




**PERFORMANCE INDICATOR  
13**

**ORGANIZATIONAL CULTURE**



### 13. Performance Indicator: Organizational Culture

 <b>Approaches requirements</b>	 <b>Meets requirements</b>	 <b>Exceeds requirements</b>
<p>13ai. Organizational culture fully supports promotion of gender equality and the empowerment of women</p>	<p>13bi. Organizational culture fully supports promotion of gender equality and the empowerment of women</p> <p><b>and</b></p> <p>13bii. An internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality</p>	<p>13ci. Organizational culture fully supports promotion of gender equality and the empowerment of women</p> <p><b>and</b></p> <p>13cii. An internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality</p> <p><b>and</b></p> <p>13ciii. Agreed-upon recommendations from the internal power analysis are implemented</p>



#### What is the Organizational Culture indicator?

A positive and supporting organizational culture for all personnel has been repeatedly identified as a key enabler in the promotion of gender equality and the empowerment of women, including achieving and sustaining gender parity. The available literature considers “organizational culture” as a set of deeply rooted beliefs, values and norms (including traditions, structure of authority and routines) in force within the institution; and a pattern of shared basic assumptions internalized by the institution. This is materialized in the following:

- Ways in which the institution conducts its business, treats its employees and partners
- Extent to which decision-making involves all personnel (irrespective of rank, grade or opinion) and power and information flows (formal and mostly informal)
- Commitment of personnel towards collective objectives

In 2019, UN Women developed the [Enabling Environment Guidelines](#) for the UN system to support implementation of the Secretary-General’s System-wide Strategy for Gender Parity and the United Nation’s efforts to create enabling working environments through implementing workplace flexibility, family-friendly policies and standards of conduct. The [Supplementary Guidance](#) provides additional recommendations and good examples with regards to recruitment and talent management . The newly developed [Field-specific Enabling Environment Guidelines](#) provides tailored guidance for offices, leaders and personnel in the field, especially in mission settings, to increase the representation of women and accelerate efforts to reach parity in the UN system.

The United Nations (UN) launched its UN Values and Behaviours framework on March 18, 2019. This framework provides a strong foundation for us to build the United Nations 2.0, based on four values: Inclusion, Integrity, Humility and Humanity. These values are brought to life by five behaviours: Connect & Collaborate; Analyse and Plan; Deliver Results with Positive Impact; Learn and Develop; and Adapt and Innovate.

### Who is the Business Owner for this indicator?

Each entity has several functional units that often work collaboratively to foster a supportive and enabling work environment. Here are the key functional units generally involved: Human Resources, Diversity and Inclusion, Culture and Change Management, Training and Development, Staff Representatives and Union(s), Ethics, and the Gender Function under the oversight of senior management.

### Elements derived from the Gender Equality Acceleration Plan (GEAP)?

<b>Table x: Excerpts from the GEAP</b>	
✓	Each entity will conduct an internally facilitated power analysis with the aim to identify and remove barriers to equal opportunities and access for female personnel and inclusive decision making.
✓	Each entity will: <ul style="list-style-type: none"> <li>• enable inclusive decision making, through revisiting structures, meetings, feedback loops etc.</li> <li>• institute a series of behavioral science informed measures to reduce gendered bias and stereotypes in selection, recruitment and promotion.</li> <li>• roll our bias training to all staff - starting with leadership.</li> <li>• revisit policies that constrain job candidate’s eligibility or interest in positions they are qualified for.</li> <li>• define staffing standards, training and deployment preparation needed for supporting the implementation of the entity's gender equality goals in relation to their headquarters, regional and country architecture.</li> </ul>

There are **three key requirements** for this indicator that entities are asked to **progressively achieve progress** on during the UN-SWAP 3.0 period:

**Requirement 1: Organizational culture fully supports** promotion of gender equality and the empowerment of women.

**Requirement 2: An internal gender and power analysis** or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality.

**Requirement 3: Agreed-upon recommendations** from the internal power analysis are implemented.

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing **useful resources, examples** and a **step-by-step checklist** to support you to determine your entity’s rating. The checklist includes information on the **reporting questions for each rating** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the **types of documents that can be uploaded** to support your rating. Finally, you will find the **template for the indicator action plan** following the checklist for ease of reference to complete.



