

**Twenty-fourth session**

The Hague, 1-6 December 2025

Report of the Court on human resources management***I. Introduction**

1. This report contains information on the human resources (HR) activities of the International Criminal Court (“the Court”) undertaken in 2024 in accordance with the Court’s strategic objectives as set out in the Court-wide and Registry strategic plans for 2023-2025. This report also contains responses to specific queries and recommendations made by the Committee on Budget and Finance (“the Committee”), the Assembly of States Parties (“the Assembly”), the Independent Expert Review (IER) and the External Auditor. The report concludes by outlining the HR priorities for 2025 and how these priorities will support the Court’s strategic objectives, as set forth in the Registry Strategic Plan 2023-2025.

2. In terms of HR management, 2024 presented significant challenges for the Court, with a continual increase in workload driven by a high volume of recruitment, training and other HR initiatives requiring the Court’s immediate attention. Despite these challenges, the Court remained focused on its strategic priorities, including diversity, inclusion and improving the workplace culture by fostering an environment where staff feel engaged, supported, and encouraged to enhance their capacity and performance.¹

3. In response to the Assembly’s request,² in 2024, the Court prioritized flexibility in the management of its human resources to effectively adapt to evolving needs, workload fluctuations and operational demands. In this regard, efforts were made in 2024 to strengthen the Human Resources Section (HRS) with additional staffing resources, thereby ensuring that HRS remains a reliable service provider that supports the Court in the discharge of its mandate.

4. Despite the many challenges, HRS achieved significant progress in several strategic areas throughout 2024. Its key accomplishments include the establishment of the ICC Core Values, facilitating staff mobility, leadership development and improvements in workplace culture and Geographical Representation and Gender Balance (GRGB), all of which underscore the Court’s commitment to operational excellence and continuous improvement, as set out in more detail in this report.

* Previously issued as CBF/47/10.

¹ International Criminal Court Strategic Plan 2023-2025 (“ICC Strategic Plan 2023-2025”), Strategic Goal 7.

² ICC-ASP/23/Res.6, M.1.

II. The ICC Core Values

5. In 2024, with the support of HRS, the Court advanced the Core Values project which led to the formal establishment of the four ICC Core Values: Accountability, Fairness, Inclusion and Integrity. In February 2024, the Court's Core Values were officially announced Court-wide, although extensive discussions continued with the aim of refining the definitions of each value.

6. The next phase of this project was launched in the fourth quarter of 2024 with the Court-wide announcement of the definitions of the four Core Values in both English and French. To facilitate accessibility, the definitions were made available on the Court's Intranet page to make it easy for all staff members to find and remain up to date on the Core Values and associated learning initiatives.

7. The Court's Core Values serve as guiding principles for daily interactions and contribute to fostering an organizational culture aligned with the Court's strategic objectives.³ These core values reinforce a healthy and inclusive workplace at the Court and foster collaboration and professional integrity.

8. In 2025, HRS will work with internal stakeholders to assess and implement initiatives aimed at embedding the Core Values into HR processes, ensuring their integration into the organization's operational framework.

9. Building on the foundation of the four Core Values established in 2024, the Court will embed these values into its work in 2025, with a strong focus on integrating them into HR processes.

10. HRS considers this next phase a key step towards strengthening the Court's workplace culture so as to ensure that staff take pride in their work and demonstrate commitment to the Core Values. The final integration of these values will align with the Court's Strategic Goals, reinforcing an environment of excellence and accountability.⁴

III. Leadership development

Advancing leadership through digital learning

11. In the 2021 Staff Engagement Survey,⁵ leadership development was identified as one of the top five priorities. To support this objective, the Court's "Blue Line" learning platform was launched by HRS in December 2024. The Blue Line platform developed by the United Nations System Staff College (UNSSC) serves as a high-quality digital leadership learning solution widely used across 13 United Nations (UN) agencies. This platform offers comprehensive leadership training, including key topics such as:

- Leadership Development
- Sustainable Development Goals (SDGs)
- UN 2.0 Initiatives

12. A key offering within this platform is the "eCertificate in Leadership and Management", which provides significant benefits to leadership development at the Court.

Executive leadership development programmes

To ensure strong leadership at all levels, the Court implemented structured leadership development programmes for senior and mid-level leaders in the first 3 years of the leadership development programme, including, (1). The Executive Management Programme (EMP) for senior level leadership, P-5 and D-1 levels and (2) The eCertificate in Leadership and Management programme for mid-levels leadership, P-3 and P-4 levels. In 2024, the eCertificate in Leadership and Management programme was extended mitigate disruptions caused by the 2023 cyberincident.

³ ICC Strategic Plan 2023-2025, Strategic Goal 6.

⁴ *Ibid.*

⁵ Staff Engagement Survey Results 2021.

13. Following the launch of the Blue Line platform in the fourth quarter of 2024, all staff members were granted access to the eCertificate in Leadership and Management programme, along with a range of UN learning modules offered through the platform including Open UN, Toolbox, UN 2.0, for one year. This initiative aligns with the ICC Leadership Framework, reinforcing the principle that leadership is an integral responsibility for all staff members regardless of position.⁶

Expanding leadership development opportunities

14. HRS and the UNSSC collaborated to develop and launch a new ICC-specific leadership learning path. The learning path includes four courses aligned with the ICC's leadership competencies: Purpose, Collaboration, People and Results. It will serve as a foundation for future leadership courses and a refresher on the Court's leadership framework and competencies.

Wider access to training

15. In the fourth quarter of 2024, the Court expanded access to the Blue Line platform for all staff members, to further promote professional growth across the organization.

- ✓ Key Achievement: A total of 161 courses were successfully completed by staff as of 31 December 2024. This includes new learners to the platform as well as those who continued from the eCertificate in Leadership and Management. Awareness efforts will continue in 2025 to further increase engagement and course participation.

Raising awareness and strengthening engagement

16. Hosting Knowledge-Sharing Webinars - HRS hosted an information webinar in December 2024 on how best to use the English version of the platform. Expert speakers from the UNSSC provided guidance on maximizing the platform's benefits. A former programme participant shared their experience, offering insights into the platform's practical impact. A French-language webinar was planned for the first quarter of 2025.

Strategic monitoring and continuous improvement (2025 goal)

17. In 2025, HRS plans to actively monitor learning engagement across the Court. Efforts will focus on nurturing social learning communities and sharing learners' experiences. The concept of "learning for impact" will be embedded into future leadership initiatives to drive measurable development outcomes. The renewal of the corporate subscription beyond the initial year may be a possible option if the data is positive.

Embedding the Court's leadership framework into HR processes⁷

18. In 2024, there were continuous efforts to integrate leadership development into HR processes. HRS launched a new cohort for the 2024 Mentoring Programme, bringing together internal staff mentees and internal and external mentors to foster leadership growth. Mentors participated in leadership-focused training covering topics such as "executive presence", a key concept in leadership development. Furthermore, the Court's Focal Point for Gender Equality facilitated sessions on leadership from a gender perspective, expanding participants' understanding of inclusive leadership. This initiative contributed to a more structured approach to leadership development, ensuring that managers have the necessary skills to support and develop future leaders.

19. The launch of the Core Values Framework has laid the foundational principles for strengthening leadership competencies across the organization. In 2025, HRS will review the existing leadership programmes and further integrate core values into leadership development, ensuring alignment between the two frameworks.

⁶ ICC Leadership framework 2019.

⁷ [Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report, 30 September 2020, ICC-ASP/19/16, section II, p. 20, Recommendation 16.](#)

Improving onboarding for future leaders

20. The Court plans to gradually improve the onboarding programme in 2025 by adding new managers as a target group. The eventual aim is to ensure that newly appointed managers are equipped to lead effectively from the start.

Data-driven leadership focus

21. The Staff Engagement Survey, which took place in the first quarter of 2025, will serve as a tool in shaping the Court's leadership strategy. The results will provide valuable insights that will guide the continuation of leadership initiatives and enhance leadership development efforts across the Court.

Organizational development initiatives for senior management and their teams at the Court

22. In 2024, HRS played a pivotal role in supporting senior management and their teams with strategic support aimed at fostering team cultures, enhancing communication, and strengthening leadership at both the team and individual levels across the Court.

23. Furthermore, HRS facilitated a total of 19 team retreats throughout the Court, an increase of six compared to the previous year. These retreats served as a catalyst for initiating and deepening dialogue within teams and offering participants a valuable opportunity to engage with their teams following the results of the Staff Pulse Engagement Survey. During these events, teams engaged in open discussions to identify challenges within their respective offices or sections and to collaboratively develop actionable solutions. The Court views these efforts as integral steps towards building a more cohesive and resilient team culture.

24. Some of the development initiatives HRS supported include the retreats for , the Presidency, the Pre-Trial Division, the Appeals Division, , the Office of the Prosecutor's Pillar A and Pillar B Leadership Teams, and the Registry Outreach Unit. Additionally, HRS continued to provide support for team-building initiatives within the Office of the Prosecutor (OTP) Unified Teams, other units within the Registry, and the Secretariat of the Trust Fund for Victims.

25. This series of successful retreats and events marks the continuation of a new approach to organizational development support, initiated in 2022. These efforts reinforced the Court's commitment to continuous leadership development, ensuring that managers at all levels are well-supported in their roles. HRS will in due course evaluate the continuation of this approach by taking into account factors such as the availability of resources and strategic priorities for 2025.

360-degree feedback for people managers

26. In 2024, the Court continued to enhance its support for people managers through the further roll-out of the Developmental 360 feedback tool based on the Court's leadership framework. This Developmental 360 tool provides critical learning and development opportunities for supervisors and helps them recognize their strengths and potential areas for improvement through clear, evidence-based and actionable feedback. All participants received in-depth, individualized feedback from trained experts in HRS.

27. 36 staff members took part in this leadership development offering in 2024. To date, almost 50 per cent of staff members who have supervisory responsibilities have gone through the Developmental 360 process, with an additional 32 per cent currently undergoing it. The target is to achieve 85 per cent participation by the end of 2025.

IV. Learning and development

Highlights of 2024

28. Learning and development remained a priority for the Court in 2024. While the Court would like to strengthen its training and development capacities, the Court's budget for learning and development has not been expanded accordingly, and implementation of a number of projects remains a challenge.⁸

⁸ Report of the Court on Human Resources Management 2024.

29. In 2024, HRS assessed competing priorities and focused on those which were critical for delivery, bearing in mind its capacity. The items given the highest priority this year were:

a) Anti-harassment – this mandatory training was offered to comply with the mandatory training requirement as stated in the Administrative Instructions on “Addressing Discrimination, Harassment, including Sexual Harassment, and Abuse of Authority”,⁹ and in response to one of the top five priorities identified through the Staff Engagement Survey on “Ethics and Standard of Conduct”;¹⁰

b) Gender training – as a practical tool to unify the understanding of “gender equality” towards the Strategy on Gender Equality and Workplace Culture for the International Criminal Court;¹¹ and

c) Leadership development programme to develop and improve the leadership competencies among the managers and staff as this was identified as one of the top five priorities of the Staff Engagement Survey and to develop and sustain a culture of continuous learning.¹²

United to Respect – Creating a Harmonious Workplace and Addressing Prohibited Conduct at the ICC – mandatory online course, toolkit and dialogues workshops

30. United to Respect, the United Nations Secretary-General’s 2023 award-winning employee engagement programme, became accessible to the Court thanks to high-level collaboration with the United Nations. The United to Respect programme comprises three learning solutions, including (a) an online course, (b) a toolkit and comprehensive guide and (c) the United to Respect Dialogues workshops. The Court launched the online course and toolkit in fourth quarter of 2024.

31. These learning components serve to guide learners through the policy of anti-harassment, as defined in the Administrative Instruction (AI) on Addressing Discrimination, Harassment, Including Sexual Harassment, And Abuse of Authority¹³ and to further develop skills for responding effectively to workplace behaviour. The Court was granted permission to use the framework and tailor the learning content to the context of the organization.

(a) The online course not only informs learners of the Court’s policy, but also provides practical steps to seek support or address Prohibited Conduct at the Court. The online course in English was developed and released by HRS in the fourth quarter of 2024 as the Court’s first mandatory training of its kind. The first completion target is towards the end of the current performance cycle, in February 2025, for the first batch of staff members, or within three months for new staff members arriving at the Court. Effective 31 December 2024, 478 staff members (43 per cent of the Court staff members) had taken the mandatory course within two months of its launch.

(b) The Toolkit provides a comprehensive guide to complement the policy guidance and Online Course. It provides useful resources/tips in the format of an interactive PDF. The English version of the Toolkit was launched at the same time as the online course in the fourth quarter of 2024 to provide policy guidance and resources to further support the Court’s personnel’s learning process. It provides an ease-of-access guide for staff to refer to at any point. A project to produce both the Online Course and Toolkit in French is ongoing and is planned to be released in 2025.

