



Chief Executives Board for Coordination

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Report of the High-level Committee on Management at its forty-second session

(Regular Session, 12 October 2021)

I. Introduction

1. The High-level Committee on Management (HLCM) of the United Nations System Chief Executives Board for Coordination (CEB) held its forty-second session virtually on 11-12 October 2021. The meeting was chaired by the HLCM Chair, Ms. Grete Faremo, Executive Director, UNOPS.
2. The Committee convened in retreat mode, for HLCM members only, on 11 October, for an exchange of experiences and lessons learnt while dealing with the COVID-19 pandemic, and for an informal discussion on the longer-term implications of the pandemic for the operations of the UN system. The regular session took place on 12 October.
3. The HLCM Chair welcomed new HLCM members as well as guests, including representatives from the International Civil Service Commission (ICSC), the Staff Federations and Young UN.
4. The agenda, as adopted by the Committee, focused on the following themes:
 - a. Reflections on the Secretary-General's "Our Common Agenda" Report;
 - b. Future of the UN Workforce;
 - c. Occupational Health & Safety (OSH);
 - d. Addressing Sexual Harassment within the Organizations of the UN system;
 - e. Circular Economy in Supply Chains and Procurement;
 - f. Strategy for Sustainability Management in the United Nations system, 2020-2030;
 - g. United Nations Disability Inclusion Strategy
5. The list of participants is provided in annex I and the checklist of documents in annex II to the present document.

II. Reflections on the Secretary-General's "Our Common Agenda" Report

6. At its 41st session in March 2021, HLCM started a reflection on the Committee's contribution to shaping the Next Generation United Nations, incorporating the five drivers ("quintet") of transformation – Data, analytics and communications; Innovation and digital transformation; Strategic foresight; Behavioural science; and, Performance and results orientation – against which the Secretary-General's framed his vision for an organizational transformation towards a United Nations 2.0, as presented in the report "Our Common Agenda".
7. The Assistant Secretary-General for Strategic Coordination in the Executive Office of the Secretary-General, Mr. Volker Türk, briefed the Committee on key messages from the report "Our Common Agenda", with the aim to gain a shared understanding of the recommendations that may be of particular relevance for HLCM.
8. This discussion was also informed by the HLCM Strategic Results paper 2017-2021, which outlines the Committee's most valuable achievements in the past period towards the realization of the Secretary-General's vision for more integrated, innovative management approaches – anchored to the five drivers of transformation presented in the "Our Common Agenda" report.
9. The Secretary-General's presentation of the "Our Common Agenda" report to the General Assembly in September 2021 had evoked initial positive and encouraging reactions from Member States, who were currently discussing the report and its recommendations in more detail.
10. Mr. Türk noted with appreciation member organizations' input during the preparatory phase of the document, as well as HLCM's strong engagement throughout the process. He pointed towards the quintet of transformation as a domain where HLCM's support would be essential. Referring to the Committee's Strategic Results Paper, Mr. Türk acknowledged the relevance of HLCM's work in many areas related to the transformation envisaged by the Secretary-General.
11. Noting the strong focus of the "Our Common Agenda" report on young people, Mr. Türk encouraged HLCM to address the challenges with recruitment and retention of young personnel from various backgrounds, and supported the continued engagement of young staff in the works of HLCM.
12. Mr. Türk pointed towards strategic knowledge production as a key area of work for both HLCM and HLCP - the objective for the UN system being to make its knowledge, data, and analyses available to the world. In this respect, he emphasized the need for improved coordination among relevant entities in the release of thematic reports, in order to reduce redundancy of efforts and increase efficiency and visibility.
13. Finally, Mr. Türk highlighted the importance of paragraph 124 of the "Our Common Agenda" report, especially with respect to the need to explore ways to better harmonize budgeting and funding requests, ensuring that the different executive boards of agencies, funds and programmes work together and communicate, and always with a focus on programme delivery and results, rather than on financing.