## Requirement 1: Organizational culture fully supports the promotion of GEWE

<b>Approaches requirements</b>	<b>13ai., 13bi, 13ci, Organizational culture fully supports</b> promotion of gender equality and the empowerment of women
<b>Meets requirements</b>	
<b>Exceeds requirements</b>	

This requirement calls for entities to **demonstrate that organizational culture fully supports promotion of gender equality and the empowerment of women. If any of the required actions listed under the requirements to “meet” the indicator have not been undertaken, the rating for this Performance Indicator is “approaches requirements”.**

To meet this Performance Indicator, the UN entity needs to demonstrate in its reporting that it is carrying out **all** of the following.

### 1 Facilitative Policies

- 1.1 Implement, promote and report on facilitative policies for parental, family and emergency leave, breast-feeding/nursing and childcare.
- 1.2 Implement, promote and evaluate policies related to work-life balance/professional and personal life integration, including part-time work and flexible working arrangements, such as staggered working hours, telecommuting, scheduled breaks for extended learning activities, compressed work schedules, financial support for parents travelling with a child, and phased retirement.
- 1.3 Promote existing UN rules and regulations on work-life balance with an internal mechanism available to track implementation and accessibility by gender and grade (optional).
- 1.4 Periodic staff meetings by units are scheduled during core working hours and on working days of staff working part-time, with teleconference or other IT means actively promoted.

#### CREATING AN ENABLING ORGANIZATIONAL CULTURE

Actions that can be undertaken<sup>37</sup>:

##### By the entity

- Ensure senior leaders express support for non-discriminatory parental leave policies and act as role models by taking their full parental leave.
- Ensure a breastfeeding/bottle-feeding policy is in place.

##### By managers

- Be supportive of new parents, caregivers and individuals whose personal circumstances might create specific needs.
- Ask expecting and new parents what support they need, including during their transition back to work.

##### As an individual

- Seek information regarding family-friendly policies and support provided via online sources, your manager and the Gender Focal Point in your organization.

<sup>37</sup> [Enabling Environment Guidelines for the United Nations System](#), 2019

- Parental leave should be requested at least 10 weeks before delivery, or at the earliest possible time, so the organization can begin coverage and handover procedures.

## 2 Monitoring Mechanisms

- 2.1 Conduct, disseminate results of, and report on regular global surveys and mandatory exit interviews which obtain and analyse data relevant for an assessment of the qualitative aspect of organizational culture and provide insight into issues that have a bearing on recruitment, retention and staff experience, including staff well-being, equality and zero tolerance for unethical behaviour, including online.
- 2.2 Implement policies for the prevention of discrimination and harassment, including special measures for prevention from sexual exploitation and sexual abuse, ethics office, abuse of authority, administration of justice, conflict resolution and protection against retaliation. Demonstrate adherence to all system-wide and agency/ organization- specific sexual harassment policies, including the CEB Model Policy adopted in November 2018, and the UN system's Model Code of Conduct. When investigations are called for, use the Investigators' Manual as a guide for consistent, effective and efficient investigations into sexual harassment complaints that puts victims/survivors at the centre of efforts to address sexual harassment in the UN system.
- 2.3 UN rules and regulations on ethical behaviour are enforced and personnel are required to complete the mandatory ethics training, with zero tolerance for discrimination, harassment, including sexual harassment and abuse of authority implemented.

To demonstrate enactment of the preceding requirements, entities are required to upload supporting documentation, such as policies, surveys and training manuals, to the UN-SWAP online reporting system.



### Requirement 2: Internal Gender and Power Analysis

<b>Approaches requirements</b>	N/A
<b>Meets requirements</b>	<b>13bii. and 13cii. An internal gender and power analysis</b> or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality
<b>Exceeds requirements</b>	

In this context the entity is required to conduct an **internal gender and power analysis or equivalent** of the systems, structures and hierarchies and formal and informal decision-making is conducted.

