

# The long walk to gender parity in international organizations

## Executive summary

- **Gender parity in employment: a success yet to come.** Despite many advancements on gender inequality, gender parity in employment is yet out of reach. Women employment is constrained by two kinds of barriers: those at the entry in the labour market and those when progressing through it. Various policies have been implemented in order to mitigate this: targets for recruitment and retention, guidelines promoting ways of working that help conciliate personal and professional life. Putting women in decision making position seems to be the most effective way of promoting gender parity in employment, since women can quickly change the cultural attitudes, unspoken norms and the ways of working in order for an organization to be more open to promoting other women.
- **Why a focus on international organizations?** Careers in international organizations pose more difficult professional and personal challenges to women than other types of careers, thus heightening entry barriers as well as barriers to promotion. Secondly, international organisations are standard setting bodies that since the *Beijing Platform for Action* in 1995 lead the international efforts at promoting gender parity. For these reasons it is particularly interesting to focus on how they are tackling the issue of increasing gender equality in their own ranks.
- **Two approaches in “leading by example” in gender parity.** The United Nations (since 1986) set for an ambitious target of 50:50 gender parity across all its ranks in the very near future. The European Commission (since 1995) focussed on more gradual, quadrennial targets which take into account the recruitment process as well as internal times of career and retirement.
- **What results?** 50:50 parity across all levels has not yet been reached by any of the organizations, but many steps forward have been taken. The United Nations increased their share of women employed from 27.7% in 2000 to 36.8% in 2010, while the European Commission passed from employing 21.1% of women in 2000 to 29.5% in 2010. The Commission achieved most of its targets but the United Nations overall performance is better: they employ a higher share of women than the Commission.
- **How are international organizations doing compared to other organizations?** They fare better in terms of gender parity compared to most organizations under review according to the *Beijing Platform for Action*. Only scientific researchers (30% of women in senior positions), the trade unions (27.8%) and national bureaucracy (31.7%) employ a share of women in senior positions comparable to that of the United Nations (30.9%) and of the Commission (22%).
- **What can be done to accelerate the achievement of gender parity in international organizations?** Reaching 50:50 parity in international organizations is hindered mainly by the fact that women remain underrepresented at the management levels: in the United Nations in 2010, 29.2% of middle management and 30.9% of senior management was composed of women, while women made 25% of the middle management and 22% of the senior management of the European Commission in the same year. Relying exclusively on policies that promote internal careers implies a time-consuming process that is due to last many years to come. This makes the attainment of full gender parity too laborious: more women should be in a position to change cultural attitudes, ways of working and unspoken norms of organizations in order for them to be more attractive for other women. Therefore, attention should be paid to policies that favour intakes from other careers and sectors should, in order to support a quicker achievement of gender parity

- **The long walk to gender parity in international organizations**

Women have come a long way during the past 100 years: they've climbed solo Mount Everest, they've been given the right to vote, they have been astronauts and bullfighters. Some of them have been heads of states and even ministers of Defence. One of them managed to win the Nobel Prize in Economics (remarkably, only in 2009). Still, the majority of women are struggling to get the credit they deserve in a very important aspect of their lives: at work.

Gender parity in employment is constrained by barriers which affect women in two different stages of their working life: first of all, there are entry barriers which prevent more women than men looking for a job, or that prevent a woman obtaining a job that an equally skilled man would gain. These are: discrimination in the recruitment process; sex–role stereotypes on women’s involvement in paid work (and in specific types of job); hidden penalties on paid work by women; unequal distribution of the opportunity costs connected with family (and especially child) care. Secondly, there are barriers which constrain a woman from being retained and promoted during her lifetime. These barriers to advancement are also known as the “glass ceiling”: an invisible mix of cultural attitudes, gender-linked stereotypes, ways of working, lack of policies on the workplace that help balancing family-care and professional life, which all contribute to the fact that women are retained and promoted less than equally skilled men. There is widespread consensus that putting women at the top of organizations is the most effective way of breaking the “glass ceiling”: women in decision making position can change the cultural attitudes, unspoken norms and the ways of working in order for an organization to be more open to promoting women<sup>1</sup>.

