

Annex III
DIVERSITY, EQUITY AND INCLUSION
COMPILATION OF PRACTICES

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Introduction

The organizational culture of all UN system organizations must benefit from a clear business/moral case that connects the UN mission to the principles of diversity, equity and inclusion as well as the overarching goal of “leave no one behind”. This link must be emphasized to internal and external stakeholders. It must also underpin our delivery to the people we serve and our workforce. This business/moral case may be exemplified by the case’s success or failure where diversity played a key role in crafting solutions that either worked or did not work as intended.

The compilation of good practices in relation to Diversity, Equity and Inclusion (DEI) from the different agencies in the UN and other sectors, is to help the UN meet the commitments as outlined above. By adhering and promoting DEI through the overarching target to leave no one behind (LNOB), intersectionality, equitable representation, intentional inclusion and dignity for all, a developmental approach to DEI, evidence and ethically collected data, and finally, leadership and accountability.

This submission is structured based on the seven identified aspects of DEI namely gender, race, geographic representation, SOGIESC, disability, ageism and multilingualism. The practices have been placed under four categories namely, the organizational culture, operations and management practices, systems which includes structures and policies, and internal justice processes. These four categories may not be present in each part of the text due to the absence of practices.

Methodology followed by the sub-group

The sub-group reviewed DEI good practices and policy documents submitted based on its request. The review did not employ a formal benchmarking of good practices against industry standards and criteria, rather presents a collection of practices distilled from policy documents received from submitting organizations. It is limited to policy documents made available during the review process but does not cover all the organizations¹ that are part of the CEB, in view of the absence of existing policies or the absence of reply from some organizations². It also collected good practices from the private sector based on information that exists in the public domain³. This collection features a combination of strategies, programs, policies, interventions and activities implemented to progress DEI objectives.

¹ The Organizations that have been covered in the review are the following: FAO, ICSC, IFAD, ILO, IMF, IMO, IOM, ITC, ITU, OHCHR, UN Secretariat, UN Women, UNAIDS, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNOPS, UNRWA, UNWTO, UPU, WFP, WHO, WIPO, World Bank Group.

² Disclaimer: The name of the organizations in which the good practices have been identified is mentioned after each practice. This mention was made based on the available documents or collected information. The Sub-group is aware that some practices might exist in some organizations but no mention was made of their name in view of the lack of supporting documentation.

³ The sub-group collected information from direct and indirect sources regarding the following private sector entities: CLA, Mott, MacDonald, Mamava, Cobo Centre, Mercari, European Investment Bank, Credit Suisse, Coca-cola, Ernst and Young, Philips, IBM, Walmart, Tata steel, Beiersdorf, Irena, Unilever, Mckinsey. The sub-group is aware that more practices exist in the private sector and encourages the HLCM to pursue further the collection of good practices through direct contact with well-known private sector companies.

I. Practices on GENDER

a) Organizational Culture

- 1) Implement the [Enabling Environment Guidelines for the United Nations System](#) (UNW) that include practical examples of ways to attract, retain and motivate highly talented and diverse women, ranging from flexible working arrangements and family-friendly policies to creating and supporting a work environment free from discrimination, harassment and abuse of authority (all participating UN entities);
- 2) Enroll in the [Economic Dividends for Gender Equality \(EDGE\)](#) Certification, a global assessment programme for DEI (UNDP, UNFPA, UNICEF, UNECE, World Bank, IMF, IFC);
- 3) Conduct workforce assessment studies to understand challenges to gender parity in order to propose measures towards a more conducive environment in order to achieve time-bound target (IFAD);
- 4) Implement mandatory training, online courses and educational programs on gender bias in workplace to help staff understand the connection between gender equality and organizational goals (IOM, IFAD, UNW led "[I know gender](#)" across the UN system), and on women and leadership in partnership with LinkedIn Learning and Coursera (UNDP specific online courses, OHCHR, UNOPS);
- 5) Ensure that existing leadership development programmes include scenarios and learning content that are sensitive to crisis contexts. E.g. how to identify the risks for women in crisis contexts and measures to address these risks (UNDP);
- 6) Conduct internship programmes to attract qualified women candidates to develop their skills and launch a career in the humanitarian and development sector (WFP Somalia, IAEA, IOM);
- 7) Offer formal mentoring for women and manage a talent pipeline for mid-career and junior women, recognizing the importance of creating an organizational culture that fosters inclusion and belonging (OHCHR, ITC, WHO, UNAIDS, UN Secretariat, UNOV/UNON, UNDP, European Investment Bank);
- 8) Include a MenEngage component in mentoring programme, allowing a limited number of male mentees to explore the constructs that create and perpetuate a lack of gender equality, critically deconstruct social norms surrounding masculinity and pick up the tools to effectively champion gender equality (ITC, WHO, UNAIDS);
- 9) Set up a sponsorship programme pairing high potential female talent with members of the executive leadership team to help prepare them for senior roles (Coca-Cola) and require executive officers and vice-presidents to identify at least one woman for every three candidates considered in succession planning (Shiseido);
- 10) Feature gender-related stories and videos, including outreach material specifically developed to showcase women in the organization (see the IAEA "Women at the IAEA" webpage, WMO);
- 11) Release transition/handover guidelines for managers to facilitate the Reintegration of staff following maternity leave (UNOG);

- 12) Require gender-neutral language and terminology in documents (FAO, ITU, WHO), including in job descriptions (IAEA);
- 13) Appoint a gender focal point for raising gender awareness, lobbying, and supporting the Organization in implementing its policy on gender equality, to build networks and communities of practice to encourage learning, exchange of best practices, and strengthening of capacities in the organization on establishing an inclusive culture (IAEA, UPU, FAO, UNDP, ITC, UN Secretariat, UNIDO, UNAIDS);
- 14) Create a capacity building and quality assurance mechanism which evaluates both accountability and the development of gender equality and the empowerment of women initiatives, in particular in country offices (UNDP Gender Equality Seal, OHCHR Gender Accreditation Programme);
- 15) Establish annual awards focusing on gender equality (UNOPS People Leadership award for team leaders and supervisors who have shown commitment to the achievement of gender equality and knowledge sharing; UNOPS Values and Principles Award for individuals or teams who have advanced and embody the UN values of integrity, professionalism and respect for diversity);
- 16) Organize commemorative activities to celebrate International Women's Day (most participating UN entities) and mandate-specific days related to gender equality (IAEA International Day of Women and Girls in Science, ITU women and girls in tech);
- 17) Manage pay equity by running annual pay gap analyses (European Investment Bank).

b) Operations and management practices

PARITY STRATEGY

- 1) Implement a gender parity strategy with a representation analysis of workforce data (most of the participating entities), specific actions to "engender" recruitment, retention and progression of women (OHCHR);
- 2) Conduct an external review of the UN Gender Parity Strategy, progress made in the UN system and identifies gaps, with several recommendations for the UN system to reach parity by 2028 (UNW)
- 3) Put in place annual action plans to reach agreed gender representation targets, especially for levels/groups where the share of women is below 45% and include specific measures to address challenges (UNDP);
- 4) Introduce the 'Diversity Wheel' and 'DEI Recommendations Engine' tools to support the analysis of talent pools and demographic priorities and establish context-specific roadmaps within each field office (UNDP).

