

## **Program and Budget Committee**

**Thirty-Sixth Session**  
**Geneva, June 19 to 23, 2023**

### **ANNUAL REPORT ON HUMAN RESOURCES**

*prepared by the Secretariat*

1. At its September 2012 session, the Program and Budget Committee (PBC) “requested that the Human Resources annual report to the WIPO Coordination Committee be also presented in the future to the autumn session of the PBC for its consideration.” Pursuant to this decision, the present document contains the Annual Report on Human Resources (document WO/CC/82/INF/1), which is being submitted to the WIPO Coordination Committee at its July 2023 session.

[Document WO/CC/82/INF/1 follows]

## **WIPO Coordination Committee**

**Eighty-Second (54<sup>th</sup> Ordinary) Session**  
**Geneva, July 6 to 14, 2023**

### **ANNUAL REPORT ON HUMAN RESOURCES**

*prepared by the Secretariat*

#### **I. INTRODUCTION**

1. This Annual Report on Human Resources (HR) covers the period from January 1 to December 31, 2022, and comprises all HR matters for which reporting to the WIPO Coordination Committee is required, as well as an overview of HR-related policies, initiatives and activities of interest to Member States.

2. Mandatory reporting, based on decisions taken by Member States at previous sessions of the WIPO Coordination Committee, is covered under Chapter IX of this Annual Report. As a follow-up to the decision taken by the WIPO Coordination Committee at its 2022 session, a first action plan with respect to geographical balance of posts subject to geographical distribution has been developed and is reflected as an Annex to this report.

#### *Workforce at a Glance*

3. As at December 31, 2022, WIPO's total workforce stood at 1,635. The core<sup>1</sup> workforce represented 65.4 per cent (1,069) of the total workforce, whereas the flexible<sup>2</sup> workforce constituted 34.6 per cent (566) of the total workforce.

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<sup>1</sup> Staff holding a fixed-term, continuing or permanent appointment on regular budget funding.

<sup>2</sup> Staff holding a temporary appointment on regular budget funding; Staff on non-regular budget funding (Reserves and Funds-in-Trust); UN staff on loan; Junior Professional Officers including United Nations Development Programme (UNDP) JPOs; Interns; Fellows; Monthly/daily translators/revisers; Individual Contractors; Agency Workers; External Providers; and individuals from the SYN1 program of the Swiss Bureau of Subsidized Temporary Employment.

4. From a gender perspective, women represented 54.3 per cent of the workforce (887), whilst men represented 45.7 per cent (748), noting that this representation varies across categories. With respect to the core workforce of 1,069 staff members, women represented 54.2 per cent (579) of this category with men representing 45.8 per cent (490). The combined average age of the core workforce was 50.6 years.

5. From an overall geographical representation perspective and as a result of a suite of outreach efforts, 121 Member States were represented at all levels and categories of staff, whereas 111 Member States were represented on posts subject to geographical distribution<sup>3</sup>.

6. Complementing this report is a separate [HR Workforce](#) brochure containing key data and metrics on WIPO's workforce, geographical and gender diversity, talent sourcing, development and training, as well as conflict management.

### *HR Initiatives*

7. The Human Resources Management Department (HRMD) is preparing an ambitious agenda of initiatives, based on and aligned with WIPO's Medium-term Strategic Plan (MTSP) 2022-2026 and HR Strategy 2022-2026.

8. This transformation requires the Organization, with HRMD at the core, to develop a strong foundation that includes among other things:

- A vibrant organizational culture supportive of open dialogue, trust-building, new ways of working, collaboration, knowledge sharing;
- Organizational agility and mobility;
- A performance-driven Organization;
- A holistic perspective of learning and development;
- A 'One Stop Shop' service model for HRMD;
- Enhanced employee engagement; and
- A diverse (both from gender and geographical distribution perspectives) and inclusive workforce.

9. HRMD is committed to moving forward on this ambitious set of initiatives, whilst recognizing the importance of prioritizing given existing human and financial resources. A guiding principle for the Organization's HR-related work is that responsibility for people management is the joint responsibility of everyone, supported by HRMD.

## **II. TOWARDS A NEW ORGANIZATIONAL CULTURE**

10. The MTSP marks a move towards an increasingly people-centric Organization, where a team-based culture and approach to work are actively encouraged. A common theme evident across all four pillars of the MTSP is the importance of creating a supportive internal culture.

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<sup>3</sup> The posts subject to geographical distribution are all staff positions in the Professional and higher categories, which are funded under the regular budget except language positions and the post of Director General.

11. Culture change does not take place overnight, but evolves gradually. Influencing the culture we aspire to achieve – one that encourages dialogue, collaboration, knowledge sharing and teamwork – requires changes on multiple levels, and in particular, among all those who contribute to WIPO – Member States, management, employees, contractors, and operational partners, alike.

#### *Listening and Communicating*

12. In 2022, measures were put in place to strengthen internal communications across the Organization. HRMD is working closely with the News and Media Division to improve communications on all matters of interest to colleagues. HRMD increased internal communications on its activities through a dedicated newsletter that adopted an informal tone of voice that spoke to issues with clarity, simplicity and transparency. Feedback from colleagues was encouraged. The News and Media Division worked to streamline the approach of other substantive areas who also sought to increase their internal communications through dedicated messaging tools, including newsletters and emails. In addition, Town Hall meetings were held more regularly in 2022 (11). At the same time, some meetings formerly only open to management, have been opened to all employees. In a further bid to strengthen internal communications, the Director General accompanied by the Director, HRMD, met with all Sectors in early 2023 to provide an opportunity for discussion on HR-related matters. Sector Leads/Directors are also encouraged to include their Talent Business Partner in regular meetings, thereby opening another communication channel on HR-related matters.

13. An Employee Engagement Survey (see point VII) was also launched in May 2022 and for the first time, WIPO employees were given the opportunity to formally share their opinions on what they perceive as working well and areas to be addressed. A key objective was to ensure that we all collectively act on the insights revealed by the Survey to inspire people to do things differently.

#### *Collaboration across Sectors*

14. First steps along the path to ‘working as one’ across and within Sectors and breaking the ‘silo’ mentality have been taken. In the Regional and National Development Sector (RNDS), a project approach to working across the Regional Bureaus was launched with the establishment of a pilot RNDS projects team. This initiative was taken to incubate new ways of implementing, in an efficient and timely manner, urgent strategic cooperation initiatives (or projects) in WIPO Member States in numerous areas relating to IP.