An analysis of gender parity in employment in international organizations is all the more relevant because of two factors. Firstly, the career in international organizations is less palatable to women than many others. In fact, the ways of working (which include travelling and assignments abroad) make it more difficult than other types of job to combine family care, professional commitments and partners’ career. Moreover, working in international organizations often implies working in difficult contexts and countries which put a strain on a woman’s ability to cope with the tasks of her job. These factors heighten entry barriers and internal constraints to a woman’s career, despite the fact that diversity is highly valued in international organizations.

Secondly, as standard setting bodies, international organizations are actively involved in defining policies and targets for improving gender equality in the economy, in power and decision-making, in the media<sup>2</sup>. The *Beijing Platform for Action* (1995) is the first of such global commitments that includes targets for gender parity in the economy, decision-making bodies, in the media. As prime sponsor of this and other global initiatives, the international organizations have a particular responsibility in achieving gender parity and gender equality within their own ranks. As a matter of fact, they should “lead by example”. A focus on the results international organizations have achieved while at the same time being involved in defining general standards and policies for gender parity is therefore all the more relevant.

The paper intends to analyze internal employment policies and targets adopted by two international organizations (the United Nations system and the European Commission) in order to achieve gender parity within their own ranks. The first section compares the policies implemented by the United Nations and the European Commission since the ‘80s in order to achieve gender parity within their staff. Section 2 gives an overview of the results obtained, while section 3 weighs these results against what has been achieved by other organizations in terms of gender equality. Section 4 concludes.

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<sup>1</sup> Anne-Marie Sluaghter, “Why Women Still Can’t Have It All”, *The Atlantic*, July/August 2012.

<sup>2</sup> These are the aspects in women advancements that were put forward in the *Beijing Platform for Action*, 1995.

## 1. The effort by international organizations

The United Nations<sup>3</sup> and the European Union<sup>4</sup> recognize equality between men and women, including equality in employment and pay, as one of their founding principles. Both organizations have also specific legal basis for their internal equal opportunities policy and have experimented two different approaches in order to achieve gender parity among their staff.

### 1.1 An ambitious approach: the United Nations

The United Nations tackled the issue of employing women in its own ranks from the onset. Article 8 of their founding *Charter* (1945) states that the Organization should impose “no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs” and that “the paramount consideration in the employment of the staff (...) shall be the necessity of securing the highest standards of efficiency, competence, and integrity”<sup>5</sup>.

The first specific commitment to gender parity in employment, including numerable targets, was made in 1986 by the General Assembly<sup>6</sup>. Other commitments then followed (see Table 1). The progression in targets contained in Table 1 shows that the United Nations set for itself a very ambitious target, that of 50:50 gender distribution for all posts, to be achieved in the “very near future”. Besides the deliberations by the General Assembly, the Beijing Platform for Action, approved in 1995, includes recommendations for the 50:50 gender parity specifically at the United Nations.

Table 1. Progression in commitments to gender parity by the General Assembly

Date adopted	Resolution	Goal	Target date
11 Dec 1986	41/206	30% posts	1990
21 Dec 1990	45/239	35% posts, particularly in senior policy-level and decision making; 25% posts ranked D1 and above	1995
1 Feb. 1996	50/164	50:50 in managerial and decision-making posts	2000
31 Jan. 1997	51/67	50:50 gender distribution at all levels	2000
6 Feb. 1998	52/96	50:50 reaffirmed for all posts	2000
8 Feb. 2001	55/69	50:50 in senior and policy-making levels	The very near future
19 Feb. 2004	58/144	50:50 for SG appointed special representative and special envoys	2015
10 Feb. 2005	59/164	50:50 reaffirmed for all posts	The very near future

<sup>3</sup> The Preamble of the *Charter of the United Nations* (1945) recognizes the principle of equality between men and women.

<sup>4</sup> Article 119 of the Treaty of Rome (1957) recognizes the principle of equal pay for women and men. The EC Treaty (1992) includes the principle of gender mainstreaming and in Article 141 it allows for the adoption of measures in favour of the under-represented sex. Article 23 of Charter of Fundamental Rights (2007) recognizes that “Equality between women and men must be ensured in all areas, including employment, work and pay. The principle of equality shall not prevent the maintenance or adoption of measures providing for specific advantages in favour of the under-represented sex”.

<sup>5</sup> *Charter of the United Nations*, 1945.

