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**Report of the Court on Human Resources
Management*****I. Introduction**

1. This report presents an overview of the activities and achievements of the Human Resources Section (HRS) of the International Criminal Court (“the Court”) from 1 January to 31 December 2025 in accordance with the strategic objectives set out in the Court-wide and Registry strategic plans for 2023-2025. It 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 detailing HRS priorities for 2026 and how those priorities will support the strategic objectives set forth in the ICC Strategic Plan 2026-2029.

2. In 2025, the Court continued to face a variety of challenges, including increased workload due to matters arising in connection with United States sanctions. In spite of these challenges, the Court remained focused on its strategic priorities, including recruitment, diversity, policy enhancements, employee well-being and strategic planning for an agile workforce. In 2025, the Court also continued to focus on continuous efficiency improvements, innovation and creating a safe and healthy work environment, as outlined in this report.

3. Throughout the year, HRS made key advancements in strategic areas aimed at strengthening the Court’s people management framework, such as the continuous development of the Job Family Framework designed to enhance role clarity, career pathways and consistency in classification and workforce planning. Significant progress was also achieved in embedding the Court’s Core Values through structured implementation activities. In parallel, HRS supported the advancement of the *United to Respect* framework, reinforcing the Court’s commitment to a respectful, inclusive and safe working environment. Together, these initiatives demonstrate the Court’s sustained commitment to operational excellence and continuous improvement. Further details on these achievements are set out in the sections that follow.

II. The ICC Core Values

4. In 2025, the Court strengthened awareness and understanding of its four Core Values, in alignment with Strategic Goal 6 of the ICC Strategic Plan 2023–2025.¹ With the support of HRS and active engagement from the Values Steering Committee, efforts focused on leadership alignment, staff engagement and targeted communication initiatives aimed at making the Core Values visible, relatable and actionable across the organization.

5. An internal communication campaign was rolled out at Headquarters and in the Country Offices, combining digital and in-person materials designed to increase visibility and encourage reflection on the Core Values in daily work and decision-making. These efforts were undertaken against a backdrop of Staff

* Previously issued as CBF/50/3.

¹ ICC Strategic Plan 2023-2025, Strategic Goal 6.

Engagement Survey results indicating scope for a stronger shared understanding and lived experience of the Court's Core Values.

6. Key initiatives included securing leadership endorsement through video messages from the Principals and advancing alignment around a shared behavioural model. This model is intended to guide the identification and articulation of expected behaviours across the Court through participatory discussion groups planned for the subsequent phase. To support this work, an initial cohort of facilitators and Values Ambassadors was identified to lead these sessions and ensure the sustainability of the initiative.

7. In 2026, the Court will focus on embedding the Core Values more systematically into daily practices and organizational processes. Trained facilitators will deliver Court-wide sessions followed by team-level workshops to capture and validate behaviours across the Court.

8. The validated behaviours will provide a foundation for progressive integration into HR processes, leadership practices and recognition systems. By the end of 2026, the Court aims to consolidate this work and prepare a formal integration into relevant frameworks and performance systems with a view to ensuring that the Core Values are increasingly reflected in everyday work across the organization.

III. Leadership development

Leadership development – learning through digital content

9. In 2025, leadership development initiatives continued to be supported through digital learning resources. Following the successful launch of the United Nations System Staff College learning platform, “Blue Line” in the fourth quarter of 2024, all staff members received access to the corporate catalogue of learning resources available there.

10. In 2025, a total of 94 new learners registered with the Blue Line platform. Throughout the year, 82 learners were active on the platform. The total number of enrolments in Blue Line courses in 2025 was 364, with 173 completions. Considering that Blue Line courses require significant commitment and time investment for completion, e.g. three to four hours per course, this figure represents the start of a digital learning culture with potential for further promotion and expansion.

11. While Blue Line offers a wide range of courses, the primary leadership learning package remains the eCertificate in Leadership and Management (ECLM), which was made accessible to all staff members to support their professional development objectives in line with the ICC Leadership Framework. During 2025, 63 learners continued on the ECLM path, which requires 25 modules for a UN leadership certificate. The ECLM will continue to be promoted with the aim of scaling for further impact.

12. Also available on Blue Line is the ICC Leadership Core Path, a shorter but tailored-made learning path comprising five modules aligned with the ICC Leadership Framework competencies. This path remained available throughout 2025 and was pursued by 24 learners.

13. Access to Blue Line has been extended into 2026 to support Strategic Goal 6 for the 2026–2029 period and particularly the promotion of effective leadership and management behaviours aligned with the Court's Core Values.

Connecting learning to the staff ePAS cycle in 2025 – presentations

14. To promote knowledge-sharing and the importance of learning objectives in ePAS to facilitate professional development, HRS took the initiative of showcasing the available learning options more clearly and comprehensively to managers. This was done through manager information sessions and visual content shared with managers and staff to show the learning options available in 2025 and explain how managers can support their staff and themselves along a professional development pathway. Five major information sessions were organized for groups of managers and staff in early 2025, coinciding with the beginning of the new ePAS cycle and attracting over 60 attendees.

Embedding leadership development into HR learning and development

15. To enhance the practice of leadership skills, a decision was taken to create concrete opportunities for staff to directly employ the skills they had learned. To that end, the Mentoring Programme underwent a revamp in 2025 and was relaunched in the third quarter of 2025. The revamp focused on reshaping the role of mentors/leaders within the organization by equipping them with coaching techniques that they could put into practice in their mentor-mentee relationships. Concrete training was therefore provided to mentors in 2025, whereas in past years training had been directed primarily at mentees.

16. A learning channel on the topic of stress management was published on the MyLearning platform in the fourth quarter of 2025 pursuant to the priorities identified through the 2025 Staff Engagement Survey, which had highlighted the importance of well-being and stress management. Entitled “Stress Management Toolbox / Boîte à outils pour la gestion du stress”, the channel was designed in collaboration with the Occupational Health Unit to consolidate relevant content from across the Court’s learning resources, including Court content, Blue Line and LinkedIn Learning. The channel includes online modules and resources such as UN mental health courses to help supervisors manage stress levels on their teams.

17. Looking ahead to 2026, the Core Values project endeavours to further integrate the Court’s Core Values into its leadership development efforts, ensuring alignment between the two frameworks.

18. In line with the results of the Staff Engagement Survey 2025, the Court also plans to gradually improve the staff onboarding programme by adding new managers as a target group. The aim is to ensure that newly appointed managers are equipped to lead effectively from the outset.

Leadership and management training programme – strategic priority for 2026-2029

19. Among the top priorities identified by the Staff Engagement Survey 2025, leadership and management were highlighted as an important focus for the period 2026-2029. Consequently, the design of a Leadership and Management Training Programme was announced in the fourth quarter of 2025. Groundwork and research began in late 2025, and substantive progress is expected in 2026.

The Executive Management Programme (EMP) – changes

20. Owing to significant organizational changes at the UN, some of the UN executive leadership programmes used by the Court, such as the EMP, were paused in 2025 for reassessment. New UN leadership programmes are in development to reflect the new landscape and leadership requirements of the UN.

21. In 2026, the Court will evaluate the new UN programmes for compatibility with the Court’s leadership development priorities.

22. The 2025 Staff Engagement Survey and relevant strategic plans will help shape the next steps taken to promote leadership learning and development.

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

23. In 2025, sessions held by HRS played a vital role in assisting senior management and their teams to understand the methodology of the Staff Engagement Survey and interpret the results at Court-wide, division and team levels. The sessions contributed to fostering team cultures by facilitating discussions around priority areas from each senior manager’s own survey results in order to support action planning and build connections to overarching Court-wide priorities and action items.

24. In 2025, HRS facilitated a total of eight team retreats throughout the Court. These retreats served to catalyse and enhance dialogue within teams, offering participants a valuable opportunity for collective engagement with the results of the Staff Engagement Survey. During the retreats, teams engaged in open discussions to identify challenges within their respective offices or sections and collaboratively develop actionable solutions. The Court views such efforts as an integral step towards building a more cohesive and resilient team culture. Several requests for team building events or retreats could not be accommodated by HRS owing to changes in resource availability and strategic priorities. In such cases HRS advised the requesting offices to refer to the roster of HR consultants, which includes several qualified and security-vetted

retreat facilitators. The OTP Human Resources Office (OTP-HR) covered some such requests internally and coached managers on the interpretation of the results.

25. This level of organizational development support coincides with the start of a new staff engagement survey cycle. The full survey conducted in 2025 identified priority areas which will be further investigated through two shorter “Pulse” surveys in 2026 and 2027 to provide greater insight. These efforts highlight the Court’s commitment to continuous leadership development and to ensuring that managers at all levels are well supported in their roles.

360-degree feedback for people managers

26. In 2025, the Court continued to enhance its support for people managers through the further implementation of the Developmental 360 feedback tool in line with the Court’s Leadership Framework. This tool offers valuable learning and development opportunities, allowing supervisors to gain insights into their strengths and areas for improvement through clear, evidence-based and actionable feedback. All participants received detailed, individualized feedback from trained experts within HRS.

27. A total of eight staff members took part in this leadership development initiative in 2025. To date, nearly 50 per cent of staff with supervisory responsibilities have completed the Developmental 360 process, and an additional 32 per cent are currently undergoing it. Despite a slowdown in staff participation due to conflicting priorities, HRS remains committed to this important activity.

IV. Learning and development

28. In 2025, HRS assessed competing needs and, bearing in mind its capacity, focused on those which were critical to mandate delivery consistent with strategic priorities. The items targeted for accomplishment and implemented during the year under review are highlighted in this section.

29. *New in 2025.* The following is a non-exhaustive list of accomplishments realized in 2025 in accordance with the relevant strategic priorities:

Court-wide:

- (a) Completion of the implementation of two Court-wide mandatory online courses to ensure understanding of relevant topics of policy and/or strategic importance. Roll-out in French took place in 2025 after the successful launch of both courses in English in 2024.
- (b) Strengthened learning through social collaboration with the launch and mainstreaming of Court-wide United to Respect Dialogues inviting reflection on conduct and behaviour at the Court.
- (c) Concrete learning and practice of leadership skills with coaching techniques embedded into the Court’s Mentoring Programme.

Office of the Prosecutor (OTP):

- (a) Relaunch of the OTP orientation programme to supplement the Court-wide onboarding programme by focusing on OTP activities and operations. An internal OTP site was developed to centralize orientation resources, improve the onboarding experience and increase the operational readiness of incoming team members.
- (b) Development of a framework for describing the steps of a systematic learning needs analysis to identify gaps between current and desired knowledge, skills and behaviours in the OTP.

United to Respect Programme – “Creating a Harmonious Workplace and Addressing Prohibited Conduct at the ICC” – mandatory online course and toolkit in French

30. The United to Respect (UtR) programme comprises three learning solutions: (a) an online course, (b) a toolkit and comprehensive guide and (c) the United to Respect Dialogues workshops. The programme was developed in response to several priorities, including one of the top five priorities identified through the Staff

Engagement Survey 2021, “Ethics and Standards of Conduct”,² and involves components that guide learners through the Court’s policy on harassment as set out in the relevant administrative instruction.³

31. In the first quarter of 2025, a French version of the online course “Creating a Harmonious Workplace and Addressing Prohibited Conduct at the ICC” was created and published, allowing learners to access the mandatory course in French.

32. The Toolkit was launched and made available in French in the first quarter of 2025, affording staff access to the UtR in both working languages of the Court.

33. The mandatory online course has a completion deadline of three-months after enrolment.

34. The number of training completions shown in Table 1 (at paragraph 46 of this report) is significantly higher than the figure projected for future reporting, as the 2025 reporting period comprised the initial launch. Future data will focus on newly joined personnel.

UtR mandatory online course: all personnel, 2025

35. In 2025, the overall rate of completion of the mandatory online courses (for learners whose three-month deadline fell within the year) was 69 per cent across all personnel categories including elected officials, staff, interns and visiting professionals, and secondees.

36. Of a total of 1,692 personnel, 1,170 (69 per cent) completed the course, 432 (26 per cent) enrolled but did not begin the course and 90 (5 per cent) began the course but did not complete it by year-end.

37. The course was also delivered in French with 28 participants enrolled, 15 of whom completed the training.

UtR mandatory online course: staff only, 2025

38. The completion rate for staff members only in 2025 (for those whose three-month deadline falls within the year) was 75 per cent.

39. Of a total of 1,199 staff members, 905 (75 per cent) completed the course, 236 (20 per cent) enrolled but did not begin the course and 58 (5 per cent) began the course but did not complete it by year-end.

40. The course was also delivered in French with 18 staff members enrolled, 8 of whom completed the training.

UtR mandatory online course: all personnel, all years (cumulative to year-end 2025)

41. The completion rate for all personnel cumulatively to year-end 2025 was 69 per cent.

42. Of a total of 1,793 personnel, 1,236 (69 per cent) had completed the course, 462 (26 per cent) had enrolled but had not begun the course and 95 (5 per cent) had begun the course but had not completed it by year-end 2025.

43. A total of 36 participants had enrolled in the French version of the course, with 19 completing the training.

UtR Dialogues – workshop

44. One of the most substantial initiatives added to the Court’s learning catalogue in 2025 was the UtR Dialogues workshop. From the fourth quarter of 2024, a pool of in-house facilitators to lead the workshops was gradually built up following a train-the-trainers course organized in collaboration with the United Nations Secretariat. The workshops underwent further development in the first quarter of 2025 and were launched in June 2025. The first Court-wide UtR Dialogues workshop was delivered in July 2025, followed by 11 inaugural workshop sessions in the remainder of 2025, for a total of 12 sessions. The French-language version of the Dialogue materials was developed concurrently with the launch, and a French-language session was piloted in the fourth quarter of 2025.

² Staff Engagement Survey results 2021, “Ethics and Standards of Conduct”.

³ Administrative Instruction, “Addressing Discrimination, Harassment, including Sexual Harassment, and Abuse of Authority”, ICC/AI/2022/003, 4.2(d).

45. The implementation of the in-person workshops was organized in two ways:
- (a) Court-wide sessions were opened for individual registration, resulting in mixed groups of participants representing a wide variety of offices/teams and contract types, consistent with the One-Court principle. This approach led organically to a cross-organ learning atmosphere that exposed participants to a range of experiences and viewpoints.
 - (b) Ad hoc sessions were delivered at the request of specific teams, units or organs, bringing together participants from the same organizational setting. This format fostered a learning environment of familiarity and trust, enabling more open discussion, peer exchange and practical reflection on shared challenges and experiences particular to each team.
46. The data for 2025 are tabulated below:

Table 1. United to Respect Dialogues 2025

Number of participants	210
Number of sessions	12
of which:	
Court-wide sessions	4
ad hoc sessions	8
at a Country Office	2
at HQ	10
in English	11
in French	1

47. The Dialogues workshop series will continue in 2026. “Ethics and Standards of Conduct” and “Workplace Culture” remain among the top priorities identified in the 2025 Staff Engagement Survey. Five Court-wide sessions have already been scheduled, and 2026 will see the formal launch of French-language sessions, officially making the workshop available in both working languages of the Court.

48. Rates of participation in a programme of this kind generally peak in the first year, when most current personnel attend. In subsequent years, a lower but sustained rate of participation is expected as new personnel arrive and join the programme.

Gender Equality: Key Concepts and Practices – mandatory online course

49. In the first quarter of 2025, a French-language version of the mandatory online course, Gender Equality: Key Concepts and Practices, was created and published.⁴

50. To stagger the roll-out of the two mandatory courses described above, the initial deadline for staff to complete the gender equality course was set for the end of the 2025-2026 ePAS cycle, in February 2026. The 2026 report will show more sustained data integrated into a full cycle.