14. In the ensuing discussion, Committee members commended the boldness and the ambition of the “Our Common Agenda” report. They expressed support for HLCM playing a role in the areas of diversifying and rejuvenating the UN system workforce and prioritizing knowledge management.
15. Regarding the report’s proposals on budgetary and financing matters, several members underlined the need for collectively communicating to Member States the cost of doing business and delivering on mandates.
16. Acknowledging the importance of the people-centered approach of the “Our Common Agenda” report, the UN Secretariat elaborated on its newly released UN Values and Behaviours Framework. The framework was strongly aligned with the narrative and transformation envisioned in the report, incorporating and prioritizing strategic foresight, realizing the Secretary-General’s data strategy, and rejuvenating and diversifying the UN workforce. Committee members expressed strong support.

The High-Level Committee on Management:

17. *Welcomed the “Our Common Agenda” report and committed to actively contribute to its implementation.*
18. *Agreed to align its strategic direction and forthcoming priorities with the quintet of change from the “Our Common Agenda” report to accelerate the transformation towards a United Nations 2.0.*

III. Update from the HLCM Task Force on the Future of the UN Workforce

19. The Task Force on the Future of the UN Workforce was established in 2019, driven by the aspiration of the UN system to become more agile, effective and inclusive in fulfilling its mandates, with a particular focus on the management, equipment and well-being of its most valued asset, its staff.
20. The Committee was presented with an update by the Chair of the Task Force, Ms. Catherine Pollard. She highlighted that the Task Force’s work and the vision set in “Our Common Agenda” were complementary, particularly on data analytics, communications, innovation, and digital transformation. She recalled that the Task Force’s three workstreams were mandated to:
 - a. Undertake a review the current contractual modalities of the UN system organizations and to prepare broad proposals based on this analysis;
 - b. Consider new ways of working to propose elements to foster an enabling culture and positive employee experience from multiple perspectives, including leadership, people management, flexible work arrangements, transparency and dialogue; and
 - c. Examine pilot initiatives that leverage the digitized work environment.
21. The Task Force Chair also expressed the expectation that the Committee deliberate on how to mainstream the various initiatives upon the Task Force’s eventual conclusion.

22. Workstream 1 continued the exploratory work towards a new sustainable contractual modality. Complementary to existing ones and strictly voluntary, the new modality should foster organizational agility in a financially sustainable manner. It should also ensure social protection, benefits and career enhancement for staff, as well as facilitating mobility and workforce planning. Given the complexity of the issue, this work was seen as a longer-term endeavour to be continued in the coming months, with the full engagement of all relevant stakeholders. These included the Pension Fund, the Staff Federations, and the ICSC, whose newly established Working Group was reviewing the implementation of the existing framework for contractual arrangements.
23. Workstream 2 presented the final version of the Model Policy on Flexible Work, incorporating an additional round of feedback and consultations, and an implementation plan for the Senior Leadership Commitments.
24. The Model Policy deals with flexible working arrangements and incorporates part-time as a tool to facilitate work/life harmony, where permissible. It represents an enabler to make the United Nations system more effective through new capabilities that promote agility, integration and cohesion across the system, as called for in the Common Agenda.
25. The Senior Leadership Commitments call on all senior leaders to commit to lead differently, as they steer the UN system towards becoming a more people-centric, value-based organization that deliver on global mandates even more effectively. The implementation plan proposes an initial set of communication ideas, leadership messaging, and a number of recommendations to various stakeholders, in collaboration with the UN Department of Global Communications. A call for active engagement by member organizations was made to ensure the campaign be effectively implemented.
26. With regard to Workstream 3, it was stressed that better data analysis and communications capabilities would help turning information more easily into insight. Driven by the Secretary-General's Data Strategy, this approach would enable the UN system to transform decision making, optimize services and become a better communicator.
27. It was recalled that HLCM had already endorsed the creation of a project team for the UN Digital ID project. Since last session, an Executive Steering Committee for the project was established and held its first meeting. The project currently comprised the UN Secretariat, WFP, UNHCR, UNDP, UNICEF and the Pension Fund, while remaining open to other interested organizations. It was highlighted that the project provided for the possibility of extending the scope to affiliate personnel and that the membership of the Business Owners Board was expanded to include representatives from finance and budget and business transformation teams, in order to have a wide overview of longer-term requirements.
28. Finally, the Task Force Chair pointed out a few other ongoing initiatives, such as a best practice document on diversity, equity and inclusion comprising aspects of data and reporting; a new approach to a modern family definition and the related human resources policy revisions; and UN wide principles to govern the right to disconnect for employees in all types of working environments.

