



Enabling Environment: Engage, Exchange, Equip

16 November 2017
Geneva, Switzerland

WHO Executive Board Room, Main Building,
Avenue Appia 20, 1202 Genève



Facilitator: Lisa Kepinski, Inclusion Institute
Co-hosted by WHO and UN Women

Welcome and Opening Remarks

Ms. Aparna Mehrotra, Director, UN System Coordination Division, UN Women opened the session welcoming all participants and introduced Ms. Katja Pehrman, Senior Adviser and Focal Point for Women in the UN system at UN Women. She presented Ms. Pehrman as having formerly served with the diplomatic services of Finland, and most recently as an Ambassador to the OSCE in Vienna.

Opening Remarks

**Ms. Katja Pehrman, Senior Adviser/
Focal Point for Women in the UN
System, UN Women**

Ms. Pehrman welcomed participants to the workshop on how to promote an enabling environment: “Engage, Exchange, Equip”, organized together by UN Women and WHO. She expressed her enthusiasm at being able to meet and work with all the participants. It was truly remarkable that the workshop had attracted more than 100 UN colleagues, including Gender Focal Points, Focal Points for Women as well as HR experts. This demonstrated that there was the interest as well as the need to discuss the issue.

Ms. Pehrman emphasized that the day’s discussions would focus on one of the recommendations included in the Secretary-General’s System-wide Strategy on Gender Parity, namely on how to build on an enabling environment. As indicated in the SG’s strategy, it is recommended that the UN System clearly defines a set of ‘good practices guidelines’. These will be measures that all UN entities are expected to adopt and implement in full.

As indicated by Ms. Pehrman, an enabling environment is a safe and welcoming workplace with equal opportunities and access, and a zero tolerance for harassment and discrimination in any form. To achieve a truly inclusive work force of the highest caliber, the UN should focus on attracting, retaining and motivating high quality staff - both women and men - and creating an enabling environment for them to contribute to their full potential. This will entail more positive use of flexible working arrangements, increasing the reach of parental leave, and the balance of personal, family and professional commitments. She stressed that inclusivity and equality will not be attainable without a working

environment that prizes diversity and flexibility, provides equal opportunities, recognizes that staff are also family and community members, and ensures a safe environment in which to work.

Ms. Pehrman referred to several good ideas, which had been developed in the so called working group 5 in the context of the process leading up to the creation of the SG’s system-wide gender parity strategy. Some were reflected in the strategy, and hopefully the valuable work of the WG could benefit the process of creating the recommended guidelines. She referred to Lisa Kepinski’s recent research published in Newsweek, according to which a persistent workplace model of the “ideal” employee has long been defined by “putting in long hours, not talking about personal life, and not complaining”. Research shows that this was unfair as it never paid off. Furthermore, long-working staff were less likely than their peers to have received a bonus. Therefore, smart organisations were now shifting away from an unproductive and unhealthy work model.

She also indicated that changing the UN’s culture towards a more enabling environment is a long-term process and will require leadership from all to tackle attitudes, beliefs and behaviours. By focusing on what drives organisational culture, the UN can develop an inclusive work environment free of discrimination in any form, with the cumulative impact being a happier, healthier more effective and efficient workforce. She quoted Ms. Kepinski in the Newsweek article: “It is not enough to only have diverse teams but also to create an inclusive culture to benefit from diversity”.

Ms. Pehrman announced the agenda, which included several distinguished speakers to provide insights on how to promote an enabling environment and what might be the expected challenges on the way. The idea was to exchange views and best practices, what can be done, what has been done, how do we promote truly an enabling environment and how do we get there together. Examples will be reflected upon, not only internally, but also through the external lenses of the speakers. By the end of the day, Ms. Pehrman hoped that participants would feel better equipped with practical tools to support the SG’s recommended action.

She also referred to the [Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System \(A/72/220\)](#), which had been prepared by Ms. Laura Emerson and herself in the summer. The report provides recommendations on how to achieve gender balance. Covering the two years from 1 January 2014 to 31 December 2015 on the status of women in the UN system, the report reveals that the representation of women continues to be negatively correlated with seniority—as levels increase, the number of women decreases. Experience demonstrates the impact of concrete actions, such as more rigorous implementation of existing policies, including temporary special measures; improved working conditions, in particular in the field; an enabling environment, through strengthened parental leave, flexible work, anti-harassment policies and spousal working opportunities.

Message from Office of Human Resources

Ms. Marta Helena Lopez, Assistant Secretary-General, Office of Human Resources



As the Assistant Secretary-General of the largest Office of Human Resources in the UN system, Marta Helena Lopez, will be guiding the UN Secretariat's efforts to implement the gender parity strategy with respect to HR policies and practices, including promoting an enabling environment. To set the tone from the top, and voice her support of the strategy and the common goal of furthering the UN's progress towards gender parity ASG Lopez shared with participants a video message. Highlights from ASG Lopez's message included:

- The UN has many well established resolutions and reports calling for gender parity, however progress has been slow and uneven.
- The Secretary General's strategy calls for moving from ambition to action.
- 2028 targets will be set, but the overall goal is to create a working

environment that embraces equality and eradicates discrimination.

- There must be a shift in our institutional culture.
- We are on the precipice of an unprecedented opportunity that makes good on the Secretary General's pledge to leave no one behind.
- Ideas must be translated into reality.
- We must pursue ambitious goals on behalf of those we serve.

Ms. Pehrman supported ASG Lopez's statement and emphasized the need to shift the organisational culture and attitudes, as well as discard silo thinking and integrate action across different sectors.