<sup>6</sup> Resolution 41/206, art D.5 requested the Secretary General “to take the necessary measures to increase the number of women in posts (...) with a view to achieving, to the extent possible, an overall participation rate of 30 per cent of the total by 1990, without prejudice to the principle of equitable geographical distribution of posts”.

Beyond setting an agenda for staffing policies, the United Nations created two focal points for the advancement of gender parity, which oversee also the system's policies on this topic:

- The Office for the Special Adviser for Gender Issues and the Advancement of Women (OSAGI), created in 1997 and charged with the oversight and monitoring of mandates of the representation of women and gender mainstreaming;
- The UN Entity for Gender Equality and the Empowerment of Women (UN-Women), which started operating in 2011 with the objective to coordinate all the efforts of the UN system for gender equality and the empowerment of women. It also includes the objective of achieving gender balance within the UN system.

### *1.2 A gradual approach: the European Union*

The equal opportunities policy of the European Commission has been in place since 1988. While annual recruitment targets were set since 1995, quantifiable targets for the employment of women were set for the first time in the *Fourth action programme for equal opportunities for women and men (2004–08)*<sup>7</sup> released in 2004. The more recent of such quantifiable strategies approved in 2010 is the *Strategy on equal opportunities for women and men within the European Commission (2010-2014)*, recognizing that “attracting and retaining the most talented people and making the most of their skills is a strategic challenge for the European Commission”<sup>8</sup>. The goals the Commission sets for itself by 2014 are:

- 25% of senior management posts occupied by women. 30% of those replacing people retiring should be women;
- 30% of middle management posts occupied by women. Half of the appointments of those retiring should be women;
- 43% of non-management AD posts occupied by women, which means that half first recruitments for these posts should be women

Compared to the United Nations, which aims for the target 50:50 gender parity “in the very near future”, the Commission chose a more gradual approach of quadrennial targets, broken down into annual sub-targets, differentiated according to the level of responsibility (senior and middle management, non-management). This more manageable strategy, even if less grand, takes into account the difficulties of recruiting and the internal mechanisms of progression and retirement.

In addition to the targets, the Strategy sets guidelines in order to create a “flexible, respectful and results-oriented working environment” and in order to reconcile personal and working life. The Commission created a focal point responsible for equal opportunities in every DGs, it established an internal working group on equal opportunities and it adopted an internal action plan applicable to all DGs.

## **2. What the international organizations have achieved**

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<sup>7</sup> European Commission, *Fourth action programme (4th AP) for equal opportunities for women and men (2004–08)*, 2004.

<sup>8</sup> European Commission, *Strategy on equal opportunities for women and men within the European Commission (2010-2014)*, 2010, SEC(2010)1554/3, p. 3.

The policies implemented by the United Nations and the European Union have brought a noticeable increase in gender parity within their ranks between 2000 and 2010, as Table 2 shows<sup>9</sup>. The United Nations achieved a better result in terms of gender parity compared to the European Commission (36.8% of people employed by the UN in 2010 were women against a 29.5% by the Commission in the same year). The United Nations have also performed better in terms of the overall change in female employment in ten years: a 9.6 percentage points increase in ten years, against a 8.4 percentage points increase by the Commission.

*Table 2. Total share of female employment in the United Nations System and the European Commission, 2000-2010*

<b>United Nations</b>				<b>European Commission</b>			
	<b>2000</b>	<b>2010</b>	<b>Change 2010-00</b>		<b>2000</b>	<b>2010</b>	<b>Change 2010-00</b>
<b>Total share of female employment</b>	27.2%	36.8%	9.6	<b>Total share of female employment</b>	21.1%	29.5%	8.4

Source: UN data from *Gender Balance Statistics*, OSAGI. EC data from the *Fourth action programme (4th AP) for equal opportunities for women and men (2004–08)* and *Strategy on equal opportunities for women and men within the European Commission (2010 – 2014)*

Internal policies aimed at lowering barriers impeding gender parity in employment have worked better at the entry point rather than in internal progression. In fact, while advancements have been made at the aggregate level, a more disaggregated analysis by levels (Table 3) shows that these advancements are not equally distributed. At the entry level (professional posts), the United Nations achieved gender parity (passing from a share of 47.4% of women employed in 2000 to a share of 50.3% employed in 2010), and the European Union fared almost as well in this respect (from employing 32.1% women in 2000 to employing 41.6% in 2010). Internal barriers impeding career progression, however, seem to be more persistent. Women remain underrepresented in all the management posts, especially at the senior level in the European Commission (only 22% of senior posts are occupied by women, while at the United Nations it is 30.9%)<sup>10</sup>.

