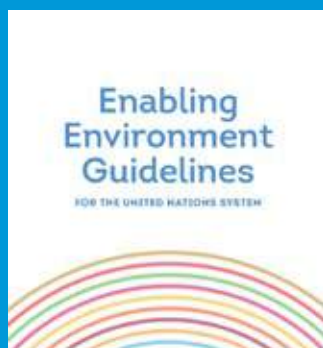


How can we reach gender parity at the UN by 2028?

A collection of good practices to mark five years of the Secretary-General's System-wide Strategy on Gender Parity





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ABBREVIATIONS

ASC	Area Security Coordinators	UNAIDS	Joint United Nations Programme on HIV/AIDS
CTBTO	Comprehensive Nuclear-Test-Ban Treaty Organization	UNAMA	United Nations Assistance Mission in Afghanistan
CEB Task Force	Chief Executives Board Task Force on Addressing Sexual Harassment within the Organizations of the UN System	UNAMI	United Nations Assistance Mission for Iraq
DCO	Development Coordination Office	UNCT	United Nations Country Team
DGC	Department of Global Communications	UNDP	United Nations Development Programme
DMSPC	Department of Management Strategy, Policy and Compliance	UNDSS	United Nations Department for Safety and Security
DOS	Department of Operational Support	UNFICYP	United Nations Peacekeeping Force in Cyprus
DPO	Department of Peace Operations	UNHCR	United Nations High Commissioner for Refugees
DSS	Department of Safety and Security	UNICEF	United Nations Children's Fund
ECLAC	United Nations Economic Commission for Latin America and the Caribbean	UNIDO	United Nations Industrial Development Organization
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific	UNISFA	United Nations Interim Security Force for Abyei
FAO	Food and Agriculture Organization	UNFPA	United Nations Population Fund
IAEA	International Atomic Energy Agency	UNMIK	United Nations Interim Administration Mission in Kosovo
IASC	Inter-Agency Standing Committee	UNODC	United Nations Office on Drugs and Crime
ICC	International Criminal Court	UNON	United Nations Office at Nairobi
ILO	International Labour Organization	UNOPS	United Nations Office for Project Services
IOM	International Organization for Migration	UNOV	United Nations Office at Vienna
ITC	International Trade Centre	UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
JCS	Justice and Corrections Service	UNSMS	United Nations Security Management System
GBSI	Gender-Based Security Incident	UNSOM	United Nations Assistance Mission
GCSP	Geneva Centre for Security Policy	UNSO	United Nations Support Office in Somalia
MINURSO	United Nations Mission for the Referendum in Western Sahara	UNSO	United Nations Assistance Mission in Somalia
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	UNU	United Nations University
MINUSMA	United Nations Multi-Dimensional Integrated Stabilization Mission in Mali	UPU	Universal Postal Union
MONUSCO	United Nations Mission in the Democratic Republic of Congo	SWAT	Women's Security Awareness Trainings
OICT	Office of Information and Communications Technology	WFP	World Food Programme
OWIT	Organization of Women in International Trade	WHO	World Health Organization
SEA	Sexual Abuse and Exploitation	WIPO	World Intellectual Property Organization
SSS	Security and Safety Services		

FOREWORD

In 2017, the Secretary-General launched the System-wide Strategy on Gender Parity, with the aim to reach parity at all levels across the United Nations (UN) by 2028, both at Headquarters and in field locations around the world.

Parity has been achieved amongst senior leadership at Under-Secretary-General and Assistant Secretary-General levels for the first time in the UN's history in 2020. Parity has also been reached among Heads and Deputy Heads of Missions, and Resident Coordinators.

Since the launch of the Strategy, entities across the UN have reached significant milestones, such as updated policies and practices to attract, recruit and promote women, and improved work environments to support greater inclusion. This booklet celebrates those achievements and the progress made since 2017. It demonstrates how joint efforts in UN entities will bring about concrete results, better working environments – and gender parity and equality.

Achieving gender parity across the UN system by 2028 continues to be an urgent priority. This is not only because gender equality is a basic human right, but because it is essential to the UN's efficiency, impact, and credibility. While we celebrate the gains and successes thus far, we need to continue our system-wide efforts, especially where the representation of women continues to fall below our targets. We need to consider how we can build on the progress made, sustain momentum, and further strengthen joint endeavors. The examples in this booklet will encourage and inspire all of us to reach gender parity.

We welcome the continuing efforts from different stakeholders to support and accelerate this process, such as the commitments of the 60 Heads of UN Entities, Departments and Offices

who have joined the International Gender Champions. This short report also shows us successes such as the overall parity recorded in 2022 at the United Nations University right from P-2 to USG; UNIDO's 'panel parity' policy and training, with instructive country-based examples from Colombia, Kenya and Kosovo, and the UNOPS Somalia Country Office's application of special measures to reach parity in 2020.

UN Women continues to support the UN system to reach gender parity, and to monitor and report on progress. Together with UNDP, we developed the first ever UN System-wide Dashboard on Gender Parity. We have also created several guidelines and communication products, including the Enabling Environment Guidelines for the UN system as well as the Field-specific Enabling Environment Guidelines. We highly value the network of more than 400 UN Gender Focal Points and Focal Points for Women, which we lead and coordinate, considering that inter-agency collaboration, capacity-building and coordination are vital to reach parity.

Let me extend my sincere gratitude to all the organizations and individuals, Gender Focal Points and human resources experts, who contributed to this booklet to celebrate the Strategy's fifth anniversary of implementation. Let me also warmly thank the UN Member States for their continuous support and action. We all have a part to play in creating an equal and inclusive organization. Let us walk the talk together, and reinvigorate our collective efforts to bridge the gaps to achieve and sustain gender parity.

SIMA BAHOUS

Executive Director of UN Women

INTRODUCTION

The successes and good practices collected in this booklet have been submitted by UN entities. The booklet is only a snapshot of the achievements and progress made throughout the System since 2017.

The good practices in this booklet follow the order of the recommendations of the Secretary General's System-wide Strategy on Gender Parity. The sections consist of the following areas

- 1.** Setting Targets and Monitoring Progress for Parity at all Levels;
- 2.** Leadership and Accountability;
- 3.** Recruitment, Retention, Progression and Talent Management;
- 4.** Senior Appointments;
- 5.** Creating Enabling Environments; and
- 6.** Mission Settings.



SETTING TARGETS AND MONITORING PROGRESS FOR PARITY AT ALL LEVELS

The Secretary-General has pledged to reach parity at the senior leadership level, including among Under-Secretary-Generals, Assistant Secretary-Generals, Special Representatives of the Secretary-General and Special Envoys, by 2021, and achieve parity across the entire UN System “well before 2030”. According to the Secretary-General’s report on the

Improvement in the Status of Women in the UN System (2021), 89% of entities that participated in the biennial survey reported having developed an entity-specific action plan with specific targets within a certain period, in alignment with the Secretary-General’s Strategy. The examples ahead reflect the efforts to support system-wide monitoring that is required to meet the targets for parity at all levels.

MONITORING AND DATA COLLECTION

UN System-wide Dashboard on Gender Parity by UN Women and UNDP

UN Women and UNDP jointly developed and launched the first ever [UN System-wide Dashboard on Gender Parity](#) in 2021, with participation from nearly 40 entities across the UN system. The Dashboard provides the latest available data on the representation of women and men in the UN by grade, staff category, duty station and age group, on a quarterly basis. It also shows the Gender Parity Index that is the absolute number of women or men needed to reach parity, by staff category and by duty station.

The Dashboard enhances accountability and transparency by consolidating, monitoring and tracking gender parity progress across the board. In 2022, a parameter was added to present the data on the representation of women and men by UN Country Teams (UNCT). This parameter enables the users to filter down by entity and by UNCT, providing latest data for hiring managers at the time of recruitment. Resources permitting, the Dashboard will be enhanced further with additional parameters including grade breakdown within UNCTs, non-staff personnel and other diversity dimensions.



United Nations Office at Nairobi (UNON)

At the request of the Network of Women Leaders in the UN Nairobi duty station, UN Women's Regional Office for East and Southern Africa commissioned a study entitled [Report on the status of women in UN Office in Nairobi](#) to review the representation of women in the UNCT in terms of numbers and organizational culture, to inform efforts to support the realization of the Secretary-General's System-wide Strategy on Gender Parity. The findings have been taken on-board by all entities in Nairobi and provided a benchmark for setting targets towards the realization of gender parity.

International Telecommunication Union (ITU)

ITU improved gender staffing dashboards to track gender parity in greater granularity. The latest enhancement was made in 2022. The dashboard allows users to delve deeper into the issues related to organizational structure, offering toggle functionality to switch from area / regional office data.

UN TALENT COMMUNITY

UN Secretariat and UN Women

The Secretary-General's Strategy called for greater collaboration on talent acquisition and to address barriers to recruiting more female national staff into international positions. The Strategy recommended the development of a database of female national officers. In 2020, the UN Secretariat's Office of Human Resources and UN Women launched the UN Global Talent Pool, a subscription-based outreach tool that is designed to support gender parity and other diversity efforts. As of November 2022, the tool has recorded over 120,000 subscribers, from 193 nationalities, 49% of whom are women. Nine percent of the subscribers are National Professional Officers.

