

WIPO Coordination Committee

Eighty-Sixth (57th Ordinary) Session
Geneva, July 7 to 15, 2026

DRAFT REPORT

Prepared by the Secretariat

1. The WIPO Coordination Committee was concerned with the following items on the Consolidated Agenda (document [A/68/1](#)): 1 to 8, 9(ii), 10, 18, 19(i), 19(ii) and 20 to 23.
2. The reports on the said items, with the exception of items 7, 8, 19(i), 19(ii), 20 and 21, are contained in the draft General Report (document A/68/10 Prov.).
3. The report on items 7, 8, 19(i), 19(ii), 20 and 21 are contained in the present document.
4. Ambassador James Baxter (Australia) (Mr.), Chair of the WIPO Coordination Committee, presided over the meeting.

ITEM 7 OF THE CONSOLIDATED AGENDA

APPOINTMENT OF DEPUTY DIRECTORS GENERAL AND ASSISTANT DIRECTORS GENERAL

5. Discussions were based on document [WO/CC/86/1](#).

6. CHAIR: Good afternoon, colleagues. This afternoon, we move to the items covered by the Coordination Committee, the first of which is agenda item 7. There is one document under consideration, as stated in the list of documents, and that document is WO/CC/86/1, entitled Appointment of Deputy Directors General and Assistant Directors General. I would like to invite the Director General to introduce the first document, please.

7. DIRECTOR GENERAL: Allow me to begin by thanking you for presiding over this meeting and let me extend my sincere appreciation to the members of the World Intellectual Property Organization (WIPO) Coordination Committee. Your engagement with WIPO and your steadfast support for our work are greatly valued. The successful discharge of WIPO's responsibilities depends on collective leadership. No Director General can fulfill the Organization's mandate alone. The breadth and complexity of WIPO's work require a senior management team whose members complement one another, provide sound judgment and work together to realize our strategic plan. It is for that reason that the appointments of the Deputy Directors General (DDGs) and Assistant Directors General (ADGs) are of such importance to the Organization. It is also why these appointments differ from a conventional recruitment exercise, with the Director General entrusted to assemble a leadership team selected on merit and whose individual and collective strengths position the Organization to deliver for all Member States. Over the past six years, I have had the privilege of working alongside an exceptional group of DDGs and ADGs during a period of geopolitical, economic and technological change. Together we have delivered on each program of work and budget, approved by Member States, deepened WIPO's impact, transformed WIPO's culture, ensured our continued financial health and demonstrated through practical results the continuing relevance of multilateralism. I therefore place on record my deepest appreciation to my eight colleagues for their dedication, professionalism, camaraderie and counsel. I would like to also make special mention of the outgoing DDGs and ADGs: Mr. Hasan Kleib, Ms. Lisa Jorgenson, Ms. Sylvie Forbin and Mr. Edward Kwakwa. Their contributions have been indispensable to WIPO's journey of transformation. Following the invitation issued on April 23, 2026, requesting Member States to nominate candidates for the DDG and ADG positions, I received 44 applications. 22.7 per cent of the applicants were women and 77.3 per cent were men. As part of the process, I shortlisted and interviewed 34 candidates during the month of June. Every application was assessed on its merits, taking into account professional achievements, technical expertise, international and diplomatic experience, managerial capability, leadership qualities and the ability to meet portfolio requirements while working effectively as part of a cohesive senior management team. Due consideration was also given to gender diversity and geographical representation. Let me take this chance to thank all those who went through the process. Taken together, this group that I am presenting to you brings together a rich combination of professional backgrounds spanning academia, government, national intellectual property (IP) officers, the private sector, the United Nations (UN) system, international diplomacy and WIPO itself. They bring extensive experience in IP together with broad experience in governance, management, finance and multilateral cooperation. Quality is essential for an organization of WIPO's technical mandate where Sector Leads are expected not only to provide strategic direction and engage in the multilateral environment but also to oversee complex portfolios. The proposed team also strikes a balance between continuity and renewal. It includes colleagues who have served WIPO with distinction alongside individuals joining us from outside the UN system, but who possess the right competencies and qualities for the work. This combination will enable us to preserve institutional knowledge while introducing fresh perspectives integral to the continued development of any

organization. As outlined in my report to the Assemblies on Tuesday we must now scale, accelerate, deepen and broaden our impact while responding to a global landscape characterized by growing complexity and uncertainty. I am convinced that this team possesses the right experience, expertise, competencies and qualities both individually and collectively to support me in discharging our duty of fulfilling our mandate and serving you. Accordingly, I have the pleasure of presenting the following nominees for appointment as DDGs:

- Mr. Shen Changyu of China for the Brands and Design Sector.
- Mr. Pascal Faure of France for the Copyright Creative Economy and IP Governance Sector.
- Ms. Laura Peter of the United States of America for the Patents and Technology Sector; and
- Mr. Mzukisi Qobo of South Africa for the Regional and National Development Sector.

I likewise have the pleasure of presenting the following nominees for appointment as ADGs:

- Ms. Chitra Narayanaswamy of Switzerland for the Corporate Management and Transformation Sector.
- Mr. Andrew Staines of the United Kingdom for the Global Challenges, Opportunities and Partnerships Sector.
- Mr. Kenichiro Natsume of Japan for the Infrastructure and Platforms Sector; and
- Mr. Marco Aleman of Colombia for the IP and Innovation Ecosystem Sector.

8. SAUDI ARABIA: The Delegation of the Kingdom of Saudi Arabia has the honor to deliver this statement on behalf of the Asia and Pacific Group (APG). At the outset, the Group would like to express its appreciation to you and to the Secretariat for the preparation and conduct of this session of the WIPO Coordination Committee. APG also extends its appreciation to the Director General for presenting his proposal for the appointment of the DDGs and ADGs of WIPO. The Group recognizes the Director General's authority under the WIPO Convention in the appointment of the senior management team and acknowledges the role of the Coordination Committee in this process. The APG recognizes the important role of the senior management team in advancing WIPO's mandate, implementing priorities of Member States and ensuring that the Organization continues to deliver meaningful results for all. Chair, several members of the APG have noted concerns regarding equitable geographical representation in WIPO's senior management team. As the second largest regional group in WIPO, the APG has many qualified and experienced IP professionals who are well placed to contribute to the leadership of the Organization. In this regard, the Group looks forward to continued efforts towards more equitable geographical representation at the senior leadership level. The Group expresses hope that under the leadership of the Director General, the senior management team will work closely with Member States in advancing a balanced, inclusive and development-oriented international IP system. The Group also wishes to place on record its sincere appreciation to the outgoing members of the senior management team for their dedication, service and valuable contributions to the work of the Organization. The Group also expresses its appreciation to Mr. Hasan Kleib for his dedicated service and valuable contribution to WIPO during his tenure as DDG. The APG looks forward to working closely with the Director General and the new senior management team and encourages the new leadership to continue addressing the substantive and governance issues before WIPO's various committees in a balanced, transparent and inclusive manner. The Group reaffirms its commitment to constructive engagement and cooperation with all Member States in supporting WIPO's continued success.

9. BOTSWANA: I deliver the statement on behalf of the African Group. The African Group welcomes the Director General's proposed leadership team for the forthcoming term. We are pleased that the slate presented to us reflects broad international representation, including representation from the African continent. We are confident that these distinguished individuals will bring a wealth of experience, expertise and commitment to supporting the Director General in advancing WIPO's mandate and strategic priorities. The African Group also welcomes the

steady progress that WIPO has made under the Director General's leadership in advancing gender equality across the Organization as reflected in the human resources and performance reports. At the same time, we note that women accounted for only 22.7 per-cent of the applicants for the senior leadership positions. This underscores the importance of our collective efforts as members to broaden the pool of qualified female candidates. In this regard, we encourage Member States to give due consideration to the nomination of highly qualified women for future senior leadership positions. The African Group fully supports the proposed slate of candidates. We are confident that they will provide strong strategic direction and work closely with the Director General to further strengthen the Organization and build on its many achievements. We also take this opportunity to express our sincere appreciation to the outgoing DDGs and ADGs for their dedicated service and valuable contribution to WIPO over the past six years. As the Director General and his new leadership team prepare to embark on the next six-year term, the African Group extends its warm congratulations. We assure you of our full support, Director General, together with your leadership team. The African Group will continue to engage constructively with WIPO in promoting an IP ecosystem that broadens participation in the global innovation economy, supports technology transfer and commercialization, and strengthens national innovation systems. We are confident that the diversity of experience, expertise and perspectives reflected in the new leadership team will further strengthen WIPO's ability to serve all Member States and advance a more inclusive, balanced and development-oriented global IP system. Once again, Director General, incoming DDGs, ADGs, you can count on the African Group's support.

10. ALBANIA: The Group of Central European and Baltic States (CEBS) warmly congratulates the newly appointed DDGs and ADGs. We wish them every success in their respective work and look forward to working closely and constructively with them. On this occasion our Group would like to recall the continuous importance we attach to achieving balanced geographical and gender representation at all levels of the Organization.

11. BRAZIL: On the proposed slate of DDGs and ADGs for the second term of Director General Daren Tang, I would like to expand on Brazil's remarks during the opening session of the Assemblies. The Delegation of Brazil does not have any questions regarding the professional qualifications, experience or individual integrity of the proposed candidates. It is very important to make this clear. What my Delegation is struggling with is the method or process of selection and the proposed outcome. The procedure for presentation of candidates was based on a formal note from the Director General to Permanent Missions in Geneva calling for candidates for both the DDG and ADG positions, either as official candidatures formally backed by Member States' governments or self-motivated candidatures, meaning anyone in theory could present herself or himself. It is our view that the first type of candidature should have been given priority consideration as this is an intergovernmental organization. It does not seem that this was the case. In fact, there is no means of knowing which candidates were officially backed and which were not. On the proposed outcome of the process, it is our assessment that it does not fully meet the desired rate of renewal of rotation and geographical balance. As per the slate proposed, representation of developed countries increases vis-à-vis nationals from developing countries. Insufficient consideration has been given to technical expertise in the field of IP and the different sectors of IP within the Organization: patents, copyright, trademarks, genetic resources (GRs), traditional knowledge (TK) and traditional cultural expressions (TCEs) development cooperation, etc. Gender balance did not improve. The total sum of candidatures proposed means the gender ratio regresses with the presence of women in DDG and ADG positions falling to only two. A precious opportunity is being lost to achieve gender parity, as we indicated in our opening statement during the Assemblies. Certain nationalities are being treated as captive owners of DDG and ADG positions as their nationals rotate with each other, reducing other members' opportunity to be represented at the higher echelons of the International Bureau's governance. Wider promotion within the ranks of the Organization could have sent a stronger signal of the value placed on WIPO staff and career service. In light of the above, Brazil could not say it is in full agreement with the proposed slate

of appointments for DDG and ADG positions. Nevertheless, and despite our reservations, we will not stand in the way of these appointments and wish them all a successful tenure. Importantly, we are ready to engage in a serious discussion on methodology for the selection process of DDGs and ADGs to address the above shortcomings in the future.

12. ARGENTINA: The Delegation of Argentina would like to indicate that in more and more different fora we see the importance of IP recognized, the value creation and its importance for the economic relevance of countries. We have a number of institutional remarks we would like to make about the process here. The composition of the senior management team is one of the most important things for the Organization. That is why the regulatory framework of WIPO gives a particular role to this Committee. Its role should be played in full on the basis of sufficient information and on the basis of sufficient grounds for decisions to be taken. For the ADGs and the DDGs, the Staff Regulations and Rules give this Committee a specific institutional role. That cannot be understood as a simple formality. In this case, we think that the documentation submitted does not give us enough information to fully understand why the different decisions were taken or the different proposals have been made. The document describes the process, but it does not give the criteria that were used at each stage of that process, and it does not demonstrate how the proposals together will contribute to the principles of merit, transparency, good governance and balanced geographical representation within the Secretariat. My Delegation would like to make it very clear that it is not questioning the capacity or the background or the merit of these people who have been proposed. We recognize the partial renewal of certain members of the senior management team and that is precisely why it would have been useful to have an explanation as to how those renewals had been decided upon. It is not possible to understand how that continuity contributes to the objectives of renewal of talent, incorporating new profiles, and the institutional evolution that the organization itself has defined in the relevant chapter of its Medium-Term Strategic Plan (MTSP) 2022/26. My Delegation does not question the prerogative of the Director General to form his senior management team. However, the exercise of that prerogative must be done with full respect for the institutional framework of the Organization and the function of this Committee so that that function can be effective. It is not enough just to read the results of the process. We need to understand the reasons for these decisions. Otherwise, the role of the Committee would be limited to a simple formality undermining the usefulness of the approval of the DDGs and the advice given on the ADGs.

13. GERMANY: We deliver this statement in our national capacity. The German Delegation has taken due note of the list of candidates for the positions of DDGs and ADGs. I have to say that we regret that the proposed nominations do not reflect the Organization's commitment to achieving gender parity in senior management, since, as has been noted by other Delegations, only two out of eight candidates are female. This is even less than during the last term. In this regard, we wish to recall that our Delegation also presented a highly qualified female candidate for consideration, one of the 22.7 per cent. We therefore regret that this opportunity to further strengthen gender parity within WIPO's senior leadership at the highest level of competence and merit has not been seized. In that context, it would also be interesting to learn not only how many of the applicants were female but also how many of the shortlisted candidates were female, if that was possible. In closing, we wish to thank the outgoing senior management team for their service, and we wish the new senior management team every success in their new positions.

14. JAPAN: The Delegation of Japan would like to express appreciation to the Chair for all the hard work they have done to make this session of the Coordination Committee a success. The Delegation would also like to commend the Secretariat for its efforts in arranging this meeting, and supporting the slate proposed by the Director General. We strongly expect the new senior management team to continue to ensure transparency, impartiality and accountability in the management of WIPO. The Delegation also wishes the new senior management team to enhance convenience for users of the global IP systems to address global issues including IP

piracy and counterfeiting and to strengthen the IP infrastructure through capacity building and development of the IP system. With those expectations in mind, we will continue to support WIPO's initiatives under Director General Daren Tang and his new team. We look forward to working closely with them to bring about a new era of IP. With increased importance of intangible assets and digital technologies including AI, the Delegation would like to reiterate its commitment to supporting the strengthening of the role of the WIPO Secretariat and senior management team. To the Director General and the entire senior management team - you can fully count on our support. The Delegation would also like to take this opportunity to express its appreciation to the outgoing senior officials for their outstanding contributions to the Organization and wishes them all the best and every success in their future endeavors.

15. FRANCE: The Delegation of France congratulates the Director General on bringing together this new senior management team, which, in our view, reflects your constant desire to bring together experience, merit, competence, diversity and complementarity in the service of the Organization. We also wish to extend our sincere and warm thanks to the outgoing DDGs and ADGs for their active participation and efforts in the service of the Organization. We welcome all of the candidates who applied for these positions equally, the number of which, I think, demonstrates the attractiveness of the Organization and of the positions. We extend our warm congratulations to each of the new members of the senior management team on their nominations, and we wish them every success in their new functions. We are convinced that they will show the same energy and rigor that we currently see in the senior management team at WIPO. The Delegation knows that we can count on your team to exercise its collective functions in the spirit of transparency, and in a spirit of constant dialogue with Member States. That spirit of openness and mutual sensitivity will ensure that WIPO continues to be the house of IP, the home of creativity and innovation for the benefit of all. We wish every success to the new senior management team and we assure you of France's full support in accomplishing your mission.

