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Preliminary Working Document

Final Report on the Implementation of the Court-wide Strategy on Gender Equality and Workplace Culture (2023 – 2025)

The Hague, 2025

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Final Report on the Implementation of the Court-wide Strategy on Gender Equality and Workplace Culture (2023 – 2025)

Contents

Report on GEWC Strategy 2023-2025

	Executive Summary	7
	Summary of Key Results	8
I	Introduction	10
II	Key Alignments	11
III	Monitoring and Reporting	13
IV	Key Results	14
V	Implementation checklist	15
	Pillar I: Safe & Inclusive Workplace Culture	15
	Pillar II: Personal & Professional Life Integration	34
	Pillar III: Gender Parity & Equal Opportunities	39

VI	Conclusions	50
	Pillar I: Safe and inclusive workplace culture and processes	50
	Pillar II: Personal and professional life integration	54
	Pillar III: Gender parity and equal opportunities	55
	Pillar IV: Best practices and lessons learned	56

Final Report on the Implementation of the Court-wide Strategy on Gender Equality and Workplace Culture (2023 – 2025)

Executive Summary

This Final Report covers the three-year implementation period of the International Criminal Court’s first **Strategy on Gender Equality and Workplace Culture (2023-2025)**, in coordination with the monitoring of the International Criminal Court’s Strategic Plan, the organ-specific Strategic Plans and their Key Performance Indicators (KPIs) for 2023-2025. This report also addresses specific queries and recommendations on gender equality and workplace culture made by the Assembly of States Parties and in the 2018 and 2020 Independent Expert Review.¹

The present report outlines the activities undertaken from **1 January 2023 to 31 December 2025** by the International Criminal Court and the Focal Point for Gender Equality. It focuses on assessing progress towards achieving three main strategic priorities:

- 1) **safe and inclusive workplace culture and processes**
- 2) **personal and professional life integration**
- 3) **gender parity and equal opportunities**

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 workplace culture at the Court. During the reporting period, the International Criminal Court successfully strengthened its workplace culture and processes, making them safer and more inclusive. This has been achieved by reinforcing relevant procedures and regulations, and improving referrals and

alternative conflict resolution mechanisms to report on prohibited misconduct, including discrimination, harassment, sexual exploitation and abuse, retaliation and abuse of authority. The International Criminal Court has refined policies and practices in support of work-life balance, enhanced staff well-being and raised awareness on gender, inclusion and workplace culture. The 2023-2025 period saw efforts to support inclusive leadership, gender parity and equal opportunities for career advancement within the International Criminal Court.

¹ *Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report*, 30 September 2020.

Summary of Key Results

A

Strengthened disciplinary framework and regulations on prohibited misconduct:

Under the first Court-wide Strategy on Gender Equality and Workplace Culture 2023-2025, the Court oversaw and monitored the implementation of key existing Administrative Instructions (AI), such as the AI on Unsatisfactory Conduct and Disciplinary Proceedings² of 14 March 2022, the AI on Investigations of Unsatisfactory Conduct³ of 14 March 2022, the AI on Addressing discrimination, harassment, including sexual harassment, and abuse of authority⁴ of 6 April 2022 and the Presidential Directive⁵ promulgated on 8 February 2024 which regulates protection from any form of retaliation against Court personnel. This robust legal framework provides for clear, comprehensive and meaningful conflict resolution and assistance, and creates a support system which allows the Court to properly uphold the rights and obligations of individuals who bring forward complaints and to address those complaints through informal or formal processes using a variety of tools, including referrals to the Ombuds or to the Independent Oversight Mechanism.

B

Boosted practices around and awareness of gender equality, prohibited misconduct and the Court's Core Values:

Mandatory training for Court staff and non-staff has been pivotal in raising awareness of internal policies and procedures and of their implementation, specifically on gender equality and prohibited misconduct. By 24 June 2025, 1090 staff members and non-staff personnel had completed the "United to Respect" mandatory online training course on the disciplinary frameworks governing discrimination, harassment, including sexual harassment, and abuse of authority – while 991 staff and non-staff personnel had completed the mandatory online training course on gender equality. The Court adopted the core values of "Integrity, Fairness, Accountability and Inclusion" in January 2024. Overall, over 400 staff members participated in this initiative, and the Court facilitated about 35 team workshops from 2022 to 2024.

² ICC/AI/2022/002.

³ ICC/AI/2022/001.

⁴ ICC/AI/2022/003.

⁵ ICC/PRESG/2024/001.

C

Reinforced implementation of policies and procedures for personal and professional life integration:

The AI on Flexible Working Arrangements ([ICC/AI/2022/004](#)), promulgated on 14 September 2022, establishes the conditions under which staff members may benefit from flexible working arrangements, improving their work-life balance. Additionally, the AI on Parental Leave and Family Leave ([ICC/AI/2024/003](#)) was promulgated on December 2024, in line with the ICSC Decision on Parental Leave Policy within the UN Common System. Prior to the AI on Parental Leave and Family Leave, the Immediate Offices of the Principals already complied with the gender-neutral provisions of the ICSC Decision by establishing a parental leave scheme which entered into force in January 2023. In addition, the Court adopted a new legal aid policy⁶ which came into force on 1 January 2024.⁷

D

Improved gender parity in staffing:

The Court achieved gender parity within its staff (excluding elected officials) in 2022. In 2024, more women than men were recruited in Professional (P) and Director (D) positions. As of December 2024, 52 per cent of the Court's staff was female and 48 per cent was male. The Court achieved positive improvements in gender parity in senior management positions with, for instance, 46 per cent of women in P-5 positions in 2024 compared to 29 per cent in 2021, and 44 per cent of women in D-1 posts in 2024 compared to 11 per cent in 2021. Lastly, the Court has consistently seen a higher female representation in the Intern and Visiting Professionals Programme (which included 80.5 per cent of female staff and 19.5 per cent of male staff in 2024, and 76 per cent of female staff and 24 per cent of male staff in 2023).

⁶ *Official Records of the Assembly of States Parties to Rome Statute of the International Criminal Court, twenty-second session, New York, 4-14 December 2020* (ICC-ASP/22/20), vol. I, part III, [ICC-ASP-22-Res3](#), Part K, para. 89 and paras. 90-95.

⁷ A draft was presented on 22 November 2023 and subsequently adopted at the twenty-second session of the Assembly which took place from 4-14 December 2023. See [ICC-ASP-22-09](#).



Introduction

1. The International Criminal Court (“the Court”) launched its first comprehensive [Court-wide Strategy on Gender Equality and Workplace Culture \(GEWC\)](#) in 2022, to foster gender parity and equal opportunities within the Court, and to nurture an enabling, inclusive and safe working environment over the period 2023–2025. The GEWC Strategy was launched during a side event of the twenty-first session of the Assembly of States Parties (“the Assembly”) in December 2022.⁸
2. The Court’s first GEWC Strategy aimed to enhance gender equality and workplace culture in a planned, comprehensive and strategic way. It forms part of the Court’s overall Strategic Plan, as well as of the Strategic Plans of the Office of the Prosecutor and the Registry. The GEWC Strategy is in line with their strategic goals, activities and performance indicators relevant to gender equality and workplace culture at the Court.⁹
3. While this Strategy is the first of its kind adopted by an international court or tribunal, it draws on similar efforts undertaken by other international organizations, including the International, Impartial and Independent Mechanism¹⁰ and the United Nations Office on Drugs and Crime.¹¹ The Strategy shows the Court’s clear commitment to a work environment that is safe, inclusive and enabling, in accordance with the [UN’s System-wide Strategy on Gender Parity](#) of 2017 and the UN Women Enabling Environment Guidelines of 2019.¹²

⁸ [The ICC launches its first Strategy on Gender Equality and Workplace Culture](#), 9 December 2022.

⁹ Specifically: (a) The strengthening of the Court’s disciplinary framework, including through the adoption and review of relevant Administrative Instructions and Presidential Directives;

(b) The review and adoption of a recruitment policy; (c) The Court-wide exercise regarding the organization’s core values; and (d) The Judiciary and the Office of the Prosecutor’s work culture exercises.

¹⁰ IIIM [Gender Strategy and Implementation Plan](#), September 2022.

¹¹ UNODC [Strategy for Gender Equality and Women Empowerment](#) (2022-2026).

¹² UN Women [Enabling environment guidelines for the UN system](#), 2019.

4. Reference is made to legislative mandates around improving gender parity and intersectionality, including the Convention on the Elimination of all forms of Discrimination Against Women,¹³ the Beijing Declaration and Platform for Action,¹⁴ the International Labour Organization’s Violence and Harassment Convention (C190),¹⁵ as well as the International Convention on the Elimination of All Forms of Racial Discrimination¹⁶ and the Convention on the Rights of Persons with Disabilities.¹⁷
5. The GEWC Strategy embodies the Court’s ongoing efforts to improve gender equality and staff well-being, and draws on the guidelines developed by the United Nations, with a focus on long-term organizational change. The development, adoption and implementation of the GEWC Strategy reflected the commitment of the Court, as one of the many organizations involved in the [Generation Equality movement](#), to catalyze progress towards gender equality during the UN Decade of Action and deliver on the Sustainable Development Goals, including SDG 5 on Gender Equality. The GEWC Strategy also reflects the Court’s Principals’ joint commitment as [International Gender Champions](#).



Key alignments

6. The GEWC Strategy for the period 2023–2025 reflected the Court’s strong commitment to enacting concrete changes towards gender equality and workplace culture, in accordance with specific recommendations made by the Assembly,¹⁸ with the 2020 Independent Expert Review (IER)¹⁹ and with the ICC Staff Engagement Survey of 2018²⁰ and 2021²¹ on gender equality and workplace culture.

¹³ UN General Assembly [Convention on the Elimination of All Forms of Discrimination against Women](#), 18 December 1979.

¹⁴ [Beijing Declaration and Platform for Action](#), 1995.

¹⁵ ILO [C190 - Violence and Harassment Convention](#), 2019 (No. 190).

¹⁶ UN General Assembly [International Convention on the Elimination of All Forms of Racial Discrimination](#), 1965.

¹⁷ UN [Convention on the Rights of Persons with Disabilities \(CRPD\)](#), 2006.

