DIVERSITY, EQUITY AND INCLUSION STRATEGIC FRAMEWORK
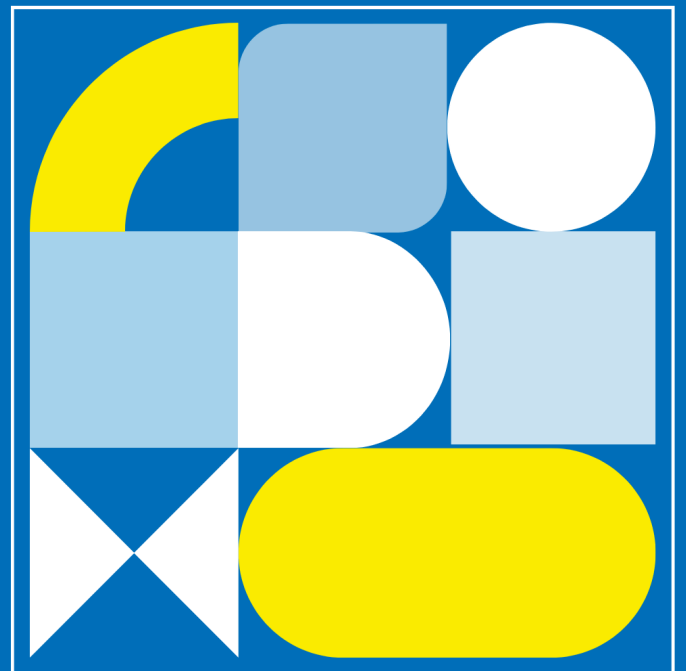
2024 - 2026

A roadmap to ensure an intentional approach to identifying and achieving institution-wide Diversity, Equity, and Inclusion priorities and goals.

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High Commissioner Filippo Grandi meets with displaced women at a protection and community centre at the Lianda settlement for internally displaced people (IDPs) in Mueda district, Mozambique.

High Commissioner's Foreword

At UNHCR, the UN Refugee Agency, our dedication to Diversity, Equity, and Inclusion (DEI) is not just a commitment for the present but a pledge for the future. We do this because it enhances our ability to create a better workplace, thereby making us better at our work. As an international organization serving people worldwide, our strength lies in our diversity – our colleagues and our decisions should be informed by and reflect this diversity. The work of DEI is focused on broadening our horizons – the ways of thinking and working – rather than accepting the lowest common denominator amongst different views. When we challenge our views and approaches to harness diversity, we improve how we approach the problems before us and how we develop and implement solutions to better support the people with and for whom UNHCR works. When we expand "diversity" to include a diversity of thoughts, ideas, backgrounds, and experiences, and when we create a culture where everyone feels they can contribute, we spark creative insights, better solutions, and greater efficiencies. We have the potential to exceed the sum of our parts – a prospect that should inspire excitement in all of us.

Achieving this diversity will not happen overnight. It takes a vision, a plan, and hard work. Of course, these efforts start with me, the Senior Executive Team (SET), and other senior managers, but they are also a responsibility shared by everyone in this organization, regardless of grade, function, or duty station.

I am therefore pleased that we have developed our very first Diversity, Equity, and Inclusion Strategic Framework through extensive consultations. I want to thank all those colleagues who have been involved in bringing it to fruition. As the team that led this work will be the first to admit, this framework is not the final word on DEI in UNHCR, nor on what we will do to bring its vision to life. It is, instead, the first step in our journey toward making UNHCR a better place to work and a better organization for the displaced and stateless people we work for. I call on all of us to participate and be the change we all want to see in UNHCR. I know that change is often uncomfortable, but we do not need to be perfect – let us get comfortable with that. Speak up and provide constructive thoughts, ideas and improvements.

Let us all strive to progress – both professionally and personally – and to embrace diversity, equity and inclusion to make us a better, inclusive, more effective organization.

Thank you.

