UNOPS

Gender, diversity and inclusion in our workforce

Strategy 2022-2025

UNOPS, March 2022

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1. Introduction

In January 2018, welcoming the United Nations (UN) Secretary-General's pledge to improve gender parity system-wide, UNOPS issued its Gender Parity Strategy aiming to achieve an equal representation of women and men across the organization. Three years later, in 2021, UNOPS reached gender parity in its workforce, which is a significant milestone in our ambition to become a diverse and inclusive organization.

Over the last four years, UNOPS has also made great strides in its understanding of diversity and inclusion in the workforce, and the need to look at broader forms of diversity such as ethnicity, race, age, disabilities and sexual orientation, among others.

During that time, the UN developed its first Disability Inclusion Strategy, and the world saw many priorities around anti-racism, the #metoo movement, and LGBTQI+ inclusion gain traction. The COVID-19 pandemic highlighted the importance of enabling work environments, in particular in relation to flexible work and well-being.

The workforce today is more invested in diversity and inclusion, social justice, prevention of harassment and bullying, and enabling environments. They demand concrete action against discrimination at work and are more comfortable than other generations in talking about issues of diversity and inclusion. Indeed, diversity has become an important criterion in the job search of young job seekers in particular.

This strategy aims to build on the success of our gender parity efforts and broaden our approach to diversity to ensure everyone at UNOPS feels included. We will continue to work hard to ensure the sustainability of our gender parity achievement so that we can deliver the best for our partners and the communities we serve. This effort is also guided by the UNOPS Strategic Plan 2022-2025, which affirms our determination to help build a better future for all.

Being an inclusive organization with a diverse workforce will be a corporate initiative.

I want to express my sincere gratitude to everyone who was involved in the development of this strategy: the many internal and external stakeholders, thought leaders on diversity and inclusion from civil society and the UN system, and our dedicated personnel who contributed to the 2021 UNOPS Gender and Inclusion Audit recommendations, which also informed our ambitions. These extensive consultations shaped our aspirations and underpin our Gender, Diversity and Inclusion Strategy as outlined in the next pages.

We are committed to building a more equal, inclusive and diverse future, both for our UNOPS family and for the communities that we serve.

Grete Faremo
Under-Secretary-General
UNOPS Executive Director

2. UNOPS is committed to gender, diversity and inclusion

The present strategy outlines UNOPS commitment to gender, diversity and inclusion in its workforce. This commitment is fundamentally rooted in the Universal Declaration of Human Human Rights,[1] including the Declaration's chief principles of equality and non-discrimination. It is aligned to the UN three core values[2] of respect for diversity, integrity and professionalism, which underpin and guide the actions and behaviours of all UN personnel.

In the UNOPS Strategic Plan 2022-2025 (DP/OPS/2021/5),[3] UNOPS articulates its commitment to human rights for all, respect for diversity and its focus on inclusion of the most vulnerable, as well as its ambition to mainstream gender, diversity and respect for inclusion into what we do and how we do it. Further to the strategic plan, the UNOPS 2022-2023 budget estimates (DP/OPS/2021/6)[4] set out how we will ensure to remain 'fit-for-purpose' through four management goals and associated drivers. Embracing a culture founded in UN values and principles is the first of the three drivers of the people excellence management goal, along with attracting, recognizing and developing talent and reinforcing leadership. The driver outlines UNOPS commitment to enhancing its gender and geographic balance, and to focusing on diversity and inclusion.[5]

This strategy is complementary to the Gender Mainstreaming and Social Inclusion Strategy,[6] which focuses on gender and social inclusion in the projects we deliver on behalf of our partners. Our readiness to step up our efforts to mainstream gender and social considerations into our projects is an offer in response to partners' priorities and at the heart of our sustainable implementation approaches. It is representative of a shared ambition between UNOPS and its partners. Our commitment to gender equality, diversity and inclusion in our workforce is the indispensable counterpart to that ambition.

In articulating our ambitions for gender, diversity and inclusion in our workforce, we have looked to the ever-evolving efforts and initiatives in the wider UN System: 1) the Enabling Environment guidelines developed following the recommendation entailed in the Secretary-General's System-wide Strategy on Gender Parity, to foster a more inclusive and diverse workforce and culture and 2) High-Level Committee on Management's Senior Leadership Commitments 3) the ambitions of the UN Disability Inclusion Strategy (UNDIS), 4) the UN People of African Descent (UNPAD) Race

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[1] Universal Declaration of Human Rights.

[2] United Nations Career website. Accessed November 2021.

[3] DP/OPS/2021/5.

[4] DP/OPS/2021/6.