A robust gender and power analysis is one that looks not only at gendered gaps in access or outcomes but interrogates why these gaps exist, for whom they are greatest (and why), who is incentivized to create or maintain them, who benefits and loses from them, and what systemic shifts need to occur to prevent gaps (even while working to close them). Such an analysis takes an intersectional lens; because treating gender inequality as an issue of power requires understanding men's and women's status within the entity not just based on their gender; but also other aspects of their identity (such as their race, their age, their disability status, and their geographic context).<sup>38</sup>

<sup>38</sup> Independent Review of the UN System's Capacity to Deliver on Gender Equality: Final Report, 2023

### Gender and Power (GAP) analysis

- ✔ A Gender and Power (GAP) analysis is a type of action research **aimed at identifying, examining, and addressing inequality and bias**, thereby driving transformative systemic change.
- ✔ Within the framework of the United Nations system, **GAP analysis is essential for assessing the impact of gender and power inequalities on institutional policies, programs, and practices.**
- ✔ This analysis explores the **intersections of gender and power inequalities, providing a deeper understanding of the specific types and depths of existing inequity within UN entities.** UN organizations should utilize GAP analysis to identify and analyze inequalities, dismantle barriers to equitable and meaningful participation, and advance gender equality.

For entities with only an HQ presence the analysis should cover the whole of the entity. For entities with regional and country offices the focus should be on HQ and the regional and country offices. The minimum standard is that the analysis is a substantive exercise that feeds into a strengthening of organizational culture and supporting the entity's normative commitment to gender equality.

Key areas of focus for the internal gender and power analysis could include the following:

#### **EXAMPLE 1: Leadership Representation**

- **Current Situation:** Women are underrepresented in senior leadership positions within the UN system, including at the Under-Secretary-General level and other senior roles. For instance, while women make up a significant portion of the UN workforce, they hold fewer decision-making roles compared to men, especially in peacekeeping, political affairs, and high-level diplomatic positions.
- **Gendered Power Imbalance:** The power structures in place within the UN may be influenced by gender biases that prioritize male leadership, particularly in high-profile areas such as peace and security, where men traditionally dominate.
- **Action:** Ensure a proactive strategy to achieve gender balance in senior roles, with a focus on promoting women into decision-making positions.

#### **EXAMPLE 2: Gender Integration in Policies and Programming**

- **Current Situation:** While gender equality is a core mandate of the UN, gender integration into policies and programs varies across departments. Some specialized agencies and programs (like UN Women) are more focused on gender equality, while other parts of the UN system may have gender-sensitive approaches that are not consistently applied or prioritized.
- **Gendered Power Imbalance:** There may be a lack of consistent accountability and mechanisms for integrating gender into all aspects of the UN's work, from development programs to humanitarian aid and peacebuilding. This may result in policies that do not fully address the gendered impacts of global challenges.
- **Action:** Ensure that gender analysis is systematically integrated into all UN programs and policies, requiring that every entity applies a gender and power lens when designing and implementing initiatives. Regularly review the gender responsiveness of the programs and adjust them based on feedback and outcomes.

#### **EXAMPLE 3: Access to Resources and Opportunities**

- **Current Situation:** Within the UN system, resource allocation for gender equality initiatives, including funding for women's rights programs or gender-responsive projects, is not always equitable or prioritized across all departments.
- **Gendered Power Imbalance:** Women's organizations and gender-focused initiatives may struggle to access funding or recognition compared to larger, more mainstream UN programs. For example,

projects that focus on gender equality and women’s empowerment may be deprioritized compared to larger initiatives that focus on economic growth or security.

- **Action:** Establish clear, targeted funding streams for gender equality programs and ensure that resources are allocated equitably across departments. Develop transparent funding processes that prioritize gender equality and the empowerment of women and girls, with clear monitoring and evaluation metrics.

#### **EXAMPLE 4: Institutional Culture and Gender Norms**

- **Current Situation:** The UN system, like many large organizations, may have an ingrained culture that reflects broader global gender norms. This can manifest in subtle biases, stereotyped assumptions about the roles of women, or unequal treatment in terms of career advancement opportunities.
- **Gendered Power Imbalance:** Women may face systemic barriers, including gendered expectations around leadership styles, work-life balance, and access to professional development opportunities. This can affect their ability to rise within the organization.
- **Action:** Conduct organizational culture audits to assess the gendered dynamics within the UN system, focusing on practices that hinder women’s advancement. Promote training on unconscious bias, create mentorship programs for women, and ensure equal opportunities for career advancement, including flexible work arrangements to support gender equality in the workplace.



