

Program and Budget Committee

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ANNUAL REPORT ON HUMAN RESOURCES

Prepared by the Secretariat

1. At its September 2012 session, the Program and Budget Committee (PBC) “requested that the Human Resources annual report to the WIPO Coordination Committee be also presented in the future to the autumn session of the PBC for its consideration.” Pursuant to this decision, the present document contains the Annual Report on Human Resources (document WO/CC/84/INF/1), which is being submitted to the WIPO Coordination Committee at its July 2025 session.

[Document WO/CC/84/INF/1 follows]

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ANNUAL REPORT ON HUMAN RESOURCES

Prepared by the Secretariat

1. The attached Annual Report on Human Resources (HR) is submitted to the Coordination Committee at its session for information.
2. It covers the period from January 1 to December 31, 2024, and comprises all HR matters for which reporting to the WIPO Coordination Committee is required*, as well as an overview of HR-related policies, initiatives and activities of interest to Member States.
3. As a follow-up to the decision taken by the WIPO Coordination Committee at its session in 2024, progress on the Geographical Diversity Action Plan (GDAP) is reflected as an Annex to the report.

[Annual Report on Human Resources follows]

* Mandatory reporting topics to the Coordination Committee are either contained in this Report or publicly available [online](#).

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CHAPTER 1

Introduction

1. WIPO's people are what powers its systems, services, and strategies. As a fee-financed Organization—generating most of its income through the services it provides while delivering impact to innovators and creators everywhere—WIPO depends on a workforce that is agile, skilled, and deeply committed. In 2024, these qualities were tested and reaffirmed as we navigated a year of profound change—both internally and across our global landscape.
2. This external context was marked by accelerating digitalization, continued geopolitical challenges, and the growing expectations of Member States for intellectual property (IP) services and support that are responsive and impactful.
3. Against this backdrop, WIPO's mandate—to lead the development of a balanced and effective global IP ecosystem—remained more relevant than ever. Delivering on that mandate required more than just filling roles; it called for building new capabilities, empowering people and creating an environment where they can thrive.
4. Human Resources (HR) was central to this effort.
5. Throughout 2024, WIPO's HR function continued its evolution from a compliance-oriented service to a strategic partner enabling transformational change. Every initiative—from workforce planning and leadership development, to learning design, and mobility—was directly aligned with WIPO's operational needs and change agenda.
6. As WIPO began reshaping key areas of its work—shifting to a more collaborative, product-focused approach in technology and transforming the delivery of our global IP services—HR played a pivotal role. Job profiles are evolving to reflect new expectations around customer experience, digital collaboration, and data-informed decision-making. Internal mobility tools are being scaled up so that teams can respond more flexibly to their shifting needs. Managers are receiving the tools and support needed to lead through change with confidence.
7. This report tells the story of the progress made in 2024. It shows how WIPO is investing in its people to drive innovation, professionalism, operational excellence and collaboration—and how HR is translating organizational ambition into daily practice.
8. Each chapter explores a different dimension of this journey: from shaping a future-ready workforce to reimagining leadership and learning, embedding inclusive culture, and streamlining systems that support both staff and strategy. Together, they tell a clear story: WIPO's success depends on its people—and HR is laying the foundations for them to lead, grow, and deliver.

2024 at a Glance—Advancing HR's Strategic Objectives

9. WIPO's HR Strategy 2022–2026 is built around six interdependent objectives that reflect our transformation from a compliance-driven function to a strategic enabler of organizational change. In 2024, significant progress was made across all six pillars, reinforcing HR's central role in shaping a more agile, inclusive, and future-ready WIPO.

A vibrant organizational culture supportive of open dialogue, collaboration, knowledge sharing, and teamwork

1

In 2024, WIPO deepened its commitment to a culture of trust and transparency. An annual culture focused survey provided valuable insights into how staff experience psychological safety, belonging, and teamwork. The findings informed a subsequent Management Retreat, where over 100 managers discussed leadership behaviors and team dynamics. Across the organization, internal communication grew more intentional, using storytelling formats and a tone that fosters clarity and connection. Communities of Practice helped break silos and encourage cross-sectoral exchange. A deeper focus on neurodiversity and respectful leadership helped reaffirm the importance of collaboration and swapping of viewpoints for problem-solving.

Organizational agility, flexibility, and mobility to meet evolving staffing needs while fostering a broader range of perspectives and fair access to growth

2

WIPO continued embedding agility into workforce planning, recruitment, and mobility. Strategic workforce planning was fully integrated into the Program and Budget cycle, aligning staffing with strategic priorities. The new Mobility Connect platform enabled staff to take on short-term project-based assignments (called GIG's) and exposure to new roles, encouraging cross-functional learning without disrupting operations. Continued General Service to Professional (G-to-P) conversions have enabled the reallocation of roles to core areas and supported the shift toward more modern, analytical, and client-focused functions, particularly in the PCT and Madrid registries. The use of FT-LT contracts enhanced access to specialized talent, especially in fast-evolving areas such as AI, digital services, and administration. Together, these measures are helping to build a more adaptable and future-oriented workforce.

Management of people performance that adds value by improving organizational performance and developing staff skills

3

WIPO approaches performance as a continuous, purpose-driven process that recognizes both organizational impact and individual growth. Updates to the Performance Policy and rating system brought greater clarity and transparency, laying the groundwork for broader reform of the performance platform in 2025. Performance conversations are now anchored in behavior, results, and organizational purpose—not just annual reviews. Managers receive clearer expectations and targeted training grounded in the WIPO Leadership Framework. Peer learning and mentoring have been scaled up to encourage environments that are rich in feedback, exposure, and continuous reflection. As part of these efforts, the Rewards and Recognition Program was reactivated, with the distribution of rewards for individual and team performance, reinforcing a culture of appreciation and high achievement.

A strategic view of learning and career development as integral parts of talent development

4

Learning became more embedded and data-driven in 2024. Every sector finalized a tailored Learning Matrix based on the outcome of the strategic workforce planning discussions, which maps key competencies through to business needs. These matrices guide not just individual development plans but also recruitment. The alignment with the workforce planning ensures cohesion with succession planning, and sector-level strategies. The launch of the Learning@WIPO platform marked a major milestone—giving staff a personalized, trackable space to manage their learning guided by the framework of organizational needs. With 35% of the internal training budget dedicated to leadership development, WIPO has signaled its clear investment in building the human capabilities to drive transformation.