[5] See DP/OPS/2021/6, section III. The four management goals are partner value, people excellence, process excellence and financial stewardship.

[6] Planned for 2022.

[Survey recommendations](#) and 5) UN-GLOBE [recommendations](#). Such and other forthcoming efforts will continue to inform our own journey in implementing this strategy.

UNOPS also acknowledges the potential positive impact of enhanced gender equality, diversity and inclusion in its workforce on its ability to deliver on its contribution goals in accordance with its mandate. Research suggests that diverse teams are more robust and creative, better problem-solvers and decision-makers, and contribute to stronger governance.[7] Further, research seems to indicate that organizations with gender and ethnic diversity outperform others: "attracting, retaining and developing a diverse group of professionals stirs innovation and drives growth."[8] Importantly, research has also shown that diversity for diversity's sake is not sufficient to pursue and realize the potential benefits – personnel in diverse teams also need to feel included, safe and like they belong, as a basis for trust and engagement.[9] Finally, research highlights that organizations may need to critically review their corporate culture and power structure[10] in order to tap into the potential benefits of a diverse workforce.

We have consulted widely in preparation for writing this strategy. Both internal and external stakeholders have provided invaluable inputs. We were further able to benefit from the experience gathered in our successful four-year effort to progress towards gender parity in UNOPS. Neither the dialogue nor the learning stop here. We will continue to engage as we proceed on this journey for a diverse and inclusive workforce.

3. Vision

Building on the successes and lessons learned, including from our Gender Parity Strategy, we have high ambitions for the Gender, Diversity and Inclusion Strategy 2022-2025. Our vision states where we want to be:

> UNOPS is committed to strengthening its culture, leadership and behaviours, organization's policies and processes as well as taking necessary actions to become a truly inclusive organization with a diverse workforce, in which everyone feels like they belong.

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[7] [World Economic Forum: The business case for diversity in the workplace](#). April 2019. Accessed November 2021.

[8] [Diversity Wins: How Inclusion Matters](#) McKinsey May 2020. Accessed November 2021.

[9] [Gallup: Why is employee engagement important?](#) Accessed November 2021.

[10] [Harvard Business Review: Getting serious about Diversity: Enough already with the Business Case. December 2020](#). Accessed November 2021.

In our vision, belonging is when people feel seen and heard, feel safe, and feel valued and respected. This results from having equitable and inclusive practices, norms, cultures and systems. When teams are diverse and inclusion is done well, then belonging is the result.

We acknowledge that realizing this vision will take time, leadership and commitment. We will give due consideration to the still evolving UN efforts on gender, diversity and inclusion.

4. Objectives

For UNOPS, equitable representation in our workforce is the right thing to do and brings value to our organization. Equitable representation must be rooted in a workforce that feels included and a sense of belonging. Therefore, we stipulate two separate yet mutually reinforcing objectives to achieve our overarching vision.

Objective 1: Identity groups[11] are equitably represented among UNOPS personnel across levels and business units.

- Build up leadership accountability for diverse teams
- Diversify outreach and recruitment policies and practices
- Ensure equitable development and opportunities
- Provide equitable experiences to everyone
- Increased accountability for discrimination, harassment and abuse of authority

Objective 2: All UNOPS personnel feel included and that they belong.

- Strengthen and build awareness on inclusive leadership mindsets
- Ensure inclusive candidate experience and recruitment processes
- Ensure all personnel can thrive
- Invest in personnel well-being and belonging
- Ensure enabling work environments and prevent conflict escalation

For UNOPS, 'equitably represented' refers to the ideal state we would have without favouritism or discrimination.

We understand that diversity may manifest itself across many dimensions, which intersect and coexist within and across individuals – among them sex, ethnicity, race, gender identity, sexual

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[11] Please see Section 6 for definition.

orientation, belief, age, socioeconomic status, and physical, cognitive, sensory and mental abilities. This strategy welcomes the multitude in every individual in UNOPS.

We consider that some of these dimensions of diversity may be described through objective demographic data points, which are typically collected and stored as part of the recruitment process and personnel file. We will use these to articulate benchmarks and targets for equitable representation under objective 1. In doing so, we will take care to deploy a pragmatic and realistic approach.

We also understand that there are dimensions of diversity that must be subject to voluntary self-identification and treated with utmost confidentiality. We will seek ways to enable a dialogue against the background of such identities, alongside (where possible) engagement measurements, as long as it causes no harm.

This strategy sets out an incremental, scalable approach. The approach is underpinned by an ambition to continuously learn and adapt, based on lessons learned and a continued dialogue with our own people and external partners and stakeholders.

