UNOG
UNITED NATIONS OFFICE
AT GENEVA

Policy for
Gender Equality
and the
**Empowerment
of Women**

2016 - 2020

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Foreword

I am very proud to promulgate the first Gender Policy of the United Nations Office at Geneva (UNOG). The Policy will come into force on 1 September 2016.

When Prime Minister Trudeau of Canada was asked why he wanted to have an equal number of men and women in his Cabinet, he simply responded: "Because it's 2015". I could paraphrase him and say that UNOG needs a gender policy simply "Because it's 2016 and it's long overdue". It has been 71 years since the adoption of the Charter of the United Nations, which states that "The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs". It has been 21 years since the Beijing Declaration and Platform for Action established a target of overall gender parity in the Professional and higher categories, and 10 years since the United Nations System Chief Executives Board for Coordination promulgated the United Nations system-wide policy on gender equality and the empowerment of women.

And yet, as the United Nations is tasked with spearheading the implementation of the Sustainable Development Goals, including Goal 5 on gender equality, progress in its own ranks is far too slow. By mid-2015, only 34.4 per cent of positions in the Professional and higher categories in the United Nations Secretariat were held by women. The proportion of women was still much lower at the D-2 level (27 per cent) than at the P-3 level (44 per cent). By then, in UNOG, women occupied 44 per cent of positions in the Professional category and above (P-2 to D-2) but only 38.6 per cent of senior positions (P-5 to D-2).

Sadly, the situation is the same or worse in many other organizations in both the private and the public sectors. By some estimates, gender equality in the workplace won't be achieved until 2095 if we continue business as usual and satisfy ourselves with eloquent speeches and half measures. That is absurd and unacceptable. We need a game changer. This is why Ambassador Pamela Hamamoto, Permanent Representative of the United States of America to the United Nations Office and other international organizations in Geneva, and I launched the Geneva Gender Champions Initiative last year, with the support of women@thetable. With now close to 120 Gender Champions, including international organizations, Member States and non-State actors, we are changing the way we do business in Geneva. At the heart of this Initiative is the panel parity pledge. It implies that at least one representative of each gender needs to take part in panel discussions. In addition, Gender Champions choose two more concrete, measurable commitments for gender equality in their organizations.

One of my commitments as Gender Champion was to introduce a gender policy for UNOG. Thanks to the excellent support I have received from the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and our own gender focal points, this has now been achieved. But it is just a first step. The Policy will make a difference only if all of us at UNOG, managers and staff members, men and women, understand it, accept it, embrace it and implement it. It aims to establish an inclusive and enabling organizational culture free from gender bias and discrimination, improve the representation of women at all levels in order to reach gender parity, and ensure gender equality and the empowerment of women in our work. It includes wide-ranging principles and concrete measures. It will complement the United Nations Secretariat-wide 2030 Gender Equality Strategy and facilitate its implementation.

I am counting on all of you to make gender equality a reality at UNOG. Let's all be Gender Champions.

UNOG Gender Policy accountability framework

Director-General	Gender Steering Group[a]	Gender focal points	Heads of division/service
Is accountable for the implementation of the Policy	Plans, monitors and oversees progress in implementing the UNOG Gender Policy	Support the Director-General in guiding the implementation of the Policy	Champion implementation of the Policy
Will ensure that successor is fully briefed regarding this Policy and its implementation	Prescribes remedial action when implementation is not going to plan	Meet at least twice a year with the Director-General	Make gender equality a regular topic in their meetings with managers and staff
Chairs the Gender Steering Group	Will initiate a succession plan by 2017 to ensure gender parity at those levels of UNOG staffing where parity has not been reached	Will conduct a general UNOG gender analysis in 2017	Report annually to the Gender Steering Group as a whole on their action to implement the Policy
Appoints two gender focal points		Report annually to UN-Women via the United Nations System-wide Action Plan (UN-SWAP)	Designate one or more staff members in their division/service to liaise with the gender focal points and assist in the implementation of the Policy
Takes into account the need for gender parity in succession planning and selection decisions		Attend the annual meeting of the Inter-Agency Network on Women and Gender Equality	
Shares best practices through the *Annual Report* and broadcast messages to all staff and/or at town hall meetings		Add their gender-related tasks to their e-performance goals	Are held accountable in their e-performance evaluation for the implementation of the Secretariat's policy on flexible working arrangements
Shares results and best practices with other heads of department, including at other duty stations		Identify relevant workshops and courses in which UNOG staff can participate	
Will pursue discussions with a view to setting up a crèche for UNOG staff		Convene a series of regular informal meetings/briefings on gender-related issues	

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a   Twice a year, the Director-General's Senior Management Meeting convenes as the Gender Steering Group.

Designated staff members in each division / service	Human Resources Management Service (HRMS)	All managers	All staff
Provide support to the gender focal points and HRMS, in particular by providing key gender-disaggregated data and contributing to the UNOG gender analysis	Ensures that a briefing on gender equality is included in all induction and orientation sessions for new UNOG staff	Are encouraged to include gender-smart goals in their e-performance management	Take the "I know gender" online training by the end of 2017
Provide guidance to their colleagues, including managers, on the UNOG Gender Policy	Reports twice a year to the Gender Steering Group on gender in staffing and on the implementation of flexible working arrangements	Take into account the need for gender parity in succession planning and selection decisions	Keep themselves informed of updates to the Policy
Their work on gender-related issues is recognized in their e-performance evaluation	Provides other gender-related disaggregated data to the Gender Steering Group upon request	Pay attention to giving adequate opportunities to male and female staff to speak in meetings and rotate note-taking functions among all staff	Contribute to a gender-sensitive work environment
	Initiates, by 2017 at the latest, an exit questionnaire for staff leaving UNOG and shares the results annually with the Gender Steering Group	Support the reintegration of women into the workplace upon their return from maternity leave	Consider ways to integrate gender considerations in their substantive work
	Ensures that the Division of Administration adds a section on gender equality to its intranet and web pages	Meet with the designated staff in their areas within the first month of their respective assignment	
		Attend mandatory training on gender equality and unconscious bias	
		Hold meetings during core working hours unless exceptional circumstances require otherwise	
		Ensure that there are men and women on the panels they organize and refuse to participate in all-male or all-female panel discussions	

Background

"The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs".

The Convention on the Elimination of All Forms of Discrimination against Women provides that States parties shall take in all fields, in particular in the political, social, economic and cultural fields, all appropriate measures, including legislation, to ensure the full development and advancement of women, for the purpose of guaranteeing them the exercise and enjoyment of human rights and fundamental freedoms on a basis of equality with men.

The signatories to the 1995 Beijing Declaration and Platform for Action, adopted at the Fourth World Conference on Women, observed that the United Nations was not making full use of women's talents and they established a target of overall gender parity in the Professional and higher categories to be achieved by the year 2000. This target has been reaffirmed repeatedly by the General Assembly, which requested the Secretary-General, in resolution 69/151, to review and redouble his efforts to make progress towards achieving the goal of 50/50 gender balance at all levels throughout the United Nations system and to ensure the implementation of measures, including temporary special measures, to accelerate progress, and managerial and departmental accountability with respect to gender balance targets.

In 2015, Member States adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals.[1] Goal 5 refers to the need to achieve gender equality and empower all women and girls. Member States noted that realizing gender equality and the empowerment of women and girls would make a crucial contribution to progress across all 17 Goals and 169 targets and that the systematic mainstreaming of a gender perspective was crucial for the successful implementation of the Agenda.

