

2022 Global survey of ILO staff

Final Report

How contractual arrangements
impact our lives



**An initiative of
the TC Working
group exploring
inequalities faced
by ILO Staff**



**Bumpy
road !**

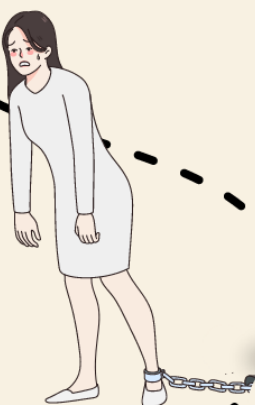


Table of Contents

Acronyms.....	6
ILO Glossary	7
Acknowledgment.....	8
Executive Summary	8
Introduction.....	12
1. Staff Union survey design	14
2. Staff entitlements: how do they differ by contractual status?	16
3. What is the impact of different contractual arrangements on workers' lives?	31
4. Career development prospects within the organization by contractual status	43
5. Priority areas for the Staff Union identified by SU survey participants	54
6. Conclusions.....	58
7. Recommendations.....	62
<i>Reduce employment and earnings insecurity</i>	<i>62</i>
<i>Improve social security coverage and entitlement uptake (social security insecurity)</i>	<i>63</i>
<i>Equalise opportunities to access training and skills development (training insecurity).....</i>	<i>63</i>
<i>Recognise the value of skillsets developed by DC staff and facilitate their career development within the ILO</i>	<i>64</i>
<i>Improve opportunities for career advancement within the organisation</i>	<i>64</i>
<i>Improve workplace flexibility and equalise staff access to it</i>	<i>65</i>
<i>Improve staff knowledge of rights and entitlements</i>	<i>65</i>
Bibliography	67
Appendix 1. Survey questionnaire	68
Appendix 2. Methodological appendix	93
Appendix 3. Supplemental figures	97
Appendix 4. Tentative policy recommendations organised by financial cost and magnitude of impact	121

Figure 1. SU survey response statistics.....	15
Figure 2. Contract duration of ILO employees, by source of funding, SU survey data	19
Figure 3. Average contract length during ILO tenure by source of contract funding, SU survey data	20
Figure 4. Involuntary contract gap, by source of contract funding and gender, SU survey data	22
Figure 5. Timing of contract renewal or extension, by source of contract funding, SU survey data.....	23
Figure 6. Home leave uptake, by contract funding source, SU survey data	24
Figure 7. Justification for not seeking the education grant, among ILO staff members who identify as parents, SU survey data	26
Figure 8. Distribution of staff responses to the statement "My contract makes me ineligible for parental entitlements (leave, return from leave, etc.)", SU survey data.....	27
Figure 9. Distribution of staff responses to the statement "It is not clear to me what benefits I would be entitled to [if I had children]", SU survey data	27
Figure 10. Staff member attendance at training, by contract funding, gender and location, SU Survey data.....	29
Figure 11. Residency gaps among professional staff members, by contract funding source.....	32
Figure 12. Stated cause of residency gap among professional staff members, among P-staff members who have experienced an involuntary contractual gap, by contract funding source, SU survey data	33
Figure 13. Consequences of an involuntary contract gap exceeding 30 days, by gender, SU survey data	35
Figure 14. Access to an unemployment scheme (national, private, etc.), SU survey data.....	36
Figure 15. Ease or difficulty of accessing external services, by source of contract funding and staff category, SU survey data	37
Figure 16. Responses to "Has your contract influenced your decision to have children?", by location, gender and source of contract funding, SU survey data.....	39
Figure 17. Distribution of staff responses to the statement "I feel secure enough in my job (long term) to have children", ILO survey data	40
Figure 18. Distribution of staff responses to the statement "I feel my contract could be in jeopardy if I took parental leave", SU survey data	41
Figure 19. Distribution of staff responses to the statement "I am concerned that my career would not advance as much as my colleagues without children", SU survey data.....	42
Figure 20. Share of ILO RB funded staff members with DC funded contract experience, by staff category and gender, SU survey data	44
Figure 21. Percentage of time spent on the project(s) which finance a DC funded employee's contract, among DC and RBSA funded employees, by policy portfolio and gender, SU survey data	46
Figure 22. Distribution of tenure at the ILO (and within grade), by source of funding, SU survey data	47
Figure 23. Career development prospects, by gender and source of contract funding, SU survey data	50
Figure 24. Career development prospects among professional staff, by grade, SU survey data	51
Figure 25. Career development prospects among general staff, by grade, SU survey data.....	52
Figure 26. Career development prospects among national officer staff, by grade, SU survey data	53
Figure 27. Priorities for the Staff Union, as identified by all SU survey respondents.....	54
Figure 28. Number of staff by portfolio and contractual status, SU survey data	95
Figure 29. Employment composition, by contract funding source and seniority, SU survey data	95
Figure 30. Employment composition, by gender and seniority, SU survey data.....	96
Figure 31. Staff composition of 1,679 survey respondents	97
Figure 32. Staff composition of SU survey respondents, by gender distribution and portfolio	97
Figure 33. Staff composition of SU survey respondents, by language preference and portfolio	98
Figure 34. Staff composition of SU survey respondents, by union membership and portfolio	98
Figure 35. Staff composition of SU survey respondents, by grade and portfolio	99
Figure 36. Staff composition of SU survey respondents, by duration of contract and gender	100
Figure 37. Staff composition of SU survey respondents, by type of contract and source of contract funding ..	100
Figure 38. Staff composition of SU survey respondents, by type of contract and gender	101
Figure 39. Education grant uptake among ILO staff parents, SU Survey data.....	102
Figure 40. Did education grant recipients receive the benefit for an entire school year?, SU Survey data	102
Figure 41. Composition of ILO staff parents who did not receive the education grant, by reason, contract funding source, and location, SU Survey data	103
Figure 42. Staff member attendance at training, by contract funding, staff category and location, SU Survey data.....	104
Figure 43. Sources of funding for staff members who attended training, by contract funding, gender and location, SU Survey data.....	105

Figure 44. Number of staff members denied access to training, by contract funding, staff category, source of contract funding and location, SU Survey data	106
Figure 45. Cumulative distribution of tenure at the ILO, by source of funding, SU survey data	107
Figure 46. Distribution of tenure at the ILO (and within grade), by source of funding and policy portfolio, SU survey data	107
Figure 47. Percentage and number of additional tasks performed by DC funded staff that are unrelated to the project financing their contract, by policy portfolio, SU survey data	108
Figure 48. Involuntary contract gaps of more than 30 days, by location and gender, SU survey data	108
Figure 49. Involuntary (underemployment) contract gap, by location and gender, SU survey data	109
Figure 50. Duration of involuntary (underemployment) contract gap in months, by gender.....	109
Figure 51. Duration of Involuntary contract gap in months, by location and gender	110
Figure 52. Involuntary contract gap, by location and gender.....	110
Figure 53. Professional staff member response to duty station residency rights upon contract expiration, by contract funding source, SU survey data.....	111
Figure 54. Ease or difficulty of accessing external services, by source of contract funding and gender, SU survey data.....	112
Figure 55. Access to an unemployment scheme, by grade, gender, contract type and policy portfolio, SU survey data.....	113
Figure 56. Among individuals ineligible for an unemployment scheme, would you like to be able to voluntarily contribute to one?, by grade, gender, contract type and policy portfolio, SU survey data	113
Figure 57. Among individuals ineligible for an unemployment scheme, would you like to be able to voluntarily contribute to one?, by age, SU survey data.....	114
Figure 58. Distribution of staff responses to the statement "I feel my contract could be in jeopardy because of having children", SU survey data	114
Figure 59. Distribution of staff responses to the statement "I feel this would not be well-received by my management", SU survey data	115
Figure 60. Distribution of staff responses to the statement "I feel that the possibility of changing duty stations would make it difficult to have children", SU survey data	115
Figure 61. Distribution of staff responses to the statement "My children would have decent opportunities (education, etc.)", SU survey data	116
Figure 62. Priorities for the Staff Union, as identified by all SU survey respondents, by source of contract funding.....	117
Figure 63. Priorities for the Staff Union, as identified by all SU survey respondents, by location	118
Figure 64. Priorities for the Staff Union, as identified by all SU survey respondents, by gender	119
Figure 65. Priorities for the Staff Union, as identified by all SU survey respondents, by staff category	120

Acronyms

TC – technical cooperation

DC – development cooperation

D staff – director staff members

DDG – deputy director general

G staff – general staff members

P staff – professional staff members

PSI – Programme Support Income

NO (A, B or C) – national officers (A is the least senior and C is the most senior)

RB – regular budget

RBSA - Regular Budget Supplementary Account

SM – Survey Money

SST – special short-term

ST – short-term

ST 3.5 – short-term contract under rule 3.5

SU – Staff Union

WLT – without limit of term

Excoll – External Collaborator

TC5+ – technical cooperation staff member with 5+ years of ILO experience

ILO Glossary

Development cooperation (DC) contract or DC staff or staff working on DC: Staff members employed through an employment contract funded by a development cooperation project. DC contracts can be fixed-term or short-term. “DC” is used interchangeably with the term “TC”, which denotes “technical cooperation”.

Fixed-term contract: An employment contract issued for at least one year, but not for an indefinite period of time (see WLT). Fixed-term contracts can be funded with DC or RB. According to the ILO Staff regulations, article 4.6 (d), “Appointments for a fixed term shall be of not less than one year and of not more than five years. While a fixed-term appointment may be renewed, it shall carry no expectation of renewal or of conversion to another type of appointment, and shall terminate without prior notice on the termination date fixed in the contract of employment.”

Fixed-term extension contract: An employment contract issued following the expiry of a fixed-term contract. Fixed-term extension contracts can be funded from RB or TC.

Regular Budget (RB) contract or RB staff or staff working on RB: Staff members employed through an employment contract funded by the ILO’s Regular Budget. RB contracts can be fixed-term or short-term.

Short-term contract: An employment contract issued for less than one year in length. Short-term contracts can be funded with DC or RB.

Short-term contract rule 3.5: A short-term contract under rule 3.5 stipulates that whenever the appointment of a short-term official is extended by a period of less than one year so that his total continuous contractual service amounts to one year or more, the terms and conditions of a fixed-term appointment under the Staff Regulations of the ILO shall apply to him as from the effective date of the contract which creates one year or more of continuous service.

Technical Cooperation (TC) contract or TC staff or staff working on TC: Synonymous with “DC contract or DC staff or staff working on DC”.

Without limit of term (WLT) contract or WLT staff or staff working with WLT: An employment contract issued for an indefinite period of length. These contracts are exclusively funded with the ILO’s regular budget.

Acknowledgment

The Staff Union would like to thank all colleagues who contributed to the development of this survey, its conduct and the analysis of its results, as well as the author of this report. The union would also like to thank all those who took the time to respond to this survey, demonstrating their interest in the effective defence of ILO staff rights.

Executive Summary

In order to advance the ILO Staff Union's (SU) longstanding commitment to improve the conditions of work and employment of staff members employed by all contractual arrangements, the SU undertook a comprehensive, online, all-staff global survey using Survey Monkey (SM) between 8 August 2022 and 19 September 2022. The survey aimed to gain insight into the concerns of ILO staff, particularly with respect to the ways that different contractual arrangements impacted various dimensions of their lives. Additionally, it aimed to help the SU formulate policy recommendations promoting greater equality of conditions of work between staff members, irrespective of contract funding source.

The survey response rate was high, indicative of the importance of the topic accorded by staff members. Over the 1.5-month period the survey was open, the survey collected data from 1,679 individuals, in the field and headquarters, who held an ILO staff contract at the time of their response. This represented **46.6 per cent of all ILO staff**, based on the 3,605 staff members reported by the ILO on 31 December 2022. Survey responses were also representative of staff members by location (field/HQ) and funding source, with a slight overrepresentation of women (on RB and DC contracts).

Development Cooperation (DC) staff members experience greater work insecurity, negatively impacting their personal lives and their families

The survey results quantify the greater work insecurity experienced by DC staff members, relative to their regular budget (RB) counterparts. DC staff members have much shorter contracts. While the majority of RB staff members' contracts exceed two years, 65 per cent of DC staff contracts are issued for one year, and a quarter of DC staff contracts are issued for less than one year.

Contract duration alters staff members' legal entitlements to benefits. A smaller share of DC staff members are eligible for entitlements such as the education grant, home leave and parental leave. Entitlement uptake, among eligible DC staff members, is also lower. In the face of uncertainty regarding contractual renewal, eligible staff members often opt not to make use of entitlements, avoiding the risk of having to repay the ILO home leave or changing

their child's school. Relative to RB staff members, a higher share of DC staff also indicated that their contract negatively influenced their decision to have a child.

Shorter contracts, held by DC staff members, are accompanied by more frequent involuntary contract gaps and less notice about contract renewal; the consequences of both are severe. About half of staff members who reported an involuntary contract gap lost their health insurance and some also lost access to parental leave. Some colleagues continued to do the same work during a contract break, but under an ex-coll contract, a staff contract of worse quality, or in some cases without any contract at all. Other staff members lost their seniority, their TC+5 status, or were given a lower quality contract. Many staff acknowledged the detrimental effect of involuntary contract gaps on their retirement savings.

Sentiments about feeling "second class" in the Office also reverberate through the personal lives of DC staff members and their families. External financial institutions perceive DC staff members as high-risk borrowers because of their employment contract duration. As a result, they struggle to secure access to external services such as obtaining a mortgage, a commercial loan or a loan from La Mutuelle. A larger share of DC staff members also experience residential permit expiry as a result of insufficient time allocated by the Office between contractual renewals.

All of these trends are extremely disconcerting and underscore the detrimental impact that decent work deficits impose on the lives of too many ILO colleagues and their families. They run antithetical to notions of equal treatment and the values embodied by an organization in pursuit of social justice. Moreover, while many of these findings are not surprising, they emphasize the deleterious effects that complacency engenders. Complacency condones injustice and the time for action is now.

Some issues impact all staff members, or subgroups of staff members, irrespective of contract funding source

While the SU survey confirmed the disadvantages experienced by DC staff members, relative to RB staff, some findings consistently emerged across all (or large subgroups of) staff members, irrespective of the contract funding source.

Many staff noted the limited opportunities for training and professional development. This is reflected by high shares of staff members denied access to training, especially in the field. Greater investment in the availability of these opportunities, and transparency in their allocation, would improve equality of access and help alleviate some sources of demotivation among staff members. While deficiencies in training and career development were identified across the organisation, DC staff members still remain at a particular disadvantage. With minimal to no access to staff development funds, DC staff must finance training through their

projects. Many donors however, do not authorize the use of project funds for training, leaving DC staff members without any recourse to access development opportunities.

Both a lack of information, as well as misinformation, about entitlements also emerged as a consistent weakness, across the organisation. These challenges can be addressed relatively easily. For example, the survey showed that education grant access issues concern a small group of colleagues for whom a systemic solution can be found. Once again however, particular disadvantages surface for DC staff, who receive even less information about their rights and entitlements when they are recruited.

Women, across the organisation, also shared particular concerns, relative to men. More women feared their contract would be in jeopardy by having a child or taking parental leave. In addition, women more strongly felt that children would slow their career advancement, relative to their colleagues without children. The newly approved parental leave policy should help to redress some of these issues as the provisions of the Policy, approved in January 2023, will apply irrespective of the source of contract funding. Gender differences in family planning also point to a double penalty experienced by women on DC contracts: they share the fears of RB female colleagues regarding the implications of children for their career advancement (the “female penalty”). In addition however, they also feel too insecure in their jobs to have children (the “DC penalty”, which applies to men and women on DC contracts).

Finally, involuntary contractual gaps and contractual uncertainty are exacerbated by a lack of access to unemployment insurance — an important dimension of the social protection floor included as part of the ILO’s own international Recommendations and Conventions on social security. While these issues (contractual gaps and uncertainty) disproportionately impact DC staff members, most colleagues (RB and DC) do not have any unemployment coverage. Moreover, the majority of staff expressed interest in having an unemployment scheme and contributing to one, depending on the conditions.

The survey identified priority action areas for the SU and directions for reform

The survey also helped shed light on the priority action areas for the SU. The top five areas identified by staff included: contracts and security of employment; career opportunities; career development path; equality of opportunity and treatment; and flexible working arrangements. The priority areas for action differed slightly by contract funding source. While topics related to career development were important irrespective of the funding source, topics related to the protection of the civil servant, the support of their family, and the securing of their future, were more of a priority for DC staff members.

In light of these findings, the report makes several recommendations categorised in seven areas: reducing employment and earnings insecurity; improving social security coverage and

entitlement uptake; equalising opportunities to access training and skills development; recognising the value of skillsets developed by DC staff and facilitating their career development within the ILO; improving opportunities for career advancement within the organisation; improving workplace flexibility and equalising staff access to it; and improving staff knowledge of their rights and entitlements. Detailed recommendations, based on inputs from staff, are available in the final chapter of the report.

Introduction

1. Development cooperation (DC)¹ projects have a long history within the ILO, which dates back to the 1930s.² Much has changed since their introduction, including DC staff members' contribution to the ILO workforce. As of December 2022, DC funded positions represented more than half of total employment at the ILO (ILO, 2023). Yet, while the roles they assume, and the work they undertake, are critical to strengthening the ILO's mandate to promote decent work, the employment contracts through which they are employed, often have decent work deficits.
2. Decent work deficits can arise from work insecurity. ILO (2016) defines work insecurity as a multidimensional concept that encompasses various areas including: employment, earnings, hours, occupational safety and health, social security, and training. Work insecurity also includes workers' fundamental principles and rights at work. The consequences of these dimensions of work insecurity can also compound, exacerbating their negative impact on the lives of workers and their families.
3. The ILO Staff Union (SU) has long been committed to improving the conditions of work and employment of DC staff members. In 2013, the SU conducted the first staff survey on contractual status, jointly with the Administration. As part of the SU's continued commitment to this area of work, and in response to growing staff concerns about the inequality of treatment experienced by staff members employed with DC-funded contracts, relative to staff members funded with regular budget funds (RB), a new global staff survey was designed and launched in 2022.
4. The survey had two primary goals. First, it aimed to gain insight into the concerns of ILO staff, particularly with respect to the ways that different contractual arrangements impacted various dimensions of their lives. Second, it aimed to help the SU formulate policy recommendations promoting greater equality of conditions of work between staff members, irrespective of contract funding source.
5. The survey enabled the SU to analyse several aspects of staff members' careers at the ILO. First, it allowed the SU to quantify the magnitude of selected dimensions of work insecurity (employment, earnings, social security, and training) among DC staff. Second, it improved understanding of the impact of these dimensions of work insecurity on the lives of workers and their families. Third, the survey provided the opportunity to explore career transitions within the organisation, as well as staff perceptions about career

¹ Historically, within the ILO, the term "technical cooperation" (TC) preceded use of the term "development cooperation" (DC). For a period, the two terms were used interchangeably. Within the last decade however, the Office made the decision to exclusively use the term DC. The ILO Staff Union continues to use the term TC for historical and ideological reasons. However, for the purposes of this report, the administrative preference, DC, is used throughout.

² See ILO Staff Working Group (2020) for a more detailed review of this history.

development opportunities. Fourth, it sought staff members' views on the priority areas on which the Staff Union should focus.

6. This report summarises the findings from the survey. Chapter one describes the survey design. Chapter two focuses on how contractual differences experienced by RB and DC can alter staff entitlements. Chapter three illustrates the impact contractual differences have on the lives of workers and their families. Chapter four then turns to career transitions within the organisation, as well as staff members' perceptions of their prospects for development within the ILO. Finally, chapter five presents the SU priorities, ranked by staff members, while chapters six and seven conclude and provide policy recommendations.

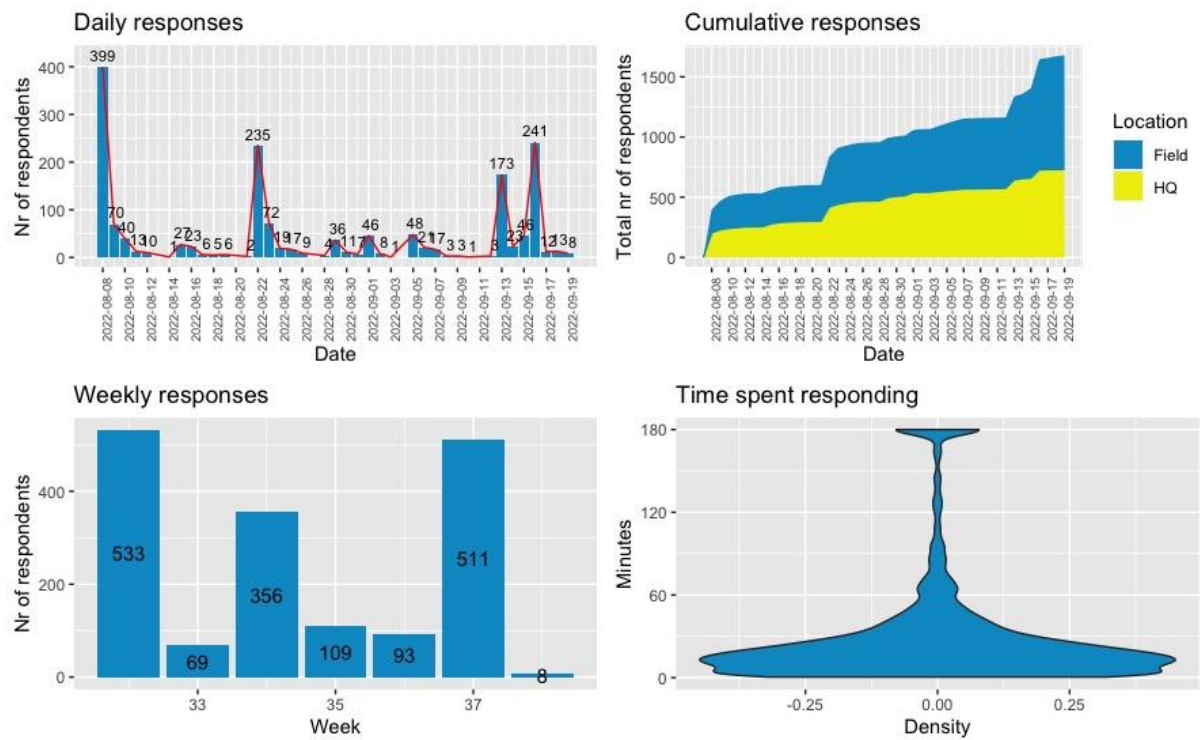
1. Staff Union survey design

7. In order to gain greater insight into the perspectives of ILO staff and inform and strengthen the position of the ILO Staff Union (SU) to protect staff interests, the SU undertook a comprehensive all-staff global survey using Survey Monkey (SM) between 8 August 2022 and 19 September 2022. A copy of the questionnaire is available in Appendix 1.
8. The survey was sent, via SU broadcast, to all ILO emails, including the temporary “guestILO” accounts often held by short-term staff and ExColls. This survey was designed to elicit information from all ILO staff employed on all types of staff contracts. Opinions of both members and non-members of the ILO SU were collected to help the SU Committee shape forthcoming negotiating positions in a manner reflective of the concerns of all ILO staff.
9. Given the survey’s main focus on contractual arrangements, contractual status was determined using questions posed directly in the survey.³ Respondents who indicated their current contract was funded by “RB” (regular budget), as well as those who did not specify the source of funding but indicated contract duration as “WLT” (without limit of term), were classified as Regular Budget (RB) staff. All other contractual arrangements were considered Development Cooperation Staff (DC). Responses from ExColls were excluded from all analyses.
10. Over the 1.5-month period the survey was open, the survey collected data from 1,679 individuals, in the field and headquarters, who held an ILO staff contract at the time of their response.⁴ This represents **46.6 per cent of all ILO staff**, based on the 3,605 staff members reported by the ILO on 31 December 2022 (ILO, 2023). Respondents were very generous with their time when completing the survey (Figure 1), suggestive of the importance of the topic accorded by ILO staff members. They were also particularly responsive when an email reminder was sent, as illustrated by the peaks in the daily responses that appear on particular days (Figure 1). Relative to the staff composition reported by ILO Human Resources, survey responses were representative of staff members by location (field/HQ) and funding source, with a slight overrepresentation of women (on RB and DC contracts). A full methodological summary of the survey is provided in appendix 2.

³ See survey questions 5 and 6 in Appendix 1.

⁴ In total, the survey collected 1,734 responses. 55 individuals’ responses were excluded from the analyses since they did not have an ILO staff contract when they responded to the survey. The 55 excluded observations were identified using questions, included in the survey, on contract type and duration.

Figure 1. SU survey response statistics



2. Staff entitlements: how do they differ by contractual status?

11. Fixed-term work “is an employment arrangement whose end is implicitly or explicitly tied to conditions such as reaching a particular date, the occurrence of a certain event or the completion of a specific task or project (ILO, 2016).” According to this definition, fixed-term employment includes “short-term” and “fixed-term” ILO contracts, but excludes individuals who hold a without limit of term (WLT) contract. It also excludes external collaborators. As a reference, from an international regulatory standpoint, while fixed-term contracts are not explicitly regulated by international labour standards, they cannot be used with the intent to circumvent protections afforded to workers in the *Termination of Employment Convention, 1982 (No. 158)*.
12. This definition of fixed-term however, contrasts with its internal use within the ILO. Internally, “fixed-term” and “short-term” contracts are used to refer to contract duration. Internally, in general, fixed-term contracts have a minimum one-year duration, while short-term contracts are issued for less than one year. **For the purposes of this report, fixed-term employment will refer to contracts issued for at least one year, excluding WLT. Short-term contracts will refer to contracts issued for less than one year.**
13. Within the ILO, the entitlements associated with an employment contract largely vary as a function of four factors: (1) whether an individual was internationally or locally recruited; (2) their contract duration and contract continuity; (3) the source of contract funding and; (4) whether the contract is short-term, fixed-term or WLT. While staff entitlements are numerous, the SU survey, and this report, focus on four: home leave, the education grant, parental leave, and training.
- 14.
- 15.
- 16.
17. Table 1 summarises the conditions of eligibility for all of these entitlements, except training (which is discussed later in this chapter), by recruitment type. The table indicates that entitlements initially vary depending on whether an individual is locally or internationally recruited, as well as if their duty station aligns with their home country. While differences by recruitment type exist, they are not the focus of this chapter (or report), which focuses on how contract duration, contract continuity, and source of contract funding can alter entitlements.

Table 1. Conditions of entitlement to selected benefits, by recruitment type

Internationally recruited			
Professional staff (RB & DC)	Home Leave	Education grant	Parental leave
Serving in a duty station that is not located in their "home" country.	Yes	Yes	Yes
Serving in a duty station that is located in their "home" country.	No	No	Yes
Locally recruited			
National officers (RB & DC)	No	No	Yes
General service staff (RB & DC)	No	No	Yes
Short-term contracts (locally and internationally recruited staff)			
All staff members	No	No	No

Note: "Home" country refers to the country declared as their origin country, by the employee, when recruited as international staff.

18.

19.

20.

21. Table 1 shows how staff members' entitlements can change as a function of their contract duration and/or contractual interruptions (Table 2). For example, professional ILO employees, irrespective of funding source, are entitled to home leave once every two years. This entitlement is however, contingent on having worked for the organisation for two years (without a contractual interruption). Employees are also required to have an employment contract, for at least six months, following their return from home leave. For example, if an employee is hired on a two-year fixed-term contract and there is a one-month interruption between their subsequent, two-year fixed-term contract, they lose their entitlement to home leave. In addition, if the staff member's contract expires less than six months after home leave, the staff member may be required to reimburse the home leave benefit. Finally, employees engaged through short-term contracts are ineligible for entitlements.

Table 2. Minimum period of continuous employment required to access entitlements

Internationally recruited			
Professional staff (RB & DC)	Home Leave	Education grant	Parental leave
Serving in a duty station that is not located in their “home” country.	WLT and FT: 2 years	WLT, FT and ST 3.5 from date of recruitment	WLT and FT from date of recruitment
Serving in a duty station that is located in their “home” country.	n.a	n.a	WLT and FT from date of recruitment
Locally recruited			
National officers (RB & DC)	n.a	n.a	WLT and FT from date of recruitment
General service staff (RB & DC)	n.a	n.a	WLT and FT from date of recruitment

n.a : not applicable

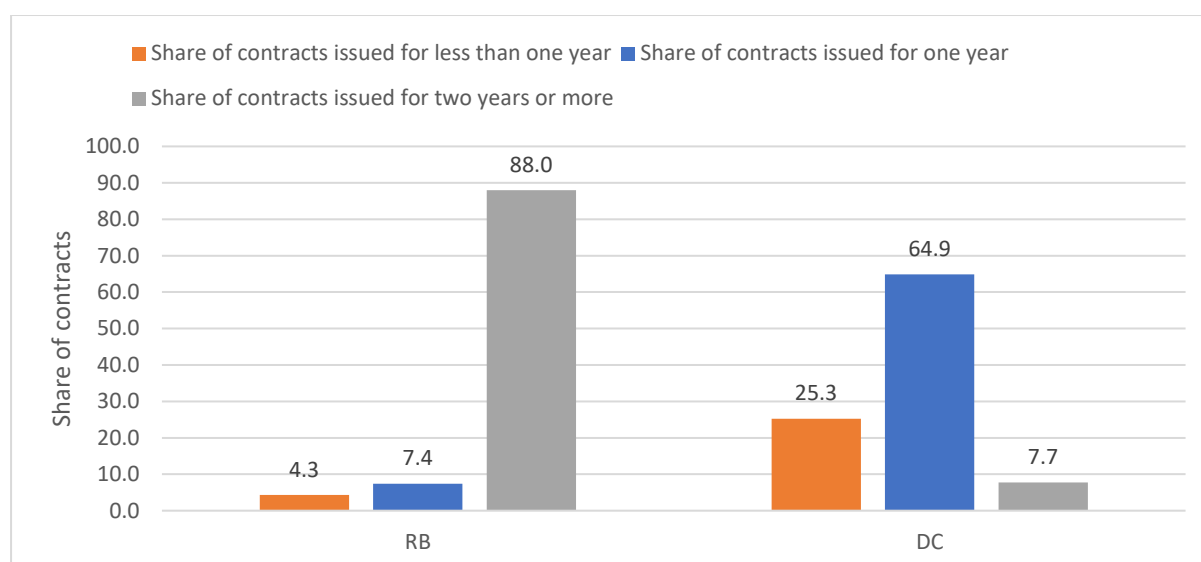
Note: “Home” country refers to the country declared as their origin country, by the employee, when recruited as international staff.

Disclaimer: The determination of staff entitlements is often complex. For example, in some instances, short-term staff may qualify for particular staff entitlements. Ensuring greater transparency and clarity regarding entitlement eligibility is one area of concern being pursued by the Staff Union. The details provided in this table provide an overview. If individual staff members have questions or concerns about their entitlements, they should consult their line manager, HRD and/or the Staff Union to discuss the details of their particular circumstances.

DC contracts are shorter than those held by RB staff

22. It is important to note that contract duration and contractual interruptions alter entitlements irrespective of the source of contract funding. However, since DC funded contracts are usually shorter than those held by RB staff members, DC staff are more likely to experience a loss in entitlements or never be eligible for them to begin with.
23. Figure 2 shows that while the majority of RB staff members have an employment contract issued for two years or more, the majority of DC funded staff members have contracts issued for one year or less.⁵ The share of contracts issued for less than one year is also particularly striking for DC staff members. Nearly one third of DC staff members hold contracts issued for less than one year, compared to only 4.3% for RB staff. These statistics imply that, based on the minimum periods of continuous employment required to qualify for certain staff entitlements (Table 2), nearly a third of DC staff members are ineligible for entitlements based on their current contract duration.

Figure 2. Contract duration of ILO employees, by source of funding, SU survey data



Notes: Contracts issued for less than one year include: daily, SST, ST 3.5, ST, fixed-term extension (less than 3 months), fixed-term extension (between 3 – 6 months), and fixed-term extension (6 – 12 months). The contract categories “other” and “not sure/do not know” are excluded from the figure and represent 0.4% of RB contracts and 2.1% of DC contracts.

24. While Figure 2 presents a snapshot of staff members’ *current* contract lengths, the SU survey also requested information about the total number of contracts that individuals have held during their entire careers at the ILO. Average contract length during ILO tenure⁶ is defined as:

⁵ These findings are consistent with current ILO practice. In general, fixed-term RB contracts are issued for two years, while DC contracts are issued for up to one year at a time.

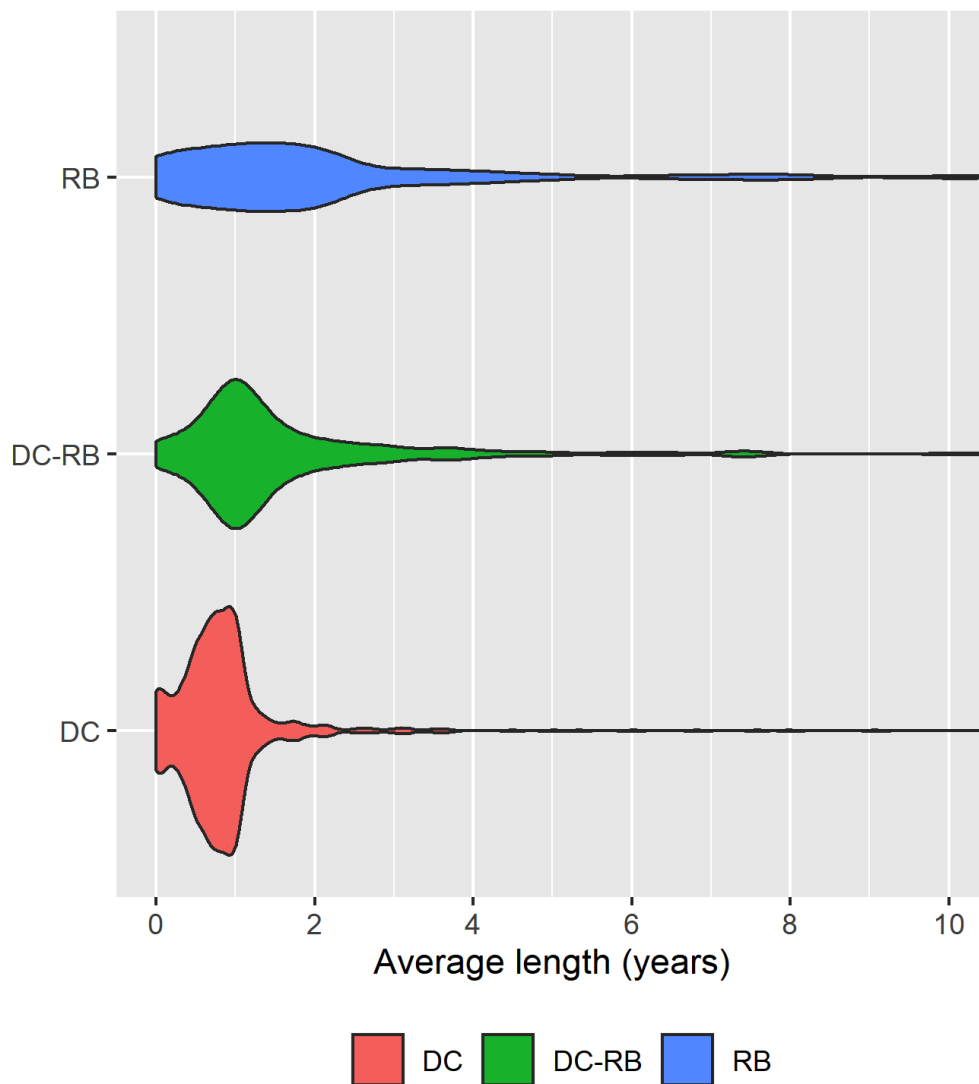
⁶ Technically, according to ILO staff regulations, DC funded staff members cannot accumulate “tenure”. However, for simplicity, this term, which refers to length of service, is used throughout this report for all staff members.

$$\text{Average contract length during ILO tenure} = \frac{\text{Total years as ILO staff}}{\text{Total number of contracts.}}$$

For example, if average contract length equals one, it means a worker has, on average, held a one-year contract for every year they were employed at the ILO. If average length exceeds one, it means a worker has held contracts issued for multiple years of employment (e.g. one employment contract issued for two or more years' employment). If average contract length is less than one, a worker has been issued multiple employment contracts in one year (e.g. three, four-month contracts in the same year of employment).

25. Figure 3 shows that DC staff members tend to have shorter contracts over the course of their careers at the ILO. This trend is illustrated by the different distributions presented in Figure 3. Looking at DC staff, most of the mass appears to the left of one year. By contrast, among RB staff, most of the mass is to the right of one year. Meanwhile, the average contract duration of "DC – RB staff" – defined as staff members currently funded by RB, but who have previously held a DC contract at one point in their ILO careers – lies in-between the DC and RB groups.