51. In the meantime, the number of completions recorded in 2025 across all enrolments (elected officials, staff, interns and visiting professionals, and secondees) was 64 per cent.

⁴ Strategy on Gender Equality and Workplace Culture for the International Criminal Court, 2022, section 3, pillar I, deliverable 3.

Gender equality mandatory online course: all personnel, 2025

52. The overall completion rate for 2025 (for learners whose three-month deadline fell within the year) was 64 per cent across all personnel categories (including elected officials, staff, interns and visiting professionals, and secondees).

53. Of 1,677 personnel, 1,065 (64 per cent) completed the course, 505 (30 per cent) enrolled but did not begin the course and 107 (6 per cent) began the course but did not complete it by year-end.

54. The course was also delivered in French, with 44 participants of whom 34 completed the training.

55. The completion rate for staff members only in 2025 was 69 per cent.

Gender equality mandatory online course: staff only, 2025

56. The completion rate for staff members in 2025 (for those whose three-month deadline fell within the year) was 69 per cent.

57. Of a total of 1,196 staff members, 826 (69 per cent) completed the course, 292 (24 per cent) enrolled but did not begin the course and 78 (7 per cent) began the course but did not complete it by year-end.

58. The course was also delivered in French, with 36 staff members enrolling and 28 staff completing it.

59. Both of the new mandatory online courses mentioned above are instrumental in 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.⁵

60. **In 2025, mandatory training was new to the learning culture of the Court. In the spirit of a continuous learning culture, the Court will begin in 2026 to investigate mandatory training compliance as a reflection of alignment with the Court's Core Values.**

Digital learning

61. Digital learning continued in 2025 as a way for staff to individualize their learning journey and gain convenient access to new knowledge and skills. The Court's three main digital learning platforms in 2025 were MyLearning (a hub for all Court content), Blue Line (access to UN related training and learning community through the United System Staff College) and LinkedIn Learning (a wide range of technical, operational and general skills modules to keep up with global trends and developments). These e-learning platforms afford all staff access to digital learning content regardless of location and language.

Language learning

62. The Court's language training programmes continued in 2025, reflecting the importance of bilingualism to the effective functioning of the Court and the encouragement of staff to develop proficiency in both working languages.⁶ The Court facilitated two tracks of the French Language Programme in 2025: (1) General French and (2) Legal and Diplomatic French. The level of the General French course depends on the levels of the specific participants who register and varies from A1.1 to B2/C1. The Legal and Diplomatic French class runs for a longer period and finishes later.

63. A total of 44 staff members took the course from March to July/August 2025, and 41 staff members are participating in the next course from October 2025 to January/February 2026.

64. The Legal and Diplomatic French course, or *Français sur objectifs spécifiques* (FOS) was restarted in 2025 after a hiatus in 2024. The course supports advanced learners who wish to continue developing their French for professional purposes. The course consists of specialized modules tailored to the language needs of the Court and its staff.

⁵ ICC/AI/2022/003.

⁶ ICC/AI/2019/007, section 1.1; ICC-ASP/24/Res.4, section O, para. 2.

65. Module 1 of the FOS course focuses on the full range of language skills – speaking, listening, reading, writing and interacting – through Court-related simulations, materials and terminology. FOS Module 2 was newly launched in 2025, focusing primarily on the comprehension of legal documents issued by the Court in French. Both Module 1 and Module 2 were offered in 2025 owing to the missed year in 2024.

66. In 2025, HRS offered the UN Language Proficiency Examination in collaboration with the UN and in line with the Court’s administrative instruction on language proficiency and language incentives,⁷ enabling 19 staff members to undertake this high-level language examination in several UN official languages. Some staff took the exam in two languages, resulting in 23 exams taken by 19 learners in 2025. Of the 23 exams, 7 were in French, 7 were in Russian, 6 were in English, 1 was in Arabic, 1 was in Spanish and 1 was in Chinese. The results will be shared with HRS at the end of the first quarter of 2026.

67. HRS recognizes the importance of multilingual proficiency in the Court’s workforce.⁸ Subject to overall prioritization and available capacity, HRS may explore the feasibility of conducting a preliminary review of relevant practices in other organizations, with a view to assessing whether further work in this area would be appropriate at a later stage.

Unconscious bias training

68. The Unconscious Bias in Recruitment e-learning course was used as a prerequisite 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.

Onboarding events

69. In 2025, HRS onboarding events for staff members new to the Court afforded 84 new staff members the opportunity to become acquainted with the Court as an organization and to meet relevant focal points from around the Court. The goal of the programme remained the same, namely to help new staff settle into their working environment and gain familiarity with the Court’s organizational structure, rules and workplace principles, and to support them in building networks with other newcomers and key stakeholders around the Court so as to hit the ground running.

70. Onboarding events included presentations in areas such as staff well-being, cultural awareness, information security, building security and practical information about the mandate and processes of the General Services Section, the Ombuds, the Independent Oversight Mechanism (IOM), the Staff Union Council, the Focal Point for Gender Equality, the Information Management Services Section, the Occupational Health Unit (OHU) and HRS. Onboarding sessions were also joined by the Registrar, who delivered an address to new staff, providing inspiration and context for the Court’s mandate. HRS continues to work in collaboration with other stakeholders across the Court to provide successful onboardings.

71. New in 2025: a presentation on secondary trauma prevention in collaboration with OHU was added to the onboarding agenda. The presentation is derived from OHU’s Secondary Trauma Prevention project and provides new staff with information and tips related to this topic and well-being in general.

OTP onboarding

72. Supplementing the onboarding sessions offered to all new staff, the OTP reinitiated its own organ-specific onboarding, with sessions attended by 71 new colleagues attended in 2025. The programme provides a comprehensive introduction to OTP policies, systems and operational procedures, enabling new colleagues to understand the roles and responsibilities of each organizational entity and fostering a cohesive culture across the OTP.

73. The OTP orientation programme combines presentations, interactive activities and supporting materials to ensure clarity, accessibility and consistency in information delivery. Key elements include an overview of the OTP’s mandate and strategic objectives, introductions to individual units and opportunities

⁷ ICC/AI/2019/007.

⁸ ICC-ASP/24/Res.4, section O, para. 3.

to meet key stakeholders, section or unit heads and other colleagues, so as to promote collaboration and professional connections.

74. Ultimately, the OTP programme aims to create a positive first impression and establish a strong foundation for a productive and rewarding work experience. It equips new colleagues with the knowledge, resources and confidence needed to navigate their environment, contribute effectively and align with the Office's overarching goals.

The Mentoring Programme

75. The Mentoring Programme promotes personal and professional development, fostering leadership skills, inclusivity and knowledge-sharing while enabling mentors and mentees to demonstrate the Court's Core Values in action. The 2025-2026 Programme, led by HRS, continues to align with the organization's Leadership Framework to support growth, leadership development and knowledge-sharing.

76. This edition introduced a shared responsibility model, empowering both mentors and mentees to actively shape the mentoring relationship. In 2025, mentors were newly equipped with coaching training to enhance their leadership skills, emotional intelligence and ability to facilitate structured developmental conversations using coaching techniques. Mentees were encouraged to take ownership of their professional development by setting clear goals and applying learning directly in practice.

77. In 2025, the Mentoring Programme was officially launched through an information session that brought together 60 staff members for a presentation of the programme's objectives and structure. Following a sign-up period, participants received targeted training to maximize the benefits of the programme. A total of 16 mentors took part in initial training sessions focused on the foundations of coaching skills, while 30 mentees attended activation workshops dedicated to goal setting and programme orientation, both delivered jointly by HRS and an external expert.

78. In 2026, the Mentoring Programme will focus on the establishment of mentor-mentee pairings and the formal launch of the mentoring relationships. The active mentoring phase will run for a six-month period, during which pairs will engage in regular mentoring conversations aligned with individual development objectives. At the time of writing, HRS expects 47 mentees and 27 mentors to participate in the 2025-2026 Mentoring Programme.

79. The active mentoring relationship will commence in 2026. Mentors will continue to be supported through two additional group training sessions reinforcing a culture of leadership and continuous learning across the organization.

Career Transition Support Programme – initiative piloted to support Country Office staff

80. The Career Transition Support Programme (CTSP) was a pilot initiative to support Country Office-based staff affected by the fluctuation of operational requirements resulting in non-extension of contracts.

81. In 2025, the initiative was piloted in the Country Office in Bangui with two staff members, supported by a cross-functional task force involving ownership and coordination by OHU, SUC, managers and HRS. In addition to sharing a catalogue of digital training and resources to guide the affected staff through career transition processes, the pilot provided the affected staff with tailored support on in-person aspects, including career conversations, CV reviews, mock interviews and personal branding. It demonstrated the value of a coordinated, cross-functional approach in a Country Office setting, and received positive feedback from the staff members concerned.

82. The CTSP may offer a model to be followed in future similar situations at Country Offices, subject to the availability of dedicated resources in the relevant teams and sufficient HRS capacity.

OTP Informal Knowledge-Sharing Programme

83. OTP-HR continued its Court-wide informal knowledge-sharing initiative Connect-Share-Learn ("C-S-L") in 2025 through partnerships with the Court Library (Author Talk series) and the Staff Union Council (Wellbeing series).

84. This initiative reflects a concern to enable OTP colleagues to connect with each other, share knowledge and learn both as individuals and as an organization by generating new ideas and diversifying perspectives. It has evolved to include Court-wide activities and external expertise to spur curiosity and growth.

85. C-S-L takes the form of a lunchtime lecture series at which internal and external experts share their insights and knowledge on a wide range of subjects. Sessions may be limited to a particular organ or open to all Court personnel. The Author Talks series provides a platform for published authors and researchers to present their latest work and engage in in-depth academic discussions with colleagues, while the Wellbeing series seeks to complement other formal offers by the Staff Union Council.

86. The programme is expected to expand with a view to greater Court-wide coordination in 2026. The OTP is looking at increasing the number of internal presenters to reinforce the “connect” part of the initiative.

Table 2. OTP Connect-Share-Learn 2025

Number of participants:	614	participants
<i>of which:</i>		
On site:	253	
Online:	361	
Number of sessions:	15	sessions
<i>of which:</i>		
Organ-specific:	2	
Well-being:	6	
Author Talks:	7	
Number of presenters:	25	presenters
<i>of which:</i>		
Internal:	10	
External:	15	

OTP Learning Need Analysis (LNA) framework

87. The OTP has developed a framework that describes the steps to conducting a systematic LNA to identify gaps between current and desired knowledge, skills and behaviours within the Office. The framework ensures that learning actions are aligned with the OTP Strategic Plan, improve performance and support professional development, and hence that they are not only relevant and timely but also aligned with operational priorities and performance expectations. Given the rapid technological changes and shifting political landscape facing the Court, the Office and its staff must continuously adapt by acquiring new skills and enhancing those they already have. This framework provides a structured approach to assess such changes and respond with targeted learning solutions based on stakeholder input.

New courses on OTP operations

88. In 2025, the OTP launched 26 new courses (16 online and 10 in-person) for various sections and units to cover their operational needs and help staff develop new skills and enhance existing ones. The topics span from software development to analysis, investigation and legal matters.

Resilience

89. Following reviews of technology systems in 2025, the Learning and Development function initiated actions in the fourth quarter of 2025 to strengthen the resilience and continuity of its digital learning infrastructure. This included initial measures to ensure that data from multiple digital platforms were securely downloaded and that vendor arrangements were reviewed, mitigating risks related to system dependency and data accessibility. The work encompassed key digital platforms, including the Learning Management System and other learning tools, and represents a longer-term initiative that will continue into 2026.

90. **In 2025, HRS successfully rolled out various ongoing learning activities in addition to major strategic projects for the Court, including novel mandatory training courses and associated workshops.**

91. **In line with the Court's report on human resources management for 2024⁹ and the implementation of the Core Values, HRS worked in 2025 with internal stakeholders on the United to Respect programme and the Core Values project to promote a respectful workplace where everyone feels included, valued and respected, regardless of background.**

92. **In 2026, one of the goals of HRS will be to promote and maintain the programmes and projects previously launched to ensure optimal results from the learning solutions implemented and monitor the impact of learning.**

93. **Learning activities are being and will continue to be developed in alignment with the new ICC Strategic Plan 2026-2029 and include Core Values-related staff engagement initiatives. Activities are subject to prioritization and subject to the Court's training and development capacities.**

V. Performance management

94. Rates of compliance with the performance appraisal system remained high in 2025, reflecting the ongoing organizational efforts to emphasize the importance of the performance management process. The rate for the objective-setting phase reached 88 per cent for the 2025-2026 period, close to the figures from previous years. The target final compliance rate for 2025-2026, to be confirmed in May 2026, is 90 per cent, the goal being to maintain the high standards achieved in previous years.

95. Performance management continues to be a key focus for the Court. Several ad hoc sessions were conducted throughout the year, providing supervisors and staff with opportunities to explore aspects of the process, including managing underperformance and implementing performance improvement plans.

96. As an actionable follow-up from the Developmental 360 exercise and to further integrate the 360-degree review process across the organization, participants are encouraged to discuss their experience with their supervisor and receive support on implementing findings from their performance appraisal cycle as learning and development objectives.

97. In 2024, efforts were made to strengthen the Court's working culture by introducing mandatory performance objectives for managers. Guidance and instructions were provided to managers to support improvements to engagement scores in their areas. The results of the 2025 Staff Engagement Survey confirmed that the initiative and efforts made were having a tangible impact. For example, in the Registry, improvements were noted at division level (8 per cent) and section level (18 per cent), while the OTP recorded positive trends in most of the survey topics and more specifically in 9 out of the 15 themes, by comparison with 2023.

⁹ Report of the Court on human resources management, ICC-ASP/24/2, section XVI.

98. **Sustaining a high level of compliance with the performance management process (90 per cent objective-setting and final compliance rate) is a priority for 2026, alongside continued support for managers and staff to work towards a culture of trust and ongoing feedback, using practical tools such as workshops, sessions for managers and new online material.**

99. **In 2026, the Core Values will be introduced into the performance management cycle. HRS will support their integration into the Court's performance management system. In line with the ICC Strategic Plan 2026-2028, HRS will seek to support enhancement of the performance management system to ensure that it remains agile and responsive to the needs of global justice.**

VI. Staff engagement and well-being

100. Staff engagement and well-being remained strategic priorities for the Court in 2025, in line with Court-wide Strategic Goal 6, which is to uphold the Core Values by fostering a culture of integrity, fairness, accountability and inclusion and by prioritizing staff well-being and professionalism. From 26 February to 26 March 2025, the third full Staff Engagement Survey was conducted at the Court. The questionnaire was reduced to 70 statements following feedback from staff and other internal stakeholders. The survey was conducted on a new platform which facilitated a better user experience and improved presentation of results.

101. The results of the 2025 survey became available in the second quarter of 2025. The response rate was 76 per cent, the highest rate ever since the Court's first engagement survey in 2018. A significant effort followed to support interpretation of the results, involving the Court's Principals, senior management, staff and States Parties. For instance, the Court's Principals held a dedicated Court-wide town hall meeting in June during which the results were discussed openly with staff. Throughout the year, engagement was the central topic of most HRS sessions held across the various organs of the Court. Over 28 sessions on the 2025 Staff Engagement Survey results and next steps were facilitated by HRS and 3 by OTP-HR.

102. The Staff Wellbeing and Engagement Committee (SWEC) analysed the results with the support of HRS and the external survey provider. Five Court-wide priorities* were proposed and endorsed by the Principals on the basis of the 2025 results:

- (a) Leadership and management;
- (b) Ethics and standards of conduct;
- (c) Workplace culture;
- (d) Well-being, including stress; and
- (e) Staff selection and career development.