Enhanced staff engagement and wellbeing

5

WIPO's engagement efforts focused on enabling growth and connection. Staff completed 19 acting roles and 18 GIG's assignments in 2024, creating opportunities to test new skills, gain exposure, and support operational flexibility. Connectedness and belonging were emphasized throughout the year—not only by tracking metrics but through practices embedded in meetings, retreats, and learning programs. Leadership development emphasized emotional intelligence, psychological safety, and managing through change. These combined efforts helped to nurture a stronger sense of agency and purpose across the Organization.

A “one-stop shop” service model adapted to the needs of the business units

6

HR services continued their evolution from fragmented transactions to an integrated, strategic function. The new structure of HR operations clarified roles, improved consistency, and strengthened alignment with business needs. Major progress was made towards the fully fledged “One-Stop Shop”, a digital platform consolidating forms, services, and support into a single, user-friendly space. Key processes—from onboarding to contract updates—will be simplified, while self-service dashboards improved access to data for both HR staff and managers. These efficiencies will free up HR capacity to focus on strategic support and advice to business units.



CHAPTER 2

Aligning People and Resources with Results-Based Management

10. Results-Based Management (RBM) forms the embedded architecture behind every decision, linking strategy, staffing, and resources to clearly defined outcomes. It keeps the Organization focused, accountable, and positioned for long-term success.
11. At its core, RBM begins with WIPO's strategic pillars and cascades through sectors, departments, teams, and individual workplans. It provides a shared framework that guides not only what we do, but also how we allocate time, talent, and effort.

What RBM Enables—Through an HR Lens

12. RBM brings consistency and strategic clarity to how we manage talent to better support WIPO's mission. For HR, it enables a more deliberate, transparent, and outcome-oriented way to invest in people, structure teams, and support performance. WIPO's maturity in RBM is unique within the UN system—not just because of results-based budgeting, but also because the approach is now truly embedded in how we work.
13. This cultural shift transforms HR from a compliance checkpoint into a strategic co-owner of results. It empowers us to shape roles around evolving priorities, foster innovation, and remove outdated structures that no longer serve our goals.
14. Here is what that shift looks like in practice:
 - **Alignment of roles and resources to results:** Workforce planning, job design, and recruitment are anchored in what WIPO aims to achieve—not in legacy structures or vacancy lists.
 - **Clarity of purpose:** Staff and managers can clearly see how their individual work contributes to broader organizational goals, driving motivation and accountability. Individual performance objectives are aligned with organizational results.
 - **Smarter use of talent:** Different contract types, expertise, and team configurations are deployed based on getting the best combination of skills, experience and interest to achieve business objectives and needs.
 - **Integrated performance and development:** Results frameworks enable more meaningful conversations about performance, learning, and growth—making development a strategic lever, not just a standalone support.
 - **Informed decision-making:** By linking actions to measurable results, HR can identify capability gaps, target and curate learning where it matters most, and continuously refine recruitment and workforce strategies.
 - **More space for innovation:** By focusing on outcomes over activities, RBM gives teams the freedom to rethink how work gets done—encouraging experimentation and continuous improvement.

RBM-linked Strategic Workforce Planning

15. Building on the foundation laid by Results-Based Management (RBM), WIPO's 2024 workforce planning marked a further shift from administrative processes to strategic talent alignment. While RBM enables clarity of purpose, Strategic Workforce Planning (SWFP) translates that into action—guiding how we deploy, develop, and adapt our workforce to meet evolving priorities.

16. Every position, contract modality, and team structure were reviewed through the lens of impact, flexibility, and future readiness. Where appropriate, WIPO made pragmatic use of vacancies, holding posts open and using temporary staffing to meet short-term needs. This flexible approach maintained operational responsiveness while staying within the headcount ceiling.
17. In 2024, seven staff members on temporary appointments were exceptionally extended beyond two years (compared to 15 in 2023), primarily for business continuity and to allow time for competitive recruitment processes.
18. WIPO's workforce planning translated RBM principles into a set of deliberate actions that increase agility, support internal mobility, and strengthen talent alignment:
 - **Targeted Reallocations and G-to-P Conversions:** Staff as well as vacant positions were reassigned across sectors to support shifting service models and priorities. Conversations from G-to-P, particularly in PCT operations and digital service, recognized expanded roles moving from administrative to more analytical and client facing functions.
 - **Flexible Talent Strategies:** Continued use of FT-LT contracts (46.2% of all fixed-term recruitment) and selective outsourcing brought in critical expertise without expanding the core workforce. Of FT-LT hires, 45% required no prior IP knowledge, and 20% were in roles rapidly evolving due to technology.
 - **Stabilizing Key Functions:** Out of 153 continuing appointment reviews, 99 were granted. This helped reinforce continuity and motivation across key roles.
 - **Fostering Internal Mobility and Growth:** the launch of the WIPO Mobility Platform enabled staff to explore new opportunities through GIG's, acting roles, and exposure placements—broadening skills and perspectives across the Organization.
19. Together, these measures demonstrate how workforce planning operationalizes WIPO's RBM approach – embedding flexibility, responsiveness, and strategic focus throughout the employee life cycle.



SPOTLIGHT: Acting Roles—Growth Through Opportunity

When a team leader steps aside—even temporarily—it can create more than just a staffing gap. At WIPO, these transitions are viewed as opportunities for growth.

Acting roles allow staff to temporarily step into more senior positions, offering a unique chance to gain firsthand leadership experience in a safe, supported environment. It's a way to test capabilities, build confidence, and broaden perspective—while staying within a safe environment.

This is not a shortcut to promotion. Once the role is formally advertised, acting staff compete with other candidates. But regardless of the outcome, the benefits are clear:

- Hands-on **leadership experience** in a live role.
- The opportunity to build greater **visibility, confidence, and skills**.
- A stronger base for future **internal mobility** or advancement.
- The chance to **assess readiness** for more senior roles.

In 2024, **19 staff members** served in acting capacities. For all participants, the experience generated valuable momentum—for personal development and for the teams they helped to lead.