Figure 3. Average contract length during ILO tenure by source of contract funding, SU survey data



Notes: “DC – RB” refers to staff members currently funded by RB, but who have previously held a DC contract at one point in their ILO careers. The figure above is a violin plot which illustrates the number of individuals by their average contract length. When there is a large number of individuals with a particular contract length, the mass gets tall and fat (as is the case for DC staff members to the left of 1 year). By contrast, when individuals have a broader range of contract lengths, the mass is shorter and slimmer. This is the case for RB staff members, many of whom have had a WLT contract for a large share of their career at the ILO.

Over the course of their ILO careers, DC staff experience more involuntary contractual gaps

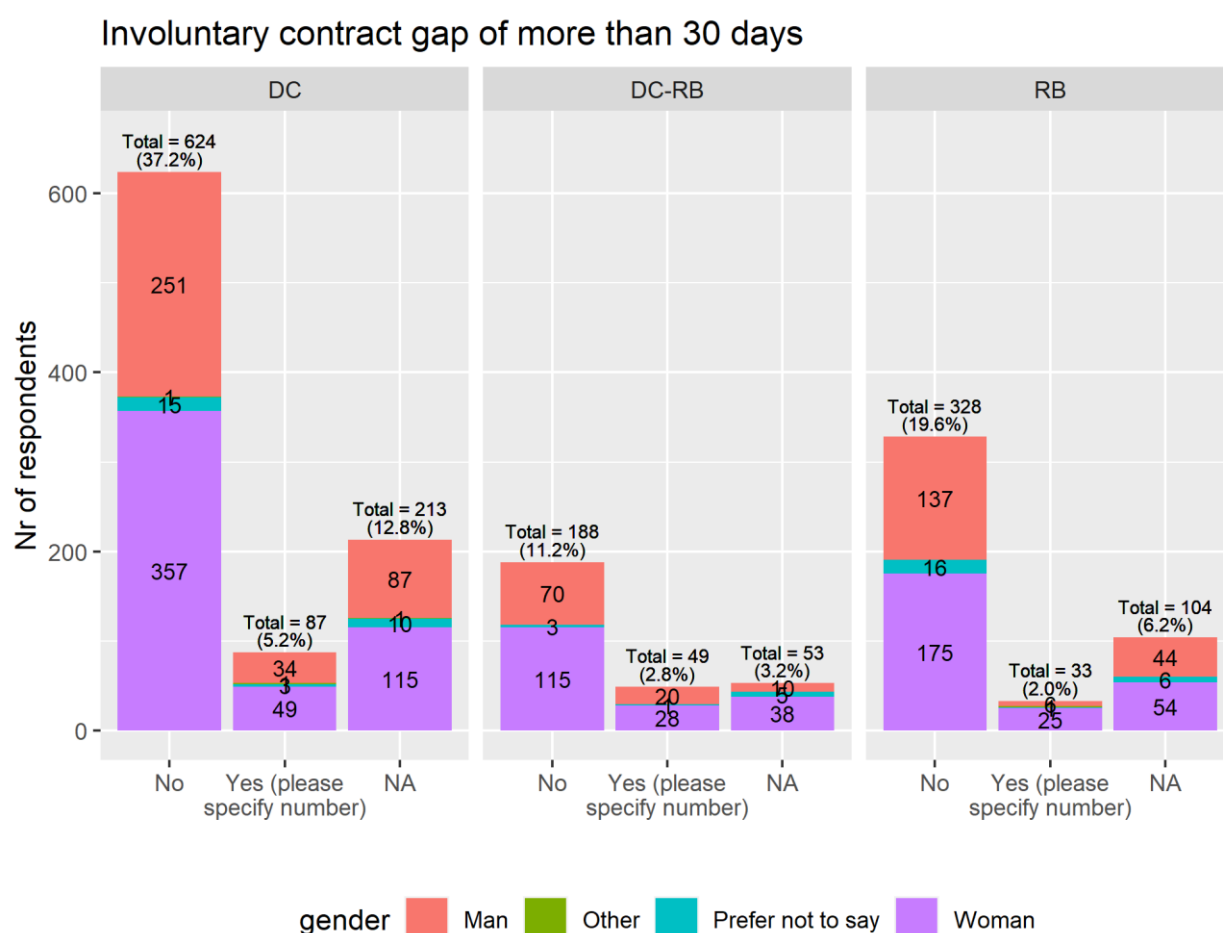
26. In addition to minimum periods of continuous employment, contractual gaps can also preclude access to entitlements. These gaps can arise under several circumstances. For example, a contract gap arises if a staff member’s contract ends, they voluntarily opt to take a one month break and then return to work. In other cases a contract gap arises if a staff member’s contract concludes, the staff member stops working (even though they would have preferred to continue working), and after a period of absence they return to employment. Another example of a contract gap arises when a staff member’s contract

ends, they continue working without a contract, and they are retroactively paid for the work completed during the period without a contract; worryingly, another case arises if the staff member is never retroactively paid for work completed. This is an unacceptable practice within the ILO. Finally, in some instances, involuntary contract gaps arise in the form of underemployment, where a staff member's contract is issued for less than 100% (full-time), when an employee would have preferred to work full-time.

27. It is important to emphasize that contractual gap estimates calculated from the SU survey data are conservative estimates. In many cases, if an individual's contract is not renewed, or an individual knows their contract is unlikely to be renewed, they will seek employment elsewhere and leave the organisation. As such, these estimates exclude individuals who sought employment outside the organisation. An accurate estimate of the incidence of contractual gaps would require survey responses from all individuals who ever held any form of staff contract with the ILO.
28. Bearing in mind this limitation, approximately 10 per cent⁷ of all ILO staff have ever experienced an involuntary contractual gap (Figure 4). When these calculations are disaggregated by source of contract funding, the incidence of a contract gap is much higher among DC-RB and DC staff members.

⁷ For consistency with the figure, this denominator includes those who are NA. When the calculation is limited to those who responded to the question, the share of all ILO staff who ever experienced a contractual gap increases to 13 per cent.

Figure 4. Involuntary contract gap, by source of contract funding and gender, SU survey data



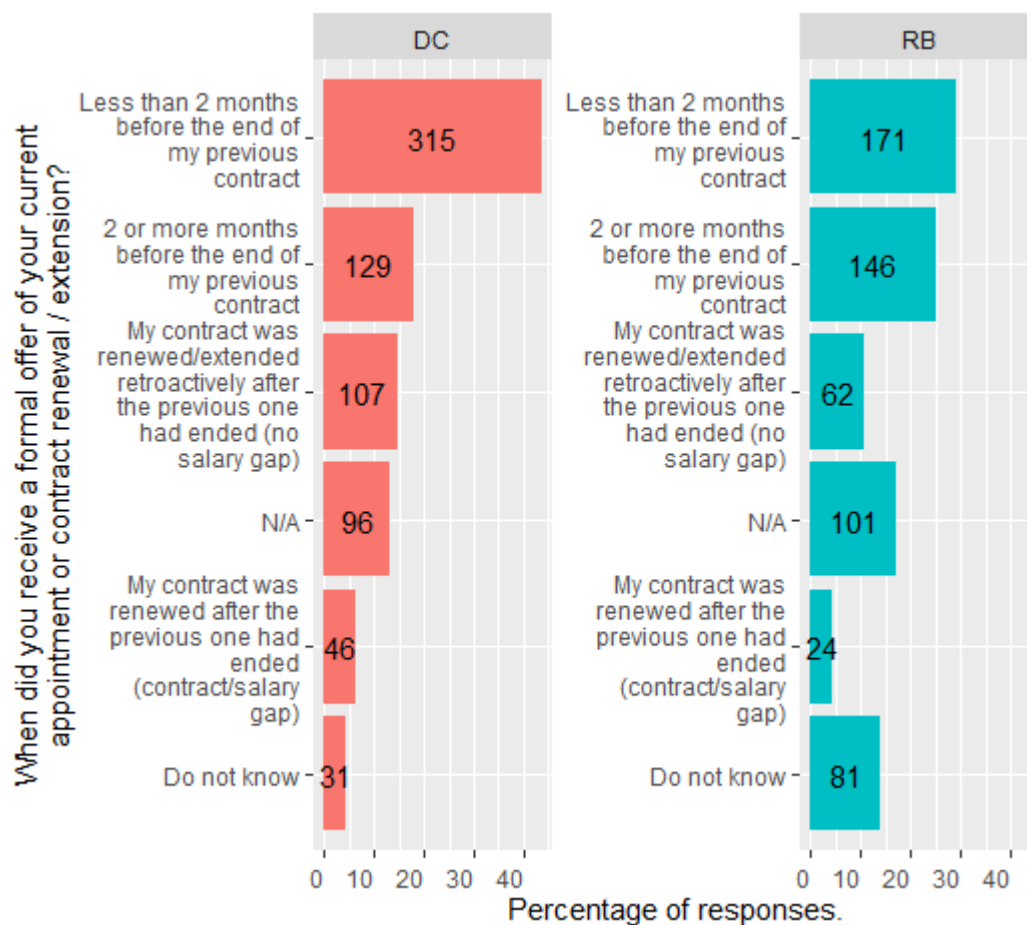
NA: not available.

Note: "DC – RB" refers to staff members currently funded by RB, but who have previously held a DC contract at one point in their ILO careers. Paragraph 26 reviews the definition of contractual gaps in detail.

DC staff experience higher rates of retroactive renewals, renewals following involuntary contract gaps, and less notice about future contract renewal

29. A higher share of DC funded staff are also informed that their contracts will be renewed much closer to the date of expiration of their current contract. Excluding the N/A observations, half of all DC contract holders were informed their contract would be renewed or extended less than two months before the end of their previous contract. This contrasts to only 35 per cent of RB funded staff members. The incidence of both retroactive contractual renewals and renewals following an involuntary contract gap is also higher among DC funded staff members (Figure 5). Not surprisingly, given the greater job security of RB funded roles, the response "Do not know" is a more common response among RB staff members.

Figure 5. Timing of contract renewal or extension, by source of contract funding, SU survey data



N/A: not applicable. N/A captures individuals on a WLT contract, as well as individuals who have recently been employed by the ILO and have yet to experience a contract renewal.

Note: The total number of individuals in the figure does not add to 1679 because some people did not respond to this question.

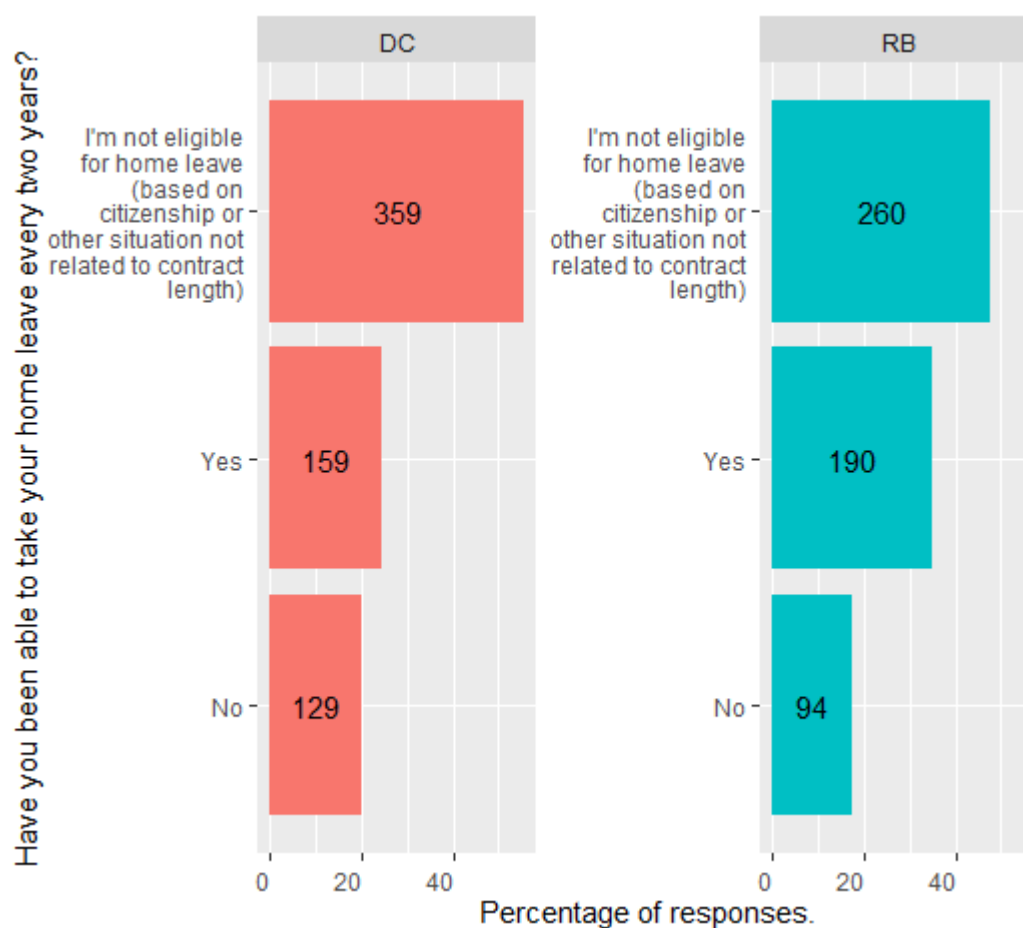
These aspects of greater work insecurity results in reduced DC staff uptake and access to staff entitlements

30. Home leave uptake, among eligible DC funded staff, is lower than RB staff. In part, this is attributable to the lack of a minimum six month contract following return from home leave.⁸ One staff member noted that *“As my contract is not renewed on average every two years, I have been able to benefit from home leave only once in eight years.”* Another colleague shared that *“After working for two years, I had a contract break of 2 – 3 months. As per HRD, the last contract period I served doesn’t count... so I was considered ineligible for home leave.”*

⁸ The SU survey also asked participants why they did not take home leave, however, the response rate to this question was relatively low (only about half of individuals who stated they did not take their home leave responded). Bearing in mind this limitation, about half of respondents indicated they did not take-home leave because they did not have at least a 6-month contract following their return.

31. Lower home leave uptake is also a consequence of last minute contract renewals. Since DC staff contracts are renewed quite late (or retroactively), it is often too late for staff to request home leave. Moreover, if a contract was initially renewed for less than six months, and was subsequently extended for more than six months, the staff member's eligibility for home leave will have changed. However, the staff member may have no way of anticipating the change in eligibility with certainty. They could potentially take their home leave, but at the risk of being required to reimburse the Office if the contract is not extended. Several colleagues pointed to these administrative challenges and the mental load associated with accessing and planning their home leave. One colleague shared that *"Administrative delays in the approval led to me missing out on my home leave."* Another noted that *"...I will [get home leave] soon, and it is going to be difficult to get the timing right to take the leave and have six months left on my contract when I return."*

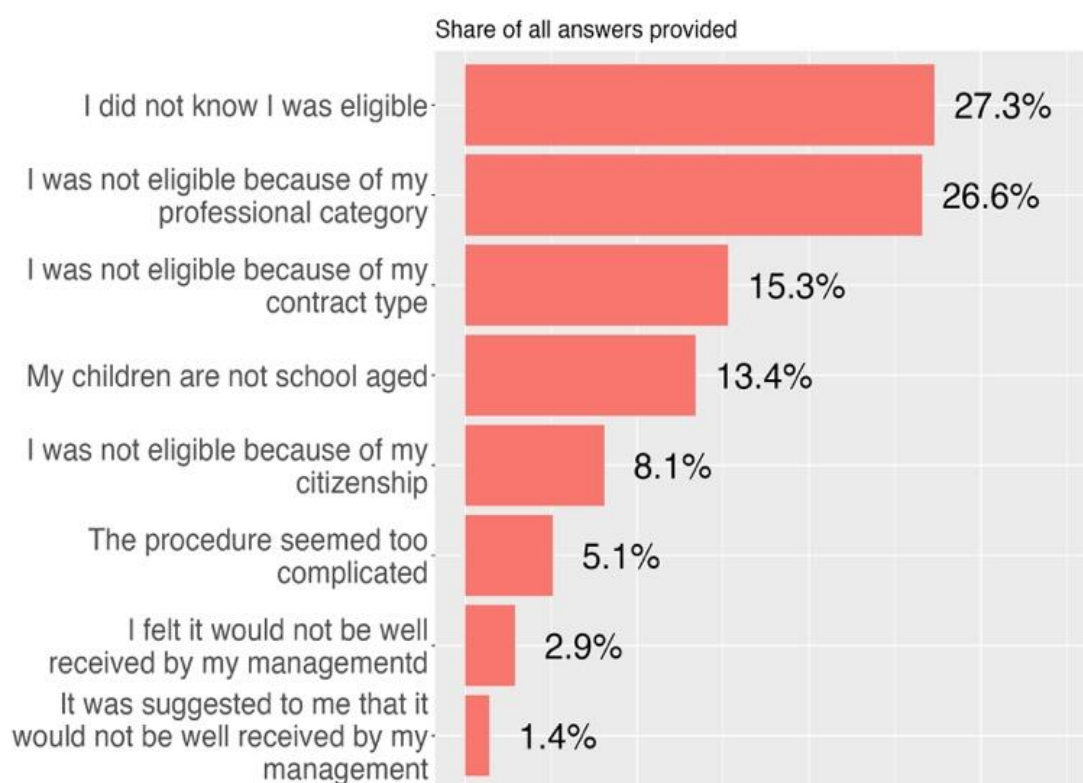
Figure 6. Home leave uptake, by contract funding source, SU survey data



Note: The total number of individuals in the figure does not add to 1679 because some people did not respond to this question.

32. Many colleagues (both RB and DC) also highlighted the unique challenges of accessing their home leave during the pandemic. Several colleagues shared their decision to defer home leave because of COVID-19 related illness. Others explained that COVID-19, in combination with administrative rules, prevented access to home leave. For example, one staff member shared that *"[The] Covid situation back home did not allow [home leave] in 2020, nor was it really safe or possible in 2021, so my leave was forfeited."* Another expressed that *"During Covid-19, I was not able to leave the country I worked in. I lost my entitlements to home leave, despite contacting colleagues in HQ to explain the situation forced me to stay in the country and asking for postponing my home leaves entitlements. I felt this was extremely unfair since I stayed 3 years in the country without any home leave, while carrying heavy duty due to the necessary covid-19 response, dealing with covid-19 associated stress, and carrying RB duties on the top of project management."*
33. Uptake of the education grant also differs between DC and RB staff. About 60 per cent of parent staff members at the ILO opted not to seek the education grant. In some cases, this decision was logical (e.g. "[my] children were not school-aged"). In about 15 per cent of cases, however, contract status precluded eligibility (Figure 7); 60 per cent of these individuals were DC staff located in the field.
34. Staff responses also indicate that in some cases, the uncertainty of contract renewal discouraged staff from seeking the education grant (even if they were eligible). One staff member expressed that *"... I do not know if my contract will be renewed next year. The instability of contract renewals does not allow us to take advantage of all of the entitlements."* Another colleague shared that *"Given the short length of the contract and its date of start, I am hesitant to put kids in a private school as I am not sure that the contract will be renewed. If the contract is not renewed and I do not have salary and educational grant, I will not be able to afford the school tuition fees. For obvious reasons, I do not want my kids to change school every other year."*
35. Importantly, Figure 7 also reveals an important and unexpected finding: among ILO staff who are parents (see appendix 2 Figure 39), nearly one-third did not know whether they were eligible for the education grant. When this particular response is disaggregated, the results show that about 60 per cent of individuals who questioned eligibility were DC-funded staff located in the field. This finding is also consistent with many staff responses that indicated a lack of knowledge about the entitlement and/or a lack of clarity surrounding the conditions of entitlement. For example, one staff member shared that *"My children are small in age. I assume that [the] education grant is for university students."* These results point to the importance of ensuring staff are aware of their rights and entitlements, especially those on DC funded contracts in the field. They also highlight the unequal support DC staff members receive about their rights and entitlements when they commence employment at the ILO (relative to RB staff).

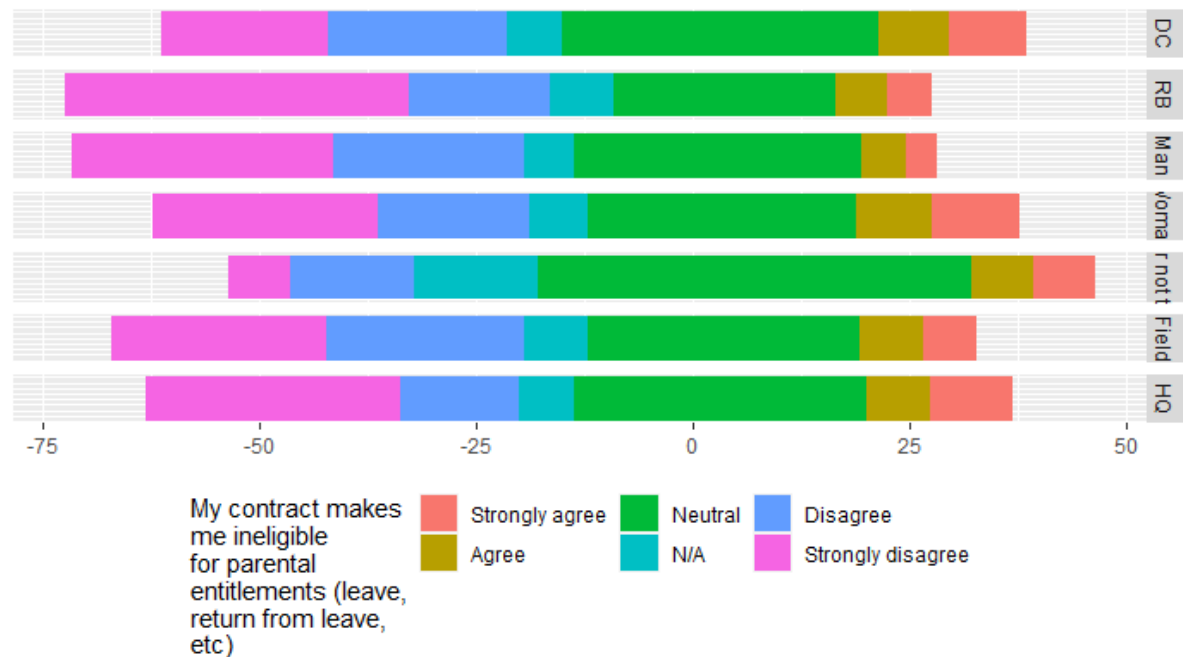
Figure 7. Justification for not seeking the education grant, among ILO staff members who identify as parents, SU survey data



36. DC funded staff members also have less access to parental leave entitlements, relative to RB staff. In the SU survey, staff members were asked if “[their] contract influenced their decision to have a child?”.⁹ Among staff members who responded “yes”, Figure 8 shows that a larger share of DC funded staff thought their contract type excluded access to parental entitlements. This trend also emerged among women, relative to men, irrespective of contract funding source. In addition, a larger share of DC staff were uncertain about the benefits to which they would be entitled if they had children (Figure 9). In other words, among DC staff, fewer are entitled to parental benefits, and there is a lack of understanding about the eligibility criteria.

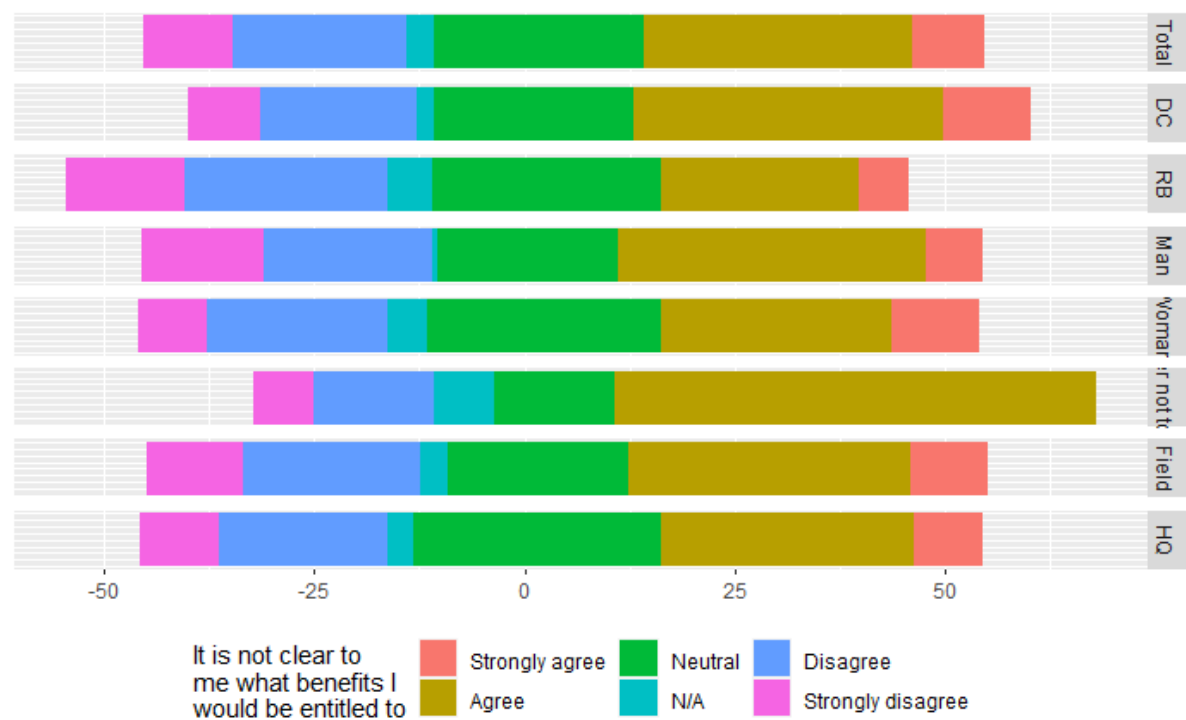
⁹ The next chapter reviews the response to this question in greater detail. This chapter focuses on parental entitlements alone.

Figure 8. Distribution of staff responses to the statement "My contract makes me ineligible for parental entitlements (leave, return from leave, etc.)", SU survey data



Note: This figure is limited to respondents who answered "yes" to the question "Has your contract influenced your decision to have children?"

Figure 9. Distribution of staff responses to the statement "It is not clear to me what benefits I would be entitled to [if I had children]", SU survey data

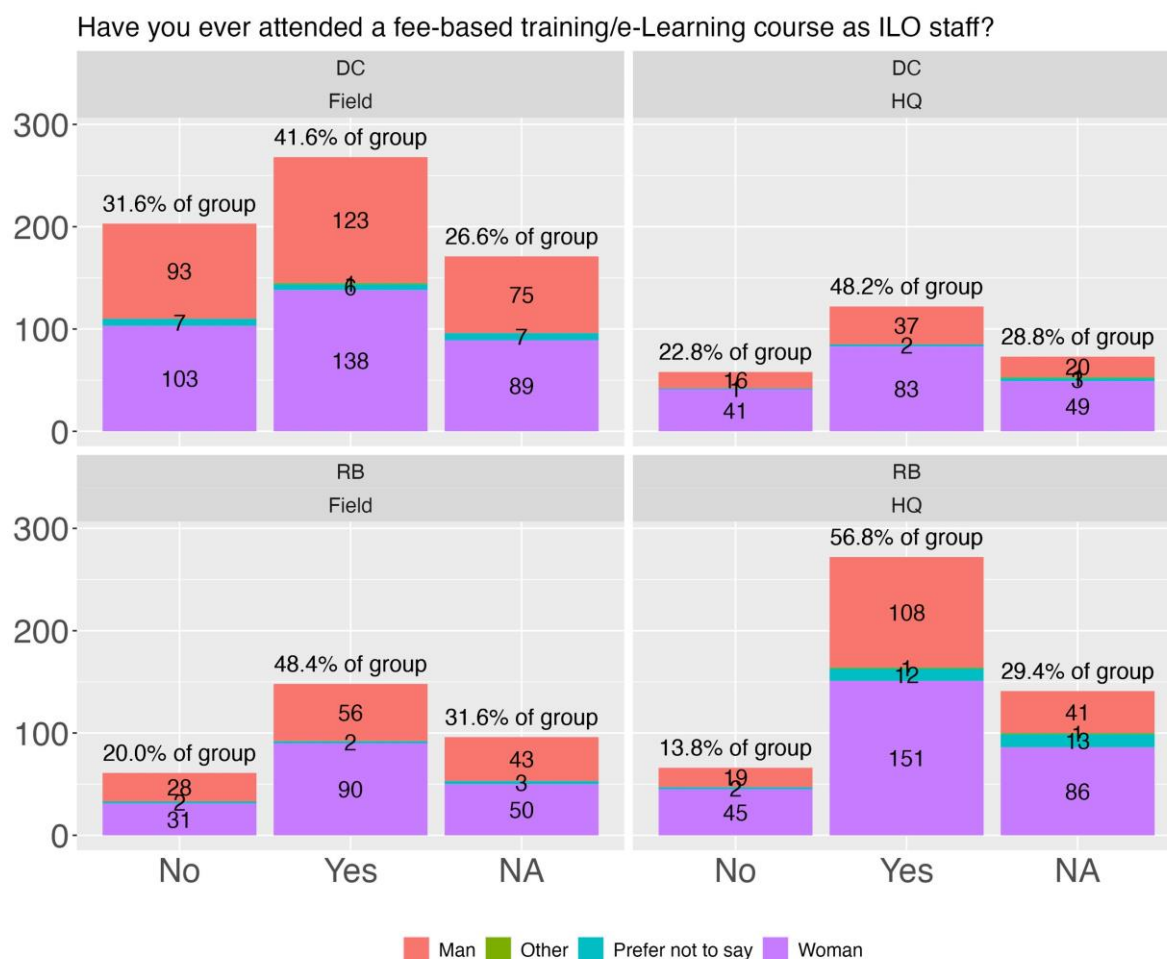


Note: This figure is limited to respondents who answered "yes" to the question "Has your contract influenced your decision to have children?"

37. Unlike home leave, parental leave, and the education grant entitlements, access to training depends explicitly on contract funding source and tenure within the ILO. Staff development funds are only made available for fixed-term contracts and WLT RB staff. Short-term RB and special short-term RB contracts are excluded from training opportunities.¹⁰ Staff employed on a DC funded contract also have reduced access. They may access training if: (1) staff development funds remain following RB staff use; and (2) they have been employed at the ILO for at least three years. While these are the entitlement conditions outlined in staff regulations, in practice, DC staff access to training is often determined by managerial discretion.
38. Differential access to training by funding source is reflected by survey responses. Figure 10 shows that a slightly higher share of DC staff have never attended a fee-based course as ILO staff, especially among DC staff in the field. Given the lack of entitlement to staff-development funds however, these trends may seem surprising, since large shares of DC staff still manage to access training. These trends are explained by the source of funding for training. While the majority of training undertaken by RB staff is funded by the Staff Development Fund, a higher share of training for DC funded staff is financed from particular projects, especially among DC staff in the field (see Appendix 2 Figure 43).

¹⁰ Unless the project from which they are funded explicitly included training in the budget from which their contract is financed.

Figure 10. Staff member attendance at training, by contract funding, gender and location, SU Survey data



39. Even if a project allocates funding for training, however, there is no guarantee that it can be accessed by all staff members on the project. One staff member explains that *“They declined my request [for training] because I needed three years’ tenure at the organisation. The budget for my project authorises funds for training, but management has denied my request. I find this unjust.”* Another DC colleague described their experience, noting that *“I have asked numerous times [for training opportunities], but been rejected, either because as TC, it should be covered by projects costs (and often not a budget line available/relevant for myself) or as it is felt it may impact on my ability to deliver the TC project.”*
40. Meanwhile, many donors explicitly exclude staff training from their project budget, further disadvantaging DC staff. Many staff members acknowledged this constraint as the reason they did not seek, or were denied access to training. For example, one staff member noted that *“Because I am on TC projects, the donors will not pay for training. I cannot afford to pay the cost of ITC ILO training from my own pocket.”* Other staff

members pointed to the interaction between contract duration and training length as a source of inadequate access to training. For example, one staff member shared that there were *“Various reasons [they did not receive training], but one is that training courses span beyond contract duration. Alternatively, when on a ST/FT contract, any time spent doing ‘extracurricular activities’ such as training may not be adequately appreciated in a contract renewal decision.”*

41. Not surprisingly, given the additional hurdles many DC staff members are required to overcome in order to access training, they are also denied access to training at higher rates, compared to RB staff. This is especially the case for DC staff in the field. On average, about 42 per cent of all staff have been denied access to training. This rate rises to nearly half among DC field staff, followed by 40 per cent among RB staff in the field, 37 per cent among DC staff at HQ and 36 per cent among RB staff at HQ (see Appendix 2 Figure 44). In general, the high rates observed across all categories suggest that investment in opportunities for training is needed across the ILO.
42. Many staff member responses also pointed to a complete lack of transparency regarding the allocation of funding for training. Some staff members perceived that managers prioritised professional staff opportunities, over those for general staff members. Other staff members were informed they had been excluded from a training because of their grade. Another was informed their training request could not be granted because it required payment of daily supplemental allowance (DSA). As aptly described by one staff member, *“... In reality, I think there are preferences regarding who receives funding [for training], and the lack of transparency suggests there is no attempt being made to ensure that the funding will be distributed equitably among staff members... there is a deficit of transparency – accountability – in my opinion.”*

3. What is the impact of different contractual arrangements on workers' lives?

43. Different contractual arrangements negatively impact the lives of DC staff members and their families. They alter workers' entitlements to staff benefits and compromise workers' residency status. They restrict their access to external services or cause them to alter or postpone decisions about familial formation. All of these factors generate insecurity and stress. They also impede workers' ability to plan their lives. This section reviews in detail how each of these factors influences workers and their families.

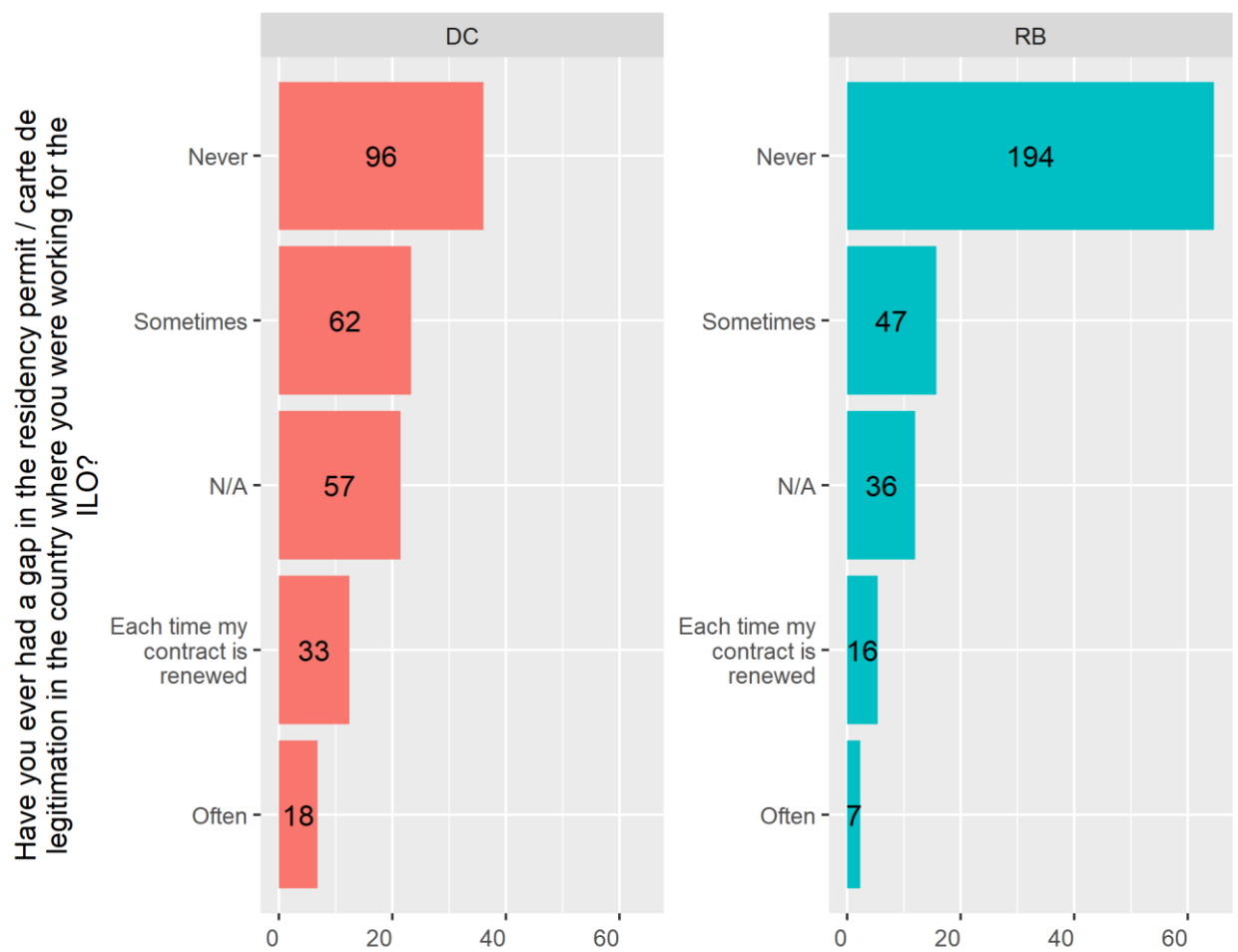
DC staff members are more likely to experience residency permit gaps

44. Employment at an international organization affords individuals particular foreign residency rights that are contingent on a valid employment contract. By nature of international, as opposed to local recruitment, receipt of a foreign residence visa primarily impacts professional staff. Not surprisingly, when questioned how long professional staff were permitted to remain in their duty station if their contract expired, nearly half expressed they would have to leave the duty station in 12 months or less (Figure 53).