ENTITY-SPECIFIC ACTION PLANS

United Nations University (UNU)

UNU developed a gender parity Implementation Plan in 2018, in alignment with the the UN Secretary-General's System-wide Strategy on Gender Parity. Specific actions taken between 2018 and 2022 include:

1. Leadership and Accountability: commitment to supporting gender equality, particularly to improve gender balance at senior levels, maintaining a public live [gender parity dashboard](#), ensuring accountability and transparency, as well as reinforcing the University's commitment to gender equality;
2. Recruitment: vacancy announcements have targeted women candidates; development of guidance for directors and recruitment managers on gender sensitive recruitment practices, followed up by training;
3. Senior Appointments: offering tailored training to directors and senior staff about UNU's gender architecture and relevant HR policies, including an orientation session with new directors/senior personnel; and
4. Creating an Enabling Environment: adapted existing personnel policies and developed new policies in areas where gaps were identified related to personnel well-being.

As a result, UNU has achieved gender balance in the directors and senior leadership roles. By 2018, women accounted for 50 per cent of all institute directors. UNU has maintained parity at the director level, currently at 46 per cent for female directors. Since 2019, UNU has achieved and maintained gender parity in its senior staff and leadership positions. In 2022, the overall female staff at UNU constitute 50 per cent of the Professional and Higher Categories (P-2 to USG).

World Food Programme (WFP)

Some key actions that have had the most impact in recent years include 1) setting specific gender parity targets and monitor progress quarterly for accountability to measure progress; 2) setting-up a diverse and gender-balanced interview panels; 3) training staffing coordinators and managers responsible for hiring on unconscious bias; 4) internship programmes in Somalia to attract qualified women candidates to develop their skills and launch a career in the humanitarian and development sector; 5) WFP Horizon Programme, a 16-week virtual development programme designed to support national professional officers and service contract holders at professional levels including women to develop their careers 6) the Initiation of Women's Security Awareness Trainings (SWAT) across regions, country offices, and HQ for women employees increasing awareness of key security issues that may impact them specifically in field locations; 7) the establishment of breastfeeding spaces ; 8) increased responsibility of Country Directors to meet their specific gender parity targets; and 9) Quarterly reporting on gender parity progress to WFP Executive Director.

THE CIVIL SOCIETY EXTERNAL REVIEW OF THE SG'S STRATEGY

UN Women

External review by civil society representatives has been identified as one of the significant elements to increase transparency and accountability in the Secretary-General's System-wide Strategy on Gender Parity. In 2020, UN Women commissioned Gender at Work, in coalition with the Collective for Research and Training on Development-Action, to conduct an external review of the Strategy. The review offers an external perspective on the progress made in the UN system and identifies gaps, with several recommendations for the UN system to reach parity by 2028.



02 LEADERSHIP AND ACCOUNTABILITY

Swift change is possible. Evidence from a number of United Nations entities demonstrates that rapid transformation can be achieved when underpinned by dedicated senior leadership and appropriate accountability measures.

In addition to effective leadership, the focus on accountability is one of the most important elements in creating a more inclusive workforce. The examples in this section reflect the impactful results of these concerted efforts.

LEADERSHIP COMMITMENT AND PANEL PARITY PLEDGE

International Gender Champions (IGC)

The International Gender Champions (IGC) is a leadership network that brings together female and male decision-makers determined to break down gender barriers and make gender equality a working reality in their spheres of influence. To join the network, Champions, who should be the head of an organization, sign the [IGC Panel Parity Pledge](#) and undertake [two S.M.A.R.T. commitments](#) per year to advance gender equality in their organization or programmatic work. Since 2017, when the SG's Strategy was launched, approximately 60 Heads of UN Entities, Departments and Offices have joined the International Gender Champions and made concrete and ambitious commitments to enhance gender equality and parity within their organizations.



Panel Parity Policy during UNIDO's General Conference in 2019. © UNIDO

United Nations Industrial Development Organization (UNIDO)

In 2020, UNIDO promulgated an administrative instruction (AI/2020/3), entitled "*Equal representation of women: UNIDO's Policy on Panel Parity*" to promote gender diversity in events. The policy is modeled on the [Parity Panel Pledge](#) of the International Gender Champions initiative. The policy applies to all events organized by or under the auspices of UNIDO, either in-person or online, to ensure events are as gender-diverse as possible. Exceptions are permitted for events focusing on women's empowerment, where all-women lists of speakers are permitted, or meetings with appointed or elected officials.

The Panel Parity Policy stipulates that event coverage on the UNIDO website and on social media channels will always include gender-

diverse visual media, and all-men events will not be promoted. The policy is accompanied by a guidance note for personnel and an internal database of women experts in industrial development. The policy has also garnered attention outside the organization, and, as such, UNIDO has provided a dedicated external training on how to make panel parity a reality.

United Nations Country Team (UNCT) in Indonesia

UNCT Indonesia has tracked gender parity data regularly in the recent years and has achieved and maintained gender parity. Some agencies in Indonesia have also applied temporary special measures to recruit more women and to achieve gender balance. UNCT Indonesia has also continued to apply Flexible Working Arrangements as an integral part of existing policies and procedures of UN agencies that has contributed to ensuring job satisfaction and to the retention of women.

United Nations Interim Administration Mission in Kosovo (UNMIK)

Since the Secretary-General's System-wide Gender Parity Strategy was launched in 2017, the United Nations Interim Administration Mission in Kosovo (UNMIK) has witnessed a significant increase in the representation of women among leadership and has set up numerous actions to enhance equality. In 2022, Special Representative of the Secretary-General for Kosovo and Head of the United Nations Interim Administration Mission in Kosovo (SRSG), Ms. Caroline Ziadeh became the first female SRSG at UNMIK. Key senior leadership positions, including the Deputy SRSG, SRSG, Head of the UN Office in Belgrade and four out of six Director posts at UNMIK, are now held by women.

UN Women and Department of Safety and Security (DSS)'s Division of Safety and Security Services (SSS)

Since 2018, UN Women and DSS have collaborated to enhance parity. UN Women has provided several capacity-building workshops for over 450 DSS personnel around the globe, including DSS Gender Focal Points and managers alike, and technical support on system-wide security

policies. As a result, DSS has reported that 60% of new recruits and 31% of promoted officers in 2020 were women. Most recently, UN Women and DSS provided a workshop to onboard new Gender Focal Points in DSS's Division of Safety and Security Services (SSS) across the world. DSS has included specific objectives in its workplans to invest in an inclusive organizational culture and engaged workforce through the implementation of the Enabling Environment Guidelines.

RECOGNITION

UN Secretary-General Awards

In 2019, gender parity became one of the UN Secretary-General's award categories. Amongst others, the Secretary-General honored eight courageous young women in the United Nations Mine Action Service (UNMAS) who challenged obsolete gender norms by becoming qualified Explosive Ordnance Disposal Operators. They addressed gender imbalance in Explosive Ordnance Disposal and contributed to the implementation of the Gender Parity Strategy.



© UN Photo/Manuel Elias

Recognition of good practice by UN Women Executive Director

UN Women organizes the Annual Global Meeting for the System-wide Gender Focal Points (GFPs) every year, and in 2019, it introduced a recognition of good practices in implementing the [Enabling Environment Guidelines](#) and later, the [Field-specific Enabling Environment Guidelines](#). Several Gender Focal Points and/or UN entities and missions have been acknowledged in 2019-2022. The reports of the meetings are available on UN Women's website: [2021](#), [2020](#), and [2019](#).

© DSS



United Nations Interim Administration Mission in Kosovo (UNMIK)

The [first annual UNMIK Gender Award](#) for promoting gender parity and the empowerment of women was launched in 2019. Supported by the SRSG, the Gender Awards became an annual event within the mission to continue to promote gender equality and parity as well as the empowerment of women.

INSTITUTIONAL GENDER MAINSTREAMING

United Nations Industrial Development Organization (UNIDO)

UNIDO has created the Rotational Gender Officer (RGO) role since 2016 and the role is outlined in the [2019 Policy on Gender Equality and the Empowerment of Women](#). An RGO is a Professional staff member working at Headquarters who is assigned to work on UNIDO's Gender Equality and Empowerment of Women Unit (GEW) as well as to leverage their advanced expertise in gender equality issues. Eight RGOs have served so far, and the function has contributed not only to effective capacity-building within the organization on gender issues, including gender parity and promoting an enabling environment, but also to RGO's professional and personal growth.

STRENGTHENING ACCOUNTABILITY

United Nations Office for Project Services (UNOPS)

Gender, Diversity and Inclusion (GDI) is a corporate priority at UNOPS and its data is included in the Quarterly Business Review. As part of a network for practitioners, responsibility for GDI falls within the role of Heads of Support Services to ensure that hiring managers actively seek to create diverse teams in terms of gender and geography. Since 2018, yearly performance objectives on GDI and inclusive work environments are included for Senior Leadership, which are believed to have had a significant impact on the achievement of gender parity. Combined with outreach efforts and other special measures, this effort led to an increase in the number of women joining UNOPS: 58% in 2019, 59.6% in 2020, 61.3% in 2021 and 54.2% in 2022.

United Nations Children's Fund (UNICEF)

UNICEF obtained [EDGE](#) Move re-certification, demonstrating continuous progress towards fostering a gender-equitable workplace in 2018. EDGE Move is the second level of certification that demonstrates an organization's progression in fostering workplace gender balance and gender equity. The certification process involves a rigorous third-party review of representation across the pipeline, pay equity, effectiveness of policies and practices, and inclusiveness of an organization's culture. As an integral part of the assessment, employees receive a comprehensive survey to assess perceptions of equity and inclusion in the workplace. Since its first EDGE certification, UNICEF showcases its continuous progress towards a gender-equitable workplace, making significant progress in terms of the framework of policies and practices to ensure equitable career progression for both men and women. As a result, this institutional framework helps to sustain a good gender balance across UNICEF's talent pipeline.