The above high-level outcomes will be pursued through a clearly defined set of activities, and UNOPS will measure its progress against a relevant set of indicators and targets which can evolve over time.
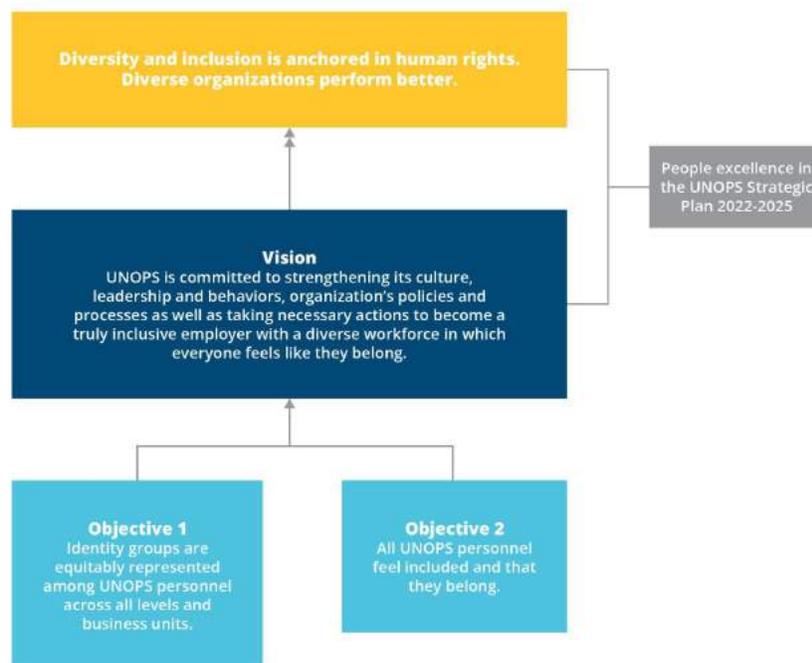

Figure 1. UNOPS Gender, Diversity and Inclusion Strategy 2022-2025 results map: vision and objectives

4.1. Foundations

The below four foundational principles emerged from internal and external consultations with stakeholders. These are a reflection of the values already instilled in the UN, and they guide this strategy and its implementation. They are not additional objectives, but they set the stage for our five key areas of activities as outlined further below.

- **Fairness:** We understand a fair playing field to be of the essence. Fair does not mean the same. Everyone should feel positive about their experiences at work – yet importantly, individual needs, wants and preferences to get to these feelings may differ.

- **Courage:** We acknowledge that it will take shifts in organizational culture and ways of thinking in order to realize our vision. There are no excuses for underrepresentation and exclusion.

- **Allyship**: We recognize that individuals may identify with many different, or overlapping, identities. Each identity may be a site of privilege or oppression. Context and circumstances are important to take into consideration, as they may reinforce privileged dominant and marginalized oppressed identities. It is everyone's responsibility to challenge the prevailing status quo.

- **Do no harm**: We respect and protect individuals' privacy and data. This includes the individual choice to identify – or not – against the dimensions of diversity.

5. Key areas

The Gender Parity Strategy 2018-2021 articulated four areas of activity. The present strategy builds on these and adds a fifth area: standards of conduct. In short, this entails the prevention and addressing of discrimination, harassment (including sexual harassment) and abuse of power, in order to safeguard an enabling and inclusive work environment.

The five high-level key areas of activity are:

