UNCT-SWAP PERFORMANCE INDICATOR 4.2
Virtual Toolkit Resource

What?

**Intersectionality and the Enabling Environment Guidelines
(UN Women)**

Why?

The Intersectionality and the Enabling Environment Guidelines consist of four 'In Focus' briefs on the following themes: LGBTIQ+; Disabilities at Work; Geographic and Cultural Diversities and; Wellbeing at Work.

The guidelines consist of collated recommendations from the Supplementary Guidance on the Enabling Environment Guidelines for the United Nations System and the Field-specific Enabling Environment Guidelines specific to each theme, using an intersectional approach which allows for a comprehensive examination of the complexities of human identity and an understanding of the network of informal hierarchies and power dynamics that work together to create these issues.

The briefs outline standards of conduct, professional and personal life integration, security and safety and recruitment issues for each theme, and how readers can find more information on the topic in the above guidelines. The guidelines can be implemented with ownership by all personnel.

The implementation of these guidelines together with other related guidance, can be instrumental to meeting the minimum requirements PI 4.2 and 4.3 respectively.

Performance Indicator 4.2 Organizational Culture

Approaches Minimum Requirements	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-64 percent.
Meets Minimum Requirements	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 percent.
Exceeds Minimum Requirements	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 percent.

UN WOMEN

IN FOCUS: LGBTIQ+

The Enabling Environment Guidelines and Field-specific Enabling Environment Guidelines encourage our workforce to champion workforce diversity, leverage different perspectives and build a flexible organization with family-friendly policies. An intersectional approach allows for a comprehensive examination of the complexities of human identity and an understanding of the network of informal hierarchies and power dynamics that work together to create these issues. Below are collated recommendations from the Supplementary Guidance on the Enabling Environment Guidelines for the United Nations System (EEG) and the Field-specific Enabling Environment Guidelines (FEEG) with regards to LGBTIQ+ personnel. Both guidelines were developed in a highly collaborative process to ensure recommendations are beneficial, realistic and can be implemented with ownership by all personnel. Collaboration with many entities guided the formation of these recommendations.

PROFESSIONAL AND PERSONAL LIFE INTEGRATION

- Aim to standardize parental leave to afford all parents, gestational and non-gestational, an equal post-birth paid leave entitlement of six months (EEG p11).

- Identify which family duty stations are friendly for LGBTIQ+ personnel and LGBTIQ+ children (EEG p12).

- Prioritize spousal employment opportunities, even in family duty stations, to keep families together (FEEG p18).

- Support UN-Globe Mobility Proposals, including that all personnel should have the right to appeal assignment to a particular duty station and ask for exemption, and that LGBTIQ+ personnel can secure residence visas for legal partners or "member of household" in family duty stations (FEEG p23).

- Offer flexible working arrangements tailored to specific offices and duty stations to support personnel in different life stages and with different life-changing events (FEEG p20).

STANDARDS OF CONDUCT

- Apply a zero-tolerance approach in the organization where reporting misconduct is encouraged, victims are supported, and perpetrators are sanctioned after being duly investigated and allegations are substantiated (FEEG p29).

- Appoint specific Focal Points for Gender, Conduct and Discipline, LGBTIQ+ issues and Disability Inclusion, Racism and Ethnicity-based Discrimination. Ensure that the terms of reference are clear, feasible and respected (FEEG p33).

- Actively show support for and build an accessible, diverse, inclusive and safe workplace for all personnel (EEG p13).

- Foster an environment that promotes open discussions on unconscious bias and inclusion in the workplace, preferably with the presence of a LGBTIQ+ Focal Point (FEEG p35), in order to maximize collaboration and productivity (EEG p13).

STANDARDS OF CONDUCT (CONT.)

- Adhere to the training carried out by the Critical Incident Stress Management Unit (CISMU) to be trauma-informed (FEEG p45).

- Provide accessible and expert-derived information for medical evacuation practices, local laws and customs regarding health and specific information for LGBTIQ+ personnel, including on sexual and reproductive health services (FEEG p44).

