Report of the
Expert Group Meeting on
Measures to accelerate
the improvement
in the status of women
in the **United Nations** system

Organized by
The Office of the Special Adviser on Gender
Issues and Advancement of Women

Focal Point for Women

New York, 14-16 November 2007

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Executive summary

The research is compelling: a gender balanced work force is an imperative for the success of any twenty first century organization, whether public or private. Yet women remain markedly underrepresented in the current global professional labour force - most dramatically at senior management levels. This is as true in the United Nations system of organizations as it is in other international corporations and national institutions.

In November 2007, the Office of the United Nations Special Adviser on Gender Issues and the Advancement of Women brought together a panel of experts to (a) evaluate the current status of women in the United Nations system; (b) explore state-of-the-art research and analysis; (c) identify good practices and lessons learned; and (d) propose measures to accelerate gender parity and improve the status of women. The expert panel provided advice on how, in the current global war for talent, the organizations of the United Nations system might become the "employers of choice" they should be to carry out their vital missions.

The context

The expert group began by examining the complex context within which their proposals had to be set. Not only do United Nations organizations have to be "good employers," but they also have a key role to play in advancing the status of the world's women by setting an example. The moral authority of United Nations system organizations will be weak if they are perceived to be communicating the message "do as I say, but not as I do."

Equally daunting is the growing global competition for talent - the search for knowledge workers who demonstrate not only the necessary competences and aptitudes for the multifaceted work demands of international service but who are also linguistically flexible and geographically mobile. Numerous studies on global demographic trends provide evidence that the competition for such "top notch" talent will become increasingly challenging.

While at one time, United Nations organizations may have had an edge as global employers, they now face increasing international competition from other international, regional and non-governmental organizations as well as from the private sector. The Internet provides instant information to potential recruits everywhere in the world; this reveals the good and the "less good" features of the organization they are contemplating joining; employers no longer have a monopoly over such information.

The expectations of the future workforce

At the same time, there is a vast body of evidence that the expectations of the current and future generations of employees differ significantly from those of the generations that went before. Whether it is the stark change detected in the career expectations of Generation X 10 years ago, or more recent change related to Generation Y, there have been significant differences in goals and aspirations.

This will have a fundamental impact on how employees view the way work is managed and career opportunities are created. This is true for potential recruits in all regions of the world. Moreover, with the rise in dual career and single parent families and the growing number of those having to cope with dependent care, both of children and elderly parents, employers must ensure that there is a balance of life and work demands if they are to recruit and retain the most talented.

Workplace practices in the private sector are evolving necessarily to meet these realities. United Nations organizations must not fall behind. They now have a major window of opportunity. Most organizations are facing a disproportionately high number of retirements over the next few years, which present increased opportunities for the recruitment and promotion of

women. Yet, as recently documented in a report by the Joint Inspection Unit, succession planning as a human resources management tool is implemented in very few United Nations organizations. At the same time, based on data for the United Nations Secretariat, attrition rates by gender are disturbing since departure rates for women are greater than those for men. The cost of attrition is very high, especially for organizations that employ knowledge workers, and is estimated at one and a half times the person's annual salary on average and even higher for positions at the more senior levels. These costs could be expected to be even higher for a largely expatriate workforce.

Gender balance and performance

Gender balance is essential in order for United Nations organizations to fully meet their workforce expectations. A gender-balanced work environment will also have a significant impact on their performance. Indeed, the connection between gender balance and organizational performance has been well documented in the private sector. Companies with a more balanced representation of women in their top management teams considerably outperform competitors with a lower representation of women managers. A number of studies have also documented that the values which women bring to the workplace may be particularly aligned to humanitarian goals, such as those of the United Nations family of organizations. Moreover, studies have found that gender-balanced professional working teams have greater-potential for innovation and efficiency.[1]

All are accountable

Ultimately, responsibility for gender parity in the United Nations system is shared by Member States' representatives in the governing bodies of organizations, as well as the executive heads and line managers of those organizations. A range of strategies is required to ensure that each stakeholder is held accountable.

Among these, it is essential that organizations learn from good practices in other sectors - especially the private sector - and determine how these might be adapted to their contexts. Good practices in the United Nations system should be shared and emulated.

Findings and recommendations

Of the more than 40 practical recommendations of the Group, its over-arching recommendations are:

- Special measures for affirmative action and accompanying efforts are an important tool for all organizations in achieving gender parity goals, especially at such a critical time when a large proportion of staff will soon retire. All organizations should urgently develop and implement comprehensive and effective gender strategies along with an ongoing communication strategy that will ensure "buy in" from all stakeholders through awareness and explicit recognition of the importance of gender parity for organizational performance, especially at senior levels.

- Affirmative search should be practised to support the search for the best talent in a competitive market.

- Competencies, especially for leadership positions, should be balanced and include emphasis on consensus-building, communication skills, listening skills and empathy so as to reduce gender stereotypes and preconceived roles.

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[1] Lehman Brothers Centre for Women in Business, Innovative Potential: Men and Women in Teams (London: London Business School, 2007).

- A gender-sensitive organizational culture should be fostered through intensified and continuing training and advocacy by the Secretary-General and other executive heads, human resource management departments, gender focal points, and senior managers. In this process, management must lead by example.

- Organizations must value output over a culture of presenteeism. An organizational culture that places a premium on outcomes and the achievement of results supports an environment where flexible workplace policies can be promoted and viewed as acceptable and realistic options by staff.

- More systematic pooling of talent by all United Nations organizations and increased mobility across agencies would enlarge the career opportunities for all staff and expand the number of qualified women candidates for senior management positions.

- A significant challenge is the too frequent lack of political will and direction from those with the authority to enact change, especially when vision and example must be shown by the leadership. Executive heads have a key role to play in holding individual managers accountable as well as in urging Member States to assist in scouting for talented women from across the world. They are there. They must just be found.

- There is a need for autonomous, independent and strengthened capacity on gender balance throughout the United Nations system, including the Secretariat. The separation of power principle is well established. Policymaking and monitoring must be separate from the implementation role of human resources departments. Strengthening of the autonomous, unified, system-wide advisory, advocacy, reporting and monitoring capacities of the Office of the Special Adviser on Gender Issues, United Nations, in gender balance for the system, including adequate staff and budgetary allocations, is crucial.

I.   Introduction

1.   The Office of the Special Adviser on Gender Issues and the Advancement Women convened an Expert Group Meeting (EGM) on measures to accelerate the improvement of the status of women in the United Nations system, including progress towards the goal of 50/50 gender distribution and establishment of a more gender-sensitive work environment for women and men in the United Nations system. The Group met in New York from 14 to 16 November 2007, its composition is provided in annex I and the agenda of the meeting is contained in annex VIII.

2.   The main purpose of the meeting was to bring together external experts to (a) evaluate the current status of women in the United Nations system, (b) explore state-of-the-art research and analysis, (c) identify good practices and lessons learned; and (d) develop independent recommendations on policies and practices to advance the status of women, including measures to facilitate their recruitment and retention in all organizations of the United Nations system.

3.   The Office of the Special Adviser on Gender Issues produces comprehensive biennial reports on the status of women in the United Nations system. The two most recent are the reports of the Secretary-General on "Improvement of the status of women in the United Nations system" (A/59/357 dated 20 September 2004 and A/61/318, dated 7 September 2006). The next report is expected in September 2008. A background document was provided in order to facilitate the Group's deliberations. It drew upon the findings of those reports and described the global context and challenges facing all employers, the legislative framework that underpins this issue in the organizations of the United Nations system, an analysis of the present status of women in the organizations of the common system, including information on the representation of women by grade level and by organization as well as age distribution of the workforce; gender policies and initiatives, recruitment and selection issues, organizational culture and working climate, monitoring and accountability, and other informal barriers. Comparative information was also provided for other international not-for-profit organizations and other public and private sector employers, where available.

4.   The present report sets out the major findings and conclusions of the Expert Group Meeting. While implementation of its recommendations is necessary and constructive for attaining gender balance, they are based on the premise of commitment and support from the highest levels of the United Nations system.

II.   Context

A.   Global workforce trends

5.   Women are underrepresented in the global professional labour force, particularly at higher levels and the organizations of the United Nations system are no exception (see the list of abbreviations and Annexes II and III for explanations of the United Nations system). Yet, a gender-balanced labour force is increasingly seen as imperative for any successful organization in the Twenty first century to compete in the battle for talent, whether in the public or private sector. Using data from the Organization for Economic Cooperation and Development (OECD) and the United Nations Educational, Scientific and Cultural Organization (UNESCO), in her book "Off-Ramps and On-Ramps", Sylvia Ann Hewlett, reveals that women now obtain 55 per cent of university degrees worldwide.[2]

6.   Challenges in the future will be far greater. Many studies have presented the changing demographics and a growing global competition for talent; these are increasingly being reported not only in academic studies but also in the international press.[3] While at one time, United Nations organizations may have had an edge as global employers, they now face increasing international competition from other international or regional organizations and non-governmental organizations as well as the private sector. At the same time, changing expectations of the younger generation and their attitudes toward employment are increasingly being documented. Employers will have a serious, uphill battle to engage hearts and minds, especially in the public sector, as the best and brightest of the younger generation will have far more choices. At the same time, as Peter Cappelli of the Wharton School of the University of Pennyslvania has pointed out, "online recruiting has changed the balance of power by shifting information to employees. Information about jobs and salaries, what the companies are like, what they're asking in job interviews is readily available. All that has made it harder for companies because they no longer have a monopoly on information."[4]

7.   With the rise in dual career and single parent families and the growing number of people having to cope with dependent care of both children and the elderly, employers must address the issue of work life balance in order to be able to recruit and retain talented people.[5]

8.   In the private sector, the link between gender diversity and companies' financial performance has been well documented. Catalyst research found that companies with a more balanced representation of women on their top management teams had a return on investment that was 4.6 percentage points, or 35 per cent, higher than companies with the lowest level of women.[6] The 2003 Higgs Review called for better gender balance among executive and non-executive directors and greater diversity to ensure better corporate governance on boards in the United Kingdom of Great Britain and Northern Ireland.[7]   Cranfield's 2007 Female FTSE Report[8] also shows an interesting polarization between those companies in the FTSE 100 with no

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[2] Sylvia Ann Hewlett, *Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success* (Boston: Harvard Business School Press, 2007), 118-124.

[3] See for example special section of *The Economist* of 7-13 October 2006, *The Battle for Brainpower*, Fortune's European edition of 28 May 2007, many *Financial Times* articles of the past year such as one of 3 April 2007 on HSBC and other multinationals' staffing woes in China. Hewlett in her 2007 book also cites studies by McKinsey and others documenting the fact that the war for talent has escalated.

[4] Interview with Perspectives available on <www.Imakenews.com/sibson/e_article000095892.cfm>.

[5] See Mike Johnson, *The New Rules of Engagement: Life-Work Balance and Employee Commitment* (UK: Chartered Institute of Personnel and Development, 2005).

[6] Catalyst, *The Bottom Line: Connecting Corporate Performance and Gender Diversity* (New York: Catalyst, 2004).

[7] Derek Higgs, *Review of the Role and Effectiveness of Non-Executive Directors* (London: Department of Trade and Industry, 2003).

[8] Ruth Sealy, Val Singh, and Susan Vinnicombe, *The Female FTSE Report 2007: A Year of Encouraging Progress* (UK: Cranfield School of Management, 2007).

female directors (24 per cent) and those who now have multiple female directors (35 per cent). Searly et al. also stated that only as the boardroom becomes more gender diverse can culture shifts really take place, thus encouraging more women into leadership positions. McKinsey and Company's *Women Matter* research suggests that the companies with a more balanced representation at board or top management level are those that perform best.[9] Studies undertaken by The Lehman Brothers Centre for Women in Business at London Business School have found that the proportion of women and men in a team impacts directly on team performance. Psychological safety of team members is optimal with a 50:50 proportion of women and men in teams; motivation and efficiency were also positively influenced when each gender was represented in the same proportion.[10] Research from the University of Helsinki showed that companies with female chief executives or with a female majority on board (at least half) have 10 to 20 per cent greater return on invested capital.[11] The report of UNICEF on *The State of the World's Children 2007* demonstrates how gender equality will move all the Millennium Development Goals forward and how investment in women's rights will ultimately produce a double dividend: advancing the rights of both women and children.[12]

9.   For the private sector, the glass ceiling is frequently measured by comparisons in pay packages. Recently, the GUARDIAN's annual survey of executive pay at the 100 biggest companies on the stock market, conducted in association with the pay consultancy Reward Technology Forum, reported that there were only two female chief executives in the survey period and their salaries lagged behind their male peers by 25 per cent and 75 per cent. There were only 16 female full-time executive directors of FTSE companies, out of a total 527 such posts."[13]   The GUARDIAN went on to report that the United Kingdom's Equal Opportunities Commission said that the figures were shocking and emphasized the need for changes in flexible working and other issues to ensure that everyone had a chance to reach the top.

10.   A 2007 International Labour Organization (ILO) survey on equality at work, produced for the International Labour Conference,[14] provides a breakdown by region of the female share in legislative and managerial positions in a number of contexts across the world comparing 1995 with 2004. In the recent report, the ILO report considered that a key measure of women's improvement was the availability of jobs for women in legislative, senior official or managerial positions and found that women were still a minority in such positions in the countries where data was available from across the world, as shown in table 1 below.

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[9] McKinsey and Company, *Women Matter: Gender Diversity, a Corporate Performance Driver*, 2007.

[10] Lehman Brothers Centre for Women in Business, *Innovative Potential: Men and Women in Team* (London: London Business School, 2007).

[11] Annu Kotiranta, Anne Kovalainen, and Petri Rouvinen, *Female Leadership and Firm Profitability*, no. 3 (2007).

[12] UNICEF, *The State of the World's Children 2007*.(New York: UNICEF Publications, 2006).

[13] *The Guardian*, 29 August, 2007.

[14] ILO, *Equality at Work: Tackling the Challenges*, (Geneva: ILO, 2007).

Table 1
Female share in legislative and managerial positions, 1995 and 2004
(percentage)

	Number of countries or areas	1995	2004
World	73	25.5	28.3
East Asia and the Pacific	12	20.9	24.8
Europe (non European Union) and Central Asia	10	27.5	29.2
European Union	22	27.5	30.6
Latin America and the Caribbean	16	32.7	35
Middle East and North Africa	6	9.2	11
North America	2	38.6	41.2
South Asia	2	4.6	8.6
Sub-Saharan Africa	3	22.1	24.8

Note: When data for 1995 and 2004 were not available, information on the closest year was used. All values shown are medians.

Source: ILO: LABORSTA, Internet, table 2c (employment by occupation).

11.   Global employers are increasingly seeking educated professionals, both men and women, who are linguistically flexible and willing to be mobile. Employers of choice worldwide are therefore implementing a wider range of specific strategies to attract and retain a diverse talented workforce.

B.   United Nations legislative framework

12.   The legislative framework governing the commitment to gender balance is constituted by the Charter of the United Nations and the constitutions of the specialized agencies, the Universal Declaration of Human Rights in 1949, the Beijing Declaration in 1995, numerous resolutions of the General Assembly and the Economic and Social Council, and the Standards of Conduct of the International Civil Service (see annex III for relevant resolutions since 1970).

13.   Already in 1970, the United Nations General Assembly explicitly recognized the need for gender balance in staffing in its resolution 2715 (XXV) calling for appropriate action to ensure equal opportunities to the employment of qualified women in senior and other professional positions. In 1978, the General Assembly went even further its resolution 33/143, in that it requested the Secretary-General to take the necessary measures to achieve the target of 25 per cent and called up on the other organizations to establish targets. It also called up on all executive heads to issue policy statements to foster equal opportunity, to ensure that women were fairly represented on personnel, advisory and administrative boards and to review and revise staff rules covering assignments of married couples to the same duty station, maternity leave, part-time employment, and flexible working hours.

14.   More recently, in its resolution 50/164, of December 1995, the General Assembly called for 50/50 representation in managerial and decision-making positions by 2000; in

resolution 51/67 of December 1996, it called for 50/50 gender distribution in all posts of the United Nations by 2000; and in resolution 58/144 of February 2004, it called for 50/50 gender distribution, and for Secretary-General-appointed special representatives and special envoys by 2015. In resolution 59/164 of February 2005, the Assembly regretted that the goal adopted by the Beijing Conference on Women of achieving overall gender equality particularly at the Professional level and above by 2000 had not yet been achieved. It also noted with particular concern that gender-balance considerations had yet to be effectively integrated throughout the human resources management policies. Most recently, as shown in table 2, in its resolution 61/145 of 19 December 2006, the General Assembly requested the Secretary-General to review and redouble his efforts to make progress towards achieving the goal of 50/50 gender balance at all levels in the Secretariat and throughout the United Nations system.

Table 2
Gender parity commitments made by the General Assembly

Resolution	Date adopted	Goal for representation of women	Target Date
41/206	11 December 1986	**30** per cent of posts subject to geographic distribution	1990
45/239	21 December 1990	**35** per cent of posts subject to geographic distribution, particularly in senior policy-level and decision-making posts	1995
		25 per cent of posts ranked D-1 and above	1995
50/164	22 December 1995	**50/50** in managerial and decision-making positions	2000
51/67	12 December 1996	**50/50** gender distribution at all levels	2000
52/96	12 December 1997	**50/50** reaffirmed for all posts	2000
58/144	22 December 2003	**50/50** for Secretary-General appointed special representatives and special envoys	2015
59/164	20 December 2004	**50/50** reaffirmed for all posts	The very near future
61/145	19 December 2006	**50/50** reaffirmed for all posts	The very near future
61/244	20 December 2006	**50/50** reaffirmed for all posts	The very near future

Source: Office of the Focal Point for Women, August 2007.

