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**Twentieth session**

The Hague, 6-11 December 2021

**Report of the Bureau on equitable geographical  
representation and gender balance in the recruitment of staff  
of the International Criminal Court**

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## I. Introduction

1. The Rome Statute provides that the International Criminal Court (“the Court”) shall ensure the highest standards of efficiency, competency and integrity, and shall have regard to fair representation of women and men for all positions, representation of the principal legal systems of the world for legal positions, and equitable geographical representation for positions in the professional category. The selection procedure is determined by the criteria set forth in articles 44(2) and 36(8) of the Rome Statute and resolution ICC-ASP/1/Res.10 of the Assembly of States Parties (“the Assembly”).
2. As decided by the Assembly, the system of desirable ranges applied by the Court is based on the system of the United Nations. The ranges are calculated on the basis of a State’s financial contribution to the budget of the Court and of a State’s population size, both criteria in relation to the total membership of the Rome Statute.
3. At its nineteenth session, in resolution ICC-ASP/19/Res.6 on “Strengthening the International Criminal Court and the Assembly of States Parties”, the Assembly “request[ed] the Bureau to continue engaging with the Court to identify ways to improve equitable geographical representation and gender balance in professional posts, as well as to remain seized of the issue of geographical representation and gender balance, and to report thereon to the twentieth session of the Assembly.”<sup>1</sup> The Assembly noted that “the facilitation on geographical representation and gender balance will consider recommendations falling within its ambit”.<sup>2</sup> In addition, in resolution ICC-ASP/19/Res.7 on the “Review of the International Criminal Court and the Rome Statute System”, the Assembly requested “the relevant Assembly Mandates designated as responsible for assessing and taking possible further action as appropriate on relevant recommendations to commence implementation in 2021 and to submit to the Bureau the outcome of its consideration, including on action already taken and proposals for next steps, by 1 November 2021”.<sup>3</sup>
4. The mandate on the issue of geographical representation and gender balance was allocated by the Bureau of the Assembly to the New York Working Group and Mr. Choi Taeun (Republic of Korea) was appointed as facilitator on this issue by the Bureau on 6 April 2021.

## II. Discussions in the New York Working Group

5. The facilitator convened two meetings, on 18 June and 5 November 2021 open to States Parties, Observer States and civil society. The meetings were held via remote-link due to the limitations imposed by COVID-19. During the meeting on 18 June, staff from the Human Resources Section of the Registry presented relevant aspects of the annual report of the Court on Human Resources Management,<sup>4</sup> as well as updated statistics and an overview of the Court’s efforts to achieve equitable geographical representation and gender balance. States Parties noted that ICC-ASP/19/Res.6 had requested the Court to look into measures to introduce a rotation policy, and to report the outcome to the Assembly. A request was made for the Court to update States Parties regarding the introduction of a rotation policy, as the topic had not been addressed in the annual report. Delegations stressed that the lack of geographical representation and gender balance in the staff of the Court was taken very seriously by States Parties, and that addressing the working culture at the Court was crucial. Moreover, States Parties welcomed the appointment of Ms. Antônia Pereira de Sousa as the Court’s Gender Equality focal point; she made an introductory presentation to States Parties on her role and mandate. Delegations also had an opportunity to discuss, with the Review Mechanism, the allocation of IER recommendations to the geographical representation and gender balance facilitation.
6. Following the first meeting, the facilitator also attended the third meeting of the Review Mechanism on 11 October, during which IER recommendation R15 was considered. It was noted that gender is an important matter throughout the Review process. During the

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<sup>1</sup> ICC-ASP/19/Res.6, annex I, para. 13(d).

<sup>2</sup> ICC-ASP/19/Res.6, para. 126.

<sup>3</sup> ICC-ASP/19/Res.7, para. 7.

<sup>4</sup> ICC-ASP/20/3.

meeting, States Parties emphasized that there is a sense of urgency concerning the implementation of R15. The Review Mechanism noted that following the assessment of R15 its implementation would be discussed with the geographical representation and gender balance facilitation. Furthermore, the Court noted that it is developing a gender strategy and is preparing to begin consultations on its content with all relevant stakeholders. Delegates noted that while the timeframe for implementing a strategy on gender equality and workplace culture was 2025, measures should be taken and implemented on a continuous basis from already and until the year 2025. It was also noted that developing and implementing a gender policy for the Court constitutes a long-term commitment.