Equipping a Future-Focused Workforce with Critical Skills

20. In 2024, WIPO conducted functional reviews across all sectors to assess current capabilities and identify future gaps. These reviews highlighted priority areas for upskilling, including digital communication, data literacy, client-focused service design, and change leadership. The insights led to a refined set of strategic competencies now guiding both recruitment and learning across the Organization.
21. These competencies—tailored into sector-specific learning matrices and shared at a Townhall in July 2024—are already shaping WIPO's talent as follows:
 - **Business data literacy:** This has been integrated into updated job profiles and used in reprofiling exercises, especially in policy, legal, and analytics-heavy sectors.
 - **Digital communication:** This has been prioritized in externally facing roles, with targeted training developed in partnership with the WIPO Academy.
 - **Client-focused service design:** This is now central to WIPO's transformation, particularly in the reorganization of the Madrid and PCT systems as part of a broader shift toward user-centric delivery.
 - **Project and change management skills:** These are embedded in cross-sectoral roles, especially within the Regional and National Development Sector—and supported through new internal training modules.
 - **Artificial Intelligence (AI) and automation awareness:** This is being introduced during onboarding and embedded into sector-specific learning tracks to ensure a baseline of digital fluency.

You Take the Leap, WIPO Has Your Back

Gregory Bos, Director of Enterprise Solutions Division, talks about stepping out of his comfort zone—and being backed by strong leadership training and trust.



I joined WIPO in 2001 as an external consultant—as a programmer with a background in Information Technology Engineering. I became staff in 2008, and from that moment, WIPO started opening doors. My manager saw leadership potential in me and encouraged me to take the leap. It wasn't just talk—they backed it up with action. I received extensive training in management, communications, and change leadership. That support gave me the confidence to start applying for more senior roles.

I was entrusted with managerial responsibilities in 2014 and my first promotion came in 2016, and another followed in 2018. At every step, there was real investment in my growth. WIPO gave me the tools to think beyond technical problem-solving and step into the mindset of a leader.

One of the most transformative experiences was a 16-week Negotiation Master training run by Harvard University. Equally valuable were the in-house and UN-led programmes that helped me develop my leadership presence and ability to run my teams.

In 2022, when I was leading PCT IT Operations and Support in the PTS sector, an opportunity came up for a newly created position: Head of Enterprise Business Capabilities (Future Projects) under the ERP area (AIMS). Instead of launching an external search, WIPO looked internally. They wanted someone willing to take risks, embrace new challenges, and grow. I was approached—and thanks to the trust and encouragement I received from HR and colleagues—I took that leap.

Today, I'm Director of the Enterprise Solutions Division. It wasn't a straight path, but it was a supported one. At WIPO, if you're willing to step out of your comfort zone, to lead and learn, there is a real path forward. My story is just one example of how WIPO helps people to grow, if growth is what they are after. It's really an effort from both sides.

Recruitment

22. In 2024, recruitment efforts were guided by a strong commitment to merit, and internal growth. With 50% of the professional staff on posts subject to geographical distribution expected to retire within the next 10–15 years, it is critical for WIPO, as a specialized agency, to maintain institutional knowledge and expertise while bringing in new skills. Deliberate steps were taken to start developing talent pipelines that address both current and future organizational needs—leveraging internal mobility and strategic initiatives in various countries as part of the Geographical Diversity Action Plan (GDAP) (see Annex).
23. In 2024, WIPO advertised 108 job openings (fixed-term and temporary) subject to geographical distribution. As of March 2025, selection decisions had been made for 75 of those openings, resulting in 83 appointments from more than 13,900 applications.

24. Applicants came from every region: Africa (3,354), Western Europe (3,324) and Asia and the Pacific (2,781) had the biggest number of candidates. Successful candidates were from all regions as listed in the table below.
25. Selection patterns reflect both performance and WIPO's efforts to broaden representation. For example, candidates from Latin America and the Caribbean (LAC) advanced from pre-screening to interviews at a rate of 70%, well above the global average. Africa demonstrated a remarkable efficiency in the conversion rate from recommended to actual candidate selection (55 per cent), second only to LAC, and largely outperforming other regions in conversion rates. Selection rates across Africa, the Middle East, and LAC were all above average, demonstrating that while merit remains the foundation, regional diversity is an active consideration.

	Applicants	Longlisted	Shortlisted	Interviewed	Recommended	Selected	Conversion Rate
Africa	3,354	42.9%	7.6%	33.6%	54.1%	11	55.0%
Asia and the Pacific	2,781	43.3%	15.0%	56.7%	72.5%	21	28.4%
Eastern and Central Europe and Central Asia	1,701	44.2%	17.2%	51.2%	53.0%	12	34.3%
Latin America and the Caribbean	1,344	39.7%	13.7%	69.9%	39.2%	12	60.0%
Middle East	808	41.1%	12.7%	42.9%	38.9%	3	42.9%
North America	618	45.5%	14.6%	56.1%	65.2%	5	33.3%
Western Europe	3,324	42.6%	12.7%	51.7%	55.9%	19	36.5%
	13,930	42.8%	12.7%	51.7%	57.2%	83	37.2%

Internal Talent on the Move

26. A defining trend in 2024 was the selection of internal candidates across grades and job families (29 out of the 83 selections). Staff who had taken part in acting roles, GIG's, or other developmental assignments successfully competed for more senior or lateral positions.
27. These internal appointments reflected a wide range of nationalities, highlighting the global representation already present within the Organization. This shift points to a growing cultural change: career development is increasingly seen as a shared responsibility. Staff are encouraged to explore new opportunities and managers are supported to facilitate mobility across the Organization.

Representation of Women and Leadership Roles

28. Gender parity remains a high priority. Of 83 appointments made in 2024, some 60.2% were women, despite women comprising just 51.4% of applicants. While this reflects continued commitment to gender equality, further refinement is needed to ensure balance across all levels—particularly by strengthening the pipeline of male candidates at grades up to P3.
29. However, at senior levels (P5 and above), disparities remain. Of 12 appointments at these levels five were women—almost reaching parity. These figures, while small, underline the need for sustained action through more diverse talent pipelines, targeted leadership development, and ongoing support for women in senior roles.