DASHBOARD/REPORTING

- 5) Produce a Gender Parity Scorecard to monitor progress towards gender parity (IAEA, ITC, UNAIDS). Report quarterly on gender parity progress (ITC, WFP, IAEA, IMO). Report annually to assess progress towards established goals for gender balance (UN secretariat) and on the implementation of gender policy (UNICEF, WHO);
- 6) Include a gender parity indicator on Strategic Plan Integrated Results and Resources Framework and report annually on the percentage of staff who are female (UNDP);

- 7) Disaggregate workforce data based on gender to highlight differences and gaps - which then can better inform initiatives to promote gender equality (UNICEF, UN secretariat, UN Women, UNAIDS);
- 8) Develop a dashboard on gender parity, which 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. Include a Gender Parity Index that is the absolute number of women or men needed to reach parity, by staff category and by duty station, and data on the representation of women and men by UN Country Teams (UN Women and UNDP).
- 9) Improve gender staffing dashboards to track gender parity in greater granularity (IMO, ITU dashboard allows users to delve deeper into the issues related to organizational structure, offering toggle functionality to switch from area / regional office data).

OUTREACH

- 10) Increase targeted outreach efforts to attract qualified women candidates to apply to positions at the levels where there is still lack of parity (i.e., internal, and system-wide talent pools, headhunting, etc.) (UNDP), including the use of social media and targeted outreach to niche professionals in hard-to-recruit areas through recruitment missions (IAEA);
- 11) Identify qualified women prior to the posting of the job opening and seek women candidates from both within and outside the Organization through advertisements and special searches (internal and system-wide talent pools, headhunting, etc.) (UNDP, UN secretariat);
- 12) Bring more women to specific functional areas like WASH (Water, Sanitation Hygiene), Emergencies and ICT by analyzing internal talent pipeline, targeting external outreach to women, and setting up development programmes to equip and encourage more junior women to apply for higher level vacancies in different duty stations (UNICEF);
- 13) Design and deploy dedicated sourcing strategies to attract qualified female talent into crisis and post-crisis country offices through Employer Value Proposition (EVP) (e.g., highlighting career stories of staff, especially women, working in crisis offices) and dedicated outreach campaigns (UNDP);
- 14) Allow candidates to apply for positions where they fulfill the requirements removing some criteria (e.g. applying for posts more than one grade higher, moving from General Service to Professional staff, reducing minimum time in post requirements for underrepresented groups, and removing mandatory breaks between contract modalities) (UN Secretariat, IOM, UNOPS, UNAIDS);
- 15) Monitor applications received from women and, where warranted, extends deadlines for underrepresented higher-level professional positions to allow additional outreach (ITC).
- 16) Leverage internal and external (e.g. of other UN Agencies) rosters to identify qualified women candidates interested in or already serving in crisis contexts; and identify internal female talent serving in crisis contexts for more senior roles through talent reviews (UNDP, UN secretariat);
- 17) Advertise GS positions at levels where parity is not reached externally to increase the diversity of the respective talent pool with a special focus on attracting male candidates (UNDP).

LONG/SHORTLISTING

- 18) Provide Hiring managers with statistics on gender to allow them to take these factors into account when preparing the shortlist (ITC⁴) and gender-balanced panels (IFAD). Aim for at least 50 percent female candidates on shortlists where they meet required criteria.

⁴ ITC provides gender parity-monitoring tool for hiring managers to access real-life parity data “at their fingertips” for each professional level. Hiring managers must declare that they are aware of the gender balance implications of each selection on corporate targets.

INTERVIEW

- 19) Share [UN-biased](#) a video on unconscious bias in recruitment processes and tips on how to mitigate them to all hiring managers (OHCHR, IOM)
- 20) Train staffing coordinators and managers responsible for hiring on unconscious bias (WFP);
- 21) Set-up a diverse and gender-balanced interview panel (WFP, AIEA, UN Secretariat; UNAIDS);
- 22) Systematically consider gender sensitivity as a criterion in selection as part of competency-based interviewing (ITC, IOM, UN secretariat).

SELECTION

- 23) Convene Focal Points of Women review recruitment files at the P-5 and D-1 levels , prior to the submission of the file to the Head of Department, to ensure that women are given due consideration in the process; during shortlisting, interviews, selection and advise central review bodies as necessary (OHCHR, UN Secretariat);
- 24) Apply temporary special measures⁵ when selecting an internal candidate for a temporary job opening, select a woman provided that the qualifications and experience of the candidate meet the requirements for the temporary job opening and are substantially equal or superior to those of competing male candidates (UN secretariat).
- 25) Make mandatory selection of qualified female candidates for posts where parity has not been achieved if quality of the provided services is not undermined (UN secretariat);
- 26) Require written justification from senior managers for the selection of male candidates for posts at levels in departments and offices where parity has not yet been attained - mainly at P5 and above levels (UN secretariat).

COMPETENCIES/WORK OBJECTIVES

- 27) Develop an organization's Competency Framework that includes gender-related technical competencies, (UNDP);
- 28) Integrate gender equality and the empowerment of women into performance evaluation of every staff and supervisor as mandatory competency to be demonstrated. Report semi-annually to Governing Bodies on gender parity performance (WHO). Include an indicator on gender equality in staffing for senior leaders compact (most participating agency);
- 29) Put in place a mandatory people management goal for all supervisors, which includes: (1) Tangible steps to promote gender equality (e.g. create and maintain an inclusive and respectful working environment free from any form of bias, harassment, sexual harassment, discrimination and abuse of authority), and (2) Ensure that all supervisees have completed mandatory online courses (including on gender) on time. (UNDP, UNAIDS)
- 30) Require Heads of Offices to submit an annual certificate to the gender Administrator confirming that they have complied with the provisions of the respective policies and completed and implemented action plans to prevent and address sexual harassment and sexual exploitation and abuse (UNDP).

⁵ do not apply to selections and appointments to levels within an entity in which gender parity has been reached.

EXIT INTERVIEWS

- 31) Implement anonymous, online mandatory exit questionnaires to better understand why staff separated from the organization and how management could improve the experience of staff members. Give staff the option of requesting a follow-up exit interview with the Gender focal point, protected by confidentiality (ITC).
- 32) Continuously analyze results from exit interviews for all personnel, with a special focus on women personnel, to inform offices' tailored action plans to advance gender parity (UNDP).

DEVELOPMENT OPPORTUNITIES

- 33) Offer career development programs targeting - women across all grades to tap into their leadership potential (WFP - Horizon Programme and UNDP - SPARK (Strive. Perform. Aspire. Reimagine. Know.) UNAIDS - Gender Action Plan); mid-career women (WFP Women's Leadership Development and Career (INSPIRE) programme for P-4 to D-1 and National Officers at all levels in the field: a three-day training session with one year of group coaching and peer mentoring; IAEA Lise Meitner Programme (LMP) multi-week visiting professional programme, for early/mid-career women in the nuclear energy sector);
- 34) Facilitate career moves by promoting liens on posts, proactively offering career opportunities for women (and men) serving in crisis and post-crisis contexts; and considering women staff serving at P3 level and above with a minimum duration of 1 year in their current assignment for deployment opportunities in crisis and post-crisis contexts (UNDP);
- 35) Design, refine and implement re-entry programs, phased returns, and other reintegration measures to attract UN personnel (UNDP).