Mr. Filippo Grandi
UNHCR High Commissioner

Introduction

UNHCR's Diversity, Equity, and Inclusion (DEI) Strategic Framework for 2024 – 2026 represents our commitment to internal transformation and creating an inclusive workplace. At UNHCR, the UN refugee Agency, we recognize that DEI is not just about our external mission—it directly impacts the lives of our colleagues, and, by extension, the people with and for whom UNHCR works. It is our shared responsibility to champion equality, inclusion, and representation. This framework guides us in nurturing inclusive environments throughout our organization, empowering us to fulfill our protection mandate effectively. This framework is, therefore, aligned with our mission of safeguarding the rights and well-being of forcibly displaced and stateless people.

Our DEI Strategic Framework is centered around four core areas:
- Culture and Belonging
- Capacity Building
- Recruitment, Retention and Progression
- Accountability Measures

These areas are crucial in ensuring that our organization attracts and retains a dynamic, committed workforce capable of innovative responses to humanitarian crises.

Our DEI strategic focus areas are forward-looking, designed to embed DEI values into our existing internal and external processes and aim to cultivate a diverse, inclusive workforce that embraces individual differences. Achieving these goals necessitates sustained commitment, especially from our senior leaders who drive change.

This strategy has been developed collaboratively, with input from colleagues and informed by data, research, and extensive consultation across the organization. Embracing DEI is a gradual, long-term process requiring sustained effort, adaptability, and strong accountability. The strategic framework will be executed in partnership among various organizational units, with the full support of regions, divisions, and sections. We are dedicated to a collaborative process that systematically advances DEI across our organization, fostering a workplace that embodies the values we champion externally.

The Journey so far

UNHCR has long been committed to diversity and inclusion, with efforts dating back to 2000 focusing on geographic representation and gender parity. Over the years, gender and diversity advisors have been engaged to guide the development of our policies.

Through key participative studies, we have identified barriers and biases as well as enablers in the workplace to increased participation and shape practices to adjust to evolving workforce needs. UNHCR has broadened the understanding of inclusion to encompass all aspects of diversity, building on lessons of enablement and empowerment learnt from previous policies, practices, and processes. We have taken significant steps towards promoting gender equality/parity, race equality and equity, and disability inclusion. These actions have been undertaken from the perspective of the whole organization, including outreach and listening to colleagues. UNHCR continues the journey for inclusion to foster enabling workplaces while addressing historical challenges, bias, and disadvantages some groups within the workforce may experience.
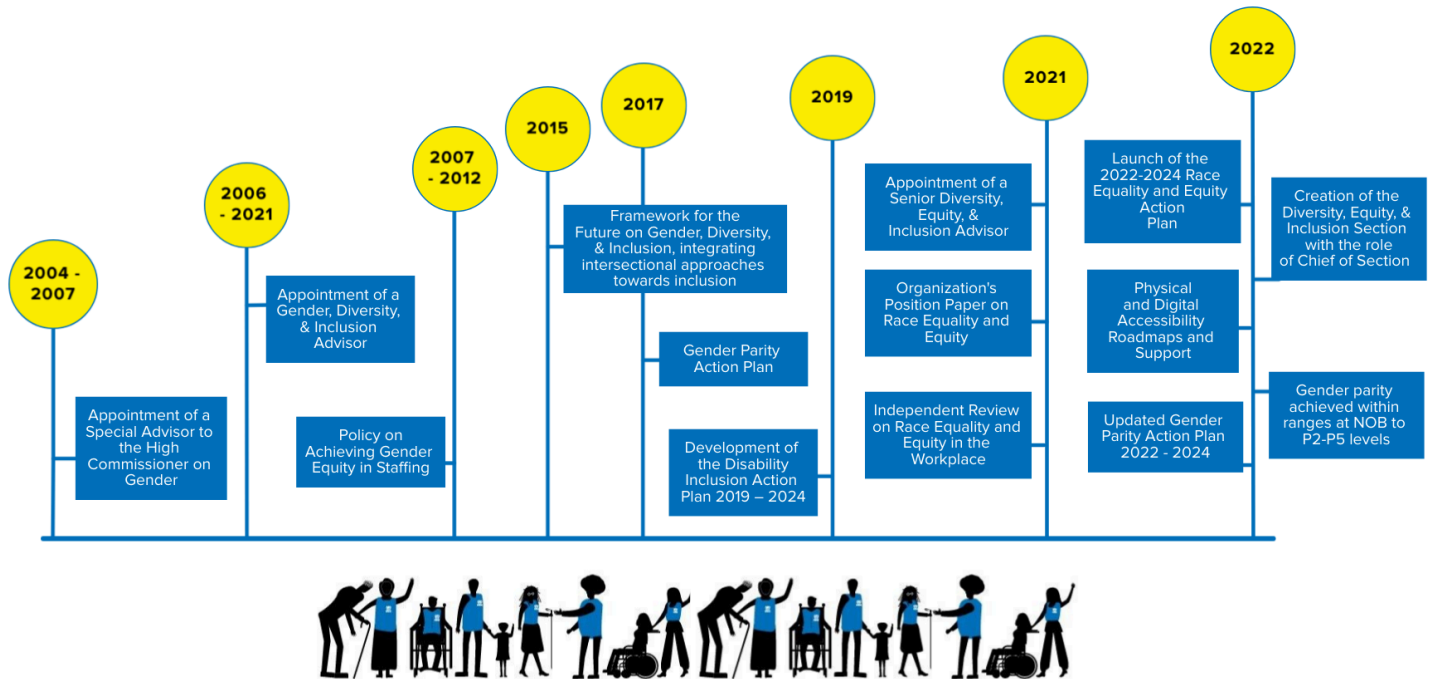
The graph illustrates some of the key enablers and milestones in UNHCR's ongoing journey towards inclusion.