United Nations Department for Safety and Security (UNDSS) in Colombia

Specific gender-related performance indicators were included in the EPAS (Electronic

Performance Appraisal System) of ISW (Integrated Security Workforce) staff. Important steps were taken in performance management to hold UNDSS personnel accountable. This ranges from core values including respect for diversity and gender to key focus areas such as action towards gender parity, where psychological safety, communication, creativity and innovation are fostered. In addition, specific gender-related security risk management measures have been and are implemented in the Security Risk Management (SRM), training and security briefings. As a result, the representation of women has increased to 27% of the staff at UNDSS Colombia, a significant progress in the male-dominated police and military sectors.

Food and Agriculture Organization (FAO)

As part of the institutional gender architecture, the FAO gender focal point network plays a key role in supporting the delivery of gender-related work. While all FAO employees are responsible for promoting gender equality and women's empowerment in their work, the gender focal point network is a fundamental resource for raising gender awareness, lobbying, backstopping and supporting the Organization in implementing its policy on gender equality. The global FAO gender focal point network consists of more than 200 focal points based at FAO headquarters and in the decentralized offices.

United Nations Assistance Mission for Iraq (UNAMI)

A Gender Parity Working Group was established in 2018 to monitor and guide the implementation of the Strategy, make necessary adjustments, and propose alternative courses of action to ensure gender parity targets are reached. UNAMI is making efforts to minimize gender parity gaps, including: 1) one-on-one sessions between human resources and hiring managers to explore options on how to improve gender parity and identify tailor-made solutions; 2) leadership training programme for national female staff to raise the contextual, cultural, and professional bottlenecks from assuming leadership positions in the workplace and identify ways to support female staff in the workplace; and 3) capacity building on gender mainstreaming and gender parity.



RECRUITMENT, RETENTION, PROGRESSION AND TALENT MANAGEMENT

Recruitment is the gateway into the United Nations and serves as the initial introduction to its core values, codes of conduct and organizational culture. It is therefore of paramount importance to achieve a qualified, competent, and diverse staff population. By promoting a diverse talent pool and guaranteeing a

hiring process that maximizes the organization's ability to identify the most suitable and best qualified candidates and minimizes bias, recruitment can ensure that staff composition reflects the organization's principles of equality. This section also showcases entities that have put temporary special measures in place.

TEMPORARY SPECIAL MEASURES

United Nations Secretariat

In 2020, the United Nations Secretariat launched the Temporary special measures for the achievement of gender parity, which aim to accelerate progress on gender parity. The measures apply to selections and appointments at each level at which gender parity has not been reached within the entity. It requires the selection of one or more women candidates who meet the requirements for the job opening and whose qualifications are substantially equal or superior to those of the competing male candidates. The implementation of the measures are closely monitored.

United Nations Children's Fund (UNICEF)

UNICEF's new Strategic Plan articulates several ambitious programmatic and workplace targets for gender equality. UNICEF developed 'Temporary Special Measures' to achieve gender parity at the P5 level and implemented these measures in 2021-2022. As a result, the percentage of women at UNICEF has increased from 42% to 48% of staff at the P5 level.

United Nations Office for Project Services (UNOPS) Somalia

In 2019, UNOPS put in place Temporary Special Measures to accelerate progress towards gender parity, with a focus on leadership accountability, outreach and recruitment. The measures provide guidance to "assess on potential instead of experience for certain, specific junior positions" in all offices and units where women personnel represent less than 47 per cent of staff. Recruitment processes for junior national roles (ICS 3 and ICS 4) must also consider potential and transferable skills rather than solely past technical experience. Tangible results are being delivered. For example, the UNOPS Somalia Country Office reached parity in 2020. Since then, women make up 50% of staff, compared to 33.3% in January 2018.

International Atomic Energy Agency (IAEA)

In 2020, IAEA adopted *Special Measures for the Achievement of Gender Parity*. These measures are aimed at encouraging more women to apply for vacancies in the Professional and higher categories, creating the conditions for more balanced representation of women in all Departments and establishing accountability mechanisms to measure progress.

As part of the implementation of the IAEA Special Measures, the Agency has adopted initiatives to position itself as an employer of choice and incentivize women candidates to apply and be competitive throughout the selection process. These initiatives include the introduction of gender-neutral language and terminology in job descriptions, a reinforced presence of women in interview panels, and the proactive use of social media, targeted outreach to niche professionals in hard-to-recruit areas. Furthermore, the IAEA also continues to work closely with relevant professional networks such as Women in Nuclear (WiN) and Members States to raise awareness of employment opportunities for women candidates, often undertaking recruitment missions during which education and training on the recruitment process, as well as information on gender equality, is provided.

RETENTION, PROGRESSION AND TALENT MANAGEMENT

Inter-agency initiative

11 UN entities: ILO, ITU, OCHA, OHCHR, UNAIDS, UNHCR, UNICEF, UNOG, UNSSC, WHO and WIPO



The [EMERGE Programme](#) is a joint initiative involving 11 UN organizations that are explicitly aligned with the

goal of reaching gender parity in the UN system by 2028. It aims at strengthening leadership competencies of emerging women leaders to take on greater responsibilities. It aims to create a

diverse network of women across the UN and to better prepare female leaders to take their place at the decision-making tables in all agencies, funds and programmes. Since its launch, the programme has trained two cohorts in 2018-19 and 2019-20 and a third cohort was trained online in 2021-2022.

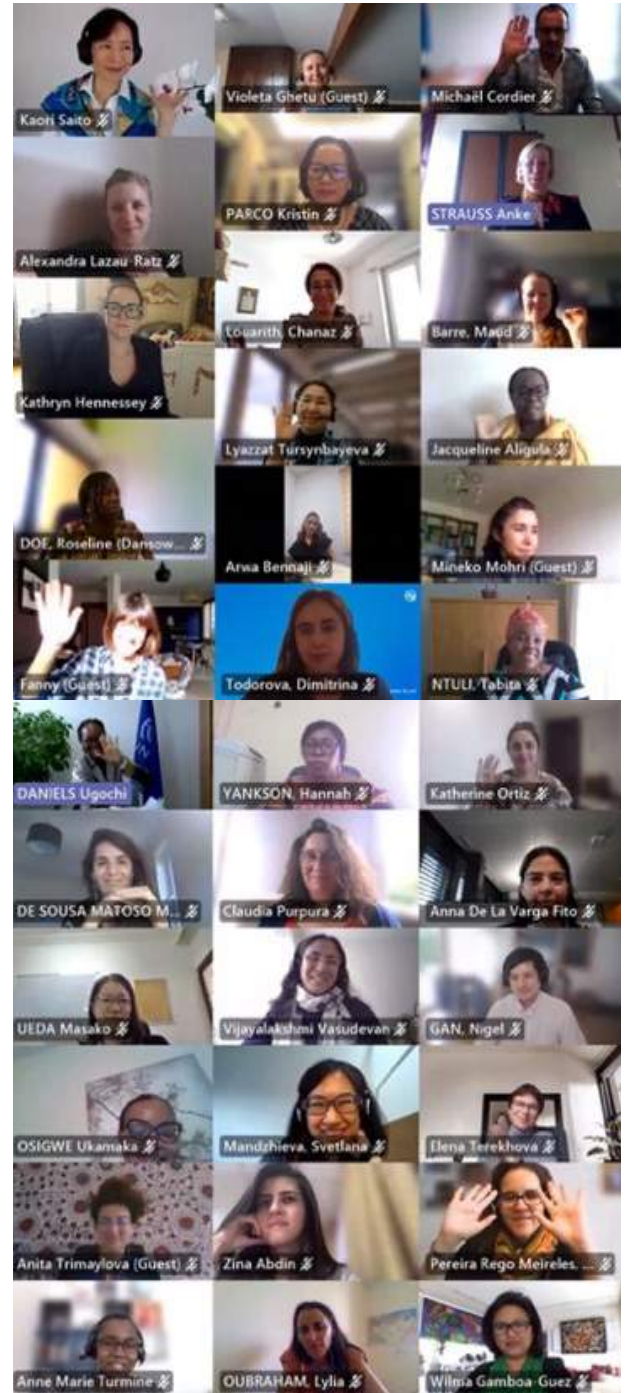
International Labour Organization (ILO)

In 2020, the ILO collaborated with the International Training Centre of the ILO (ITC-IL) to adapt the [Malkia](#) course, with the aim of offering an online programme for female ILO officials. The course combines learning modules on gender biases and core skills for managers.

United Nations Development Programme (UNDP)

To increase understanding of gender equality by UNDP staff and managers, and to encourage prompt action to help achieve gender equality and parity objectives, the online [Gender Journey course](#) was initiated by the UNDP Learning Management System. The Gender Journey intends to help staff understand the connection between gender equality and UNDP's organizational goals. It is part of mandatory training for all UNDP staff. Additional virtual learning paths and resources have been curated and offered to women and men on topics related to women and leadership in partnership with LinkedIn Learning and Coursera.

Furthermore, the UNDP SPARK (Strive. Perform. Aspire. Reimagine. Know.) career development programme was launched in 2020 to meet a growing demand for quality career development experiences. This programme provides state-of-the-art tools, coaching and resources to support the professional development of UNDP personnel across the globe. The first two cohorts were dedicated to 340 women at G7, NOA-B, P1-3 levels, who benefited from comprehensive career development learning experience, adapted to their individual needs. 78 per cent of participants successfully graduated from the programme. 100 per cent of participants responded that they have a better understanding of how to take ownership of their careers.