In 2006, the Chief Executives Board for Coordination endorsed the United Nations system-wide policy on gender equality and the empowerment of women.[2] It identified six key factors or institutional arrangements to achieve gender equality:

- Accountability
- Results-based management for gender equality
- Oversight through monitoring, evaluation, audit and reporting
- Human and financial resources
- Capacity development
- Coherence, coordination and knowledge and information management

In 2012, the Board rolled out the United Nations System-wide Action Plan (UN-SWAP) on gender equality and women's empowerment to facilitate the implementation of the policy and provide a means to monitor it. UN-SWAP mandates all entities of the United Nations system, including all Secretariat departments and offices, to meet the requirements set out in 15 performance indicators by 2017, to apply UN-SWAP in the context of their own structures and mandates, and to report annually on progress in meeting the designated performance standards in the Board's six policy areas. UN-SWAP is thus the first United Nations inter-agency accountability framework for gender equality and women's empowerment.

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1 General Assembly resolution 70/1.
2 CEB/2006/2, annex.

The 47 entities that either met or exceeded the gender policy indicator in 2015 also met or exceeded, on average, 10 of the 15 indicators. Those entities that did not have gender policies met or exceeded only 5 indicators, on average.

Source: UN-Women analysis of UN-SWAP data for 2015.

Analyses of UN-SWAP reporting show that United Nations entities that have adopted gender equality policies perform markedly better on the other 14 UN-SWAP indicators than those entities that have not.

Like the United Nations Secretariat as a whole, UNOG has made steady progress on the 15 UN-SWAP performance indicators. Since 2012, the first reporting year, the number of indicators for which it reported meeting or exceeding requirements has risen from 3 to 8 (see annex I). However, it continued to perform less well than the Secretariat as a whole, which achieved on average 8.7 "meets" or "exceeds" ratings in 2015, up from 4 in 2012.[3]

A specific gender policy is, therefore, needed to accelerate progress towards gender parity at UNOG. The Director-General has undertaken to adopt such a policy in 2016, as part of his commitments as "Geneva Gender Champion".[4]

Objectives and scope of the UNOG Gender Equality Policy

This Policy describes measures that UNOG will take in gender mainstreaming and in the representation of women in order to meet and, in some cases, exceed the requirements of all 15 UN-SWAP performance indicators. **It builds on rules, regulations and processes that UNOG follows as part of the Secretariat and is meant to complement the 2030 Gender Equality Strategy and facilitate its implementation.[5]** The Policy has been developed in consultation with UNOG managers, staff representatives and gender focal points.

The Policy, which will take effect on 1 September 2016 and be reviewed in four years' time, is designed to:

- Establish an inclusive and enabling organizational culture free from gender bias and discrimination
- Increase the share of women at all levels and enable UNOG to reach gender parity
- Ensure gender equality and the empowerment of women in the work of UNOG

It applies to all UNOG divisions and services as defined in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva.[6] It will be shared with the Geneva Branch of the Office for Disarmament Affairs.

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3   UN-Women analysis of UN-SWAP data for 2015.

4   The Geneva Gender Champions Initiative was launched in 2015 by the Director-General and two other co-founders as a leadership network that brings together female and male decision makers to break down gender barriers. For more information, see www.genevagenderchampions.com.

5   The following policy documents, among others, have a bearing on the equal representation of women: the Secretary-General's bulletins on the staff rules and staff regulations of the United Nations (ST/SGB/2014/1), departmental focal points for women in the Secretariat (ST/SGB/2008/12), the policy on breastfeeding (ST/SGB/2003/14) and flexible working arrangements (ST/SGB/2003/4); and the administrative instructions on the staff selection and managed mobility system (ST/AI/2016/1), the staff selection system (ST/AI/2010/3), the administration of temporary appointments (ST/AI/2010/4/Rev.1), family leave, maternity leave and paternity leave (ST/AI/2005/2), and special measures for the achievement of gender equality (ST/AI/1999/9).

6   The most recent bulletin is ST/SGB/2000/4.

Baseline: analysis of the situation of women in UNOG

As a first step towards defining the Gender Policy, the current situation was examined and data collected. **While the statistics date from October 2015 and the situation has improved markedly for some indicators since then, the numbers nevertheless show that we need to take decisive action.**

Figure I shows that the language teacher category has the highest percentage of female staff, while the G-3 level has the lowest. A familiar pattern can be observed in the Professional and higher categories, with fewer women at higher levels. The D-1 level is an exception; with 41.7 per cent women, there are relatively more women at this level than at the P-5 level. Parity has been reached only at the P-2, LT-1, G-7, G-6 and G-5 levels. The Director-Generals of UNOG, at the Under-Secretary-General level, have always been men.

Figure I: Share of women at UNOG in different categories in 2015 (percentage)
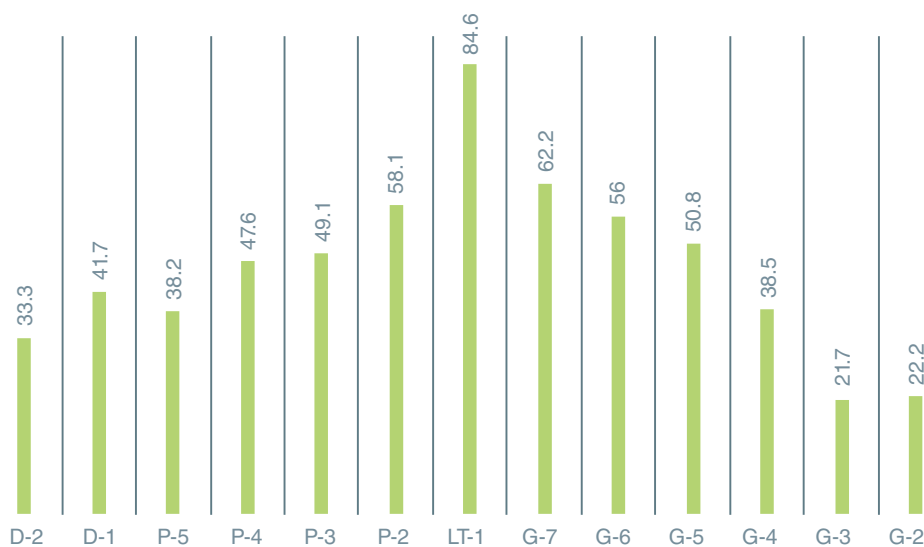
Source: UNOG data, 31 October 2015.

The situation is similar in the United Nations system as a whole. In 2015, 83 per cent of United Nations entities reported that they had not achieved gender parity at the P-4 level and above. The results illustrate a persistent challenge to effectively address the dearth of women at the top.[7]

Table 1 shows the percentage of female staff in the six major units of UNOG under the Director-General's supervision as of October 2015: the Office of the Director-General, the Division of Administration, the Division of Conference Management, the Information Service, the Library and Records Management, and the Security and Safety Service. The data are aggregated in accordance with the grades referred to in UN-SWAP. By 31 October 2015, gender parity among senior staff (P-5 to D-2) had been achieved only in the Library. Two thirds of the staff at the P-2 to P-4 levels in the Office of the Director-General and the Library were women. Among General Service staff, parity had been reached in the Office of the Director-General, the Division of Conference Management and the Information Service. The table shows that the number of women varied considerably among the major units. The Office of the Director-General and the Information Service had no women at the P-5 to D-2 levels, whereas all Library staff members at those levels were women. The proportion of women at the P-2 to

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7 UN-Women analysis of UN-SWAP data for 2015.

