

# EXECUTIVE BOARD INFORMAL BRIEFING

## On Organizational Culture, Anti-discrimination and Anti-racism and Contract Modalities For Affiliate Personnel





# AGENDA

1. Nurturing a Diverse And Empowered Workforce
2. Engagement in Times of Change
3. Contract Modalities - Affiliate Workforce
4. Update on JIU Recommendations on Racism and Racial Discrimination

## SECTION 1

# Nurturing a Diverse And Empowered Workforce and Advancing an Inclusive UN Women Culture



# KEY AREAS OF FOCUS

Notwithstanding the intensive and ongoing organizational change process, UN Women remains committed to the principles underpinning delivery of results through an inclusive culture and leadership that exemplifies ethical, transformational, and shared leadership.

This work is advancing across four priority areas:



## Leadership Development and Career Support

To strengthen performance awareness, shared leadership and accountability in a complex and evolving work environment;



## Accessibility and Disability Inclusion

UN Women remains fully committed to accessibility and disability inclusion, in line with its corporate strategy and policy on disability inclusion, the UNDIS, and the Convention on the Rights of Persons with Disabilities.



## Ethics, Integrity, and Respectful Workplace

UN Women's commitments to fostering a respectful, inclusive, and empowering workplace are underpinned by a comprehensive organizational framework and robust policies on accountability and integrity



## Prevention of Sexual Exploitation and Abuse and Sexual Harassment

Addressing sexual exploitation and abuse and sexual harassment remains a key organizational priority

# ACTIONS DELIVERED

## Leadership Development and Career Support

Continued development and delivery of leadership and team journeys for managers and supervisors, with a focus on navigating change and uncertainty

Ongoing availability of the UN System Staff College (UNSSC) Blue Line leadership and management course for all personnel

Career clinics and career coaching have been provided as part of the Career Support Strategy supporting the Pivot implementation, as well as through UN inter-agency initiatives such as UN Career Week and monthly “Career Tips Thursday” sessions

## Accessibility and Disability Inclusion

Significant increase (from 2019 to 2024) in terms of UNDIS Indicators Met or Exceeded

**55+ Offices** reported initiatives implemented with and for women with disabilities

**Strengthen Institutional Accountability** works across the UN system including collaboration with UNFPA on UNDIS implementation

**2025–2026** expanding policy engagement and inter-agency joint programming across regions to

- address linkages between disability, care systems and economic participation;
- strengthen access to assistive technologies across the life cycle;
- promote inclusive artificial intelligence;
- ensure that women with disabilities shape peacebuilding and recovery processes following conflict.

## Ethics, Integrity, and Respectful Workplace

Preventive vetting strengthened through participation in Clear Check database 2.0 expanded misconduct screening beyond SEA and SH to include racism, racial discrimination, and other serious misconduct

**2025: Dedicated Ethics segment added to global HR orientation for new hires** covering standards of conduct, conflicts of interest and the mandate of the Ethics Function

**Confidential and informal conflict resolution services** such as mediation, coaching, and support from the Ombudsman and Respectful Workplace Facilitators, as well as **formal reporting and investigative channels**, remain available to personnel to address workplace concerns promptly.

## Prevention of Sexual Exploitation and Abuse and Sexual Harassment

Remains a key organizational priority, with victim/survivor-centred policies and governance frameworks aligned with UN-wide standards in place.

**Prevention, response and support mechanisms** strengthened including through inter-agency collaboration leveraging UN Women’s expertise

**Reporting** Details on these actions, along with reporting on progress achieved, will be presented in an update to the Executive Board at its Annual Session, in line with Executive Board Decision 2025/10.