¹⁸ ICC-ASP/1/Res.10 and its annex adopted at the third plenary meeting, on 9 September 2002, by consensus. This concerns the general criteria of geographical representation and gender balance to be considered in selection of staff of the Court set in the annex to ICC-ASP/1/Res.10. [Report of the Bureau on equitable geographical representation and gender balance in the recruitment of staff of the International Criminal Court](#), ICC-ASP/21/27, 5–10 December 2022.

¹⁹ [Independent Expert Review of the International Criminal Court and the Rome Statute System](#), 30 September 2020.

²⁰ Report of the Court on Human Resources Management, ICC-ASP/18/4, 2018.

²¹ Strategy on [Court-wide Gender Equality and Workplace Culture](#), 2022, p. 8.

7. The Strategy was designed to address some of the findings and recommendations of the 2020 Independent Experts Review, as well as to fill the gaps and respond to the needs related to gender equality and workplace culture that were identified in the ICC Staff Engagement Surveys conducted in 2018 and 2021. In particular, the ICC Staff Engagement Survey of 2021 identified that “gender equality remains a key priority for the organization to address, together with connected topics such as ethics and standards of conduct, leadership with emphasis on values, engagement and internal communication, wellbeing (including stress prevention), and staff selection and career development”.²²
8. The 2020 IER Experts, in paragraph 64 of their review, noted that “[d]ecisive action needs to follow the Assembly of States Parties and Court’s commitment to ensuring gender equality and providing a welcoming environment for all individuals affiliated with the Court”.²³ The 2020 IER Experts review contained a number of recommendations “addressing gender inequality, particularly in senior positions, through measures relating to elections, recruitment, working environment, training and professional development”. Furthermore, “attention is drawn to paragraphs 205 to 214, which touch upon the working environment and culture, staff engagement and staff welfare, and which illustrate [...] gaps regarding bullying and harassment, including sexual harassment, the inadequacy of existing internal justice mechanisms, the overrepresentation of males in managerial positions, and the impact on leadership, managerial approaches and the culture in the workplace.”²⁴
9. The Review Mechanism identified work culture and gender equality as priority areas in its [Comprehensive Action Plan](#), which was adopted by the Bureau of the Assembly on 28 July 2021. Moreover, gender equality is considered a strategic area for the Court, as reflected in the [High-Level Statement on Gender Equality](#) adopted by the Principals of the Court on 30 April 2021.²⁵

²² *Ibid.*

²³ *Independent Expert Review of the International Criminal Court and the Rome Statute System*, 30 September 2020, para. 64, p. 24.

²⁴ *Court-wide Strategy on Gender Equality and Workplace Culture*, 2022, p. 7.

²⁵ *ICC Principals adopt High-Level Statement on Gender Equality: “Gender equality is not only right and necessary but a driver of performance and success for the organisation”*, 30 April 2021.



Monitoring and reporting

10. For this final implementation report, monitoring was conducted by the Focal Point for Gender Equality (FPGE) and by the Court's Staff Wellbeing and Engagement Committee (SWEC), which form the Court's overall reporting mechanism under the GEWC Strategy 2023-2025. The monitoring process was conducted "in full coordination with [that of] the ICC Strategic Plan, and the organ specific strategic plans and their KPIs, with which the GEWC Strategy is aligned."²⁶
11. The reporting mechanisms upon which this final implementation report is based are the FPGE reports, the Human Resources Section (HRS) annual reports, the annual reports of the Independent Oversight Mechanism (IOM), the Review Mechanism reports on the implementation of IER recommendations, Administrative Issuances, the Staff Union Council (SUC) reports, and the Ombuds' annual reports from 2023 to 2025.
12. Additionally, written input was collected and ad hoc online meetings and consultations were organised by the Gender Consultant between April and June 2025, in particular with the FPGE, HRS, the Immediate Office of the Registrar, the Registry Legal Office, the Immediate Office of the Presidency, the Office of the Prosecutor, the IOM, the SUC, the Ombuds, the Security and Safety Section, and the Division of Judicial Services. The findings of the desk review and the results from internal consultations with relevant stakeholders were analysed and consolidated in this final implementation report. Reporting was based on the progress made with thirty specific components or actions to be achieved under the GEWC Strategy's *Implementation Checklist*, which identifies specific goals, timelines and stakeholders.

²⁶ Court-wide Strategy on Gender Equality and Workplace Culture, 2022, p. 5.

IV

Key Results

13. This Final Report covers the three-year implementation period of the Court's first [Strategy on Gender Equality and Workplace Culture](#) (2023-2025). The present report outlines the activities undertaken by the Court and the FPGE.
14. Over the reporting period, the Court successfully strengthened its workplace culture and processes, making them safer and more inclusive. This has been achieved by reinforcing relevant procedures and regulations, and improving referrals and alternative conflict resolution mechanisms to report on prohibited misconduct, including discrimination, harassment, sexual exploitation and abuse, retaliation and abuse of authority. These regulations and procedures were implemented by the IOM through its investigation mandate, as well as by establishing new referral mechanisms for alternative dispute resolution within the Court, and by enhancing existing services for conflict resolution and complaints concerning prohibited misconduct.
15. Awareness-raising activities, onboarding sessions, mentoring programmes and mandatory capacity-building sessions for staff and non-staff personnel on gender equality, core values and prohibited misconduct were crucial in successfully implementing the Strategy. Moreover, the Court supported work-life balance measures to improve staff well-being and personal and professional life integration, by refining specific policies and procedures such as flexible work arrangements and gender-neutral parental and family leave schemes. Lastly, the Court increased inclusive representation in recruitment outreach, improved accountability in selection decisions and compliance with specific gender and geographical inclusion targets. By implementing the first Court-wide GEWC, the Court has achieved a series of important milestones to improve gender equality outcomes in an enabled and harassment-free workplace.
16. This final implementation report is based upon the GEWC Strategy's *Implementation Checklist*, which identifies thirty specific components or actions required to achieve the main strategic pillars and the assigned reporting mechanisms. The strategic areas were identified through gender assessments and the extensive internal and external consultations undertaken by the Court between December 2021 and March 2022 with a range of stakeholders, from personnel, interns and visiting professionals, Counsel and members of external teams, States Parties, international and intergovernmental organizations, to civil society and academia, the SUC, and the Executive Council of the ICC Bar Association.²⁷ Each of the thirty components of the strategy is carefully assessed in the section below in terms of progress towards the expected results and against the strategy's timeline.

²⁷ [Court-wide Strategy on Gender Equality and Workplace Culture](#), 2022, p. 4.



Implementation checklist

Pillar I: Safe and Inclusive Workplace Culture and Processes

Component 1: Ensure full and consistent implementation of the strengthened ICC regulatory and disciplinary framework, to address prohibited misconduct related to any form of perceived discrimination, harassment, including sexual harassment, and abuse of authority



A strengthened disciplinary framework on prohibited misconduct

17. During the reporting period, the Court ensured the full and consistent implementation of the Court’s regulatory and disciplinary framework to address prohibited misconduct related to any form of perceived discrimination, harassment, including sexual harassment, and abuse of authority. Under the GEWC Strategy, the Court implemented – and monitored the progress of – key AIs, including the [Administrative Instruction on Unsatisfactory Conduct and Disciplinary Proceedings](#)²⁸ of 14 March 2022, the [Administrative Instruction on Investigations of Unsatisfactory Conduct](#)²⁹ of 14 March 2022 (which aims to ensure that allegations of unsatisfactory conduct are investigated thoroughly and impartially), the [Administrative Instruction on Addressing discrimination, harassment, including sexual harassment, and abuse of authority](#) (“the Anti-Harassment AI”)³⁰ of 6 April 2022, which sets out a zero-tolerance policy regarding such behaviours, and lastly, the [Presidential Directive on Protection Against Retaliation](#)³¹ of 8 February 2024. These efforts also aimed to address gender-related issues, such as gender-based violence, discrimination and harassment, more concretely.
18. This robust legal framework provides for clear, comprehensive and meaningful conflict resolution and assistance, and creates a support system which allows the Court to properly uphold the rights and obligations of individuals who bring forward complaints and to address those complaints through informal or formal processes using a variety of tools, including referrals to the Ombuds or to the IOM.

²⁸ ICC/AI/2022/002.

²⁹ ICC/AI/2022/001.

³⁰ ICC/AI/2022/003.

³¹ ICC/PRESG/2024/001.

19. The Anti-Harassment AI provides a list of offices and individuals who can provide guidance and support to staff members, non-staff personnel, and, as applicable, other individuals who bring forward complaints. These include HRS, the SUC, the Staff Counsellor, the Court's Ombuds, the IOM and the FPGE. The Anti-Harassment AI further specifies that its scope of application covers "reports of prohibited conduct which occur at or away from the workplace of the Court, during or outside working hours" and that "[these reports] can be submitted by any person against any person, irrespective of whether such persons have a contractual status with the Court".³² It also sets out that "[f]ormal reports of suspected prohibited conduct, including any suspected prohibited conduct having taken place prior to the entry into force of the present Administrative Instruction, are not subject to time limits"³³ and that "[f]ormal reports of suspected prohibited conduct may be made anonymously".³⁴ Lastly, this AI introduces measures regarding the Court's focus on prevention and deterrence, on mandatory training, as well as on informal conflict resolution mechanisms through the establishment of the mandate of the Ombuds.
20. The results of the 2025 ICC Staff Engagement Survey show positive changes on all six general questions concerning ethics and standards of conduct. The overall score has improved by 8 per cent compared to previous surveys. The most noteworthy improvements are (1) staff members' better understanding of the means of reporting prohibited conduct - an improvement of 16 per cent compared to 2023), and (2) their better understanding of what constitutes inappropriate and unethical behaviour and of how they are expected to behave - an improvement of 12 per cent compared to 2021, when this question was last asked. Despite these improvements, other outcomes need to be addressed. For instance, of the 21 per cent of staff who indicated they did experience prohibited conduct, only 28 per cent reported it, and of those 28 per cent who reported a problem, 58 per cent believed that "the problem is continuing" and 27 per cent stated that "no action was taken", while 17 per cent indicated that "the problem has got worse". In addition, 65 per cent of staff who indicated they experienced prohibited conduct replied that they had not reported a problem they had experienced for fear of negative consequences and/or retaliation.

³² ICC/AI/2022/003, Section 3.1.

³³ ICC/AI/2022/003, Section 6.3.

³⁴ ICC/AI/2022/003, Section 6.