Mandate, Vision, and Values

Our Mandate

As the UN Refugee Agency, we are dedicated to providing protection, safeguarding human rights and supporting refugees, asylum-seekers, forcibly displaced, stateless persons, and returnees to build a better future for themselves. Living the values inherent to our mandate means fostering and respecting diversity inside the organization. This enables us to better respond to, serve the needs of, and advocate for the rights of diverse people forced to flee. UNHCR, as a value and rights-based organization, continually reaffirms human rights, dignity, and worth of the human person, including the equal rights of women and men as outlined in the UN Charter. Therefore, DEI is essential for the effective delivery of our mandate as it provides the basis for realizing rights, dignity, and equality within the organization.

Our DEI Vision

An inclusive organization that attracts, retains, and engages a diverse workforce that celebrates and respects individual differences and reflects the communities of people with and for whom UNHCR works.

Our Values

We are guided by our core values of professionalism, integrity, respect for diversity, the UNHCR Code of Conduct, and policies enforcing zero tolerance for harassment or discrimination.

Defining Diversity, Equity, and Inclusion at UNHCR

DEI is at the core of our success as an organization. Clearly defining what Diversity, Equity, and Inclusion mean for us provides a standardized lens and baseline understanding of how the organization works and the existing gaps from which to set expectations. When we broaden our understanding of diversity as above and beyond gender, race, age, sex, and disability to include diversity of thought, ideas, background, contractual status, functions, levels/grades, and experiences, it sparks creative insights, better solutions, and ultimately, greater efficiencies.

DIVERSITY

Diversity refers to a range of similarities and differences and is expressed in myriad of forms that include but are not limited to gender, race, age, ethnicity, nationality, language, disability, religion, sexual orientation and gender identity, socioeconomic status, and family structure. These visible and invisible differences among people can also lead to differences in experiences, values, ideas, thoughts, background, attitudes, ways of thinking, behaving, communicating, working, and relations with others.

We Commit to accepting, respecting, and valuing individual differences and perspectives, capitalizing on the diverse backgrounds and experiences of our colleagues and forcibly displaced and stateless persons.

EQUITY

Equity is the process of being fair to all individuals and groups by recognizing and addressing present and historical inequality to work towards equality in outcomes. Equity may involve the use of temporary special measures to compensate for the historical and systemic bias and discrimination faced by marginalized groups. Systems, institutions, policies, and programming may be described as equitable or inequitable depending on their approach to addressing inequality or disparate impacts.

We Commit to taking corrective measures to reduce, address, and remove institutional barriers, prejudice, and favouritism, reducing and mitigating bias in our processes, policies, plans, practices, and programmes. We commit to intentionally facilitating opportunities that result in equal access, fair treatment and outcomes, and meaningful participation for all.