15. Similarly, the International Civil Service Commission (ICSC) has issued recommendations on gender balance in staffing beginning with its twenty-second session in 1985. In resolution 40/244 of December 1985, the General Assembly welcomed the ICSC recommendations concerning the introduction of special measures for the recruitment of women. At its sixty-third session, in 2006, ICSC considered a report on gender balance which provided an overview of the gender targets and policies in 15 organizations and

agencies of the United Nations system and noted the large variation ranging from no policies for recruitment and promotion to regular gender audits.

16.   In the 1990s, the United Nations System Chief Executives Board for Coordination (CEB) adopted a series of relevant policy statements on human resources covering improvement in the advancement of women, creation of a supportive work environment, and reform of the human resources function. One element common to all these policy statements was the call for measures which would create a supportive work environment to enable staff members to respond to the pressures of work and family life.

17.   The lack of progress in achieving gender equality, especially at the highest levels of organizations, may undermine the image and morale of staff. United Nations organizations have a key role to play in advancing the status of women in the world by setting an example. Moreover, the Millennium Development Goals cannot be achieved without the full participation of both genders in the work of organizations.

C.   Windows of opportunity in the UN

18.   For many decades, United Nations system organizations operated under a policy of having a career civil service and offered quasi-permanency (generally called without time limit or permanent contracts). As with employers elsewhere, this is a rapidly dwindling reality. As at the end of 2006, on average, only 28 per cent of staff in the professional and higher categories across the United Nations common system had appointments without time limit, whereas in 1994 and 1975, the figures for were 44 per cent and 55 per cent, respectively.[15] In the Professional and higher categories, the average age of recruitment from outside each organization has gradually increased; at the end of 2006, the average age of a recruit was 40. This indicates that organizations are hiring proportionately more mid-career professionals for shorter periods of time.

19.   At the same time, many organizations are facing a disproportionately high number of retirements over the next few years. The Joint Inspection Unit reported recently that there is an increasing trend in the number of retirements across the United Nations system, yet succession planning as a human resources management tool is implemented in very few United Nations organizations and is at an inceptive or early stage of development."[16] Significant retirement rates present increased opportunities for the recruitment and promotion of women. For example, over the next five years replacement needs of the United Nations at the Director (D-2, D-1) and senior decision-making level (P-5) will be 38.8 and 25.4 per cent, respectively.

20.   Numerous studies[17] have highlighted the chronic gender imbalances at senior levels, (P-5 and above). The Secretary-General has repeatedly emphasized his commitment to reaching the goal of achieving gender parity, including at those senior levels. There is an opportunity on the horizon to improve gender balance if organizations take the necessary proactive steps.

21.   Figures 1 and 2 provide a three-way analysis of the distribution by age, grade and gender, of Professional staff of the United Nations common system as at 31 January 2006.

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[15] CEB Secretariat database. The latest data available is as at 31 December 2006 (data not available for the International Civil Aviation Organization).

[16] "Age structure of human resources in the organizations of the United Nations system", (JIU/REP/2007/4).

[17] See for example, ICSC/63/R.11 dated 4 May 2006 and A/61/318 dated 7 September 2006

The presentation is in absolute values to show the relative size of the Professional workforce by gender. Women are clearly concentrated at the lower grades and in the younger age brackets. A total of 16 organizations report that 40 per cent of their Professional staff are 50 years of age or older, and in the majority of organizations (17 out of 30), 20 per cent of the Professional staff are over 55 years of age. This means that, in most organizations, a critical mass of Professional staff will leave the organization in the next few years. Of the staff over the age of 55 at D-1 levels and above, 78.5 per cent are males and 21.5 per cent are females. While this should provide opportunities for the advancement of internal female candidates, their numbers are not large at the P-5 level, which is generally a feeder level to the Director levels. At the P-5, there are more than twice the number of men as women, but more than three times more men than women are over the age of 55.

Figure 1

UN System: Age of Professional Male Staff
2006, P1 to UG (Absolute values)

Figure 2
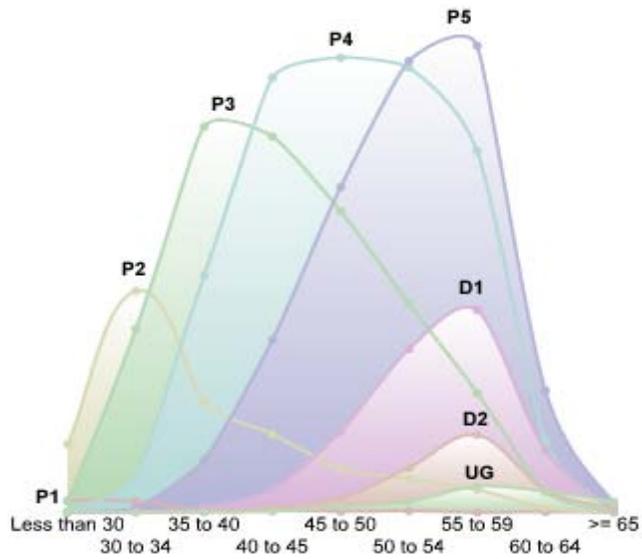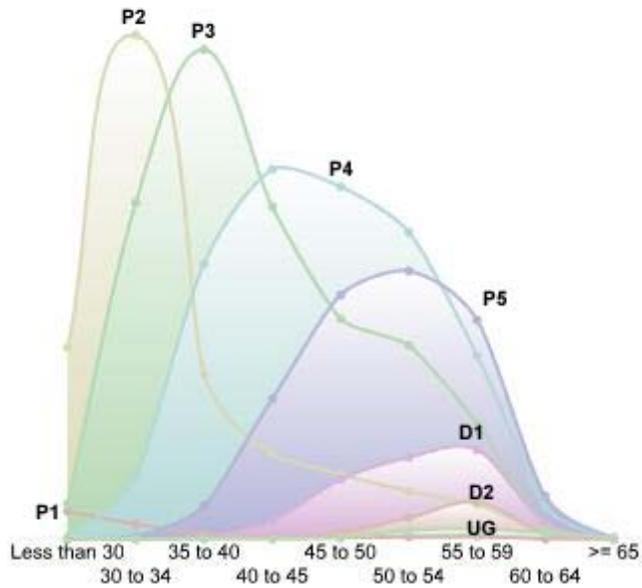
UN System: Age of Professional Female Staff
2006, P1 to UG (Absolute values)

<u>Source</u>: Database of the United Nations system, Chief Executives Board for Coordination, tables 9 and 10.
<u>Note</u>: CEB has adopted the use of the general term "ungraded" (UG) for its data for positions above the D-2 level, because of variations in organizations' terminology (see glossary in annex II).

22. Numerous studies[18] on the expectations of the younger generation (see box) should be good news for the organizations of the United Nations system. United Nations organizations have the potential to meet those expectations if they ensure that their organizational cultures and workplace practices adapt to the new realities.

23. If organizations are going to improve gender balance in the foreseeable future, they will have to implement a wider range of strategies to recruit and retain talented women from across the world, particularly at the senior levels.

> **Findings of numerous studies of younger generations point to the following expectations:**
>
> **VERY IMPORTANT**
> - Happy in what I do
> - Work outside my country
> - Respect of family and friends
> - Good life/work balance
> - Achieve personal career goals
> - Make the world a better place
> - Respect of peers
>
> **IMPORTANT**
> - Good reputation of employing organization
> - Leading others
> - To achieve power in order to speed change

D. Statistics and trends in the United Nations system

24. For over three decades, there have been reports submitted by the Secretary-General to the United Nations General Assembly analysing the unsatisfactory results in the representation of women in organizations of the United Nations system and putting forward numerous recommendations. Since 1976, CEB, which ensures policy cooperation and coordination across the United Nations system, has also reported gender disaggregated data annually for all organizations of the United Nations common system.

25. Yet, results remain unsatisfactory. As concluded in paragraph 80 of the report of the Secretary-General to the General Assembly at its sixty-first session in 2006 on the improvement of the status of women in the United Nations system (A/61/318), the lack of progress, even regression requires a serious re-thinking of current policies in order to meet the gender-balance targets of the organizations of the United Nations system, and also to make credible the commitment of the programme managers to the mandate.

26. Since 1994, the global United Nations system workforce has steadily grown; yet, figures 3 and 4 below of the pyramids by grade and gender for 1994 versus 2006, indicate unequal progress.

27. The picture is dramatically different across organizations, as illustrated in table 3, which provides an overview, in percentage terms, of women by grade and organization as at 31 December 2006 for each United Nations common system organization.

Figure 3
United Nations system: gender and grade 1994 (absolute values)

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[18] For example, see "Integrating People and Technology 2006: The Views of the Next Generation" by Generation Europe and the Future Work Forum, 2006.
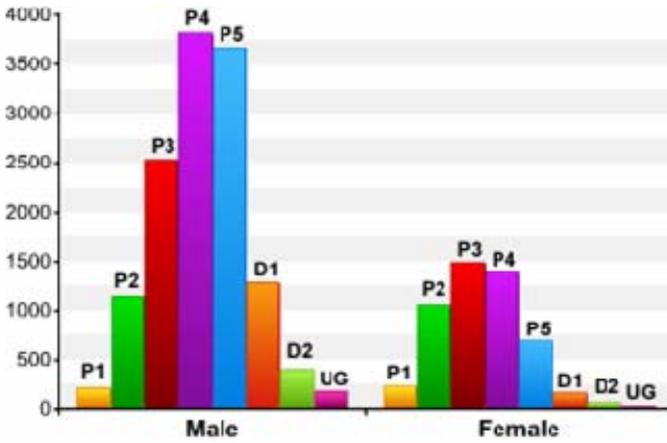
Figure 4
UN System: gender and grade 2006 (absolute values)
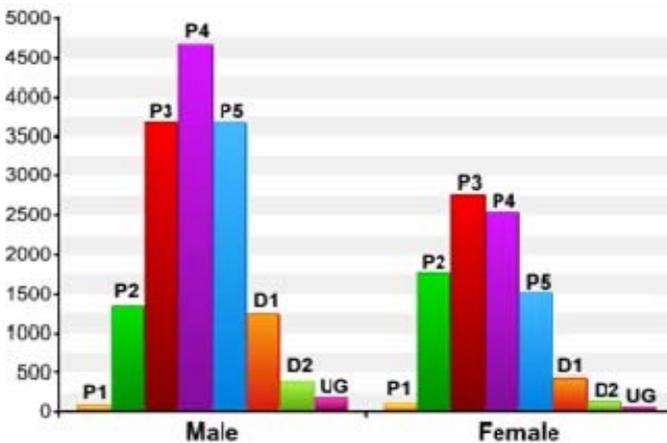
28.   Since 1994, the proportion of women at the lowest Professional grade level, P-1, has remained consistently at 57 per cent. At the P-2 level, the proportion of women has increased from 49 to 57 per cent.   At the P-4 level, which accounts for nearly 30 per cent of all Professional staff, the proportion of women has increased by 7 per cent, from 28 to 35 per cent over the same time period.   At more senior levels, there has been some progress, but the goal as set by the General Assembly to achieve a 50/50 gender distribution by the year 2000, including posts at the D-1 level and above, has not been met.

  Table 3
  Women as a percentage of Professional staff at each grade as at 31 December 2006

ORGANIZATION	Grade								TOTAL
	P1	P2	P3	P4	P5	D1	D2	UG*	
	(in percentage)								
UNITAR	0	50	67	40	60	50	0	0	54
UNFPA	67	81	63	46	48	38	33	67	51
UNICEF	47	67	45	44	38	37	43	50	47
ICSC	0	33	50	80	0	50	0	0	47
ICJ	0	50	69	27	0	0	0	0	46
UNESCO	67	58	55	42	35	19	26	8	46
UNAIDS	0	80	77	48	36	35	33	50	46
IFAD	50	71	69	40	28	53	0	0	46
WIPO	0	74	59	39	25	15	17	13	42
ILO	60	67	56	42	30	36	28	30	41
UNHCR	0	43	45	38	31	26	25	75	40
WFP	67	56	39	39	35	24	18	33	40
PAHO	50	62	49	32	42	44	0	100	40
UNWTO	50	64	50	30	0	0	0	0	40
UNDP	63	62	38	33	36	34	32	36	39
IMO	0	71	59	38	19	13	29	0	39
UN	58	53	41	34	29	27	26	17	37
WHO	0	64	46	41	31	21	26	26	37
UNJSPF	0	100	26	35	40	67	50	0	36
ICAT	0	50	36	38	38	0	0	0	36
ITC	63	52	37	33	11	0	0	0	35
ITU	67	40	52	21	19	6	0	0	32
UNOPS	0	63	41	37	9	24	0	0	30
FAO	33	51	44	23	20	14	15	0	29
WMO	0	60	64	25	25	7	33	0	29
UNRWA	0	82	39	17	25	13	0	50	28
UNIDO	33	48	27	24	19	23	0	0	25
UPU	0	29	33	13	18	13	0	0	21
IAEA	100	45	26	20	11	16	0	14	21
UNU	0	67	27	0	0	0	0	0	19
Total	57	57	43	35	29	26	24	21	38

Source: CEB database, table 11C.

29.   In 2006, at the P-5 level, the proportion of women ranged from 0 to 48 per cent, at the D-1 level, the proportion of women ranged from 0 to 67 per cent, and at the D-2 level, from 0 to 50 per cent. At levels above D-2 (Secretary-General, Under-Secretary-General, Assistant Secretary-General in the United Nations and their equivalents in other organizations), the proportion of women ranged from 0 to 100 per cent; for this group, however, percentages by organization are somewhat misleading. The mandates, size and complexity of organizations vary considerably; some entities may have only one position in

this group (data reported to the CEB is based upon personnel information on serving staff members maintained by each organization; thus, a vacant position is vacant would not be reported in the database). Table 4 provides an overview of the workforce size for each entity to provide an overview of the size of each organization's total workforce (with contracts of 12 months or longer, as data on staff with short-term contracts is not available).

Table 4
Total staff as at 31 December 2006

Organization	Professionals	General Service	Total
UN	7,657	19,338	26,995
UNHCR	1,622	3,756	5,378
UNICEF	1,969	3,298	5,267
UNDP	1,746	3,315	5,061
WHO	1,992	2,635	4,627
WFP	1,365	2,583	3,948
FAO	1,457	2,020	3,477
IAEA	1,016	1,165	2,181
UNESCO	996	1,163	2,159
ILO	915	1,164	2,079
UNFPA	437	780	1,217
WIPO	427	460	887
ITU	335	504	839
PAHO	401	389	790
UNIDO	262	402	664
UNOPS	284	265	549
IFAD	237	243	480
UNAIDS	264	76	340
IMO	145	169	314
WMO	133	143	276
ITC	128	103	231
ICAT	77	119	196
UPU	91	92	183
UNJSPF	53	115	168
UNRWA	130	10	140
UNU	53	50	103
UNWTO	42	58	100
ICJ	39	47	86
ICSC	17	22	39
UNITAR	28	7	35
TOTAL	24,318	44,491	68,809

Source: CEB database, table 1A.

30.   Reviewing the ten largest organizations (with a total work force of over 2,000), those that have achieved the best results in regard to gender balance are UNICEF, at 47 per cent, UNESCO at 46 per cent, and ILO at 41 per cent.   They are followed by the World Food

Programme (WFP) and the United Nations High Commissioner for Refugees (UNHCR) both at 40 per cent, the United Nations Development Programme (UNDP) at 39 per cent, the United Nations (UN) and the World Health Organization (WHO) at 37 per cent, the Food and Agricultural Organization (FAO) at 29 per cent, and the International Atomic Energy Association (IAEA) at 21 per cent. The United Nations Population Fund (UNFPA), a medium-sized organization with a staff contingent between 1,000 and 2,000, has achieved remarkable success at 51 per cent.

31. For the United Nations, annex VII shows that, at current average annual increments, gender balance of 50 per cent will not be reached until 2114 at the P-5 level and 2130 at the D-1 level. Maintaining the status quo in terms of institutional action will not suffice to accelerate progress. Clearly, more diversified strategies and more intensive efforts in their implementation are required in a number of key areas.

32. At the United Nations, appointments to the levels of Under-Secretary-General, Assistant Secretary-General, and D-2 are directly made by the Secretary-General. Executive heads of the specialized agencies have similar authority. Political and geographical considerations, however, play a major role in the selection of incumbents. While this does not necessarily negate the selection of women for these positions, it does suggest that in many parts of the world women may not be in the minds of decision-makers when putting forward candidates, unless they are specifically asked to do so.

33. At the D-2 level and above, among the larger organizations, UNICEF stands out as the organization achieving better results on gender balance, with 43 per cent of female staff at the D-2 level and 50 per cent above the D-2 level. Once again, among the medium-sized organizations, UNFPA stands out, with 33 per cent at the D-2 level and 67 per cent above the D-2.

