

Forward-thinking culture



WHY WE NEED TO SHIFT

CULTURE IS THE LINCHPIN OF SUCCESS

By fostering a forward-thinking culture, we create an **environment in which the cutting-edge skills of the “quintet of change” can flourish** and amplify impact. In a rapidly evolving world, culture is the linchpin of every successful organizational adaptation. Accelerating change in our culture is a critical step to position the United Nations system at the forefront of global efforts to promote peace, development and human rights – to support transformative shifts and harness the capacities of all to deliver for all.



OUR GOAL

BECOMING MORE FORWARD-THINKING

Placing **gender equality, women’s rights and equitable geographical representation front and centre**, we strive to create a **forward-thinking culture that values agility, learning and curiosity**. We aim to nurture a United Nations ecosystem that champions global diversity, inclusion, human rights, young people and environmental sustainability – firmly rooted in our commitments to integrity, humility and humanity.

WHERE WE ARE NOW

PROMISING DEVELOPMENTS

Shifting organizational culture is a **long-term journey**. Since 2017, **we have implemented major reforms to strengthen our culture and better deliver on our mandates**. All United Nations entities are committed to achieving **gender parity** at all staff levels by 2028. We have advanced strategies for **geographical diversity, disability inclusion and youth empowerment**. We have enhanced synergies between human rights and all pillars of our work with the Secretary-General’s call to action for human rights. New tools and initiatives have improved **transparency** in our work and accountability for results. Our **environmental footprint** continues to decrease. We have implemented robust frameworks to support **leadership, whistle-blowers, the prevention of sexual harassment, exploitation and abuse, and the fight against racism**. We have enhanced **agility**, given decision makers in the field **more authority** alongside increased **accountability** for decisions, improved information-sharing and made planning and budgeting more dynamic.

Our staff surveys show how these changes are yielding results. Colleagues **not only take great pride in their work but also perceive tangible cultural shifts**. They see greater clarity of direction, alignment, openness to ideas, inclusion, feedback and care. However, more remains to be done on all fronts.

93%

of staff fully understand the objectives of the organization and are proud of their work¹⁰

75%

of staff feel encouraged to share new ideas at work, up from 62% in 2019¹⁰

29

United Nations system organizations have a workforce that is at least 50% female¹¹

51%

of resident coordinators are women¹²

30%

of United Nations system organizations met or exceeded their 2021 disability inclusion targets¹³

22%

of the electricity consumed in the United Nations system came from renewable sources¹⁴



HOW WE WILL AMPLIFY CHANGE

CRITICAL LEVERS

CURIOSITY AND LEARNING



Guided by our vision for a UN 2.0, we will foster a safe culture for **continuous learning and creative thinking**. Recognizing the critical role of innovation, skills development and growth mindsets, we will encourage initiatives that promote continuous learning, stimulate fresh global perspectives and create an environment of dynamism. Mindful that cultural change is not a quick fix, our approach is focused on **enhancing leaders' skills, supporting critical thinking, addressing new educational needs and nurturing positive attitudes** towards collaboration, openness, knowledge exchange and experimentation to sustain our collective curiosity in the long term.

AGILITY



By harnessing the Secretary-General's existing reforms across development, peace and security, and management, we will further **amplify our ability to adapt**. Empowering managers with enhanced – and more accountable – decision-making authority, in particular in the field, will **improve our responsiveness and reduce bureaucracy**. Greater access to information will empower collaboration. We will continue to increase the **focus on results** with more agile planning and budgeting and consistently strive to meet targets for equitable geographical representation and gender equality. We will place greater emphasis on **staff feedback and engagement**. We are committed to simplifying our **business processes**, leveraging system-wide collaboration in the field and enabling everyone to focus more on impact.

GEOGRAPHICAL DIVERSITY

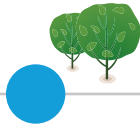


Rooting our approach in Article 101.3 of the Charter of the United Nations, we will **bolster geographical diversity**, hand in hand with gender parity, throughout the United Nations system. Recognizing the rich perspectives that diversity brings, we will **advance practices that strengthen equitable representation** from all parts of the world and greater regional group diversity and achieve parity between men and women in our workforce. Our approach includes scaling outreach, reinforcing recruitment strategies, removing bias and obstacles in selection, strengthening accountability, fostering an inclusive environment and upholding the value of global diversity to amplify our collective impact and be truly representative of the world that we serve.