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INCLUSION

Inclusion is a dynamic state of feeling, belonging, safety, and operating in which diversity is valued and managed to create a fair, results-based institution. An inclusive workplace culture and environment fosters equitable access to resources and opportunities for all colleagues. It also enables the workforce to feel that diversity is valued and managed to create a fair workplace where everyone feels safe, motivated, and respected.

We Commit to pursuing deliberate efforts to ensure that our organization is a place where our colleagues are treated with dignity, respect and impartiality, enabling them to bring their authentic selves to work. We are dedicated to establishing a psychologically safe environment with robust measures to ensure fairness, accountability, and recourse, while actively rejecting all forms of discrimination, harassment, abuse, and exclusion to foster an environment where each person can fully participate and contribute to their utmost potential.

Our Guiding Principles

What we do around strengthening UNHCR's DEI agenda is essential, but equally so is how we do the work.

Diversity, Equity, and Inclusion are not just about who we are but how we conduct ourselves. This includes how we work together, how we think about and solve problems, how we engage our workforce and tap into the unique strengths each of us brings to the workplace, and how we ensure a safe and respectful workplace. DEI must be embedded into every aspect of how the organization operates internally and interacts externally.

Effective implementation of the DEI Strategic Framework is dependent on the acknowledgement and acceptance of the following principles:

- Actively targeting and enhancing the representation and inclusion of historically excluded or marginalized groups within our organization.
- Fostering engagement at every level through a combined top-down and bottom-up approach, ensuring that all voices are heard and valued.
- Forging strong, trusting relationships across all divisions, departments and teams to develop and implement DEI solutions collaboratively.
- Committing to intentional inclusion, treating every individual with respect and dignity, and acknowledging the uniqueness of their identities and experiences.
- Maintaining high ethical standards rooted in non-discrimination and respect, as foundational elements of our DEI efforts.
- Applying an intersectional lens to recognize and address the complex, interwoven forms of discrimination and marginalization that affect individuals with multiple intersecting identities.
- Dedicating ourselves to ongoing improvement by actively seeking and incorporating feedback, allowing for the regular evaluation and refinement of our DEI initiatives to ensure they are adaptive and impactful.

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Colleagues during a Code of Conduct Dialogue session in Senegal in January 2024.

Strategic Focus Areas

A systemic approach to organizational DEI must be intentional and engage all areas of the organization, with conscious attention to how power is institutionalized and how change is led. The following strategic focus areas reflect the transformational change required for UNHCR to achieve its Diversity, Equity, and Inclusion ambition.

1. Culture & Belonging

Organizational culture is fundamentally 'how we do things around here,' encompassing shared values, operational structures, guiding principles, practices, beliefs, and assumptions. Our daily behaviours and actions shape and uphold this culture, necessitating intentional efforts to strengthen inclusive practices and ensure that inclusivity is reflected in everyone's words and actions. This culture is pivotal to how supported and safe employees feel, directly influencing the organization's effectiveness.

The DEI Section works in partnership with several stakeholders to strengthen UNHCR's organizational culture – e.g., functions across Transformation and Change Service, Division of Human Resources, Global Staff Council, Ethics Office, Office of the Ombudsperson, Office of the Coordinator for Sexual Harassment and Sexual Exploitation and Abuse, as well as employee resource groups, and to integrate approaches related to DEI.

Our Actions:

Promote Inclusion: We are dedicated to fostering an inclusive, safe, and harassment-free workplace where everyone feels valued, seen, and empowered to contribute.

Cultivate Healthy Behaviours: Our focus is on nurturing positive attitudes and behaviours that create a supportive, open-minded, and welcoming work culture for everyone, regardless of their background or experiences.

Create Community: We aim to build a nurturing community where all colleagues are treated with dignity and respect, fostering a sense of belonging, irrespective of their contractual status or personal situations.

Inclusive Leadership: We ensure leaders and managers model and actively implement inclusive leadership behaviours and practices, championing DEI in their roles.

Foster Health & Well-being: Our goal is to enhance the health and well-being of all colleagues through supportive work-life balance policies and workplace accommodations in accordance with UN regulations.