34. Member States are an important recruitment source for United Nations organizations, (for example, the General Assembly, in its resolution 33/143, called us on Member States to assist the Secretary-General and other executive heads to increase the proportion of women). It may therefore be useful to note the gender distribution of their representatives to the legislative bodies of some of these organizations, including principal human rights treaty bodies. It is noteworthy that tables 5 and 6 show that all bodies, except the Committee on the Rights of the Child, lack gender balance.

Table 5
List of permanent representatives
to the United Nations in New York, Geneva and Vienna as at August 2007

Duty Station	Total permanent representatives	Male representatives	Female representatives	Percentage female
New York	192	166	26 (of which 8 are chargé d'affaires, a.i.)	13.54
Geneva	163	144	19 (of which 3 are chargé d'affaires, a.i.)	11.66
Vienna	144	122	22 (of which 2 are chargé d'affaires, a.i.)	15.28

Source: United Nations Protocol Offices in New York, Geneva and Vienna.

Table 6
Members of Human rights treaty bodies as at July 2007

Committee	Total number of members	Male members	Female members	Percentage female
Human Rights Committee	18	14	4	22.2
Committee on Economic, Social and Cultural Rights	18	14	4	22.2
Committee on the Elimination of Racial Discrimination	18	16	2	11.1
Committee on the Elimination of Discrimination Against Women	22	1	21	95.5
Committee against Torture	10	7	3	30
Committee on the Rights of the Child	18	9	9	50
Committee on the Protection of the Rights of All Migrant Workers and Members of their Families	10	8	2	20

Source: < http//www.ohchr.org/English/bodies/hrc/members.htm>.

35.   The gender balance of the members of the ICSC, who are elected by the United Nations General Assembly, is also worth noting in this context: only two of the current 15

members are female; this body has a normative role to regulate conditions of employment for United Nations common system organizations. The Joint Inspection Unit, another body whose members are elected by the United Nations General Assembly, has only one female amongst its 11 inspectors; its role is to perform independent management audits and propose best management practices.

III.   Causes of the slow advancement of women: key areas of intervention

36.   Past reports of the Secretary-General to the General Assembly (A/61/318; A/59/357) pointed to several key areas requiring action: special measures and affirmative action, informal barriers, working climate and organizational culture, work-life balance and flexible working arrangements, career progression, monitoring and accountability, and gender policies and strategies. The analysis was accompanied by suggested measures to improve the status of women in the United Nations system and United Nations Secretariat. These are provided in annex VI. The deliberations of the Expert Group were organized around the same key areas.

A.   Special measures and affirmative action

37.   Article 4 of the Convention on the Elimination of All Forms of Discrimination Against Women has called for the "adoption by State Parties of temporary special measures aimed at accelerating de facto equality between men and women…these measures shall be discontinued when the objectives of equality of opportunity and treatment have been achieved."[19] Academic research by the London Business School on corporate best practice in gender diversity recently noted the impact of temporary measures carefully applied. The authors wrote: "We believe there is much merit in introducing key targets to ensure the progress of high potential women through the leadership pipeline. In this way, the measurement and monitoring of activities becomes the starting block for action rather than the resting place for an organisation's progress".[20] Examples of special measures/affirmative action in United Nations agencies include waiving time in grade requirements for promotion (if an organization has such a policy); requiring line managers to justify the absence of women on their short lists; monitoring selection trends; mandating the selection of an equally or better qualified woman candidate; requiring all recruitment, promotion and appeals bodies to be gender-balanced; and expanding training to foster special awareness of gender issues.

38.   Special measures for the achievement of gender parity were promulgated in the United Nations Secretariat and went into effect in October 1999 (ST/AI/1999/9). In conformity with article 4.1 of the Convention on the Elimination of All Forms of Discrimination Against Women, these measures were to remain in effect until the Secretary-General was satisfied that the goal of 50/50 gender balance had been met and would be sustained. Legal challenges to the principle of special measures were overcome with the Administrative Tribunal upholding their validity in two decisions.[21]   However, before the effects of the special measures could be realized, the staff selection system was changed, effective 1 May 2002 (ST/SGB/2002/5); and the new system effectively nullified the application of the measures. The key components of the special measures that were not

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[19] Convention on the Elimination of All Forms of Discrimination against Women, General Assembly resolution. 34/180.
[20] Lehman Brothers Centre for Women in Business, *Inspiring Women: Corporate Best Practice* (London: London Business School, 2007).
[21] Judgment No. 671 (Grinblat, 1994) and Judgement No. 765 (Anderson Bieler, 1996).

included in the 2002 staff selection system or in the present system, which went into effect on 1 January 2007 (ST/AI/2006/3) are: (a) emphasis on women's potential to perform; (b) mandatory selection of an equally qualified female candidate; and (c) an active and advisory role for departmental gender focal points.

The challenge

39.   Achieving gender parity is important not only in terms of organizations' moral authority and image in the world, but it also makes good business sense, as numerous studies have proven. Ultimately, responsibility for the achievement of gender parity is shared by representatives of Member States, executive heads and line managers. A range of strategies are therefore required for each to be held accountable.

40.   Reducing the high rate of attrition (i.e., resignation, early retirement, non-acceptance of contract renewal) of women in the United Nations is a main area of concern and calls for concerted action to eliminate any formal or informal biases. Attrition is very expensive particularly for organizations that employ knowledge workers. On average, it costs one and a half times the person's annual salary and even higher for positions at senior levels.

Good practices

41.   In 2002, the Government of Norway approved measures to increase the number of women on the executive boards of both State-owned and private companies. The law applies only to State-owned companies and privately-owned public limited companies and not to privately-owned, non-listed companies, which are the vast majority. Depending on their size and when they originally registered, companies were given deadlines to meet the target and would be sanctioned if they failed to reach it. As at 1 January 2006, for public limited companies, 18 per cent had fulfilled all the demands laid down by the law; 18 per cent of the board members were women, and 19 per cent, if deputies are included.[22]

42.   In March 2006, the Spanish Parliament passed a law on equality between men and women. Following its approval, socialist Prime Minister José Luís Rodríguez Zapatero said the aim was to transform Spanish society "radically, and for good." Zapatero's administration is the first Spanish Government to have the same number of female Cabinet ministers as male Cabinet ministers (eight each).[23] All parties will have no choice but to live up to the new requirements, by naming, for instance, the same number of women as men to their boards, and by fielding at least 40 per cent female candidates in elections. Under the new legislation, companies with more than 250 employees will have to negotiate plans to achieve gender equality, for example, by setting a goal for the company boards to be made up of at least 40 per cent women within eight years.

Recommendations

43.   Special measures are an important tool for all organizations in achieving gender parity goals, especially at such a critical time when a large proportion of staff will soon retire. The key components of the special measures (ST/AI/1999/9) not included in the current staff selection process of the United Nations Secretariat should be reactivated. These are:

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[22] Hege B.E Nordstrand, *Gender Representation on Company Boards* (Oslo: Norwegian Ministry of Children and Equality, 2006).For an update on the Norwegian case, see http://news.bbc.co.uk/1/hi/business/7176879.stm.
[23] Update Note: After the elections in March 2008, the cabinet formed by President Zapatero has a majority of women, including the Minister of Defense.

- Para 1.8 (c) "In evaluating women candidates, particular emphasis shall be given to potential to perform at the higher level, although women may not have been offered such an opportunity in their prior service". Lateral moves and temporary jobs can provide appropriate experience. This must be encouraged and monitored.

- Para 1.8 (d) "When the qualifications of one or more women candidates match the requirements for the vacant post and the department or office recommends a male candidate, the department or office shall submit to the appointment and promotion bodies a written analysis, with appropriate supporting documentation, indicating how the qualifications and experience of the recommended candidate, when compared to the core requirements of the post, are clearly superior to those of the female candidates who were not recommended."

- Para 4.4 (b) "Heads of departments and offices shall ensure that departmental focal points participate in an ex officio capacity in the panel advising on appointments, promotions and special post allowances in the department or office concerned…."

44. The special measures shall apply with immediate effect until gender parity is reached. They shall apply at all times, including during periods of retrenchment, recruitment freezes and office/divisional reorganization. Periodic reviews and assessment of progress will determine the need for modifications and continuity.[24]

45. The target of 2 per cent per year per department in the United Nations is generally inadequate for most Professional levels. These targets, reflected in the human resource action plans, constitute the compact of the department with the Secretary-General (see General Assembly resolution 57/180). They must be set higher and met. At a 2 per cent annual increase at all levels gender parity will be not reached soon enough, for example, in 2016 at the P-5 level and 2024 at the Under-Secretary-General level.

46. Gender sensitivity and commitment to gender balance must be a required competency of managers in all organizations. One way to achieve this would be to adopt an explicit workplace gender parity policy and to ensure that there is gender parity in all United Nations agencies' committees, task forces, working groups and panels.

B.   Informal barriers, working climate and organizational culture

47. In 1994, CEB took note of a recommendation of the ad hoc inter-agency meeting on the International Year of the Family that organizations and agencies of the United Nations system should set an example by undertaking measures to ensure that their policies, rules, and regulations regarding work are family-sensitive and conducive to enabling staff members, both male and female, to reconcile work and family responsibilities.[25]

48. What are the job demands for the staff of many organizations? Many are expected to travel to distant places in their free time,

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[24] CF/EXD/2007-07.

[25] Report of the Fourth Ad Hoc Inter-Agency Meeting on the International Year of the Family, Vienna, 29-31 March 1994.

UNDP recently introduced a new policy that, "as far as feasible, staff members should not be asked to begin or end duty travel on a non-working day." It also offers compensatory time off if required to travel on a non-working day. Child-care costs are also reimbursed when a single staff member is required to undertake official travel on a non-work day. 25

that is, on weekends and holidays, with no compensatory time off. Frequently, they travel in economy class (rules do not permit air travel under nine hours in business class for most organizations)[26] and then are expected to "hit the ground running" (i.e. arrive Sunday night after an international flight and be on fully alert for an early Monday meeting in another time zone). It was for that reason that UNDP introduced a new policy regarding weekend duty travel.

49.   At the same time, technology has severely impacted on the capacity of staff to manage their private and working life. With email, mobile phones, and blackberries ubiquitous, those in senior positions in many organizations are expected to be available 24 hours a day, 7 days a week. This is especially true for organizations with staff across the world in different time zones. A survey conducted by Industrial Relations Counsellors, Inc., sponsored by ORC Worldwide and conducted with the Association for Human Resources Management in International Organizations[27] of both international private and public sector institutions (women comprised 60 per cent of respondents; 49 per cent of total respondents were between 40 and 55 years of age) provided insights into the impact of technology on the workplace; 87 per cent had a mobile phone; 16 per cent had a Blackberry device; 53 per cent reported receiving 50 or more emails a day (excluding spam), and 45 per cent said that their email traffic had increased over the previous three months; 24 per cent sent 50 or more messages per day; and 78 per cent expected replies to the emails that they sent. The line between work and personal life has therefore become difficult to distinguish.

50.   Similarly, other studies reveal that issues confronting telecommuters lead to overwork due to a guilt-gratitude nexus (guilt at being somehow privy to an arrangement which is not completely common in the institution; and gratitude for being allowed to work with flexibility). A study found that flexible work/life, including telecommuting and job shares, is good for one's health and is clearly not only a women's issue. The research revealed that, if persons have the ability to work from home and to compress work weeks, they are more likely to make healthier lifestyle choices, to exercise more and to sleep better, without sacrificing productivity or quality.[28]

51.   Few organizations collect data on a number of key issues affecting their staff's ability to juggle work/life balance, such as the number of staff members who head single-parent households or have problems of child care or care of elderly or ill parents. Yet, managers and staff specialists know from experience that the number of staff dealing with such issues is rising. Most United Nations organizations only systematically keep data that is necessary for the administration of payments benefits of their staff members.

52.   There are a number of other informal barriers that impede women from rising to the top. According to a 2005 report of the United Kingdom's Chartered Institute of Personnel and Development, women at the top are often faced with a bunch of white men in their late fifties. This has to change: business success depends on innovation and diversity of approach and requires more women at the top. But the few women who make it to the top can struggle within a culture that reflects male concerns and ways of working.[29] The

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[26] There are some discrepancies in the policies of organizations as many specialized agencies' rules are far less restrictive regarding business class.
[27] Association for the Management of Human Resources in International Organizations comprises 57 global international not-for-profit organizations.
[28] Reuters Business and Finance, 11 December 2007 by Kristina Cooke.
[29] Chartered Institute of Personnel and Development, "Coaching at Work", No. 1 (2005): 1.

Chartered Institute of Personnel and Development report argues on behalf of coaching as an important tool to change this paradigm. In United Nations system organizations, this would be valid not only for women, but for all persons – male and female – who feel foreign to the organizational culture; the culture of these organizations can be dismaying to any "outsider," no matter at what rank or age they enter the organization.

53.   Some United Nations organizations have introduced mentoring programmes, especially for new staff members at junior levels; frequently, these rely upon people with no specialized expertise, or sometimes even interest, in developing women leaders or in multicultural issues.

54.   Nearly all United Nations organizations have introduced a range of flexible workplace practices and family leave policies. It is equally true that the culture of stigmatization and less-than-encouraging implementation of such policies characterize the organizations. A growing number of women – and men – have at some point expressed the need to step off the career track to manage family demands without this being perceived as a "career-limiting move." Even if they have personal reasons for opting for a non-linear career, there is no reason for them not to be considered as serious professionals. Non-linear career paths should become the norm.

55.   The Swiss press recently reported initiatives of the banking sector (namely, Banque Cantonale Vaudoise) to rehire female employees between the ages of 35 and 50 years in their profession as client counsellors after they had interrupted their careers for several years for family reasons.[30]

56.   The reporting of such issues in academic studies and also in the general press, is indicative of a fundamental and positive shift occurring in the workplace and in society at large. Organizations must embrace these trends by facilitating creative conditions conducive to the acceleration of gender balance and the elimination of any stigma associated with employees opting for flexible working arrangements.

The challenge

57.   A main challenge is to identify and eliminate the informal barriers in the organizational culture that affect attaining and maintaining gender parity. Overall, there is an imperative to raise the importance of gender balance. In order to reduce gender stereotypes and preconceived roles, competencies should be balanced, particularly for those in leadership, and should focus on communication and listening skills, consensus-building, and empathy.

58.   Many traditional approaches in selection methods may discriminate against women. Job descriptions may include criteria that hinder promotion and are not necessary for the successful performance of the job.[31] Research shows that hiring and promotion systems tend to result in "like choosing like" (hiring and promoting a person similar to oneself). As mentioned earlier, women's exclusion from formal and informal networks often impedes their careers, especially when informal systems are used in the selection process. In this

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[30] Tribune de Geneve, 18-19 August 2007.
[31] A issue with informal barriers is that many job characteristics are gendered and implicitly call for a male candidate. However, as they are implicit, they are often conflated with what it means to do the job. See for instance, E.K. Kelan, "Emotions in a rational profession: The gendering of skills in ICT work", Gender, Work and Organization, no. 15 (2008):1, 49-71.

regard, interview panels should be carefully monitored, as they often rely on subjective impressions.

Good practices

59.   There are multiple examples of good practices that the United Nations System can emulate. For example, chairmen of a number of FTSE 100 companies are involved in mentoring potential women directors of non-competing FTSE 100 companies.

60.   The Cisco Micro-inequities model raises awareness of the costs of negative stereotypes. In 1973, Mary Rowe coined the term "microinequities" referring to the subtle put-downs, snubs, dismissive gestures, and sarcastic tones that people sometimes use when communicating with colleagues. Cisco hired an external consultant, Insight Education Systems, to create a series of interactive seminars for employees to recognize and deal with workplace microinequities, which have now become part of water cooler conversation. Training for new hires as well as refresher courses should be available.[32]

61.   HSBC-USA has strengthened its hirers' interview skills to ensure that interviewers are better prepared in their evaluation of candidates with diverse backgrounds. Google has been recognized for its works in widening the criteria it uses in selecting candidates.

62.   Senior sponsorships of affinity networks have been successfully utilized by General Electric and the International Business Machines Corporation. General Electric's Women's Network was launched in 1997, not as an affinity group focusing merely on flexible working hours or work-family issues, but rather, to help women compete in the intensely competitive work climate of General Electric. A main focus of the group is to recruit talented women into the technology and engineering fields. Another main goal is aligning with the company's leadership and development and performance management system for the purpose of succession planning. The Women's Network was strongly supported by General Electric's senior executives. Furthermore, it maintained an open-door policy in which men or women could participate in leadership development events.[33] In 1995, Lou Gerstner of IBM launched a diversity task force initiative to understand the needs of diverse groups within the company and enact solutions to appeal to a broad group of employees and customers. The study produced significant results; the number of female executives worldwide has increased by 370 per cent and the number of ethnic minority executives born in the United States has increased by 233 per cent.[34]

63.   Among the above-mentioned good practices, the following sub themes of good practice emerge: multilevel mentoring conducted by and for men and women, hiring through carefully constructed panels so as to eliminate bias, ensuring the inclusion of women in informal networking opportunities, and creating gender diverse groups or networks at different stages in employment. In Schlumberger, for example, senior women play a key role in creating visibility and an informal network to support more junior women.

Recommendations

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[32] Sylvia Ann Hewlett, *Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success (Boston:* Harvard Business School Press, 2007), pp. 235-242.
[33] Ibid, pp. 198-204.
[34] David Thomas, "Diversity as strategy," *Harvard Business Review*, No. 82 (2004): 9, pp. 98-108.