7. The facilitator encouraged States Parties to attend the seventh meeting of the Study Group on Governance on 25 October, during which IER Recommendations R91 and R93 were discussed with the involvement of the geographical representation and gender balance facilitation

8. At the second meeting of the facilitation, held on 5 November, the Human Resources Section of the Registry noted that it is taking a specific targeted approach concerning geographical representation and gender balance, and that active sourcing and online application platforms were helping the Court move forward in that area. The Court also noted that it is updating its selection and recruitment policy and that the updated policy could be promulgated during the first half of 2022. It was noted that there had been negative progress in the area of gender balance, as the number of female staff at the P-5 or higher levels had reduced due to resignations. Delegations also had an opportunity to discuss IER recommendations R15, R91 and R93, and States Parties expressed their support towards the recommendations.

9. The facilitator also held bilateral meetings with interested delegations, aimed at providing specific information on statistics relevant to their respective States. As in previous years, the facilitation served, among other matters, as a platform to raise awareness on the staffing of the Court and provide updates regarding fluctuations of staffing.

### III. Recruitment process

10. As at 31 July 2021, the Court had 439 staff members from 92 different nationalities in established professional posts (excluding the three elected officials and language staff).<sup>5</sup>

11. Representatives of the Human Resources Section provided States with background information regarding the functioning of the recruitment process. It was advised that, in accordance with the Rome Statute, the Court selects the most qualified candidates and, when candidates perform equally well, the recruiting panel considers geographical and gender representation. It was stressed that diversity is also relevant for the composition of the panels, and that its members are provided with information regarding under- and over-represented countries, in an effort to ensure that nationals from these countries are properly considered for shortlisting.

### IV. Gender balance

12. As at 31 July 2021, female staff comprised 48.1 per cent of the Court's professional staff, while male staff comprised 51.9 per cent.<sup>6</sup> Throughout the years, there had been some stability regarding gender balance at the Court,<sup>7</sup> however, imbalance in the staff composition within some Court programmes<sup>8</sup> and severe under-representation of female staff in positions

<sup>5</sup> Information provided available in the Human Resources Section updated paper "HR Standard Statistics" dated 31 July 2021.

<sup>6</sup> ICC-ASP/20/15, para. 237.

<sup>7</sup> Ibid. Percentage of male and female staff per year: 2014: 53.5%-46.5%; 2015:56.2%-43.8%; 2016: 52.9%-47.1%; 2017: 53.6%-46.4%; 2018:52.8%-47.2%; 2019: 52.7%-47.3%).

<sup>8</sup> Ibid. Percentage of male and female staff per organ as of 30 September 2020: Judiciary: 35%-65%; Office of the Prosecutor: 47%-53%; Registry 58%-42%; Secretariat of the Assembly of States Parties: 56%-44%; Secretariat of the Trust Fund for Victims: 33%-67%; IOM 33%-67%; Office of Internal Audit 25%-75%.

P-5 and above<sup>9</sup> had been identified. While 81 per cent of female staff hold lower grade levels in the Court (P-1, P-2 and P-3) as at 31 July 2021 female staff were severely under-represented at the higher levels: only 11.1 per cent of staff at the D-1 level were female, 27.5 per cent at the P-5 level, 38.1 per cent at the P-4 level, and 46 per cent at the P-3 level.<sup>10</sup>

13. In order to contribute to better understanding and addressing this situation, the Court had established a “Mentoring Programme for Women” which aimed at supporting women in strengthening professional networks and defining and pursuing career aspirations with the coaching and support of an experienced mentor. The Court also established a Gender Equality focal point on International Women’s Day (8 March 2021). The Gender Equality focal point planned to initiate training programmes on gender awareness and unconscious bias for managers involved in recruitment. She would assist and advise on addressing systemic organizational issues which may present obstacles for the career progression of women and, together with training programmes, would be instrumental for identifying and addressing potential unconscious bias. In relation to the Gender Equality focal point and the activities related to the establishment of this role, the heads of Organ of the Court (the Prosecutor, President and Registrar) had joined the Gender Champion Leadership Network, bringing together female and male decision-makers determined to break down gender barriers and make gender equality a working reality in their spheres of influence. The Court noted that several gender mainstreaming initiatives had been implemented over the years and that “a dedicated focal point will now allow these initiatives to be consolidated and a strategic approach to be set for the future”.<sup>11</sup>