Evolving Preferences and Role Distribution

30. In analyzing recruitment data, we are identifying opportunities to expand the pool of candidates from specific regions and countries. The data reveals evolving regional interests by job family: candidates from Africa led applications for administrative specialist roles, while those from Western Europe dominated fields such as communications, IT, and management. Meanwhile, applicants from LAC concentrated their efforts on legal and program administration roles but showed significantly less engagement in ICT positions, despite a high number of vacancies in that field.
31. These patterns will inform future outreach, workforce planning, and learning strategies, helping WIPO better align global talent with evolving organizational needs.
32. Looking to the future, recruitment will remain tightly integrated with workforce planning, mobility, and strategic skill development—not as a standalone function, but as a critical level for building a future-ready WIPO.

Navigating Change: WIPO and the Age of AI

33. AI is no longer something that WIPO is preparing for. It is already a daily part of our work and operations, reducing costs, accelerating workflows and improving outcomes.
34. In practice, this means:
- **Patent translation** has been transformed through post-edited machine translation, which now handles most incoming patent documents. In 2024 alone, this shift saved an estimated 4.7 million Swiss Francs. This has been accompanied by a strategic review of translator profiles, redefining how we support and develop careers for translators.
 - **Conference services** are more inclusive and responsive, with real-time speech-to-text tools that improve multilingual accessibility across meetings and events. In that context, roles in conference services are expected to evolve in the coming years and it is important to engage the staff and involve them in the transformation.
35. As AI and advanced technologies continue to grow, we are leveraging technology to create value for both WIPO and our staff. Our workforce is being empowered to understand how technology can assist them, as the true value of AI lies in collaboration, not replacement. To prepare for AI transformation, we have started identifying the skills needed for the future and are exploring ways to re-skill our workforce accordingly. Additionally, we are providing our staff with AI tools, encouraging experimentation, and supporting responsible use.
36. But WIPO's AI journey goes beyond internal application. The Organization is also helping to shape the use of AI across the international system. Several UN agencies and national IP offices are now using AI tools developed by WIPO, demonstrating both the technical excellence of these solutions and the trust that WIPO has earned as a leader in this space.

2024 Workforce at a Glance*

Total workforce	1,735
Core workforce share	60.1%
Flexible workforce share	39.9%
Women in total workforce	55.3%
Member States represented	134 out of 193**

*visit [LINK](#) for more information.

**Based on total workforce composition, including non-staff.

Young People at WIPO: Building Connections and Future Capacity

37. As a technical agency operating in a complex, high-stakes global IP environment, WIPO's job applicants tend to be at the mid-career level.
38. Yet WIPO also recognizes the critical importance of engaging with younger professionals—not only for the fresh perspectives but for the future they represent. WIPO's approach to youth engagement is clear and intentional:
 - **Create meaningful pathways for learning and contribution**, without overpromising entry into long-term career positions.
 - **Invest in the next generation of IP professionals within Member States**, especially from unrepresented and developing countries.
39. In 2024, this commitment was reflected in a suite of well-established youth programs—including internships, fellowships, and the Young Experts Program (YEP)—each designed to support different stages of the early-career journey. Together these programs form part of a broader platform for learning, collaboration, and long-term capacity-building across regions. Most participants will pursue careers outside WIPO—but they leave with the tools to contribute more effectively to the global IP system, helping to build future leadership far beyond Geneva.

Internships: Entry into the World of IP

40. In 2024, WIPO hosted 32 interns from around the world. While the internship does not lead directly to employment, it offers valuable, hands-on exposure to the Organization's work. Interns contributed to real projects across multiple sectors, with the highest participation from Asia and the Pacific, as well as a growing number from Africa.
41. WIPO's internship program was ranked #1 in the UN Internship Program Quality Index, a recognition that prompted the Director General to share WIPO's experience at a UN-level forum on youth engagement and program excellence. The program also funds travel for interns from developing countries who have studied in their home country, helping to ensure broader and more equitable participation.

Fellowships: A Bridge for Early Professionals

42. The WIPO Fellowship Program supported 77 young professionals in 2024, with a focus on candidates from developing countries and under-represented regions. Fellows were placed in substantive, specialized assignments across areas such as translation, legal case management, and patent examination.
43. The fellowship provides emerging professionals with applied skills, mentorship, and a foundation for further growth in national IP offices and international institutions.

Young Experts Program (YEP): Future IP Leaders in Practice

44. The Young Experts Program (YEP) offers a two-year, structured opportunity for emerging IP professionals to contribute directly to strategic projects within WIPO. In 2024, 10 Young Experts joined the Organization, bringing knowledge and perspectives from across the world. Their work spanned areas such as AI governance, IP systems reform, and development-focused initiatives, contributing fresh perspectives and specialized knowledge to high-impact teams.
45. The YEP is not a pathway to employment at WIPO; rather it is designed to build leadership skills, technical expertise, and global networks that participants can take back to their home countries. The aim is to prepare the next generation of IP leaders to drive innovation, institutional development, and policy reform within their own national systems.

“If you have the appetite to grow, there’s a real push to make it happen for you.”



Alexandra Bhattacharya, talks about how trust, mobility, and on-the-job learning at WIPO shaped her path from junior professional to Counsellor.

I first came to Geneva in 2012 for an internship. At the time, I had a legal background, with degrees from UCLA and LSE, and I was passionate about intellectual property. I started in 2014 as a very junior professional, not imagining that a decade later I’d be serving as a Counsellor.

In the past decade, I’ve worked across a range of functions—from the Division for Least Developed Countries to the RNDS Deputy Director General’s Office, and later as a manager leading strategic projects focused on IP for impact. In 2023, I successfully competed for a Counsellor-level role—something that once felt out of reach.

But WIPO creates an environment where new challenges constantly open up. If you have the appetite to grow, there’s a real push to make it happen for you.

What makes WIPO unique is the environment. You’re never stuck. There’s a real culture of mobility, supported by HR and internal training, but also by something deeper: trust. From the beginning, my managers encouraged me to take on more, to stretch beyond what I thought I could do. They didn’t micromanage—they listened, supported, and gave me space to grow.

That trust has helped me to find and evolve my own leadership style. I’ve made mistakes and I’ve learned from them. But I’ve always felt supported.

Yes, I’ve taken part in formal training, including a Harvard leadership course and internal management training. But honestly, the most powerful learning has happened on the job. WIPO places people in situations that challenge them and then gives them the space to figure things out. That experience—of being allowed to explore, to test what works and what doesn’t—has been humbling and transformative.