GENDER EQUALITY



We will **accelerate the pace of change** across the United Nations system, leading the world towards gender equality. In our vision for a UN 2.0, achieving gender equality – and consistently delivering for women and girls – will be a **strategic priority**, indivisible from our goals and mandates. On the basis of a shared understanding of gender inequalities and injustice, we will strengthen our focus on **delivering measurable results for women and girls in every country** – well-planned, operationalized, adequately financed, and informed by valued technical expertise and more staff with gender quality expertise, responsibilities and budgets. We will take decisive action to ensure that these efforts are driven by consistent leadership, accountability and aligned incentives and policies. We will amplify our work through **strong networks, coordination and division of labour** – in partnership with women's civil society and feminist leaders. Moving beyond technical fixes, we will **effectively address deep structural issues** to enable an organizational culture that “walks the talk” – with Member State support.



YOUNG PEOPLE



Empowering young people, in particular young women, within the United Nations system is our priority. Fully aware that new solutions must be developed side by side with young people, we will work with Member States to **rejuvenate our workforce, amplify young voices and nurture their leadership potential**. We commit to setting a global benchmark for youth engagement.



INCLUSION

We will fast-track our shift towards inclusive practices within United Nations entities. Recognizing the transformative impact of inclusion, we will enhance **accessibility, representation, participation and equality for those left behind and those who experience discrimination**, including Indigenous Peoples, minority groups and persons with disabilities. By leveraging clear strategies, we will boost collective efforts to create places where everyone belongs and can contribute – irrespective of circumstance.



RESILIENCE AND WELL-BEING

Recognizing the profound importance of leadership, values and behaviours, and mental health, we will promote workplace cultures that **build resilience, stimulate engagement and foster supportive environments**. Our approach involves bolstering leadership competencies, understanding colleagues' needs and fostering positive behaviour and well-being.

ENVIRONMENTAL SUSTAINABILITY



We will infuse environmental sustainability into every facet of our operations. Acknowledging the urgency of climate action, we will **reduce our ecological footprint, promote sustainable practices and collaborate with partners** to embed sustainability in our organizational fabric. We are committed to measures that set the pace for global environmental responsibility and contribute to the health of our planet.

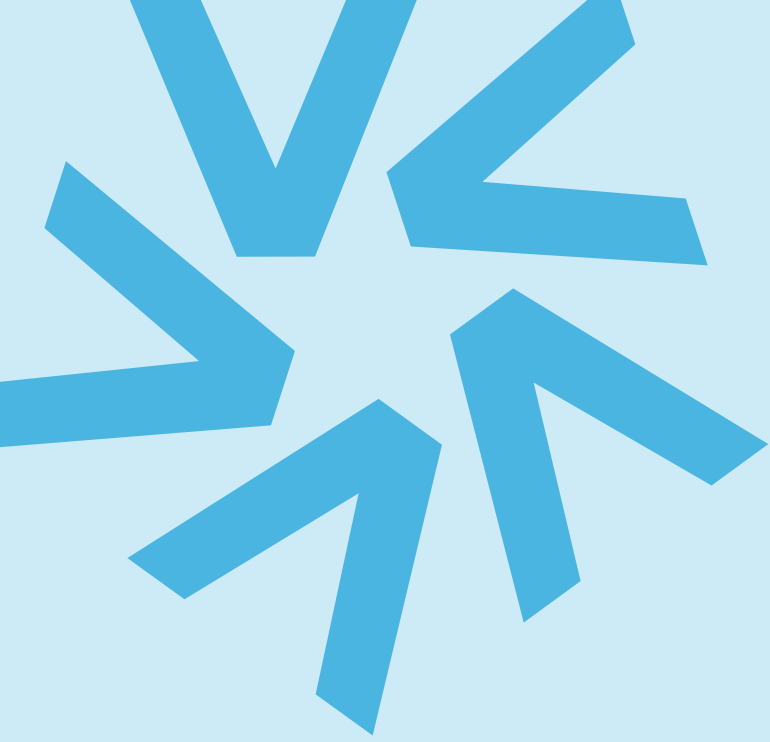


INTEGRITY

We prioritize a **workplace culture founded on the highest ethical standards**. Our resolute stance against misconduct, including sexual exploitation, abuse, racism, harassment, discrimination, fraud, corruption and abuse of power, drives us to implement robust accountability measures. Through fostering respect, transparency and stringent action, we **cultivate a workplace that can serve as a global example**.



Learn more about
ongoing UN 2.0 initiatives
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