Recognize Achievements: We celebrate and acknowledge the efforts of individuals and teams who make significant strides in advancing DEI across the organization.

Our Success Measures:

Zero Tolerance for Negative Behaviour:

Maintain a strict zero-tolerance policy against bullying, harassment, and discrimination, including active use of reporting channels like the SpeakUp Helpline and the Support Desk, and prompt investigations and appropriate actions, including sanctions, for any violations.

Positive Workplace Experience:

Our engagement surveys and feedback channels consistently reflect that team members feel safe, valued, and comfortable expressing themselves in all aspects, whether psychological, cultural, or physical.

Inclusive Data Collection:

We encourage voluntary self-identification among colleagues to gather demographic data to better understand our diverse workforce.

Leadership in DEI:

Our leaders and managers are not just advocates but active exemplars of DEI values who take personal responsibility for promoting and integrating these principles within their teams and operations.

Recognition of Diversity and Inclusion Efforts:

Processes and policies to recognize and celebrate individuals and teams making significant contributions to advance DEI across the organization.

2. Capacity Building

Capacity building is a fundamental component of our DEI Strategic Framework. It provides individuals, teams, and the entire organization with essential knowledge, skills, resources, and structures to implement and maintain DEI initiatives effectively. This process is critical to enhancing awareness and commitment to DEI, particularly by building the capacity of leaders and all people managers and understanding dynamics that lead to inequitable systems, policies, and practices.

Our Actions:

Collaborate and Innovate: We will partner with stakeholders to adopt best practices and engaging in continuous earning, fostering a culture of innovation.

Educate & Empower: We invest in professional development programmes to boost the capabilities of our workforce, ensuring they possess the necessary knowledge, skills, and abilities to realize our DEI vision and overcome future challenges.

Develop Resources: We create and utilize innovative resources and practices, offering capacity-building learning experiences to boost engagement and advance DEI throughout the organization.

Equip People Managers: We equip leaders, people managers, and support channels with DEI knowledge and skills to motivate all colleagues towards inclusive behaviours and foster organizational change.

Build Capacity: We enhance the abilities of our regions, divisions, and teams to implement the DEI strategic framework and integrate it into their specific plans and processes.

Our Success Measures:

Effective DEI Learning Programmes:

Our DEI learning programmes align with our organizational strategy, leading to measurable improvements in organizational culture, more inclusive communication practices, and employee engagement and participation.

Integration of DEI in Professional Development:

Training, learning, and professional development initiatives to incorporate DEI best practices.

Empowerment of Leaders and Managers:

Our leaders and people managers have the knowledge, skills, and resources necessary to advocate for and support our DEI agenda, demonstrating their ability to implement and uphold DEI initiatives within their teams and departments.

3. Recruitment, Retention & Progression

Our recruitment, retention, and progression approach is central to fostering representation and diversity and ensuring equity and inclusion are integral to our organizational practices. We aim to recruit and retain top talent that reflects the diverse communities we serve.

Our Actions:

People-Focused Mindset: We focus on empowering our workforce by ensuring equitable opportunities for all. This involves intentional efforts in recruiting, retaining, and promoting diverse talent.

Attract Diverse Talent: Our outreach activities and recruitment programmes are designed to engage underrepresented groups, employing innovative strategies to attract a broad spectrum of candidates.

Develop and Grow: We promote continuous learning and career progression, with a particular emphasis on mentorship and coaching, particularly for colleagues from under-represented groups, and providing clear advancement pathways.

Equitable Access: We address representation gaps by optimizing the candidate experience in our recruitment and selection processes, paying particular attention to the needs of candidates requiring workplace accommodations.

Accelerate Talent Development: Implementing targeted talent acquisition and employee experience strategies that cater to specific DEI needs across regions, supporting our goal of building a diverse and high-performing workforce.

Our Success Measures:

DEI Integration:
DEI principles are embedded in all recruitment and hiring processes, assignments, and practices.

Diverse Leadership Representation:
We achieve and maintain diverse representation at all organizational levels, focusing on increasing diversity in senior leadership positions.

Barrier Reduction:
We actively identify and mitigate barriers affecting the recruitment, retention, and progression of colleagues, especially those from marginalized groups.