### **Requirement 3: Agreed-upon recommendations implemented**

<b>Approaches requirements</b>	N/A
<b>Meets requirements</b>	
<b>Exceeds requirements</b>	<b>13ciii. Agreed-upon recommendations</b> from the internal power analysis are <b>implemented</b>

To exceed requirements for this indicator, entities should conduct an internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making, as well as implement the recommendations emanating from the analysis.

In this regard, heads of all UN departments and offices, specialized agencies, and funds and programmes are expected to ensure that their entities have a plan to operationalize the commitment to placing women and girls at the centre of the UN system’s work, underpinned by a strong gender and power analysis.

To **implement the recommendations from an internal gender and power analysis (or equivalent)** in a UN entity, focusing on systems, structures, hierarchies, and decision-making processes, [here are 5 key steps](#):

- 1. Conduct a Comprehensive Gender and Power Analysis:**
  - Begin by assessing the gender dynamics, power structures, and decision-making processes within the entity. This analysis should identify any existing gender inequalities, power imbalances, and barriers to equal participation at all levels, including both formal and informal decision-making processes.

2. **Develop an Action Plan Based on the Findings:**
  - Create a detailed, actionable plan to address the recommendations emerging from the analysis. This plan should prioritize the most critical areas for intervention, such as leadership diversity, gender-sensitive policies, and inclusive decision-making practices, ensuring alignment with the entity's overall goals.
3. **Engage Stakeholders Across the Entity:**
  - Involve leadership, staff, and key stakeholders in the process to ensure that the action plan is well-informed, inclusive, and supported. This could include workshops, consultations, and collaborative discussions to build a shared understanding and commitment to gender equality and power balance.
4. **Integrate Gender and Power Considerations into organizational Policies, Practices and Systems:**
  - Ensure that the recommendations are incorporated into existing systems, structures, and policies. This may involve adjusting recruitment processes, performance evaluation criteria, training, and the allocation of resources to ensure gender equality and the equitable distribution of power.
5. **Monitor, Evaluate, and Report Progress:**
  - Establish a robust monitoring and evaluation framework to track the implementation of the recommendations. This includes setting clear indicators of success, conducting regular reviews, and reporting progress to senior management and relevant stakeholders to maintain accountability and transparency.

These steps will help the UN entity not only address gender and power imbalances but also foster a more inclusive and effective environment for decision-making at all organizational levels.



## Evidence base

Examples of documents to attach to substantiate reporting:

- Facilitative policies
- Surveys
- Exit interview template
- Gender and power analysis report
- Training/learning materials
- Demonstrate uptake of FWA implementation and accessibility by gender, grade and location.

Note: Please identify a self-explanatory title for the documents uploaded onto the platform, particularly for those shared to the UN-SWAP Knowledge Hub.



## Example: Meeting Requirements

### Organizational culture fully supports promotion of GEWE

#### **Facilitative Policies**



In 2019 UN-SWAP reporting, 59 entities (86 per cent) reported implementing, promoting and reporting on facilitative policies for parental, family and emergency leave, breast-feeding and childcare. The reports also indicate a growing trend towards surrogacy policies, further extensions to the length of parental leave and, in certain cases, supplementing parental leave provisions with additional special leave with pay. Such policies can enable personnel to effectively balance personal, family and professional commitments throughout their career. Standardized parental leave can support women's career advancements and allow opportunities for more equal sharing of care work and changing mindsets both at home and in the workplace.

Several entities have revised their parental leave policies in recent years. As of November 2020, the following entities have extended maternity leave to 24 weeks: **the Food and Agriculture Organization (FAO), UNAIDS, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), the UN Refugee Agency (UNHCR), UN Women, the World Health Organization (WHO) and the World Food Programme (WFP)**. Some entities have also extended the paternity and adoption leaves. The **United Nations Development Programme (UNDP)** provides staff members in D and E duty stations an additional period of two months of Special Leave with Full Pay, extending maternity leave to 24 weeks. **UN Women** provides an additional eight weeks of pre-delivery leave with Special Leave with Full Pay in D and E duty stations, extending maternity leave to 32 weeks in these hardship locations. To make parental leave policies flexible yet equitable, **UNAIDS** standardized and extended paternity, adoption and surrogacy leave to 16 to 18 weeks, depending on the number of children. The **United Nations Office for Project Services (UNOPS)** has made maternity, paternity and adoption leaves available to personnel on the Individual Contractor Agreement modality, with benefits equivalent to those offered to staff.