B

The New Administrative Instruction on Prevention of Sexual Exploitation and Abuse

21. The Court's existing legal framework for addressing prohibited misconduct was further strengthened by the Administrative Instruction on Prevention of Sexual Exploitation and Abuse ("PSEA AI") promulgated in March 2023.³⁵ The PSEA AI specifies that "the Court has a zero-tolerance policy on sexual exploitation and sexual abuse". It stipulates, *inter alia*, that "[a]ction on suspected sexual exploitation and abuse shall be taken in accordance with the legal regime applicable to the alleged offender".³⁶
22. The PSEA AI defines sexual exploitation as "any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another person".³⁷ Sexual exploitation includes transactional sex and solicitation for transactional sex, trafficking and prostitution as well as any kind of exploitative relationships. Sexual abuse is defined as the "actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Sexual abuse is a broad term which includes but is not limited to rape, attempted rape, sexual assault, sexual activity with a minor, child pornography, child prostitution, sexual slavery, forced marriage."³⁸
23. The PSEA AI clearly sets out the policies and procedures governing the prevention of sexual exploitation and sexual abuse, applicable both to staff members and to non-staff personnel. It states, in its section 3.3, that "Staff members who are alleged to have engaged in sexual exploitation and abuse may be subject to disciplinary or other administrative action in accordance with the AI on [Investigations of Unsatisfactory Conduct](#), and on [Unsatisfactory Conduct and Disciplinary Proceedings](#). Non-staff personnel who are alleged to have engaged in sexual exploitation and abuse may be subject to action consistent with the terms and conditions of the contract governing their relationship with the Court. Elected officials who are alleged to have engaged in sexual exploitation and abuse may be subject to disciplinary proceedings in accordance with Articles 46 and 47 of the Rome Statute. Counsel who are alleged to have engaged in sexual exploitation and abuse may be subject to disciplinary proceedings in accordance with the [Code of Professional Conduct for Counsel](#)".

³⁵ ICC Administrative Instruction on Prevention of Sexual Exploitation and Abuse ('PSEA AI'), ICC/AI/2023/001.

³⁶ PSEA AI, Sections 1.2 and 3.3.

³⁷ PSEA AI, Section 2.1.

³⁸ PSEA AI, Section 2.2.

C

The IOM's investigation mandate

24. The Court's IOM was established by the Assembly at its [eighth session](#) in accordance with article 112, paragraph 4, of the Rome Statute³⁹ and with rule 83 of the Rules of Procedure of the Assembly of States Parties, as "an independent oversight mechanism for inspection, evaluation and investigation of the Court, in order to enhance its efficiency".⁴⁰ Resolution [ICC-ASP/8/Res.1](#), which established the IOM, was adopted by the Assembly at its seventh plenary meeting on 26 November 2009.⁴¹ In November 2013, the Assembly adopted Resolution [ICC-ASP/12/Res.6](#)⁴² and on 16 December 2020, [ICC-ASP/19/Res.6](#) on the Operational mandate of the IOM, reaffirming that "the IOM shall exercise complete operational independence in the fulfilment of its functions and will report to the Assembly"⁴³ [...] and shall have the authority to initiate on a reasonable basis, carry out and report on any action which it considers necessary to fulfil its responsibilities with regard to its functions without any hindrance or need for prior authorisation, except as set forth in the present resolution".⁴⁴
25. The IOM became effectively operational in 2017.⁴⁵ It is an operationally independent office with its head reporting to the President of the Assembly. The Bureau of the Assembly produces public annual reports on the IOM, outlining its activities under its triple mandate of inspection, evaluation and investigation. During the implementation period of Court's first GEWC, the IOM produced two reports, dated 2023 ([IOM Annual Report 2023](#)) and 2024 ([IOM Annual Report 2024](#)), which specifically provide information about the investigations undertaken in relation to misconduct, including discrimination, harassment (including sexual harassment) and abuse of authority, in full compliance with the Court's existing, robust legal framework on this matter.

³⁹ <https://asp.icc-cpi.int/IOM>.

⁴⁰ "The Assembly may establish such subsidiary bodies as may be necessary, including an independent oversight mechanism for inspection, evaluation and investigation of the Court, in order to enhance its efficiency and economy."
See <https://asp.icc-cpi.int/IOM>.

⁴¹ *Official Records ... Seventh session ... 2008* (ICC-ASP/8/20), vol. I, part II, Resolution ICC-ASP/8/Res.1.

⁴² *Official Records ... Twelfth session ... 2013* (ASP/12/20), vol. I, part III, Resolution ICC-ASP/12/Res. 6.

⁴³ As provided for in paragraph 15 of resolution ICC/ASP/8/Res.1.

⁴⁴ *Official Records ... Nineteenth session ... 2020* (ASP/19/20), vol. I, part III, [ICC-ASP/19/Res.6](#).

⁴⁵ IOM website: <https://www.icc-cpi.int/asp/iom>

26. Lastly, the IOM plays an important part in the Court’s policy on Protection Against Retaliation.⁴⁶ “Whistleblowers are individuals who for the benefit of the ICC fulfil their responsibility by reporting, in good faith, suspected misconduct or by cooperating with duly authorised fact-finding activities such as audits, evaluations and investigations”. In addition, “[t]he ICC has zero tolerance for retaliation” and “whistleblowers and reporters of misconduct are entitled to preventative and protective measures against retaliation”.⁴⁷ On 8 February 2024, during the reporting period, a Presidential Directive ([ICC/PRES/D/G/2024/001](#)) was promulgated which regulates protection from any form of retaliation against Court personnel, by establishing rules and procedures to protect those who report suspected unsatisfactory conduct or engage in any other protected activity within the meaning of section 4 of the Directive.
27. The work of the IOM and its public reports illustrate the Court’s efforts to achieve greater transparency and accountability by protecting its personnel not only from discrimination, harassment including sexual harassment and abuse of authority, but also from retaliation. Between 1 October 2022 and 30 September 2023,⁴⁸ the IOM received 46 reports of possible misconduct and initiated a detailed review of 35 cases. Between 1 October 2023 and 30 September 2024,⁴⁹ the IOM received 43 reports of possible misconduct and initiated a detailed review of 25 cases.

⁴⁶ The Court’s policy on whistleblowing and whistleblower protection was promulgated in October 2014 through Presidential Directive [ICC/PRES/D/G/2014/003](#).

⁴⁷ [ICC Whistleblowing and Whistleblower Protection Policy](#), sections 2.1, 4.1 and 4.5.

⁴⁸ [Annual report of the Head of the Independent Oversight Mechanism](#), ICC-ASP/22/21, 4-14 December 2023.

⁴⁹ [Annual report of the Head of the Independent Oversight Mechanism](#), ICC-ASP/23/18, 2-7 December 2024.

Component 2: In line with the revised AI on Addressing Discrimination, Harassment, including Sexual Harassment, and Abuse of Authority, develop an internal service for alternative dispute resolution mechanisms, including the establishment of an Ombudsperson.



The role of the Ombuds in alternative dispute resolution

28. The AI on Addressing Discrimination, Harassment, including Sexual Harassment, and Abuse of Authority adopted in 2022 further strengthened the role of the Ombuds within the Court. The Anti-Harassment AI states that “affected individuals may prefer and are encouraged to discuss their situation with the Staff Counsellor and/or the Court’s Ombuds”, and that “the services [...] include discussing options and referrals according to the wishes of the affected individuals”.⁵⁰ The ‘Anti-Harassment AI’ further specifies that “affected individuals visiting the Court’s Ombuds and/or the Staff Counsellor remain in control of any decisions they may wish to make following such a visit to discuss options”. It sets out that the Court’s Ombuds and Staff Counsellors “may provide psychosocial support and discuss tools to address the emotional impact that the situation has on the affected individual, as well as guidance on potential referral to external mental health resources, if needed”, and that “both the Court’s Ombuds and the Staff Counsellor are bound by strict rules of confidentiality”.⁵¹
29. The Court’s Ombuds provides confidential and impartial support to staff members and other members of the workforce. “The Ombuds office is a resource available to all Court staff members, non-staff personnel (such as consultants, individual contractors, seconded personnel, interns, and visiting professionals), counsel, and elected officials. It offers independent, impartial, informal and confidential support in the context of problems, disputes, conflicts, dissatisfaction, or distress related to the workplace or relevant to the well-functioning of the Court. It provides a safe space to identify and address issues through coaching, exploring options, shuttle diplomacy, facilitation, and mediation.”⁵²

⁵⁰ Administrative Instruction on Addressing discrimination, harassment, including sexual harassment, and abuse of authority, ICC/AI/2022/003, section 5.7(a).

⁵¹ *Ibid*, section 5.7(b) and 5.9.

⁵² ICC Ombuds Office, Annual Report 2023, p. 3.

30. The Ombuds “may also initiate and facilitate conversations, build bridges, provide solicited and unsolicited feedback [– including on perceived existing or emerging dysfunctions or systemic issues –] to (any part of) the Court, and make non-binding recommendations to (any part of) the organisation. As an organisational rather than a classical Ombuds, its role does not include making rulings or overturning decisions. Additionally, it does not advocate for or represent any party, provide legal opinion or advice, or obstruct formal processes. It also does not conduct investigations or serve as a witness.”⁵³
31. In 2024, the Ombuds produced its first internal report to provide information on its activities. The reports, produced annually, are an opportunity to reach out, explain and share the findings and recommendations to the Court as well as the Court’s feedback. The annual report contains (a) an explanation of the Ombuds’ role and operations; (b) an overview of the Ombuds’ activities over the reporting period; (c) statistical data for the reporting period; and (d) any non-case-related recommendations made to the Court during the reporting period, reproduced in full. The Court provides a response to each of the recommendations contained in the annual report, including a description of, and rationale for, any follow-up actions taken or planned.⁵⁴ The 2024 Ombuds annual report will be published before the end of 2025.
32. A first draft of an Administrative Instruction on the Ombuds and of its Terms of Reference is currently being discussed within the Court, which aims to adopt it by the end of 2025.

⁵³ *Ibid.*

⁵⁴ ICC Ombuds Office, Annual Report 2023, p. 2.