United Nations Secretariat

In 2022, the UN Secretariat launched a revised [Staff selection system](#). The new system allows staff to apply for positions more than one level above their current grade. This removes eligibility criteria which previously limited mobility between grades and encourages more women to apply. It is designed to contribute to providing broader career opportunities to female and younger staff.

United Nations Office at Vienna/ United Nations Office on Drugs and Crime (UNOV/UNODC)

The *Early Career Initiative for Women* was designed to assist women actively reflect upon and develop their individual career paths in the organization, so that they could move from early career stages into P4 and P5 roles. Mentoring sessions with senior female partners and coaching sessions were offered, and participants were provided with support, knowledge and a new network of peers and seniors to empower them in their career progression. In 2021, the initiative promoted a total of 46 women at P2, P3, Service Contractors (SC) and National Professional Officers (NOA, NOB) levels. The initiative was nominated by participants for the *UNOV/UNODC Gender Award*, which rewards the outstanding efforts of its personnel towards the implementation of the Strategy for Gender Equality and Women's Empowerment, and won the first prize. The initiative was repeated in 2022.



Early Career Initiative, Award ceremony. © UNOV/UNODC

International Trade Centre (ITC)

[ITC's Mentoring Programme for Women](#), offered in partnership with the Geneva Centre for Security Policy (GCSP), the Organization of Women in International Trade (OWIT) Lake Geneva, UNAIDS and WHO, recognizes the importance of creating an organizational culture that fosters inclusion and belonging through interagency collaboration and mentoring exchange.



Orange the World Campaign and ITC staff who joined the mentoring programme. It created a space for male colleagues to explore the constructs that create and perpetuate a lack of gender equality in the workplace. © ITC

After its official launch in 2020, the programme significantly expanded its scope in 2021, reaching 150 participants. In addition to the mentor-mentee pool from each participating organization, between 20-30 external mentors, the so-called 'fortifiers' join each year's programme cycle. They are particularly committed to gender equality, diversity and inclusion in their professional and personal lives and reinforce the programme's focus on themes of diversity and inclusion.

Since 2021, the programme also features a [MenEngage](#) component, allowing a limited number of male mentees to explore the constructs that create and perpetuate a lack of gender equality. So far, 20 male mentees have completed the training programme with the guidance of a MenEngage expert. Over the course of six months, the participants learned to critically deconstruct social norms surrounding masculinity and pick up the tools to effectively champion gender equality. After completing the programme, the 2021 participants created an ITC social media campaign in support of #OrangeTheWorld, the 16 Days for Action against Violence against Women.



Graduation of new SSS Officers in 2021. © SSS Beirut



Recently recruited SSS Beirut Security Officers and Security Sergeant in 2022. ©SSS Beirut

OUTREACH

Security and Safety Section (SSS) in Beirut

The representation of women in SSS Beirut increased from 10 per cent in 2019 to 30 per cent in 2022. SSS Beirut expanded its outreach exercises to attract candidates from diverse backgrounds such as nursing and medicine, physical fitness instructors and academia. This investment in human and financial resources made possible the induction training of 24 weeks to ensure that newly recruited Security Officers grasp all the necessary information.

Furthermore, SSS Beirut implemented special measures to attract female candidates by adding gender-inclusive language in job openings that were distributed to the government and private emergency response teams, including the police, army, private security companies, and hospitals, as well as medical emergency centers. As a result, the number of female candidates applying to the Security Officer positions in 2022 increased by 40 per cent compared to 2021; 30 women had applied in 2021 whereas 42 applied in 2022.

This investment also resulted in the recruitment of ten women including eight Security Officers, one UN Volunteer Youth, one Deputy Chief in 2021, one Security Sergeant and six Security Officers in 2022. A total of 17 female Security personnel were recruited. Furthermore, SSS Beirut was able to foster a diverse and inclusive environment that encouraged for new ideas, perceptions, and approaches.

International Criminal Court (ICC)

To address the current underrepresentation of women in senior positions across the workforce of the ICC, social media, including LinkedIn, Facebook and Instagram, is being used strategically for outreach efforts, including pilot projects with proactive sourcing and dissemination efforts for certain vacancy announcements and work opportunities at the ICC.



Logo for the ICC gender equality focal point.

Since the launch of the [ICC LinkedIn page](#) in 2010, the number of followers reached 17,000 in 2018, and with the increased efforts put in place in the last four years, there are now over 150,000 followers. The ICC has seen the impact of these initiatives on their parity efforts, with 47 per cent more female applicants, and 32 per cent more applicants from underrepresented and non-represented Member States. Overall, the applications rate has increased by 19 per cent.

International Maritime Organization (IMO)

The International Maritime Organization (IMO) utilizes specific maritime forums and networks, such as the Pacific Women in Maritime Association, as an outlet for posting vacancy notices to widen outreach, particularly to women. IMO has established the position of IMO Focal Point for Women in Maritime. Through

engagement with seven regional associations for women in the maritime sector across Africa, Asia, the Caribbean, Latin America, the Middle East and the Pacific Islands, the Focal Point leads the gender and capacity-building programme on the Integration of Women in the Maritime Section (IWMS) to strengthen worldwide maritime communication to support career development for women in the maritime field.

United Nations Office for Project Services (UNOPS)

In 2019, UNOPS launched its Junior Talent Programme (JTP) to source qualified professionals in hardship duty stations and to support their temporary special measures. This programme targets youth and underrepresented groups and contributes to building national capacity. It allows specific vacancies in hardship locations to be filled by former interns with an educational degree.

So far, 20 women continued their career path with UNOPS in the Democratic Republic of Congo, Afghanistan, Guinea Conakry, Sudan, Central African Republic and Ethiopia. Moreover, UNOPS has enhanced recruitment efforts by focusing on women from the Global South. Consequently, the representation of women international professional staff from the Global South increased from less than 14% in 2018 to almost 26% in 2022. To track progress, UNOPS made available a live recruitment Dashboard that provides diverse statistics on personnel demographics, including sex and duty station.

United Nations Department for Safety and Security (UNDSS) in Vienna

2021 marked an important milestone in UNOV's Security and Safety Services (SSS). It marked the first time that UNOV SSS management has had three out of four women managers and the first year that 90% of the new recruits were female. All generic Job Openings are reviewed to include gender inclusive language, with more focus on the organizational culture, including the possibility of rotations for work life balance and career development.

SSS Vienna also organizes outreach sessions as a gender parity initiative and held two events in

2022. Following the outreach events, the number of applicants for the vacancies increased by 78% compared to the pre-event period. Since 2021, SSS has recruited 7 female officers and 2 additional female staff in management. As a result, in 2022 32% of the workforce was female, compared to 27% in 2020.



©UNDSS/Decio Leao



Somalia ©WFP

International Atomic Energy Agency (IAEA)

The Director General of the IAEA, Mr. Rafael Mariano Grossi, is committed to achieving gender parity in the Professional and higher categories by 2025. Women's representation has increased by 8 percentage points since 2020, from 32% to 40%. This result has been strongly influenced by increasing the reach of talent outreach activities, targeted talent sourcing efforts and a deeper understanding of the candidate's experience.



Journeys of women leading key areas of the IAEA's work. [Learn more](#)

In terms of good HR practices, the Agency introduced a series of monthly recruitment live transmissions in 2021 that have reached +100K views across social media, with viewers from more than a hundred countries; established formal partnership vehicles with Member States and professional associations to attract qualified women; and implemented a candidate experience survey that provides a deep and timely understanding of applicants' profile and aspirations.

In addition, as a long-term measure to increase the participation of women in nuclear science, the Agency established the [Marie Skłodowska-Curie Fellowship Programme](#) (MSCFP) by providing scholarships in nuclear-related subjects. Since its launch in 2020, the MSCFP has supported 210 students from 93 Member States studying in 53 countries worldwide. By end of 2022, another 150 students will be awarded a scholarship, bringing the total number to 360 MSCFP scholars.

Moreover, the IAEA's Lise Meitner Programme offers the opportunity for women in the early career phase within the nuclear science/ engineering field to participate in a multiweek visiting professional programme. Building upon the IAEA Marie Skłodowska Curie Fellowship Programme, this new initiative focuses on the retention of women in the field. Through this visiting professional programme, participants will expand and strengthen their skills and build strong networks to advance their careers. The resulting cross-cultural community of nuclear professionals will benefit women and the nuclear sector as a whole.

DATA-DRIVEN AND INCLUSIVE RECRUITMENT STRATEGY

United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)

Under the strong commitment of its leadership, ESCAP has effectively implemented gender strategies and action plans. For example, ESCAP devised a data-driven recruitment strategy. For the complete recruitment life cycle, HR worked closely with the hiring managers to ensure a diverse candidate pool.



©ESCAP

ESCAP also invested in talent-sourcing activities and in communications efforts more broadly to appeal to diverse audiences, including LinkedIn and other social media outreach, especially for traditionally male-dominated roles. Furthermore, ESCAP leveraged its data-driven culture to empower managers by providing relevant data enabling them to make informed decisions in the selection of candidates. At the final stage of recruitment, the HR team provides statistics to the Head of Entity that allows an overview of the impact that selection decisions have on ESCAP's representation of both genders. As a result, ESCAP has achieved gender parity in its workforce at P-2, P-3, P-4 and P-5 levels between 2020-2022.

