

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/86/INF/1), which is being submitted to the WIPO Coordination Committee at its July 2026 session.

[Document WO/CC/86/INF/1 follows]

WIPO Coordination Committee

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

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, 2025, 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.

[Annual Report on Human Resources
follows]

* Mandatory reporting topics to the Coordination Committee are either contained in this Report or publicly available online.

Annual Report on Human Resources 2025



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Introduction

Delivering excellence, sustaining our future

1. In 2025, the pace of change accelerated rapidly. Geopolitical uncertainty remained high, artificial intelligence (AI) was reshaping the world of work, and expectations of scale, transparency and impact continued to rise.
2. At WIPO, we see these challenges as an opportunity, giving us a chance to strengthen our model: the ability to deliver excellence while remaining financially sustainable.
3. WIPO serves inventors, creators, businesses and governments that rely on intellectual property systems to protect ideas, enable innovation and creativity, and generate growth, development and prosperity. Fulfilling that mandate requires us to compete on quality, invest in our people and remain accountable to our customers as well as the global community we serve.
4. HR exists to ensure WIPO has the people, capabilities and culture to do so.
5. That means staying ahead of intensifying competitive pressures. Global competition for IP talent and capabilities is growing, private-sector alternatives are multiplying and the capabilities that delivered yesterday's results may not be enough for tomorrow.
6. HR treats growth as its own agenda — focusing on skills, succession, leadership behaviors and the conditions that enable our people to perform.
7. Throughout 2025, this agenda gathered momentum across the Organization in how we use technology, structure teams, manage performance and develop talent.

The year it landed

8. Building on AI initiatives and preparatory work from the previous year every work area across the Organization was directed to integrate artificial intelligence into its 2026 workplan. This evolution from preparation to full-scale adoption sent a clear signal: AI would reshape not only technology, but also job design, skills requirements and team structures.
9. In the Madrid Registry, AI is now used across almost every step of processing — freeing examiners from routine tasks so they can focus on customer engagement and complex casework. New roles, including “client advisor”, were created to support this shift.
10. At the same time, WIPO's Information Technology (IT) consolidation gained traction. This shift was made increasingly critical by the recognition that effective AI implementation would require centralized infrastructure, standardized data architecture and coordinated governance. The move from vertical silos to horizontal capability teams — with technology staff embedded directly in business units through “fusion teams” — enabled major delivery milestones, most notably the launch of eMadrid. Now used in over 100 countries, it manages 65 percent of active international trademark registrations.
11. These shifts meant 2025 was the year transformation moved from ambition to operational reality. And urgent new demands were created for HR. With AI reshaping job design as well as roles and IT centralization redrawing team structures, answering fundamental questions became critical: what talent does the Organization have, where are the gaps and how quickly is the landscape shifting?

Know what you have

12. To answer these questions, we carried out the first comprehensive Talent Review. Starting with three sectors and covering 167 employees, it assessed the adaptability, problem-solving and cross-domain capability of our teams.
13. Knowing where the gaps are is one thing. Defining what the Organization expects from its leaders is another. For the first time, a new Leadership Success Profile was designed — a shared behavioral standard for leadership at WIPO.
14. These insights needed a system to carry them. The launch of iPerform — an AI-supported performance platform built on Oracle Fusion — created that infrastructure. For the first time, strategic objectives cascade from the Director General through to individual goals, supported by AI. Growth, collaboration, culture and customer focus are embedded in performance expectations.

The responsibility we carry

15. The 2025 engagement survey confirmed strong foundations — role clarity, psychological safety and sense of purpose all scored above 80 — while identifying cross-sector collaboration and translating intent into action as areas for continued focus.
16. The value of our workforce — and the scale of its impact — highlights the importance of getting this right. None of this impact is automatic. It depends on a workforce that is skilled, engaged and ready to move - and on an organization that takes seriously its responsibility to develop, retain and lead its people well. At WIPO, that responsibility sits alongside a deeper one: to the innovators, creators and institutions across 194 member states who rely on us to deliver. The chapters that follow describe how HR worked in 2025 to honor both its commitment to attracting fresh external expertise and to developing internal talent.

How HR supported WIPO in 2025

AI & technology efficiencies:

freeing people to focus on impact



Reducing routine work for growth-focused service



Roles redesigned

AI takes over routine tasks, enabling staff to focus on advice, problem-solving, and relationships. Roles are evolving, and new ones are emerging.

New roles created that did not previously exist



Building AI fluency across the organization

987 staff trained in 2025 (prompting, translation tools, iPerform AI). AI use is now a core skill, not a specialty.



IT centralization delivered a unified structure

Four IT divisions merged into one. Fusion teams combine business and tech expertise to deliver faster, more integrated solutions.

987 

staff enrolled in AI learning

4 → 1

IT divisions unified into one

Performance & culture:

growth starts with how people work



Clear expectations, shared values, measurable culture



iPerform unifies performance and culture

AI-enabled system aligns individual goals with strategy. Culture and business goals are equally measured (50:50).

50:50 weighting across all contributors



From annual reviews to continuous dialogue

Ongoing check-ins and coaching replace yearly reviews. AI supports alignment and tracks development alongside results.



Connect, Belong, Innovate — culture built through action

LinkAcross connected 82 staff across teams. Inclusion efforts expanded, with innovation embedded into daily work.



Staff engagement above benchmarks

2025 survey shows over 80% in role clarity, psychological safety, and purpose, reflecting stronger alignment.



Staff health managed with the same rigor as performance

New OHS framework and WIPO Thrive launched, with senior-level oversight introduced.

87% on United Nations (UN) mental health scorecard vs 64% average

50:50 

culture & business goals in every plan

76% 

eSat (employee satisfaction) score – above global benchmark of 74 (score from employee engagement survey data for 1,000 organizations)

87% 

Score on UN mental health scorecard

Learning aligned to organizational strategy

Shift from individual choice to strategic priorities. 9 sector plans co-designed with leadership; most learning delivered through curated group programs.

6,535 enrolments — 4,013 training days

Building skills for client advisory roles

Customer service training enables staff to move from processing work to relationship-focused, externally oriented roles.

Leadership development across all levels

Programs span all staff grades, from General Service pilots to executive education. Leadership is treated as an Organization-wide capability.

113 leaders at Retreat — 130 program completions

Shared leadership success profile

Built from 76 staff inputs and embedded into recruitment, performance (iPerform), and talent processes as a common standard.

Cross-functional mobility recognized as a development route


18 placements in 2025. Structured movement across teams builds broader thinking; formal program launching in 2026.