45. The greater work insecurity associated with DC funded employment, however, implies that they are at a greater risk of residential permit expiry. Figure 11 shows the frequency of residency permit expiration experienced by professional staff members. Not surprisingly, among those who responded to the question, 54 per cent of DC funded staff members ever experienced permit expiration, compared to only 27 per cent of RB funded staff members.

46. Among staff members who have ever experienced residential permit expiration, about a quarter of professional RB staff members attribute the cause to "forgetting to request the renewal", pointing to the insignificance of the expiration on their lives (because of the ease of renewal). By contrast, among DC funded staff members, only 11 per cent assume responsibility for the delay (Figure 12) and a much higher share attribute it to delayed contractual breaks or insufficient time to process the permit, due to insufficient time allocated between contractual renewals.

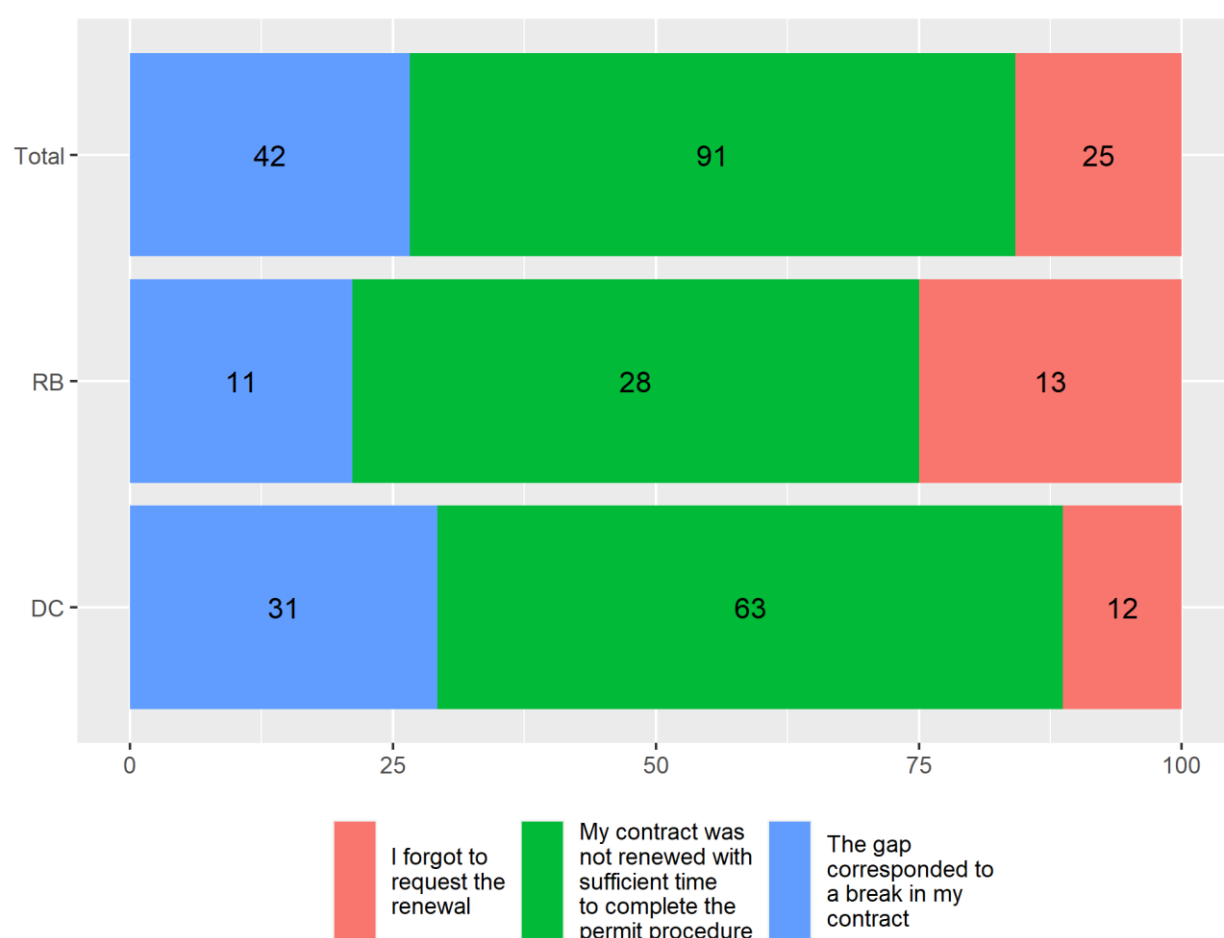
Figure 11. Residency gaps among professional staff members, by contract funding source



N/A: not applicable

Note: The total number of individuals in the figure does not add to 1679 because some people did not respond to this question.

Figure 12. Stated cause of residency gap among professional staff members, among P-staff members who have experienced an involuntary contractual gap, by contract funding source, SU survey data



Note: Multiple responses were possible for this question.

Involuntary contract gaps compromise staff access to social protection and professional development

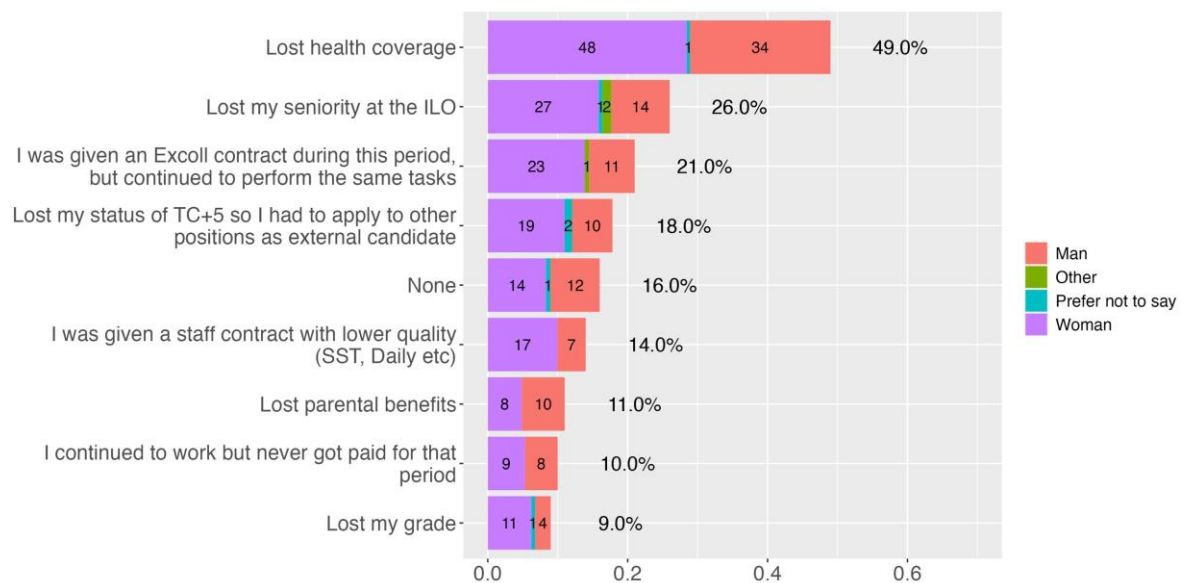
47. Disruptions in contracts engender consequences that often upend the lives of workers and their families. The impact of these disruptions is, however, particularly acute for international civil servants since their access to a social protection floor is often directly tied to their employment status. Among staff members who ever experienced an involuntary contract gap, about half (Figure 13) lost their health insurance coverage. For one staff member, the loss in health insurance resulted in a loss of coverage for their disabled child. Another staff member described the challenges of continually having to “restart” their affiliation to SHIF: *“When I had shorter contracts and they ended, I had to restart SHIF, then dental and optical are always not covered for the first year or two.”*

48. Eleven per cent of staff members, who ever experienced an involuntary contract gap, lost eligibility for parental benefits. One staff parent described *how “My child was born end of Dec, right before the contract end and break duration. After getting back I requested*

paternity leave and got rejected by RHRD with the reason that I should have spent [my] few day[s'] leave before my contract ended. After that [however], HRD got back and informed me that my paternity leave [was] approve[d] on [an] exceptional basis." Another staff member described the financial implications of the lack of parental entitlements: *"I didn't have any paid maternity leave. Just a break between one contract and another. So I was forced to accept a contract just after 2.5 months following delivery. Moreover I am not entitled to any breastfeeding hours because of the nature of my contract."*

49. A substantial share of staff members also described the detrimental impact involuntary contract gaps imposed on their professional lives. Some staff members lost their seniority at the ILO, their current grade, or the ability to apply as an internal candidate for ILO positions. For example, one colleague stated that *"...although I have been at the ILO for almost 9 years, I still don't have the TC+5 status."* Another described how *"I ended my contract with an NOA-10 and was rehired at a lower remunerated G5.5."*
50. Other colleagues were offered inferior employment contract types when they were rehired, such as an external collaborator role or a short-term contract. One colleague shared that *"My ex-coll remuneration was taxed, and thereby my earnings reduced drastically."* Some colleagues, employed as External Collaborators during their involuntary contract gap, had to leave the duty station and return at least one month later (sometimes more), at their own cost. This was the case for one colleague who described that *"[I had] no income [and] need[ed] to leave Geneva due to carte de legitimization expiration. I returned to Geneva a month later after [my] contract break and I paid all the travel expenses."*

Figure 13. Consequences of an involuntary contract gap exceeding 30 days, by gender, SU survey data



* % values represent share of 169 respondents who indicated having experienced an involuntary contract gap (see Figure 4).

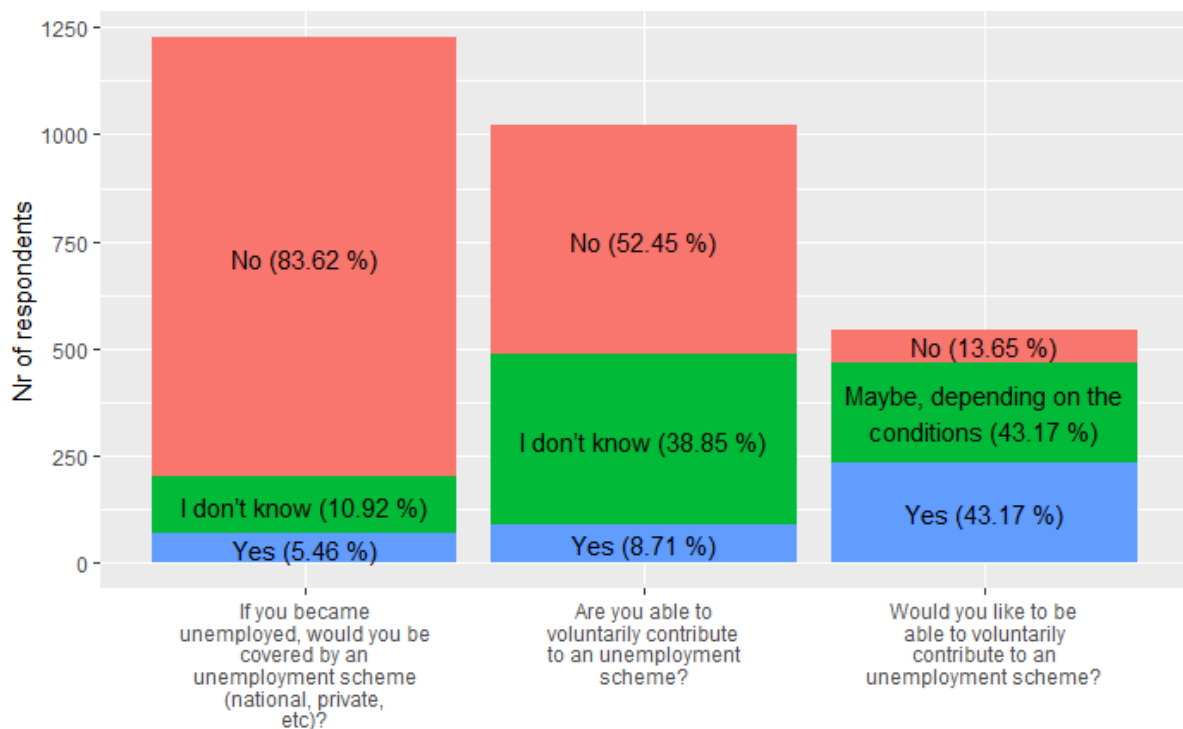
** Multiple responses were possible. Number of respondents by gender in text inside bars.

51. Many staff also acknowledged the detrimental effect of an involuntary contract gap on their retirement savings. Some staff members were never eligible for the pension because they were always employed on short-term contracts. Others lost pension benefits, such as pension time accrued, which determines whether an individual retains or loses employer contributions. One staff member described how, as a result of an involuntary contract gap, they had to “...drawdown on my pension contributions in order to meet my [financial] needs...”

The lack of an unemployment scheme further erodes staff access to social protection

52. Another important component of social protection is access to unemployment insurance. However, the majority of staff members are not covered by any form of unemployment scheme. Among these staff members, a small share indicated (8.71 per cent) they could voluntarily contribute to an unemployment scheme. The majority of individuals are ineligible for a voluntary scheme and expressed interest in contributing to one, depending on the conditions. While individuals who expressed “definitive” (yes) interest in an unemployment scheme were disproportionately younger staff members, there was interest in “possibly” (maybe) contributing to a scheme across all age groups (**Error! Reference source not found.**).

Figure 14. Access to an unemployment scheme (national, private, etc.), SU survey data

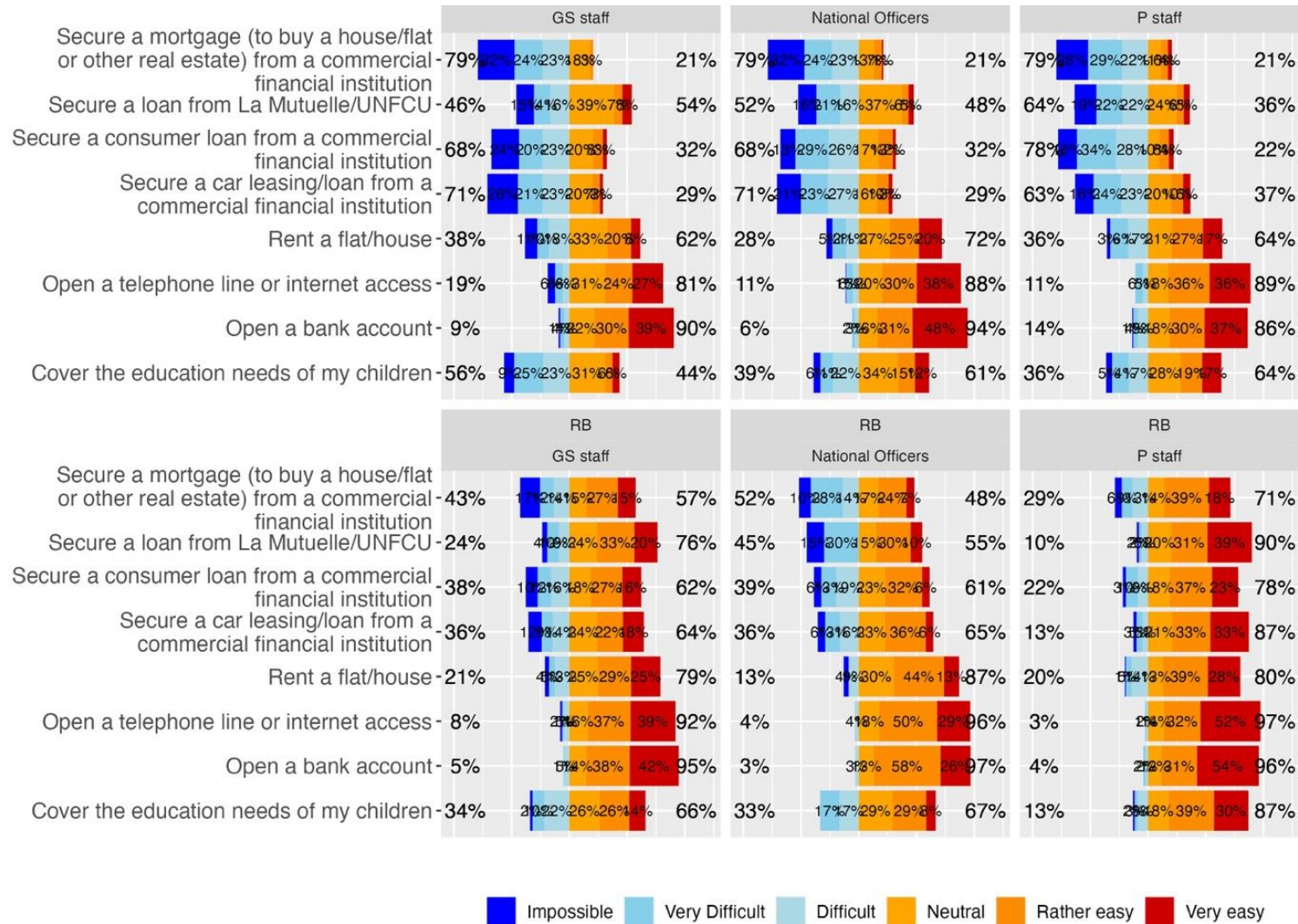


Short contract durations complicate or preclude access to external services

53. DC funded employment also impacts staff ability to access certain types of external services. Figure 15 categorizes the ease or difficulty associated with accessing certain external services. Some differences consistently emerge across staff categories, irrespective of contract funding source. For example, general and national officer staff experience greater difficulty paying for the educational needs of their children, relative to professional staff. These differences, by staff category, could be partially explained by the higher salaries received by professional staff members, on average, as well as differential access to entitlements, such as the education grant.

54. The differences across staff categories however, pale in comparison to the differences observed by source of contract funding. DC staff consistently experience difficulties securing different types of loans. In particular, they struggle to secure: a mortgage from a commercial financial institution, a loan from La Mutuelle/UNFCU, a consumer loan from a commercial financial institution, and a car leasing/loan from a commercial financial institution. When these differences are analyzed by gender and location, they confirm that contract funding is the most important source of variation,

Figure 15. Ease or difficulty of accessing external services, by source of contract funding and staff category, SU survey data

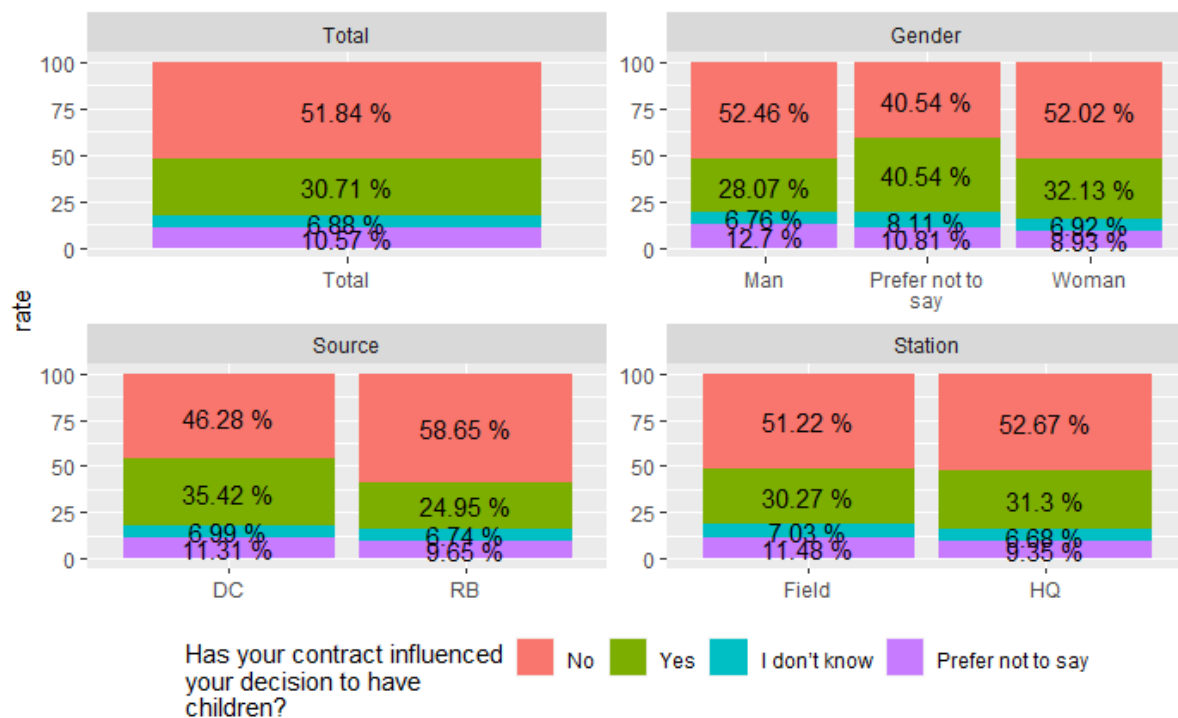


55. Several colleagues shed light on some of the reasons these difficulties arose. For example, one colleague described that *“The short-term nature of most contracts make[s] it difficult to access meaningful loans from commercial banks, as the recover[y] [periods] are restricted to the timeframe of the contract.”* Another staff member commented on means used to circumvent contractual constraints: *“It was difficult in the past, with precarious and intermittent contracts, but I now have a WLT contract and it’s much easier. In the past a colleague had to sign my flat rental agreement with me, as co-tenant, although he wasn’t going to live there at all, so that I could get a flat, as my contract made me ineligible.”* One colleague also commented on some of the financial costs of shorter contracts, noting that *“Due to the nature of my contract and uncertainty, whether or not it will get extended and for how long, I am paying more than the market price for my rented apartment at the duty station because I cannot sign a 12-month lease agreement, which is the norm here. Shorter lease = higher rent.”*

Uncertainty about parental entitlements alter decisions about family formation

56. Work insecurity also alters individuals’ decisions regarding if and when to have children. Figure 16 shows that contract type influences DC staff decisions to have children more than RB staff. Among RB staff, about a quarter (24.95%) responded that their contract type influenced their decision to have children. This share rises to 35.42 per cent among DC staff.

Figure 16. Responses to "Has your contract influenced your decision to have children?", by location, gender and source of contract funding, SU survey data



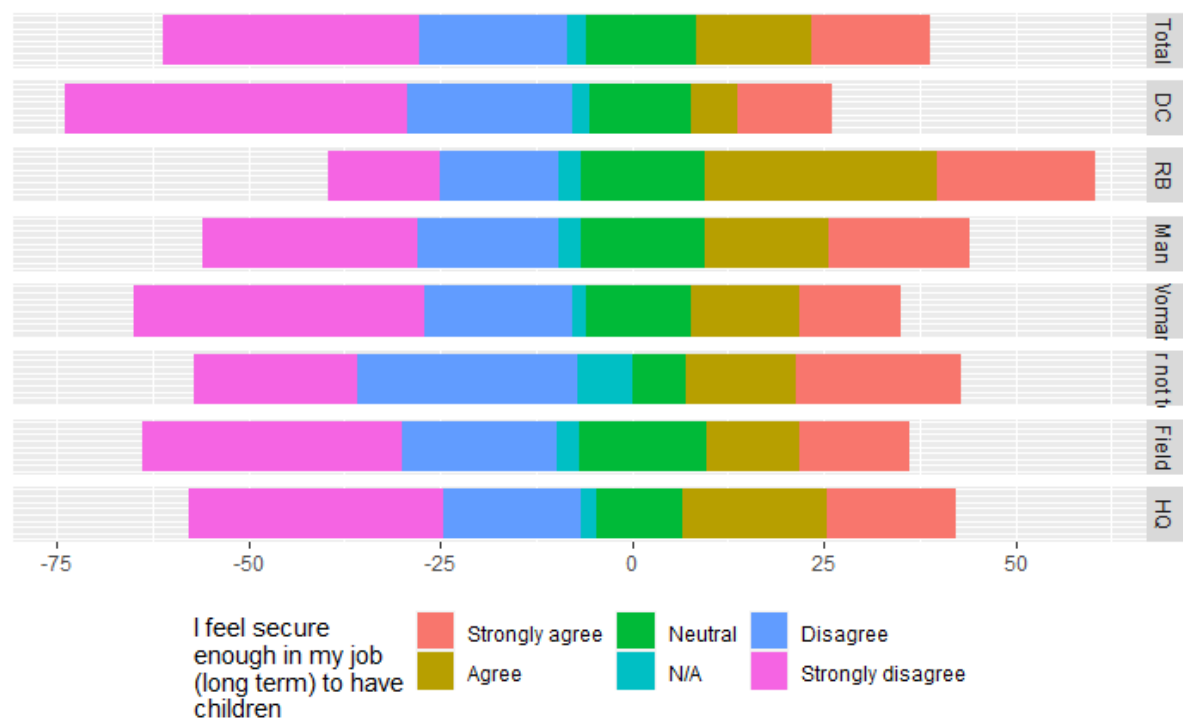
57. Among individuals who indicated that their contract type influenced their decision to have a child, several subsequent questions were posed. For example, contract type could positively or negatively impact the decision to have a child. Respondents were asked to identify the extent to which they agreed or disagreed with 12 statements.¹¹ Select staff responses are discussed below and the remaining responses are provided in Appendix 2.

58. Figure 17 shows staff responses to the statement: "I feel secure enough in my job (long-term) to have children. More DC staff strongly *disagreed* with the statement, compared to RB staff. These findings are also supported by ILO colleagues' responses. One staff member noted that *"... At this stage of my career (30-34 years) one does consider starting a family, but this is made more difficult when you can only plan ahead for a maximum of 1 year when on TC contracts."* Another staff member reflected that *"[The] benefit of [now] having WLT (several years since my initial employment) came too late for me, not having stable contract at a time when one wants to have a more stable life, forced me to take, [the] not necessary[ily] desirable path of not having children...I was also unable to take*

¹¹ These statements include: "It is not clear to me what benefits I would be entitled to"(Figure 9); "I feel this would not be well received by my management"; "I feel secure enough in my job (long term) to have children"; "I feel my contract could be in jeopardy because of having children"; "I feel my contract could be in jeopardy if I took parental leave"; "I feel my children would grow up in a safe environment"; "My salary can support having children"; "My children would have decent opportunities (education, etc.)"; "I feel that the possibility of changing duty stations would make it difficult to have children"; "I am concerned that my career would not advance as much as my colleagues without children"; "My contract makes me ineligible for parental entitlements (leave, return from leave, etc)" (Figure 8); "Other".

loans for purchase of an accommodation, etc....extended and unstable contracts prevented me from having [what] one could call a normal life."

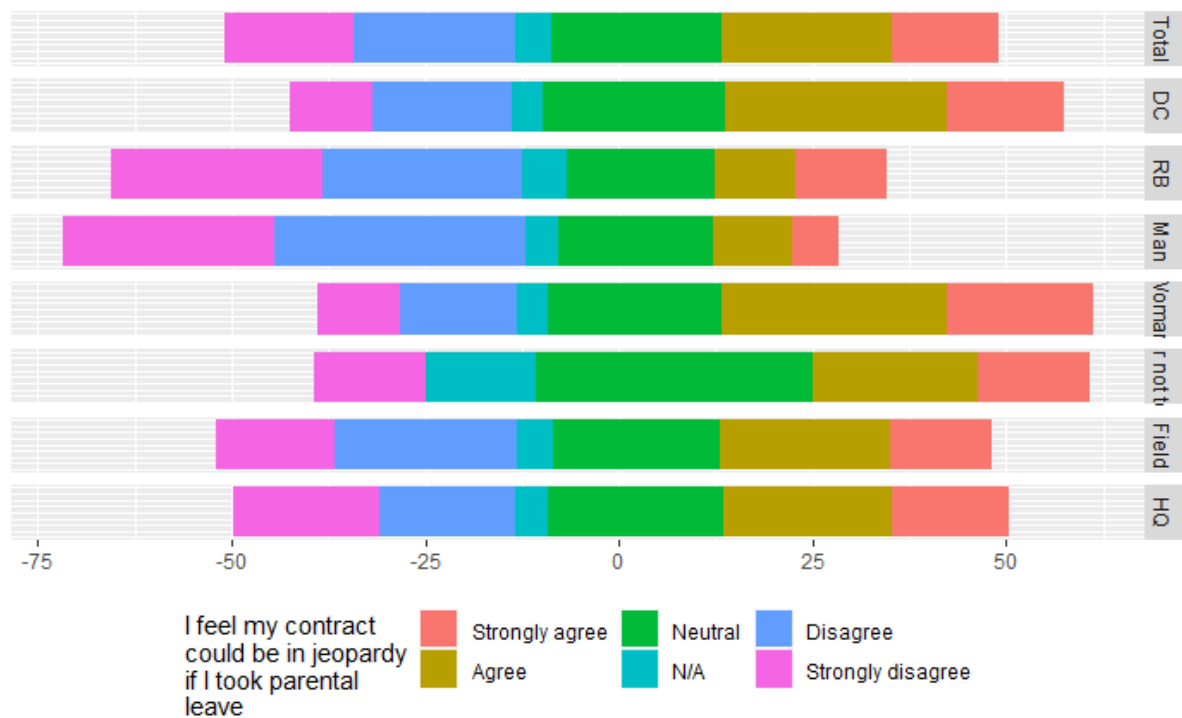
Figure 17. Distribution of staff responses to the statement "I feel secure enough in my job (long term) to have children", ILO survey data



59. Similar disparities between DC and RB staff also emerge when asked if individuals thought their contract could be in jeopardy if they had children (**Error! Reference source not found.**) or took parental leave (Figure 18). A larger share of women (both RB and DC funded), also more strongly agreed with both statements. One colleague noted that *"During the years I was with precarious contracts I did not have children since I was afraid it would impact my career at the ILO and I did not have the financial stability to raise children in a safe environment. Since I have a more stable professional situation at the ILO I had children and I feel more confident about my responsibilities towards their education and the environment I can offer them...."*

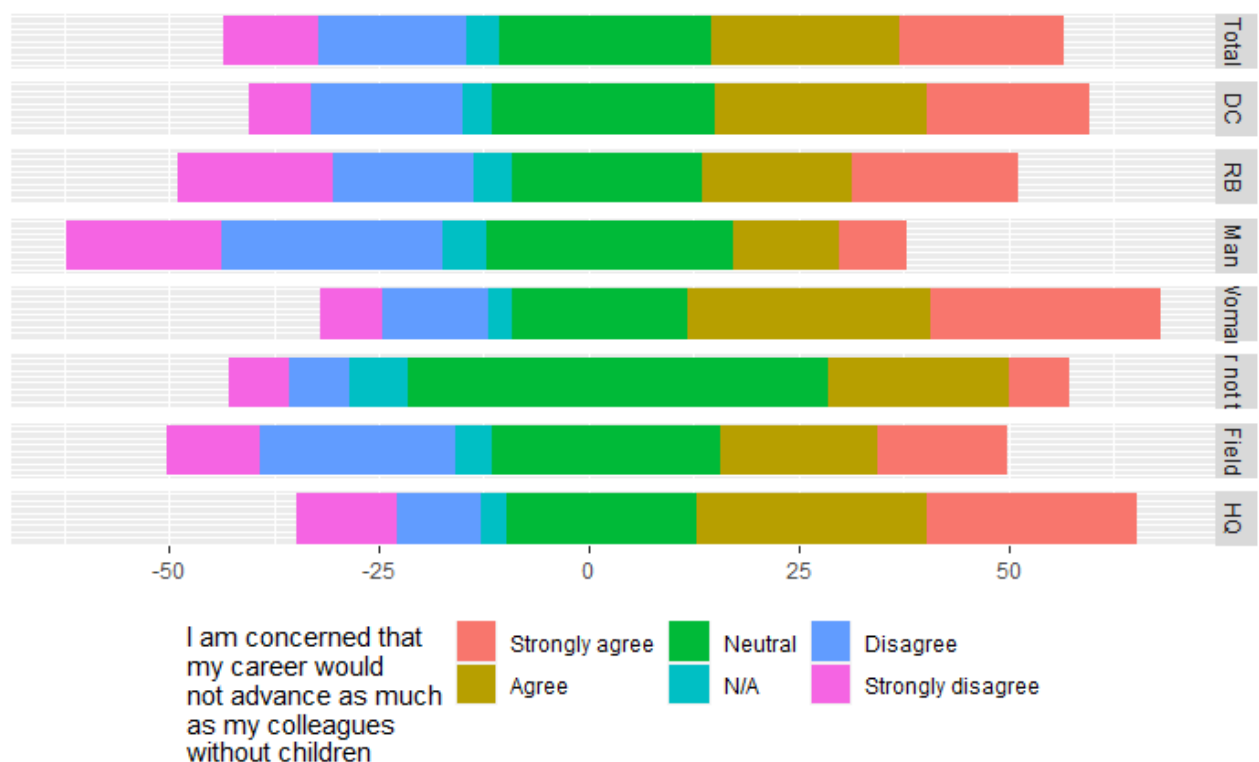
60. A higher share of women also agreed that having children would not be well-received by their management. One colleague shared her experience of managerial disapproval, noting that *"The main factor for me was that I was on DC contracts during my childbearing years. Only when I finally landed with an Office Director who was a decent man, I felt I could have a child and my job would still be there afterwards. However, the Director who followed him made me constantly feel bad because of my decision of continuing to breastfeed my child... (and thus had to take [the child] on mission with me)..."*

Figure 18. Distribution of staff responses to the statement "I feel my contract could be in jeopardy if I took parental leave", SU survey data



61. A large share of women were also concerned that their career would not advance as quickly as their colleagues without children (Figure 19), potentially owing to the disproportionate unpaid care work women assume in the home. One colleague shared that “[My] main reason [is] that having children would have jeopardized career opportunities and it was difficult to move to a family duty station.”

Figure 19. Distribution of staff responses to the statement "I am concerned that my career would not advance as much as my colleagues without children", SU survey data



62. The different trends observed by gender are concerning from the perspective of promoting and ensuring gender equality within the ILO. Additionally, the trends observed for females employed in DC roles are particularly disconcerting because these women seem subject to a double penalty. DC female staff share the fears of RB female colleagues regarding the implications of children for their professional development. In addition however, they also feel too insecure in their jobs to have children (a fear shared by their male DC counterparts). It is hoped that the new parental leave policy will help to redress some of these issues.

4. Career development prospects within the organization by contractual status

63. Outside the ILO, it is observed in some cases that temporary employment¹² can lead to permanent employment. In other cases however, workers remain in short-term contracts for long durations or transition to unemployment or inactivity following the conclusion of the contract. These positions can be a dead-end, with little prospect for career development.
64. Across countries, transitions from non-standard to standard employment range from less than 10 to below 55 per cent (ILO, 2016). The likelihood of using non-standard employment as a stepping stone to a permanent role is also highest for certain groups, namely young graduates, immigrants and initially disadvantaged groups (in terms of education or pay) (ILO, 2016).
65. A range of statistical methods are used in the academic literature to identify the causal impact of having a temporary job on future employment.¹³ By design, the SU survey does not allow for such analyses to be undertaken. Such an analysis could however, be undertaken with longitudinal HR data that contains complete information on an individual's employment duration at the ILO, number of contracts, staff category (or categories), and contract type(s). This is a potential area of future research.
66. The SU data can however, shed light on the trajectories of current RB staff members with DC experience. This section presents some of the characteristics of RB staff members with DC experience. Following this discussion, the chapter considers the career development prospects of employees within the organisation.