United Nations Economic Commission for Latin America and the Caribbean (ECLAC)

ECLAC acknowledged a lack of knowledge among hiring managers on the representation of women at all levels and on the importance given to the

gender parity objective by the UN. The entity has monitored gender parity progress through quarterly reports and provided concrete and data-driven communication for hiring managers in the recruitment process. As a result, hiring managers now have the necessary information to consciously hire more women at all levels, especially in those levels where they are less represented, usually in higher decision-making positions. Furthermore, ECLAC also continued to require the inclusion of at least one woman in the list of recommended candidates for positions at the professional level to tackle male dominance among interviewers themselves. As a result, more women have been hired.

UNOPS Haiti

UNOPS Human Resource Focal Points assisted women candidates for the position of drivers to create personal email addresses, fill out their job profiles, and make sure they had the necessary documentation available to increase their chances of being long-listed. For instance, in a vacancy announcement, a total of 24 women candidates applied and 19 were shortlisted; 8 passed the technical assessment, driver test and Competency Based Interview. As a result, UNOPS Haiti hired 8 women drivers in 2020 (including 2 heavy equipment drivers), resulting in the increase of women's representation from 21.8% in 2018 to 38.1% in 2022.



With the implementation of the road infrastructure project, UNOPS Haiti was seeking drivers who can manage heavy equipment such as backhoe loaders. The drivers ensure the safety of heavy equipment and workers during excavation and loading of fill. They also operate heavy equipment during activities on the construction site. © UNOPS Haiti

International Labour Organization (ILO)

Since 2020, ILO has provided senior management with a 'diversity report' that provides a clear picture of the diversity profile of their portfolios and regions. Each year, ahead of the beginning of performance discussions, a Diversity Monitoring Tool is shared with senior managers to support them and the managers who report to them in taking appropriate actions and decisions for promoting gender equality, inclusion and respect for diversity. It outlines both gender balance and geographical distribution across the Office, for their portfolio or region as well as for the departments and offices under their responsibility. Please see ILO's [Action Plan for Improving Gender Parity and Geographical Diversity](#).

Office of Information and Communications Technology (OICT)

The *OICT Good Practices checklist* was created for hiring managers to support inclusive recruitment practices aligned to the OICT Gender Parity Strategy Implementation Plan. It should be referenced as a checklist throughout the recruitment process for all positions, from the drafting of job openings (TJOs and JOs) through the interview and selection process. Hiring managers, with the support of OICT Gender Focal Points in each division, are responsible for ensuring that their respective vacancies follow the checklist of good practices in the areas of development of job openings, outreach activities, inclusive Interviewing, and selection.

All OICT vacancies include a prominently placed statement of commitment to gender parity, inclusivity, and flexible working arrangements. Furthermore, the OICT of the UN Secretariat has increased the number of Gender Focal Points to enhance gender parity and include representation of all pillars of OICT, totaling 6 Focal Points (3 men and 3 women). All OICT Gender Focal Points have been trained and certified with the "Empowering Gender Agents of Change".

International Trade Centre (ITC)

In 2022, the ITC developed its *Unconscious Bias Checklist*, a tool for raising awareness of and mitigating unconscious biases during hiring processes. It comprises of 1) guiding questions to encourage self-reflection around the interviewer's conscious and subconscious factors that may weigh into their preference and 2) a table presenting the 12 most common types of unconscious bias that can influence decision-making in recruitment processes.

Prior to interviews, the checklist is discussed with all interview panel members to refresh knowledge and create peer-to-peer accountability. So far, the checklist has been piloted across 10 interview panels and 30 panel members. The feedback has been exclusively positive, with panel members confirming that the checklist helped them become aware of their biases. The objective is to integrate the checklist into all hiring processes by 2023.

International Labour Organization (ILO)

The Human Resources Department of the ILO launched a series of sessions on unconscious bias in 2019. The same opportunity was provided in a virtual learning environment to the Regional, Decent Work Team and Country Office Directors worldwide in 2021. Supported by current empirical research, this session demonstrated how biases can affect internal perceptions and decision-making processes, potentially leading to unequal treatment and reinforcement of the status quo.

Armed with this knowledge, senior management will start to consider how to adjust behaviors and processes in order to mitigate the effects of unconscious bias.

United Nations High Commissioner for Refugees (UNHCR)

Accountability measures for managers to ensure that every shortlist includes two-thirds women was built into the Recruitment and Assignments framework, with mandatory justification in cases where this was not adhered to. These temporary measures allowed UNHCR to achieve greater levels of parity from P2 to P5 levels. Numbers of women at the P4 to P5 level increased and now are at 48%. Parity has been achieved at the P2 level. On average, over the last four years, women have been hired at a rate of 50%.

United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)

At UNRWA, gender parity is an important objective in recruitment practices. For female staff of grade 16 to 18, UNRWA offers a mentoring programme among the global UN [Together Mentoring and Networking Programme](#). Mentees can reflect on their career goals and challenges and enhance their confidence when interacting with more experienced colleagues.

©UNRWA





04 SENIOR APPOINTMENTS

The Secretary-General enjoys discretionary power to appoint certain UN officials at the Under-Secretary-General (USG) and Assistant Secretary-General (ASG) level. These appointments provide a unique opportunity to move towards parity at an accelerated rate at

the senior most levels, where the gap has traditionally been the greatest.

This section presents some approaches and examples on how to attract and promote more women to senior level positions and appointments.



©UNDCO

Development Coordination Office (DCO)

In 2018, with dedicated efforts and commitment, DCO closed the gender gap among Resident Coordinators. The RC system has maintained its overall gender parity among international professional staff at both the DCO and at the RC Offices level. The RC's job description lists gender parity and geographical balance as key considerations.

DCO has also adopted a [Gender Strategy \(2021-2023\)](#) to operationalize its commitment to greater and more meaningful gender equality and the empowerment of women across the organization and specify its actions. In 2021, DCO initiated the RC and Humanitarian Coordinators (HC) Talent Pipeline in close collaboration with OCHA, which strives to identify and groom a gender balanced cohort of high potential candidates for the RC and RC/HC career track with 51 percent of talent pipeline members being female. All these actions strengthen the leadership talent pipeline and gender-balanced appointments of the RCs.

Recently DCO launched the RC system [Women Talent Pipeline programme](#) to further build the capacities of existing female National Professional Officers at the National Officer -D (NOD) level, at the P4 and P5 levels with the goal to expand their potential to career opportunities in the RC and the UN system. The programme will support talented women staff members and prepare them for future calls of expression to the RC/HC talent pipeline, thus supporting the SG's commitment to gender and geographical parity across functions. This will also broaden and deepen their professional development and prepare them to take on more challenging and critical leadership roles.

Joint United Nations Programme on HIV/AIDS (UNAIDS)

Achieving gender parity among UNAIDS Country Directors (UCDs) is a visible target – and one where progress has been most needed. Decisive action in three areas made parity a reality, including investment in women's leadership, adoption of bold policies, and monitoring of numbers. As a result, 27% of UCDs were women in 2013 while in 2022, 51% of UCDs are women. Furthermore, in recent years, four UNAIDS female staff members, all former UCDs, were appointed by the Secretary-General to Resident Coordinator positions.

United Nations High Commissioner for Refugees (UNHCR)

UNHCR partners with the European Institute of Business Administration (INSEAD) to deliver a [women's leadership development course](#) for colleagues at the P5 level to build their leadership capacities. The course offers coaching and leadership development. The programme equips women leaders with the tools needed to reinforce personal leadership style and strengthen leadership paths. Until now, 50 women have participated in the course which will be open to national, P3, and P4 levels going forward. In addition, 50 national staff have enrolled in the [Women in Leadership- Inspiring Positive Change](#) with Cape Western University through Coursera.



The UNSSC programme Leadership, Women and the UN (LWUN) online

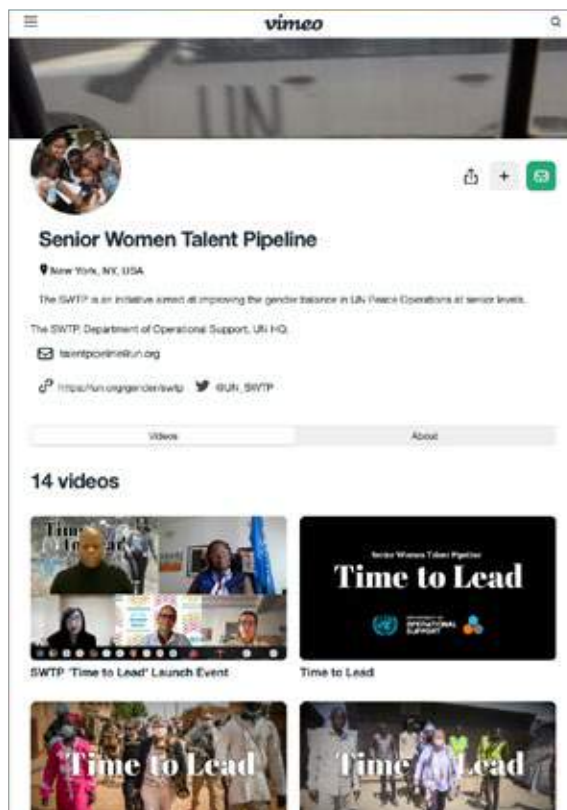
The LWUN programme is a UNSSC programme for women at P4/P5 level with leadership skills and potential. The ILO has supported leadership development for women through this programme since 2015. This programme has provided the participants with insights and tips on how to navigate the opportunities and challenges of women in leadership positions, while being in harmony with their aspirations and contributing to a culture of gender equality. The ILO enrolled 11 participants to this programme for the year 2020 and 10 participants took part in 2021.

