



Gender, Diversity and Inclusion

Examples* of Good Practices

What is Gender, Diversity and Inclusion? Why is it important?

Gender, Diversity and Inclusion is ensuring that the work environment is enabling and inclusive to all, regardless of age, gender, gender identity, disability, race, caste, ethnicity, nationality, religion, sexual orientation or any other status. The organization should build a sense of belonging and empowerment, equal access to opportunities and equal participation for all individuals. The organization will benefit from the representation of **diverse talent that will foster organisational excellence.**

How can Gender, Diversity and Inclusion be addressed?

Gender, Diversity and Inclusion in an organization should be ensured through **policies, procedures and action plans** with clear **targets**. These should all turn into clear actions that **benefit and improve the organization.**

**The listed examples are based on the results of a Gender, Diversity and Inclusion Thematic Review conducted by UNOPS in MX 2021 Q3, and are not limited to all the possible policies and practices in gender diversity and inclusion area.*



POLICY

Examples of what a gender, diversity and inclusion policy may include.

These are elements of what a gender, diversity and inclusion policy may include:

- Establishes and promotes a work environment that **encourages diversity and inclusion.**
- Promotes **inclusive and respectful behaviour** in the work environment.
- **Establish a clear leadership commitment** to diversity (e.g., CEO statement or participation in gender and diversity-focused initiatives, appointing a Chief Diversity/Equality Officer).
- Asserts that there is **zero tolerance for sexual harassment.**
- Establishes a non-discriminatory **dress code.**
- Establishes policies to **improve employee work-life balance**, including parental leave, flexible hours and remote work.
- **Prohibits any discrimination** on grounds of race, colour, sex, religion, political opinion, national or social origin and such other ground as may be recognized under the national law.
- Promotes the use of **inclusive, non-sexist, non-discriminatory language**, free from expressions of prejudice.
- Establishes fair, equal and transparent **access** to employment opportunities through non-discriminatory recruitment procedures.

- Establishes an **equal pay policy**, to ensure non-discrimination in the remuneration of employees.
- Endorses the **Women's Empowerment Principles** of UN Women.



PROCEDURE

Examples of how gender, diversity and inclusion can be addressed in formal procedures.

These are examples of what Gender, Diversity and Inclusion procedures could include:

- **Equal pay:** the process/procedure for equal pay both in terms of hiring and with salary increases, should be transparent and unbiased. Starting salaries and salary increases should be based on different transparent criteria such as experience, job function and responsibilities.
- **Recruitment and selection procedure:** to ensure that recruitment is unbiased and without discrimination, there should be clear and transparent processes in place for selection and hiring processes. This can be done through testing, clear selection criteria, ensuring equal access. The company should ensure that the hiring panel is diverse and makes its selection decision through a consensus.
- **Speak-up programme:** a speak-up programme or whistleblower system for reporting misconduct should be easily accessible for everyone connected to and working with the organization. It should be accessible on multiple platforms (internet, phone, email etc) that allow for anonymous reporting, and the reporting pathway should be clear (who receives the report, how it is handled etc.). Clear information on reporting, investigation procedures, case documentation and sanction implementation should also be available for everyone to access. Anonymized data on cases should be available and reported on internally in the company.
- **Protocols for gender identity-changes** that ensure that there is a clear process, support and information available for any employee going through a gender transition. There should also be guidance available for all parties, including co-workers, supervisors, managers, and human resources.
- