TO: Mr. Erik Solheim   DATE: 8 December 2017
A: Executive Director of the United Nations Environment Programme

REFERENCE:

FROM: Ms. Martha Helena Lopez
DE: Assistant Secretary-General
    for Human Resources Management

SUBJECT: **Implementation of System-wide Gender Parity Strategy in the Secretariat**
OBJET: **United Nations Environment Programme**

1.   On 12 September 2017, the Secretary-General launched the System-wide Strategy on Gender Parity, which aims to achieve gender parity across the Organization by 2028. The Secretary-General's Senior Adviser on Policy, Ms. Ana María Menéndez, oversees the implementation of the Strategy's recommendations, with the support of the Office of Human Resources Management (OHRM). UN Women provides general substantive guidance on gender parity and related issues.

2.   The Strategy calls for OHRM to "develop the targets and baseline for Secretariat entities," using the Strategy's recommended methodology. I am pleased to share the targets (Annex 1) for the United Nations Environment Programme. To better understand the calculations, my office has prepared a detailed Explanatory Note on the methodology (Annex 2) and some Frequently Asked Questions (Annex 3).

3.   Starting in 2018, reporting on the implementation of the Strategy will take place bi-annually through the Senior Management Group and the United Nations Chief Executives Board for Coordination. This will be complemented by quarterly reviews in the Management Committee.

4.   The Strategy asks each entity to align or develop a gender parity strategy or implementation plan. I am kindly requesting you to send your draft to my office by 31 December 2017. It should reflect an analysis of your specific parity challenges and propose ways to address them. OHRM will review all documentation and convoke a meeting in late January 2018 to take stock, share best practices and lessons learned, and improve the drafts where needed.

5.   I want to emphasize that the Strategy should be read holistically. While the use of targets is an important way to measure progress towards gender parity, the goal is not just about hitting the numbers. It is about creating a more diverse and inclusive work force, and shifting our institutional culture as well as our own attitudes.

6.   I thank you for your continued support and look forward to collaborating with you.

cc: Ms. Jan Beagle
       Ms. Ana María Menéndez
       Dr. Phumzile Mlambo-Ngcuka
       Ms. Maria Luiza Ribeiro Viotti

Below are the annual targets to reach gender parity at respective levels as per the methodology described in the System-Wide Strategy on Gender Parity.
Please, refer to the Note on United Nations Secretariat Gender Parity Targets for further details.▨

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| Level | 31 December 2016 | | | | Annual Targets: % Women staff as at 31 December (*) | | | | | | | | | | |
	Women	Men	Total Staff	% Women	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
USG	0	1	1	0%	8%	12%	16%	20%	24%	28%	32%	36%	40%	44%	48%
ASG	0	3	3	0%	8%	12%	16%	20%	24%	28%	32%	36%	40%	44%	48%
D-2	6	3	9	67%	59%	55%	51%	50%	50%	50%	50%	50%	50%	50%	50%
D-1	14	37	51	27%	35%	39%	43%	47%	50%	50%	50%	50%	50%	50%	50%
P-5	48	77	125	38%	46%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
P-4	88	113	201	44%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
P-3	104	81	185	56%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
P-2	53	28	81	65%	57%	53%	50%	50%	50%	50%	50%	50%	50%	50%	50%
P-1	1	0	1	100%	92%	88%	84%	80%	76%	72%	68%	64%	60%	56%	52%

(*) % Women staff as at 31 December - targets are calculated as the total number of women staff divided by the total number of staff at the corresponding level as at 31 December of each year.
     Only international staff on fixed-term, continuing or permanent appointments are counted.

Source of 31 December 2016 Staff Data: Composition of the Secretariat: staff demographics A/72/123

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UN SYSTEM GENDER PARITY STRATEGY
UN SECRETARIAT TARGETS
EXPLANATORY NOTE

I. OBJECTIVE(S)

Where we are[1]….

Where we will be in 2028.

To realize the Secretary-General's vision of achieving gender parity across the board by 2028, the System-Wide Strategy on Gender Parity ("the Strategy") asks the Office of Human Resources Management (OHRM) "to develop the targets and baseline for Secretariat entities" at each entity/level[2] combination, using the Gender Parity Task Force's (Task Force) guidance. This Note aims to explain the methodology used to calculate the annual targets.

From the outset, it should be stressed that target-setting is one of the many approaches towards gender parity described in the Strategy. This Note, therefore, should be read in conjunction with the Strategy's other recommendations.

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[1]   Breakdown of women and men in the international professional staff category (levels P-1 to USG) and field services (levels FS-3 to FS-7) on fixed-term, continuing or permanent appointments by entity with 50 or more staff, sorted in descending order by size, as of 31 December 2016.

[2]   For the purposes of the Strategy's methodology, "Secretariat entities" include departments and offices, tribunals, regional commissions, and field operations, while the term "levels" refer to grades.

II. METHODOLOGY

Gender Parity is defined as the equal representation of women and men in a given area, or essentially 50/50 representation. While the goal of the Strategy is to achieve 50/50 parity, the Task Force recognized that it would difficult to sustain parity at an exact number, so it defined parity using a **range from 47%-53% women**.

In Phase 1, targets apply to **international staff in the professional category (levels P-1 to USG) and field services (levels FS-3 to FS-7) on fixed-term, continuing or permanent appointments**. Targets are set at each **entity/level combination** to achieve gender parity, in line with the Strategy. This means, for example, that the targets for staff at the D-2 level in the Office for the Coordination of Humanitarian Affairs (OCHA) will be different from the targets for staff at the P-3 level in OCHA. Targets are calculated as the **annual percentage of women**, meaning the total number of women divided by the total number of staff at the corresponding level at the end of each year.
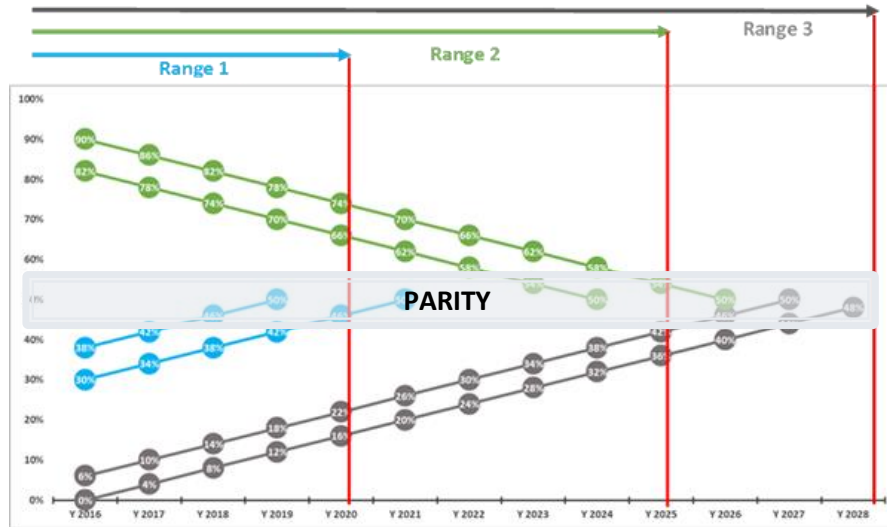
The baseline, or starting point, to calculate the targets at each entity/level combination is **31 December 2016**, using the data in the *Composition of the Secretariat: staff demographic* (A/72/123). As outlined in the Strategy, targets at each entity/level combination are set linearly following a same **four percentage points slope.** Because the starting point is 31 December 2016 and the first reporting year is 2018, a double jump is needed to account for 2017. Accordingly**, in 2018, an eight-percentage points increase or decrease** will be needed; however, thereafter a four-percentage points increase or decrease will apply.

The Strategy states that each entity/level combination should achieve gender parity by the end of **2021, 2026 or 2028**, depending on its gap to parity, meaning how far its percentage of women is from 50%, at the starting point of 31 December 2016. The determination of which of three dates applies is as follows:

- **Range 1 - Gender parity by 31 December 2021**. All entity/level combinations whose percentage of women is between 30% and 70% (i.e. a 20% gap to parity) on 31 December 2016.

- **Range 2 - Gender parity by 31 December 2026.** All entity/level combinations whose percentage of women is 10% or more and less than 30% or 90% or less and more than 70% on 31 December 2016.