FIELD OFFICES

- 36) Integrate dedicated support to women serving in crisis contexts in onboarding programmes, as well as throughout their assignment – e.g., providing access to the course on women's safety in the field, having an onboarding conversation with an HR person or manager in preparation for the assignment, connecting with a stress counselor, having access to key resources for staff in emergencies, etc. (UNDP);
- 37) Initiate Women's Security Awareness Trainings (SWAT) across regions, country offices, and HQ for women employees with a view to increasing awareness of key security issues that may impact them specifically in field locations (WFP);
- 38) Prioritize participation for personnel serving/interested to serve in crisis and post-crisis contexts, with a special focus on women, in learning-related initiatives (i.e., stretch assignment opportunities, mentoring and career development programs, etc.) (UNDP);
- 39) Consider excluding field experience as a requirement at different levels as a means to enhance mobility and gender parity (UN secretariat).

c) **Systems, including structures and policies**

SYSTEMS

- 1) Conduct a yearly gender pay-gap assessment and ensure corrective measures to address detected gender pay gaps, if any, are designed and implemented, as appropriate. (EDGE requirement, filled by UNDP, UNICEF);

- 2) Develop a methodology for participatory gender audit (ILO), to assess and monitor progress towards the achievement of gender equality. Training of audit facilitators (TOF) creates a multiplier effect by building capacity on gender equality among national gender experts and UN staff (ITC/ILO).

STRUCTURES

- 3) Recruit Gender advisors at senior level (P-5), in regional and country offices (UNICEF).

POLICIES

- 4) Develop a Gender Equality & Mainstreaming Policy (IOM, UNIDO, IMO, WHO, ITU, OHCHR, and most of CEB agencies), to outline an accountability mechanism to ensure oversight and achievement of results and an action plan to be developed and reviewed periodically (IAEA, OHCHR, UNICEF, WHO).
- 5) Implement flexible work arrangements policies to encourage managers to foster a family-friendly and work-life balance work culture in which flexibility around working hours, and measures for workload management are implemented, with a special focus on personnel with caregiving responsibilities (i.e. children, elderly, family members with disabilities) (UPU, WHO, UNDP, IFAD, UNHCR, ITC, UNAIDS);
- 6) Appoint dedicated work/life balance (WLB) Focal Points and set-up electronic systems which include 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 (ITC, OHCHR).
- 7) Introduce unified parental policies instead of fragmented paternity/maternity policies creating a "gender-neutral" policy (WHO, UNHCR, UNAIDS, WFP, WHO, UNICEF, UN secretariat, UNDP, IOM);
- 8) Improve medical insurance plan for short-term staff and consultants, which includes coverage towards pregnancy-related medical expenses and delivery and 16 weeks of paid compensation for pregnancy (WFP).
- 9) Extend parental leave for non-gestational parents (fathers, adoptive parents and parents through surrogacy) to four months (UNICEF, UNAIDS, WHO) and introduce Surrogacy leave of 16 weeks duration for a single child (18 weeks for multiple children) (UNAIDS, WHO);
- 10) Increase the duration of adoption leave from 8 to 16 weeks for a single adoption (18 weeks for a multiple adoption) (UNICEF, WHO, UNAIDS);
- 11) Strengthen awareness of the family friendly policies through enhanced communications, with a special focus on encouraging men to take parental leave (UNHCR, Shiseido);
- 12) Offer the possibility of reduced working hours at 75 per cent while being remunerated at 100 percent to Adoption and Surrogacy Leave until the child is 1 year of age, or a year from the date of the child's arrival in the staff member's home (UNHCR);
- 13) Set up an internal funding mechanism for temporary backfilling of maternity leave to support technical programmes, contribute to organizational effectiveness and ensure the well-being of staff (WHO);
- 14) Offer a preschool nursery on site (IFAD, UNESCO) or a Children's Club to provide care for children between the ages of 3 and 8 once a week and during the school holidays (UNESCO);
- 15) Provide a breastfeeding space (IFAD HQ, WFP, FAO, ITC, UN secretariat, Private Sector: Mamava, Cobo Centre).
- 16) Adopt inclusive breastfeeding/bottle-feeding policy, including a checklist on how to best coordinate appropriate arrangements for staff members who breastfeed. Entitle daily time off from work to express milk or breastfeed an infant under two years of age during working hours (ITC, UNICEF, UN Women);

- 17) Adopt travel policy that entitle breastfeeding mothers to take their babies with them on duty, up to one year of age, providing for their flight ticket and an extra 10 percent of the total DSA (IFAD, UN secretariat);
- 18) Provide financial support to cover the cost of egg freezing and cryopreservation extension to extend the egg storage period to counter situations where members might give up on pregnancy and childbirth to prioritize their careers, and provide support to mitigate employees' uneasiness for the future (Mercari private sector);
- 19) Implement Menstrual leave policy which is the first-ever Menstrual leave policy implemented in India (Tata steel private sector);

d) Internal justice processes

- 1) Develop guidelines on how to eliminate violence and harassment in the workplace and contribute to positive and respectful working environments (UN Women, ILO);
- 2) Develop internal staff campaigns and initiatives on Zero Sexual Harassment, including posters, fact sheets and electronic message boards (ILO). Launch campaigns against sexual harassment and exploitation (UNOG "Say no to sexism" initiative to counter casual sexism, UNOPS; UNAIDS #RESPECT Campaign);
- 3) Develop and enforce a zero-tolerance policy on Sexual Exploitation, Abuse and Harassment (SEAH), through a strong framework for accountability in developing capacity, guidance and reporting mechanisms, preventive and corrective measures (UN Secretariat, OHCHR, UNAIDS, WHO, UNOPS).
- 4) Apply a victim-centered approach in its commitment to take all necessary action to prevent and respond decisively to sexual misconduct and to put the protection, rights and dignity of staff-victims at the forefront (UNHCR);
- 5) Provide guidelines and information on the issue of Sexual Exploitation and Abuse, and on the procedures to follow to assist victims and report cases (most participating UN entities);
- 6) Provide personnel with a 24-hour helpline called "Speak up" that allows staff to speak confidentially with an impartial and trained individual. By providing personnel with information on protection, support and reporting mechanisms, the helpline serves to empower personnel in making informed decisions on action (UN Secretariat);
- 7) Launch mandatory online training on the "Prevention of Sexual Exploitation and Abuse (PSEA)" (UNFPA, UNAIDS, IFAD) and other trainings provided by the UN ethics office, on different topics, such as, Living the UN Values: Inclusion, Integrity, Humility and Humanity, Accountability system in the UN (ITC);
- 8) Appoint Respectful Workplace Focal Points (RWFP) in regional offices and some large country offices, to act as neutral, first-line responders and ensure they are trained in conflict prevention and conflict management (IOM).
- 9) Dedicate a "Respect for Diversity and Anti-Discrimination Policy", which, inter alia, covers discrimination on the basis of sex, gender, sexual orientation, gender identity and gender expression (IAEA);
- 10) Put in place a comprehensive Strategy and an Action Plan to strengthen prevention of Sexual Harassment, Discrimination and Abuse of Authority (UNDP);
- 11) Deploy and promote Safe Spaces Initiative to promote trust, belonging and psychological safety and to introduce a new 'Safe Space' platform for record keeping and peer-to-peer communications (speak-Up culture in UNDP);
- 12) Prioritize gender equality at all levels looking at unequal power dynamics, and with a zero tolerance policy for harassment, sexual exploitation and abuse and bullying (UNFPA, UN Women, UNHCR, UNAIDS).