Enabling Environment in the context of the SG's System-wide Strategy on Gender Parity

Mr. Victor Kisob, Director of the Learning, Development and Human Resources Services Division, Office of Human Resources Management



Mr. Kisob explained that the Secretary-General has made it clear that his objective is to achieve gender parity across the UN system by 2028. Mr. Kisob highlighted key points of the SG's gender parity strategy:

- Contains bold, ambitious system-wide recommendations covering recruitment, retention and an inclusive and multicultural environment where a person can deal with family and human needs.
- Career prospects for women need to be strengthened, and measures are needed to help bring women to upper echelons.
- More flexible work arrangements need to be considered, including allowing working remotely, and even working from another duty station.
- Parental leave needs enhancement, and we need maternity leave to allow nurturing time

• When facing down-sizing challenges, we need to give preference to upholding gender parity objectives.

• Throughout, it is important to change attitudes and address all behavioural aspects.

• Defining achievable objectives and timelines is essential, as is benefitting from best practices of other organisations and institutions

• For example, statistics for the Young Professional Programme shows that 3/4th of those who pass the exam are women, however once they join the system they get stuck at P2 or P3 levels. It is important to ensure young women entering the system do not get discouraged.

Introduction to Inclusion Nudges approach

Ms. Lisa Kepinski, Founder/Director, Inclusion Institute



Ms. Pehrman presented Ms. Kepinski as an expert in organisational development and behavioural science with over 20 years' experience working in inclusion and diversity. Ms. Kepinski co-authored the **Inclusion Nudges Guidebook** (www.inclusion-nudges.org). Ms. Pehrman invited participants to read Ms. Kepinski's research report¹ offering insights and pragmatic ways to effectively drive diversity and inclusion, and welcomed Ms. Kepinski's facilitation over the day.

Ms. Kepinski opened the session noting the network's critical role in promoting an enabling environment and supporting each other. She empathised with the difficulties faced when being an agent of change.

Key points from Ms. Kepinski's presentation included:

- Biases are shortcuts that help process information quickly in fast thinking situations, but they can also interfere with a person's best intentions.
- Research shows there is a gap between what leaders say and do: 70% say it is a priority, but only 43% are on track, and 37% are off track and could be doing more.
- Unconscious bias training is not enough as people revert to old habits after 1-2 days.
- Biases may even increase when the understanding that "bias is natural" is used as a justification for holding-on to stereotypes.
- A "Blind Spot Bias" can also generate tensions where a person recognizes the bias in others, but not in themselves: 75% of senior leaders challenged others as biased, while only

53% caught themselves being biased.

- Rational understanding is not enough as 98% of our thinking (System 1) is unconscious and only 2% (System 2) is driven by knowledge, understanding and will power.
- "Nudges" take away the burden of thinking but still allow freedom to decide: they make it easier, more appealing, to make the right choice and steer you in the right direction.
- Without free choice, the mandate could backfire and result in greater resistance.

Ms. Kepinski gave an example of using a "nudges" approach: getting children to buy healthy foods by putting junk food higher on the shelf, by reframing fruit as a "California" treat. Despite allowing the children "free choice", the result was a 100% increase in fruit sales. The implications for gender equality are that currently it is being presented forcefully as "good for us". Rather, it needs to be reframed, made appealing and based on "free choice". Gender parity should be framed as an enabler of success, and something which is important for the UN to model internally, so that entities "walk the talk".

In order to move towards creating an enabling environment Ms. Kepinski explained the importance of taking stock of the current state; conceptualizing a future state and defining what success will look like and how it will benefit all; creating a heightened alertness; identifying relevant actions; engaging in actions to de-bias; inviting inspirational speakers; and rewarding personal commitment. Proven de-biasing techniques are available to help leverage diversity and create more inclusion.

ENGAGE: Envision the Future

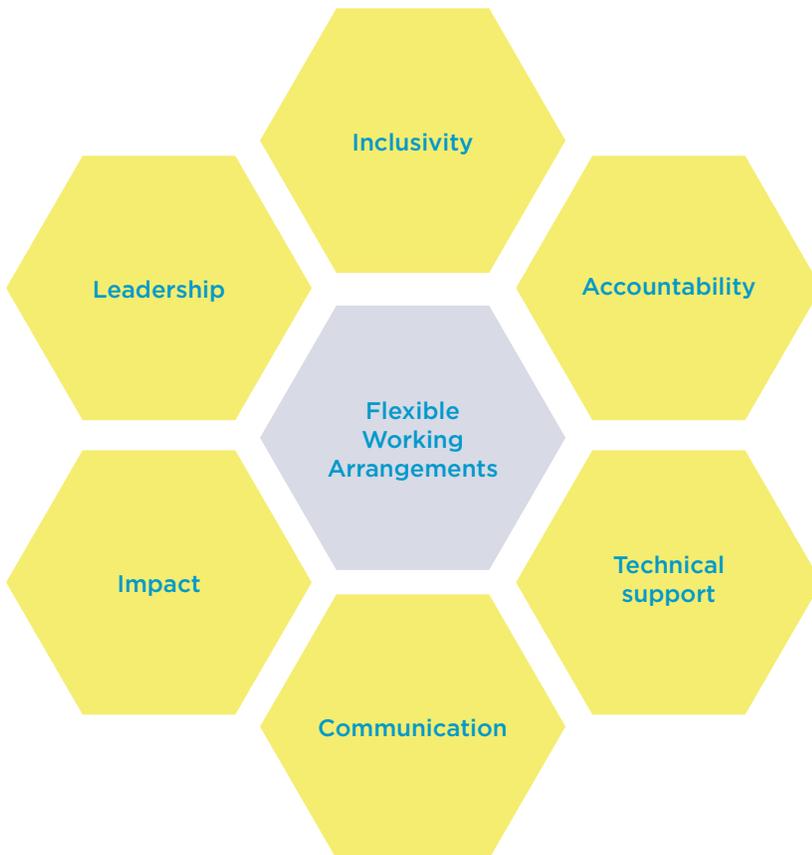
OBJECTIVE: Taking stock of the current state & assessing the future

Ms. Kepinski conducted a simple, anonymous survey of how the participants assessed their own organisations in the areas of: **Standards of conduct, Family-friendly policies, and Flexible work arrangements**. The results reflected an overall middle score, implying room for progress. On a scale of 1 to 5 (5 being the most positive) average scores were 2.3 for standards of conduct and family friendly policies and 2.5 for flexible work arrangements.