ILO

In 2022, the ILO launched a mentoring programme with the specific aim of assisting women at the P4 and P5 level in their career development. Currently, 67 mentoring pairs are part of this programme. In addition, a number of side events are organised to support the mentees in their career progression and to enhance gender parity at the P4 and P5 levels.

Department of Operational Support (DOS)

The Senior Women Talent Pipeline (SWTP) maintains and supports a geographically diverse pool of pre-screened senior women leaders at the P-5 to D-2 levels who receive dedicated support as they apply for senior positions and targeted training and development opportunities. In recognition of the fact that more external women need to be selected to meet the 2028 gender parity targets, the Pipeline includes female candidates who are external to the Secretariat. Since the SWTP was established in 2014, 58 appointments have been made from the Pipeline for positions at the P5 to USG levels. Over 70% of these were to UN missions and offices in the field.



Video series "[Time to Lead](#)" for the promotion of the SWTP.



©DOS



©DOS



05 CREATING ENABLING ENVIRONMENTS

Inclusivity and equality will not be attainable without a working environment that prizes diversity and flexibility, provides equal opportunities, recognizes that staff are also family and community members, and ensures a safe environment in which to work. The United Nations is founded on principles of equal participation and has the core values of professionalism, respect for diversity and integrity.

UN organizations strive to create an inclusive culture in which differences are recognized and valued. This section illustrates how some UN entities are seeking proactive ways to foster a diverse and harmonious workplace, to give each person the opportunity to contribute their skills, experiences, and perspectives, which is a prerequisite to serve the diverse populations the UN is mandated to serve.

FLEXIBLE WORKING ARRANGEMENTS

International Trade Centre (ITC)

In July 2022, ITC promulgated an enhanced Work-Life Balance (WLB) policy aligned with the UN System Model Policy on Flexible Work. ITC offers a range of flexible options to manage professional and personal commitments. ITC's WLB policy includes staggered working hours (between 7 – 19h), compressed work schedules (10 days in 9 and 5 days in 4.5), telecommuting within the duty station and outside the duty station (in compelling personal circumstances), scheduled break for external learning and part-time work at 80 and 50 per cent. This approach aims to provide employees with a progressive, modern, and enabling workplace. The approach is fostered by dedicated WLB Focal Points and through the WLB e-System which includes a time-bound approval process with a default positive response triggered if no action is taken by the manager and requires any rejections to be justified and detailed.

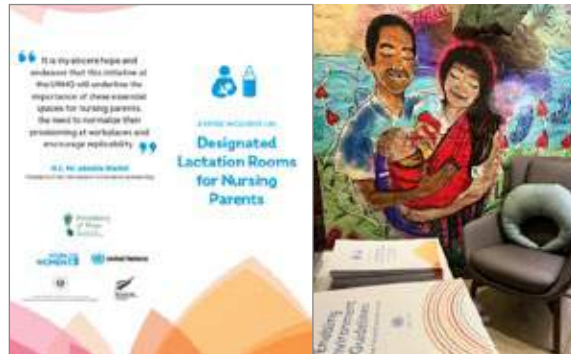
Universal Postal Union (UPU)

Since 2022, five Gender Focal Points, appointed by Director General, Mr. Masahiko Metoki, have promoted gender equality and empowerment of women. Moreover, the Deputy Director General was appointed as the UPU Gender Equality Champion to highlight the importance of the commitment to gender equality from all levels of staff, postal employees, senior management, and delegates of UPU members and observers. The UPU has also increased flexible working arrangements for staff to ensure the possibility of working from home.

FAMILY-FRIENDLY POLICIES

The President of the UN General Assembly, Deputy Secretary-General, Permanent Missions of El Salvador and New Zealand to the United Nations, UN Department of Operational Support and UN Women

As part of his commitment to advancing gender parity and empowering women, H.E. Abdulla Shahid, the President of the Seventy-Sixth session of the UN General Assembly upgraded and expanded the lactation rooms in the UN Secretariat. The newly upgraded and expanded lactation rooms are for nursing parents who work at or visit the United Nations. The lactation rooms were formally inaugurated in May 2022, together with Deputy Secretary-General, Ms. Amina J. Mohammad, with support of the UN Department of Operational Support and UN Women, and the generous contributions by the Permanent Missions of El Salvador and New Zealand.



Inauguration of the lactation rooms. ©UN

UN System-wide efforts towards the standardization of family-friendly policies

- Maternity leave
 - UN Women, UNAIDS, UNICEF, UNHCR, UNFPA, WHO, WFP, UNESCO and FAO have extended maternity leave to 24 weeks. WHO also gives a period of 28 weeks in the case of multiple births.



©UN Women/Rashid Hamis Kindamba

- Paternity leave
 - UN Women, UNICEF and UNAIDS provide 16 weeks of paternity leave. WHO provides paternity leave of 4 weeks for a single birth to 8 weeks for multiple births.
 - In 2021, FAO granted a period of SLWFP (up to a maximum leave entitlement of ten weeks) followed by paternity leave. This SLWFP must be taken before the child's first birthday.
 - In 2021, WIPO augmented the statutory entitlement to paternity leave from four to eight weeks for staff on fixed-term, continuing and permanent appointments to align with the duration of adoption leave.
 - Parental leave
 - In 2018, UNAIDS revised its internal adoption and paternity leave policy and introduced new rules on surrogacy leave to ensure a more inclusive working environment. The revised policy includes the extension of adoption leave from 8 to 16–18 weeks, depending on the number of children being adopted, the extension of paternity leave from four to 16 weeks and
 - Adoption and surrogacy
 - UNHCR provides 18 weeks of adoption leave. UN Women, UNAIDS, UNICEF, UNFPA and the UN Secretariat provide 16 weeks of adoption leave.
 - WHO provides adoption and surrogacy Leave of 16 weeks for single child, 18 weeks for more than one child.
- the introduction of 16 weeks of leave for a single birth by surrogacy and 18 weeks for multiple births by surrogacy.
- In 2021, WIPO announced amendments to the Staff Rules relating to maternity and paternity leave, and on "Parental Leave and Related Arrangements". The changes distinguish between gestational and non-gestational parents, rather than between parents entitled to maternity, paternity, adoption or surrogacy leave. All non-gestational parents are entitled to the same amount of parental leave, regardless of gender or how they have become parents. Eight additional weeks of special leave with full pay (SLWFP) are granted to staff on fixed-term, continuing and permanent appointments to supplement the statutory entitlement to parental leave.
 - In 2021, IOM replaced parental leave with a single gender-neutral policy that covers various parental modalities (birth, adoption, etc.) into a single unified parental leave instruction, creating a "gender-neutral" policy. As a result, the new policy simply distinguishes between staff members who give birth and those who do not. The overall leave entitlement for birthing parents (birth plus parental leave) has been increased from 16 to 24 weeks for a single child; extended birth leave up to an additional six (6) calendar weeks is granted in D and E Hardship duty stations; and birthing parents are also entitled to paid time off for feeding for up to two hours per working day. The period during which staff can avail of this entitlement has been increased to the child's second birthday.

- A provision for staff members in D and E duty stations
 - In 2019, UNDP introduced an additional period of two months of Special Leave with Full Pay for staff members in D and E duty stations, extending maternity leave to 24 weeks.
 - UN Women provides an additional eight weeks of pre-delivery leave with Special Leave with Full Pay in D and E duty stations, extending maternity leave to 32 weeks in these hardship locations.
 - WHO provides an additional 4 weeks of paternity leave for staff members working from non-family duty stations.
 - UNFPA provides 16 weeks of paternity leave in non-family duty stations.
- Time away for breastfeeding/bottle-feeding
 - In 2019, ITC crafted an inclusive breastfeeding/bottle-feeding policy that encourages a positive, progressive attitude towards active parenting. It expands access to the feeding room, which is now open to staff, non-staff, and ITC visitors, and offers pregnant staff members the chance to discuss pregnancy-related matters with the Medical Service before giving birth.
 - In 2019, UNDP increased time away from the office for staff who are breastfeeding/expressing milk.
 - In WHO a staff member may be authorized to take 2 hours per day whilst receiving a full salary to nurture their child/children during their first year of life.
 - In WIPO, breastfeeding or single parents are allowed to travel on mission with the child under one year of age. The new policy is supported by the creation of two nursing rooms and by the availability of confidential counselling in preparation and follow up to parental leave.
 - The UN House in Abuja, Nigeria, provides a physical room where parents can bring

their child with a caregiver. The space is located on the first floor to ensure accessibility, and is open daily for all personnel. More information on how to set up a lactation space or creche can be found in the practice note on setting up lactation spaces for nursing parents, developed by UN Women together with DCO.

- Enhanced flexibility and support
 - FAO's medical insurance coverage for the affiliate workforce includes coverage of salary during absence due to maternity. As of 2021, the new medical insurance coverage for the affiliate workforce includes optional coverage for dependents and during breaks in service, and it also includes coverage of salary during maternity. This new benefit was implemented in direct response to recommendations from the FAO Women's Committee and results received from the Employee Satisfaction Survey.
 - In 2021, WIPO introduced a new policy that, for gestational parents, in the period of six to two weeks before the expected date of delivery, staff are no longer required to submit a medical certificate in order to be able to work. In addition, staff may combine parental leave and part-time employment during the period and are allowed to telework, including full-time. If parental leave has not yet commenced, any absence for health reasons during the period is charged to sick leave, and not to maternity leave as was previously the case. Moreover, the compulsory period of post-delivery leave has been reduced from 10 to six weeks. This allows staff members to return to work earlier if they wish, and will give them more flexibility to use the entitlement, as has been the case with paternity and adoption leave.