44% of managers choose mobility over formal training

Learning & leadership: building capabilities for growth



Strategic, collective,
deliberately designed

6,535 
*learning enrolments
in 2025*

75% 
*of training delivered
through curated and
collaborative group sessions*

130 
*leadership program
completions*

First structured Talent Review across three sectors

Key gap identified in leadership and perspective, not technical skills.

167 staff assessed; 48 mapped to 20 roles

Succession planned ahead of the gap

16 expected Information and Communication Technology Department (ICTD) retirements addressed with mapped talent.

Recruiting “double profile” talent

Focus on combining IP expertise with commercial, digital, data, or finance skills for future needs.

New Director-level marketing roles created

Two roles established to lead growth, marketing, customer experience, and digital engagement.

Future-focused recruitment pipeline

Increased emphasis on digital, AI, and marketing alongside IP expertise.

Talent & recruitment: hiring and developing for what's next



New profiles, planned
pipelines, proactive
succession


Chapter 1

Putting AI to work in service of people, in service of growth

How AI is reshaping roles

17. By 2025, the question at WIPO was no longer whether AI would change the way the Organization works — it was how fast, and how well.
18. That made it an HR priority as much as a technical one — helping staff use new tools with confidence, rebuilding roles around new capabilities, making experimentation a part of working rather than an exception. The Director General placed AI at the center of the Organization's forward planning, asking every work area to consider how it would embed these tools and approaches going ahead.
19. The shift was already visible across the Organization — in the Translation Division, in the registries, across client-facing and administrative functions alike. AI is progressively and successfully supporting or taking on routine work and opening up space for people to focus on newly redesigned tasks.

Madrid registry

 Case study

Freeing up time to serve our clients

The Madrid Registry is a working example of AI-driven transformation at full scale. With roughly 80 examiners processing **65,000 international trademark applications per year**, Madrid has applied AI across virtually every step of its workflow — classification, formalities examination, correspondence handling, translation and publication.

The effect has not been to reduce the workforce but to **support people** to redeploy their time toward customer engagement, complex casework and advisory roles. In 2025, the Registry created new '**client advisor**' **positions** — roles that did not previously exist — reflecting a deliberate shift from processing to relationship-based service.

The Super Account model extended this shift further. The team moved from registry administration to **active client acquisition** — proactively reaching businesses that were previously outside Madrid's network.

This required entirely new competencies — marketing, data analytics, customer segmentation — that HR is now building into both **recruitment profiles** and **development plans** across the Registry. Additionally, the previous section working on information promotion was consolidated into a new Marketing and Growth division at Sector level.

AI & automation in the Madrid registry

 Staff perspective

We receive large amounts of data and documents from national and regional IP offices that need to be structured and integrated into our systems — AI helps organize information and streamline processes to ensure consistency. Refocusing teams on decisions, analysis and coordination rather than mechanical data entry.


The examination of goods and services lists for international trademark applications is one of the most sensitive and time-consuming tasks examiners handle. The Madrid AI Classification Assistant will facilitate the examiner's work by providing consistent and quality suggestions and reviews.

Our customer support agents are working within a complex system, with many rules, exceptions and processes — AI helps them harmonize responses and provide a better customer experience across the team. What's interesting is that adoption came from the ground up: people were already experimenting with AI tools before we had a formal framework and in-house AI solution implemented.

The shift is really in what this frees us to do. The more we automate and integrate AI into our processes the more we can handle higher volumes more consistently, and focus our people where they add most value: advising customers, solving complex cases and building relationships with IP offices.

— Fabio Scappaticci, Continuous Improvement Manager, Madrid Registry

Translation division

 Case study

AI as a professional partner

In the Translation Division, machine translation now handles first-pass drafts of patent documents, with human translators focusing on quality assurance, terminological precision and the complex texts that require nuanced judgment. Roles have been redesigned around the human-AI collaboration, and a dedicated program launched in 2025 built applied AI skills across one of WIPO's largest professional communities.

Evidence suggests productivity has grown without displacement, and professional identity has been preserved through deliberate role redesign.

What AI asks of HR

20. These shifts do not happen automatically. They require HR to act:



Redesign work

As AI takes on more routine tasks, roles need to be redesigned around what people are best and uniquely placed to do: judgment, client relationships, and coordinating both human teams and AI tools.



Continuous reskilling

As roles shift towards advisory and client-facing work, staff need new skills to engage clients, interpret data and apply AI tools effectively in their day-to-day work.



Change management

Different parts of the Organization are at different stages with AI application. HR needs to support early adopters and those just starting out at the same time, without losing momentum in either direction.



Support and establish governance frameworks

WIPO needs clear frameworks for transparency, accountability and ethics — so staff and managers know how AI-assisted decisions are made and where human responsibility sits. HR needs to be part of these together with the Ethics Office.

Chapter 2

The IT transformation one structure, shared benefits

From silos to teams

The architecture of change

21. WIPO's ICT function, which accounts for 22 percent of the Organization's budget, was historically organized by sector — a model that had grown organically alongside WIPO's services over many years.
22. From 2023, WIPO began the process of bringing these teams and individuals together into a unified structure: an ICT function serving the Organization. This shift became increasingly critical as WIPO expanded its use of AI, which requires centralized infrastructure, shared data architecture and coordinated governance to be effective at scale.
23. The purpose was to make better use of existing talent, reduce duplication, apply shared best practices across divisions and extend digital expertise across the entire Organization.
24. Centralization also became critical to enabling the effective deployment of AI — requiring shared infrastructure, data governance and coordinated delivery across WIPO.
25. The consolidation proceeded sector by sector — Hague first, then Madrid and Enterprise Solutions Division (ESD), then in the Patents and Technology Sector (PTS) — bringing existing teams together into a single structure, before progressively reorganizing them into cross-cutting, capability-based divisions such as Business Applications, Data Management and Governance, and the Application Incubator.
26. The approach was deliberately incremental: rebuilding while continuing to deliver is no small undertaking, and the pace was calibrated to avoid disruption to the services WIPO's customers depend on. The full target structure is on track for September 2026.
27. The shift is still underway, but its effects are already visible. Cross-cutting divisions now serve the whole Organization rather than individual areas, and fusion teams — where technology and business staff share accountability for outcomes — have changed the pace and quality of delivery. The most concrete example is eMadrid: a fully redesigned platform for international trademark registrations, launched as the default in September 2025.

IT transformation & cross-team collaboration

 Staff perspective

The biggest change has been how we work together. Where teams once operated separately, we now follow shared processes across Madrid, Hague and PCT. That has created a continuous exchange — we learn from each other, solve problems in a more consistent way and operate as one function rather than in silos.