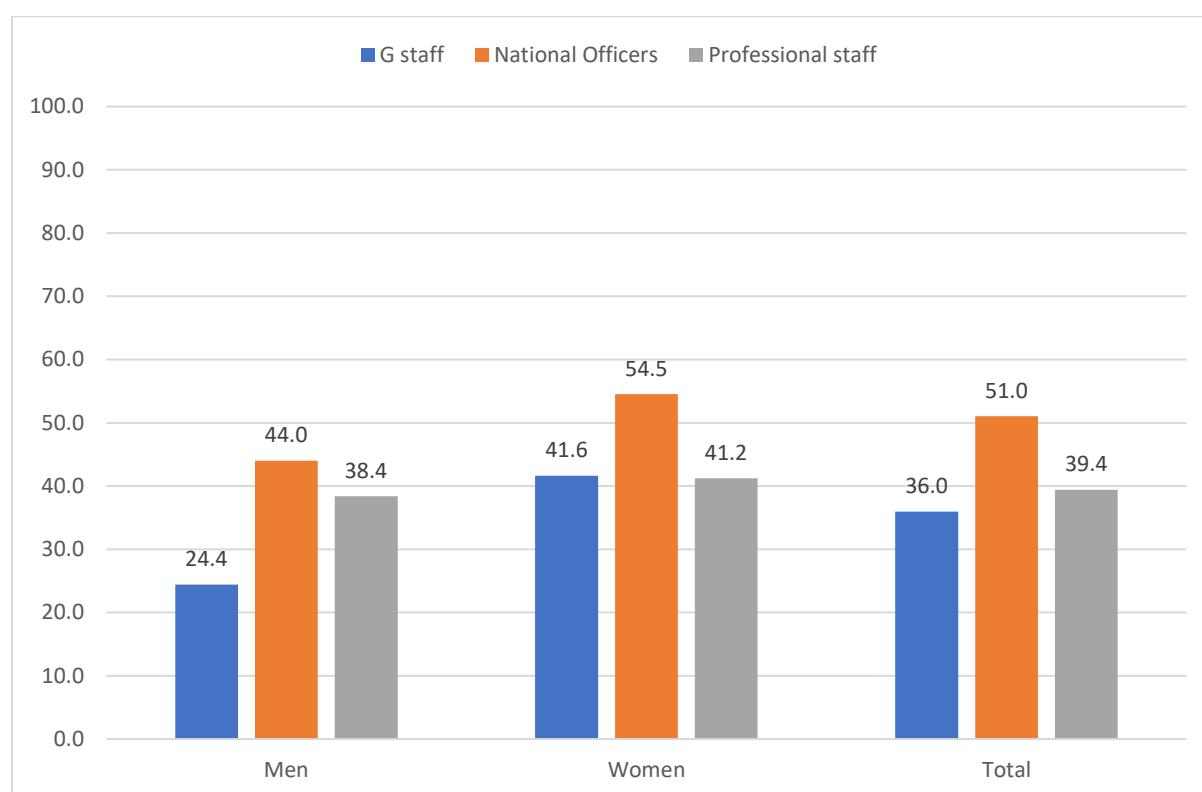
A large share of current RB staff members have DC experience

67. Figure 20 shows the share of RB funded staff members who have held at least one DC contract during their tenure at the ILO. The data show that more than half of national officers have held at least one DC contract during their tenure at the ILO, followed by 39.4 per cent for professional staff and 36 per cent for general staff. The data also show that DC experience is more prevalent among female staff members, across all three staff categories. The results imply that a large share of RB-funded positions are filled by individuals, who at one point held a DC contract, underscoring the value of DC staff experience to the organisation.

¹² Temporary employment encompasses fixed-term and all short-term contracts within the ILO.

¹³ These are reviewed in detail in Filomena and Picchio (2022).

Figure 20. Share of ILO RB funded staff members with DC funded contract experience, by staff category and gender, SU survey data



68. One possible reason that a slightly higher share of national officers have DC experience, compared to professional and general staff, is the limited number of RB funded national officer positions in the organisation. As a result, when an RB funded national officer position opens, there is a very large number of DC funded staff members who can apply. By contrast, a larger share of professional and general staff roles are RB.

69. The number of years it took RB staff, with DC experience, to transition from a DC position to RB is also presented in Table 3. The results show that, on average, it took individuals, who currently hold an RB funded general or professional position, about six years to secure an RB position. For professional staff members, this duration corresponds with the minimum five years of international experience required to apply for a P3 position. Among national officers, the results differ by gender and should be interpreted with some caution since they only represent 25 individuals.

Table 3. Average number of years on DC contracts prior to securing an RB funded role, among staff currently employed on an RB contract, by staff category and gender, SU survey data

Gender	General	National officer	Professional	Total
Men	6.6	7.3	5.9	6.2
Women	5.8	3.3	5.6	5.5

*Individuals who did not report their gender are excluded from the calculation.

70.

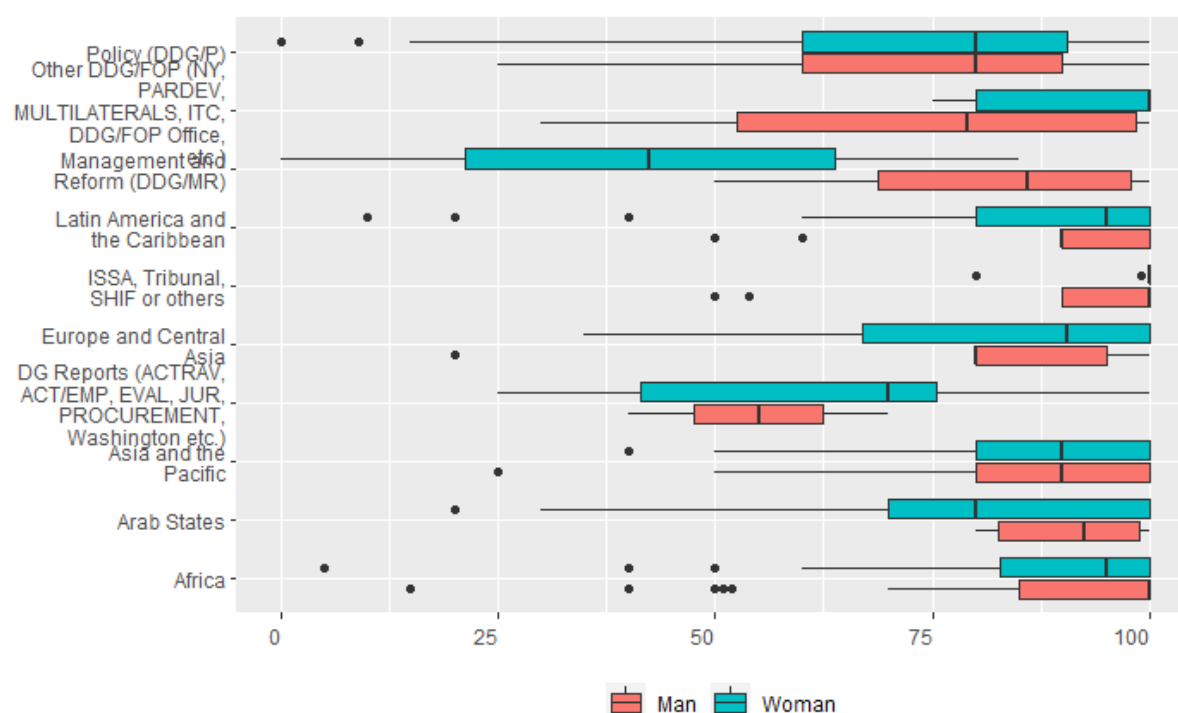
71.

72.

73. Table 3 shows that women, who are currently in an RB position, took slightly less time than men to secure an RB position. One explanation could be differences in their allocation of time. Figure 21 shows the share of time that DC funded employees spend on tasks financed by their contract. The data show that DC funded staff spend the majority of their time on tasks related to the project that finances their contract. This trend applies across all policy portfolios, except two: DDG/MR and ACT/EMP, EVAL, JUR and Procurement. Disaggregating these trends by gender, the results show that, in nearly all policy portfolios, the distribution is wider for women. In other words, relative to men, some women spend a much greater or much smaller share of their time on tasks related to their project. Thus, it is possible this broader exposure to “other” tasks better equips women with the skills required to apply for and secure an RB funded position.

74. What type of tasks do DC funded staff undertake when not engaged on project related activities? The survey results reveal “Work related to ILO core/RB functions” as the most frequently cited explanation, followed by “Work related to other projects that are not funding your contract” and “Resource mobilization/proposals development” (see Appendix 2 Figure 47). 164 colleagues also provided examples of other tasks required to perform outside the scope of their project(s), such as: representing the office in external meetings, and general office management, managing communications, office administration, and Decent Work Country Programme reporting. Several DC colleagues also indicated they served as office or department/branch security or gender focal points.

Figure 21. Percentage of time spent on the project(s) which finance a DC funded employee's contract, among DC and RBSA funded employees, by policy portfolio and gender, SU survey data

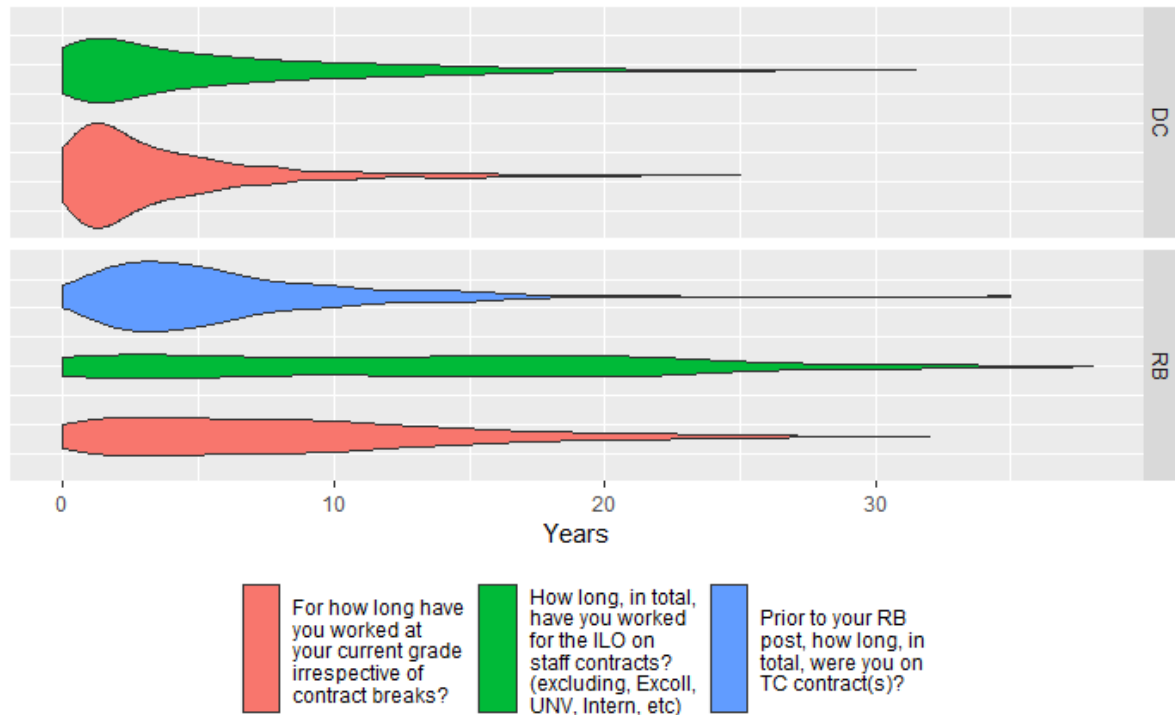


75. While Table 3 presented the average number of years it took individuals, who currently possess an RB contract, to transition to DC employment, Figure 22 presents the distribution. Focusing on individuals who previously held a DC contract and eventually secured an RB position (in blue), the majority of individuals secured an RB position in fewer than five years. This is represented by the large blue mass that appears to the left of 5 years. However, this distribution is quite long, showing that some individuals take much longer than five years to secure an RB position. There is also variation by policy portfolio. For example, RB staff in Africa and DDG/P served the longest on DC positions prior to their RB appointments (see Appendix 2 Figure 46). It should be noted, however, that respondents are categorized by their present portfolio and previous experience could have been accumulated in other portfolio(s).

76. Figure 22 reveals differences in the distribution of tenure at the ILO by source of funding. Among RB funded positions, the distribution of tenure at the ILO is long and narrow; this is consistent with long and upward career trajectories available to RB staff within the organisation. By contrast, among DC funded staff, the distribution of tenure at the ILO is clustered to the left of five years. These data are consistent with higher turnover among DC positions. In the absence of career growth and/or employment stability, DC funded staff either secure an RB position or leave the organisation (otherwise the distribution of tenure at the ILO among DC and RB staff would look alike). The long distribution of tenure among DC funded staff also reflects that some individuals remain on DC funded contracts for very extended periods. When disaggregated by policy portfolio, individuals with more

than 20 years' experience at the ILO on DC funded contracts are concentrated in: Africa, Asia and the Pacific, ISSA/Tribunal/SHIF and Other DDG/FOP.

Figure 22. Distribution of tenure at the ILO (and within grade), by source of funding, SU survey data



Note: The distributions presented in the figure show the concentration of individuals employed at the ILO by the number of years they have been: in their current grade, employed at the ILO, and on DC contract prior to transitioning to RB. When the mass is fat, this represents a high concentration of individuals. By contrast, when the mass is thin, it represents fewer individuals. When the mass appears as a straight line, this represents very few individuals.

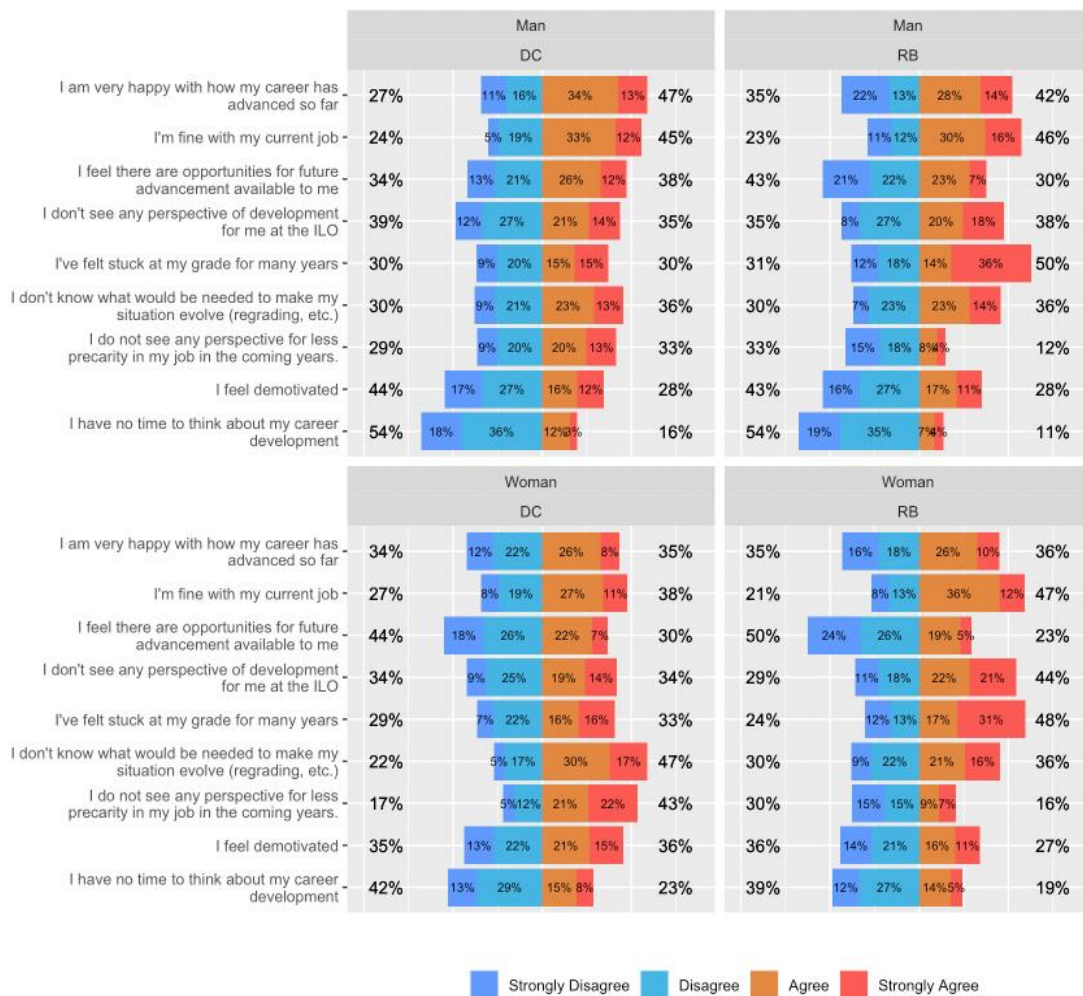
77. It is important to note that while the survey data show that a large share of RB positions are filled by staff members with DC experience, it does **not** shed light on the share of all DC staff members who secure RB positions. While data are not available to calculate this statistic (an important area of future research), the share of DC staff who secure RB positions is almost certainly lower than the share of RB staff with DC experience. The value should be lower since, faced with greater work insecurity, many DC staff members leave the organisation and when they leave, they take valuable knowledge and experience, specific to the ILO, with them. As such, the ILO's reliance on DC staff experience to fill RB roles raises questions about the organisation's underlying rationale and reluctance to provide DC staff members with contract security and recognition from the onset. Indeed, the whole notion of two staff categories seems somewhat artificial.

Career development prospects need attention across the entire organisation

78. Many respondents took the time to share how they felt about their career development prospects within the ILO and the results are disconcerting. Demotivation is observed across the organization. However, this should not be associated with underperformance or a lack of commitment to the ILO. To the contrary, a significant number of respondents noted they were happy with their jobs, their team, and to contribute to the ILO vision.
79. Staff demotivation seems to stem from the limited opportunities they perceive are available to them, especially among DC funded staff. One staff member shared that *“I realized years ago that there was no perspective of development for me and decided to stay ‘content’ in my current job. I like my colleagues and I am happy to do a good job, however I have felt stuck in the system for years.”* Another colleague commented that *“I feel there are opportunities in the ILO. But I feel discouraged by how slim the chances are in getting the opportunity.”* Speaking directly to the impact of temporary employment, one staff member acknowledged that *“My demotivation is due to the precarity in my job”*.
80. The demotivation is all the more important given the limited recognition of staff performance. Staff members going the extra mile, having high performance, working overtime or doing extra tasks, undertaking studies on their own do not feel recognized. One colleague noted that *“People committed and hardworking to the ILO work are not given any recognition.”* In one colleague’s words: *“[the] ILO do[es] not have [a] mechanism to create [a] path for career progression for staff, especially those who perform well”*. The performance appraisal was also denounced by several respondents, as unused in the recruitment process or to support career development.
81. Many colleagues reported an absence of support from HR, and sometimes from management, regarding career development and talent management, contrary to other UN agencies, where clear policies for the retention and promotion of competent staff exist. Reclassification of a position, to reflect current responsibilities, is possible, but is described by staff as a complicated and slow process, sometimes hindered by the lack of funding or contract duration.
82. DC staff, in particular, are often excluded from secondments, training, positions offered through a “call for expression of interest”, and functional mobility opportunities. ILC participation is largely denied to DC-funded staff. Several respondents also criticized the mobility system (and more largely recruitment procedure for RB positions) for giving an unfair privilege to RB funded staff, leaving very limited opportunities for DC funded staff to access less precarious positions. Furthermore, several staff regret that the ILO’s mobility policy does not consider one’s family circumstances.

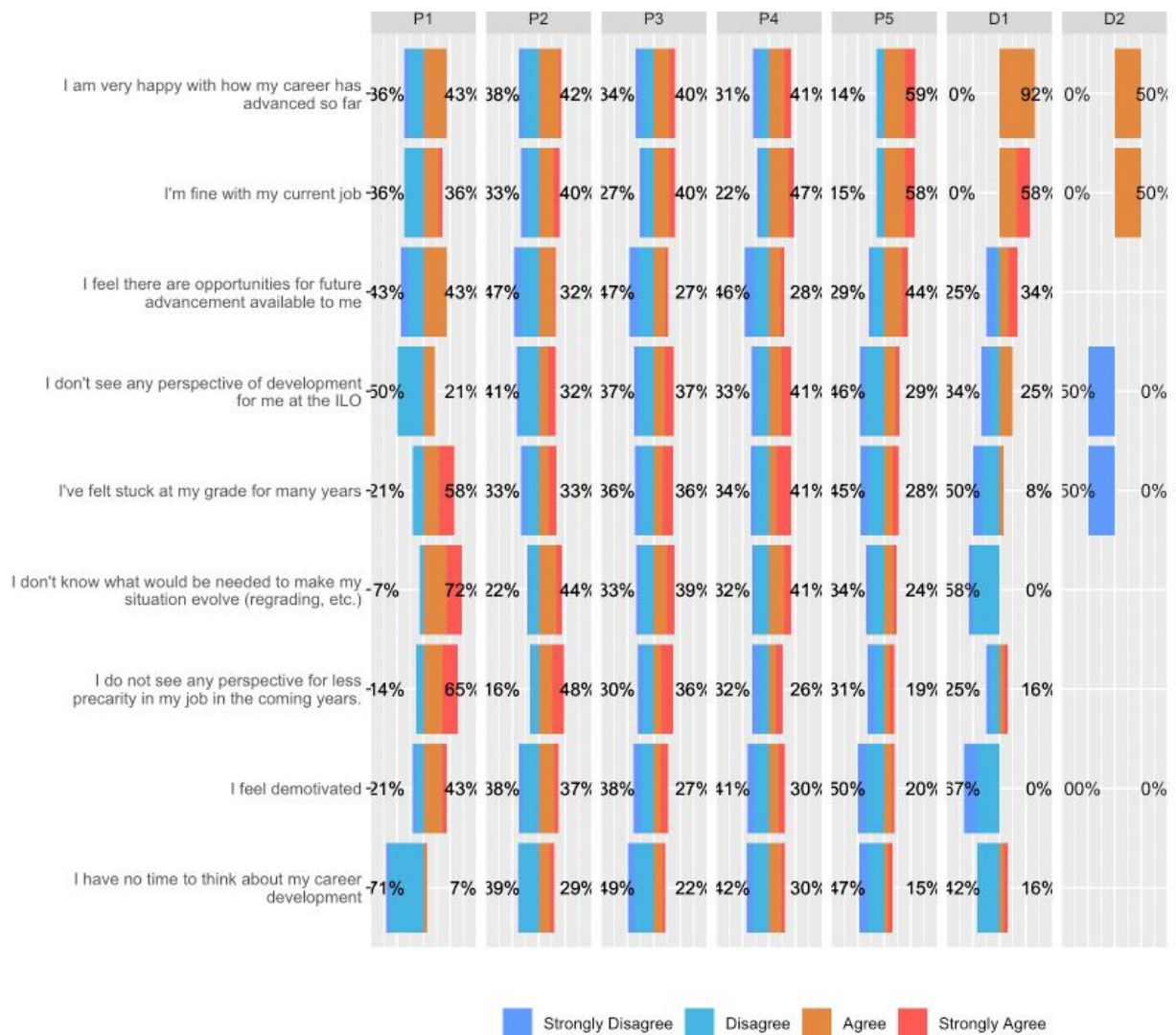
83. Another obstacle for career development is the existence of many silos “at the ILO, when you occupy a position, you are being labelled in that position for your whole career”. It seems next to impossible for G and NO staff to move to P position, but also for professionals who have worked a number of years in a certain department or area of work to be considered for other positions, while they have developed skills and competencies that could be used elsewhere.
84. A sad conclusion, aptly summarized by one respondent, is that *“There is really no plan for us or interest in retaining us, regardless of how hard we work.”* Another colleague shared that *“People committed and hardworking to the ILO work are not given any recognition when it comes to recruitment, contracting and promotion. This fact inevitably demotivates staff and pushes competent people away from the ILO in the short and long term.”* There is a clear need to develop a real and inclusive career development system *“...a policy for prioritizing internal candidates would motivate staff and will also help the ILO in preserving the staff that were trained and are well familiar with the ILO mandates and principles.”*
85. These qualitative responses about professional development opportunities are reinforced by the quantitative data. Survey respondents were requested to identify whether they agreed or disagreed with nine statements related to their career development prospects (or lack thereof) within the ILO. Figure 23 illustrates differences that emerge by contract funding source and gender. For clarity, the results exclude individuals who indicated they were “neutral” in their responses.
86. Focusing on males (Figure 23), relative to DC males, RB males feel more “stuck at [one] grade” and that few opportunities exist for future advancement. Among DC men, while a larger share were happy with their career advancement thus far, they were also more pessimistic about their prospects for employment stability in the coming years.
87. Among women, while a larger share of RB women feel stuck in their grade and “fine with their current job”, DC women feel more uncertain about what is required to change their situation. DC women are also pessimistic about prospects for employment stability in the coming years. A larger share of DC females are also demotivated, relative to RB women. Both DC and RB women (but especially RB women) did not feel there were opportunities for future advancement available to them.
88. Some differences also emerge between men and women, irrespective of contract funding source. Men tend to be happier than women about how their careers have progressed. Meanwhile, more women are dissatisfied with career advancement opportunities available to them in the ILO, relative to men. Women also have less time than men to think about their career development.

Figure 23. Career development prospects, by gender and source of contract funding, SU survey data



89. How does staff category and grade interact with career development prospects? Figure 24 disaggregates career development perspectives for professional staff. Satisfaction with career advancement and feeling “fine” with one’s current job is higher among senior professional staff. By contrast, demotivation, the feeling of “being stuck in one grade”, and employment precarity are concerns of more junior professional staff.

Figure 24. Career development prospects among professional staff, by grade, SU survey data



90. Career prospects among general staff differ markedly from professional staff (Figure 25). In particular, satisfaction with career advancement is higher among more junior general staff members. Meanwhile, more senior general staff report feeling “stuck in one grade” and are pessimistic about prospects for future advancement and development within the organisation. More senior general staff are also demotivated. Hence, in contrast to professional staff, where dissatisfaction about career development prospects arises from junior staff (largely funded by DC), dissatisfaction among general staff arises largely from senior staff (largely funded through RB). Among national officers (Figure 26), satisfaction with career advancement is highest among junior staff. By contrast, senior staff feel more strongly about the lack of opportunities for development. Demotivation is also highest at the NO-C level.

Figure 25. Career development prospects among general staff, by grade, SU survey data

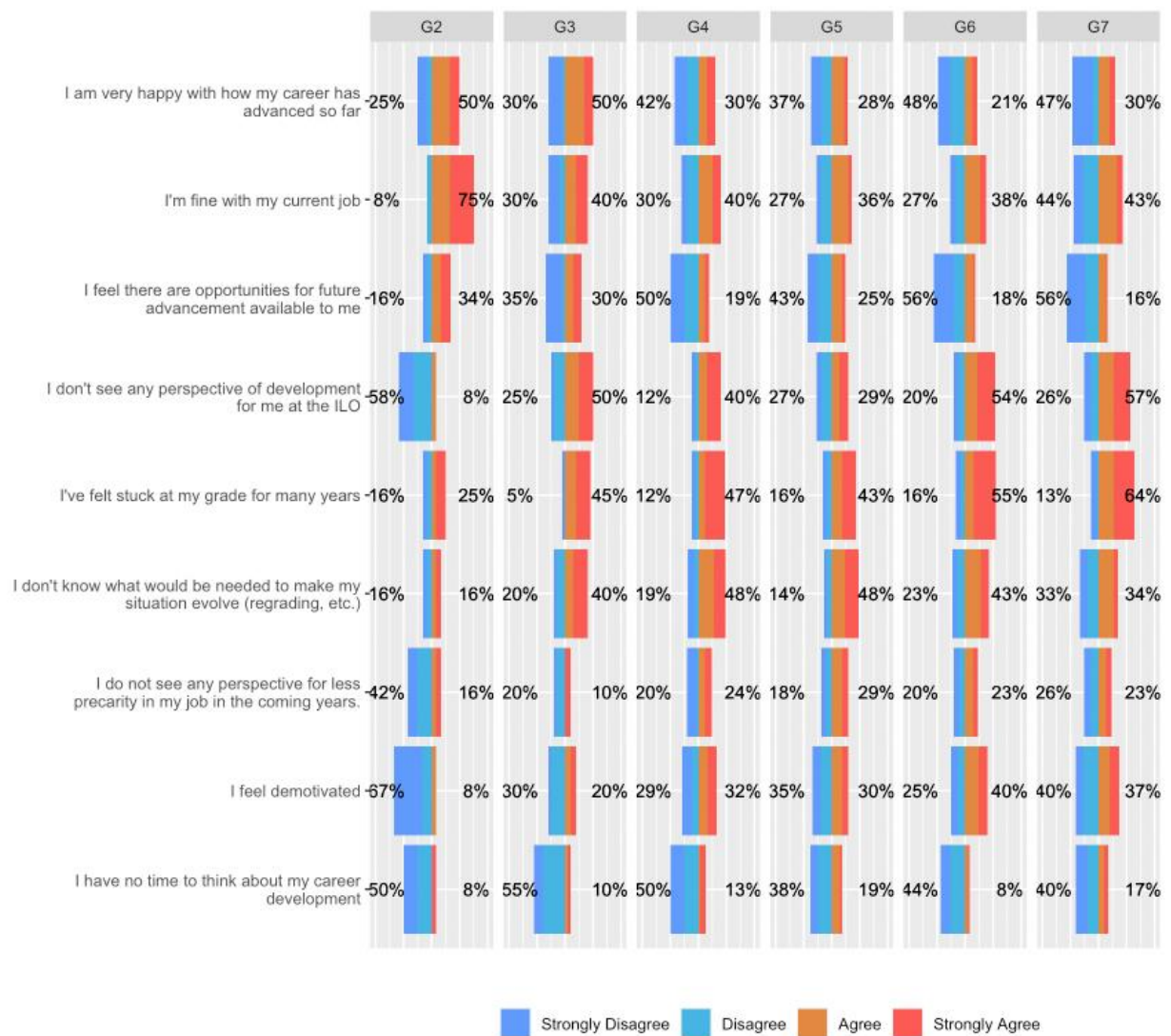
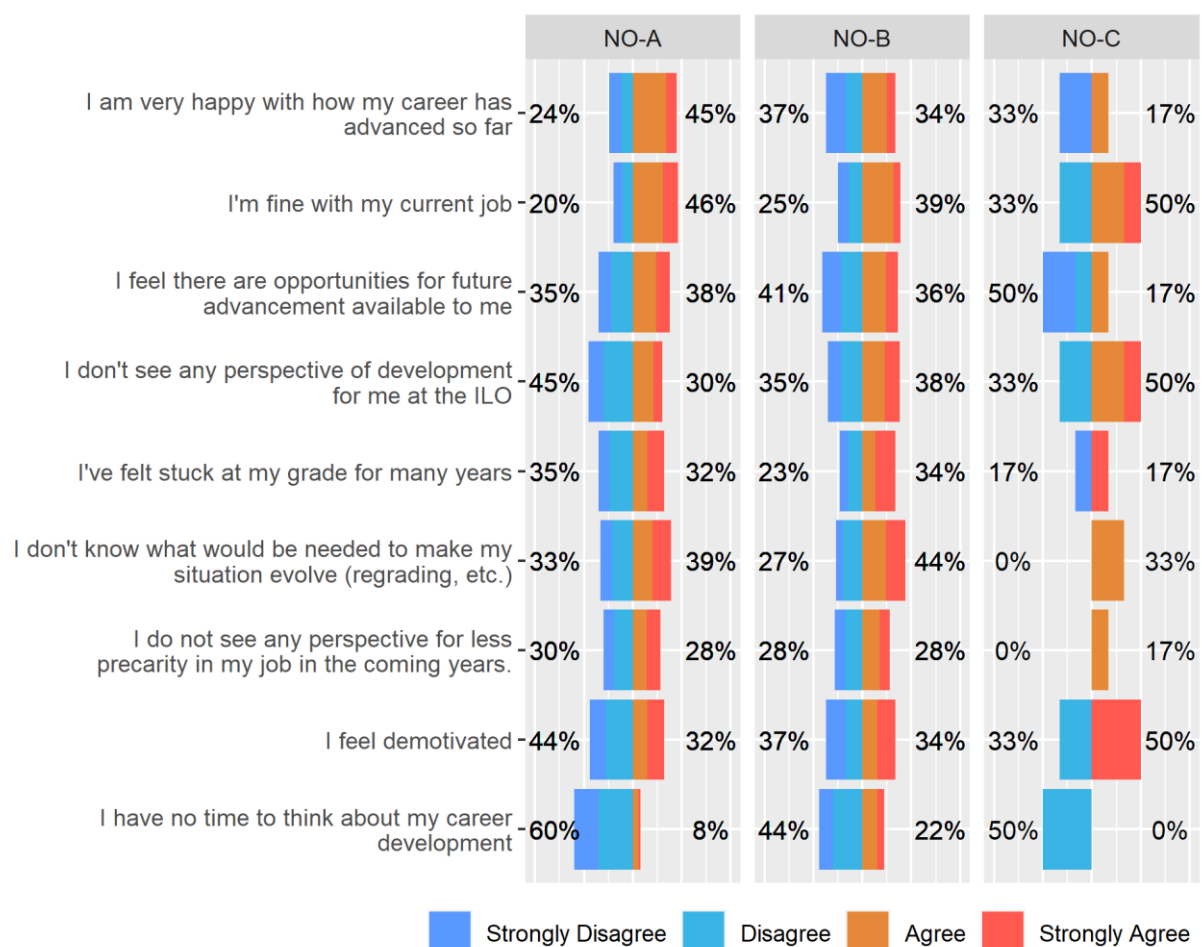


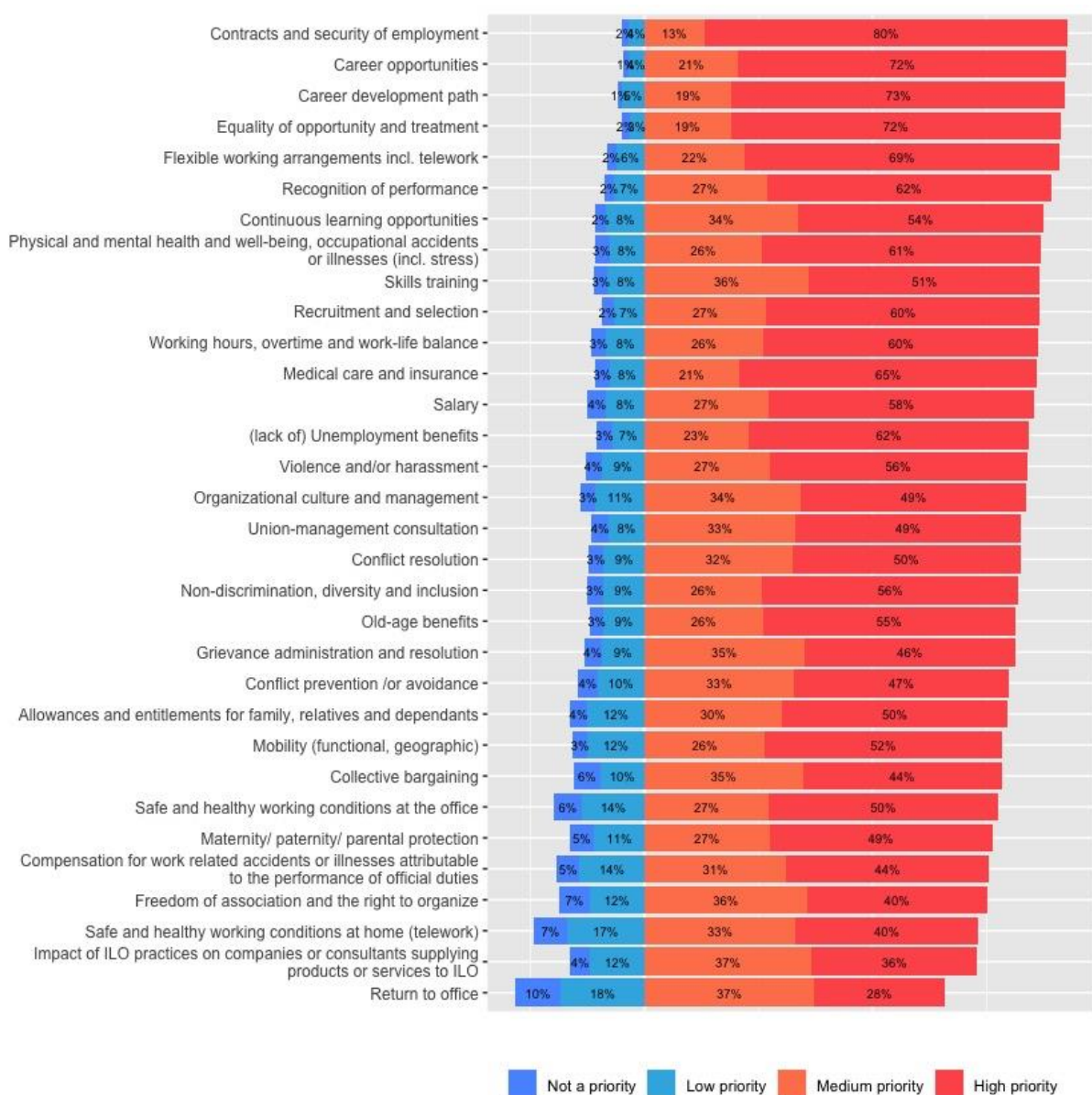
Figure 26. Career development prospects among national officer staff, by grade, SU survey data



5. Priority areas for the Staff Union identified by SU survey participants

91. In order to identify priority areas for the Staff Union's work, respondents were asked to rank a pre-defined list of 33 topics according to their importance. Each issue was identified on a scale from "not a priority" to "high priority". Figure 27 shows how these issues were ranked by all respondents. These are also disaggregated by gender, location, staff category, and contract funding source in Appendix 2 (Figure 62 to **Error! Reference source not found.**).