14. At its thirty-seventh session, the Committee on Budget and Finance made various observations regarding gender balance and reiterated its previous recommendation that the Court draw up a long-term plan to gradually narrow the gender gap.<sup>12</sup>

## V. Geographical representation

15. As of 31 July 2021, 92 nationalities were represented in the professional staff of the Court, of which: 22 nationalities were in balance with their targets; 23 nationalities were under-represented; 20 were over-represented; and 55 nationalities were not represented. The remaining 24 nationalities of the professional staff corresponded to States not Parties to the Rome Statute.<sup>13</sup>

16. As at 31 July 2021, in terms of absolute distribution, 74 staff were nationals from the African Group, 31 from the Asia-Pacific Group, 45 from the Eastern European Group, 33 from the Latin American and Caribbean Group (GRULAC), and 256 from the Western European and Others Group (WEOG).<sup>14</sup>

17. As at 31 July 2021, the number of staff per post, per region, was as follows:<sup>15</sup>

a) D-1 (9): one from the African Group, one from the Asia-Pacific Group, two from GRULAC, and five from WEOG, with the Eastern European Group not represented;

b) P-5 (39): seven from the African Group, one from the Asia-Pacific Group, two from the Eastern European Group, and 29 from WEOG, with the GRULAC not represented;

c) P-4 (72): 12 from the African Group, six from the Asia-Pacific Group, six from the Eastern European Group, seven from GRULAC, and 41 from WEOG;

d) P-3 (143): 27 from the African Group, ten from the Asia-Pacific Group, 11 from the Eastern European Group, 12 from GRULAC and 83 from WEOG;

<sup>9</sup> Ibid. As of 30 September 2020, the percentage of female staff at P-5 or above positions was 23.5% while for male staff it was 76.5%.

<sup>10</sup> ICC-ASP/20/15, para. 237.

<sup>11</sup> ICC-ASP/20/3, para. 35.

<sup>12</sup> ICC-ASP/20/15, para. 238.

<sup>13</sup> ICC-ASP/20/15, Annex III.

<sup>14</sup> Information provided by Human Resources Section to the facilitator. It should be noted that these figures do not include staff on professional level language posts.

<sup>15</sup> Information updated by Human Resources Section to the facilitator.

e) P-2 (148): 23 from the African Group, nine from the Asia-Pacific Group, 19 from the Eastern European Group, ten from GRULAC, and 87 from WEOG;

f) P-1 (28): four from the African Group, four from the Asia-Pacific Group, seven from the Eastern European Group, two from GRULAC; and 11 from WEOG;

18. While acknowledging that significant challenges to achieve equitable geographical representation persist, the Court underlined that its efforts have resulted in some signs of improvement in recent years, at least in relation to non-represented countries. The number of non-represented countries was reduced by one from 2020 to 2021.<sup>16</sup>

19. From a broader perspective, a comparison of the data from 2016 and 2021 respectively<sup>17</sup> indicated that geographical representation remained relatively stable. This reveals the chronic nature of the imbalanced representation in the Court in respect to some countries and regions, in particular from Asia-Pacific and Latin America and the Caribbean.<sup>18</sup> The Committee on Budget and Finance reiterated its recommendation “that the Court draw up a plan to gradually alleviate the imbalances”.<sup>19</sup>

## VI. Recruitment of nationals from non-States Parties

20. In comparison to the previous report on geographical representation and gender balance,<sup>20</sup> in 2020, there was a net reduction of one staff from non-States Parties.<sup>21</sup>

21. It was observed that recruiting nationals of non-States Parties can be more expensive than hiring nationals of States Parties. According to the practice and fundamental principles of the International Civil Service, as determined by the Administrative Tribunal of the International Labour Organization (ILOAT), all employees of the Court are entitled to exemption from taxation on salaries, emoluments and allowances paid by the Court. The estimated tax liability for 2020 was €86 thousand, in relation to United States taxpayers on the payroll of the Court.<sup>22</sup>

22. At its thirty-seventh session, the Committee on Budget and Finance observed that the number of staff from non-States Parties had increased from 21 in 2016 to 24 in 2021, or by 14.3 percent.<sup>23</sup>

