER				1	1		1 (1)	1	4 (1)
PHILIPPINES	ASIAPAC	WITHIN					2	2	3		7
POLAND	EEG	WITHIN				1		1 (1)		2	4 (1)
PORTUGAL	WEOG	OVER				1 (1)		2			3 (1)
R. OF KOREA	ASIAPAC	UNDER					1	3 (2)	2 (2)	4 (3)	10 (7)
ROMANIA	EEG	WITHIN							3		3
RUSSIA	EEG	UNDER					2	2 (1)	1	1	6 (1)
RWANDA	AFRICA	WITHIN						1 (1)	1 (1)		2 (2)
SAINT LUCIA	GRULAC	UNREP.						2			2
SAUDI ARABIA	ASIAPAC	UNDER						2	1		3
SENEGAL	AFRICA	WITHIN					1	1 (1)			2 (1)
SINGAPORE	ASIAPAC	WITHIN						1			1
SOUTH AFRICA	AFRICA	OVER				1 (1)	6 (1)	4 (2)	1 (1)		12 (5)
SPAIN	WEOG	OVER				2 (1)	3	8 (2)	13 (4)	1	26 (7)
SRI LANKA	ASIAPAC	WITHIN						2		1	3
STATELESS									1 (1)		1 (2)
SWEDEN	WEOG	WITHIN					4 (3)	2 (1)	2	7 (1)	15 (5)
SWITZERLAND	WEOG	WITHIN					2	1	5 (1)	1	9 (1)
SYRIA	ASIAPAC	WITHIN							2		2
TANZANIA	AFRICA	WITHIN		2 (1)			1 (1)	1 (1)			4 (3)
THAILAND	ASIAPAC	WITHIN						2 (1)	1		3 (1)
TRINIDAD & TOBAGO	GRULAC	OVER					1		2 (1)		3 (1)
TUNISIA	AFRICA	WITHIN							1		1
TURKEY	WEOG	UNDER					1	1	1		3
TURKMENISTAN	ASIAPAC	UNDER						1			1
UGANDA	AFRICA	OVER				2 (1)	3 (2)	5 (5)			10 (8)
UKRAINE	EEG	WITHIN						1			1
U.K.	WEOG	OVER				3 (1)	11 (6)	13 (8)	7 (3)	2	36 (18)
U.S.A.	WEOG	UNDER			2 (2)	8 (3)	10 (4)	14 (5)	16 (7)	1 (1)	51 (22)
URUGUAY	GRULAC	OVER				1		2			3
VENEZUELA	GRULAC	UNDER					1 (1)	1 (1)	1		3 (2)
VIETNAM	ASIAPAC	WITHIN							1		1
YEMEN	ASIAPAC	WITHIN					1				1
ZAMBIA	AFRICA	WITHIN							1		1
ZIMBABWE	AFRICA	OVER						1			1
		<b>TOTAL</b>									<b>778 292</b>

## Appendix 2

The following table is the list of countries that are, unrepresented, underrepresented and overrepresented as per the Secretary General report on the Composition of the Secretariat: Staff Demographics 2021.

Unrepresented	Underrepresented	Overrepresented
Andorra	Afghanistan	Austria
Libya	Grenada	France
Timor-Leste	Oman	Portugal
Angola	Antigua and Barbuda	Belgium
Marshall Islands	Guinea-Bissau	Germany
Tuvalu	Papua New Guinea	Spain
Belize	Bahrain	Bulgaria
Monaco	Japan	Ireland
United Arab Emirates	Republic of Korea	Trinidad and Tobago
Brunei Darussalam	Brazil	Cameroon
Nauru	Kuwait	Italy
Vanuatu	Russian Federation	Uganda
Democratic People's Republic of Korea	Cabo Verde (December 2019: un)	Canada
Palau	Lesotho	Kenya
Equatorial Guinea	Saint Vincent and the Grenadines	United Kingdom of Great Britain and Northern Ireland
Qatar	Cambodia	Chile
Kiribati	Liberia	Lebanon
Saint Lucia	San Marino (December 2019: within)	Uruguay
Lao People's Democratic Republic	China	Ecuador
Sao Tome and Principe	Liechtenstein (December 2019: un)	Malawi
	Saudi Arabia	Zimbabwe
	Comoros	Egypt
	Luxembourg	Mexico
	Solomon Islands	Ethiopia
	Cuba	Morocco (December 2019: within)
	Micronesia (Federated States of)	Finland
	South Sudan	Netherlands
	Djibouti (December 2019: within)	
	Mozambique	
	Suriname	
	Dominica	
	Namibia (December 2019: within)	
	Turkmenistan	
	Gabon	
	Norway	
	United States of America	
	Venezuela (Bolivarian Republic of)	

### Appendix 3

The following shows UNEP's staff presence in duty stations outside Nairobi, excluding MEAs.