Having assessed the current state, Ms. Kepinski facilitated an exercise to help envision the future state of each of these areas. Participants split off into groups to describe what success

would mean, what the future would look like, and how one would know when it had been achieved. This exercise is important for defining objectives and indicators, identifying personal interests (to be “nudged”), and gaining voluntary commitment towards successful behaviour change. Feedback provided by groups during this exercise will help inform the good practice guidelines being developed.

The feedback from the group work on each of the key areas of enabling environment (Standards of conduct, Family-friendly policies, and Flexible work arrangements) were consolidated, and outcome of the discussion illustrated below:



Elements of successful FWA policies (as identified by participants):

- **Inclusive** - men and women at all levels across different duty stations would benefit (no longer associated with women and particularly mothers)
- **Clear policies** in place with guidance on accountability and implementation, including core hours and calendars etc.
- **Communication** efforts support this, by outlining what is available and sharing examples, included in orientation of new staff
- **Senior leaders** would actively promote the use of FWAs and act as role models
- Staff members would be held **accountable** through their work plan, the use of FWAs would be managed through **performance appraisal**
- Line managers would be **recognised and rewarded** for the successful use of FWAs
- **Connectedness** would be ensured through adequate software and technical support
- **Technology** would also support **recording of requests and usage**
- HR would report to senior management on requests and usage
- Well implemented Flexible Working Arrangements would lead to greater staff well-being and effectiveness
- The implementation of FWAs would be **documented through staff surveys**, and also **exit interviews** would include a section on **work/life balance**
- Also the **impact on the environment** (less need to commute) and **potential economic savings** would be measured
- **A culture change** would have taken place and there would be **no stigma** associated with the use of **FWAs**



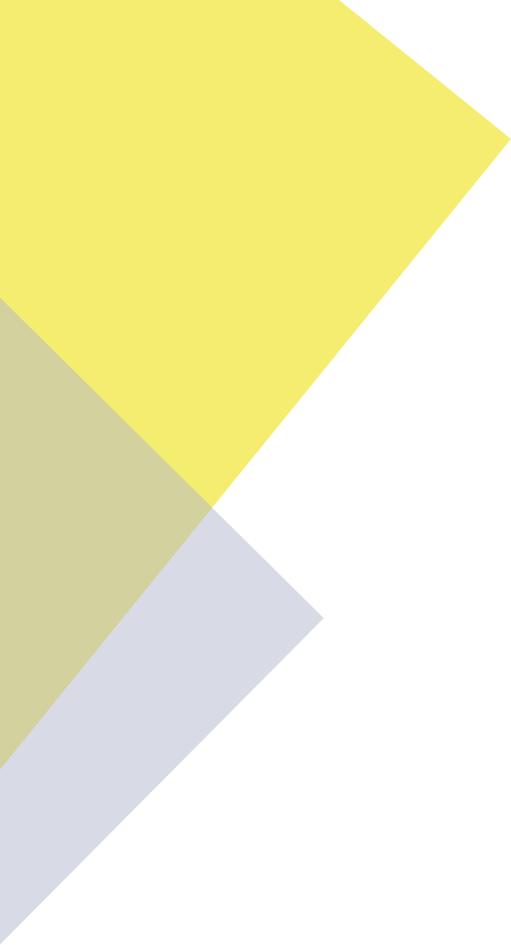
Elements of successful Family-friendly policies (as identified by participants):

- **Inclusive** of all forms of ‘family’ and ‘care’ (i.e. elderly care, same-sex couples, self-care, development)
- **Inclusive** of women and men, at all levels and duty stations
- **One parental leave policy** (maternity, paternity, adoption, surrogacy)
- **Financial resources** in place to cover parental leave
- Support for **childcare/crèche** (internal or external)
- Senior management **leads by example** and publicly advocates for the policies
- Efforts are **measured through staff surveys** and the positive increase in staff’s satisfaction with family friendly environment tracked
- **Impact on talent management:** Better recruitment/reassignment/retention/career development management; support to mobility
- Becomes an organisational cultural norm / practice; **De-stigmatise career breaks**



Elements of successful Standards of Conduct policies (as identified by participants):

- **Inclusive** - all personnel and all stakeholders are trained on standards of conduct
- **Communication** to increase understanding of the standards and behavioural expectations, include in inductions
- **Safe space, supportive networks;** colleagues are supportive and active bystanders
- Open conversations in work-place about acceptable behaviour
- **Accountability:** Fair and **transparent** implementation of the processes
- Address **fear / safety** issues; Fear of retaliation
- **Whistle blower protection** clearly defined and communicated
- **Speedy investigations;** consequences are timely implemented
- **Senior leadership to model behaviour**
- Accurate ways to assess **managerial skills** and support/training; **conflict management** at peer and senior level
- Common standards for **data collection** for analysis and benchmarking
- Important to maintain **anonymity**
- Fundamental change in culture: Respectful working environment



EXCHANGE:

Panel – Outside-In View

OBJECTIVE: External experts share best practices on promoting an enabling environment

Engaging Men

Mr. Michael Welp, Founding Partner, White Men as Full Diversity Partners & Expert for Catalyst's Men Advocating Real Change (MARC)



Mr. Welp presented his insights into engaging men as gender equity champions. He explained that historically, diversity focused on race, ethnic minorities, gender identity and sexual orientation. The result has been that the situation of white, heterosexual men has not been examined.