(c) The third learning component, the United to Respect Dialogues workshops, are projected to begin in the second quarter of 2025. These involve facilitated workshops led by in-house certified facilitators, including discussions, activities and scenarios designed to reflect on how best to implement the AI on “Addressing Discrimination, Harassment, Including Sexual Harassment, And Abuse of Authority”,¹⁴ and to develop skills to respond effectively to concerning workplace behaviour. Social learning is an important aspect of the United to Respect programme.

⁹ ICC/AI/2022/003 4.2d.

¹⁰ Staff Engagement Survey Results 2021, “Ethics and Standard of Conduct”.

¹¹ Strategy on Gender Equality and Workplace Culture for the International Criminal Court 2022, Section 3, Pillar 1, Deliverable 3.

¹² Staff Engagement Survey Results 2021.

¹³ ICC/AI/2022/003.

¹⁴ *Ibid.*

32. In November 2024, a group of staff members nominated by and representing each organ of the Court attended a week-long train-the-trainer session delivered by UN experts to become certified as United to Respect in-house facilitators. The training was organized on an inter-organ collaborative basis with the OTP Integrated Services Division Working Climate Change Group with a view to the Court-wide roll out of the United to Respect Dialogues workshops. The training included theory tests, and practical facilitation tests. Two of these test dialogue workshops were piloted with participants from OTP (16 participants) and Registry (12 participants) going through the dialogues.

33. Overall, the United to Respect programme provides a united commitment to creating a workplace where everyone feels valued and respected. The programme is linked to and builds upon our foundational Core Values, providing ways to act with Integrity, Accountability, Fairness, and Inclusion according to the AI on “Addressing Discrimination, Harassment, Including Sexual Harassment, And Abuse of Authority”,¹⁵ actively contributing to a culture of kindness and respect.

Gender equality – Key Concepts and Practices (mandatory online course)

34. In close collaboration between the FPGE and HRS, an online course entitled “Gender Equality – Key Concepts and Practices” was developed and launched in November 2024. This first-ever Court-wide ICC-specific online course on the topic of gender defines key gender concepts, gives comprehensive guidance on gender in context and presents the Court’s framework to highlight how gender equality is integrated into the objectives of the organization. As of 31 December 2024, 354 staff members (33 per cent of the Court’s staff) had completed the course.

35. The French version of the course was launched in February 2025 to make this learning content available in both working languages of the Court.

36. The introduction of the mandatory Gender Online Course and the United to Respect Online Course mentioned above, are the first of their kind for Court-wide mandatory courses at the Court and provide a great stepping-stone for a unified understanding of the Court’s policies. Both courses are instrumental to raising awareness about issues surrounding harassment and promoting sensitivity to gender matters to foster inclusivity in the workplace. They are also intended to educate staff members about the ethical and legal implications of harassment at the Court, thereby promoting compliance with policies.

Language learning

37. The Court’s language training programmes continued in 2024.

38. The Court facilitated two terms of the French Language Programme throughout 2024. A group of 37 staff participated in one semester from March to July 2024 and a group of 40 staff members participated in the following semester from October 2024 to February 2025. The classes depend on the levels of the specific participants who register, starting from A1.1 beginners’ level to B2/C1 advanced level learning.

39. The French language programme was organized in collaboration with Alliance Française, thanks to the generous financial support of the French Government. Bilingualism is important at the Court and proficiency in two working languages is an encouraged goal.¹⁶ As learning a new language requires continuous training, the Court considers that it is essential to continue the French language programme. Taking into consideration the Assembly’s¹⁷ request for the Court to enhance the staff language proficiency to be able to operate in the two working languages of the Court, the French Language Programme should be maintained as a priority.

40. The Court did not offer the Legal and Diplomatic French module in 2024 because of the lack of financial and staff resources. HRS envisages to resume the module in 2025 so that learners at the advanced level have the opportunity to practice high-level French in the context and on the subjects relevant to the mandate of the Court.

¹⁵ *Ibid.*

¹⁶ ICC/AI/2019/007, Section 1.1.

¹⁷ Resolution ICC-ASP/23/Res.6, M.3.

41. In 2024, HRS organized the UN Language Proficiency Examination, in collaboration with the UN in New York, and in line with the AI on “Language Proficiency and Language Incentives”,¹⁸ HRS supported the applications and administration of 13 applicants to undertake this high-level language examination in a variety of UN official languages. Of the 13 staff members who participated in the exams, 6 chose English, 3 chose French, and 4 chose Spanish. The results will be shared with HRS at the end of the first quarter of 2025.

Unconscious bias training

42. The *Unconscious bias in recruitment* e-learning course was used as a mandatory pre-requisite for staff participating in recruitment panels. In total, 70 staff new to the role of selection panel member completed the course before participating in their panels. This simple online course provided an informative guide which helped to raise awareness of unconscious bias.¹⁹

Onboarding programme

43. In 2024, the Court’s onboarding programme afforded 93 new staff members the opportunity to become acquainted with the Court as an organization, its working standards and its culture. The goal of this programme remained the same, namely, to help new staff settle into their working environment, build networks with other newcomers, build networks with key stakeholders around the Court who support their teams and become fully operational in a short period of time. The programme is a product of Court-wide collaboration, as participants are inducted by staff from all over the Court covering a broad range of thematic areas.

44. The presentations included training in areas such as staff well-being, cultural awareness, information security, building security and also informing the newcomers about of different sections of the Court such as the General Services Section, the Ombuds, the Staff Union Council, the FPGE and HRS. HRS continues to work in collaboration with other stakeholders across the Court to provide successful onboardings.

45. In 2024, mandatory Court-wide training courses were incorporated into the onboarding process. Additionally, during the cultural awareness presentation, the new staff were introduced to the Court-wide Core Values and the United to Respect programme due to be launched later in the year. This provided staff with a deeper understanding of the Court’s Core Values, reinforcing awareness and respect for others in line with the organizations principles and values.

Mentoring Programme

46. The Mentoring Programme promotes personal professional development through mentor-mentee partnerships. It aims to foster leadership skills, inclusivity, and knowledge-sharing. The 2024 Mentoring Programme led by HRS aligned with the organization’s Leadership Framework to foster growth, leadership skills, and knowledge-sharing.²⁰

47. The 2024 programme hosted a total of 20 mentor-mentee pairs, engaging 40 participants from both internal and external networks. Participants received targeted training to help them make the most of the mentoring process. As part of its focus on gender equality, the programme sought to address gender-specific challenges, including gender bias, and to create a more inclusive and supportive environment for all participants. The FPGE introduced the concept of the enabling environment and guided fellow mentees/mentors through inclusivity-related topics.

48. 21 staff members gave their feedback on the programme through semi-structured interviews to assess their satisfaction with the programme, their degree of participation, the impact it had on their professional development and their suggestions for improvement.

49. The results showed a positive overall experience with the Mentoring Programme, receiving an average satisfaction rating of 4.06 out of 5.

50. On average, the mentor-mentee pairs met every 3–6 weeks, totalling approximately 150 meetings throughout the programme. Around 75 per cent of the respondents met with

¹⁸ ICC/AI/2019/007.

¹⁹ Resolution ICC-ASP/22/Res4, Advance version, section M, para. 3.

²⁰ ICC Leadership framework 2019.

their mentor at least once every three weeks, while others met once every six weeks. These meeting frequencies largely depended on participants' expectations.

51. Most of the participants indicated that the programme had a positive impact on both their professional and personal development. Key benefits included increased self-awareness, a better understanding of organizational processes, and improved leadership skills. Suggestions for improvement of the programme included extending the programme cycle, enhancing mentor training, and offering more flexible online events. On the basis of the feedback received that it would be more valuable to have a longer mentoring relationship, the suggestion is to extend the time frame of the Mentoring Programme to a two-year period. The findings will inform future interactions of the programme to enhance its effectiveness.

52. A closing event was held in November 2024 to share the results of the feedback interviews, encourage social learning, and provide in-person networking for participants to share experiences.

53. The format of the Mentoring Programme may be re-shaped to reduce the administration efforts, improve efficiencies, and respond to the feedback gathered.

54. In 2024, HRS successfully rolled-out various ongoing learning programmes in addition to major strategic projects for the Court, including launching novel mandatory training courses and providing Leadership solutions, despite some challenges.

55. HRS continuously strives to keep up with the learning needs and demands identified by the External Auditors, the Committee and the Assembly; yet, the limited staffing and budgetary capacity continue to be a challenge.

56. In 2025, a major HRS mission is to promote and maintain the programmes and projects launched in 2024 to ensure optimal results of the learning solutions implemented and monitor the impact of learning.

57. The External Auditor's recommendation to enhance the Court's training and development capacities remains a priority.²¹ In response, the Court continues to implement training initiatives using the most efficient solutions available and in close cooperation with the UN. The Court recognizes that further investment in learning and development both in funding and capacity would help accelerate progress and broaden impact. HRS continues to advocate for the strategic importance of this area and subject to prioritization, envisions the drafting of a new learning and development policy.²²

V. Performance management

58. Compliance rates with the performance appraisal system remained high in 2024, reflecting ongoing organizational efforts to emphasize the importance of the performance management process. The rate for the objective-setting phase reached 96 per cent for the 2024-2025 period, which is consistent with the figures from the previous years. The final compliance rate for 2024-2025, to be confirmed in March 2025, is expected to reach 95 per cent, maintaining the high standards set in previous years.

59. Performance management continues to be a key focus within the Court. Several ad hoc sessions were conducted throughout the year to provide supervisors and staff with opportunities to explore aspects of the process, including managing underperformance and implementing performance improvement plans. In addition, performance management was addressed in the numerous HRS Interventions in 2024.

60. As an actionable follow-up to the Developmental 360 exercise and to further integrate the 360 review across the organization and in the performance management process, participants are encouraged to discuss their experience with their supervisor and receive support on implementing findings in their performance appraisal cycle as learning and development objectives. A series of workshops for supervisors in Chambers took place in the second half of 2024, aimed at equipping both new and existing people managers with the

²¹ Final audit report on Human Resources Management, ICC-ASP/17/7, Recommendation 1.

²² In line with priority objective 2.2 of the Registry Strategic Plan 2023-2025.

tools necessary for effective performance management, such as providing feedback and understanding the process. Over 25 supervisors at the P-2, P-3, P-4 and P-5 levels participated. Those workshops are planned to continue in 2025.

61. In 2024, HRS also maintained active collaboration with the UN Community of Practice on Performance Management. This collaboration with colleagues from various UN agencies focused on sharing best practices, establishing benchmarks and addressing common challenges such as underperformance and the recognition of high performance.

62. Sustaining a high level of compliance with the performance management process (at least 96 per cent objective-setting and 97 per cent final compliance rate) continues to be a priority for 2025 while continuing to support managers and staff in working towards a culture of trust and ongoing feedback, using practical tools such as workshops, sessions for managers and new online material.

63. In 2025, with the implementation of the Court's Core Values, HRS will analyse how to embed the new values into the Court's performance management process.

VI. Staff engagement and well-being

64. Staff engagement and well-being remain strategic priorities for the Court. In November 2023, the second Staff Pulse Engagement Survey was conducted at the Court with the intention of monitoring the progress achieved in the top five Court-wide priorities defined after the 2021 Engagement Survey, namely:

- a) Ethics and standards of conduct;
- b) Leadership, with emphasis on values, engagement and internal communication;
- c) Well-being, including stress;
- d) Staff selection and career development; and,
- e) Promoting gender equality by addressing gender gaps, including in the previous four priority topics, as well as other relevant key topics.

65. The results of the 2023 Staff Pulse Engagement Survey became available in the first quarter of 2024. A significant effort followed to discuss the results with the Court's Principals, senior management and staff. For instance, the Court's Principals held a dedicated Court-wide town hall meeting in March 2024 during which the results and actions taken were discussed openly with staff. Throughout the year, engagement has been a central topic of many of HRS Interventions (retreats) held in the different organs of the Court.

66. Furthermore, the Court Principals decided to move the date of the next comprehensive Staff Engagement Survey from November 2024 to February 2025. This will allow for the proper implementation and monitoring of the impact of several key actions stemming from the five priority areas identified from the results of the 2021 Staff Engagement Survey. Such key actions include the rolling-out of the ICC Core Values campaign, the launch of the online course and the "Creating a Harmonious Workplace and Addressing Prohibited Conduct at the ICC" toolkit, the Gender Training prepared by the office of the FPGE and other imminent actions in Staff Development priority areas.

67. The next full Staff Engagement Survey will take place in February 2025. This means that the next Pulse Surveys will also be scheduled for February 2026 and February 2027 respectively.

68. Additionally, HRS, in coordination with the Staff Wellbeing and Engagement Committee (SWEC), will monitor the design and implementation of the staff engagement action plan to be discussed once the 2025 results of the Staff Engagement Survey are available.

