

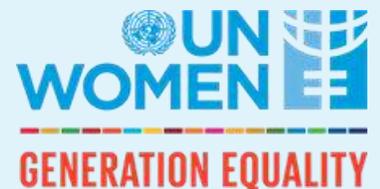
Enabling Environment in Action:

Flexible Working Arrangements and Inclusive Engagement

Global Annual Meeting of Gender Focal Points and Focal Points for Women

Thursday 12 and Friday 13 September 2019

Conference Room 3, United Nations Headquarters,
New York, USA



UN-Women/Ryan Brown

WELCOME AND OPENING REMARKS

Ms. Katja Pehrman, Senior Advisor/Focal Point for Women in the UN System, UN-Women



Ms. Katja Pehrman commenced the annual meeting by welcoming a record number of Gender Focal Points and Focal Points for Women (GFPs), with special recognition to colleagues joining from the field offices and missions. GFPs were praised for leading by example every day and playing a crucial role in progressing the [Secretary-General's System-wide Strategy on Gender Parity](#) by creating entity-specific implementation plans, raising awareness and tackling unconscious bias.

The objectives of the 2019 Global Annual Meeting were to support GFPs in their ongoing work as changemakers and specifically:

- ❖ Inform participants about the support available from UN-Women and provide practical tools to increase the engagement of men and improve the implementation of flexible working arrangements;
- ❖ Inspire participants through the exchange of experiences, good practices, ideas and lessons learned related to achieving gender parity and the Enabling Environment Guidelines;
- ❖ Advance the implementation of the Secretary-General's System-wide Strategy on Gender Parity and the [Enabling Environment Guidelines for the United Nations System and Supplementary Guidance](#) by strategizing on how to overcome barriers.

The meeting marked the two-year anniversary of the launch of the Secretary-General's System-wide Strategy on Gender Parity and reaffirmed that gender parity remains a top priority in the United Nations. The Secretary-General's achievements in working towards gender parity include:

- ❖ Gender parity among the Senior Management Group (for the first time in the United Nations' history) in 2018;
- ❖ Gender parity among Resident Coordinators in 2018;
- ❖ Appointment of the first female Under Secretary-General for Political and Peacebuilding Affairs, and three female special envoys – almost equivalent to the total number of female special envoys in the United Nations over the past 70 years;
- ❖ Global Call outreach campaign aimed to increase and diversify the pool of candidates for senior-level positions in the UN peace operations with a particular view to advancing gender parity and geographical diversity;

- ❖ Establishment of a Working Group at the highest levels on Emergency Measures to Achieve Gender Parity in Peace Operations.

As Ms. Pehrman expressed, reaching gender parity is not only about numbers, but also about changing the working environment in order to achieve sustainable results. 2019 has been a significant year for leading this transformation. The Enabling Environment Guidelines for the United Nations System and Supplementary Guidance were launched in early 2019 at the request of the Secretary-General to support and sustain parity and equal opportunities for all. The Guidelines resulted from system-wide collaboration among the GFPs, HR network colleagues, UN-Women and many other stakeholders. GFPs were thanked for their valuable contributions to this process.

Other developments related to gender parity in the UN system include the [Code of Conduct to prevent harassment, including sexual harassment, at UN System events](#), which was launched in the summer of 2019, and an updated Terms of Reference (ToR) for Departmental Focal Points for Women in the Secretariat that is forthcoming. GFPs were thanked for contributing to the biennial report of the Secretary-General on the [Improvement in the status of women in the United Nations system](#) which was published and discussed in the General Assembly's Third Committee in 2019.

Ms. Pehrman reminded GFPs of the resources provided by The Office of the Focal Point for Women/Gender Parity Team at UN-Women, including:

- ❖ Regular capacity-building sessions and webinars with UN and external experts;
- ❖ Briefing materials including a one-pager on why gender parity is important for the UN, data on women's representation in the UN system and fact sheets on flexible working;
- ❖ A podcast series on flexible working co-produced by WorkLifeHub and UN-Women;
- ❖ All of this information and more resources on the newly designed GFPs Extranet.

She also pointed out that 2020 will mark a series of anniversaries, including the 10th anniversary of UN-Women and the 25th anniversary of the adoption of the Beijing Declaration and Platform for Action. Ms. Pehrman reiterated to the GFPs that these anniversaries provide everyone with a great opportunity to evaluate the progress made as well as create stronger solidarity and action for gender equality and parity.