29. The Committee further benefited from a briefing by Mr. Larbi Djacta, Chairman of the ICSC. The Chairman highlighted the work of the ongoing Working Group on the review of the current contractual framework that was endorsed by the General Assembly at its 75th session. The main objective was ensuring that the current framework responds optimally to the current and emerging mandates of the organization and the current and future needs of the UN workforce. The programme of work included a comprehensive review of the implementation of the current framework by organizations and staff federations, in order to identify constraints and issues and any possible improvement within the current framework. The Chairman stressed the need for a close collaboration between HLCM and the Commission, including in the provision of relevant data and information for fact-based objective decisions and recommendations.
30. In the subsequent discussions, the staff federations welcomed the Flexible Work Model Policy with specific appreciation for the universal and equitable nature of the document. In this context, they looked forward to further efforts to define the right-to-disconnect, underlying some adverse impact of the fully virtual work during the Covid-19 pandemic. This was seen in the broader context of a changing work culture in the UN system. During implementation, due regard should be paid to inclusive consultative processes. With regard to a review of contractual arrangements, the federations noted the importance of presenting the necessary evidence of the need to amend the current contractual framework, while highlighting the ongoing work of the current ICSC Working Group. Lastly, the staff federations welcomed the UN Digital ID project, stressing the importance of information security, data privacy and protection of personal data.
31. The lead of the workstream 3 confirmed that information security and data privacy were regarded as integral parts of the project, which would benefit from a strong engagement of the UN ICC – and that collaboration with staff representatives on these aspects had been planned.
32. Other participants welcomed and endorsed the presented deliverables and the progress of the Task Force. Notably, the inclusion of feedback raised on the earlier draft of the Flexible Work Model Policy was appreciated. The representative of IAEA particularly welcomed the references included in the UN policy related to “the particularities of specialized technical agencies” as well as the need to take into account the “exigencies of service” when considering flexible working arrangements. Mindful of these elements, when considering how to adapt the model policy to its specific circumstances, the IAEA would keep the current requirements for onsite presence at the duty station and/or office across all functions. The Agency policy had consistently maintained that working-from-home cannot be the norm when the delivery of its core missions requires physical presence. As a consequence, the role of the manager in determining whether certain tasks can be exceptionally accomplished in a working-from-home setting was asserted.
33. In conclusion, the HLCM Chair thanked all colleagues for their active contributions and in particular the ICSC Chairman for his engagement with the Committee.

The High-Level Committee on Management:

34. *Welcomed the overall progress of the CEB Task Force and thanked its members for the contributions;*
35. *Endorsed the implementation plan for operationalizing the senior leadership commitments as well as the revised version of the Model Policy on Flexible Work;*
36. *Endorsed the Terms of Reference and the work plan for the UN digital ID project; and*
37. *Welcomed the efforts for coordination with the ICSC Working Group on the review of the implementation of the framework for contractual arrangements.*

IV. Occupational Health & Safety

38. In October 2019, HLCM established a system-wide Forum on Occupational Health and Safety, chaired by WHO and co-chaired by WFP. The Forum supports agency heads in fulfilling their obligations related to their personnel's occupational health, safety and well-being in a manner that evolves in parallel with the organizational risks and their relevant contexts.
39. The work of the Forum had been guided by the Terms of Reference approved by HLCM in May 2020. The Committee received an update by Mr. Raul Thomas, Chair of the OHS Forum, on the work of its four workstreams:
 - a. To mainstream the tools developed by the Cross-functional Task Force on Duty of Care.
 - b. To revise and update UN-systemwide OSH norms and standards.
 - c. To further develop OSH risk management methodologies.
 - d. To promote the holistic integration of OSH risk management.
40. Mr. Thomas thanked all organizations for providing additional nominations, as requested at the previous session (CEB/2021/3, para. 48), which ensured the right level of decision-making authority and expertise.
41. The Chair presented the results of the 2021 OHS Survey, which integrated new topics such as mental health. The results showed substantial progress, as well as several areas requiring further effort. The planned in-depth analysis of the results would help the Forum formulating recommendations and guidance for HLCM members in these areas.
42. In parallel, the Forum had developed three documents to support entities in developing their own OHS frameworks:
 - a. *"Motivation for Streamlining OHS across UN System"*, providing a business case justification for establishing and sustaining a workplace OHS management system.