Component 3: Adopt and implement a gender training programme for the ICC, including the mandatory anti-harassment training foreseen in the new AI on Addressing Discrimination, Harassment, including Sexual Harassment, and Abuse of Authority

E

Mandatory gender equality training

33. The FPGE, in close collaboration with HRS, launched the “*Gender Equality: Key Concepts and Practices*” training for staff members and non-staff personnel in English in November 2024, and in French in February 2025. This mandatory training introduced learners to the basic concepts that underpin gender equality, and outlined best practices for challenging biases and fostering a diverse, respectful work environment. With this training course, the Court reached a milestone and set a precedent for addressing gender issues through capacity-building. The modules included theoretical and practical components, and provided actionable insights to promote gender equality and inclusion across the organization. The course also referred to the Anti-Harassment AI, since it aimed to educate staff members and non-staff personnel on the ethical and legal implications of prohibited misconduct at the Court, thereby promoting compliance with the Court’s legal framework. By 24 June 2025, 991 staff and non-staff personnel had completed the gender equality online course.

F

Mandatory training on the disciplinary framework regarding prohibited misconduct

34. The Court achieved another result with mandatory training for all personnel aimed at raising awareness of the disciplinary frameworks surrounding discrimination, harassment, including sexual harassment, and abuse of authority, in line with the Anti-Harassment AI. The “United to Respect” online training course “*Creating a Harmonious Workplace and Addressing Prohibited Conduct at the ICC*” was coordinated and created by HRS for this purpose. The Court initially launched the course in English in November 2024, and a French version was published in the first quarter of 2025.

35. The “United to Respect” online training course was created thanks to inter-agency collaboration with the United Nations. The mandatory training results from a joint effort by the Office of the Prosecutor (OTP)’s Working Climate Change Group, the IOM, the Ombuds, the FPGE, Staff Counsellors and the SUC. Their work was coordinated by the Court’s HRS. The online training course, together with a comprehensive “Toolkit”, is part of the three-pillar “United to Respect” learning programme. Its third component, “The Dialogues” workshop, is to be launched in 2025 and will be accessible to and mandatory for all staff and non-staff personnel such as the elected officials, IVPs and the OTP seconded national experts. The aim of this component is to improve understanding of different types of misconduct in the workplace, related administrative and legal procedures, and the mechanisms available to report cases of misconduct, including acts of discrimination and retaliation, sexual harassment and exploitation and abuse of authority. By 24 June 2025, 1090 staff members and non-staff personnel had completed the mandatory “United to Respect” online course.



Awareness-raising to address prohibited misconduct

36. The FPGE has been instrumental in fostering a culture of accountability within the Court. This has been achieved by effectively raising awareness of the regulatory framework applicable to prohibited misconduct during various educational opportunities, such as workshops and training programmes for staff and non-staff personnel. Moreover, the FPGE offered individualised counselling, creating an environment conducive to dialogue regarding the measures implemented, to address any potential concern. The FPGE, by upholding an open-door policy, ensured inclusive access to the regulatory framework on prohibited misconduct, thus improving understanding and promoting accountability across the Court.

H**Staff engagement surveys**

37. “It is encouraging to observe the noteworthy positive outcome recorded in the 2023 Staff Pulse Survey. Specifically, the statement ‘The ICC is currently putting efforts to mainstream gender awareness and gender equality across the organization, its strategies, policies, and working methods’ garnered a 75 per cent positive response rate from survey participants”, which increased to 81 per cent in the 2025 Staff Engagement Survey. According to the 2025 Staff Engagement Survey, 68 per cent of staff respondents reported that “the ICC values diversity and inclusion”, which is an 11 points increase compared to the 2023 Staff Pulse Survey. It is further noted that “[t]his indicates substantial levels of staff approval and recognition regarding the Court’s efforts to promote gender awareness and equality within the organisation.” In 2024-2025, “the implementation of the GEWC Strategy reflected a concerted response to the needs identified through extensive surveys and strategic planning. It also signified the Court’s ongoing commitment to creating a balanced and equitable workplace”.⁵⁵

⁵⁵ Report of the Court on Human Resources Management, ICC-ASP/23/2, 2-7 December 2024, para. 142, p. 23.

Component 4: Ensure that onboarding/induction sessions are provided for all ICC staff, as well as interns and visiting professionals, including sessions on gender awareness, harassment and disciplinary proceedings policies, and rights and duties and mechanisms of internal justice

I

Onboarding programme

38. “In 2023, the [HRS staff onboarding] programme afforded 106 new staff members the opportunity to become acquainted with the Court as an organization with its working standards and [with] its culture.”⁵⁶ [T]he aim of the programme [was] to help new staff settle into their working environment, build networks with other newcomers and become effective in a shorter period of time. The programme [was] a product of Court-wide collaboration, as participants are inducted by staff from all over the Court covering a broad range of thematic areas. In 2023, a gender-focused element was incorporated for the first time into the onboarding process through presentations and participation by the Office of the Gender Equality Focal Point. These steps ensured that all new staff members, interns and visiting professionals, received a comprehensive briefing on gender dynamics right from the start of their tenure, laying the foundation for an informed and sensitive workplace culture.”⁵⁷
39. In 2024, five HRS staff onboarding events were attended by a total of 93 new staff members. These sessions included a presentation on gender awareness and an introduction to internal justice mechanisms, as well as presentations by the Ombuds, the FPGE, the IOM and the SUC covering the relevant topics. Furthermore, the onboarding sessions included “cultural awareness” training. Onboarding sessions for interns and visiting professionals (IVPs) were held twice a month (215 IVPs attended in 2024).
40. All onboarding sessions for IVPs included a gender equality component, and contained information on the Court’s policies and procedures on discrimination and harassment, including the mechanisms for reporting prohibited conduct. These steps ensure that all new personnel, from IVPs to staff members, receive a comprehensive briefing on gender dynamics right from the start of their tenure, laying the foundation for an informed and sensitive workplace culture.

⁵⁶ Report of the Court on Human Resources Management, ICC-ASP/23/2, 2-7 December 2024, para. 29, p. 5.

⁵⁷ *Ibid.*, para. 30, p. 5.

Component 5: Develop and conduct a thorough and consultative process to define, re-shape and implement the common core values of the ICC

J

The Court's Core Values Project

41. “Th[e] Court-wide [Core Values Project] was launched in July 2022, with the aim of creating a positive workplace culture that will represent the Court’s values internally and externally. It is based on the premise that a positive culture in the workplace is essential for fostering a sense of pride and ownership amongst staff and persons at the Court.[...] This project is grounded on the notion that values cannot be imposed if they are meant to be effective and operational; therefore, the ICC Core Values project is driven with a consultative, bottom-up approach, involving ICC staff not only in identifying and developing organisational values, but also in the roll out, communication and ongoing activities, so that the values are owned by those using them.”⁵⁸
42. In close cooperation with multiple stakeholders and building on the staff’s valuable contributions, the Court adopted the core values of “Integrity, Fairness, Accountability and Inclusion” in January 2024. The introduction of these core values, beyond merely strengthening a positive working culture and fostering a sense of ownership among staff, reflects the Court’s priorities in terms of its existing workplace culture. “Overall, [over 400] staff members of the Court participated in this initiative, and about 35 team workshops were facilitated by [the Court from 2022 to 2024]. The high level of participation from all organs across the Court demonstrated a strong interest in contributing to positive changes in workplace culture. The work carried out by [the Court] included strategy proposals, methodology design, inter-organ workshops, campaigns and efforts to build facilitation capacity.”⁵⁹
43. The next phase of the Court’s Core Values Project will focus on implementation, with the aim of anchoring the new values at all three levels of the organization: (1) the individual level, (2) the team level and (3) organization-wide, in accordance with ICC Strategic Goal 6,⁶⁰ which reaffirms the priority of fostering an environment where staff can demonstrate pride in their work and commitment to the core values. The core values are to be embedded in key processes during the implementation phase such as recruitment, onboarding, learning and development and performance management, so as to further align day-to-day operations with the core values of “Integrity, Fairness, Accountability and Inclusion.”

⁵⁸ Court-wide Strategy on Gender Equality and Workplace Culture 2023-2025, p. 20.

⁵⁹ Report of the Court on Human Resources Management, ICC/ASP/23/2, 2-7 December 2024, paras. 5 and 6, p. 2. Available at: <https://asp.icc-cpi.int/sessions/documentation/23rd-session>.

⁶⁰ ICC Strategic Plan 2023-2025, Strategic Goal 6.

**Component 6: Develop and implement an internal campaign for all ICC staff on
“Let’s Set the Tone against Everyday Sexism at the Workplace”**

K

The internal campaigns against discrimination and harassment in the workplace

44. The FPGE successfully implemented in 2023-2024 the “*Let’s Set the Tone against Everyday Sexism at the Workplace*” internal campaign, making informational resources available, organizing live events, and fostering engagement with staff. “This campaign had several objectives: [...] b) Communicating and raising awareness across the organization on what everyday sexism looks like and how it affects us all; c) Showing the commitment and ownership of all, across all levels, in recognizing sexism and addressing it through their mandates and actions; d) Breaking the silence and making room for more open and impactful engagement among staff and between staff and management on their experiences and issues regarding everyday sexism; e) Strengthening [...] awareness and accountability across the Court of unacceptable behaviours, and further encouraging reporting by staff when misconduct occurs.”⁶¹
45. This initiative was complemented by the ‘*Embrace Diversity, Ignite Equality campaign*’ organised by the FPGE marking the 16 Days of Activism against Gender-Based Violence (GBV), from 25 November to 10 December 2023 – a campaign championed by the United Nations to end impunity against GBV. Both campaigns were implemented by the end of 2023 and have continued in 2024 to raise awareness on addressing sexism and harassment, at the Court as a workplace, for all staff.

⁶¹ Report of the Bureau on equitable geographical representation and gender balance in the recruitment of staff of the International Criminal Court, ICC-ASP/22/31, para. 16, p. 4.

46. The FPGE has successfully mainstreamed an intersectionality approach⁶² under this strategy to support awareness-raising on diversity and discrimination based on race, ethnicity, sexual orientation, gender expression and sex characteristics, among others. Moreover, the FPGE undertook specific awareness-raising actions in support of diversity, sexual orientation and gender expression (e.g. *Embrace Diversity, Ignite Equality Campaign*). A magazine was produced and widely circulated on the occasion of the 'International Day Against Homophobia, Transphobia and Biphobia' in May 2024, with a foreword from the Registrar. The Court has taken concrete steps to achieve intersectionality, to ensure geographical representation in staff and non-staff recruitment by including talents from diverse cultural and ethnic backgrounds, and to improve the use of gender-neutral language across the Court.