This is most visible in how we handle incidents. We now use a common approach, with clearer coordination and much stronger communication. Over the past months, I've seen a real shift: people understand what is happening, what actions are being taken and what to expect.

At the same time, the pace of technological change is accelerating. The transformation has made us much better equipped to keep up — because knowledge is no longer locked in one area. When new platforms or upgrades are introduced, everyone adapts faster. The shared foundation means we don't start from scratch every time.

What's striking is that centralization hasn't distanced IT from the business — it has brought us closer. We interact more, share solutions more quickly, and respond to needs in a more coordinated way. That's been one of the most meaningful outcomes for me.

— *Alina-Gabriela Grigoras, Head of Production and Support Unit, Business Applications*

Fusion teams

IT and business as one

28. The most visible expression of the IT transformation was structural: the creation of fusion teams, where technology and business staff no longer worked in separate lanes but sat together, solved problems together and spoke each other's language.
29. Instead of an IT team delivering to a business team receiving, both sides had shared accountability for the outcome. Registries gained access to shared horizontal services that would have been difficult to build in isolation. Years of accumulated 'technical debt' — the fragility that comes from patching rather than rebuilding — could be addressed. The most visible result was eMadrid: a fully redesigned digital environment for international trademark registrations, launched as the default platform in September 2025.
30. As the Director General described, it 'started not with an IT vision, but with deep consultations with nearly 1,000 customers.' The fusion team model made it happen.



ICT transformation

What changed for our people

HR perspective on WIPO's technological restructure

FROM SILOS TO SHARED GOALS

Talent unlocked

Five separate units, each serving its own sector, were consolidated into a single cross-functional structure. Staff who had been working within individual registries now work across the whole Organization — broadening capability without adding new headcount.

FUSION TEAMS

Tech and business working as one

Fusion teams connect business and IT with shared accountability for outcomes, changing how roles are designed, how performance is measured, and what cross-functional working looks like in practice.

NEW CAPABILITY DEMANDS

Leadership and adaptability

The Talent Review confirmed ICTD has a strong technical foundation. The opportunity identified was around broadening adaptability and cross-domain leadership skills — exactly the development priorities now being addressed through cross-functional mobility and targeted learning.

Knowing the bench

Talent and succession in information and communication technology

See Chapter 4 for the broader Talent Review section with methodology and cross-sector findings

31. With 16 retirements anticipated within five years in ICTD, Administration, Finance, and Management Sector (AFMS), alone, WIPO needed a clear picture of its talent base.
32. In 2025, HR ran the Organization's first comprehensive Talent Review, with ICTD selected as one of the pilot cohort.
33. The review covered 84 employees in ICTD/AFMS and 35 in the Infrastructure and Platforms Sector (IPS) with IT related roles and looked beyond technical skills. The review also assessed adaptability, problem-solving, cross-domain thinking and mobility potential within our Organization.
34. The technical foundation is strong. The main development and improvement areas are linked to adaptability, cross-domain leadership and communication — working across functions and engaging effectively with business partners. Top skill gaps: AI fluency, cloud architecture, data analytics and communication. Thirty recruitments are planned for 2026–27 to build the pipeline, seven already under way. For existing staff, cross-functional mobility came out as the preferred development route, ahead of formal training — a finding now shaping development plans across the function. This has reinforced the shift towards a 70/20/10 development model — where the majority of learning happens through on-the-job experience and peer collaboration, complemented by formal training.



ICT talent review 2025

Pipeline, gaps and plan

14  *critical profiles mapped*

to prioritize skill development and skill acquisition for effective succession planning

84  *employees assessed*

adaptability, cross-domain leadership and communication evaluated alongside technical skills

Top skill development areas



AI fluency



Communication



Data analytics



Advanced AI as applied to business outcomes

Chapter 3

A culture of performing and growing together

iPerform

A performance system built around people

35. WIPO's approach to performance management had been evolving for several years — shifting from annual compliance cycles toward something more continuous, development-focused and more directly connected to the Organization's strategic direction.
36. In 2025, this evolution was formalized into a coherent performance management framework — introducing shared performance expectations, a common behavioral standard and a structured approach to goal-setting and evaluation across the Organization. iPerform — WIPO's AI-enabled platform — was developed to support this shift, bringing goal-setting, check-ins, coaching and year-end reviews into a single digital environment for the first time.

Performance management redesign

WHY

Performance management should drive results and collaboration, enabling WIPO to deliver on its mandate through strategic alignment with Results-Based Management and cross-functional working.

HOW

A holistic, AI-enabled platform supporting continuous check-ins, coaching and development, with a consistent cadence applied across both performance and probation.

WHO

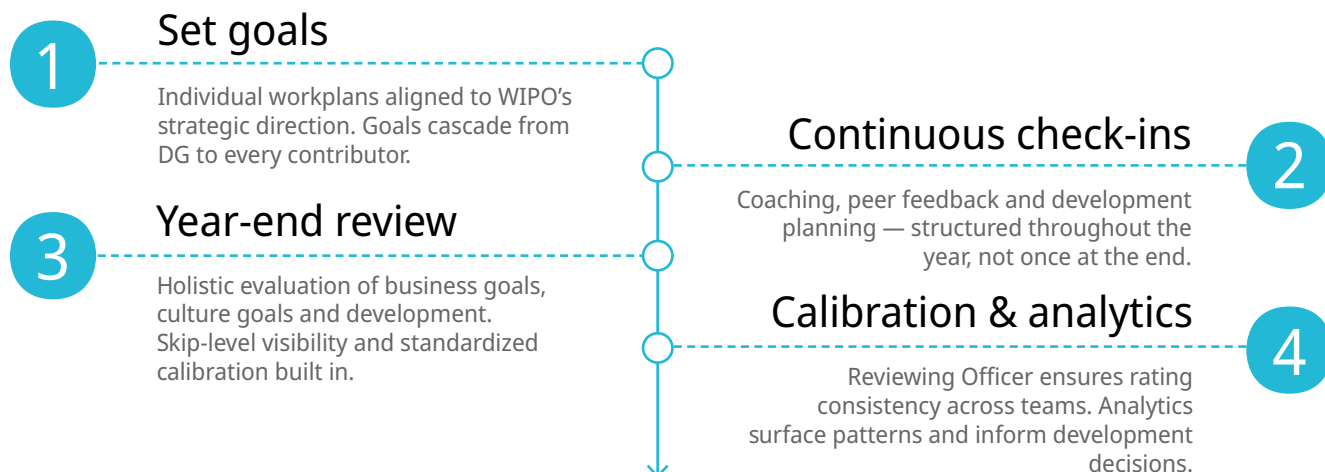
A framework for all contributors — staff, fellows, interns, loanees and secondees — with behavioral expectations that are role-specific and observable, not generic.

iPerform

Guided by you. Powered for you.