*Gender equality efforts are to be integrated into all priorities.

103. **The next Staff Engagement Pulse Survey is scheduled for the third quarter of 2026, to monitor progress and further examine the priority areas that require attention.**

104. **HRS, in coordination with the SWEC, will support monitoring of the implementation of the staff engagement action plan as well as the design of the 2026 Staff Engagement Pulse Survey.**

105. **In 2026, OTP senior management is taking steps to increase staff engagement and improve well-being, building on the analysis of the results of the 2025 Staff Engagement Survey and lessons identified from past OTP initiatives. OTP-HR and the working groups involved in improving workplace culture are involved in this plan.**

VII. Strategic workforce planning

106. The Court's report on human resources management in 2024 outlined the Court's commitment to the Job Families initiative, the need for modern HR systems, and the importance of data-driven workforce planning. In 2025, efforts shifted from design and planning to implementation and preparation for operationalization, with significant progress made on translating the Job Families concept into tangible tools,

strengthening HR technologies and expanding data capabilities to support mobility and career development across all Major Programmes.

Job Families

107. In 2025, an external consultant finalized the review of the Job Families mapping conducted by OneHR, ensuring that the proposed structure accurately reflects the Court's operational needs and functional realities. Where applicable, and with regard had to the Court's unique context, new job families were proposed. The consultant developed an ICC Skills Glossary, establishing a common, Court-wide language for skills that will serve as the basis for generic job profiles, talent management and workforce planning. Building on this foundation, work began on drafting Generic Job Profile templates early in the year, translating the conceptual mapping into concrete tools to support recruitment, internal mobility and career development.

108. To ensure ownership and alignment with operational requirements, 32 Court-wide engagement meetings were held with leadership, senior managers and staff. These consultations introduced the concept of job families, provided progress updates and secured focal points to contribute substantively to the refinement of the Generic Job Profiles. To facilitate this, dedicated collaboration platforms and a job profiles database with a common repository of job descriptions were established, enabling transparent, real-time input and secure access with version control. By the end of 2025, 27 focal points across the Court had received draft Generic Job Profiles for review and feedback, with approximately 80 per cent of the templates produced by the consultant. This work, while still ongoing, laid the groundwork for piloting job families in 2026.

109. In 2026, the Court will adopt and pilot job families in selected areas, using Generic Job Profiles in roster recruitment. Pilots for internal mobility and career development will be subject to the adoption of an internal mobility framework.

Operationalization of Job Families through HR Systems Modernization

110. In 2025, the Court initiated exploratory work to assess how the existing SuccessFactors environment could be leveraged to prepare for the operationalization of job families and skills-based workforce planning using existing resources. This work focused on analysing options for configuring people profiles to capture and validate skills and for configuring the job profile builder to host Generic Job Profiles. It also examined how these configurations could in future be used in roster recruitment, as well as in internal mobility and career development paths through skills matching linked to regular turnover and tenure. While exploratory work has been largely completed, no final decisions have yet been taken, in order to carefully consider sanctions-related constraints, business continuity and the prudent use of limited resources.

111. In 2026, resources permitting, the Court should identify a system that hosts the Generic Job Profiles and provides both a skills-matching tool and an opportunity marketplace. This will allow job families and skills to be used more consistently in recruitment, internal mobility and strategic workforce planning, and will help strengthen the link between learning and development and performance management.

On- and offboarding automation

112. Work on onboarding and offboarding automation, initiated in 2024 to address a long-standing audit concern, progressed substantially. In 2025, additional interviews were conducted with stakeholders to document processes for staff moving between Major Programmes, complementing the interviews carried out in 2024 and bringing the total number of stakeholder interviews to 54. This comprehensive analysis clarified roles, systems and handover points and provided the basis for a robust technical design.

113. From a strategic workforce planning perspective, the automation of these processes is essential to ensure timely, accurate and complete data on staff movements, thereby providing a reliable basis for internal mobility analysis and workforce projections. By the end of 2025, and with existing resources, a vendor had been secured for offboarding automation, with implementation scheduled for the second quarter of 2026. Once implemented, this solution is expected to improve efficiency, strengthen access controls and ensure that data on staff entries, exits and internal moves is captured consistently, thereby supporting seamless transitions, including re-onboarding where relevant, and enhancing the quality of workforce planning and internal mobility analytics.

114. In 2026, the Court will complete implementation of offboarding automation and explore options to extend automation to onboarding and staff moves between Major Programmes, with the aim of improving data quality, access controls and support for seamless transitions and internal mobility analysis.

Data-driven strategic analysis and analytics

115. The role of HR analytics in supporting internal mobility and workforce planning expanded further in 2025. A dedicated and multidisciplinary Working Group on Analytics worked on automated dashboards under the Talent Acquisition Intelligence initiative, including the Recruitment Plan, Recruitment Rosters, Hiring Process Dashboard, additional State Party representation reports and data-quality dashboards. The aim is to provide managers and senior leadership with transparent, timely and standardized data to support talent acquisition planning; resource, workload and mobility overviews; and time-to-hire data, among other key performance indicators.

116. Progress on several dashboards was slower than anticipated, as the Court relies on a limited SAP technical resource needed for the development of these automated tools. These had to be reprioritized to meet competing organizational demands. Consequently, some dashboards containing human resources data initially planned for 2025 could not be finalized.

117. Benchmarking initiatives also continued, particularly in relation to sick leave data, where collaboration continued with similar international organizations, e.g. the Organisation for the Prohibition of Chemical Weapons.

118. Analytics support was also provided on various topics such as mobility, retirements and composition of boards and committees, contributing to broader organizational discussions on representation, diversity and governance.

119. Efforts to improve data quality and governance remained central to this work, with automated dashboards designed and tested using enhanced validation checks to ensure the reliability and consistency of the information used for workforce planning and internal mobility analysis. The Working Group on Analytics further identified key data-quality challenges and underscored the need to establish a data governance body to oversee standards, ownership and accountability.

120. In 2026, the Court will prioritize completion and enhancement of previously delayed key analytics tools to provide stronger, timely data for talent acquisition, internal mobility and strategic workforce planning.

Collaboration and industry engagement

121. Collaboration with internal and external partners continued to be a hallmark of the Court's approach to strategic workforce planning and internal mobility. Benchmarking on sick leave analytics, participation in UN communities of practice on strategic workforce planning and analytics, and engagement with industry experts and vendors helped ensure that the Court's tools and approaches remained aligned with evolving industry standards.

122. Low- or no-cost participation in external events, including HR Tech in Amsterdam, SAP SuccessFactors or the Career Round Table events, provided valuable insight into emerging HR technologies, skills-based workforce planning practices and the experiences of other international organizations and private sector entities, thereby informing the Court's own strategic choices. Insights gained from other international organizations and industry leaders have also highlighted the need for the Court to continue to advance its own HR technologies and methodologies in order to fully realize the benefits of strategic workforce planning and internal mobility.

123. Overall, in 2025, the Court moved from designing to putting in place the practical enablers of internal mobility and strategic workforce planning. The year was marked by concrete progress on job families, strengthening data and HR systems that will support more transparent and equitable movement and career development across Major Programmes. This provides a solid basis for 2026,

when pilots, automation and enhanced analytics are expected to translate these foundations into visible benefits for managers and staff.

VIII. Continuous improvement – automation

124. The implementation and progressive enhancement of the Court's HR Portal continued to play a central role in modernizing HR service delivery throughout 2025. Following its roll-out in June 2024, the Portal processed 4,404 requests, consistently demonstrating strong performance (82.2 per cent compliance) against the Court's three-day Service-Level Agreement (SLA). Overall demand for HR support increased significantly during the reporting period. In 2025, the Portal received a total of 8,190 requests, reflecting a consistent volume of requests and usage as well as stability in terms of reliance on digital HR services Court-wide. Of those cases, 80.3 per cent were resolved within the three-day SLA, illustrating the Portal's sustained capacity to manage a substantially higher workload while maintaining a robust level of service delivery. Building on the early efficiency gains of 2024, the Portal further consolidated HR processes, strengthened automation and expanded employee self-service in digital HR services, thereby supporting the Court's strategic objectives of continuous improvement and enabling more streamlined and responsive HR operations.

125. During 2025, particular emphasis was placed on maturing the Portal's core functionalities. Searchable, policy-interpreted Q&As were introduced to address the most frequent enquiries, providing staff with clear and consistent guidance without the need to submit a request.

126. In a time of political uncertainty for the Court and the UN Common System as a whole, attention to staff queries and clear communication about their entitlements is more important than ever. Owing to the prevailing uncertainty, HRS noted an increase in the complexity of queries as well as a desire on the part of staff for more information at greater speed. The improvements generated by the advancement of digital solutions supported the management of increased demand. The Court specifically experienced an increase in queries from staff regarding the sustainability of its medical insurance and pension schemes.

127. Steps to improve the quality, efficiency and sustainability of the social security regime of the Court have been taken into consideration in previous years with the aim of improving staff experience of the relevant services. The Court is assessing the risks and considering mitigating actions in relation to the prevailing uncertainties in order to provide staff with greater confidence in the security of their entitlements. The assessment under way includes consideration of a dedicated social security function in the light of an ageing workforce and tenure cycles for senior management positions.

128. The early results described above underscore the potential for efficiency gains afforded by digitalization and automation, especially against the backdrop of a year of unprecedented initiatives and external political pressures. The goal of the automation initiatives undertaken by HRS is to provide trusted service delivery based on a clear understanding of human resources policy. Digitalization also provides service-level metrics to identify additional areas for improvement.

Outlook for 2026

129. **In 2026, the Court will continue to expand the Portal's role as the focal point for HR service delivery, embedding it across HRS teams by enhancing self-service modules in the areas of recruitment, onboarding, learning and development, and performance management. The 2025 SLA statistics will form the baseline for service delivery measurement and identifying areas of improvement. Priorities include broadening the searchable Q&A library, advancing digital personnel record integration and extending automation to additional HR workflows, with a specific focus on OTP-HR integration in the newly established unit. These efforts are expected to strengthen service consistency, improve user experience and reduce administrative burdens across HRS.**

IX. Recruitment and staff selection

Talent acquisition

130. Talent acquisition,¹⁰ with a strong focus on building a diverse and highly skilled workforce, remained a strategic priority for the Court. In 2025, HRS continued to experience a significant increase in workload, driven by a sustained rise in recruitment activities across two Major Programmes: Registry and the OTP. The increase in workload was driven by the implementation of an expanded number of approved budgeted posts, in addition to an average vacancy rate of 16 per cent¹¹ carried over from 2024, which collectively generated sustained recruitment demands during the reporting period.¹²

131. To ensure that the Court can continue to effectively discharge its mandate, HRS efforts focused on the following key areas:

- (a) Strengthening HRS capacity for talent acquisition: the Court invested in expanding and reinforcing HRS and OTP-HR capacity.
- (b) Improving the efficiency and effectiveness of talent acquisition processes by reducing recruitment timelines, lowering the vacancy rate and improving the overall candidate experience.
- (c) Improving data quality and accuracy through improved validation processes and automated reporting tools.
- (d) Improving the functionalities of the Applicant Tracking System (SuccessFactors) to enhance recruitment and internal mobility.
- (e) Building employer branding, outreach and sourcing capacity: the Court began developing a dedicated function to strengthen its ability to attract a more diverse and globally representative workforce.

Talent acquisition performance in 2025

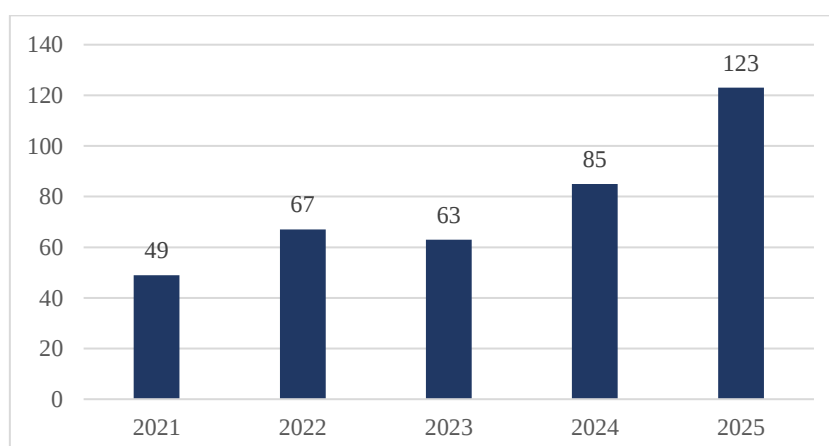
132. In 2025, the Court began the year operating within its approved budget, which included 980 established posts, of which 173 were vacant, corresponding to an average vacancy rate of 18 per cent. In addition, the Court had 238 positions funded by General Temporary Assistance (GTA).

133. A total of 123 established posts were filled through competitive recruitment processes. HRS and OTP-HR continued to fill more positions year-on-year, showing a substantial increase in operational demands and greater recruitment capacity.

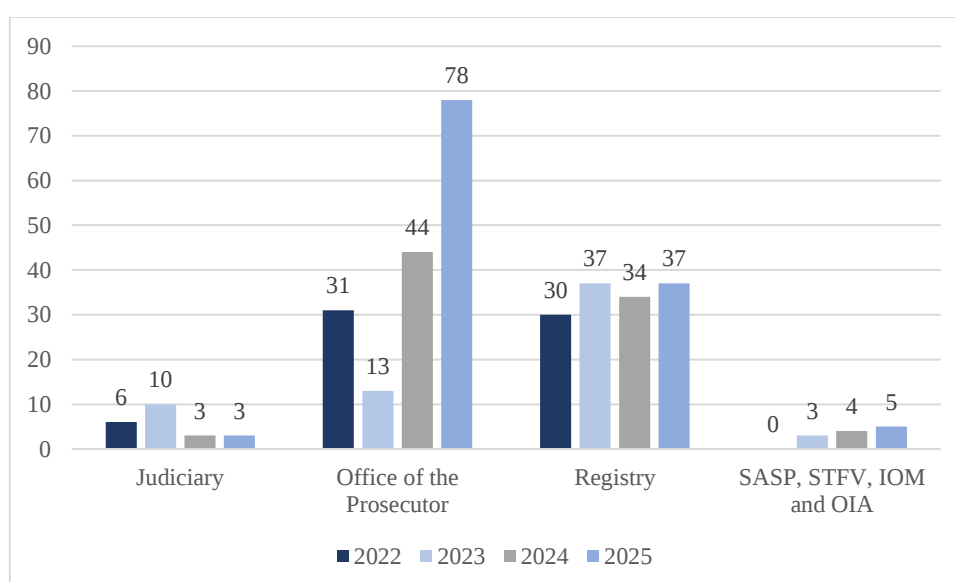
¹⁰ Talent acquisition is a strategic, long-term approach to identifying, attracting, assessing and hiring individuals whose skills and potential align with an organization's current and future workforce needs. It comprises the following elements: workforce planning, employer branding, proactive sourcing and the building of talent pipelines to support organizational goals and sustainable growth. <https://www.cipd.org/>, [Guide to Talent Acquisition in Human Resource Management](#)

¹¹ This percentage differs from the average vacancy rate in January 2025 as it is linked to staffing numbers from 2024.

¹² *Report of the Court on human resources management*, ICC-ASP/24/2, para. 108.

Table 3. Established posts filled in comparison with previous years

134. The close cooperation between HRS and OTP-HR and the increased operational capacity resulted in 78 established posts filled in the OTP, representing 63.41 per cent of all posts filled Court-wide.