1. Leadership and accountability
2. Outreach and recruitment
3. Professional development
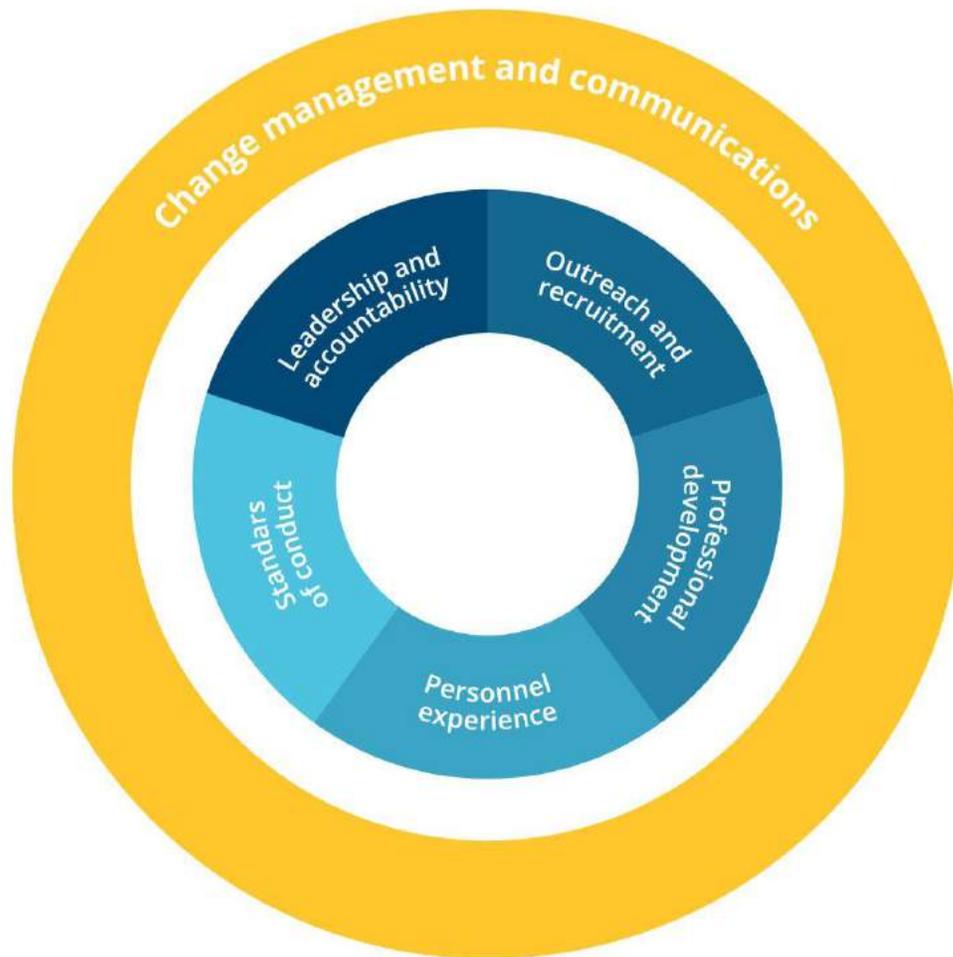4. Personnel experience
5. Standards of conduct

Figure 2. UNOPS Gender, Diversity and Inclusion Strategy 2022-2025 key areas of focus

Importantly, change management and communication efforts will be streamlined into the five key areas.

Communication will be continuous, multi-dimensional, targeted and bi-directional. Change management activities will be tailored to ensure effective support in driving the required shift in mindset, behaviours and processes across UNOPS. We aim to ensure that all stakeholders are or continue to be engaged in the appropriate manner, for the right purpose in this journey towards diversity and inclusion while also supporting a cohesive approach across a wide range of activities that will be required over a long period of time.

Each of the five key areas is underpinned by a clear rationale and will drive a broad set of efforts. The below sections provide an overview but are not exhaustive in their description.

5.1. Leadership and accountability

Accountability for results is at the core of what we do in UNOPS. This starts with our leaders. Our commitment to gender, diversity and inclusion requires leadership underpinned by an inclusive, people-centred mindset. We will support and hold our leaders accountable in demonstrating expertise, challenging resistance, making difficult decisions at times and enabling active contributions from all as we strive to realize our vision. The Gender, Diversity and Inclusion (GDI) Advisory Panel as well as the Global Leadership Team in regions, and multi-country and country offices will play a crucial role in this as outlined in section 7.

5.2. Outreach and recruitment

To achieve more diversity in our workforce we must increase the diversity in the talent that we reach through our outreach and recruitment efforts and do our best to retain top talent in all its diversity. We will broaden the scope of outreach to increase sourcing from hitherto untapped talent pools, and position ourselves with tomorrow's talents. We will review our recruitment targets and continue to assess our recruitment processes to ensure they are inclusive. We will maintain our efforts to build a strong employer brand.

5.3. Professional development

An inclusive workplace can only exist if the people in it share an understanding of the realities and effects of underrepresentation and marginalization, and of what it takes to create an inclusive workplace, together. We will provide capacity building in the areas of gender equality, diversity and inclusion to our people, to facilitate this shared understanding, and enable positive, sustainable change in how we collaborate and work with each other. We will ensure equitable access to learning for all and expand our talent programmes to include more diverse talent. We will carefully review the representation of identity groups across our learning and professional development opportunities.

5.4. Personnel experience

Representation alone is not enough - inclusion and belonging are part of an individual experience of working at UNOPS. We will deploy a people-centred approach across the human resources lifecycle to promote a work environment where our workforce feels engaged and valued. We will explore a range of targeted measures to this effect. For example, we will continue to review, revise and enhance, where appropriate, our policy framework and Individual Contractor Agreements (ICA) contract modality. We will strengthen our efforts in support of personal well-being. We will set up

Personnel Resource Groups to provide a safe space for open conversations and personal interactions which may facilitate understanding and empathy with a broad range of perspectives.