37. Built on Oracle Fusion, iPerform applies to every contributor — staff, fellows, interns, loanees and secondees. Goals cascade from the Director General down through every level of the Organization, so each person can see how their work connects to WIPO's strategic direction.

How the year flows



AI-enabled features

38. An AI Goal Alignment Builder trained on workplans helps managers and staff articulate clearer, measurable goals and identify gaps between individual objectives and WIPO's strategic priorities. Governance is built into every step: documented conversations, standardized calibration, skip-level visibility across teams, and explicit safeguards against bias and retaliation.
39. The rollout treated change management as seriously as platform development — Town Halls, sector work planning sessions and a high-visibility go-live launch, with training for both managers and employees.
40. What iPerform makes possible is new: for the first time, every person at WIPO can trace a direct line between their own goals and the Organization's strategic priorities. Performance is a shared responsibility: managers are accountable for setting clear expectations, providing ongoing feedback and supporting their team's development — and every staff member is accountable for delivering against agreed goals and actively engaging in their own growth. And culture is now something WIPO measures, at every level, with the same rigor as operational delivery.

Culture

Connect, belong, innovate

41. iPerform is a significant development in WIPO's culture agenda. But culture is ultimately shaped by what people experience every day — how teams work together, how leaders behave and how the Organization supports inclusion and innovation.
42. Drawing on insights from the 2025 Engagement Survey — which highlighted belonging and cross-boundary collaboration as areas for continued focus — WIPO structured its culture work around three commitments: **Connect, Belong and Innovate**. Together, they provide a clear frame for strengthening relationships across the Organization, making inclusion visible in everyday practice and encouraging new ways of working.



Culture in action

Culture change happens through what people experience

Connect

Building relationships across boundaries

Great ideas start with great conversations



reported stronger connection and belonging

LINKACROSS PILOT:

82 staff matched across sectors using structured conversation starters

Second cohort planned for early

2026

Belong

Inclusion and dignity for every person

Words matter — empathy in every interaction

NEURODIVERSITY WEBINAR:

376 staff

VR autism awareness:

62

DISABILITY INCLUSION CAMPAIGN:

514 in webinar and 53 in workshops

Dignity at Work policy under revision

Innovate

A through-line, not a standalone program

The power of many minds — think different, innovate together



LEADERSHIP RETREAT:

experiential design over abstract discussion



IPERFORM:

people-centered and AI-enabled from the ground up



CROSS-FUNCTIONAL WORKING:

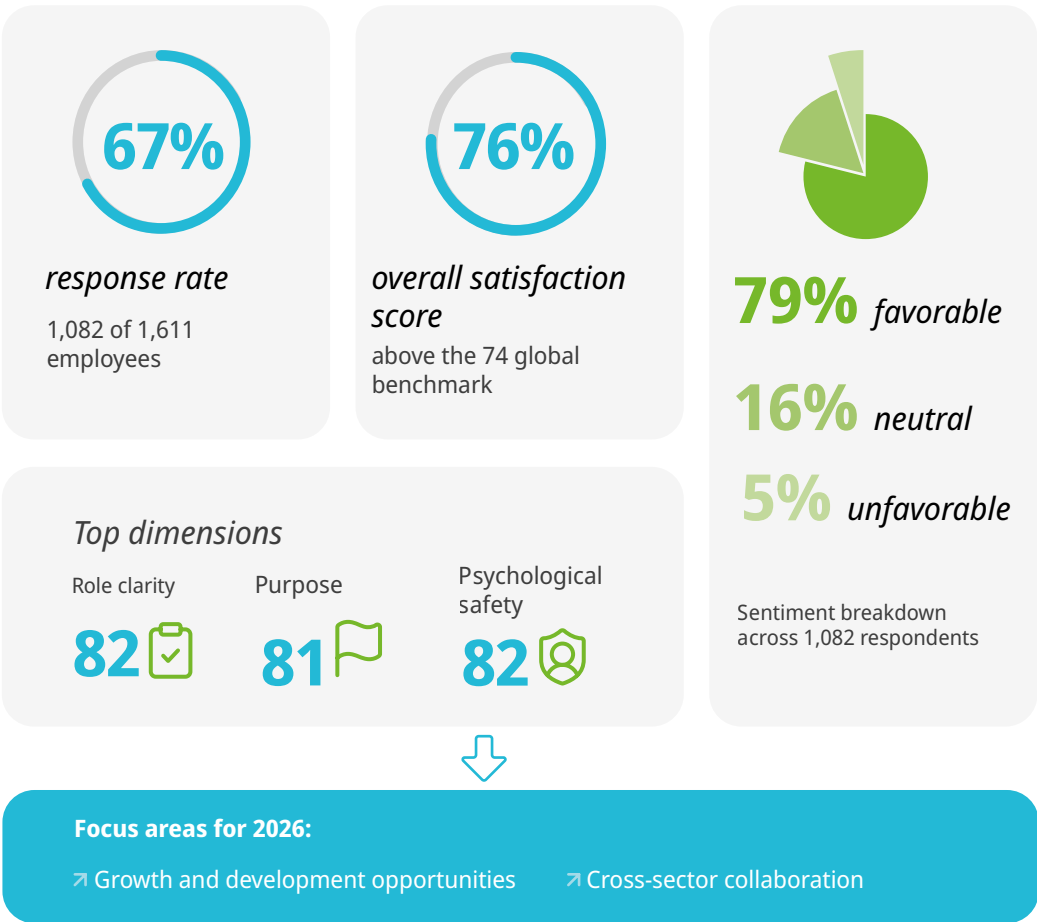
structural redesign driving a culture shift

- 43. The logic behind each commitment is deliberate. In a specialized organization, relationships across boundaries rarely emerge on their own — they need to be actively created.
- 44. Inclusion requires sustained effort and visible practice — from individual behavior and leadership actions to policy frameworks. And innovation depends on how work is organized: how decisions are made, how leaders develop teams and how collaboration happens across functions.
- 45. The Leadership Retreat modeled these behaviors in practice, while the move toward cross-functional working is itself a cultural shift as much as an operational one. Together, these initiatives reflect a simple principle: at WIPO, culture is not a separate program — it is fundamental to how the Organization works.