Post Conversions—A Measured Shift Toward Capability

46. Between 2020 and 2024, WIPO completed 60 G-to-P conversions—the highest number ever achieved within a single strategic cycle. This shift is part of a broad, deliberate effort to modernize WIPO’s workforce and realign job profiles with the evolving demands of a digital-first, service-driven organization.
47. One of the most significant transformations occurred in the PCT Operations Division, where 18 conversions were implemented as part of a multi-year shift from an application-driven workflow to a client-focused service model. With over 300 staff, PCT represents one of WIPO’s largest operational hubs. The transition of many formerly administrative roles into professional client-facing functions signals a tangible investment in higher-value services and modern workforce capabilities.
48. This transformation began in early 2023 with a structured pilot and clear performance indicators. After one year of implementation, the results included:
 - 20% increase in efficiency and productivity.
 - Over 90% user satisfaction.
 - Improved motivation among staff, supported by targeted training and better tools.

49. These results were enabled by several deliberate changes:

- New institutional structures, including the introduction of P3 principal client advisors and P2 client coordinators.
- Redesigned job profiles, focused on user experience, collaboration, and digital skills.
- A recruitment strategy focused on customer service skills and digital readiness.
- Appropriate training in targeted skills like customer service.
- Better use of agile tools to enhance responsiveness and empower teams in day-to-day operations.



SPOTLIGHT: Smart Use of External Expertise

In 2024, WIPO engaged over 250 external consultants and agency workers—a deliberate approach to bring in targeted expertise without expanding the core workforce.

This approach doesn't replace internal roles—it supports them. External talent is used strategically to complement in-house capacity, meet short-term demands, and enable innovation without the commitments of long-term staffing. It is also a tool to support transitioning of staffing when we progressively move from in-sourcing to outsourcing for non-core functions.

Strategic use cases include:

- **Digital transformation:** Advancing cloud migration, revamping digital infrastructure, and piloting WIPO's new Oracle-based ERP platform.
- **AI and translation technology:** Supporting PCT and translation teams to refine multilingual AI tools.
- **Service innovation:** Enhancing platforms like Learning@WIPO and Mobility Connect through UX design, data modeling, and agile software development.


Why it works:

- **Flexible and cost-efficient:** Expertise can be scaled up or down as needed.
- **Skill injection:** Brings in advanced capabilities not yet embedded in the workforce.
- **Knowledge transfer:** Consultants often work alongside WIPO staff, building long-term internal capacity.

50. The conversion process also played a vital role in career development. Staff involved in the examination of formalities evolved into knowledge providers, equipped to guide clients through complex processes while expanding their own professional horizons. Over time, PCT teams are expected to continue transitioning away from traditional General Service structures. P1 and P2 roles will increasingly replace G5 and G6 roles, offering benefits in terms of geographical representation, professionalization of services, and sustainable workforce development.

Why It Matters

51. WIPO's shift toward more professionalized roles—reflected in the G-to-P conversion wave—has broader implications across the Organization. It is not just about changing titles: it's about adapting to a changing world of work, investing in people, and aligning capabilities with strategic direction.
52. As of late 2024, HR is reviewing an additional set of roles identified through the 2024 functional review process. These assessments will guide future vacancies in 2025–2026, ensuring that WIPO's job profiles and workforce structure remain fully aligned with its evolving strategy, services, and digital ambitions.



CHAPTER 3: Learning What Matters

53. Learning is our strategic tool. It is tightly linked to workforce planning, performance, and career development. In 2024, learning became more structured, data-informed, and embedded in workforce planning. It now powers the Organization's evolution in a fast-changing global environment.
54. Two years ago, an internal review revealed key gaps: limited visibility of available training opportunities, no unified framework to map skills across sectors, and minimal integration between learning and operational planning.
55. In response, WIPO launched a cross-sectoral task force to reshape how learning is delivered and communicated. By 2024, every sector had developed its own Learning Matrix—a tool developed to connect critical job profiles with evolving competencies and tailored development pathways.
56. These matrices now serve as the foundation for sector-level learning plans. They help managers and staff identify capability gaps, prioritize relevant training, and align long-term development with strategic goals.
57. Importantly, learning is no longer confined to formal classroom training. It is being delivered through multiple, integrated channels: coaching and mentoring; peer learning and manager briefings; short-term assignments and exposure roles; the newly launched Learning@WIPO platform; and internal mobility via WIPO's talent marketplace (Mobility Connect).

2024 Learning Snapshot—Key Milestones

Total training sessions held	388
Total enrollments in training	5,788 (91% completion rate)
Participants reached	1,291
Sessions delivered in group settings	59%
Staff engaged in peer learning across sectors	97%
Leadership training share of budget	35% of internal training budget
Learning categories formalized	24 thematic categories guiding training across sectors
Peer learning & communities of practice	Implemented across multiple teams

Mobility Connect—Learning in Motion

58. A major milestone in 2024 was the launch of Mobility Connect, a platform that merges mobility, learning, and career development into one integrated platform. Designed to promote cross-sectoral movement and experiential growth, it allows staff to apply for GIG's without stepping away from their primary role.

59. These assignments, typically lasting one to six months, are reshaping how WIPO supports agile, skills-based development. In its 2024 pilot year, the platform saw:
 - 15 managers posted short-term opportunities.
 - 18 assignments were completed.
 - 828 staff profiles were updated.
60. GIG's covered areas such as communications strategy, stakeholder mapping, and organizational research. A new feature—Mobility Connect On-Demand—will allow staff to propose their own assignments aligned with personal learning goals, reinforcing a culture of initiative, curiosity, and self-directed growth.

Learning@WIPO—Platform Rollout

61. Launched in December 2024, Learning@WIPO centralizes all internal learning resources into a single, personalized platform. Developed jointly by HRMD and the WIPO Academy, the platform is a major step toward accessible, data-driven, and strategic learning.
62. Built on a state-of-the-art Learning Management System (LMS), the platform offers staff a user-friendly interface to:
 - Track progress on mandatory and elective training.
 - Register for courses aligned with sectoral or functional needs.
 - Follow tailored learning journeys based on 24 strategic learning categories.
 - Engage with peer learning and communities of practice.
 - View development history to support mobility and performance conversations.
63. For managers, Learning@WIPO offers visibility into sector-wide learning data, helping to plan development goals and align skill-building with Results-Based Management (RBM). Together with Mobility Connect, the platform supports WIPO's broader shift toward predictive, transparent, and self-directed development. It helps to build a learning culture that is fit for a dynamic and increasingly digital global IP environment.

