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- Mr. Richard Pestalozzi**, Doctor of Laws, former Ambassador, *Vice-President* (1977)
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- Mr. Jacques F. de Rougemont**, Doctor of Medicine (1967)
- Mr. Jean Pictet**, Doctor of Laws, Associate Professor at the University of Geneva, former Director of the Henry Dunant Institute, *Vice-President* from 1971 to 1979 (1967)
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- Mr. Thomas Fleiner**, Doctor of Laws, Professor at the University of Fribourg (1975)
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- Mr. Maurice Aubert**, Doctor of Laws, banker (1979)
- Mr. Rudolf Jäckli**, Doctor of Science, (1979)
- Miss Andrée Weitzel**, former head of the women's auxiliary service at the Federal Military Department (1979)
- Mr. Dietrich Schindler**, Doctor of Laws, Professor at the University of Zürich, member of the ICRC from 1961 to 1973, honorary member from 1973 to 1980 (1980)
- Mr. Olivier Long**, Doctor of Laws, Professor at the Graduate Institute of International Studies, former Ambassador, former Director-General of GATT (1980)

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- Mr. Jakob Burckhardt**
- Mr. Athos Gallino**
- Mr. Rudolf Jäckli**
- Mr. Richard Pestalozzi**
- Miss Andrée Weitzel**

* As at 31 December 1981

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for general affairs:

Mr. Yves Sandoz, Deputy Director

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Mr. Jean-Pierre Maunoir, Director

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- Mr. Jean de Courten**, Delegate General for Asia and Oceania
- Mr. Jean Hoefliger**, Delegate General for the Middle East and North Africa
- Mr. André Pasquier**, Delegate General for Latin America
- Mr. Frank Schmidt**, Delegate General for European and North America
- Mr. Andreas Lendorff**, Acting Head of Relief Division

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- Mr. François Perez**, Head of Central Tracing Agency
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- Mr. Philippe Grand d'Hauteville**, Head of Recruiting and Training Division

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- Mr. Tibor Molnarfi**, Head of Administration Division

Financing Division

Mr. Serge Nessi

Chief Medical Officer

Dr. Rémi Russbach

Management Control

Mr. François Hohl

* The Administration of the ICRC was re-organized as of 1 January 1982 and is now run by a Directorate composed of three members, each of whom is in charge of a number of Departments and Divisions.