15. Another initiative that will also help to reduce silos is the Young Experts Program (YEP), designed to develop the next generation of intellectual property (IP) leaders in WIPO Member States, especially those from developing and least developed countries (LDCs) as well as countries in transition. Under this program, launched in February 2022, young professionals are engaged by the Organization for two years, spending the first year in one Sector before moving to another for the second year. The YEP program therefore also encourages cross-germination at the young professional level.

### **III. ORGANIZATIONAL AGILITY AND MOBILITY**

16. The COVID-19 pandemic expedited WIPO’s efforts to recognize and embrace an agile work culture, re-imagining how to get the work done in a challenging context. The world continues to be in flux and the world of work is no different.

17. Agility also means that the Organization needs to be both stable and dynamic at the same time. Stability undergirds WIPO's mandate and expresses its unique identity. The dynamic capabilities enable it to react quickly when faced with new challenges and/or opportunities. These include lowering internal organizational barriers, the ability to shift resources where most needed, including assembling teams from across the Organization, and a culture that attracts and nurtures talent, empowers teams to act, and accepts accountability. Less emphasis is now also placed on communication through hierarchical structures in a bid to encourage and improve horizontal communications across Sectors.

18. As mentioned previously, WIPO sees talent mobility as an effective initiative to engage employees, while also enabling managers to take stock of internal skills, notably to identify shortages thereof. Significant progress has been made in identifying a Talent Market Platform, a software tool to find a potential match between opportunities in the Organization and the skills available internally. HRMD is aiming to launch the platform towards the end of 2023. In parallel, work has also started on drafting a policy framework to facilitate this initiative and allow on-the-job training through exposure to other areas. Additionally, the pilot project on the temporary assignments of staff that was launched in 2020 was extended in 2022, given the success of the initiative, and converted into a fixed policy in 2023. It allows staff on fixed-term, continuing and permanent appointments to be temporarily assigned to temporary and project positions, while retaining their contractual status and related benefits and entitlements.

19. Anticipating the rapidly changing need for new skills, HRMD is revisiting all HR policies to make sure the whole HR framework is encouraging mobility. To this end, several measures were put in place and/or are envisaged to ensure we are able to navigate a changing environment and manage the transition:

(i) New Fixed-Term appointments of limited duration, with no possibility of renewal beyond that term and no possibility of conversion to a continuing appointment ("FT-LT"), were introduced in November 2021. In 2022, 29 FT-LT positions were advertised, of which eight were filled with staff on fixed-term, continuing or permanent appointments (who are not subject to the restrictions applicable to FT-LT positions). The maximum cumulative duration of an FT-LT appointment is five years. This type of appointment is used for openings where the skills are evolving rapidly, where WIPO anticipates a business/workforce transformation and or where the Organization cannot offer longer-term career opportunities. An ancillary objective of the FT-LT appointment is to be clear about position expectations and encourage mobility. Contrary to other agencies such as the International Atomic Energy Agency (IAEA) and the European Organization for Nuclear Research (CERN), upon completion of the five years, staff holding FT-LT appointments may compete for other positions at WIPO, however they may not remain in the same position beyond five years.

(ii) The process for awarding continuing appointments (that is, appointments of unlimited duration) considers organizational business needs in addition to length in service and performance. Where there is uncertainty due to transformation or other business-related reasons, the granting of the continuing appointment is deferred pending a future review. Nearly 67 per cent of staff on positions funded by the regular budget hold continuing or permanent appointments, while fixed-term appointments account for approximately 28 per cent and some 5 per cent are temporary appointments. It is to be noted that the process might be reviewed as progress advances on the framework to facilitate internal mobility, notably to take into account the individual commitment to continuous learning and demonstrated versatility.

(iii) Additionally, the policy on classification of occupied positions will need to be reviewed. Reclassification of occupied positions runs counter to mobility (and requests tend to favor male colleagues)..

#### **IV. A PERFORMANCE-DRIVEN ORGANIZATION**

20. It is recalled that Price Waterhouse Coopers (PWC) conducted a review of WIPO's Performance Management and Staff Development System in 2021. Recognizing the importance of culture in performance management, a Cultural Thumbprint was established for WIPO, which is a snapshot of the Organization's culture. The review also identified the need for a number of key changes in WIPO's performance management. This included the need for more objectivity, recognition and development supported by a more user-centric process. It also included the need for a deep cultural evolution of mindsets and behaviors around performance, whilst developing a "growth mindset" across the Organization. This will not only prove valuable for the new system design, but also in the cultural change around performance management, namely, moving towards more continuous performance feedback and future-focused conversations, feedback from multiple-reviewers and a greater focus on the management of performance itself rather than compliance.

21. Consequently, in 2022, an organizational Performance Management Philosophy<sup>4</sup> was established by senior management in collaboration with WIPO personnel with a view to setting the vision for our new performance management system. Following this, extensive consultations were conducted with managers and staff to understand their views and come up with the underlying objective of our new performance management system as essential in the operationalization of the philosophy.

22. In 2023, the new design of a system will take shape so that a redesigned performance management system may be introduced in 2024. Since early 2023, "road-tests" (pilots) have been initiated to test some of the possible features and desired behaviors for a new performance management system.

#### **V. HOLISTIC PERSPECTIVE ON LEARNING AND DEVELOPMENT**

23. The Organization is acutely aware that personal and professional development are key to managing and motivating performance. It is also clear that the Organization must invest in its employees to ensure that it has the skills to meet current and future demands and remain competitive in an ever-tightening market for talent.

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<sup>4</sup> Which reads as follows: "We value and trust each other and commit to fostering a performance driven culture, underpinned by collaboration and open communication. As individuals, we cultivate expertise and skills that allow us to work effectively. As teams, we leverage each other's diverse strengths in pursuit of excellence. And as the UN agency that supports innovators and creators, we push boundaries and innovate our work culture, so that we become an even more effective, dynamic and inclusive Organization shaping a global IP ecosystem that benefits all."

