

Update on Organizational Culture and Diversity

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UNICEF Organizational Culture Approach



Vision: A workplace where all colleagues are treated with dignity and respect, supported by a culture that holds staff fairly and respectfully accountable for delivering values-driven results for children



UNICEF focuses on **commonalities** and building empathy and solidarity among different groups which creates a culture rooted in non-discrimination and equal opportunity.



UNICEF staff: **no compromise in quality** - paramount consideration remains securing the highest standards of **skills, performance, efficiency, competence and integrity.**

Organizational Culture Challenges

- Global restructuring, repositioning, right-sizing and funding restrictions
- Global budget reductions:
- Structural reforms:
 - Office consolidation
 - Centres of Excellence
 - Relocations to lower-cost duty stations
- Resulted in mistrust, anxiety, reduced psychological safety, rising fear and discontent.



Organizational Culture Pathways During Change and Uncertainty

- A framework of **guidance, tools and approaches** designed to strengthen UNICEF's organizational culture
- Continuous **engagement and feedback between** Global Staff Association, employee resource groups and leadership
- The **framework supports and enables:**
 - Evidence-based decision making
 - Resilient, agile, inclusive and values-aligned organizational culture
 - Needs of both staff and the children UNICEF serves



Human Resources Management Evaluation Recommendations

- **Findings:** Challenges to organizational cultural include hierarchical behavior, risk aversion, conflict avoidance, and inconsistently lived core values.
- **Recommendations:**
 - Strengthening platforms for open dialogue on persistent challenges,
 - Reinforcing accountability for living values
 - Addressing gaps between declared and lived culture
 - Actively promoting the core values of care and respect



Strengthening Organizational Culture Through Learning and Behaviour Change

- **Reach:** 100+ sessions, 9,700+ staff, 90+ offices.
- **Themes covered:**
 - Reinforcing belonging
 - Living our values
 - Growth mindset
 - Psychological safety
 - Representation and inclusion
 - Neurodiversity and disability inclusion
 - Leadership and Management
- **Outcome:** Strengthened leadership, heightened understanding, open dialogue and inclusive behaviours during organizational change



Staff Members Are UNICEF's Most Important Asset



Workforce composition

- **Women:** 50.1 per cent of all staff
 - 49.6 per cent of senior posts
 - 60 per cent of leadership talent group
 - Higher representation at junior professional levels
- **177 nationalities** represented among staff working in more than 190 countries and territories
- **3.43 per cent persons with disability**
- **Average age 46.4 years old**



Workforce experience

- **Staff exiting forms:** between 2022 – 2024, 2,599 respondents, indicated high levels of job satisfaction and positive workplace culture
- **94 per cent** would work with UNICEF again and recommend UNICEF as an employer of choice
- **89 per cent** indicated their roles had been interesting and impactful
- Persons with **disabilities** overall, **less satisfied** across all indicators



Thank you