16. UNITED KINGDOM: The United Kingdom would like to thank the Director General for presenting his selected candidates for Sector Leads. The selection of the Sector Leads is, of course, an important task. Each Sector Lead is a core part of the Director General's team that brings to life a single vision for the Organization. The Delegation believes the proposed candidates combine continuity with fresh perspective, bringing experienced backgrounds and varied expertise to form a strong cohesive team and as such, we support the slate presented. We thank the Director general for running an open process to identify and select candidates. Choosing a senior team comes with difficult decisions but we trust the Director General that we as members have elected to make those difficult decisions for the best of the Organization. The Delegation has full confidence that all selected candidates will make a valuable contribution in their new roles. We also take this opportunity to thank the outgoing Sector Leads for all their dedication and work over the last six years in delivering the vision of bringing IP to everyone everywhere. Over the next six years we stand ready to work with the new team for even greater success.

17. CHINA: With regard to the management team, the Delegation of China would like to express its appreciation for their achievements under the leadership of the Director General and especially we would like to pay tribute to the outgoing members for their hard work over the past six years. The Director General has also presented the nominations now for our thoughtful consideration and we support the Director General's proposed list of new DDGs and ADGs. We believe that the selection and the nominations are the prerogative of the Director General. We, therefore, fully respect the Director General's prerogative and we believe that the selection procedure is in line with the common practices and the rules of WIPO. Under the leadership of the Director General, we look forward to the solidarity and the joint efforts of the new team in helping WIPO to achieve new progress in all areas of its work.

18. TUNISIA: The Delegation of Tunisia wishes to thank the Director General for presenting his new senior management team. Under your leadership, the members of the outgoing team have put in some excellent work and undertaken a number of important initiatives to make IP more accessible to all. We congratulate them and we thank them for their endeavors. We also wish to welcome the new members of the senior management team and we welcome the fact that they are very well qualified and have a wealth of experience. We wish them the best of luck in their new functions and assure them of our full support. However, our Delegation notes the low number of female candidates, or the number of women nominees, which means that there are mainly men in the new team. Measures should be taken to try to ensure that there can be more women in the senior management roles at WIPO. Our Delegation is also very interested in a more equitable geographic balance, not just in the senior management team, but at all levels of the Organization. We invite the Secretariat to step up its efforts in that regard so that there is greater diversity, which will bring a greater diversity of experience and views and improve the sense of inclusiveness among all subregions and regions and Member States of the Organization. We would like to conclude by indicating our full support for you and your team in this new term so that we can move forward with our common priorities.

19. SINGAPORE: First, the Delegation of Singapore welcomes the excellent slate of four DDGs and four ADGs as proposed by the Director General. Each member of the new senior management team possesses impeccable credentials, and their unique experiences, skills and networks bring significant value to the WIPO Secretariat and strengthen its ability to deliver meaningful outcomes. We have full confidence that the new Sector Leads will steer the respective sectors to deliver greater value for all Member States in WIPO's next chapter. In this context, we commend the Director General for fulfilling his pledge to conduct a fair, confidential and professional selection process. Second, we wish to express our appreciation to the outgoing team for their hard work and outstanding contributions. They have worked closely with Member States to navigate WIPO through ups and downs, including the COVID-19 pandemic, the two successful landmark Diplomatic Conferences and more broadly, the transformation of the global perception of IP from a distant legal concept to a concrete catalyst for economic prosperity. In particular, our gratitude goes to DDG Lisa Jorgenson, DDG Wang Binying, DDG Sylvie Forbin, DDG Hasan Kleib and ADG Edward Kwakwa for their dedicated service and contributions to WIPO. Third, the Delegation reaffirms its commitment to working with the new team and all Member States in a constructive and pragmatic manner. In the face of growing economic fragmentation and strategic contestation, it is imperative that we deepen cooperation, strengthen mutual understanding and work pragmatically to support WIPO and build a balanced and future-ready global IP system. Finally, we would like to thank you, Chair, as well as your Vice-Chairs for your able stewardship in facilitating a smooth renewal of WIPO's leadership.

20. UNITED ARAB EMIRATES: The Delegation of the United Arab Emirates wishes to extend its thanks to the Director General for presenting the document on the appointments of DDGs and ADGs. We also wish to thank the Chair of the Coordination Committee. We wish to thank all of the outgoing DDGs and ADGs for their dedicated service to the Organization to improve the services delivered to Member States and we wish them every success in their future endeavors. We wish to extend a warm welcome to the new DDGs and ADGs and assure them that they can count on our support, and we believe that their experience and skills will be very valuable to the Organization in helping it to implement all of its programs and harness the potential of IP to facilitate development. Our Delegation believes that close collaboration between Member States and the senior management team is absolutely vital to ensure that the Organization continues to deliver quality services in response to the demands of Member States so that we can achieve a more inclusive, transparent and sustainable IP system. We wish to underscore the importance of the principles of efficiency, transparency and equitable geographic balance in all senior management posts. That is important for all of the Organization's members and we believe it will help strengthen our confidence in the Organization. We look forward to working closely with the Director General during his new term and with all of his senior management team, in a spirit of collaboration with a view to strengthening IP in the service of innovation,

creativity and youth and helping IP become a tool to achieve the knowledge economy and the development of our economies overall. So, we wish you every success, and we assure you that you will be able to count on our support in helping you to achieve the Organization's objectives and the aspirations of its Member States.

21. ISLAMIC REPUBLIC OF IRAN: The Delegation of the Islamic Republic of Iran aligns itself with the statement delivered on behalf of the APG. We express our sincere appreciation to the current DDGs and ADGs for their service and contribution to the work of the Organization. We wish them every success during the remainder of their mandates and in their future endeavors. We also congratulate the incoming members of WIPO's senior management team and wish them every success in undertaking their responsibilities. We trust that in their respective areas of work they will engage closely with all Member States, reflect the geographical, legal and developmental diversity of WIPO's membership and help advance the Organization's mandate in a balanced, inclusive and effective manner. In this context, our Delegation attaches importance to sustained attention to the principle of equitable geographical representation at the senior leadership level. The APG, as a broad and dynamic regional group within WIPO, represents a significant collection of diplomatic and professional expertise, including in the areas of IP, innovation and development. Due consideration of this valuable pool of expertise would further enhance the work of the Organization and support the development of a leadership structure that appropriately reflects the diversity of its membership. We further encourage close coordination across sectors on cross-cutting issues, including development, emerging technologies, innovation, support for small and medium-sized enterprises (SMEs) and the protection of TK and cultural expressions. In our view, development considerations should remain a collective responsibility of the entire senior management team and should not be confined to a single Sector. We stand ready to work closely and constructively with the incoming senior management team in advancing the more inclusive and balanced international IP system.

22. EGYPT: The Delegation of Egypt joins the statement of the Africa Group and would also like to thank the Director General, Mr. Daren Tang, for presenting document WO/CC/86/1 on the appointment of DDGs and ADGs. We take note of the nominations presented by the Director General. The Delegation would like to thank the outgoing ADGs and DDGs whose term ends in September 2026 for the efforts undertaken over the past years. These efforts have contributed to supporting the IP agenda internationally, nationally and regionally. The Delegation wishes the incoming ADGs and DDGs every success in their term as of October 1. We hope that they will continue to work with all Member States to build on the gains made, to work to ensure geographical representation in all professional grades, to ensure that WIPO is better able to fulfill the needs of Member States while serving the community of creators and innovators effectively, to ensure that the IP system is future-ready, more responsive to the development needs of Member States and better able to harness opportunities and overcome challenges. We look forward to continuing working with the Director General in his second term, as well as with the new senior management team and all Member States to implement the objectives of our Organization. We would also like to promote multilateral cooperation in serving the development needs and priorities of Member States.

23. INDONESIA: The Delegation of Indonesia aligns itself with the statement made by the Delegation of the Kingdom of Saudi Arabia on behalf of the APG. At the outset, our Delegation wishes to express its appreciation to you and to the Secretariat for the excellent preparation and conduct of this session of the WIPO Coordination Committee. We extend our appreciation to the Director General for presenting his proposal for the appointment of the DDGs and ADGs of WIPO. We have full confidence in the Director General's judgment in selecting a senior management team composed of skilled and experienced individuals to support the work of the Organization and to advance WIPO's strategic vision in the interests of all Member States. The Delegation recognizes the important role of the senior management team in advancing WIPO's mandate and in ensuring that the Organization continues to deliver meaningful, balanced and

development-oriented results for all Member States. We are confident that, under the able leadership of the Director General, the new senior management team will carry this important work forward with professionalism, inclusiveness and a strong commitment to the needs and aspirations of the entire WIPO membership. The Delegation also wishes to place on record its sincere appreciation to the outgoing members of the senior management team for their dedication and valuable contribution to the work of the Organization over the years. In this regard, allow us to pay special tribute to our very own Ambassador, Mr. Hasan Kleib, whose steadfast commitment throughout his tenure as DDG has helped keep the Development Agenda (DA) firmly embedded in the Organization's work. His unwavering dedication to promoting an inclusive, balanced and development-oriented IP system has earned the respect and appreciation of Member States and his contributions will leave a lasting legacy for WIPO and its membership. Indonesia looks forward to working closely with the Director General and the new senior management team and reaffirms its commitment to constructive engagement with all Member States in support of WIPO's continued success as a responsive, inclusive and forward-looking multilateral Organization.

24. COLOMBIA: The Delegation of Colombia would like to thank the Director General for presenting document WO/CC/86/1, appointment of DDGs and ADGs. To make up the senior management team of the Organization for the Director General's second mandate, we would like to thank the Director General for the way he has gone about identifying the candidates in compliance with the rules of WIPO, and the established procedures of the Organization for such appointments. Article 9 (7) of the Convention establishing the World Intellectual Property Organization (WIPO Convention) gives the Director General the authority to appoint staff to make up his senior management team with approval and favorable advice from the WIPO Coordination Committee. This reflects sufficient balance because this enables them to participate in the Coordination Committee while also maintaining the prerogative of the Director General in the administration and management of teams that are to accompany him in the execution of his mandate. We support the Director General. We have supported his re-election for a second mandate considering how well he has steered our work over the last years and the confidence, the trust that the Member States show towards him considering his ability to lead the work of the Organization, especially in a very difficult period for multilateralism. The satisfaction rate amongst the Member States with regard to his leadership is reflected in this re-election. We are certain that his judgment, skills and his experience, his ability to lead the Organization will again be demonstrated in this second mandate as well. Along those same lines, we appreciate the Director General proposing a highly qualified team of professionals with the necessary technical and leadership capabilities to steer the work of this Organization. We believe that these are the standards that should guide the composition of management teams. We need cohesion. We need experience. We need skills. This is in the interest of the Organization. We reiterate our trust in the professionalism and ability of the Director General to lead the administration of this Organization. We believe that we must respect and preserve the autonomy of the Director General to put together a team composed of the people that he considers best suited to accompany him in this second mandate. With this new senior management team, we are certain that WIPO will continue to grow in its efficiency and its effectiveness. We are convinced that the second mandate will help us to strengthen its achievements. We congratulate the new team and we are fully convinced that under the leadership of the Director General, considering their personal and professional qualities, they will contribute to the Organization's continuance in carrying out its mission in promoting the use of IP as a tool for sustainable development, while also supporting the Member States in ensuring that innovation and creativity will help us to overcome the challenges of our time.

25. UNITED STATES OF AMERICA: The Delegation of the United States of America is pleased to see that Ms. Laura Peter is proposed as DDG for the Patents and Technology Sector. Ms. Peter is a highly respected attorney who has worked on IP matters for over 25 years in the private sector, academia and government. Notably, from 2018 to 2021, Ms. Peter served as the Deputy Under Secretary of Commerce for IP and Deputy Director of the United States

Patent and Trademark Office (USPTO), where she helped run the agency and oversaw 13,000 employees. We are very confident that Ms. Peter will effectively lead the Patents and Technology Sector. We would also like to take this opportunity to thank Ms. Peter's predecessor, DDG Lisa Jorgenson, as well as the rest of the outgoing DDGs and ADGs, for their contributions to WIPO. The Delegation looks forward to working with the new DDGs and ADGs and the rest of WIPO's leadership.

26. THE REPUBLIC OF KOREA: The Delegation of the Republic of Korea aligns itself with the statement delivered by the Kingdom of Saudi Arabia on behalf of the APG. We take note of the Director General's authority in selecting the senior management team and acknowledge his leadership in guiding the work of the Organization. We also recognize the qualifications, experience and dedication of the nominees, as well as the important role they will play in supporting WIPO's work. At the same time, our Delegation wishes to express in a constructive spirit its regret that the composition of the new senior management team could not reflect equitable geographical representation more fully. As a global Organization serving a broad and diverse membership, WIPO's leadership would be further strengthened by balanced and inclusive representation of different regions, countries and perspectives. The Delegation also wishes to underline the importance of gender balance in the senior management of the Organization. As WIPO continues to promote inclusion, diversity and equal opportunity across the global IP ecosystem, we believe that these values should also be reflected in its own leadership. The Republic of Korea has consistently supported WIPO's work and remains committed to contributing constructively to the international IP system. In this spirit, we hope that future senior level appointments will continue to give due consideration to geographical balance, gender balance and diversity among the Member States.

27. ALGERIA: The Delegation of Algeria aligns itself with the statement made by the Delegation of Botswana on behalf of the Africa Group. We would like to thank you, Mr. Chair, and we would like to thank the Secretariat for the efforts made to prepare for this meeting. We would also like to extend heartfelt thanks to the Director General for the nominations for DDGs and ADGs to lead the work of WIPO in the future. We look forward to the work of the team to consolidate the role of WIPO as an organization supporting development and giving special consideration to the needs of developing states and to promote capacity-building programs and technical support. This is to ensure that all Member States can benefit from the IP system in a manner that is fair and balanced. The Delegation would also like to extend its appreciation to the outgoing team. We commend the efforts made, and the achievements and successes which have contributed to the work of WIPO and promoted its international standing. At the very same time, we stress that it is important for WIPO to continue to exert further efforts to ensure fairer and more equitable geographical representation in senior management, to reflect the diversity of membership and to promote inclusiveness in this Organization. We underline that it is important to continue to improve women's representation in decision-making positions, in line with the principles of equality and equal opportunity. To conclude, the Delegation would like to congratulate the new team and assure the Director General that he can count on our support and cooperation to build a WIPO that is more inclusive, more balanced and more responsive to the aspirations of all Member States, especially developing countries.

28. INDIA: At the outset, the Delegation thanks the Director General for presenting the names of his new senior management team. In his first term, Director General Tang and his team brought fresh ideas and worked hard to make IP more accessible and, importantly, enhance engagement of developing countries with IP. They also successfully handled the challenges posed by COVID-19. We hope that he and his new team will continue their proactive approach with a vision of balanced IP at its core, particularly as we face new challenges, such as how emerging technologies and AI will interact with intellectual property rights (IPRs). The Delegation also wishes to place on record its sincere appreciation to the outgoing members of the senior management team for their dedication, service and valuable contributions to the work of the Organization. Turning to the appointments of the DDGs and ADGs, we recognize that

these appointments fall within the Director General's prerogative. We would, however, have preferred, without any prejudice to the competence of the individuals appointed, more adequate geographical representation. As we understand it, this will be the first time in many decades that none of the Sector Lead positions will be held by a representative from the APG, a group of 46 Member States representing a population of some 3 billion. We are disappointed to note this. We believe that an organization that aspires to serve the innovators and creators globally should strive to reflect diversity at every level. We are also concerned that such under-representation of specific groups, particularly the developing world, is becoming widespread. Even in this body, the Coordination Committee, the APG has for some time now been seeking a fairer allocation of seats. However, its composition has remained frozen at 83 seats for more than a decade, even as the overwhelming majority of new accessions to the Paris and Berne Unions come from our regions. In this context, the composition of the new senior management team appears to take us in the other direction. Chair, we remain fully committed to working with the Director General, his incoming team and all Member States on IP-related matters. We hope that these new appointments will assist the Director General in guiding WIPO's work in line with the DA, the broader vision of the UN and the needs and aspirations of developing countries.