In terms of creating enabling environments for staff with young children to return to work, inclusive breastfeeding/bottle-feeding policies and onsite childcare can bring positive outcomes to staff and their families. Most United Nations entities have a policy in place that offers two hours off for breastfeeding/bottle-feeding daily, and 73 per cent of surveyed entities from the 2021 Report of the Secretary General on the Improvement of the Status of Women in the UN system have a designated lactation room available for staff.

The **United Nations Economic and Social Commission for Western Asia (ESCWA)** tracks the number and status of flexible working arrangements (FWA) requests through an online system. The online tracking system allows staff to set requests for any of the four FWA options. The online application also serves as a resource hub containing all documents related to FWAs, i.e. frequently asked questions, myths and facts about FWAs, STI on FWA. Each request follows an approval process that is aligned to ESCWA's rules and regulations. Managers not approving FWAs requests are obliged to justify their decision, which is reflected in a quarterly report produced by the application. This is expected to allow ESCWA to detect and thus facilitate addressing resistance.

The **Office of the High Commissioner for Human Rights (OHCHR)** has developed an internal mechanism to track implementation and use of Flexible Work Arrangements and UN Regulations on ethical behaviour to make reporting possible. This mechanism is also an additional tool to ensure that management is accountable for the way in which these policies are implemented.

The **Joint United Nations Programme on HIV and AIDS (UNAIDS)** implements facilitative measures under its new Flexible Working Arrangements policy, including: Flexible Working Hours; Compressed Working Schedule, and Flexible Place of Work/Teleworking. In addition, the policy provisions supporting facilitative measures with regards to maternity-paternity leave, breastfeeding hours, Family leave for child care, adoption, family emergency, Special leave without pay (after maternity, for childcare

or family issues) as well as part-time work are available and regulated under Staff Rules and Regulations.

The **United Nations Office for Project Services (UNOPS)** has a progressive Flexible Work Arrangement policy which includes part-time work, job share, staggered working hours, telecommuting, compressed work schedules, and others. All personnel are eligible, regardless of contractual modality or personal circumstances. It is not limited to those with family or caring responsibilities but is open to all personnel who would like to be able to work in a flexible manner. By default, all requests for flexible working options must be considered favourably, provided the request fully meets business needs and there are no costs associated to it.

Official Duty Travel provisions are in place to support personnel travelling with infants (children who are under two years of age), such as reimbursement of a portion of the cost of ticket and of the personnel member's DSA to help cover the travel costs.

The Flexible Work Arrangement policy includes part-time and various other options which enables personnel approaching retirement to continue working with a reduced workload, and eventually transition from full-time work to full-time retirement.

### ***Monitoring Mechanisms***

In late 2019, a **Secretariat**-wide survey was held, in which staff members were given an opportunity to express their views on staff wellbeing and work culture. More than 18,000 staff members participated, representing 52 per cent of the staff population – a marked increase from 39 per cent in 2017. Entities have analysed results and developed action plans to target and improve the weak areas identified in the survey.

The Global Staff Survey is the **United Nations Development Programme (UNDP)**'s biennial internal mechanism to track implementation and accessibility, by gender, to work-life policies and unethical behaviors. An on-line course on Prevention of Sexual Harassment is mandatory for all UNDP staff.

The **United Nations System Chief Executives Board for Coordination (CEB)** established the [CEB Task Force for Addressing Sexual Harassment within the Organizations of the UN System](#) in 2017. The Task Force identified harmonization of sexual harassment policy, improvements in sexual harassment reporting and data collection, strengthening investigative capacity, and enhanced awareness-raising, outreach and communication as priority areas for system wide action. The Task Force has developed and approved a set of concrete, system-wide measures to coherently address the issue of sexual harassment, including a CEB Statement on Addressing Sexual Harassment within the Organizations of the UN System, a UN System Model Policy on Sexual Harassment, the sexual harassment screening database "[Clear Check](#)," a [Guide for Managers: Prevention of and Response to Sexual Harassment in the Workplace](#) and [Code of Conduct](#). The Interagency Committee and CEB Task Force on Addressing Sexual Harassment in the UN System has also created a [Facilitators' Guide](#) to encourage and assist entities to implement sessions on values, attitudes and organizational culture in relation to prevention of sexual misconduct (sexual exploitation and abuse and sexual harassment).