P-4 levels varied from one third of staff in the Security and Safety Service to two thirds in the Office of the Director-General and the Library. All General Service staff in the Office of the Director-General were women, whereas in the Security and Safety Service only 18.8 per cent were.

Table 1: Share of women at UNOG, by major organizational unit in 2015 (percentage)

Major organizational unit	P-5 to D-2	P-2 to P-4	GS	D-2	D-1	P-5	P-4
Office of the Director-General	0	66.7	100	-	0	0	66.7
Division of Administration	26.3	48.9	43.6	0	40	25	53.1
Division of Conference Management	44.4	49.2	65.2	100	66.7	42.0	46.3
Information Service	0	41.7	57.1	-	0	0	33.3
Library and Records Management	100	66.7	41.9	-	100	100	100
Security and Safety Service	0	25	17	-	-	0	0
UNOG	**38.6**	**49.5**	**46.6**	**33.3**	**41.7**	**38.2**	**47.6**

Source: UNOG data, 31 October 2015.

Similar variations occur within each of the six major units of UNOG, as indicated in annex II. At the three highest hierarchical levels for which the gender distribution could be determined, 16 of the 40 units achieved gender parity in all three categories of staff included in the Director-General's compact with the Secretary-General. Nine units did not reach parity in any. Annex II reveals some striking facts. In the Division of Administration, a unit where women make up more than 80 per cent of Professional staff at the P-2 to P-4 levels and of General Service staff, only 25 per cent of senior managers were women. In another unit in the same Division, the percentage of female senior managers (43 per cent) was higher than that of non-senior Professional (35 per cent) and General Service staff (22 per cent). In order to advance further on gender equality and the empowerment of women at UNOG, we all need to pay close attention to the situation at various levels of management.

By the end of 2014, there were fewer women at the P-2 and P-4 and at the D-1 and D-2 levels than 10 years earlier. In fact, in UNOG women are less well represented than in the Secretariat as a whole at all Professional levels and above, except at the P-3 and P-4 levels (see annex III).

Women in the staff selection process

There is no information on the number of women at each stage of the selection process in UNOG, but overall data for the whole United Nations Secretariat in 2012-2013 show that between 42 per cent (for P-2 posts) and 23 per cent (for D-1 posts) of applicants were women (see fig. II).

Figure II: Share of women at each stage of the staff selection process in the United Nations Secretariat, 1 January 2012 - 31 December 2013 (percentage)

Level	Share of applicants	Forwarded to hiring manager by HR	On interview list	On recommended list	Rostered	Selected
D-2	25.5	25.5	26.4	33.3	0	20
D-1	22.9	22	31.8	33.4	33.7	42.5
P-5	26.2	28.2	37.2	37.3	36.7	37.1
P-4	32.7	34.1	40.4	42.3	42	44.4
P-3	38.3	39.1	45.9	49.2	47	51.5
P-2	42.2	42.3	46	52.9	44.7	66.2

- Share of applicants
- Forwarded to hiring manager by HR
- On interview list
- On recommended list
- Rostered
- Selected

During that period a woman who applied or whose application was transmitted to the hiring manager was more likely than a man to be interviewed and recommended at every level. At the P-4 to D-2 levels, however, women were rostered or selected for a post less than 45 per cent of the time and at the D-2 level only 20 per cent of the time. At this rate, it will be impossible for the Secretariat to reach gender parity at those levels. We must therefore make an effort to increase the number of female applicants, particularly for higher-level posts. In addition, hiring managers must roster and select more women from the lists of recommended applicants. Clearly, only if the proportion of women selected for posts in an entity reaches more than 50 per cent of all its new staff will the share of women in that entity increase. This is true for UNOG as well.

Women on temporary, consultancy and individual contractor contracts

There are several units within UNOG that experience highly fluctuating workloads. They therefore rely extensively on temporary staff, consultants or individual contractors. While disaggregated data have not been collected at this stage, we must pay attention to the women among that specific workforce, as occasional assignments may eventually lead to recruitment.

Flexible working arrangements at UNOG

In 2015, UNOG was the only entity in the United Nations Secretariat[8] where more men than women used one of the four types of flexible working arrangements available to staff. This was already the case in 2014, with 158 men using flexible working arrangements against 116 women.

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8 Office of Human Resources Management, "Flexible working arrangements utilisation report 2015", p. 5.

The Division of Administration had the highest number of overall users of flexible working arrangements and of female users of such arrangements (annex IV). The Security and Safety Service had the lowest. Staggered working hours was the most common type of flexible working arrangement in UNOG. Women opted mostly for telecommuting (44), then staggered working hours (42) and, lastly, a compressed work schedule (35), whereas men preferred staggered working hours (109) over a compressed work schedule (29) or telecommuting (19). Telecommuting was the only type of flexible working arrangement used by more Professional (34) than General Service staff (20). Overall, in 2014, 21 per cent of all UNOG staff made use of flexible working arrangements, ranging from 62 per cent in the Library to 12 per cent in the Division of Conference Management and 1 per cent in the Security and Safety Service (see table 2).

Table 2: Staff making use of flexible working arrangements at UNOG, by major organizational unit in 2014 (percentage)

Major organizational unit	Staff with flexible working arrangements
Office of the Director-General	33
Division of Administration	35
Division of Conference Management	12
Information Service	34
Library and Records Management	62
Security and Safety Service	1
UNOG	**21**

Source: Based on UNOG data, 2014.

Elements of the UNOG Gender Policy

The following elements of the UNOG Gender Policy are aligned with the six functional areas and 15 performance indicators of UN-SWAP.

Accountability

The Director-General will be accountable for the implementation of this Policy. When the Director-General leaves his/her functions, he/she will ensure his/her successor is fully briefed regarding this Policy and its implementation. The Policy will be in place until 2020, when it will be reviewed.

In his 2016 compact with the Secretary-General, under "contribution to the broader interests of the United Nations", the Director-General states that he will "participate fully in the shared responsibilities of senior management such as advocacy of the United Nations values and policies, including the defence and promotion of human rights and gender mainstreaming". The compact also contains an expected accomplishment to "increase efforts to attain gender parity" with performance measures concerning female staff in three categories of posts: (a) senior Professional (P-5, D-1, D-2 and equivalent); (b) non-senior Professional (P-1, P-2, P-3, P-4 and equivalent); and (c) GS and other types.

The Director-General will appoint two gender focal points, who will exercise these functions for a renewable term of two years.

Policy and plan

The following key factors have been identified in United Nations entities as being the most critical to progress:

- Commitment of senior managers
- The development and endorsement of a gender equality policy
- Adequate staffing, resources and capacity for promoting gender equality
- Clarity regarding responsibility and accountability for the work of the Organization on gender equality and the empowerment of women

The weekly UNOG Senior Management Meeting[9] will be convened at least twice a year as the UNOG Gender Steering Group and include the gender focal points. The Group, led and chaired by the Director-General, will plan, monitor and oversee progress in implementing this Policy, ensuring individual accountability of senior managers in support of the Director-General's overall accountability.

Members of the Gender Steering Group will, individually and collectively, champion the implementation of this Policy, giving it authority, as well as providing accountability for it.