- b. “*OHS Policy Statement – Content Development Guide*” and “*OHS Policy – Content Development Guide*”, providing standard content development guidance for OHS Policy Statement and OHS Policy of organizations, depending on their size, context and complexity.
43. The documents, and those to be produced in the future, would be published on a common platform for reference material, the establishment of which is one of the planned deliverables of the Forum.
44. Mr. Thomas confirmed the collaboration between the Forum and the UN Mental Health Strategy Implementation Board on the impact of COVID-19 on mental health. Cooperation with all key stakeholders would reduce fragmentation and overlapping, and ensure mental health is an integral part of all UN initiatives.
45. In conclusion, Mr. Thomas expressed his confidence that the Forum would put forward options for a fully operational UN system-wide OHS system at the following HLCM session.
46. Mr. Jonathan Howitt, co-chair of the Risk Management Forum, then introduced the Forum’s analysis on emerging mid- to long-term corporate risks from COVID-19. Based on a survey among its members, the analysis identified key mid-term and long-term risks and related response options. It also highlighted interconnections among risks and across UN entities.
47. In the ensuing discussion, Ms. Martha-Helena Lopez, Chair of the Mental Health Strategy Implementation Board, confirmed their readiness to work with the OHS Forum, and recalled some of the activities of the Board, which included training for managers to recognize and address mental health issues, and to reduce stigma.
48. Mr. Sergio Arena, Vice-Chair of the OHS Forum and Chair of the UN Medical Directors (UNMD), informed the Committee about their recent letter to the UN Secretary-General requesting a formal recognition of UNMD as an official CEB network. This request was raised in connection with the HLCM mandate at its last session to “discuss and identify options for suitable mechanisms for the system-wide governance of safety-related subjects”. The HLCM Chair acknowledged the request and confirmed an answer would be forthcoming.
49. HLCM members suggested that OHS governance be carefully assessed to ensure consistent action by all relevant groups (IASMN, UN-DSS, HLCM Networks, UNMD, etc.) to reduce coordination layers, building on and complementing existing systems and methodologies. They welcomed the proposal of creating a centralized platform for reference documents to facilitate the exchange of knowledge, experiences, and best practices among UN system organizations. The creation of local OHS committees at each duty station was also encouraged, as they represented a valuable source of knowledge and expertise.
50. In connection with the presentation by the Risk Management Forum, members agreed that digital transformation, innovation and technology were key in addressing emerging risks, in particular cybersecurity.

51. In conclusion, the HLCM Chair encouraged all organizations to make good use of the deliverables of the OHS Forum and Risk Management Forum. The Chair concluded by reiterating that the Forum would discuss and identify options for a suitable governance mechanism for safety-related actions, and would continue to engage with the UN Mental Health Strategy Implementation Board.

The High-Level Committee on Management:

52. *Took note of the update from the OHS Forum.*
53. *Endorsed the deliverables produced by Workstream 3 to further develop OSH risk management methodologies and encouraged their use by member organizations:*
- i. Motivation for Streamlining OHS across UN System*
 - ii. OHS Policy Statement – Content Development Guide*
 - iii. OHS Policy – Content Development Guide*
54. *Endorsed the report titled “Risk Analysis –Mid-and Long-term COVID-19-related risks” for sharing within UN-related entities, and encouraged organizations and networks to assess if the COVID-19 risk areas identified in the report, together with the inherent interconnections between risks, were sufficiently discussed and treated in each entity.*

V. Addressing Sexual Harassment within the Organizations of the UN system

55. By way of introduction, the HLCM Chair reiterated the importance that senior leadership of the UN system accord maximum attention to addressing sexual harassment. The HLCM Vice-Chair and Chair of the CEB Task Force on Addressing Sexual Harassment within the Organizations of the UN, Ms. Kelly T. Clements, recalled that press articles about sexual harassment in the UN system underscored the troubling experiences of victims and survivors and demonstrated the need for the Task Force to continue and redouble its efforts.
56. The Vice-Chair recalled that the tools developed by the Task Force, including the UN System Model Policy on Sexual Harassment, the ClearCheck database, a Manual for Investigators and a Common Understanding of a Victim-centred Approach to Sexual Harassment, provided a critical foundation to combat and ultimately eliminate sexual harassment.
57. The main findings from the Annual Survey on Reporting of Sexual Harassment, aggregated at the UN system level, were presented to the Committee. The results confirmed that sexual harassment remained a gender issue and one of power imbalances and that sexual harassment cases mirrored the geographical distribution of personnel in the UN system. Furthermore, the data indicated progress in the alignment with the Model Policy on Sexual Harassment, a lack of data on informal resolution mechanisms, and room for improvement in the timeliness of investigation and the use of the ClearCheck database.