Policy Adaptation:
Our policies are regularly reviewed and adapted to address gaps and embrace new processes and systems, including those involving Artificial Intelligence.

Talent Management Assessment:
Regular assessments of our talent management programmes indicate increased participation and improved advancement opportunities, demonstrating our commitment to DEI in all aspects of talent management.

4. Accountability Measures

For UNHCR, establishing robust accountability measures is crucial to the success of our DEI initiatives. These measures ensure transparency and guide us in creating a more inclusive workplace. Effective oversight is distributed organization-wide, with divisions, regions, and operations playing key roles. We commit to producing standardized reports and dashboards to track progress, identify barriers, and direct resources efficiently. As a unified community, we hold ourselves accountable for the transformative change we aim to achieve, continually assessing our progress, adapting to results, embracing new ideas, and engaging in open discussions about our challenges.

Our Actions:

Organizational Commitment: Oversight of accountability measures will be an organization-wide responsibility, involving divisions, Bureaus, country operations, sections and services in monitoring and promoting our DEI initiatives.

Leadership Accountability: We will reinforce leadership accountability for sustainable change by integrating DEI into our systems, management, and decision-making. Leaders will be champions of DEI, embodying it as a core value and mission.

Setting Clear Metrics: We will continuously refine our metrics to align with our strategic goals, ensuring they remain effective in tracking and advancing our diversity and inclusion efforts.

Standardized Reporting: Creating standardized reports or dashboards will enable systematic tracking of our DEI progress, highlighting successes and pinpointing areas needing attention and resources.

Our Success Measures:

Tracking Progress:

We regularly monitor our advancement towards the objectives outlined in our DEI Strategic Framework, ensuring effective resource allocation to overcome identified challenges.

DEI Integration:

DEI principles are embedded in our formal and informal planning, processes, systems, and practices across the organization.

Leadership Commitment:

Our leaders demonstrate their commitment to DEI in decision-making and resource distribution.

Benchmarking and Evaluation:

We consistently evaluate our DEI mechanisms, practices, and achievements against UN system-wide standards to monitor and enhance our working practices.

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Key Enablers

Three key enablers are crucial for successfully implementing our priorities and achieving our DEI goals within the framework. These enablers will support our efforts to foster a more inclusive environment and advance DEI principles.

Leadership Commitment

Demonstrate unwavering commitment and foster accountability among leaders through consistent messaging and behaviours that promote and advance DEI goals and objectives. Leaders should actively advocate for DEI, serve as role models, and create an inclusive culture.

Communication and Engagement

Ensure effective communication by providing clear, consistent, and regular messaging articulating the DEI vision. Engage stakeholders at all levels, promoting transparency and participation in DEI initiatives. Regularly communicate progress against the commitments outlined in the DEI framework, fostering a shared understanding and accountability among all members of the organization.

Data Analytics

Leverage evidence-based analysis and assessments to drive sustainable, continuous, and measurable improvements in DEI outcomes across the organization. Utilize data to identify gaps, track progress, and inform decision-making processes related to DEI initiatives. Regularly review and analyze data to ensure that interventions and strategies are practical and aligned with desired DEI outcomes.

By focusing on these key enablers, we will create a strong foundation for our DEI efforts and promote an inclusive culture that respects and values the diversity of our organization.

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Alignment with existing plans

The DEI Strategic Framework is aligned with various other UNHCR and UN system-wide internal policies, strategies, and action plans, which include the following (this is not an exhaustive list and will continue to evolve):

UNHCR

- UNHCR Strategic Directions 2022-2026
- Gender Parity Action Plan
- Race Equality & Equity Action Plan
- UNHCR Code of Conduct
- Disability Inclusion Action Plan
- UNHCR Policy on Age, Gender, & Diversity
- UNHCR Action Against Gender-based Violence: An updated strategy
- UNHCR Strategy and Action Plan for Tackling Sexual Exploitation and Abuse and Sexual Harassment
- Proposed UNHCR People Management Principles