SECURITY AND SAFETY

- Gender considerations, especially those affecting LGBTIQ+ personnel, should be mainstreamed in all Security Risk Management (SRM) processes in field and mission settings (FEEG p38).

- Inform and engage all personnel about gender responsive security and safety threats, risks and measures. Information should be provided in accessible and alternative formats, be culturally specific and not rely on stereotypes (FEEG p38).

- Security and safety training should incorporate LGBTIQ+ concerns and be coordinated with a reviewing body such as UN-Globe (FEEG p39).

OCCUPATIONAL SAFETY, HEALTH AND WELL-BEING

- Provide access to mental, psychosocial and physical health care services, especially in places where persistent inequality, stigma, or discrimination exists (FEEG p17).

- When communicating on health and well-being, use gender-neutral and gender-responsive terminology as well as inclusive language regarding patients or treatment. For instance, do not assume that the patient identifies as male or female or uses male or female pronouns. Use gender neutral terms such as 'partner' if inquiring of the patient's family status (FEEG p44).

- Provide accessible and expert-derived information for medical evacuation practices, local laws and customs regarding health and specific information for LGBTIQ+ personnel, including on sexual and reproductive health services (FEEG p44).

- Make gender-responsive and accessible psychosocial and support services available in person, over the phone, or through video calls (FEEG p45).

RECRUITMENT, TALENT MANAGEMENT AND RETENTION

- Strengthen targeted outreach by advertising diversity and inclusion and using inclusive and gender-neutral language in vacancy announcements. Increase sourcing efforts of underrepresented candidates through channels including social media and university career websites. Utilize thematic networks for outreach of job postings to attract more diverse talent (EEG p25).

- Develop and deliver an orientation programme on a scheduled, regular basis to familiarize new employees with the organization, including expectations to uphold and promote the discrimination-free and inclusive culture of the entity and information relevant LGBTIQ+ personnel including information on UN-GLOBE, local laws and resources offered by entities (EEG p47).

IN FOCUS: DISABILITIES AT WORK

The Enabling Environment Guidelines and Field-specific Enabling Environment Guidelines encourage our workforce to champion workforce diversity, leverage different perspectives and build a flexible organization with family-friendly policies. An intersectional approach allows for a comprehensive examination of the complexities of human identity and an understanding of the network of informal hierarchies and power dynamics that work together to create these issues. Below are collated recommendations from the Supplementary Guidance on the Enabling Environment Guidelines for the United Nations System (EEG) and the Field-specific Enabling Environment Guidelines (FEEG) with regards to disabilities and inclusion. Personnel of different identities, such as ethnicity, race or disability, can have vastly different experiences in the UN system. Recommendations in both Guidelines were guided by the UN Disability Inclusion Strategy and collaborative interviews and focus groups with UN Programme on Disability, United Nations Enable, International Disability Alliance and other entities.

PROFESSIONAL AND PERSONAL LIFE INTEGRATION

- Provide additional allowances, leave and flexibility to support staff members addressing family care issues, such as eldercare and care for family members with disabilities, including temporary disabilities (EEG Supplementary Guidance p12).

- Create financial support for staff caring for an ageing relative or dependent with a disability (EEG Supplementary Guidance p12).

- Ensure mobility policies take a supportive and sensitive approach to staff and their families, particularly with respect to gender and disabilities (EEG Supplementary Guidance p12).

- FWAs can increase recruitment and retention, including among personnel with disabilities, personnel with dependents with disabilities and personnel who are unable to commute into the office (EEG Supplementary Guidance p64).

- Recognize that family duty stations are not necessarily family-friendly for all. Consult personnel, Gender Focal Points, UN disability inclusion focal points and other experts on creating an enabling environment for all (FEEG p22).

- Support the main family member(s) of single personnel with a disability who may be with them at the duty station but not be a spouse (e.g. parent, sibling, adult child) (FEEG p23).

- Facilitate the availability of Internet access, necessary equipment and technology solutions to enable regular as well as emergency teleworking (FEEG p23).