Table 4. Established posts filled in comparison with previous years by Major Programme

135. In 2025, HRS supported several high-level recruitments, including Chief of the Security and Safety Section (P-5) and Director of the Secretariat of the Assembly of States Parties (D-1). These recruitments contributed to increased geographical diversity in high-level positions, including the number of women in senior leadership posts.

Moratorium on the recruitment of non-State Party nationals

136. At its twenty-third session, the Assembly decided that “as of 1 January 2025, there shall be in force a moratorium on the recruitment of persons of non-State Parties’ nationality to the professional staff category at the P-1 to P-5 and Director levels”. The Assembly also decided that “[t]he Prosecutor or Registrar, as appropriate, shall provide an annual report to the Assembly of States Parties through the Bureau of all uses of the exemption referred to in paragraph (c)”.¹³

137. The Court implemented the decision effective 1 January 2025 and has fully adhered to the moratorium. No non-State Party nationals were appointed to Professional-category posts in 2025.

¹³ Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Twenty-third session, The Hague, 2-7 December 2024 (ICC-ASP/23/20/Advance version), vol. I, part III, ICC-ASP/23/Res.3, paras. 1 and 2.

138. Internal candidates continued to be successful through competitive recruitment processes and constituted the majority of hires in 2025. Of the 123 established posts filled, 45 (36.6 per cent) were filled by external candidates while 78 (63.4 per cent) were filled by staff members already working for the Court.

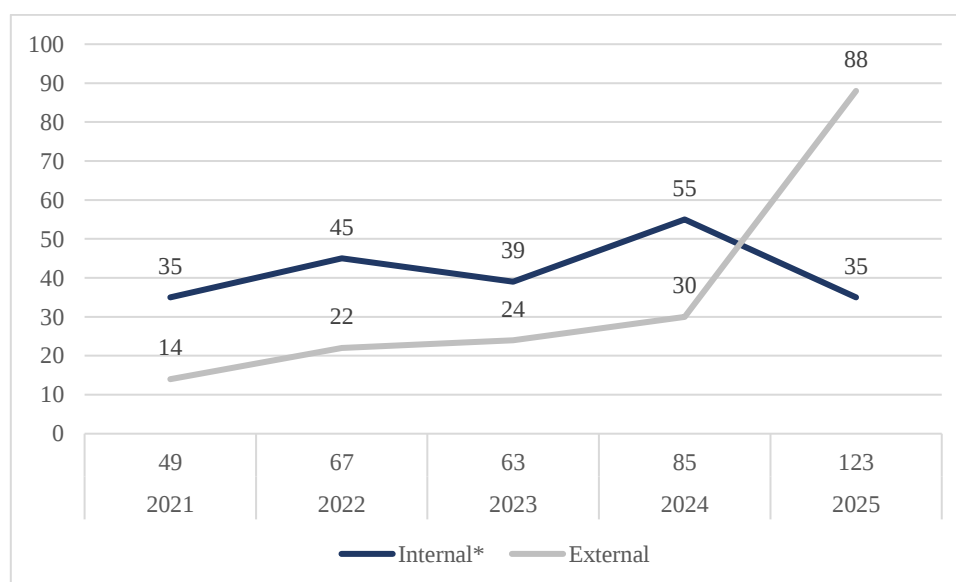
Tenure

139. As called for by the Assembly in resolution ICC-ASP/23/Res.2 adopted in December 2024 during its twenty-third session, a tenure policy applicable to the P-5 and Director levels has been implemented.¹⁴ 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.

140. In 2025, the tenure policy was applied to new recruitments as well as extensions of contracts of staff members at the P-5 and Director levels. For newly recruited staff members, the tenure policy was applied to three staff members: two P-5s (one in the OTP and one in the Registry) and one D-1 (in the Secretariat of the Assembly). In 2025, the tenure policy was applied to the contract extensions of 12 staff members:

- (a) 11 P-5s (6 in the Registry, 4 in the OTP and 1 in the Judiciary); and
- (b) 1 D-1 (in the Office of Internal Audit).

Table 5. Established posts filled by internal and external candidates in comparison with previous years



141. The Court takes note of the Committee's recommendations regarding the need for a comprehensive and transparent framework for conversions, particularly from GTA positions to established posts. During the workshop scheduled for spring 2026, HRS will present a proposal detailing clear criteria for the conversion process for the Committee's consideration.¹⁵

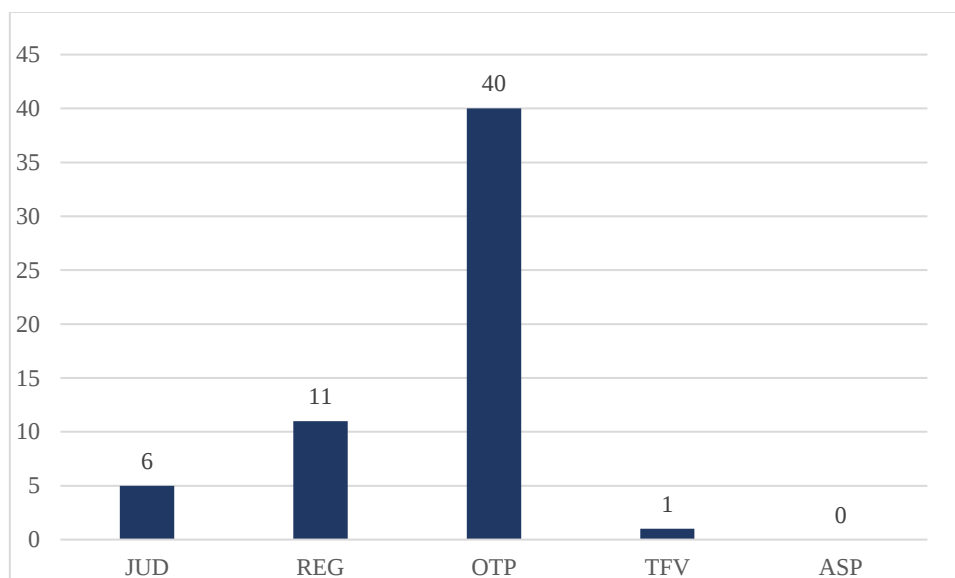
142. From 2022 to 2025, recruitment activity increased significantly across the Court, with moderate levels in 2022-2023 giving way to a sharp increase in 2024 and 2025. This upward trajectory was driven by the OTP, where in 2023 the focus had been on the use of short-term, rapidly deployable resources through the OTP's dedicated trust fund, secondment and other innovative methods. Registry recruitment remained relatively stable over the four-year period, while Judiciary figures experienced a decline in 2024 and remained low in 2025. Smaller Major Programmes (the Secretariat of the Assembly, the Secretariat of the Trust Fund for Victims, the IOM and the Office of Internal Audit) demonstrated steady, incremental growth from 2022

¹⁴ With the implementation of the tenure policy, IER recommendation 84 can be considered completed.

¹⁵ ICC-ASP/24/25, para. 44 and ICC-ASP/24/25, para. 45.

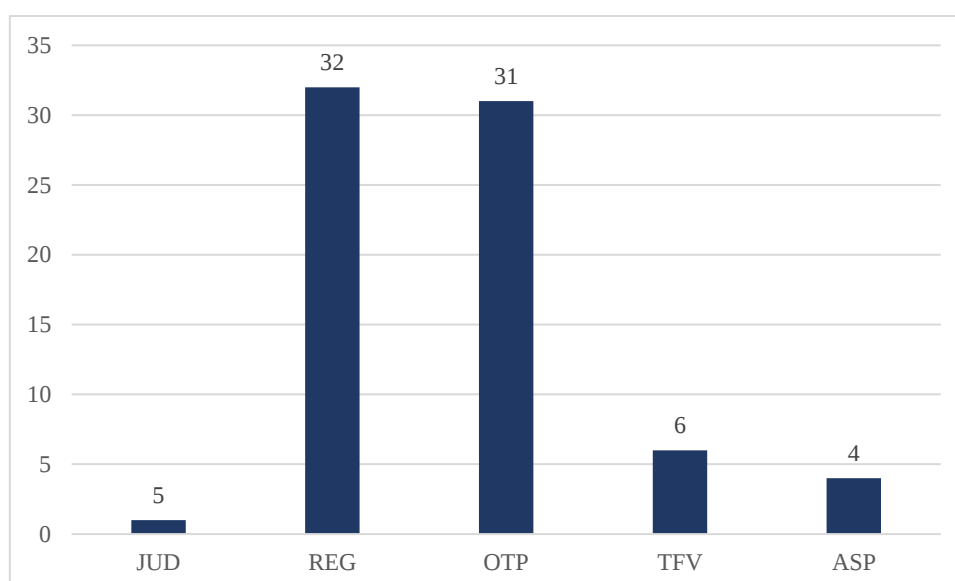
onwards. Overall, the data confirms an accelerating Court-wide demand for recruitment, underpinned primarily by the OTP's increasing operational needs.

Table 6. GTA posts filled in 2025 by Major Programme



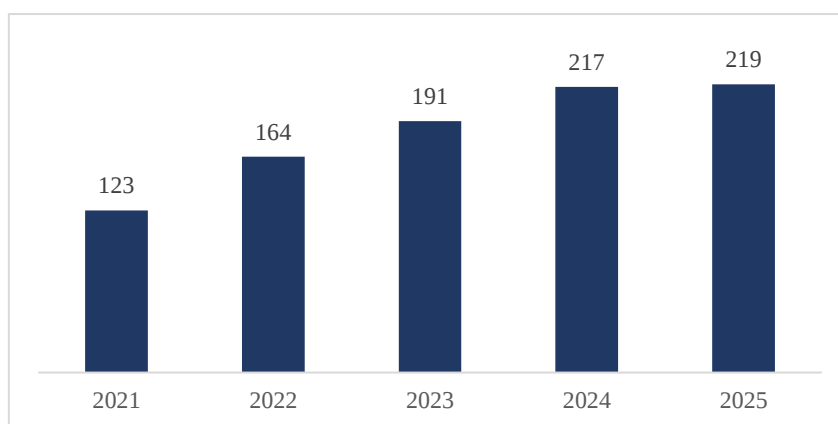
143. In 2025, a total of 57 fixed-term GTA positions were filled. The majority of the positions – 70 per cent – were filled in the OTP. This indicates a structural dependency on temporary workforce resources and reflects a heavy and unpredictable caseload. Most other programmes managed their mandates with limited temporary support, reflecting more predictable workloads and stable internal staffing levels. The OTP, like other organs of the Court, relies on the flexible application of the various contract types and funding terms provided under the Court's regulatory framework to support the discharge of its mandate. The use of these various modalities in a structured and strategic manner allows the OTP to flexibly adapt to evolving requirements and changing priorities. In particular, for the OTP, it is important to retain flexibility in the utilisation of the contract framework where it pertains to situation specific skills and resources and to Country Offices. The administration of contractual arrangements is governed by the Court's established rules, policies and approved budgetary parameters.

Table 7. Short-term assistance posts filled in 2025 by Major Programme



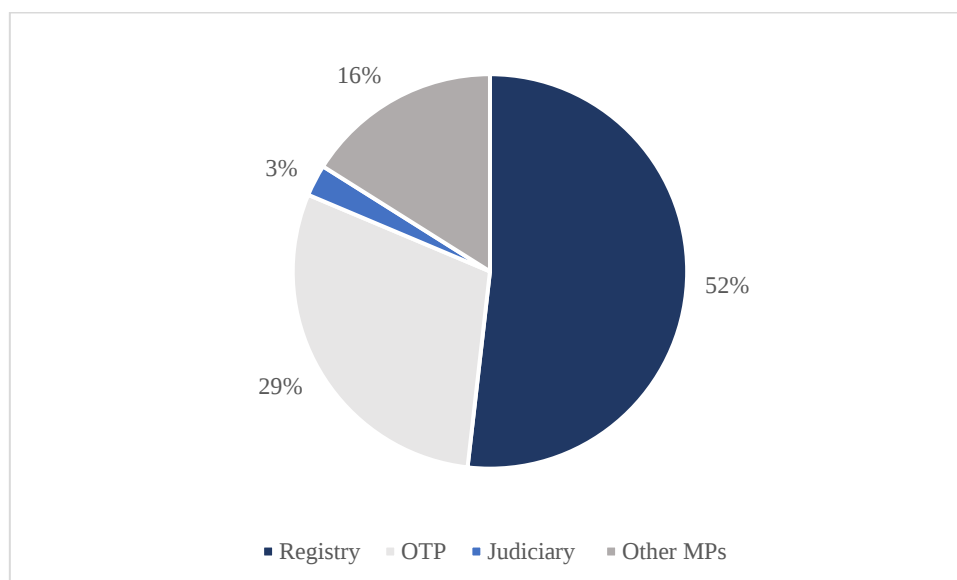
144. In 2025, a total of 74 short-term assistance (STA) positions were filled. The Registry (32) and the OTP (31) accounted for over 80 per cent of the positions filled. Both Major Programmes operate in high-demand environments where flexibility and rapid staffing adjustments are essential.¹⁶ The figures reflect a need to address temporary workload peaks, support large-scale initiatives or projects, fill gaps pending long-term recruitment or cover long-term staff absences during maternity leave, sick leave or special leave without pay.¹⁷

Table 8. Number of recruitments initiated



145. The most rapid growth in recruitments initiated was recorded between 2021 and 2023. The rate of increase has slowed in recent years, with only a modest rise from 217 to 219 processes in 2025. In 2025, the Registry had the highest number of recruitments initiated. The OTP focused on finalizing cases initiated in previous years, reducing new openings. This indicates that recruitment activity has stabilized at a high level, reflecting both sustained operational needs and improved HRS and OTP-HR capacity for talent acquisition.