⁶² "Gender is only one element that allows for a proper understanding of the broader socio-cultural context being analysed. Intersectionality recognises that people's identities and social positions are shaped by several factors, the intersection of which can lead to unique forms of discrimination or oppression. In addition to gender, these factors can include: race, ethnicity, religion, sexual orientation, gender expression and sex characteristics, socio-economic background, age, disability, etc. Intersectionality allows for a more in-depth and complex understanding of the different experiences and challenges that are at play for specific groups of individuals in a given context and at a specific time, and further allows for the identification of specific actions that can be taken in order to counteract and eliminate these challenges", Court-wide Gender Equality and Workplace Culture Strategy 2023-2025, p. 12.

Component 7: Strengthen internal communication and inclusion



Strengthened internal communication for gender equality and inclusion

47. The mandatory training for staff and non-staff has been pivotal in raising awareness of internal policies and procedures and their implementation, specifically on prohibited misconduct. Moreover, gender equality, harassment and workplace culture topics were included in town-halls and retreats for the Court's personnel, to facilitate internal communication on gender equality and inclusion issues and to inform staff on procedures and regulations regarding prohibited misconduct.
48. Between 2023 and 2024, the Judiciary held ten retreats for elected officials and staff. Information sessions touched upon topics such as gender, harassment, workplace culture, Court-wide core values, and the results of the 2022 and 2023 Staff Engagement Surveys, with presentations delivered by the FPGE, the Ombuds and the Occupational Health Unit (OHU). In 2024, a week-long induction programme was organised by the Judiciary for the newly elected judges, which included briefings on the roles of the FPGE, the IOM, the Ombuds, the OHU, the SUC, and other key internal referral bodies. Similar retreats are foreseen by the Judiciary in 2025, with programmes designed to reflect gender equality and workplace culture priorities relevant across the Court.
49. The FPGE organised a series of internal communication initiatives for meaningful dialogue around gender equality and diversity. These initiatives included events on the occasion of International Women's Day in collaboration with the OTP's Focal Point for Gender (8 March 2024) and on the occasion of International Day of Women in Diplomacy for IVPs (24 June 2024), as well as workshops on gender concepts with the Immediate Office of the President (25 October 2024) and with the Country Office, Central African Republic (24 September 2024), and a presentation on gender equality for Chambers staff (24 October 2024). The FPGE's Intranet page was regularly updated with the latest gender equality, diversity and workplace culture events and initiatives, including a monthly newsletter, "The Gender Brief".
50. The Court is currently working on developing its Internal Communication Strategy for 2025, to strengthen internal communication and boost inclusion.

Component 8: Instill a culture of accountability and responsibility across ICC staff

M

Improved culture of accountability and responsibility across the Court's staff

51. The Court adopted the core values of “Integrity, Fairness, Accountability and Inclusion” in 2024, using a bottom-up and participatory approach, in an effort to instill a culture of accountability and responsibility among the Court’s staff. The high level of staff participation confirmed employees’ interest in being actively involved in decision-making in relation to the Court’s ethical standards.
52. The Court strengthened the collection and use of data to track gender representation and monitor progress towards gender equality in an effort to promote accountability across the Court. In support of accountability and data transparency, HRS developed several dedicated intranet dashboards to monitor progress on geographical representation and gender balance (GRGB) in staffing (excluding elected officials). This is one of the many actions that the Court promoted under the strategy, collecting accurate gender-disaggregated data and using it ethically to instill a culture of accountability, making gender equality everyone’s responsibility.
53. In line with the implementation of the Anti-Harassment AI and in accordance with the Court’s core values, the Court designed a poster campaign in 2023 and 2024 to combat inappropriate behaviour, in a bid to foster accountability and to contribute to a better, more respectful workplace. The campaign, launched by OTP, focused specifically on combating bullying, racism, sexism, harassment, unconscious bias, and discrimination based on gender identity and/or sexual orientation.
54. Furthermore, OTP, through its Equity Inclusion and Diversity Committee, launched a series of three workshops in 2024 and 2025 during which 60 OTP personnel learned how to address unconscious bias through inclusion and diversity. Finally, in March 2025, OTP launched a new intranet site on the OTP Workplace Culture Change Group, to spread workplace culture change efforts across the Office and to maximise the reach and impact of different initiatives.
55. The appointment of the OTP Focal Point for Gender was pivotal and served as a helpdesk for OTP personnel, by listening and advising on the formal and informal reporting options available for acts of discrimination, harassment, including sexual harassment and abuse, and abuse of authority.

56. Following a meeting between the OTP’s “Are We There Yet Committee”⁶³ and OTP senior management, ten recommendations were adopted to improve workplace culture, and were communicated to all OTP personnel in November 2024. These recommendations relate to, *inter alia*, the articulation of an ideal workplace culture by personnel; the promotion of initiatives for staff advancement while giving due regard to equality, inclusion and diversity; the integration of workplace culture into onboarding processes, the mitigation and management of risks of burnout and secondary traumatic stress and the formalization of exit interviews for all OTP personnel. In December 2024, the OTP “Are We There Yet Committee” organised a session chaired by the Special Adviser to the Prosecutor on Workplace Culture on adopting a victim-centred approach in the prevention of and response to harassment, including sexual harassment.
57. The FPGE contributed to the OTP “Are We There Yet Committee” conversations in 2024, by driving cultural transformation and adding a gender and inclusion perspective to the discussion. Furthermore, under the guidance of the Principals, the FPGE has effectively integrated gender considerations into team dynamics, thus bolstering efforts towards accountability and gender equality throughout the Court.

⁶³ In 2025, the OTP “Are We There Yet Committee” was absorbed by the OTP Workplace Culture Change Group.

Component 9: Ensure all staff and non-staff members leaving the organisation provide feedback on their experience at the Court, including on how management and human resources can improve the workplace culture and environment through exit interviews and handover notes

N**Exit Survey**

58. HRS has implemented a series of actions aimed at ensuring that all staff and non-staff members leaving the organization provide feedback on their experience at the Court. Since 2020, all IVPs have been asked to complete an exit survey as a mandatory part of their check-out process. Staff members currently have the option to provide their feedback in a voluntary exit survey sent with the separation email. However, in future, this feedback should systematically be collected from staff members through the automation of the offboarding process, which is currently under development with implementation expected by the end of 2025. This solution should be extended to non-staff personnel at a later stage.
59. The exit survey was updated by HRS in the first quarter of 2024, with input from the Staff Wellbeing Committee, including the FPGE and the SUC. The FPGE provided HRS with updates to the questions included in the separation form, so as to gain a better understanding of gender dynamics within the Court. For example, gender options were extended beyond “Male” and “Female” options to include “Transgender”, “Gender –non-conforming” and “I prefer not to disclose” options. Furthermore, two options were added to the form as reasons for leaving the current position, namely “Discrimination in the work environment related to sexual orientation or gender identity” and “Discrimination, harassment, including sexual harassment, abuse of authority and/or bullying”.

Component 10: Develop and adopt a data collection process to collect information on matters of alleged prohibited misconduct related to any form of perceived discrimination, harassment, including sexual harassment, and abuse of authority



The Court's data collection system on matters of alleged prohibited misconduct

60. In 2024, the IOM started developing a data collection process to categorise the allegations received on prohibited misconduct related to any form of perceived discrimination, harassment, including sexual harassment, and abuse of authority. The IOM collects data internally in a system that shows disaggregated information by typology of misconduct. The data collection process improved the analysis of disaggregated data, based on organised and systematised information concerning allegations of prohibited misconduct related to discrimination, harassment, including sexual harassment, and abuse of authority. The IOM will include gender-disaggregated data on alleged misconduct in its annual report for 2025.

Pillar II: Personal and professional life integration

Component 11: Develop and adopt a Court-wide guide on work communication, as well as email and meeting etiquette guidelines

A

The Court-wide Enabling Environment Manual

61. The FPGE, in collaboration with the Immediate Offices of the Principals, HRS, the SUC, and the OTP Gender Focal Point, developed a Court-wide Enabling Environment Manual. The Manual summarises a set of recommended practices on gender-sensitive and inclusive communication and behaviours for the Court's personnel. It embodies the Court's unwavering commitment to nurturing a collaborative and safe work environment and serves as a guide for promoting an inclusive workplace. The Manual is a clear effort on the part of the Court to better define and raise awareness of the Court's core value of "Inclusion".⁶⁴ The Manual was broadly circulated to Court personnel to improve knowledge and raise awareness of issues of inclusivity, diversity and gender equality.

⁶⁴ "Inclusion is 'ensuring a collaborative and safe work environment where all individuals can belong and be their authentic selves, while giving value to their background and identity. It entails welcoming, fostering and integrating diverse voices and perspectives at all organizational levels. Inclusion is also reflected in the Court's aspiration towards the universality of the Rome Statute system.'" , ICC Enabling Environment Manual, p. 12.

Component 12: Ensure consistent implementation of the AI on Flexible Working Arrangements

B

Implementation of the AI on Flexible Working Arrangements

62. The Court is committed to nurturing a culture supportive of work-life balance and flexibility. The AI on Flexible Working Arrangements (ICC/AI/2022/004), promulgated on 14 September 2022, establishes the conditions under which staff members of the Court may benefit from flexible working arrangements, leading to a better work-life balance. “The Court hereby recognises the importance of flexible working arrangements in balancing the demands on staff while at work with life outside the office (Section 1.1).” “The AI applies to all staff members holding a fixed-term or a short-term appointment (Section 1.2). Subject to the conditions set out in this administrative instruction, the following flexible working arrangements are available to staff members: (i) Flexible working schedule; (ii) Compressed working schedule; (iii) Remote working; and (iv) Scheduled breaks for outside learning activities (Section 2.1).”⁶⁵
63. A first review of the AI on Flexible Working Arrangements was completed in September 2024, two years after its issuance, as provided for in its section 9. The review concluded that the AI is fit for purpose in balancing the demands on staff while at work with life outside the office.
64. The 2025 ICC Staff Engagement Survey results show a 5 per cent improvement in the Work-Life Balance category. Of the three statements forming this category, the statement that “The ICC Flexible Working arrangements allow me to work flexibly when appropriate” shows the most significant change, with an improvement of 14 per cent compared to 2021, when this question was last asked.