- **Range 3 - Gender parity by 31 December 2028.** All entity/level combinations whose percentage of women is below 10% or above 90% on 31 December 2016.

The following graph shows examples of when an entity/level combination would reach parity for each one of the ranges:

- **Range 1 - Gender parity by 31 December 2021**: An entity/level combination with:

38% women on 31 December 2016 would reach parity in 2019, i.e., by the 2021 date, using the same four percentage points slope, with the following annual targets:	**30%** women on 31 December 2016 would reach parity by 2021 with the following annual targets:
2018: 46% 2019: 50%	2018: 38% 2019: 42% 2020: 46% 2021: 50%

- **Range 2 - Gender parity by 31 December 2026**: An entity/level combination with:

82% women on 31 December 2016 would reach parity in 2024, i.e., by 2026, using the same four percentage points slope, with the following annual targets:	**90%** women on 31 December 2016 would reach parity by 2026 with the following annual targets:
2018: 74% 2019: 70% 2020: 66% 2021: 62% 2022: 58% 2023: 54% 2024: 50%	2018: 82% 2019: 78% 2020: 74% 2021: 70% 2022: 66% 2023: 62% 2024: 58% 2025: 54% 2026: 50%

- **Range 3 - Gender parity by 31 December 2028**: An entity/level combination with:

6% women on 31 December 2016 would reach parity in 2027, i.e., by 2028, using the same four percentage points slope, with the following annual targets:	**0%** women on 31 December 2016 would reach parity by 2028 with the following annual targets:
2018: 14% 2019: 18% 2020: 22% 2021: 26% 2022: 30% 2023: 34% 2024: 38% 2025: 42% 2026: 46% 2027: 50%	2018: 8% 2019: 12% 2020: 16% 2021: 20% 2022: 24% 2023: 28% 2024: 32% 2025: 36% 2026: 40% 2027: 44% 2028: 48% (parity is achieved at the 47%-53% range)

As the above examples show, an entity can have different deadlines to achieve gender parity for each level depending on its percentage of women on 31 December 2016 at the corresponding level, or whether it belongs to range 1, range 2 or range 3.

The Strategy provides certain **exceptions** to the general methodology. For example, "in the case of small departments or entities — comprising **less than 10 persons** in total — where any shift in numbers will move the balance significantly, it is recommended that **aggregate targets** for parity be used while still respecting the principle of pursuing balance at all levels". For these entities, targets are not calculated at the entity/level combination; rather, one target will apply to the entity as a whole using the total number of international staff. As of 31 December 2016, nine Secretariat entities fall into this category. Should any of the other Secretariat entities reduce to less than 10 staff, or should a new Secretariat entity with less than 10 staff be established, the same principle would apply.

In addition, certain entity/level combinations are mathematically incapable of achieving the 47%-53% range. If an entity/level combination has **only one position**, for instance, it is impossible to reach parity as one person cannot be divided in two. Where the one-person position is at the level of Assistant Secretary-General or Under-Secretary-General, however, the Strategy provides recommendations on senior appointments, highlighting that the Executive Office of the Secretary-General will monitor data on senior staff selection at each level of the recruitment process. It also notes that the Secretary-General enjoys discretionary power to appoint certain United Nations officials and that he has pledged to reach parity at the senior leadership level by 2021.

Similarly, if entity/level combinations range from **three to 13 staff members, for odd number combinations (3, 5, 7, 9, 11, and 13 staff members)**, it is mathematically impossible to reach the 47% to 53% range because one person cannot be divided in two. For these six categories, parity would be achieved when the entity/level combination **reaches the percentage closest to 50%,** as indicated in the table below.