29. RUSSIAN FEDERATION: First, we would like to thank the Secretariat for preparing document WO/CC/86/1, Appointment of Deputy Directors General and Assistant Directors General. The Delegation of the Russian Federation would like to discuss a few elements of this proposal. First, we have noted that the selection of candidates was based on the analysis of their professional qualities, their management experience and their leadership competencies. We do not doubt the importance of these criteria, nor the high professional quality of the proposed candidates. At the same time, in this document, among the criteria for selection, there are direct references not just to the professionalism of the candidates, but also to equitable geographical representation and gender balance. And that is why we think it is important to evaluate the outcome proposal through the prism of these criteria as well. In this regard, we would like to note that this proposed composition of the senior management of the Organization does not include representatives of a number of regional groups. And over half of the candidates represent one WIPO Group. We must, therefore, also note the under-representation among these candidates of representatives of countries with transitional economies, developing countries and least developed countries (LDCs). We believe that their participation would facilitate the implementation of the Sustainable Development Goals (SDGs). Moreover, we must also note the fact that this composition includes only two women out of the eight proposed candidates. In our view, geographical and gender diversity within the senior management of the Organization is an important factor in ensuring inclusivity and considering different regional approaches and experience in the work of the Organization. In this regard, we would be grateful to the Director General for additional clarifications regarding how, when these proposals were prepared, was a balance ensured between the principle of selection of the highest qualified candidates and the task to ensure equitable geographical representation and gender balance which are directly referred to as criteria for selection. We would also like to draw your attention to the following procedural aspect. In the official circular from the Secretariat, that is number 4263 dated April 23, which was sent to the Member States, it was indicated that before the beginning of this Coordination Committee session, the Director General would hold unofficial, informal consultations with the Member States on the issue of these appointments. However, we did not hear of the organization of any such consultations. In this regard, we would be grateful if there could be clarifications on why this did not take place. We believe that this issue concerns not only the organizational aspects of the preparation of decisions, but also compliance with the declared procedures and justified expectations of Member States, which are based on official information which has been received from the Secretariat. The organization of such consultations facilitates transparency of this process, and confidence-building between Member States regarding the staffing procedures of the Organization and enables us to ensure a more comprehensive understanding of the logic behind these proposals being suggested before the start of them being considered by the Committee. The Delegation

would like to take this opportunity as well to thank all of the outgoing DDGs and ADGs for their dedicated efforts over many years for our common cause.

30. SAUDI ARABIA: The Delegation would like to thank the Director General for the efforts made to form the new senior management team. We understand the importance of these positions to realize the strategic objectives. These positions reflect the highest level of senior management, and they play a major role in shaping the strategic direction and in supervising programs and Member States' resolutions. That is why we need to reflect diverse geographical representation and not only merit or professional experience. We need to reflect the universal nature of this Organization. We know that, according to the WIPO Convention, the Director General has the right to choose his own team taking into consideration the founding principles, notably geographical representation, to reflect the inclusiveness of WIPO and to improve the trust of Member States in WIPO. Accordingly, we have some concerns regarding the representation of the APG in senior management. The level of representation does not reflect our position or our contributions in the IP system, nor in WIPO, or the highly qualified cadres we have that can help advance the objectives of WIPO. We look forward to taking these matters into consideration to promote geographical representation, inclusiveness and serve the interests of WIPO and of everyone. We would also like to congratulate the incoming team, and we wish them every success in the future. The Delegation would also like to express its appreciation the outgoing team for efforts made and the successes achieved.

31. CAMEROON: The Delegation of Cameroon would like to thank the Director General for presenting this new team, which is clearly a reflection of the fair approach taken in the selection process. The Delegation would like to align itself with the statement made on behalf of the Africa Group. Chair, we would also like to thank the senior management team that will be leaving us in September. This team has significantly contributed to the development of IP as a driver of economic prosperity, especially in developing countries. We have felt the impact of this work. Chair, the Delegation would like to express its support, its full support, for the managerial vision of the Director General to overcome the challenges that the IP system is experiencing. WIPO needs a senior management team that is competent, dynamic, united and dedicated to ensuring results on the ground. In this regard, Chair, we would like to sincerely congratulate the Director General for respecting these fundamental principles in deciding on the composition of this team, which provide an inclusive character and image for multilateralism. We are talking about geographic representation here. Africa, with its 54 Member States and a population that is 65 per cent made up of youth, is an important element when it comes to innovation in this area. Therefore, this continent should be supported, and there should be symmetrical measures of support taken for our continent. In this regard, we believe that this new team is in adherence with these principles. The gender element should also be taken into account, and we would like to thank the Director General for taking this into account during the preparation of these management positions in the team. This will help us to improve the efficiency of our global programs. Director General, the world is undergoing technological transformations right now at a rapid pace when it comes to innovation, AI, digital creativity. All these things are redefining our world. For developing countries, especially in Africa, IP should not just be perceived as a legal concept. It should be considered as a catalyst for sustainable development for technology transfer and for closing the digital and scientific gaps. We remain convinced that this new team will be able to keep the high standards that you have set during your previous mandate while also emphasizing capacity building, support for SMEs and start-ups and also integration of TK.

32. NORWAY: The Delegation of Norway approves and gives its favorable advice in line with the decision paragraphs provided in document WO/CC/86/1.

33. JAMAICA: The Delegation of Jamaica congratulates the newly appointed DDGs and ADGs, who will assist the Director General in the fulfillment of WIPO's mandate. We also thank the personnel who previously served in these capacities and remain committed to supporting the work of the Organization.

34. MEXICO: The Delegation of Mexico wishes to thank the Director General for presenting his proposed team, and we extend our congratulations to all of those who have been put forward for DDG and ADG posts. We wish them every success in their important functions, and we stand ready to work very closely with each one of them and with each of the sectors to benefit the global IP system. Recognizing that it is the Director General's prerogative to put together his senior management team, we do think that it is a good idea to move towards more equitable geographical balance in the senior decision-making roles. We note that the proposed team does make it possible to achieve better equitable geographical balance. A truly representative team, responding to the needs of all Member States, strengthens the Organization because it gives everybody a role and it overcomes historic imbalances. We welcome the inclusion of some excellent women in the team, and we encourage the Organization, in the future, to have more gender balance both in terms of the candidacies and in the final composition of the team. At a time when WIPO is promoting the role of women in innovation, we think that it is very important that that same principle is increasingly reflected within its own administrative structure. To conclude, allow us to extend our sincere thanks to the outgoing team for their dedication and their contribution and wish them every success in their future endeavors. The Delegation also wishes to reiterate its support for the Director General and his new team, and we trust that they will help to consolidate a more inclusive, balanced and diverse organization with a plurality that will enrich the membership.

35. NAMIBIA: The Delegation of Namibia aligns itself with the statement delivered by the Delegation of Botswana on behalf of the Africa Group under this agenda item and wishes to associate itself with its content. We welcome the Director General's leadership team for the forthcoming term and appreciate the efforts made to ensure broad and balanced representation. We extend our sincere appreciation to the outgoing DDGs and ADGs for their dedication, their service and their investment into the WIPO that we see today. As the new leadership team prepares to assume office, the Delegation extends its best wishes and reaffirms its support for the Director General and the team in advancing WIPO's mandate. We look forward to continued engagement to strengthen a balanced, inclusive and development-oriented global IP system. The Delegation remains convinced that IP, when supported by appropriate institutional capacity, access to knowledge and technology transfer, can be a powerful catalyst for innovation, entrepreneurship and sustainable economic transformation, particularly for a country like Namibia. We stand ready to work constructively with WIPO and all Member States to broaden participation in the global innovation ecosystem, to strengthen national innovation systems and to expand opportunities for creators, innovators and SMEs everywhere. In closing, Chair, the Delegation wishes the leadership team the spirit of servanthood which is embedded in the timeless leadership principle which dictates that the one who desires to lead must be a servant of all. May your tenure, Director General, together with your team, anchored in this timeless principle of the call to serve be marked by distinctive impact of IP on lives and livelihoods everywhere.

36. PAKISTAN: The Delegation of Pakistan aligns itself with the statement delivered by the Kingdom of Saudi Arabia on behalf of the APG. The Delegation thanks the Director General for presenting his proposal for the appointment of DDGs and ADGs of WIPO. We appreciate the critical role of the senior management team in steering the Organization's work and in ensuring that WIPO remains responsive to the priorities and expectations of its Member States. In this regard, we would like to place on record its appreciation of the outgoing senior management team for their dedicated service and valuable contributions to WIPO and its Member States. Chair, while we view the selection process as having been conducted within the spirit of trust and integrity, our Delegation expresses concern regarding the under-representation of developing countries in the proposed senior leadership. The Global South, which includes a large majority of the APG, is home to a wealth of highly qualified and experienced professionals. The absence of broader geographical diversity is therefore particularly notable. A leadership structure that reflects the diversity of the Organization's membership enhances the legitimacy, credibility and effectiveness of WIPO. The Delegation looks forward to continued efforts at the

Organization to promote more balanced geographical representation in senior appointments and throughout the Organization. We remain committed to working constructively with the Director General, the new senior management team and all Member States to advance an inclusive and balanced global IP system. We wish the incoming senior management team every success in the execution of their responsibilities.

37. GHANA: The Delegation of Ghana aligns itself with the statement delivered by the Delegation of Botswana on behalf of the Africa Group. The Delegation congratulates the newly appointed DDGs and ADGs on their appointments. We wish them every success as they take up these important responsibilities and look forward to working closely with them in advancing WIPO's mandate in the interest of all Member States. The Delegation also expresses its sincere appreciation to the outgoing DDGs and ADGs for their dedicated service to the Organization. In particular, we pay special tribute to ADG Edward Kwakwa for his steadfast commitment, professionalism and hard work over the past six years. We deeply value his exemplary service, his accessibility and constructive engagement with Member States and his consistent dedication to strengthening WIPO's work. We wish him and all outgoing officials continued success in their future endeavors.

38. SWEDEN: The Delegation of Sweden thanks the Director General for the presentation and would like to reiterate our support for the re-elected Director General and look forward to working with him and his new team. The Delegation wishes to express its strong appreciation for the outgoing DDGs and ADGs and wishes them success in their future endeavors.

39. THE REPUBLIC OF MOLDOVA: The Delegation of the Republic of Moldova aligns itself with the statement delivered by the Delegation of Albania on behalf of the CEBS Group. We warmly congratulate the newly appointed and reappointed DDGs and ADGs of WIPO and wish them every success in fulfilling their mandates. We would also like to express our sincere appreciation to all the distinguished candidates who participated in this highly competitive selection process. We are pleased to see among the new members of the WIPO senior management team outstanding representatives of national IP offices whose extensive experience will benefit both WIPO and the international IP system in the next six years. We look forward to working closely with the new WIPO senior management team in further strengthening a balanced, inclusive and future-oriented international IP system. We take this opportunity to thank the outgoing team for their remarkable work. We believe that WIPO should continue to pursue a merit-based approach while ensuring equitable geographical and gender representation at all levels of the Organization.

40. BOTSWANA: The Delegation of Botswana wishes to begin by expressing its sincere appreciation for the circulation of the curricula vitae of the incoming DDGs and ADGs. The caliber of the individuals presented is notable. The strength of the incoming leadership team, the Director General is assembling, inspires confidence in WIPO's future direction. We wish to acknowledge the diversity and representativeness reflected in this cohort. The balance between those who have served WIPO with dedication over many years and those bringing valuable experience from outside the Organization offers an important combination: continuity and stability on the one hand, and fresh skills, renewed energy and different perspectives on the other. The Delegation further affirms its readiness to support the Director General in the aspirations he outlined in his opening remarks. The leadership team he has put in place will undoubtedly be instrumental in advancing those priorities and we stand prepared to work constructively with them in pursuit of an effective, responsive and forward-looking Organization. In closing, Chair, the Delegation conveys its warmest congratulations to the incoming DDGs and ADGs and extends its best wishes for every success as they assume their important responsibilities.

41. THE DOMINICAN REPUBLIC: The Delegation of the Dominican Republic wishes to extend its congratulations to the new DDGs and ADGs put forward by the Director General. In

particular, we welcome the proposal for Mr. Marco Aleman as ADG for the IP and Innovation Ecosystems Sector. His experience, professionalism and thorough understanding of the Organization will be assets to the Organization. Of course, it is the prerogative of the Director General to put forward this slate of appointments. The WIPO Convention gives him that responsibility for putting together the team. We therefore congratulate the new team and trust that they will help to move forward the work of the Organization.

42. SAMOA: The Delegation of Samoa conveys its appreciation to the Coordination Committee for its continued leadership in guiding the Organization's governance and strategic direction. We acknowledge the document prepared by the Director General on the appointment of DDGs and ADGs. As an observer, the Delegation expresses its full support for the recommendations before the Committee and congratulates the appointees. We look forward to working closely with the incoming senior leadership to advance a global IP system that is not only efficient and business-oriented but firmly grounded in the human-centered values of the UN. For the Delegation and the Pacific, IP is inseparable from identity, culture and community. We therefore underscore the region's enduring priority of protecting TK, TCEs and GRs. These are not abstract policy matters. They are living systems of knowledge, heritage and custodianship that sustain our people and define who we are. Their protection requires an approach that respects commercial realities while upholding the cultural and human dimensions that the UN system is mandated to safeguard. The Delegation encourages WIPO to continue placing these priorities at the center of its engagement with the region. This includes robust support for the implementation of the WIPO Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge (WIPO GRATK Treaty) meaningful advancement of negotiations on TK and TCEs and practical technical assistance and capacity-building that responds to the realities and needs of the Pacific Island States. We trust that, under the strengthened senior leadership team, WIPO will continue to balance innovation and economic development with the protection of cultural heritage, community rights, and sustainable development principles that lie at the heart of UN's mission and the expectations of the Pacific. The Delegation stands ready to work with WIPO's senior leadership to advance a balanced, inclusive, and development-oriented global IP system for all.

43. MOZAMBIQUE: The Delegation of Mozambique takes note of the composition of the new senior management team at WIPO, as well as the presentation, and we support the statement delivered by the Delegation of Botswana on behalf of the Africa Group. We welcome the fact that there has been an African candidate included in the senior management team which demonstrates the importance of geographic representation. We wish to congratulate the Director General on his re-election and welcome the new DDGs and ADGs. We wish them every success in their work. We also wish to extend our thanks to the outgoing team. At the same time, the Delegation wishes to underscore the importance of selection processes for the senior roles in the Organization. They need to continue to be assessed in terms of technical ability, the specialized knowledge in IP, the experience in IP management, and awareness of the specific needs of LDCs. These are all important factors in the process, and we believe that regional and linguistic diversity are not just formal matters but also key elements in strengthening the legitimacy, inclusiveness, and capacity of the Organization to respond to the real needs of its Member States. To achieve the Organization's objectives, it is important that the leadership of the Organization has the necessary competence and experience of different national and regional contexts, which can only really be achieved in practical areas. That is why we believe that, in future selection processes, the composition of the senior management team must continue to reflect balanced leadership that is aware of different national, regional, and socioeconomic contexts. The Delegation stands ready to continue to work constructively with the Director General, his team, and all Member States to strengthen the Organization and promote a more inclusive, balanced, and development-focused international IP system.