Mr. Welp explained that men see gender equality as a woman's issue, that does not concern them, but where they have much to lose: i.e. If women win, men will lose. The fear is that a commitment to gender equality means lower standards for hiring or promoting the best person. Men may feel blamed or guilty, thereby limiting their curiosity to learn about the topic. They may fear saying something wrong, so might not speak out and therefore avoid engaging. There is a fear of losing status, of making mistakes, and of a fear of other men's disapproval.

As a result, Mr. Welp continued, the burden is on women to educate men, leaving men passive in the process. Women are left to be the sole leaders of equity efforts, or in a defensive position of not being "the best person for the job". Exhaustion for women sets in from having to carry all the weight of the topic, while men experience resistance or non-support for equality efforts.

Mr. Welp stated that men will remain indifferent and therefore unlikely to support gender quality unless they appreciate how they can gain personally from changing the status quo.

Mr. Welp explained that getting to parity involves changing the culture and mindset for men. Their historical privilege being male means they are not aware of the impacts on women or of how the current culture is centered on a white, male given. They need to discover the ways that men gain too, so as to gain self-interest and begin seeing it as having an impact on partnerships at work. Men need to take up the role of educating each other to gain awareness of all the issues women are navigating, such as having to defend their qualifications, or facing safety and family issues when travelling.

Mr. Welp concluded that men need to see promoting equality as a critical leadership skill and an opportunity to grow. This involves growing a new consciousness, and developing new competencies. It involves having the courage to be vulnerable and transparent about what they know and do not know. They need a safe space to discuss among each other about the feelings of reverse discrimination to gain awareness of how they can use their privilege to advocate and advance progress.

Mr. Welp shared references on engaging men as diversity advocates: [Four Days to Change, 12 Radical Habits to Overcome Bias and Thrive in a Diverse World, by Michael Welp, PhD.](#)

See also TEDx talk: [White Men: Time to Discover your Cultural Blind Spots](#)

Managing career breaks

Ms. Rebecca Hourston, Managing Director, Head of Coaching Programmes, Talking Talent



Ms. Hourston spoke about the importance of allowing career breaks as part of fostering an enabling environment. She explained that while most career breaks are taken by women for child rearing purposes, or to care for the elderly, it should not be perceived as only a female issue.

She explained that the desire (VOLITION) is there to enable career breaks, but what is needed is the knowledge (COGNITION) of how to make it work (ACTION). Most people wish to return at the end of a break, most managers want to allow it, and most employers want the person to return afterwards. What is needed is a change in policies and practices (TRANSFORMATION). It is also important to ensure that the career break becomes a “career catapult” rather than something that “breaks” careers.

Ms. Hourston presented key criteria for successful career breaks:

- The **A-B-C**'s of successful career breaks are:
 - » “**A**” is for planning the career break scenarios “before” and “after” the break,
 - » “**B**” is for articulating the “Business Case”- why the break is being taken, what is the potential cost of refusing, and
 - » “**C**” is for using a coaching approach to the conversation, to make it easier for managers and staff to talk through the issues.
- Line managers across the organisation need to support and acknowledge that home life concerns are brought into the workplace and that life issues should be addressed proactively.
- Staff seeking career breaks need to be aware of what is at stake and engage in planning the phases before, during and after.

Ms. Hourston shared another practical tool called the TALENT model as a successful strategy for managing parental leave:

“**T**” is for “**Talking**”: The success of the return lies in the preparation for departure. It is also important to do a performance review before leaving to understand the current context.

“**A**” is for “**Assumptions**”: This fits into understanding any unconscious biases, for example, assuming the person will want less travel after returning, or that life upon return will continue as before. This requires adjusting to the individual.

“**L**” is for “**Logistics**”: this involves finding back-up support, providing breast feeding rooms, steps for making the environment friendlier, etc.

“**E**” is for “**Emotions**”: returning to work requires factoring confidence building throughout.

“**N**” is for “**Networks**”: The more specialised the role is, the earlier is the need to use networks to back fill the role during the absence.

“**T**” is for “**Trajectory**”: This is about understanding the career trajectory. Where is the person going with their career beyond the break? What will they be doing when they come back to the work place?

Ms. Hourston explained that these tools help identify practical areas to be addressed, and provide the knowledge to implement successful policies. Together they offer tips for transforming words and knowledge into action: VOLITION +COGNITION + ACTION=TRANSFORMATION

On building a flexible work culture

Ms. Gonnie Been, Operations Director at Index Initiative



Ms. Been presented personal stories of her involvement making diversity work in a high tech predominantly male work place. She recounted how making the work place culture friendlier internally, helped improve the competitiveness of the company externally.

Ms. Been explained that as regards flexible work, many new opportunities exist today with technology removing the boundaries between where, when and how work is done. But the concept of working from home is contrasted with the perceived legitimacy of being visible, participating in as many meetings as possible, or producing high volumes of email exchanges. This represents the established, male-driven culture: being present in the office and communicating or speaking up to be seen, otherwise, if managers could not see you, they would not know what employees were doing.

As Ms. Been explained, historically, in order to get time off to meet family needs, a person had to reduce their paid work time. This often meant being paid part-time for full-time work. In exchange, limitations on free time as a working mother were often criticized in social circles as a sign that she was valuing professional work over the needs of the children - representing another constraint many women face.

Today the flexible work policy makes a 6 month leave available to everyone. This makes it something normal, for anyone to request. It puts the onus on managers to explain why a request should be refused. As a result, more managers started having the courage to model teleworking, and even being able to openly tell their team that they would be taking time off for personal reasons.

Ms. Been's key points, demonstrated through her stories, were:

- When embarking on telework, it is important to keep in mind what can be done virtually and when.
- Each person needs to know what their value is, and what they have to offer to the workplace.
- Staff need to have the courage to have that conversation about their value and their time.
- Leaders need to have the courage to model this change.
- Managers need to shift the conversation to be about what staff can contribute, when, and how.