64.   There is a pressing need to identify those practices that have been effective in addressing and eliminating the three categories of informal barriers, namely, gender-based stereotypes, exclusion from informal networks and the lack of appropriate role models.

65.   Selection processes and job requirements should be re-evaluated for any gender bias and to ensure that job qualifications match what is necessary for job performance. This role could be performed by a central review body, which should include at least one member dedicated to ensuring gender equality, as in the case of the Focal Point for Women's exofficio membership in the Secretariat review bodies.

66.   For supervisory and managerial positions in particular, competence evaluations should ensure that there is a balance in the analysis of leadership and technical skills.

67.   A gender-sensitive organizational culture should be promoted through intensified and continued training, as well as advocacy by the Secretary-General and other executive heads, human resources management departments, gender focal points, and senior managers. The benefits of gender sensitivity and work/life balance for all employees, with a particular focus on managers, should be advocated through a communications campaign. Gender/culture audits are also useful tools to illustrate where a gender-sensitive culture matters.

68.   Those responsible for monitoring gender must set the example by providing flexible practices and a gender-sensitive organizational culture in demonstrable ways. Managers should be responsible for setting an example of good leadership and engaging staff in active and planned dialogue on gender and diversity through focus groups, discussions and information-sharing.[35]

69. Strengthening of the autonomous advisory and advocacy capacity of the Office of the Special Adviser on Gender Issues and Advancement of Women/The Focal Point for Women in the United Nations, through increased allocation of human and financial resources, is crucial.

C.   Work/life balance and flexible working arrangements

> **The 2006 "100 Best Workplaces in Europe" survey found that 86 per cent of the companies in the ranking offered some kind of flexible working hours for some or all of their employees. In addition, 85 per cent of companies had employees that were able to work from home or telecommute.**
>   **-Financial Times special report dated 18 May 2006.**

70.   The Industrial Relations Counselors Inc. survey mentioned earlier noted that work/life balance has become the current mantra, but for many it is seen as a well-worn phrase that we aspire to - but seldom if ever achieve. It is usually associated with flexible working arrangements, such as flexibilities in working time and other practices that cater to the need to juggle both family and employer demands. Changing global demographics mean that people will not only have to deal with child-care issues, but also increasingly with elderly care for dependent, aging parents. With increasingly mobile workforces, including

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[35] CF/EXD/2007-07.

knowledge workers who work internationally, the notion that the extended family will deal with aged parents is no longer a reality in any region. The increasing battle for talented knowledge workers means that only employers who confront these realities and introduce tailored approaches will be able to recruit and retain the best. Hewlett has documented 34 global companies and their initiatives, especially to retain talented women in the workforce.[36]

71.   According to research conducted in 2005 by the Society for Human Resources Management in the United States, and reported in a publication of the Corporate Leadership Council, the prevalence of flexible workplace practices has increased in the areas of compressed work week, flexi-time, job sharing, and telecommuting. This research also reports that organizations in the not-for-profit and health service sectors are generally more likely to offer various types of flexible working arrangements.[37]

72.   Another recent survey done in the United States on the "100 Best Companies for Working Mothers" showed that top companies offer flexi-time, telecommuting, job-sharing, and compressed work-week options. Based on that survey, however, family leave policies tend to be far more restrictive in the United States than in Europe. The United States is, however, improving, and the best reported companies in this regard are Goldman Sachs & Co., at 16 weeks' full pay, and Pillsbury Winthrop Shaw Pittman LLP, at 18 weeks' full pay, for new mothers.[38]

73.   In 1995, few United Nations organizations had such practices; certainly none offered such practices as a compressed workweek or flexi-place/home-based work.[39] Much has happened over the last decade in United Nations common system organizations to introduce flexible workplace options and "family-friendly" leave policies. Nearly all United Nations common system organizations now have a range of such options. In addition, a number of decisions of legislative bodies have allowed for the introduction of "family-friendly" leave arrangements.

74.   Nearly all organizations now have special provisions for paid leave for a full range of family related issues (e.g. 16 weeks of maternity leave, 4 weeks of paternity leave or up to 8 weeks in the case of an internationally recruited staff member serving at a non-family duty station, and up to 8 weeks of adoption leave). A table in Annex V provides detailed information by organization on their practices. While far fewer organizations offer the option of telecommuting and compressed work week, these are increasingly being considered. For example, the UN recently introduced the option of telecommuting, and UNESCO has a pilot project planned.

75.   But offering policies is not sufficient. Mere existence of potentially effective policies such as flexible working arrangements does not suffice when they are not wholly implemented as a socially acceptable option for employees to utilize. There is a need to follow through on implementation by removing the stigma that is frequently associated with taking these options. Lynda Gratton of the Lehman Brothers Centre for Women in Business at London Business School recently commented in an article for the "Financial Times" that

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[36] Sylvia Ann Hewlett, *Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success (Boston:* Harvard Business School Press, 2007)..

[37] Corporate Leadership Council, August 2006.

[38] "Working Mother," October 2006.

[39] Study on "Word/Family Agenda" conducted by the CEB secretariat (then called CCAQ secretariat), ACC/1995/PER/R.3.

"there is a gap between policy rhetoric and reality. Policies such as flexible and part-time working can be crucial to women moving up the corporate ladder…Fewer than 10 per cent of female managers adopt 'flexible working,' and fewer than 20 per cent of female managers and senior executives work part-time. The challenge here is establishing an environment in which it is seen to be legitimate to take these options."[40] "The dissonance between the corporate goals of gender diversity policy and the reality of what employees believe they can do, may well be a contributing factor to what many have termed the 'leaky pipeline' of women's advancement." This gap between policy and practice requires a leap of faith say Lynda Gratton and Lamia Walker in HR Director (article published September 2007).[41]

76.   What is the reality in the United Nations system? Information should be collected on the frequency of use of flexible working arrangements by department, gender and grade level. Introducing regular staff surveys as UNFPA has done (see box) could serve to collect, gauge, and address universal perceptions by managers and staff with respect to work life balance. For example, do managers call for a meeting at the time when the parent must pick up a child from day care or school? How often does a staff member have to arrange to depart on a distant business trip on 48 hours or even sometimes 24 hours notice? Does management really take into account employees' personal/family needs and constraints when making such decisions? The UN system must determine how to overcome such obstacles.

> **UNFPA has carried out staff surveys in 2004 and 2006 and plans annual surveys from 2008. Past surveys have included questions on staff morale, workload, work-life balance, supervisor's willingness to approve leave, etc.**

The challenge

77.   Mere existence of potentially effective policies such as flexible working arrangements is not enough unless these policies are wholly implemented as a socially acceptable option for employees. When presenteeism and control are dominant in an organization's culture, flexible workplace policies are not encouraged and staff's use of them can result in stigmatization.. Management often resists flexible working options, particularly if those in leadership are not in favor of these approaches. But since management must lead by example, greater guidance for managers is required on how to implement flexible workplace arrangements. Most employees are juggling personal and professional responsibilities, and many have problems related to child and elder care. However, little data is systematically gathered.

78.   Other issues that require future investigation are the extent of organizations' liability for staff that telecommute or work from home, and how an organization should measure the results of flexible working arrangements on motivation, productivity, recruitment and retention. Although further research is needed on this matter, it is obvious that home-based work can result in savings for organizations in terms of operating costs, such as for office space, and may also present a "green solution".

Good practices

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[40] *Financial Times*, May 23, 2007.
[41] *The HR Director,* Sept. 7, 2007, no. 39, 4.

79.   There are a number of useful examples on how to establish measurable goals and objectives. McGraw-Hill provides guidance to managers on how to establish measurable goals and objectives. Neither McGraw-Hill nor Best Buy require employees to provide reasons for taking leave, which helps to avoid the stigma that is frequently associated with taking time off for family reasons. Cisco has been lauded for its on-site day care and technology, which allows its employees to monitor their children while they are at day care. Within KPMG UK, flexible working has become an established part of the culture and a normal way of working. This has been achieved through a variety of measures, including having a board member who is a sponsor of flexible working and chairs a network of flexible working champions within the organization. Flexible working arrangements form a core part of the company's diversity strategy and persons working flexibly have been promoted to the most senior levels of its business, thereby reinforcing the acceptability of adopting a flexible working pattern. [42]

80.   Deloitte Touche estimates having saved $41.5 million in turnover costs since implementing flexible working arrangements, according to Corporate Voices for Working Families.[43] To date, Deloitte has virtually eliminated the gender gap in turnover, as well as reduced the overall turnover rate by more than 10 per cent. There are currently 634 women partners, principal, and directors compared to 97 women partners in 1993, and Sharon Allen is Chairman of the Board. Revenue has increased from $1.93 billion to $5.93 billion since1992, in part because of these initiatives.[44]

Recommendations

81.   Organizations must determine how to overcome the obstacles related to gender and flexible working arrangements. UN system organizations should be a model for not having to give a reason for taking leave. Flexible working options should be available for both women and men, in part because studies have shown that such policies aimed predominantly at women do not succeed in increasing gender equity in the workplace.[45] The dissemination of information regarding flexible working policies should be reviewed to ensure that all staff are fully aware of the options available and the request procedure. Requests for flexible working arrangements and the resulting choices of options should be monitored by the human resources department within each United Nations agency to ensure internal consistency in the granting of such requests.

82.   Active support for flexible working arrangements is needed. The appointment of a dedicated champion for flexible working arrangements at the most senior level possible in each United Nations entity who is not in the human resources department with responsibility for the implementation of the range of flexible working arrangements will ensure that the issue gets the necessary attention and support. The duties would include active advocacy of work/life balance for managers and staff.

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[42] Opportunity Now Awards 07 Case Studies, 2007,,www.opportunitynow.org.uk/awards/award_winners_2007
[43] Lori K. Long, "How to negotiate a flexible work schedule" 2007.
[44] Lynn A. Lombardo, "A case for workplace flexibility," Families and Work Institute.
[45] Smithson et al., "Flexible working and the gender pay gap in the accountancy profession" *Work, Employment and Society*,no. 18 (2004):1.

83.   Many managers have genuine concerns about maintaining departmental productivity when staff work flexibly. The United Nations should consider having training workshops for managers to provide guidance and enable them to explore and resolve such issues as well as the potential differences in managing flexible workers, as opposed to those with a traditional working pattern.

84.   In order to diminish the importance given to presenteeism (i.e. working long hours at the office as the proxy for determining devotion to job), better measures of outputs and productivity should be developed and disseminated so as not to rely too heavily on time and location variables. (see A/61/318 and A/59/357).

85.   Informal and formal agreements are effective in allowing staff to make use of flexible working arrangements. The United Nations should consider adapting a checklist, such as those used at Schlumberger and in the Cisco toolkit, to create a list of terms which have been agreed upon in each organization and to educate managers. Adapting a framework for measurable goals and objectives ensures that both the employee and the supervisor are comfortable with the work being accomplished, irrespective of time and place. There is a need to eliminate overly bureaucratic activity reports requiring more than one level of clearance for employees who telecommute.

86.   Organizations have an important role to play in helping staff find day-care solutions either by providing on-site facilities, pre-negotiating contracts with outside day-care providers or through day-care subsidies that are accessible to all. In this regard, the inclusion of a day-care centre in the United Nations' capital master plan would serve to improve the quality of life and conditions of service for staff based in New York.

D.   Career progression

87.   Although more women may be entering employment within the United Nations system over the coming decades, their advancement and retention continue to be areas of concern.

88.   Recruitment methods vary across and within organizations, depending on level. Entry-level professional staff, which have a higher representation of women, are most often recruited through a competitive process, such as the United Nations national examinations. At the middle and higher levels, organizations most frequently rely on their web sites,[46] other job boards and advertisements in the general press. Frequently, although not always, job announcements strongly encourage women to apply. In most organizations, applications are acknowledged only if an individual is selected for an interview, and applications of excellent but unsuccessful female applicants for specific positions are not systematically shared with other organizations. This prevents highly qualified women not shortlisted for the position to which they have applied from being considered for other positions in the same organization or in others.

89.   An analysis carried out in 2006 at the request of the General Assembly in its resolution 59/164 of 20 December 2004 for the Office of the Special Adviser on Gender Issues and Advancement of Women (see A/61/318, paragraph 28) pointed out that both the

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[46] See for example, <https://jobs.un.org/Galaxy>.

placing of vacancy announcements and the content of the evaluation criteria could lead to indirect discrimination against women, owing to problems with access and in matching education and experience. In that regard, these criteria, especially the demands for a given number of years of experience, are often driven by job classification criteria that were developed decades earlier and have limited, if any, relevance to the accomplishment of the tasks required. The study of the United Nations system Joint Inspection Unit on age structure of human resources in the organizations of the United Nations system (A/62/628) has also documented the lack of succession planning. Furthermore, in general, the higher one goes up the hierarchy, the more informal the recruitment and selection processes, which frequently places women at a disadvantage.

90.   Some agencies, among them, UNHCR, have taken the initiative to increase the pool of potential female candidates, particularly at senior levels, by treating former female staff members and female staff from other United Nations agencies as internal candidates for positions. In many organizations, there are a number of positions that are otherwise only open to staff members of that organization. The United Nations introduced this policy in 1999 at the P-4 and P-5 levels as part of special measures. However, its implementation is uneven.

91.   A major and increasingly significant issue is that of retaining talented personnel. On the whole, organizations do seem to systematically capture information on the reasons that staff, whether male or female, stay or leave. In addition, exit interviews - where conducted - remain unanalysed and inadequately capture the genuine reasons why women leave. "Family reasons" is often the safest and most reported response, potentially overshadowing the more specific, possibly organizational-related issues. However, in paragraph 10 of resolution 59/164, the General Assembly requested the Secretary-General and executive heads of the organizations of the United Nations system to ensure that retention policies accelerate the goal of 50/50 gender distribution. Systematic exit interviews, using an independent resource, would be worthwhile and could be very cost-effective if done on an inter-agency basis, particularly at the larger duty stations, as they could share the costs of outsourcing the task.

92.   Dual careers are increasingly recognized as a major issue in the recruitment and retention of expatriate staff. Over 90 per cent of the United Nations system Professional staff, are expatriates, that is, they are required to work outside of their home country, and an ever-increasing number of them are dual-career couples. A number of United Nations organizations have made strides at providing assistance to such couples and in 2000, the CEB secretariat set up partnerships with two large private and not-for-profit sector initiatives, namely, the Permits Foundation and Partnerjob.com. It also set up a database for partners of employees to register their resumes for consideration by other United Nations system organizations when seeking candidates for both short and longer-term jobs. Efforts are under way, particularly among the organizations with a large field presence, to harmonize spouse employment policies, and to establish a support network in that regard. At the same time, an increasing number of organizations which prevented spouses of employees from working in the same organization are changing their policies without compromising the over-arching criteria, such as merit and the rule that no direct reporting relationship can exist between partners. A number of organizations are also partnering, including through the provision of financial support, to establish spouse employment associations at local levels for advice and support to accompanying partners.

93.   Data on separations from service (and reappointments of men and women) which could provide some evidence of differences in retention rates by gender is not available for

all organizations, although they should be consistently monitored. However, for the period from 1 July 2004 to 1 July 2006, the United Nations Secretariat noted that separation rates should be monitored. [47] Women represent 40 per cent of agreed terminations, 48 per cent of resignations, and 41 per cent of retirements, although they represent only 37 per cent of staff in the Professional and higher categories.[48]

94.   The one major stumbling block for United Nations system organizations that is normally not such an issue for private sector employer is: that of identifying and developing the best talent to invest in for longer-term career advancement. For United Nations organizations to single out certain individuals would certainly engender some debate.

95.   More research needs to be conducted regarding female career progression within organizations. Particular questions to be examined include means by which succession management can be incorporated into a transparent staff selection system and a greater understanding of why women separate from employment at greater rates than men. The implications of the erosion of an independent and impartial career in international civil service require careful consideration.

The challenge

96.   Improvements are necessary for the career development and advancement of women at all levels, particularly at the most senior levels. The traditional linear career model does not support career and life phases. While demands in the workplace are becoming more onerous, flexible workplace practices are becoming more important to younger and older knowledge workers, both men and women. Forty-five per cent of managers have extreme jobs of at least 73 hours per week and, 30 per cent work more than 90 hours. Women often experience difficulties and discrimination on re-entry after extended periods of family leave. Research shows that on average women lose 18 per cent of their earning power when they take parental leave up to 37 per cent when they leave for three years or more.[49] Men do not have such a negative impact when they take time off for career, education, or to set up a small business. Furthermore, in terms of working on international assignments, such as those frequently demanded by the United Nations, research by Hilary Harris has documented that work-family issues are more likely to have a significant impact on women than on men, due to different gender-role expectations in the home country and host country.[50]

97.   For managers to be held accountable for the development and advancement of women, efforts are required to support them in a number of areas, such as determining methodologies for talent identification, robust transparent selection and promotion systems, a managerial culture for developing talent and shared electronic rosters for sharing talented female candidates among organizations.

Good practices

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[47] From fact sheet provided by the Office of the Special Adviser on Gender Issues and Advancement of Women, 28 September 2006. Data based on statistics of the Office of Human Resources Management.

[48] Office of Human Resources Management and Office of the Focal Point for Women fact sheet.

[49] Sylvia Ann Hewlett, *Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success (Boston:* Harvard Business School Press, 2007),

[50] Hilary Harris. "Global careers: Work-life issues and the adjustment of women international managers," *The Journal of Management Development, no. 23 (*2004): 9.