Lactation Space and creche. ©UN House Abuja/SaAdiya Haliru

Childcare facilities

Eight UN entities have reported offering childcare facilities to staff. Among these, the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the World Food Programme (WFP) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) have some of the best developed programmes, ranging in capacities (from 30-60 children) and coverage of care (from 3 months to 8 years old).

COMBATING SEXUAL EXPLOITATION AND ABUSE (SEA) AND SEXUAL HARASSMENT (SH)

Department of Global Communications (DGC)

The DGC has developed and launched a training programme entitled “*Communicating on Sexual Exploitation and Abuse (SEA)*”. The programme aims to equip senior leaders from peace operations, agencies, funds and programmes and the African Union with the appropriate communication skills needed to effectively address SEA. It uses a sensitive, transparent and victim/survivor-centered approach, and thereby contributes to the realization of the “zero tolerance” policy across the UN system.

International Labour Organization (ILO)

One-ILO: Zero Sexual Harassment Campaign materials, including posters, fact sheets and electronic message boards, were developed in 2018 for an internal staff campaign. It was published via the ILO Intranet site and sent to all Field Offices with instructions to disseminate. Actions have been extended to include participants and delegates at a number of ILO meetings including the Governing Body sessions and the International Labour Conference.

Chief Executives Board Task Force on Addressing Sexual Harassment within the Organizations of the UN System

The Chief Executives Board Task Force on Addressing Sexual Harassment within the Organizations of the UN System (‘CEB Task Force’) was established in 2017 by the UN Secretary-General to develop a common United Nations system approach to address and eliminate sexual harassment. The Task Force has made [remarkable progress](#) in the areas of learning and communication; outreach and knowledge sharing; and leadership and culture.

To foster transparency and strengthen the exchange of good practices on tackling sexual harassment, the Task Force, together with the UN Secretariat and UN Women, conducted seven peer-to-peer learning dialogues with the international community. The key findings and recommendations from these dialogues are summarized in a [publication](#) which was launched in 2021.

Operationalizing the protection and support of victims/survivors of sexual harassment is one of the key elements of the Task Force’s ongoing work. As part of this work, the Office of the Victims’ Rights Advocate together with the World Bank developed the document, “[Advancing a Common Understanding of a Victim-centred Approach to Sexual Harassment within the Organizations of the United Nations](#)” in May 2021. The document outlines seven core principles to advancing a victim-centred approach: respect; non-discrimination; safety; confidentiality; informed consent; support and prevention, with the aim of engendering trust and confidence in victims/survivors to speak up when they experience sexual harassment. The document builds on the [UN System Model Policy on Sexual Harassment](#) and the [Investigators’ Manual for the Investigations of Sexual Harassment Complaints](#).

ILO’s Zero Sexual Harassment Campaign materials. ©ILO



United Nations Population Fund (UNFPA)

In 2018, UNFPA, following its Executive Director's message and the launch of the mandatory online training "Prevention of Sexual Exploitation and Abuse (PSEA)", the Division for Human Resources sent out the 'No Excuse' cards as part of the broader training package. These cards provide guidelines and information on the issue of Sexual Exploitation and Abuse, and on the procedures to follow to assist victims and report cases.

INCLUSIVE ENVIRONMENTS

United Nations Global Compact

Internally at the Global Compact, numerous trainings have been hosted to create enabling working environments. They have focused on different topics such as gender-inclusive language as well as harassment awareness and prevention. Moreover, the continued participation of a Gender Focal Point in internal Diversity and Inclusion Task Force has been secured to provide a gender lens. Alongside restrictions of the COVID-19 pandemic, the Global Compact has enacted flexible working arrangements for all employees. For those coming into the office, a lactation/meditation room is available.

CTBTO, IAEA, UNIDO and UNOV/UNODC

The Dignity and Inclusion Learning Initiative of the Vienna-based UN Organizations (VBOs) was launched in November 2021 to further promote putting UN values into action through a series of interactive trainings. This initiative is the outcome of a cross-organizational effort including the HR,

Ethics and Gender Units and Staff Counsellors from CTBTO, IAEA, UNIDO and UNOV/UNODC, as well as the Medical Services of the Vienna International Centre (VIC).



The goal of the learning initiative is to support a more inclusive, respectful and enabling workplace by bringing biases and blind spots to light and by sharing best practices, strategies, and lessons learned to help reduce ignorance, stigma and discrimination in the work environment. It responds to a variety of recommendations of the Enabling Environment Guidelines, their Supplementary Guidance and the Field-Specific Guidelines, including "Encourage staff to stand up against bias and discriminatory attitudes and practices, including sexist jokes, racist and ableist remarks and stereotypes".

So far, the sessions of the Dignity and Inclusion Learning Initiative have drawn more than 700 attendees. The rationale for this initiative is also that VIC-based personnel share common spaces – as such cross-organizational efforts and collaboration is of vital importance in reaching the workforce at full scale, both at HQ and in country operations.

[Enabling Environment Guidelines for the United Nations System: Supplementary guidance: Field-specific Enabling Environment Guidelines](#)



Furthermore, in 2020, Vienna-based UN Organizations (CTBTO, UNIDO, IAEA and UNOV/ UNODC) and the International Gender Champions (IGC) network commemorated the anniversary of the launch of the Enabling Environment Guidelines for the United Nations System by hosting 'Enabling Environment Week'. The week included eight webinars covering each of the five topics of the Enabling Environment Guidelines and featured over 30 panelists, including representatives from Member States, international organizations, civil society and academia. The Week raised awareness and underlined the importance of creating enabling working environments, in support of gender parity as well as recruiting and retaining more women.

Food and Agriculture Organization (FAO)

The FAO Women's Committee, established by the Director-General, is composed of FAO female staff representing an array of expertise and nationalities from headquarters and decentralized offices. It provides an inclusive and safe space reflecting the diverse and energetic nature of FAO's female workforce. Chaired by a Deputy

Director-General, it is organized under three work streams, namely: (1) Organizational Culture Change and Creation of Safe Space; (2) Advocacy, Communication, Innovation and Outreach; and (3) Accountability of Senior Managers on Gender.

Since 2019, FAO's Women Committee has initiated many activities, including an active online system for matching mentors and mentees involved in the Youth and Women's Committees Joint Mentorship Programme. The Women's Committee will be expected to further facilitate the implementation of the Mentorship Programme; strengthen its support to female colleagues, especially in decentralized offices, to enhance the visibility of female colleagues' work; kick off an inter-generational dialogue on topical issues; and continue VirtualiTeas, drawing attention to FAO female employees' concerns across the globe.



Meeting of the FAO Women's Committee. ©FAO/Giuseppe Carotenuto



MISSION SETTINGS

When staffing numbers are disaggregated by location, the representation of women is lower in the field compared to headquarters locations. Improving gender parity in the field and in mission settings will improve parity overall as well as ensure that the UN

has a more representative and therefore credible face with the populations it serves.

As shown by the various examples ahead, location-specific challenges require additional measures that should fit the specific challenges of the context.

RECOGNITION

Justice and Corrections Service (JCS)

JCS has focused on the increased deployment of women in areas that are traditionally reserved for men, such as operational prison security and rapid intervention roles. Key initiatives have included (i) the introduction of special measures for the deployment of women officers; (ii) the launch of in-person recruitment and assessment events for women officers, the first of which took place in Senegal in December 2021, (iii) the launch of the UN Trailblazer Award to recognize the contributions of women justice and corrections officers in UN peace operations and to create new narratives about the role of women in the security sector, (iv) the review of selection processes and training materials to ensure gender-responsiveness, and (v) the launch of the United Nations Women Corrections Officers Network.



Launch of in-person recruitment and assessment events for women officers, the first of which took place in Senegal in December 2021. ©JCS



Launch of the UN Trailblazer Award to recognize the contributions of women justice and corrections officers in UN peace operations and to create new narratives about the role of women in the security sector. ©JCS

PROMOTING A POSITIVE IMAGE OF WOMEN WORKING IN THE FIELD

Department of Peace Operations (DPO)

DPO has conducted creative communications campaigns, such as the [UN Peacekeeping social media campaign](#) on uniformed target achievers, which visualized how Troop Contributing Countries (TCCs) reach and work towards reaching Uniform Gender Parity targets. DPO also produced the ["Seeking Peace" podcast series](#) in 2022, in collaboration with the Department of Peace Operations and the Georgetown Institute for Women, Peace and Security, and featured compelling conversations with peacekeepers and peacebuilders with Women, Peace and Security (WPS) experts' focus.



"Seeking Peace" podcast series

WORKING, LIVING, AND SECURITY CONDITIONS

Department of Operational Support (DOS)

The DOS launched the Elsie Initiative for Field Missions Facilities and Infrastructure in 2019, and has implemented it with the support of the Elsie Initiative, a Canadian Government effort, aimed at developing innovative methods to increase women's participation, retention, and overall security in peace operations. The DOS initiative aims to improve the layout of camps, accommodations, ablutions, recreational facilities, etc., to enhance female participation and retention in field missions, to improve overall safety and security of staff, and to support the systematic implementation of such improvements in the field.