Figure 27. Priorities for the Staff Union, as identified by all SU survey respondents



92. A summary of the top five issues of each subgroup is summarised in Table 4, which identifies a large degree of overlap across all staff characteristics and issues, but with variation in the ranking. In particular, all staff groups identified “career development path” as among their top five issues, but some groups ranked it as their first priority, and others as their fifth (or in between). Similarly, almost all groups identified contracts and security of employment; career opportunities; equality of opportunity and treatment; and flexible working arrangements and telework as high priorities for the SU.

Table 4. Ranking of top five priority areas identified by respondents for the Staff Union, by staff characteristics

Priority Area	Gender			Contract funding source		Location		Staff category		
	Total	Men	Women	DC	RB	Field	HQ	P	G	NO
Contracts and security of employment	1	2	2	1		3	1	2	1	5
Career opportunities	2	1	4	3	2	2	3	1		2
Career development path	3	3	5	2	3	1	5	5	2	1
Equality of opportunity and treatment	4	5	3	4	5	5	4	3		
Flexible working arrangements and telework	5		1	5	1		2	4	5	
Recognition of performance		4			4					
Skills development						4			4	4
Salary									3	3

93. Three areas were identified as a top five concern among select groups. In particular, men and RB funded staff identified “recognition of performance” as an important concern. Staff in the field and general and national officer staff identified skills development as priority areas. These latter two groups also pointed to salary as a concern. While women ranked “flexible working arrangements and telework” as their number one priority, men prioritised the issue as number nine. Not surprisingly, contracts and security of employment do not rank among RB funded staff’s top five priorities, while they are the number one concern for DC funded staff. Respondents were also permitted to provide open-ended answers, in addition to the rankings. A summary of the open-ended responses, related to the top five issues, is also summarised.

94. **Contracts and security of employment.** Many colleagues expressed their desire for the use of short-term contracts to be limited. They acknowledged the injustice experienced by colleagues who remained on precarious contracts after 10+ years of service. They also pointed to the negative impacts work insecurity imposed on their personal and professional lives. Several colleagues also noted the damage precarious contracts imposed on the ILO's credibility as an organisation in support of decent work. A higher incidence of short-term contracts also weakened the strength of the staff union, as colleagues without employment security had less bargaining power.
95. **Career opportunities.** Lateral career opportunities were perceived as limited and unfair for various reasons. In particular, the effectiveness and design of the mobility policy was questioned. For example, there is a perception that no one leaves an RB position (to get DC experience) or leaves HQ (except when benefiting from the Mobility agreement which serves their interest). These negative perceptions are particularly apparent among DC staff, since they are not prioritised for mobility positions. Several DC staff also noted a lack of opportunities for RB work experience. For example, while a portion of tasks undertaken by DC staff are often core ILO functions, there is no opportunity for additional, RB-funded work-months to be allocated to DC staff contracts. In addition, DC staff are ineligible for learning opportunities such as secondments, and in-grade transfers. DC staff are also at a strong disadvantage, compared to RB staff, in the current recruitment and selection process.
96. **Career development path.** Various staff members pointed to the lack of career development path. DC staff members expressed sentiments that their value and experience were not valued by the organisation, as evinced by their lower priority access to skills development and promotion opportunities within the organisation. Since the share of DC funded staff, as a share of total staff, is increasing, many felt that HR could improve efforts to retain staff within the organisation. For example, staff transitions across DC projects, within the organisation, could be better facilitated by the HR, such as, for example, through the creation of a staff roster. Several staff also perceived that their work was undervalued as part of the recruitment process to RB roles. For example, the "project manager" role, a role disproportionately held by DC staff, is not included in the drop-down list of job titles available in ILO People when applying for jobs. Direct selection in competitions was also perceived as unfair due to its lack of transparency. The processes and selection of higher management positions was also perceived as politicised, rather than based on the strength of management or leadership skills.
97. **Equality of opportunity and treatment.** Several staff members pointed to the inconsistency of entitlements and benefits to which DC and RB staff were entitled, which run counter to the organisation's objectives of one ILO. There were also perceived differences in treatment between professional and general staff and between national

and international staff; this included mention of differences in salary for work of the same value. Gender inequality was also mentioned several times, as well as inequality based on national origin (with a preference for colleagues from main funding countries). All these issues give the feeling to many colleagues of being second class, or not belonging to the ILO.

98. **Flexible working arrangements.** Many colleagues highlighted the benefits of flexible working arrangements for many reasons, some of which included improved work-life balance and a reduced commute. Other colleagues expressed desire for the policies to remain arrangements, as opposed to entitlements, to maintain in-person interactions with colleagues and reduce incentives to outsource roles from expensive duty stations. Many staff members also pointed to the need for an updated policy, as well as consistent implementation of the current (and any future) policy within the organisation. In particular, many staff expressed reluctance to request permission from their supervisors to telework because of the likelihood of refusal.

6. Conclusions

99. This report highlighted several differences in the employment contracts issued to DC and RB staff members. The SU survey data reveal that DC staff members have much shorter contracts, relative to RB staff. While 88% of RB contracts are issued for at least two years, 90.2% of DC contracts are issued for one year or less. Focusing on staff members with contracts issued for less than one year, the difference between DC and RB staff is stark. A quarter of DC staff members have contracts issued for less than one year, compared to only 4.3% of RB staff members. As a result, a much higher share of DC staff members are not entitled to various staff benefits.
100. DC staff members also experience more frequent involuntary contract gaps and are informed of contract renewal with less notice. About half of all DC contract holders were informed their contract would be renewed or extended less than two months prior to the end of their previous contract. This contrasts to only 35 per cent of RB funded staff members.
101. Shorter contract lengths, more frequent involuntary contract gaps, and last-minute contract renewals interact in pernicious ways that alter staff members' entitlements to various benefits. For example, relative to RB staff, a larger share of DC staff members noted that their current contract prevents access to parental entitlements and the education grant.
102. Legal entitlement to staff benefits is, however, only part of the story. Contractual uncertainty influences DC staff members' decisions to take advantage of staff benefits, even if they are legally eligible for them. For example, among DC staff members eligible for home leave, the share who take it is lower than RB staff. In their responses, staff members explained that given uncertainties surrounding contractual renewal, they hesitated to take home leave or use the education grant. In the event a contract was not extended, the staff member might be required to reimburse the Office, pay international school fees out of pocket (during a period of unemployment), or change their child's school.
103. DC funded staff are also less informed about their entitlements, which influences uptake rates. For example, one staff member shared that *"I think the biggest issue is bad quality of ILO onboarding. I did not know all the things I was entitled to. There are some things I only learned one year into my contract."* Less information about entitlements is problematic, but it also a challenge that can be relatively easily redressed. For example, the survey showed that education grant access issues concern a small group of colleagues for whom a systemic solution can easily be found.

104. Training opportunities are also limited across the organisation, but especially for DC funded staff. Since contract funding source and contract duration determine access to training, a higher share of DC funded staff members have never attended a fee-based course, especially among those in the field. If DC staff members are lucky enough to have a training budget in their project, it is usually the main source of funding for their training. Not all are that lucky, however, and many DC staff remain ineligible for training. This situation diverges substantially from equality of treatment. Many staff members also mentioned the lack of transparency regarding the allocation of funding for training.
105. The contractual volatility experienced by DC staff members has negative impacts on their personal lives. DC colleagues are more likely to experience residential permit expiry. Among DC staff who reported permit expiration, a much larger share attributed it to contractual breaks or insufficient time to process the permit, due to insufficient time allocated between contractual renewals. By contrast, a larger share of RB staff members accept responsibility for the delayed renewal because “they forgot to request it”.
106. Involuntary contract gaps are also more prevalent among DC funded staff members and the consequences are very serious – about half of staff members who reported an involuntary contract gap lost their health insurance and 11% lost access to parental benefits. Some colleagues continued to do the same work during a contract break, but under an ex-coll contract (21%), a staff contract of worse quality (14%), or in some cases without any contract at all (10%). Other staff members lost their seniority (26%), lost their TC+5 status (18%), or were given a lower quality contract (14%). Many staff also acknowledged the detrimental effect of involuntary contract gaps on their retirement savings. The impact of involuntary contractual gaps is exacerbated by lack of access to unemployment insurance. While most colleagues do not have any unemployment coverage, the majority of staff expressed interest in having one, depending on the conditions.
107. Many DC staff reported feeling like “second class” staff members. This is particularly visible when looking at the data on access to financial services, such as obtaining a mortgage, a commercial loan or even a loan from La Mutuelle. In this area, the difference between TC staff and RB staff is striking. DC staff members struggle to secure access to these services, since external financial institutions perceive them as high-risk borrowers. By contrast, RB staff members are lower risk borrowers, owing to their longer contract durations.
108. When it comes to family planning, similar disadvantages emerge for DC staff. A large share of DC staff report that their contract negatively influenced their decision to have a child and they report more difficulties and anxiety than RB staff. Important differences also emerge by gender, irrespective of contract funding source. More women feared their

contract would be in jeopardy by having a child or taking parental leave, relative to men. In addition, women more strongly felt that children would slow their career advancement, relative to their colleagues without children.

109. Gender differences in family planning point to a double penalty experienced by women on DC contracts: they share the fears of RB female colleagues regarding the implications of children for their career advancement. In addition however, they also feel too insecure in their jobs to have children (a fear shared by their male DC counterparts). It is hoped that the new parental leave policy will help to redress some of these issues.
110. While many DC staff members justifiably feel undervalued, the organisation's recruitment practices suggest otherwise. A substantial share of RB positions are held by staff members that have DC experience. Among RB-funded staff, more than half of national officers have held at least one DC contract during their tenure at the ILO, followed by 39.4 per cent for professional staff and 36 per cent for general staff. Most DC staff members also spend a share of their time on "core ILO functions" and work unrelated directly to their projects. In other words, DC staff are not only project staff, they also co-run the organization. Moreover, the ILO clearly values DC staff skillsets because it draws on their expertise to fill RB roles. These trends contradict the rationale for having two staff categories and instead, reinforce the need for equal treatment.
111. Regarding career development opportunities, staff demotivation arises across the organization and seems to stem from the limited opportunities available, especially among DC funded staff. However, demotivation should not be associated with underperformance or a lack of commitment to the ILO. Indeed, a significant number of respondents noted they were happy with their jobs, their team, and to contribute to the ILO vision. Relative to RB staff, more DC staff are also pessimistic about greater employment security in the future.
112. Important differences also emerge among staff categories regarding their career development prospects. Among professional staff, career satisfaction and motivation is *highest* among senior staff. The opposite trend emerges among general staff, where career satisfaction and motivation is *lowest* among senior staff. Among national officers, no particular difference emerges between staff by grade or gender. Satisfaction with career advancement is highest among junior national officers, while senior national officers feel more strongly about the lack of opportunities for development. The variation in perspectives on career development that emerge across different staff categories points to the need for investment in career development across the organisation. The results also suggest that multiple policies will likely be needed, both across and within staff categories, to address the underlying and disparate causes of career dissatisfaction within the ILO.

113. Staff also identified priority action areas for the SU. The top five areas included: contracts and security of employment; career opportunities; career development path; equality of opportunity and treatment; and flexible working arrangements. There are however, some differences in the level of priority given to a particular topic depending on whether contract funding source. For example, while topics related to career development were important irrespective of the funding source, topics related to the protection of the civil servant, the support of their family, and the securing of their future, were more of a priority for staff members financed by DC.
114. Some additional priority areas were also identified by other segments of ILO staff. Men in RB positions prioritised “Recognition of performance”. Meanwhile, staff in the field, as well as NO and G staff, prioritised access to skills development; this trend is consistent with reduced access to skills development available to these groups identified by the SU survey. NO and G staff also pointed to salary as a priority to be considered by the SU.

7. Recommendations

Reduce employment and earnings insecurity¹⁴

This report highlighted that relative to RB funded staff, DC staff members experience higher levels of employment and earnings insecurity. Yet solutions exist which would reduce the magnitude of that insecurity, such as:

- Including DC funded staff members in the titularization exercise.
- In the short-run, ending the use of arbitrary 12-month contract terms for DC staff and instead, linking contract terms to predetermined project durations (rather than a succession of shorter contracts or recurrent and short extensions). Over the longer term, eliminating the need to link contract duration to project duration.
- Applying the Integrated Resource Framework to staff contracting, allowing a mixed use of funds (RB and DC) to fight against contract precarity. This would also align to the reality of work undertaken by DC staff, the majority of whom spend at least some of their time undertaking core, RB-related, tasks.
- Monitoring the frequency and justification for short-term contracts in order to limit their use.
- Retaining staff member seniority across contracts when a contractual break, exceeding one month, arises.
- Ensuring the two-month deadline by which managers are required to notify staff members of contract renewal (or lack thereof) is respected.
- For staff nearing contract expiry, with limited prospect for contract renewal, providing career and job-seeking support to apply elsewhere, including offering skills assessment services.
- Monitoring management practices that consist in downgrading posts and/or sending them to the field only to cut costs.
- Monitoring and requesting that HRD annually publish (or provide data to the Staff Union on) the gender balance of the ILO staff composition by funding source, staff category, and grade to ensure a diverse gender representation across the organisation. These statistics will also help to shed light on the extent to which men or women disproportionately benefit from more secure forms of employment.

¹⁴ ILO (2016) identifies seven potential areas of work insecurity that can arise from nonstandard forms of employment, such as fixed-term employment. These include: employment, earnings, hours, occupational safety and health, social security, training and representation and other fundamental principles and rights at work.

Improve social security coverage and entitlement uptake (social security insecurity)

One aspect of decent work is access to a social protection floor. This report highlighted that DC funded staff members often lack access to some or all of the [basic social security guarantees](#) included as part of the ILO's social protection floor. In addition, a smaller share of DC staff are eligible for entitlements, such as home leave or the education grant. Moreover, among eligible DC staff, a smaller share use these entitlements. To this end, several measures could be introduced to improve social security coverage and entitlement uptake among ILO staff members:

- Extend parental leave protection to all employees who meet the initial employment eligibility criteria, irrespective of contract funding source or contract duration.
- Ensure all workers have access to adequate social protection (e.g. health insurance, pension benefits, parental leave, etc.).
 - Access to social protection would include the introduction of an unemployment scheme for ILO Staff members. The SU survey indicated that most staff would support the introduction of such a measure.

Equalise opportunities to access training and skills development (training insecurity)

SU survey revealed that the demand for training is high across the organisation, but much of it goes unmet. DC funded staff members are also at a disadvantage; they attend training at lower rates and a higher share are denied access to their requests to participate in training. Yet, data from the SU survey indicate that DC staff spend at least a portion of their time undertaking core, RB-related, tasks. The data also shows that the organisation values that knowledge and experience since it recruits DC staff members for RB-positions. To this end, several improvements could be introduced to improve and equalize access to training across all staff members within the organization:

- Invest in greater opportunities for training and advancement across the organization.
- Introduce greater transparency regarding the allocation of funds for training.
- Equalize access to professional development funds and opportunities, across all contract types, irrespective of funding source or duration.

SU survey data show that irrespective of funding source, staff members in the field are at a particular disadvantage in terms of access to training.

- Improve access to training and skills development in the field.

Recognise the value of skillsets developed by DC staff and facilitate their career development within the ILO

Several DC funded staff members expressed disappointment with the ILO's lack of recognition of their particular skillsets and contributions to the organisation. Some suggestions aimed at better valuing DC staff contributions and facilitating their career transitions within the organisation include:

- Officially recognising project/programme management as an official career track in the ILO and building the enabling environment to support it (starting with its inclusion as a career track in ILO People).
- Supporting project staff with growth opportunities and transition support before projects conclude. This would include introducing measures to facilitate staff retention, such as: the creation of a pool of short-term staff (a DC staff roster) and match-making with other employment opportunities within the organisation.
- Ensuring equal recognition of work completed by DC staff. This would involve allowing DC funded staff to access merit increments, the long service award, personal promotion, etc.
- Equalizing career development opportunities available to DC and RB staff, such as secondments. DC funded staff should also be permitted to serve in technical and leadership roles during Official meetings, including the International Labour Conference (ILC).
- Renegotiating the Recruitment and Mobility Policy to ensure that all ILO staff members have the opportunity to apply and be considered for positions – including so called “RB positions”, without discrimination.
- Equalizing the opportunity for both DC and RB staff to take a leave of absence.
- Considering an increase in the number of NO positions funded by RB.

Improve opportunities for career advancement within the organisation

While staff members expressed their commitment to the organisation's values and goals, they also expressed their need and desire for career advancement opportunities within the organisation. Actions to improve such opportunities, for all staff members, irrespective of contract funding or duration, include:

- Developing a real and inclusive career development and talent management system for all staff to retain and promote experienced staff.
- Creating more learning opportunities for all staff by: further developing secondment opportunities (inside and outside the ILO), field trips, participation at the ILC, and improved access to training.
- Promoting geographic mobility between duty stations (not only field – HQ).

- Introducing a mechanism which ensures that staff, who request feedback from HRD following the recruitment process, receive feedback. Getting details about why one was not shortlisted or recruited is very important to learn and move ahead. Yet, staff who request HRD feedback, often never receive it.
- Identifying solutions to break silos across the organization, such as: developing functional mobility / transfer in grade; better valuing soft skills / experience acquired on other topics / in other functions during recruitment; and supporting staff who wish to move across staff categories (e.g. G/NOB to P position).
- Promoting and encouraging opportunities to transfer from an RB position to a DC position, to gain experience on a DC project.
- Considering an increase in the number of NOC positions.
- Recognizing experience as much as formal educational achievements.

Improve workplace flexibility and equalise staff access to it

Staff members across the organisation identified improving workplace flexibility and equalising access to it as a priority area. Women, in particular, ranked the issue as their number one priority. Several improvements could be introduced to align the policy with staff needs and ensure equal access:

- Informing and educating managers about the benefits of flexible working arrangements, good practice uses of technologies (what to do, not to do), and the current rules governing telework.
- Monitoring and comparing the use of telework in different Departments and presenting the data to management to spur discussion about the causes of variation in telework usage across the organisation.
- Modifying the current policy by adjusting the formula used to calculate the share of telework permissible. Instead of a monthly allocation, telework as a share of quarterly or annual work hours, would allow staff greater flexibility (e.g. around schools holidays, 3-4 weeks/year working from elsewhere to be able to visit family).

Improve staff knowledge of rights and entitlements

The report illustrated that many staff members do not understand their rights and entitlements, particularly among DC staff and staff members in the field. Information awareness raising could be introduced to:

- Strengthen available information resources on staff rights and entitlements. Improved resources would specifically include information about:
 - Home leave and the education grant;

- The possibility of presenting an attestation from one's supervisor to HRD, which indicates that one's contract upon return from leave (e.g. extended statutory leave such as home leave or parental leave) will be longer than 6 months, even if the contract in effect, at the time of application, does not extend for the six-month period following the proposed leave.
 - The two-month deadline by which managers are required to notify staff members of contract renewal (or lack thereof).
- Launch targeted information awareness raising campaigns to disseminate improved information resources on staff rights and entitlements to existing staff members.
- Introduce a stronger and more systematic induction training, based on staff category and type of position, to ensure that new staff members understand their rights and entitlements upon recruitment.
- Equalize access to induction training for all staff members, irrespective of a new staff member's funding source or contract duration.

Bibliography

- Filomena, M., & Picchio, M. (2022). Are temporary jobs stepping stones or dead ends? A systematic review of the literature. *International Journal of Manpower*, 43(10).
- ILO Staff Union Working Group. (2020). *Report to the Bureau of the ILO Staff Union, Development cooperation contracts: inventory - abuse - answers to be provided*.
- International Labour Organisation. (2016). *Non-standard employment around the world: Understanding challenges, shaping prospects*. Geneva: International Labour Office.
- International Labour Organisation. (2023, March 3). *Governing Body, 347th Session, Geneva; Programme, Financial and Administrative Section*. Retrieved from Composition and structure of the staff at 31 December 2022, Diversity outlook report: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_869961.pdf

Appendix 1. Survey questionnaire

Global survey of ILO staff

INTRODUCTION

All ILO staff members, regardless of contract type and funding source are invited to fill out this survey.

Your Staff Union wants to take the opportunity of negotiations with the ILO Administration and the upcoming transition of ILO's senior leadership to defend the staff's interest with regards to different contractual arrangements. To do this, it is crucial for the Staff Union to have a clear and comprehensive understanding of the current ways different contractual arrangements may impact various areas of life of ILO employees.

This survey is comprised of a series of questions that target several aspects of decent work, in particular job security, professional growth, career advancement opportunities and social security and benefits. By dedicating some 20 minutes of your valuable time, you will be investing in the Staff Union's capacity to better serve your own and your colleagues' interest in our negotiations with the Office.

The survey is strictly anonymous. This means that once you close the browser, you can no longer go back to it, but as long as it is open, you can continue working on it. All information collected will be kept confidential by the Staff Union and managed in accordance with our data protocol that has been designed to ensure respondent anonymity.

SECTION 1/6: RESPONDENT'S PROFILE

* 1. You like to be identified as

☐

Woman

☐

Man

☐

Prefer not to say

☐

Other (text box is optional)

2. Your Age

3. Which portfolio does your post belong to?

☐

Management and Reform (DDG/MR)

☐

Policy (DDG/P)

☐

Africa

☐

Latin America and the Caribbean

☐

Arab States

☐

Asia and the Pacific

☐

Europe and Central Asia

☐

Other DDG/FOP (NY, PARDEV, MULTILATERALS, ITC, DDG/FOP Office, etc.)

☐

DG Reports (ACTRAV; ACT/EMP, EVAL; JUR, PROCUREMENT, Washington, etc.)

☐

ISSA, Tribunal, SHIF or others

4. Are you a Staff Union member?

☐

Yes

☐

No

Why (optional)?

SECTION 2/6: ILO CONTRACT

5. Your current contract is:

- ☐ Without Limit of Time (WLT)
- ☐ Fixed Term (FT): 2 years
- ☐ Fixed Term (FT): 1 years
- ☐ Fixed Term (FT): extension of 6 months or more but less than 12 months
- ☐ Fixed Term (FT): extension of 3 months or more but less than 6 months
- ☐ Fixed Term (FT): extension of less than 3 months
- ☐ Short Term (ST)
- 3.5 ☐ Short Term
- (ST)
- ☐ Special Short Term
- (SST) ☐ Daily
- ☐ Not sure/Don't know
- ☐ External Collaborator (ExColl) contract
- ☐ Intern
- ☐ UNV
- ☐ Other (please specify)

6. Your current contract is funded by (select all that apply):

- ☐ Regular Budget (RB)
- ☐ Technical Cooperation (TC) projects
- ☐ Regular Budget Supplementary Account (RBSA) RB
- ☐ slippage
- ☐ Programme Support Income (PSI)
- ☐ Junior Professional Officer (JPO) funding
- ☐ Secondment or detachment with an ILO active contract
- ☐ Secondment or detachment without an ILO active contract
- ☐ Don't know / Not sure

7. What is your grade?

- ☐ NO-A
- ☐ NO-B
- ☐ NO-C
- ☐ NO-D
- ☐ P1
- ☐ P2
- ☐ P3
- ☐ P4
- ☐ P5
- ☐ D1
- ☐ D2
- ☐ G1
- ☐ G2
- ☐ G3
- ☐ G4
- ☐ G5
- ☐ G6
- ☐ G7
- ☐ Other (please specify)

8. For how long have you worked at your current grade irrespective of contract breaks?

Years

Months

9. What percentage of your time is spent strictly on projects that pay for your contract? (rough estimate)

0 100

10. What additional tasks are you required to perform? (multiple choice, select all that apply)

- ☐ Work related to ILO core/RB functions
- ☐ Work related to other projects that are not funding your contract Resource
- ☐ mobilization/proposals development
- ☐ Other (please specify)

* 11. Did you have a TC funded contract in the past?

- ☐ Yes
- ☐ No

12. Prior to your RB post, how long, in total, were you on TC contract(s)?

Years

Months

13. How long, in total, have you worked for the ILO on all types of contracts? (Staff, Excoll, UNV, Intern, etc)

Years

Months

14. How long, in total, have you worked for the ILO on staff contracts? (excluding, Excoll, UNV, Intern, etc)

Years

Months

15. Approximately, how many contract have you had as ILO staff with the following durations? (Count each renewal/extension/appointment as a separate contract, exclude contracts as external collaborator)

Less than 3 months

3 months or more
but less than 6
months

6 months or more
but less than 12
months

1 year

Longer than 1 year

* 16. When did you receive a formal offer of your current appointment or contract renewal / extension?

- ☐ 2 or more months before the end of my previous contract
- ☐ Less than 2 months before the end of my previous contract
- ☐ My contract was renewed/extended retroactively after the previous one had ended (no salary gap)
- ☐ My contract was renewed after the previous one had ended (contract/salary gap)
- ☐ N/A
- ☐ Do not know

* 17. How frequently have you learned about your

appointment or contract renewal / extension less than two months before the end of your previous contract?

- ☐ Never
- ☐ Rarely
- ☐ Sometimes
- ☐ Often
- Always ☐

18. Did you ever have an involuntary gap (a period without staff contract/pay) of more than 30 days during your time at the ILO?

- ☐ No
- ☐ Yes (please specify number)

19. What were the consequences of the involuntary gap, if any? (multiple answers possible)

- ☐ None
- ☐ Lost my seniority at the ILO
- ☐ Lost my grade
- ☐ Lost my status of TC+5 so I had to apply to other positions as external candidate
- ☐ Lost health coverage
- ☐ Lost parental benefits
- ☐ I continued to work but never got paid for that period
- ☐ I was given a staff contract with lower quality (SST, Daily etc)
- ☐ I was given an Excoll contract during this period, but continued to perform the same tasks
- ☐ Lost other benefits (TEXT BOX)
- ☐ Other (please specify)

20. Have you ever had to accept a contract of less than 100% although you would have preferred working full time?

- ☐ Never
- ☐ Yes (Please specify how long in total in months.)

21. Have you ever worked for the ILO without a contract? (no contract during the assignment and no retroactive contract afterwards/no pay for that period)

- ☐ No
- ☐ Yes (for how long in total in months)

SECTION 3/6: ACCESS TO SERVICES AND DOCUMENTS

22. Given the nature of your current contract, how would you judge the ease/difficulty of obtaining the following external services?
(Multiple answers possible)

	Very easy	Rather easy	Neutral	Difficult	Very Difficult	Impossible	N/A
Secure a loan from La Mutuelle/UNFCU	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Secure a consumer loan from a commercial financial institution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Secure a mortgage (to buy a house/flat or other real estate) from a commercial financial institution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Secure a car leasing/loan from a commercial financial institution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rent a flat/house	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open a telephone line or internet access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open a bank account	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cover the education needs of my children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

23. Would you like to give us any additional information about challenges you face in accessing external services due to the nature of your ILO contract?

24. If your contract is not renewed, how long are you allowed to remain in the country where you are currently working?

- ☐ I have to leave immediately
- ☐ I can remain less than 2 months
- ☐ I can remain 2 months or more but less than 6 months
- ☐ I can remain 6 months or more but less than 12 months
- ☐ I can remain indefinitely
- ☐ I don't know

25. Have you ever had a gap in the residency permit / carte de legitimisation in the country where you were working for the ILO?

☐ Never

☐

Sometimes

☐ Often

☐ Each time my contract is renewed

☐ N/A

26. What was the reason you had a gap in the residency permit? (check all that apply)

- ☐ I forgot to request the renewal
- ☐ The gap corresponded to a break in my contract
- ☐ My contract was not renewed with sufficient time to complete the permit procedure
- ☐ Other (please specify)

27. What were the consequences of the gap in your residency permit? (check all that apply)

- ☐ None
- ☐ I could not leave the country to visit my family or go on holidays
- ☐ My family could not come to visit me
- ☐ It complicated my spouse's visa situation
- ☐ It complicated my dependents' situation (schooling, visa, etc)
- ☐ I could not go on missions
- ☐ I could not conduct some administrative procedures
- ☐ It created anxiety
- ☐ N/A
- ☐ Other (please specify)

28. If you became unemployed, would you be covered by an unemployment scheme (national, private, etc)?

- ☐ Yes
- ☐ No
- ☐ I don't know

29. Are you able to voluntarily contribute to an unemployment scheme?

☐ No

☐ Yes (Please specify)

☐ I don't know

30. Would you like to be able to voluntarily contribute to an unemployment scheme?

☐ Yes

☐ No

☐ Maybe, depending on the conditions

SECTION 4/6: SOCIAL SECURITY AND BENEFITS

31. Has your contract influenced your decision to have children?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say
- ☐ I don't know

32. How has your contract influenced that decision?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
It is not clear to me what benefits I would be entitled to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel this would not be well received by my management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
I feel secure enough in my job (long term) to have children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my contract could be in jeopardy because of having children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my contract could be in jeopardy if I took parental leave	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my children would grow up in a safe environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
My salary can support having children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My children would have decent opportunities (education, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that the possibility of changing duty stations would make it difficult to have children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am concerned that my career would not advance as much as my colleagues without children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My contract makes me ineligible for parental entitlements (leave, return from leave, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

33. Are you a parent?

☐ Yes

☐ No

34. Did you seek an education grant for your children?

☐ Yes

☐ No

35. Did you receive the benefit corresponding to the entire school year?

☐ Yes

☐ Yes, but in tranches, due to multiple contracts

☐ No, because my contract was shorter than the school year

☐ No, for other reasons

36. Why did you not seek the education grant? (select all that apply)

- ☐ I did not know I was eligible
- ☐ The procedure seemed too complicated
- ☐ I felt it would not be well received by my management
- ☐ It was suggested to me that it would not be well received by my management
- ☐ I was not eligible because of my citizenship
- ☐ I was not eligible because of my professional category
- ☐ I was not eligible because of my contract type
- ☐ My children are not school aged
- ☐ For another reason (please specify)

37. Have you been able to take your home leave every two years?

- ☐ Yes
- ☐ No
- ☐ I'm not eligible for home leave (based on citizenship or other situation not related to contract length)

38. Why were you not able to take your home leave (Select all that apply)?

- ☐ I did not have at least a 6-month contract upon return My request
- ☐ was rejected by the administration
- ☐ I did not want to use two weeks of my annual leave for that purpose
- ☐ Other reasons (please specify)

39. Did you formally contest that decision?

- ☐ Yes
- ☐ No
- ☐ I prefer not to say

40. Have you experienced any other issue related to social security and other benefits? If yes, could you please provide details?

SECTION 5/6: CAREER AND PROFESSIONAL DEVELOPMENT

41. Have you ever attended a fee-based training/e-Learning course as ILO staff?

☐ Yes

☐ No

42. Who paid for the training? (multiple answers possible)

☐ Staff development funds / HRD

☐ My project

☐ Myself

☐ Other (please specify)

43. Why have you never attended a fee-based training/e-Learning course as ILO staff?

44. Have you ever been unable to access training as ILO staff?

☐ Yes

☐ No

45. Why were you unable to access training as ILO staff (check all that apply)?

- ☐ I did not have enough time due to workload
- ☐ I could not access the financial resources to cover the training
- ☐ My project does not have enough funds / no budget line for staff training My application for Staff Development Fund was rejected
- ☐ The request was rejected by Management
- ☐ Donor restriction – donor does not approve funding for staff training Preference is given to RB staff and I am on a TC contract
- ☐ Other (please specify)

46. Have you ever participated in the following professional development opportunities as staff (multiple answers possible):

- ☐ Functional mobility in another department
- ☐ Secondment in another UN agency
- ☐ Temporary assignment
- ☐ ILC assignment
- ☐ Officer in charge for a higher grade
- ☐ Assignment through a call for expression of interest
- ☐ Other (please specify)

- ☐ None of the above

47. How do you feel about your career development prospects? (multiple answers possible)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
I am very happy with how my career has advanced so far	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel there are opportunities for future advancement available to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm fine with my current job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I've felt stuck at my grade for many years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
I don't see any perspective of development for me at the ILO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have no time to think about my career development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
I don't know what would be needed to make my situation evolve (regrading, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not see any perspective for less precarity in my job in the coming years.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel demotivated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

48. How long, in total, have you worked for the ILO on all types of contracts? (Staff, Excoll, UNV, Intern, etc)

Years:

Months:

49. What other type of contracts did you have in the past? (select all that apply)

- ☐ Without Limit of Time (WLT)
- ☐ Fixed Term (FT): 2 years Fixed
- ☐ Term (FT): 1 years
- ☐ Fixed Term (FT): extension of 6 months or more but less than 12 months Fixed
- ☐ Term (FT): extension of 3 months or more but less than 6 months Fixed Term
- ☐ (FT): extension of less than 3 months
- ☐ Short Term (ST) 3.5 Short
- ☐ Term (ST)
- ☐ Special Short Term (SST) Daily
- ☐ Not sure/Don't know
- ☐ External Collaborator (ExColl) contract
- ☐ Intern
- ☐ UNV
- ☐ Other (please specify)

☐ N/A

50. How long, in total, have you worked for the ILO on staff contracts?

Years:

Months:

SECTION 6/6: GENERAL PRIORITIZATION OF ISSUES BY ILO STAFF

We now come to the last section of this survey, and thanking already for your precious time, we would ask few more minutes regarding the Staff Union issues! Please indicate in the table below what are, in your view, the issues that you would like to see your Staff Union address as a priority:

51. Employment

	Not a priority	Low priority	Medium priority	High priority	Don't know / No opinion
Career opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equality of opportunity and treatment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Non-discrimination, diversity and inclusion (race, colour, sex, religion, political conviction, national extraction, social origin, age, disability, HIV/AIDS status, family responsibilities, marital status, pregnancy, sexual orientation, union membership, other)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recruitment and selection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobility (functional, geographic)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contracts and security of employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

52. Social security

	Not a priority	Low priority	Medium priority	High priority	Don't know / No opinion
Old-age benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medical care and insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maternity/ paternity/ parental protection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(lack of) Unemployment benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

53. Training and learning

	Not a priority	Low priority	Medium priority	High priority	Don't know / No opinion
Skills training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continuous learning opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career development path	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

54. Terms and conditions of work

	Not a priority	Low priority	Medium priority	High priority	Don't know / No opinion
Salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allowances and entitlements for family, relatives and dependants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working hours, overtime and work- life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible working arrangements incl. telework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Return to office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational culture and management (management/worker relationship, relationships among staff)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognition of performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

55. Occupational Safety and health

	Not a priority	Low priority	Medium priority	High priority	Don't know / No opinion
Safe and healthy working conditions at the office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safe and healthy working conditions at home (telework)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Physical and mental health and well-being, occupational accidents or illnesses (incl. stress)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compensation for work related accidents or illnesses attributable to the performance of official duties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Violence and/or harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

56. Labour relations

	Not a priority	Low priority	Medium priority	High priority	Don't know / No opinion
Freedom of association and the right to organize	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collective bargaining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Union-management consultation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict prevention /or avoidance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grievance administration and resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict resolution (incl. alternative dispute resolution mechanisms such as informal discussions, conciliation, mediation, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

57. Duty of care as a result of ILO’s business relationships

	Not a priority	Low priority	Medium priority	High priority	Don't know / No opinion
Impact of ILO practices on companies or consultants supplying products or services to ILO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

58. In your own words, please explain which issue areas should the Staff Union address as a priority, and why?

CONCLUSIONS

Thank you for your time!!

If you have any questions, including if you want to join the Staff Union and /or our TC working group, please contact: syndicat@ilo.org

59. If you want to share your testimony about a specific situation you (or other colleagues) have experienced with regard to contract policy, please use this space:

A large empty rectangular box with a thin black border, intended for sharing testimony. A small cursor icon is visible in the bottom right corner of the box.

Appendix 2. Methodological appendix

The SU all-staff global survey took place between 8 August 2022 and 19 September 2022, using Survey Monkey, an online survey software. The survey contained 59 questions, designed by the SU working group on DC, in consultation with several survey specialists and data experts. It was also tested in three languages prior to the official launch.

Questions were quantitative and qualitative in nature. A copy of the questionnaire is available in Appendix 1. The survey was sent, via SU broadcast, to all ILO emails, including the temporary “guestILO” accounts often held by short-term staff and ExColls. This survey was designed to elicit information from all ILO staff employed on all types of staff contracts. Once the survey was completed, individuals on ExColl contracts were removed from the dataset. Individuals on ExColl contracts are outside the scope of research since they are not considered staff members.

The survey was fully anonymous and designed to preclude capturing personal data or IP-based information, which could be used to identify staff members. Access to the SM module was granted only to data stewards, assigned by the SU Secretariat, with each user double-verified at the point of login. In addition, in the analysis and presentation of data, care was taken to minimize any risk of retroactive identification of individual respondents. Data collected for the survey has been retained on a SM account owned by the SU Secretariat; this is separate from those used by ILO Administration. The final datasets have been encrypted and stored on SU-owned drives. All temporary files created during analysis have either been encrypted or destroyed.