VII. Workforce planning

Internal mobility

69. Internal mobility remained a key focus area throughout 2024. The Job Families initiative (IER R85, R92a, R92b, R94 and R95) progressed significantly, with the hiring of a in the fourth quarter of 2024 to review the job profile mapping conducted by the UN Global Centre for Human Resources Services (“OneHR”) in 2022 and 2023. The consultant engaged with stakeholders across the Court and conducted in-depth analysis to ensure alignment of the mapping proposed by OneHR with the Court’s operational needs and context. The review was finalized by the end of 2024. In 2025, the work will continue with the development of a skills library, a critical step in generating generic job descriptions and enabling roster recruitment and talent pools for career development, upskilling and workforce planning. A pilot will be launched to test this approach in selected job families, which will lay the foundation for broader implementation in 2026. In parallel, an internal mobility framework was drafted, informed by best practices from the UN and other international organizations.

Continuous improvement

70. In 2024, the major continuous improvement project focused on mapping the onboarding and offboarding (check-out) processes, addressing a long-standing audit concern.²³ This initiative involved identifying and engaging with stakeholders across the Court to map the existing processes for starters and leavers, documenting systems usage and assessing the challenges. The outcome was comprehensive mapping, which led to a proposed feasible technical solution with the aim of enhancing efficiency.

71. On the basis of the mapping, the implementation of the automated workflow for onboarding and offboarding will not only enable efficiencies and process optimization aimed at improving efficiency, but also expand these features for staff moving between Major Programmes by means of internal mobility, and enhance and access controls while supporting seamless re-onboarding upon return to original posts. The Court aims to implement the proposed solutions within existing budgetary allocations.

72. Throughout 2024, improvements were made to the existing HR dashboards and reports, including the Turnover Report and Sick Leave notifications. In addition, work progressed on the Talent Acquisition Intelligence Dashboard, which commenced with the automation of the Recruitment Plan. However, due to resource constraints some tasks remains ongoing and will continue in 2025.

73. The Court continued collaborating with external consultants to further improve the functionalities of applicant tracking system (SuccessFactors) to enhance recruitment and internal mobility. A major achievement was the automation of the Letter of Appointment and the use of the applicant tracking system for internal development opportunities through the Expression of Interest. Those improvements have reduced processing times by improving efficiency and providing valuable data for analytics.

74. New projects were developed and in 2025 will continue to enhance the security of the applicant tracking system through a new single sign-on, as well as improving the candidate experience through an enhanced interface. Those projects will provide a foundation for using more advanced features in the future that will result in more efficient recruitment processes and improved candidate experience, which is important for attracting candidates from under- and non-represented countries.

75. Efficiencies in HRS operations have also improved through the strategic use of Office 365 collaboration platforms, particularly through the integration of Loop and Teams on Microsoft 365. With the benefit of secure access controls, these tools have optimized project management and ensure real-time collaboration, which reinforces transparency and accountability across HRS projects.

76. While the incremental improvements made thus far are valuable, they remain insufficient to fully align the Court’s systems with industry standards and the practices of other UN organizations. It is essential to acknowledge that, despite progress, the Court

²³ OIA.11.21/003.

continues to fall behind in adopting modern HR technologies and systems which may impact operational efficiencies. To ensure competitiveness and closely align with the UN framework, further enhancements are necessary – in particular to strengthen the Court’s participation in the International Civil Service Commission (ICSC) and advance system-wide modernization efforts.

Data-driven strategic analysis

77. The application of HR analytics in workforce planning expanded beyond operational improvements, influencing broader policy development and providing key analyses for stakeholders on retirements, Non-State Party and gratis personnel, as well as board and committee composition, offering comprehensive, data-driven insights for strategic discussions.

78. Insights from the Sick Leave dashboards supported the audit processes, while HRS provided critical data for the Gender Strategy and the Organizational Development Unit’s workplan.

79. Data on internal mobility has been identified and automated, and will be used in future internal mobility analysis once the definition of internal mobility has been adopted in the internal mobility framework.

80. Efforts were made to enhance data quality and accuracy through improved validation processes and automated reporting tools, ensuring that workforce planning analyses and HR reporting are based on reliable and consistent data.

81. The Working Group on Analytics facilitated webinars on automated tools and data accuracy, which were reinforced during HRS Retreat. Work in this area will continue in 2025 involving stakeholders Court-wide with targeted training efforts aimed at strengthening data governance practices.

Collaboration and industry engagement

82. External collaboration continued through workforce planning and analytics communities of practice (UN Community of Practice on Analytics and UN Community of Practice for Strategic Workforce Planning). Engagements with the Organization for the Prohibition of Chemical Weapons (OPCW) and the European Medicines Agency (EMA) allowed for the exchange of best practices in the use of HR tools and systems.

83. The Working Group on Analytics also participated in two SAP SuccessFactors events, where industry leaders presented advancements in artificial intelligence and its ethical application in HR operations. Participation in these forums facilitates the Court’s alignment of metrics and standards with those of the UN, thereby affirming commitment to workforce planning. However, further investment is needed in upgrading the Court’s Human Resources Information Systems to respond to the fast-changing technology advancements in the industry.

84. In 2025, efforts will focus on finalizing the internal mobility framework. The four elements are: a) job families, b) internal mobility framework, c) on- and offboarding automation, d) improvements in SuccessFactors and e) automated tools for talent acquisition analytics are all interconnected.

85. The internal mobility framework and job families project will provide structured, data-driven career development paths, while automation of onboarding and offboarding ensures seamless transitions and enhanced security. The improvements in SuccessFactors will streamline recruitment and internal talent mobility, enabling the Court to maximize its workforce potential through data and strengthen career development opportunities across all Major Programmes. Those efforts, underpinned by data-based workforce planning, will ensure that the Court remains agile and responsive to constantly changing operational needs.

86. The Court will continue to integrate industry standards in workforce planning while strengthening collaboration across Major Programmes and external networks. Those initiatives will ensure that the Court remains at the forefront of strategic workforce management, while reinforcing HR modernization and data-driven decision-making for years to come.

VIII. Continuous improvement – automation

The implementation of the Court's HR Portal has modernized HR service delivery by centralizing access to key services and information. This bilingual, intelligent platform allows users to interact with HR, access personal files, generate official documents and consult essential resources such as the HR library. It also serves as a gateway to all other HR applications, streamlines processes and enhances the overall experience of engaging with Human Resources. In the first and second quarters of 2024, efforts were focused on supporting HRS teams transitioning to the new system, in preparation for broader use across HRS. In this regard, key activities included migrating the HR knowledge base to an online platform, implementing self-service and transitioning staff personnel files. By the second quarter, the HR portal was launched and became operational, shifting from an email-based query system to an integrated case management approach. Internal training ensured effective use of the platform for query management, digital files and document generation.

87. From June to August 2024, the portal consistently met its Service Level Agreement (SLA) of resolving queries within five days. In June, 873 queries were processed, with 91 per cent resolved within one day. Despite a decline in the volume of queries in July (635) and August (493), the SLA compliance rate remained high, at 91 per cent and 94 per cent, respectively. These achievements highlight the portal's strategic role in improving efficiency, adaptability and service quality while laying the groundwork for broader HR integration and continuous improvement, in accordance with the Court's and the Registry's Strategic Goals.²⁴

88. Looking ahead, the action plan involves expanding the adoption of the HR Portal across all HRS teams. This includes integrating key functions such as recruitment, learning and development, performance management, as well as IVP and JPO programmes. By delivering these services through a centralized platform, the long-term goal is to ensure greater consistency, streamline processes, and enhance the overall user experience for both staff and HR teams.

IX. Recruitment and staff selection

89. Recruiting highly skilled and diverse professionals is a priority for the Court. In 2024, HRS worked on several priorities to ensure that the Court can effectively meet its needs in terms of recruitment and staff selection.

90. In 2024, a total of 85 established posts were filled through competitive recruitment processes, representing an increase of 34.9 per cent from 63 posts filled in 2023. In addition to 30 external appointments, the total includes 55 internal appointments, where staff moved from one established post to another or from a GTA position to an established post. Internal mobility increased markedly, with 55 internal appointments in 2024 representing an increase of 29.1 per cent from 39 in 2023.

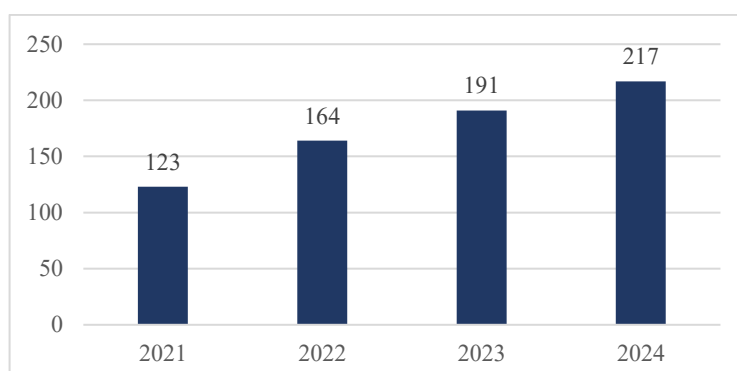
Table 1. Overview of recruitment in 2024

<i>Major Programme</i>	<i>Approved posts 2024</i>	<i>Number of posts filled in 2024</i>	<i>Number of posts filled as at 31/12/2024</i>	<i>Number of posts vacated in 2024 due to staff members leaving the Court</i>	<i>Vacancy rate (spot check) 31/01/2024</i>	<i>Vacancy rate (spot check) 31/12/2024</i>
Major Programme I Judiciary	51	3	50	4	2%	4%
Major Programme II Office of the Prosecutor	337	44	265	19	24%	21%
Major Programme III Registry	548	34	476	27	14%	13%
Major Programmes IV-VII SASP, STFV, IOM and OIA	32	4	28	2	13%	13%
Total	968	85	819	52	16%	15%

²⁴ ICC Strategic Plan 2023-2025, Strategic Goal 7 and Registry Strategic Goal 1.

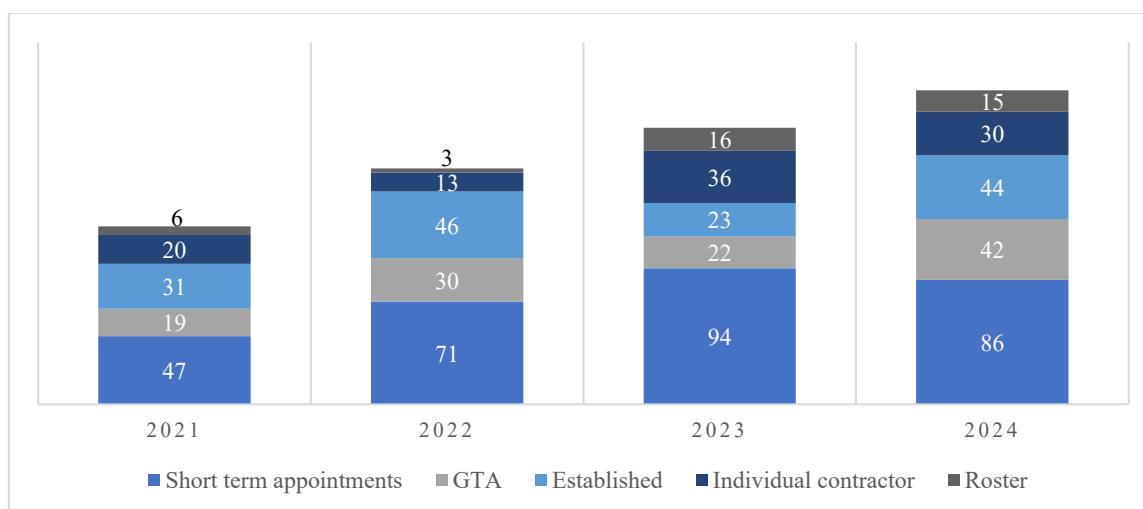
91. The number of initiated recruitment processes continues to grow, with 217 recruitment processes initiated in 2024, an increase of 13.6 per cent compared to the previous year.

Table 2. Number of recruitment exercises initiated



92. In 2024, the Court focused its recruitment activities on filling fixed-term established posts and GTA positions.

Table 3. Number of recruitment exercises initiated per contract type



93. In addition to the numbers shown in Table 03, it should be noted that there was an increase in staffing requirements for the Office of the Prosecutor and Registry, including short-term recruitment (STA), due to the continuation of existing and new investigative activities by the Court.

94. Over the course of the year, the Court conducted 379 written tests and 417 interviews.²⁵

Table 4. Recruitment workload indicators 2021-2024

Indicator	2021	2022	2023	2024
Applications received	10,894 ²⁶	23,316	20,478	38,354
Offers prepared	172 ⁶	317	111	243
Number of publications²⁷	119 ²⁸	179	191	217
Interviews scheduled	214	488	416	598
Written tests administered	273	583	375	342

²⁵ Since 2023, most interviews are held via videoconference due to the now commonly accepted hybrid working environment.

²⁶ Number includes applications/offers for fixed-term and short-term vacancies.

²⁷ A publication is the actual advertisement of a vacancy. It includes vacancies and re-advertisements of existing vacancies.

²⁸ This number also includes all STA vacancies and respective publications.