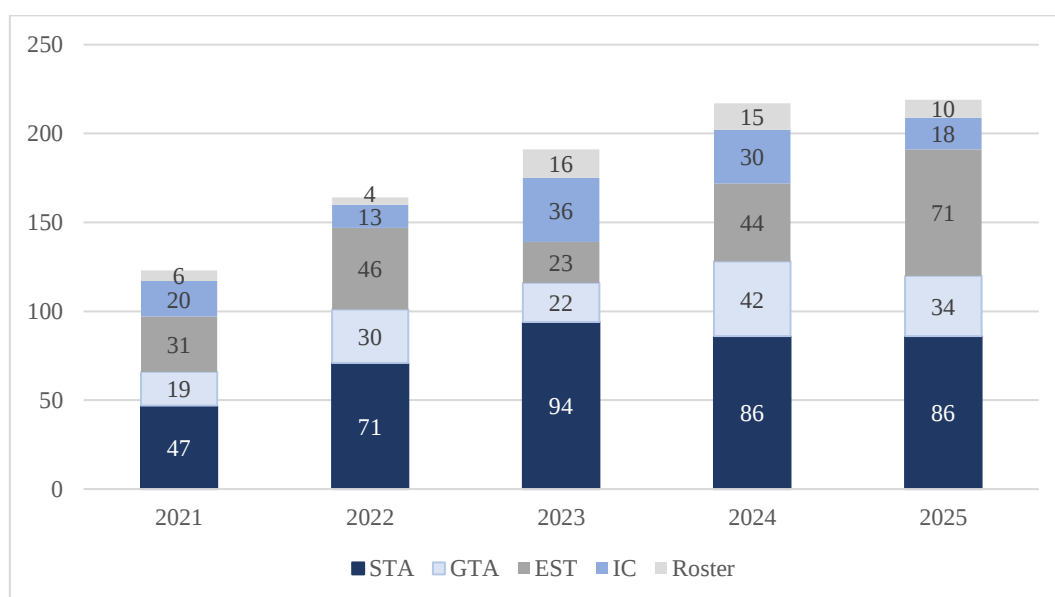
Table 9. Number of recruitments initiated per Major Programme in 2025



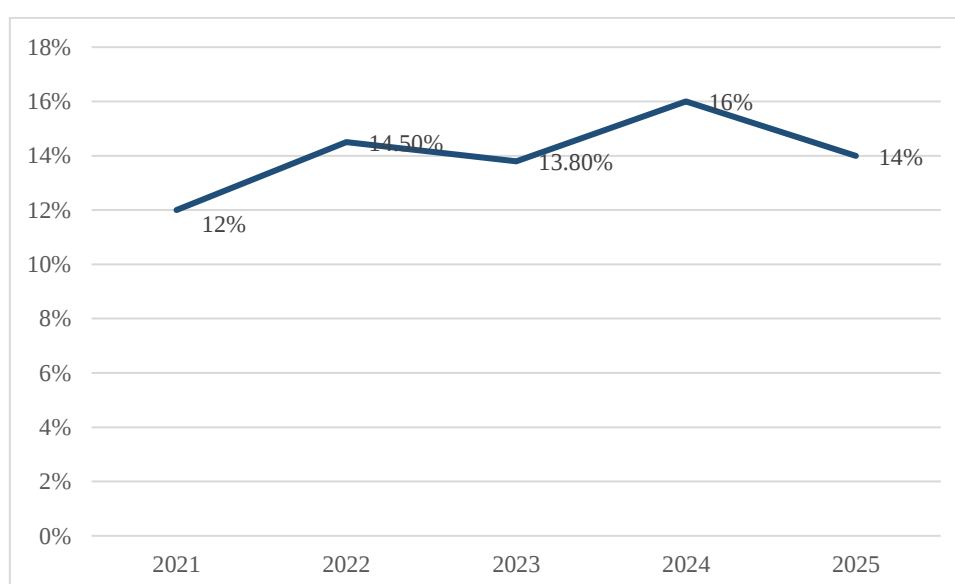
146. In 2025, the Court concentrated its recruitment activities on filling fixed-term established posts, in line with its strategic objective of strengthening long-term workforce capacity. This focus was also evident in the recruitment workload data, with 71 recruitment processes initiated for established posts.

¹⁶ ICC-ASP/24/Res.4, section O, para. 1.

¹⁷ In this regard, IER recommendations 94 and 95 can be considered completed.

Table 10. Number of recruitments initiated per contract type

147. At the beginning of 2025, the Court had an 18 per cent vacancy rate based on a January spot check¹⁸. The highest rate (25 per cent) was recorded in the OTP. Through coordinated talent acquisition efforts by HRS and OTP-HR, the vacancy rate at the OTP was reduced, bringing the Court-wide vacancy rate down to 14 per cent by the end of 2025. This reduction in the number of vacant established posts in the OTP positively influenced the overall vacancy rate, contributing to enhanced workforce stability and improved operational readiness.

Table 11: Average vacancy rate at the Court

148. Between 2021 and 2025, the Court's average vacancy rate¹⁹ showed a fluctuating but overall increasing trend, rising from 12 per cent in 2021 to a peak of 16 per cent in 2024 before declining to 14 per cent in 2025. The sharp rise in 2022 and 2024 reflects increased operational demands – particularly in the OTP following the full-scale invasion of Ukraine on 24 February 2022 – and the expansion of approved staffing levels. The reduction in 2025 demonstrates the impact of strengthened HRS and OTP-HR capacity, which enabled the Court to fill more posts and reduce vacancy pressures.

¹⁸ Vacancy rate (spot check) = ratio of headcount to the number of established posts, expressed as a percentage.

¹⁹ Average vacancy rate = average of vacancy rate spot-checks.

149. HRS's talent acquisition workload continued to intensify over the five-year period from 2021 to 2025, with all major workload indicators showing a sharp upward trend, particularly in 2024 and 2025. The data demonstrates increasing operational demand, heavier recruitment cycles and significantly expanded management of candidates.

Table 12. Recruitment workload indicators 2021-2025

<i>Indicator</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
Applications received	10,894	23,316	20,478	38,354	50,587
Offers prepared	172	317	111	243	206
Number of publications²⁶	119	179	191	217	219
Interviews scheduled	214	488	416	598	696
Written tests administered	273	583	375	342	934

150. In 2025, the Court received a record-high number of applications – 50 587 – a significant increase that is linked to the Court's broader global visibility, including in the global job market.

151. The number of interviews scheduled and conducted more than tripled over the five-year period, peaking in 2025, a direct reflection of expanded selection activity, increased vacancy pressure and larger applicant pools. With 934 written tests administered in 2025 – almost three times the volume seen in 2024 – this reflects:

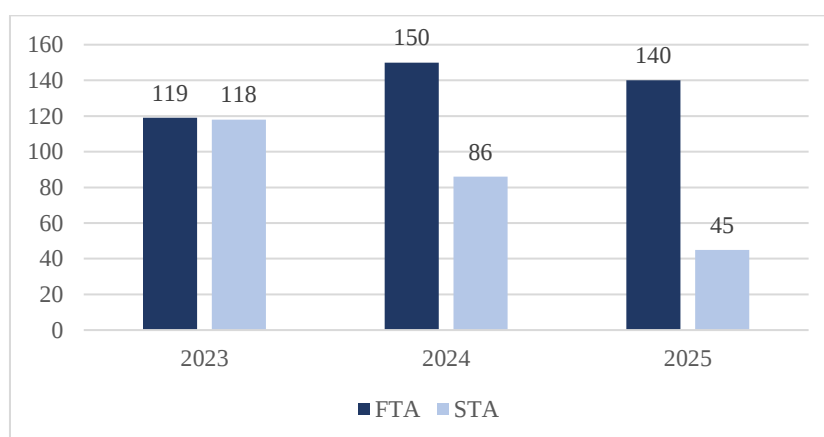
- (a) growing reliance on written assessments for fair and merit-based evaluation,
- (b) increased volume of technical and specialized roles requiring testing, and
- (c) the scale-up of OTP recruitment following increased operational needs.

152. The increase in HRS's talent acquisition workload indicates continued need to invest in recruitment capacity and digital HR tools. Enhancements in recruitment infrastructure, system automation and data management remain essential to supporting the Court's increasing operational needs and ensuring consistent, high-quality recruitment outcomes.

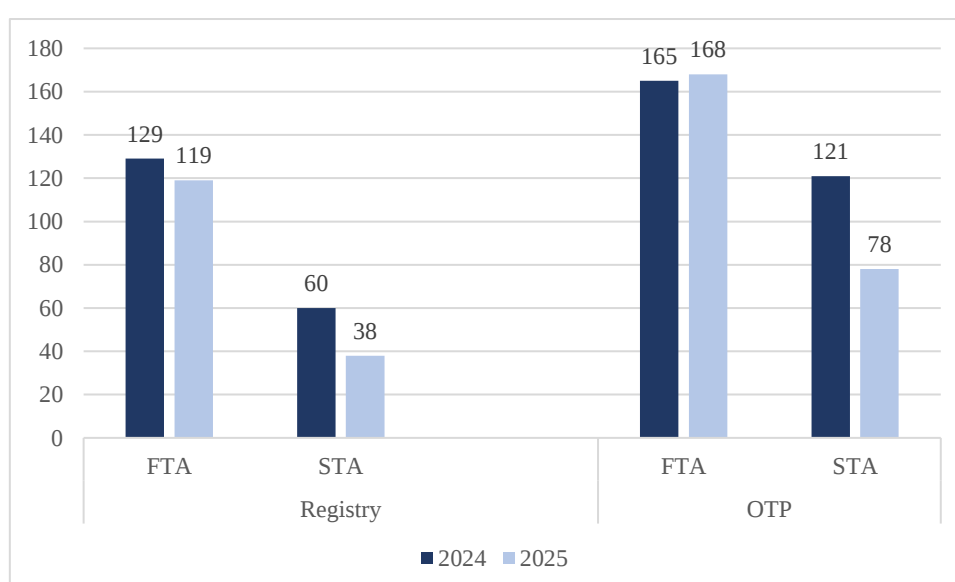
153. Despite the high number of applications and increased volume of talent acquisition activities, HRS and OTP-HR managed to keep the average time taken for staff recruitment²⁰ at the Court below the target²¹ of 160 days. In 2025, the average time for the short-term recruitments improved significantly, reflecting the Court's ability to respond quickly to urgent and short-term operational needs.

²⁰ Time taken for recruitment is calculated from vacancy announcement closure until approval of a selection report by the relevant Principal. It is measured in days.

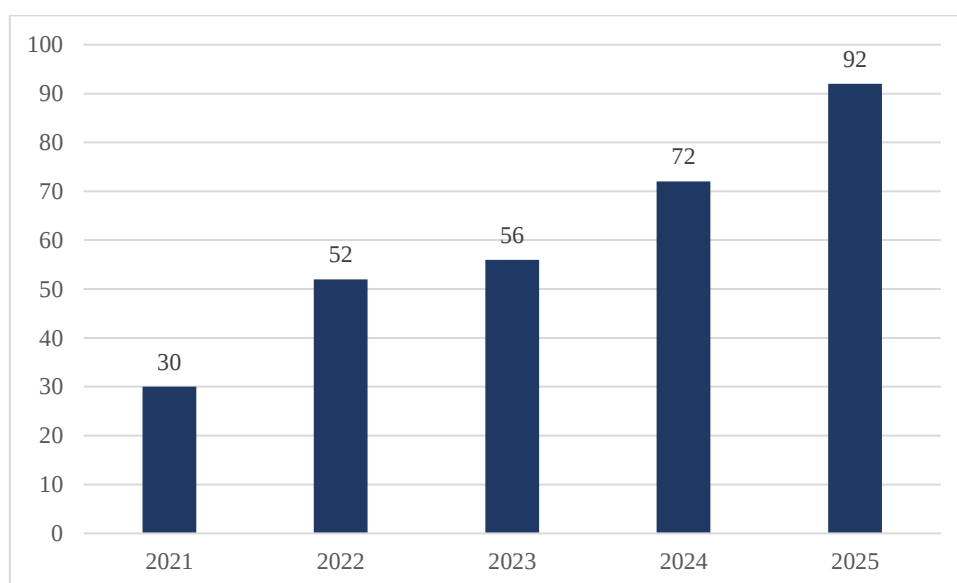
²¹ According to Registry KPI 27.

Table 13. Average duration of recruitment (days)

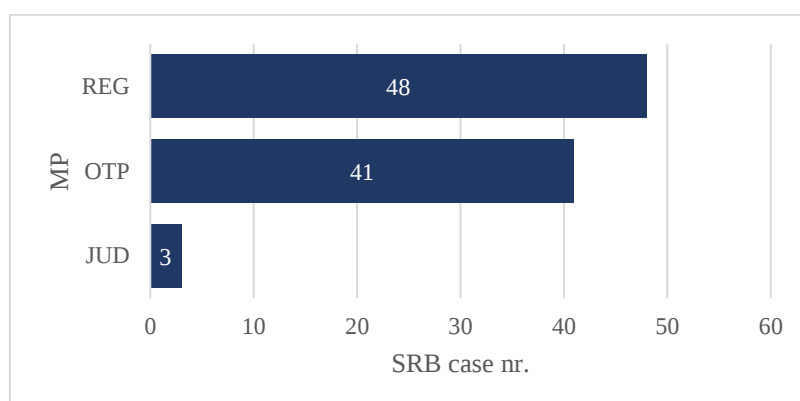
154. The established approach of HRS to supporting recruitment by the Registry resulted in improvements in recruitment speed for both established posts and short-term positions. This reflects a strong commitment by HRS, hiring managers and panel members to the recruitment priorities set by senior leadership, as well as efficient communication with candidates.

Table 14. Average duration of recruitment in Registry and OTP (days)

155. The Selection Review Board (SRB) is crucial to ensuring that the recruitment process is conducted fairly and transparently. In 2025, the workload of the SRB increased significantly. The SRB, which was set up by the Court's Principals, is composed of staff members from the Court who hold fixed-term appointments of at least one year and represent the main organs and offices of the Court, including the Staff Union Council. Its mandate is to review whether the selection process meets procedural requirements.

Table 15. Number of recruitment cases reviewed by the SRB

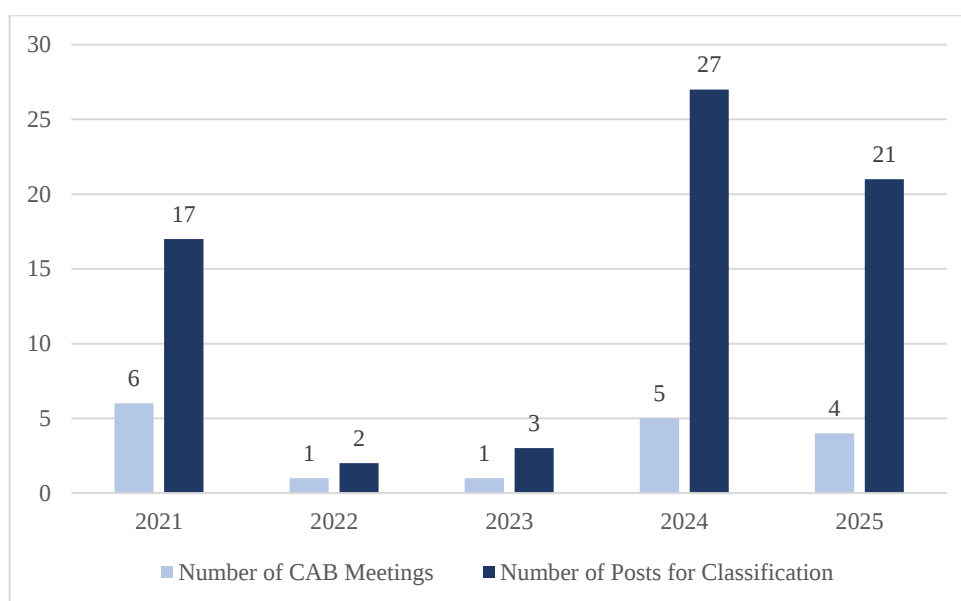
156. The number of SRB members has remained unchanged since the board was established. As a result, the workload for its members has continually increased, as they must review recruitment cases in addition to performing their regular duties. HRS has observed that this creates a significant bottleneck during peak workload periods and holiday seasons, when the volume of cases requiring SRB review remains high while the Board's capacity does not increase.

Table 16. Number of recruitment cases reviewed by the SRB per Major Programme in 2025

157. This capacity constraint directly affects the average time required to finalize recruitment processes, contributing to delays in the approval stage. As a result, it impacts HRS's ability to onboard candidates in a timely manner, particularly for positions that are operationally critical. HRS and OTP-HR have identified the need for Principal-led reassessment of the SRB's purpose and capacity, the organization's operational needs and potential alternative solutions.

158. HRS provides support for job design, classification, and reclassification of posts by coordinating the work of the Classification Advisory Board (CAB). The Principals established the CAB to provide advice on requests for the classification of new posts and the reclassification of existing posts.

159. In 2025, the CAB held four meetings during which 21 posts were reviewed. The main workload related to the realignment of posts within the Language Services Section of the Registry and the classification and reclassification of a number of positions in the OTP.

Table 17. HRS Support for the CAB

160. The number of requests received has increased significantly over the past two years. To ensure alignment and consistency in the classification process, information sessions were organized for CAB members, representatives of HRS and OTP-HR and managers. The sessions were supported by an external classification expert and focused on the overall process, the roles of requesting managers and CAB members and the application of the classification standards.