UN System-wide

- United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP)
- United Nations-wide Strategy on Gender Parity
- The UN System-Wide Gender Equality Acceleration Plan
- UN Disability Inclusion Strategy
- The UN Secretary-General's Strategic Action Plan on Addressing racism and promoting dignity for all
- UN Secretariat Strategy on the protection from violence and discrimination of Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) Persons
- IASC Deputies Group Compact on Diversity, Equity and Inclusion Focused on Racial Equality and Equity
- CEB Commitment to the Senior Managers' Compacts to produce entity-specific action plans based on the measures necessary to make immediate and tangible progress toward a more equitable geographical representation and achieving a diverse workforce that reflects the international character of the organization
- UN Charter
- Universal Declaration of Human Rights
- Commission on the Status of Women and the Convention on the Rights of Persons with Disabilities

In addition to being informed by various data sources, the strategic framework was developed in collaboration with colleagues, the Global Staff Council, employee resource groups and key stakeholders across the organization to ensure the issues most important to them were elevated and captured.

Ensuring that we can measure our progress over time and remain accountable and transparent to colleagues is an essential part of the journey to engage, equip, and empower. It makes it authentic.

Accountability for Results

Responsibility

The Senior Management Committee demonstrates their commitment by providing leadership as critical influencers, ensuring all levels of the organization understand that DEI is a priority for UNHCR. DEI is not only the responsibility of the Diversity, Equity and Inclusion Section or the Division of Human Resources; it is everyone's responsibility. The Senior Management Commitee sets consistent direction through their leadership and engagement, receives regular updates from the Inclusion and Diversity Advisory Group (IDAG), and ensures the DEI strategic framework achieves its identified aims and objectives within scheduled timeframes.

Inclusion and Diversity Advisory Group

An Inclusion and Diversity Advisory Group has been established to ensure alignment with the organization's overall strategy and to help institutionalize people management practices supporting and accelerating DEI goals. Chaired by the Chief of the Diversity, Equity and Inclusion Section, the IDAG consists of employees, including senior leaders who will guide, drive and oversee UNHCR's Diversity Equity and Inclusion Strategic Framework, and provide regular progress reports to the Senior Management Committee (SMC) to ensure alignment with the organization's overall strategy and to help institutionalize people management practices that support and accelerate DEI goals. The IDAG will help create strategic accountability for results, provide governance and oversight on diversity efforts, and promote organization-wide communication on progress.

Reporting

Operations, regions, and divisions will plan, manage and implement the DEI Strategic Framework and actions locally, tailoring actions to their workforce profile, needs, priorities, and circumstances. The DEI Strategic Framework will be implemented at the regional level, reported on through the DEI section, and form part of the whole organization's progress report presented annually.

Reporting formats and timeframes will align with existing reporting mechanisms such as the UN Disability Inclusion Strategy (UNDIS), Race Equality and Equity, and Gender Parity Action Plan. This integrated, intersectional approach connects DEI activities to a broader, results-oriented framework.

Annex A: Implementation Schedule

The actions outlined in our Implementation schedule will be reviewed and updated annually to ensure that our implementation plan continuously aligns with the evolving needs of our entire workforce and the evolving dynamics of our organization. This commitment to annual reviews reflects our dedication to ongoing improvement and the effective advancement of our DEI objectives across the organization.