II. Practices on RACE

a) Organizational Culture

1. Introduce DEI Awareness-raising campaigns, related trainings and guidelines to address Racism and Promote Dignity for All at the workplace. These efforts are reinforced by resources and tools on the intranet, dedicated web pages, audiovisual materials, focus-group discussions, staff testimonials, pulse checks surveys with staff tip sheets. Topics include the following dimensions: anti-racism, unconscious bias, bystander behavior, ethics issues, micro-behaviours, mental health (UNAIDS, ITU, UNHCR, UNICEF, WHO, UNFPA, Private sector: CLA);
2. Create DEI Senior Management positions and appoint ' DEI focal points for agencies to address Racism and Promote Dignity for All at the workplace (ITC, UNICEF, UN Women, UNDP, UNAIDS, UNFPA, WFP, UNHCR, OHCHR, UNESCO);
3. Introduce inclusive leadership courses for staff members, focused on introspection, deep reflection and sharing practical tools to better understand what inclusive leadership means across the DEI Agenda (UNHCR, UN WOMEN, UNDP, UNFPA, UNICEF, WHO, McKinsey & Company);
4. Obtain external certification on DEI standards and practices at the workplace (EDGE certification) (UN Women, UNICEF, UNDP, UNECE, UNFPA, ICRC, IMF, EIB + 250 companies within Private/Transnational sectors);
5. Introduced DEI dashboards, benchmarks and resource centers to address Racism and Promote Dignity for All at the workplace by reflecting statistics and data of staff composition including but not limited to gender, age, race/ethnicity, disability, category, level, geographical origin, nationality, functional area, duty station classification and number expected retirements are introduced (UNICEF, WHO, IMF, UNOPS);
6. Regularly fine-tuned communication guidelines, content ethics and portrayal standards to avoid reputational risks (IOM, UNICEF);
7. Designed the Spectrum of Behaviors tool to help guide staff in daily interactions at work to deeply align behaviors with Core Values. It also helps to better identify, navigate and respond to questionable and unacceptable behaviors or situations that we may witness or experience at work. The tool also helps explore the spectrum of behaviors by presenting scenarios and questions to guide staff in a variety of situations by pointing to relevant policies and guidelines that apply (UNICEF).

b) Operations and management practices

1. Mandatory training for interview panel members, such as addressing bias in recruitment and how bias can filter into interview panels and shortlists. Establish diverse interview panels and reject non-diverse shortlists as a norm (IOM);
2. Challenge school and university selection bias in recruitment and especially in internship recruitment. Critically examine entry requirements into the Organization, focusing on potential achievement and not simply on which university or school the individual attended. This also helps increase the diversity of social and class backgrounds and could indicate that HRM's standard list of accredited institutions is acting as a barrier to wider talent (IOM);
3. Deep-dive recruitment audit by external Diversity and Inclusion consultants (UNDP, IOM);
4. Exit survey for staff members who are leaving the organization with the aim of identifying the reasons and addressing the root cause (WHO);
5. Strengthen the performance management system to include the dimension of racial discrimination, including 360-degree feedback/multi-rater feedback (UN Women, UN Secretariat);

6. Inclusion of DEI indicators to the staff performance and offices performance management plans. Measure managers' ability to progress minorities as a key performance indicator (UNICEF, IOM, IMF, UNOPS, IMF);
7. Inter-agency experience exchange programmes (incl. job swaps, detailed assignments) are practiced to empower different affinity groups (IMO/UN Women, ILO, UNICEF, UN-GLOBE, UN Women, IOM, IMO).
8. Review, and when necessary, revoke existing internship agreements with universities in OECD/DAC countries which provide direct access to students of those institutions to internships at IO and constitute a major port of entry for a homogeneous group of professionals from mostly OECD/DAC nationalities (IOM);

c) Systems, including structures and policies

1. Conduct an analysis of racism in the workplace culture, data available from five staff surveys identified staff experiences of racial discrimination and its evolution over time. It also identified a number of organizational trends having a discriminatory impact based on race. The intersectionality of racism with gender, staff category (P vs GS), language and location (HQs vs field) was also examined (OHCHR);
2. Create and implement Strategic Action Plans and other relevant policies to address Racism and Promote Dignity for all (UN Women, UNICEF, UNDP, UNHCR, OHCHR, UNAIDS, IFAD, UNAIDS, WFP, IOM, IAEA, UN secretariat);
3. Report and get information on workplace ethics issues/disputes. The internal mechanisms or structures in the guidance comprise of the Ethics Office, the Office of the Ombudsman, the Staff Counsellor's office, the Peer Support Volunteers, Child Safeguarding Unit, Human Resources Business Partners, Policy, Employee Relations, Compensation and Social Benefits Team in DHR, Office of the Executive Director, Office of Staff Legal Assistance, UN Dispute Tribunal, UN Appeal Tribunal, Office of Internal Audit and Investigations (UNICEF).

d) Internal justice processes

- 1) Establish advisory groups, networks of volunteer staff and anonymous complaints platforms to govern internal justice processes (UN Women, UNDP, UNFPA, UNOPS, OHCHR, UNICEF);
- 2) Ensure diversity on rebuttal panels and provide implicit bias training to panel members (UN Women, UNICEF, UNDP, UNFPA, UNHCR, OHCHR);
- 3) Delve into data concerning existing deployment and career progression to monitor whether precarious contracts are disproportionately deployed for minority staff and employees (UN Women, UNICEF, UNDP, UNFPA, UNAIDS, IOM).

III. Practices on GEOGRAPHIC REPRESENTATION

a) Organizational Culture

1. Introduce DEI Awareness-raising campaigns, related trainings and guidelines to develop and sustain diverse and inclusive workplaces on the basis of equitable geographical representation (ITC, WFP, UNDP, UNESCO, UNAIDS, ITU, UNHCR, UNICEF, WHO, UNFPA);
2. Introduce employee Resource/Affinity Groups and Task Forces to uphold equitable geographical representation of the workforce (UN Volunteers, UN Women, ITC, UNHCR, UNAIDS, UNICEF, WFP, IOM);
3. Establish DEI dashboards, benchmarks and resource centers to monitor progress, identify respective areas for improvement, and strategize accordingly for greater geographical representation to advance inclusion in the workplace (WFP, UNHCR, UNICEF, WHO, UNOPS).