161. In 2025, strong emphasis was placed on ensuring the Court's operational capacity. Through close collaboration between HRS and OTP-HR, significant progress was made in increasing the number of established posts filled and substantially reducing the vacancy rate. In total, 180 fixed-term positions were filled during the year, consisting of 123 established posts and 57 GTA-funded positions.

162. Alongside individual vacancy processes, HRS and OTP-HR teams have proactively built rosters to shift from ad hoc, potentially extended recruitment cycles to pre-established talent pipelines. This enables faster filling of the positions without compromising transparency, while improving efficiency, reinforcing trust with candidates and hiring managers and reducing risks linked to urgent or repeated recruitment campaigns.

163. In parallel, foundational work has been done to improve the functionality of the Applicant Tracking System (SuccessFactors) to enhance recruitment process and to build employer branding, outreach and sourcing capacity.

164. In 2026, HRS will focus on further strengthening its capacity with a focus on talent acquisition to ensure that it can effectively manage the high volume of recruitment cases and continue to support the Court's operational needs efficiently.

165. In 2026, HRS will strengthen its workforce planning efforts by assessing the impact of the tenure policy for senior positions (P-5 and above) and upcoming staff retirements to ensure continuity in critical roles. These insights will support a more strategic and forward-looking approach to talent acquisition, enabling HRS to anticipate future workforce needs, mitigate the loss of institutional knowledge and maintain a stable and sustainable staffing structure.

166. In 2026, the Court will also work towards establishing an employer branding and candidate sourcing function to support targeted efforts to address gender and geographical imbalances. This will include enhanced outreach initiatives focused on improving gender parity in leadership positions.

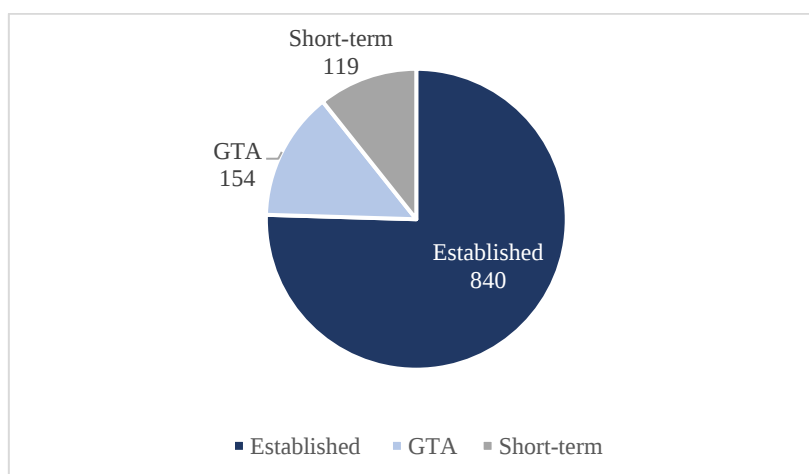
X. Statistics on the workforce of the Court

Headcount

167. The Court's workforce consists of staff in established posts as well as GTA-funded positions needed to achieve the Court's core objectives. In addition, staff on STA contracts provide support for short-term needs lasting less than one year. Purposes for which they are recruited include:

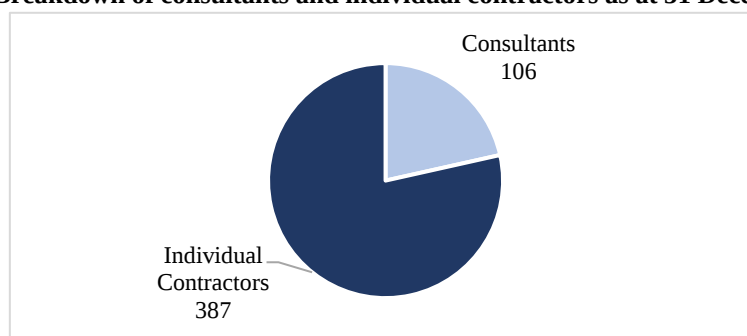
- (a) To respond to an unexpected and/or short-term work requirement;
- (b) To meet a seasonal or peak work requirement of limited duration that cannot be met with existing staff capacity;
- (c) To fill a position temporarily, e.g. when the incumbent is on special leave, sick leave, maternity leave or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

Table 18. Number of staff per type of contract in 2025

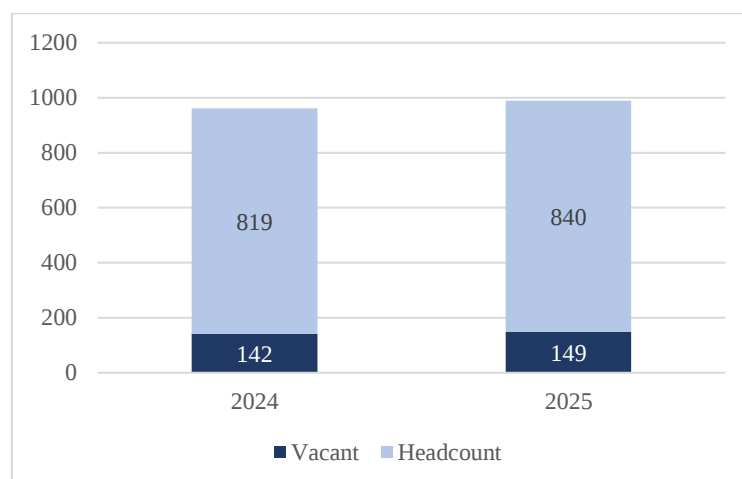
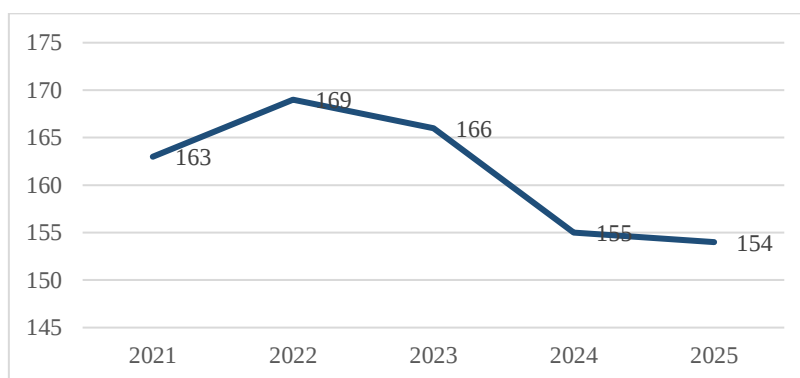
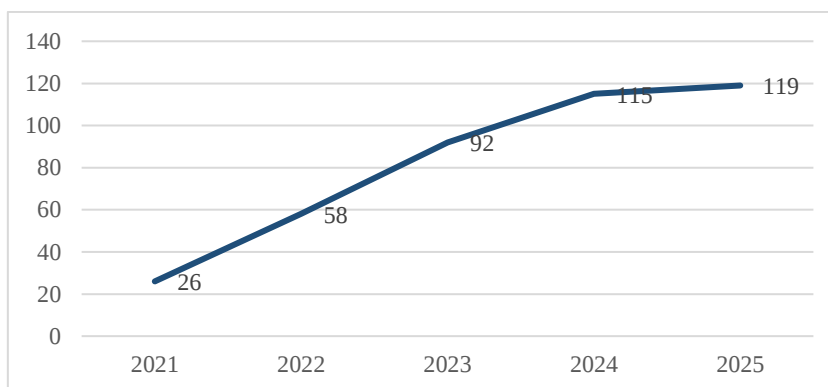


168. In addition to staff, consultants are engaged when the Court requires highly specialized experts to deliver services that cannot be performed by current staff. Consultants and individual contractors are engaged on a temporary and ad hoc basis to provide services that are not staff functions but relate to a particular programme or mandated activity of the Court, for example in relation to local language services to support investigations. The Court has also continued to make use of flexible human resources arrangements, including STAs, consultants, individual contractors and seconded personnel where specialized expertise or temporary programme needs cannot be met through existing staff capacity.

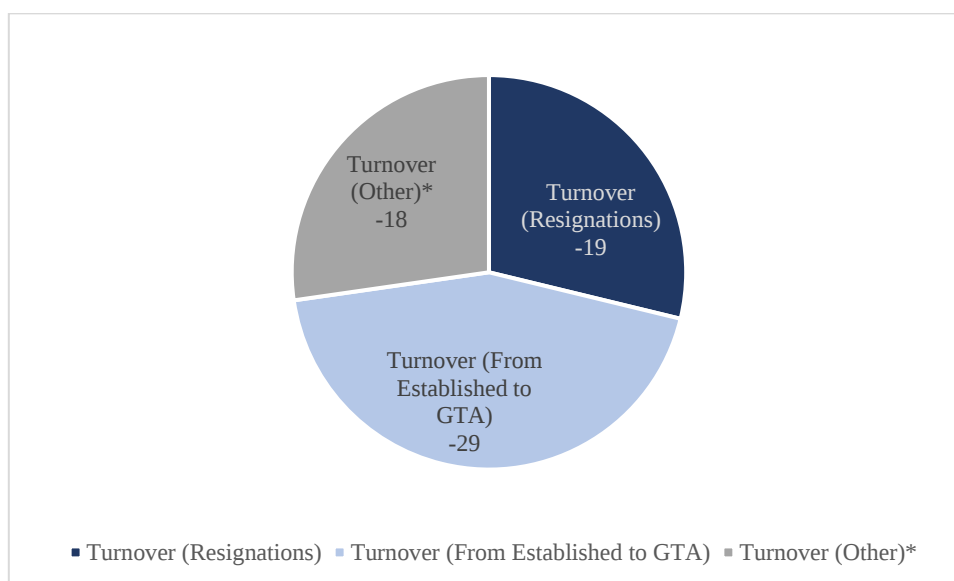
Table 19. Breakdown of consultants and individual contractors as at 31 December 2025²²



²² These figures correspond to the workforce administered by HRS and do not include defence counsel, commercial contractors, etc.

Table 20. Headcount and vacant posts in 2024 and 2025**Table 21. GTA headcount****Table 22. STA headcount**

169. A total of 66 established posts became vacant throughout the Court in 2025. This represents a turnover rate for the Court of approximately 7.8 per cent.

Table 23. The Court's turnover in 2025

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

Secondments in the OTP

170. Since June 2022, the OTP has been engaging with States Parties on the provision of support through the secondment of national experts to the Office. Between 2022 and 2025, 38 releasing entities from 23 States Parties, along with one international entity, offered national experts drawn from judicial, law-enforcement, military and other national agencies.

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

172. At end-December 2025, the Office had welcomed a total of 131 seconded national experts on board since the start of the programme. The number of seconded experts on board stood at 43.

173. As at January 2026, there are 41 seconded national experts on board contributing to the work of the OTP. With immediate incoming secondments (2) and upcoming departures (7), the number of secondees onboard at 1 April 2026 is expected to be 36.

174. Experts are largely seconded as investigators, analysts and legal experts. Since March 2024, the Office has transitioned its requests for secondments to more specialized, technical fields, in line with the Prosecutor's strategy of scaling up the OTP's pool of specialized skills and capabilities.

The Geographic Diversity Trust Fund

175. 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 seeks to strengthen the regional, cultural and linguistic diversity of the Office's workforce in line with its strategic objectives and operational needs. To date, four experts have completed the selection process; this includes candidates from Africa, GRULAC, and the Asia-Pacific group of States. In late 2025, the OTP and the Registry finalized the process of establishing relevant templates for agreements and financial arrangements needed to bring experts onboard through the Geographic Diversity Trust Fund. Implementation can therefore begin in 2026 once agreements have been established with sending States.

XI. Legal and policy matters

Accession as full member to the International Civil Service Commission

176. During its twenty-third session in December 2024, the Assembly accepted the Statute of the International Civil Service Commission (ICSC) and its amendments in accordance with articles 1(3) and 30 of the ICSC Statute and requested the Registrar to take the necessary steps to complete the acceptance procedure without delay.²³

177. Following an exchange of letters with the UN Secretary-General and the ICSC, the Court was accepted as a full member of the United Nations common system of salaries, allowances and other conditions of service, with all its attendant benefits and obligations, as of 1 March 2025.

United Nations Volunteers programme

178. The Assembly at its twenty-fourth session requested the Court to continue engaging in negotiations with the UN with the aim of concluding a memorandum of understanding (MoU) on the establishment of the United Nations Volunteers (UNV) programme within existing resources.²⁴

179. In 2025, the Court continued negotiations regarding UNV programme and started its legal review of the UNV MoU.

180. In parallel, HRS has undertaken a benchmarking exercise with other UN organizations that host United Nations Volunteers in order to assess alternative approaches to implementing the UNV programme as a pilot, pending legal review of the MoU. This process has included a comprehensive review of volunteers' residential status in the host State and an assessment of associated tax obligations and health insurance requirements imposed by the host State.

181. Additionally, consideration was given to the practicalities of contracting UNV services. To this end, consultations were held with the Procurement Unit to ensure that appropriate mechanisms and procedures are in place. This preparatory work is intended to facilitate a prompt and efficient course of action once the legal review of the MoU is finalized, thereby enabling implementation to proceed without undue delay.

182. In 2025, HRS submitted its findings along with a proposed course of action, both of which are presently undergoing detailed legal review.

183. In 2026, the Court will endeavour to finalize the legal review and sign the UNV MoU. Alternatively, the Court may proceed with the implementation of a pilot phase of the UNV programme while awaiting completion of the legal review. HRS will also engage with the Major Programmes and the UNV programme to identify opportunities for UNVs to assist the work of the Court.

184. The Court will continue to engage with the UNV programme and will report on its progress to the Committee at its fifty-first session.

Policies promulgated in 2025

185. On 28 May 2025, the Court promulgated an administrative instruction entitled "Delegation of Registrar's Authority in the Administration of the Financial Regulations and Rules and the Staff Regulations and Rules, and of Administrative Instructions Promulgated in Connection Thereto"²⁵ for the purpose of decentralizing decision-making, aligning authorities with responsibilities and strengthening accountability and with the aim of delegating to managers the necessary managerial authority over human, financial and physical resources to allow for effective mandate delivery.

²³ ICC-ASP/23/Res.6, section M, para. 9.

²⁴ ICC-ASP/24/Res.4, section O, para. 7.

²⁵ ICC/AI/2025/001.

186. On 3 October 2025, the Court promulgated a Presidential Directive entitled “Policy concerning administrative decision-making in emergency situations”²⁶ to ensure effective governance and decision-making in emergency situations requiring extraordinary measures.

187. The Court continued its important work on policy development throughout the year and aims to promulgate the following three administrative instructions early in 2026: “Staff Selection System”, “Temporary Special Measures for the Achievement of Gender Parity” and “After-Service Health Insurance”.²⁷

Policies priorities for 2026²⁸

188. The Court’s list of policy priorities is long and includes developments and updates concerning information security, travel, medical matters and contract policies.