Over the 1.5-month period the survey was open, it collected data from 1,679 individuals who held an ILO staff contract at the time of their response.¹⁵ This represents **46.6 per cent of all ILO staff**, based on the 3,605 staff members reported by the ILO on 31 December 2022 (ILO, 2023). As illustrated by the table below, the data are representative of staff members funded by RB and DC contracts.

¹⁵ In total, the survey collected 1,734 responses. 55 individuals’ responses were excluded from the analyses since they did not have an ILO staff contract when they responded to the survey. The 55 excluded observations were identified using questions, included in the survey, on contract type and duration.

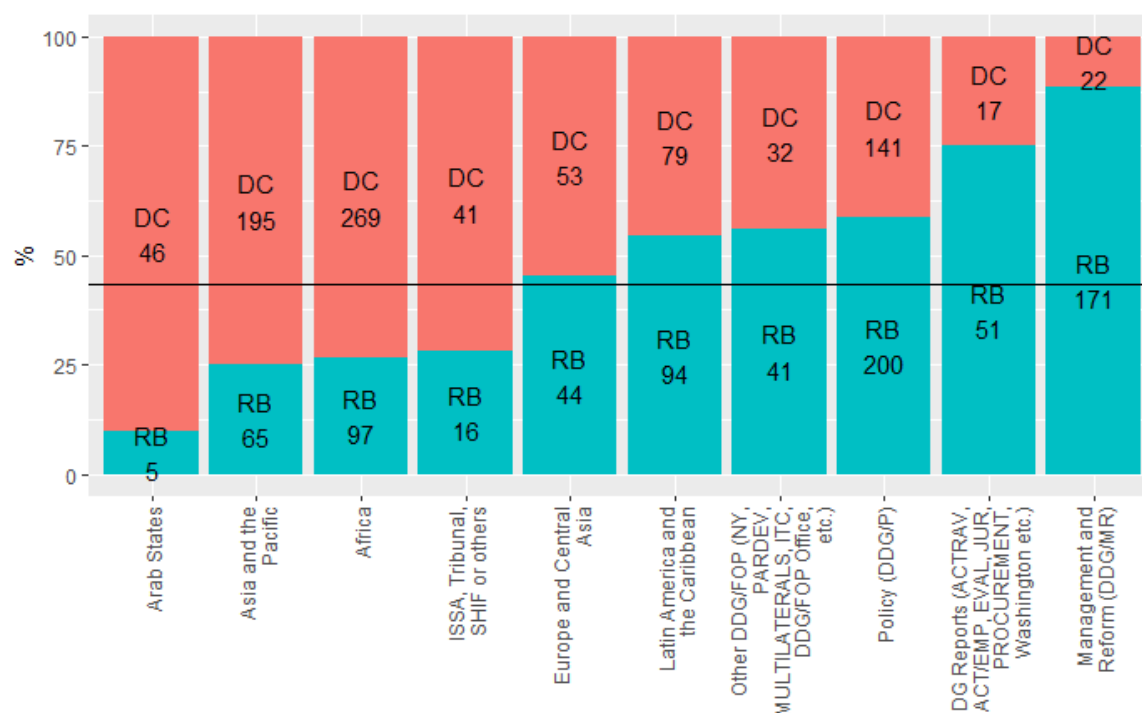
Table 5. Representation of the survey sample, relative to the ILO staff composition

Category	# ILO staff (HR data)	% of ILO staff (HR data)	# ILO staff who responded to SU survey	% of ILO staff compared to total respondents to SU survey	Difference
	(a)	(b)	(c)	(d)	(e) = (d) – (b)
Total	3,605	100.0%	1,679	100.0%	0.0%
Funding					
RB	1,668	46.3%	784	46.7%	0.4%
DC	1,937	53.7%	895	53.3%	-0.4%
Location					
HQ	1,189	33.0%	732	43.6%	10.6%
Field	2,416	67.0%	947	56.4%	-10.6%
Region					
Europe and Central Asia	174	4.8%	97	5.8%	1.0%
Asia and the Pacific	896	24.9%	260	15.5%	-9.4%
Arab States	189	5.2%	51	3.0%	-2.2%
Africa	818	22.7%	366	21.8%	-0.9%
Latin America and the Caribbean	339	9.4%	173	10.3%	0.9%
Gender					
Men	1,911	53%	659	39.2%	-13.8%
Women	1,694	47%	956	56.9%	9.9%
Chose not to report gender	n.a.	n.a.	64	3.9%	n.a.

Survey data are also representative by location, region and gender, with a slight overrepresentation or underrepresentation of some groups in these categories. In particular, women and headquarters staff are slightly overrepresented in the survey data, while staff members located in the Asia and the Pacific region are underrepresented. The SU Secretariat opted not to statistically correct for the over and underrepresentation of selected staff subgroups since the primary focus of the survey related to contractual arrangement (which was representative of the ILO staff composition). In addition, the magnitude of over and underrepresentation of selected subgroups was relatively small.

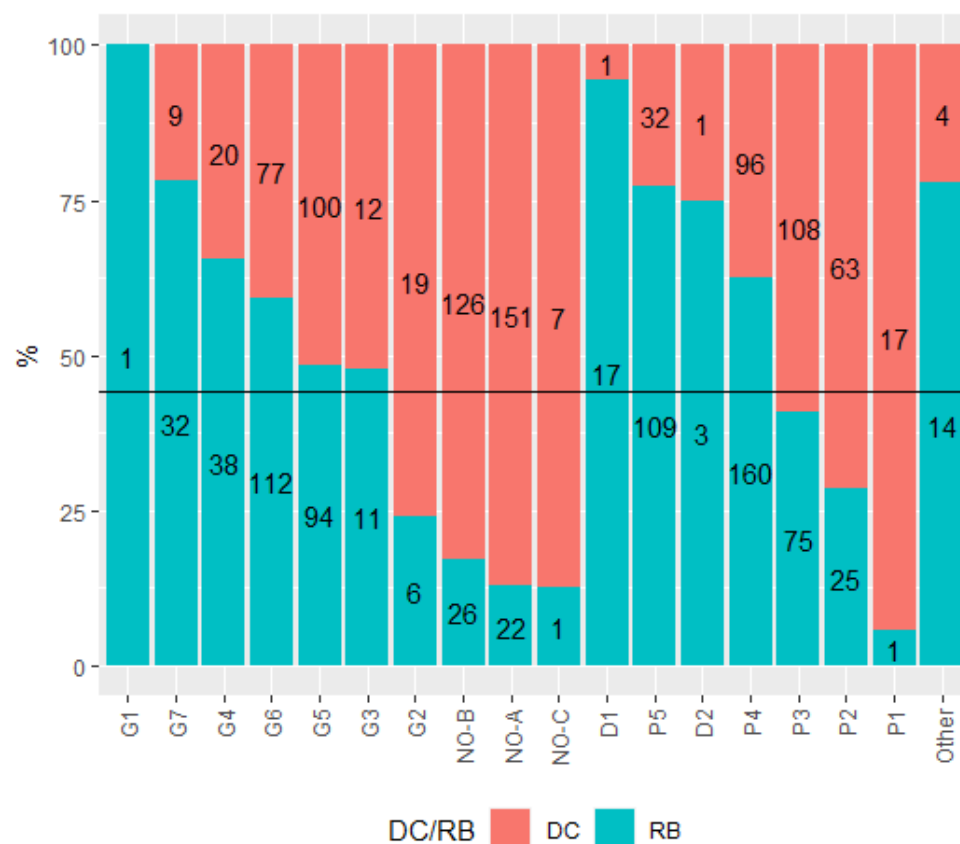
Figure 28 to 30 also provide additional detail on the characteristics of DC staff members based on the survey data. The data show that staff members are disproportionately employed by DC funding in the Arab States, Asia and the Pacific, Africa and “ISSA, Tribunal, SHIF and others”. A larger share of staff are also funded with DC funds among national officers and more junior general and professional staff levels.

Figure 28. Number of staff by portfolio and contractual status, SU survey data



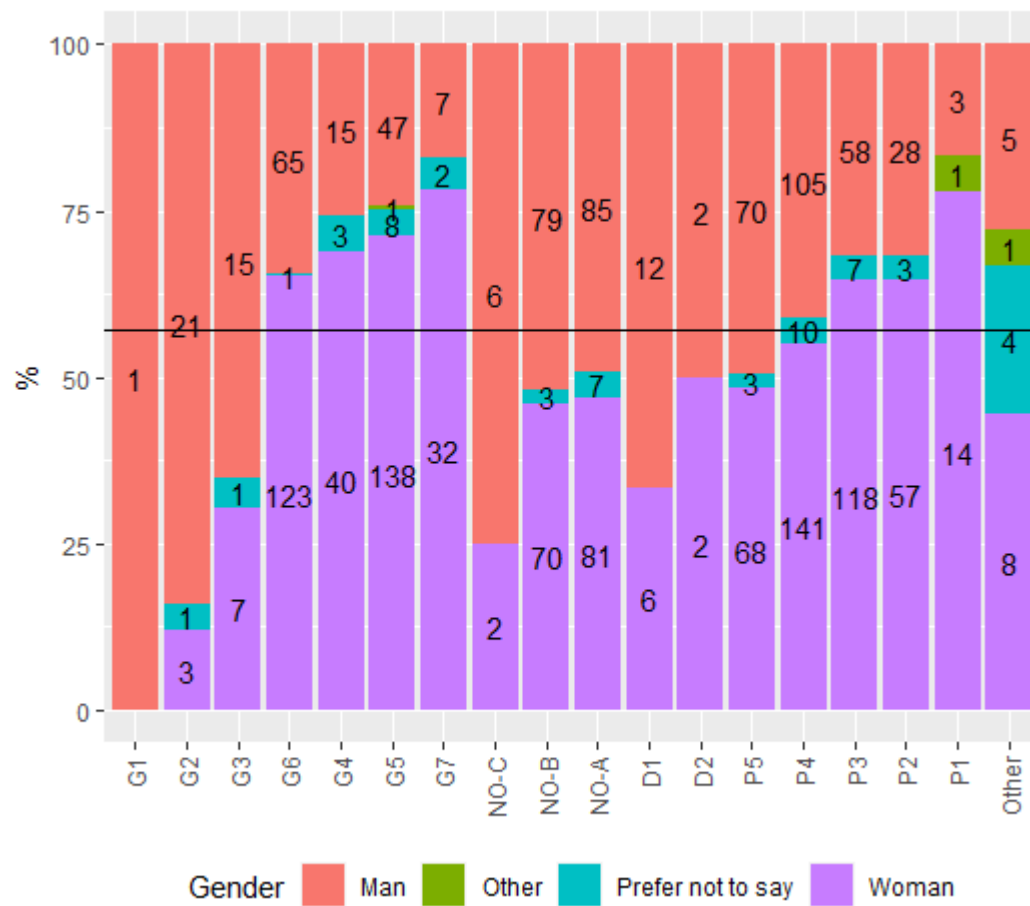
Note: The horizontal line shows the average share of RB contracts held across all portfolios (46.7%).

Figure 29. Employment composition, by contract funding source and seniority, SU survey data



Notes: The horizontal line shows the average share of RB contracts held across all portfolios (47.7%). The total number of individuals in the figure does not add to 1679 because some people did not respond to this question.

Figure 30. Employment composition, by gender and seniority, SU survey data



Note: The total number of individuals in the figure does not add to 1679 because some people did not respond to this question.

Appendix 3. Supplemental figures

This appendix contains supplemental figures references within the report. In some instances, the total number of observations in an individual figure may not sum to the total number of respondents because some individuals did not respond to all questions.

Figure 31. Staff composition of 1,679 survey respondents

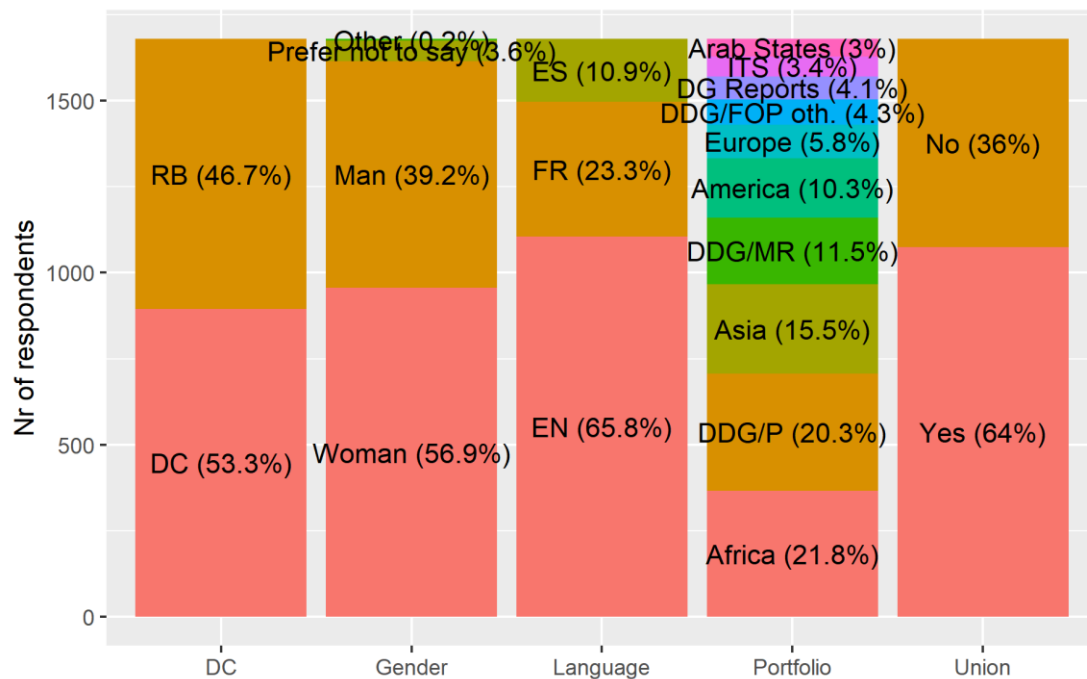
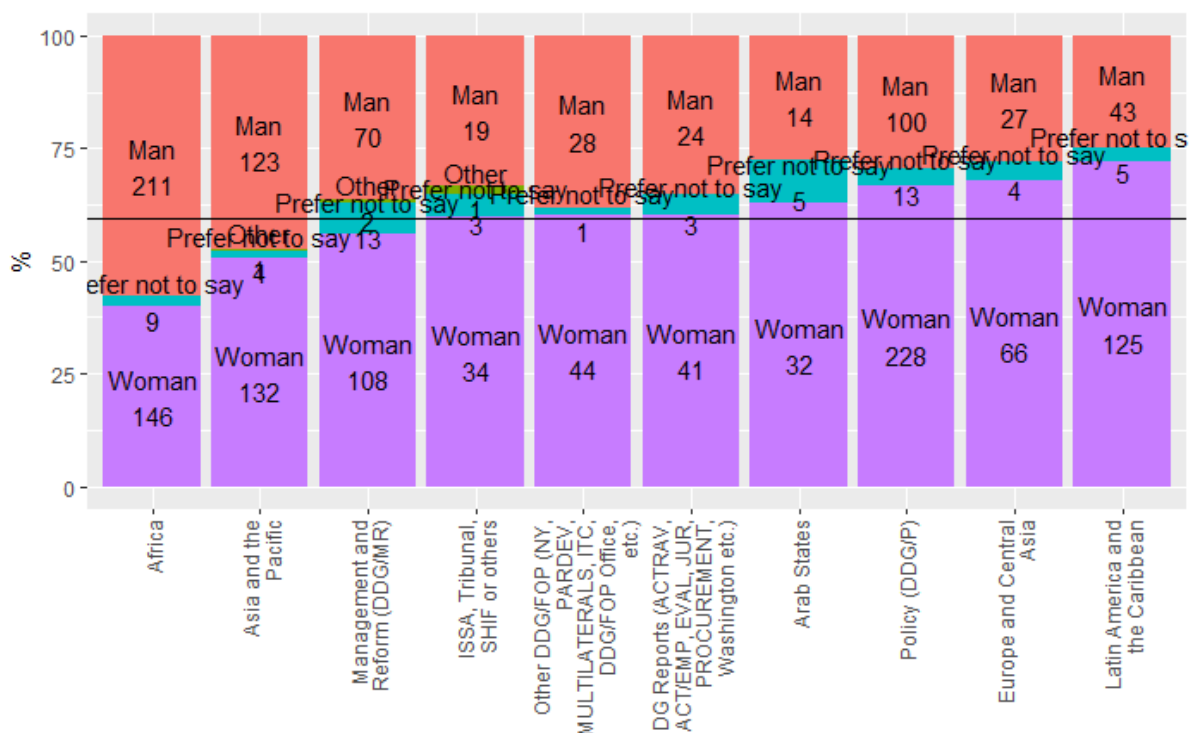


Figure 32. Staff composition of SU survey respondents, by gender distribution and portfolio



Note: The horizontal line denotes the average share of women employed across all portfolios (56.9%).

Figure 33. Staff composition of SU survey respondents, by language preference and portfolio

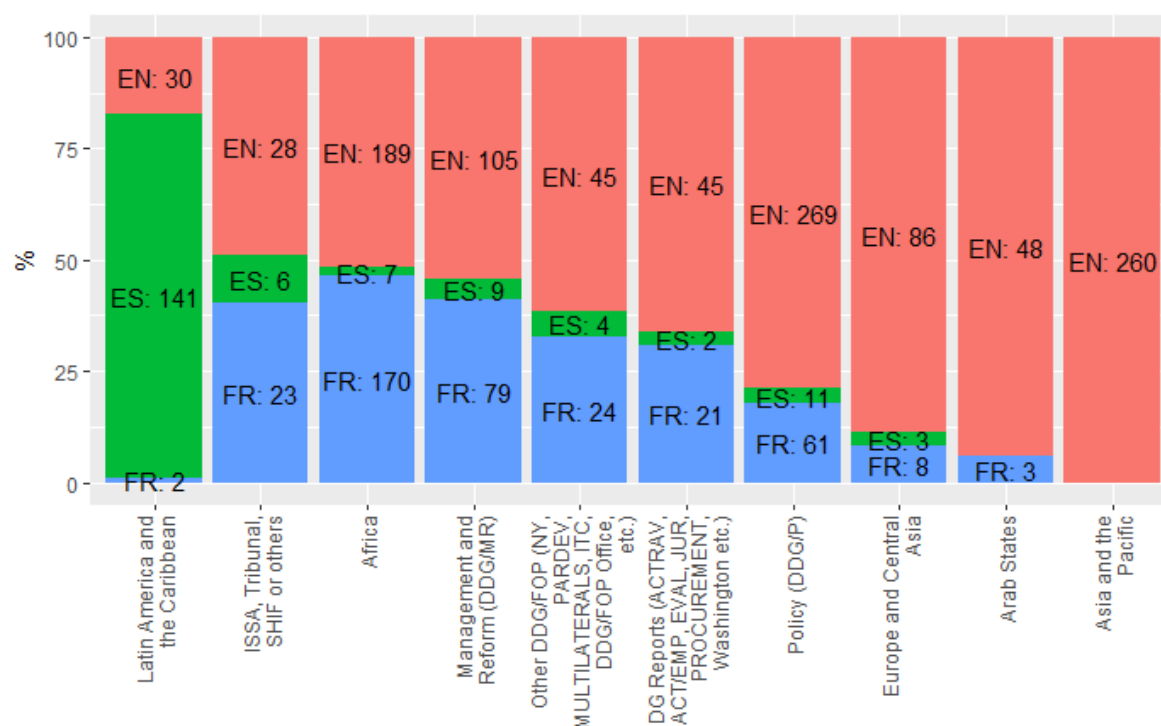
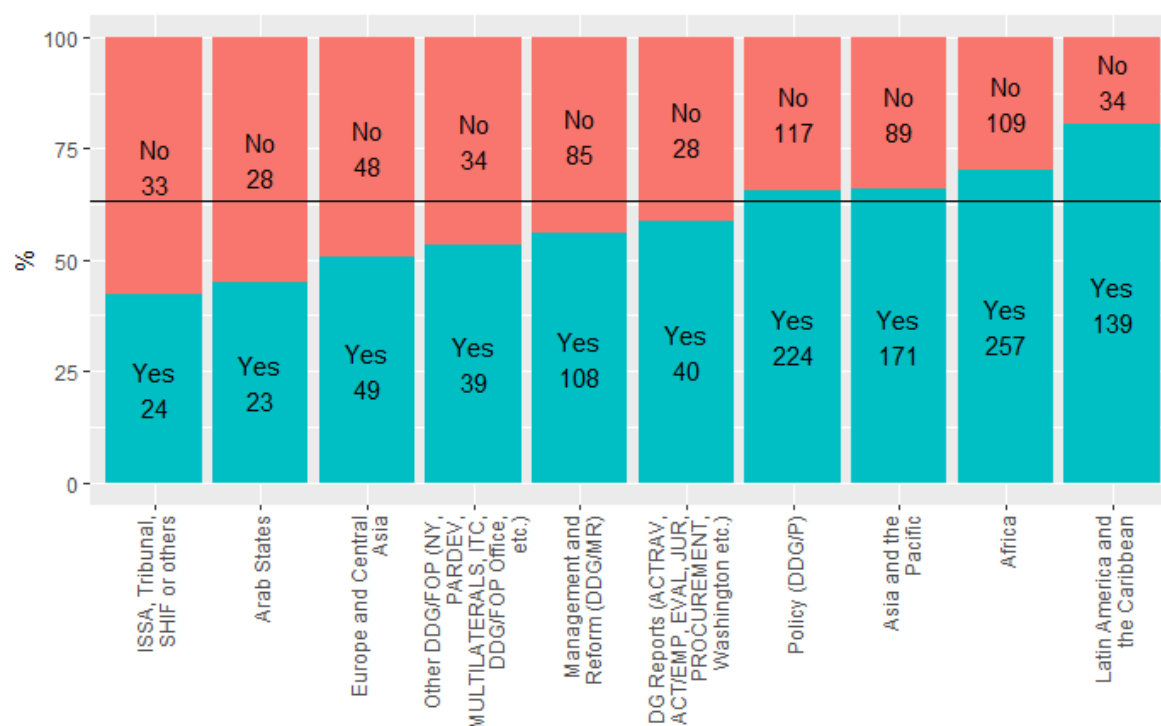


Figure 34. Staff composition of SU survey respondents, by union membership and portfolio



Note: The horizontal line denotes the average union membership across all portfolios (64%).

Figure 35. Staff composition of SU survey respondents, by grade and portfolio

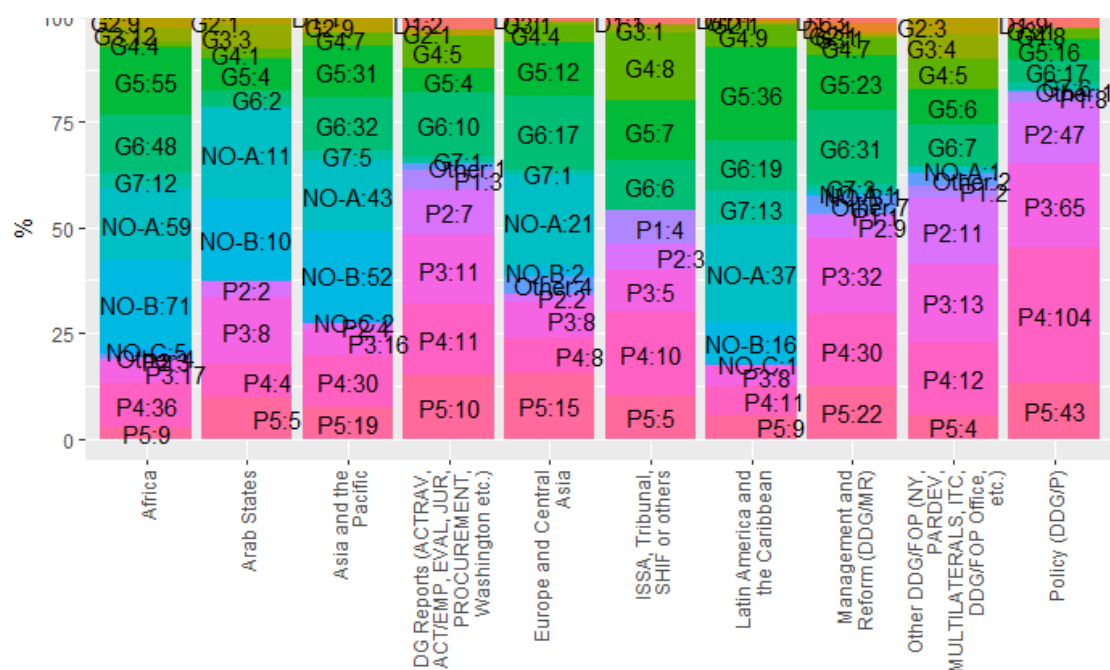


Table 6. Staff composition of SU survey respondents, by specific source of funding of current contract

FUNDING TYPES	NUMBER	WEIGHT (%)
RB	729	45.82
TC	644	40.48
DON'T KNOW / NOT SURE	83	5.22
PSI	35	2.2
RBSA	19	1.19
RB SLIPPAGE	16	1.01
JPO	15	0.94
TC; PSI	10	0.63
SECONDMENT: ILO CONTRACT	7	0.44
TC; RBSA	7	0.44
TC; DON'T KNOW / NOT SURE	6	0.38
TC; RB SLIPPAGE	4	0.25
RB; DON'T KNOW / NOT SURE	3	0.19
RB; PSI	3	0.19
RB; TC	3	0.19
RB SLIPPAGE; PSI	2	0.13
RB; RBSA	1	0.06
RB; RBSA; PSI	1	0.06
RB; SECONDMENT: ILO CONTRACT	1	0.06
RBSA; PSI	1	0.06
TC; JPO	1	0.06

Figure 36. Staff composition of SU survey respondents, by duration of contract and gender

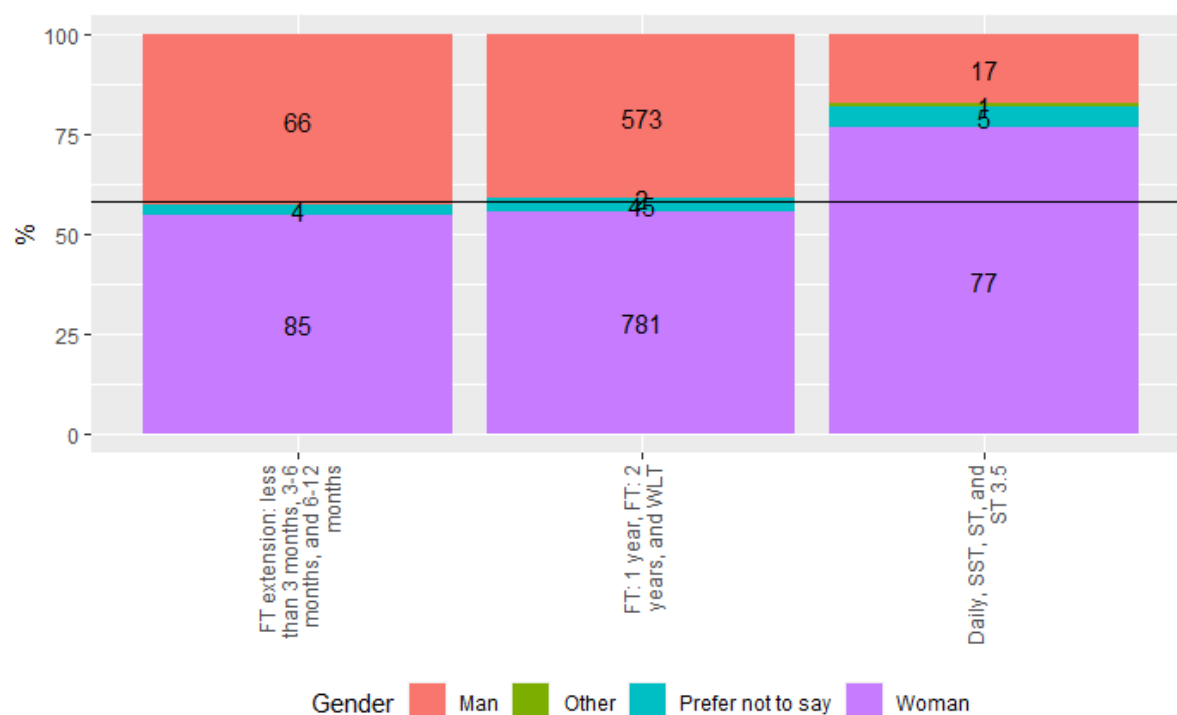


Figure 37. Staff composition of SU survey respondents, by type of contract and source of contract funding

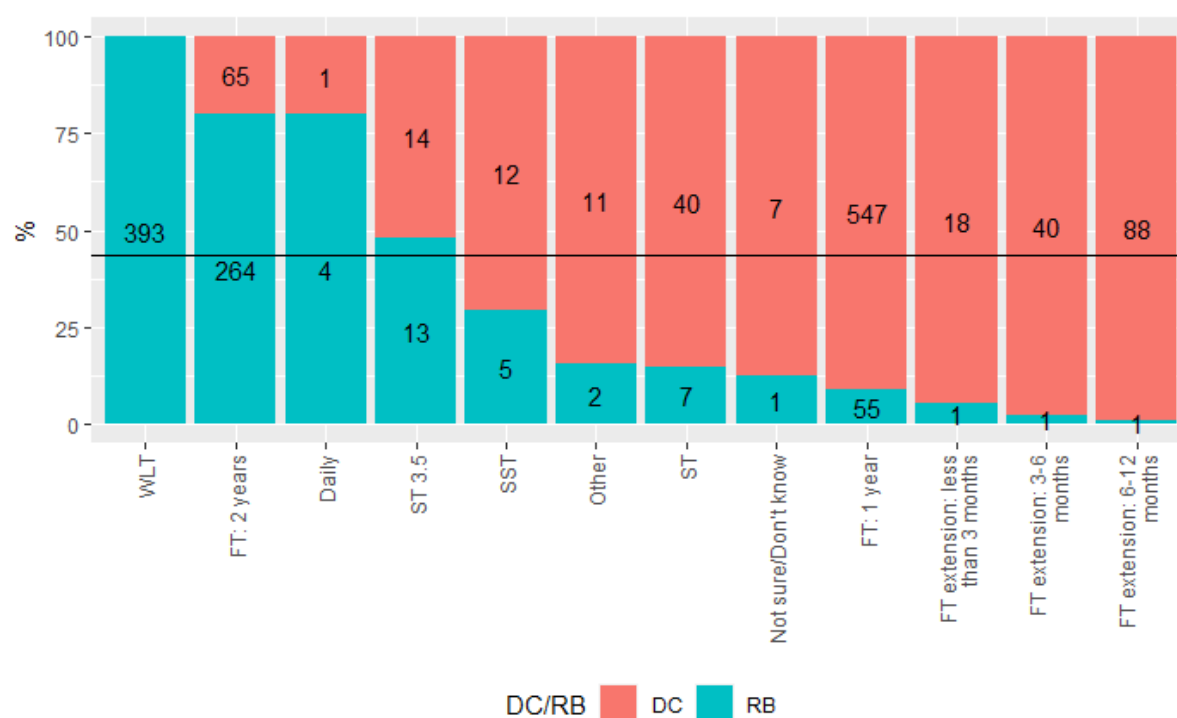


Figure 38. Staff composition of SU survey respondents, by type of contract and gender

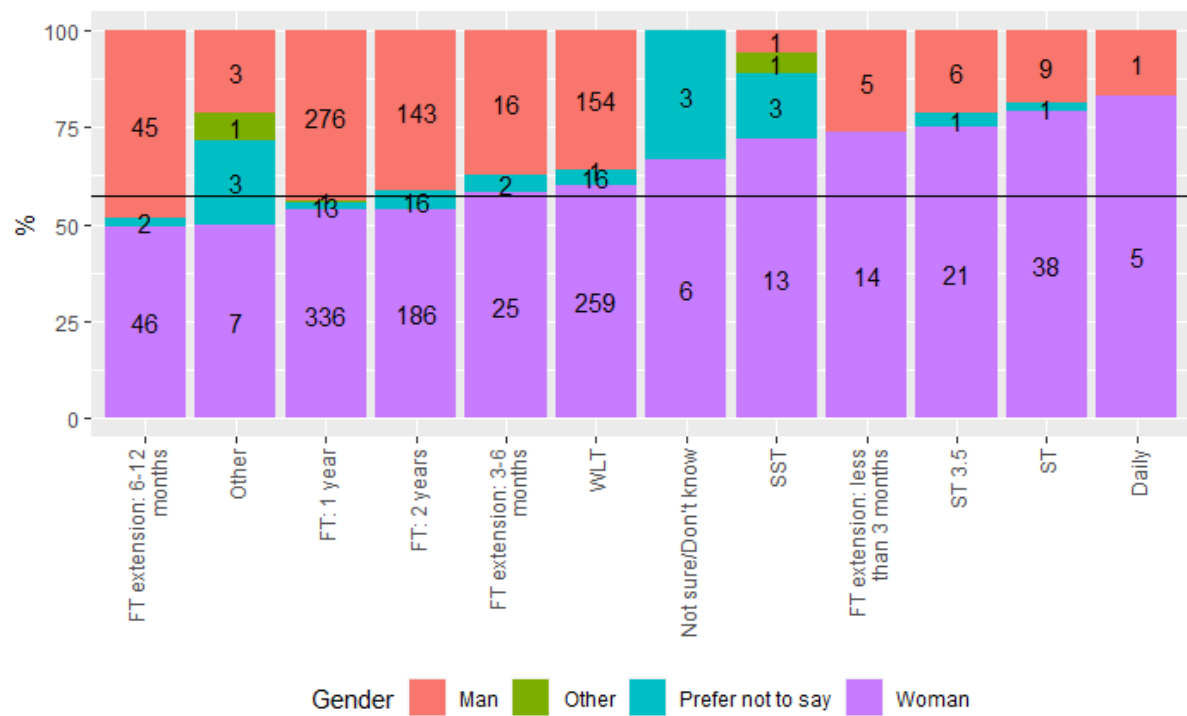


Figure 39. Education grant uptake among ILO staff parents, SU Survey data

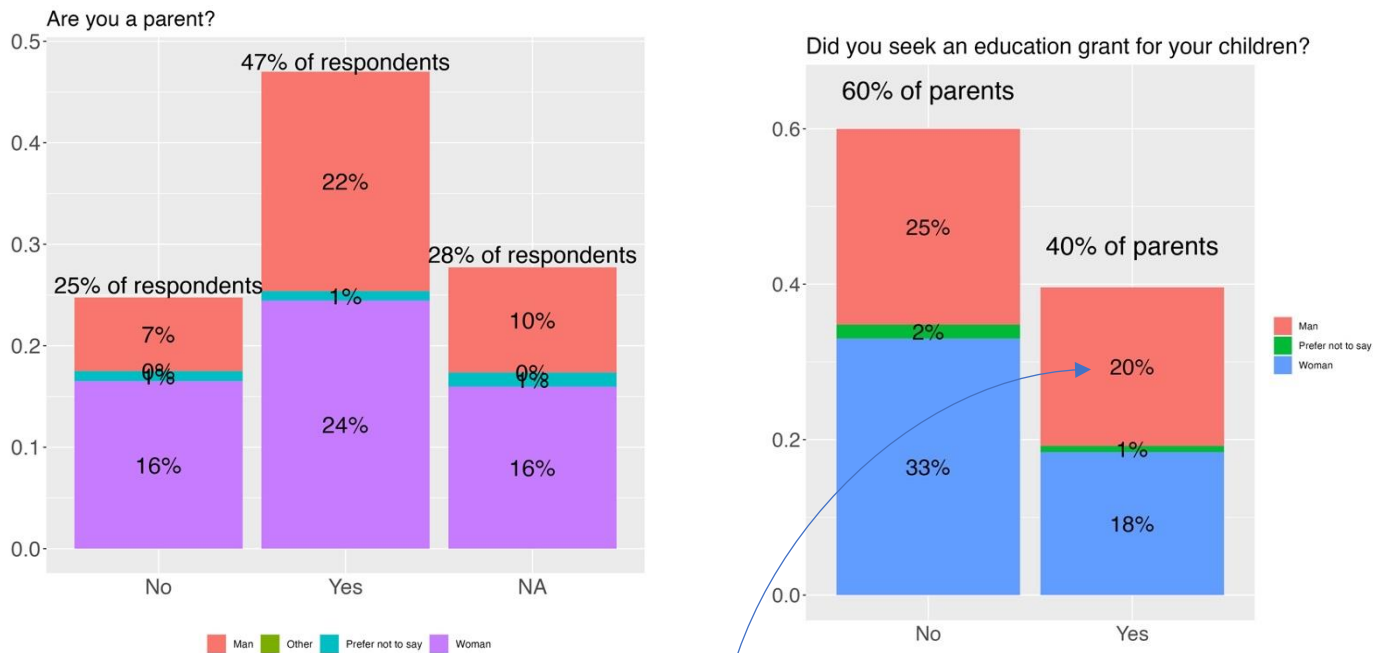


Figure 40. Did education grant recipients receive the benefit for an entire school year?, SU Survey data