Each division[10] will report to the Gender Steering Group at least once a year on its action to implement this Policy, on the opportunities and challenges it sees with regard to gender equality and the empowerment of women in its area of work, and on its plans for the coming period.

The Human Resources Management Service (HRMS) will report at least twice a year on progress made towards achieving gender parity in staffing, the uptake of work-life balance opportunities and best practices and challenges in the gender-responsive performance monitoring process described below.

The UNOG Gender Steering Group, in consultation with the gender focal points, will prescribe remedial action, such as capacity development or the provision of specific expertise, where implementation is not going to plan.

The Director-General will ensure that best practices are shared with UNOG staff, for instance in the *Annual Report* or at town hall meetings and through regular broadcasts to staff, in order to recognize excellent performance in implementing this Policy and achieving gender parity.

Senior managers should make gender equality a regular topic in their meetings with managers and staff, highlighting good practices and discussing challenges.

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9   The participants in the Senior Management Meeting are: the Director of the Division of Administration; the Director of the Division of Conference Management; the Director of the Strategic Heritage Plan project; the Director of the UNOG Library; the Director of the Information Service; the Chef de Cabinet; the Chief of Protocol; the Chief of the Political Affairs and Partnership Section; the Senior Legal Adviser; the Head of the Perception Change Project; and the Chief of the Security and Safety Service. The Director of the Geneva Branch of the Office of Disarmament Affairs also attends and will be encouraged to apply the Policy and participate actively in the UNOG Gender Steering Group.

10   Hereinafter "division" is used to refer to all units at the highest hierarchical level within UNOG.

Gender-responsive performance management

At the United Nations Secretariat, of which UNOG is a part, "respect for diversity/ gender" is one of three core values in recruitment and in the annual performance appraisal of staff. This entails the equal treatment of men and women without any discrimination against any individual or group. In addition, the General Assembly, in its resolutions, has repeatedly focused the attention of the Secretary-General on the need to accelerate progress in achieving the equal representation of women at all levels.

UNOG managers will be encouraged to develop gender-smart goals in the e-performance management system for themselves and for their staff. Annex V sets out some examples of how the e-performance system can be leveraged to create a supportive workplace for women and men.

> *Examples of behavioural indicators for United Nations managerial competencies:*
>
> - *Generates and communicates broad and compelling organizational direction, inspiring others to pursue that same direction (vision)*
> - *Empowers others to translate vision into results (leadership)*
> - *Establishes and maintains relationships with a broad range of people to understand needs and gain support" (leadership)*
>
> The full list is available from
> https://careers.un.org/lbw/attachments/competencies_booklet_en.pdf (5 August 2016).

Accountability for the implementation of this Policy cascades from the Director-General via the annual performance appraisal down to division directors and service chiefs, and ultimately to all managers and staff.

Monitoring and evaluation

Strategic planning

In 2017 the UNOG gender focal points will analyse gender roles and responsibilities at UNOG, with support from UNOG managers, designated staff members and others, to document key data relevant to the mainstreaming of gender in the roles and activities of UNOG entities. Their analysis will inform the design of UNOG interventions and help to: identify strategic priorities in the technical areas of each entity; identify gaps in the provision of information on gender equality and the empowerment of women; identify issues to be monitored and reported upon; support the establishment of baselines and efforts to identify global resource materials and potential partners for future action in this area.

> *Key gender-disaggregated data could provide valuable information about equality of opportunity in the workplace. Such data could be related to: flexible working arrangements, maternity leave, the gender representation of UNOG staff going on mission, special leave without pay, participation in external training, projected vacancies and retirements, and form part of the analysis referred to above.*

Monitoring and reporting

Division directors and service chiefs will draw on the above gender analysis in order to prepare, with the assistance of designated staff members, brief monitoring tables that can demonstrate their contributions to advancing gender equality and the empowerment of women. They will use the monitoring tables to report to the Gender Steering Group at least once a year. The data provided will be aggregated and included in the Director-General's compact with the Secretary-General and further disseminated. This will help to recognize progress and remedy setbacks.

The above-mentioned disaggregated information on UNOG contributions to gender equality and the empowerment of women will enable managers to review the extent of gender mainstreaming activities at UNOG systematically.

The gender focal points will meet at least twice a year with the Director-General to discuss progress in implementing this Policy and other matters related to gender equality and women's empowerment in connection with the work of UNOG.

Every other year the gender focal point will conduct a survey of all UNOG staff members to assess their perceptions on gender and their satisfaction with this Policy.

Human and financial resources

Resource allocation and tracking

There is currently no system in the United Nations Secretariat to track resources for gender equality and the empowerment of women systematically. It is expected that such a system will eventually be made available within Umoja and UNOG will then use it.

The Director-General will endeavour to identify financial resources for the work of the UNOG gender focal points, in particular for their participation in the annual meetings of the Inter-Agency Network on Women and Gender Equality.

Gender architecture

The gender focal points, with the support of heads of division and service and designated staff members, will be responsible for reporting annually to UN-Women via the UN-SWAP management system on progress in implementing this Policy.

Each UNOG division/service will designate at least one staff member who will support the UNOG gender focal points in promoting the implementation of this Policy, providing guidance to colleagues and managers in their gender mainstreaming activities, and championing parity in staffing. They will also provide support to the UNOG gender focal points for the production of the UNOG gender analysis.

In particular, they will provide key gender-disaggregated data from their own divisions on matters such as gender representation per unit, projected vacancies, flexible working arrangements, activities of the division specifically to promote gender equality, and attendance at training workshops.

The UNOG gender focal points will add their gender-related tasks to their e-performance goals. Likewise, the work carried out by designated staff members in divisions and services on gender-related issues should be recognized in their e-performance evaluations.

Furthermore, UNOG staff have an individual and collective responsibility to integrate a gender perspective into the work of UNOG.

Gender parity

As mentioned earlier, in 2014 women at UNOG were more poorly represented than in 2004 at all Professional and higher levels, except at P-3 and P-4 (see annex III). By October 2014, UNOG had reached gender parity only at the P-1, P-2, LT-1 and G-5 to G-7 levels.

UNOG encourages the hiring of women with equal qualifications and aims at progressively increasing the number of women at decision-making levels.

HRMS will provide support to the UNOG Gender Steering Group to plan, oversee and monitor progress in meeting our goals on the equal representation of women (gender parity). This will entail providing detailed gender-disaggregated data, upon request, concerning all steps of the selection process, as well as upcoming vacancies.

By mid-2017, the UNOG Gender Steering Group will initiate a succession plan with achievable targets and action for progress at those staffing levels where gender parity has not yet been achieved.

Recognizing the challenges that the United Nations Secretariat faces, in particular with regard to mobility-related issues, the plan will draw on the template prepared by UN-Women and related strategies and address outreach, recruitment, selection, retention and career development.

In the context of preparing the gender parity plan, an organizational survey will be undertaken to establish a baseline against which specific activities and targets can be refined. The survey will be informed by the template provided by UN-Women.

Job openings for units where gender parity has not been reached will specify that women are encouraged to apply.

Beginning in 2017, HRMS will initiate an exit questionnaire to all staff leaving UNOG to identify why they are leaving and if measures could have been taken to retain them. A template, based on the exit interview questionnaire of the Chief Executives Board for Coordination, will be made available by UN-Women. HRMS will share the results of the exit questionnaires with the gender focal points at least once a year.