44. CHAD: The Delegation of Chad endorses the statement delivered by the Delegation of Botswana on behalf of the African Group. The Delegation welcomes the Director General's

proposals for the strengthening of the leadership of WIPO, and we congratulate the outgoing senior management team for their work. We reiterate our support and stand ready to work with all WIPO Member States to promote equity, inclusion, fairness, and sustainability. We welcome WIPO's support for more vulnerable countries. We believe that its approach, which is based on evidence and data, is a vital aspect as we see that humanity is faced with a rapidly changing technological environment that requires new rules. And we welcome the new senior management team and invite them to continue with the approach on strengthening innovation, technology transfer for registering trademarks, capacity-building for IP management. We sincerely hope that WIPO's technical assistance delivered to LDCs is pursued, along with the capacity building for private and public sector stakeholders. This must be continued and indeed strengthened. Chair, we are going through very difficult, challenging times at the international level, which is weakening the most vulnerable States, and LDCs in particular. In the light of that very challenging context, we need WIPO more than ever to provide capacity building programs in IP management and support to strengthen our own national institutions in this regard. This clearly must be done in cooperation with our development partners. So, Chair, finally, we simply wish the new team all the best and we stand ready to support them in their task.

45. DIRECTOR GENERAL: Let me start by thanking the many Member States who intervened and shared their views on this agenda item. I thank you for your interest. I do not recall that, in 2020, there were so many interventions. Of course, it is a very different world, but I think it is a good sign that there is increasing interest in the work of WIPO. A few Member States did not just talk about the selection; many of you spoke about the aspirations for the agenda for the new team. First, let me just make sure that, once again, we will work hard to deliver results to all of you, as per the Program of Work and Budget, and the mandate of this Organization. Let me address one or two of the very specific questions and then let me also go into one or two other bigger areas. I think there was a question about how many of the female candidates who came into the process were eventually shortlisted and interviewed by me. We had a total of 22.7 per cent, 10 women out of the 44 candidatures received. I shortlisted nine of the 10 for interviews. There was also a question about due consideration and how I interpreted due consideration. Due consideration means it is a factor, but it is not the only factor. Of course, I have to take into account merit and experience. This is not just the recruitment of eight individuals. This is about bringing together a team. The whole process requires many complicated calculations, but yes, due consideration was given to geographical representation and gender balance as part of it. I know a number of you are disappointed that it did not meet what you see as a requirement, but here I want to reassure you that whoever is appointed as a DDG or an ADG is an international civil servant, a WIPO employee whose duty is to serve all the Member States and the agenda of every part of WIPO without fear or favor, without any bias, and in a neutral, professional, and inclusive way. I want to reassure you that, whoever is the team, we will work under my guidance and direction and, ultimately, under your guidance and direction as Member States to deliver all the results that you want to see us deliver. There was also a question about informal consultations. The actual wording is that there will be informal consultations before the meeting of this Committee. That is why I released the document for nominations one week ahead of time. Last Thursday, I released it and held phone calls and conversations with many countries including those countries that had candidates in the process. Lastly, since many of you paid tribute to the outgoing DDGs and ADGs, with your indulgence, I would like to reflect more about the outgoing DDGs and ADGs and share with you my personal reminiscences about them. I start with ADG Edward Kwakwa. Edward, a legal expert who spent over 20 years of his time at WIPO crossing over from WTO. I will miss him, his elegance, and his contributions, including GRs and TK. I know that his legal expertise, not just in IP but international law, will continue to be of service to the global IP community and indeed, of the larger legal community. DDG Sylvie Forbin, passionate, wears her heart on her sleeve. Sometimes that created, shall we say, reactions from Member States but no one could ever fault her for not having her heart in the right place. No one could fault her for being very, very committed to what she did. DDG Wang Binying, at WIPO for 34 years. Incredible service over decades. She spent her 40s to her 70s in this Organization. Her loyalty to the Organization is

unparalleled. Her experience, her calmness, her wisdom, her sagacity are some of the things that I will miss as well. DDG Lisa Jorgensen, who is straight-talking and as Texan as they come. You can expect straight talk from her. I will miss her frankness, her boldness. I will miss her Texan drawl. I thank her for taking care of a Sector that has been successful while also working so hard to transform some elements within that Sector. Last but not least, DDG Hasan Kleib. I will miss his straightforwardness and his experience in diplomacy, as well as having someone who understands my region well. I will also miss his presence at WIPO. My deepest appreciation goes to all five of them. I know many of you will miss them as well. Rest assured that the new team will work hard, with professionalism, fairness, and inclusivity to deliver everything you expect of us. Regardless of where they come from, regardless of their nationality, they are here to serve you as international civil servants, as members of the Senior Management Team.

46. CHAIR: Thank you, Director General. Thanks to Delegations again for the statements made on this item. I would like to propose the following decision paragraph contained in document WO/CC/86/1.

47. The WIPO Coordination Committee:

(i) approved the appointments as Deputy Directors General of Mr. Shen Changyu, Mr. Pascal Faure, Ms. Laura Peter and Mr. Mzukisi Qobo for the period indicated in paragraph 10 of the document WO/CC/86/1; and

(ii) gave its favorable advice on the appointments as Assistant Directors General of Ms. Chitra Narayanaswamy, Mr. Andrew Staines, Mr. Kenichiro Natsume and Mr. Marco Aleman for the period indicated in paragraph 10 of document WO/CC/86/1.

48. CHAIR: I see no objection. It is so decided. This concludes agenda item 7. I would now like to invite members of the WIPO Staff Council to enter the WIPO Conference Hall.¹

ITEM 8 OF THE CONSOLIDATED AGENDA

DRAFT AGENDAS FOR 2027 ORDINARY SESSIONS

49. Discussions were based on document [A/68/4](#).

50. CHAIR: We now open the final outstanding item under the purview of the Coordination Committee is the draft Agendas for the 2027 ordinary sessions. One document is under consideration as stated in the list of documents and that is document A/68/4. As you are aware this item is a formality required by the WIPO Convention. As in the past I take it that there are no comments from Delegations. I therefore propose the following decision paragraph contained in the document concerned:

51. The WIPO Coordination Committee adopted Annexes I and II; the Paris Union Executive Committee adopted Annex III; the Berne Union Executive Committee adopted Annex IV.

52. CHAIR: I see no objection. It is so decided. Item 8 now stands closed.

¹ It is customary practice that the Chair invites a representative of the WIPO Staff Council to address Members of the WIPO Coordination Committee to provide the perspectives of staff. The statement of the WIPO Staff Council is reproduced in its entirety in the annex of this document.

ITEM 19 OF THE CONSOLIDATED AGENDA

REPORTS ON STAFF MATTERS

i. Report on Human Resources

53. Discussions were based on documents [WO/CC/86/INF/1](#) and [WO/CC/86/2](#).

54. CHAIR: Next is item 19, Reports on Staff Matters. We will first consider item 19(i), Report on Human Resources. For this sub-item, there are two documents under consideration, as stated in the list of documents: document WO/CC/86/INF/1 entitled Annual Report on Human Resources, and document WO/CC/86/2 entitled WIPO Staff Pension Committee. I would like to invite Ms. Adelaide Barbier, Director of the Human Resources Management Department, to introduce the first document.

55. SECRETARIAT: Chair, Distinguished Delegates, I am honored to present the Annual Report on Human Resources (document WO/CC/86/INF/1) to the WIPO Coordination Committee. The Report covers the period from January 1 to December 31, 2025, and provides an overview of our human resources policies, initiatives and activities. Mandatory reporting topics are either included or available on WIPO's website. It should be read alongside the Workforce Brochure and the Geographical Distribution Report, which are transmitted to Member States twice a year. Let me begin with some context. The Human Resources function has been reimagined, moving beyond administration to help drive business performance and cultural change. We are becoming a strategic partner in organizational transformation, helping ensure that WIPO has the people, capabilities and culture needed to deliver excellence. In 2025, WIPO faced rapid technological change, evolving stakeholder expectations and intense competition for talent. Against that backdrop, let me highlight five key developments. First, AI. WIPO has moved from testing AI to using it more systematically across the Organization. Every work area has now been asked to include AI in its 2026 workplan. AI is no longer something separate from our work; rather it is becoming integral to our operations. In practical terms, it is helping automate routine tasks across a number of functions, especially in areas such as the Madrid Registry and Translation. That, in turn, allows staff to spend more time on work that requires judgment, analysis and direct engagement with users. For HR, this means helping managers adapt roles, build AI fluency and support reskilling, while keeping the transition people centered. AI is used as a support tool, not as a decision-maker. Its use sits within an evolving governance framework that includes an AI task force, published guidelines for responsible use and established information technology oversight. As this work advances, we are also assessing impacts at task level to understand where productivity shifts are occurring, where human capacity is being freed for higher-value work and how future workforce needs should be planned. Second, deeper integration of technology and business. The consolidation of four separate IT divisions into a unified structure, together with fusion teams bringing business and technology experts together under shared accountability, has changed how we design and deliver digital solutions. This is important because digital transformation works best when business and IT solve problems together, not separately, and because ICT represents more than one-fifth of the Organization's budget, making its modernization strategically significant. The shift has also enabled a broader range of capabilities to be deployed across the Organization through shared horizontal services rather than narrowly dedicated teams, improving coordination, standardization and responsiveness while maintaining positive feedback from business areas. Third, learning and leadership. Here, too, the direction is clear. Learning is now more closely aligned with strategic priorities, especially leadership, customer service, AI and change management. We are building organizational capability, not just individual skills. This is being supported by cross-functional mobility and leadership development at different levels. The new Leadership Success Profile provides a common behavioral framework across performance management, hiring and talent development. Fourth, employee engagement and organizational culture. Engagement has strengthened, with positive results on role clarity, psychological safety and sense of purpose.

This suggests that we are managing change while preserving trust, inclusion and cohesion. We also launched iPerform, an AI-enabled performance management platform that links individual objectives more closely to organizational priorities and encourages continuous feedback throughout the year, rather than relying only on an annual review. Beyond performance, LinkAcross, disability inclusion programs and neurodiversity awareness campaigns have strengthened collaboration, belonging and innovation. Our well-being efforts - including the WIPO Thrive platform and a comprehensive occupational health and safety framework - earned an 87 per cent score on the UN Mental Health Scorecard, substantially above the system-wide average. Finally, talent acquisition remains central to WIPO's long-term success, guided by two complementary principles: merit first, followed by breadth of representation. Every selection is grounded in efficiency, competence and integrity under the Staff Regulations and Rules, with representation considerations applied within the pool of qualified candidates. Attracting the right talent has never been more critical or more challenging. As demand for expert and technical profiles grows, WIPO faces increasing competition in securing the specialized and digital skills essential to delivering on its mandate. WIPO's staffing needs are assessed through strategic workforce planning that is among the most advanced and systematic in the UN system. This rigorous foundation informs merit-based recruitment processes while also helping the Organization build a more structured view of critical roles, skills inventories and succession gaps, creating a stronger basis for internal mobility and future talent development. Of the 86 appointments finalized during the reporting period, 43 were women and 43 were men, achieving full parity. Women also represented 50 per cent of senior appointments at the P5 and D1 levels, helping raise the share of women at D1 level from 34.6 per cent in 2024 to 42.6 per cent in 2025. The central challenge, however, lies in identifying strong candidates from a broader range of Member States - particularly for specialist and digital roles. In some areas, the applicant pool remains relatively shallow, and competition for this talent is intense. This reflects a combination of factors, including skills shortages in certain fields, demographic shifts and labor market competition, including remuneration for some highly specialized profiles. We know this from both recruitment data and direct candidate feedback, including the quality of applicant pools, re-advertised vacancies and offer acceptance trends. In 2025, 19 vacancies had to be re-advertised because too few applicants met the required qualifications, particularly for technology-related, specialized IP and dual-profile positions. This requires deliberate investment in mapping talent ecosystems and building pipelines well ahead of need. Broadening recruitment outreach is only effective when qualified candidate pools exist; where they do not yet exist in sufficient depth, WIPO must help develop the IP talent ecosystem. The Geographical Diversity Action Plan (GDAP) integrates both dimensions: expanding recruitment reach through partnerships with Member States and bilateral consultations, while simultaneously strengthening candidate pipelines through workforce planning and capacity-building in collaboration with the Regional and National Development Sector and the WIPO Academy to develop the very profiles that future recruitment will draw from. Progress, however, will necessarily be gradual. Of WIPO's total workforce, approximately 600 posts are subject to geographical representation requirements. Opportunities to shift the composition of that group arise primarily through retirements and natural turnover, rather than through net growth. Meaningfully broadening representation across Member States will therefore involve measured rebalancing over time and sustained engagement with Member States. In summary, WIPO's HR function is becoming more strategic, adapting to technological change, strengthening leadership and performance, building critical skills and sustaining an engaged, diverse and future-ready workforce. We remain focused on issues that matter to Member States, including reskilling and safeguards in the context of AI, merit in talent acquisition and stronger talent pipelines to support broader representation.

56. ALBANIA: On behalf of the CEBS Group, I would like to extend our gratitude to the Human Resources Management Department (HRMD) for all the information presented in the WIPO Annual Report on Human Resources 2025. We acknowledge the efforts of the HR team in enhancing the overall quality of the Organization through the implementation of various strategic initiatives related to employment policies and organizational culture. The Group

expresses its appreciation for the update on the GDAP and recognizes the concrete steps taken during 2025, including the implementation of the comprehensive Talent Review Pilot and the launch of iPerform, the new AI-supported performance platform built on Oracle Fusion, which effectively cascades strategic objectives down to the individual goals. We also note progress made in building national IP talent pipelines with a pilot framework. We welcome WIPO's first Strategic Workforce Planning (SWFP) exercise, which successfully identified critical skills for the coming biennium. We are ready to engage in specific discussions regarding future projections. Given the anticipated retirement cycles across major sectors, such as expected 16 retirements in the Information and Communication Technology Department (ICTD) in the Administration, Finance and Management Sector (AFMS) in the next five years, we see immense value in receiving detailed forward-looking vacancy forecasts. Providing early breakdowns of post descriptions, sectors and grade levels will allow Member States to proactively build national talent pools and adapt the career paths of local professionals to WIPO's evolving technological needs. We therefore emphasize the need for WIPO's HR reporting to remain fully harmonized with UN civil service standards. This alignment, coupled with structured data sharing is essential for Member States to effectively partner with WIPO in achieving both absolute merit-based excellence and genuine geographical diversity. On human resources management, the Group welcomes constructive engagement with HRMD and highly appreciates the concrete analytical updates provided. Specifically, we welcome that, further to our previous request, the Annual Report has for the first time fully disaggregated the data of our region to reflect the distinct breakdown between CEBS and CACEEC. While we note that recruitment from external pipelines filled 54.7 per cent of total vacancies, including 70 percent of senior positions at the P5 level and above, we also take note of the explanation regarding the time-bound internal operational restructuring within the Patent and Technology Sector (PTS) in 2025. Moving forward, the Group emphasizes that this enhanced data granularity serves above all to clearly highlight the persistent underrepresentation of our region in WIPO staffing.

57. EL SALVADOR: The Delegation of El Salvador has the honor to take the floor on behalf of the Group of Latin America and the Caribbean (GRULAC). The Group would like to thank the Secretariat for the report and notes with great satisfaction the progress made in geographical diversity, an aspect that is specifically important for our Group. However, we still believe it is fundamental to maintain and intensify the efforts towards reaching more balanced geographical representation, in particular for high-level posts. We also value the commitment of the Organization to gender balance, and, in this regard, we celebrate that the 86 selections reached that gender parity. We also trust the Secretariat will continue pushing for measures that will consolidate all this progress and will continue to progress further towards more balanced geographical representation at all levels of the Organization.