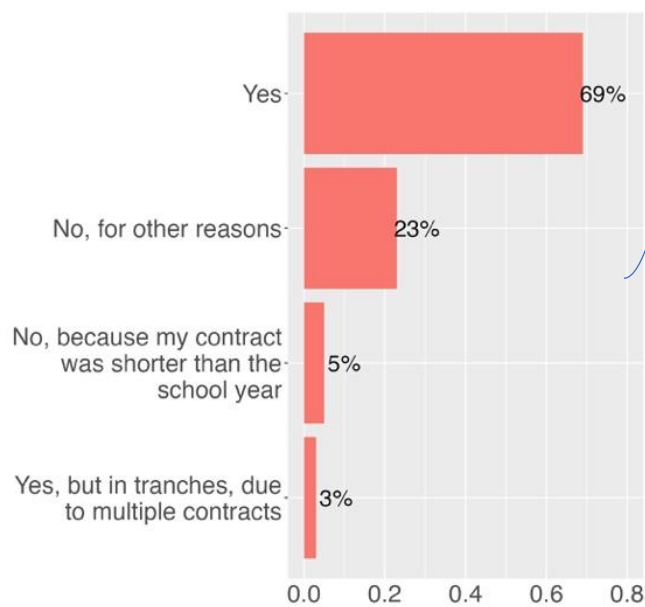


Figure 41. Composition of ILO staff parents who did not receive the education grant, by reason, contract funding source, and location, SU Survey data

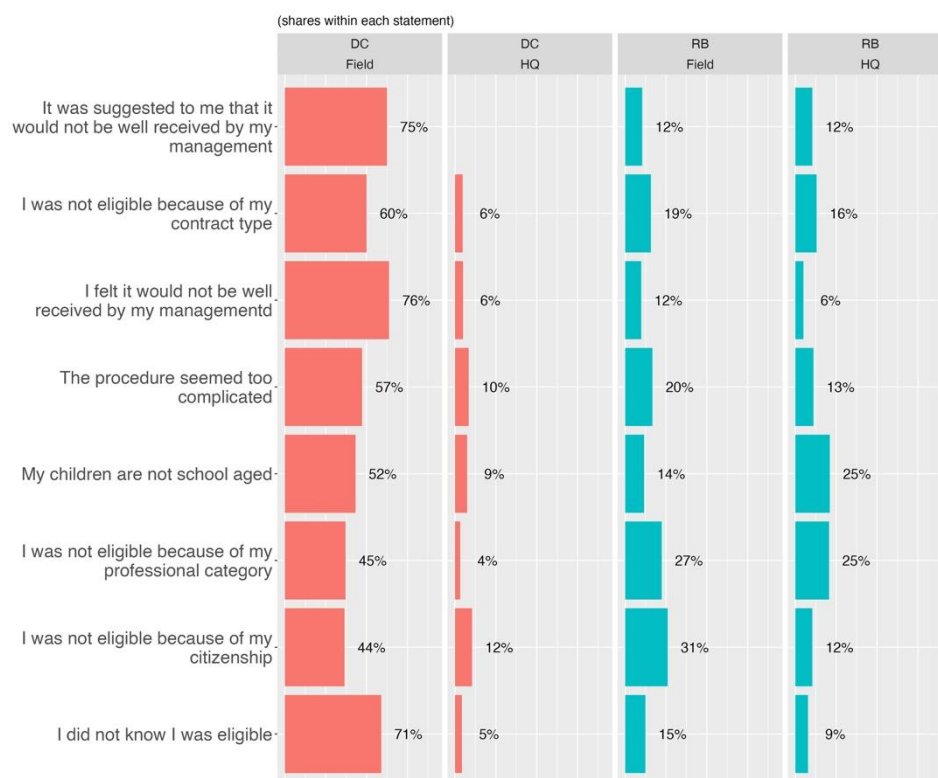


Figure 42. Staff member attendance at training, by contract funding, staff category and location, SU Survey data

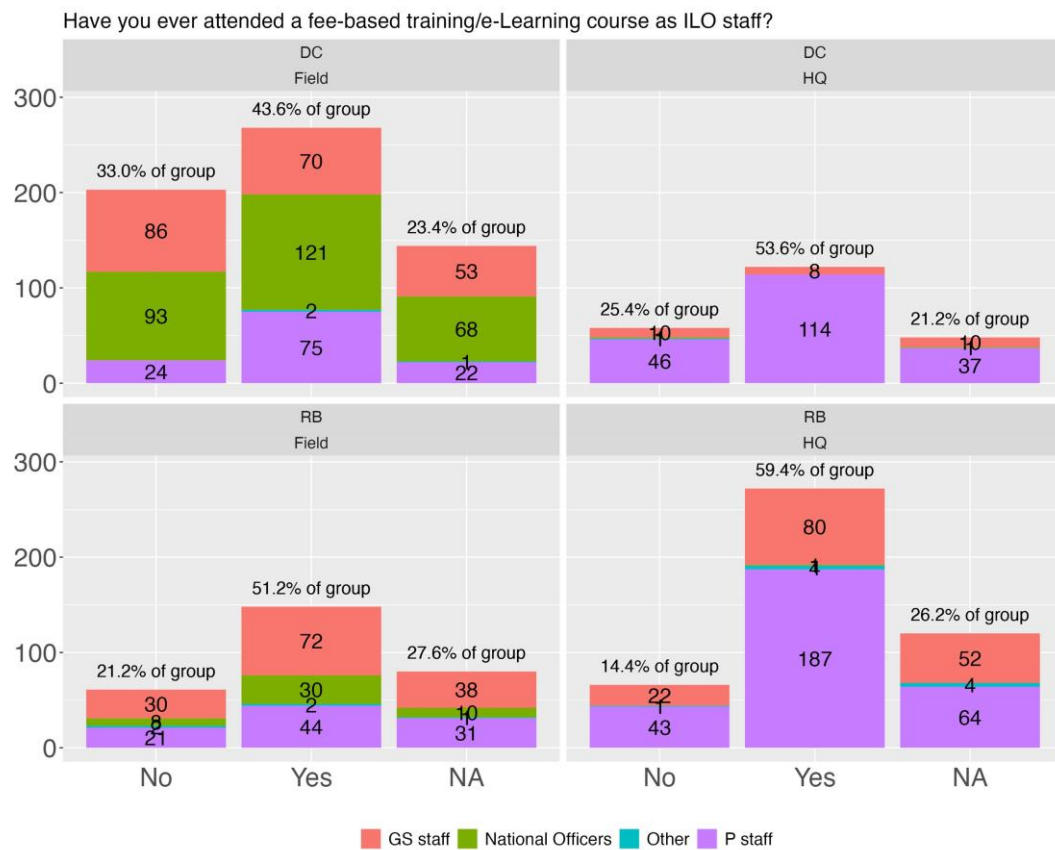


Figure 43. Sources of funding for staff members who attended training, by contract funding, gender and location, SU Survey data

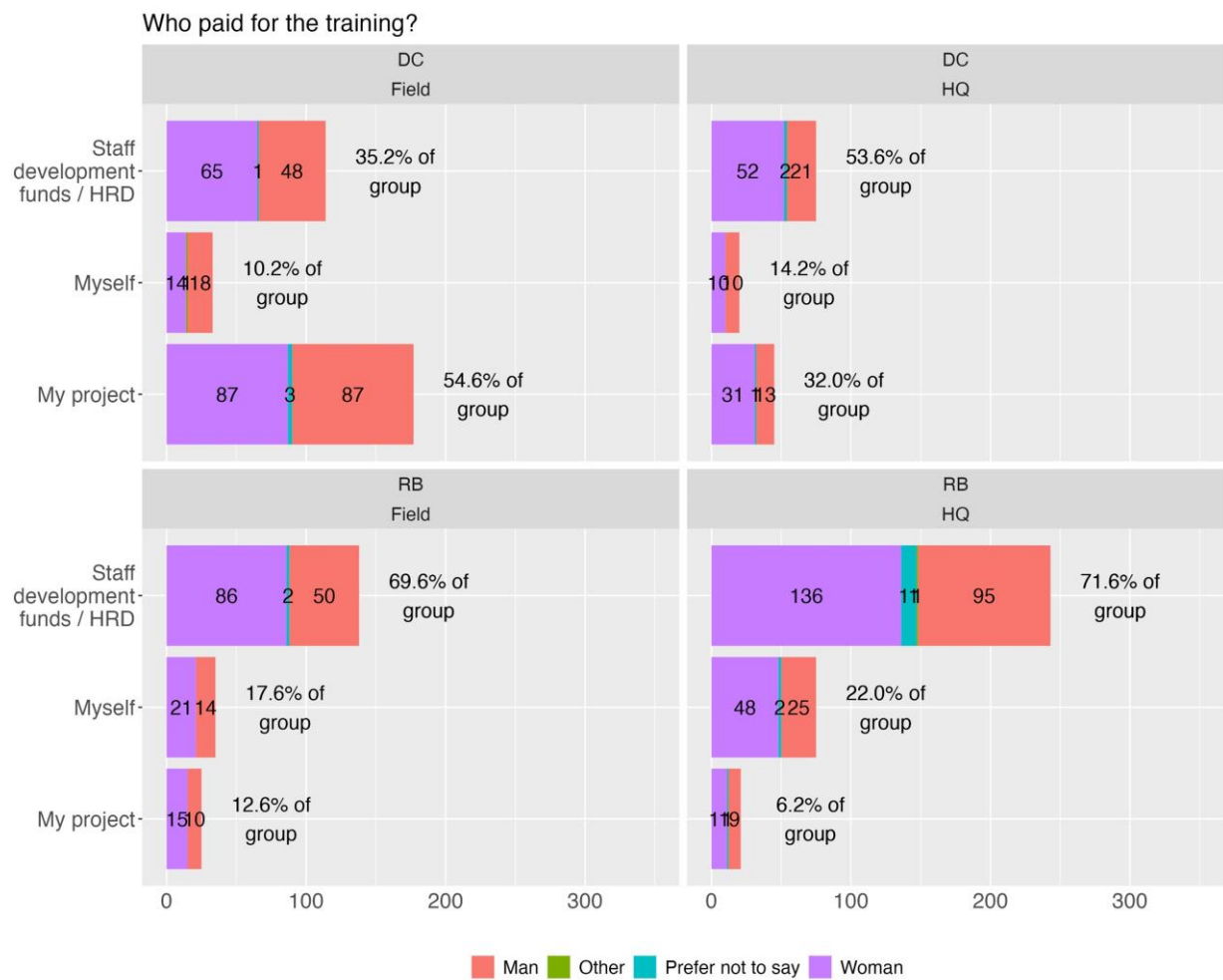


Figure 44. Number of staff members denied access to training, by contract funding, staff category, source of contract funding and location, SU Survey data

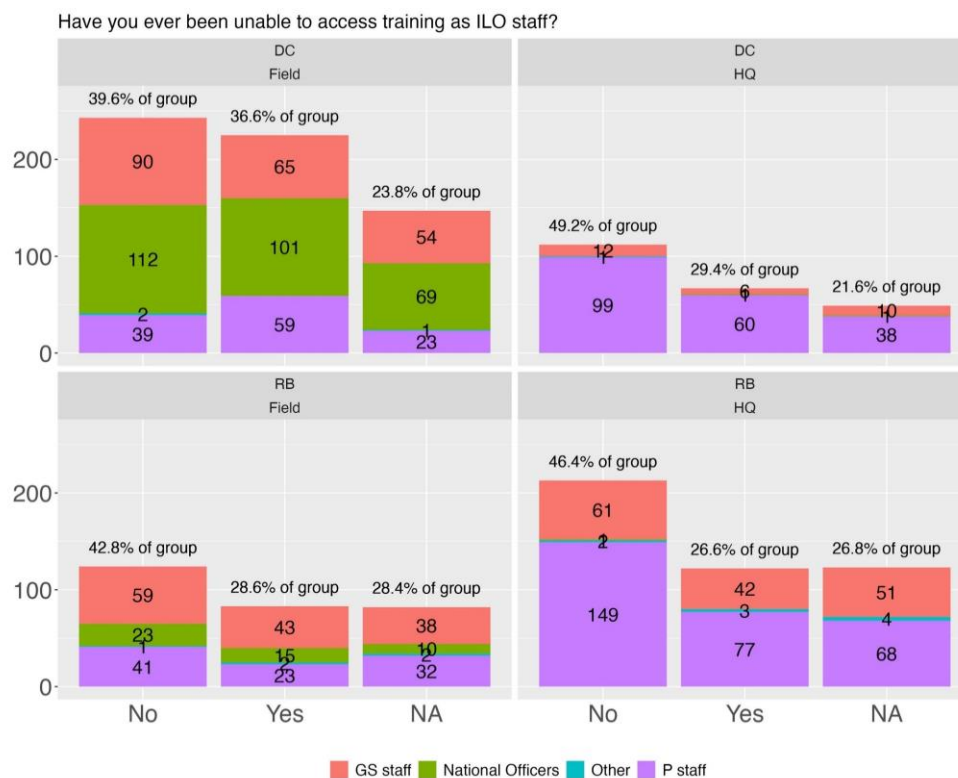
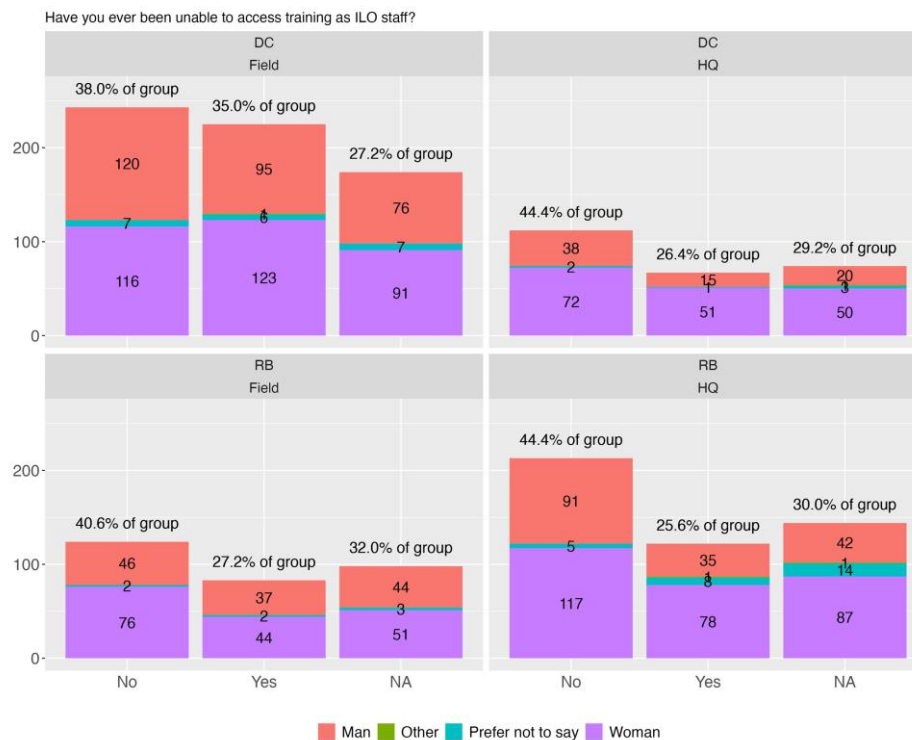


Figure 45. Cumulative distribution of tenure at the ILO, by source of funding, SU survey data

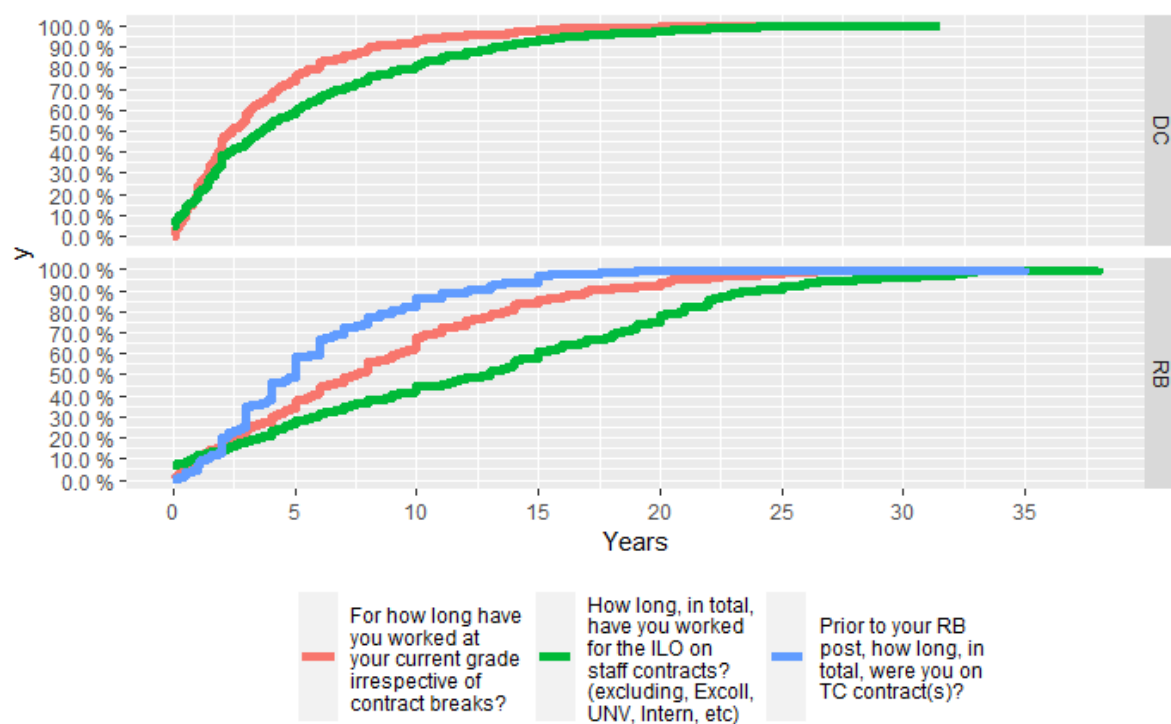


Figure 46. Distribution of tenure at the ILO (and within grade), by source of funding and policy portfolio, SU survey data

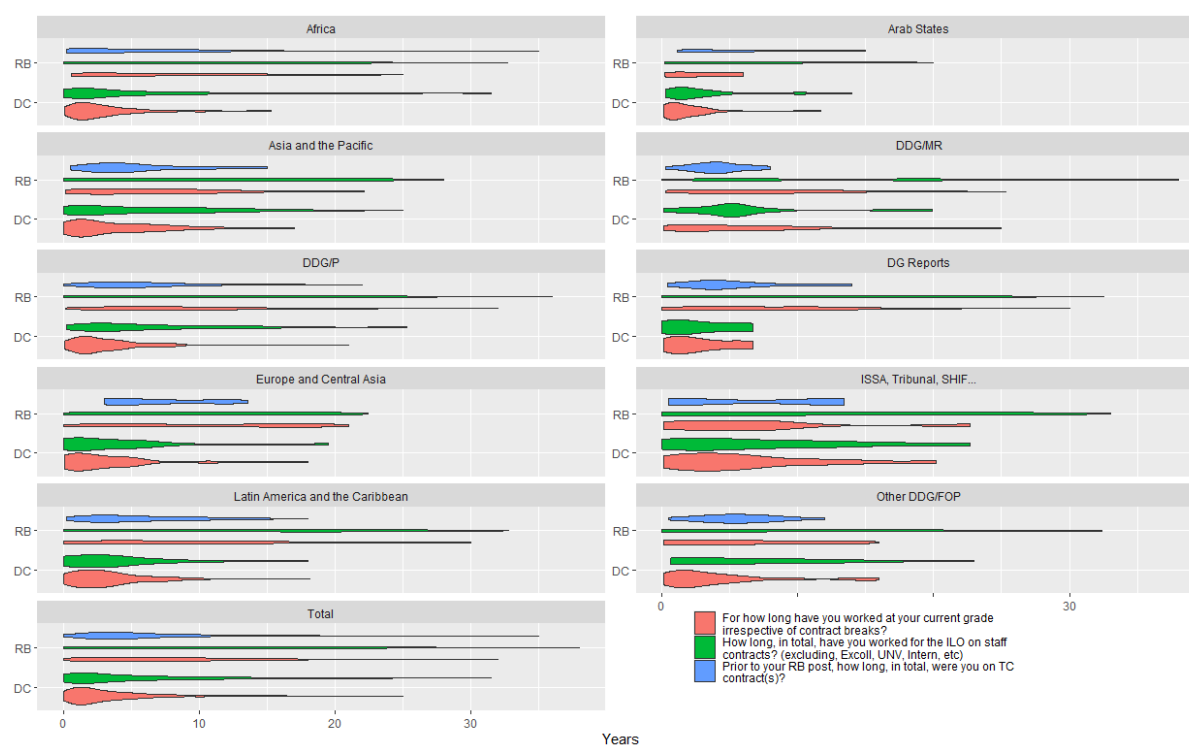


Figure 47. Percentage and number of additional tasks performed by DC funded staff that are unrelated to the project financing their contract, by policy portfolio, SU survey data

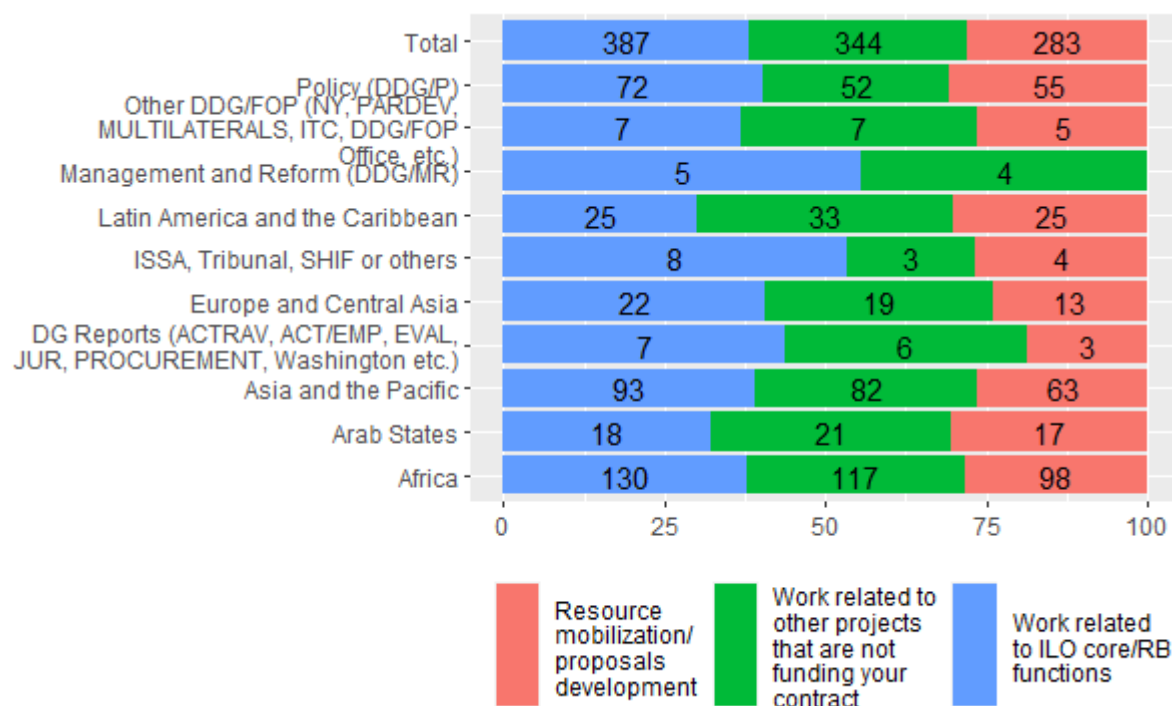


Figure 48. Involuntary contract gaps of more than 30 days, by location and gender, SU survey data

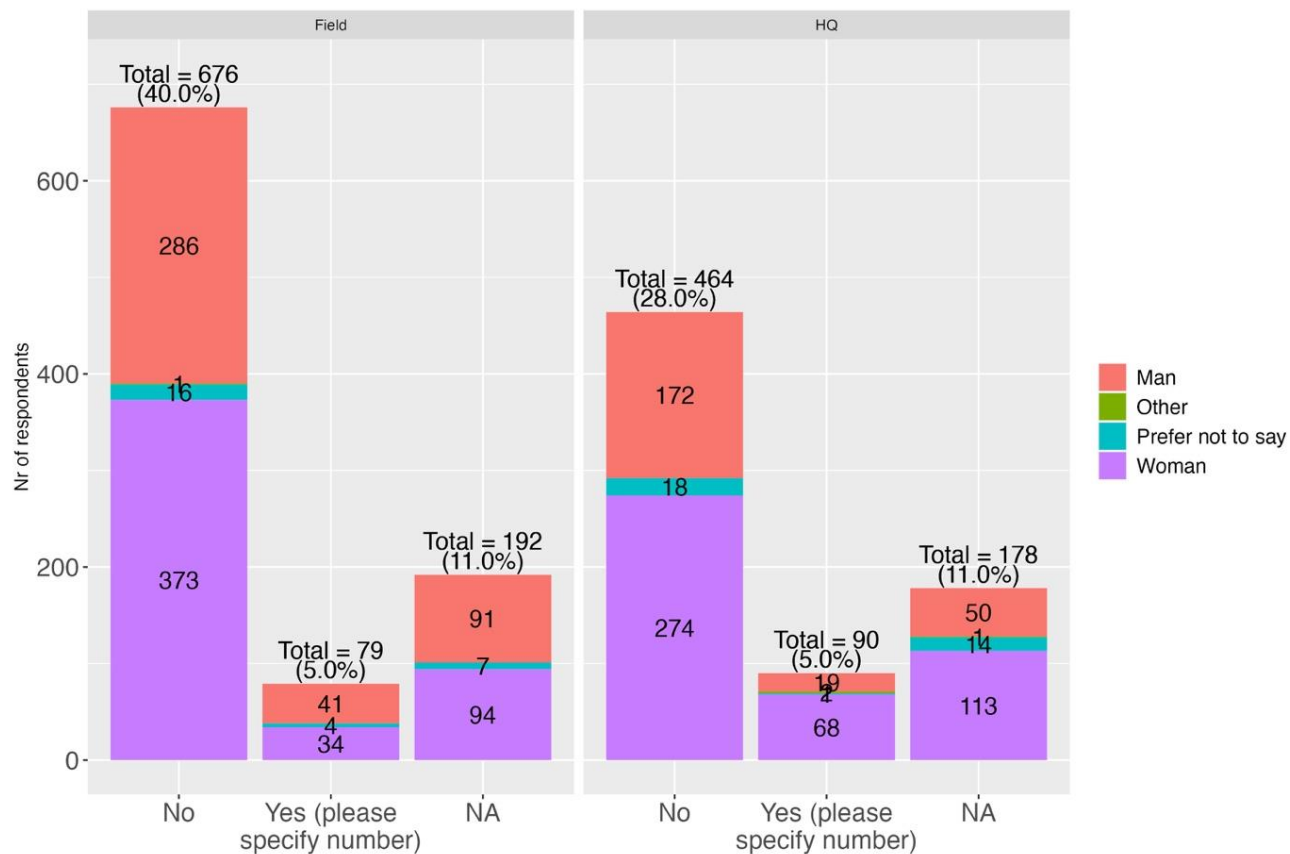


Figure 49. Involuntary (underemployment) contract gap, by location and gender, SU survey data

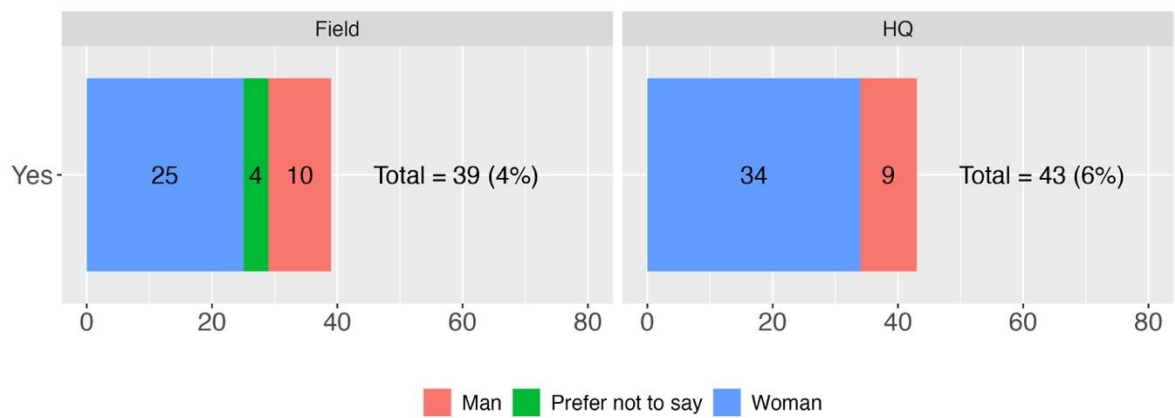


Figure 50. Duration of involuntary (underemployment) contract gap in months, by gender

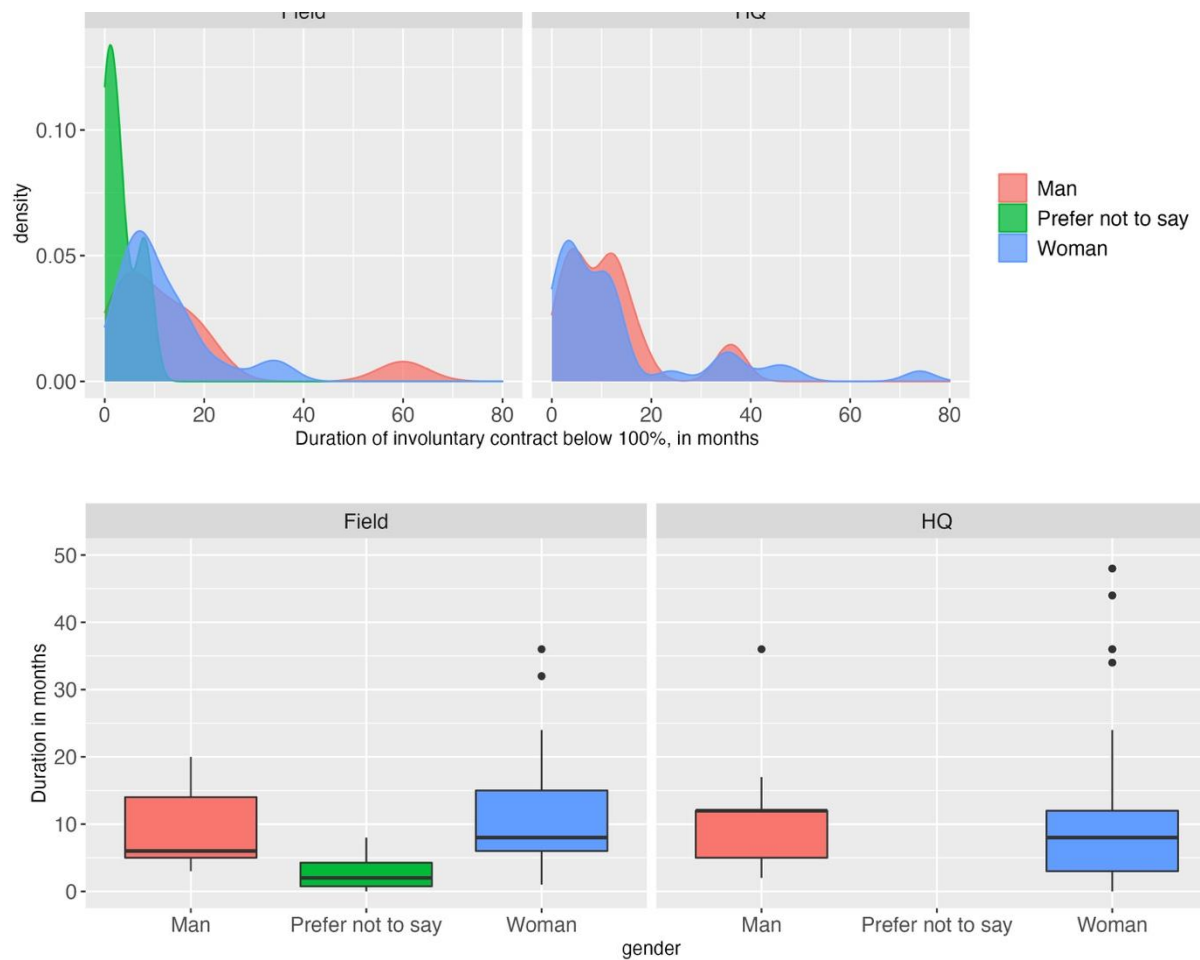


Figure 51. Duration of Involuntary contract gap in months, by location and gender

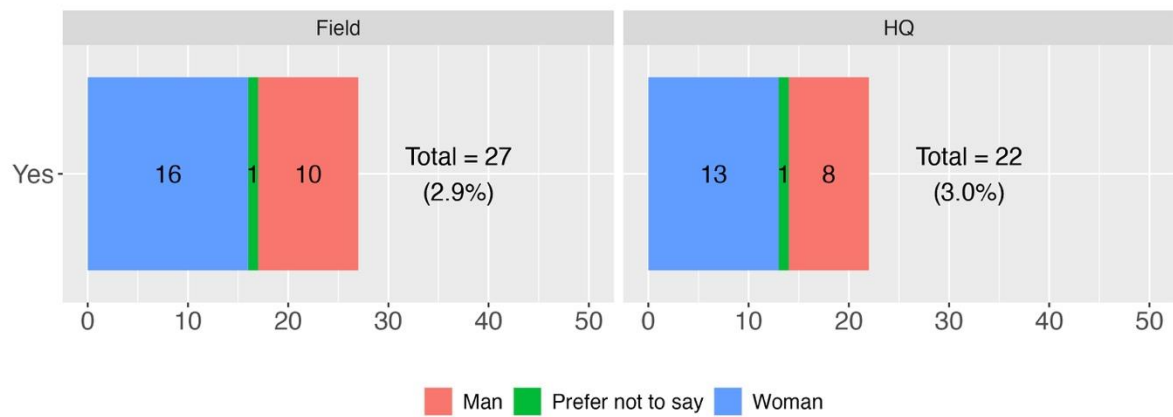


Figure 52. Involuntary contract gap, by location and gender

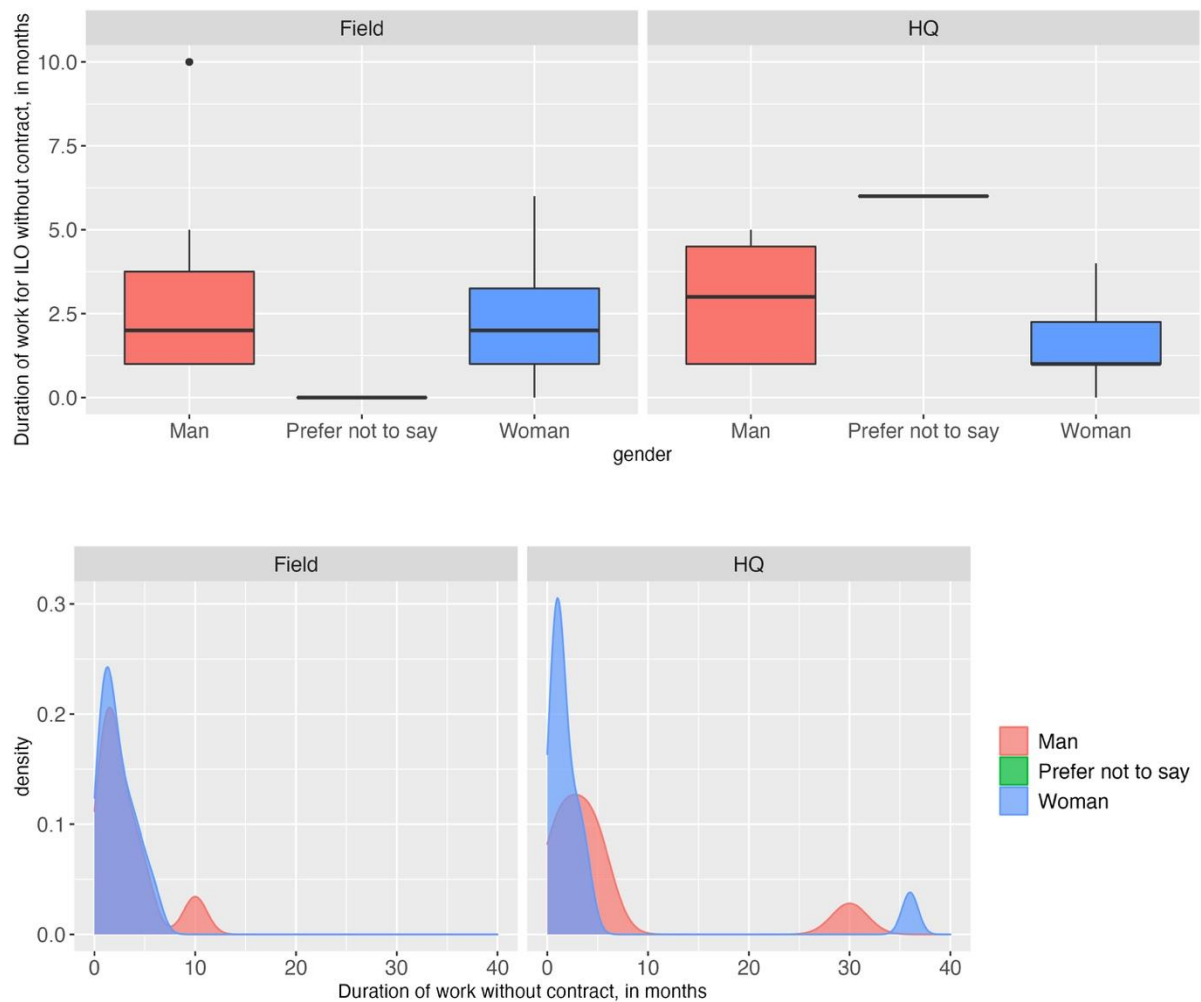


Figure 53. Professional staff member response to duty station residency rights upon contract expiration, by contract funding source, SU survey data