SESSION ONE: ENGAGING MEN IN THE PROMOTION OF GENDER EQUALITY

This session was designed to give Gender Focal Points a greater conceptual understanding on why and how to engage men further in the promotion of gender equality, with practical guidance on how to identify and respond to resistance in its different forms.

Mr. Laxman Belbase, Global Networks Manager, MenEngage Alliance, stressed the importance of engaging men in promoting gender equality because of the long history of male-dominant structures in organizations and the need to overcome a bias that gender inequality does not affect men. The existence of resistance in all different forms is expected and can reflect success, since change for equality and justice involves disrupting existing thinking patterns.

Mr. Michael Kaufman, author, advisor and educator, emphasized the need for increased male visibility in the current gender parity discourse and a better understanding of men and their relation to gender in order to advance sustainable change for all. According to Mr. Kaufman, men are often caught in a so-called “Men Box”, producing expectations that nobody can live up to. This dilemma is often dealt with through aggression and humiliation because gender parity appears to some men as a threat to their power. Mr. Kaufman emphasized that the efforts for gender parity are not about losing: gender parity is about a collective wellbeing that will benefit men to dismantle their own gender expectations. For example, through gender parity, many men will be able to release the burden of their gender roles and engage more in caregiving responsibilities for others as well as better care for their emotional health.

GFPs discussed questions and concrete strategies to bring back to their organizations in order to engage men further, expressing that many men are already very supportive of the gender parity agenda. They shared common issues raised by men and women colleagues: the unfounded fear that gender equality means a lack of opportunities for men; the myth that men now have limited scope for promotion as a result of parity discourse; and resistance from senior management that can lead to the exclusion of women from decision-making. GFPs shared examples of effective engagement in their organizations, including senior managers consistently embedding a gender perspective in planning and targets, hiring managers sending Vacancy Notices to GFPs to check for gender inclusive language, and gender champions encouraging other senior managers to speak about gender issues through their networks.

SESSION TWO: DISCUSSION AND EXCHANGE OF VIEWS AMONG GENDER FOCAL POINTS

This session was designed to provide GFPs with relevant updates from UN-Women and to share a selection of good practices from different UN entities in working towards gender parity and an enabling environment.

Ms. Nicole Watson, Consultant, Gender Parity Team, presented an updated version of the GFP Extranet launched in early 2019. In the spirit of continuous improvement, the site has been enhanced as a hub of key information, learning and good practice from across the UN system and beyond. It is intended as a “one stop shop” where GFPs can go to find all the information they need to help to succeed in their role. In addition to outlining training resources, examples and templates, and key documentation related to gender parity and the enabling environment, it also contains educational material on relevant topics for GFPs to enhance their subject matter expertise. News, inspirational stories and examples of good practices from across the UN system will be featured regularly in the “news” section, and GFPs are invited to share content for the site.

The screenshot displays the 'Gender Parity in the UN System' Extranet. The top navigation bar includes 'Home', '+ New', 'Send by email', and 'Page details'. The main header features the UN Women logo and the tagline 'INFORM • INSPIRE • IMPLEMENT'. The central content area is titled 'Everything You Need as a Gender Focal Point'. Below this, there is a 'News' section with a '+ Add' button and a featured article titled 'Gender Focal Points across UN System gather in NY' with a corresponding image. To the right, an 'Upcoming Events' section lists three events: 'Follow-up Session on MenEngage' on Oct 11, 'PLACEHOLDER Gender Focal Point Session on Disabilities and Inclusion' on Nov 8, and 'PLACEHOLDER Gender Focal Point Session on LGBTQI+ at the Workplace' on Nov 19.

Refreshed Extranet for Gender Focal Points

Five GFPs shared examples of good practice in their entities and addressed questions around their key achievements and lessons learned.

Ms. Sara Callegari, Gender Advisor at United Nations Department of Safety and Security (UNDSS) discussed the Gender Challenge, launched in 2018, which awards teams who have implemented activities in support of gender parity. For the 2019 edition, participating teams were required to demonstrate implementation based on the Enabling Environment Guidelines and Supplementary Guidance. Linking the Gender Challenge with the Enabling Environment Guidelines helps achieve three objectives: i) managers and teams become aware of the content of the Guidelines, ii) the content becomes immediately applicable to respond to both central and local challenges and opportunities within UNDSS and iii) activities within the Department are further aligned with the Secretary-General's priorities. Given their comprehensiveness, both the Guidelines and the Supplementary Guidance include recommendations that can be implemented in all duty stations, regardless of size or location.