This result has certainly to do with the time taken by internal careers: if internal progression from entry to middle and senior management takes between 10 to 20 years, the effects on internal progression of setting gender targets for recruitment and promotion in the mid-‘90s can be felt only after ten years.

*Table 3. Share of female employment by levels in the United Nations System and the European Commission, 2000-2010*

<b>United Nations</b>			<b>European Commission</b>		
	<b>2000</b>	<b>2010</b>		<b>2000</b>	<b>2010</b>
<b>Senior policy level and decision making posts (UG)</b>	17.4%	30.9%	<b>Senior policy level and decision making posts (AD14-AD16)</b>	16.4%	22.0%
<b>Middle management posts (D1-D2-P5)<sup>11</sup></b>	18.2%	29.2%	<b>Middle management posts (AD9-AD14)</b>	14.9%	25.0%
<b>Professional posts (P1-P4)</b>	47.4%	50.3%	<b>Professional posts (AD8- AD5)</b>	32.1%	41.6%
<b>Total</b>	27.7%	36.8%	<b>Total</b>	21.1%	29.5%

Source: UN data from *Gender Balance Statistics*, OSAGI. EC data from the *Fourth action programme (4th AP) for equal opportunities for women and men (2004–08)* and *Strategy on equal opportunities for women and men within the European Commission (2010 – 2014)*

<sup>9</sup> The analysis is carried out on the employees of the United Nations, excluding the General Services categories and on the employees of the European Commission, excluding the AST category (assistant).

<sup>10</sup> See Appendix for a list of the women in senior positions in the European Commission and the United Nations.

<sup>11</sup> The *Fourth action programme for equal opportunities for women and men (2004–08)* states that for agencies in the UN system, management consists of P5 and above, while professionals are staff in P1 and P4.

Therefore, in order to be able to put more women in decision making positions – thus fundamentally contributing to changing internal cultural attitudes and ways of working in a manner that is more attentive to women’s diversity and specificities – attention should be made to the possibility of going beyond internal progression policies, also to the point of recruiting women from other sectors. An analysis of the case of the progression within the ranks of the United Nations (Table 4) is a point in the case. The biggest percentage in increase in the share of women employed at the United Nations between 2000 and 2010 can be found at the UG level: the only level where appointments are political (ie people that are not United Nations functionaries can become UG) and do not follow internal career progression. Women there almost doubled, increasing by 43.6%. Increases due to internal career are 10-20% lower (at D2 level, for example, women increased by 29.2%, at P5 by 25.9%).

*Table 4. Share of female employment in the United Nations system by detail*

	2000	2010	Percentage increase 2010-00
<b>UG</b>	17.4%	30.9%	43.6%
<b>D2</b>	18.2%	25.7%	29.2%
<b>D1</b>	21.4%	30.2%	29.1%
<b>P5</b>	23.5%	31.7%	25.9%
<b>P4</b>	31.0%	38.4%	19.5%
<b>P3</b>	41.4%	45.1%	8.2%
<b>P2</b>	54.5%	57.3%	4.9%
<b>P1</b>	62.6%	60.2%	3.9%

Source: UN data from *Gender Balance Statistics*, OSAGI.

### 3. Have international organizations done enough?

Internal policies have helped achieving the targets that the organizations have set for themselves. A comparison of the results achieved in 2010<sup>12</sup> by the United Nations and the European Commission against their targets (table 5) suggests that the European Commission is globally more on track for achieving the results that each organization has set for itself (in 2010 it met two out of three targets). However, the United Nations is clearly more advanced in terms of achieving the aim of gender parity.