## SECTION 2

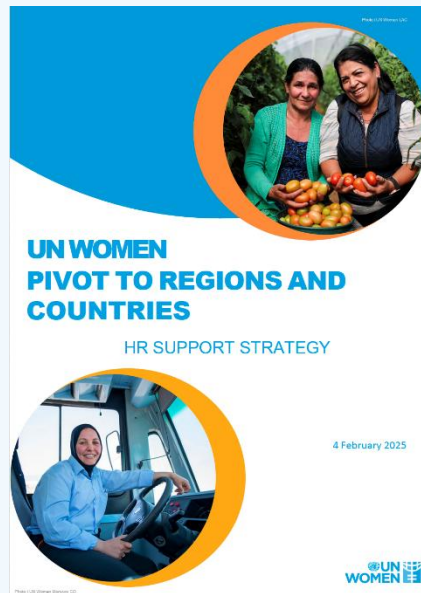
# Engagement in Times of Change



# ENGAGEMENT IN TIMES OF CHANGE

## HR Support Strategy

- Includes a range of initiatives to ensure that personnel are heard and equipped to navigate organizational change



## UN Women Dialogue Series

- Thematic webinars organized by HR and the Staff Council addressing issues such as visas, pensions, financial planning, legal assistance, caregiving, and tailored HR support for different personnel categories.
- Live Q&A responding to issues raised during town halls
- Follow-up consultations with HRBPs, Staff Council, and Pivot Advisor

Staff Council Webinar Series

## Transition Measures to Support Managers and Personnel

- Wherever necessary, senior management has outlined transitional measures to support managers and hiring units in the management of cost containment and the Pivot exercise. These include measures on recruitment and contract extensions.
- Human resources are more directly engaged in reviews of staffing structures and decisions



Note: Snapshots in this slide are from available resources on the "Pivot to the Regions and Countries" dedicated intranet page, accessible to all personnel.

# ENGAGEMENT IN TIMES OF CHANGE

## Career Counselling and Coaching

- **Career counselling** provided through live career lab webinars facilitated by certified executive career coaches
- **Sessions** delivered to personnel and people managers affected by organizational change
- **On-demand library** of recorded sessions and an online career development portal.



### Virtual Career Lab

Launch webinar

Description: This session is designed to take you through the offering UN Women is providing for your career management. The session will cover the resources on offer and walk you through the timeline.

### Virtual Career Lab

Managing your career through change

Description: As we know, the one constant of current working life is change and transitions. Change can leave us feeling unsure of the future and not clear on how to manage our career. This session will support you to navigate through the change.

### Virtual Career Lab

Goal setting and action plans

Description: This session will help you understand what an action plan is, and ways to ensure you return to the plan for guidance, giving clearer and consistent direction and focus.



One-on-one career coaching sessions will be available for colleagues whose roles are directly impacted by the Pivot due to the abolishment or relocation of posts, with priority in registration to colleagues on at-risk roles.

In-depth small group coaching sessions and one-on-one coaching will be offered for Directors and Section Chiefs to support the professional transitions of their teams and team members.

One-on-one mentoring is also always available via the [United Nations - Together Mentorship Platform](#).

## Psychosocial Support and Well-being

- Confidential psychosocial and well-being support provided through individual and group consultations, in multiple languages and flexible formats



### Peace on Purpose Well-Being Sessions

Peace on Purpose is an interactive program created in partnership with the United Nations Foundation to provide evidence-based mindfulness tools to UN personnel around the globe in support of physical and mental well-being in work and life. Discover the different featured programs available: Crisis Response, Exploration Series, Signature in-person workshops, and Champions Program. All of them are available for all UN personnel globally.

### Headspace - Your Personal Guide

Meditation and mindfulness have been shown to help people stress less, focus more, and sleep soundly. With hundreds of guided exercises for meditation, sleep, focus, and movement, Headspace is your personal guide. Accessible to all UN Women personnel, you may sign up at no cost by visiting [Headspace membership](#). For detailed information on how to sign up, please visit [Headspace @ UN Women](#).