5.5 Standards of conduct

Standards of conduct are a prerequisite to an enabling work environment, psychological safety and, ultimately, a feeling of belonging. In line with wider UN efforts, UNOPS will further strengthen its mechanisms, capacity and implementation measures in this area, ranging from building tools to prevent conflict escalation and addressing workplace conflict in a constructive way, identifying bias and discrimination (including racism and sexism), harassment (with an increased focus on sexual harassment) and abuse of power, to reinforcing our standards of conduct and accountability across the organization.

6. Identity groups

To achieve our objective of representation and belonging, we must come to a clear and unambiguous understanding of the manifold, overlapping and interlinked dimensions of diversity, and how we address them. Appreciating the complexities involved, we must make sensible choices in setting our targets in support of our ambitions.

In doing so, we will build on established frameworks, respect privacy and remain attentive to issues of personal safety and boundaries, continue to learn, adapt and scale, and maintain a dialogue with colleagues and experts alike.

We are using the term 'identity group' to describe widely-used social and cultural categories, typically associated with differing frames of reference and experience. A person may hold one or more identities in relation to each identity group.These identities intersect and apply to an individual in combination, rather than in isolation. For example a woman with a disability will face challenges that are not distinctly due to her gender, nor distinctly due to her disability but due to a combination of the two factors.

This section outlines the identity groups we are choosing to prioritize in the Gender, Diversity and Inclusion Strategy. We have been guided by internationally agreed standards, including, for example, with internal dimensions of identity[12] as well as extensive stakeholder consultations and the efforts of the UN system.

In section 6.1, this strategy proposes an initial set of identity groups to guide targeted efforts towards diversity and inclusion, which is anchored in existing UN frameworks. Specifically, this includes the identity groups of gender, geographical representation, people with disabilities and

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[12] Age, Gender, Race/Ethnicity, Physical Ability and Sexual Orientation – as per The four layers of diversity model from 'Diverse Teams at Work' by Gardenswartz, L., & Rowe, A. 2003.

generations. Over time, more identity groups may be added, under consideration of the evolving set of UN guidance and as additional UN guidance becomes available.

In section 6.2, this strategy further proposes a set of identity groups, which are context-specific and/or context-sensitive, and as such subject to specific considerations pertaining to personal privacy, individual boundaries, and/or safety. Over time, more identity groups may be added in line with our own understanding of the complexities involved.

We will aim to ensure representation, inclusion and belonging of everyone at UNOPS, anchoring our efforts in the identity groups as outlined in sections 6.1 and 6.2. In doing so, we will pursue a practical and balanced approach that is cognizant of false dichotomies – this is not about choosing to prioritize the representation and inclusion of one identity group over another. Importantly, a staggered approach will be deployed, whereby gender parity must be achieved before adding focus onto other forms of diversity.

6.1. System-wide identity groups

In line with the UN system-wide frameworks and through the above-mentioned five key areas, UNOPS will focus on the identity groups of gender parity, geographical representation, people with disabilities and age/generations.[13] We will design activities directed at addressing equitable representation in the UNOPS workforce and existing gaps in their feeling of belonging. We will seek to leverage the data we have to underpin our decision-making and collect any data that may be missing to allow us to do so.

6.1.1. Gender parity

UNOPS reached gender parity in its global workforce in 2021. This remarkable achievement must be sustained at the globally aggregated level while further efforts are needed to realize it at all levels and in all offices.

In this, we are guided by the 2017 UN System-Wide Gender Parity Strategy,[14] which includes targets to reach gender parity in our regular workforce at all grade levels by 2028 as well as the targets still to be achieved from our Gender Parity Strategy 2018-2021 and specifically at senior and decision-making levels.

Further, we will seek to identify, understand and address gaps in the engagement and belonging between genders, as measured through our People Survey.

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[13] UNOPS acknowledges that identities intersect but for implementation purposes, given that we are at the beginning of our journey, we are focusing on them separately to start.

[14] UN System-Wide Gender Parity Strategy.

6.1.2. Geographical representation

UNOPS implements the majority of its projects in countries in special and fragile situations and other programme countries, including middle-income countries facing specific challenges. In the places where we work, we heavily draw from the local talent pool for our workforce. Our international workforce is global in its composition, with personnel commonly categorized against the terminology of 'Global North' and 'Global South.'[15]

We will seek to ensure geographical diversity in our international workforce and particularly in senior positions. Further, we note specifically that our efforts around gender parity from the last few years did not translate equally for women of all origins, especially at senior levels.