Pilot projects have been completed in MINUSMA and MONUSCO, and the UNISFA project is nearing completion. Additional pilot projects are also being developed in MINUSCA, MINURSO and MONUSCO. In providing clients with gender-sensitive supply-chain solutions, DOS has been working to support the improvement of living and working conditions in the field.



International Peace Institute (IPI) event co-hosted by the Government of Canada under the Elsie Initiative for Women in Peace Operations, in partnership with the Permanent Missions of Germany, Mongolia, Uruguay, and Zambia. ©MINUSMA

United Nations Multi-Dimensional Integrated Stabilization Mission in Mali (MINUSMA)

Based on SRSG's recommendations, the strategy put in place by the MINUSMA Kidal Regional Office guided the actions taken to improve the living and working conditions of female staff in the region. It materialized in the form of arrangements for accommodation and services in the camp with the inescapable commitment of the Head of Office and Regional Administrative Officer. The Focal Point for Women has established regular meetings between the different focal points at the regional level, which has allowed for the implementation and monitoring of the gender policy in Kidal and the strengthening of the enabling working environment.



MINUSMA Pilot Project with Guinean Battalion. ©MINUSMA



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TRAINING, AWARENESS RAISING AND MENTORING

United Nations Multi-Dimensional Integrated Stabilization Mission in Mali (MINUSMA)

MINUSMA has sensitized women on the various opportunities available to advance their careers. Thus, the gender parity drive led to a significant increase in the representation of women in the three components of the Mission. Women are now represented in every important staff decision taken in MINUSMA. Female police personnel (Individual Police Officers and Formed Police Units) in Kidal increased from zero in 2018 to seven in 2019, and 12 between 2020 with progressive growth in 2022. Civilian numbers rose from two in 2018, to 11 in 2020 and to 14 in 2022. There was a significant increase in the number of women joining the Force units, including the contingents and the Sector North, going from 111 in 2020, to 121 in 2021 to reach 152 women today, including 6 Military Service Observers and 146 officers from Troop Contributing Countries.

United Nations Assistance Mission in Afghanistan (UNAMA)

At UNAMA, national female representation currently stands at 9%. To amend this situation, in 2019, the National United Nations Youth Volunteers (NUNYV)'s initiative was launched with the objective of engaging young female Afghan graduates to acquire work experience and build their capacities in different occupational categories. To date, 43 NUNYVs have benefitted from this initiative, providing frontline mandate implementation and operational support in areas such as political affairs, rule of law, security, medical services, human resources and procurement. To date, 22 of them have been recruited into staff positions within UNAMA, UN agencies and other organizations, such as the European Union and international NGOs, as well as International UNV positions in Afghanistan.



Pakistani Women Peacekeepers in Mali. ©MINUSMA

United Nations Department for Safety and Security (UNDSS) in Syria

UNDSS in Syria undertook a series of initiatives aimed at increasing the number of women applying to the department and at increasing the frequency of reporting of security incidents by women. The initiatives included developing a “Guidance for missions for Field Security Associates (FSAs) based in Damascus” to ensure gender sensitivities, detect women-specific security risks and vulnerabilities, deliver Women Security Awareness Training (WSAT) for female UN personnel as well as to assign both female and male Gender Focal Points to provide all required support and advice to all UNDSS personnel.

In particular, offering security training to the Gender Security Reference Group Focal Points has also been fundamental to increasing the number of UNDSS women personnel. The overall impact and results include a reduction in the number of safety and security incidents and an increase of the gender ratio in the UN System. Both results will assist UNDSS Syria in mitigating against potential security risks and render the UN a more attractive place for work in Syria, benefitting women and men.



UNDSS team delivering Gender, Women Safety and addressing sexual harassment training to UN personnel and INGOs in 2022. ©UNDSS

United Nations Department for Safety and Security (UNDSS) in Pakistan

In 2020, UNDSS Pakistan noted that security and safety incidents impacting women personnel in the UN System were not being reported as frequently as those impacting men. The number of women working for UNDSS and the United Nations

in Pakistan was also low. Out of approximately 3,500 UN staff in Pakistan, 22.8% were women and at UNDSS, only 5% were women.

UNDSS Pakistan launched several initiatives to increase women’s representation at UNDSS Pakistan and in the overall UN system. By enabling systematic reporting of security incidents by women, UNDSS can help mitigate potential security risks, therefore making the UN a more attractive place for women to work. The steps adopted by UNDSS Pakistan included recruitment and career development mentoring, gender-based security incident (GBSI) training for all staff, mapping of statistics of women going on missions: appointment of women Area Security Coordinators (ASCs), appointment of UNDSS Gender Security Focal Point, appointment of area Gender Security Reference Members.

The awareness training brought about a change in the way security was viewed within the UN system allowing more women to feel comfortable discussing previously sensitive topics. As a result, since October 2019, all locally hired positions in UNDSS Pakistan have been filled by women. In 2022, there was a 66% increase in the number of women joining UNDSS Pakistan, compared to 2019.

United Nations Interim Administration Mission in Kosovo (UNMIK)

Special Representative of the Secretary-General, Ms. Caroline Ziaeh launched a mentoring initiative to support younger women in the organization. Eight women were supported to advance their professional and personal goals. The initiative paired each young woman with one of UNMIK’s female senior managers, including the Special Representative of the Secretary-General, who became their individual mentors. Over the course of six months, each pair successfully worked together to implement a predefined set of goals, which ranged from preparing for job interviews to help organizing UN events.

United Nations Department for Safety and Security (UNDSS) in Colombia

In 2019, UNDSS organised an initiative “Gender Security Incident Responsiveness” for Security Professionals in the field who were seeking to improve the operational response to Gender-Based Violence (GBV) incidents affecting United Nations Security Management System (UNSMS) personnel. Since 2020, a specific module on Sexual Abuse and Exploitations (SEA) was included in the Security Induction Program (SIP), which is a mandatory course for all UNSMS personnel based in Colombia. In 2021, the Chief Security Adviser (CSA) participated in the Gender-responsive Leadership Course.

One of the key learning outcomes implemented was the identification of potential barriers for the implementing of both UNDSS Colombia and Gender Equality mandates. In 2022, UNDSS designed a mobile tool for providing UN short-term visitors to Colombia including security information, geolocation links for hotels, airports and hospitals and additional recommendations with a gender perspective. All travellers receive the link and have access to the section dedicated to women travellers. In addition, 16 individuals were certified as Trainer of Trainers (ToT) and 18 participants were certified in Women Security Awareness Training.

TEMPORARY SPECIAL MEASURES

United Nations Support Office in Somalia (UNSOS) and United Nations Assistance Mission in Somalia (UNSOM)

Improvement of gender parity has been a priority for both UNSOS and UNSOM. Realities of the gender parity challenges included the low pool of women applicants, and the rejection of employment offers from female candidates. Since 2016, the introduction of Human Resources (HR) data tracking has offered a quick overview of the actual state of gender parity across grade and level.

The UNSOM Special Representative of the Secretary-General convenes women in the annual town hall, and both UNSOS and UNSOM internalize the directives of the Office of Human Resources Management (OHRM) on gender mainstreaming in recruitment practices. In alignment with the SG’s Strategy, other practices also included the strict implementation of Temporary Special Measures, which enabled the mission to prioritize qualified women over men; special schemes of activities such as mentoring, leadership programmes, peer-support initiatives and cross training, which successfully retain female staff; the collaboration between National Female Candidates Outreach programme, the National Staff Union and HR to widen the scope of the programme and reach out to university graduates who are young Somali females, and encourage them to apply to vacancies. With all the steps taken by UNSOS and UNSOM and their serious commitment towards gender parity, there are reasons to believe that both entities will reach gender parity by 2016, earlier than envisaged in the Strategy.

Justice and Corrections Service (JCS)

The Justice and Corrections Service (JCS) in the Department of Peace Operations has achieved a representation of 42 per cent women among its justice and corrections government-provided personnel, an increase from 25 per cent in 2018. Furthermore, for the fourth year in a row, the team has exceeded the targets of the [Uniformed Gender Parity Strategy](#) by establishing a talent pipeline for female justice and corrections officers that provides targeted initiatives at all stages of the recruitment and deployment cycle.



CONCLUSION AND NEXT STEPS

In commemoration of the fifth anniversary of the Secretary-General's System-wide Strategy on Gender Parity, this booklet has provided a range of recent good practice examples on how to reach parity and create enabling working environments across the UN System. It offers an overview of the ongoing implementation and practices arising from the Secretary-General's Strategy in the last five years.

Many successful ideas and measures have been initiated, and the impacts and results indicate that under the dedicated leadership of the Secretary-General, the commitment to achieving parity has been cascaded to senior leaders in many parts of the UN System. In parallel, the system-wide UN Gender Focal Points provide continuous support to enhance gender parity and create enabling working environments at

headquarters locations, in the field and country and regional offices through the implementation of the Enabling Environment Guidelines and the Field-specific Enabling Environment Guidelines for the UN System.

The examples showcased in this booklet are in progress and more actions will be taken until gender parity is reached. UN Women remains committed to supporting efforts to reach gender parity and to create enabling working environments across the UN System, whether at headquarters or in field locations. To know more and join these efforts, please contact the Office of the Focal Point for Women in the UN System at UN Women via focalpoint.forwomen@unwomen.org - together we can create an equal, inclusive, diverse and respectful working environment in every team, office, department and mission!

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TO ACCELERATE PROGRESS ON
MEETING THEIR NEEDS WORLDWIDE.**

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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