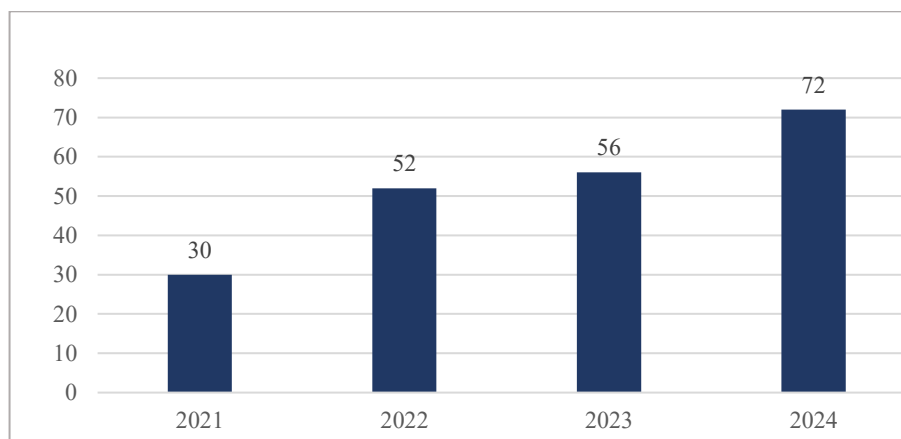
95. In 2024, HRS supported several high-level recruitment exercises, which resulted in successful appointment decisions. These included the following P-5 level posts: Chief of the Language Services Section, Chief of the Human Resources Section, Chief of Staff in the Immediate Office of the Registrar, Chief of the Judicial Cooperation Support Section and Head of the Independent Oversight Mechanism. These successful recruitment exercises contributed to increased geographical diversity in high-level positions, including the number of women in positions at higher levels.

Table 5. Recruitment exercises, appointments and separations for P-4 and above

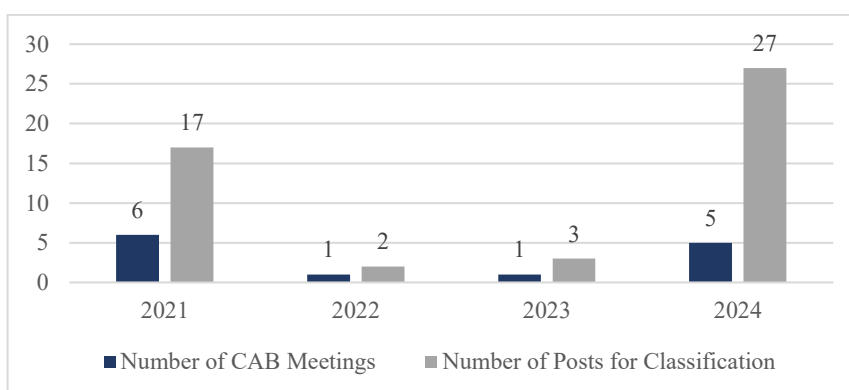
	<i>Recruitment exercises</i>	<i>Appointments</i>	<i>Separations</i>
Major Programme I	0	0	0
Major Programme II	3	7	2
Major Programme III	11	6	2
Major Programme IV	0	0	1
Major Programme VI	0	0	0
Major Programme VII-5	1	2	1
Major Programme VII-6	0	0	0
Total: *established posts	15	15	6

96. The Selection Review Board (SRB) is a crucial part of ensuring that the recruitment process is conducted fairly and transparently. In 2024, the workload for the SRB significantly increased. The SRB, which was set up by the Court Principals, is composed of staff members from the Court who hold fixed-term appointments of at least one year and represent the main organs of the Court, including the Staff Union Council. Its mandate is to review whether the selection process meets procedural requirements.

Table 6. Number of recruitment cases reviewed by the SRB



97. In 2024, the restructuring of the OTP Information, Knowledge and Evidence Management Section (IKEMS) and the creation of the Registry Judicial Coordination Support Section (JCSS) specifically increased requests for post classifications through the Classification Advisory Board (CAB).

Table 7. HRS Support for Classifications

98. Despite a high number of recruitment cases and applications, HRS has managed to keep the average time taken for staff recruitment at the Court below the target²⁹ of 160 days (vacancy closed to selection report approved). In 2024, the combined average time for recruitment for both short-term appointments (STA) and fixed-term appointments (FTA) was 120 days (86 days on average for STA and 150 days for FTA).

99. **For 2025, HRS will focus on reinforcing its recruitment capacity in both the Registry and OTP to ensure it can manage the high volume of vacancies and therefore support the Court efficiently.**

100. **Another focus area for 2025 refers to the upgrading of the Court's e-Recruitment system. The SAP SuccessFactors e-recruitment system was implemented at the Court in 2016, with a manual vacancy posting process and a manual email-based processes. Since then, only some technical improvements have been made. Upgrading the current version of SAP SuccessFactors is essential for improving the Court's recruitment process. The planned upgrade will introduce the Career Site Builder (CSB), enable automation, a modern and mobile-responsive design, reduce manual workload and errors, an improved candidate experience and stronger employer brand, and the use of embedded artificial intelligence functionalities. For 2025, the Court also aims to establish an employer branding and candidate sourcing function to continue efforts specifically aimed at addressing gender and geographical imbalances. This includes targeted outreach initiatives to improve gender parity in leadership positions.**

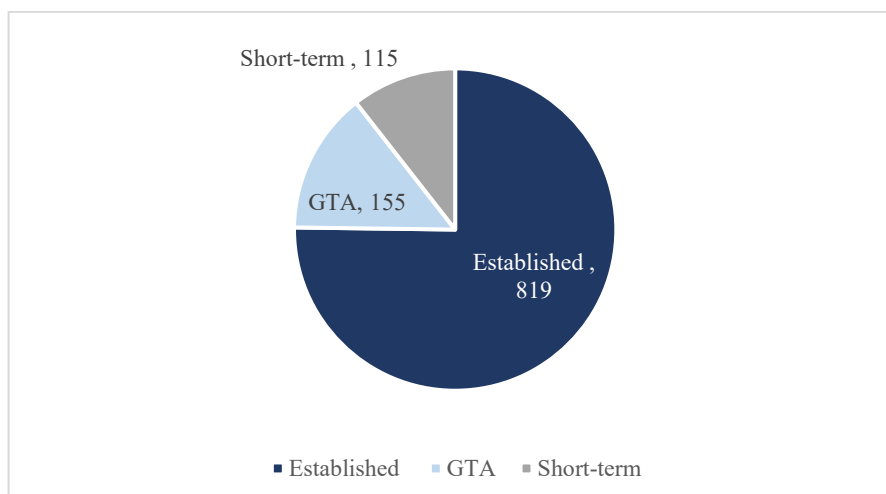
X. Workforce of the Court and recruitment statistics

Headcount

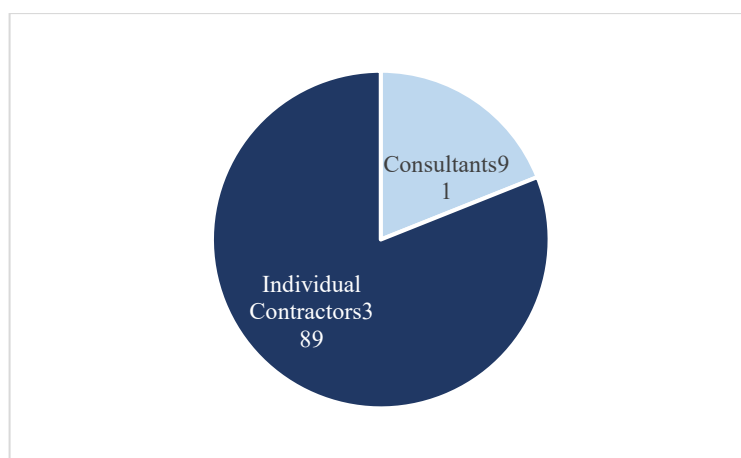
101. The Court's workforce consists of staff in established posts as well as GTA-funded positions to achieve the Court's core objectives. In addition, staff on STA provide support for short-term needs of less than one year, such as:

- (a) To respond to an unexpected and/or short-term work requirement;
- (b) To meet a seasonal or peak work requirement of limited duration that cannot be met with the existing capacity of staff members;
- (c) To temporarily fill a position, e.g. when the incumbent is on special leave, sick leave, maternity leave or parental leave;
- (d) To temporarily fill a vacant position pending the finalization of the regular recruitment process of the Court;
- (e) To work on a special project with a finite mandate.

²⁹ According to Registry Performance Indicators.

Figure 8: Number of staff per type of contract in 2024

102. In addition to staff, consultants are engaged when the Court requires highly specialized experts to deliver services that cannot be performed by current staff. Consultants and individual contractors are engaged on a temporary and ad hoc basis to provide services that are not staff functions but relate to the programme or mandated activities of the Court, specifically in relation to local language services supporting investigations. The Court has heard the call from States Parties to explore flexible human resources options and has, alongside STAs, expanded its use of consultants, individual contractors and seconded personnel.

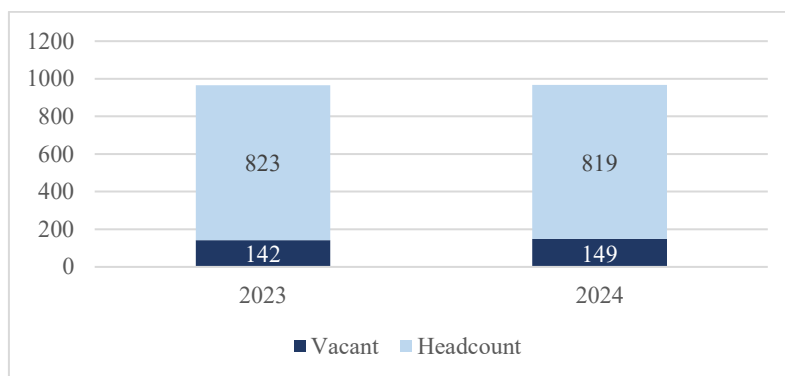
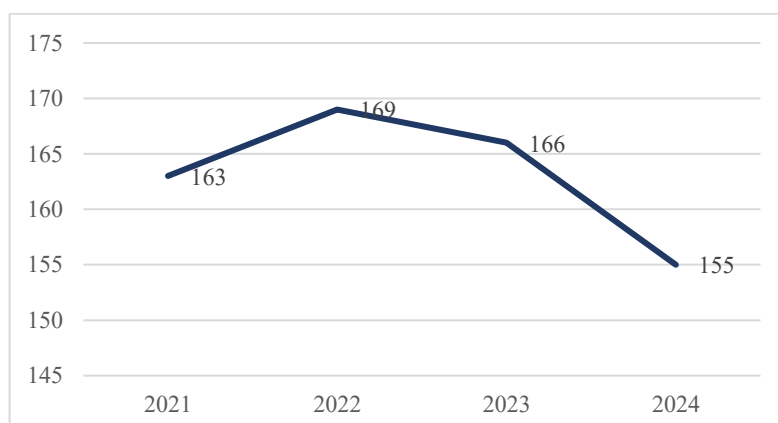
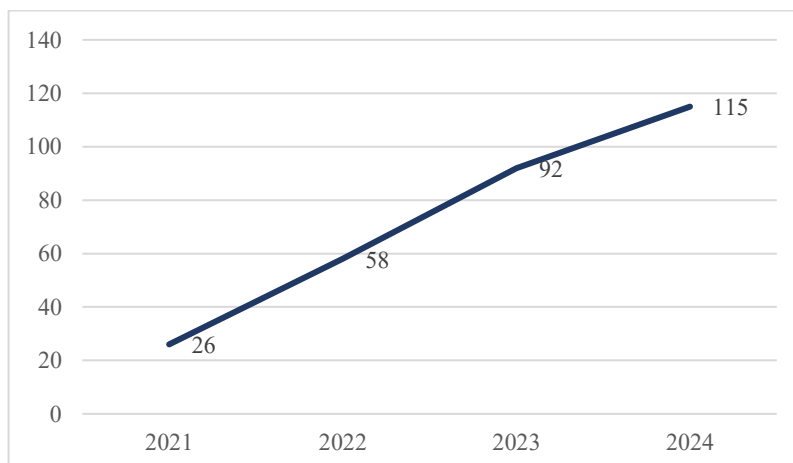
Figure 9: Breakdown of consultants and individual contractors as at 31 December 2024³⁰

Recruitment and staffing levels

103. In 2024, the Assembly approved 968 established posts and 173³¹ GTA-funded positions within the approved budget to enable the Court to achieve its stated objectives.

³⁰ These figures correspond to the workforce administered by HRS and do not include defence counsel, commercial contractors, etc.

³¹ Only GTAs approved for 12 months are included in this figure.

Figure 10: Headcount and vacant posts in 2023 and 2024**Figure 11: GTA headcount****Figure 12: STA headcount**

Recruitment performance for established posts and GTA-funded positions

104. As at 31 December 2024, the Court had a total of 968 filled approved positions: 819³² staff members on fixed-term established posts and 155 staff members on fixed-term GTA-funded positions.