98.   Monitoring the pool of candidates that apply and are shortlisted for each position by gender and nationality is a generally accepted example of good practice, as is the requirement to have at least one qualified woman on each shortlist.

99.   There are multiple examples from the private sector for ways in which the United Nations can welcome back women who have taken parental leave. For instance, David Crawford and Melinda Wolfe of Goldman Sachs created a programme in 2006 entitled "New Directions", to bring women who had left because of maternity back into the talent pipeline. Goldman Sachs included internal organizations and non-profit partners to reach a larger audience and gain support. The New Directions panels provided role models of women who had returned from parental leave at the company. Attendees were also given access to senior executives who may have a say in the hiring process.[51]

100.   In order to monitor their employees' readiness for promotion, companies such as Booz Allen Hamilton and Ernst & Young have adopted good programmes that do not discriminate against employees who have opted for flexible working arrangements. In 2004, Booz Allen began its Adjunct Programme intended to provide part-time, high-impact work for employees needing to reduce their professional commitments. Overall, the company's goal is to retain high-performing women who may otherwise quit.[52] Under Ernst & Young's Career Watch programme, a senior management committee assesses staff with one, three and five years of service in their job. Such programmes help to provide information on skill gaps, so that employees can be given opportunities to develop the necessary competencies that will help them to advance.

101.   The Lehman Brothers Encore Programme is an initiative to welcome back women who have taken parental leave and widen the talent pool for the company. It began as an event for women with at least five years' experience in financial services and who had been out of the business for three years or more, and were interested in resuming their careers. Following the initial event, the company hired 20 women through the Encore Programme, which currently exists as a recruiting tool at business schools to demonstrate how the company respects the non-linearity of women's careers.[53]

102.   The International Atomic Energy Agency urged its member States in March 2005 to designate a point of contact for the recruitment of women. Points of contact provide information to and facilitate contact with national institutions, agencies, universities and professional women's organizations. They also arrange and fund recruitment missions, publicize the Agency as a potential employer and support its Junior Professional Officer programme.

103.   The Senior Management Network that was introduced by CEB in 2004 is expected to implement soon a leadership programme managed by the United Nations System Staff College. This programme, which serves to strengthen managerial and leadership capacity, iss based on an agreed common set of core competencies which inter alia include the competency of "getting the best out of people".

Recommendations

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[51] Sylvia Ann Hewlett, *Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success (Boston:* Harvard Business School Press, 2007), 155-160,
[52] Ibid.
[53] Ibid, pp. 145-154.

104.   In terms of recruitment and retention, more systematic pooling of talent by all United Nations organizations and increased mobility across agencies would enlarge the career opportunities for all staff and expand the number of qualified women candidates for senior management positions.[54]

105.   A system-wide data base should be created for the purpose of sharing information on qualified women candidates among all United Nations organizations, including full-time and short-term staff. It could also include the possibility for a staff member to subscribe to an email service which lists job openings based on a defined profile.

106.   Proactive prospecting for external recruitment should be undertaken in order to renew the Organization with required talent, especially in cases where the supply of internal female candidates is insufficient.[55]

107.   There are a number of measures that can facilitate the career progression, retention and motivation of women. More leadership training should be encouraged; gender-diverse informal and formal networking opportunities, mentoring and coaching at all levels should be made available; women should be actively encouraged to attend external conferences and serve on committees with men. Following extended periods of family-related leave, they should be provided with reintegration training to adjust to their jobs, as is increasingly being introduced by the private sector. A programme of cross-mentoring of women with high potential across United Nations system agencies should be introduced and include hosting a speaker series of such women from outside private and public sector institutions.

108.   The leadership programme of the United Nations System's Senior Management Network programme should be expanded to include women at mid-levels and could also include a promotion readiness assessment of one, three and five-year candidates similar to the programmes of Lehman Brothers and Booz Allen Hamilton.

109.   Organizations should monitor staff who are using flexible work arrangements and ensure that they are not excluded from promotion opportunities.

110.   All selection panels should be gender-balanced and their members provided with training in diversity, gender-awareness and gender-sensitivity in relation to interviewing and selection skills.[56]

111.   Promotion rates by gender should be independently monitored and measurements of time in grade by gender should also be validated against 360--degree appraisals of managers, especially with regard to their people-management skills.

112.   Independent advisory audits for gender bias should be conducted in regard to performance evaluations and promotion decisions.

E.   **Monitoring, reporting and accountability**

113.   Monitoring, reporting and accountability are key to achieving gender balance. The 2006 report of the Secretary-General (A/61/318, para 28) concluded that the

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[54] UNDP Gender Parity Document November 2007; EGM/MASW/2007/WP.1
[55] CF/EXD/2007-07
[56] CF/EXD/2007-07

availability of comprehensive statistics, showing both current status and trends, is a critical enabler in managing gender representation rates. Human resources management needs to regularly draw the attention of managers to the gender profile of their unit and to the overall organization in order to undertake strategic planning. In addition, the effectiveness of such management processes as recruitment, selection, performance management and promotion needs to be monitored through statistical evidence as well as through individual perceptions.

114.   At present, most of the statistical data relating to gender representation in the United Nations system consists of snapshot interval reports such as the one mentioned above.[57] Most organizations and agencies do not have computerized real time gender statistics that demonstrate the impact of a given recruitment, selection, promotion, retirement or separation on a given level or in a given department. Furthermore, where such monitoring does exist, it is often only at the organizational unit level. For it to be more useful to managers and to correct distributional imbalances within large organizational units, monitoring should gradually be refined and further broken down to the division level. The smaller the unit monitored, the higher the accountability and the fewer the imbalances. In addition, few organizations collect data on a number of other key issues affecting their staff's ability to manage work/life balance, such as the number of staff members who are single parents or deal with child care or care of parents who are elderly or ill. The issue of dual careers is also of ever-increasing importance. Yet, the fact that few organizations have information on this impedes their ability to monitor the effectiveness of their policies and practices and, ultimately, their ability to recruit and retain staff.

115.   For monitoring in real time, the importance of strong gender focal points reporting directly to executive heads and working in an advisory and monitoring capacity within departments cannot be stressed enough. Gender focal points provide strong networks for the sharing of knowledge and promulgating good practices.

116.   In terms of reporting, as requested by the General Assembly in 2004 in resolution 59/164[58], and in previous resolutions, biennial reports of the Secretary-General prepared by the Office of the Special Adviser on Gender Issues and Advancement of Women provide a quantitative and qualitative analysis of the situation and an analysis of the probable causes of the slow progress in the improvement of the status of women. These reports are widely used by United Nations system agencies for advocacy and are considered a best practice. Regular and systematic data collection and reporting to governance structures are central to ensuring that the focus on gender balance is not overshadowed by the focus on geographical distribution (i.e., representation by nationality), which is a matter of greater interest to most Member States.

117.   With regard to accountability, it will be difficult to attain gender balance without a system of clearly defined and enforced accountability in real time, and with consequences, at all levels. The report of the Secretary-General (A/61/318) indicated that, in all of the organizations studied, there was a lack of adequate enforcement mechanisms for holding individual managers accountable. Some organizations have

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[57] A/61/318 Improvement in the status of women in the United Nations system. 7 September 2006
[58] Since 1970 there have been 45 resolutions on gender representation in the United Nations system.

instituted the good practice of developing compacts between the heads of departments and the heads of agencies; these include specific indicators and targets designed to boost monitoring and progress with respect to gender balance. Although it is an undeniably good practice, it is a post facto system of compliance with no sanctions for non-compliance; in addition, the issue of lost opportunities is not addressed by these mechanisms.

The challenge

118.   A major challenge is that those with the authority to enact change too often lack political will and direction, especially in cases when the leadership must show vision and example. Executive heads have a key role to play in holding individual managers accountable as well as in urging member States to assist in scouting for talented women from across the world.

119.   Data collection and dissemination continue to be areas of concern. Few organizations collect data in real time on each stage of the recruitment process or on other issues affecting the ability of staff to juggle work/life balance, and when data exists, it is not widely used to broadcast progress. Monitoring and reporting need to be better resourced and data needs to be better used to inform changes needed in the organizational culture. The introduction of new sophisticated enterprise resource planning systems in most organizations should provide the means for better, more detailed, reporting in the future.

Good practices

120.   At the United Nations, the Office of the Focal Point for Women is an important mechanism for collaboration and cooperation among organizations of the United Nations system. The role of the Office in the preparation of biennial reports on behalf of the Secretary-General on the improvement in the status of women in the United Nations system is a good practice, and the reports are used by organizations in their advocacy roles.

121.   Adequate financial and human resources are required to monitor, report on and advocate for gender-parity issues; for example, in Cisco, there are 30 dedicated people who focus on gender balance issues for the company.

122.   Research of the Lehman Brothers Centre for Women in Business at the London Business School examined the relative value and contribution that men and women provide in professional teams. These findings should help make the case for investing in systems and approaches that serve to support the goal of gender parity.

123.   Most private-sector organizations conduct independent external exit interviews. For example, CISCO uses external, impartial consultants, who follow up after six months with former employees to validate the information on their reasons for departure.

124.   The United Nations Development Programme has introduced a gender and diversity balanced scorecard to hold line managers accountable for delivering on its gender strategy. It is a good practice that could be replicated in all organizations. UNICEF is also introducing a

diversity competency which includes gender sensitivity into the performance management system to hold individual managers accountable for their hiring decisions.

Recommendations

125.   Leadership should re-engage senior management in the gender-balance discussion and hold them accountable for their selection decisions through such mechanisms as diversity scorecards, performance appraisals and staff surveys.

126.   In order to highlight where positive action is needed, comprehensive empirical data, such as gender representation at each stage of the recruitment and selection process, gender differences in performance appraisal ratings and promotion rates, should be incorporated into monitoring reports.

127.   Real-time monitoring should be introduced for each position at each stage of the recruitment and selection processes.   Information should be captured by gender and source of recruitment, especially the pool of talented candidates applying from other organizations of the United Nations system.

128.   Breaking down monitoring to the division level will be useful to management in correcting distributional imbalances in the main work of the organizational culture, such as placement of women largely in support functions or positions of equal rank, but of relatively less importance.

129.   Staff and managers should be regularly informed on progress through annual or semi-annual or quarterly reports and information campaigns. Member States should also be regularly informed through organizations' governing bodies with regard to the meeting of targets by each organizational unit.

130.   The monitoring and implementation capacity of organizations should be strengthened through increased allocation of human and financial resources, including appointment of a gender adviser/focal point for women at a senior level to impartially monitor and report to executive heads on results and for improved data collection and analysis system wide.

131.   There is a need for strengthening the system-wide reporting and monitoring capacities of the Office of the Special Adviser on Gender Issues and Advancement of Women, including staff and budgetary allocations.

132.   Executive heads can improve accountability through review bodies with decision-making powers and access to real-time data on applicants, a human resources plan with a wide range of indicators, holding managers accountable in meeting measurable goals related to gender targets, and performance reviews with a reward/penalty system.

133.   For the United Nations, more robust accountability is possible with enhanced application of the special measures set out in administrative instruction ST/AI/1999/9, para. 4.2 which state that all recommendations presented to the appointment and promotion bodies for recruitment, promotion or interdepartmental lateral transfer shall be accompanied by an explanation of how the recommended action will affect the

representation of women in the department or office concerned, both at the level of the post to be filled and overall for posts in the Professional category and above.

134.   All organizations should monitor and track attrition rates by gender and gender-related indicators and work/life balance and managerial culture issues should be incorporated into exit interviews. Emphasis should be placed on the importance of encouraging frank and honest exit interviews following the accepted good practice of having third parties outside the organization conduct such surveys to ensure confidentiality and more reliable results on the reasons for leaving. Managers with high attrition rates should be flagged and those with low attrition rates should be rewarded.

135.   As the Chairman of the Chief Executives Board for Coordination, the Secretary-General should consider disseminating and promoting the use of the UNDP gender and diversity balanced scorecard in other organizations. The Secretary-General might also consider requesting the Deputy Secretary-General to convene a virtual international advisory board of distinguished leaders, including former United Nations system executive heads, to continue and develop the collaboration of the expert group meeting on measures to accelerate the improvement of the status of women, including progress towards the goal of gender parity and promoting a more gender-sensitive work environment.

F.   Gender policies and strategies

136.   Organizations' efforts to improve gender balance are increasingly being underpinned by gender-friendly policies for staff in the Professional and higher categories, which include measures targeting decisions on recruitment and promotion. The best of these imbed such measures in a more holistic framework which generally includes over-all talent management, work/life initiatives such as flexible workplace practices, learning and development initiatives, regular monitoring, proactive recruitment through targeted outreach to member States and professional organizations, fixed targets with timelines, and regular reporting to executive heads and legislative bodies.

137.   Table 7 provides an analysis of the results of a survey of organizations' gender policies and strategies. Replies were received from organizations of the United Nations system, as well as from a number of other international organizations, for comparison with outside multilateral organizations. Vacant cells indicate that information was not available.

Table 7
Survey on gender balance

UNITED NATIONS common system organizations	OFFICIAL GENDER POLICY	SPECIAL MEASURES (for recruitment and/or promotion)	GENDER FOCAL point or task force (outside Human Resources Department)	FORMAL TARGETS	REGULAR REPORTING TO LEGISLATIVE BODY	SPECIAL PROSPECTION EFFORTS	OTHER
United Nations	Yes	Yes	Yes	50%	Yes		Female staff of other organizations considered as internal candidates
UNDP	Yes	Yes, including periods of retrenchment	No	50% + 3:2 ratio for recruitment	Yes	Yes	
UNICEF	Yes	Yes	Yes	50% + 3:2 ratio for recruitment	Yes	Yes	
UNHCR	Yes	Yes	Yes	50% of country representatives and senior managers in all divisions + 3:2 ratio for recruitment	Yes	Yes, especially for management level jobs	Former female UNHCR staff or staff of UN agencies are considered as internal candidates
UNFPA	No			No, but management commitment to 50%	No, but to senior management		
UNRWA		Yes		40 % (reviewed yearly)	Yes		
UNAIDS	No	No	Yes	No	Yes	Yes	
ILO	Yes		Yes	50%; 33% for P5 and above	Yes		
WFP		Yes		50%			
WHO	Yes	No	Yes	50%	Yes	Yes	
FAO	Under study	Yes		35%	Yes	Yes	
UNESCO	No	Yes	Yes	50% at D1 and above	Yes		
ITU					Yes		
WMO							
ICAO	Yes	No	Yes	No	Yes	Yes	
UNIDO	No	Yes (for recruitment)		50%	Yes		
WIPO		No	No	No			
UPU					Yes		
IAEA	No	No	Yes	No	Yes	Yes	
OTHER United Nations organizations							
WTO	No	No	No	No	Yes	Ad hoc use of headhunters	
WORLD BANK	Yes	No	Yes	45% professionals (levels GF-GG); 30-35% managers (levels GH+)	Yes	Yes	
IMF	No	No	Yes	20% economists, 35-40% others	Yes	No	
OTHER International Organizations							
OECD	Yes		Yes				
IOM	Yes	Yes	Yes	50%	Yes		
EBRD	No	No	No	No	Yes	No	
Aga Khan Development	Yes	Yes			Yes		

UNITED NATIONS common system organizations	OFFICIAL GENDER POLICY	SPECIAL MEASURES (for recruitment and/or promotion)	GENDER FOCAL point or task force (outside Human Resources Department)	FORMAL TARGETS	REGULAR REPORTING TO LEGISLATIVE BODY	SPECIAL PROSPECTION EFFORTS	OTHER
Network							
IDB			Yes	Under study			
BIS	No	No	No	No	No	No	
EIB	No		Yes				
ADB	Yes	No	quasi	No	No	No	

Source: "Survey and report on gender balance in the United Nations common system: note by the secretariat of the International Civil Service Commission", ICSC/63/R.11, 4 May 2006. Where responses were not provided by United Nations common system organizations, their replies to a survey on gender balance conducted by the International Civil Service Commission in 2006 were used.

138. Organizations with explicit policies, special measures and targets tend to achieve better results. An increasing number of other international not-for-profit organizations have introduced, or are considering introducing, official gender policies, special measures and formal targets.

139. Ensuring that all recruitment, promotion, and appeals bodies are gender-balanced is a good step forward. In UNDP, for example, all internal decision-making bodies must have 50/50 gender balance, and senior managers are held accountable for the implementation of its gender policy.

140. Maternity and paternity leave policies are important elements of a gender strategy. The United Nations organizations that were once leaders in maternity leave policies may have fallen behind a number of public and private sector institutions. For example, while at one time 16 weeks at full pay in the United Nations system was considered generous, increasingly employers elsewhere offer far better benefits. In a recent study on parent-friendly companies carried out by the Guardian newspaper in the United Kingdom, the best employers offered between 18 and 52 weeks for maternity leave: for example, Save the Children offers 21 weeks' on full pay; Oxfam, 18 weeks on full pay; Morgan Stanley, 26 weeks on full pay; Accenture, 9 months on full pay; Citigroup, 26 weeks on full pay; the Universities of Oxford and Manchester, 26 weeks on full pay; and British Telecom, a full year on full pay.