58. The Vice-Chair reiterated the serious impacts of sexual harassment on the UN system workplace and the UN system's credibility and in this light laid out the next steps for the Task Force in the coming phase of its work: the maximisation of the impact of these tools, strengthened communication, an honest assessment of achievements, and carving out a bold and disruptive way forward.
59. The Committee welcomed the efforts of the Task Force, shared the sense of urgency, and acknowledged that cases of sexual harassment affected the UN system at its core and as a whole. It recognized the need for further committed work and bold action to eliminate sexual harassment.
60. The presentation of the main findings from the annual survey, as well as the use of data by the Task Force, were commended.
61. The Committee also recognised the relationship between sexual harassment, human resources policies and issues related to gender parity, hierarchy, communication and power imbalances. In short, the need for a change in culture was underscored, including to advance a speak-up culture as well as increasing a sense of accountability for witnesses to create an enabling environment was highlighted.
62. Participants noted the progress in the use of the Clear Check database, which counted more than 116,000 screening requests as of October 2021. The call to increase the active use of the database across UN system entities and to explore the possibility of its expansion to partners was strongly supported.
63. It was recognized that the timeliness of investigations of sexual harassment was not always adequate. The need to allocate additional resources to investigation services was underscored, while the complex nature of cases and the increased difficulties for investigations during the COVID-19 pandemic were recognized.
64. The Staff Federations also recalled the importance of adopting a more encompassing approach to gender so that the discussion is not limited to the traditional binary definition.
65. The Committee concurred that determined and visible leadership, as well as consistent and honest communication were indispensable to address sexual harassment. It also acknowledged that collective thinking and action were the key to making these efforts successful.

The High-Level Committee on Management:

66. *Thanked the Task Force for its work and strongly supported the exploration of a third phase with a bolder, results-oriented direction.*
67. *Recognized the negative impact of any instance of sexual harassment on the UN system workplace and the credibility and reputation of the UN system as a whole.*
68. *Reiterated the urgency of addressing sexual harassment as a Committee to build trust in the system throughout our organisations, advance a respectful UN system workplace for all, and demonstrate the impact of our system-wide efforts.*
69. *Committed to implement and operationalize the tools put at the disposal of the UN system by the Task Force in accordance with their legal, administrative and policy frameworks.*

70. *Strongly encouraged all UN system entities to commit to actively use the ClearCheck screening database, including - for those organizations who are not already doing so – by recording on ClearCheck individuals who left the entity with pending allegations of sexual harassment.*
71. *Requested the Task Force to further consider the expansion of the ClearCheck database to the UN system's partners.*
72. *Took note of the update on the 2020 survey of reporting of sexual harassment and encouraged the Task Force to further analyse results, reflect on the difficult questions the results inspire, and derive areas for action.*
73. *Requested a progress report from the Task Force at its next regular session in April 2022.*

VI. Circular Economy in Supply Chains and Procurement

74. In April 2021, the Secretary General's Senior Management Group (SMG) discussed "sustainable consumption and circular economy". HLCM was requested to "map supply chains and procurement, and produce recommendations to improve circularity". In response, the HLCM Procurement Network prepared the concept note "Sustainable Procurement for a Circular Economy".
75. The note was introduced by Ms. Elisabeth Eckerstrom, UNDP Director of Procurement and Chair of the Procurement Network. Ms. Eckerstrom noted that the Network had long been committed to reduce the use of natural resources and environmental impact by transitioning to circular procurement. The concept note responded directly to the SMG's request, and outlined an approach that provided for the first deliverables to be ready by the 2022 Spring session of the Network.
76. When thanking the Procurement Network, the HLCM Chair noted the initiative's linkages with the Strategy for sustainability management in the United Nations System for 2020–2030, of which Sustainable Procurement is a basic requirement, and circularity one of the key enablers.