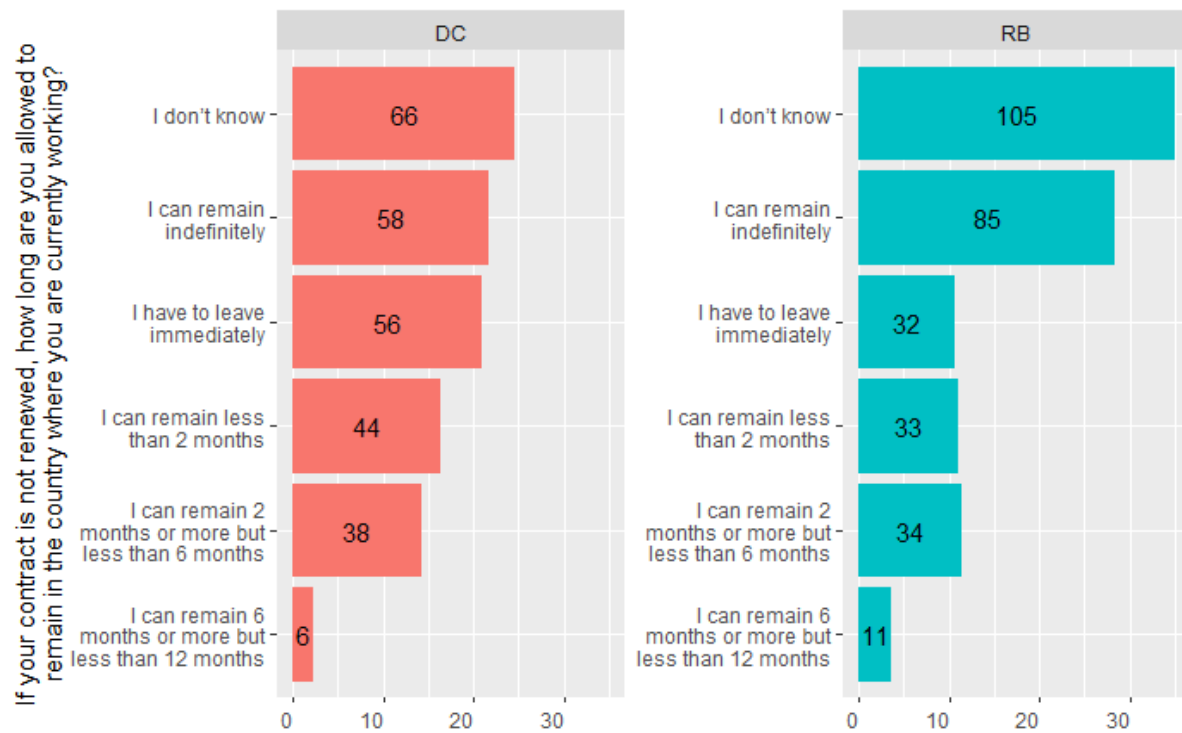


Figure 54. Ease or difficulty of accessing external services, by source of contract funding and gender, SU survey data

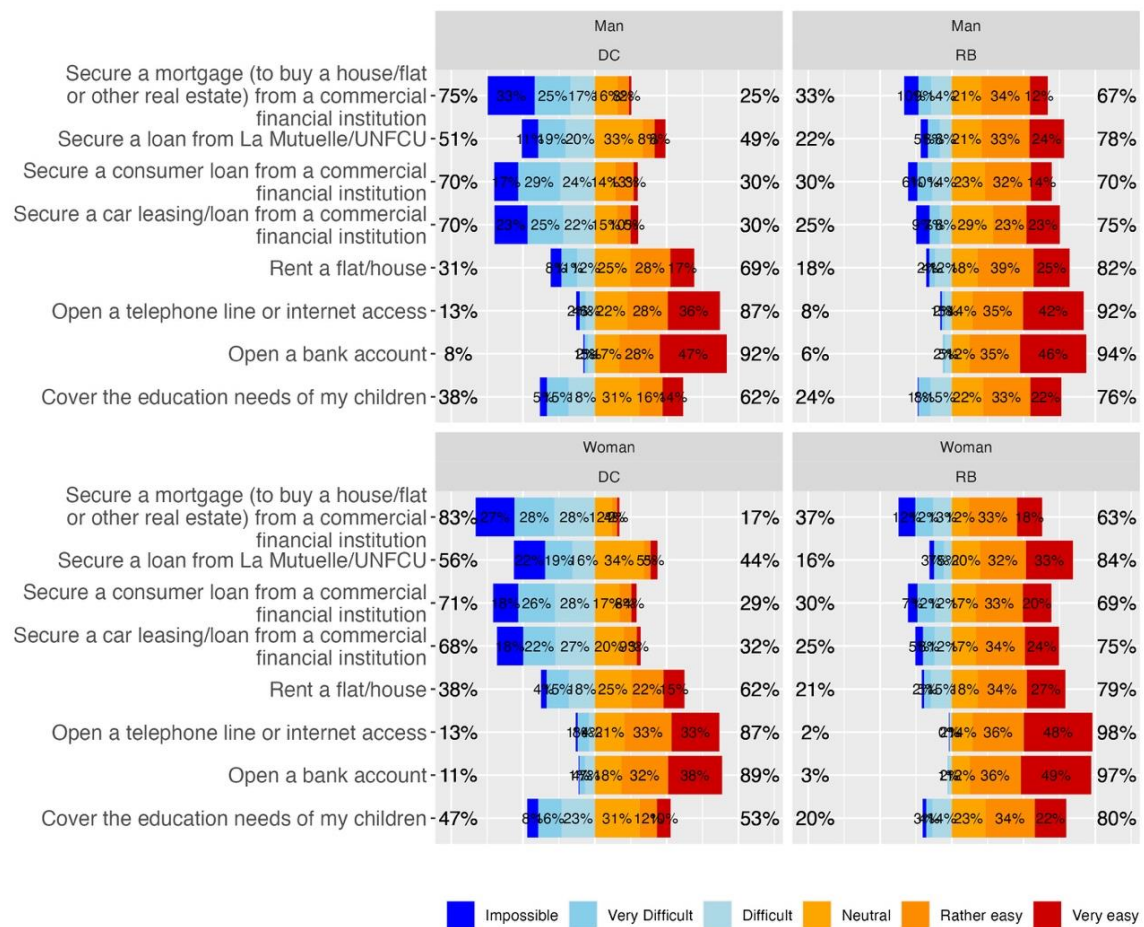


Figure 55. Access to an unemployment scheme, by grade, gender, contract type and policy portfolio, SU survey data

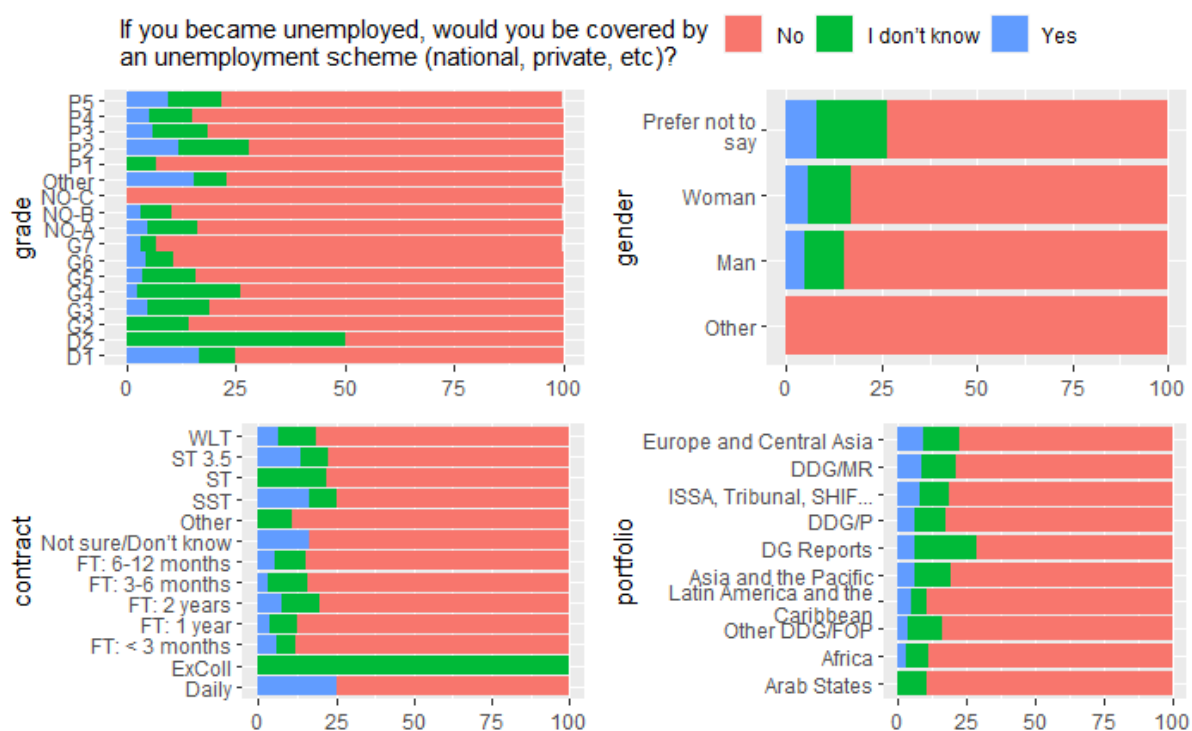


Figure 56. Among individuals ineligible for an unemployment scheme, would you like to be able to voluntarily contribute to one?, by grade, gender, contract type and policy portfolio, SU survey data

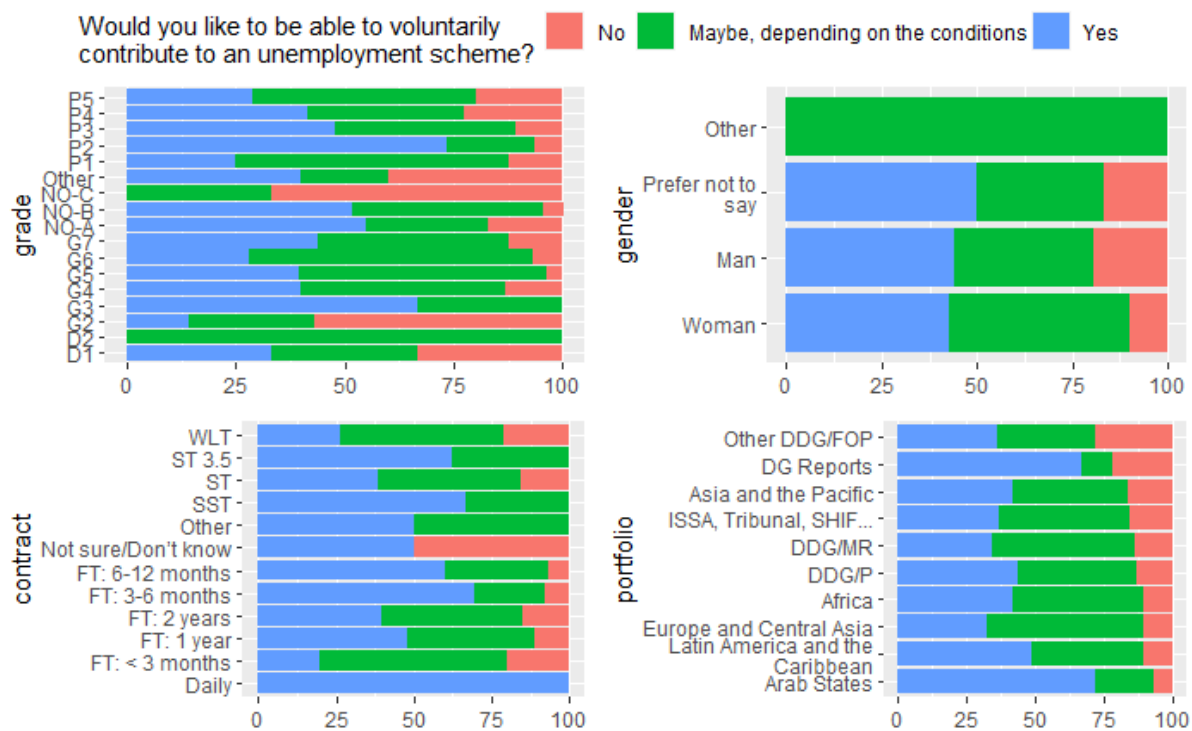


Figure 57. Among individuals ineligible for an unemployment scheme, would you like to be able to voluntarily contribute to one?, by age, SU survey data

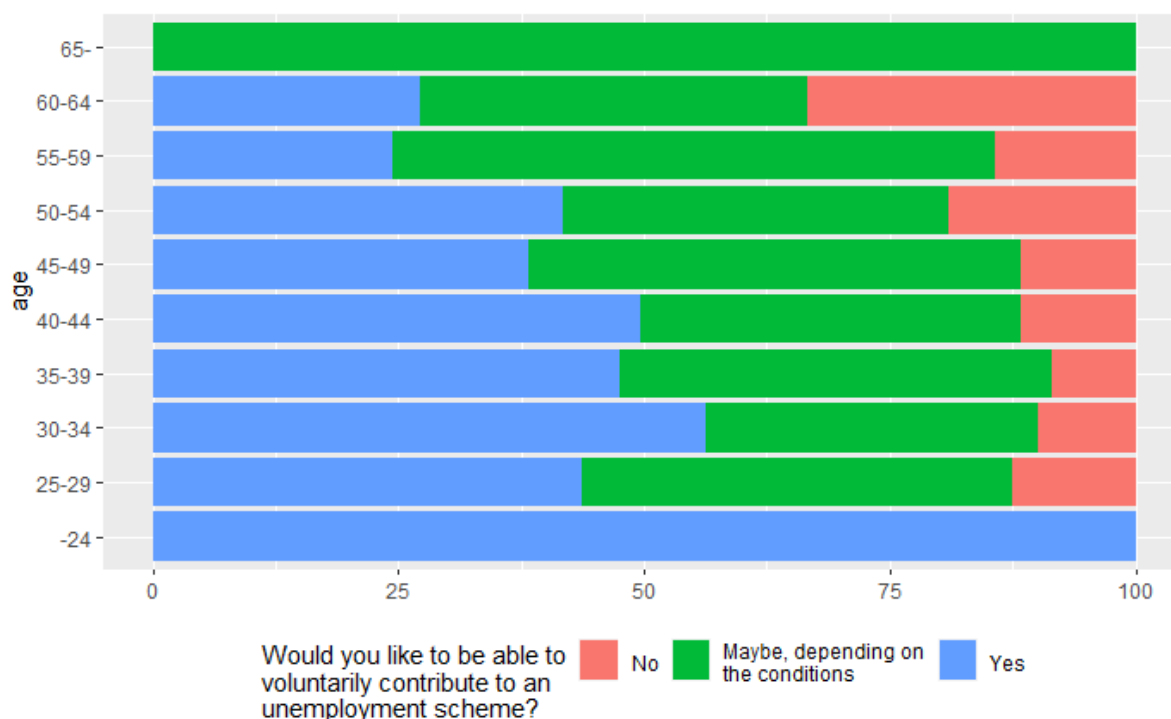


Figure 58. Distribution of staff responses to the statement "I feel my contract could be in jeopardy because of having children", SU survey data

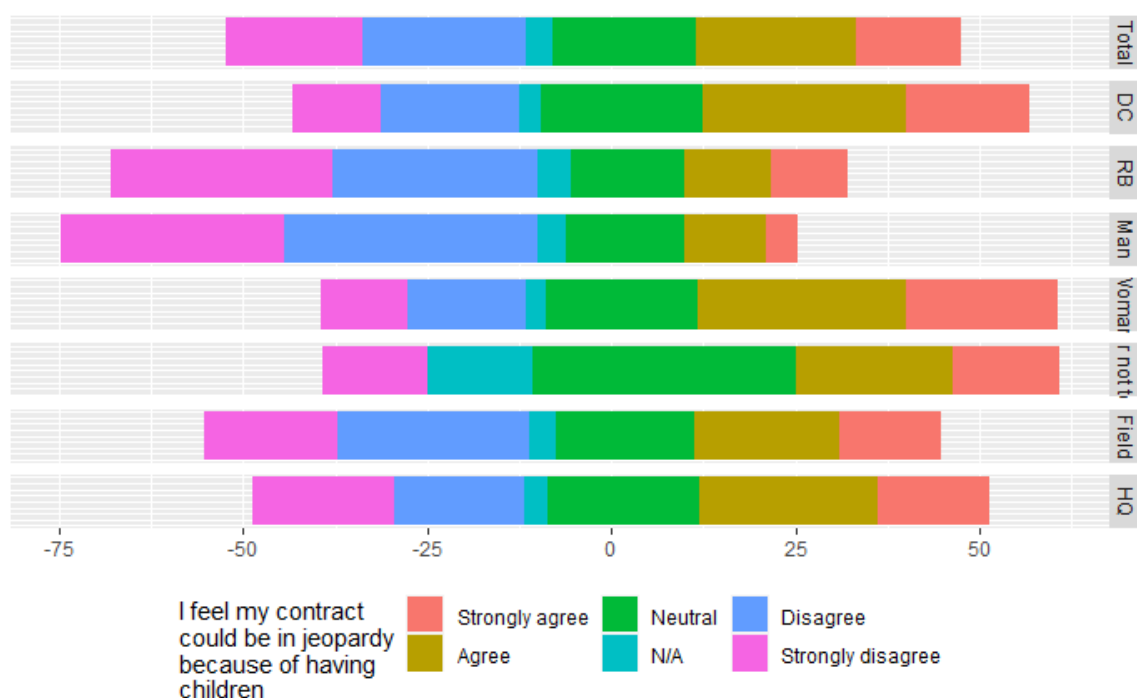


Figure 59. Distribution of staff responses to the statement "I feel this would not be well-received by my management", SU survey data

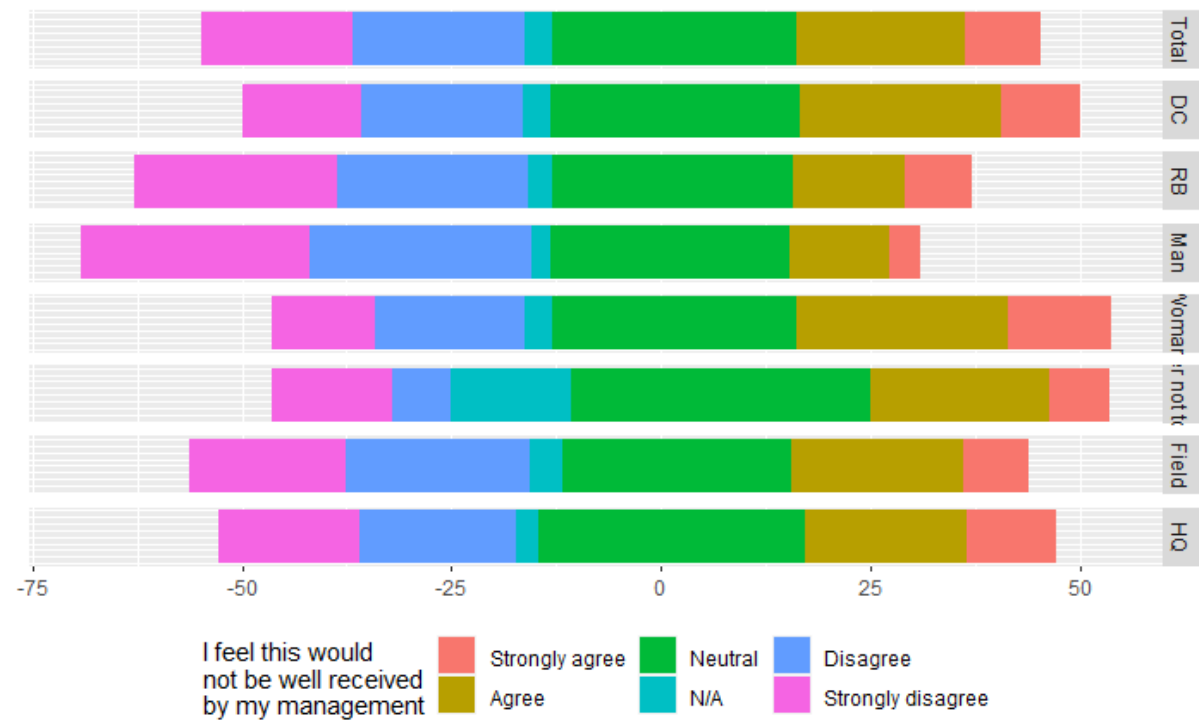


Figure 60. Distribution of staff responses to the statement "I feel that the possibility of changing duty stations would make it difficult to have children", SU survey data

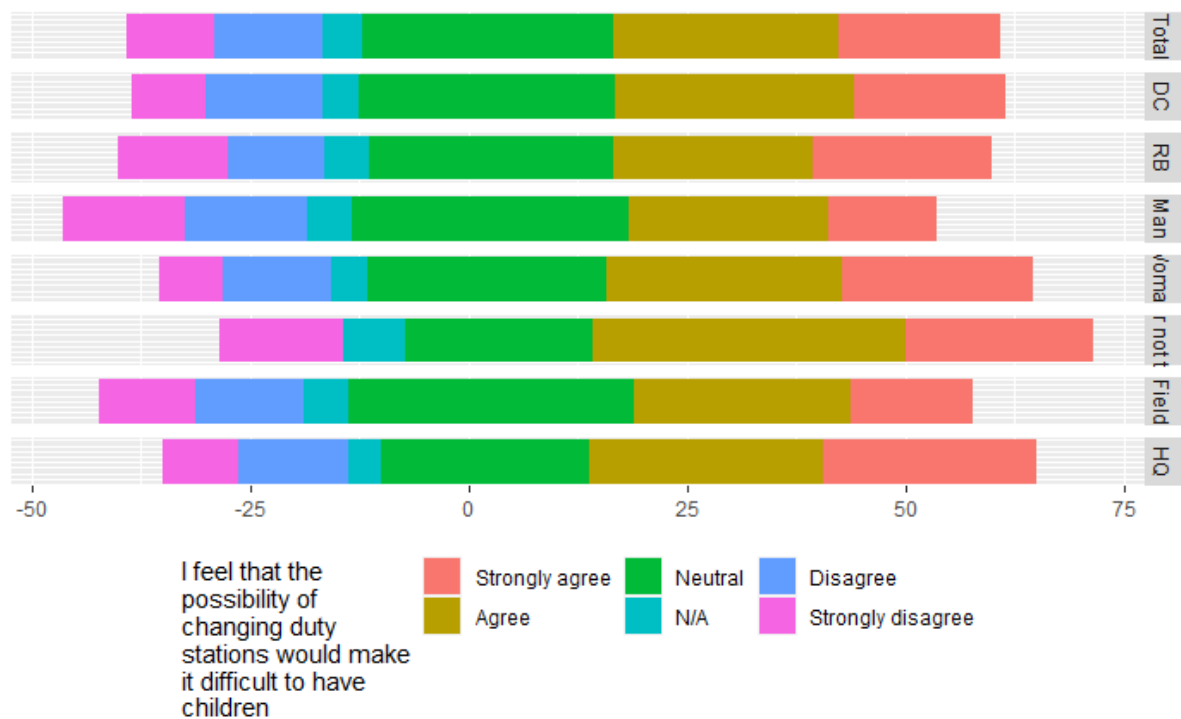


Figure 61. Distribution of staff responses to the statement "My children would have decent opportunities (education, etc.)", SU survey data

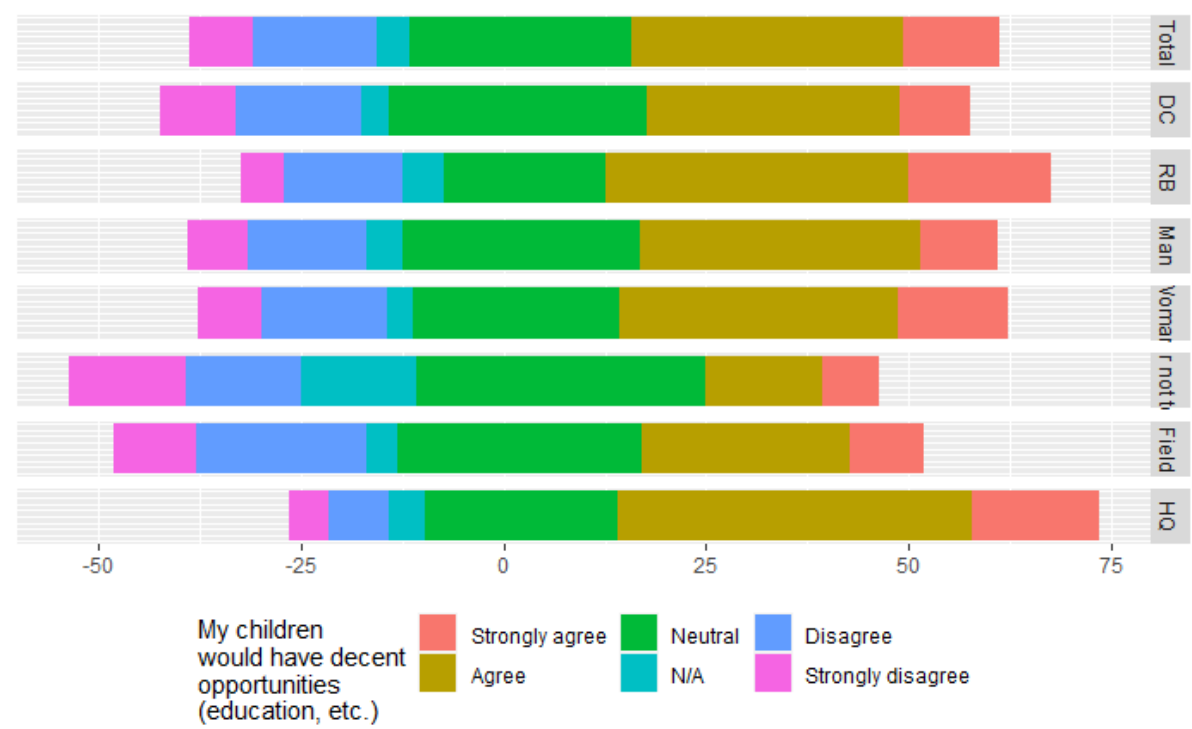


Figure 62. Priorities for the Staff Union, as identified by all SU survey respondents, by source of contract funding



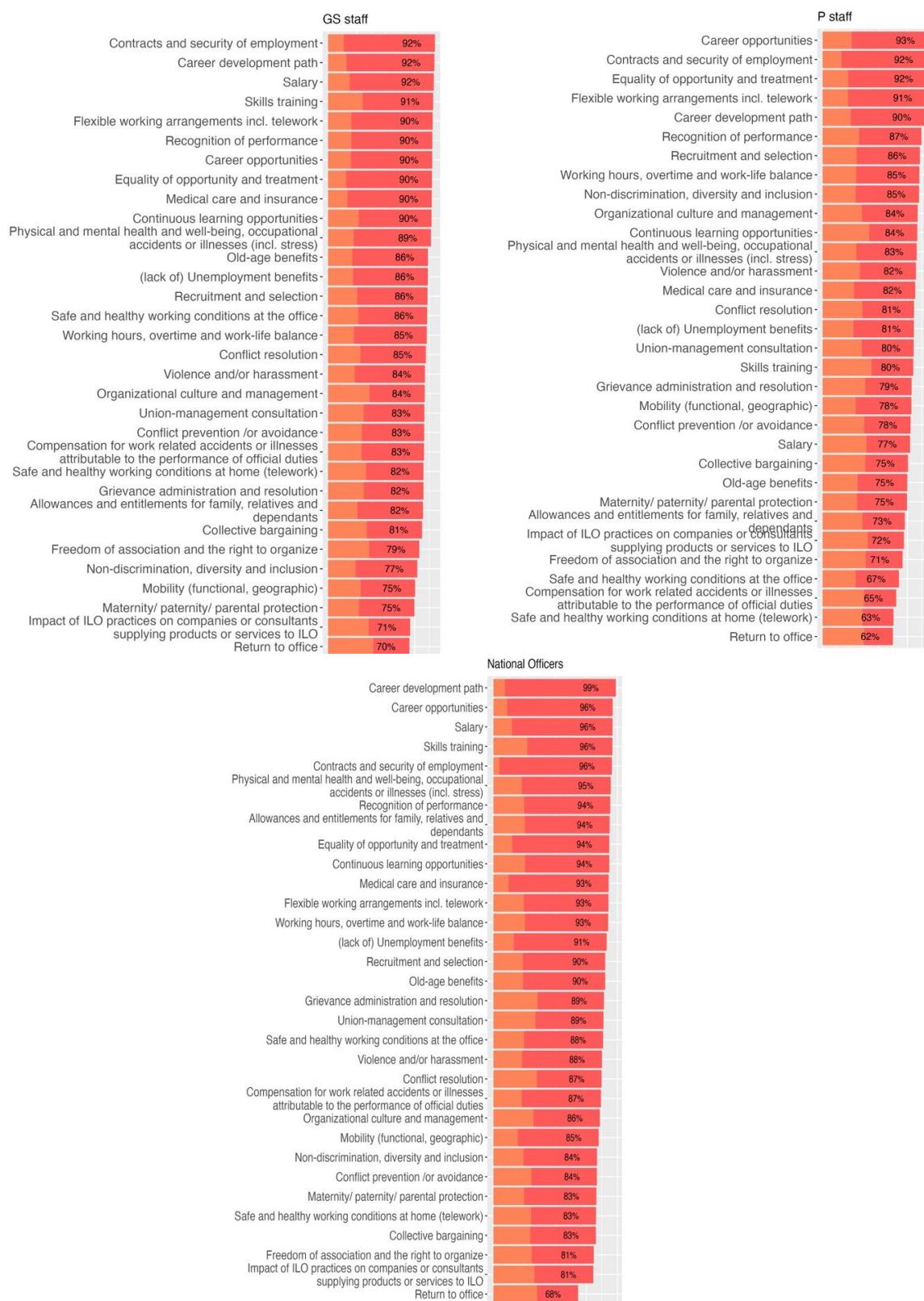
Figure 63. Priorities for the Staff Union, as identified by all SU survey respondents, by location



Figure 64. Priorities for the Staff Union, as identified by all SU survey respondents, by gender



Figure 65. Priorities for the Staff Union, as identified by all SU survey respondents, by staff category



Appendix 4. Tentative policy recommendations organised by financial cost and magnitude of impact

High Financial Cost & High Impact	Low Financial Cost & High Impact	Low Financial Cost & Low Impact
Considering an increase in the number of NOC positions.	Introduce greater transparency regarding the allocation of funds for training.	Developing a real and inclusive career development and talent management system for all staff to retain and promote experienced staff.
Extend parental leave protection to all employees who meet the initial employment eligibility criteria, irrespective of contract funding source or contract duration.	Equalize access to professional development funds and opportunities, across all contract types, irrespective of funding source or duration.	Promoting geographic mobility between duty stations (not only field – HQ).
Ensure all workers have access to adequate social protection (e.g. health insurance, pension benefits, parental leave, etc.).	Improve access to training and skills development in the field.	Introducing a mechanism which ensures that staff, who request feedback from HRD following the recruitment process, receive feedback. Getting details about why one was not shortlisted or recruited is very important to learn and move ahead. Yet, staff who request HRD feedback, often never receive it.
Considering an increase in the number of NO positions funded by RB.	Creating more learning opportunities for all staff by: further developing secondment opportunities (inside and outside the ILO), field trips, participation at the ILC, and improved access to training.	Promoting and encouraging opportunities to transfer from an RB position to a DC position, to gain experience on a DC project.
Include DC funded staff members in the titularization exercise.	Identifying solutions to break silos across the organization, such as: developing functional mobility / transfer in grade; better valuing soft skills / experience acquired on other topics / in other functions during recruitment; and supporting staff who wish to move across staff categories (e.g. G/NOB to P position).	Recognizing experience as much as formal educational achievements.

High Financial Cost & High Impact	Low Financial Cost & High Impact	Low Financial Cost & Low Impact
Invest in greater opportunities for training and advancement across the organization.	Access to social protection would include the introduction of an unemployment scheme for ILO Staff members. The SU survey indicated that most staff would support the introduction of such a measure.	Informing and educating managers about the benefits of flexible working arrangements, good practice uses of technologies (what to do, not to do), and the current rules governing telework.
Retaining staff member seniority across contracts when a contractual break, exceeding one month, arises.	Strengthen available information resources on staff rights and entitlements. Improved resources would specifically include information about: Home leave and the education grant; The possibility of presenting an attestation from one's supervisor to HRD, which indicates that their contract upon return from leave (e.g. extended statutory leave such as home leave or parental leave) will be longer than 6 months, even if their contract, at the time of application, does not extend for an additional six months minimum following their current contract's expiration; The two-month deadline by which managers are required to notify staff members of contract renewal (or lack thereof).	Monitoring and comparing the use of telework in different Departments and present the data to management to spur discussion about the causes of variation in telework usage across the organization.
	Launch targeted information awareness raising campaigns to disseminate improved information resources on staff rights and entitlements to existing staff members.	Officially recognising project/programme management as an official career track in the ILO and building the enabling environment to support it (starting with its inclusion as a career track in ILO People).
	Introduce a stronger and more systematic induction training based on staff category and type of position ensure that new staff members understand their rights and entitlements upon recruitment.	Supporting project staff with growth opportunities and transition support before projects conclude. This would include introducing measures to facilitate staff retention, such as: the creation of a pool of short-term staff (a DC staff roster) and match-making with other employment opportunities within the organization.

High Financial Cost & High Impact	Low Financial Cost & High Impact	Low Financial Cost & Low Impact
	Equalize access to induction training for all staff members, irrespective of a new staff member's funding source or contract duration.	Equalizing the opportunity for both DC and RB staff to take a leave of absence.
	Modifying the current policy by adjusting the formula used to calculate the share of telework permissible. Instead of a monthly allocation, telework as a share of quarterly or annual work hours, would allow staff greater flexibility (e.g. around school holidays, 3-4 weeks/year working from elsewhere to be able to visit family).	Monitoring the frequency and justification for short-term contracts in order to limit their use.
	Ensuring equal recognition of work completed by DC staff. This would involve allowing DC funded staff to access merit increments, the long service award, personal promotion, etc.	Ensuring the two-month deadline by which managers are required to notify staff members of contract renewal or lack thereof is respected.
	Equalizing career development opportunities available to DC and RB staff, such as secondments. DC funded staff should also be permitted to serve in technical and leadership roles during Official meetings, including the International Labour Conference (ILC).	For staff nearing contract expiry, with limited prospect for contract renewal, provide career and job-seeking support to apply elsewhere, including offering skills assessment services.
	Renegotiating the Recruitment and Mobility Policy to ensure that all ILO staff members have the opportunity to apply and be considered for positions – including so called "RB positions" , without discrimination.	Monitor management practices that consist in downgrading posts and/or send them to the field only to cut costs.

High Financial Cost & High Impact	Low Financial Cost & High Impact	Low Financial Cost & Low Impact
	<p>In the short-run, ending the use of arbitrary 12 -month contract terms for DC staff and instead, linking contract terms to predetermined project durations (rather than a succession of shorter contracts or recurrent and short extensions). Over the longer term, eliminate the need to link contract duration to project duration.</p>	<p>Monitor and request HRD annually publish (or provide data to the Staff Union on) the gender balance of the ILO staff composition by funding source, staff category, and grade to ensure a diverse gender representation across the organization. These statistics will also help to shed light on the extent to which men or women disproportionately benefit from more secure forms of employment.</p>
	<p>Apply the Integrated Resource Framework to staff contracting, allowing a mixed use of funds (RB and DC) to fight against contract precarity. This would also align to the reality of work undertaken by DC staff, the majority of whom spend at least some of their time undertaking core, RB-related, tasks.</p>	