Leadership and Management Training—Supporting the People Who Drive Change

64. WIPO's leadership development strategy is grounded in a simple truth: technical excellence does not automatically translate into effective leadership. In a dynamic, results-oriented environment, leadership demands more than subject-matter expertise. It requires emotional intelligence, clarity of purpose, the ability to communicate with impact, and the skills to lead change through people.
65. At the heart of this effort was Leaders for the Future, WIPO's flagship leadership program delivered in collaboration with international faculty. Participants explored a range of forward-looking leadership themes, including self-awareness and emotional intelligence, psychological safety and inclusive team dynamics, stakeholder engagement and influence, and strategic execution.
66. Leadership is not only about senior managers. Everyone in WIPO—no matter their rank or role—is expected to exercise leadership. Together with the WIPO Academy, the Game Shifter leadership program, based on a UN system initiative for general service staff, was piloted in 2024 with three staff members. This is part of a broader effort to strengthen skills across the Organization by building a culture of growth and learning. Based on the success of the pilot, the program was extended in 2025 to a larger group representing all WIPO sectors.
67. The WIPO Leadership Framework remains the foundation of this work, emphasizing change leadership, people development, persuasive communication, and strategic collaboration. In 2024, leadership learning accounted for approximately 35% of the internal training budget, showing how WIPO is actively investing in the people who turn vision into reality.

Learning to Lead Change

Kihwan Moon, Head of Service in the PCT Operations Division, describes how leadership training helped him manage tough times.



I've been at WIPO for over 17 years, in various PCT divisions, and since early 2023 I've been leading five teams as Head of Service. The job came with big changes—we needed to shift from a PCT application-driven approach to a more client-oriented way of working. That meant new structures, new roles, and getting people to think differently.

I took two leadership courses—one with IMD and one with Harvard Business School Online. They were long, demanding, and very hands-on. We learned how to handle resistance, how to shift team behavior, and how to manage through uncertainty. It wasn't just theory—there were practical examples and stories that made it easier to apply in real life.

It gave me the confidence to keep going when things were tough, and I can see the impact not just in my own work, but across the teams. It helped me feel more solid in the changes we were making.

Learning Categories for the Future—A Strategic Lens

68. To ensure that learning at WIPO is relevant to individual growth and aligned with organizational priorities, a structured framework of 24 priority learning categories was developed by the WIPO Academy in 2024. These categories are the product of a comprehensive review of evolving job profiles and strategic workforce needs across all sectors.
69. Importantly, the framework extends far beyond technical upskilling. It reflects the broad capabilities needed to drive organizational transformation, agility, and cross-sector collaboration in a complex, global environment. The learning categories include:
 - AI and Emerging Technologies.
 - Data Literacy and Analytics.
 - Policy Development and Negotiation.
 - Customer Service and Marketing.
 - Diplomacy, Protocol, and Cultural Intelligence.
70. This categorization now guides:
 - Content curation on the Learning@WIPO platform.
 - Budget and resource planning.
 - Sector-level skill gap analyzes.
 - Individual development planning aligned with Results-Based Management (RBM).
71. The 24-category framework enables WIPO to take a proactive, data-informed approach to workforce development. It ensures that every learning investment helps to build the future-ready workforce WIPO needs for delivery of its mandate.



CHAPTER 4: Culture—Transforming from the Inside Out

72. Culture at WIPO is a strategic lever for performance, collaboration, and innovation. In 2024, the Organization advanced its cultural transformation by listening more deeply, communicating with clarity and leading with purpose.
73. The journey began in 2021 with a review of the Performance Management System, which made it clear that without addressing deep cultural and behavioral dynamics, WIPO performance reform could stall. Together with external experts, WIPO conducted an in-depth analysis of how staff experience and perceive WIPO's organizational culture. It explored dimensions such as collaboration, innovation, shared responsibility, accountability, and psychological safety.
74. The resulting data offered both a baseline and a mandate. It affirmed strengths – such as a strong sense of mission and purpose—but also revealed key areas for improvement, such as siloed working and a reluctance to speak up. These insights are now guiding our cultural transformation program, including the multiplication of taskforces overseeing specific topics to help us collaborate better and work more across teams.

From Listening to Action

75. Annual employee engagement surveys since 2022 have provided ongoing feedback across the Organization. In 2024, the survey focused on cultural transformation and became a catalyst for action. As is now the practice, a Townhall was held to share results transparently and initiate discussions at team levels. A Management Retreat brought together around 100 managers to reflect, share, and plan.
76. The outcomes were practical and immediate, including:
 - Cutting red tape by **reducing unnecessary approvals** and clarifying decision boundaries.
 - Introducing **routine team debriefs** and feedback loops.
 - Identifying and **addressing culture blockers** (e.g. onboarding, recognition, meeting dynamics).
 - Developing sector-level **behavior charters**.
 - Organizing **peer exchanges** on psychological safety and empowerment.
 - Reinforcing specific **leadership behaviors**.



SPOTLIGHT: Workplace Rituals—Embedding Culture Through Small Habits

One clear outcome from the 2024 Management Retreat was the launch of **Workplace Rituals**—small, team-owned habits that reinforce shared values and cultivate a “speak-up” culture. These rituals help build trust, improve feedback, and reduce ambiguity in daily work. They are not rules, but gentle nudges that shape culture from the ground up.

“As a staff member, I will contribute to creating an inspiring workplace with a clear purpose by creating routines that encourage a speak-up culture.”

— WIPO 2024 Management Retreat Action Plan

- Examples include:**
- Start meetings with a check-in or reflection.
 - Seek early feedback on deliverables.
 - Clarify expectations around disagreement and silence.
 - Highlight positive ritual stories in internal communications.

Teams are encouraged to adopt or design their own. Rituals were launched at the **December 2024 Townhall**, with follow-up planned through newsletters, Communities of Practice, and Glint surveys.