24. With the restructuring of HRMD in early 2022, the responsibility for the implementation and delivery of learning programs was transferred to the WIPO Academy. In this manner, the expertise that sits within the WIPO Academy can also benefit WIPO staff. A Learning and Development Task Force was established to ensure that internal training at WIPO is more strategically focused. A WIPO Learning and Development Framework was developed to ensure that training programs meet both the development and business needs of employees and the Organization alike. The framework is divided into three parts – mandatory, substantive and optional training, and considers the lifecycle of the employee journey to ensure we provide the right training at the right stage. One significant achievement in this regard was the extensive work undertaken by the Task Force in 2022 with leading universities to identify Leadership and Management Programs suited to WIPO staff. A menu of high level programs has been identified and a first cohort of some 70 participants will benefit from Leadership and Management training in the coming months of 2023.

25. Furthermore, strategic workforce planning sessions coordinated by the Talent Business Partners in late 2022 and questionnaires completed by the Sectors fed into the development of Learning and Development frameworks for sectors/specific work areas.

## **VI. “ONE STOP SHOP” SERVICE MODEL FOR HR MANAGEMENT**

26. Based on the new HR Strategy, the first phase of the ‘One-Stop-Shop’ service model for HRMD took effect in February 2022. This is the cornerstone of a new business model that focuses on service delivery and is integrated according to thematic areas rather than functions. It aims at ensuring a better integration of people and processes to deliver a seamless experience for internal and external users of HRMD’s services. Most importantly, HRMD also began to work alongside the business as a ‘strategic partner’, assisting business areas to adapt and transform to remain fit-for-purpose.

27. The subsequent creation of the Talent Management Service under this new model brought to life the concept of designated Talent Business Partners for each Sector, which brings HR closer to the heart of the business, and enhanced the capacity of HRMD to anticipate, identify and cater to strategic organizational needs alongside key business stakeholders. Similarly, the new HR Data and Technology Unit was created to enable HRMD to embrace and unlock the power of data analytics and enhance its ability to support the attainment of organizational priorities through digitally enabled and data-driven insights, practices and decisions. Furthermore, HRMD continued to make significant progress in the implementation of a suite of new HR tools, processes and procedures to improve efficiency, effectiveness and overall employee experience.

28. A cross-functional working group comprising members from HRMD, the Department of Program Planning and Finance (DPPF), the Office of the Legal Counsel (OLC) and the Internal Oversight Division (IOD) also led a review of WIPO’s regulatory framework with the aim of streamlining policies and procedures, and enhancing accessibility of information. The review culminated with the decision to retain Office Instructions only for high-level policies and strategies, and the issuance of new guidelines explaining the hierarchy of norms and principles governing the choice of a specific instrument. In this context, HRMD carried out a comprehensive review of HR-related Office Instructions in 2022, and a new HR Manual was launched in March 2023. This exercise led to the abolition of 50 HR-related Office Instructions that were migrated to the new HR Manual, which is easily accessible and searchable, with a modern feel, simplified language and streamlined information.

29. Additionally, HRMD invests significant efforts in the continuous review and updating of the rules and policies governing the conditions of service of WIPO employees. This allows WIPO to maintain a sound regulatory framework that swiftly adapts to, and supports, the changing needs and priorities of the Organization, while ensuring alignment with best practices. One instance is the implementation of the new process for the home leave lump sum payment, in which the Organization processes the payment first instead of requiring staff members to request the applicable amount. As part of the continued enhancement of the HR policy framework, these changes were accompanied by targeted communications to ensure the policy developments were clearly explained and understood.

## **VII. ENHANCED EMPLOYEE ENGAGEMENT AND WELLBEING**

### *Employee Engagement*

30. As mentioned in this report, changing WIPO's culture, listening to the voice of employees to create a trust-based, dynamic and rewarding environment are key priorities to identify what works and what does not, to better understand employee motivations and aspirations, how to improve employee well-being and to include the voice of employees in business decisions.

31. As such, an organizational-wide Engagement Survey was conducted for the first time in May 2022, providing real-time and on-demand access to employee feedback and an understanding of key opportunities for all across the Organization. The overall eSat (employee satisfaction) score to the question "How happy are you working at WIPO" was 74, noting that the benchmark score was 75.<sup>5</sup> Furthermore, the 60 per cent response rate was much better than the previous participation rates of about 35 per cent for similar surveys. The survey sought to strengthen everyone's engagement with WIPO, and the data gathered triggered a series of actions focused on key areas for development at the team and organizational levels, as well as commitments by managers during a management retreat held in September 2022.

32. A second Engagement Survey was launched in April 2023 to take stock and to let employees express their views on how the Organization has fared since the last survey and how WIPO may improve further.

### *Wellbeing and Work-Life Balance*

33. Employees' wellbeing and mental health is of utmost importance to the Organization. It is also an evidenced-based fact that a flexible approach to working is business critical<sup>6</sup>, contributes to WIPO being an attractive employer and supports the work-life balance of staff. As such:

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<sup>5</sup> Score from employee engagement survey data for 1,000 organizations.

<sup>6</sup> Based on the results of the 2021 United Nations Health Intelligence (UNHI) Health and Wellbeing Survey.



- WIPO's revised policy on working hours and flexible working arrangements entered into force in January 2022, which introduced teleworking as a flexible working arrangement, drawing from the lessons learned during the COVID-19 pandemic. Teleworking – for positions that are not premises dependent - is by far the most popular flexible working arrangement among employees.<sup>7</sup> It supports their work-life balance and is key to making WIPO an employer of choice. While business needs take precedence, a number of changes were made to the provisions on working hours and the compressed work schedule, in order to give staff more flexibility to organize their work and manage their time according to their personal preferences and needs, thus supporting work-life balance. These changes also give supervisors more latitude to manage their teams' working arrangements according to both organizational and individual needs.
- The parental leave entitlement of fellows was increased, granting them more flexibility to use their entitlement. These changes followed the revision of WIPO's parental leave policy for staff in 2021, which is aligned with the United Nations (UN) recommendations. They aim to help fellows to better balance professional and personal demands during an important moment of their lives, as well as to promote gender equality and inclusion.
- Through a policy change, increased flexibility was granted to staff who need to take leave due to a family-related emergency. Notably, staff may now use this leave entitlement for more than three consecutive working days (up to seven days per year). In the same spirit of granting more flexibility to staff in difficult personal situations, the time limit to submit medical certificates in case of sick leave was increased from four to 10 working days following the start date of the sick leave. To allow the Medical Unit to monitor sick leave more consistently, the 20 (cumulative or consecutive) days of certified sick leave following which staff must submit medical information to the WIPO Medical Adviser are now counted within a period of 12 months (rather than per calendar year previously).