The High-Level Committee on Management:

77. *Endorsed the recommendations contained in document CEB/2021/HLCM/14, outlining actions to be undertaken by the HLCM Procurement Network in response to the request by the Secretary General's Senior Management Group (SMG) to map supply chains and procurement and to produce recommendations to improve circularity within the UN system.*

VII. Strategy for Sustainability Management in the United Nations system, 2020-2030

78. In 2019, CEB approved the first part of the strategy for sustainability management in the United Nations System for 2020–2030, entitled "Environmental sustainability in the area of management" (CEB/2019/HLCM/12). CEB contextually requested that the strategy for sustainability management be incorporated into a broader, comprehensive sustainability strategy for the United Nations system.

79. Such mandate was pursued by developing the Strategy's Phase II: Towards leadership in environmental and social sustainability. Phase II translates the same vision into an expanded framework for all functions of the United Nations and establishes a roadmap for its implementation by 2030.
80. The final draft of the strategy resulted from several review stages by HLCM, HLCP and EMG and had been already approved by HLCP and EMG Senior Officials. HLCM, too, supported the Strategy as presented.
81. The IAEA shared its support for sustainability management and appreciation for the CEB's initiative on such an important topic. When assessing the document, the IAEA took into account its particular status within the UN system, as an autonomous international organization in a working relationship with the United Nations. The Agency shared the principles contained in the Strategy and welcomed the references included in the final draft related to the need to take into account the "specific mandate, and [...] operational context" when considering the entity level outcomes. However, given the IAEA's mandate and nature of the work, the Agency would not be in a position to commit to some of the expected outcomes, and in particular, some expected outputs at entity level included in the Strategy. In this sense, the Agency would not endorse the Strategy at this stage. Nevertheless, it would take into account the principles contained in the Strategy when updating and implementing its policies on the matter while strictly following its Statute and the guidance given by its Member States through its General Conference resolutions.

The High-Level Committee on Management:

82. *Approved the strategy for sustainability management in the United Nations system, 2020-2030, for onward transmission to CEB for endorsement.*

VIII. United Nations Disability Inclusion Strategy

83. The United Nations Disability Inclusion Strategy (UNDIS) – adopted by CEB in 2019 (CEB/2019/3) – was developed with the objective of transforming UN system physical and digital infrastructure into an inclusive environment for persons with disabilities.
84. In accordance with CEB's decision – requesting HLCM, HLCP and UNSDG to periodically review its implementation – the UN-EOSG Disability Team had submitted a progress report, which demonstrated steady yet incremental progress across the system.

The High-Level Committee on Management:

85. *Took note of the report on the implementation of the United Nations Disability Inclusion Strategy and recognized that UN leaders' engagement with the Strategy remained critical to maintaining momentum.*

IX. Any other business

Dates and venue of the next session

86. The forty-third HLCM session will be held on 5-6 April 2022, at a location to be determined.

Annex I

List of participants

HLCM Chair: Grete Faremo (Executive Director, UNOPS)

HLCM Vice-Chair: Kelly T. Clements (Deputy High Commissioner for Refugees, UNHCR)

HLCM Secretary: Remo Lalli (CEB Secretariat)

Secretary of CEB: Simona Petrova (CEB Secretariat)

<i>Organization</i>	<i>Participant</i>
United Nations	
Department of Management Strategy, Policy and Compliance	Catherine Pollard
Department of Safety and Security	Gilles Michaud
Executive Office of the Secretary-General	Volker Türk Arnab Roy
Office of Human Resources	Martha Helena Lopez
Office of Programme Planning, Finance and Budget	Chandramouli Ramanathan
Department of Operational Support	Lisa Buttenheim
Office of Information and Communications Technology	Bernardo Mariano Junior
Department for General Assembly and Conference Management	Cherith Norman Chalet
Office of Legal Affairs	Jay Pozenel
International Labour Organization	Greg Vines
Food and Agriculture Organization of the United Nations	Mario Lubetkin Greet De Leeuw
United Nations Educational, Scientific and Cultural Organization	Nick Jeffreys Kazumi Ogawa
Joint United Nations Programme on HIV/AIDS	Tim Martineau Alison Holmes
International Civil Aviation Organization	Arun Mishra Kamini Balram Martin Roberts