A diversity and inclusion strategy that meets business needs

Mr. Robert Robottom, Global Head of Diversity & Inclusion, Novartis



Mr. Robottom presented Novartis' diversity and inclusion strategy. Their approach is tied to the company's mission: "Our vision is extending and improving lives." Their objective is to be a company that is diverse and inclusive both internally and externally - in its approach to research and client relations. This not only affects hiring practices, but also means defining inclusive and diverse research teams and meetings, and developing a broader client base.

Mr. Robottom explained that the Novartis strategy has four pillars:

- **Talent and leadership:** addresses gender parity, includes career development, and calls on leaders to identify, nurture and develop a diverse group of associates.
- **Culture of inclusion:** an environment where diverse people can contribute to success.
- **Patient and customer:** knowledge and understanding of a diverse base of patients and customers.
- **Internal and external reputation:** helps attract and retain talent while also driving performance and innovation.

When looking at the business case, Mr. Robottom considers what happens if you don't do it: What is the cost of poor retention, demotivation, illness, and lost talent? Research confirms positive impacts of diversity and inclusiveness initiatives in areas such as:

- 20% increase in intent to stay
- 50% improvement in team collaboration and commitment
- Papers written by diverse teams receive more citation and have higher impact than papers written by people from the same ethnic group
- 15% more financial returns when companies are in the top quartile for gender diversity

(Sources of research are cited in footnote of slide 3).

Mr. Robottom explained that their culture of inclusion includes flexible work as a way to address psychological and physical wellbeing. It also allows employees to be fully engaged, personally satisfied by their work, and to realize their potential. Overall this supports and advances the company's mission of well-being.

Key points from the plenary discussion following the panel presentations:

Engaging men:

- To get men to engage more, give them the role of educating each other.
- Do not appeal solely with numbers and their rational brain.
- Allow a safe forum for them to speak out about how they feel about the impact of gender dynamics.
- Identify a male champion to lead other men and to show the advantages for them within the culture change.
- Integrate the sensitisation with leadership programmes that develop self-awareness with other diverse colleagues using the same tools for all to start building common language.
- If you can get one man to be vulnerable, it gets other men to be more open. They will be more open to admit what they didn't know before and speak about how this might change the way they lead. Using a Fishbowl facilitation technique works well.
- Male-only sensitisation workshops designed to engage men and address unconscious bias have resulted in improved listening and trust, at work, and even at home with family.
- When seeking men's engagement, do it indirectly: for example rather than inviting managers because they are "male", address the invitation to them as a "Senior Manager" which is a predominantly male group anyways. This is more effective than personally inviting them as a male.

Supporting women:

- Sponsoring programmes by men for talented women can reap better results than mentoring programmes just for and by women, as they mix mentoring and sponsoring, open doors, build on strengths, and are not perceived as something designed to address a weakness.

- Grassroots and bottom up networks can help strengthen confidence among mid-level women. They can be enhanced with professional support, and the involvement of men.
- An ILO study on the career impact of taking maternal leave shows that it does not hinder career progression and in fact advances careers.

Recruitment:

- Integrating the values and behaviours needed for an inclusive culture into your competency model and performance criteria will help recruit and promote talented women and engaged men. It will help reinforce parity and inclusiveness objectives. It will also help reward the right behaviours and send powerful messages across the organisation and give real incentives.

Metrics:

- Whereas you may wish to track and monitor the productivity/performance gains of diversity, inclusion/flexible work policies, the bottom line is that it increases trust and is the right thing to do.
- Using HR metrics like recruitment stats, gender parity, absenteeism, etc. are more about telling the story and demonstrating commitment. Studies already exist to demonstrate that productivity increases with flexible work policies.

Flexible worktime:

- The use of flexible work-time is not directly correlated with age. Older, more experienced colleagues may use it more, whereas youth may prefer work settings that are more social, or where they can learn from each other.
- Resistance may be based on societal factors. There is a need to check assumptions and discover hidden patterns.

EXCHANGE: **Panel Presentations on Entity Best Practices**

OBJECTIVE: Entities share successes in promoting an enabling environment

WHO's Expanded Maternity Leave Programme

Ms. Sue-Ellen Amaudruz, HR Specialist,
Ms. Kirsty Mollard, HR Officer, WHO



Ms. Sue-Ellen Amaudruz and Ms. Kirsty Mollard presented WHO's experience implementing 24 weeks of Maternity Leave as part of its HR strategy around creating an enabling work environment, building an inclusive organisational culture, and working towards gender parity. As a health agency, the new maternity leave policy was linked to the overall mission of the organisation and its recommendation that children be breastfed for at least 6 months. WHO wanted to be a leader in the area.

The process included several key features:

- Endorsed by WHO technical department, staff association, staff well-being and the Director General
- Increase maternity leave from 16 to 24 weeks
- Offered 80% work time at full pay up to the child's first birthday
- Amended the start date to two weeks before due date to align with actual practices (if needed to start earlier, it would be treated as sick leave)
- Included a six-month breastfeeding and nurturing provision
- Included preparation/recovery elements: two weeks pre- and six weeks post-delivery
- Offered two additional weeks for multiple births (28 weeks)
- Included coverage for temporary staff who worked 12 months over the past 24 months
- Was implemented in approximately 4 months

The key challenges and solutions encountered were:

- Backfill funding was not supported at time of launch which created resistance (but funding later approved for 2018)
- ERP system enhancement was required (manual work around was needed until the feature could be released in January 2017)
- Transitional measures were needed for those mothers six weeks from due date, already on maternity leave, or past the 16-week end date (each case was handled individually)
- The risks involved were primarily related to a lack of funding for backfilling
- Impact on delivery due to extended absences —especially in areas where there is a high proportion of female staff such as in Service Centers— and Managers' concerns regarding productivity loss
- Risk of increased discrimination in recruitment and its impact on gender parity
- Potential loss of talent
- Average cost per person cost is USD 50,000 per maternity, based on historical experience of staff taking maternity leave

Next steps for WHO: To review the other parental leave policies for extension and enhancement, to mobilise additional funding, and to include the changes in new ERP releases.