Internal Communication—Getting the Message Right

77. In 2024, internal communication became a key driver of cultural coherence at WIPO. Rather than treating these communications as transactional, they were reframed as a tool for building trust, clarity, and connection—ensuring that WIPO communications reflect the Organization’s values as well as information.
78. Key improvements included:
- **New tone of voice:** communication became clearer, more authentic, and more human.
 - **Coordinated editorial planning** between HRMD and the News & Media Division ensured consistent messaging across channels.
 - **Storytelling formats** were prioritized, making internal messages more relatable and accessible to diverse audiences.
 - **Stronger commitment to regularity and transparency**, helping reduce information gaps and uncertainty.
 - **Better support for Sector Leads**, enabling them to tailor messaging in ways that reflect their teams’ realities and needs.
79. Held monthly and structured to invite staff participation, townhalls became tools for shared learning. All-staff workplan meetings also evolved, shifting from podium-driven presentations to more dialogue-driven formats that welcomed operational and strategic voices alike. WIPO also launched Communities of Practice to encourage collaboration across teams. These informal, topic-based groups—supported by a Teams channel and a new internal webpage—are helping staff to share ideas and scale positive behaviors across the Organization.



SPOTLIGHT: WIPO Insider—A Voice for Staff Culture

The **WIPO Insider** evolved significantly in 2024. Originally launched during COVID, it has grown into a vibrant space for internal storytelling, connection, and cultural engagement.

Now issued regularly, the Insider reflects both formal updates and informal culture—from announcements on leadership training and new AI tools, to stories about cross-sector projects, reward ceremonies, music playlists, and mobility reminders. It celebrates staff achievements.

Its tone is informal and fun, yet informative. It gives visibility to WIPO-wide initiatives (like Game Shifter, Mobility Connect, and the Rewards & Recognition Program), while also capturing staff experiences in their own voice.

Connection and Belonging as a Daily Practice

80. In 2024, WIPO continued to reframe its commitment to a respectful workplace not as a checklist of compliance measures, but as a strategic lens through which our workplace culture evolves.
81. Our cultural transformation entails behavioral changes from all our employees. A collaborative culture is built through consistent, everyday actions. This is also cemented in our core values and organizational competencies, providing clear guidance for our daily activities and defining who we are and how we work.
82. For instance, by integrating awareness-raising on our zero-tolerance policy towards any type of harassment, we have systematically embedded initiatives within key processes to promote a respectful and harmonious workplace. These include a high-level policy as well as the induction program for newcomers, the performance evaluation process and the exit questionnaire.
83. At its core, the goal is simple: a workforce where people feel seen, heard, and supported is one where innovation thrives. A connected, collaborative workforce is one that can adapt, respond, and lead with purpose. That's the culture WIPO is building.

Neurodiversity in Focus

84. A notable example in 2024 was WIPO's focus on neurodiversity awareness—recognizing and valuing different cognitive styles, learning preferences, and ways of working. Two voluntary learning sessions reached over 20% of WIPO's global workforce, strengthening empathy, collaboration, and flexibility at work.
85. Further activities are planned for 2025. The Leadership Development Program includes guidance on building psychologically safe environments—where different perspectives are welcomed, and people can learn from mistakes without fear.

Facilitating a shift

86. In line with WIPO's Disability Strategy, we are strengthening leadership engagement, accessibility, reasonable accommodation and capacity development. For instance, the proactive use of tailored reasonable accommodations facilitated the implementation of our Return to Work framework ensuring that colleagues returning from long-term sick leave were successfully reintegrated into the workforce.



CHAPTER 5: HR as a Strategic Function

87. In 2024, WIPO's Human Resources Management Department (HRMD) advanced its transformation into a responsive, data-driven strategic partner. It now plays a central role in enabling change across the Organization—structurally, culturally, and operationally. This evolution is grounded in the WIPO HR Strategy 2022–2026 and implemented by a structural model built on three interdependent pillars:

- Service Delivery.
- Strategic Talent Support.
- Systems and Workforce Analytics.

88. This model has enabled HRMD to professionalize services, reduce fragmentation, and provide more consistent, sector-specific support across the Organization.

One HR—Simplifying Access and Accountability

89. **The shift to a new HR service delivery model has fundamentally changed how services are structured and accessed across the Organization.** HR now functions through three interdependent pillars, each supporting a distinct domain:

- **Service Delivery** now operates under a restructured HR Operations Service model, designed around the needs of two main client groups: “business” clients (such as managers and administrative stakeholders), and “individual” clients (including staff, fellows, interns, and retirees). For business clients, the focus ranges from onboarding to contract management and mobility, working in close coordination with Talent Business Partners. For individual clients, the emphasis is on responsive support, clearer ownership of HR processes, and improved risk management. The aim is to offer tailored, one-stop entry points for each client group, improving user experience and accountability.
- **Strategic Talent Support** includes workforce planning, integrated skills focused talent management, mobility, and strategic advisory services delivered via Talent Business Partners.
- **Systems and Workforce Analytics** provides planning tools, dashboards, and data to support evidence-based decision-making.

90. To support this shift, HRMD also:

- Advanced work towards creating a “One Stop Shop”, consolidating HR forms, resources, and service requests into a single digital platform.
- Rolled out self-service dashboards to improve data access and transparency.
- Simplified key processes such as dependency declarations, beneficiary updates, and recruitment workflows.

91. These changes aim to:

- Improve access to HR services.
- Reduce email traffic and approval bottlenecks.
- Free HR staff to focus more on strategic guidance and workforce planning.

Process Simplification in Action

92. If we have a lot of exceptions, then maybe the rules should change. This simple principle captured the spirit of HR reform in 2024. The focus was not to enforce rules for the sake of it, but on redesigning systems to better achieve the relevant business objectives. That meant rethinking outdated processes, eliminating redundancies, and aligning HR operations with the needs of a modern, agile organization.

93. Key changes included:

- **Streamlining memo approvals**, especially multi-level sign-offs that created unnecessary delays.
- **Consolidating FIT and JPO** recruitment into a harmonized pipeline, improving speed and consistency.
- **Automating** dependency declarations and beneficiary updates, freeing HR officers to focus on advisory work.
- Laying the foundation for the **2025 Oracle-based ERP** rollout, which will digitize leave, performance documentation, and travel claims.