World Health Organization	Raul Thomas
	Françoise Nocquet
	Roberto Balsamo
Universal Postal Union	Pascal Clivaz
International Organization for Migration	Amy Pope
	Michael Emery
	David Knight
International Telecommunication Union	Anders Norsker
	Diego Ruiz
International Maritime Organization	Arsenio Dominguez
	Richard Greenwood
World Intellectual Property Organization	Andrew Staines
	Simon Bower
International Fund for Agricultural Development	Guoqi Wu
	Rima Alcadi
United Nations Industrial Development Organization	Fatou Haidara
	Konstantin Ivanov
World Tourism Organization	Zoritsa Urosevic
	Paolo Velasco
International Atomic Energy Agency	Mariela Fogante
United Nations Conference on Trade and Development	Adnan Issa
United Nations Development Programme	Angelique M. Crumbly
	David Bearfield
United Nations Environment Programme	Sonja Leighton-Kone
Office of the United Nations High Commissioner for Refugees	Catty Bennet Sattler
	Hans Baritt
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Matthias Schmale
United Nations Children's Fund	Hannan Sulieman
	David Matern

United Nations Population Fund	Ib Petersen Josephine Mbithi
World Food Programme	Manoj Juneja Sergio Arena Jonathan Howitt
United Nations Office on Drugs and Crime/United Nations Office at Vienna	Dennis Thatchaichawalit
United Nations Human Settlements Programme (UN-Habitat)	Gary Landes
United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	Anita Bhatia Prasun Chakraborty
United Nations Office for Project Services	Victoria Campbell
United Nations Framework Convention on Climate Change	Ovais Sarmad Chhaya Kapilashrami
International Monetary Fund	Jennifer Lester Brian Christensen David Dent
World Bank	Maria Dimitriadou Ferran Perez Ribo
World Trade Organization	Christian Dahoui
Other representatives:	
United Nations System Staff College	John Seav
United Nations Volunteers	Toily Kurbanov
Comprehensive Nuclear-Test-Ban Treaty Organization	Patrick Grenard
International Criminal Court	Ivan Alippi
Development Coordination Office	Bakhodir Burkhanov
International Civil Service Commission	Larbi Djacta Aldo Mantovani Regina Pawlik
Federation of International Civil Servants Associations	Tanya Quinn-Maguire Cosimo Melpignano

Coordinating Committee for International Staff
Associations and Unions of the United Nations System

Prisca Chaoui
Yvan Poulin

United Nations International Civil Servants Federation

Stephen Towler

Aitor Arauz

Young United Nations Network

Kamila Karimova

Simon Bettighofer

Annex II

Checklist of documents

	<i>Title/description</i>	<i>Summary sheet</i>	<i>Document symbol</i>
	Revised Provisional Agenda		CEB/2021/HLCM/7/Day2/Rev.1
	Our Common Agenda – Report of the Secretary-General, September 2021	n.a.	n.a.
	HLCM Strategic Results Paper 2017-2021		CEB/2021/HLCM/9
	Progress Report – HLCM Task Force on the Future of the UN Workforce		CEB/2021/HLCM/10
	Flexible Work Model Policy	Yes	CEB/2021/HLCM/10/Add.1
	UN Digital ID – Project ToR		CEB/2021/HLCM/10/Add.2
	Implementation plan for operationalizing the Senior Leadership Commitments		CEB/2021/HLCM/10/Add.3
	Progress Report by the OHS Forum		CEB/2021/HLCM/11
	Annexes to the Progress Report of the OHS Forum	Yes	CEB/2021/HLCM/11/Add.1
	Risk Management Forum – Analysis on emerging mid to long-term corporate risks from COVID-19		CEB/2021/HLCM/12
	Initial Results from the Annual Survey on Reporting of Sexual Harassment		CEB/2021/HLCM/13
A	Advancing a Common Understanding of a Victim-Centered Approach to Sexual Harassment	Yes	n.a.
	Learnings from the peer-to-peer dialogues		n.a.
B	Note by the Procurement Network – Circular Economy in Supply Chains and Procurement	Yes	CEB/2021/HLCM/14
D	Strategy for Sustainability Management in the United Nations system, 2020-2030 – Phase II: Towards leadership in environmental and social sustainability	Yes	CEB/2021/HLCM/15
E	Progress Update – United Nations Disability Inclusion Strategy	Yes	CEB/2021/HLCM/16