Mentoring programmes for women at Professional levels could help them prepare for posts at higher levels. "Speed mentoring" events could also be organized to provide opportunities for Professional women to receive advice and guidance from more senior colleagues.

The gender focal points could provide HRMS with support by sharing with it the best practices applied in other United Nations agencies.

Organizational culture

Changing the organizational culture and structure will be crucial in moving from a commitment to gender equality, which is often associated with particular individuals, to UNOG-wide engagement on the basis of shared values of diversity.

As part of the United Nations-wide commitment to gender equality, UNOG supports equal career opportunities for all staff and appropriate working arrangements to balance work and family life. **Senior managers (heads of division and service) will be held accountable through the e-performance system for the implementation in their divisions and services of the Secretariat's policy on flexible working arrangements.**

Managers will give adequate opportunities to male and female staff to speak in meetings and will rotate note-taking functions among all staff.

The Director-General will pursue discussions with the local authorities and others about setting up a crèche for UNOG staff as a concrete step in support of their work-life balance.

Senior managers will ensure that their staff receive information on work-life policies with a view to ensuring an optimal balance between the professional and family responsibilities of all staff, male and female. The purpose is to raise morale, boost productivity and foster an organizational culture that supports the advancement of men and women on an equal basis.

HRMS will establish the 2016 baseline uptake of each of the work-life balance options and document and report on this once a year to the UNOG Gender Steering Group.

All UNOG managers will be encouraged to use and adapt a "Welcome back" package for women returning to work after maternity leave in order to support their reintegration into the workplace. The UNOG gender focal points will provide senior managers with a template for this package for them to disseminate among their sections' managers.

UNOG managers will hold meetings during core working hours,[11] except when exceptional circumstances require otherwise.

UNOG senior managers will ensure that all panel discussions organized by their divisions and services have both male and female speakers, and will decline invitations to speak on panels that are all-male or all-female.

Capacity

Capacity assessment

HRMS will conduct a capacity assessment through a staff survey and other tools developed by UN-Women, to evaluate gender-related knowledge and competencies among UNOG staff.

Capacity development

The Director-General will ask all staff, including senior managers and General Service staff, to take, by the end of 2017, the system-wide online basic "I know gender" training on gender equality and the empowerment of women and seek to ensure that all newcomers take this basic training within three months of their appointment.[12]

In line with the commitment of the Director-General in the context of the Geneva Gender Champions Initiative, gender equality will be included in all induction and orientation sessions for UNOG staff.

In addition, UNOG will draw on the capacity needs assessment to identify opportunities for capacity development of staff with specific responsibilities under this Policy, including gender focal points and their alternates, and other staff interested in developing this area of their professional competence. The UNOG gender focal points will work with HRMS, UN-Women, the United Nations System Staff College, the Inter-Agency Network on Women and Gender Equality and United Nations sister entities to identify workshops and courses in which UNOG staff can participate.

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11 Core hours at UNOG are from 10 a.m. to 4 p.m. (IC/Geneva/2003/28). Meetings should normally take place between 9 a.m. and 5 p.m.
12 The UNOG training group has already recommended to the Office of Human Resources Management that this training should be mandatory for all Secretariat staff.

All managers are required to meet with the designated staff members in their areas within the first month following their assignment.

Resources permitting, HRMS will ensure that all managers receive training on gender equality and unconscious bias.

Coherence, knowledge and information management

Knowledge generation and communication

The Information Service in Geneva will ensure that the work of UNOG on gender equality and women's empowerment is fully reflected in its internal and external communications, including on the UNOG website and on social media platforms.

The Division of Administration will add a section on gender equality and the empowerment of women to its intranet and website, regularly updated with documents and links designed to keep staff abreast of the gender-related aspects of their work.

Senior managers, with the support of the gender focal points, will ensure that staff are regularly updated on all matters relating to gender mainstreaming in UNOG and on progress in implementing this Policy. This will be done through progress reports from the Gender Steering Group, briefings, intranet updates, e-mails and other means.

The gender focal points will convene a series of informal meetings on issues related to gender in the work of UNOG. Speakers will be invited to share their expertise on gender perspectives in areas of substantive interest to UNOG staff, as well as issues related to gender parity, work-life balance and the promotion of a positive organizational culture.

Coherence

UNOG will align its activities on gender equality and the empowerment of women with United Nations system-wide endeavours through:

- Active participation in inter-agency coordination mechanisms for gender equality and the empowerment of women. The Office of the Director-General will spearhead this participation with the collaboration of the gender focal points.
- Active participation in the UN-SWAP peer review with other entities based in Geneva in order to review collective progress in implementing UN-SWAP and to share good practices and relevant guidance and advice.

Annex I

UN-SWAP performance indicators - UNOG status

Functional area	Performance indicator	Status	
		2015	2012
Accountability	Policy and plan	− Approaches requirements	− Approaches requirements
	Gender-responsive performance management	✔ Meets requirements	✔ Meets requirements
Results-based management	Strategic planning	✔ Meets requirements	✔ Meets requirements
	Monitoring and reporting	✔ Meets requirements	✔ Meets requirements
Oversight	Evaluation	✖ Not applicable	✖ Not applicable
	Gender-responsive auditing	✔ Meets requirements[a]	− Approaches requirements
	Programme review	✖ Not applicable	✖ Not applicable
Human and financial resources	Resource tracking	✖ Missing	✖ Missing
	Resource allocation	✖ Missing	✖ Missing
	Gender architecture and parity	− Approaches requirements	✖ Missing
	Organizational culture	✔ Meets requirements	− Approaches requirements
Capacity	Capacity assessment	− Approaches requirements	✖ Missing
	Capacity development	✔ Meets requirements	✖ Missing
Coherence, knowledge and information management	Knowledge generation and communication	✔ Exceeds requirements	− Approaches requirements
	Coherence	✔ Meets requirements	− Approaches requirements

a   Reported centrally by the Office of Internal Oversight Services.

Annex II   **Gender representation in UNOG and its services, August 2016**

United Nations Office at Geneva

| Office of the Director-General | Division of Administration | Division of Conference Management | Information Service | Library | Security and Safety Service |
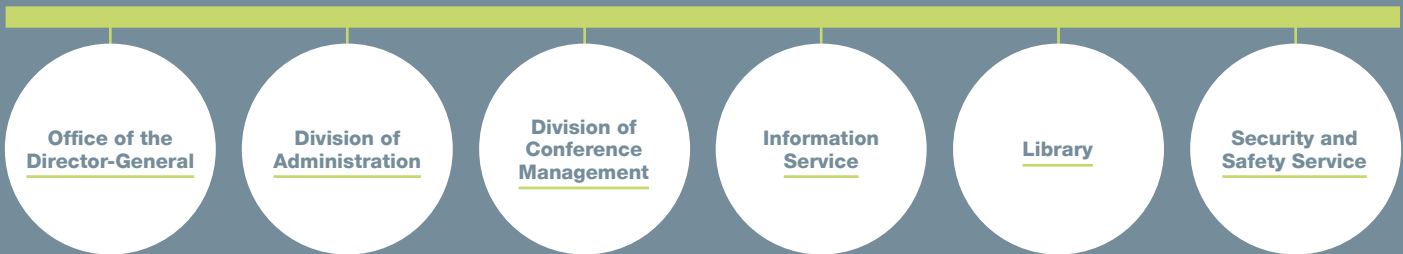
Office of the Director-General