XII. Geographical representation and gender balance

189. Geographical representation and gender balance (GRGB) remains a priority for the Court, as highlighted in the ICC Strategic Plan 2026-2029.²⁹ Increasing equitable GRGB across all staffing levels, particularly in senior positions, remains a strategic goal for the Court, with the aim of building a resilient, effective and representative workforce.³⁰

190. In 2025, the Court continued its efforts to address GRGB.³¹ The following efforts are worth highlighting:

- (a) The Court continued announcing its vacancies on a wide variety of platforms, social media and UN networks in both English and French.
- (b) The SRB continued to oversee all recruitment for fixed-term positions to ensure that selection processes complied with procedural requirements, including the requirement to have due regard to GRGB.
- (c) Geographical and gender diversity continued to be ensured on recruitment panels, with the aim of providing varied perspectives and mitigating unconscious biases. All panel members are required to undertake mandatory training on unconscious bias before participating in recruitment processes.
- (d) New tools, including HR Analytics Reports, are available and provide extensive information on GRGB, including the number of staff already in post and applicants and applications per nationality. The reports provide important data and help HRS to monitor the effectiveness of its outreach efforts. They are available to all recruitment panels. Some reports are also made available to States Parties.
- (e) GRGB is considered both at the shortlisting stage and during the decision on the final selection of suitable candidates.
- (f) HRS staff participated in career events (e.g. in Switzerland in April 2025 and the Republic of Korea in July 2025) to promote career opportunities at the Court among under- and non-represented States Parties. HRS and OTP-HR staff also participated in some targeted outreach events, such as the annual Asia-Pacific Forum.
- (g) HRS facilitated various placements of interns and visiting professionals (IVPs) from under-represented countries including Japan and the Republic of Korea under MoUs on equitable geographical representation.

²⁶ ICC/PRES/D/G/2025/001.

²⁷ ICC-ASP/24/Res.4, Section O, para. 1.

²⁸ HRS takes note of the Committee’s recommendation concerning the review of the Court’s policy on consultancy (ICC-ASP/24/25, para. 159). While the Court’s preliminary assessment suggests that this policy is fit for purpose, further discussions will take place in the course of the 2026 policy exercise on contractual arrangements.

²⁹ ICC Strategic Plan 2026-2029, Strategic Goal 8.

³⁰ *Ibid.*

³¹ ICC-ASP/24/Res.5, Annex I, para. 12(c).

191. Following the Court-wide Workshop on GRGB (“GRGB Workshop”) convened by the Registrar in October 2023, a list of findings and recommendations was set out 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 and with the ultimate goal of ensuring effective and lasting impact.

192. In order to translate the findings and recommendations stemming from the GRGB workshop into concrete actions, an intra-Registry working group was established in 2024, consisting of members from HRS, the Registry Legal Office and the Immediate Office of the Registrar (IOR).

193. In 2025, the working group continued to monitor the implementation of the recommendations. Considerable progress was achieved, including on the forthcoming administrative instructions on the “Staff Selection System” and “Temporary Special Measures for the Achievement of Gender Parity” (expected to be promulgated in early 2026), a moratorium on the recruitment of staff from non-States Parties, the onboarding of new Junior Professional Officers (JPOs) from developing countries and the recruitment of new IVPs from developing countries through the Court’s Trust Fund for the Development of Interns and Visiting Professionals, among other initiatives.

194. In 2025, the Court achieved many positive outcomes regarding gender parity in senior positions. As at 31 December 2025, 50 per cent of D-1s and 45 per cent of P-5s are women. In the OTP, gender parity was achieved at the P-3, P-5 and D-1 levels.

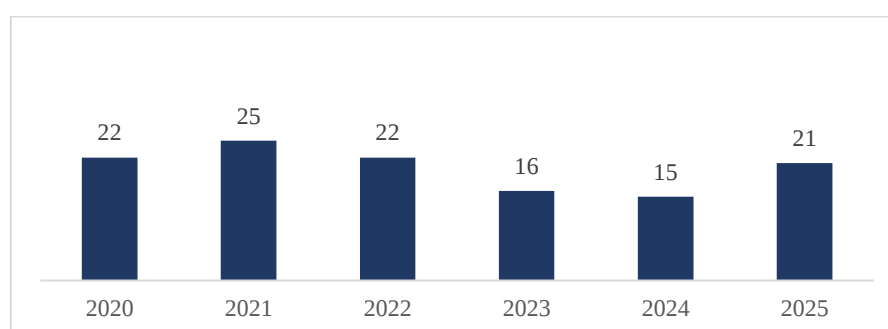
195. In 2026, the Court will continue and redouble its efforts to promote GRGB. This includes continued cooperation with States Parties, academic institutions and civil society to attract more candidates from a variety of geographical regions and female applicants to senior positions. As requested by the Assembly,³² HRS will also increase its outreach efforts in under- represented and non-represented States Parties.

196. HRS will continue working with the IOR to monitor the recommendations of the GRGB Workshop. The Court will report on the progress made in next year’s report on human resources management.

Statistics and figures on GRGB³³

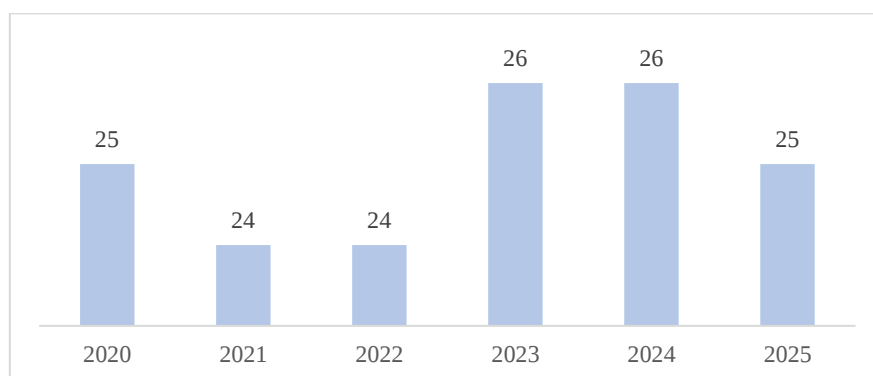
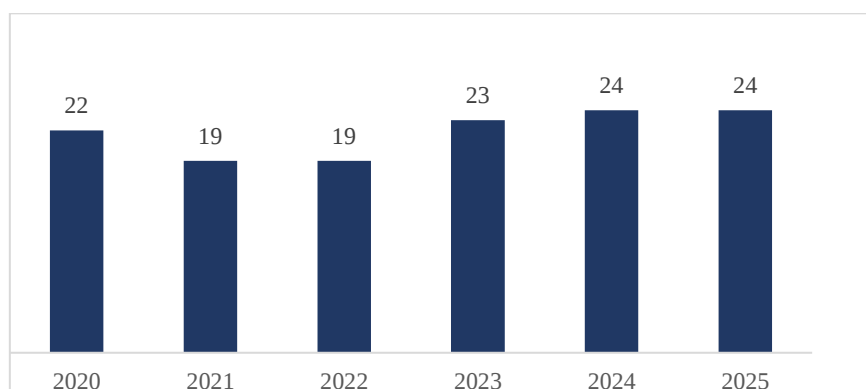
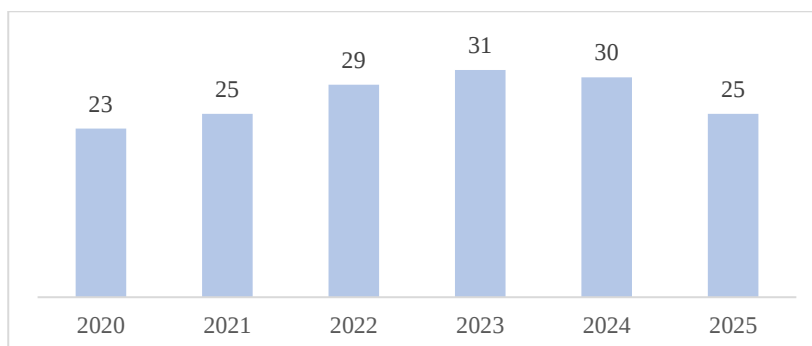
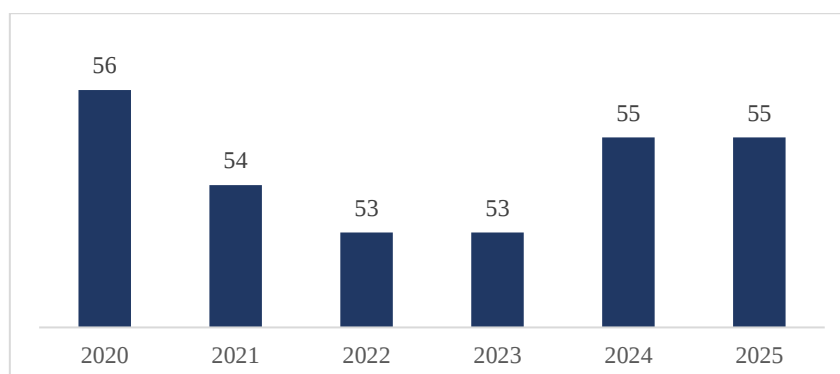
197. In 2025, the Court saw a considerable increase in the number of in-balance countries and a reduction in the number of under-represented countries from 2024. This reflects the Court’s efforts to mainstream GRGB concerns into its outreach and recruitment efforts.

Table 24: Number of in-balance countries

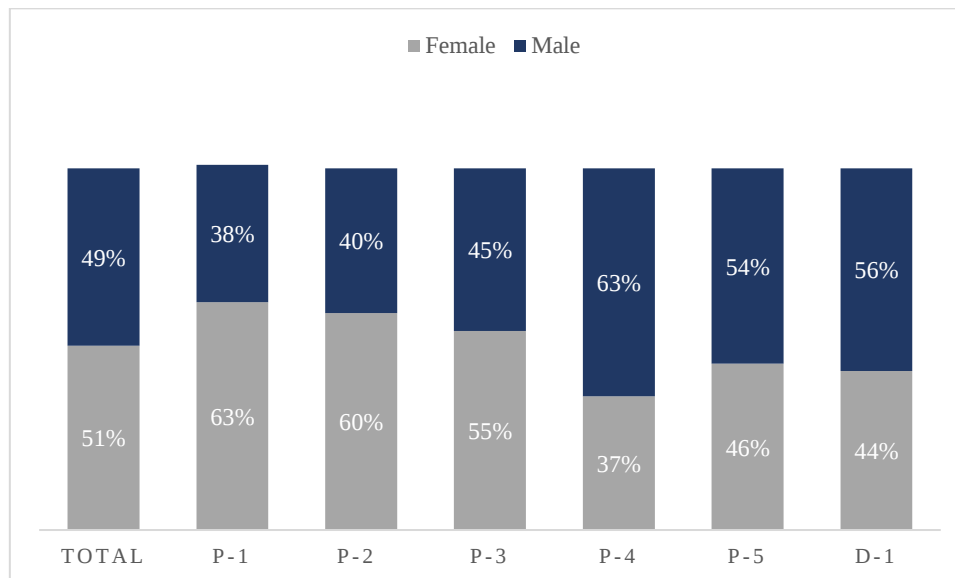
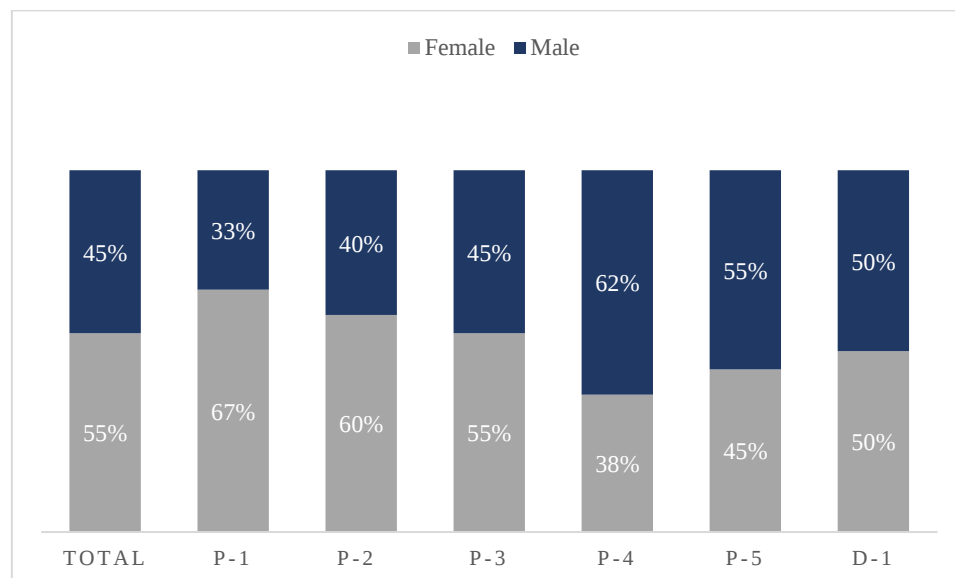


³² ICC-ASP/24/Res.6, section P, para. 131.

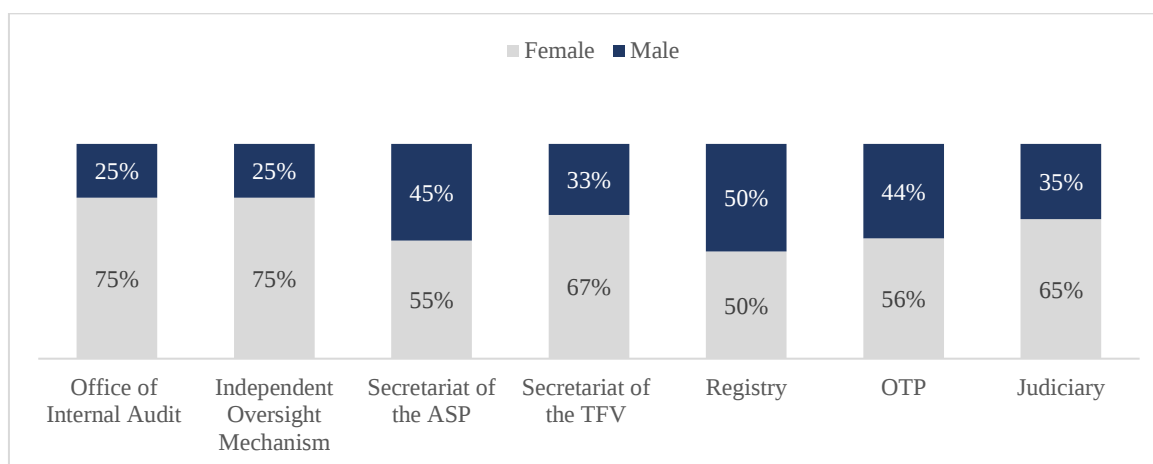
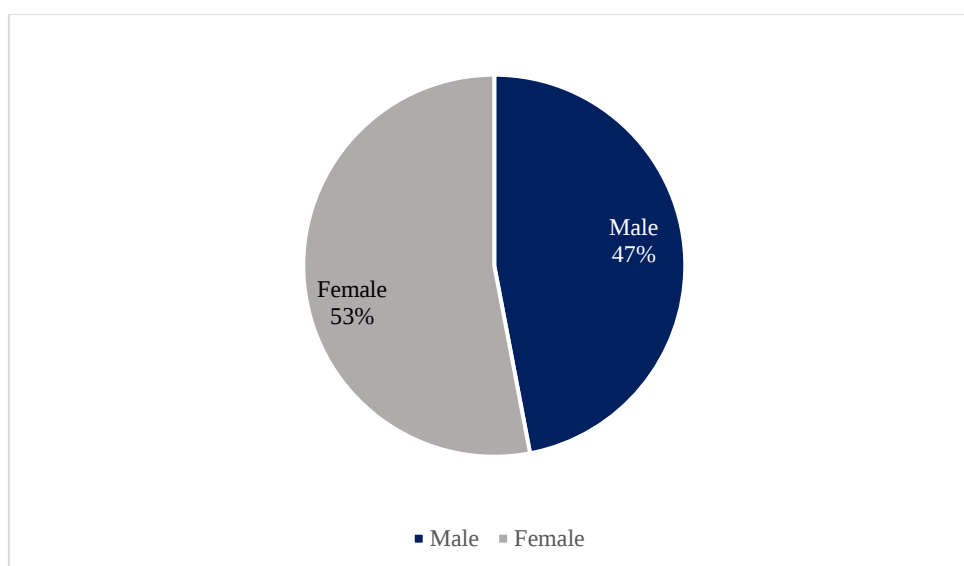
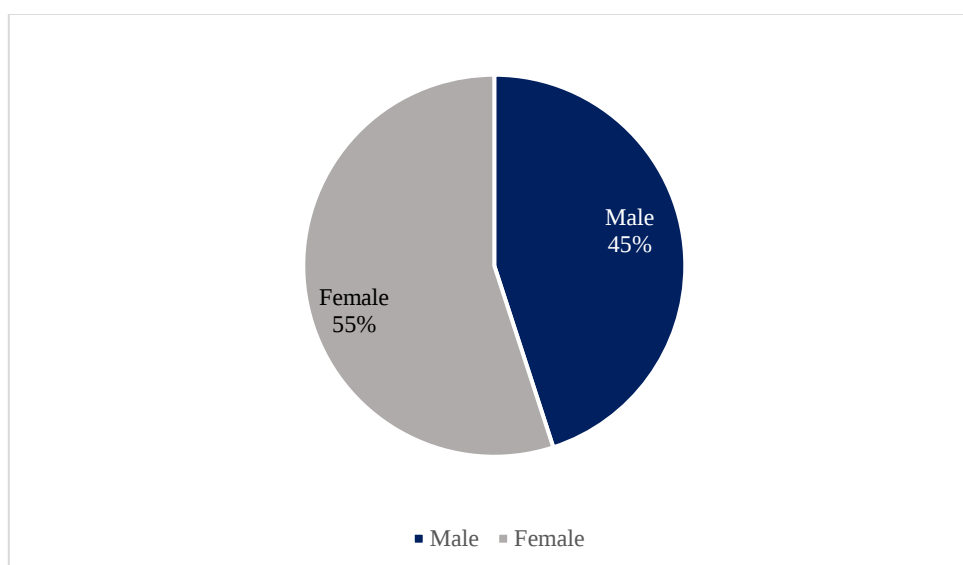
³³ *Ibid.*, section P, para. 132.