Ms. Javiera Thais Santa Cruz, Information Analyst at United Nations Mission in Kosovo (UNMIK) shared a communication tool the mission has developed to raise awareness of gender parity. Visualizing progress on gender parity through infographics allows achievements to be presented in a clear, attractive and concise way that can be easily shared with internal and external interlocutors. Sharing the organization's progress in this area is key to holding ourselves accountable and encouraging everyone to do better. It shows how a committed leadership and the active engagement of staff can bring about real and positive change to come closer to the goal of gender parity.

Ms. Nicole Maguire, Chief, English Translation Section, at United Nations Office at Geneva (UNOG) discussed the entity's new dashboard which provides hiring managers with reliable gender-disaggregated data in a user-friendly platform. In the past, it was difficult to obtain such data in a timely manner, as the task often required additional manual processing from business partners who were already facing considerable time pressures. Managers now have the data they need to more easily understand gender parity targets when making recruitment decisions.

Ms. Nina Bowbridge, Gender Affairs Officer at Departments of Political and Peacebuilding Affairs and Peace Operations (DPPA-DPO) shared the organization's good practices for engaging senior leadership. DPPA-DPO commits to engaging senior leaders in the gender parity agenda through quarterly review meetings co-chaired by the Under-Secretary-Generals of DPPA-DPO, and workshops for D1 level staff and above to support their leadership around this theme

including managing staff, agenda setting and messaging. This initiative has strengthened senior leaders influence around changes in workplace culture, practices and the broader implementation of the Enabling Environment Guidelines.

Ms. Sajida Birhmani, Gender Affairs Officer at United Nations Support Office for Somalia (UNSOS) shared good practices for outreach in hazardous duty stations and promoting a gender-sensitive work environment. UNSOS has ensured that each staff member has mandatory gender sensitivity training through coordination between the newly established Gender Affairs Unit and Conduct and Discipline Unit. To create an enabling environment and attract female professionals to join UNSOS, the living and common spaces have been improved including ensuring that all female staff have accommodation with private washing facilities. As Mogadishu is a high threat non-family duty station and staff have limited scope for physical movement, UNSOS has focused on creating more welcoming physical spaces. The camps have a blackout policy at night, and to ensure protection and anti-harassment measures, UNSOS has installed solar lower lights along the pathways to facilitate safe movement at night.

Gender Parity in UNMIK

Overview

- 2nd peacekeeping mission in terms of gender parity.
- 42% international staff are women.
- 40% of leadership positions (D-2, D-1 and P-5) filled by women.
- 42 of the 83 personnel hired since the appointment of SRSG Tamin in October 2015 are women.

UNMIK Implementation Plan on Gender Parity

- Endorsed by the SRSG in April 2018.
- 23 action points divided into five categories.
- Focus on parity and a gender-sensitive environment.
- 70% of the plan implemented.

Best Practices

- Focal Point for Women (FPW) has direct access to SRSG and participates in Senior Management Meetings.
- Participation of FPW in recruitment processes.
- Regular progress reports on gender parity to SRSG.
- Outreach activities to encourage women to apply to job openings.

Achievements

- 45% Women in Senior Management Meetings
- 50% Women at D-2, P-4 and P-3 levels
- 1st UNMIK award for staff promoting gender equality
- 5% Staff making use of Flexible Working Arrangements

The communication tool of the United Nations Mission in Kosovo (UNMIK)

United Nations Office at Geneva Management Dashboard

Engagement and Outreach	Events COMING SOON	Visitors	Social Media and Press COMING SOON	Official Engagements COMING SOON
Workforce	HR Operations COMING SOON	Demographics	Staffing Levels	
Financial Management and Compliance	Budget	Procurement COMING SOON	Audit COMING SOON	
Enabling Others	Administration COMING SOON	Security COMING SOON	Conference Management	
Greening The Blue	Carbon Footprint COMING SOON	Energy and Waste COMING SOON	Paper Usage COMING SOON	
Projects	Fundraising COMING SOON	SHP COMING SOON	PCP COMING SOON	Gender Champions

The Gender Management Dashboard of the United Nations Office at Geneva (UNOG)

SESSION THREE: FLEXIBLE WORKING ARRANGEMENTS

As outlined in the Supplementary Guidance on the Enabling Environment Guidelines, “Flexible working arrangements (FWAs) are mutually beneficial arrangements between personnel and their managers in which both parties agree on when, where and how work is executed. They can greatly benefit the workplace through increased efficiency, reduced absenteeism, increased well-being, business continuity and decreased operating costs.”¹ Types of FWAs available to United Nations staff are outlined in the below excerpt from the Supplementary Guidance on the Enabling Environment Guidelines.