Entity/Level Combinations with 3, 5, 7, 9, 11 or 13 Staff Members

Total number of staff at entity/level combination	Total number of women at parity	Total number of men at parity	% Women staff at parity
3	2	1	67%
	1	2	33%
5	3	2	60%
	2	3	40%
7	4	3	57%
	3	4	43%
9	5	4	56%
	4	5	44%
11	6	5	55%
	5	6	45%
13	7	6	54%
	6	7	46%
15	7	8	47%
	8	7	53%

47% - 53% range

If an entity/level combination contains **less than 22 staff members**, a change in one person will always result in more than the four-percentage point increase or decrease. It should be noted that the Strategy states "entities are encouraged to be ambitious and aim to achieve parity by the 2021 deadline or as soon thereafter as possible". Accordingly, a change in one person that is favourable to parity will result in that combination moving faster towards parity than required by its annual target, which the Strategy encourages. For example, if an entity has two men at the D-2 level on 31 December 2016, it would start with 0% women and its annual targets would be as follows:

	31st December 2016				% Women staff by the end of the year											
Level	Women	Men	Total Staff	%	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
D-2	0	2	2	0%	8%	12%	16%	20%	24%	28%	32%	36%	40%	44%	48%

Therefore, if one man is replaced by one woman on 21 September 2019, parity will be achieved before the 2028 deadline, moving faster towards parity than required by the 2019 target of 12% women.

Likewise, if a P-4 entity/level combination contains four staff members, comprised of one woman and three men, on 31 December 2016, it would start with 25% women and its targets would be as follows:

	31st December 2016				% Women staff by the end of the year										
Level	Women	Men	Total Staff	%	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
P-4	1	3	4	25%	33%	37%	41%	45%	49%	50%	50%	50%	50%	50%	50%

If one man is replaced by one woman on 15 February 2021, parity will be achieved before the 2022 deadline, moving faster towards parity than required by the 2021 target of 45% women.

Office of Human Resources Management

UN SYSTEM GENDER PARITY STRATEGY
UN SECRETARIAT TARGETS
FREQUENTLY ASKED QUESTIONS

Q) What if an entity/level combination is already within the range of 47%-53% women on 31 December 2016?

A) All entity/level combinations that are within the range of 47%-53% women as of 31 December 2016 will have achieved parity and will be expected to maintain it.

Q) If an entity was created after the baseline of 31 December 2016, how will its targets be calculated?

A) Targets will be set at 50% for each level of international staff in the professional category (levels P-1 to USG) and field services (levels FS-3 to FS-7) on fixed-term, continuing or permanent appointments. All exclusions defined above will apply.

Q) *How can parity be achieved in an entity/level combination with only one international staff member?*

A) If an entity/level combination has only one position, it is impossible to reach parity. Where the one-person position is at the level of Assistant Secretary-General or Under-Secretary-General, however, the Strategy provides recommendations on senior appointments, highlighting that the Executive Office of the Secretary-General will monitor data on senior staff selection at each level of the recruitment process. It also notes that the Secretary-General enjoys discretionary power to appoint certain United Nations officials and that he has pledged to reach parity at the senior leadership level by 2021.

Q) *How can parity be achieved in an entity/level combination with odd number positions between three and 13 staff members?*

A) Parity will be achieved when the entity-level combination reaches the percentage closest to 50%. See table "Entity/Level Combinations with 3, 5, 7, 9, 11 or 13 Staff Members".

Q) How are targets calculated for an entity with less than 10 staff members?

A) The Strategy states that "in the case of small departments or entities — comprising less than 10 persons in total — where any shift in numbers will move the balance significantly, it is recommended that aggregate targets for parity be used while still respecting the principle of pursuing balance at all levels". Accordingly, for these entities, targets are not calculated at the entity/level combination, but as an aggregate. Nine Secretariat entities fall into this category as of 31 December 2016. However, should any other Secretariat

entity reduce in size to less than 10 staff, or should a new entity with less than 10 staff be established, the same principle would apply.

Q) If a staff member on a fixed-term, continuing or permanent appointment obtains a temporary assignment with a different entity, how will the staff member count towards parity targets?

A) The staff member would be counted at the new entity, or where the temporary assignment is located, and at the level of the staff member's fixed-term, continuing or permanent appointment at the time of reporting. As an example, if a P-3 staff member in the Department of Economic and Social Affairs obtains a temporary assignment at the P-4 level in the United Nations Assistance Mission for Iraq (UNAMI), that person would be counted towards UNAMI's P-3 staff targets.

Q) Does 2021 represent the date by which parity will be achieved at the senior leadership level?

A) The Secretary-General's has pledged to reach parity at the senior leadership level by 2021. This is his personal promise, as distinct from the targets established for each entity-level combination under the Strategy.