

GENDER CHAMPIONS CHALLENGE

The Fifth Anniversary was also an opportunity to launch the Gender Champions Challenge. With over 50 per cent of Champions' commitments relating to leadership and organisational culture, the objective was to take the IGC and its members to the next level of awareness and action.

CHAMPIONS FOR PARENTAL LEAVE

International Gender Champions (IGC)
@INTGenderChamps

2020 was a year when IGC Champions took part in the [#GenderChampionsChallenge](#)

Watch:

- ED @CokeHamilton
- DG @rafaelmgrossi
- Amb. Sally Mansfield of @AustraliaUN_GVA

share their reflections here buff.ly/3hgW1fU

[#2020Wrapped](#)



9:00 AM · 30 déc. 2020 · Buffer

#ChampioningNewNorms

Building on UNICEF Executive Director Henrietta Fore's call to "use this golden opportunity to press the reset button", the IGC Secretariat launched a call to action for members to accelerate an inclusive culture in line with the IGC's core values and to identify the policies and practices that can move us forward faster in our new environment. As the well-known saying goes, "culture eats strategy for breakfast", and without a diverse, engaged, inspired and empowered workforce it is hard to conceive of more effective programmatic policies.

From June to October, Champions were invited to nominate a gender-diverse task team to explore policies, practices and behaviours along the following guidelines:

- ✓ **What works for you?** What are the strengths in your organisation that help to advance gender equality?
- ✗ What are the **glass ceilings** that prevent parity, or sticky floors that inhibit an enabling and inclusive environment?
- *** What are the next steps and **game-changing opportunities** you see to truly level the playing field so that the talent and creativity of all your workforce can be harnessed?

International Gender Champions (IGC)
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#COVID19 | "We have a golden opportunity to press the reset button on how people are treated depending on their gender and place the needs & rights of girls & women at the centre of everything we do".

NEW Henrietta Fore's blog for the [#INTGenderChampions](#): bit.ly/2VHuxH0



4:27 PM · 28 avr. 2020 · Twitter Web App

Policies

- ✓ Establish a **legal framework** to ensure robust policies.
- ✓ **Include multiple diverse perspectives** in the drafting and review of policies to meet different needs and enhance the shared ownership of outcomes.
- ✓ **Set up a diversity and inclusion steering group** to review all policies from a gender perspective.
- ✓ **Dedicate senior staff** to ensure implementation and political support.
- ✓ Ensure that **guidance documents and training accompany the implementation of policies.**
- ✓ **Audit for Equal pay** using newly available EPIC tools (The Equal Pay International Coalition).
- ✓ **Make all roles flex** the norm, not the exception.
- ✓ **Offer shared parental leave** men and women and role model uptake.
- ✓ **Ensure that human resources (HR) policies** support career development.
- ✓ **Support Codes of conduct** with effective reporting and accountability mechanisms.
- ✓ **Gather gender disaggregated data** to include race, ethnicity, language, disability, age, education, socio-economic status, etc.
- ✗ **Inflexible core hours** and conference practices in multilateral forums can limit the ability of staff to accommodate caring responsibilities and achieve a work-life balance.
- ✗ Many organisations lack the political support, budget or operational structures (e.g. rosters) needed to implement progressive **parental-leave policies.**
- ✗ Consultants and contractors often fall outside the scope of organisational policies, and need protection.
- *** **Recruitment and talent-development policies** should be more inclusive and address in-built biases in the language of advertisements and selection processes. Specifically, they should address outdated modes of recruitment and educational/ experience criteria and allow transition between G and P roles in the UN System.
- *** **Domestic violence** is increasingly seen as an employer responsibility, and best practices are still emerging.

Practices

- ✓ **Communication** top down, bottom up, and across the organisation so policies do not 'get lost on the way down'.
- ✓ Dedicated **gender focal points** enable ongoing discussion, prioritisation and awareness raising.
- ✓ Publicly available **data/dashboards** show progress towards equality and enhance credibility.
- ✓ **Psychological safety** is essential to enable colleagues to speak up on a range of topics:
 - Create space for all staff members to speak up about their needs and any harassment/discrimination or bullying they experience;
 - address the fears of men who think they may lose out as a result of progressive gender-parity policies;
 - expose new ideas, insights, opportunities, and mistakes or problems from across the organisation; and
 - support career aspirations, performance upskilling and talent development.
- ✓ **Managers** are critical in role modelling healthy behaviours and creating a space to speak up. Include diversity and inclusion indicators in performance appraisals.
- ✓ **Mentoring and career coaching** helps to build relationships, break down silos, and support career-development.
- ✓ **Continuous research and evolution:** what worked last year will not necessarily work this year, especially as the work-force changes.
- ✗ It can be difficult to meet different needs and preferences within a team.
- ✗ Gender equality is still seen to be a **women's issue** and dominated by women.
- ✗ **Parity** is not being achieved at senior levels and recruitment in field offices is particularly difficult.
- *** **More men** at the table who are engaged and committed.
- *** Enhanced communication between HR departments and hiring managers.
- *** **More synergies** between gender and other inclusion-related work.

Behaviours

- ✓ Strong **leadership and role modelling** are key. Leaders should aim to be the change they want to see - consider the Champions of Change 'leadership shadow': how I act, what I say, what I prioritise, what I measure.
 - ✓ Address **everyday sexism and acts of micro-aggression** against women and men. Listen to the people affected, since they are the best judges of what they consider to be offensive or inconsiderate;
 - ✓ Encourage people to be **allies** to others who are underrepresented;
 - ✓ **Giving and receiving effective feedback and having courageous conversations** are core skills to ensure that good behaviours become the norm.
 - ✓ **Deep listening** helps individuals to have more meaningful conversations and move beyond their own experiences in order to understand different perspectives and possibilities.
 - ✓ **Be curious and accountable** and strengthen a positive, nurturing environment for all people.
 - ✓ **Consistency is key:** emphasise positive changes and celebrate progress.
- *** More workshops and awareness training helps staff to initiate conversations;
- *** More counter-stereotypical role model support individual choices.
- *** More awareness, policies and practices to support non-binary people and give them the ability to self-identify outside the female-male spectrum.



"Leaders need to be able to ask difficult questions and be prepared to listen to the answers. At the Australian Mission in Geneva, remote working has been normalised and a more robust conversation on caring responsibilities and work-life balance has opened up."

Ambassador Sally Mansfield,
Australian Ambassador to the UN in Geneva (top left)

"We need to be 'on the game every day', calling out discriminatory or sexist behaviours and creating safe and enabling workplaces whereby each person is treated with respect and fairness."

Mr Michael Møller,
IGC Co-founder and former Director of the UN Office at Geneva (top left)

Elizabeth Broderick,
Chair-Rapporteur of the UN Working Group on Discrimination against Women and Girls and Founder of Male Champions of Change, Australia. (top right)



Sunita Sehmi, Founder of Walk the Talk

More details and further best policies and practices are available on the Gender Champions Challenge [Trello](#) platform. Please also see the [Representation Impact Group 'How to' Checklist for International Gender Champions](#). This is a process of continuous evolution as research develops and the workforce changes.