Listening to our people

The 2025 engagement survey

46. The 2025 engagement survey is part of the Organization’s ongoing efforts to understand how people experience their work. Its design was deliberately connected to iPerform: survey dimensions mapped to the performance framework, so that what is measured reflects what the Organization is trying to build.



Staff health and safety

47. In 2025, WIPO moved from ad hoc wellbeing measures to a systematic, governance-led approach to occupational health and safety. The Occupational Health and Safety (OHS) framework — approved by the Director General in December 2024 and implemented across 2025 — is built on three pillars. An OHS Advisory Board and Operational Committee were established, bringing formal governance to the management of occupational health and safety across the Organization.

The OHS framework

Three pillars, one commitment



Strategic shifts in 2025



- ### Performance as a growth tool

Annual compliance replaced by continuous conversations. AI-enabled iPerform platform. Goals cascade from Sector Lead to individual — 50:50 culture and business goals for every person.
- ### Culture is measurable — and expected

Four behaviors — collaboration, accountability, development leadership, consistency — built into every performance plan. LinkAcross, neurodiversity and inclusion programs embedded.
- ### People engaged — with clear areas to address

79% favorability. Role clarity, psychological safety and purpose all above 80. Priority for 2026: cross-sector collaboration.
- ### Health and safety given structure

OHS framework approved, DDG-level oversight established. WIPO Thrive platform launched. UN Mental Health Scorecard: 87% vs 64% system average — 11 of 12 indicators exceeded.

Chapter 4

Learning to grow

- 48. In 2025, WIPO benchmarked its HR function for the first time against an independent, industry-standard maturity framework — assessed on a 1–5 scale against a peer group of 51 organizations drawn from both the public sector and technology and telecoms companies.
- 49. That choice of benchmark matters: WIPO did not measure itself only against other international organizations or public bodies.
- 50. WIPO’s overall score was 3-, on par with the selected benchmark average and above the public sector average.
- 51. The most valuable output was not just the score itself but the gap analysis: where the distance between current capability and strategic importance is greatest. These results are being used to prioritize HR investments and guide the function’s development roadmap for 2026 and beyond.
- 52. The priority activities mirror the themes running through this report: building leadership at every level, managing transformation with discipline, and using technology to make better decisions about people.

Learning & development in 2025

What WIPO committed to building capability for growth

6,535

Learning enrolments

across all programs and platforms

4,013

Training days invested

by staff across the Organization

3.6 days

Average per staff member

every person engaged in learning



Learning delivered in groups

not alone — cross-sector cohorts



Women in leadership programs

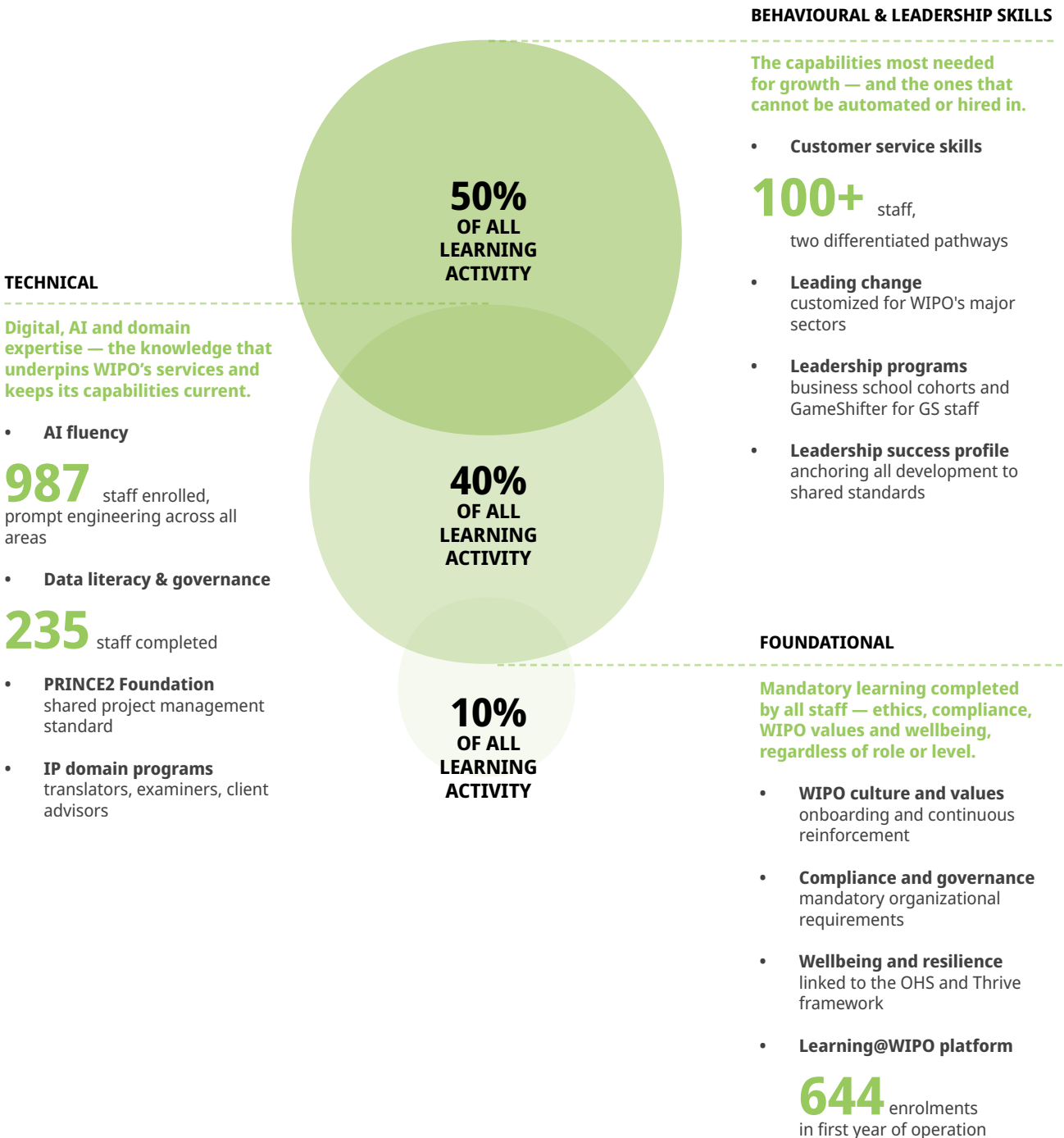
building the pipeline deliberately

9

Sector learning plans

Three pillars, one direction

53. WIPO's 6,535 learning enrolments in 2025 are organized around three pillars, each with a distinct purpose. Foundational learning sets the mandatory baseline every staff member must meet — covering ethics, compliance, WIPO values and wellbeing. Technical learning builds the domain-specific, digital and IP expertise that underpins WIPO's services. Behavioral and Leadership Skills develops the human capabilities that drive growth: adaptability, cross-boundary collaboration and client orientation. That the latter accounts for half of all activity is not accidental — these are precisely the capabilities that cannot be automated, outsourced or simply hired in, aligned with the skills priorities identified through the Programme of Work and Budget.
54. To sustain these efforts, investment in strengthening the policy and technical infrastructure of learning has accelerated, with over 400 off-the-shelf courses deployed on the internal learning platform. Preparations for reviewing the Learning and Development Strategy and related policies were also undertaken.