Personnel data categorized by Global North and Global South is readily available from UNOPS systems. In addition, we will seek to identify, understand and address gaps in feeling of belonging as reported through the People Survey, disaggregated by Global North and Global South. We will also explore a more granular categorization in relation to geographical diversity.

6.1.3. People with disabilities

In 2019, the UN launched its Disability Inclusion Strategy[16] (UNDIS) which includes an Entity Accountability Framework with 15 common-system indicators, against which UNOPS, like all UN entities, reports annually. The framework focuses on the following four areas: 1) leadership, strategic planning and management, 2) inclusiveness, 3) programming and 4) organizational culture.

"The rating 'meets requirements' is the minimum to which all United Nations entities should aspire, and entities should also commit themselves to exceeding requirements over time."[17] We will continue to report against the UNDIS framework, and undertake necessary efforts to meet workforce-related indicators.

According to the World Bank,[18] 15 per cent of the world's population experience some form of disability, approximately 80 per cent of persons with disabilities live in the Global South[19] and about 80 per cent are of working age.[20] They are a diverse, heterogeneous population that face discrimination and barriers that make it more challenging for them to access equal work

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[15] The categorization of 'Global North' and 'Global South' is based on the country development status groups as per the UN Conference on Trade and Development. It is widely used in the UN system.

[16] UNDIS.

[17] UNDIS, p. 11.

[18] The World Bank's Disability Inclusion Overview. Accessed November 2021.

[19] Factsheet on Persons with Disabilities, UN. Accessed November 2021.

[20] International Labour's Organization Disability and Work Fact Sheet. Accessed November 2021.

opportunities. However, hiring persons with disabilities has shown to provide numerous benefits.[21] These benefits include improvements in cost-effectiveness, turnover and retention, reliability and punctuality, personnel loyalty, inclusive work culture, innovation, productivity, work ethic, safety, ability awareness, agency image, diversity and satisfaction of beneficiaries.[22]

UNOPS does not currently have data on personnel with disabilities. To address this significant gap, in a first step, we will seek to establish a baseline based on voluntary, confidential self-identification. We will identify and implement suitable activities in the context of our five key areas, including for the purpose of enhancing our understanding of the current situation of persons with disability in UNOPS. We will articulate appropriate performance measures and targets in relation to enabling an inclusive work environment for persons with disabilities.

6.1.4. Generations

Prejudice and discrimination against people based on their age, or 'ageism', harms everyone – old and young. One of the UN's priorities, in line with the Youth 2030 Strategy,[23] is to improve its offer for youth in the workforce. This includes, among others, the objectives to work with and for young people. Further, the General Assembly resolution containing the declaration on the commemoration of the 75th anniversary of the United Nations (A/RES/75/1) outlines the Member States' commitment to listen to and work with youth. The UN Secretary-General report on 'Our Common Agenda'[24] further lists a set of key proposals against this commitment.

According to recent UN reports, 10 per cent of people are now aged 60 or over - by 2050 it will be 20 per cent.[25] The UN Global Report on Ageism[26] has found that 50 per cent of people have prejudices against older people. UNOPS acknowledges that diversity is a long-term effort. Targeted activities in relation to early career and senior personnel, as well as young and senior people who are potential and prospective personnel, are a critical building block and an opportunity to augment diversity. Such efforts also lend themselves to be further combined with additional dimensions of diversity, such as geographical representation and persons with disabilities.

We will monitor the levels of engagement and belonging as reported through the people survey, paying special attention to differences between age groups. We will seek to understand any gaps

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[21] Disability Inclusion Practice Note Working Draft for BOS Inclusive Human Resources Common Services, 2021.

[22] Lindsay, S., Cagliostro, E., Albarico, M., Mortaji, N., & Karon, L. (2018). A systematic review of the benefits of hiring people with disabilities. Journal of occupational rehabilitation, pp. 1-22.

[23] Youth 2030 Agenda.

[24] Our Common Agenda, UN Secretary General, 2021.

[25] Overcoming Ageism and Supporting the Human Rights of Seniors. Accessed November 2021.

[26] UN Global Report on Ageism. Accessed November 2021.

between age groups that may be uncovered and to address them appropriately in the context of the Corporate Action Plan.

6.2. Contextualized identity groups

Some identity groups and identities are particularly context-sensitive (for example, sexual orientation) or context-specific (for example, ethnicity or caste). In this strategy, we pledge to seek understanding and awareness in relation to the dominant privileged identities across identity groups and to develop and implement appropriate action in local contexts to address the situation of marginalized oppressed individuals under the two objectives articulated above (see Figure 1).