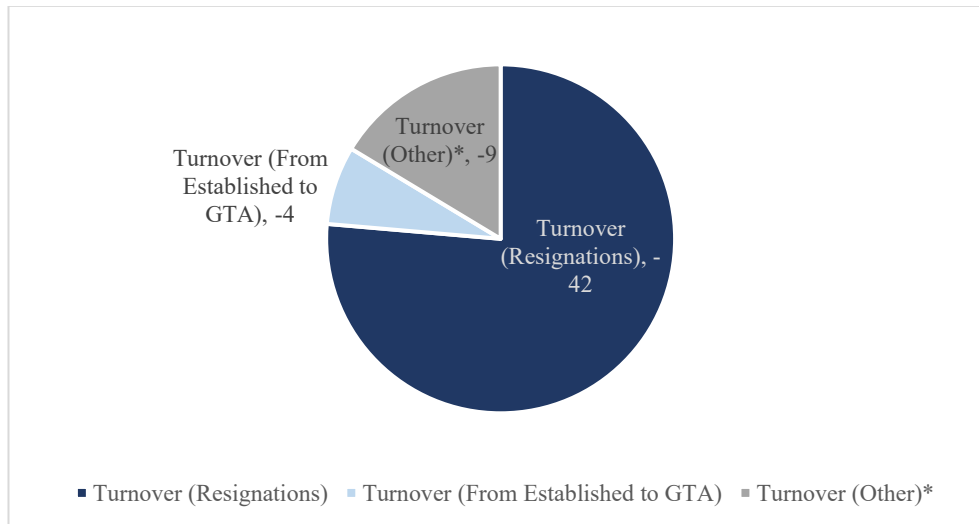
105. In 2024, 118 fixed-term positions were filled, consisting of 85 established posts and 33 GTA-funded positions. Of the 85 established posts filled, 30 (35 per cent) were filled by external candidates, 29 (34 per cent) by staff in GTA-funded positions, and 26 (30.6 per cent) by staff already in established posts.

³² In Major Programme III (Registry), one post funding a Staff Union Council President is counted as filled.

106. A total of 52 established posts became vacant throughout the Court in 2024. This represents a turnover rate for the Court of approximately 7 per cent for the year and a net increase of 30 staff.

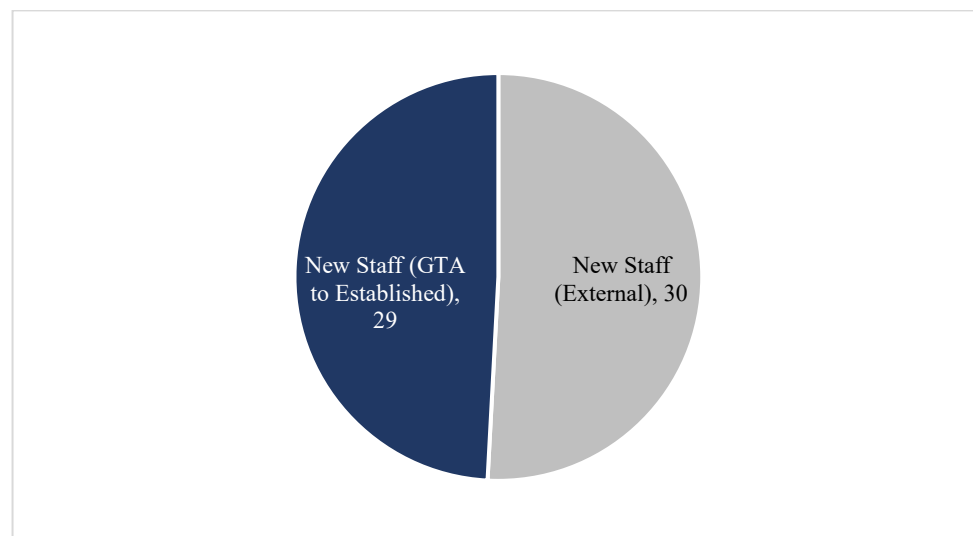
107. A summary is given below of the staffing situation and recruitment performance, appointments, internal placements and turnover for the Court's established posts as at 31 December 2024.

Figure 13: The Court's turnover in 2024



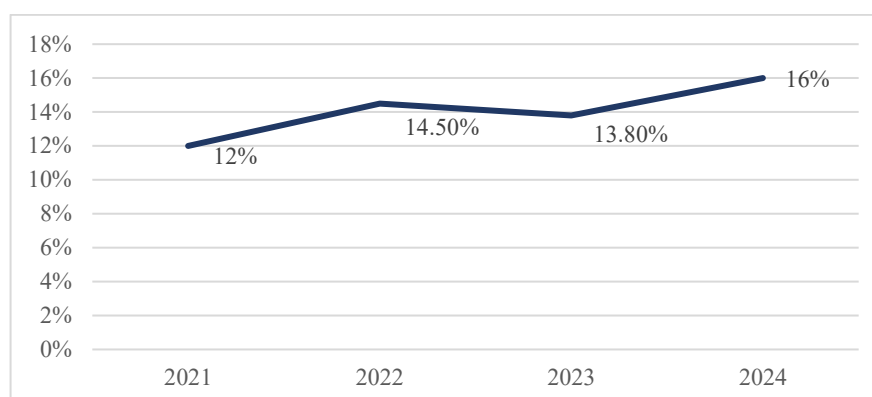
*Turnover (Other) = due to disability, retirement, death or restructuring.

Figure 14: New Court staff in 2024



Vacancy rate

108. The Court's monthly vacancy rate increased from 13.80 per cent at the end of December 2023 to an average of 16 per cent at the end of December 2024. Ideally, the Court seeks to operate at a healthy equilibrium between, on the one hand, the number of vacancies arising from staff separations and, on the other hand, the arrival of new hires.

Figure 15: Vacancy rate at the Court*Secondments at the OTP*

109. Since June 2022, OTP has engaged with States Parties on the provision of support through seconded national experts. Throughout 2022, 2023 and 2024, 38 Releasing Entities from 27 States Parties offered national experts from their judicial, law enforcement, military and other national agencies.

110. Since the start of the programme, the OTP has welcomed experts engaged in various functions across 32 different teams and units, thus contributing to a cross section of the OTP's work and the OTP achieving its strategic goals.

111. As of end December 2024, OTP had welcomed a total of 109 seconded national experts on board since the start of the programme. At the end of December, the number of seconded experts on board stood at 48.

112. Experts are primarily seconded in the capacity of investigators, analysts and legal experts. Since March 2024, the OTP has transitioned its requests for secondments to more specialized, technical fields, in line with the Prosecutor's strategy to scale up the OTP's analytical skills and capabilities.

*OTP Trust Fund for Advanced Technology and Specialized Capacity***Figure 16: Overview of staff recruited and planned under the OTP Trust Fund**

	Planned	On board
End 2022		5
End 2023	69	30
End 2024	97	48

OTP Trust Fund for Geographic Diversity

113. The Geographic Diversity Trust Fund, established in October 2023, aims to attract and support the deployment of specialized personnel from Eligible States on a secondment basis to the OTP. The Trust Fund aims to strengthen the regional, cultural and linguistic diversity of the OTP's workforce, in line with its strategic objectives and operational needs.

114. Over the course of 2024, the OTP undertook a number of preparatory activities to start implementation of the Trust Fund. This includes advocacy efforts and development of guidance documents for distribution to States Parties. Overall, the OTP has noted increasing interest in this Secondment Programme modality from Eligible States. The OTP continues to liaise with multiple States Parties about the prospect of seconding national experts. Furthermore, the OTP continued to develop and establish the necessary procedures and frameworks, including templates for agreements and financial arrangements in collaboration with the Registry. The finalization of these modalities is expected to be concluded in early 2025 to start the onboarding of the seconded experts.

115. To date, three experts have completed or are nearing completion of the selection process. This includes candidates from the Africa and Asia-Pacific groups. The selection process has followed procedures and practices established by the XB/Secondment Programme team, in close collaboration with relevant units and teams within the OTP. Conversations are ongoing with many other States Parties.

116. The duration of the Trust Fund has been extended until 31 December 2028.

Fit-for-purpose framework for the Secondment Programme

117. Within an inter-organ policy working group, the OTP is engaging closely with the Registry and Presidency to improve the policy basis applicable for the secondment programme in order to adjust and render it fit for purpose. The OTP Extrabudgetary Team continues to gather feedback and stands ready to provide further input on the operational aspects and recommendations with regards to the process of developing a new framework for the Secondment Programme.

XI. Legal and policy matters

Accession as a full member of the International Civil Service Commission

118. The conditions of service of staff in the United Nations common system are regulated and coordinated by the ICSC. The ICSC is an independent expert body established by the UN General Assembly. Its mandate is to regulate and coordinate the conditions of service of staff in the United Nations common system, while promoting and maintaining high standards in the international civil service. This system avoids serious discrepancies in terms and conditions of employment among international organizations and competition in the recruitment of personnel, as well as facilitates the interchange of personnel among such organizations. In accordance with Staff Regulation 3.1, the salaries and allowances of staff members at the Court have always been set in compliance with UN common system standards.

119. As stated in last year's report on HR management³³, to allow the Court to play a more active role within the common system, it was recommended that consideration be given to whether the Court would be able to join the ICSC as a member rather than remaining in its current, more passive, observer status. Membership would give the Court a voice in all ICSC sessions and ensure timely information sharing. The Court would also be invited to join relevant ICSC committees and working groups on reforms and thereby be able to exert some influence. Moreover, with regard to cost-of-living surveys undertaken for the Hague duty station, the Court would be able to play a more active role, as it is the largest organization in The Hague which applies the common system standards to its compensation package.

120. Based on the above, in 2023 the Committee recommended that the Assembly approve the Court's joining the ICSC as a full member, and that the Court absorb the related membership costs.³⁴

121. During its twenty-third session in December 2024, the Assembly recalled this recommendation of the Committee and accepted the Statute of the ICSC and its amendments as adopted by the United Nations General Assembly at its seventy-seventh session on 30 December 2022 in resolution 77/256 and pursuant to article 30 of the Statute of the ICSC in full. The ASP, as final step, then asked the Registrar to undertake the necessary steps to complete the acceptance procedure without delay.³⁵

122. An exchange of letters with the UN Secretary-General, the ICSC and the Court is expected to conclude the Court's accession to the ICSC as a full member within the first months of 2025.

³³ ICC-ASP/23/2 para. 97.

³⁴ ICC-ASP/22/25 para. 295.

³⁵ ICC-ASP/23/Res.6.

United Nations Volunteers (UNV) programme

123. The Assembly at its twenty-third session requested the Court to engage in negotiations with the UN with the aim of concluding a memorandum of understanding on the establishment of the United Nations Volunteers programme, within existing resources.³⁶

124. In 2025, the Court will start negotiations with the UN on the UNV programme, and will report its progress to the Committee at its forty-eighth session.

Policies promulgated in 2024

125. In December 2024, the Court promulgated the AI on “Inter-Organisational Transfer, Secondment and Loan of Staff Members”. With the promulgation of this AI, IER recommendation 102 can be considered closed.

126. In December 2024, the Court also promulgated the AI on “Parental Leave and Family Leave” to reflect the new parental leave policy which entered into effect on 1 January 2023, in alignment with the UN.

127. Also, in December 2024, the consolidated text of the Staff Regulations and Rules of the ICC (ICC/PRESG/2024/002) was promulgated. This reflects implementation of the changes to the United Nations common system compensation package, including the introduction of the staff category of National Professional Officers and the tenure policy at the Court, as well as changes to the parental leave entitlement in accordance with the United Nations common system standards.

128. As called for by the Assembly in Resolution ICC-ASP/23/Res.2 adopted in December 2024 during its twenty-third session, and in order to encourage fresh thinking and bring more dynamism to the Court, a tenure policy applicable to the P-5 and Director levels has been implemented in 2025. Concretely, a maximum aggregate length of service of seven years’ duration is implemented for initial appointments to a tenured post on or after 1 January 2025 or to current incumbents of P-5 and Director level positions, on the date of the first extension of their appointment to a tenured post on or after 1 January 2025. The related AI on “Tenure Policy” (ICC/AI/2024/004) sets out in detail the relevant terms and conditions of the tenure policy, including the purpose, definitions, maximum aggregate length of service, eligibility for (re)-employment, duration and extension of appointments against tenured posts, exceptional extensions of appointments beyond the maximum aggregate length of service, secondment, loan, periods of leave or temporary assignments, part-time employment of staff members, short-term appointments, classification and reclassification, performance appraisal system, and final provisions. With the promulgation of this AI, IER recommendation 105 can be considered as closed.