STANDARDS OF CONDUCT

- Provide assistive technology, such as screen readers for personnel who are visually impaired, keystroke navigation and/or voice recognition software, and services such as an interpreter, closed captioning, phone with captioning and/or computer-aided transcriptions (EEG Supplementary Guidance p131).

- Appoint specific Focal Points for Disability Inclusion. Ensure that the terms of reference are clear, feasible and respected (FEEG p33).

STANDARDS OF CONDUCT (CONT.)

- For managers, practice inclusive leadership by encouraging the equal participation of all. Make sure to include all personnel for team engagements, such as team retreats, by ensuring accessibility of spaces and events (FEEG p35).

OCCUPATIONAL SAFETY, HEALTH AND WELL-BEING

- Actively show support for and build an accessible, diverse, inclusive and safe workplace for all personnel. This may include accessible and gender-inclusive bathrooms, as well as ensuring that physical infrastructure office premises meet or exceed prescribed standards (EEG Supplementary Guidance p130).

- Provide gender-responsive and accessible psychosocial and support services. Make counselling accessible either in person, over the phone or through video calls (FEEG p45).

SECURITY AND SAFETY

- Mainstream disability-responsive measures in security risk management and security and safety premises plans, ensuring compliance with UNSMS policy and guidance (FEEG p38).

- Consult local experts during policy implementation. UNSMS colleagues should engage with disability focal points from UN entities in the country office or region, the host country and other organizations. Also consider developing an inter-agency working group with a database of service providers such as sign language interpreters and captioners (FEEG p38).

- Inform and engage all personnel about gender responsive security and safety threats, risks and measures. Information should be provided in accessible and alternative formats (FEEG p38).

- In vacancy announcements, explain how the security and safety of personnel are addressed in the duty station. Highlight how reasonable accommodations are addressed, including from a gender and disability perspective, to attract more diverse personnel (FEEG p41).

RECRUITMENT, TALENT MANAGEMENT AND RETENTION

- Use inclusion statements in job advertisements and in the careers section of the organization's website. Specificity in these statements such as mention of women and persons with disabilities further strengthens messaging that the organization welcomes diversity in all its forms (EEG Supplementary Guidance p25).

- Application forms are recommended to be in accessible online formats. Further, application forms should contain only essential criteria and broad competencies (EEG Supplementary Guidance p28).

- Ensure that public images reflect a diverse staff composition including representation of diverse races, ethnicities, sexual and gender identities and persons with disabilities (EEG Supplementary Guidance p25).

- Consideration of the accessibility of offices, accommodations and ablutions was highlighted as a precondition for recruiting persons with disabilities (FEEG p15).

IN FOCUS: GEOGRAPHIC AND CULTURAL DIVERSITY

The Enabling Environment Guidelines and Field-specific Enabling Environment Guidelines encourage our workforce to champion workforce diversity, leverage different perspectives and build a flexible organization with family-friendly policies. An intersectional approach allows for a comprehensive examination of the complexities of human identity and an understanding of the network of informal hierarchies and power dynamics that work together to create these issues. Below are collated recommendations from the Supplementary Guidance on the Enabling Environment Guidelines for the United Nations System (EEG) and the Field-specific Enabling Environment Guidelines (FEEG) with regards to Geographic and Cultural Diversity. Personnel of different identities, such as ethnicity, race or disability, can have vastly different experiences in the UN system. These guidelines were developed in a highly collaborative process involving nearly 200 colleagues from more than 50 countries where the United Nations operates to ensure that recommendations are beneficial, realistic and can be implemented with ownership by all personnel.

RECRUITMENT, TALENT MANAGEMENT AND RETENTION

- Ensure that public images on the UN website, public messaging and event promotion reflect a diverse staff composition including representation of diverse ethnicities (EEG Supplementary Guidance p25).

- Ensure only the essential qualifications for the job are mentioned in vacancy announcements and job descriptions (EEG Supplementary Guidance p29).