01 	02 	03 	04 
STAGGERED WORKING HOURS Staff members are expected to be present during a core period of the working day. The core period will be set at each duty station. Staff must complete the balance of working hours for each day before, after, or partly after the core period.	COMPRESSED WORK WEEK All the hours that would normally have been worked during a period of 10 working days are compressed into nine working days by distributing among these days the hours that would otherwise have been worked on the tenth day. The redistribution of normal working hours allows staff members, every other week, to take off the last day of the normal work week.	SCHEDULED BREAK FOR EXTERNAL LEARNING ACTIVITIES Staff members wishing to attend courses relevant to their professional development at universities or other institutions of learning may request breaks of up to three hours per day for a maximum of two days per week. The hours spent away from work during a particular week must be made up during that week.	WORK AWAY FROM THE OFFICE (TELE-COMMUTING) Where consistent with the nature of the work involved, staff members may spend up to two days per week working from an alternative work site, provided they have access to the necessary equipment and may always be reached by telephone or email.

¹ [Supplementary Guidance on the Enabling Environment Guidelines for the United Nations System](#), p65-66.

The Secretary-General's System-wide Strategy on Gender Parity recommends that a manager's "response to requests for flexible work arrangement should as a default be positive, bearing in mind the functions of the job, onsite work requirements, and the prerogative of a manager to ensure coordination across team members' schedules."²

Facilitated by **Ms. Agnes Uherezky** and **Mr. Zoltan Vadkerti**, **Executive Directors at WorkLife HUB**, this session was designed to identify key issues faced by GFPs in the implementation of flexible working arrangements, to provide practical tools to address those challenges, and to engage in concrete action planning.

GFPs considered challenges and solutions to implementing FWAs, with reference to the Enabling Environment Guidelines and the **Secretary-General's recent bulletin on Flexible working arrangements (SGB/2019/3)**. They had the opportunity to explore in detail how to respond to two common challenges: engaging senior management and implementing FWAs in the field. They also explored a set of dilemmas that arise routinely and strategized on how to address them. Participants shared their feedback and experiences as well as offered alternative solutions and shared their experiences.

GFPs shared best practices from their organizations. All training materials were made available to the GFPs on their dedicated extranet for further capacity building in their respective organizations with a view to multiplying the effect of this capacity-building session.

FWA Theme: Implementing FWAs in the field

Solutions and good practices

- ❖ The commitment to implement FWAs in hardship duty stations with an understanding that the application will be context-specific;
- ❖ Clarify the boundaries between Rest and Recuperation leave (R&R) and FWAs in the field missions;
- ❖ Collect and share case studies and examples of FWAs being used outside of headquarter locations;
- ❖ **Caroline Harper Jantuah, Senior Advisor, Inclusion Diversity and Gender Equity at Office of United Nations High Commissioner for Refugees (UNHCR)**, shared information about a Pocket Guide to Flexible Working, 'Moving UNHCR Forward Together', which features examples of how colleagues working around the globe have

² [Secretary-General's System-wide Strategy on Gender Parity](#), p34-35

used flexible working arrangements in the different duty stations, especially in the field. The Guide is designed to help supervisors discuss FWAs with colleagues.

