

Organizational Culture and Diversity, Equity & Inclusion



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unicef | for every child

irrespective of gender identity, race or ethnicity, disability, age, sexual orientation, native language, religion, socio-economic background, income, nationality, geographic origin, etc.

How?

People that **deliver results** while **living our core values** and **represent the diversity** of the populations we serve.

UNICEF Strategic Plan 2022-2025

Paragraph 95. Dynamic and inclusive people and culture

Paragraph 96. Inclusion and representation will be prioritized, so that every member of the UNICEF workforce can count on feeling safe, respected and valued.

UNICEF Strategic Plan 2022–2025

Renewed ambition towards 2030



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Ghana, 2018 © UNICEF/UN0231642/Dejongh

WHY THIS IS IMPORTANT

Example 1. PROGRAMMATIC

Revealing uncomfortable truths to leave no one behind

The screenshot shows the Al Arabiya News website interface. At the top, there is a search bar and navigation links for Home, News, Business, Energy, Opinion, Life, Video, and Coronavirus. Below the navigation, there are social sharing options and a font size selector. The main content area features several news articles:

- A large article with the headline "How institutionalized racism fuels the Rohingya genocide" and an image of a man holding a woman.
- A smaller article with the headline "'Open the door or we die': Africans report racism and hostility trying to flee Ukraine" and a sub-headline "Thousands of African immigrants joining throngs of Ukrainians trying to flee the country say they face red tape and discrimination." It includes a location tag "MARMATIEI, ROMANIA" and a photo of a woman.
- Another article with the headline "Africans Say Ukrainian Authorities Hindered Them From Fleeing" and a sub-headline "Residents Share Stories of Mistreatment While Fleeing Ukraine". It includes a date "March 9, 2022" and a photo of people at a border crossing.

Example 2. INSTITUTIONAL

COVID matters, to some more than others

The screenshot shows an institutional news layout with several overlapping articles:

- A top article titled "Why Did Hundreds of Thousands of Women Drop Out of the Work Force?" with the sub-headline "In some families buckling under the caregiving burden, the lower wage earner is leaving the work force. Usually that's the wife." It is labeled "IN HER WORDS".
- A middle article titled "Child care squeeze fuels Great Resignation" by Erica Pandey, author of *Asia's What's Next*. It features an illustration of a woman with a child and a laptop.
- A bottom article titled "work force as the multiple burdens between work" by Brittany Hosea-Small/Agence France-Presse — Getty. It features a photo of a woman packing boxes.
- A bottom article by Alisha Haridasani Gupta, published Oct. 3, 2020, and updated Oct. 13, 2020. It features a photo of a woman.

Watershed Moment: ITF Report (June 2019)

Core values redefined and articulated into behaviours

- Promotion of a **speak up culture**
- **Pulse Check** on workplace culture
- Humans of UNICEF
- **OIAI and Ethics** Office capacities strengthened
- New **internal communication strategy**
- Good practices documented

Report of the
Independent Task Force
on Workplace Gender-
Discrimination, Sexual
Harassment, Harassment
and Abuse of Authority

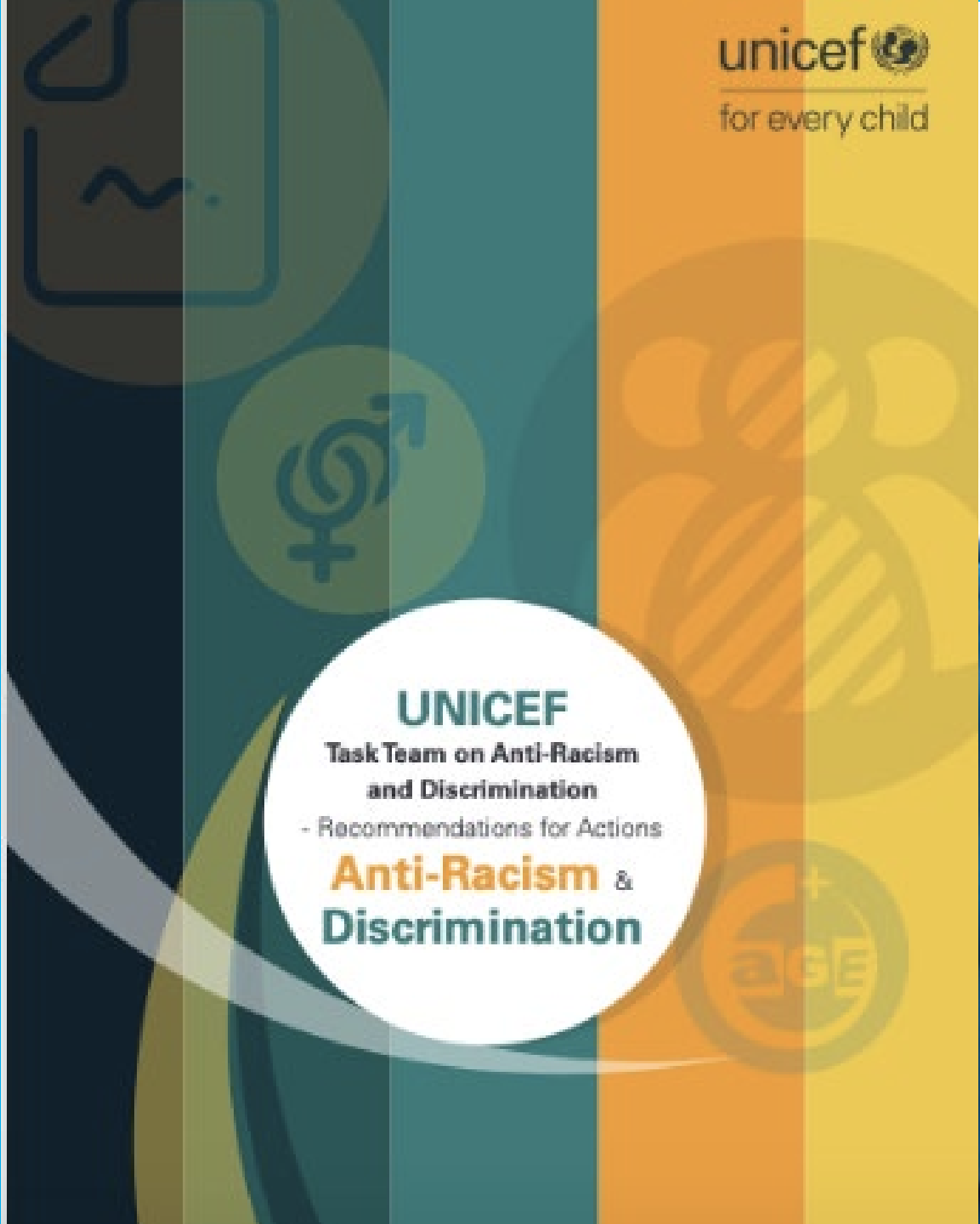
Watershed Moment:

TASK TEAM ON ANTI-RACISM AND DISCRIMINATION REPORT (June 2020)

Data: Demographic questions in employee surveys; discrimination perceptions in surveys; EDGE certification
Staff support: Employee Resource Groups (ERGs); Support to employees with disabilities
Capacity: DEI tools, products, learning, awareness



UNICEF
Task Team on Anti-Racism
and Discrimination
- Recommendations for Actions
**Anti-Racism &
Discrimination**



PREVENTING & RESPONDING TO SEXUAL HARASSMENT

- Shared Accountability
- Explicit in Prohibited Conduct Policy
- Prioritization by OIAI
- Mandatory Training
- Victim Assistance
- UNICEF leadership of new Executive Group on SH (2024)