22 staff:
1 USG, **2** D,
8 P, **11** GS

0% women P-5 to USG
33% women P-1 to P-4
100% women GS

| Political Affairs and Partnership Section | Non-governmental Organizations Liaison Unit | Protocol and Liaison | Legal Liaison Office |
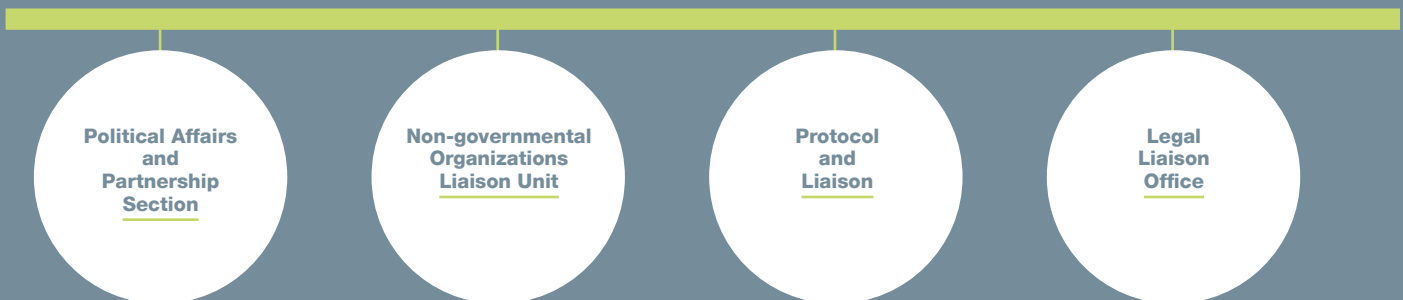
Division of Administration

475 staff:
7 D, **126** P,
342 GS

25% women P-5 to D-2,
44% women P-1 to P-4,
60% women GS

Office of the Director
6 staff: **1** D, **3** P, **2** GS
0% women P-5 to D-2
33% women P-1 to P-4
100% women GS

Strategic Heritage Plan
19 staff: **3** D, **13** P, **3** GS
40% women P-5 to D-2
45% women P-1 to P-4
67% women GS

Central Support Services
179 staff:
1 D, **25** P, **153** GS
33% women P-5 to D-2,
30% women P-1 to P-4,
23% women GS

Buildings and Engineering Section
84 staff: **7** P, **77** GS
0% women P-5 to D-2
33% women P-1 to P-4
15% women GS

Purchase and Transportation Section
82 staff: **16** P, **66** GS
0% women P-5 to D-2
25% women P-1 to P-4
27% women GS

Operations Support Unit
11 staff: **2** P, **9** GS
50% women P-1 to P-4
44% women GS

Financial Resources Management Service
106 staff:
1 D, **31** P, **74** GS
20% women P-5 to D-2
59% women P-1 to P-4
64% women GS

Office of the Chief
10 staff: **1** D, **6** P, **3** GS
0% women P-5 to D-2
100% women P-1 to P-4
66% women GS

Medical Insurance Section
28 staff: **2** P, **26** GS
0% women P-5 to D-2
0% women P-1 to P-4
61% women GS

Treasury
11 staff: **3** P, **8** GS
33% women P-1 to P-4
50% women GS

Finance Section
47 staff:
14 P, **33** GS
0% women P-5 to D-2
64% women P-1 to P-4
57% women GS

Programme Planning and Budget Section
10 staff: **6** P, **4** GS
100% women P-5 to D-2
40% women P-1 to P-4
75% women GS

Human Resources Management Service
94 staff:
1 D, **23** P, **70** GS
50% women P-5 to D-2
80% women P-1 to P-4
83% women GS

Policy Implementation, Monitoring and Evaluation Unit
9 staff: **1** P, **8** GS
100% women P-1 to P-4
50% women GS

Human Resources Legal Unit
4 staff: **3** P, **1** GS
67% women P-1 to P-4
100% women GS

Medical Services Section
12 staff: **4** P, **8** GS
0% women P-5 to D-2
67% women P-1 to P-4
88% women GS

Human Resources Operations Section
37 staff: **10** P, **27** GS
50% women P-5 to D-2
88% women P-1 to P-4
97% women GS

Staff Counsellor's Office
2 staff: **1** P, **1** GS
100% women P-1 to P-4
0% women GS

Staff Development and Learning Section
25 staff: **4** P, **21** GS
0% women P-5 to D-2
100% women P-1 to P-4
81% women GS

Information and Communication Technology Service
71 staff: **31** P, **40** GS
0% women at P-5 to D-2
16% women P-1 to P-4
20% women GS

Service Delivery Section
55 staff: **21** P, **34** GS
15% women P-1 to P-4
15% women GS

Service Support Section
16 staff: **10** P, **6** GS
20% women P-1 to P-4
50% women GS

Division of Conference Management

590 staff:
5 D, **305** P,
380 GS

50% women P-5 to D-2,
50% women P-1 to P-4,
63% women GS

Executive Office
8 staff: **4** P, **4** GS
0% women P-5 to D-2
66% women P-1 to P-4
75% women GS

Central Planning and Coordination Service
53 staff: **1** D, **8** P, **44** GS
66% women P-5 to D-2
50% women P3 to P-4
55% women GS

Documents Management Section
17 staff: **2** P, **15** GS
100% women P-1 to P-5
73% women GS

Meetings Management Section
24 staff: **3** P, **21** GS
66% women P-1 to P-4
38% women GS

Monitoring, Evaluation, Risk Management and Statistical Verification Section
9 staff: **3** P, **6** GS
34% women P-1 to P-4
50% women GS

Interpretation Service
101 staff: **1** D, **93** P, **7** GS
52% women P-5 to D-2
63% women P-1 to P-4
86% women GS

Arabic Booth
17 staff: **17** P
75% women P-5 to D-2
61% women P-1 to P-4

Chinese Booth
15 staff: **15** P
25% women P-5 to D-2
45% women P-1 to P-4

English Booth
17 staff: **17** P
60% women P-5 to D-2
54% women P-1 to P-4

French Booth
17 staff: **17** P
80% women P-5 to D-2
85% women P-1 to P-4

Russian Booth
12 staff: **12** P
0% women P-5 to D-2
25% women P-1 to P-4

Spanish Booth
15 staff: **15** P
67% women P-5 to D-2
92% women P-1 to P-4

Languages Service
330 staff: **1** D, **187** P, **142** GS
38% women P-5 to D-2
48% women P-1 to P-4
83% women GS

Arabic Translation Section
22 staff: **21** P, **1** GS
0% women P-5 to D-2
37% women P-2 to P-4
100% women GS

Chinese Translation Section
20 staff: **19** P, **1** GS
67% women P-5 to D-2
56% women P-2 to P-4
100% women GS

English Translation Section
21 staff: **20** P, **1** GS
50% women P-5 to D-2
65% women P-2 to P-4
100% women GS

Russian Translation Section
34 staff: **33** P, **1** GS
0% women P-5 to D-2
29% women P-2 to P-4
100% women GS

French Translation Section
37 staff: **36** P, **1** GS
83% women P-5 to D-2
53% women P-2 to P-4
100% women GS

Spanish Translation Section
26 staff: **25** P, **1** GS
50% women P-5 to D-2
62% women P-2 to P-4
100% women GS