⁶⁵ Administrative Instruction on Flexible Working Arrangements, ICC/AI/2022/004.

Component 13: Provide ICC managers with a practical guide on how to best implement these arrangements within their teams

65. The Court developed Frequently Asked Questions (FAQs) on Flexible Working Arrangements (FWA) in line with ICC/AI/2022/004. The FAQs, developed by HRS in collaboration with the SUC, highlight available options and benefits for the Court's staff regarding FWA, and set out a series of good practices for managers. These FAQs have been circulated among the Court's personnel and are available on the staff HR portal.
66. In the context of this initiative, the FPGE worked with HRS and SUC to create FWA guidelines specifically tailored to managers, aimed at facilitating the effective and inclusive application of the AI on FWAs.⁶⁶

Component 14: Assess the experiences of staff when requesting part-time working arrangements via a survey with disaggregated data

67. In September 2024, the FPGE, in collaboration with the SUC, conducted a survey on part-time and flexible working arrangements among the workforce with disaggregated data. The results concerning part-time working arrangements will be analysed by the FPGE before the end of 2025 to assess the experience of staff members requesting part-time work.

Component 15: Factor in the survey results in the revision of the AI on Flexible Working Arrangements

68. The results of the survey on flexible and part-time working arrangements are now being analysed by the FPGE. This analysis, which should be completed by the end of 2025 and shared by the FPGE, will be considered by SWEC to decide whether it warrants a review of the AI on Flexible Working Arrangements in 2026.

⁶⁶ Report of the Court on Human Resources Management, ICC-ASP/23/2, p. 23.

Component 16: Implement the recent ICSC Decision on Parental Leave Policy within the UN Common System, to align the ICC Staff Regulations and Rules and the ICC maternity leave policy with modern standards

C

The New ICC Parental Leave and Family Leave Policy

69. The ICC Parental Leave and Family Leave Policy was promulgated in December 2024. The new Administrative Instruction [ICC/AI/2024/003](#) on Parental and Family Leave provides for gender-neutral rules concerning parental leave. The AI ‘applies to all staff members holding a fixed-term or a short-term appointment’ (Section 1.2). ‘Staff members who become parents without giving birth shall be granted 16 weeks of parental leave with full pay’ (Section 3.1), and ‘staff members who become parents by giving birth shall be granted 16 weeks of parental leave with full pay, as well as an additional 10 weeks of combined prenatal and postnatal leave with full pay, bringing the total duration of their parental leave to 26 weeks’ (Section 4.1).⁶⁷ Prior to the promulgation of the [ICC/AI/2024/003](#), the Court’s Principals already aligned with the ICSC Decision on Parental Leave Policy within the UN Common System⁶⁸ via transitional measures which entered into force on 1 January 2023. In sum, the Court had already been in line with the gender-neutral provisions of the ICSC Decision on Parental Leave Policy from the beginning of 2023.

⁶⁷ Administrative Instruction [ICC/AI/2024/003](#) on Parental Leave and Family Leave.

⁶⁸ UN Report of the International Civil Service Commission for 2022.

Component 17: Take concrete measures to improve the conditions of service of Counsel, members of defence teams, legal representatives of victims and members of their teams as part of the reform of the legal aid policy

D

The Court's new Legal Aid Policy

70. The Court's new Legal Aid Policy⁶⁹ has been adopted and entered into force on 1 January 2024.⁷⁰ The purpose of the Policy is to establish a framework that allocates sufficient resources to defence and victims' teams representing the interests of their indigent clients, and to provide for effective and efficient representation in proceedings before the Court. The Legal Aid Policy also sets out concrete social support measures to improve conditions of service. These include, *inter alia*, a social package (annual leave, medical leave, parental leave, extraordinary leave), fixed work-time commitments, a minimum contract duration, as well as the Court's framework against discrimination, harassment, including sexual harassment and abuse of authority, which is applicable to Counsel and team members as far as prevention, support and assistance measures are concerned. Where applicable, Counsel and team members may also have access to specific Court services, such as psychological support from the Staff Counsellor or assistance from the Court's Ombuds.

⁶⁹ ICC-ASP-22-Res3, Part K, para. 89 and paras. 90-95.

⁷⁰ A draft was presented on 22 November 2023 and subsequently adopted at the twenty-second session of the Assembly which took place on 4-14 December 2023. See ICC-ASP-22-09.

Pillar III: Gender Parity and Equal Opportunities

Component 18: Enhance ongoing efforts regarding workforce planning, including targeted outreach for specific job profiles and proactive and creative sourcing initiatives, as part of the new ICC recruitment policy

A

Gender-sensitive recruitment process

71. The Court has consistently promoted career opportunities at the Court at various career events and fairs throughout 2023-2024, with a particular focus on attracting different genders and individuals from under-represented and non-represented countries, in line with GRGB considerations. The job fairs and events targeted individuals in the early stages of their careers, serving as a potential pipeline for future leadership positions at the Court.
72. In 2024, the Court added a dedicated section on gender equality to career fair presentations conducted by HRS, with the support of the FPGE, furthering the Court's commitment to diversity and inclusion. In October 2024, the FPGE also incorporated gender considerations into the IVP recruitment page, with a view to enhancing outreach to diverse backgrounds, including under-represented genders and countries.

B

Gender parity in staffing

73. The Court has achieved gender parity in staffing (excluding elected officials) since 2022, reaching an equal representation of women and men. In 2024, more women than men were recruited by the Court in Professional (P) and Director (D) positions. Among staff members overall (excluding elected officials), women outnumber men. In December 2024, 52 per cent of the Court's staff was female while 48 per cent was male. According to gender-disaggregated data, the Court has reached gender parity in P-1, P-2 and P-3 positions, while men outnumber women in high-level management posts from P-4, P-5 to D-1 (see Table 1). It is worth noting the evolution of gender parity in senior management positions in the Court. In 2021, only 29 per cent of P-5 positions were held by women, a figure which rose to 46 per cent in 2024. In 2021, women represented only 11 per cent of staff in D-1 positions. This figure rose to 44 per cent in 2024, showing a progressive improvement over the years. The presence of women in staff positions represents an accomplishment for the Court in an effort to promote gender balance among its staff and non-staff members. More work is needed to fill the gender gap in senior management and director positions (P-4, P-5 and D-1 posts).

Table 1 - Gender distribution of staff by grade (excluding elected officials) from 2021 to 2024

Gender distribution of staff by grade (excluding elected officials) (as of 31/12/2021):		
Total: 49% female, 51% male		
P-1:	68% female	32% male
P-2:	59% female	41% male
P-3:	49% female	51% male
P-4:	38% female	62% male
P-5:	29% female	71% male
D-1:	11% female	89% male

Gender distribution of staff by grade (excluding elected officials) (as of 31/12/2022):		
Total: 50% female, 50% male		
P-1:	65% female	35% male
P-2:	59% female	41% male
P-3:	50% female	50% male
P-4:	41% female	59% male
P-5:	30% female	70% male
D-1:	22% female	78% male

Gender distribution of staff by grade (excluding elected officials) (as of 31/12/2023):		
Total: 51% female, 49% male		
P-1:	68% female	33% male
P-2:	61% female	39% male
P-3:	52% female	48% male
P-4:	40% female	60% male
P-5:	40% female	60% male
D-1:	38% female	63% male

Gender distribution of staff by grade (excluding elected officials) (as of 31/12/2024):		
Total: 52% female, 48% male		
P1:	63% female	38% male
P2:	60% female	40% male
P3:	55% female	45% male
P4:	37% female	63% male
P5:	46% female	54% male
D1:	44% female	56% male

Source: ICC, HR Analytics - Regional & Gender Representation Report (2021-2024)

74. Furthermore, the Court saw a higher representation of women in the Internship and Visiting Professionals (IVPs) Programme in 2024 compared to 2023 (i.e., 80.5 per cent female and 19.5 per cent male in 2024, compared to 76 per cent female and 24 per cent male in 2023). The strong presence of women in entry level positions and programmes represents a valuable talent pipeline for future leadership positions within the Court.

Component 19: Continue mandatory training on unconscious bias for all hiring managers and recruitment panel members ahead of a recruitment

C

Mandatory Unconscious Bias in Recruitment e-learning course

75. Since 2020, taking the “Unconscious Bias in Recruitment” e-learning course is mandatory for staff participating in recruitment panels. The aim is to raise awareness and ensure proper understanding of unconscious bias before taking part in selection panels. In total, 70 staff completed the course in 2024 and 58 staff completed it in 2023.
76. “All panel members are required to undertake mandatory training on unconscious bias before joining a recruitment panel, with a focus on awareness and mitigation of personal biases, particularly those that might inadvertently affect judgement during the selection process. The aim of the training is to equip panel members with the tools and knowledge necessary to conduct fair and unbiased evaluations of candidates”.⁷¹
77. Working alongside HRS, the FPGE has organised educational activities with hiring managers to raise awareness of unconscious bias when recruiting. These efforts range from meeting with managers when requested, to unpacking the concept of unconscious bias during retreats, workshops and gender equality training. This allows hiring managers to focus on the merits of applicants rather than on their gender, race or cultural background. As part of efforts to mitigate bias in the selection process, during the reporting period, the FPGE advised on three senior management recruitments at the Court.

⁷¹ Report of the Court on Human Resources Management, ICC-ASP/23/2, para. 116(g), p.18.

Component 20: Continue to ensure all recruitment panels are gender- and geographically balanced

78. The Court continued its efforts to improve GRGB⁷² and pursue a more diverse and inclusive approach to staff recruitment and selection. From 2023 to 2024, 162 recruitment cases were initiated that required a recruitment panel (including FTA, GTA, and roster recruitments). The Court has ensured to the greatest possible extent that all recruitment panels are both gender- and geographically-balanced. This includes systematically reviewing panel compositions during the recruitment planning phase, closely monitoring compliance and upholding the organization's commitment to equitable representation in hiring decisions. All vacancy announcements for international positions were advertised both in English and in French "on various social media and related platforms [...] and also shared via international networks such as embassies, UN networks, UNjobnet, UNjobs and the Secretariat of the Committee"⁷³, to increase the diversity of the pool of candidates. The active use of social media to source qualified candidates with desirable profiles was used as a way of increasing the pool of applicants, "using targeted and tailored outreach materials".⁷⁴

Component 21: Work with the Assembly of States Parties to identify attainable diversity targets in terms of gender balance, ensuring it is also reflective of diversity/geographical representation goals

79. Workshops on GRGB were held on 31 October and 1 November 2023 to assess the current situation and to identify strategies and concrete, proactive measures to improve GRGB in a comprehensive, systemic, and sustainable manner.⁷⁵ Participants included the Registrar and the Directors, representatives of the relevant Registry sections – notably HRS, the Legal Office and the Immediate Office of the Registrar, representatives of the Presidency, Chambers and the OTP – including the Immediate Office of the Prosecutor, Legal Advisory Section, and OTP-HRS, the FPGE and other Registry sections. Other offices of the Court, such as the Secretariat of the Trust Fund for Victims, the Office of Internal Audit, the Secretariat of the Assembly of States Parties, as well as the SUC, were also present.