## VII. Measures to improve geographical representation

23. The Court has informed States that it continued its efforts to improve geographical representation and gender balance of ICC staff, which included: (a) continuing to advertise vacancies on various social media and international job vacancy platforms; (b) distributing all vacancy announcements in both working languages of the Court; (c) having Human Resources staff participate in all recruitment processes and assist panels in ensuring consideration of diversity at all stages of the recruitment cycle (d) having the Selection Review Board oversee all recruitment; (e) ensuring geographical and gender diversity on all recruitment panels; (f) disseminating updated information on geographical representation to all recruitment panels; (g) considering geographical and gender representation both at the shortlisting stage and when the decision on the final selection of suitable candidates was made; (h) considering geographical and gender representation for all types of appointment; (i) using social media to source qualified candidates with desirable profiles to improve the applicant pool; (j) informing embassies of newly published vacancy announcements.<sup>24</sup>

<sup>16</sup> Information provided in the virtual meeting with the New York Working Group on 9 November 2020, and included in the presentation which was subsequently circulated to States Parties, as compared with the information available in the Human Resources Section updated paper “HR Standard Statistics” dated 31 July 2021.

<sup>17</sup> ICC-ASP/20/15, para.234.

<sup>18</sup> ICC-ASP/20/15, para.236.

<sup>19</sup> ICC-ASP/20/15, para.236.

<sup>20</sup> ICC-ASP/19/4.

<sup>21</sup> ICC-ASP/20/15, Annex III.

<sup>22</sup> Financial statements of the International Criminal Court for the year ended 31 December 2020 (ICC-ASP/20/12), item 13.2.

<sup>23</sup> ICC-ASP/20/15, Annex III.

<sup>24</sup> ICC-ASP/20/3, para. 25.

24. It was noted that States still have a critical role in ensuring wider dissemination of the vacancy announcements, with a view to providing more geographically representative pools of candidates.

## VIII. Interns, JPOs and visiting professionals

25. States indicated that geographical representation and gender balance was also desirable in the selection of interns, visiting professionals (IVPs) and Junior Professional Officers (JPOs). Interest was also expressed in the inter-relationship between these programmes and the actual recruitment of the Court, given that IVPs and JPOs are frequently potential candidates for professional postings. It was therefore noted that measures aimed at promoting equitable geographical distribution in these programmes could have a positive impact in the diversification of the pool of applicants for professional postings.

26. The Court confirmed that it sought to address some of the geographical representation challenges through the IVPs Programme since it is considered that a diverse group of qualified professionals in this programme will encourage more potentially eligible and interested candidates from those countries for the Court's staff positions, now and in the future. To make this programme accessible to all, the Court has implemented a Trust Fund based on voluntary donations to enable funded placements for persons from developing regions who are also from States Parties, and preferably those that are non- or under-represented.

27. In 2018, 23 individual IVPs from Africa, Asia-Pacific, Eastern Europe and Latin American and the Caribbean region were funded by the Trust Fund. In 2019 and 2020, no new individual IVPs have been funded by the Trust Fund. The Court has reinforced its fund-raising efforts and urges the continued contribution and collaboration of States. With the purpose of producing efficiency gains, the Court endorsed an amendment to the Trust Fund's Terms of Reference "to reduce the stipend provided by the Trust Fund with a view to aligning it with the funding provided by other international organizations, while reflecting the cost of living in The Hague".<sup>25</sup> Together with contributions received from staff members and elected officials, the Court will hopefully be able to fund new IVPs again in the future.

28. The Court advised that it had once again coordinated the implementation of the Legal Professional Programme (LPP), with funding from the European Commission. In 2020, the LPP saw placements for 11 participants. The Court noted that of the 11 placements, three were assigned to nationals of underrepresented States Parties, and two to nationals of non-represented States Parties.<sup>26</sup>

## IX. Conclusions

29. States Parties and civil society have an interest in being kept updated regarding the fluctuations of staffing at the Court, from the perspective of geographical representation and gender balance. It was stressed that a fair representation of male and female staff and equitable geographical distribution benefits the Court by ensuring diversity of perspective which, internally, increases the creativity in the work environment and, externally, remains crucial to address perception challenges and advance the universality of the Rome Statute.

30. There is an overall balance in terms of gender with female staff slightly underrepresented. Still, there is a severe imbalance of women in the upper echelons. The Court should continue its efforts to narrow this gap and report on its activities in this regard.