This strategy proposes an initial set of identity groups that require the context to be taken into account. It is envisioned that appropriate actions will be identified and implemented under local leadership and accountability. For the purpose of this strategy, the anchor points for localized action are UNOPS business units, including multi-country and country offices, regional offices and functional groups.

6.2.1. Race and ethnicity

The UN Task Force on Addressing Racism and Promoting Dignity for All in the UN was launched by the Secretary-General in 2020. At the time of writing this strategy, the Task Force was in the process of compiling a strategic action plan for the UN system. We will consider this action plan, once launched, and will identify and implement appropriate actions.

Until such time, UNOPS will focus on data collection and capacity building. We will collect data on race and ethnic identity solely through voluntary self-identification, starting with the 2021 People Survey, and analyze it to suggest areas that need attention. We will seek to identify, understand and address gaps in the engagement and belonging of the various groups.

Further, we will aim to have equitable representation from all racial identities and origins across our regular international workforce, including in our senior positions.

We will identify appropriate capacity building efforts and promote an organizational culture that enables a constructive and honest dialogue about race and ethnicity.

In addition, we will seek to engage in an internal dialogue on the opportunities for addressing race- and ethnicity-based discrimination in the context of localized unique contemporary power dynamics and historical backgrounds. This will include looking at indigenous groups' representation and engagement in our workforce.

6.2.2. Gender identity and sexual orientation

UNOPS is inclusive of all gender identities and sexual orientations.

We understand that gender identities outside the binary and non-heterosexual orientations may be rejected or negated; and that persons articulating their identity within these groups are more likely to experience discrimination[27] and to be subjected to criminalization, including physical violence and homicide.

We also acknowledge that gender identity and sexual orientation in the present have been shaped by social contexts over time and continue to evolve. Attitudes, behaviour and legal frameworks in relation to these identity groups differ significantly from context to context.

Therefore, any efforts that we will extend for diversity and inclusion in relation to gender identity and sexual orientation must especially prioritize personal safety and security, must maintain confidentiality and must respect individual boundaries.

We will seek to engage in an internal dialogue on the opportunities for addressing discrimination and broader challenges related to gender identity and sexual orientation, including in our outreach and recruitment, and in relation to personnel safety. Any such efforts will be led by our country offices to ensure local contexts are taken into consideration.

Further, we will seek to understand any existing differences in engagement and feelings of belonging that appear correlated to gender identity and sexual orientation. On a global level, we will consider relevant guidance, such as the UN-GLOBE's 'Recommendations for an inclusive workplace for trans and gender non-conforming staff members, dependents, and other stakeholders of the UN System,'[28] to identify and undertake targeted actions to create an inclusive workplace for all.

7. Implementation

UNOPS will manage the implementation of its Gender, Diversity and Inclusion Strategy 2022-2025 in line with a defined governance structure and the appropriate mix of tools; while also ensuring integration with existing structures and frameworks in this regard.

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[27] United Nations Resolutions on sexual orientation, gender identity and sex characteristics.

[28] Recommendation for an inclusive workplace for trans and gender non-conforming staff members, dependents, and other stakeholders of the UN System. UN Globe, 2018.

7.1. Governance of strategy implementation

The accountability for the implementation of this strategy rests with the Senior Leadership Team. Responsibility for implementation will be cascaded in line with the established organization structure, including to the individual level, in accordance with existing individual performance management processes.

The People and Performance Group will be accountable for the implementation of the corporate action plan (see 7.2 below) as the main organization-wide instrument to drive strategy implementation. The Group will provide analysis and insight at the corporate level, and proactively provide advice on appropriate corrective actions and additional activities. It will play a key role in support of the Senior Leadership Team to champion and drive effective change.

The GDI Advisory Panel (formerly Gender Advisory Panel - GAP), which has played a key role in the implementation of the Gender Parity Strategy 2018-2021, will support the implementation of the Gender, Diversity and Inclusion Strategy 2022-2025 by providing advice and guidance to the Senior Leadership Team, including in relation to progress against targets in headquarters, regions, and multi-country and country offices.

Many activities in support of the implementation of this strategy will need to be embedded in local contexts. UNOPS headquarters, regions, and multi-country and country offices will be responsible for identifying, costing, resourcing and implementing such activities. Existing corporate planning and performance management processes may be used to drive these activities over time.

Everyone in UNOPS will play their part. Only together can we reach our joint ambitions.

7.2. Corporate action plans and business unit work plans

We will develop a corporate action plan. This action plan will be owned by the People and Performance Group and will guide and inform business unit work plans at the HQ, regional, and multi-country and country office level.