⁷² CBF/41/5/*Advance version*, para. 84.

⁷³ *Report of the Court on Human Resources Management*, ICC-ASP/23/2, para. 116(a), p. 17.

⁷⁴ *Ibid.*, para. 116(c).

⁷⁵ *Summary of discussions and findings, Workshop on Geographical Representation and Gender Balance*, ICC-ASP/23/2/Add. 1, para. 3, p. 1.

80. The findings of the GRGB workshop⁷⁶ contributed to the Court's commitment to GRGB standards with the final goal of ensuring an effective and lasting impact, in line with the recommendations set out in the Report of the *Bureau of the Assembly on equitable geographical representation and gender balance in the recruitment of staff of the International Criminal Court*.⁷⁷
81. Upon analysis of these findings, the Court identified five areas for action to improve geographical balance and gender balance: (i) data and accountability mechanisms, (ii) recruitment processes, (iii) policies, (iv) investment in a diverse workforce and Court capabilities and (v) the review of the legal framework. The Court created a GRGB Working Group composed of human resources staff from the Registry and the OTP, staff of the Immediate Offices of the President, the Prosecutor and the Registrar, as well as the Staff Union President and the FPGE.
82. Under the guidance of the Principals, the FPGE actively contributed to discussions on gender equality, notably during the Hague Working Group session in July 2024 and the New York Working Group meeting in May 2024. These forums offered an opportunity for the Assembly to receive updates on the FPGE's gender equality and workplace initiatives. The FPGE's contributions to discussions on GRGB were recorded in the Report of the Bureau of the Assembly of States Parties on equitable geographical representation and gender balance in the recruitment of staff of the International Criminal Court'.⁷⁸

⁷⁶ *Ibid.*

⁷⁷ Report of the Bureau on equitable geographical representation and gender balance in the recruitment of staff of the International Criminal Court, ICC-ASP/22/31.

⁷⁸ *Ibid.*

Component 22: Enhance ongoing efforts regarding language and key components of job descriptions and vacancy announcements

83. The Court stepped up efforts regarding gender-sensitive language and key components of job descriptions and vacancy announcements. Vacancy announcements are currently written using gender-neutral terms such as “applicant” and “incumbent,” avoiding gender-specific language. Further updates are planned to extend the use of inclusive, gender-neutral language to all vacancy announcements.
84. As part of the Job Families Project (*Internal Mobility*) created in line with the IER recommendations,⁷⁹ the Court is developing standardised job descriptions across job families, using inclusive, gender-neutral, and competency-based language. These templates will define the required core and technical skills, behavioural competencies and qualifications, promoting consistency, transparency, and alignment with modern talent management practices.

⁷⁹ *Independent Expert Review of the International Criminal Court and the Rome Statute System* – Final Report, 30 September 2020, ICC-ASP/19/16, section II, p. 51, Recommendation 92.

Component 23: Promote the ICC workforce through branding and outreach efforts around values and benefits that are appealing to today’s job market, based on the frequently asked questions by candidates in the current process

85. As part of the Court’s efforts to strengthen outreach and branding, the GEWC Strategy was briefly presented during job fairs and events in 2023–2024, to attract a representative and inclusive pool of potential candidates. This reaffirmed the Court’s commitment to promoting gender equality and diversity among the workforce.

Component 24: Ensure appropriate levels of scrutiny for ICC staff

86. The Court is reviewing options for adopting the UN Clear Check tool. UN Clear Check is an online platform where UN Entities can register subjects with a record of serious misconduct. The purpose of the platform is to assist hiring managers, i.e., “those who perform SEA/SHA screening on the candidates for the corresponding entities”.⁸⁰ The UN Clear Check tool 2.0 has extended its scope to racism, racial discrimination and other types of misconduct.⁸¹

⁸⁰ OICT EAC-NY Office of Information and Communication Technology Enterprise Application Center, Clear Check Quick Reference Guide for Hiring Manager, New York (2018). https://clearcheck.un.org/ReferenceGuides/ClearCheck_Quick_Reference_Guide_for_Hiring_Managers_v1.2.pdf

⁸¹ The UN Chief Executives Board refers to the ICC as one of the participating entities to the UN ClearCheck. See UN Chief Executives Board *Fact Sheet on ClearCheck*, June 1, 2025.

Component 25: Implement the second cycle of the ICC mentoring programme

87. The reshaped Mentoring Programme, with a strong focus on gender equality, was launched in 2022 and ran until 2024, based on best practices gathered from previous editions. During the GEWC strategy's lifespan, "training was given to both mentors and mentees to provide them with guidance on their roles and how best to take advantage of opportunities for individual development. The programme hosted 36 mentor-mentee pairs in 2023, including both internal and external mentors." Some modules focused on diversity and inclusivity, "with the objective of creating a more welcoming and comfortable workplace for employees of all genders and addressing gender-specific challenges, including gender bias".⁸²
88. The second cycle of the Mentoring Programme was held by the Court in 2024. The 2024 programme hosted a total of 20 mentor-mentee pairs, involving 40 participants from internal and external networks. Participants received targeted training to help them make the most of the mentoring process. As part of its focus on gender equality, the programme sought to address gender-specific challenges, including gender bias, and to create a more inclusive and supportive environment for all participants. The FPGE introduced the concept of "enabling environment" and guided fellow mentees/mentors through inclusivity-related topics.

⁸² Report of the Court on Human Resources Management, ICC-ASP/23/2, para. 35, p. 5.

Component 26: Enhance possibilities for ICC staff at all levels
to access training and learning programmes

89. HRS has expanded opportunities for staff at all levels and duty stations, and has provided access to a range of training and learning programmes which are available on the MyLearning platform and the Learning and Development Intranet page. Training courses are translated into French to support francophone staff and promote diversity and inclusion. Mandatory online courses on gender equality and harassment are available on the MyLearning platform. Additionally, since 2024, all staff members have access to United Nations e-learning content through the Blue Line platform, which adds to their existing access to the LinkedIn Learning platform. These platforms offer thousands of ever-updating e-learning courses on many topics relevant to working life at the Court, including gender and inclusion, leadership and more.
90. “Building on the successful roll out of the 2022 Learning and Development Fair, the Human Resource Section facilitated three new Learning and Development Fairs in 2023, a Court-wide event with the participation of around 50 colleagues, and two ad hoc events for groups of 11 Presidency staff and 25 Court Management Section staff. These events provided an opportunity for staff to focus on the importance of continuous capacity development, [...] and also served to emphasise the benefits of learning and development by highlighting practical applications in both the professional and personal spheres.”⁸³

⁸³ *Ibid.*, para. 31.

Component 27: Continue to pursue efforts regarding external staff mobility through the consistent operationalization of the Inter-Organisation Agreement concerning Transfer, Secondment or Loan of Staff among the Organisations applying the United Nations Common System of Salaries and Allowances

91. With the promulgation of the Court’s new Administrative Instruction on [Inter-Organisational Transfer, Secondment and Loan Staff Members](#) (ICC/AI/2024/002) in December 2024, the Court provided a solid legal basis for inter-organizational movement, pursuant to the Inter-Organisation Agreement concerning Transfer, Secondment or Loan of Staff among the Organisations applying the United Nations Common System of Salaries and Allowances.
92. The purpose of this AI is to regulate the management of the transfer, secondment or loan of staff members between the Court and other international organizations, with the overall aim of building a competent, versatile, multi-skilled and experienced international civil service (Section 1). Staff members of the Court holding fixed-term appointments may be considered for the following types of inter-organizational mobility: (a) transfer; (b) secondment; and (c) loan (Section 2.1).⁸⁴ Staff members become eligible for secondment or loan after three years of service at the Court (Section 2.2). The Court has developed Frequently Asked Questions (FAQs) to provide staff with further explanations regarding the options available under this agreement. The new AI ICC/AI/2024/002 is available on the Court’s HR Portal.

Component 28: Develop an internal mobility framework for the Court across all organs

93. “With regard to the Job Families Project for Internal Mobility, the Court continued to work with the UN Global Centre for Human Resources Services (“OneHR”) in successfully completing the mapping of all received job profiles into job networks and job families. Work also continued in-house on creating a job profile database and a common repository to provide the necessary structure and a foundation for the next stages of the project”.⁸⁵ The Court’s HR Section is working on establishing job families and generic job profiles to facilitate potential future internal mobility within the Court.

⁸⁴ ICC/AI/2024/002.

⁸⁵ Report of the Court on Human Resources Management, ICC-ASP/23/2, para. 51, p. 7.

Component 29: Develop and implement the second cycle of the ICC Leadership framework programme

94. “In 2023, HRS continued the implementation of the Court’s Leadership Framework (established in 2019), by implementing two key leadership development programmes, namely: (1) the United Nations (“UN”) System Executive Development Programme for Senior Leaders; and (2) the UN eCertificate in Leadership and Management. Both programmes were administered by the United Nations System Staff College (“UNSSC”) on the basis of a UN cooperation agreement. The training ran for a first three-year cycle from 2020 to 2022, with an extension until the end of 2023”.⁸⁶
95. In 2024, the Human Resources Section launched the [Blue Line](#) online platform that offers learning paths in the UN context. The Blue Line is an online learning hub created by the UN System Staff College to equip all UN personnel with personalised and self-directed learning opportunities. A learning path was specifically created and tailored to ICC leadership competencies. Use of the Blue Line platform is growing among the Court’s staff, and the Court intends to further promote this platform by creating learning paths on topics relevant to leadership development.