### ***UN Ethics-related Legal Arrangements***

The **Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2019/8)** was promulgated to ensure that all staff and non-staff personnel of the United Nations Secretariat are aware of their role and responsibilities in maintaining a workplace free of any form of misconduct. For the 2021 [Report of the Secretary General on the Improvement of the Status of Women in the UN system](#), 73 per cent of surveyed entities had offered new training on addressing sexual harassment and abuse in the past two years. Further, 91 per

cent of surveyed entities have in place the minimum standards of the United Nations System Model Policy on Sexual Harassment and 77 per cent have taken steps to strengthen a victim-centred approach when investigating sexual harassment and sexual exploitation and abuse-related complaints.

The **Department of Management Strategy, Policy and Compliance (DMSPC)** implemented a victim assistance tracking system in peacekeeping operations in 2018. The system captures critical information and enhances data management in addition to improving reporting capabilities and serving as a communicative tool to achieve victim assistance coordination.



### Example: Exceeding Requirements

#### Internal Gender and Power Analysis (or equivalent)

The **International Labour Office (ILO)** has developed a methodology for [participatory gender audit](#), which has been widely used within the UN system and elsewhere. This accountability tool is well accepted by ILO constituents, ILO administrative units, regional partners and the UN family to assess and monitor progress towards the achievement of gender equality. It is also a tool for gender mainstreaming in the Common Country Assessments and UNDAF processes. The audit recommendations are firmly owned by the audited entity. Training of audit facilitators (TOF) creates a multiplier effect by building capacity on gender equality among Member States, national gender experts and UN staff. To support this, the International Training Centre of the ILO in Turin (ITC-Turin) has conducted since 2007 a standard course on “Training for gender audit facilitators” (offered in English, French and Spanish).

The **United Nations Economic and Social Commission for Western Asia (ESCWA)** conducted its second participatory gender audit in 2019. To ensure that the gender audit was conducted in a participatory manner, the Executive Secretary of ESCWA formed an internal team comprising of nine staff members, who worked closely with an external ILO-certified facilitator. The gender audit was carried on along two main pillars. The first scrutinized the areas already covered in the previous audit and traced the changes occurring during 2014-2018 following its recommendations. The second examined new areas of importance that were not covered in the previous audit with the objective of bringing to light more practices and recommendations for ESCWA to further promote gender equality internally and in its outputs. Information was collected through two main sources: namely, documents produced by ESCWA, including policies, publications and procedures, and covering topics such as capacity-building, gender parity, monitoring, project implementation, evaluation and communication; and interviews and focus group discussions conducted with staff members as well as focus groups with directors of divisions and Gender Focal Point Network members. The report shed light on the progress achieved and referred to steps that should be taken to fill current gaps.

In 2022, the **United Nations Environment Programme (UNEP)** embarked the Participatory Gender Audits in stages. By 2022, participatory gender audit have been conducted with 3 UNEP sub-entities (UNEP/MAP, Law Division and Latin America & Caribbean Regional Office) and the report from the UNEP MAP office has been validated. By carrying out the gender audit in stages, the lead facilitator is able to identify the emerging gaps and challenges and map out ways to address these. In 2023, the number of UNEP offices to be audited will increase and the lead facilitator will carry out the audit together with the three other staff that were trained as ILO PGA Facilitators in 2021.



## Additional Information

[United Nations System-wide Training Module](#) This training outlines the responsibilities of each person working for the United Nations so that they know how to respond in accordance with the victim-centred approach as soon as they become aware of an allegation of sexual misconduct, irrespective of whether they are providing direct assistance to complainants and victims.

The [United Nations Secretariat's United to Respect \(UTR\) Course](#) is designed to promote dignity and respect in the workplace and ensure that all personnel understand their responsibility to foster and protect a positive work culture—one grounded in civility and respect. Everyone is encouraged to actively address workplace issues constructively, preventing prohibited conduct and responding appropriately if it occurs. The [UTR Toolkit](#) provides practical guidance and ideas to help staff become more engaged and proactive in establishing and maintaining a harmonious and civil work environment, while also offering accessible support for those affected by prohibited conduct.