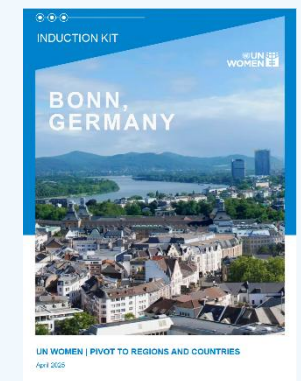
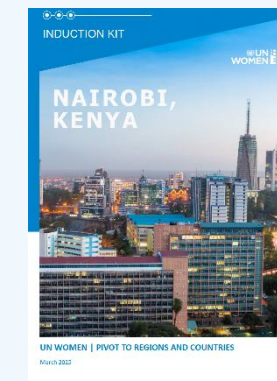
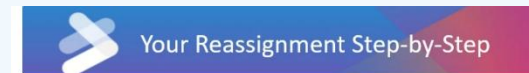
### In-House Counselling Services

In-House Counselling Services offers free and confidential consultations. Counsellors are available to all personnel and their dependents, providing a safe space to discuss any personal or work-related issues in full confidentiality. Counsellors may also propose other local mental health resources, ensuring support is available during difficult times.

## Tools and Resources

Dedicated intranet resources were developed to support personnel relocating to Bonn and Nairobi, including:

- Induction and relocation kits for incoming colleagues with practical information on duty stations and living arrangements
- Centralized guidance on HR, administrative, and onboarding processes



Note: Snapshots in this slide are from available resources on the "Pivot to the Regions and Countries" dedicated intranet page, accessible to all personnel.