58. RUSSIAN FEDERATION: The Delegation of the Russian Federation has the honor of making this statement on behalf of the CACEEC Group and thank the Secretariat for this high-quality report. We appreciate the HR Department's practice of holding regular information sessions for Member States, and we hope to see this practice continue. We support the efforts by the Secretariat to ensure geographical diversity amongst WIPO staff, and we hope that the relevant plan of action will enable us to achieve a fair geographical distribution of posts. The Group also believes that if the Secretariat were to prepare an online portal accessible to Member States, with regularly updated information on WIPO staffing statistics, this would further improve transparency of our work in this area.

59. GERMANY: Group B thanks the Secretariat for the comprehensive Annual Report on Human Resources, WO/CC/86/INF/1, and acknowledges the progress achieved in 2025. We welcome HR's strong focus on the rapidly growing importance of AI within WIPO and its crucial importance for the future of the Organization. AI will progressively and successfully support or take on routine work and open space and time for staff to focus on newly redesigned tasks. Therefore, it is vital for WIPO to align its HR strategies with the opportunities and challenges of AI to maintain global leadership. Regarding recruitment, the Group is pleased to hear WIPO's

unwavering commitment to broader representation of qualified women in senior roles and note the equal representation of women and men in 2025 appointments. The Group further welcomes WIPO's first comprehensive talent review, that covered 84 employees in ICTD/AFMS. With 16 retirements anticipated within five years, it is essential for WIPO to get a clear picture of its talent base. We would also like to recall that merit and transparent processes should remain the paramount considerations in hiring and appointment practices at WIPO. Regarding other substantive comments, we would like to recall the Group B statement as delivered to the fortieth session of the Program and Budget Committee (PBC) and thank the Secretariat for the answers provided. Lastly, the Group would like to reiterate the importance of the principle of merit in staff recruitment. Regarding geographical balance, Group B believes that the geographical distribution principles agreed by WIPO Member States document WO/CC/IX/2 should underpin our discussions.

60. **BOTSWANA:** The Delegation of Botswana thanks the Secretariat for the Annual Report on Human Resources and notes the significant transformation underway, particularly the consolidation of the information and communication technology (ICT) function and the fusion teams that combine business and technology expertise to deliver faster and more integrated solutions. The Delegation's comments refer to paragraphs 72 to 80 of the report, under the section entitled "A more geographically representative applicant pool". The presentation of information under broad regional umbrellas often obscures intra-regional attributions and requests that the information for Africa to be complemented with additional granular information showing the number of employees per country. This would reveal that a large number of African staff originate from the same regions in Africa and even the same countries, while other countries, like Botswana, do not have a single staff member. Regrettably, despite Botswana having joined WIPO in 1998, it has never had a single fixed term staff member in close to three decades. Given that Botswana nationals are well educated and competent, many with postgraduate degrees funded by the Government over the years in many countries globally, we cannot continue to have our citizens limited to the occasional internship or temporary Young Expert types of WIPO offerings. These are inherently intended for capacity building. Botswana is not asking for a quota system or any such arrangement. Rather the Delegation calls for visibility on the number of applicants per country, per year; how many were shortlisted per country; and how many were recruited. We believe that, if given the opportunity to compete through written exams and interviews, our citizens would demonstrate their capacity and merit. Chair, the Delegation quotes "This distribution signals that WIPO opportunities are reaching a genuinely global audience. Applicants came from every geographical region in 2025. This outcome reflects the Organization's continued progress in combining merit-based selection with broad geographical reach." Quotes of this nature are overly simplistic. Comparing absolute numbers across regions with vastly different population sizes can be misleading. This concern is compounded by the table under paragraph 73, read together with paragraph 74, where Africa, comprising 54 countries, is compared with regions that have far fewer countries. The assertion that Africa is also the only region where conversion from recommended to selected candidates has consistently approached or exceeded 50 per cent and that in 2025, 14 candidates were selected from 12 different countries, reflecting the depth and geographic breadth of a maturing talent pipeline, does not represent the full picture. An accurate comparison should be premised on calculating the effective recommended percentage. This can be determined by multiplying the short list rate, interview rate and recommendation rate. On this basis, Africa's effective recommended rate is 0.7 per cent, arrived by multiplying 3 per cent, shortlisted by 43.7 per cent interviewed and then by 50 per cent recommended. Africa, therefore, has the second-lowest effective recommended rate, ahead of only the Middle East at 0.2 per cent. Eastern and Central Europe and Central Asia, and Asia and the Pacific have the highest effective recommended rates at 2.3 percent each, followed by Latin America and the Caribbean at 1.6 per cent, Western Europe at 1.1 per cent and North America at 1 per cent. With this, the Delegation calls for transparency of representation ranges referenced in paragraph 76 and requests that the Secretariat provides staff distribution by country and grade as well as recruitment outcomes by

country. The Delegation stands ready to work with the Secretariat to ensure WIPO's talent pipeline is genuinely global, equitable and future ready.

61. TUNISIA: The Delegation of Tunisia would like to thank the Secretariat for presenting this Annual Report on Human Resources 2025 and the Director, HRMD, for providing answers to questions raised at the last PBC session. The diversity of skills of WIPO's staff has an impact on the capacity of the Organization to effectively respond to the needs of the Member States, especially when it comes to technical assistance, capacity building, support for beneficiaries and the implementation of the GDAP. In this regard, the Delegation would like to emphasize two important elements: geographical diversity and linguistic diversity. First, we believe that more attention should be paid to geographical diversity among staff. More balanced geographical representation is very important so that the Organization can benefit from a variety of experiences, perspectives and knowledge of realities in all Member States. We encourage the Secretariat to continue these efforts with a view to improving the representation of the African region in recruitment. Secondly, the Delegation emphasizes that, as a UN organization, WIPO should be able to effectively serve all of its Member States while respecting multilingualism and encourage the Secretariat to continue its efforts to strengthen the presence of staff who speak different languages, especially in departments that are directly involved with the Member States and the beneficiaries of projects. It is also important to emphasize that AI and new technologies should contribute to improving communication among the different official languages. True diversity of languages in all sectors and at all levels allows us to be as close as possible to Member States and would enable the Organization to respond more effectively to their needs. We would also like to emphasize the importance of oversight to ensure that vacant posts are filled immediately, and that there are clear, transparent routes for staff based on merit. The Delegation believes that staff continuity represents an important element for the good functioning of the Organization, especially where it promotes improvement of knowledge and the preservation of organizational memory and better understanding of institutional challenges.

62. CHINA: The Delegation of China wishes to thank the Secretariat for their new human resources report which provides Member States the opportunity to gain a better understanding of WIPO's human resources-related policy initiatives and activities over the past year. The Delegation commends the positive results achieved by WIPO in 2025 in the areas of AI, staff training and HR management as well as its ongoing efforts to improve geographical representation and gender balance among the Organization's staff. The Delegation thanks WIPO's HR Department for the numerous policy exchange sessions held over the past year for regional groups and Member States with respect to the GDAP and welcomes WIPO's efforts to enhance transparency by providing Member States with future recruitment plans. The Delegation hopes that WIPO will continue to strengthen this work in the future.

63. GERMANY: The Delegation of Germany delivers this statement in its national capacity. We thank the Secretariat for the preparation and presentation of the report on human resources. With regard to recruitment, we emphasize that the effective functioning of the Organization depends on its ability to recruit and retain highly qualified staff. Merit must therefore remain the guiding principle in staff selection, to ensure the highest standards of competence, efficiency, and integrity. At the same time, due consideration should be given to equitable geographical representation, taking into account the contributions of individual Member States, including through their use of the respective WIPO registration systems, in accordance with the principles of geographical distribution established in 1975.

64. SAUDI ARABIA: The Delegation would like to express its thanks to the Secretariat for having prepared the Annual Report on Human Resources for the year 2025 and for the sustained efforts by the Secretariat towards the goals of the Organization, consistent with results-based management and the improvement of institutional performance. The Delegation is also happy to see the initiatives taken to promote the qualifications of staff, including using AI and technology, which lead to better innovation and improved services. We also commend the

efforts towards further leadership development, continued education, upskilling and planning, which are important elements for the sustainability of the Organization. We also look forward to further efforts based on cooperation, comprehensiveness and providing incentives that take into consideration diversity and the merit of staff. The Delegation also reiterates the importance of the equitable geographical distribution reflecting the diversity of Member States and the active participation of all qualified personnel at WIPO. Therefore, the Delegation commends the efforts of WIPO in the field of human resources development and in upgrading the readiness of the Organization to face future challenges and sustaining its global leadership.

65. KAZAKHSTAN: The Delegation of Kazakhstan thanks the Secretariat for preparing the Annual Report on Human Resources and welcomes the Secretariat's efforts to further strengthen human resources management, develop the Organization's workforce, enhance leadership capacities, introduce modern digital solutions including AI technologies, and implement the GDAP. The Delegation supports efforts aimed at ensuring more equitable geographical distribution within the workforce and believes it is important that the principle of equitable geographical representation be consistently taken into account in the composition of the Secretariat. In this regard, we would like to draw attention to the insufficient representation of the countries of our region. Despite Kazakhstan's active participation in the work of WIPO, its consistent support for the Organization's initiatives and its contribution to the development of international cooperation in the field of IP, it is still not represented among the staff of the Secretariat. The Delegation believes that further implementation of the GDAP should be accompanied by practical measures to increase the participation of unrepresented Member States, including broader outreach on vacancy announcements, transparent recruitment procedures and equal opportunity for candidates from all regions. We trust that, in the further development of the Secretariat's workforce, due consideration will be given to achieving more balanced geographical representation of Member States.

66. SECRETARIAT: First, I would like to thank all Delegations for the positive comments about our continued engagement and wish to reiterate that we will continue with this approach. It is a good opportunity to learn from each other, and we, as a department, have also benefited a lot from these interactions. On the statement from the Delegation of Botswana, we do welcome deeper one-on-one analysis with any Member State to examine specific patterns in the applications of their nationals and data clearly shows where candidates succeed and struggle. For some Member States, strong application rates are recorded, but with lower matching rates with specialized requirements. On the other hand, for highly specialized roles, application volumes remain limited. With respect to data by country or by grade, this is accessible in one of the reports and we will be happy to engage bilaterally with any Member State regarding this information. We also emphasize, as this was raised by a number of Delegations, that our recruitment remains firmly merit-based as mandated by Member States. WIPO's mandate requires specialized IP and technical expertise to serve all Member States effectively, and compromising technical standards would undermine both the Organization's credibility and operational capacity. The balanced approach of enhanced transparency coupled with upstream capacity building, as per the GDAP, aligns notably with the Joint Inspection Unit (JIU) recommendations on geographical representation in specialized agencies. On the topic of representation, since the 2012/13 biennium, the overall number of posts in this Organization has not increased. Instead, we have strategically converted General Service positions, which are locally recruited and not subject to geographical distribution, into Professional positions that are subject to geographical distribution. This deliberate management has enabled us to expand opportunities for equitable representation without growing the overall number of positions. When examined from a trend perspective, the outcome is clear and positive. Since 2015, all regions have increased their representation in absolute numbers. I wish to emphasize this: every region has seen growth. Some regions may appear underrepresented when measured against the desirable range formula, but this is sometimes a function of the methodology itself. As the number of positions subject to geographical distribution has steadily increased from 411 to 600, the formula boundaries have shifted accordingly. To illustrate, one region experienced a 13 per

cent growth in headcount, yet the lower range of its desirable band increased from 171 to 272 under the formula. Similarly, higher retirement rates from the most represented regions naturally influence year-to-year variations. But the essential point is this: progress has been achieved across the board. It is not enough, but all regions have moved forward, and we remain firmly committed to continuing this trajectory while respecting both merit and the functional requirements of the Organization. To go back to the point made by the Delegation of Botswana, indeed, one element to consider is the concentration of representation within a limited number of countries and that is true to mostly every region. The top five countries for every region account for about 44 to 79 per cent of the regional representation. Hence, we propose to engage and have separate regional meetings so that we are able to discuss the data in more detail. With respect to a comment by the Delegation of the Russian Federation, with the development and gradual implementation of our new Enterprise Resources Planning (ERP) system, we hope to be able to deliver some dashboards by the next Assemblies. There is also, in parallel, ongoing work through the UN System Chief Executives Board for Coordination (CEB) to provide a dashboard to Member States. With respect to the statements from the Delegations of Botswana and Kazakhstan on representation of their nationals, the Secretariat will give attention to this matter as part of the GDAP. We look forward to further engagement in the course of next year.

67. CHAIR: Thank you very much for these responses, Ms. Barbier. I would also like to thank all delegations for their statements. These statements will be noted in the report of the meeting. We now move to the second document under this sub-item, WO/CC/86/2, entitled WIPO Staff Pension Committee. I once again invite Ms. Barbier to briefly introduce the document.

68. SECRETARIAT: Chair, Distinguished Delegates, I have the honor to introduce document WO/CC/86/2 concerning the election of a member and an alternate member of the WIPO Staff Pension Committee. By way of background, the WIPO Coordination Committee decided in 1977 that the WIPO Staff Pension Committee would comprise three members and three alternate members, with one member and one alternate member elected by this Committee. The members proposed by the Director General for election by the Coordination Committee normally serve a four-year term of office. At its ordinary session in July 2022, the Coordination Committee elected the member of the WIPO Staff Pension Committee for a four-year mandate ending at the close of the ordinary session of the Coordination Committee in 2026. At its ordinary session in July 2023, the Committee elected the alternate member for four-year mandate ending at the close of the ordinary session in 2027. Since then, the alternate member has withdrawn from the WIPO Staff Pension Committee. Consequently, the election of both the member and the alternate member will take place during the present session of the Coordination Committee, with both appointments taking effect on September 1, 2026, for a four-year term of office. The Director General invited Member States in mid-December 2025 through a circular note verbale, to submit nominations for the election of the member of the WIPO Staff Pension Committee by end February 2026. In the absence of confirmed candidatures at that deadline, on March 6, 2026, Member States were invited once again to submit candidatures by March 31. Three nominations were received and carefully considered by the Director General vis-a-vis the technical requirements of the role, which were shared with Member States. The Terms of Reference listed the following technical competencies, amongst others: knowledge of the actuarial status of the fund, asset liability management, sustainability, investment policy, benefit provisions and other planned design issues; determining incapacity for the purpose of award of disability benefits; and contributing to the work of the Board in the interest of ensuring proper governance of the Fund. Only two out of the three candidates met the requirements for the role, had the relevant experience in pension-related issues and had previously been elected by member organizations to participate in staff pension committees and pension boards. Therefore, the Director General proposes the election of Mr. Moncef Charaabi as member and Mr. Anton Minaev as alternate member of the WIPO Staff Pension Committee for a four-year term commencing on September 1, 2026.

69. ALBANIA: Chair, I have the honor to deliver this statement on behalf of the supporting members of the CEBS Group. At the outset, the supporting CEBS members wish to reaffirm the fundamental importance of the WIPO Staff Pension Committee in securing the welfare of the Organization's personnel and upholding the principles of integrity, transparency and independent judgment. We strongly object to the proposed nomination of Mr. Anton Minaev of the Russian Federation as an alternate member. For over four years, the Russian Federation has persisted in its unprovoked and illegal war of aggression against Ukraine, in blatant violation of international law and the UN Charter. Such actions fundamentally undermine the spirit of trust, accountability and cooperation required for appointments to WIPO's core administrative and governance structures. Consequently, the supporting CEBS members are unable to endorse this candidacy.