b) Operations and management practices

1. Promote and practice staff exchanges with financial institutions, foundations, private sector and other non-UN agencies (UNDP, UNICEF, ITU);
2. Encourage staff mobility through job swaps, detailed-assignments and experience exchange programmes regardless of grade. Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations taking into account DEI agenda. Place a greater focus on candidates from underrepresented groups, persons with disabilities, LGBTIQ+ individuals (ILO, UNICEF, UN-GLOBE, UN Women, IOM, IMO, UNDP, WFP, improvement in the status of women in the United Nations system Report of the Secretary-General);
3. Treat underrepresented groups from all UN entities as internal candidates. External UN staff candidates from other agencies are equally treated while competing for vacant posts in the other UN agencies underrepresented groups from all UN entities as internal candidates (UN Women, UNESCO);
4. Plan and carry out various outreach activities, engage partner universities and other university networks to actively engage students and university staff in the frames of the recruitment project for non/under-represented Member States via decentralized networks (staff from regional/liaison offices) (FAO);
5. Assign recruitment focal points in UN field offices and/or universities in targeted countries (incl. non-OECD/DAC countries) to work in partnership with UN Human Resources Management Departments (WIPO, IOM, UPU, IAEA);
6. Conduct follow-up consultations with the key talent pool from target nationalities including existing students, recent graduates, specific field experts and existing UN National Officers (feedback on CV, support and follow up with applications to the vacancies) (IOM, FAO, WIPO, UPU, IAEA, UN Secretary);
7. Include DEI indicators to the staff performance and office performance management plans to gauge progress in mainstreaming geographical representation of staff composition (UNICEF, IOM, IMF, UNOPS);
8. Establish a roster, especially for candidates from non- and under-represented Member States for all levels of staff, to identify qualified candidates, after a pre-screening phase, for the purpose of outreach, capacity building, recruitment and project assignments. A minimum of 50% of the posts to be recruited externally with candidates from non- or under-represented Member States (IOM, ICAO, UNICEF, UNESCO);
9. Continue regular reporting on the recruitment of Young Professionals from non- and under-represented Member States, and retain a minimum of 10 posts for each intake, or at least a minimum of 70% of the vacant P-1/P-2 posts (UNESCO);
10. Hire Staff members under the Young Professionals Programme (YPP) and retain their geographical status throughout their career irrespective of the nature of the post they are assigned to (UNESCO);
11. Subject all Professional and above posts funded by the Special Account for Management Costs and by revenue-generating funds to geographical distribution (UNESCO);
12. Establish key performance indicators for senior managers to assess the efforts and progress made in outreach, recruitment, training, mentoring, and other aspects of human resources capacity building, to achieve greater geographical representation of staff in their respective sectors (IOM);
13. Encourage geographical diversity when recruiting staff members on a temporary appointment, as there are more opportunities to increase diversity in the short-term due to the higher turnover in the temporary staff population. Take into account the fact that temporary staff members have a higher chance of eventually winning a competition for a fixed-term position (WIPO);
14. Maintain regular monitoring and reporting mechanisms on geographical diversity for the internal and external (Members States) stakeholders (UN Secretariat, WIPO, IFAD).

c) Systems, including structures and policies

1. Introduce UN-system wide tools to provide forecasted retirements and the ensuing announcement of geographical positions; these tools monitor applicant pipeline trends and enable entities to take prompt actions that permit diversity-sound recruitment decision-making (UNDP, UN Women UNICEF, WHO, IMF, UNOPS, ICSC, Secretary-General);
2. UNICEF is developing a "Whole of Diversity" approach for 2023. For geographic diversity, the approach will propose moving to consider region of primary nationality, to make 7 geographic regional categories + industrial countries as a region. This will provide a more nuanced understandings of regional diversity in each region, for the IP cadre (UNICEF);
3. Produce Geographical Diversity Scorecards on a quarterly basis to monitor the representation of staff from different geographical regions (developing vs industrialized; Global South vs Global North) (IAEA).

IV. Practices on SOGIESC⁶

a) Organizational Culture

1. Ensure that there is an established network to advocate for the equity and inclusion of LGBTIQ+ personnel in the UN system and its peacekeeping operations such as **UN-GLOBE** in order to promote inclusiveness, create safe spaces for discussion, and channel concerns to management. In some organizations UN-GLOBE is represented in DEI advisory bodies (DPPA-DPO, FAO, IAEA, IFSD, IOM, IRMCT, PAHO, UNAIDS, UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNICC, UNICEF, UNIDO, OCHA, UNODC, UNOG, UNOOSA, UNOPS, UN-Habitat, UN Women, WFP, WHO, WIPO, WMO);
2. Launch SOGIESC-related awareness-raising campaigns and introduce related training and guidelines to address stigma, prejudice, discrimination, homophobia, biphobia, interphobia and transphobia at the workplace. Some UN agencies publicly committed to include persons of diverse SOGIESC in their programmatic work and in the workforce (UNHCR, World Bank, IMF, IOM, UNDP, UNICEF, UN Lebanon, etc.). Organizations have implemented webinars and events that bring external speakers, internal experts or colleagues from the community to speak about their experience and emphasize the need for allyship to advance on this human right issue. (UNICEF, OHCHR, UNHCR, UNFPA, WHO, IAEA, UNAIDS). Opportunities to communicate are the International Day Against Homophobia, Biphobia, Interphobia, Transphobia (IDAHOBIT) on May 17th or during the pride month celebrations. (OHCHR's campaign Free & Equal provides a basis for advocacy as it highlights SOGIESC diversity as a human rights issue.);
3. Develop training on SOGIESC for senior managers and critical functional areas such as human resources, security and staff counseling to address the issues in a respectful and inclusive manner. UNAIDS developed UN Cares training (LMS-1402), UN for All was a module delivered in person in multiple duty stations and elaborated on SOGIESC. Organizations have recurred to the past trainers to seek resources and incorporate lessons to trainings that have been developed (UN-GLOBE, UNHCR, UNAIDS, UNFPA, UNICEF, IOM). IOM and UNHCR have jointly developed the "SOGIESC and Migration Training Package" which mainstreams SOGIESC diversity in their core business;
4. Review Communication products and terminologies used to make them inclusive and gender-neutral. Existing guidance and glossaries such as IOM Guidance on Gender-Inclusive Communication and IOM Full Glossary of Terms on SOGIESC are helpful, as well as other internal documents (UNICEF, IOM, UNHCR, IAEA);

⁶ The sub-group would like to mention that the UN system lacks practices regarding this issue. This part of the document contains existing good practices as well as recommended good practices. This explains why in certain instances there is no mention of the organization that implements the practice.