34. Likewise, the Medical Unit and the Staff Counsellor continued to provide comprehensive advice as well as a broad range of support services to staff on wellbeing and mental health, in line with World Health Organization (WHO)/International Labour Organization (ILO) policy and guidelines on mental health at work and in collaboration with the UN Mental Health Implementation Board. Based on the results of the 2021 United Nations Health Intelligence (UNHI) Health and Wellbeing Survey, and actions identified as a result of the engagement survey, several measures were implemented in 2022. These included a free wellbeing application available to all personnel, webinars on relevant topics related to wellbeing and mental health, and the marking of world mental health and suicide prevention days. The latest activity in this regard is the event called "Mental Health is Everybody's Business", which took place in March 2023 and attended by over 550 WIPO colleagues. Several additional initiatives are in the pipeline for implementation in the coming years.

#### *A Respectful and Harmonious Workplace*

35. WIPO has a zero tolerance policy towards any type of harassment and it has systematically embedded initiatives within other processes to promote a respectful and harmonious workplace. On sexual harassment more specifically, this is a multi-pronged endeavor, involving the Office of the Ombudsperson, the Ethics Office, IOD, the WIPO Academy, the Gender and Diversity Specialist, the Staff Counsellor and the Talent Business Partners in HRMD.

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<sup>7</sup> Other flexible working arrangements available at WIPO include compressed work schedules, staggered working hours, and part-time employment.

36. WIPO's commitment to this important issue is clearly validated by its high-level policy on preventing and addressing sexual exploitation and sexual abuse (which provides all members of personnel with clear standards to which they are expected to adhere) and by its Staff Regulations and Rules (SRR), which expressly prohibits sexual harassment. It is recalled that the SRR provides that allegations of sexual harassment should be reported to IOD for investigation in accordance with IOD's investigative framework. The status of sexual harassment allegations and investigations are reported quarterly to the Independent Advisory Oversight Committee (IAOC), and annually in the Report of the Director IOD.

37. The Organization has also integrated awareness-raising of the zero-tolerance policy in key processes, such as the induction program for newcomers, the performance evaluation process and in the exit questionnaire. In addition, the mandatory course on "Working Together Harmoniously" – with a specific additional component for managers - enables staff to learn how to address situations of harassment, more specifically sexual harassment. As of the end of 2022, over 85 per cent of staff had completed the first module, whilst 90 per cent of managers had completed the manager-specific module.

38. Furthermore, the procedures governing workplace-related conflicts and grievances allows not only staff, but also non-staff personnel to file formal complaints of sexual harassment, and the mandate of the Office of the Ombudsperson was also expanded consequently to include access to non-staff. In the same vein, the "Guide to a Respectful and Harmonious Workplace"<sup>8</sup> provides guidance and reinforces the principle that everyone has a right to work in a safe and respectful work environment.

## VIII. A DIVERSE AND INCLUSIVE WORKFORCE

39. At its last meeting in July 2022, the WIPO Coordination Committee requested the Secretariat to include systematically in its Annual Report on Human Resources detailed information on the concrete measures taken to improve geographical balance on positions subject to geographical distribution, as well as gender balance, in all Sectors of WIPO and at all levels. To this end, this Annual Report encloses an Annex presenting the first version of an action plan to further enhance geographical diversity in WIPO. The work with Member States is expected to continue in 2023 to monitor the impact of these measures and to identify jointly further activities.

40. As a first step, HRMD initiated several meetings with Group Coordinators to better ascertain their needs with respect to the decision taken by the WIPO Coordination Committee and to explain what information was already available to Member States on these two topics. In addition to the Annual Report on Human Resources, which already extensively reports on gender balance issues on the basis of a previous decision taken by Member States, both the HR Workforce brochure as well as the Member States Report on key data on geographical distribution were updated and made available to Member States twice a year as at end-June and end-December.

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<sup>8</sup> The guide is aligned with the [UN System Model Policy on Sexual Harassment](#) and includes guidance on the available informal and formal processes, training opportunities, dealing with sexual harassment and where to obtain advice and assistance.

41. Concurrently, clarifications were provided to the Group Coordinators on various issues, including on WIPO's recruitment processes, geographical representation on posts subject to geographical distribution versus geographical diversity, on recruitment and application data by geographical region as well as on what additional information could be of use to Member States. It was also agreed with the Group Coordinators that in order to be consistent with the Principles of Geographical Distribution approved by the WIPO Coordination Committee in 1975<sup>9</sup>, the seven geographical regions will continue to be used for reporting purposes (noting that two tables based on WIPO regional groupings are included in the Report on key data on geographical distribution as requested by Member States).

42. Moreover, a number of meetings between HRMD and Member States were held throughout 2022 and in early 2023 to maximize the use of the Focal Point Initiative, which was created further to a decision taken by the WIPO Coordination Committee in 2016,<sup>10</sup> the objective of which is to attract a diverse applicant pool for vacancies, especially candidates from unrepresented Member States and underrepresented regions. Three countries (Serbia, India, and Indonesia) were newly added to the contact list in 2022, and they will work closely with HRMD to promote job opportunities in WIPO and provide initial assistance in the selection process. Furthermore, a survey was conducted in July 2022 with all focal points and revealed that contrary to what this initiative hoped to achieve, there is little engagement from the focal points to actively promote WIPO career opportunities – only 22 out of the 40 survey respondents indicated they are disseminating WIPO employment opportunities to the network, and only one respondent mentioned they have hosted a dedicated career event related to WIPO opportunities in the past year. It should also be noted that less than 20 per cent responded that they are in touch with other focal points for peer learning. Such lessons were taken into consideration to formulate the action plan presented in the Annex.

43. During these meetings, HRMD highlighted that improving geographical balance on positions subject to geographical distribution, as well as gender balance, is most likely to succeed when Member States and the Organization work together to ensure diverse pools of candidates. It should be noted that a number of initiatives are already in place. These include: the Focal Point Initiative that was initiated in 2016 at the request of the Member States, targeted recruitment campaigns on social media, use of executive search firms and participation in career fairs and talent pools. HRMD also stated that it would continue with this approach of engaging with the Group Coordinators in 2023 and underscored the importance of establishing metrics, in coordination with Member States, in order to measure the impact of the activities.