FWA Theme: Supporting cultural change

- ❖ Importance of engaging managers to role model FWAs;
- ❖ Set up a “buddy system” by which a more experienced flexible worker is paired with a staff member new to flexible working to offer support with the practical aspects of FWAs;
- ❖ **Ms. Ruth Sembajwe, Chief, Staff Development Unit at United Nations Office on Drugs and Crime (UNODC)** reported on the organization’s work-life training for staff and managers. The staff workshop equips staff members with the tools to maximize their efficiency at work while balancing busy professional and personal lives. The managers’ workshop raises awareness, increases knowledge and builds skills for managers and facilitates embedding work-life balance in the organizational culture;
- ❖ **Ms. Michelle Khodara, Head Human Resources Policy at International Trade Centre (ITC)** shared the Enhanced Work-Life Balance (WLB) Framework. In 2015, ITC introduced a new WLB framework including staggered working hours, teleworking within commuting distance and remotely, compressed work schedules and flexible schedule breaks for external learning. After an organizational-wide survey, ITC introduced further flexibility and improved its policy and e-system for the request, approval and monitoring of WLB options in March 2018. Key upgraded features include time bound approval with an initial default positive response triggered within 5 working days if no action is taken by supervisor and a new WLB code of conduct.

FWA Theme: Tackling stigma against staff members with flexible working arrangements

- ❖ The importance of establishing an organizational culture based on trust which could be fostered with training for managers and staff alike, and information sharing about the benefits of FWAs;
- ❖ Change the perception around FWAs being a “women’s issue” by broadening the compelling reasons why staff can request flexible working other than caregiving, such as studying and other activities, and encouraging men to take FWAs to facilitate caregiving responsibilities;
- ❖ The need for clear expectations towards staff in terms of deliverables and clear timelines;

- ❖ **Mr. Marcos Méndez Sanguos, Communications Specialist - Gender at the Workplace and Mr. Victor Arita, EDGE Certification Consultant at United Nations Children's Fund, (UNICEF)** shared their experiences from implementing the Global Campaign on Flexible Working. UNICEF doubled the number of staff taking FWAs in comparison to 2018, reaching 16.9% globally in Q2 2019. In February 2019, a global campaign featuring the Executive Director (ED) made clear that the default answer to FWA requests should be “yes”. In parallel, a digital request process was implemented, and a new intranet page was published. The following supporting materials were also provided: Guidance for Managers and Employees, e-courses and the “FWA in a box”, a toolkit and presentation for HR officers to mainstream flex work during all-staff meetings in local offices. An updated Policy on FWA was released in June 2019. UNICEF publishes user numbers of FWA quarterly per region on the intranet page and submits a quarterly report directly to their Executive-Director. UNICEF became the first United Nations entity to gain EDGE Certification (Economic Dividends for Gender Equality) in 2018, through a comprehensive process including a review of data policies and practices and an analysis of an organization-wide survey of staff’s experience and perceptions of gender equality in the workplace.



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RECOGNIZING GOOD PRACTICE AND CLOSING REMARKS

H.E. Phumzile Mlambo-Ngcuka,
Under-Secretary-General of the
United Nations and Executive
Director of UN-Women



The Executive Director of UN-Women, **Ms. Phumzile Mlambo-Ngcuka** delivered the closing remarks and presented the certificates of recognition for good practice. Participants had the opportunity to share their reflections and key take-aways with Ms. Mlambo-Ngcuka. She emphasized the importance of the GFPs network in improving the UN System, as well as engaging men in the promotion for gender parity. She urged participants to communicate their learning with the leaders of their organizations and committed her continued support to GFPs by engaging the Heads of Agencies.

The Annual Meeting 2019 concluded with recognition for the following good examples of implementing the Enabling Environment Guidelines:

Outreach and Recruitment

- ❖ **Ms. Javiera Thais Santa Cruz, United Nations Mission in Kosovo (UNMIK)**. UNMIK has taken a range of steps to encourage women to apply to job openings, as well as implemented a mentoring system for staff and provided capacity building opportunities. Ms. Thais Santa Cruz has communicated the mission's parity efforts in an outstanding way through infographics and articles.
- ❖ **Ms. Ana García Álvarez, Department for General Assembly and Conference Management (DGACM)** has played a key role in developing gender-inclusive language guidelines in the six official languages of the UN which provide practical tools for any type of communication.
- ❖ **Mr. Xavier Orellana, International Organization for Migration (IOM)**. The organization has implemented an inclusive recruitment form and the diversity internship programme to support applicants from the Global South.

Workplace Flexibility

- ❖ **Office of Human Resources (OHR) in the United Nations Secretariat** for the recent revision of the policy on Flexible Working Arrangements and the breastfeeding policy which was revised this year. **Ms. Mari Pesonen** and **Mr. Benjamin Salignat** collected the certificate.