Language Support Unit
7 staff: **1** P, **6** GS
100% women P-2 to P-4
100% women GS

Editing Section
27 staff: **20** P, **7** GS
100% women P staff P-5 to D-2
62% women P-2 to P-4
100% women GS

Translation and Editorial Support Section
127 staff: **10** P, **117** GS
30% women P
79% women GS

Production and Support Service
94 staff: **1** D, **12** P, **81** GS
100% women P-5 to D-2
8% women P-1 to P-4
32% women GS

Distribution Section
24 staff: **2** P, **22** GS
0% women P-1 to P-4
33% women GS

Information Technology Section
29 staff: **7** P, **22** GS
14% women P-1 to P-4
38% women GS

Printing Section
37 staff: **3** P, **34** GS
0% women P-1 to P-4
22% women GS

Library

49 staff:
1 D, **17** P,
32 GS

66% women P-5 to D-2,
60% women P-1 to P-4,
48% women GS

Office of the Chief
2 staff: **1** D, **1** GS
0% women P-5 to D-2
100% women GS

Institutional Memory Section
19 staff: **4** P, **15** GS
100% women P-5 to D-2
0% women P-1 to P-4
40% women GS

Chief
1 staff: **1** P-5
100% women P-5 to D-2

Records Management and Digitization Unit
10 staff: **1** P, **9** GS
0% women P-1 to P-4
33% women GS

Archives Management Unit
7 staff: **1** P, **6** GS
0% women P-1 to P-4
50% women GS

Archives Education and Communication Unit
1 staff: **1** P
0% women P-1 to P-4

Strategic Planning, Programme Evaluation and Outreach Section
6 staff: **4** P, **2** GS
75% women P-1 to P-4
50% women GS

Library Applications and Digital Management Unit
3 staff: **2** P, **1** GS
50% women P-1 to P-4
0% women GS

Library Services Section
19 staff: **8** P, **11** GS
100% women P-5 to D-2
100% women P-1 to P-4
33% women GS

Chief
1 staff: **1** P-5
100% women P-5 to D-2

Collection Development and Maintenance Unit
8 staff: **3** P, **5** GS
100% women P-1 to P-4
40% women GS

Knowledge Services Unit
6 staff: **2** P, **4** GS
100% women P-1 to P-4
25% women GS

Research Assistance Unit
4 staff: **2** P, **2** GS
100% women P-1 to P-4
100% women GS

Security and Safety Service

188 staff:
4 P, **184** GS

0% women P-5 to D-2,
17% women GS

Operations
170 staff: **2** P, **168** GS
0% women P
14% women GS

Support and Development
10 staff: **1** P, **9** GS
100% women P
11% women GS

Evaluation and Coordination
7 staff: **7** GS
85% women GS

Information Service

28 staff:
1 D, **13** P,
14 GS

33% women P-5 to D-2,
50% women P-1 to P-4,
64% women GS

Office of the Director
3 Staff: **1** D, **2** GS
100% women D-1
100% women GS

Press and External Relations Section
14 staff: **8** P, **6** GS
0% women P-5 to D-2
50% women P-1 to P-4
83% women GS

Radio and Television Section
8 staff: **4** P, **4** GS
0% women P-5 to D-2
33% women P-1 to P-4
0% women GS

Visitors' Service
3 staff: **1** P, **2** GS
100% women P-1 to P-4
100% women GS

Annex III

Trends and projections for gender parity*

Women in the United Nations Secretariat

	P-1		P-2		P-3		P-4	
	2004	2014	2004	2014	2004	2014	2004	2014
Women as share of total staff (percentage)	75.0	71.4	50.9	55.4	41.5	43.2	34.4	38.6
Change in share of women (percentage points)	3.6		4.5		1.7		4.2	
Average annual increment (percentage points)	-0.4		0.4		0.2		0.4	

Projections for reaching gender parity at current average annual increment in the United Nations Secretariat[a]

	P-1	P-2	P-3	P-4
Year at which gender parity will be reached	Attained	Attained	2054	2041
Number of years to reach parity	Attained	Attained	40	27

Average annual increment required in the United Nations Secretariat to achieve 50/50 gender balance by 2030[a] (percentage points)

	P-1	P-2	P-3	P-4
	Attained	Attained	0.4	0.7

***   All data based on the number of women on contracts of a year or more on 31 December 2004 and 2014, regardless of location.

	P-5		D-1		D-2		ASG		USG		Total	
	2004	2014	2004	2014	2004	2014	2004	2014	2004	2014	2004	2014
	31.2	33.4	31.4	31.1	25.7	26.2	20.4	21.1	15.4	25.8	37.3	40.4
	2.3		-0.3		0.5		0.6		10.4		3.2	
	0.2		0.0		0.0		0.1		1.0		0.3	

	P-5	D-1	D-2	ASG	USG	Total
	2087	Never	Never	Never	2037	2044
	73	Never	Never	Never	23	30

	P-5	D-1	D-2	ASG	USG	Total
	1	1.2	1.5	1.8	1.5	0.6

Women at UNOG

	P-2		P-3		P-4		P-5	
	2004	2014	2004	2014	2004	2014	2004	2014
Women as share of total staff (percentage)	59	37.5	43.0	50.3	30.1	48.4	44.1	39.7
Change in share of women (percentage points)	-21.5		7.3		18.3		-4.3	
Average annual increment (percentage points)	-2.1		0.7		1.8		-0.4	

Projections for reaching gender parity at current average annual increment at UNOG[a]

	P-2	P-3	P-4	P-5
Year at which gender parity will be reached	Never	Attained	2015	Never
Number of years to reach parity	Never	Attained	1	Never

Average annual increment required at UNOG to achieve 50/50 gender balance by 2030[a]
(percentage points)

P-2	P-3	P-4	P-5
0.8	Attained	0.1	0.6

a If no year is provided, projections for gender parity are as follows:
"Attained" = Share of women is 50% or higher
"Never" = Grade has a negative average annual increment
"-" = Not applicable, i.e. no staff, male or female, at this grade
Source: UN-Women, based on OHRM data.

	D-1		D-2		ASG		USG		Total	
	2004	2014	2004	2014	2004	2014	2004	2014	2004	2014
	41.7	28.6	33.3	0	0	0	0	0	39.6	45.9
	-13.1		-33.3		0		0		6.3	
	-1.3		-3.3		0		0		0.6	