5. Ensure the availability of resources and literature on Sexual Orientation and Gender Identity which support candid conversations aimed at understanding how the rights of LGBTIQ+ people can be protected;
6. Allow for informed and candid reflections on the dilemma of deployment in different duty stations for LGBTIQ+ people (UNHCR);
7. Pilot the introduction of an entitlement on "Payment in Lieu of Family Installation" to provide financial compensation towards the cost of maintaining two separate households when internationally recruited staff members, for education or health reasons, could not install their family in the country of assignment. One of the provisions states that the entitlement may be paid in any duty station not declared as 'non-family', if residency status is not granted to one or more eligible dependents by the host country when the host country does not legally recognize a marriage or union which is duly recognized by the United Nations. This acknowledges the situation of LGBTIQ+ families that have their identities criminalized and the need for couples to be separated for security reasons (UNHCR, based on General Assembly resolution [A/RES/73/273](#), basis for updating UNHCR/AI/2019/4/Rev.1, referred to in [CEB/2019/HLCM/27/Rev.1](#));
8. Ensure a full data protection when collecting data on SOGIESC data from the workforce. This is at different stages of progress in different UN organizations. Different SOGIESC identities may be criminalized in certain duty stations, exposing colleagues to risk if appropriate standards of personal data protection are not implemented. Example: inadvertently disclosing a same-sex partner to the UN system of benefits and entitlements may expose someone's LGBTIQ+ identity to colleagues who have access to a transactional system (i.e. colleagues in human resources, operations, finance, security) (most participating UN entities, [Personal Data Protection and Privacy Principles, adopted by the UN High-Level Committee on Management \(HLCM\) at its 36th Meeting on 11 October 2018](#));
9. Assess the workforce composition in terms of SOGIESC and their level of satisfaction in different metrics of success, through employee engagement surveys (non-identifiable data)(UNICEF). Being able to collect such data is key for monitoring and evaluation of progress, but this requires building trust in internal systems and a clear communication to personnel on the intent and parameters of the use of this data, as well as confidentiality thresholds to preserve anonymity of participants;
10. Implement safe self-identification initiatives (such as iCount by the World Bank), which collect personally identifiable data of personnel to be able to measure progress on DEI when it comes to career advancement, mobility, recruitments and separations of LGBTIQ+ colleagues. This helps complement anonymised employee surveys by triangulating data and further checking the representation and employee experience of LGBTIQ+ colleagues.
11. Adopt the [Corporate Equality Index \(CEI\)](#) such as the one launched by the [Human Rights Campaign \(HRC\)](#) Foundation in order to rate the organizational level of LGBTIQ+ inclusiveness and bring useful benchmarking from the private sector. One pillar is "Supporting an Inclusive Culture & Corporate Social Responsibility" which entails: Four Efforts of LGBTIQ+ Internal Training and Accountability; LGBTIQ+ Data Collection; Transgender Inclusion Best Practices; Employee Group or Diversity Council; Five Distinct Efforts of Outreach or Engagement to Broader LGBTIQ+ Community; LGBTIQ+ Corporate Social Responsibility;

b) Operations and management practices

1. Adopt an inclusive [Mobility Proposal](#) depicting the good practice cases for the UN Common System to encourage non-discriminatory access and treatment of staff (women; staff with disabilities; staff with HIV/AIDS; staff with medical conditions; and LGBTIQ+ staff). Its recommendations were highly regarded by the agencies of the UN Common system and already adopted by several ones into the daily operations (UN-GLOBE, UNICEF, UNHCR).

2. Provide country-specific “Preparatory Information in High-Risk Duty Stations” for staff considering applying to or who will be/have recently been deployed to high-risk duty stations to support personnel in making well-informed decisions when preparing for a mission (UNHCR). Diversity and gender-specific information is provided, informing staff of laws that may be particularly challenging for staff of certain sexual orientations or genders (UNHCR). Procedures are in place on staff mobility allowing LGBTIQ+ colleagues or colleagues with LGBTIQ+ dependents to confidentially share their status and be given due consideration to duty stations where they are not criminalized (UNICEF);
3. Recognize same-sex partnerships for the purposes of benefits and entitlements. This recognition has repercussions on other human resources management policies - and organizations are in different levels of readiness to integrate this information to related procedures on safety and security, pension benefits and visa for family members.
4. Review existing policies to recognize same-sex partnerships e.g., the UNJSPF has been called to review its guidelines to determine eligibility for spousal benefits in case of death so as to treat equally same-sex couples.
5. Ensure equal treatment and access to medical benefits for persons of diverse SOGIESC. For instance, different organizations have assessed the unequal access to fertility treatments by existing health insurance policies that were designed to include cisgender heterosexual couples only. The coverage excludes single individuals and same-sex couples from receiving support for starting a family, such as access to in vitro fertilization (IVF). In practice, many UN organizations apply a “one child policy” by insurance coverage in cases of infertility, not supporting single women and men, men couples and women couples to have support in having a second child (Private Sector: Mercari).
6. Adopt a non-binary definition of men and women in policies to be inclusive of trans and non-binary individuals.

c) Systems, including structures and policies

1. Adopt parental leave entitlement pursuant to General Assembly resolution 77/256 to replace the current maternity, paternity and adoption leave provisions with a parental leave provision of 16 weeks for all parents; and to provide an additional period of 10 weeks for birth parents. The terminology used is more gender inclusive for focusing on the parental role and not the gender of the parent (WHO, UNHCR, UNAIDS, WFP, WHO, UNICEF, UN secretariat, UNDP, IOM);
2. Explain the gender inclusive language in the communication and roll out of the parental leave procedure, as it focuses on the parental role and not the gender of the parent (paternity/maternity). Also, by clearly alluding to adoption and surrogacy it can be more inclusive of the realities of LGBTIQ+ families (UNHCR, OHCHR, UN-GLOBE, IFAD, UNICEF);
3. Explore mechanism to refine existing mandatory gender markers in personnel profiles to provide staff members the opportunity to indicate their gender, not sex at birth, and include woman, man, and non-binary including provision of non-mandatory fields such as: trans-women, trans-man, and non-conforming (UNDP, UNICEF, IMF, World Bank, EIB).

V. Practices on DISABILITY

a) Organizational Culture

- 1) Raise awareness of disability inclusion among staff by offering training and sensitization (IFAD, UNDP, OHCHR, ILO, IAEA, UNDP, UN secretariat, UNAIDS, WHO, UPU, UNHCR), particularly for senior managers (OHCHR, UNHCR), staff union representatives (OHCHR), as well as programme design, programme implementation and technical advisory services staff (IAEA).
- 2) Undertake periodic dissemination, in accessible formats, of the existing policies and information relevant to the disability inclusion (UNRWA).
- 3) Ensure (UNFPA; OHCHR) or increase the representation of staff with disabilities or staff who have dependents with disabilities, via initiatives and campaigns (WIPO), events to showcase stories, webinars to debunk disability myths and reduce stigma (WHO), and images, voices, representation of children with disabilities (UNICEF).
- 4) Guidelines to ensure respectful internal and external communication for persons with disabilities (UNFPA; OHCHR).
- 5) Encourage managers to discuss disability inclusion with subordinates annually (UNRWA).
- 6) Establish and promote supportive networks and resource groups (ILO, UNHCR, UNICEF) for staff with disabilities or staff who have dependents with disabilities (UNICEF) to connect and support one another. For example, Disability Champions Network (ILO), UN(dis)Abilities (UN secretariat, WHO), and informal Vienna-based organizations networks (IAEA).
- 7) Promote neurodiversity at work by adjusting communication and knowledge-sharing practices (Ernst and Young, PHILIPS) and developing in-house training (UNFPA).

b) Operations and management practices

- 1) To meet UNDIS standards, appoint a focal point with monitoring and compliance mechanisms (ITU, ITC, UNRWA); develop a Disability Inclusion Action Plan with key priority areas and actions that various divisions and departments should undertake (IFAD, WHO, UNAIDS, UNFPA), and a Disability Inclusion Policy with measurable indicators and targets for accountability (ILO), common services and types of support available (UNDIS made for all UN organizations).
- 2) Assess the satisfaction and well-being of employees with disabilities regularly as part of the Global Staff Surveys (IFAD, UNICEF).
- 3) Apply a tracking system for the completion of mandatory learning (OHCHR).
- 4) Include disability inclusion dimensions in evaluations (UNFPA).
- 5) To support greater diversity in human resources:
 - Inclusion of measures in the Human Resources Policy on how to attract, recruit, retain, and promote the career development of employees with disabilities and review the Human Resources Implementing Procedures (IFAD, UNESCO, OHCHR, UNHCR).
 - Gather and provide information about accessibility at duty stations (not only offices), so that staff with disabilities and caregivers may rotate and thus develop careers in the same vein as other colleagues (UNESCO, UNHCR, ITC, UNRWA).