### *Geographical Diversity*

44. On posts subject to geographical distribution based on the Principles of Geographical Distribution approved by the WIPO Coordination Committee in 1975<sup>11</sup>, representation of the seven geographical regions in the WIPO workforce continued to evolve in 2022.

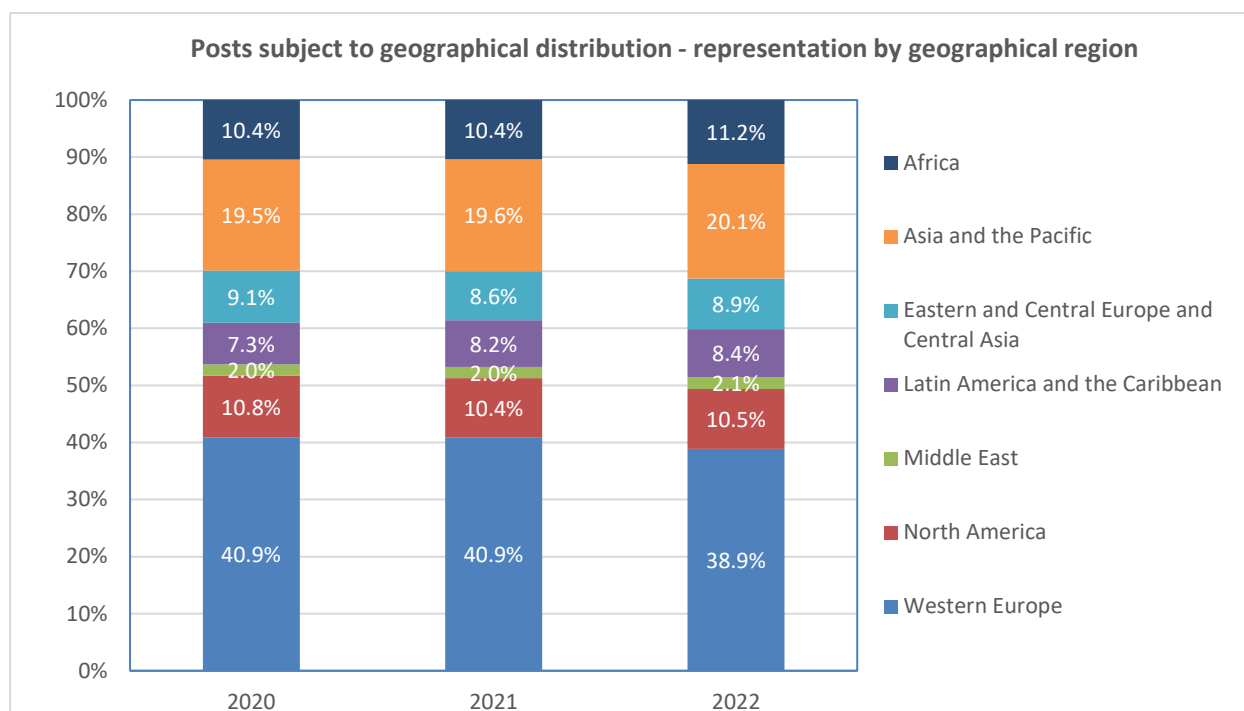
45. The table below shows that the proportion of staff members from Africa, the Asia and the Pacific, Latin America and the Caribbean, Eastern and Central Europe and Central Asia as well as the Middle East has slightly increased over the past three years, while the percentage of staff members from Western Europe continued to decrease.

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<sup>9</sup> Posts subject to geographical distribution are all staff positions in the Professional and higher categories that are funded under the regular budget except language positions and the post of Director General.

<sup>10</sup> See document [WO/CC/73/5](#).

<sup>11</sup> Posts subject to geographical distribution are all staff positions in the Professional and higher categories that are funded under the regular budget except language positions and the post of Director General.



46. WIPO also began tracking systematically the progression of candidates through the selection process by gender and geographical region in order to focus not only on the increase in candidatures, but also to identify targeted measures that could help to increase the success rate of candidates from less represented regions in the competitive recruitment process.

47. The table below provides a breakdown of applicants by geographical region, as well as their progress through the different phases of the recruitment process. This snapshot, as of mid-May 2023, covers the 109 job openings advertised in 2022 for positions at the professional grades and above.

	Applicants	Longlisted	Shortlisted	Interviewed	Recommended	Selected
<b>Africa</b>	3,299	39.04%	8.93%	50.43%	44.83%	53.85%
<b>Asia and the Pacific</b>	2,806	40.45%	13.83%	49.04%	46.75%	44.44%
<b>Eastern and Central Europe and Central Asia</b>	1,996	39.83%	13.33%	40.57%	48.84%	23.81%
<b>Latin America and the Caribbean</b>	1,117	43.60%	14.99%	45.21%	57.58%	36.84%
<b>Middle East</b>	509	39.49%	9.95%	90.00%	33.33%	33.33%
<b>North America</b>	610	47.70%	11.68%	47.06%	56.25%	66.67%
<b>Western Europe</b>	3,187	42.99%	15.47%	54.25%	54.78%	52.38%
<b>Total</b>	13,524	40.96%	12.94%	50.21%	50.00%	46.11%

48. As reflected in the table above, the recruitment process at WIPO has five main phases, namely:

- “longlisted”, i.e. candidates who are retained after having first undergone a pre-screening to ensure they meet the minimum requirements of the post;
- “shortlisted”, i.e. candidates who were first “longlisted” and who underwent another round of screening to ensure they closely match the requirements, and then retained typically for written assessments to evaluate technical skills;
- “interviewed”, i.e. candidates who were first “shortlisted” and who passed the written assessment successfully and thus retained for the interview stage;
- “recommended”, i.e. candidates who were successful at the interview and previous stages and who are recommended by the Appointment Board or Selection Panel for selection;
- “selected”, i.e. the candidate selected by the competent authority based on the recommendation of the Appointment Board or Selection Panel.

49. WIPO received 13,524 applications for the 109 job openings published in 2022 for positions at the professional grades and above. On a positive note, following increased focus on outreach in the Africa region, candidatures from Africa increased and are now higher than the number of applications from Western Europe, traditionally the highest group, followed by Asia and the Pacific, and Eastern and Central Europe and Central Asia. A smaller amount of applications was received from candidates from Latin America and the Caribbean, North America and the Middle East.