141. As regards paternity leave (at full pay), two weeks is largely reported as the policy of the best practice companies.[59] While paternity leave in the United Nations common system may appear more generous, it should be recalled that a large proportion of staff are geographically mobile and most often located far from extended families and support networks. In addition, the use of paternity leave may remain underutilized, owing to the existence of an organizational culture that does not encourage its use. While there are few differences between men and women as employees, women continue to be perceived as the principal parent responsible for child care.

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[59] "Guardian: supplement on the best companies to work for if you're a parent" (G2 survey), 30 July 2007.

The challenge

142.   As a result of low priority, initiatives that support the goal of gender balance do not always receive the support required. In fact, in many areas, United Nations system organizations are falling behind a number of public and private sector institutions in work/life balance and family policies. Numerous studies have documented the fact that striving for gender balance is not only an issue of equity and fairness, but also makes good business sense in terms of increased retention, motivation and organizational performance; yet, this fact does not seem to be generally understood in the United Nations system.

Good practices

143.   The UN Development Fund for Women has parallel courses for women and men in leadership to emphasize the importance of gender balance, gain support and avoid backlash.

144.   The United Nations has a good practice in the establishment of an Office of the Focal Point for Women within the Office of the Special Adviser on Gender Issues which, in addition to gender-policy development is responsible for advocacy and monitoring and providing a gender perspective in the staff selection process.

145.   The United Nations has a good practice of making funds available to cover the duties of the staff member on parental leave, rather than putting the burden on the remaining staff. Resources are allocated to hire replacement for staff members on maternity and paternity leave.

Recommendations

146.   Organizations should envisage new creative approaches in striving for gender balance, as it is apparent that past strategies have not achieved the desired goals. An explicit policy on gender parity and equality as the framework and rationale for action is therefore needed. Annex IX provides the layout of a sample gender strategy.

147.   All organizations should urgently develop and implement comprehensive and effective gender strategies along with an ongoing communication strategy that will ensure "buy in" from all stakeholders through awareness and explicit recognition of the importance of gender parity for organizational performance, especially at senior levels. Policies should be seen as benefiting all staff.   Consciousness-raising by educating staff on the benefits for organizational performance of having women in senior management positions is imperative.

148.   Regarding policy formation and implementation as well as other areas, the role of the Office of the Special Adviser on Gender Issues and Advancement of Women/the Focal Point for Women in the United Nations system requires reinforcement.

149.   Clear measures of progress of the elements of the strategy should be put in place and rigorously monitored by all organizations.

150.   Leadership must ensure that senior managers are held accountable for the implementation of their organizations' gender policies.

151.   In terms of gender architecture, the urgent establishment of a gender agency would facilitate progress towards achieving gender balance. Furthermore, Member States should be

urged to nominate more men to the Committee on the Elimination of Discrimination Against Women.

IV.   Conclusions and the way forward

152.   The United Nations is one of the world's foremost norm-setting bodies. To truly promote gender equality around the world, the Organization must first abide by the high standards it has set. As the statistics demonstrate, the United Nations has not yet attained its goal of 50/50 gender balance at all levels. While progress has undeniably been made, its pace and sometimes its scope is far from optimal, leaving unmet most of the more recent targets set by the General Assembly, unmet.

153.   Regarding the way forward, the expert group meeting has sought to succinctly articulate in six cited areas of intervention: (a) the challenges still faced by the organizations of the United Nations system; (b) good practices from around the world that are available to address these challenges by intensification or replications; and (c) recommendations to the United Nations organizations to accelerate, attain and sustain the stated goals.

154.   The United Nations is fortunate to have some good practices and success stories to serve as positive examples of progress made towards the goal of gender balance. However, there remain issues that still require renewed affirmation, clarification or new formulation and/or more effective and vigorous implementation. These need to be identified and succinctly articulated.

155.   There is also a need for autonomous, independent and strengthened capacity on gender balance throughout the United Nations system, including the Secretariat. The principle of separation of power is well established. Policymaking and monitoring must be separate from the implementation role of human resources departments. Strengthening of the autonomous, unified, system-wide advisory, advocacy, reporting and monitoring capacities of the Office of the Special Adviser on Gender Issues, including adequate staff and budgetary allocations, is crucial.

156.   The achievement of gender balance is absolutely possible. Political will can be strengthened, policies can be (re)formulated and/or more rigorously implemented, and hostile organizational cultures can be improved. It is hoped that the outcome of the Expert Group Meeting provides an evidence-based map of the way forward.

ANNEXES

ANNEX I

Composition of the expert panel

A. EXPERTS

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B. OBSERVERS

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International Civil Service Commission

Ms. Tracy Brown
International Atomic Energy Agency

Ms. Valerie Nadrai
World Health Organization

Ms. Haverly Damon
United Nations Children's Fund

Ms. Xuesong Shen
United Nations Educational Scientific and
Educational Organization

Ms. Yasmina Djacta
UN-HABITAT

Ms. Bharati Silawal
International Civil Service Commission

Ms. Ghada Gleeson
United Nations Relief and Works Agency

Ms. Daniela Simioni
Regional Commissions
New York Office

Ms. Ruth Grove
World Food Programme

Mr. Wolfgang Stockl
International Civil Service Commission

Ms. Soknan Han Jung
United Nations Development Programme

Ms. Aruna Thanabalasingam
United Nations Development Programme

Ms. Rikka Karttunen
Mission of Finland to the United Nations

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Ms. Luciana Vaccotti
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Consultant
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Former Director, United Nations system Chief Executives Board

Office of the Focal Point for Women

Ms. Nebahat Bayrakcioglu
Intern

Ms. Marilyn Dawson
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Ms. Aparna Mehrotra
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Ms. Janaki Murthy
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Ms. Pamel O'Leary
Intern

ANNEX II

ABBREVIATIONS

UNITED NATIONS COMMON SYSTEM ORGANIZATIONS

FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICAT	International Training Centre of the ILO (formerly International Centre for Advanced Technical and Vocational Training)
ICJ	International Court of Justice
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
ITC	International Trade Centre (UNCTAD/WTO)
ITU	International Telecommunication Union
PAHO	Pan American Health Organization
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNWTO	World Tourism Organization
UNU	United Nations University
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization

WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

OTHER UNITED NATIONS ORGANIZATIONS

IMF	International Monetary Fund
WB	World Bank
WTO	World Trade Organization

OTHER INTERNATIONAL ORGANIZATIONS

ADB	Asian Development Bank
AKDN	Aga Khan Development Network
BIS	Bank for International Settlements
EBRD	European Bank for Reconstruction and Development
ECB	European Central Bank
EIB	European Investment Bank
IDB	Inter-American Development Bank
IOM	International Organization for Migration
OECD	Organization for Economic Cooperation and Development

ANNEX III

GLOSSARY

The **Chief Executives Board for Coordination** (CEB). Created in 1948 to ensure cooperation and coordination of the whole range of the substantive and management issues which face the United Nations system. CEB is chaired by the Secretary-General of the United Nations and composed of the Executive Heads of all 29 United Nations system organizations.

Grade levels. The Professional and higher categories comprise five Professional grades (P-1 to P-5), two Director levels (D-1, D-2) and the levels of Assistant Secretary-General and Under-Secretary-General (terminology may vary from organization to organization; for example, some use Assistant Director-General and Deputy Director-General).

High-Level Committee on Management. The principal inter-agency body of CEB for coordination and cooperation in all areas of management.

United Nations common system. A term that refers to those organizations that apply the common system of salaries and allowances established by the United Nations General Assembly on the recommendation of the International Civil Service Commission. The International Monetary Fund, World Bank and World Trade Organization are not part of the United Nations common system; and for this reason, detailed staff data on them is not available.

ANNEX IV
General Assembly Resolutions on the representation of women in the United Nations system

Resolution	Date	Goal for representation of women	Target date
2715 (XXV) (Third Committee)	15 December 1970	The General Assembly urged the United Nations to take appropriate measures to ensure equal opportunities for the employment of qualified women in senior and other professional positions (para.2); Requested the Secretary-General to include in his report to the General Assembly on the composition of the Secretariat data on the employment of women at the senior and other Professional levels, including their numbers and the positions they occupy (para. 3).	
3009 (XXVII) (Third Committee)	18 December 1972	Requested the Secretary-General to include in his annual report to General Assembly on the composition of the Secretariat more comprehensive data on the employment of women in the secretariats of the organizations in the United Nations system, so as to show the nature of posts and types of duties performed by women at the Professional and policy making levels (para. 2); Urged once again the organizations in the United Nations system to take or continue to take appropriate measures, including more extensive publicizing of the right of individuals personally to apply for vacant positions, in order to ensure equal opportunities for the employment of qualified women at the senior and Professional levels and in policy-making positions (para. 3).	
3352 (XXIX) (Fifth Committee)	18 December 1974	Requested the Secretary-General as well as the executive heads of all organizations within the United Nations system to take all necessary measures in order to ensure, in accordance with the Charter of the United Nations, bearing in mind in particular Article 101 paragraph 3, of the Charter, that an equitable balance between men and women staff members be achieved before the end of the Second United Nations Development Decade at all levels in the United Nations systems (para. 1);.	Before the end of the Second United Nations Development Decade

Resolution	Date adopted	Goal for representation of women	Target date
3352 (XXIX)	18 December 1974	The Secretary-General was also requested to continue to include in his reports on the composition of the Secretariat submitted to the General Assembly comprehensive data on the employment of women in the secretariats of organizations within the United Nations system, so as to indicate clearly the nature of posts and types of duties performed by women at Professional and policymaking levels and their nationality composition, bearing in mind the principle of equitable geographical distribution (para. 4).	
3416 (XXX) (Fifth Committee)	8 December 1975	The General Assembly reaffirmed that equitable distribution of the positions between men and women in the Secretariat is a major principle governing the recruitment policy of the United Nations (para.1); Requested the Secretary-General to include in his report on personnel questions to the General Assembly at its thirty-first session information on steps taken to improve the status and conditions of service of women in the Secretariat and on other action taken pursuant to the resolution, (para. 6).	
31/26 (Fifth Committee)	29 November 1976	The Secretary-General was requested to ensure, through all appropriate measures, equal opportunity for the promotion of women in the Secretariat, without any discrimination based on sex (para.6).	
33/143 (Fifth Committee)	20 December 1978	The General Assembly requested the Secretary-General to take the necessary measures to increase the number of women in posts subject to geographical distribution to 25 per cent of the total over a four-year period in accordance with the principle of equitable geographical distribution and requested other United Nations organizations similarly to establish targets for that purpose. (sect III, para.1).	1982
35/210 (Fifth Committee)	17 December 1980	The General Assembly requested the Secretary-General to increase the proportion of women, particularly at the senior levels, so as to meet the target set in its resolution 33/143.	

Resolution	Date adopted	Goal for representation of women	Target date
37/235 B (Fifth Committee)	21 December 1982	Secretary-General was requested to intensify his efforts to implement fully section III of General Assembly resolution 33/143 and section V of General Assembly resolution 35/210, keeping in mind that the 25 per cent target set should not be viewed as limit on the number of women employed and paying particular attention to those areas of the United Nations where compliance with the resolution has lagged behind (para. 1). The Secretary-General was called upon to include in his annual report on the composition of the Secretariat statistical analyses on the number and percentage of women by nationality on all promotion registers and appointment lists, identifying both ad hoc and accelerated promotions as well as normal promotions and specifying what percentage of those eligible for promotion, actually promoted and appointed from outside, within each grade, are women with a view to ensuring that women have equal opportunity for advancement and appointment, particularly at the higher levels (para. 2).	
38/231 (Fifth Committee)	20 December 1983	Secretary-General was called upon to continue to make every effort to ensure the implementation of the provisions of the previous resolutions of the General Assembly, in particular resolutions 33/143, 35/210, and 37/235 (para.2).	
39/245 (Fifth Committee)	18 December 1984	Reaffirmation of resolutions 33/143, 35/210, 37/235, and 38/231 General Assembly took note of the decision of the Secretary-General to designate, on a temporary basis, a senior official with the title of Coordinator for the Improvement of the Status of Women in the Secretariat of the United Nations, to review the situation of women in the Secretariat and to make proposals for its improvement, in the framework of the report of the Secretary-General to be submitted to the General Assembly at its fortieth session, requested that the Coordinator function within the office of personnel services; requested further that the Office of Personnel Services ensure that the	

Resolution	Date adopted	Goal for representation of women	Target date
39/245 (Fifth Committee)	18 December 1984	Coordinator was provided with all necessary assistance for the effective carrying out of all tasks assigned to the Coordinator and noted that the Office of Personnel Services would continue to be responsible for the implementation of General Assembly directives and Secretary-General's policies in personnel matters, for the formulation and application of personnel policy and for the recruitment and administration of all staff (para. 5).	
258 B (Fifth Committee)	18 December 1985	Secretary-General was requested to take all necessary measures to increase the number of women in posts subjects to geographical distribution with a view to achieving to the extent possible, an overall participation rate of 30 per cent of the total by 1990, without prejudice of the equitable geographical distribution of posts (para.3).	1990
41/206 (Fifth Committee)	11 December 1986	General Assembly reaffirmed resolution 40/258B (para.9).	1990
42/220 C (Fifth Committee)	21 December 1987	Secretary-General was requested to continue his efforts and consider the introduction of additional measures, if necessary, in order to increase the number of women in posts subjects to geographical distribution with a view to achieving, to the extent possible, an overall participation rate of 30 per cent of the total by 1990, without prejudice of the equitable geographical distribution of posts, as was requested in paragraph 3 of resolution 40/258 B of 18 December, 1985 (para.5).	1990
43/224 C (Fifth Committee)	21 December 1988	The General Assembly reaffirmed resolution 40/258B. Urged the Secretary-General to increase his efforts to ensure an equitable representation of women from developing countries in posts subject to geographical distribution (para. 3);	1990

Resolution	Date adopted	Goal for representation of women	Target date
43/224 C (Fifth Committee)	21 December 1988	Secretary-General was requested to intensify his efforts to increase the percentage of women in posts of senior and policy-formulating levels, in particular the number of women from developing countries in those posts (para. 4).	
44/75 (Third Committee)	8 December 1989	Reaffirmation of resolution 40/258 B (para.1); Secretary-General was requested to submit to the General Assembly to its forty-fifth session, through the appropriate bodies, including the Commission on the Status of Women at its thirty-fourth session, an outline of a programme for the improvement of the status of women in the Secretariat for the period 1991-1995, based on specific goals and appropriate monitoring to ensure a substantially higher rate of participation by women from all geographic regions, especially in senior- level posts, by 1995 (para.5).	1995
44/185 C (Fifth Committee)	19 December 1989	General Assembly reaffirmed goal of 30 per cent by 1990 and to the extent possible to 35 per cent by 1995, particularly in senior policy-level and decision-making posts; General Assembly urged the Secretary-General to strengthen his efforts to increase the number of women in posts subject to geographical distribution, in particular at the senior and policy-formulating levels, with a view to achieving to the extent possible, an overall participation rate of 30 per cent of the total by 1990, taking into account the principle that paramount consideration would be the necessity of securing the highest standards of efficiency, competence and integrity and with full respect for the principle of equitable geographical distribution (para.2); Requested the Secretary-General to increase the representation of women from developing countries, including in particular at the senior and policy-formulating level; Requested the Secretary-General to include in his report to the General Assembly at its forty-fifth session information on, inter alia, recommendations for future action, including his approach to the setting of new targets for the period 1991-1995 (para. 7f).	1995

Resolution	Date adopted	Goal for representation of women	Target date
44/185 C (Fifth Committee)	19 December 1989	General Assembly requested the Secretary-General to increase the representation of women in senior and policy-formulating levels, in particular the number of women from developing countries in those posts (para.3). Also requested the Secretary-General to report in the future on all aspects of the status of women in the Secretariat in one single document, taking into account the importance of comprehensiveness, transparency and analysis in the presentation (para.6).	