- Adopt SOP on facilitating field mission travels for staff with disabilities (OHCHR).
 - Keep track of the number of persons with disabilities entering the organization through targeted or mainstream recruitment practices (OHCHR).
 - Ensure the accessibility of application formats (UN Women), vacancy announcements (JPO, UNV, UNHCR, WFP, UPU), and pre-employment tests (UNESCO, UNHCR).
 - Hold career fairs for persons with disabilities which include outreach by HR practitioners regionally and question-and-answer sessions with colleagues with disabilities (UNHCR won an award at the Career Development Roundtable).
 - Create a talent programme for young professionals with disabilities, especially in sustainable development (UNDP/UNV).
- 6) Career policies:
- Staff with children with disabilities are entitled to take up to 5 separate leave days from the uncertified sick/family emergency leave in any leave year period (WFP).
 - Coherent and streamlined processes and support for staff with children with disabilities and with specific education requirements (UNICEF).
 - Shorten mandatory break in service for staff with disabilities from three to one month to prevent undue harm generated by the lack of income and residency (OHCHR).
 - Colleagues with disabilities and colleague-caregivers can request extensions at duty stations for reasons related to disability (UNHCR).
- 7) Reasonable Accommodation (RA) Policies:
- Apply RA policies to: any person the programme engages, both with disabilities (WFP, UNICEF, UNAIDS); colleague-caregivers; and all engagement/consultations with organizations of persons with disabilities and affiliated representative organizations (WFP, UNESCO, UNRWA, ILO, ITC, OHCHR, FAO, UNHCR, IMO, UNFPA).
 - Ensure a funding mechanism (OHCHR, WFP), and disability-inclusive procurement by updating procurement manuals and providing support to requisitioners (WFP).
 - Baseline and yearly assessment of RA for conferences and events (OHCHR).
 - Provide disability-friendly office space (UNRWA, UNHCR, UNESCO, ITC, SEARO, WHO). For example, noise-cancelling headphones and quiet office areas to avoid potential overstimulation, as well as additional computer screens to better segment work and focus for neuro-diverse staff (Ernst & Young), fully motorized wheelchairs for field missions (OHCHR). Use platforms such as Unifier to manage the accessibility of buildings (UNHCR).
- 8) Digital accessibility:
- Develop a roadmap to improve digital accessibility in consultation with the Disability Inclusion Resource Group (UNHCR) and conduct commissioned research (UNHCR).
 - Provide training including organizing interactive and accessible online meetings and producing accessible documents (facilitated by IAEA), especially for senior leaders, managers, and HR (including hiring panel) (UNHCR, UNESCO, UPU, UNRWA).
 - Make the website accessible (UNFPA) and introduce sign language into formal meetings (UN Secretariat).
 - Improve access to IP services for persons with disabilities (WIPO).
- 9) Enhanced advisory and support structures:

- Create new positions or units to support DEI (UNDIS). Hire a RA Administrator who will form part of the Diversity and Inclusion Unit to manage RA practice (WFP).
 - Launch Neuro-Diverse Centers of Excellence (Private sector Ernst and Young “EY”).
 - Regular reporting on the disability action plan to identify necessary improvements (UNHCR, OHCHR).
- 10) Establish and participate actively in inter-agency coordination mechanism(s) on disability inclusion (OHCHR). Consult partners, collaborate with persons with disabilities and organizations in operational and analytical work. Increase outreach, and facilitate networking, strategic dialogue, and knowledge sharing (IFAD).

c) Systems, including structures and policies

- 1) Apply a “twin-track approach” – mainstreaming Disability inclusion in operations complemented by targeted interventions for persons with disabilities (IFAD).
- 2) Apply an intersectional approach - In line with the horizontal integration agenda, special attention will be given to women, youth and indigenous people with disabilities (UN Women).
- 3) Apply a rights-based approach to disability instead of a medical model (WIPO).
- 4) Adopt a non-exhaustive approach based on the individual perception of disability (World Bank).

VI. Practices on AGEISM

a) Organizational Culture

- 1) Create youth professional programmes (UN secretariat, UNDP, UNRWA, ICAO, UNESCO, WHO, IFAD, UNOPS, FAO, UNHCR, UNFPA) to attract young talent with diverse academic and professional backgrounds. For instance, the WB Young Professional Program (WBG YPP) is a two-year leadership development program at the start of a five-year employment contract with the World Bank, IFC or MIGA. Young Professionals (YPs) start the program in Washington, DC, where they engage in intensive training—on-the-job and in the classroom—learning the fundamentals of leadership and development operations across institutions, and how to identify opportunities for joint impact. **Young UNICEF (YoU)** is a transformative leadership program that will help develop new leadership capacities and create a strong community among UNICEF young staff. The program is based on well-researched, innovative, practical, and proven frameworks, with a focus on learning by doing (tacit knowledge);
- 2) Create professional opportunities for the young generation (Young Women leaders initiative UN women and UNV);
- 3) Offer staff the opportunity to participate in job swaps/ staff exchange and detailed assignments in order to explore and lend expertise to other areas of work. Job swaps are typically for a minimum duration of one year to maximize the experience and learning process, and once the swap period is completed, staff members return to their previous functions (IMO, UN women). These consist of 30-day missions to other duty stations to work and learn under the guidance of an experienced staff member (coach) in the field. Priority areas for staff exchanges are HR, finance and resource management as well as procurement, as these are areas where the organization has identified a need for staff development (IOM);
- 4) Design a suite of social learning programs and resources to ensure that the next generation of leaders is strong and diverse and equip Generation Z to step into management positions for the first time by 2030 (UNFPA);

- 5) Create a youth network (ITC, FAO, the World Bank) and appoint a Youth coordinator and a focal point for innovation (WIPO);
- 6) Organize a Youth Summit: such as the Global Youth Summit in UNWTO and World Bank. The WB 2022 youth summit engaged young people globally on innovative ideas and solutions to ensure that recovery and growth in the post-COVID world is not only equitable and sustainable but also inclusive along social, environmental, and economic dimensions. Youth summit is an annual event hosted by the World Bank Group to engage with youth globally on the most pressing issues facing their generation;
- 7) Provide career support for younger staff (WHO), including through dedicated sessions mainly for jobs of a technical nature (ISA and IAEA);
- 8) Provide mentoring and advisory programmes (IAEA, ITC, UNESCO, WFP, UPU, Walmart);
- 9) Develop a strong cohort of leaders, hold them accountable and set an expectation for them to engage with younger colleagues and create space for interactive conversations (UNFPA);
- 10) Launch a sponsorship programme to accelerate the careers of diverse talent and highlight in practice to promote equity and inclusion (Cisco launched “The Multiplier Effect” (TME) that calls for industry leaders to (1) sponsor at least one person different from themselves on at least one dimension, and (2) challenge a peer to do the same);
- 11) Launch a 100% company-paid education programme that supports adult working learners by providing access to education and skilling credentials through 15 accredited educational institutions (“Live Better U”, it offers US associates an array of educational opportunities, including high school completion, language courses, college degree programmes and skill-based certificates while simultaneously providing ongoing mentorship). Programmes are tailored to the developmental needs and career aspirations of front-line workers, and to prepare associates for the future of work. Associates can also gain expertise in areas where Walmart is growing, such as cybersecurity. The programmes are integrated as part of Walmart’s broader learning ecosystem. Participants can earn a semester’s worth of college credit for completing on-the-job training through Walmart Academy (Walmart private sector).