## SECTION 3

# Contract Modalities -- Affiliate Workforce

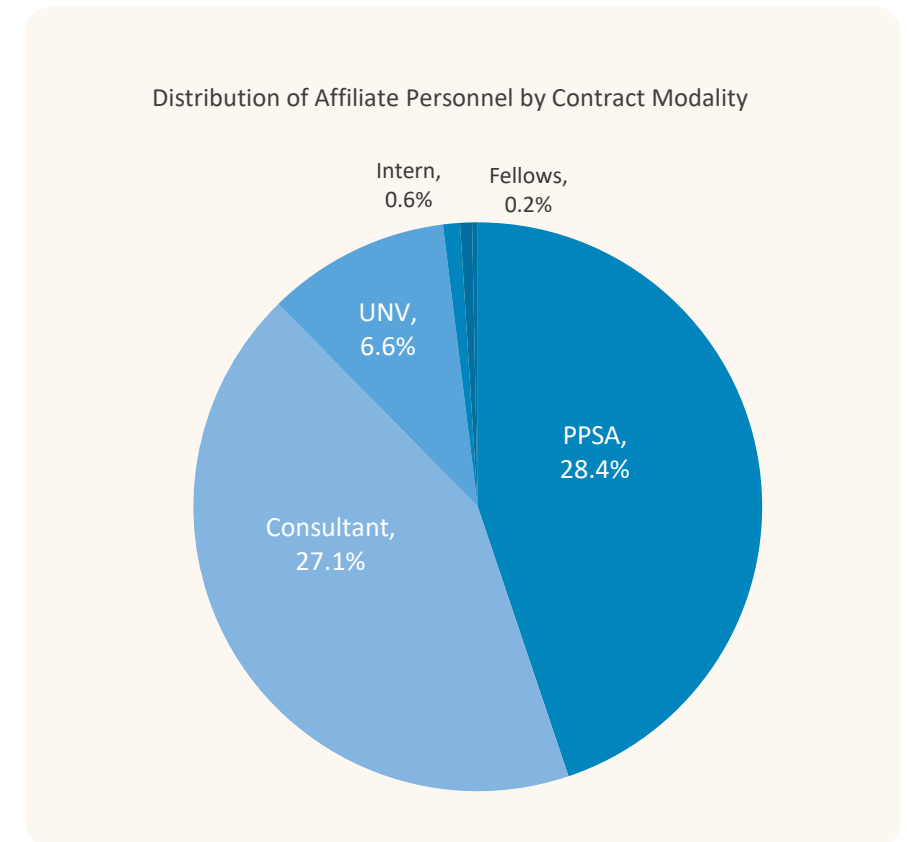


# AFFILIATE WORKFORCE MODALITIES AT UN WOMEN

Data as of 31 December 2025

**63%** of the workforce engaged under affiliate modalities.

<b>Interns</b>	Recent graduates engaged for learning and exposure
<b>UN Volunteers (UNVs)</b>	National or international personnel mobilized through the UNV Programme
<b>Consultants</b>	Experts hired for specific deliverables or technical inputs
<b>PPSA</b>	Personnel for specific projects (local/international); short-term to up to 4 years
<b>Experts on Mission</b>	Deployed for advisory or technical support, through a Non-Reimbursable Loan Agreement (NRLA).
<b>Fellows</b>	Fellowships are candidates nominated by their sponsoring School/Partner/Governments and the main purpose of fellowships is to enable the holders to derive knowledge and professional competence.



# UPDATE ON THE IMPLEMENTATIONS OF THE PERSONNEL SERVICE AGREEMENT (PSA) FRAMEWORK

In **February 2025**, UN Women **signed the SLA** with UNDP to implement the PSA modality. Acknowledging the essential and ongoing contributions of affiliate personnel to our mission, the PSA modality standardizes entitlements and salary scales.

In **September 2025**, all former UN Women Service Contractors (around **1,100**) were **transitioned** to the new NPSA modality established by UNDP, replacing the previous Service Contract (SC) system.

UN Women has since **piloted** to local & international PSAs for HQ locations.



# RECENT UPDATES

## Policy Update



**Consultants' Policy was updated** to simplify and streamline processes.

**Key updates include** updated clearance process, introducing new competitive Rates etc.

## Implementation & Communication



**Information sessions:** Informative sessions conducted globally, to ensure full understanding of the revised policy and related tools.

**Updated Contracts, forms and conditions of service:** aligned with the new policy to ensure compliance.

## System & Reporting Enhancements



**Launch of Global Service Tracker :** Introduced to automate requests for all new hires and extensions, significantly improving visibility, processing speed, and monitoring of consultant engagements.

## Knowledge Sharing and Support



**Thematic Clinics:** Launched to strengthen consistency and knowledge exchange across offices.

**Topics include** TOR development, rate determination, advertisement on Quantum, and candidate suitability assessment.

Sustained progress in organizational culture requires **adequate investment**, particularly in **Human Resources capacity**. This need has been highlighted by **Executive Board decisions, Joint Inspection Unit recommendations and oversight bodies**.

Reviews of the HR function have identified **capacity gaps** that must be addressed to meet these expectations. The 2026 Strategic Note and Budget outline measures to strengthen HR capacity and institutional readiness.



Photo: UN Women | Ryan Brown

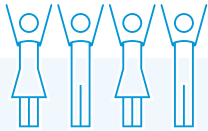
## SECTION 4

# Update on JIU Recommendations on Racism and Racial Discrimination



# INTERNAL POLICIES AND ACTIONS ON ANTI-RACISM AND ANTI-DISCRIMINATION

## Joint Inspection Unit (JIU) Recommendations (Implemented)



### Self-identification System

Voluntary self-reporting option introduced to monitor and assess workforce diversity.



### Accountability and Reporting

Leadership sponsorship; ERG engagement and IRRF reporting to the Executive Board



### Equity in HR Practices

New contractual modality; Diversity and Inclusion training extended to all personnel



# INTERNAL POLICIES AND ACTIONS ON ANTI-RACISM AND ANTI-DISCRIMINATION

## Joint Inspection Unit (JIU) Recommendations (In-Progress)



### Awareness, Learning and Performance

UNSSC modules in place;  
ongoing HLCM DEI collaboration



### Inter-Agency Coordination

Workforce Diversity Guidance  
Note developed; adaptation  
planned for 2026



### Adequate Resourcing

Inclusion embedded in  
Strategic Plan 2022 – 2025 and  
2026 - 2029



# Thank You!