Resolution	Date Adopted	Goal for representation of Women	Target Date
45/239 (Fifth Committee)	21 December 1990	General Assembly urged the Secretary-General to continue his efforts to increase the number of women in the posts subject to geographical distribution, particularly in senior policy-level and decision making posts, in order to achieve an overall participation rate of 30 per cent by the end of 1990 to the extend possible 35 per cent by 1995, taking into account the principle that the paramount consideration shall be the necessity of securing the highest standards of efficiency, competence and integrity with full respect for the principle of equitable geographical distribution (para.2); Reiterated its request that the Secretary-General make every effort to increase the representation of women from developing countries in particular at the D-1 level and above (para.4); Further requested the Secretary-General to include in the action programme for the advancement of women in the Secretariat for the period 1991-1995: (a) a comprehensive evaluation and analyses by the Secretariat of the main obstacles to the improvement of the status of women in the Organization; (b) proposed measures to overcome the underrepresentation of women from certain Member States; and (c) a detailed programme of activities, including monitoring procedures and a timetable for their completion (para.7).	1995
46/100 (Third Committee)	16 December, 1991	General Assembly reaffirmed resolutions 44/125 C and 45/239; Urged the Secretary-General to increase the number of women employed in the Secretariat from developing countries and other countries that have a low representation of women (para. 2); Requested the Secretary-General to ensure that a comprehensive study of the barriers to the advancement of women and the action programme for the period 1991-1995 were submitted to the General Assembly at its forty-seventh session and that a progress report was given to the Commission on the Status of women at its thirty-sixth session (para. 5).	1995

Resolution	Date adopted	Goal for representation of women	Target Date
47/93 (Third Committee)	16 December 1992	General Assembly reaffirmed resolutions 45/125, 45/239 C and 46/100 (para.2).	1995
47/226 (Fifth Committee)	8 April 1993	General Assembly noted the intention of the Secretary-General to bring the gender balance in policy-level positions as close as possible to 50:50 by the fiftieth anniversary of the United Nations. Urged the Secretary-General to implement the action programme contained in his report on improvement of the status of women in the Secretariat designed to overcome the obstacles to the improvement of the status of women in the Secretariat (para. 1).	2000
48/106 (Third Committee)	20 December, 1993	Urged the Secretary-General to implement fully the plan of action to improve the status of women in the Secretariat by 1995, noting that his visible commitment was essential to the achievement of the targets set by the General Assembly (para. 1); Reaffirmed resolutions 45/125, 45/239 C, 46/100 and 47/226 calling for achievement of an overall participation rate of 35 per cent by 1995 and 25 per cent in post D-1 and above by 1995 (para.3); Urged the Secretary-General to increase the number of women employed in the Secretariat from developing countries, particularly those which are unrepresented or underrepresented and from other countries that have a low representation of women, including countries in transition (para.b).	1995
49/167 (Third Committee)	23 December 1994	General Assembly reaffirmed resolutions 45/125, 45/239 C, and 46/100 and 47/226 (para.5).	1995/2000

Resolution	Date adopted	Goal for Representation of women	Target date
49/22 (Fifth Committee)	23 December 1994	The General Assembly urged the Secretary-General to implement fully the strategic plan of action for the improvement of the status of women in the Secretariat 1995-2000 (section III, para.2).	1995/2000
50/164 (Third committee)	22 December 1995	The General Assembly called upon the Secretary-General to fulfill his target, reaffirmed by the Fourth World Conference on Women, of having women hold 50 per cent of managerial and decision-making positions by the year 2000 (para.4); Reaffirmed resolution 48/106 (para. 8); Requested the Secretary-General to ensure that equal employment opportunities existed for all staff (para. 9).	2000
51/67 (Third Committee)	12 December, 1996	The General Assembly reaffirmed the goal of 50/50 gender distribution by the year 2000, and expressed its concern that this goal might not be met, especially at policy-making and decision-making levels (D-1 and above) (para.3); Urged the Secretary-General to increase the number of women employed in the Secretariat from developing countries, including at the D-1 level and above, particularly those that were unrepresented or underrepresented and from countries that had a low representation of women, including countries with economies in transition (para.9); Requested the Secretary-General to report on progress made on the status of women in the Secretariat to the Commission on the Status of Women at its forty-first session and to the General Assembly at its fifty-second session (para. 10).	2000

Resolution	Date adopted	Goal for representation of Women	Target date
51/226 (Fifth Committee)	3 April 1997	The General Assembly reaffirmed resolution 51/67 (sect III. C).	2000
52/96 (Third Committee)	12 December 1997	The General Assembly reaffirmed resolution 51/67 (para.2).	2000
53/119 (Third Committee)	9 December 1998	The General Assembly reaffirmed resolution 51/67 (para.2); Requested the Secretary-General to report on the implementation of the resolution, by providing statistics on the number and percentage of women in all organizational units and at all levels throughout the United Nations system and on the implementation of gender action plans, to the Commission on the Status of Women at its forty-third session and to the General Assembly at its fifty-fourth session (para.13).	2000
53/221 (Fifth Committee)	7 April 1999	The General Assembly reaffirmed resolutions 51/67 and 53/119 (section x, para.3).	2000
54/139 (Third Committee)	17 December 1999	The General Assembly reaffirmed resolution 51/67 (para.2).	
55/69 (Third Committee)	4 December 2000	The General Assembly reaffirmed resolution 51/67 (para. 2).	

Resolution	Date adopted	Goal of representation for Women	Target date
55/258 (Fifth Committee)	14 June 2001	The General Assembly reaffirmed the provisions of section X of its resolution 53/221, and recalled its resolution 55/69 (section XIV, para.1); Urged the Secretary-General to intensify his efforts to achieve the goal of 50/50 gender distribution reaffirmed in section X, paragraph 3, of resolution 53/221 (para.2).	
56/127 (Third Committee)	19 December 2001	The General Assembly Reaffirmed resolution 51/67 (para. 2); Requested the Secretary-General to report on the implementation of the resolution, including by providing up-to-date statistics on the number and percentage of women in all organizational units and at all levels throughout the United Nations system, and on the implementation of departmental action plans for the achievement of gender balance, to the Commission on the Status of Women at its forty-sixth session and to the General Assembly at its fifty-seventh session (para. 11).	
57/180 (Third Committee)	18 December 2002	The General Assembly reaffirmed resolution 51/67 (para. 3);	
57/180 (Third Committee)	18 December 2002	The General Assembly requested the Secretary-General to report to the Commission on the Status of Women at its forty-seventh session and to the General Assembly at its fifty-eighth session on the implementation of the resolution, including by providing up-to-date statistics on the number and percentage of women in all organizational units and at all levels throughout the United Nations system, as well as gender-segregated attrition rates for all organizational units and at all levels, and on the implementation of departmental action plans for the achievement of gender balance (para.11).	

Resolution	Date Adopted	Goal for Representation of Women	Target Date
58/144 (Third Committee)	22 December 2003	The General Assembly reaffirmed resolution 51/67 (para.3); The General Assembly strongly encouraged the Secretary-General, in the context of his commitment to set concrete targets for the appointment of women as his special representatives and special envoys in order to reach the target of 50/50 gender balance by 2015, to intensify his efforts to appoint more women as special representatives and envoys to pursue good offices on his behalf, especially in matters related to peacekeeping, peace-building, preventive diplomacy and economic and social development, as well as in operational activities, including appointment as resident coordinators, and to appoint more women to other high-level positions (para. 7); Requested the Secretary-General to provide a verbal update to the Commission on the Status of Women at its forty-eighth session and to report to the General Assembly at its fifty-ninth session on the implementation of the resolution, including by providing up-to-date statistics on the number and percentage of women in all organizational units and at all levels throughout the United Nations system, as well as gender-segregated attrition rates for all organizational units and at all levels, as well as on the implementation of departmental human resource action plans, in particular for the achievement of the gender targets (para. 11).	2015
59/164 (Third Committee)	20 December 2004	The General Assembly reaffirmed resolution 58/144 (para. 9). The General Assembly urged the Secretary-General and the executive heads of the organizations of the United Nations system to redouble their efforts to realize significant progress towards the goal of 50/50 gender distribution in the very near future (para.11).	

Resolution	Date adopted	Goal for representation of Women	Target Date
59/266 (Fifth committee)	23 December 2004	The General Assembly reaffirmed resolution 51/67 (para.1).	
61/145 (Third committee)	19 December 2006	The General Assembly requested the Secretary-General to review and redouble his efforts to make progress towards achieving the goal of 50/50 gender balance at all levels in the Secretariat and throughout the United Nations system, with full respect for the principle of equitable geographical distribution, in conformity with Article 101, paragraph 3, of the Charter of the United Nations, considering in particular women from developing and least developed countries, from countries with economies in transition and from unrepresented or largely underrepresented Member States, and to ensure managerial and departmental accountability with respect to gender balance targets, and strongly encourages Member States to identify and regularly submit more women candidates for appointment to positions in the United Nations system, especially at more senior and policymaking levels, (para.21);	
61/244 (Fifth committee)	22 December 2006	The General Assembly reaffirmed resolution 51/67 (section XI, para.1); The General Assembly requested the Secretary-General to increase his efforts to attain and monitor the goal of gender parity in the Secretariat, in particular at senior levels, and in this context, to ensure that women, especially those from developing countries and countries with economies in transition, are appropriately represented within the Secretariat, and to report thereon to the General Assembly at its sixty-third session (para. 4).	

Source: Office of the Focal Point for Women (August 2007).

ANNEX V
Flexible Workplace Practices and Family-Related Leave Practices

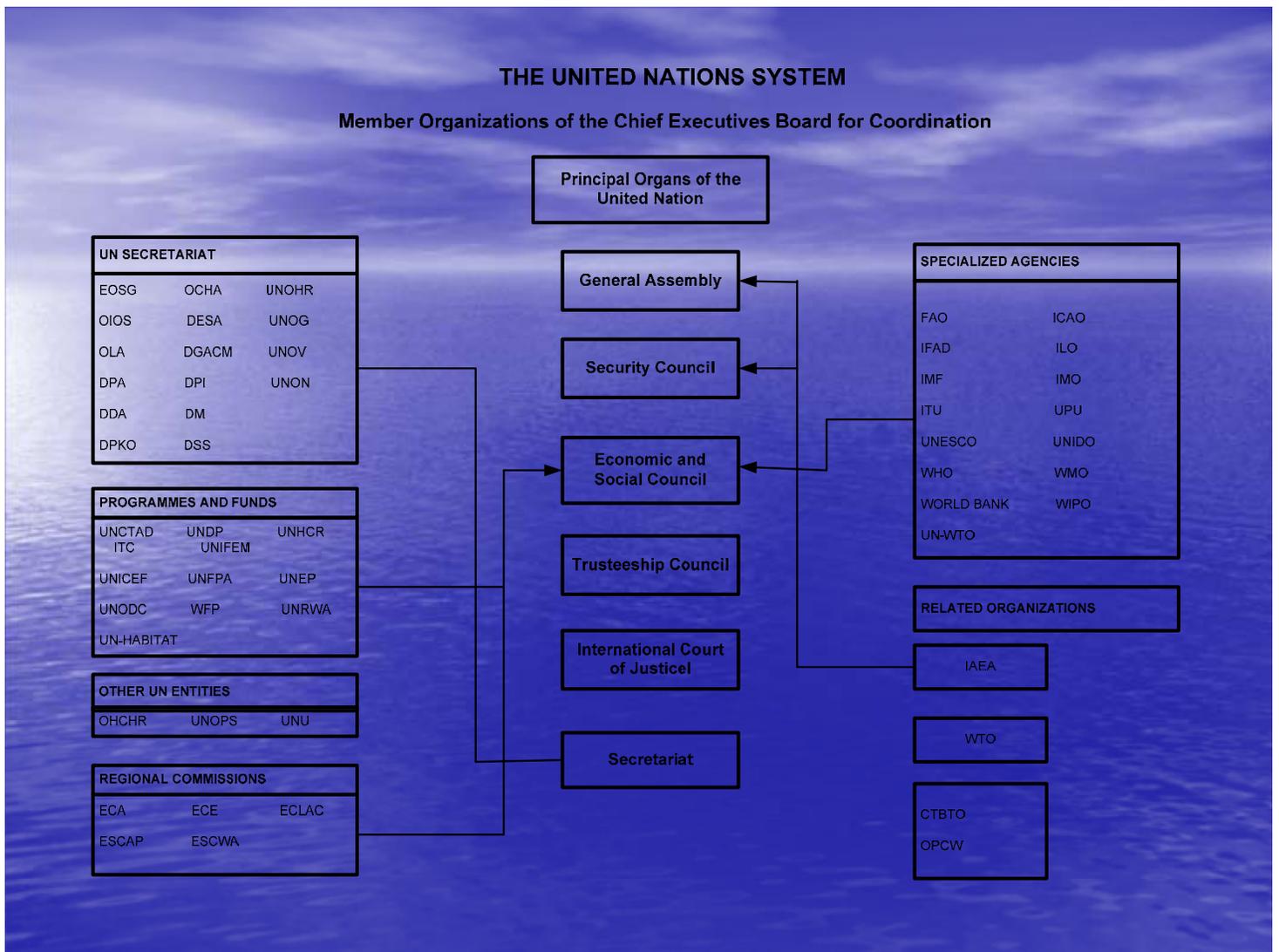| UN COMMON SYSTEM ORGANIZATION	Flexi-time	Job Sharing	Part-Time Work	Tele-Commuting	Compressed w/week	Family Leave: Paid (per year)	Family Leave: Unpaid	Compassionate Leave(PAID)	Maternity Leave (PAID)	Paternity Leave (PAID)	ADOPTION Leave
UN	Yes	Yes	Yes			Up to 7 days uncertified sick leave may be used	Yes	No	Yes (16 weeks)	Yes (4 weeks)	Yes (8 weeks)
UNDP	Yes	Yes	Yes	Yes	Yes	Up to 7 days uncertified sick leave may be used	Yes	No	Yes (16 weeks)	Yes (4 weeks)	Yes (8 weeks)
UNICEF	Yes	Yes	Yes	Yes	Yes	Up to 7 days uncertified sick leave may be used	Yes	No	Yes (16 weeks)	Yes (4 weeks)	Yes (8 weeks)
UNHCR	Yes	Yes (pilot)	Yes (pilot)	No	No	Up to 7 days uncertified sick leave may be used	Yes	No	Yes (16 weeks)	Yes (4 weeks)	Yes (8 weeks)
UNFPA	Yes		Yes	Yes	Yes	Up to 7 days uncertified sick leave may be used	Yes	No	Yes (16 weeks)	Yes (4 weeks)	Yes (8 weeks)
UNOPS											
UNRWA	No	No	No	No	No	Up to 7 days uncertified sick leave may be used	Yes	No	Yes (16 weeks)		
UNAIDS	Yes	Yes	Yes			Up to 7 days uncertified sick leave may be used	Yes	Yes (3 days for death in immediate family + 2 if travel involved)	Yes (16 weeks)	Yes (4 weeks)	Yes (8 weeks)
ITC	Yes		Yes (50 or 80%)	Yes	Yes	Up to 7 days uncertified sick leave may be used	Yes	No	Yes (16 weeks)	Yes (4 weeks)	
ILO	Yes	No	Yes (50 or 80%)	No	No	Up to 7 days uncertified sick	Yes	Yes (3 days for death in immediat	Yes (16 weeks)	Yes (4 weeks)	Yes (8 weeks)

UN COMMON SYSTEM ORGANIZATION	Flexi-time	Job Sharing	Part-Time Work	Tele-Commuting	Compressed w/week	Family Leave: Paid (per year)	Family Leave: Unpaid	Compassionate Leave(PAID)	Maternity Leave (PAID)	Paternity Leave (PAID)	ADOPTION Leave
						leave may be used		e family + 2 if travel involved)			
WFP	Yes	Yes	Yes (50 or 80%)	Yes	No	Up to 7 days uncertified sick leave may be used	Yes	Yes (3 days for death in immediate family + 2 if travel involved)	Yes (16 weeks)	Yes (up to 10 weeks)	Yes (8 weeks)
WHO	Yes	Yes	Yes (range from 50-90%)			Up to 7 days uncertified sick leave may be used	Yes	Yes (3 days for death in immediate family + 2 if travel involved)	Yes (16 weeks)	Yes (4 weeks)	Yes (8 weeks)
PAHO	Yes			No	No	Up to 7 days uncertified sick leave may be used	Yes	Yes (3 days for death in immediate family + 2 if travel involved)	Yes (16 weeks)	Yes (4 weeks)	Yes (8 weeks)
FAO	Under study	Under study	Yes	Yes	No	Up to 7 days uncertified sick leave may be used	Yes	Yes (3 days for death in immediate family)	Yes (16 weeks)	Yes (4 weeks)	Yes (8 weeks)
UNESCO	Yes	Yes	Yes	Pilot planned	No	Up to 7 days uncertified sick leave may be used	Yes	No	Yes (16 weeks)	Yes (8 weeks), but under review to align with GA decision	Yes (8 weeks)
ITU	Yes	Yes	Yes (range from 50-90%)	No		Up to 7 days uncertified sick leave may be used	Yes	1 day	Yes (16 weeks)		
WMO	Yes					Up to 7 days uncertified sick leave may be used	Yes	1 day	Yes (16 weeks)	Yes (4 weeks)	
ICAO	Yes	No	Yes	No	No	Up to 7 days uncertified sick leave may be used	Yes	No	Yes (16 weeks)	Yes (2 weeks)	Ad hoc
UNIDO	Yes		Yes (50 or				Yes	No	Yes (16 weeks)		

UN COMMON SYSTEM ORGANIZATION	Flexi-time	Job Sharing	Part-Time Work	Tele-Commuting	Compressed w/week	Family Leave: Paid (per year)	Family Leave: Unpaid	Compassionate Leave(PAID)	Maternity Leave (PAID)	Paternity Leave (PAID)	ADOPTION Leave
			80%)								
WIPO	Yes		Yes (50 or 80%)			Up to 3 days per case	Yes	Yes (3 days for death in immediate family)	Yes (16 weeks)		
UPU	Yes	No	Yes (normally 50 or 80%)	No	No	Up to 7 days uncertified sick leave may be used	Yes	Yes (1-3 days)	Yes (16 weeks)	Yes (2 weeks)	Yes (2 weeks)
IAEA	Yes		Yes (50 or 80%)	Yes				Yes (2 days death of immediate family member; 1 day for marriage or father for childbirth)	Yes (16 weeks) and can be combined with part-time work	Yes (4 weeks)	Yes (16 weeks for female, 8 weeks for male)
OTHER UN											
WTO			Yes (50 or 80%)	Yes			Yes	Yes (3 days for death in immediate family + travel time)	Yes (16 weeks)	Yes (4 weeks)	Yes (8 weeks)
WORLD BANK	Yes	Yes	Yes	Yes (not most short (term consultants)	Yes	5 days	Yes	Yes (3 days)	Yes (60 days)	Yes (5 days)	Yes (60 days)
IMF	Yes	Yes	Yes	No				Yes, (3 days for maximum of 2 occurrences)	Yes (60 days, 30 days may be taken on part time)	Yes (5 days and another 35 working days if father primary care giver such as when mother must return to work)	Same as maternity and paternity provisions