UNESCO'S approach to building an engaging environment

Ms. Rossella Salvia, Coordinator, Human Resources Partnerships, UNESCO



Ms. Rosella Salvia presented UNESCO's framework for building an engaging environment.

- UNESCO overall is currently at 51% gender parity. The exceptions are P5 women (32%), and the ASG level (25%).
- UNESCO's anti-harassment approach involves partnering with the Ethics Office and Mediator Programme to assist in resolving grievances, and deliver training on ethics, abuse of power, and sexual harassment.
- The approach to creating an inclusive, healthy workplace includes a telework policy, an occupational health and safety policy, and sports and recreation facilities at HQ.
- UNESCO's equality in the workplace

involves a Gender Parity Action Plan for 2017-2022, Gender Awareness Trainings, and policies enabling equal access for persons with disabilities.

- The family-friendly policies cover breast feeding, parental and other leave policies.
- UNESCO also has a day nursery and childrens' club for ages 1-8 years, aligned to school schedules.

Ms. Salvia's closing remark was that although policies were important, what matters is the organisational culture and having a strong commitment from the senior most leaders.

UNAIDS' holistic approach to achieving results through engagement

Ms. Juliane Drews, Talent Management Officer, HR Policy and Talent Management, UNAIDS



Ms. Juliane Drews presented UNAIDS' methodology for creating an enabling environment based on a holistic approach, strong staff involvement and clear targets. UNAIDS aimed to address the root causes and remove systemic barriers by setting targets and identifying strategic areas of focus. Staff are considered as their strongest asset and UNAIDS' plan includes a strong communication and advocacy component to gain their commitment.

Current situation:

- UNAIDS is fully compliant with UN SWAP since 2016, meeting and exceeding all requirements
- To ensure sustainability, 7 Focus Areas were defined based on staff survey results
- The gender parity targets are split into 6 different areas, facilitating analysis and action
- UNAIDS is nearing gender parity, with a significant increase made at the Country Director level

4 Strategic Focus Areas:

- Engaging all staff - Leaders need to champion, but all need to be engaged and staff need to understand what gender sensitivity looks like
- Investing in learning and development - workshops, reading, communities of practice and putting what you learned into practice
- Addressing everyday behaviours at all levels - the line for unacceptable behaviour must not be crossed (zero tolerance)
- Balancing personal family and professional commitments -family friendly policies, flexible work arrangements

An active engagement and communication strategy was key:

- Adopted slogans: Engage, Sustain and Equip and "Gender is part of our DNA"
- The results were 95% of staff are familiar with UNAIDS' Gender Action Plan
- 77% of women participated in leadership or mentoring programme
- 99.6% of all staff set gender related objectives as part of their performance management process
- 15% of budget resources are allocated to gender equality and empowerment and it is now seen as a valid priority in budget planning process

Ms. Drews identified several areas still needing improvement:

- 33% of staff still feel uncomfortable asking for Flexible Work
- Need to encourage job swaps, inter-agency mobility and stretch assignments
- Need to improve diversity in our organisations: gender parity as well as geographical regional representation
- Need to facilitate mobility in terms of family support and spousal employment
- Need to strengthen institutional infrastructure, including sufficiently resourcing Gender Focal Points and giving them access to the Senior Leadership who make decisions

In her closing remarks, Ms. Drews expressed her conviction that the knowledge, experience and opportunity now exist, and that all that is needed now is to move to action.

Key Points from questions and ensuing discussion:

Communicating for engagement:

- UNAIDS' communication approach was to make the message readily accessible by presenting it in normal speaking terms: They made a video explaining what it means and included it in their induction programme for new managers. The content covered the political, programmatic and people management implications.
- WFP did a study of all country offices in terms of parity. The results showed that the only variable making a difference for progress, was the commitment of the manager.

Engaging male colleagues and senior managers:

- UNAIDS was able to engage men by linking gender equality to the mandate of the organisation and the need to consider young girls and women in prevention and care work. It was framed as part of our organisation's objectives of being a role model to the world. Used stories about how awareness has helped managers become better supervisors. Asked questions about why they might be resisting and tried to address their concerns. Made data visible about who is doing better than others, which created peer visibility and a competitiveness that helped fit into male culture.

Mobility constraints and incentives for women:

- UNESCO has mostly specific, expert roles so mobility opportunities are limited for all. In addition, women face child rearing and spousal employment constraints. Some women are stagnant in their positions.
- UNAIDS requires mobility which makes it easier. But they also offer strong leadership development programme for which helps them prepare for advancement/new opportunities.
- UNOG has launched a pilot training programme for P3 women, called EMERGE addressing the specific needs of P3 women. It is a low-cost programme using internal resources and will be open to all agencies.

Determining cost of maternity & parental leave and obtaining funding:

- WHO sought the help of their Finance Department to assess an average cost per week of their legacy maternity leave and then factored it out for the new, increased leave time. They determined an average cost per head of \$50k. It was more difficult to assess average cost in the field due to ERP reporting constraints. As regards paternity leave, given the gender imbalance of more men, this will have greater financial implications. WHO is not certain how many men will actually take it if offered, nor how many weeks it will include.
- WHO explained that they sought the support of the Staff Association to push forward the new policy, but key was that they had the support of their Director General.

Legal Risks of including non-staff in maternity leave:

- WFP has a large number of temporary staff and including them in a maternity leave programme could pose a challenge coming from legal side if we treat them like permanent staff.
- UN Women highlighted the growing trend in the UN is that a large portion of the work force are temporary staff and how the UN handles these staff.
- WHO stated that they were aware of the difficulties in implementing extended leave, but felt it essential to be a leader in this area given the overall objective of WHO's mandate.
- UNOG is considering parental leave for all personnel, even for non-permanent staff, since they represent a large part of staff.