- Encourage underrepresented candidates to apply. Specific reference to various dimensions of diversity, such as sex, race, ethnicity, gender identity, sexual orientation, nationality, and disabilities, send a stronger message than generic statements (EEG Supplementary Guidance p29).

- Ensure opportunities for candidates to engage with the organization are inclusive to all candidates. Track and share reporting of who receives these opportunities by various diversity demographic data (EEG Supplementary Guidance p30).

- Ensure that all interview panel members receive training on unconscious bias and diversity to increase awareness (EEG Supplementary Guidance p35).

- Ensure diversity and gender balance within interview panels (EEG Supplementary Guidance p35).

- Out of the best-qualified candidates, choose the candidate that would bring the most diversity into the team in terms of gender, geography and background (EEG Supplementary Guidance p36).

- Require the Head of Departments/Offices to acknowledge the relevant gender and geographic parity targets and how their selection decision will impact progress towards these targets before such decisions are made. Ensure real and concrete accountability measures with consequences for lack of action (EEG Supplementary Guidance p41).

- Require diversity when selecting participants for mentoring networks, leadership programmes, and trainings, ensuring diversity across various dimensions (gender, geography, grade, etc.) whenever possible (EEG Supplementary Guidance p48, 56, 135).

STANDARDS OF CONDUCT

- All UN personnel should be provided with a holistic harassment prevention programme, including training on issues of, but not limited to: gender, sexual orientation, race, disability, power, discrimination, conscious and unconscious bias and understanding a victim/survivor-centred approach to address sexual harassment and misconduct (EEG Supplementary Guidance p120).

- Include mandatory performance objectives in performance management reviews to monitor managers' efforts to promote diversity and a workplace culture of respect, zero tolerance and accountability (EEG Supplementary Guidance p121).

- Conduct anonymous surveys on a regular basis with data disaggregated by demographic information, including sex, age, contract type, national/international staff, etc. to identify possible disparate trends (EEG Supplementary Guidance p128).

- Articulate a diversity and inclusion statement and strategy with desired outcomes, targets and benchmarks to measure progress, indicating responsibility for implementation (EEG Supplementary Guidance p131).

- Conduct context-specific inclusion and diversity training for all personnel, including contractors. Training should include collective ownership and bystander intervention, such as how to be an effective bystander in online environments (FEEG p33).

- Appoint specific Focal Points for Racism and Ethnicity-based Discrimination and Respectful Workplaces. Ensure that the terms of reference are clear, feasible and respected (FEEG p33).

PROFESSIONAL AND PERSONAL LIFE INTEGRATION

- Flexible working arrangements can support business continuity by allowing personnel to work remotely in certain situations that might otherwise preclude them from coming into work. Additionally, such arrangements can ease the strain on personnel observing religious holidays, which may require fasting, and send a positive message of workplace accommodation for diverse religious practices (EEG Supplementary Guidance p65).

- Expand opportunities for recognized partner employment and facilitate mobility of dual UN career couples (EEG Supplementary Guidance p110).

OCCUPATIONAL SAFETY, HEALTH AND WELL-BEING

- Take into consideration the cultural context when providing in-person or remote access to women's health professionals and female doctors and nurses for all personnel. Some colleagues may be unable to be treated by male health practitioners. Provide guaranteed confidential translation services (FEEG p44).

SECURITY AND SAFETY

- Inform and engage all personnel about gender responsive security and safety threats, risks and measures. Information should be provided in accessible formats, be culturally specific and not rely on stereotypes (FEEG p38).

UN WOMEN

IN FOCUS: WELL-BEING AT WORK

The Enabling Environment Guidelines and Field-specific Enabling Environment Guidelines encourage our workforce to champion workforce diversity, leverage different perspectives and build a flexible organization with family-friendly policies. An intersectional approach allows for a comprehensive examination of the complexities of human identity and an understanding of the network of informal hierarchies and power dynamics that work together to create these issues. Below are collated recommendations from the Supplementary Guidance on the Enabling Environment Guide-lines for the United Nations System (EEG) and the Field-specific Enabling Environment Guidelines (FEEG) with regards to Well-being at Work, especially in a post-pandemic working environment. The recommendations are in line with the Mental Health and Well-Being Strategy launched by the Secretary-General which aims to strengthen individual knowledge, skills and behavior regarding a range of care responsibilities. These can include taking care of dependents such as children or family members with disabilities or taking care of colleagues, friends and one's own mental health.