- ❖ **Ms. Michelle Khodara, International Trade Centre (ITC)** has been instrumental in improving and innovating progressive policies that make a difference in the work and life of women at the ITC. Regarding flexible working, recent policy improvements include a time-bound approval process and a default positive stance to flexible working requests, a new e-system and a Work-Life Balance Code of Conduct.

Standards of Conduct

- ❖ **Ms. Lidiya Grigoreva and Ms. Nicole Maguire, United Nations Office at Geneva (UNOG)** were instrumental in creating UNOG's "Say no to Sexism" Campaign. The initiative not only consisted of awareness-raising and outreach activities, but also empowered staff to counter casual sexism and speak out.
- ❖ **Ms. Tracy Tuplin, International Telecommunication Union (ITU)** has significantly contributed to the promotion and dissemination of the Code of Conduct. ITU has also been actively involved in the Chief Executives Board for Coordination (CEB) Task Force on Addressing Sexual Harassment.
- ❖ **International Labour Organization (ILO)'s Convention and Recommendation on Violence and Harassment** is a major achievement not only for the work within the United Nations but for the entire world of work. The certificate was collected by **Ms. Claudia Callegari** from ITC-ILO.

Implementation

- ❖ **Ms. Nina Bowbridge, Departments of Political and Peacebuilding Affairs and Peace Operations (DPPA-DPO)** has played a significant role in enhancing the enabling environment in her department. It is especially noteworthy how the crucial aspect of involving senior leadership has been considered in the implementation of the Secretary-General's System-wide Strategy on Gender Parity and the Enabling Environment Guidelines.
- ❖ **United Nations Office on Drugs and Crime (UNODC).** The Strategy for Gender Equality and the Empowerment of Women (2018-2021) is an example of how to plan for systematic and effective implementation. Strategic planning is the foundation of successful implementation. UNODC has shown outstanding efforts in putting gender parity and gender equality high on the agenda, such as through the recent event "Empowering Women Leaders in the field of Anti-Money Laundering and Combating the Financing of Terrorism". The certificates were collected **by Ms. Bettina Feichtinger and Ms. Ruth Sembajwe.**

- ❖ **United Nations Mission in South Sudan (UNMISS)** has improved living and working conditions for all their staff in a sustainable way. The certificate was collected by **Ms. Leda Limann** and **Ms. Kasumi Nishigaya**.
- ❖ **United Nations Organization Stabilization Mission in the Democratic Republic of Congo (MONUSCO)** created and continues to implement their excellent gender parity implementation plan. The certificate was collected by **Mr. Agbeko Koffi Sodjinou**.
- ❖ **Ms. Sara Callegari, Department of Safety and Security (DSS)** has been instrumental in implementing an enabling environment through the Gender Challenge initiative. Ms. Callegari also played a key role in organizing collective training with UN-Women for DSS managers on engaging men in gender parity efforts.

Family-Friendly Policies

- ❖ Six entities have led the way in extending their maternity leave to six months: **Office of United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund, (UNICEF), World Health Organization (WHO), Joint United Nations Programme on HIV and AIDS (UNAIDS), United Nations Educational, Scientific and Cultural Organization (UNESCO) and World Food Programme (WFP)**. The certificates were collected by **Mr. Marcos Mendez Sanguos** and **Mr. Victor Arita** from UNICEF, **Mr. Gerardo Zamora** from WHO and **Mr. Baton Osmani** from WFP.
- ❖ **Ms. Shihana Mohamed, the International Civil Service Commission (ICC)** has demonstrated continuous support in moving forward with effective family-friendly-policies for the staff in the United Nations common system organizations.



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FACILITATORS



Laxman Belbase

Global Networks Manager, MenEngage Alliance

Twitter: [@Laxman4GE](https://twitter.com/Laxman4GE)

Laxman is a passionate social worker - 'gender justice and child rights' activist, with over 15 years of experience in programs development and implementation, advocacy, monitoring and evaluation, activism and organizational development and strategic planning in the field of #GenderEquality, #ChildRights and social justice at national, regional and global levels. Laxman currently works as Global Networks Manager at the MenEngage Global Alliance. His expertise is in the areas of gender equality, child protection, violence prevention, engaging boys and men for social justice, fatherhood, and sexual and reproductive health and rights, with demonstrated abilities to provide strategic leadership to advocate and provide technical support. His passion is to develop evidence-based promising innovations and scaling up, along with strong advocacy and evaluation skills. He is a recognized professional in offering technical assistance for quality programming, strategic mainstreaming and evaluation in the areas of child rights, gender equality, violence prevention, child protection and public health. He has strong track record of working progressively with various civil society, governments, donors and UN agencies at national, regional and global levels. He is a skilled networker and advocate with over 10 years of experience of working with networks in the areas of Gender Equality and Child Rights.