Member States	Regional Groups	Duty Stations																											Grand Total								
		Abidjan	Addis Ababa	Almaty	Apia	Athens	Bangkok	Beijing	Beirut	Bonn	Brasilia	Brussels	Busan	Cambridge	Copenhagen	Geneva	Jakarta	Kabul	Khartoum	Kingston	Manama	Mexico City	Moscow	New Delhi	New York	Nouakchott	Osaka	Panama City		Paris	Port-au-Prince	Rabat	Riyadh	Toyama	Vienna	Washington DC	
<b>Afghanistan</b>	Asia Pacific Group							1																												1	
<b>Albania</b>	Eastern European Group					1										1																					2
<b>Algeria</b>	African Group																											1								1	
<b>Argentina</b>	GRULAC																										4									4	
<b>Australia</b>	WEOG										1																									2	
<b>Austria</b>	WEOG															1											2								2	6	
<b>Azerbaijan</b>	Eastern European Group															1																				1	
<b>Bangladesh</b>	Asia Pacific Group															1										1										5	
<b>Barbados</b>	GRULAC															1			1																	2	
<b>Belgium</b>	WEOG															2									1				1						1	1	6
<b>Bhutan</b>	Asia Pacific Group																																			1	
<b>Brazil</b>	GRULAC											1				2											2	4								9	
<b>Bulgaria</b>	Eastern European Group																																		1	1	
<b>Cameroon</b>	African Group	1																																		1	
<b>Canada</b>	WEOG					1	1		1							8				1							1							1	2	16	
<b>China</b>	Asia Pacific Group							3	4				1			3													3							14	
<b>Colombia</b>	GRULAC															1											3	1								5	
<b>Costa Rica</b>	GRULAC																								1											1	
<b>Côte d'Ivoire</b>	African Group	1																																		1	
<b>Cuba</b>	GRULAC															1																				1	
<b>Czech Republic</b>	Eastern European Group												1																							1	
<b>Ecuador</b>	GRULAC															1																			1	2	
<b>Egypt</b>	African Group															1													2							3	
<b>Ethiopia</b>	African Group															1																				1	
<b>Fiji</b>	Asia Pacific Group				1			1																					1							3	
<b>Finland</b>	WEOG															5										1		1								7	
<b>France</b>	WEOG					2	1			1		3				6													9	1						23	
<b>Georgia</b>	Eastern European Group																											1								1	
<b>Germany</b>	WEOG									1						4				1									7							15	
<b>Greece</b>	WEOG					3										1																				4	
<b>Guatemala</b>	GRULAC																			1																1	
<b>Honduras</b>	GRULAC																																		1	1	
<b>India</b>	Asia Pacific Group															2		1											1						1	11	
<b>Indonesia</b>	Asia Pacific Group																																			1	
<b>Iran (Islamic Republic of)</b>	Asia Pacific Group															1																				1	

Member States	Regional Groups	Duty Stations																									Grand Total												
		Abidjan	Addis Ababa	Almaty	Apia	Athens	Bangkok	Beijing	Beirut	Bonn	Brasilia	Brussels	Busan	Cambridge	Copenhagen	Geneva	Jakarta	Kabul	Khartoum	Kingston	Manama	Mexico City	Moscow	New Delhi	New York	Nouakchott		Osaka	Panama City	Paris	Port-au-Prince	Rabat	Riyadh	Toyama	Vienna	Washington DC			
Iraq	Asia Pacific Group																																		1	1			
Ireland	WEOG																																			2	2		
Italy	WEOG						2						1		4										1			1		5							14		
Japan	Asia Pacific Group					1	4			2					2										1		2		1							13			
Jordan	Asia Pacific Group									1																											1		
Kazakhstan	Asia Pacific Group														1																						1		
Kenya	African Group		1				1			1					3				1										1				1				9		
Kyrgyzstan	Asia Pacific Group			1																																	2		
Lebanon	Asia Pacific Group					1				1																									1		3		
Libya	African Group						1			1																											2		
Luxembourg	WEOG																																			1	1		
Malaysia	Asia Pacific Group						3																														3		
Mauritania	African Group	1																																			1		
Mexico	GRULAC														1						1			1										1			4		
Mongolia	Asia Pacific Group						1																														1		
Montenegro	Eastern European Group					1																													1			2	
Morocco	African Group																																		1			1	
Nepal	Asia Pacific Group						1																															1	
Netherlands	WEOG						1								3	1			1																			6	
Niger	African Group																									1												1	
Nigeria	African Group																																			1		1	
Norway	WEOG																								1													1	
Pakistan	Asia Pacific Group						1								1										1													3	
Peru	GRULAC														1	1																						2	
Philippines	Asia Pacific Group						1								2																				2			5	
Poland	GRULAC														2																							2	
Portugal	WEOG						1								1																							2	
Republic of Korea	Asia Pacific Group						2								1																							3	
Romania	Eastern European Group														2																							2	
Russian Federation	Eastern European Group														1									1											1			3	
Saint Lucia	GRULAC																											1										2	
Saudi Arabia	Asia Pacific Group									1																										1			2
Senegal	African Group																																				1		1
Serbia	Eastern European Group																																			1			1
Singapore	Asia Pacific Group																								1														1
South Africa	African Group									1				1	1																					1			4
Spain	WEOG														4										1			7	2									14	
Sri Lanka	Asia Pacific Group														1					1																		2	
Sweden	WEOG		1				1								1										1			1	1										6