50. The table also offer insights for HRMD to design tailored approaches per region to overcome specific challenges faced in the recruitment process. Patterns show that candidates from some regions outperform others in different stages of the recruitment process, notably during the assessment stages. The Annex provides further insights on the data and considers specific measures by region to ensure applicants from less represented regions have a higher chance of success in the competitive process.

51. As of mid-May 2023, candidates had been selected for 83 of these 109 job openings, out of which 14 were internal candidates – holding permanent, continuing and fixed-term appointments (or 44 when also including employees working for WIPO on other contracts). As regards the 14 internal selections, 13 resulted in promotions, out of which 10 (or 77 per cent) were female staff members.

52. When looking at the share of women in applications received per region, it surpassed 50 per cent in Eastern and Central Europe and Central Asia (59.5 per cent), and Latin America and the Caribbean (55.7 per cent). The lowest share of applications from women were received from Africa (37.8 per cent) and North America (40.7 per cent). It is also worth noting that the share of women was largest in the short-listed phase (62.2 per cent), which implies that the female applicants to a larger extent fulfil the requirements when they apply. Of the selected candidates 51.8 per cent were women.

### *Talent Outreach*

53. WIPO continues to work towards further promoting gender and geographical diversity through various initiatives, particularly at senior levels. WIPO, either directly and/or through its partner organizations, conducts outreach campaigns through various social media channels, at times specifically tailored to female professionals or to specific regions. It also enlists the services of executive search firms for high level positions or for roles that are difficult to fill due to the labor market. In 2022, 803 female candidates submitted an expression of interest for our Senior Female Talent Pool alone, while 2,109 of the 3,649 professionals who submitted expressions of interest through all of our talent pools were women (58 per cent). In addition,

WIPO's Business Intelligence (BI) HR Dashboard has been further enhanced, making immediate real time gender and geographical data available at the touch of a button, so that staff in HRMD and managers can access gender and geographical data quickly and easily, allowing them to formulate data-driven staffing strategies to address issues related to gender and geographical representation.

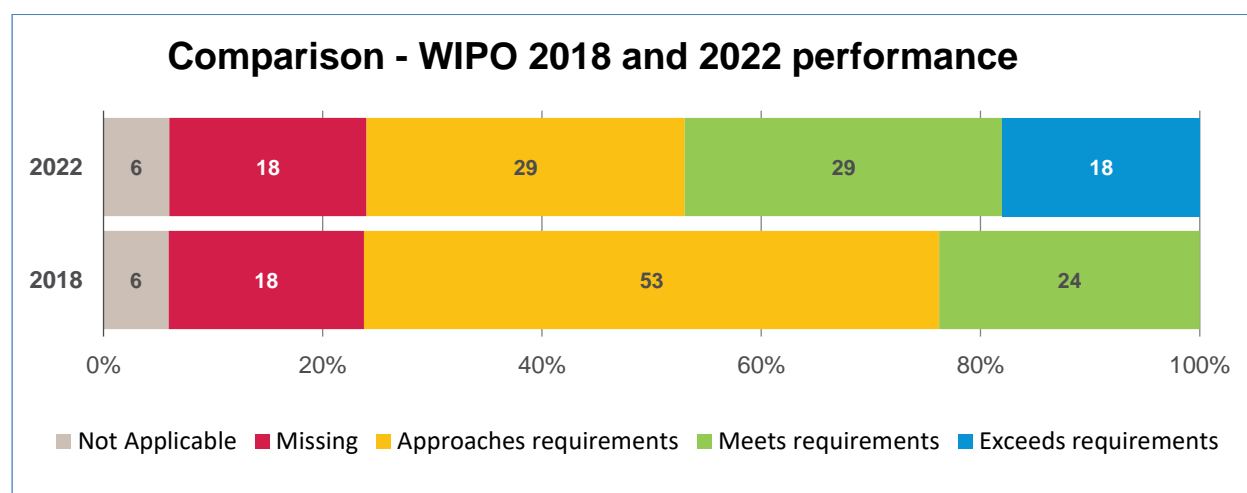
54. WIPO also participated in five career fairs in 2022, including two that were hosted in person. Two of the career fairs targeted particular profiles (women in STEM, and young professionals), and aimed at increasing the representation of the concerned population group in the Organization.

55. WIPO is also piloting talent outreach activities specific to a geographical region that require concerted efforts to address the question of under-representation/non-representation. In April 2023, the Secretariat participated in a virtual career fair targeting African nationals for the first time, and through which it reached out to close to 200 candidates in the form of a career presentation and one-on-one career guidance. A joint virtual career seminar with the African Regional Intellectual Property Organization (ARIPO) is also being envisaged, targeting candidates from the region to provide information and support on WIPO's selection process.

56. Such outreach activities are much more likely to be successful when combined with strong support and commitment from Member States, especially on outreach activities targeting specific geographical regions. Drawing on this lesson, HRMD has set out a number of proposed actions to promote geographical diversity in the Annex of this report.

### *Gender Equality and Inclusion*

57. In 2022, WIPO continued to implement the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP)<sup>12</sup> and met or exceeded requirements for 50 per cent of ratings, or eight indicators out of the 16 applicable. WIPO assessed the UN-SWAP indicators for evaluation, audit, and knowledge and communication as "exceeds requirements", and five indicators related to leadership, gender-responsive performance management, gender architecture, organizational culture, and coherence as "meets requirements".



<sup>12</sup> The UN-SWAP is an accountability mechanism approved by the UN System Chief Executives Board for Coordination (CEB) and operationalizes the UN System-wide Policy on Gender Equality and the Empowerment of Women adopted in 2006 by the CEB. WIPO's performance by indicator can be accessed [here](#).

58. As at December 31, 2022, women represented 47.7 per cent of all staff in the Professional and higher categories holding fixed-term, continuing or permanent appointments on the regular budget, with 49.9 per cent of women in the Professional category and 31.9 per cent in the Director category. Women constituted 80 per cent of National Professional Officer staff, and 62.8 per cent of General Service staff.

59. With regard to gender parity targets, the P4 target has been met since 2020, making WIPO one of the first agencies in the UN system to do so<sup>13</sup>. Significant progress has also been registered at the D2 level, and WIPO is now comparable to, if not better than most, other UN system agencies. Similarly, although the D1 and P5 levels have registered a slight decrease, WIPO still remains above most other agencies for these levels. Notwithstanding the above and in light of the decision taken by Member States, renewed efforts are underway to further improve these trends within WIPO's workforce.