D-1	D-2	ASG	USG	Total
Never	Never	-	Never	2021
Never	Never	-	Never	7

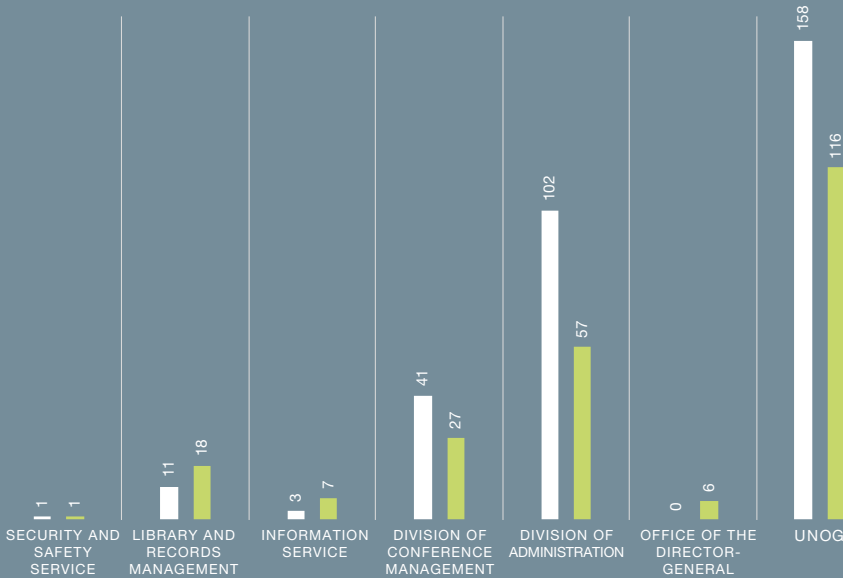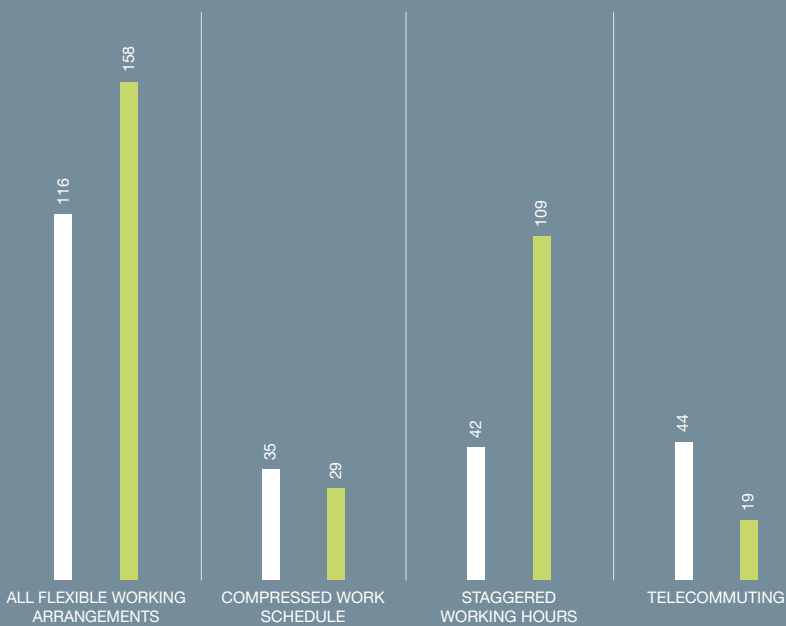| D-1	D-2	ASG	USG	Total
1.3	3.1	-	3.1	0.3

Annex IV   Flexible working arrangements at UNOG in 2014

● Male   ● Female

Female and male staff using flexible working arrangements in different parts of UNOG in 2014
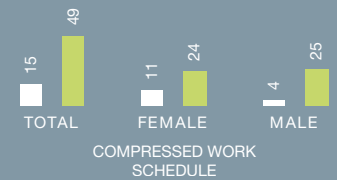
	Male	Female
SECURITY AND SAFETY SERVICE	1	1
LIBRARY AND RECORDS MANAGEMENT	11	18
INFORMATION SERVICE	3	7
DIVISION OF CONFERENCE MANAGEMENT	41	27
DIVISION OF ADMINISTRATION	102	57
OFFICE OF THE DIRECTOR-GENERAL	0	6
UNOG	158	116

Female and male UNOG staff using different flexible working arrangements in 2014

	Male	Female
ALL FLEXIBLE WORKING ARRANGEMENTS	116	158
COMPRESSED WORK SCHEDULE	35	29
STAGGERED WORKING HOURS	42	109
TELECOMMUTING	44	19

Professional and General Service staff at UNOG using flexible working arrangements in 2014

● P   ● GS

ALL FLEXIBLE WORKING ARRANGEMENTS

	P	GS
TOTAL	56	215
FEMALE	33	80
MALE	23	135

COMPRESSED WORK SCHEDULE

	P	GS
TOTAL	15	49
FEMALE	11	24
MALE	4	25

STAGGERED WORKING HOURS

	P	GS
TOTAL	6	145
FEMALE	4	38
MALE	2	107

TELECOMMUTING

	P	GS
TOTAL	34	20
FEMALE	18	17
MALE	16	3

Annex V

Reflecting gender integration responsibilities in the e-performance system: suggested language for the formulation of gender-related goals and related actions[a]

Managers

Create a working environment that is conducive to gender equality:

- Demonstrate zero tolerance of sexual harassment and sexist remarks;
- Whenever possible, ensure that flexible working arrangements are considered;
- Strive for gender balance in staffing;
- Consider the gender dimension of their work and encourage supervised staff to do so as well;
- Ensure that staff use gender-sensitive language (orally and in writing);
- Encourage flexible working arrangements;
- Ensure zero tolerance of sexual harassment and sexist attitudes;
- Ensure that staff are able to contribute to a gender-sensitive working environment.

Ensure that a gender perspective is systematically integrated in annual workplans and reported on:

- Ensure that workplans of staff include at least one activity/action related to the promotion and integration of gender equality;
- Ensure that gender-sensitive language is applied to relevant programmatic and substantive documentation (i.e. reports, briefing notes, statements, press releases, morning meetings, talking points for senior officials, etc.).

Apply gender sensitivity in recruitment processes:

- Encourage gender balance in panels and among candidates;
- Ensure that panel members are gender-sensitive and that candidates are assessed on gender issues;
- Ensure that written documents (job openings, selection reports and memoranda) include gender-sensitive language.

Professional staff

Integrate gender perspective in programme support and management:

- Human resources: make sure gender sensitivity is part of all job descriptions and help raise awareness and track application of flexible working arrangements;
- Staff development: include gender as part of training programmes, consider gender-sensitive venues and time, consider gender balance among participants;
- Finance: Assist in introducing a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality; provide information on resource allocation to gender equality mandates;
- IT: alert content providers to gender-(in)sensitive language use and gender stereotyping in images;
- Travel: give consideration to the needs of staff members depending on whether they are female or male and their family situation when applying existing rules (such as travel with infant, late arrival for female staff, etc.);
- Procurement: take on board diverse needs (for example, flak jacket in field stations and equipment to be provided in different sizes), avoid stereotyping in design.

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a   Based on language provided by the Office of the United Nations High Commissioner for Human Rights.

Reflect gender perspective in the content and language of the substantive and programmatic documents and activities:

- Integrate gender-related concerns among issues to be addressed;
- Integrate a gender perspective when planning missions and meetings (equal representation of women and men in the delegation, gender concerns among the issues to be raised);
- Contribute to reflecting a gender dimension (when relevant) in written documents (project proposals, memoranda, reports, briefing notes, statements, press releases, web stories, morning meetings, talking points for senior officials);
- Use gender-sensitive language in all documents.

Create a working environment that is conducive to gender equality:

- Ensure that gender-sensitive language (orally and written) is applied;
- Treat male and female colleagues equally, showing respect and understanding;
- Include gender sensitivity in recruitment processes;
- Encourage gender balance in panels and among candidates;
- Ensure that panel members are gender-sensitive and that candidates are assessed on gender issues;
- Ensure that written documents (job openings, selection reports and memoranda) include gender-sensitive language.

General Service staff

Apply gender perspective in daily work:

- Treats male and female colleagues equally, showing respect and understanding;
- Contributes to a gender-sensitive working environment;
- Consider the gender dimension of their work;
- Support Professional staff and managers to integrate a gender perspective in their work.