*Table 5. Share of female employment in the United Nations System and the European Commission in 2010 against their internal target for 2010*

United Nations			European Commission		
	2010	Target		2010	Target <sup>13</sup>
<b>Senior policy-level and decision-making posts (UG)</b>	30.9%	50%	<b>Senior policy-level and decision-making posts (AD14-AD16)</b>	22.0%	23,0%
<b>Middle-management posts (D1-D2-P5)</b>	29.2%	50%	<b>Middle-management posts (AD14-AD9)</b>	25.0%	25,0%
<b>Professional posts (P1-P4)</b>	50.3%	50%	<b>Professional posts (AD8-AD5)</b>	41.6%	40,9%

Source: UN data from *Gender Balance Statistics*, OSAGI. EC data from the *Strategy on equal opportunities for women and men within the European Commission (2010 – 2014)* and the *Human Resources Report 2011*

<sup>12</sup> The year 2010 was chosen because of data availability.

<sup>13</sup> The *Strategy 2010-2014* takes 2010 as a starting point. The latest data available classified in the categories *Senior managers*, *Middle managers*, *AD non-managers* however refers to that year, as it can be seen in European Commission, *Human Resources Report 2011*, Brussels.

Internal policies and binding targets have also helped the United Nations and the European Commission to “lead by example” on the *Beijing Platform for Action* (BPFA). Indeed, while these two organizations adopted specific targets for gender parity, the majority of organizations under review according to the *Beijing Platform for Action* (the private sector, central and national banks, national administrations) did not.

Table 6 shows that target setting helps. The Table includes data referring to women in European senior policy-making and decision level posts in Central Banks, publicly quoted firms, scientific academia, trade union organizations, employers’ organizations and national bureaucracy between 2003 and 2009. None of the organizations taken into consideration but the trade unions (they increased by 11.1 percentage points their female share in senior positions) and the national bureaucracy (6.9) made advancements comparable to those made by the United Nations (13.5) and the European Commission (5.6). Some organizations (Central Banks and employers’ organizations) decreased their share of women in senior positions. Only the community of scientific researchers (30% of women in senior positions), the trade unions (27.8%) and national bureaucracy (31.7%) have a share of women in senior positions comparable to that of the United Nations (30.9%) and of the Commission (22%). This result of the international organizations is all the more remarkable given that this type of career poses women difficult challenges.

*Table 6. Share of women in senior positions in the EU-27, 2003 and 2009*

	2003	2009	Change 2009-03
<b>Governors of the Central Banks</b>	6.7%	0.0%	-6.7
<b>Members of decision making bodies of Central Banks</b>	15.6%	17.7%	2.1
<b>President/chairperson of the highest decision-making body of the largest publicly quoted firms on national stock exchange</b>	2.2%	3.0%	0.8
<b>Members of the highest decision-making body of the largest publicly quoted firms on national stock exchange</b>	7.8%	10.9%	3.1
<b>Scientific researchers</b>	29.0%	30.0%	1.0
<b>Presidents of trade union organizations</b>	16.7% <sup>14</sup>	27.8%	11.1
<b>Presidents of employers’ organizations</b>	5.7% <sup>15</sup>	3.4%	-1.7
<b>Highest ranking women in civil servants (level 1 and 2 combined)</b>	24.8%	31.7%	6.9

Source: European Commission. *More women in senior positions. Key to economic stability and growth*. 2010

Despite having achieved good results in terms of gender parity compared to most of the organizations under review according to the BPFA, the European Union institutions could do better. As it is shown in Table 7, at the political level, there is a strong case for the EU to be a leader in gender parity: the EU fares better in terms of gender representation in elected (34.9%) and executive bodies (29.6%) compared to the average of national Parliaments (24.2%) and Governments (25.9%) in all the members of the European Union. In terms of employing women, however, European institutions perform worst than national courts (18.5% versus 31.2%) and public administration in terms of employing women (23.4% versus 31.7%). The fact that women are highly represented in the political bodies of the European Union should help putting forward more ambitious targets for gender parity in employment at the level of the EU institutions.

<sup>14</sup> The data refer to 2004.

<sup>15</sup> The data refer to 2004.