Share of women at grades P4 to D2					
Grades	As at June 30, 2020	As at June 30, 2021	As at Dec. 31, 2021	As at Dec. 31, 2022	Targets for 2022-2023
D2	15.4%	10%	10%	18.2%	33%
D1	34.9%	37.1%	37.3%	34.4%	41%
P5	32.7%	29.7%	29.1%	28.8%	35%
P4	50.0%	50%	49.7%	50.5%	50%

60. Gender mainstreaming work continues to strengthen across Sectors and functional areas, reflecting Member States' interests in gender equality and in advancing women in the IP system. In the reporting period, several initiatives took place, for example:

- In 2022, WIPO integrated gender and IP considerations and guidance into several aspects of work planning for 2023 and beyond. During a mid-year work planning session for all WIPO management and project managers, IP and gender, as well as gender and diversity topics, were discussed during a dedicated session.
- The Secretariat has been collecting data regarding gender balance at the WIPO Assemblies – an important part of the IP ecosystem – for the past five years and will begin compiling data regarding gender balance at Standing Committee meetings and among the incumbents of Chair and Vice-Chair positions. Data from the Assemblies revealed a positive trend toward more gender balance among Member State delegations, with female participation growing from 36.7 per cent in 2018 to 41.7 per cent in 2022. However, at the 2022 Assemblies, a disparity at the head of delegation level still existed, with 64.9 per cent of delegations having a male head, *versus* 35.1 per cent female.
- WIPO established its new Intellectual Property and Gender program in 2022, with the appointment of a Senior Advisor and a Fellow to join the WIPO IP and Gender Champion. During 2022, the IP and Gender team developed the [IP and Gender Action Plan \(IPGAP\)](#).

<sup>13</sup> See [Chief Executives Board \(CEB\) Personnel Statistics as of 31 December 2021](#) including other UN technical entities such as IAEA, International Maritime Organization (IMO), International Telecommunication Union (ITU), United Nations Industrial Development Organization (UNIDO), World Tourism Organization (UNWTO), Universal Postal Union (UPU) and World Meteorological Organization (WMO).



61. In compliance with UN system-wide requirements as spelled out in the wider UN Disability Inclusion Strategy, WIPO launched its first Disability Inclusion Strategy in 2022. The Strategy aims to:

- support greater diversity in the workforce, ensuring accessibility, reasonable accommodation and equal opportunities for all persons with disabilities;
- facilitate a cultural shift toward a rights-based approach to disability;
- embed the rights of persons with disabilities into both the internal and external aspects of our work;
- listen to, learn from and strengthen our engagement with diverse persons with disabilities and their representative organizations; and
- mainstream disability across relevant initiatives and programs, improving access to IP services for persons with disabilities.

62. The Strategy will also strengthen initiatives already in place and well-established, notably the improved physical accessibility of WIPO's premises and the "Accessible Books Consortium" initiative (ABC).

## **IX. MATTERS FOR OBLIGATORY REPORTING TO THE WIPO COORDINATION COMMITTEE**

### TERMINATION OF APPOINTMENTS

63. WIPO Staff Regulation 9.2(g) requires the Director General to report to the WIPO Coordination Committee all cases of termination of appointments of staff. The following terminations took place between January 1 and December 31, 2022:

- Four for health reasons in accordance with Staff Regulation 9.2(a)(2);
- Nine in the interest of the good administration of the Organization and with the consent of the staff members concerned, in accordance with Staff Regulation 9.2(a)(5).

### EXTENSIONS OF TEMPORARY APPOINTMENTS

64. At its meeting in September 2018, the WIPO Coordination Committee requested the Secretariat to include systematically in its Annual Report on Human Resources detailed information on the number of temporary appointments extended by the Director General beyond two years under Staff Regulation 4.16(a)<sup>14</sup> and the rationale for the use of this exceptional measure.

65. During the reporting period, from January 1 to December 31, 2022, five staff members on temporary appointments were exceptionally extended beyond two years in order to ensure the competitive selection processes for fixed-term vacancies were duly completed and business continuity in the team was maintained.

### REWARDS AND RECOGNITION PROGRAM

66. At its meeting in September 2018, the WIPO Coordination Committee requested the Secretariat to report systematically on the implementation of its Rewards and Recognition Program (RRP) and on changes introduced since the previous Annual Report on Human Resources.

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<sup>14</sup> See document [WO/CC/75/3](#).



67. In light of the ongoing redesign of WIPO's performance management system, there were no monetary rewards conferred as part of the 2021 RRP. Certificates of appreciation for outstanding performance, as well as for voluntary service on the WIPO Appeal Board, the Joint Advisory Group or as Gender Focal Points, were awarded to the concerned staff members.

68. With the upcoming 2022 RRP, monetary rewards have been reintroduced. For the first time, the individual reward "Delivering Excellence," which also consists of a 2,000 Swiss franc award, will be linked directly to a rating of "Outstanding Performance" in the related performance cycle. The amount of 2,000 Swiss francs has been set on the assumption that approximately 15 per cent of staff members will receive a rating of "Outstanding Performance," but which may be lowered if more staff members receive such a rating. In parallel to those changes, the performance calibration process was expanded from P4 employees and above, to all categories of staff to ensure consistency and fairness across grades. Furthermore, the team reward "Working as One" will be reintroduced for up to 10 teams. The amount of the reward is now aligned to the size of the team, with 5,000 Swiss francs for teams up to 10 members, 10,000 Swiss francs for teams between 11 and 20 members, and 15,000 Swiss francs for teams with more than 20 members.

#### REPORTS OF THE INTERNATIONAL CIVIL SERVICE COMMISSION (ICSC) AND OF THE UNITED NATIONS JOINT STAFF PENSION BOARD (UNJSPB)

69. The attention of the WIPO Coordination Committee is drawn to the last annual reports of the ICSC (UN document [A/77/30](#)) and of the UNJSPB (UN document [A/77/9](#)).