SPOTLIGHT: Return to Work—A Human-Centered Approach

WIPO strengthened its **Return-to-Work framework** to support colleagues returning after extended sick leave. In 2023–2024, more than a dozen staff members were reintegrated through close coordination between HR, the Medical Unit, the Staff Counsellor and their supervisors.

The framework emphasizes:

- **Individualized return plans and reasonable accommodations.**
- **Manager guidance and case conferencing.**
- **Psychological safety and confidentiality.**

This work forms part of a broader **Occupational Safety and Health (OSH)** policy aimed at ensuring sustainable staff wellbeing across the employee lifecycle.



Annex

Progress on the Geographical Diversity Action Plan (GDAP)

1. A globally representative workforce is a source of strength for WIPO, and also allows it to connect better with its Member States. At the same time, WIPO's key value-add is in its deep technical expertise and knowledge, which will be needed to allow us to effectively fulfill our mandate of helping Member States use IP to grow, develop and thrive.
2. Increasing participation of underrepresented regions and unrepresented countries across staffing levels as outlined in the Geographical Diversity Action Plan (GDAP) requires sustained effort: stronger partnerships with Member States, better visibility of IP careers in all regions, and systems that support recruitment on a broad geographical basis while upholding the highest standards of merit, professionalism, and efficiency. It also requires clear data, deliberate outreach, and investment in building IP talent pipelines—both within WIPO and in national contexts.
3. Consultations with Member States confirmed that many national IP offices face parallel challenges: limited awareness of IP careers, small talent pools, and strong competition from the private sector. These issues mirror those faced by WIPO and reinforce the importance of joint efforts to build sustainable talent pipelines. Progress on geographical diversity must go hand in hand with broader efforts to expand access to IP education, raise awareness of international opportunities, and support Member States in cultivating their own talent ecosystems.
4. To support this, the GDAP was adopted at the 82nd session of the Coordination Committee in 2023. It provides a structured approach to inclusive outreach, strategic engagement, and data-driven planning. Rather than focusing on short-term recruitment outcomes, GDAP supports Member States in building national capacity while helping WIPO align its workforce more closely with its global constituency.
5. This annex responds to the request by the Coordination Committee at its 83rd session for the Secretariat to consult with regional groups and present a report to the 84th session. It summarizes progress made from July 2024 to May 2025 under the three pillars of GDAP implementation and outlines key findings from those consultations and presents the Key Performance Indicators (KPIs) that will guide ongoing monitoring and reporting:

1. Advancing Partnerships with Member States

- **Six interactive sessions** were held with Group Coordinators and Member State representatives, including: design-thinking workshops, briefings, group consultations and a presentation on the proposed Focal Point Network (FPN) and proposed KPIs.
- **Three regional meetings** were attended by HRMD—Induction training for Regional Focal Points in Latin America, Induction training for Regional Focal Points in Asia and Africa, and Heads of IP Offices meeting in Latin America and the Caribbean.
- **Eighteen bilateral consultations** were held with Member States to discuss national talent pipeline challenges and share headcount and recruitment data; and
- **Thirty formal data requests** were handled, providing Member States with workforce breakdowns, trends, and recruitment progression statistics over three years

2. Mainstreaming Geographical Diversity Across WIPO

- **Strategic Workforce Planning** exercise in the context of the Program and Budget preparation led to the identification of future skills that can inform the development of in-country talent pipelines.
- **Strategic discussions** on talent planning held with senior leadership, linking GDAP to the Strategic Workforce and Financial Planning process.

- **Recruitment practices enhanced**, including integration of briefings for selection panels.
- **Creation of internal HR dashboards** to provide visibility into geographical and gender representation data for use in planning, selection, and workforce development.
- **WIPO staff encouraged to promote outreach** and act as informal ambassadors when travelling or engaging with stakeholders in the field.

3. Accelerating Capacity Building of Stakeholders

- **Careers in IP Pilot Project** launched with Botswana, Estonia, and Paraguay. All three countries developed national action plans based on WIPO's methodology. Implementation is underway, with expected completion in late 2025 or early 2026. The objective is to propose a methodology that can be expanded to interested Member States.
- **Collaboration with WIPO Academy** strengthened to promote awareness of available courses and jointly explore new training partnerships.
- **Redesigned "Jobs at WIPO" portal** launched to enhance candidate experience, clarify job paths and eligibility, and strengthen WIPO's employer value proposition.

Key Findings from GDAP Consultations

6. Consultations revealed that 72% of national IP offices struggle to attract talent due to limited public awareness of IP careers and competition from the private sector. Member States expressed readiness to lead outreach, requesting WIPO's technical guidance and materials. The February 2025 design thinking workshop developed practical blueprints for national outreach, including career fairs, targeted communication and curriculum support. Member States also welcome WIPO's proposed KPI framework as a tool to build shared accountability.

Focal Point Network for IP Talent Outreach (FPN)

7. To enhance continuity and collaboration, WIPO is launching a revitalized Focal Point Network (FPN), informed by lessons from the 2016 initiative and 2022 survey feedback. Member States will be invited to nominate **at least three focal points**: One based in Geneva and at least two at national level (e.g. IP office, ministry, academia).
8. This team-based approach is designed to ensure resilience in the face of staff turnover and to encourage cross-sectoral engagement, as successfully tested during the Careers in IP pilot.

Monitoring GDAP Progress with KPIs

9. To assess implementation and foster transparency, WIPO has developed a KPI framework aligned with the three GDAP pillars. WIPO will report on these indicators through future consultations and annual reporting mechanisms to track progress collaboratively with Member States:

GDAP Pillar	Action Item	Key Performance Indicator
Advancing Partnerships with Member States	How many Member States are delivering Talent Outreach actions, and in what structured ways is WIPO supporting these?	Number of Member States conducting outreach activities
Mainstreaming Geographical Diversity across WIPO	How is geographical diversity integrated into workforce planning and HR practices?	(i) Identification of key skills and diverse talent pipelines (ii) Number of outreach activities by WIPO staff
Accelerating Capacity Building of Stakeholders	How are Member States implementing WIPO's capacity-building methodology?	Number of countries testing at least one phase of WIPO's approach

10. During the year under review, WIPO moved from planning to structured implementation of the GDAP. The launch of pilot projects, expansion of stakeholder consultations, preparation of the Focal Point Network, and development of a monitoring framework all mark a new phase in GDAP delivery.