Component 30: Study the applicability of temporary special measures at the ICC

96. The Court is currently in the drafting stages of a new policy on temporary special measures in line with the relevant UN issuance on this topic. The Court will be adopting temporary special measures such as those applied at the United Nations, to achieve gender parity in all types of posts where a gender imbalance persists. The new policy on Temporary Special Measures for the Achievement of Gender Parity will be promulgated in 2025. Special measures applicable to recruitment and selection procedures are also being considered, with the aim of improving measures concerning gender balance.

⁸⁶ *Ibid*, para. 13, p. 3.

VI

Conclusions

97. 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 within the Court. The strategy represents the Court's strong commitment to reaffirming the importance of gender equality and workplace culture standards. During the reporting period, the Court managed to reinforce procedures and regulations, and to improve referrals and alternative conflict resolution mechanisms to report on prohibited misconduct, including discrimination, harassment, sexual exploitation and abuse, retaliation and abuse of authority. The Court has strengthened policies, procedures and practices in support of work-life balance, and enhanced staff well-being, gender parity and equal opportunities in recruitment and career advancement.

Pillar I: Safe and inclusive workplace culture and processes

A

Strengthened disciplinary framework and regulations on prohibited misconduct

98. Under the first pillar, the Court reinforced the implementation of disciplinary frameworks and mechanisms designed to prevent and respond to discrimination and harassment, including sexual harassment, exploitation and abuse, retaliation and abuse of authority by Court staff and non-staff members. The Strategy addressed the Court's key priority of refining reporting and complaint mechanisms and referrals for staff and non-staff personnel – which were in place from 2022 – in relation to any form of prohibited misconduct, discrimination, harassment including sexual harassment, and abuse of authority.⁸⁷ These efforts also aimed to address gender-related issues, such as gender-based violence, discrimination and harassment, more concretely. It is important that efforts are pursued during the next stages of the Court-wide GEWC Strategy to further work on strengthening internal mechanisms for reporting prohibited misconduct in the workplace, and to improve measures addressing under-reporting by personnel for fear of negative consequences and/or retaliation.

⁸⁷ See Administrative Instruction on Unsatisfactory Conduct and Disciplinary Proceedings; Administrative Instruction on Investigations of Unsatisfactory Conduct; and Administrative Instruction on Addressing discrimination, harassment, including sexual harassment, and abuse of authority.

99. The disciplinary framework and regulations on prohibited misconduct was complemented by the Administrative Instruction on Prevention of Sexual Exploitation and Abuse ([ICC/AI/2023/001](#)), which was adopted in 2023 and which clarifies applicable procedures for staff and non-staff members regarding PSEA. Furthermore, the Court has supported regulations protecting its personnel against retaliation. A Presidential Directive ([ICC/PRESG/2024/001](#)) promulgated in 2024 regulates protection from any form of retaliation against Court personnel by establishing rules and procedures to protect those who report suspected unsatisfactory conduct or engage in any other protected activity.⁸⁸ The implementation of such regulations and procedures was ensured via the investigation mandate of IOM, and thanks to enhanced internal services for alternative dispute resolution.

⁸⁸ See [ICC/PRESG/2024/001](#), Section 4.

B

Boosted gender equality practices and awareness on prohibited misconduct

100. The Court has taken action to challenge gender stereotypes and to promote inclusion and accountability, fostering a safer, more enabling work environment. The Court has specifically boosted gender equality practices and diversity and inclusion awareness through different campaigns, events and capacity-building initiatives. Mandatory training, which has been crucial to raising awareness among staff members and non-staff personnel, was delivered during the strategy's lifespan. The Court created two new mandatory training courses on harassment and gender equality, respectively. Both courses are essential to promote awareness of gender matters and thus foster inclusivity and safety in the workplace.
101. By 24 June 2025, 1090 staff members and non-staff personnel had completed the "United to Respect" mandatory online training on the disciplinary frameworks governing discrimination, harassment, including sexual harassment, and abuse of authority. By the same date, 991 staff and non-staff personnel had completed the gender equality online course "Gender Equality: Key Concepts and Practices", which is mandatory for Court staff members and non-staff personnel.
102. Since 2020, taking the "Unconscious Bias in Recruitment" e-learning course is mandatory for staff participating in recruitment panels. The aim is to raise awareness and ensure proper understanding of unconscious bias before taking part in selection panels. In total, 70 staff completed the course in 2024, and 58 staff completed it in 2023.

C**Enhanced personal and organizational commitment to the Court's Core Values**

103. The Court has fostered an enabling workplace culture in which employees feel empowered to be their best selves and to contribute to the success of the organization. Through the Court's Core Values Project and other campaigning initiatives, the Court has promoted ethical values to instill a culture of inclusion, accountability, fairness and respect. Over 400 staff were involved in selecting the Court's core values of "Integrity, Inclusion, Accountability and Fairness" in 2024, which enhanced their personal and organizational commitment to those core values. This initiative is one of many steps taken at the Court to help build a positive workplace culture, with ripple effects on employee morale and retention.

D**Strengthened internal communication on gender equality and inclusion**

104. Moreover, gender and harassment topics were included in town-halls for the Court's personnel, to ease internal communication on existing and new procedures and regulations concerning prohibited conduct, discrimination, harassment, PSEA, and abuse of authority. During the reporting period, the Court encouraged personnel to attend Court-wide town-halls where topics such as gender equality and core values were discussed.

Pillar II: Personal and professional life integration

E

Strengthened implementation of policies and procedures for personal and professional life integration

105. Under the second pillar, the Court strengthened its policies and procedures in relation to work-life balance, so as to improve staff well-being and personal and professional life integration. To this end, the Court provided a series of opportunities to foster its staff members' well-being. Through the consistent implementation of the AI on Flexible Working Arrangements ([ICC/AI/2022/004](#)), the Court established the conditions under which staff members may benefit from flexible working arrangements, thus improving work-life balance.
106. Additionally, the AI on Parental Leave and Family Leave ([ICC/AI/2024/003](#)) was promulgated on December 2024, in line with the ICSC Decision on Parental Leave Policy within the UN Common System. Prior to the AI on Parental Leave and Family Leave, the Immediate Offices of the Principals had already complied with the gender-neutral provisions of ICSC Decision by establishing a parental leave scheme which entered into force in January 2023. Furthermore, the Court adopted a new Legal Aid Policy, which came into force in January 2024.

Pillar III: Gender parity and equal opportunities

F

Improved gender parity and equal opportunities

107. Under the third pillar, the Court has strengthened inclusive representation in recruitment outreach, improved accountability in selection decisions and improved compliance with specific gender and geographical inclusion targets, which made it possible to attract a different pool of candidates. Under the strategy, the Court implemented a series of measures in favour of gender balance, inclusive career advancement and leadership, and continued its efforts to pursue a more diverse and inclusive approach to staff recruitment and selection in terms of geographical representation and of gender. The strategy has helped the Court to address the gender and geographical gaps in personnel recruitment and appointment, thus supporting gender parity and geographical representation within the Court.
108. The Court has consistently achieved gender parity in staff positions (excluding elected officials) since 2022. As of December 2024, 52 per cent of the Court's staff was female, and 48 per cent was male. The Court achieved positive improvements in gender parity in senior management positions (i.e., with 46 per cent of women in P-5 positions in 2024 compared to 29 per cent in 2021, and 44 per cent of women in D-1 posts in 2024 compared to 11 per cent in 2021). The Court has consistently seen a higher representation of females in the Intern and Visiting Professionals Programme (which included 80.5 per cent of women and 19.5 per cent of men in 2024, and 76 per cent of women and 24 per cent of men in 2023). This strong presence of women in entry level positions and programmes represents a valuable talent pipeline for future leadership positions within the Court.
109. The Court is currently in the drafting stages of a new policy on temporary special measures in line with the relevant UN issuance on this topic. The Court will be adopting temporary special measures such as those applied at the United Nations to achieve gender parity in all types of posts where a gender imbalance persists. The new policy on Temporary Special Measures for the Achievement of Gender Parity will be promulgated in 2025.

Pillar IV: Best practices and lessons learned

110. The successful implementation of the first Court-wide Strategy on Gender Equality and Workplace Culture 2023-2025 is the result of the Strategy's multi-faceted approach, with strong leadership support from the Court's Principals, extensive stakeholder engagement and clear, measurable goals.
111. The Court-wide GEWC Strategy (2023-2025) defined specific, measurable, achievable, relevant, and time-bound objectives, with a clear vision and clear goals. This provided for proper implementation, accountability and progress tracking. Such a design can therefore be replicated when developing the Court's next GEWC strategy.
112. The significant involvement of different stakeholders within the Court from the strategy's inception to the evaluation phase was also key to its success. The strategy results from a massive Court-wide team effort across ten different offices, which hugely improved understanding of gender equality issues and procedures and regulations on prohibited misconduct. The use of a participatory approach involving the Court's stakeholders actively in planning, implementing and assessing initiatives – thus fostering ownership of results. This also fostered a supportive and enabling work environment, with a ripple effect towards achieving common gender and workplace culture goals.
113. The fact that the strategy embedded gender and workplace culture milestones and actions in existing structures and management procedures, with ongoing monitoring and evaluation processes (such as the ICC Strategic Plan as well as the Strategic Plans of the Office of the Prosecutor and the Registry), also contributed to its success. This helped ensure accountability and responsibility in accurately implementing the proposed actions.
114. The appointment of the Court's Focal Point for Gender Equality was crucial to support the Court within the overall implementation of the first GEWC Strategy. The FPGE served as a central point of contact and expertise, while providing guidance, monitoring progress towards gender equality and workplace culture goals within Court for the period 2023-2025, and reporting on results.

115. The Strategy succeeded in applying a dual approach of gender mainstreaming combined with gender-targeted actions and intersectionality across the organization. It addressed structural, procedural and cultural inequalities, thus amplifying its gender transformative outcome beyond simply acknowledging gender differences and needs. The Strategy actively worked to transform unequal structures that perpetuate inequality, and to challenge biased belief systems within the Court. It clearly recognised that gender equality within an organization is as much about a safe and inclusive culture and work environment as it is about equal representation of women in managerial positions. The gender strategy was effective as it was also focused on fostering an enabling work environment, life-work balance and a harassment-free workplace, all while tackling both key issues of gender balance in senior positions and other gender-related outcomes.



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