#### GEOGRAPHICAL BALANCE ON POSITIONS SUBJECT TO GEOGRAPHICAL DISTRIBUTION AND GENDER BALANCE

70. Please refer to Section VIII of the Report, as well as the Annex enclosed.

[Annex follows]

## Geographical Diversity Action Plan

### INTRODUCTION

1. This Annex, prepared in response to a decision by the 2022 Coordination Committee and in recognition of the need to accelerate the enhancement of geographical diversity at WIPO, proposes a set of actions to be pursued in the short, medium and longer term. The proposed actions are set out in the 'Action Plan' in paragraph 5 below. The 'Action Plan' may be adjusted as we progress and learn from the initiatives and observe the impact on geographical representation within WIPO.
2. The objective of the 'Action Plan' is to address key issues, identified in discussion with Member State Focal Points, and increase geographical diversity at WIPO. These include:
  - The Focal Point initiative, adopted in 2016 to strengthen the partnership between WIPO and Member States to address geographical distribution, has not produced the expected results, notably due to the lack of follow up in-country to support candidates and to the low level of engagement from participating countries.
  - Mainstreaming geographical representation in WIPO requires changing the mindset of managers and employees. Hiring Managers, members of selection boards as well as HRMD, need to be more actively involved and engaged to spearhead geographical diversity.
  - WIPO is an agency that requires highly specialized technical profiles. A significant proportion of positions subject to geographical distribution, notably in the Registry areas, require very specific skill sets that limit talent pools. To address this issue, WIPO needs to focus on building external talent pools with the required skill sets to meet the Organization's future talent needs, in addition to the internal efforts to build capacity, notably through development and mobility.
3. WIPO is a medium-sized technical agency with one of the lowest staff turnover rates across UN agencies. Turnover in WIPO is due primarily to retirement. The current average age is 51 years. As at end December 2022, out of 667 positions subject to geographical distribution, 285 (42.7%) will be vacated through retirement by 2038. This offers a significant window of opportunity to reshape the Organization in the coming 15 years. The measures outlined in this Annex are presented within this framework.

### USING DATA TO MEASURE RECRUITMENT TRENDS BY GEOGRAPHICAL REGION

4. The importance of alignment between the talent outreach measures and the recruitment trends in different regions is shown in the table "*Progress of Candidates through Different Selection Phases per Region*", contained in the 2023 Annual Report on Human Resources. The table shows the variations in performance by candidates in the WIPO selection process from different regions. An analysis of these patterns has identified measures on how to improve recruitment trends at the regional/country level.

5. To illustrate, Africa - with the highest number of applications across all regions - drops at the short-listing stage (8.9% as opposed to the world average of 12%). Asia and the Pacific have a lower success rate at the interview stage (26.75% as opposed to 50%). Eastern and Central Europe and Central Asia, Latin America and the Pacific have a below-average performance at the selection stage. Western Europe on the other hand retains a higher rate than the world average at all stages, although this advantage is lower at the initial screening phase. Solutions such as more targeted/rigorous sourcing, workshops on interviewing techniques and/or written tests may address the challenges at the different stages of the recruitment process. Overall there is no one-size-fits-all solution, which emphasizes the importance of integrating country specifics in the action plan.

## ACTION PLAN

6. The actions proposed below correspond to the lessons learned set out in paragraph 2 above.

<b>ACTION ITEM</b>	<b>DESCRIPTION</b>	<b>STAKEHOLDER ROLES</b>
Advancing Partnerships with the Member States	Member States will be the primary actor in undertaking talent outreach activities in their respective region/country. A KPI will be drawn-up to monitor progress. HRMD will support Member States and focus on capacity building.	Member States will work together with HRMD to design the best outreach tools for their country/region. They will take the lead in hosting outreach activities (e.g., career fairs, one-on-one guidance, workshops, capitalize on social media to attract younger candidates etc.) and report back annually to HRMD with lessons learned for the following year.
Mainstreaming of Geographical Diversity across WIPO	Raise awareness of Hiring Managers /Selection Board Members of the need to build geographical diverse talent pipelines. HRMD will provide information and data on related topics.	Hiring Managers to be aware of their team members' upcoming retirements and incorporate into their annual workforce planning exercise; while also continuously working on sourcing talent with diverse backgrounds who can be future team members.
Accelerating Capacity Building of Stakeholders Involved	Support Member States and Hiring Managers by equipping them with talent outreach tools, and providing them with the latest headcount/recruitment data. Provide training programs on specific IP areas to future candidates.	HRMD to host capacity-building workshops for Member States following feedback on their talent outreach activities, while also advising the Hiring Managers on the best succession planning. WIPO Academy to enhance their capacity to build programs.

## IMPLEMENTATION TIMELINE

7. Implementation of the proposed actions will take place in 3 stages, short-term (within 2 years), medium-term (3 to 7 years) and long-term (8 to 15 years). The table below indicates the scope of transformation WIPO is expecting to see in its workforce for each of the stages, as well as the expected impact in rolling-out the proposed actions. The majority of the 285 retirements will occur in the medium to longer term, hence the real impact will show from 2026 onwards. It is nevertheless critical that actions begin immediately.

<b>TIMELINE</b>	<b>SCOPE</b>	<b>IMPACT</b>
Short-term (within 2 years)	Total of 28 retirements of which: - 12 positions at D level - 14 positions at P4/P5 level - 2 positions at P3 and below	- Applicants from countries with active talent outreach (= active focal points) increase, and see improved performance in WIPO selection process. - Member States see the benefits of taking the lead on talent outreach. - Hiring Managers' mindset towards geographical diversity begins to change, and they take a more proactive role in sourcing potential candidates.
Medium-term (3 to 7 years)	Total of 93 retirements of which: - 25 positions at D level - 43 positions at P4/P5 level - 25 positions at P3 and below	- With a more levelled playing field across regions, selected candidates for the 93 positions reflect greater diversity. - Member States and Hiring Managers are comfortable with carrying out talent outreach/talent sourcing independently with less support and guidance from HRMD. - Systematic collaboration between HRMD and WIPO Academy on capacity building will contribute to the development of a talent pipeline.
Long-term (8 to 15 years)	Total of 164 retirements of which: - 23 positions at D level - 100 positions at P4/P5 level - 41 positions at P3 and below  NB: This data is indicative and based on current grades. Future needs may require a different allocation of posts/grades	- Improvement of candidates' performance from across the regions in the WIPO selection process accelerates, and regional difference diminish. - Composition of WIPO workforce is more diverse including at senior levels.. This includes a better spread within regions. - Member States, Hiring Managers and HRMD see each other as partners with the same goals.

[End of Annex and of document]