70. UNITED KINGDOM: The Delegation of the United Kingdom is delivering this statement on behalf of Albania, Austria, Australia, Belgium, Bulgaria, Canada, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Japan, Latvia, Lithuania, Liechtenstein, Luxembourg, Malta, Netherlands, New Zealand, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, and the United Kingdom. We take note of document WO/CC/86/2 regarding the appointments proposed by the Director General to the WIPO Staff Pensions Committee. This group of like-minded members wishes to underline the importance of the Staff Pension Committee and the vital role it plays in safeguarding the pension entitlements of current and former WIPO staff members. As the body responsible for advising on and overseeing matters relating to the UN Joint Staff Pension Fund (UNJSPF) as they pertain to WIPO, the Committee's work requires the highest standards of integrity, independence and sound judgment. We therefore attach particular importance to the composition of this Committee and to ensuring that all appointments reflect these principles. In this context, we note the proposed candidates for the Staff Pension Committee. We would welcome further clarification from the Secretariat on the process by which this candidature has been advanced, and we encourage continued consultations among Member States to ensure that any appointment reflects consensus and preserves trust in the Committee's work. With regard to the reappointment of Mr. Charaabi as a member of the Committee, we note his significant and relevant experience, and we support his reappointment to the Staff Pension Committee. However, we cannot support the proposed appointment of Mr. Anton Minaev of the Russian Federation as alternate member of the Committee. This group of like-minded members reaffirms our steadfast commitment to the principles that underpin multilateral cooperation. We believe that the strength of multilateralism rests on a shared commitment to consensus building over unilateral action. It is the principles of solidarity, integrity, and mutual accountability that allow organizations such as this one to deliver effectively on their mandates and to retain the trust and confidence of their membership. For more than four years now, the Russian Federation has continued its acts of aggression against Ukraine. This was an unprovoked and unjustified invasion of a sovereign Member State, a member of this Organization. These are not the actions of a country seeking peace. Escalating large scale attacks of the Russian Federation and the resulting harm to civilians, as well as damage to cultural and religious sites are deplorable. We reiterate our longstanding call for a ceasefire and for the Russian Federation to immediately cease its aggression, for a comprehensive, just and lasting peace consistent with the principles of the UN Charter. We remain steadfast in our support for Ukraine.

71. UKRAINE: The Delegation of Ukraine aligns itself with the statements delivered by the Delegation of Albania on behalf of the CEBS Group members and by the United Kingdom on behalf of the group of like-minded members. Our Delegation attaches great importance to the effective functioning of the WIPO Staff Pension Committee and to ensuring that the current and former WIPO staff can rely on a stable, well-governed and reliable pension system. The responsibilities of the Staff Pension Committee require integrity, independence, sound judgment and the confidence of the WIPO Member States. Election by the WIPO Coordination Committee gives these appointments a clear institutional and governance dimension. They cannot be

treated as merely technical or administrative matters. Even an alternate member forms part of WIPO's institutional representation within the UN pension system and may be called upon to perform important responsibilities. The Delegation supports the proposed election of Mr. Charaabi as a member of the WIPO Staff Pension Committee. At the same time, we regret the proposed election of Mr. Minaev, an official of the Permanent Mission of the Russian Federation to the United Nations Office in Geneva (UNOG), as an alternate member. The Russian Federation continues its illegal, unprovoked and unjustified war of aggression against Ukraine in grave violation of the UN Charter and international law. Only a day before these Assemblies, a massive missile and drone attack of the Russian Federation against Kyiv and the surrounding region killed at least 26 people and injured dozens more, including children. It followed one of the deadliest attacks of the Russian Federation on the capital just four days earlier, on July 2, which killed 31 people and injured more than 100 others. The UN General Assembly has repeatedly condemned the Russian Federation's war of aggression and reaffirmed Ukraine's sovereignty, independence and territorial integrity, including the resolutions adopted during its 11th emergency special session. This established institutional and legal context within the UN system cannot be separated from appointments to bodies connected with that system. The proposed election of a serving representative of the aggressor State raises serious questions of trust, accountability and institutional consistency. It risks weakening confidence in the principles that should guide appointments within WIPO and the broader UN system. Ukraine fully respects the need to ensure continuity in the work of the WIPO Staff Pension Committee and the protection of the pension interests of WIPO personnel. These objectives are best served by appointments capable of commanding broad confidence among Member States. For these reasons, Ukraine does not support the appointment of Mr. Minaev, an official of the Permanent Mission of the Russian Federation to the UNOG, as an alternate member of the WIPO Staff Pension Committee.

72. CHAIR: I see no further Delegations requesting the floor at this moment. Having heard the statements made, I have taken note of the opposition expressed by several Delegations to the nomination of one of the proposed members. As such, there does not yet appear to be consensus on the election of both candidates nominated. I propose, against that background, to suspend deliberations on this sub-item pending informal consultations among delegations. We will likely need to resume this agenda item at a later time.

73. CHAIR: The purpose of the resumption this evening is to come back to item 19(i), sub-item two, and document WO/CC/86/2, WIPO Staff Pension Committee. That is the only item I intend to tackle at this session, and I hope it will be brief. As you will recall, we suspended consultations on this item this morning. I had consultations with a number of Member States, and I appreciate the candor with which they approached those consultations. However, candor does not equal convergence, and we do not have convergence. I think it is important at this stage that the entire membership of this Committee understands the state of this item. I appreciate it is very late, but you will understand that this item is operationally extremely important. It will be a big problem if we are not able to find an outcome at this meeting, which is why I am pushing things this evening. I do not have time myself to continue consultations in the morning. With your understanding, what I plan to do is to put to the Committee the decision paragraph contained in document WO/CC/86/2. Could we please bring that up onto the screen. Thank you very much. The draft decision reads: The WIPO Coordination Committee elected Mr. Moncef Charaabi as a member and Mr. Anton Minaev as an alternate member of the WIPO Staff Pension Committee for a four-year term commencing on September 1, 2026. I put this to the Committee.

74. UNITED KINGDOM: The Group of Like-Minded Countries stands by our statement made earlier today. We reiterate our support for the appointment of the candidate from Tunisia as member of the WIPO Staff Pension Committee. We oppose the appointment of the candidate from the Russian Federation as alternate member for the WIPO Staff Pension Committee.

75. ALBANIA: The Delegation of Albania takes the floor on behalf of the supporting members. Our position remains unchanged. We cannot support the candidacy of Mr. Anton Minaev as an alternate member of the WIPO Staff Pension Committee.

76. CHAIR: Are there any other Delegations seeking to take the floor at this point? That does not seem to be the case. Thank you to those Delegations who have intervened. It is clear we do not have consensus on this decision. In the interest of time, I am going to move to an alternative decision that I am going to put to the Committee. You can see that draft decision projected on the screen, which reads: The WIPO Coordination Committee elected Mr. Moncef Charaabi as a member of the WIPO Staff Pension Committee for a four-year term commencing on September 1, 2026. The Delegation of the Russian Federation, I see you would like to take the floor. Russian Federation, you have the floor.

77. RUSSIAN FEDERATION: The Delegation of the Russian Federation does not support this proposal on the draft decision as it was presented in its second iteration on the screen. At the same time, the Delegation welcomes and supports the proposal by the Director General to elect Mr. Moncef Charaabi as a member and Mr. Anton Minaev as an alternate member of the WIPO Staff Pension Committee. This is as it was reflected in the first version of the text which was put on the screen. The Delegation would also like to say a few things regarding this agenda item. First, we would like to emphasize that the Coordination Committee selects members of the WIPO Pension Committee, which is not an intergovernmental body. It is an administrative body of WIPO and is part of the UNJSPF. The Coordination Committee selects professionals, considering their qualifications, experience, and ability to carry out the functions assigned to them. This argument against a candidacy based on nationality contradicts the essence of this procedure. We would like to draw your attention to the following. Document WO/CC/86/2 provides information that the Director General received several candidacies which were considered in detail, after which the Committee was presented with the candidacies of Mr. Moncef Charaabi and Mr. Anton Minaev. The fact that the Director General decided to present these candidacies for consideration by the Committee is evidence that they meet the requirements needed for these functions. There is no basis to doubt the objectivity or integrity of the Secretariat's evaluation of these candidacies. Respect for the results of this professional evaluation is respect for the institutional role played by the Director General, who, within the framework of this procedure, is responsible for presenting the relevant proposals to the Coordination Committee. We are convinced that this approach, which is based on respect for the rules of the Organization and the evaluation of candidacies solely on their professional qualities, will enable us to maintain the reputation of WIPO as a specialized agency of the UN system and ensure that Member States continue to have confidence in the decisions taken by the Organization.

78. CHAIR: I do not have any other Delegations seeking to take the floor at this moment. It is therefore clear that we do not have agreement in this Committee on the nomination of a member or an alternate member, let alone both, for the WIPO Staff Pension Committee. That is a serious matter, as I said, but I do not think we are going to resolve it in this session. What I propose to do is suspend this session and to hold further consultations with the Delegations that have intervened this evening, as well as any other Delegation with a particular interest in this matter. Are there any objections to that course of action? I see none. Accordingly, I will suspend this session on that basis. We will resume in the morning with an update, at which point you will be advised of the outcome of our consultations. In the meantime, I invite representatives of the Delegations that have intervened this evening, as well as any other Delegation with a particular interest in this matter, to remain for consultations.

79. Upon resuming the session, the Chair of the WIPO Coordination Committee noted that consensus had not been reached on the election of the member and the alternate member of the WIPO Staff Pension Committee for a four-year term commencing on September 1, 2026, as reflected in paragraph 6 of document WO/CC/86/2. As an exceptional measure, to ensure

continuity, the incumbent member would continue to serve in that capacity pending consideration of this matter at the next ordinary session of the WIPO Coordination Committee in 2027.

80. The WIPO Coordination Committee noted the Chair's summary as contained in the preceding paragraph and reflected in the Annex to the Summary Report (document A/68/9).

ii. Report by the Ethics Office

81. Discussions were based on document [WO/CC/86/INF/2](#).

82. CHAIR: The document under consideration is document WO/CC/86/INF/2 entitled Annual Report by the Ethics Office, and I would like to invite Ms. Fanny Martin, Chief Ethics Officer, to briefly introduce the document.

83. SECRETARIAT: It is a great pleasure to present to you the 2025 Annual Report of the WIPO Ethics Office. This year, World IP Day invited us to celebrate the powerful connection between IP and sports. These days, I cannot help but notice that ethics and sports make for an equally compelling pair. In sports, as in ethics, everything rests on the same foundation – fair play, clear rules and the commitment to give the best of you, whether anyone is watching. And on that note, I am delighted to report that 2025 was in every sense a record year for the Ethics Office, and I mean that in the best possible way. On confidential advice, we responded to 244 individual requests – our highest number to date and a 30 percent increase over 2024. Behind this figure are real persons who trusted us with genuine ethical dilemmas, whether relating to outside activities, conflicts of interest, or workplace tensions. That trust is something we do not take for granted. I am therefore particularly pleased to share that a satisfaction survey launched in 2025 showed that over 95 percent of respondents rated our advice as timely, relevant and clear and that over 91 percent reported feeling genuinely welcomed, heard and supported. This is all the more meaningful given that the advice we provided was not always what they had hoped to hear. On outreach and training, we raised our game significantly, organizing 13 initiatives compared to eight the previous year. Highlights included a town hall meeting on “Belonging and Connecting at WIPO” attended by over 800 colleagues, our Global Ethics Day, and a milestone celebration: the Ethics Office's fifteen anniversary, which brought together approximately 600 members of personnel. We also achieved a 98 per cent completion rate for the mandatory training on ethics and integrity at WIPO and we have initiated a comprehensive review of this training to address emerging ethical challenges such as the ethical use of AI, social media and personal data protection. On policy and standard-setting, 2025 delivered important milestones too. To address longstanding recommendations from WIPO's former External Auditor, we expanded the annual disclosure exercise to cover IP-related conflicts of interest – now reaching 350 staff in sensitive roles. We also strengthened onboarding obligations for staff members and individual consultants handling confidential IP information. Turning to retaliation complaints, the Ethics Office received three such formal complaints in 2025, all filed by the same complainant. The first two were dismissed following preliminary review as neither established a *prima facie* case of retaliation. The third remained under review at year-end and the Committee will, of course, be duly informed of its outcome in due course. Lastly, on office management, we revised our Terms of Reference, renewed our agreement with the UN Ethics Office and launched a joint tender with four other UN agencies for disclosure review services. These initiatives have allowed us to make better use of available resources while ensuring the solid and sound management of the Office. Excellencies, none of this happened in isolation. My deepest thanks go to the Independent Advisory Oversight Committee (IAOC) for their unwavering support and valued guidance, the HRMD, the Office of the Legal Counsel and the Office of the Ombudsperson and above all, to every member of personnel who continues to engage with us. We entered 2026 well positioned and with a clear sense of purpose. Our priorities are to continue delivering responsive high-quality confidential advice; to

further strengthen our ethics framework (starting with a thorough review of our Policy on Gifts and Honors); to roll out our newly revised mandatory training and to further tailor and deepen our outreach across every corner of the Organization. And as we do so, our ultimate ambition is to ensure that ethics is no longer seen as the responsibility of one office, but as a reflex shared by every single one of our colleagues in every thing they do. In sports, what ultimately earns the world's admiration is not just the result on the scoreboard – it is the spirit in which the game is played. WIPO's authority and credibility rest not only on the excellence of what it delivers but on the integrity with which it does so. For your continued confidence in helping us build that integrity, Excellencies, I am deeply grateful.

84. BRAZIL: The Delegation of Brazil appreciates the work carried out by the Ethics Office. Often as members, we do not really have much time to go through these questions with the detail required. So, I was just interested in learning why, after the release of the Report, the word “complaint” was replaced by “request”. What is the difference? I think in the data in the report, originally, there was an increase from 2024 to 2025 in complaints. Do they request things from the Ethics Office or do they present complaints? What is the exact nature of the work?

85. GERMANY: Group B extends its appreciation to the Secretariat for preparing the 2025 Annual Report of the Ethics Office contained in document WO/CC/86/INF/2 and thanks the Chief Ethics Officer for the comprehensive presentation. The Ethics Office remains indispensable to WIPO's governance framework, fostering a culture of integrity essential for maintaining trust in global IP systems. Offering confidential counsel and support to all WIPO staff is a fundamental aspect of the Office's responsibilities. We therefore welcome the continued increase in confidential consultations from 188 in 2024 to 244 in 2025. We further appreciate the results of the anonymous feedback survey showing strong confidence in the Ethics Office with 95.7 percent of respondents expressing satisfaction with the timeliness and relevance of advice, 95.6 percent with its clarity and 91.5 percent feeling strongly welcomed, heard and supported. Both the increased number of requests for confidential consultations and the survey results certainly reflect growing staff confidence in the Office's advisory role. We also appreciate the efforts to enhance knowledge and understanding of ethics-related policies and promote ethical standards at all levels of WIPO. In this regard, we note the Ethics Office increased and diversified its outreach activities by organizing a town hall presentation on “Belonging and Connecting at WIPO” which attracted 837 members of personnel. Group B expresses its gratitude to the Ethics Office for its important contributions and looks forward to the Office's continued central and proactive involvement in the organization.

86. BOTSWANA: The Delegation of Botswana notes the marked rise in engagement with the Ethics Office, with requests increasing from 53 in 2021 to 244 in 2025. This upward trajectory reflects not only heightened awareness but also sustained confidence in the Ethics Office as a trusted confidential advisor. We note that 21 requests originated from Fellows and Young Experts. It would be informative to know what the total number of these two categories is, so that a percentage can be determined. Similarly, determining what percentage of staff made requests would allow for proper comparison across all sectors and categories. The Ethics Office remains an integral pillar of WIPO's ethics architecture. Its work must not only be sustained but also recognized as central to upholding the integrity of the Organization.