Leslie Groves

Organizational Learning and Change Expert

LinkedIn: www.linkedin.com/lesliegroves

Leslie Groves is a senior organisational learning and change expert with 20 years of experience. She runs her own successful consultancy business, leading or taking a lead role in over 100 assignments in 34 countries around the world. Her thematic areas of expertise are organisational learning and development for gender equality and inclusion. She has worked with multilateral organisations (UN DPO, ILO, UNHCR, UNRWA, UNODC, UN-Women, UNIDO, UNOV, WFP, DPPA and staff from an additional 25 UN entities, as well as with the OSCE and EC), international and national NGOs (including Plan International, Plan UK, Save the Children, Help Age, World Vision, GICHD), and bilateral donors (DFID and the Swedish

government agency for peace, security and development) as well as academic and other institutions. In a voluntary capacity, Leslie is co-founder of “Hear my Story”, a poverty truth commission, an associate school governor and a magistrate.



Michael Kaufman

Author of “The Time Has Come. Why Men Must Join the Gender Equality Revolution,”, co-founder White Ribbon Campaign, member G7 Gender Equality Advisory Council

Twitter: [@GenderEQ](https://twitter.com/GenderEQ)

Michael Kaufman’s latest book, *The Time Has Come: Why Men Must Join the Gender Equality Revolution*, draws on his work as an advisor, researcher, educator, and activist focused on engaging men to promote the rights of women and girls, end men’s violence against women, and positively transform the lives of men and boys. Over the past four decades, he has worked in fifty countries with the United Nations, governments, NGOs and women’s organizations, businesses, unions, and universities. Along with UN-Women’s Executive Director, Phumzile Mlambo-Ngcuka, Dr. Kaufman is a member of France’s G7 Gender Equality Advisory Council and, in 2018, was the only man appointed to Canada’s G7 GEAC. He is the co-founder of the White Ribbon Campaign, the largest effort in the world of men working to end violence against women. He is a Senior Fellow with the research institute Promundo based in Washington D.C. Michael is the author or editor of nine books, including two novels. He has two grown children, two grandchildren, and lives in Toronto, Canada. www.michaelkaufman.com.



Agnes Uhreczky

Executive Director, WorkLife HUB

Twitter: [@uhereczkyagi](https://twitter.com/uhereczkyagi)

Agnes Uhreczky is Executive Director at the WorkLife HUB, a consultant and a certified change manager. On behalf of the WorkLife HUB, Agnes manages a number of workplace transformation and research projects for a variety of clients. Her areas of expertise include work-life balance, flexible working, family policies, childcare, employee wellbeing, psycho-social risks and the impact of digitalisation on work. She has a thorough understanding of research methods, delivers high-quality reports clients can use for deepening their understanding, tailor policies and interventions around and build their strategy on. Agnes is passionate about people

and advancing women at work and in leadership. She is regularly called upon by the European Commission, OECD and UN expert groups, and is also consulted by national and regional authorities, as well as NGOs and private companies. She co-authored the book *One Life - How the most forward-looking organisations leverage work-life integration* to attract talent and foster employee wellbeing, which was published in 2018. She is a regular contributor for Forbes and hosts the WorkLife HUB podcast.



Zoltan Vadkerti

Executive Director, WorkLife HUB

Twitter: [@vadzol](https://twitter.com/vadzol)

Work-life advocate, Zoltan Vadkerti, is the co-founder and Executive Director of the WorkLife HUB - a consulting, research and communication company on the new reality of work. Previously, he worked as an EU lobbyist for several civil society organisations. He consults public and private sector organisations on issues about designing and implementing effective work-life programmes, flexible working or employee wellbeing initiatives. Zoltan has contributed to and written numerous blog articles, proactive research documents, white papers, web content and on work-life related issues. He is the co-author of *One Life - How the most forward-looking organisations leverage work-life integration*, which was published in October 2018.