129. Moreover, under Resolution ICC-ASP/23/Res.3 adopted in December 2024 at the Assembly’s twenty-third session, the Court introduced a moratorium on the recruitment of nationals of non-States Parties effective as of 1 January 2025. The moratorium applies to external candidates and does not apply to currently employed staff of non-States Parties’ nationality, who may apply for positions at the same grade, or higher or lower positions. Moreover, the moratorium does not apply to the following personnel categories (i) the recruitment of General Service staff and Junior Professional Officers; (ii) the recruitment of non-staff categories, namely interns, visiting professionals, individual contractors, consultants and gratis personnel; (iii) the recruitment of language service positions in the staff category; and the recruitment of nationals of non-State Parties that have expressed in an official, publicly verifiable document the intention to ratify the Rome Statute. As an extraordinary measure, the Prosecutor or Registrar, as appropriate, may approve the recruitment of persons who are nationals of non-State Parties in order to meet exceptional operational needs with sufficient justification. The Prosecutor or Registrar, as appropriate, must provide an annual report to the Assembly through the Bureau of all uses of the exemption. The duration of the moratorium is eight years, with a review to be undertaken at the halfway point (i.e. four years). The results of the review will be reported to the twenty-seventh session of the Assembly.

³⁶ ICC-ASP/23/Res.6. Section M, para. 6.

130. A great deal of urgent priority policy work was undertaken by the Court in 2024 and the Court will endeavour to continue its essential work on policy development in 2025.

Policy priorities for 2025

131. Following the promulgation of the above-mentioned priority policies in 2024, the Court is able to return to the previous work undertaken on the draft policy on “Delegation of Authority” as well as a policy on “Staff Selection” with the aim of adopting those policies in the first half of 2025.

132. Another policy priority for the Court for the first quarter of 2025, is the promulgation of an AI on “Temporary Special Measures for the Achievement of Gender Parity”.³⁷ The policy aims at achieving a 50/50 gender balance for all posts in all categories within the Court.

XII. Geographical representation and gender balance

133. In 2024, the Court continued its efforts to redress GRGB,³⁸ and pursue a more diverse and inclusive approach to recruitment and selection of its staff. Among the Court’s efforts in this regard, we can mention the following:

(a) All vacancy announcements (VAs) for international positions continued to be advertised on various social media and related platforms (e.g. LinkedIn, Impactpool and Indeed). The Court’s VAs were also shared via international networks such as embassies, and UN networks.

(b) All VAs were distributed in both working languages of the Court, namely English and French.

(c) HRS used social media to source qualified candidates for specific technical positions.

(d) HRS staff participated *ex officio* in all recruitment processes for fixed-term positions, and reminded the recruitment panels and hiring managers that diversity should be considered at all stages of the recruitment cycle.

(e) The Selection Review Board oversaw all recruitment exercises for fixed-term positions.

(f) Geographical and gender diversity were ensured on recruitment panels. This diversity brings varied perspectives to the table and aids in mitigating unconscious biases that might influence the selection process.³⁹

(g) All panel members were required to undertake mandatory training on unconscious bias before joining a recruitment panel, with a focus on awareness and mitigation of personal biases, particularly those that might inadvertently affect judgement during the selection process. The aim of the training is to equip panel members with the tools and knowledge necessary to conduct fair and unbiased evaluations of candidates.

(h) Updated information on geographical representation was made available to all recruitment panels.

(i) Geographical representation was considered both at the shortlisting stage and when the decision on the final selection of suitable candidates was made.

(j) HRS staff participated in career events (e.g. in the Republic of Korea in July 2024 and Brazil in October 2024) to raise awareness and promote the Court’s career opportunities among under- and non-represented States Parties. HRS staff also participated in the annual Asia-Pacific Forum, as well as the ICC Seminar with partner universities from Asia-Pacific focused on “The Role of Universality in Strengthening Regional Cooperation: Achievements and Challenges”, both events were dedicated to facilitating dialogue for the

³⁷ See also ICC-ASP/1/Res. 10 and Strategy on Gender Equality and Workplace Culture for the International Criminal Court.

³⁸ CBF/41/5/Advance version, para. 84.

³⁹ *Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report*, 30 September 2020, ICC-ASP/19/16, section II, p. 51, Recommendation 91.

Asia-Pacific region and encouraging students and young professionals from the region to consider a career at the Court.

134. Following the Court-wide Workshop on GRGB (“GRGB Workshop”) convened by the Registrar in October 2023, a list of findings and recommendations were identified with the aim of leading, after internal and external consultations, to the adoption and implementation of a new legal and policy framework for GRGB at the Court, with the final goal of ensuring an effective and lasting impact.⁴⁰

135. The findings of the GRGB Workshop⁴¹ were shared with States Parties before the December 2023 session of the Assembly, and a side event on GRGB was organized by the Registrar during the Assembly session in New York in December 2023.

136. In order to translate the findings and recommendations stemming from the GRGB workshop into concrete actions, within a coherent and comprehensive strategy, as well as to monitor progress on the identified action points, an intra-Registry working group was established in 2024, consisting of HRS, Registry Legal Office (RLO) and Immediate Office of the Registrar (IOR) representatives.

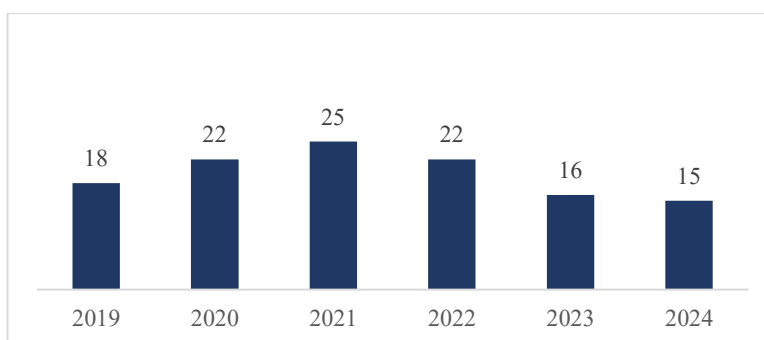
137. In 2024, the working group provided a forum for intra-Registry discussions on the many action points identified as priorities during the GRGB Workshop. The working group meetings also provided an opportunity to track the Court’s progress in implementing these actions.

138. In 2025, the working group will continue its work on monitoring the progress on the identified action points stemming from the GRGB workshop and will keep the Committee and the Assembly apprised of any developments in this regard.

139. IOR will continue consulting with and coordinating Registry efforts with the other organs of the Court in order to ensure a Court-wide approach to GRGB. The Court will report on the progress made as part of next year’s report on HR management.

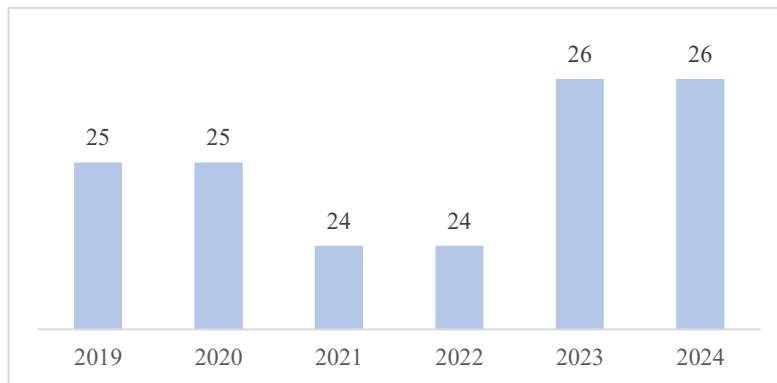
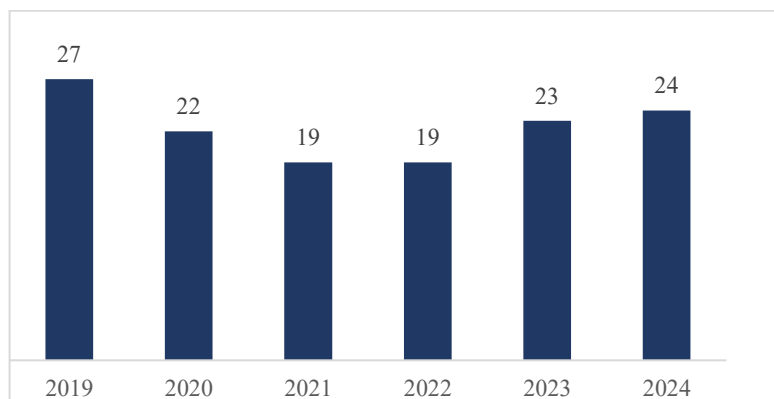
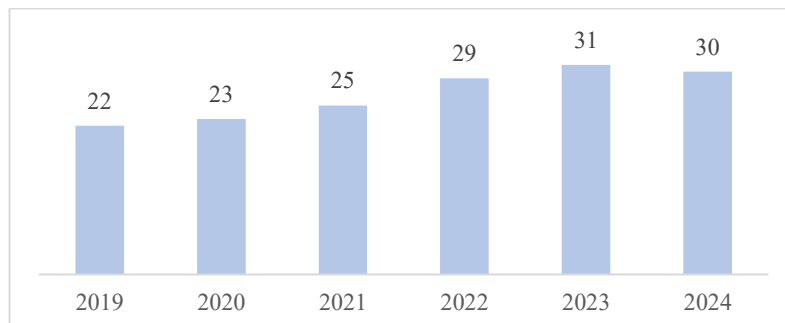
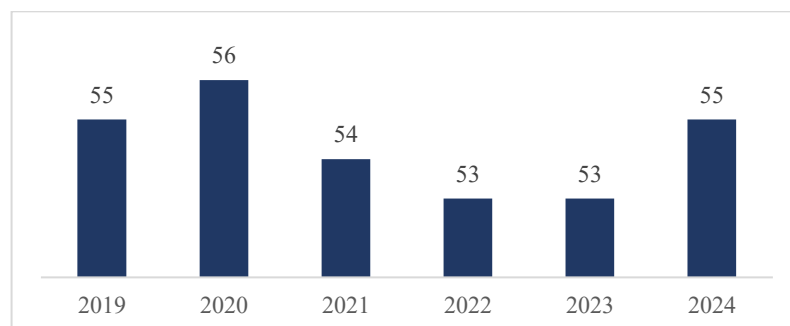
Statistics and figures on GRGB

Figure 17: Number of in-balance countries

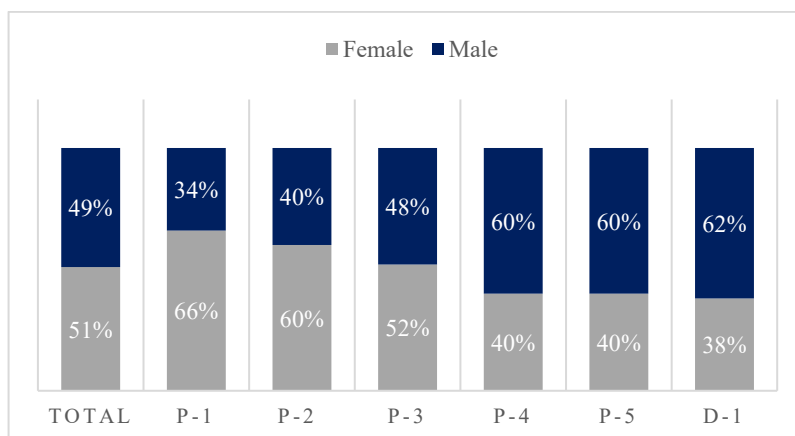
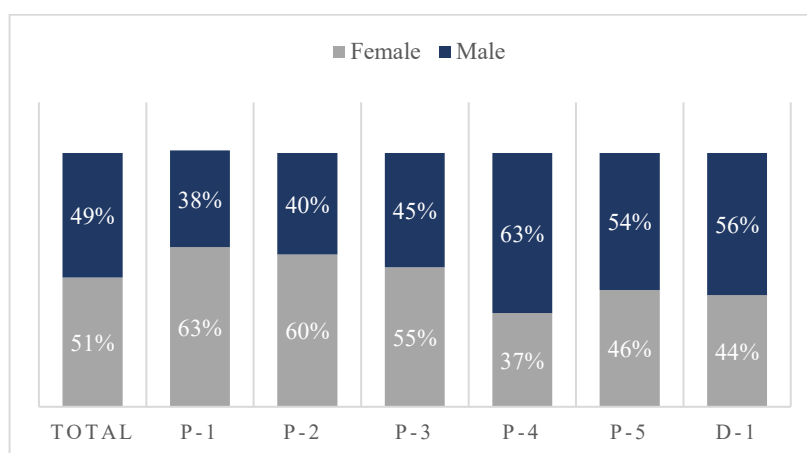
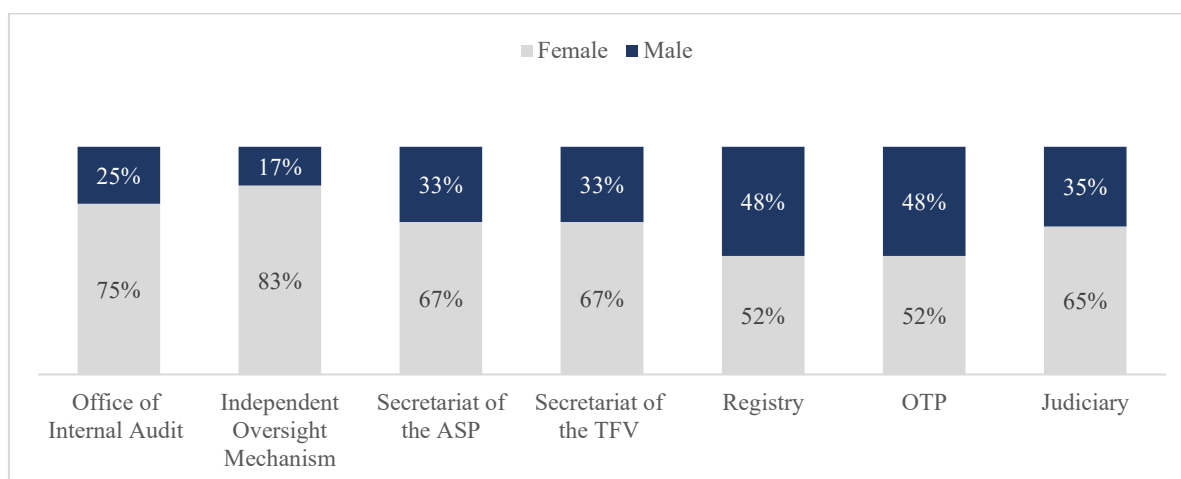


⁴⁰ *Summary of discussions and findings, Workshop on Geographical Representation and Gender Balance*, 31 October – 1 November 2023.