Customer excellence training in action

 Staff perspective

I took the Customer Excellence Training as I regularly manage a lot of client inquiries related to Hague Registrations. Given the complexity of the cases and questions we handle on a daily basis, I was really curious to see if the training would be applicable to our real-world working environment. The training proved to be significantly more impactful than I had anticipated. Not only in terms of enhancing my practical approach to client interactions, but also in reshaping my overall perspective on the value and purpose of my role.

It wasn't theoretical at all — we worked through real situations, which made it immediately useful. The biggest takeaway for me was learning how to map the customer journey. It helped me see the key moments that matter most to clients and better understand their experience. Before, I was focused much more on the technical side — giving the right answers, solving the issue. Now, I make a much more conscious effort to understand where the person is coming from, what they actually need, and how I can best help them.

For me, this wasn't just a training, it really changed my perspective.

— Yin Wu, Coordinator, Hague Operations Service

Programs that moved the needle

Designed for growth

55. Behind the numbers are programs built around the concrete shifts WIPO was already navigating — not courses from a catalog but learning designed for the Organization's actual needs.



Customer service skills

A program built around the shift “from service to partnership” in the PCT and Madrid registries. Two differentiated pathways: scenario-based protocols for patent staff, relationship management and client strategy for trademark staff. Directly enabled new “client advisor” roles and proactive outreach to businesses previously outside Madrid's network.

100+
staff



AI fluency

Prompt Engineering workshops across all areas. A dedicated track for translators and interpreters addressed applied AI in language work. Making digital literacy a shared expectation rather than a specialist skill. An AI assistant for course administrators goes live in early 2026.

987
enrolments



Change management & data skills

Data Literacy & Governance training built shared capability in data management and evidence-based decision-making. A customized Leading Change program gave managers in a major sector practical tools for leading transformation. Both reflect the same recognition: the gaps constraining WIPO's growth are about perspective and adaptability, not technical knowledge.

235
staff

Leading customer-centred change

 Staff perspective

The Customer Service Skills training was a very valuable refresher, especially as our department shifts to a more customer-focused approach. We already work with a wide range of customers, offices and agents, so it was useful to combine the proposed practical exercises with real-life examples, which made it directly applicable to both our professional interactions and everyday situations.

With our teams now organized around customers rather than filing numbers, it gave us concrete tools to communicate more clearly and propose solutions more effectively. It was engaging, practical, and a good refresher to the changes we are implementing.

— *Nathalie Wagner, Senior Examiner, PCT Operations Team 5*

Leading at every level

The leadership development agenda

56. Leadership development at WIPO entered an entirely new chapter in 2025 — it was the moment when years of investment at different levels came together into a coherent, Organization-wide agenda. Programs already running were deepened and expanded. New ones filled gaps that had not previously been addressed.
57. And for the first time, all of it was anchored in a shared behavioral standard built with, not for, WIPO's people. The Leadership Success Profile was developed through 18 one-to-one interviews, 18 focus group sessions and direct engagement with 76 employees across grades and sectors, then benchmarked against comparable international organizations.
58. Launched in early 2026 and anchored in three dimensions — Leading Progress, Leading Purpose and Leading People — the Profile is now being embedded into WIPO's performance management system, recruitment assessment criteria and Talent Review conversations. It provides a common language connecting performance, development and succession planning into a coherent whole: the same behaviors expected in an annual review are the behaviors being actively developed in the learning agenda.

GameShifter

Leadership for every grade

59. GameShifter is a leadership development program designed specifically for General Service staff — bringing structured leadership learning to a grade that has historically had little access to it. WIPO ran its first exclusive cohort in 2025. A peer learning and networking event is planned for 2026 to sustain the community.

Leadership success profile

Three dimensions

The behaviors WIPO expects from every leader, at every level



Mobility

Learning by doing

60. Formal training is one route to capability development — but it is not the only effective one. Structured movement across functions builds different skills: the ability to work with unfamiliar teams, navigate different ways of doing things, and carry knowledge across organizational boundaries.
61. In 2025, 18 staff completed cross-functional placements. The Talent Review found that 44% of managers rate this as their preferred development route, ahead of formal training. The IT transformation is itself a proof point: staff who once worked exclusively within individual registries now collaborate across the whole organization.
62. A formal mobility program is in development for 2027, informed by the Talent Roadmap and designed to create structured pathways for stretch assignments, cross-functional projects and secondments.

44%

of managers

identify cross-functional mobility as their preferred upskilling route

Ahead of formal training, social learning and blended approaches

Talent Review 2025

18%

cross-functional placements

completed in 2025

Moving across functions builds cross-boundary thinking that formal training cannot replicate.

A structured program launches in

2027

Talent roadmap

Knowing who you have

63. In 2025, WIPO ran its first structured Talent Review — a systematic assessment of people, potential and development needs across three pilot sectors. It was the first time WIPO had looked at its talent base in a structured, cross-sector way: not just asking whether roles were filled, but whether the right people were in the right place, who was ready for more, and where the development gaps were most significant. The goal was to move from individual managers' impressions of their teams to a shared, Organization-wide picture of capability, readiness and succession risk, while equipping managers to lead more consistent and informed career and development conversations.
64. Managers from the three sectors came together for facilitated Talent Labs — structured conversations rather than forms or tick-boxes. External facilitators brought consistency and balance across sessions, ensuring assessments reflected a shared standard rather than individual manager style. Of the 167 staff covered, 98% participated — a response rate that signals the process was seen as meaningful, not bureaucratic.
65. Twenty functional roles were identified across the sectors, and 48 people mapped to them. For the first time, WIPO has a clear view of where talent sits, where succession gaps exist, and where development investment will generate the most impact. The findings are already shaping learning priorities, recruitment plans and mobility decisions for 2026.