31. Regarding geographical representation, there is a persistent and chronic imbalance in respect of some countries and regions. There are also some nationalities from over-represented groups that are under-represented in the Court's staff. Some States that rank among the highest contributors to the Court's budget are severely under-represented.

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<sup>25</sup> ICC-ASP/20/3, para. 69.

<sup>26</sup> ICC-ASP/20/3, para. 62.

32. Many States indicated that the issue of nationals of non-States Parties being recruited to the Court's staff should be examined in conjunction with the current challenges of achieving equitable geographic representation.

33. More efforts should be undertaken by the Court and the Assembly to ensure the visibility of employment opportunities and the application of qualified candidates from non- and under-represented countries and regions. The proactive role of the States Parties in question remains crucial to supporting the Court, inter alia, by helping to reach a pool of qualified candidates from non- and under-represented countries.

## **X. Recommendations**

### **A. To the Court**

34. The chronic imbalance in geographical representation, as well as that of women in senior levels, requires that the Court redouble its efforts in addressing this situation, in particular efforts should be made to identify, reach and recruit women qualified for senior-level positions, as well as to support the career advancement within the Court of female staff.

35. The Court should continue prioritizing outreach activities, in order to target potential candidates from non- and under-represented countries, especially developing ones, for internship, JPO and visiting professional programmes, including by encouraging voluntary contributions to the corresponding fund. Information on geographical and gender balance regarding these programmes should continue to be made available to the Assembly.

36. Vacancy announcements should:

(a) continue to be advertised through the Court's website and its social media profiles, as well as circulated via periodicals and publications, in particular in those with circulation in countries that are non- or under-represented;

(b) be regularly informed to the Assembly, in order to assist States Parties and civil society organizations in further disseminating them; and

(c) be circulated at least in both working languages of the Court.

37. All personnel policies, procedures and hiring practices should remain under review and improvement, and the Court should continue to apply and strengthen its recruitment policies to foster the selection of qualified candidates from non- and under-represented countries, in particular developing ones, including through the dissemination and full implementation of its Administrative Instruction on Staff Selection, which includes a provision granting qualified candidates from non- and under-represented States Parties priority for the purpose of short-listing.

38. The Court should address, within a reasonable timeframe, the issue related to the possibility of freezing the hiring of nationals of States that are not Parties to the Rome Statute, as repeatedly recommended by the Committee.

39. The Court should continue gathering, monitoring, analyzing and reporting data of female applicants and applicants from non- and under-represented countries, in particular from developing ones, in order to identify the specific challenges they face in successfully acquiring positions at the Court.

**B. To the Assembly and States Parties**

40. The chronic imbalance in geographical representation, as well as that of women in senior levels, requires redoubled efforts by States Parties.
41. States Parties engaging with the Court with respect to the JPO programmes should also consider providing financing for participants from non- and under-represented regions, in particular from developing countries.
42. States Parties should consider providing funding to cover stipends for participants from non- and under-represented regions, in particular from developing countries, in the internship and visiting professional programmes.
43. States Parties, especially those non- and under-represented, should develop targeted strategies to support the dissemination of Court vacancies to their national institutions and organizations, as appropriate, including universities, professional associations and chambers, and judicial institutions.
44. The Bureau should engage in consultations to identify partners that could promote capacity-building in non- and under-represented countries or regions, in order to generate pools of qualified applicants at the Court, and interested States Parties are encouraged to provide financial support to civil society and institutions undertaking such capacity-building.
45. States Parties are encouraged to use the geographical representation and gender balance facilitation as focal point to address any concerns in relation to staff representation and balance.