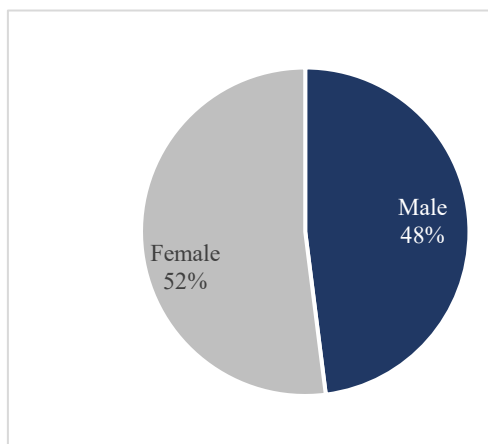
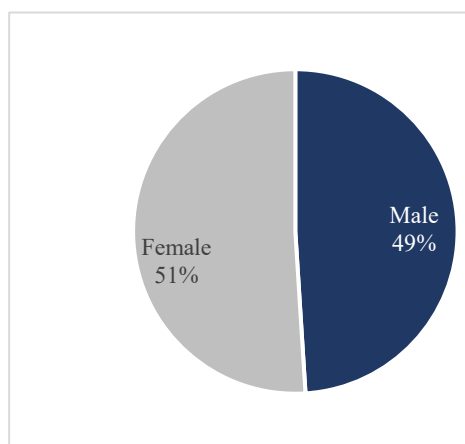
⁴¹ *Ibid.*

Figure 18: Number of non-ratified countries**Figure 19: Number of over-represented countries****Figure 20: Number of under-represented countries****Figure 21: Number of non-represented countries**

140. With regard to gender balance, the following graphs provide a glimpse of current statistics Court-wide and a breakdown per Major Programme and per grade.

Figure 22: Gender distribution in the Professional and higher categories as at 31 December 2023⁴²**Figure 23: Gender distribution in the Professional and higher categories as at 31 December 2024****Figure 24: Gender balance per Major Programme as at 31 December 2024**

⁴² The numbers include staff who hold Established Posts, General Temporary Assistance (GTA) posts and Short-Term Appointments.

Figure 25: Gender breakdown for all staff**Figure 26: Gender breakdown in the Professional and higher categories**

141. The Court will continue its efforts to achieve better geographical representation and gender balance efforts and will continue to report on the progress made thereon as part of next year's report on HR management.⁴³

XIII. Focal Point for Gender Equality

142. In 2024, the first Strategy on Gender Equality and Workplace Culture for the International Criminal Court ("GEWC Strategy" or "the Strategy") entered its second year of implementation. Under the guidance of the Principals, the Focal Point for Gender Equality (FPGE or "Focal Point") played a pivotal role in facilitating the consistent implementation of the activities outlined by the Strategy throughout the year. The FPGE actively engaged with stakeholders across the Court to promote a culture of inclusion and accountability.

143. By facilitating opportunities for learning and discussion, the Focal Point underscored the importance of an inclusive working culture and of mainstreaming gender-related considerations. In line with the Strategy, the Focal Point promoted the personnel's understanding of and familiarization with the concept of an enabling environment. An enabling environment in the workplace is crucial for promoting gender equality and ensuring that all employees, regardless of gender, can thrive. Such an environment includes policies and practices that support work-life balance, equal opportunities for career advancement and measures to prevent discrimination and harassment. When workplaces actively foster inclusivity, they not only enhance the well-being and productivity of employees but also benefit from diverse perspectives and talents, which can drive innovation and growth. Equitable policies and opportunities are essential for creating a fair workplace where everyone has a chance to succeed. By prioritizing gender equity, institutions can build a more motivated and committed workforce, leading to better overall performance and a more positive organizational culture.

144. The Focal Point organized two Court-wide events in 2024. To mark International Women's Day, the FPGE organized a panel discussion on the theme "Inspire Inclusion", acknowledging the need to advocate for issues that extend beyond and intersect with gender matters to promote a just and equitable workplace. The event benefited from the participation and remarks of the three Principals, reinforcing the unified commitment of the Court in advancing gender equality and inclusion. In June, the Focal Point worked with HRS to organize an "IVP Talk" in celebration of the International Day of Women in Diplomacy. The panellists discussed their experiences in the field, engaged in a meaningful dialogue with interns and visiting professionals on gender-related topics and provided a safe space for them to reflect on how they can contribute to an enabling environment in the early stages of their careers.

145. On the International Day for the Elimination of Racial Discrimination, the Focal Point issued an informational leaflet on discrimination against women of colour. The document highlighted the intersectional aspects of discrimination and diversity, and included an interview

⁴³ ICC-ASP/22/Res.3/Advance version, para. 122.

with the OTP Focal Point for Gender. Continuing the efforts to raise awareness of the multifaceted aspects of discrimination, another brochure was produced in the format of a magazine for the International Day Against Homophobia, Transphobia and Biphobia (IDAHOBIT). The magazine featured interviews with staff and provided a space for them to share their experiences and for the Court to acknowledge and celebrate diversity in the workspace.

146. The Focal Point produced knowledge products throughout the year to raise awareness and help personnel be accountable in the pursuit of gender equality at the Court. The FPGE has successfully developed a comprehensive Enabling Environment Manual – the first of its kind at the Court – which was released in December during the 16 Days of Activism against Gender-Based Violence campaign. The Manual includes a set of recommended practices for the Court’s personnel to contribute actively to inclusion efforts. In producing the Manual, the Office has adopted a collaborative approach by requesting and incorporating feedback from relevant stakeholders and creating a dynamic and responsive resource in the process. The Focal Point also produced infographics to help the personnel become active bystanders, use inclusive language and empower women in the workplace, in order to translate gender values and core concepts into clear calls to action for the workforce. The Focal Point has worked with informal groups that are also helping to strengthen the Court’s workplace culture, such as the OTP’s “Are We There Yet” group.

147. The Focal Point also attended external events, engaging in dialogue on diversity and inclusion, and participated in meetings with external parties, such as UN Women Gender Focal Points, international organizations and embassies.

148. Furthermore, the Focal Point continued to position the Court as an institution that is committed to gender equality. The Focal Point share the progress made through the ongoing implementation of the Strategy with both the New York Working Group and the Hague Working Group. Efforts to showcase the ICC’s commitment were also reflected in the FPGE’s work with Hague-based organizations and with persons and delegations that visited the Court.

149. The Focal Point participated in meetings with different Court sections in The Hague and two country offices in order to provide input on gender issues that may be related to their line of work and further mainstream accountability for gender-related matters. Those meetings helped to spread accountability to all areas of the Court, so that all Court staff acknowledge their role and responsibility in creating an enabling environment. In addition to the creation of this space, the FPGE also facilitated workshops on the theme of an enabling environment. In June, together with HRS, the Focal Point designed an in-person two-day workshop for the Uganda Country Office and hosted a Q&A session on gender for the OTP retreat. In October, the FPGE ran an interactive workshop on the same topic for the Immediate Office of the President. The workshop focused on actions that can improve team dynamics and self-reflexivity while taking into account gender dynamics and intersectionality.

150. The FPGE mainstreamed gender considerations as part of the creation and adoption of Core Values, by actively participating in consultations and in the broader Core Values work to ensure that the ‘Inclusion’ core value was mindfully embedded in all relevant discussions and processes. The FPGE consistently referenced and integrated the principle of inclusion into all knowledge products created by the Office of the Focal Point and worked to underscore its importance throughout the Court’s policies and practices.

151. The FPGE provided advice and guidance on the follow-up to the recommendations from the GRGB Workshop held by the Registry. This included aligning subsequent actions with broader organizational goals and ensuring accountability when considering the gender-related insights provided during the workshop.

152. In the second half of 2024, the Focal Point continued to facilitate and participate in workshops and team meetings with a consistent focus on enabling environments, often coordinating closely with the HRS Performance Management Team to align the content with broader organizational development goals and to ensure that the sessions addressed specific team needs effectively. The Focal Point also delivered an online workshop on gender and the mandate of the FPGE to the Bangui office in the Central African Republic, in coordination with the Staff Union Council.

153. In collaboration with HRS, the Focal Point provided inputs on gender for the anti-harassment training course “Creating a Harmonious Workplace and Addressing Prohibited Conduct at the ICC”, which was released in November. The training is a major step in unifying the efforts to achieve a safe work environment, promote a zero-tolerance culture and guide the Court towards better practices. The FPGE also contributed insights to the HRS United to Respect toolkit, which complements this training.

154. The Focal Point, who recognized the importance of these learning opportunities, developed and released the Court’s first-ever gender equality training “Gender Equality: Key Concepts and Practices” in November, in close collaboration with HRS. The training introduces the basic concepts that underpin gender equality and educates staff on how to challenge biases and build a work environment where diversity is respected and celebrated. Writing the training involved a significant amount of work, including extensive research, benchmarking best practices and crafting content that would align with the Court’s core activities. The training introduces learners to the foundational principles of gender equality and gives them the tools to challenge biases and build an inclusive workplace. It represents a milestone not only for the Court but potentially for similar institutions and sets a precedent for addressing gender issues through comprehensive and practical education. Beyond its core content, the process of creating this training involved meticulous attention to detail in aligning administrative requirements with substantive goals. The module includes theoretical and practical components to ensure that it resonates with participants and provides actionable insights to promote gender equity across the organization.

155. The Focal Point worked regularly with HRS throughout the year and continued to participate in the onboarding and induction sessions for Court personnel, including interns and visiting professionals. At those sessions, the Focal Point presented the Court’s policy framework and commitment to a safe space that is free of discrimination. In particular, for the first time ever, the induction of the new judges included a session hosted by the Focal Point that highlighted gender dynamics and emphasized positive steps towards inclusion.

156. The Focal Point participated in three senior management recruitment processes in 2024, in order to mainstream gender-sensitive considerations into this area.

157. The Focal Point embedded gender considerations into the Court’s mentoring programme, including a tailored session on gender for both mentors and mentees. She emphasized the role of gender and diversity in professional relationships and provided ways to make the mentoring programme an enabling environment.

158. To promote positive practices throughout the various divisions of the Court, the Focal Point, in collaboration with HRS, developed a set of performance management objectives centred on diversity and inclusion.

159. In addition, the Focal Point integrated gender considerations into HRS outreach initiatives by incorporating gender-related content into career fair presentations. The Focal Point enriched this proposal with gender-focused content, with the aim of fostering equitable recruitment practices and a culture of gender balance and inclusivity. These contributions were extended to suggestions for improving job postings in order to reinforce the Court’s reputation as a welcoming and safe environment for everyone.

160. The Focal Point has conducted comprehensive research on parental leave policies across various international organizations with a view to introducing gender-sensitive policies and accounting for non-binary gender diversity. The findings and recommendations were discussed with the Staff Union Council (SUC) and were presented to HRS to be considered for the upcoming parental leave policy. In turn, a joint memo produced by the SUC and FPGE on the nature of a future Parental Leave AI at the Court was submitted to the Principals. This initiative underscores the commitment to advocating for policies that bolster gender equality within the workplace. In this vein, the FPGE has also contributed a gender perspective to considerations for the AI on Inter-Organisational Transfer, Secondment and Loan of Staff, and has benchmarked the implementations of Special Temporary Measures at UN agencies, in line with the actions set out in the Strategy. The FPGE has engaged with gender practitioners in other international organizations such as Europol, NATO, the OPCW and the International Residual Mechanism for Criminal Tribunals, to exchange best practices and incorporate this knowledge and perspective improvements into day-to-day work.

161. The FPGE provided gender considerations for the new Court Tenure Policy, which led to the inclusion of provisions on parental leave.

162. Assessing the experiences of Court staff is a crucial part of implementing the Strategy. The Focal Point has contributed a gender perspective to the wording of surveys. The Focal Point, working alongside the SUC and the SWEC, has provided HRS with a set of questions to be included in the personnel separation form which can help with the understanding of gender dynamics within the Court.