Talent review 2025

What was done and what it found

THE PROCESS

3

Talent labs

167

Staff assessed

98%

rate

20

Functional roles identified

48

Employees mapped to roles

6

Awareness sessions (2 per sector)

10

Capacity building sessions



7 managers



3 staff

24

1:1 Coaching clinics for managers

DEVELOPMENT PRIORITIES

Experiential & Social Learning was the recommended approach of

70%
participants

79%

of those assessed identified the following key competencies that need to be developed



Seeing the bigger picture



Developing yourself & others



Seeking change and innovation

THE TOP SKILL GAPS IDENTIFIED

Gaps are not primarily technical — they are about perspective, cross-domain leadership and the ability to navigate change.



AI fluency



Communication



IP business acumen



Relationship & partnership building



Leadership & team management

Chapter 5

Recruitment and global talent

Key highlights

66. WIPO's ability to deliver on its mandate — and to sustain its financial model — depends fundamentally on the people it attracts, select, and develops. Getting recruitment right is a strategic necessity. The right talent drives the quality of services that member states and IP rights holders rely on. In 2025, recruitment outcomes reflected both WIPO's expanding global reach and the mounting challenge of attracting specialists in critical and fast-moving emerging areas.

67. WIPO's recruitment is guided by two principles applied in clear order of priority.

1 Merit comes first. Every selection process is made on the basis of the highest standards of efficiency, competence and integrity. This is the criteria that guides the selection of the best candidates for the role.

2 Breadth follows. The final selection is made by the Director General from a list of recommended qualified candidates with due regard to both geographical representation and gender balance. This ensures WIPO's commitment to diversity.

68. Delivering on both principles simultaneously requires investing in outreach. The only sustainable way to achieve both excellence and diversity in recruitment is to ensure that the right talent knows about WIPO and is actively encouraged to apply. This means going beyond passive vacancy advertising to proactively identify and engage qualified professionals across WIPO Member States. This includes universities, research institutions, IP offices and professional networks. When the candidate pool is broad, diverse, and technically strong from the outset, merit and diversity reinforce each other naturally rather than pulling in opposite directions.

Recruitment pipeline 2025

Applied

15,921 

Shortlisted

823 

Interviewed

452 

Selected

86 

69. In 2025, WIPO advertised 106 fixed-term and temporary vacancies across Professional and Director grades (positions that are subject to geographical distribution). By mid-April 2026, this had resulted in 86 selections on fixed-term and temporary positions from a pool of 15,921 applications.

The challenge

70. While growing application volumes reflect WIPO's increasing visibility as an employer of choice, they do not guarantee a correspondingly qualified candidate pool. In an increasingly complex global talent market, aligning candidate profiles with WIPO's specialized and cross-disciplinary requirements remains a significant challenge.
71. That is why we need continued investment in outreach, communications and candidate guidance, particularly in regions with high application volumes but low progression rates. This distinction should be kept in mind when reading the data and analysis in this section. While application volumes grew 15% over three years to reach 15,921 in 2025, this headline figure masks a critical imbalance. Demand varied sharply by function: IT roles attracted an average of just 95 applicants per vacancy and Management roles 140, compared to up to 725 for positions at the P2 level in the administrative specialty family. The overall range of 38 to 1,150 applicants per vacancy illustrates that growth in overall volume is concentrated in lower-complexity roles, while the positions most critical to WIPO's transformation priorities in digitalization and service modernization remain the hardest to fill.

A more geographically representative applicant pool

72. One of the most encouraging developments in 2025 is the continued diversification of the Organization's applicant pool. The geographical profile of candidates has become increasingly balanced, with the three largest sources of applications being Africa (3,944), Asia and the Pacific (3,764) and Western Europe (3,555). This distribution signals that WIPO's opportunities are reaching a genuinely global audience. Applications came from every geographical region in 2025. This outcome reflects the Organization's continued progress in combining merit-based selection with broad geographical reach.
73. Progression patterns across regions reflect varying levels of alignment between candidate profiles and role requirements, and continue to inform targeted outreach and engagement efforts.

	Applied	Shortlisted	Interviewed	Recommended	Selected	Conversion Rate
Africa	3,944	3.0%	43.7%	50.0%	14	53.8%
Asia and the Pacific	3,764	8.5%	60.9%	45.1%	29	33.0%
Eastern and Central Europe and Central Asia	1,718	6.1%	59.6%	62.9%	11	28.2%
Group of Central Asian, Caucasus and Eastern European Countries (CACEEC)	649	7.1%	67.4%	83.9%	9	34.6%
Group of Central European and Baltic States (CEBS)	1,069	5.4%	53.4%	41.9%	2	15.4%
Latin America and the Caribbean	1,353	6.2%	56.0%	44.7%	9	42.9%
Middle East	815	1.7%	21.4%	66.7%	2	100.0%
North America	772	4.1%	46.9%	53.3%	4	50.0%
Western Europe	3,555	4.2%	52.0%	50.0%	17	43.6%
	15,921	5.2%	54.9%	49.3%	86	38.6%

Regional highlights

Africa

74. Africa remained the largest single source of applications in 2025, a position held consistently since 2022. Beyond volume, the region recorded the most significant improvement in conversion rates over the four-year period, with progression from application to shortlisting and from interview to recommendation both showing sustained gains. Africa is also the only region where conversion from recommended to selected candidates has consistently approached or exceeded 50 per cent. In 2025, 14 candidates were selected from 12 different countries, reflecting the depth and geographic breadth of a maturing talent pipeline.

Asia and the Pacific

75. Asia and the Pacific remained one of the strongest-performing regions, combining high application volumes with solid progression rates across all recruitment stages. The region consistently translates its large applicant pool into a substantial share of shortlisted and interviewed and selected candidates, with conversion rates at or above the organizational average. In 2025, this translated into a high number of final selections, reflecting strong candidate quality and growing alignment with WIPO's technical and operational requirements.

Eastern and Central Europe and Central Asia

76. Eastern and Central Europe and Central Asia remained a reliable and stable source of qualified candidates, particularly in specialized and technical roles. Selections grew from nine in 2022 to a high of 14 in 2024 and conversion efficiency at shortlisting and interview stages has continued to improve. This positive trajectory has brought the region progressively within its representation range, a meaningful marker of progress over the reporting period. While selections adjusted slightly to 11 in 2025, this remains broadly in line with the region's recent trajectory and reflects normal variation rather than any decline in candidate quality. Broadening the applicant base across a wider range of countries in the region remains a clear opportunity for further consolidating this progress.