## Annex

### Proposed text for inclusion in the omnibus resolution

#### A. Language for the omnibus resolution on recruitment of staff

*Replace paragraphs 118 to 126 of the omnibus resolution adopted at the nineteenth session of the Assembly (ICC-ASP/19/Res.6) with the following text:*

*Takes note* of the Court's report on Human Resources Management,<sup>1</sup> and requests the Court to further strengthen its efforts, in the recruitment of staff, to seek equitable geographical representation with a particular focus on candidates from non-represented and underrepresented States Parties, gender balance and the highest standards of efficiency, competency and integrity, as well as to seek expertise on specific issues, including, but not limited to, trauma-related psycho-social needs and violence against women or children, and *encourages* further progress in this regard;

*Calls* upon the Court to report the outcome of its efforts to seek equitable geographical representation with a particular focus on candidates from non-represented and underrepresented States Parties and gender balance to the Assembly at its twenty-first session, including, but not limited to, improvements in the recruitment process and annual recruitment data;

*Takes note* of the continued dialogue between the Court and the Bureau with regard to ensuring equitable geographical representation and gender balance in the recruitment of staff members, and *welcomes* the report of the Bureau and its recommendations;<sup>2</sup>

*Urges* States Parties to undertake efforts to identify and enlarge pools of potential applicants to the Court's professional positions from States Parties from non- and underrepresented regions and countries, including through the financing by the Assembly of the Court's internship and visiting professional programmes, and by States Parties of Junior Professional Officer (JPO) programmes, through targeted outreach initiatives and through the dissemination among relevant national institutions and organizations of the Court's vacancies;

*Welcomes* the establishment by the Court of a programme to fund, through voluntary contributions, the placement of interns and visiting professionals from developing regions with a particular focus on candidates from non-represented and under-represented States Parties, *welcomes* the voluntary contributions received thus far and *calls upon* States Parties to contribute to this programme;

*Requests* the Court to further devise mechanisms that can ensure in a more sustainable and systematic manner the funding of placements of interns and visiting professionals from developing regions, and further requests the Court to explore and propose modalities for implementing Junior Professional Officer (JPO) programmes for candidates from non- and under-represented States Parties, particularly from developing regions, to be funded through voluntary contributions;

*Requests* the Court to continue looking into measures to introduce a rotation policy at the ICC and *further requests* the Court to report the outcome to the Assembly;

*Welcomes* the Court-wide, Office of the Prosecutor and Registry Strategic Plans for 2019-2021 and their three-year programme of action to improve the geographical representation and gender balance as one of the Court's priorities;

*Further welcomes* the establishment of the ICC's Focal Point for Gender Equality, as well as the high-level statement on gender equality issued by the Court's Principals and ongoing efforts Court-wide to enhance and reinforce policies and conditions of employment at the Court from a gender perspective, and *notes* in this context the relevant

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<sup>1</sup> ICC-ASP/20/3.

<sup>2</sup> ICC-ASP/20/29.

recommendations of the Independent Expert Review of the International Criminal Court and the Rome Statute System;

*Takes note* of the report of the Comprehensive action plan,<sup>3</sup> and *notes* that the facilitation on geographical representation and gender balance will assess and implement recommendations falling within its ambit.

## **B. Language for the omnibus resolution mandates annex**

*Replace paragraph 13 of annex I to the omnibus resolution adopted at the nineteenth session of the Assembly (ICC-ASP/19/Res.6) with the following text:*

With regard to **recruitment of staff**,

- a) *endorses* the recommendations of the Committee on Budget and Finance in relation to geographical representation and gender balance contained in the report of its thirty-seventh session<sup>4</sup> and *urges* the Court to take the necessary steps to implement them;
- b) *requests* the Court to submit to the Assembly a comprehensive report on human resources by the end of May 2022, to be considered by the Assembly at its twenty-first session, which would include an update on the implementation of the recommendations on the topic made by the Committee in 2021;
- c) *requests* the Court to include in that report an outline of its efforts to improve the recruitment process in seeking equitable geographical representation with a particular focus on candidates from non-represented and under-represented States Parties and gender balance, including annual recruitment data;
- d) *requests* the Bureau to continue engaging with the Court to identify ways to improve equitable geographical representation and gender balance in professional posts, as well as to remain seized of the issue of geographical representation and gender balance, and to report thereon to the twenty-first session of the Assembly; and
- e) *urges* the Court to continue to seize the opportunities of the outstanding and future recruitment processes to implement measures that would contribute to the efforts of meeting the desirable ranges of geographical representation and gender balance;

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<sup>3</sup> [https://asp.icc-cpi.int/iccdocs/asp\\_docs/ASP20/RM-Comprehensive%20Action%20Plan-ENG.pdf](https://asp.icc-cpi.int/iccdocs/asp_docs/ASP20/RM-Comprehensive%20Action%20Plan-ENG.pdf)

<sup>4</sup> ICC-ASP/20/15.