163. To assess the progress of work-life balance measures, the Focal Point drafted a survey document containing questions on part-time working arrangements, and flexible working arrangements. These insights were incorporated into the Staff Union Council's staff survey on flexible working arrangements, optimizing this process and making it easier for staff to contribute. Insights from the survey will be incorporated into advocacy work to ensure that Court policies produce gender-inclusive results.

164. Moreover, the Focal Point continues to offer individual counselling on request while creating an environment that is conducive to dialogue on gender issues in the workplace (such as flexible working arrangements and gender identity) and addressing gender questions through teamwork. The Focal Point maintains an open-door policy and ensures inclusive access to the framework, thereby enhancing understanding and promotion of gender equality across the Court. The Focal Point also refers issues to the Ombuds, where necessary, as well as to relevant colleagues, and supports those who seek her counsel within the scope of the FPGE mandate.

165. The Focal Point's work with the stakeholders listed in the current GEWC Strategy means that staff will encounter gender-inclusive initiatives at every stage of their interactions with the Court, from outreach and recruitment, throughout their employment, and in the form of feedback upon separation. Towards the end of 2024, the Focal Point began to engage with these stakeholders to understand their view on how the components of the current Strategy are working in practice, with the aim of incorporating their feedback into future iterations of the Strategy.

166. Over the past year, the GEWC Strategy has shown a strong commitment to addressing the needs identified thorough surveys and strategic planning. This effort underscores the Court's dedication to creating a fair and balanced workplace. Going forward, the FPGE will continue to implement the Strategy as planned and will incorporate insights from the 2024 survey results.

XIV. Junior Professional Officer (JPO) programme

167. As at December 2024, eight States Parties were participants in the Court's JPO Programme: Japan, the Republic of Korea, Switzerland, Germany, France, Finland, Australia and Spain. Since 2017, when the JPO Programme was set up, the Court has welcomed a total of 27 JPOs.

168. As at December 2024, the Court had 14 JPOs funded by seven different States Parties, as shown in the following table:

<i>State Party/Donor</i>	<i>Number of JPOs</i>
Republic of Korea	2
Switzerland	1
Germany	1
France	3 ⁴⁴
Japan	1
Australia	2
Spain	4
Total	14

169. Following recommendations by the Committee and the Assembly, the Court encouraged States Parties to consider providing funding for JPOs from non- and under-represented regions,

⁴⁴ France sponsored three JPOs in 2024, one of whom comes from a Francophone developing country.

in particular developing countries.⁴⁵ In 2024, for the first time in the Court's JPO Programme, one of its participants, France, sponsored a JPO from a developing country.

170. Additionally, in response to a call for expressions of interest issued by the UN Developing Countries Candidates (DCC) Trust Fund, the Court was selected to host a JPO from a least developed country. The selected candidate, a national of a non-represented State Party, is expected to be onboarded in the first quarter of 2025, with funding provided by the DCC Trust Fund.

171. Increased interest and support from States Parties enabled further development and scaling-up of the JPO Programme in 2024, continuing the positive trend of previous years. Nine new JPOs funded by Australia, the Republic of Korea, Spain, Japan and France were onboarded, including a JPO from a developing country. In 2024, the JPO Programme provided valuable assistance across the Court, with JPOs placed in the Registry, OTP, Chambers, as well as in the Trust Fund for Victims. The Court is grateful to all donor States Parties for their continued support.

172. In line with the Committee's recommendations, the Court has continued its outreach efforts to find new donors, with a focus on States Parties that are open to funding JPOs from developing countries. In this regard, the Court is grateful to the Government of France for funding the first JPO from a developing country. The Court would also like to commend the States Parties that have approached HRS to express an interest in funding JPOs from developing countries. Discussions with other States Parties are ongoing, and the Court will report to the Committee on any developments in this regard as part of next year's report on HR management.

173. In 2025, the Court is expected to onboard three new JPOs from the following States Parties and one from the UN DCC Trust Fund:

<i>State Party/Donor</i>	<i>Number of JPOs</i>
Japan	1
Republic of Korea	1
Germany	1
DCC Trust Fund	1

174. In line with the Assembly's request at its twenty-first session⁴⁶, the Court continues to explore ways to implement the JPO Programme for candidates from non- and under-represented States Parties, particularly from developing countries, to be funded through voluntary contributions.

175. The Court will continue to explore avenues for funding JPOs from developing countries and will report to the Committee.

176. The Court would like to commend the States Parties that expressed interest in funding a JPO from a developing country and would like to invite other States Parties, in particular those willing to fund JPOs from developing countries, to consider joining the JPO Programme. For further information, States Parties should reach out to the HRS Programme Management Team [JPOrecruitment@icc-cpi.int].

XV. The Internship and Visiting Professionals Programme (“IVP Programme”)

177. In 2024, the Court welcomed a total of 215 new interns and visiting professionals (IVPs), specifically 172 interns and 43 visiting professionals.

178. Of the 215 IVPs who undertook a placement with the Court in 2024, 57.7 per cent came from WEOG, 11.6 per cent from GRULAC, 4.2 per cent from Eastern Europe, 14.4 per cent from Asia-Pacific and 12.1 per cent from Africa.

179. In terms of gender distribution, 80.5 per cent were female and 19.5 per cent were male.

⁴⁵ ICC-ASP/23/28, para. 37.

⁴⁶ ICC-ASP/21/Res.2, para.130.

180. In 2024, HRS continued to organize events for IVPs to broaden their knowledge about the Court and other international organizations in The Hague, thereby contributing to a meaningful and enriching learning experience.

The Legal Professionals Programme (LPP) funded by the European Commission (EC) Grant

181. In 2024, HRS coordinated the implementation of the LPP in collaboration with the External Operations Support Section of the Registry.

182. In 2024, eight new Legal Professionals (LPs) were recruited under the LPP. Their nationalities and gender are shown in the following table:

	<i>Nationality</i>	<i>Gender</i>
LP1	Kenya	Female
LP2	Argentina	Female
LP3	Mali	Male
LP4	Brazil	Female
LP5	Mexico	Female
LP6	Maldives	Female
LP7	South Africa	Male
LP8	Argentina	Female

The Trust Fund for the Development of Interns and Visiting Professionals (“Trust Fund for IVPs”)

183. The Trust Fund for IVPs was established in 2016 with the aim of providing funded IVP placements to nationals of developing countries that are States Parties to the Rome Statute. The Trust Fund for IVPs contributes to the Court’s efforts to increase geographical representation and give fair opportunities to all individuals wishing to work at the Court.

184. Through generous donations received from States Parties, since 2016 the Court has been able to fund a total of 56 IVPs. Staff and elected officials may also contribute to the Trust Fund for IVPs by making a one-off or monthly donations, which are directly deducted from their salaries. Since 2016, more than 50 elected officials and staff members have donated a total of EUR 75,950.51 to the Trust Fund. The contributions from Staff and elected officials also respond to the request made by the Assembly in its Resolution ICC-ASP/23/Res.1 adopted in December 2024 during its twenty-third session, as they help provide sustainable and systematic funding for IVPs from developing countries that are States Parties to the Rome Statute.⁴⁷

185. In 2024, following the generous donations received from France, elected officials and staff members, the Court funded seven new IVPs. Their nationalities and genders are shown in the following table:

	<i>Intern or Visiting Professional (VP)</i>	<i>Nationality</i>	<i>Gender</i>
#1	Intern	Nigeria	Male
#2	Intern	Chile	Female
#3	Intern	Chad	Male
#4	VP	Kenya	Female
#5	Intern	Brazil	Female
#6	VP	Brazil	Female
#7	Intern	Central African Republic	Male

186. The Court commends the generous donations that France, elected officials and staff members made to the Trust Fund for IVPs in 2024. These donations will enable the Court to fund new IVPs from developing countries in 2025.

187. In 2025, the Court will implement the donations received from States Parties, elected officials and staff members in 2024. The Court will also continue its efforts to promote the Trust Fund for IVPs with the aim of securing more funded placements for IVPs in the future.

188. The Court would like to encourage States Parties to consider providing funding to further develop and expand the Trust Fund for IVPs. For further information, States

⁴⁷ ICC-ASP/23/Res.1 para. 130.

Parties should reach out to the HRS Programme Management Team [Internship-VisitingprofessionalProgram@icc-cpi.int].

XVI. HRS main priorities for 2025

189. Considering the strategic objectives and priorities set under the Court's and the Registry's strategic plans for 2023-2025, as well as the priorities recognized by the Committee and the Assembly on the basis of the recommendations of the IER, the following priorities have been identified for the Court's HR management in 2025:

Recruitment: Recruitment remains a strategic priority for the Court, with a focus on strengthening talent acquisition to support mandate delivery. Efforts are ongoing to improve the efficiency and effectiveness of recruitment processes through digital modernization, streamlined procedure, and data-driven decision-making. The recruitment of approved additional resources has been prioritized and is under way. Other priorities include reducing recruitment timelines, lowering vacancy rates and improving the overall candidate experience. These efforts are aimed at ensuring timely access to qualified talent while reinforcing the Court's ability to compete for highly skilled candidates on a global labour market.

HR Structure and Capacity: Complete the review of the HR structure and fit-for-purpose exercise. Implement changes to ensure agile and responsive HR support for staff at Headquarters and in country offices. It is also important to build the capacity of HRS by investing in continuous professional development and upskilling of the existing HR staff to enhance expertise in strategic workforce planning, talent management and leadership development.

Staff Selection Policy: HRS is on track to finalize consultations for the new, updated and streamlined transparent policy on staff selection. The policy will support organizational commitments to selecting highly qualified candidates through a merit-based process.

Strengthen the Leadership Framework:⁴⁸ The Court is committed to strengthening its Leadership Framework in order to foster a dynamic, inclusive and high-performing leadership culture. By creating an environment where leaders are supported, accountable and empowered, the organization ensures that employees feel engaged and motivated to contribute to its mission. Key initiatives include integrating 360-degree feedback mechanisms, leadership development programmes, executive mentoring and transparent merit-based staff selection processes to cultivate a strong leadership pipeline. In addition, the alignment of legal frameworks, tenure policy and GRGB considerations in leadership succession planning will reinforce equity, transparency and long-term sustainability. Through these efforts, the organization aims to develop adaptive, strategic and people-centred leaders, thereby strengthening overall operational effectiveness and resilience.

Enhance Strategic Workforce Planning for an Agile Workforce:⁴⁹ To enhance workforce agility and adaptability, strategic initiatives will focus on mobility, professional development and resource optimization. The Job Families Project will facilitate seamless role transitions by aligning job functions with core competencies and developmental pathways, while targeted workforce planning and expanded learning opportunities will equip staff with the skills needed for career growth. Legal and policy frameworks will uphold workforce flexibility, compliance and fairness, while innovative solutions such as the IVP and JPO programmes will strengthen expertise and address capacity needs. Together, these initiatives will bolster workforce resilience, succession planning and the organization's responsiveness to global demands, ensuring a future-ready and agile workforce.

Continuous Efficiency improvements and Innovation:⁵⁰ There is still a heavy reliance on manual HR processes which reduces efficiency and restricts the ability of HRS staff to focus on strategic HR initiatives. To address this, HR process automation and digitalization will be prioritized in order to optimize resource utilization, enhance employee experience and support organizational agility. Strengthening HR automation, reporting and analytics will further support candidate experience, operational excellence and informed decision-making. Additionally, improving capacity, integration and digital HR tools will drive efficiency, oversight and accountability in HR Operations.

⁴⁸ Registry Strategic Plan 2023-2025, Goal 2.

⁴⁹ *Ibid.*

⁵⁰ *Ibid.*

A Safe and Healthy Work Environment: It is crucial that even in the most difficult duty station locations, Court staff feel supported and cared for. The Court will make every effort to ensure that health and well-being, including mental health, stay at the forefront of service delivery. Creating a safe and healthy work environment has been even more important and challenging for the staff, in particular at the end of 2024, and possibly also in the coming year. In line with the implementation of the ICC Core Values, HRS will work with internal stakeholders to promote a respectful workplace where everyone feels included, valued and respected, regardless of their background, experience, gender, nationality, race, ethnic origins, religion, language, marital status, sexual orientation, age, disability or socioeconomic status.

XVII. Conclusion

190. As outlined in this report, despite the challenges experienced by the Court in 2024, many milestones were passed in terms of HR management, including the implementation of the Core Values Project.

191. Looking ahead, HRS remains committed to enhancing its strategic role in driving organizational success. The priorities set for 2025 are expected to further strengthen HRS as a key enabler of the management of the organization's talent, continuous improvement in operational efficiency and enhancement in staff well-being in line with the Registry's strategic goals and priority objectives.

192. The implementation plan for those priorities will be developed in the first quarter of 2025 and will ensure clear accountability. HRS intends to continue supporting the Court in discharging its vital mandate in the most efficient manner possible, in accordance with the Court's HR policies and governance principles. The Court is looking forward to reporting on the progress made to the Committee in next year's report.
