

# Organizational Culture and Diversity, Equity & Inclusion



**Geeta Narayan, Principal Advisor, Organizational Culture**  
Orientation for the 2023 Executive Board  
12 January 2023

# unicef | for every child

irrespective of gender identity, race or ethnicity, disability, age, sexual orientation, native language, religion, socio-economic background, income, nationality, geographic origin, etc.

## How?

**People** that **deliver results** while **living our core values** and **represent the diversity** of the populations we serve.

# UNICEF Strategic Plan 2022-2025

Paragraph 95. Dynamic and inclusive people and culture

Paragraph 96. Inclusion and representation will be prioritized, so that every member of the UNICEF workforce can count on feeling safe, respected and valued.

## UNICEF Strategic Plan 2022–2025

Renewed ambition towards 2030



unicef   
for every child

# WHY THIS IS IMPORTANT

## Example 1. PROGRAMMATIC

Revealing uncomfortable truths to leave no one behind

ALARABIYA news

Home News Business Energy Opinion Life Video Coronavirus

Home / Perspective / Features

Share AA Font

### How institutionalized racism fuels the Rohingya genocide

**'Open the door or we die': Africans report racism and hostility trying to flee Ukraine**  
Thousands of African immigrants joining throngs of Ukrainians trying to flee the country say they face red tape and discrimination.

MARMATIEI, ROMANIA

UKRAINE CRISIS... BLACK STUDENTS TALK ABOUT FACING RACISM DURING ESCAPE FROM RUSSIAN INVASION

### Africans Say Ukrainian Authorities Hindered Them From Fleeing

Students Share Stories of Mistreatment While Fleeing Ukraine

## Example 2. INSTITUTIONAL

COVID matters, to some more than others

IN HER WORDS

### Why Did Hundreds of Thousands of Women Drop Out of the Work Force?

In some families buckling under the caregiving burden, the lower wage earner is leaving the work force. Usually that's the wife.

### Child care squeeze fuels Great Resignation

Erica Pandey, author of *Asian What's Next*

Illustration: Sarah Grillo/ixios

work force as the multiple burdens between work  
Brittany Hosea-Small/Agence France-Presse — Getty

By Alisha Haridasani Gupta

Published Oct. 3, 2020 Updated Oct. 13, 2020

# Watershed Moment: ITF Report (June 2019)

**Core values** redefined and articulated into behaviours

- Promotion of a **speak up culture**
- **Pulse Check** on workplace culture
- Humans of UNICEF
- **OIAI and Ethics** Office capacities strengthened
- New **internal communication strategy**
- Good practices documented

Report of the  
**Independent Task Force**  
on Workplace Gender-  
Discrimination, Sexual  
Harassment, Harassment  
and Abuse of Authority

# Watershed Moment:

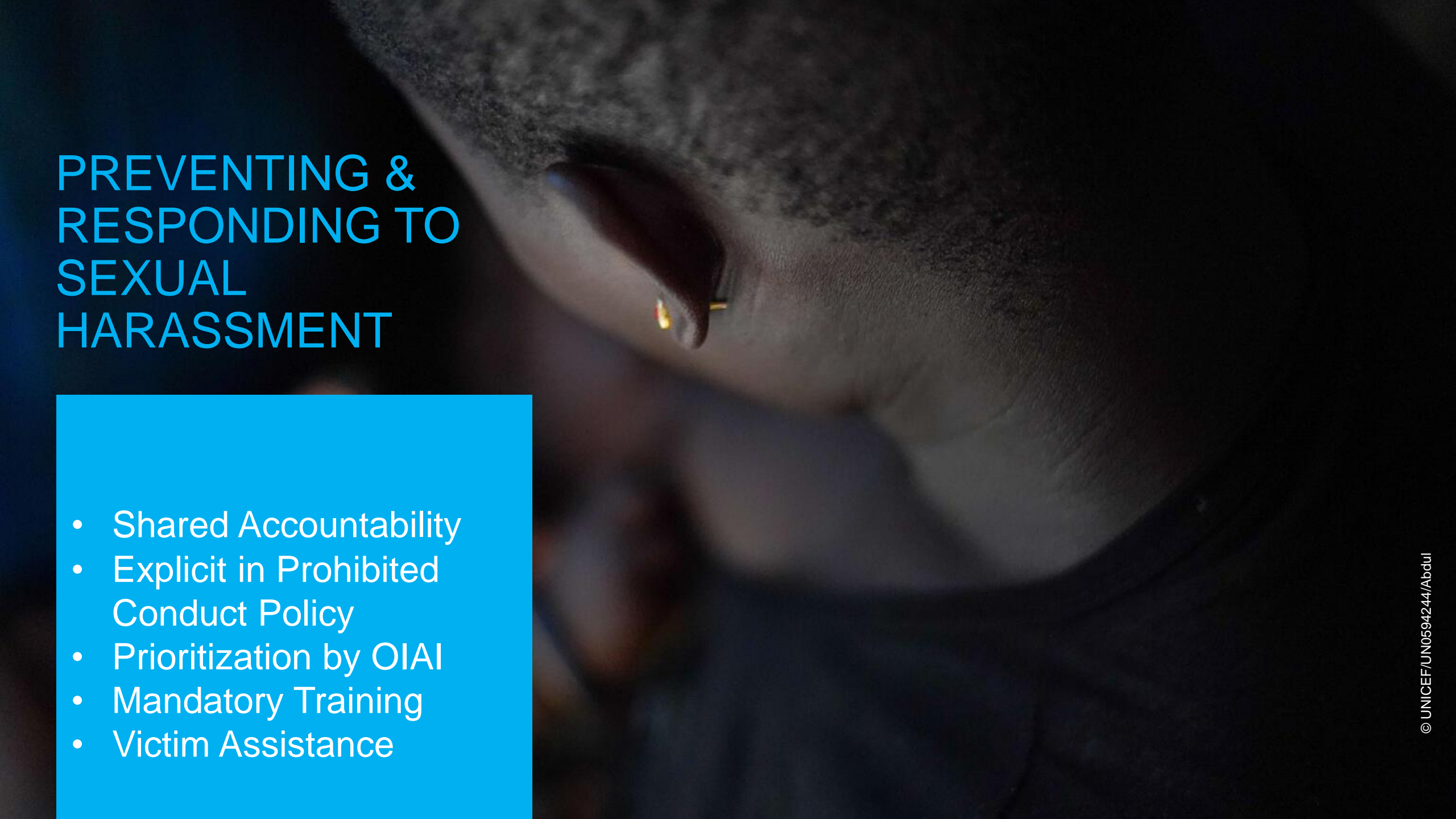
## TASK TEAM ON ANTI-RACISM AND DISCRIMINATION REPORT (June 2020)

Data: Demographic questions in employee surveys; discrimination perceptions in surveys; EDGE certification

Staff support: Employee Resource Groups (ERGs); Support to employees with disabilities

Capacity: DEI tools, products, learning, awareness

**UNICEF**  
Task Team on Anti-Racism  
and Discrimination  
- Recommendations for Actions  
**Anti-Racism &  
Discrimination**



# PREVENTING & RESPONDING TO SEXUAL HARASSMENT

- Shared Accountability
- Explicit in Prohibited Conduct Policy
- Prioritization by OIAI
- Mandatory Training
- Victim Assistance