PROFESSIONAL AND PERSONAL LIFE INTEGRATION

- FWAs reduce unscheduled absences by providing the necessary time-off for staff to care for themselves and their families. In terms of psychological and physical well-being, reported benefits include reduced stress, a greater sense of control, a pleasant work environment and the ability to better integrate a healthy lifestyle into daily routine (EEG Supplementary Guidance p64).

- Schedule periodic staff meetings, if possible, at consistent and predictable times during core working hours and on working days for staff, with teleconference possibilities (EEG Supplementary Guidance p77).

- Apply tailored FWAs that suit specific duty station and job roles. For instance, if accommodation and offices are located in the same compound, allow personnel to adjust their working hours so that they can return to the accommodation to be in touch with family and friends in a different time zone. Consider innovative approaches to flexibility, such as job shares and job swaps (FEEG p26).

- Respect the right to disconnect during free time, including in hardship duty stations whenever possible. Respect core hours and encourage personnel to be offline after work and while on leave (FEEG p26).

- Recognize results-based good performance and productivity, not time spent in the office or online (FEEG p26).

STANDARDS OF CONDUCT

- Unresolved or chronic conflict among colleagues is counterproductive, can impede conduct and quality of work and is associated with poor mental health. When conflicts arise, it is important for managers and personnel to recognize the problem and be aware of measures for resolution (EEG Supplementary Guidance p153).

STANDARDS OF CONDUCT (CONT.)

- Ensure that health insurance covers flexible options for mental health support, such as remote therapy through Skype or telephone; this is of particular importance for staff in locations with limited options (EEG Supplementary Guidance p139).

- Ensure that investigations of any form of discrimination are timely and apply a victim-/survivor-centred approach, which requires that all processes are conducted with care and with the utmost level of confidentiality, including psychosocial and medical support, and that affected individuals are ensured protection from retaliation (FEEG p32).

SECURITY AND SAFETY

- Ask your team members about their specific security and safety concerns, for example when commuting and travelling for work. Conduct these conversations in an open and sensitive manner (FEEG p40).

OCCUPATIONAL SAFETY, HEALTH AND WELL-BEING

- Consider the importance of allocating communal physical space(s), such as a common lounge or dining area, in order to promote the informal exchange and networking of colleagues. The lack of such a space inhibits personnel's ability to engage across departments and levels (EEG Supplementary Guidance p139).

- Implement training sessions to equip managers and all personnel with skills to develop or improve coping mechanisms and support the well-being of all personnel and dependents, as recommended in the UN System Mental Health and Well-Being Strategy (FEEG p45).

- Provide gender-responsive and accessible psychosocial and support services. Make counselling accessible either in person, over the phone or through video calls. Adhere to the training carried out by the Critical Incident Stress Management Unit (CISMU) to be trauma-informed (FEEG p45).

- Set up cross-cutting responses to personnel's health needs and provide well-being and welfare activities. Foster close collaboration among managers on health-related matters, and consult Gender, Disability and LGBTIQ+ Focal Points to ensure communication is accessible and inclusive. Consider organizational support for telemedicine services (FEEG p45).

- Consider implementing an internal communications campaign to tackle stigma around health conditions (FEEG p45).

RECRUITMENT, TALENT MANAGEMENT AND RETENTION

- Develop targeted skills-building programmes, e.g. training to address intersectionality in substantive work areas, transformative leadership for gender diversity and women's rights, management training, strategic thinking, negotiation skills, conflict prevention, self-confidence, stress management and tackling self-imposed barriers (EEG Supplementary Guidance p53).