87. SECRETARIAT: With respect to the question that was raised by the Delegation of Brazil, the difference between requests and complaints is that requests refer to requests for confidential advice, it is completely informal, whereas complaints refer to formal complaints of retaliation. Sometimes, the Ethics Office receives requests for advice in relation to retaliation such as what is the proper procedure to be followed in order to submit a formal complaint of retaliation. We needed to issue that corrigendum, because in the English version, there was a mistake made in the section that was dedicated to requests for advice, whereby “requests for advice” was actually replaced by “complaints”. With respect to the question that was raised by

the Delegation of Botswana, the report provides detailed figures with respect to the proportion or rather the categories of members of personnel having sought the advice of the Ethics Office. One thing that is also reflected in our Report is that at the beginning of each year, we reach out to the various Sector Leads and we provide them with very specific figures reflecting the requests for confidential advice that we received per Sector, and we also provide them with a breakdown of what those requests were about, whether it is going to be outside activities, whether it is going to be allegations of fraud, or something else. So, they are indeed, at the beginning of the year, provided with those figures and we also offer some guidance for them to better address or raise awareness in their respective Sectors on the issues that we could identify. I hope that addresses your question, but please let me know if this is not the case.

88. BOTSWANA: Yes, I would like to clarify my question as I think it was misunderstood. I was referring to Figure 3. When you look at Figure 3, there is an indication of the origin of requests and then it categorizes where those requests originated and it shows absolute numbers. I note that there are 21 under Fellows or Young Experts and my question was: What is the total number of Fellows and Young Experts and what does 21 imply as a percentage of total Fellows and Young Experts, because that way we can have a sense of the incidence rate as opposed to just absolute numbers. So then, I would be able to compare with individual contractors, or third parties. If there are 100 third parties, three percent. If there are six third parties, 50 percent. That way we can compare across categories, things that are actually comparable.

89. SECRETARIAT: Thank you very much for the clarification. I am informed that there are in total 144 Fellows and Young Experts.

90. BOTSWANA: Yes, it is, Chair. But I do not wish to prolong this. I think this could be addressed in a smaller grouping in the future, because this represents 14.5 percent of that category. It is important that members pay attention to this because it gave me the sense that maybe Young Experts are disgruntled relative to others. I do not think there is a forum for it, but it is something that I would like us to pursue in the appropriate forum going forward.

91. SECRETARIAT: If I may, this is not necessarily the case. All members of personnel or colleagues that reach out to the Ethics Office are not necessarily disgruntled, thankfully. Very often, they also just seek advice on what is the proper way of handling a situation. It can typically be what is exactly the legal regime with respect to authorization to engage in outside activities. In this case, it is something that I welcome, because this is very much preventive in nature. It is about properly informing our colleagues about what is in place and what the values are or the legal provisions that they are expected to comply with.

92. DIRECTOR GENERAL: Generally speaking, in our engagement survey, putting aside the issue of ethics, the level of satisfaction is higher with young people and with those who are not with us for long-term. So, in fact, it would tend to be the Fellows and the Young Experts (YEPs) who have higher levels of satisfaction and engagement. I do not know if it is the same in your missions, but we are seeing this phenomenon in WIPO.

93. SECRETARIAT: There is something else that may be an additional consideration. As previously mentioned, there was a clear increase in our outreach activities, and we are now systematically making a presentation in the context of the induction program. Very often we have Young Experts and Fellows attending, and I believe that they are also more sensitive to this. They want to make sure that they join WIPO's workforce smoothly and that could also be a reason. If you look at the timeline, in fact, very frequently we receive many more requests right after the induction program presentations than during the rest of the year. So that could be an explanation as well.

94. CHAIR: All right. Thank you very much. I see Botswana is satisfied for the moment, but certainly I am sure that you would be able to take the issues up bilaterally if you wish to in more detail. With that, I will draw a line under this subitem on the agenda. I would like to thank those Delegations for the statements made and to thank Ms. Martin for her remarks as well. All statements will be noted in the report of the meeting and this item is closed.

ITEM 20 OF THE CONSOLIDATED AGENDA

AMENDMENTS TO STAFF REGULATIONS AND RULES

95. Discussions were based on document [WO/CC/86/3](#).

96. CHAIR: We are now in a position to move to item 20, Amendments to Staff Regulations and Rules. There is one document under consideration, as stated in the list of documents, namely document WO/CC/86/3, Amendments to Staff Regulations and Rules, prepared by the Director General.

97. SECRETARIAT: Chair, Distinguished Delegates, I have the honor to introduce document WO/CC/86/3, which contains the proposed amendments to the Staff Regulations for the approval of the Coordination Committee, as well as amendments to the Staff Rules that are reported for information. This year, amendments to five Staff Regulations are submitted to the Coordination Committee for its approval. Two amendments will ensure greater financial responsibility in the payment of benefits and entitlements. More specifically, the amendment to Staff Regulation 3.3, dependency allowances, expressly allows WIPO to deduct from the dependent child allowance paid by the Organization the amount of any other dependency allowance received from an external source by the other parent if the latter cohabits with the staff member but is not recognized as a spouse by WIPO. Currently, the regulation only refers to allowances received from an external source by the staff member or the staff member's spouse. The change will help to avoid duplication of benefits, ensure equality among staff members, and better reflect on the evolving family structures and living arrangements increasingly represented within the WIPO workforce. The amendment to Staff Regulation 9.8, termination indemnity, will allow WIPO to deduct from the termination indemnity paid in case of termination for reasons of health, the retirement or early retirement benefit paid to the staff member by the UNJSPF. Currently, the regulation only requires that the termination indemnity be reduced by the amount of the disability benefit that may be paid for the corresponding period. Applying the same principle to the retirement and early retirement benefits will ensure the fair and consistent treatment of staff whose appointment is terminated for reasons of health. It is also proposed to amend Staff Regulation 4.2, regarding geographical distribution, to stipulate that professional examiner posts requiring special language skills are not subject to geographical distribution. This does not change the principle of the regulation; rather, it addresses the fact that, as currently drafted, the provision is limited to an exhaustive list of roles. Another amendment concerns Staff Regulation 8.2, advisory body. It is proposed to remove the obligation to establish a standing advisory body and leave it to the discretion of the Director General to establish *ad hoc* advisory panels to seek advice on any specific personnel or administrative matter, as deemed useful, in addition to regular mandatory consultations with the Staff Council under Rule 8.1.1. The *ad hoc* consultation model will ensure enhanced efficiency and a more streamlined process. Depending on the subject matter of the requested advice, the members of the advisory body may be designated to contribute technical expertise and experience in specific areas as required. This will result in more time-effective meetings and focused advice. Amendments to 13 Staff Rules are also reported to the Coordination Committee for information. Notably, Staff Rule 5.3.1 on home leave was amended to reflect changes related to the introduction of a points system, in line with best practices in other organizations of the UN common system.

98. GERMANY: Group B would like to thank the Director General and the Secretariat for preparing the Amendments to Staff Regulations and Rules contained in document WO/CC/86/3. We underscore the importance of regularly reviewing and if necessary, adapting the Staff Regulations and Rules of WIPO to maintain a sound regulatory framework that adapts to and supports the changing needs and priorities of the Organization. Group B would welcome more background information on the proposed changes to the Staff Regulations and Rules.

99. REPUBLIC OF KOREA: The Delegation of the Republic of Korea thanks the Secretariat for preparing document WO/CC/86/3, concerning the Amendments to Staff Regulations and Rules. The Delegation welcomes the Secretariat's continued effort to review and update WIPO's internal regulatory framework. In an era of rapid AI-driven and digital transformation, it is important for the Organization's rules and procedures to remain flexible, efficient and responsive to evolving operational needs. The Delegation take note of the rationale provided for the proposed amendments, including the needs to ensure fairness, consistency, efficiency and sound administration and believe that the proposed changes are appropriate and based on reasonable grounds. The Delegation therefore supports the proposed Amendments to Staff Regulations and takes note of the amendments to the Staff Rules as set out in the document.

100. SWEDEN: First, the Delegation of Sweden wishes to express its support for the statement made by the Delegation of Germany on behalf of Group B and acknowledge the need to develop and improve the Staff Regulations and Rules. It can be difficult to summarize all the aspects and layers of changes in the Staff Regulations and Rules in short documents or spreadsheets. We would need further information on two of the proposed changes in the regulations and the related rules suggested in the document. On the proposed change in Regulation 4.2, geographical distribution and gender balance, the Delegation shares the view of the Secretariat, as expressed for instance in the Annual Report on Human Resources, that merit comes first, but also that broad geographical representation is desirable. For this reason, the Delegation would like some further clarification with respect to the suggested change in Regulation 4.2. For language positions, as we see it, language is a skill that could be tested. Moreover, language skills are not limited to a particular country or geographical region. Further, in the suggested Staff Regulation as it stands, it is a non-exhaustive list of posts, so any position could be considered as having such a specific language requirement, even though the document gives only examiners as an example. Therefore, we would need the Secretariat to elaborate a bit further on what effect this change is intended to have and why it cannot be solved by testing language skills of candidates and thus retaining the possibility to consider geographical distribution. That is our first question. Secondly, are there other positions in addition to the ones mentioned in the exemplifying list that also have specific language requirements? The other point on which we would like to have a little bit more information concerns the dissolution of the advisory body, or rather the fact that it is no longer compulsory. This change is only sparsely explained in the document. On the face of it, the suggested *ad hoc* process is, of course, more efficient, but also less formalized and less transparent than using the advisory body. Moreover, the change seems to run the risk of leading to less possibility for staff to make their voices heard and, as a consequence, missed opportunities for the Secretariat to get new and innovative ideas from their highly competent staff, also in situations when such ideas are not actively sought through an established structure. We therefore would like to seek some further explanation as to why an *ad hoc*, non-formalized structure is better than using the established ones.

101. FRANCE: Our Delegation aligns itself with the statement by Group B. We would like to start by thanking the Director of Human Resources for the Amendments to the Staff Regulations and Rules. These amendments must be adopted by the Coordination Committee. We have two questions: the first concerns the modifications made to the criteria for granting the language allowance, and the second concerns sick leave in cases of long-term illness. These modifications require that the Director General's prerogative be delegated to the Senior Medical Advisor, and we would like to know whether the modifications aim to align the Staff Regulations

with those of other UN organizations. We would like to thank the Director in advance for any information that she may be able to share in this regard.

102. CHAIR: There are no Delegations currently requesting the floor. That being the case, I would invite the Secretariat to respond to the statements made, please.

103. SECRETARIAT: I will address questions related to Regulation 4.2 and then, if you agree, I will hand over to my colleague for the other elements. On Regulation 4.2, first, I would like to clarify that the proposed amendment to the Regulation concerning language posts not counted for geographical diversity is not a change of principle. Rather, it addresses a drafting issue that is specific to our regulation, which, unlike corresponding provisions of other organizations, relies on an exhaustive list. There was a question from the Delegation of Sweden about what effective change is intended to achieve. This came up in the course of the restructuring of the examination teams, and, due to automation, we are converting positions that were in the past General Service positions into Professional positions, as was mentioned earlier in the HR report. It became apparent that some of these posts were very much language posts. To give you a very concrete example, if we need a staff that will process filings in Korean and needs a background in the Korean legal framework, there is a high chance that we are going to hire a Korean national, for example, and that applies to other languages, obviously not the working languages of the Organization. From that perspective, this clearly falls under the concept of language posts, where the language drives the nationality of the person we would recruit. The problem we faced is that, when we looked carefully at our Staff Regulations and Rules, we noted that the way the regulation was drafted did not allow us to consider these posts as language posts. The amendment only enables the Regulation to be applied as originally intended by extending beyond the listed posts to examiners. To be very clear, this adjustment will only apply to operational roles, not to the management positions within the teams. I hope this addresses the question on Regulation 4.2. On the question concerning the Joint Advisory Group, it is important to recall that this body is purely consultative. The Director General is not obliged to consult the Joint Advisory Group, unlike the obligation to consult with the WIPO Staff Council (WSC), and the advice and recommendations of the Joint Advisory Group are not binding on the Director General. There is little risk that staff will have fewer opportunities to be heard, because the WSC is normally the voice of staff members in WIPO. What we see in practice is that many questions from staff are directed to the Council, which then channels them to the Administration. Secondly, you may have noticed that, in the amendment, we are not abolishing the staff petition. This is another way for staff members to make their voice heard, by filing a staff petition with the Director General. On the question related to sick leave, to reply to the Delegation of France, it is not about a transfer of prerogative, but rather about reflecting in the Staff Rules a delegation of authority that has already existed *de facto* for a long time. In other organizations, an authority to approve or refuse sick leave has been delegated to the Medical Adviser of the Organization, although this is not necessarily reflected in the Staff Regulations and Rules of those organizations. To give you an example, the UN Staff Rules state that certified sick leave can be granted subject to approval by the Secretary General on the basis of a medical certificate, but, *de facto*, the Secretary General of the UN, as you can probably imagine, does not personally approve sick leave. This has been delegated to the Director of the Medical Service of the UN, or a doctor of the service in question, as stipulated in the administrative instruction on sick leave. Finally, on this issue, the executive heads of the different organizations of the UN system are generally not medically qualified to approve or reject a medical certificate. Asking them to do so would either lead them to automatically validate each certificate without analysis, because they are not competent to do so, or to make a decision outside their area of knowledge in breach of medical confidentiality. Additionally, logistically speaking, one cannot expect executive directors to personally validate every sick leave. As for the language allowance, what was the question exactly?

104. FRANCE: On that issue, the Delegation of France noticed that it was granted on the basis of one language and that, from now on, it would only be granted on the basis of two languages.

We wanted to know the reason for that choice and whether it was intended to align with other UN organizations.

105. SECRETARIAT: To be more specific, if we compare the WIPO Staff Rules with those of the UN, the new terminology is now identical to that in the UN Staff Rules, which indeed requires proficiency in two or more languages to receive that allowance. WIPO has been applying that new approach since March 2026. Since then, the language allowance cannot be paid for both French and English in Geneva, but only for one of these two languages and/or another of the eligible languages. We therefore have two options here. If the staff member's mother tongue is French or English, and this is valid for Geneva, we consider that good knowledge is demonstrated in that language, and we do not ask the staff member to pass an examination. However, they do have to pass an examination in another eligible language in order to receive the allowance. In that case, they have demonstrated good knowledge of two eligible languages, their mother tongue and another language, to receive the allowance. In cases where staff members do not have English or French as their mother tongue, they will have to demonstrate good knowledge either of both languages or of one of these languages and another of the eligible languages to receive the allowance. Once again, they must demonstrate knowledge of two languages to receive the allowance. We must bear in mind that this change concerns only a limited number of staff who do not have English or French as a mother tongue. For other duty stations than Geneva, it applies to staff whose mother tongue is neither English nor the language of the duty station. Furthermore, this change is not applicable to staff members who have not received that allowance before March 2026.

106. SWEDEN: The Delegation of Sweden has a few follow-up questions. Of course, we understand the logic and the background for this change, but still I did not really see an answer to why language skills cannot be tested when recruiting. Swedish, for example, is not a very widespread language, but there are other languages that are spoken around the world, including in places where they are not traditionally found. Korean was mentioned as an example. I suppose Korean speakers can be found in other countries as well, not only in Korea. That was one example. The other point was that this is now not a limited list but an open list of posts with specific language requirements. Again, are there other examples, since it is no longer a limited list? Are there other examples, in addition to examiners, where you can see specific language requirements?