Table 7. Share of women in senior positions in national institutions and in European institutions in 2009

	EU-27 average	European institutions
<b>Women in national/ European Parliament</b>	24.2%	34.9%
<b>Women in governments/ Commission</b>	25.9%	29.6%
<b>National courts/ European courts</b>	31.2%	18.5%
<b>National administrations/ EU institutions</b>	31.7%	23.4%

Source: European Commission. *More women in senior positions. Key to economic stability and growth*. 2010

#### 4. Conclusion

Despite the many advancements that women have experienced in the last 100 years, gender parity in employment is yet to be reached. International organizations are at the forefront of the global efforts aimed at achieving gender parity in employment. Since the '80s the United Nations and the European Commission have promoted internal policies and targets in order to increase the share of women within their ranks. These policies are aimed at reducing entry barriers and barriers impeding internal progression to women's careers. These barriers are more pronounced in international organizations, given the strains imposed on women by the types of jobs that these organizations offer.

In terms of policies, the United Nations set for an ambitious target of 50:50 gender parity to be reached "in the very near future", while the European Commission opted for more gradual, quadrennial targets that took into account internal progression, recruitment process and retirements.

In terms of results, none of the organizations has yet achieved gender parity within its staff. Many steps forward have been taken: the European Commission passed from employing 21.1% of women in 2000 to 29.5% in 2010 and achieved two targets out of three for the year 2010. The United Nations increased their share of women employed from 27.7% in 2000 to 36.8% in 2010, but, compared to the European Commission, it remains more distant to achieving its target of 50:50 gender parity. The United Nations performance however is better: it employs more women overall (36.8% compared to 29.5%) and in ten years it registered a 9.6 percentage points increase, against a 8.4 percentage points increase by the Commission. The more ambitious approach put in place by the United Nations therefore seems to have worked better.

Advancements in terms of achieving gender parity are not equally distributed across employment levels. In particular, women remain underrepresented at the management levels: in the United Nations in 2010, 29.2% of middle management and 30.9% of senior management was composed of women, while women made 25% of the middle management and 22% of the senior management of the European Commission. However, both organizations fare better in terms of gender parity at the decision making level compared to most organizations under review in the *Beijing Platform for Action*. Only scientific researchers (30% of women in senior positions), the trade unions (27.8%) and national bureaucracy (31.7%) have a share of women in senior positions comparable to that of the United Nations (30.9%) and of the Commission (22%).

Even if international organizations have done a tremendous job in "leading by example" in terms of gender parity, the fact that women are still seriously underrepresented at their senior management level is a matter of concern. It is at this level that the presence of more women can radically change cultural attitudes, internal practices and ways of working that otherwise make achieving gender parity more difficult. Relying exclusively – as the United Nations and the European Commission internal strategies suggest – on internal careers mechanisms, which require a long time, is not sufficient in order to achieve gender parity within the ranks of these organizations "in the very near future". Policies that favour intakes from other careers and organizations should be promoted, in order to support a quicker achievement of gender parity.

**Appendix – Women in senior decision making positions  
in the European Commission and the United Nations**

**European Commission Director-Generals**

Loretta Dormal-Marino	Deputy Director-General, Agricultural and Rural development
Anneli Pauli	Deputy Director-General, Research and Innovation
Margareth Megan Richards	Acting Deputy Director-General, Communications Network, Content and Technology
Lowri Evans	Director-General, Maritime Affairs and Fisheries
Nadia Maria Calvino Santamaria	Deputy Director-General, Internal Market and Services
Paola Testori Coggi	Director-General, Health and Consumers
Francoise Le Bail	Director-General, Justice
Irène Souka	Director-General, Human resources and Security
Marie Bohata	Deputy Director-General, Eurostat
Martine Reicherts	Director-General, Publications Office
Marian O’Leary	Director, Office for Infrastructure and Logistics Luxembourg
Catherine Day	Secretary General
Eleni Samuel	Hors Class adviser

**United Nations Under-secretary Generals**

Valerie Amos	Under-Secretary-General for Humanitarian Affairs Emergency Relief Coordinator
Michelle Bachelet	Under-Secretary-General, Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women, UN Women
Helen Clark	Under-Secretary-General Administrator of the United Nations Development Programme, UNDP
Radhika Coomaraswamy	Under-Secretary-General, Special Representative of the Secretary-General for Children and Armed Conflict
Rebeca Grynspan	Under-Secretary-General Associate Administrator of the United Nations Development Programme, UNDP
Ameerah Haq	Under-Secretary-General for Field Support
Angela Kane	Under-Secretary-General, High Representative for Disarmament Affairs
Carman L. Lapointe	Under-Secretary-General for Internal Oversight Services
Susana Malcorra	Under-Secretary-General, Chef de Cabinet
Patricia O’Brien	Under-Secretary-General for Legal Affairs, Legal Counsel
Anne-Brigitte Madsen Albrechtsen	Assistant Secretary-General, Deputy Executive Director (Management) of the United Nations Population Fund, UNFPA
Sima Bahous	Assistant Secretary-General, Assistant Administrator and Regional Director for Arab