b) Operations and management practices

- 1) Increase the number of entry-level posts in the professional category (WMO, WFP, ILO, UN secretariat);
- 2) External applicants should be under 64 years of age, although a waiver to this requirement could be granted if it is in the best interest of the organizations (IFAD);
- 3) Favor candidates with more work experience, who were normally older candidates (UNFPA);
- 4) Have no age limit for recruitment (ILO, UNICEF, WIPO);
- 5) Conduct internship programmes to attract talented young professionals and promote rejuvenation of the staff (majority of the common system organizations, PAHO);
- 6) Create a talent pipeline for young professionals from the JPO and Internship positions (UN secretariat, PAHO);
- 7) Ensure that younger employee voices are heard in the management team (Young UNICEF, Young UN);
- 8) Use of social media and other communication channels to attract young professionals interested in sitting for the UN competitive examination for language positions (UN secretariat);
- 9) Put in place programs to recognize young employees (FAO 100 Young Employees recognition programme);

c) Systems, including structures and policies

- 1) Collect disaggregated data by age (UNICE).
- 2) Adopt a policy prohibiting discrimination based on age (IAEA).

VII. Practices on MULTILINGUALISM

a) Organizational Culture

- 1) Extend the use of languages other than the 6 official languages to official meetings of the legislative and governing bodies (UNAIDS, WFP, ILO, FAO, UPU, WIPO). This includes sign language (UN secretariat, WHO);
- 2) Provide multilingual products and services through translation, interpretation, publications, communication products and linguistic knowledge products. (UN secretariat, FAO);
- 3) Translate into the UN Official languages the Organization's communication products such as press releases, web stories, Op-Eds, the Senior leaders speeches, social media outreach materials, multi-media products (UN secretariat, FAO, IAEA);
- 4) Support both multilingualism and gender mainstreaming, three United Nations Secretariat departments 100 and UN-Women, with the support of the Executive Office of the Secretary-General, developed gender-inclusive guidelines specific to each of the six official languages;
- 5) Ensure that senior leaders use different languages when delivering statements and messages and make sure that most of their video messages are made available in all official languages (UN Secretariat);
- 6) Appoint a coordinator for multilingualism at the most senior level in order to achieve a coherent and coordinated approach to multilingualism (UN secretariat);
- 7) Establish a network of focal points for multilingualism, to ensure that the issue of multilingualism is taken into account in departments' various work programmes and everyday activities and promote linguistic diversity and multilingualism (FAO) including the use of sign languages, as well as other communication tools designed for people with hearing and speech impairments such as text captioning (UN secretariat);
- 8) Ensure an equal treatment of all the official languages (UN secretariat and ITU) and establish a working group to monitor the use of the six official languages on an equal footing (ITU);
- 9) Ensure that regional directors and senior managers are multilingual (UNICEF, FAO);
- 10) Offer language courses to staff (WHO, World Bank, WFP, ILO, FAO), in offices away from headquarters and in field locations (UNDP, UNESCO), including through services offered by private companies (UNHCR and ILO). Offer immersion classes for regional directors and senior managers (UNICEF, ILO, WFP);
- 11) Harmonize language learning and assessment for the six official languages, and for other languages taught locally (UN secretariat);
- 12) Celebrate international days in relation to languages (including the mother tongue day) (UN secretariat, UNESCO, IOM, FAO, IAEA), including those dedicated to languages or methods of understanding them (methods enabling individuals with impairments to use a language verbally or in writing) (UN Secretariat);
- 13) Provide multilingual databases to support the provision of high-quality language services for the intergovernmental meetings of the United Nations, such as UNTERM (UN secretariat) with an accessibility feature and FAO term portal which has Italian and Latin in addition to the UN official languages;

- 14) Hire people speaking local languages such as Tamil, Kannada, and other regional languages across India (WHO).

b) Operations and management practices

- 1) Ensure that candidates for international professional positions are fluent in English and have a working knowledge of another United Nations official language (WFP, IOM). In UNHCR, working knowledge of a second official United Nations language is an unconditional requirement for any promotion of Professional category staff to a post of P-4 grade and above. In some locations, local language requirements are used for recruitment and appointment purposes (UNHCR, WFP). In IOM existing Staff must be proficient in English and at least one other language of the UN official languages by 1 July 2024, in order to be considered for new assignments;
- 2) Ensure that General service staff members newly recruited to posts at headquarters and in liaison offices undergo a language proficiency examination in Arabic, Chinese, English, French or Spanish, of which they profess a knowledge in the personal history form, unless one of these languages is their mother tongue (UN secretariat);
- 3) Use plain English in recruitment processes so that vacancy announcements are easily understood by candidates who speak English as a second language (WIPO, UNICEF);
- 4) Attract candidates to work for language services through different means of communication including social media (UN secretariat)⁷;
- 5) Establish relations with universities, training and teaching institutions to prepare their language students to join the organizations (UN secretariat, OECD);
- 6) Develop artificial intelligence tools to promote the accessibility of information and multilingualism (WIPO Speech-to-Text and WIPO Translate available free of charge to the United Nations System Organizations);
- 7) Put in place in-house translation tools with the usual functionalities of a translation interface (eLUNA in the UN secretariat). The outbreak of the COVID-19 pandemic and the need to expedite the translation of awareness-raising material prompted the use of eLUNA also by the Department of Global Communications in early 2020;
- 8) Digitalize tools linking the dynamic meetings calendar with a recruitment platform for language professionals and expand the pool of languages professionals to be recruited when needed (FAO);
- 9) Ensure the presence of a core team of expert revisers and translators for each language (WIPO, UN secretariat);
- 10) Establish teams of Specialized translators in specific domains capable of training other members of the teams in their field of expertise to train the others in the team in their field of expertise (OECD).

c) Systems, including structures and policies

- 1) Language incentives are granted when a staff reaches proficiency level in a second or third official language (FAO, UPU, ILO, IOM) but the specific languages eligible for the language allowance depend on the regional needs of the office where the staff member serves (WHO). Language should not be her/his

⁷ Since 2015, the United Nations Secretariat has expanded its advertisement of the competitive examinations for young language professionals, including on social media. Videos explaining the contents of the examinations, with tips on how to prepare for them, have been made available on United Nations websites and on social media. Visits, remote lectures and targeted email and, in some cases, radio campaigns were organized for relevant training institutions and professional associations in Africa, Latin America and the Caribbean, encouraging their graduates to participate in the examinations

mother tongue nor the language required for the job. Also, it requires retesting of the staff member's proficiency every five years (WFP);

- 2) Gather data and establish a report concerning the linguistic profile of the staff desegregated by region and department (UNHCR and FAO). UNDP is able to retrieve data on staff skills per language using a feature of Atlas, its enterprise resource planning system;
- 3) Consider the discrimination on the ground of language as one of the various aspects of discrimination in the organization (IAEA).