107. SECRETARIAT: Language skills can be tested when we recruit. Let me start with the second part of your question. The Delegation is referring to it as not a limited list. However, it was a limited list. That was actually the reason why the Secretariat had to make the change. The list currently refers to translators, interpreters and editors. This was very much the list we had. What we have done here is to open up that list so that we do not need to come back to the Coordination Committee every time. Therefore, we added the examiners to give Delegations a concrete example. At this stage, there are no other examples of language posts in the Organization to which the principle would apply. Korean and other such languages are processing languages in the registries. That is really where this would apply, and it concerns a limited set of languages. It just so happens that it fits with the principle that the language requirement for the role is beyond the working languages of the organization and would, to a certain extent, determine the nationality of the person recruited. Thus, these examiner posts requiring special language skills should be considered as language posts and they would not be subject to geographical distribution. I am happy to continue the discussion bilaterally.

108. CHAIR: Thank you to all the delegations who made statements. Noting that there is scope for discussion between the Director of HRMD and Delegations on some of these changes, I would like to propose the following decision paragraph:

109. The WIPO Coordination Committee:

- (i) approved the amendments to the Staff Regulations as provided in Annex I, document WO/CC/86/3; and
- (ii) took note of the amendments to the Staff Rules as provided in Annex II, document WO/CC/86/3.

110. CHAIR: I see no objection. It is so decided. Thank you.

ITEM 21 OF THE CONSOLIDATED AGENDA

GUIDELINES FOR WIPO PERSONNEL STANDING FOR ELECTION TO THE POST OF DIRECTOR GENERAL

111. Discussions were based on document [WO/CC/86/4](#).

112. CHAIR: We open agenda item 21, Guidelines for WIPO Personnel Standing for Election To The Post Of Director General. There is one document entitled Guidelines for Candidates Standing for Election to the Post of Director General of the World Intellectual Property Organization, WO/CC/86/4 for consideration under this agenda item. These guidelines are the result of extensive consultations I have conducted over the past several months and I would like to take this opportunity to briefly introduce the document and provide some information on its development. As many of you will be aware, I proposed to Group Coordinators in November 2025 that guidelines be developed in this area. I took this initiative following discussions I had with Member States in taking on the role of Chair of this Committee and having looked at the practice of a number of other specialized agencies. The judgment about the value of such guidelines was informed by the history of election processes for the position of Director General. It has generally been the case in recent times that WIPO personnel are among the individuals seeking election to the position of Director General. The idea of the guidelines was not to establish new obligations or requirements for WIPO personnel. Rather, it was to outline how existing regulations applying to WIPO personnel might apply in the specific context of a process of appointment of a Director General. The value of the guidelines was that it would help individuals who apply, and Member States more readily understand what forms of behavior might or might not be acceptable. Group Coordinators expressed a willingness to consider proposed guidelines but expressed reservations about trying to develop them during the period when a process for appointment of the Director General was ongoing. On that basis, we took up the idea following the meeting of the Coordination Committee on February 12, 2026, at which the Committee decided to recommend Director General Daren Tang for appointment to the position. At that time, upon my request, the Secretariat prepared a draft set of guidelines that were quite basic. In my view, it made sense to start with that approach. The practice of international organizations in this area is mixed: some have elaborate guidelines; some have quite simple guidelines. The focus of the first draft was on the possible misuse of WIPO resources, as this was the area I judged as likely to be the most pressing concern. Some Group Coordinators expressed the view that they would prefer more extensive guidelines, while others preferred a simpler approach. Turning to the draft that you have before you, the guidelines begin with a slightly different title from the title for this agenda item. They are now called "Guidelines for Candidates Standing for Election to the Post of Director General of the World Intellectual Property Organization". That reflects an amendment to the approach taken in the earlier drafts, which were focused on WIPO personnel standing for that position, and was made following consultations with Member States. The guidelines begin by setting out their purpose, which is to provide guidance to candidates standing for election to the post of Director General. They note that they are intended to be used as a reference, and they highlight relevant regulatory positions in the specific context of campaign activities. They then specify that they are not intended to amend any regulatory provisions or to create any new regulatory provisions. The guidelines then set out expectations in three areas. The first being that candidates shall

engage in mutually respectful campaign activities. That part of the guidelines applies to WIPO personnel and candidates who are not WIPO personnel. There are then two areas of activity where WIPO personnel specifically are concerned. They relate to the maintenance of a separation between official functions and campaign activities and the upholding of the required integrity, independence and impartiality in relation to the election process. Finally, given that the guidelines are quite basic, the draft concludes by noting that any queries relating to them should be directed to the WIPO Chief Ethics Officer, who may, as necessary, consult the Chair and Vice-Chairs of the Coordination Committee. So that completes my introduction of this item, and I now open the floor to Delegations.

113. BRAZIL: The Delegation of Brazil thanks you, Chair, for presenting document WO/CC/86/4 and for the work done on this matter. Brazil supports efforts aimed at promoting transparency, integrity and confidence in future electoral processes at WIPO. At the same time, we believe that further reflection is needed regarding both the substance of the current draft and the process followed for its preparation. With regard to the process, we consider that the informal nature of the consultations, the accelerated time frame and the limited access to interested individual Member States in the process, mostly concentrated with Group Coordinators, did not allow us to follow the principles of inclusiveness, transparency, and member-driven decision-making. It is also worth noting that not even all Group Coordinators were present during some of the meetings. The good news is that we have enough time ahead of us to improve this methodology of work. Given the importance of the matter, Brazil participated in all meetings convened on this topic, that is, two meetings. The first one, a briefing session called on June 18 to take place on June 22, 2026, which consisted of an information session where negotiations were not envisaged, was convened at very short notice for a single working day. The second meeting, the only one with a proposed negotiation objective, was called on the eve of the Assemblies. Members would be busy with preparations for the Assemblies at that point in time, meaning the timing of the second meeting was not favorable in terms of WIPO's member-driven nature. Furthermore, as the proposed guidelines would apply only to future electoral cycles, the next one being scheduled to take place in five years, this Delegation sees no compelling reason to expedite their adoption at the expense of an inclusive, transparent and well-informed discussion. With regard to the formality of the meeting today, this Delegation would also like to flag that the agenda item under which discussions are now taking place was not formally adopted. On the first day of the Assemblies during agenda item 2, adoption of the agenda, the Chair of the Assemblies gavelled the adoption of document A/68/1 Prov. 2 which did not contain agenda item 21. Additionally, in the version "Prov. 3" of the agenda, item 21 does not reflect the title of the document under consideration. As you mentioned, it says "Guidelines for WIPO Personnel Standing for Election to the Post of Director General", while the document under consideration reads "Guidelines for Candidates Standing for Election to the Post of Director General of the World Intellectual Property Organization". On the substance, Brazil has proposed language suggestions to strengthen the text by establishing a coherent ethical framework applicable to all candidates, while recognizing that certain specific guidelines are restricted to candidates who are WIPO personnel. Given the nature of this process, Brazil is not in a position to support the adoption of the guidelines as proposed in document WO/CC/86/4. We remain of the view that the discussions on the ethical guidelines would benefit from a structured, inclusive, and member driven process allowing sufficient time for all Member States to engage meaningfully in their consideration before a decision can be taken.

114. CHAIR: Thank you very much, Brazil. I see no other Delegations wishing to take the floor at this stage. In light of the statement made, including a desire to further consult on the development of guidelines in this matter, I would like to propose the following decision paragraph: "The Coordination Committee decided that the Chair of the Coordination Committee will undertake consultations with Member States on the Guidelines for Candidates Standing for Election to the Post of Director General of the World Intellectual Property Organization (WIPO) before the next session of the Coordination Committee in 2027, with a view to their approval

and application to the election process of the Director General in 2032". Brazil, you have the floor, please.

115. BRAZIL: Thank you, Mr. Chair. I thank you for proposing this language on which to take action. Since this is the first time my Delegation is taking a look at it, I will ask for additional time to consider it.

116. CHAIR: We now re-open agenda item 21, "Guidelines for WIPO Personnel Standing for Election to the Post of Director General". In light of the statement made by a Delegation on this agenda item last week, and following informal consultations, I would like to propose the following decision paragraph:

117. The Coordination Committee decided that the Chair of the Coordination Committee will undertake consultations with Member States on the Guidelines for Candidates Standing for Election to the Post of Director General of the World Intellectual Property Organization (WIPO) before the next session of the Coordination Committee in 2027, with a view to reaching an agreement on its content and application.

118. CHAIR: I see no objection. It is so decided. Agenda item 21 stands closed.

[Annex follows]

Statement by the WIPO Staff Council to the WIPO Coordination Committee

Geneva, July 9, 2026

Excellencies, Distinguished Chair, Director General, Delegates and WIPO Colleagues,

On behalf of the WIPO Staff Council, I thank you for this valuable opportunity to share staff perspectives and contribute to your work.

Inviting the Staff Council to address you at this early stage of your proceedings reflects the constructive partnership between staff representatives and WIPO's Administration. We value this commitment to meaningful engagement and present our views with openness, transparency, and clarity to inform your deliberations and decisions.

Before proceeding with our statement, I am pleased to share positive news: after several years of sustained effort, the WIPO Staff Council has achieved full membership in the Federation of International Civil Servants' Associations (FICSA).

At a time when the UN system faces growing challenges related to staff salaries, employment conditions and benefits, this membership strengthens our ability to represent WIPO staff effectively and advocate for their interests across the international civil service.

The Critical Role of Staff in WIPO's Success

WIPO has earned its reputation as one of the most successful, financially sustainable, and high-performing organizations in the UN system. This is an achievement in which we can all take pride.

Behind every inventor bringing a new technology to market and every creator earning value from their creative work, as well as every technical assistance, strategic initiative and service innovation, is the expertise and commitment of WIPO staff, making WIPO's mission a reality.

As staff representatives, we recognize that the operating environment is changing and remain committed to engaging constructively. At the same time, we must ensure that, as we adapt, we preserve and strengthen the conditions that have enabled our strong performance.

In this context, we are seeing signs of declining engagement among experienced staff, particularly those approaching retirement, uncertainty around contracts and career paths, and growing workload pressures. These concerns require attention, as prolonged strain and uncertainty can affect motivation, retention, and the quality of services delivered.

Areas for Consideration

We would like to respectfully draw your attention to areas where we believe sustained focus would significantly strengthen WIPO's capacity and sustainability:

First: Contract Stability and Employment Security in a Period of Structural Change

The 2025 HR Report reflects significant organizational transformation, including IT centralization, AI-driven changes to roles, and new cross-functional structures. Staff seek transparent change management, clear roles and career pathways, meaningful consultation, and reassurance that AI will support—not undermine—employment security.

At the same time, growing workloads, no increase in established posts since 2012/2013, and increasing reliance on non-staff personnel require urgent attention. We call for sustainable staffing levels and a workforce model that ensures Fixed-Term and Limited-Term contracts remain the exception, not the norm, and that non-staff contracts are used only to meet specific, temporary needs.

Second: Staff Wellbeing and Sustainable Performance During Accelerated Change

WIPO's strong performance on the UN Mental Health Scorecard (87% vs. 64% system average) and the establishment of the Occupational Health & Safety framework are achievements worth preserving and building upon.

However, these positive results should not reduce the importance of continued improvement. The HR Report highlights a significant pace of change, with staff adapting to new ways of working while continuing to deliver the high-quality services for which WIPO is known.

The World Health Organization's 2024 guidelines highlight the impact of poor working conditions on mental health, with depression and anxiety accounting for 12 billion lost working days annually and around US\$1 trillion in lost productivity.

We emphasize the importance of preserving the working arrangements and well-being measures that have so far supported staff mental health and wellbeing, while also contributing to WIPO's overall performance.

At the same time, organizational change, the introduction of new tools, and evolving roles must be managed carefully to prevent excessive workloads. Efficiency initiatives should be evaluated not only based on cost savings, but also on their impact on staff wellbeing, organizational sustainability, and long-term performance.

Third: Career Development and Internal Mobility in a Changing Organization

The HR Report's Talent Review identifies development priorities centered on adaptability, cross-domain leadership, and communication rather than technical skills. We welcome the Organization's investment in learning, leadership development, and initiatives that encourage staff mobility.

At the same time, we note that 54.7% of appointments in 2025 were filled by external candidates, while internal advancement continues to rely on competitive recruitment processes that are equally open to external applicants. External recruitment brings valuable expertise, and we recognize the importance Member States attach to geographical representation. Nevertheless, staff seek stronger assurance that their experience, institutional knowledge, high performance, and sustained contribution will be reflected in meaningful opportunities for career progression.

This expectation reflects the direction set by the WIPO Coordination Committee in 2023, which recognized the importance of career opportunities, talent mobility, and staff development. Staff now look forward to seeing these commitments translated into concrete results.

Initiatives such as Temporary Assignments, GIGS, and Manager-to-Manager mobility are positive steps, but their success will depend on creating meaningful career progression. Clear and transparent frameworks are needed to ensure mobility opportunities support staff development, motivation, and retention.

As the Administration shapes its workforce strategy, merit-based internal career progression should remain central. We stand ready to help ensure that investment in staff development creates genuine opportunities for advancement and long-term careers at WIPO.

Fourth: The UN Compensation Package Review

The Staff Council wishes to address the ongoing review of the UN compensation package, which has significant implications for the international civil service.

We recognize that budgetary pressures are real and that cost management is a legitimate concern. At the same time, it is important to consider what the compensation package represents for international civil servants.

International service requires professionals to spend many years—sometimes decades—away from their home countries, families, and cultural roots. These choices come with real personal sacrifices: children grow up between cultures, spouses may face limits on their own careers, families spend less time with aging parents and relatives, and returning home after years abroad can bring new challenges.

In this context, education grants, dependency allowances, and competitive salaries are not simply benefits; they are essential measures that recognize the realities of international mobility. They provide stability for families, acknowledge the additional costs of international service, and reflect the expertise, multilingual capabilities, and adaptability that international organizations depend on.

The compensation framework must continue to fulfil its core purpose: attracting and retaining the highly qualified professionals on whom WIPO's effectiveness depends. Short-term savings must be weighed against the long-term cost of losing talent, expertise, and institutional capacity. The Staff Council stands ready to contribute constructively to this review, with a focus on both fiscal responsibility and the sustainability of the international civil service.

Fifth: The Integration of AI and Impact on Staff

Staff strongly support the use of AI when it reduces repetitive work and enables them to focus on higher-value activities. The HR Report documents impressive progress: 987 staff enrolled in AI learning, new client advisory roles, and productivity gains in registries and translation.

AI adoption will succeed when it is practical, well-managed, and supported by investment in reskilling, clear communication, and time for staff to adapt. Building trust requires transparency, fairness, and meaningful staff consultation throughout the transition, ensuring that evolving roles, job security, and new skills needs are addressed while maximizing the value of AI for WIPO.

A Shared Vision for WIPO's Future

The questions before us are strategic: What capabilities will WIPO need for the future? How can we remain responsive to evolving demands and continue to attract exceptional talent?

The answer lies in investing in people. Employment security, sustainable workloads, wellbeing, career development, responsible change management, and a fair compensation framework are essential to ensuring WIPO remains effective, resilient, and ready for the challenges ahead.

Conclusion

As the Director General begins a new mandate with a new Senior Management Team, we see an opportunity to strengthen collaboration and embrace new approaches.

WIPO's future success will be built on its people. Vision and innovation can only be delivered by a skilled, engaged, and supported workforce. The choices made today will define the Organization's capacity to meet tomorrow's challenges.

The Staff Council looks forward to continuing a constructive partnership and contributing to solutions that support both staff and WIPO's mission.

Thank you for your attention.

[End of Annex and of document]