ENGAGE: **Levers of Change**

OBJECTIVE: Exchange ideas for nudging change

Group exchange:

What are the key measures needed to enable success?

What is needed to enable change?

What can be done to take this forward?

Highlights from the discussion:

- Engage senior men to speak out about zero tolerance all the while framing this in a positive statement so as to attract others to do what is needed, rather than generating fear.
 - Share stories about the importance of flex work or family leave for men in order to show that it is not just a women's issue.
 - Showcase how men are benefitting from family-friendly and flexible work policies and that it is ok to do so. Sharing stories about senior managers is quite effective, showing examples of how they too have decided to use flex-time for family reasons.
 - Including exercises within leadership workshops to promote empathy and increase male understanding of the barriers women face.
 - To support work/life balance, give examples of how systematic overtime has a negative impact.
 - Encourage a few male champions to model authenticity, demonstrating the courage to be vulnerable and break the image of men as having to be stoic. Have a few men model this to other men: For example, sharing how much they learned from mentoring women, and talking about what how this showed them about situations women face that they were unaware of before.
 - Position information on progress in a manner that leverages majority statistics, i.e 70% do this. This will generate an incentive not to be left out.
 - Conduct staff surveys and use the information to produce peer pressure.
 - Be more vocal about the progress elsewhere and how policies are being enforced across UN system to enhance credibility.
- Shift the emphasis over to the manager to explain why the position cannot allow flexible work.
 - Use visual reminder messages such as a gender equality poster asking, "What am I doing to support this" to encourage staff to consider how they can contribute to the goal of gender parity.
 - Ensure accountability for the desired behaviours by including this criterion in performance management and rewards system.
 - Leverage UN values and your organisation's mandate to link them into gender equality objectives. Use stories about why young and seasoned staff joined the UN to support the messages.
 - Efforts to change the organisational culture should extend to all personnel irrespective of contract modality, since they are working with the team and contributing to the culture. The rules should apply to everyone.
 - Everyone should be treated with respect regardless of hierarchy or G/P status. Being equal in dignity is part of the UN's core values and this needs to thrive internally.
 - Stop seeing things as being difficult or impossible because some organisations have already done it.
 - Empowerment begins with the Gender Focal Points.
 - Share messages about how our internal behaviour/gender programmes affect others externally, and the image of the organisation.
 - Encourage a nudging approach in visuals and awareness raising campaigns.

EQUIP: What Works - Enabling Change

**OBJECTIVE: What we can do on
individual basis**

Ms. Kepinski stated that research shows that people are more apt to act on their intentions, and be “nudged”, if they make a written statement and share it with others. She explained that organisations do not commit to change - people do. Participants were handed out a worksheet and invited to write down one action they will do differently, and asked to follow-up later to assess the outcomes.



Closing Remarks / Next Steps

Ms. Pehrman expressed her appreciation to Ms. Kepinski for her facilitation throughout the day.

Highlights from Ms. Pehrman's remarks are:

- Diversity goals are a 'must have', not just a "nice to have"
- The UN needs to lead by example
- Gender Focal Points are key agents of change
- UN Women is here to provide guidance

Next steps:

- Ms. Pehrman and Mr. Welps to collect tips on "How to Engage Men"
- UN Women to consolidate group work from the sessions on envisioning the future and continue its excellent cooperation with OHRM and the CEB (HR Network) to develop the guidelines
- Report of meeting to be shared with participants
- Participants were asked to provide feedback and suggestions for future topics or additional support which will help inform the subjects for future workshops by UN Women

Closing



Ms. Pehrman closed the session by expressing her heartfelt appreciation to WHO co-hosts, whose support and assistance had made the event possible. She thanked Director-General Dr. Tedros Ghebreyesus for ensuring that gender equality is an organisational priority at WHO, and his excellent empowering Gender, Equity and Human Rights team, led by Veronica Magar. Special thanks were also addressed to Ms. Eva Lustigova, Ms. Tanya Heidrich, Ms. Therese Betchov and Mr. Gerardo Zamora Monge.

She further expressed her gratitude to all the panelists for sharing their valuable insights, as best practices and lessons learned will help guide the way to creating the enabling environment, which is foundational to achieving gender parity. She also thanked the UN Women team for their dedication and hard work, in particular Ms. Laura Emerson as well as Sara Callegari, Elwira Zych, Cynthia Boyson and Director Mehrotra.

Furthermore, she indicated her sincerest gratitude to Ms. Lisa Kepinski, the

facilitator of the discussions. It had truly been a collaborative process, and Ms. Kepinski's guidance and inputs were instrumental in designing the workshop. Lastly, she was very thankful for the active participation and feedback, as attaining gender parity and promoting an enabling environment will require collective effort. She hoped that events such as during the day will facilitate interagency knowledge sharing and collaboration that are vital to maximize impact and accelerate progress towards the shared goal of gender equality.

She concluded by congratulating everyone for showing and leading by example: "This meeting shows a great example of collaboration. As the Executive Director of UN Women has said: we need to use this momentum and move from words into action. We look forward to continuing the conversation with all of you and appreciate your continuous feedback".

BIOGRAPHIES

**Enabling Environment:
Engage, Exchange,
Equip Workshop**

Facilitator

Lisa Kepinski
Founder & Director, Inclusion Institute



Lisa Kepinski brings over 20 years' experience working in diverse, global environments as a senior Global Inclusion & Diversity (I&D) executive with AXA, Microsoft, & Hewlett-Packard setting strategic direction internationally. In 2013, she founded the Inclusion Institute focused on consultancy, training, coaching, & research. Her special expertise in organisational development and behavioural science integrated with inclusive culture make her a unique resource for change at all levels. She partners with organisations on how to successfully achieve their goals for creating a more inclusive culture for sustainable growth.