Together, the corporate action plan and the business unit work plans will be the main tool for driving the implementation of this strategy.

7.3. Performance management framework and process

We will set out a performance management framework. The framework will define performance measures, benchmarks and targets to guide our actions in pursuing the realization of the vision articulated in this strategy. We will monitor the progress against our targets on a continuous basis.

In accordance with the governance approach for this strategy, a core set of key performance measures will be used by senior leadership to inform strategic decision-making. Relevant key

performance measures may be integrated with the UNOPS results management framework and existing organizational performance management processes.

The key performance measures will be cascaded across UNOPS business units. Additional performance measures may be articulated on a case-by-case basis by responsible managers, to support the implementation of relevant elements in the corporate action plan and business unit work plans, and drive decision-making at the operational level.

We will aim to use a combination of business performance and perception measures commensurate with the complexities in relation to the respective identity groups while remaining closely aligned to the vision, objective and outcomes articulated in this strategy.

7.4. Approach

We recognize that diversity and inclusion are shifting targets and that our own understanding of the associated opportunities and challenges is bound to evolve. As such, we aim to maintain a humble yet ambitious approach to implementation. This approach is principally anchored in:

- **Consultation**: We will maintain a dialogue within and beyond the organization, consulting widely and frequently, leveraging established mechanisms where they exist.

- **Iteration:** We strive to learn and adapt our activities as we go while maintaining a clear focus on the overarching vision of this strategy.

- **Data:** We will leverage the data we have, identify gaps, and strive to improve where needed. This will include building a baseline in areas that we have not yet tackled. We will continuously measure and monitor our progress in the service of informed decision-making and regular reporting.

8. Definitions

In order to allow for a common understanding, consistent and clear definitions are vital. The below represents UNOPS definition of key terminologies, based on UN definitions when available.

Ableism is a misguided and biased understanding of disability that leads to the assumption that the lives of persons with disabilities are not worth living.[29]

Accessibility is the quality that allows persons with disabilities to access and enjoy physical environments, transportation, facilities, services, information and communications, including new technologies and systems. When planning for accessibility, the principles of universal design should be used.

Ageism arises when age is used to categorize and divide people in ways that lead to harm, disadvantage and injustice and erode solidarity across generations.[30]

Belonging refers to an individual sense of acceptance – and ability to be their true self at work. Belonging is when people feel seen and heard, feel safe, and feel valued and respected. This results from having equitable and inclusive practices, norms, cultures and systems. When teams are diverse and inclusion is done well, then belonging is the result.

Disability barriers. Disability results from the interaction between persons with impairments and the barriers in the environment around them. Barriers in the workplace include physical, attitudinal, communication and policy barriers.

Diversity means having people who are different in a group or organization.

Identity is the qualities, beliefs, personality, looks and/or expressions that make a person or group.

Inclusion refers to the behaviors, policies and cultural norms that make people feel welcome.

LGBTQI+ Lesbian, gay and bisexual (LGB) refer to the sexual orientation of an individual or who they are sexually or romantically attracted to. Queer and transgender (QT) refer to gender identities outside the man/woman gender binary. Intersex (I) describes people born with any of 30 different variations in sex characteristics including chromosomes, gonads, sex hormones, or genitals. The (+) sign in the acronym is to ensure inclusivity and that all gender and sexually diverse identities are recognized. It represents all the other self-identifying members of the community who are not included in the LGBTQI acronym.

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[29] UN Disability Inclusive language guidelines.

[30] UN Global Report on Ageism.

People with disabilities include people who have long-term sensory, physical, psychosocial, intellectual, or other impairments that, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others.[31]

Racial discrimination means any distinction, exclusion, restriction or preference based on race, colour, descent, or national or ethnic origin which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life.[32]

Reasonable accommodations: Necessary and appropriate modification and adjustments not imposing a dis- proportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms.[33] In the workplace, it may mean making changes to the work environment to allow persons with disabilities to work safely and productively.[34]

Respect comes from a work culture free from discrimination, harassment (including sexual harassment) and abuse of authority.[35]

Valued refers to feeling appreciated, seen, listened to, heard and respected, also referred to as psychological safety.

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[31] UN Convention on the Rights of Persons with Disabilities.

[32] International Convention on the Elimination of All Forms of Racial Discrimination.

[33] UN Convention on the Rights of Persons with Disabilities.

[34] International Labour Organization's Guide for Business on the rights of persons with disabilities.

[35] United to Respect: Promoting dignity and respect in the workplace toolkit.

Gender, Diversity and Inclusion

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