Table 25: Number of non-ratified countries**Table 26: Number of over-represented countries****Table 27: Number of under-represented countries****Table 28: Number of non-represented countries**

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

Table 29: Gender distribution in the Professional and higher categories as at 31 December 2024**Table 30: Gender distribution in the Professional and higher categories as at 31 December 2025**

199. In 2025, more women were recruited to senior positions, and the Court is proud to have achieved a 50/50 gender ratio at the D-1 level.

Table 31: Gender balance per Major Programme as at 31 December 2025**Table 32: Gender breakdown for all staff****Table 33: Gender breakdown in the Professional and higher categories**

200. **The Court will continue to pursue GRGB efforts and will to report on the progress made thereon in next year's report on human resources management.**

XIII. Gender Equality Focal Point (GEFP)

201. The first Court-wide Strategy on Gender Equality and Workplace Culture (2023-2025) was pivotal in fostering gender parity and an inclusive and safe working environment at the Court. The strategy represents the Court's strenuous commitment to the importance of gender equality and workplace culture standards.

202. In 2025, the Court issued the Final Report on the Implementation of the Court-wide Strategy on Gender Equality and Workplace Culture (2023-2025). The report covers the three-year implementation period of the Court's first Strategy on Gender Equality and Workplace Culture (2023-2025) in connection with the monitoring of the ICC Strategic Plan, the organ-specific Strategic Plans and the KPIs set out therein for 2023-2025. It also addresses specific queries and recommendations on gender equality and workplace culture from the Assembly and the IER.

203. During the reporting period, the Court reinforced its procedures and regulations and improved referral and alternative conflict resolution mechanisms for prohibited misconduct, including discrimination, harassment, sexual exploitation and abuse, retaliation and abuse of authority.

204. The Court strengthened its policies, procedures and practices in support of work-life balance to enhance staff well-being, gender parity and equal opportunities in recruitment and career advancement.

205. Overall, the implementation of the Court-wide Strategy on Gender Equality and Workplace Culture fostered an enabling workplace environment over the period 2023-2025 and played a key role in promoting gender equality, diversity and a positive workplace culture at the Court.

206. The 2023-2025 period saw efforts to support inclusive leadership, gender parity and equal opportunities for career advancement at the Court.

207. **The GEFP will develop and launch the 2026-2029 Strategy for Gender Equality and Workplace Culture on the basis of internal and external consultations and the efforts undertaken and results achieved thus far. The new strategy will complement and reinforce the ICC Strategic Plan 2026-2029, in particular Strategic Goals 6 (Uphold Core Values) and 8 (Foster Diversity).**

XIV. Junior Professional Officer (JPO) Programme

208. As at December 2025, eight States Parties were participants in the Court's JPO Programme: Japan, the Republic of Korea, Switzerland, Germany, France, Finland, Australia and Spain. In addition, the Court is hosting a JPO funded by the UN Developing Countries Candidates (DCC) Trust Fund. Since 2017, when the JPO Programme was established, the Court has received a total of 30 JPOs.

209. As at December 2025 the Court had 13 JPOs funded by seven different States Parties and by the DCC Trust Fund, as reflected in the following table:

Table 34. JPOs per donor

<i>State Party/Donor</i>	<i>Number of JPOs</i>
Republic of Korea	3
Switzerland	1
Germany	1
France	1
Japan	2
Australia	1
Spain	3
DCC Trust Fund	1
Total	13

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

developing countries.³⁴ In 2025, the Court welcomed a JPO from a least developed country, a national of a non-represented State Party, funded by the DCC Trust Fund.

211. Increased interest and support from States Parties enabled further development and scaling-up of the JPO Programme in 2025, continuing the positive trend of previous years. Three new JPOs funded by the DCC Trust Fund, Japan and the Republic of Korea were onboarded. The programme provided valuable assistance across the Court, with JPOs placed in the Registry, the OTP, Chambers and the Trust Fund for Victims. The Court is grateful to all donor States Parties for their continued support.

212. In line with the Committee's recommendations, the Court continued its efforts to find new donors, maintaining its 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 its second approval of funding for a 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 in next year's report on human resources management.

213. In 2026, the Court is expected to onboard three new JPOs from the following States Parties:

Table 35. JPOs expected to be onboarded in 2026

<i>State Party/Donor</i>	<i>Number of JPOs</i>
Germany	1
Switzerland	1
France	2*

*one French JPO and one JPO from a developing country.

214. In line with the Assembly's request at its twenty-first session³⁵, the Court continues to explore ways to implement the JPO Programme for candidates from non- and under-represented States Parties, particularly from developing countries, with funding from voluntary contributions.

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

216. 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, particularly 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")

217. In 2025, the Court received a total of 168 new IVPs, specifically 129 interns and 39 visiting professionals.

218. Of the 168 IVPs who undertook a placement with the Court in 2025, 54.7 per cent came from WEOG, 7.1 per cent from GRULAC, 10.1 per cent from Eastern Europe, 16.6 per cent from Asia Pacific and 11.3 per cent from Africa.

219. In terms of gender distribution, 76.2 per cent were female and 23.8 per cent were male.

220. In 2025, HRS continued to organize events for IVPs to broaden their knowledge of the Court and other international organizations in The Hague, thereby contributing to a meaningful and enriching learning experience. This long-standing practice is consistent with, and further reinforced by, resolution ICC-ASP/24/Res.4, section O, paragraph 4, which encourages the Court to devise further ways of supporting IVPs.

³⁴ ICC-ASP/23/28, para.37.

³⁵ ICC-ASP/21/Res.2, para. 130.

In this regard, HRS continues to explore additional initiatives, including through consultations with the Staff Union where applicable.

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

221. 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.

222. Through generous donations received from States Parties, the Court has been able, since 2016, to fund a total of 64 IVPs. Staff and elected officials may also contribute to the Trust Fund for IVPs by making one-off or monthly donations which are directly deducted from their salaries. Since 2016, more than 50 elected officials and staff members have given to the Trust Fund, contributing a total of EUR 97,299.51 in donations. The contributions from staff and elected officials also respond to the request made by the Assembly in resolution ICC-ASP/23/Res.1 at its twenty-third session in December 2024, as they help provide sustainable and systematic funding for IVPs from developing countries that are States Parties to the Rome Statute.

223. In 2025, following generous new donations received from France, elected officials and staff members, the Court funded eight new IVPs. Their nationalities and genders are shown in the following table:

Table 36. IVPs funded in 2025

	<i>Intern or VP</i>	<i>Nationality</i>	<i>Gender</i>
#1	Visiting Professional	Senegal	Female
#2	Visiting Professional	Tanzania	Female
#3	Intern	Colombia	Female
#4	Intern	Nigeria	Female
#5	Visiting Professional	Kenya	Male
#6	Visiting Professional	Mali	Female
#7	Intern	Democratic Republic of the Congo	Female
#8	Intern	Côte d’Ivoire	Male

224. The Court commends the generous donations that France, elected officials and staff members made to the Trust Fund for IVPs in 2025. These donations will enable the Court to fund new IVPs from developing countries in 2026.

9. **In 2026, the Court will implement the donations received from States Parties, elected officials and staff members in 2025. 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.**

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

XVI. HRS main priorities for 2026

225. Considering the strategic objectives and priorities set under the ICC Strategic Plan 2026-2029, as well as the priorities recognized by the Committee and the Assembly and based on the recommendations of the IER, the following human resources priorities have been identified for 2026:

Recruitment and Talent Acquisition³⁶ – Recruitment will continue to be one of the Court’s highest strategic priorities in 2026, reflecting sustained operational demands and the need to ensure timely access to qualified and diverse talent. Building on improvements initiated in previous years, HRS will focus on further strengthening recruitment efficiency, predictability and candidate experience, including

³⁶ ICC-ASP/24/15, para. 102.

through streamlined processes, enhanced workforce planning coordination and targeted use of digital tools. These efforts will aim to reduce recruitment lead times, address vacancy rates and reinforce the Court's ability to compete for highly skilled candidates in a challenging global labour market.

HR Structure and Capacity Alignment – In 2026, HRS will prioritize the completion and implementation of the review of its structure and capacity, which was initiated in 2025 but not finalized owing to evolving organizational priorities and the adoption of the ICC Strategic Plan 2026-2029. This work will focus on aligning HRS roles, functions and resource allocation with strategic objectives, operational requirements and emerging risks. Particular attention will be given to strengthening capacity in areas critical to delivery, including strategic workforce planning, talent management, leadership development, HR governance and data-driven decision-making. In this regard, it is worth noting that in 2025, the External Auditor started a performance audit on HR management. This audit will continue and be concluded in 2026. Its findings will further assist HRS in shaping its structure and aligning its capacity with the Court's needs.

HR Policies and Governance Framework – A key priority for 2026 will be the review, consolidation and modernization of HR policies, including but not limited to staff selection and other prioritized policies and administrative instructions. This work will aim to ensure policy coherence, clarity and alignment with the Court's Core Values of integrity, fairness, accountability and inclusion. Updated policies will support transparent, merit-based decision-making and provide a robust governance framework for consistent HR practice across the Court.

Leadership and Management Development Framework⁴⁸ – In line with Strategic Goal 6, HRS will advance work to strengthen leadership and management capacity across the Court. Priorities for 2026 include the continued review and refinement of the Leadership Framework in line with the Court's Core Values, the development of a complementary Management Development Programme and the integration of leadership expectations into people management processes. This work will be closely linked to values-based leadership behaviours, accountability and people management responsibilities, with a view to reinforcing professionalism, staff engagement and organizational performance.

Performance Management and Talent Development – HRS will commence the review of performance management frameworks to ensure clearer expectations, more meaningful feedback and stronger links between individual performance, organizational objectives, development opportunities and Court-wide values. This will include aligning performance management practices with leadership development, learning pathways and succession planning, thereby supporting talent sustainability and long-term institutional effectiveness.

Strategic Workforce Planning and Organizational Resilience – In 2026, HRS will further embed strategic workforce planning as a core organizational capability to enhance organizational resilience, agility and long-term sustainability. A key priority will be the finalization and early implementation of the Job Families Framework, including the development and piloting of generic job profiles which will provide a structured and coherent foundation for workforce planning, role clarity and career pathways. These tools will support more consistent classification practices and enable more strategic approaches to recruitment, roster management, internal mobility and talent deployment across the Court.

Building on this foundation, HRS will continue to strengthen workforce data, forecasting and scenario planning supported by the completion of key analytical tools and strengthened data-quality practices, with a view to aligning staffing strategies more closely with operational requirements and budgetary priorities.³⁷ Enhanced workforce planning will also support planning for critical role coverage and workforce continuity, targeted recruitment and the more effective use of talent pools, contributing to a more adaptable, responsive and future-ready workforce while taking into account the resource and technical capacity constraints noted in 2025.

³⁷ ICC-ASP/24/25, para. 159.

GRGB, Outreach and Talent Programmes (JPO and IVP Programmes) – HRS will continue working to increase geographical representation and gender balance across all staffing levels.³⁸ This will include strengthening its talent programmes, such as the JPO and the IVPP. As acknowledged by the Assembly³⁹, these programmes serve as a powerful tool for advancing strategic objectives such as GRGB and give the Court access to a strong talent pipeline. HRS will also focus on inclusive recruitment practices and targeted outreach with a view to promoting the Court’s career opportunities to nationals of developing countries and under-represented States Parties, and with the ultimate goal of attracting and retaining a globally representative workforce, which is a strategic priority for the Court.

Continuous Efficiency Improvements, Innovation and System Resilience⁵⁰ – In 2026, HRS will continue to prioritize continuous efficiency improvements and innovation, with a focus on advancing HR process automation, digitalization and systems optimization to reduce reliance on manual processes and strengthen strategic capacity. In parallel, HRS will work with relevant Court stakeholders to enhance the resilience, integration and sustainability of HR systems and digital platforms, supporting business continuity and mitigating operational risks arising from external or institutional disruptions. Strengthened HR automation, reporting and analytics will further support operational continuity, oversight, accountability, informed decision-making and improved staff and candidate experiences, contributing to organizational agility and long-term effectiveness.

Staff Engagement, Well-being and Organizational Culture – Consistent with Strategic Goal 6, HRS will continue to prioritize staff engagement, well-being and the promotion of a healthy and respectful working environment. Building on the outcomes of the Staff Engagement Survey and the implementation of the Court’s Core Values, HRS will support initiatives that foster inclusion, psychological safety and professionalism while reinforcing leadership accountability for staff well-being.

XVII. Conclusion

226. As outlined in this report, 2025 was a year of sustained delivery, consolidation and preparatory work on various HRS initiatives undertaken in a complex and shifting operational environment. Despite these challenges, HRS continued to support the Court’s mandate by strengthening governance frameworks, advancing strategic initiatives and laying the foundations for future implementation in line with the ICC Strategic Plan 2026-2029.

227. The priorities identified for 2026 reflect a deliberate shift from predominantly operational delivery towards design, review and implementation. They are intended to position HRS to make a tangible impact on organizational effectiveness, talent sustainability and values-based leadership while supporting continuous improvement in operational efficiency, transparency and staff well-being.

228. HRS remains committed to delivering these priorities in close collaboration with Court stakeholders and within available resources, while upholding the Court’s Core Values of integrity, fairness, accountability and inclusion. Progress against these priorities will be reported on in the next reporting cycle.

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³⁸ ICC Strategic Plan 2026-2029, Strategic Goal 8.

³⁹ ICC-ASP/23/28, section VII, para. 21.