	States, UNDP
Catherine Bragg	Assistant Secretary-General for Humanitarian Affairs Deputy Emergency Relief Coordinator
Johanna Brandt	Deputy Executive Director of the United Nations Children's Fund, UNICEF
Maria Eugenia Casar Perez	Assistant Secretary-General for Programme Planning, Budget and Accounts (Controller), Department of Management
Judy Cheng-Hopkins	Assistant Secretary-General for Peacebuilding Support
Mbaranga Gasarabwe	Assistant Secretary-General for Safety and Security
Geeta Rao Gupta	Deputy Executive Director of the United Nations Children's Fund, UNICEF
Sigrid Kaag	Assistant Administrator and Director of the Partnerships Bureau, UNDP
Catherine Pollard	Assistant Secretary-General for Human Resources Management
Lakshmi Puri	Assistant Secretary-General for Intergovernmental Support and Strategic Partnerships, UN Women
Marta Santos Pais	Special Representative of the Secretary-General for Violence against Children
Ayşe Cihan Sultanoglu	Assistant Administrator Regional Director for Europe and the Commonwealth of Independent States, UNDP
Henrietta Thompson	Assistant Secretary-General, Executive Coordinator United Nations Conference on Sustainable Development
Alicia Bárcena	Executive Secretary of the Economic Commission for Latin America and the Caribbean, ECLAC, Santiago
Ertharin Cousin	Executive Director of the World Food Programme, WFP, Rome
Noeleen Heyzer	Executive Secretary of the Economic and Social Commission for Asia and the Pacific, ESCAP, Bangkok
Hilde F. Johnson	Special Representative of the Secretary-General and Head of the United Nations Mission in the Republic of South Sudan, UNMISS, Juba
Rima Khalaf	Executive Secretary of the Economic and Social Commission for Western Asia, ESCWA, Beirut
Navanethem Pillay	United Nations High Commissioner for Human Rights, UNHCHR, Geneva
Jan Beagle	Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS Geneva
Lisa Buttenheim	Special Representative of the Secretary-General for Cyprus, UNFICYP, Nicosia
Angela Cropper	Deputy Executive Director of the United Nations Environment Programme, UNEP, Nairobi
Margot Ellis	Deputy Commissioner-General, UNRWA

Erika Feller	Assistant High Commissioner for Refugees, UNHCR, Geneva
Christiana Figueres	Executive Secretary of the Secretariat of the UN Framework Convention on Climate Change, Bonn
Patricia Francis	Executive Director of the International Trade Centre, UNCTAD/WTO, Geneva
Aisa Kirabo Kacyira	Deputy Executive Director of the United Nations Human Settlements Programme, UN Habitat, Nairobi
Kang Kyung-wha	United Nations Deputy High Commissioner for Human Rights, OHCHR, Geneva
Karin Landgren	Special Representative of the Secretary-General and Head of the United Nations Office in Burundi, BNUB
Janet Yuen Kheng Lim	Assistant High Commissioner for Refugees, UNHCR, Geneva
Veronica Luard	President of the XXXII Session of the Staff-Management Coordination Committee
Binta Mansaray	Registrar of the Special Court for Sierra Leone, Freetown
Amina Mohamed	Deputy Executive Director, United Nations Environment Programme, UNEP, Nairobi
Aïchatou Mindaoudou Souleymane	Deputy Special Representative of the Secretary-General for Political Affairs in the African Union – United Nations Hybrid Operation in Darfur, UNAMID
Margaret Vogt	Special Representative of the Secretary-General and Head of the United Nations Integrated Peacebuilding Office in the Central African Republic, BINUCA
Margareta Wahlström	Assistant Secretary-General for Disaster Risk Reduction, Geneva
Leila Zerrougui	Deputy Special Representative of the Secretary-General for the Democratic Republic of the Congo, United Nations Mission in the Democratic Republic of the Congo, MONUSCO, Kinshasa