Strategic Focus	2024	2025	2026
Culture & Belonging We will build a supportive, accessible, enabling, and inclusive work environment that promotes health & well-being, psychological safety and a sense of belonging.	Promote Inclusion by celebrating and hosting DEI days of significance and events to raise awareness and foster a safe and inclusive workplace. Update the DEI intranet page and publish regular DEI updates to keep colleagues informed of DEI activities and initiatives. Cultivate healthy behaviours by including DEI principles in Code of Conduct and other sessions. Foster health & well-being by ensuring people managers provide colleagues with flexible working arrangements, workplace accommodations and access to support services	Cultivate healthy behaviours by developing and implementing programmes that promote respectful behaviours and communication across all levels of the organization. Promote Inclusion by developing a campaign to encourage the voluntary sharing of self-identification information, e.g., demographic diversity and disability status. Create community by supporting existing and new employee informal networks, including employee resource groups, to collaborate and participate in the design, monitoring and improvements of DEI measures.	Create community by developing and implementing processes that accommodate the diverse needs of colleagues, e.g., ensuring information regarding requesting reasonable accommodation is provided during the recruiting/hiring phase. Strengthen physical and digital accessibility across the organization. Recognize achievements by establishing initiatives to celebrate and acknowledge the efforts of individuals and teams who make significant strides in advancing DEI across the organization.
Capacity Building We will increase awareness of and commitment to Diversity, Equity, and Inclusion by building the capacity of all colleagues to support the DEI agenda.	Provide a calendar of DEI skill-building and learning sessions. Develop and implement a communications and engagement plan to raise awareness of the strategic framework and other organizational initiatives and activities that support and promote DEI. Develop a range of DEI professional development programmes and learning opportunities to equip staff with the skills needed to advance DEI.	Develop a Manager's Toolkit/Handbook for an inclusive employee life cycle from recruitment to offboarding, guiding fostering an inclusive workplace. Incorporate DEI content in all new induction programmes, Foundation Learning Sessions for all employees, and global learning events such as Careers@UNHCR, Learning@UNHCR, Ethics@UNHCR Deliver tailored DEI planning sessions for regional and country operations to develop and implement DEI strategies, ensuring integration of DEI principles into the overall planning process.	Embed DEI into protection training, coaching, and mentoring services, fellowship programmes, rotation and mobility strategies, talent development programmes, and performance assessment. Implement customized engagement tools (surveys) and incorporate DEI in 360 assessments, Evolve performance management, and capacity-building programmes.

Strategic Focus	2024	2025	2026
Recruitment, Retention & Progression We will recruit and retain the best available talent, representative of the communities in which we operate.	Develop a diversity index including targets and indicators to achieve greater diversity and improve representation at all levels of the organization, especially senior leadership. Improve the collection and reporting of workforce data, including exploring processes to capture and evaluate diversity data during the recruitment and selection process and guide workforce planning. Introduce innovative and targeted outreach strategies to reduce barriers and attract a diverse range of candidates.	Provide hiring managers and hiring panels with tools and techniques to mitigate bias in candidate selection. Conduct an analysis of policies and processes, e.g., flexible work, parental leave, workplace accommodations, assignments, and separations, to identify trends, potential areas of improvement, and opportunities to enhance DEI. Implement talent acquisition and employee experience strategies tailored to meet the unique DEI requirements in various regions and build diverse and high-performing teams.	Review talent management and career development opportunities to ensure a diverse and gender-balanced approach to rotation, assignments, secondments/inter-agency assignments irrespective of staff contract situation. Develop and provide opportunities for shadowing, leadership development, mentoring, coaching, and development of succession planning to increase diversity and parity at senior levels.
Accountability We will establish clear accountabilities for our diversity, equity and inclusion initiatives and commitments.	Ensure SMC promotes shared responsibility for resourcing DEI initiatives across the organization and that implementation of the framework is prioritized across divisions, regions, and operations. Establish an Inclusion and Diversity Advisory Group to oversee, implement and report on the progress of the DEI Strategic Framework. Ensure responsibility for resourcing DEI initiatives is shared across the organization and implementation of the framework is prioritized across divisions, regions, and operations. Provide clear pathways for colleagues at all levels to feel confident raising issues and access redress mechanisms designed to protect them from discrimination, abuse, and harassment, including sexual harassment.	Develop a reporting template for operations to monitor and report progress in implementing the Gender Parity Action Plan, Disability Inclusion Strategy, Racial Equality and Equity Plan and DEI Strategic Framework. Implement mandatory training for all leaders on enforcing zero-tolerance policies against discrimination, bullying, and harassment, and establish regular performance evaluations to ensure compliance and effectiveness Provide SMC with quarterly updates on the implementation of the DEI strategic framework to track progress.	Establish DEI performance metrics and include them in performance reviews and evaluations for managers and leaders. Publish an annual DEI report highlighting progress, achievements, and areas of improvement. Establish a review process to analyze data from the Ombudsperson's Office, Ethics Office, Inspector General's Office, and Governance and Integrity areas to identify DEI trends in reported incidents and allegations, facilitating targeted interventions and policy adjustment