Together with Tinna Nielsen, Lisa co-authored the Inclusion Nudges Guidebook and co-founded the non-

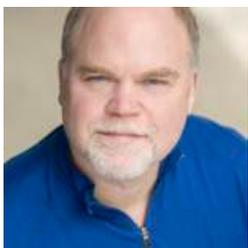
profit Inclusion Nudges Global Initiative. For this innovative work, Lisa and Tinna were named to The Economist's Global Diversity List as "Top 10 Diversity Consultants" in 2015 and The Telegraph's "Global Diversity List" in 2016. In June 2017, Lisa gave a TEDx talk on the need to design for inclusion for behavioural change. Together with Veronika Hucke, Lisa co-authored a global study on improving the effectiveness of women networks, and also authored a research report on Inclusion & Diversity actions that have impact which was published by Newsweek.

Email: lisa.kepinski@inclusion-institute.com

Website: www.inclusion-institute.com

Panelists

Michael Welp, PhD
Co-founder, White Men as Full Diversity Partners



Michael Welp, PhD, is a co-founder of White Men as Full Diversity Partners (WMFDP), a US based leadership development consultancy. For 30 years Michael has led pioneering workshops engaging white male leaders and building leadership skills to create cultures of full inclusion. He focuses on how to engage white men to become more passionate advocates for inclusion and how they can partner better with women and across cultures. His company WMFDP has facilitated learning sessions in many countries around the world. WMFDP also partners with Catalyst on engaging men as gender equity advocates worldwide.

Earlier in his career Michael facilitated interracial team building with over a dozen South African corporations, in his work with Outward Bound. Following this, his research on how white men

learn about diversity led to founding WMFDP.

Michael is the author of the recently published book, *Four Days To Change: 12 Radical Habits to Overcome Bias and Thrive in a Diverse World*. His TEDx talk, posted on You Tube, is entitled *White Men: Time to Discover Your Cultural Blind Spots*.

TEDx Link: [White Men: Time To discover your Cultural Blind Spots](#)

Rebecca Hourston
Managing Director, Head of Coaching
Programmes
Talking Talent



Rebecca Hourston is Managing Director at Talking Talent, an award-winning global coaching consultancy dedicated for over a decade to improving gender balance at the top of the world's leading organisations. Their programmes for Working Parents, Women in Leadership, Wellbeing and Inclusion with Purpose are proven to ignite organisation-wide behavioural shifts and provide strong return on investment, and are sought-after by many, including the World Food Programme, UBS, Barclays, KPMG, Coca-Cola and GlaxoSmithKline.

Rebecca is one of the UK's leading experts on women's leadership development and supporting parental transitions. She has been a senior Executive Coach for 14 years and has made a difference to thousands of people through events, workshop facilitation, speaking, group and 1-1 coaching. Her thought leadership has frequently featured across media including Forbes, Huffington Post and The Guardian.

With an MA from Cambridge University behind her, Rebecca spent her early career in Marketing with L'Oréal, managing leading cosmetics brands ranging from Lancôme to Maybelline and culminating as Head of UK Consumer Affairs. Having retrained to secure her Certified Professional Coach qualification (CPCC) in 2003, she set up her own coaching company, Move Mountains, alongside working as Director of Programmes for Aspire, a coaching organisation developing women leaders.

Clients say she brings both energy and intellect to her work, find her grounded, straight-talking and approachable. She has an international outlook (having grown up in Kenya, lived in France and Italy, and now settled in the UK with her husband and three young sons) and a focus on practical and directly applicable action.

@TalkingTalent www.talking-talent.com
rebecca.hourston@talking-talent.com

@RebeccaHourston <https://www.linkedin.com/in/rebeccahourston>

Gonnie Been
Operations Director, Index Initiative,
Founder, RabbleInc.



Gonnie Been is Operations Director at Index Initiative. In this function, she leads the operations of the consultation of the World Benchmarking Alliance and is responsible for the potential internet or technology related benchmarks.

Gonnie brings experience in communication, social innovation, CSR and HR with a focus on organisational and leadership development. At Microsoft, The Netherlands, Gonnie was the driving force behind the new world of work transition of the organisation. Before joining Index Initiative, Gonnie started her own social enterprise - RabbleInc. - enabling organisations to infuse digital transformation into human development. Additionally, she keeps different board functions.

<https://www.linkedin.com/in/gonnie-been-344493/>

Robert Robottom
Global Head Diversity & Inclusion,
Novartis



After gaining a Bachelor's degree in Psychology from the University of Sussex, Brighton, England, Robert attended the Royal Military Academy, Sandhurst where he was granted the Queen's Commission as an Army Officer. After serving as a professional soldier on a number of assignments including Northern Ireland, BAOR and UK, Robert left the Army and completed a Master's degree in Psychology and qualified as a Psychotherapist from the University of Bielefeld, Germany.

Prior to joining Novartis, Robert gained substantial national and international experience in the areas of Human Resources, Change & Talent Management and Organisational Development with several international companies, including Aventis and Pfizer.

In 2006 Robert joined the Novartis Human Resources team in Basel, Switzerland and has since then held senior national and global roles with

increasing levels of responsibility in many areas of Human Resources, including senior roles in Production & Manufacturing, Research and Development and Marketing & Sales. Robert held the role of Head of Human Resources coordination for India. As Head Human Resources, Switzerland, Robert moved to Rotkreuz, Switzerland in 2012 where he was tasked to create and lead a cross divisional HR team. In January 2015 Robert returned to Basel and was invited to join the Novartis HR Executive Leadership Team to create and lead the Global Diversity & Inclusion function. Robert is a recognized leader in the field of Diversity and Inclusion strategies and execution and has lectured at the University of St Gallen, Switzerland on the topic.