Latin America and the Caribbean

77. Latin America and the Caribbean demonstrated notable competitiveness relative to its applicant volume. Candidates consistently perform well in the later stages of the recruitment process, with above-average conversion rates from interview to recommendation and from recommendation to selection. This reflects high candidate quality and strong alignment with WIPO's competency frameworks. The region is well positioned for increased representation as application volumes grow.

The Middle East

78. Despite a comparatively smaller share of total applications, the Middle East continues to produce strong candidates at the advanced stages of recruitment. Conversion rates at interview and recommendation stages are comparable to higher-volume regions, reflecting close alignment between candidate qualifications and role requirements. Targeted outreach to grow application volumes presents an opportunity to strengthen the region's representation.

North America

79. North America consistently produces highly competitive candidates, particularly for professional and senior-level roles. While application volumes remain moderate relative to other regions, progression rates are among the highest across all regions, with conversion ratios from interview to recommendation and from recommendation to selection reflecting a high degree of alignment with competency requirements. The region remains a key source of specialized expertise, within the final selection pool.

80. Western Europe maintained its position as a large, stable and consistently high-performing source of candidates across all recruitment stages. The region combines high application volumes with strong conversion rates, resulting in sustained representation among final selections. Progression ratios from shortlisting to final selection have remained consistently strong over the four-year period, reflecting close alignment between candidate profiles and organizational requirements across a broad range of functions, especially in specialized and senior-level functions.

Grade level distribution and succession planning

81. Recruitment in 2025 at the P2 to P4 levels together accounted for 79% of the 86 selections. These grades are of particular strategic importance, representing the primary pipeline for succession planning, leadership development and organizational renewal. At senior levels (P5 and above), recruitment was more targeted, accounting for 10 positions (11.5%). However, volume at this level can be misleading. Data shows that in some senior recruitments, only five of 83 applicants met the required profile. This points to a structural challenge: for highly specialized and expert roles, WIPO's compensation package may not be sufficiently competitive to attract the depth of qualified talent the Organization needs.
82. A notable feature of 2025 was the balance between internal and external talent. In an environment where internal career advancement to higher grades requires participation in open competitive processes, the selection of internal candidates and staff on temporary contracts for 45.3% of all appointments is a meaningful indicator of the quality and competitiveness of WIPO's internal talent pool. This proportion also reflects, in part, the higher share of competitions conducted within the restructured examination teams, where internal candidates were particularly well represented. It further reflects the Organization's commitment to providing genuine career development pathways, even within a framework that does not offer automatic progression. In this context, it is noted that eight staff members on temporary appointments were exceptionally extended beyond the two-year limit during 2025, solely to ensure business continuity while recruitment processes were ongoing and pending the onboarding of selected incumbents. External candidates filled 54.7% of vacancies, including 70% of roles at P5 and above, bringing new skills and perspectives and underlining the continued importance of external pipelines for senior and specialized positions.

Representation of women in senior roles

83. Underpinning all of the above is the Organization's unwavering commitment to broader representation of women in senior roles.
84. Of the 86 selections finalized in 2025, 43 were women and 43 were men, achieving full gender parity in appointments.
85. Recruitment outcomes for senior management roles (P5 and D1) were encouraging. Women accounted for 37.3% of applicants and secured five out of the 10 appointments made, representing 50% of appointments and indicating that women were appointed at a proportion higher than their share of applicants. This positive recruitment outcome also contributed to the increased share of women at the D1 level, which rose from 34.6% in 2024 to 42.6% in 2025.

Connecting with member states

86. A globally representative workforce is both a strength and a prerequisite for connecting effectively with Member States. As outlined in the Geographical Diversity Action Plan (GDAP), broader representation requires sustained engagement by both Member States and WIPO, while maintaining the highest standards of merit, professionalism and efficiency.

87. In 2025, WIPO strengthened Member State engagement. The Secretariat conducted 6 multilateral consultations with Group Coordinators and Member States' representatives, 38 bilateral country consultations on national talent pipeline challenges, and 3 HRMD briefings at regional meetings: Committee on Development and Intellectual Property (CDIP), Copyright Heads in Latin America and the Caribbean, and in the Arab region. Additionally, 30 formal data requests were processed. The increase in bilateral consultations (from 18 in 2024/2025 to 38 in 2025/2026) reflects growing Member State recognition of the importance of engagement on geographical diversity.



Pillar 1:

Advancing partnerships with member states

Bilateral consultations increased strongly (18 to 38), while multilateral consultations, regional briefings, and data sharing all remained strong. Looking ahead, and in line with agreed Key Performance Indicators (KPIs), WIPO will shift focus toward tracking Member State outreach activities (rather than WIPO engagement alone) and defining baseline targets for Member State-led talent initiatives.



Pillar 2:

Mainstreaming geographical diversity across WIPO

In 2025, the Organization's primary focus was on Strategic Workforce Planning, marking an important first for WIPO. This exercise identified critical skills needs for the coming biennium and enabled structured engagement with management on recruitment plans and representation gaps across the organization. A key outcome was the ability to share forward-looking recruitment plans with Member States, providing greater transparency and creating a foundation for more targeted pipeline development at the national level. As a result, tracking of staff outreach activities received limited attention this year. Going forward, WIPO will build on this foundation by linking workforce planning outputs to national IP talent pipelines and introducing systematic tracking of staff outreach activities.



Pillar 3:

Accelerating capacity building of stakeholders

All three pilot countries — Botswana, Estonia and Paraguay — progressed from planning to implementation, each testing WIPO's approach to building national IP talent pipelines with support from WIPO Academy and other business units. The methodology was presented to Member States in March 2026. Going forward, WIPO will look to scale this approach to additional countries, with quality and consistency remaining central to its expansion.

Looking ahead

88. WIPO's ability to deliver on its mandate and to sustain its financial model rests on its capacity to attract, select and develop the right people. The GDAP sits at the heart of this ambition. For Member States, it represents a tangible commitment to ensuring that the global IP community is reflected in the Organization's workforce. For WIPO, it is the mechanism through which we build the diverse, technically strong candidate pools that allow merit and diversity to reinforce rather than compete with each other.
89. Ultimately, recruiting the right people is an investment in the Organization's future, one that sustains the quality and credibility of WIPO's services and, with it, the financial model that underpins everything the Organization does. As the global IP talent community continues to grow, so too does the opportunity to deepen these pipelines and ensure that the world's best talent, wherever it is developing, knows about WIPO, is actively engaged and is ready to contribute to the Organization's mission.