OTHER INT'L ORGANIZATIONS	FLEXITIME	JOB SHARING	PART TIME WORK	TELECOMMUTING	COMPRESSED W/WEEK	FAMILY LEAVE: PAID (per year)	FAMILY LEAVE: UNPAID	COMPASSIONATE LEAVE (PAID)	MATERNITY LEAVE (PAID)	PATERNITY LEAVE (PAID)	ADOPTION LEAVE
OECD	Yes	Yes	Yes	Yes							
IOM	Yes										
EBRD	Yes	Yes	Yes	Yes	No	1-3 days depending on event	Yes	(see family leave)	Yes (18 weeks)	10 days	From adoption until child is 18 weeks old
AKDN	Yes	No	Yes	No	Yes			1-4 days depending on event	Yes (16 weeks)	11 days	10 weeks
BIS	Yes	Yes	Yes	Yes	Yes	No	Yes (14 wk per child)	Yes (3 days marriage, 4 days if non local for death of immediate family)	Yes (14 weeks)	2 days	8 weeks
EIB	Yes	Yes	Yes (50% or 75% on a daily, weekly or monthly basis)	Yes	No	Yes but 2 months notice needed (1st month at half basic salary)	Yes (from 1 month to 3 years)	Yes (3-5 days in case of death or serious illness of spouse or close relative)	Yes (20 weeks)	No	10 weeks for adoptive mothers, 4 days for adoptive fathers
ECB	Yes		Yes								
ADB	Yes	No	No	No	No	5 days as part of sick leave entitlement	AD HOC	Yes (3 days in case of death of immediate family member)	Yes (12 weeks)	No	No

ANNEX VI

Organization chart of the United Nations system

THE UNITED NATIONS SYSTEM

Member Organizations of the Chief Executives Board for Coordination

Principal Organs of the United Nation

UN SECRETARIAT		
EOSG	OCHA	UNOHR
OIOS	DESA	UNOG
OLA	DGACM	UNOV
DPA	DPI	UNON
DDA	DM	
DPKO	DSS	

PROGRAMMES AND FUNDS		
UNCTAD	UNDP	UNHCR
ITC	UNIFEM	
UNICEF	UNFPA	UNEP
UNODC	WFP	UNRWA
UN-HABITAT		

OTHER UN ENTITIES		
OHCHR	UNOPS	UNU

REGIONAL COMMISSIONS		
ECA	ECE	ECLAC
ESCAP	ESCWA	

General Assembly

Security Council

Economic and Social Council

Trusteeship Council

International Court of Justicel

Secretariat

SPECIALIZED AGENCIES	
FAO	ICAO
IFAD	ILO
IMF	IMO
ITU	UPU
UNESCO	UNIDO
WHO	WMO
WORLD BANK	WIPO
UN-WTO	

RELATED ORGANIZATIONS
IAEA
WTO
CTBTO
OPCW

Source: Chief Executives Board

ANNEX VI

Measures emanating from the analysis of the causes of the slow advancement of women

Sources:
Phase I, the Secretariat (2008) and Phase II (the UN system,
Improvement of the status of women in the United Nations system- Report of the Secretary-General
(A/59/357) 20 September 2004

In its resolution 57/180 of 30 January 2003 (para. 6(i)), the General Assembly requested the Secretary-General to undertake further analysis of the probable causes of the slow advance in the improvement of the status of women in the United Nations system, as outlined in paragraph 56 of his report A/57/447.

In resolution 58/144 of 14 February 2004 (para. 5(h)), the Assembly welcomed the preparation of a research-based analysis by the Office of the Special Adviser on Gender Issues and Advancement of Women to be presented to the General Assembly at its fifty-ninth session, of the probable causes of the slow advancement in the improvement of the status of women in the United Nations system, with a view to elaborating new strategies for achieving gender parity.

In resolution 59/164 of 10 February 2005, the General Assembly reaffirmed its resolution 58/144.

Intervention area	**Phase 1 – Analysis of the slow causes of advancement of women in the Secretariat** Measures from the 2004 report of the Secretary-General on the improvement of the status of women in the United Nations system. (A/59/357).	Phase II – **Analysis of the slow causes of advancement of women in the United Nations system** Measures from the 2006 report of the Secretary-General on the improvement of the status of women in the United Nations system (A/61/318).
1. Gender - planning statistics		Measure 3. Implementing a quarterly or semi-annual monitoring system which incorporates all relevant gender balance data into an overall workforce planning report at both organizational and unit manager level. Measure 4. Incorporating comprehensive empirical data into monitoring reports, such as gender representation at each stage of the recruitment and selection process, gender differences in performance appraisal ratings and promotion rates in order to highlight where positive action is needed.

Intervention area	Phase 1 – **Analysis of the slow causes of advancement of women in the Secretariat** Measures from the 2004 report of the Secretary-General on the improvement of the status of women in the United Nations system (A/59/357)	Phase II – **Analysis of the slow causes of advancement of women in the United Nations System** Measures from the 2006 report of the Secretary-General on the improvement of the status of women in the United Nations system (A/61/318)
2. Recruitment	Measure 3. Central review bodies to review, in consultation with departmental focal points, the formulation of education, work experience and evaluation criteria in the vacancy announcements in order to ensure that they are sufficiently broad.	
3. Selection	Measure 5. The Office of Human Resources Management and the Office of the Special Adviser on Gender Issues and Advancement of Women, in consultation with heads of department or office, central review bodies and departmental focal points, to develop effective special measures adapted to the current staff selection system. These measures may be applied in reverse if the gender imbalance in the department or office is in the opposing direction. Measure 6. Strengthen the mandate of the central review bodies to: (a) Monitor the achievement of departmental geography and gender targets on a case-by-case basis, paying special attention to qualified women candidates, particularly from non-represented and underrepresented countries, on the list of recommended candidates and/or qualified women candidates from the pool of applicants who were not interviewed; (b) Require programme managers to justify their selection decisions to the Office of Human Resources Management in departments with gender imbalance, when no women are among the recommended	Measure 7. Adopt binding special measures to select an equally or better qualified female candidate until the 50/50 representation target is reached.

candidates;	
(c) Strongly encourage programme managers to select women candidates when their qualifications are the same as those of male candidates;	Measure 9. Promulgate terms of reference for gender focal points that legitimize their role and include their participation in selection processes to ensure an incorporation of gender policy
(d) Encourage programme managers to select women from the roster of candidates pre-approved by central review bodies.	
Measure 7. To facilitate the work of the central review bodies, prior to making submissions to the bodies, departmental focal points for women should:	
(a) Have access via the Galaxy system to applications from women candidates applying for vacancies in their department or office;	
(b) Assist programme managers to formulate and review the evaluation criteria in the vacancy announcements before they are submitted to the central review bodies and to select qualified women candidates to be interviewed, and ensure that interview panels are gender balanced and that departmental focal points participate as members of those panels;	
(c) Review the list of recommended candidates and systematically submit comments to the central review bodies directly or through the Office of the Special Adviser on Gender Issues and Advancement of Women (who serves in an advisory capacity on the central review bodies), if qualified women candidates are not included on the list;	
(d) Participate in the discussion, finalization and monitoring of the gender targets in their department's human resource action plans.	

Intervention area	Phase 1 – Analysis of the slow causes of advancement of women in the Secretariat Measures from the 2004 report of the Secretary-General on the improvement of the status of women in the United Nations system (A/59/357)	Phase II – Analysis of the slow causes of advancement of women in the UN System Measures from the 2006 report on the improvement of the status of women in the United Nations system (A/61/318)
4. Career progression for staff at the professional and higher categories	Measure 33. Mandate succession planning at the department level. Measure 34. Ensure that formal selection processes are followed for all Professional posts and develop formal and transparent selection processes for high- level appointments. Measure 35. Analyse data by department on performance appraisals to determine whether there are systematic gender differences in performance ratings that may have an impact on promotion rates for women.	Measure 12. Prepare succession plans for all posts becoming vacant due to retirement. Measure 13. Create transparent selection processes, including assessment procedures for senior posts.
6.Accountability	Measure 22. The Office of Human Resources Management should include indicators related to gender equality, such as gender balance and gender sensitivity in performance appraisals for programme managers. Measure 23. Establish a system of clearly defined responsibilities for gender balance at all levels of the Secretariat. Enforce accountability for those departments that consistently fail to meet gender distribution targets.	Measure 30. Include indicators, such as gender balance and gender-sensitivity, in performance appraisals for all line managers. Measure 28. Establish a system of clearly defined responsibilities for gender balance at all levels in the organizations. Measure 29. Enforce accountability at senior management levels with consequences for consistently failing to meet gender balance targets.
7. Working climate and culture	Measure 12. Incorporate gender-related indicators and questions on separation/retention issues, work/life balance and managerial culture into exit interviews.	Measure 27. Incorporate gender-related indicators on separation and retention issues, work/life balance and managerial culture into exit interviews.

	Measure 27. Foster an organizational culture, through intensified and continuing departmental training and advocacy by the Secretary-General, the Office of Human Resources Management, the Office of the Special Adviser, senior managers and departmental focal points, that advocate the benefits of gender sensitivity and work/life balance for all employees, with a particular focus on managers.	Measure 25. Foster an organizational culture, supported visibly by the senior management team, that advocates the benefits of work/life balance for all employees, with a particular focus on managers. Measure 26. Include gender- sensitivity indicators on fostering conducive to work/life balance in performance evaluations.
	Measure 28. Develop and promulgate multiple measures of productivity independent of the time variable and based on output.	Measure 24. Develop and promulgate multiple measures of productivity independent of the variables of time and physical location, based on output.

Sources: Reports of the Secretary-General on the improvement of the status of women in the United Nations system (A/59/357, dated 20 September 2004 and a/61/318, dated 7 September 2006).

Status of women in the Secretariat at a glance

P-2	P-3	P-4	P-5	D-1	D-2	ASG	USG
Representation of women (percentage terms)							
45.4 (1998) 49.0 (2006) 3.6 (total increment) 0.5 (average annual increment)	39.4 (1998) 41.4 (2006) 2.0 (total increment) 0.3 (average annual increment)	32.3 (1998) 35.9 (2006) 2.6 (total increment) 0.5 (average annual increment)	29.3 (1998) 30.7 (2006) 1.4 (total increment) 0.2 (average annual increment)	23.7 (1998) 25.3 (2006) 1.6 (total increment) 0.2 (average annual increment)	18.8 (1998) 30.4 (2006) 11.6 (total increment) 1.5 (average annual increment)	13.0 (1998) 21.2 (2006) 8.2 (total increment) 1.0 (average annual increment)	11.1 (1998) 15.4 (2006) 4.3 (total increment) 0.5 (average annual increment)
Year at which gender balance of 50 per cent will be reached at current average annual increments							
2009	2041	2038	2114	2130	2020	2035	2071
Year at which gender balance of 50 per cent would be achieved strictly meeting the target of 2 per cent annual increase at all levels as indicated in the human resources action plans (2005-2006)							
2007	2011	2014	2016	2019	2017	2021	2024
Required average annual increase to achieve gender balance of 50% in all professional categories by 2010 and in all D and higher categories by 2015 (percentage terms)							
0.3	2.2	3.5	4.8	2.8	2.2	3.2	3.9

Source: Executive Office of the Secretary-General calculation based from the Office of Human Resources Management.

ANNEX IX
EXPERT GROUP MEETING AGENDA

16 November 2007

Expert Group Meeting on
Measures to accelerate the improvement on the status of women
in the United Nations system
14-16 November 2007
United Nations/Headquarters

Agenda

Wednesday

8:00 a.m.	Registration
	Welcome and Introductions **-** Aparna Mehrotra, Focal Point for Women
8:30 a.m.	Procedural and administrative arrangements
8:45 a.m.	Election of Chair, Co-Chair and Rapporteur for the expert group meeting and approval of agenda
9:00 a.m.	Opening of meeting – Rachel Mayanja, Special Adviser for Gender Issues and the Advancement of Women
9:05 a.m.	Remarks of Deputy Secretary-General Ms. Asha Rose Migiro, (read by Focal Point for Women)
9:15 a.m.	Remarks by the Permanent Representative of Finland, – H.E. Kirsti Lintonen
9:30 a.m.	Presentation of background paper and discussion - Mary Jane Peters
10:45 a.m.	Break
11:00 a.m.	Presentation and discussion Special measures and affirmative action - Johanna Lammi-Taskula
12:00 p.m.	Lunch
	Presentations and discussion
1:30 p.m.	Informal barriers, working climate and organizational culture - Dr. Elizabeth Kelan and Dr. Deepali Bagati
2:30 p.m.	Work/life balance and flexible working arrangements - Deidre Anderson and Patricia Dragovic
3:30 p.m.	Monitoring, reporting and accountability - Dr. Kedibone Letlaka-Rennert
4:30 p.m.	Gender policies and strategies - Ms. Lamia Walker and Patricia Dragovic
6:00 p.m.	Reception hosted by Rachel Mayanja, Special Adviser for Gender Issues and Advancement of Women (Room DC2-1282)

Thursday

8:30 a.m.	Rapporteurs meet with Focal Point for Women
9:00 a.m.	Presentation and discussion
	Career progression – Douglas Freeman and Sylvia Hewlett
12:15 p.m.	Case study of Schlumberger - Dr. Roopa Gir
12:30 p.m.	Brain warmer **-** brief summary of presentation on special measures and affirmative action - Dr. Glenda Simms
12:40 p.m.	Parallel working groups and working lunch
	Working Group 1 - Special measures and affirmative action (DC2 – 2330)
	Working Group 2 - Career progression (Room DC2-1282)
2:30 p.m.	Presentation of UNDP gender scorecard – Soknan Han Jung
	Plenary
3:00 p.m.	Report of working group on special measures and affirmative action
3:30 p.m.	Report of working groups on career progression
	Parallel working groups
4:30 p.m.	Working Group 1 – Work/life balance and flexible working arrangements (Room DC2-1282)
	Working Group 2 - Informal barriers, working climate and organizational culture (Room DC2-2330)
	Plenary
5:30 p.m.	Report of Working Group on informal barriers, working climate and organizational culture
6:00 p.m.	Report of Working Group on work life balance and flexible working arrangements
6:30 p.m.	Closure of Day 2

Friday

8:30 a.m.-12:00 p.m.	Document Review Group (DC2 – 19th floor Conference Room)
8:30 a.m.	Parallel working groups
	Working Group 1 - Monitoring and accountability (Room DC2-1282)
	Working Group 2 - Gender policies and strategies (Room DC2-2330)
	Plenary
10:00 a.m.	Report of Working Group on monitoring and accountability
10:30 a.m.	Report of Working Group on gender policies and strategies
11:00 a.m.	Expert Group Meeting - The Way Forward Group – Room DC2-2330
12:00 p.m.	Lunch
2:00 p.m.	Discussion and adoption of conclusions and recommendations

3:00 p.m.   Presentation of major recommendations to Rachel Mayanja, the Special Adviser for Gender Issues and the Advancement of Women

3:30 p.m.   Closure of meeting

ANNEX X
Components of a sample gender strategy for the United Nations

	Sample Gender Policy
1	**Business case by organization**
	Charter of the United Nations gender statement
	Legislative requirements by governing bodies
	Millennium Development Goals
	Overall business case to obtain the optimum efficiency
	Gender representation in decision-making bodies
	Each United Nations organization business case
2	**Gender awareness**
	Gender mainstreaming in programmes and policies
	Gender-sensitive programme including training
3	**Human resources policies**
	3.1 Recruitment
	Special measures to achieve gender parity
	Human resources planning measures on gender parity
	3. 2 Promotion
	Special measures to achieve gender parity
	Human resources planning measures on gender parity
	3.3 Retention – Work/life policies
	Flexible working arrangements
	Staggered working hours
	Maternity leave
	Paternity leave
	Childcare facilities
	Breastfeeding policies
	Family leave for childcare, adoption, family emergency
	Re-entry from leave programmes
	Part-time work
	Job sharing
	Spouse employment
	3.4 Staff development – career planning
	Career planning policy
	Measures to ensure career advancement/progression
	System-wide skills database
	Learning policy
	Learning planning measures to ensure gender parity in access to training
	Succession planning by level
	Performance review and career evaluation feedback every two years
4	**Monitoring and accountability**
	Up-to-date and readily available gender-disaggregated workforce data (qualitative and quantitative)
	Workforce analysis and planning capacity
	Annual gender audits
	Annual reporting to the governing body
	Periodic reports on the implementation of human resources policies and impact on gender
	Gender-parity measurement and monitoring tools
	Staff surveys and exit interviews by independent organizations
	Periodical evaluation of human resources policies and impact on gender equality and feedback mechanism
5	**Implementation plan**
	Role and responsibilities of International Advisory Board convened by Office of the Deputy Secretary-General
	Gender-parity target timeline
	Programme road map
	Resources (head count) and funding
	Focal point for gender in staffing per organization

	Representation in decision-making bodies
	Dissemination by the Secretary-General through CEB of UNDP scorecard system through the agencies
	Capture attrition data (independent organization) and cost analysis
	Detailed project plan by Office of the Deputy Secretary-General: master and organization level