

UPDATE ON ORGANIZATIONAL CULTURE AND DIVERSITY

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UNICEF Executive Board

2023 annual session (13–16 June 2023)

Item 8: Update on organizational culture and diversity

Reference document: E/ICEF/2023/13

unicef 
for every child



Evidence and data

- Global Staff Survey (Oct. 2022) and Pulse Check on workplace culture (June 2022)
- First-ever employee separation report
- Economic Dividends for Gender Equality (EDGE) Certification
- UNICEF Strategic Plan and reasonable accommodation fund evaluations; performance management audit

Policy and governance

- Dedicated team on organizational culture and diversity, equity and inclusion (DEI) in Office of the Executive Director
- Disability Inclusion Policy and Strategy
- Diversity, equity and inclusion advisory group
- Staff Association & employee resource groups
- Ombudsman's Office: mediation services

Awareness-raising and capacity-building



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- Topics include: discrimination; how to be an ‘upstander’; living the core values; conscious and unconscious bias; psychological safety and trust
- 42% of senior leaders reached with DEI learning (inclusive leadership)
- Mandatory training on sexual harassment and abuse of authority: 94% staff completion rate
- New tools to encourage awareness of DEI

Internal communications with and for colleagues

- Values in Action initiative
- Ethics Month (October 2022)
- Social and behavioural science research into specific values-based behaviours



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Inter-agency collaboration and leadership

- High Level Committee on Management (HLCM) Task Force on Future of Work/New Ways of Working (2022)
- HLCM working group on diversity, equity and inclusion (2022–2023)
- New (2023) UN executive group established by UN Secretary-General to prevent and respond to sexual harassment



Challenges and opportunities

01.

Largest team on culture and DEI in UN. Capacity, momentum, leadership support.

02.

Insufficient time, many priorities at office-level.

03.

Progress made, but uneven, or not fully perceived. Accountability needs to be strengthened.

04.

Low psychological safety persists.



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A young child with curly hair is hugging a person from behind. The person being hugged is wearing a blue jacket with the UNICEF logo and the word "unicef" visible. The child is wearing a light blue jacket with purple heart patterns. The text "Thank you." is overlaid in white on the image.

Thank you.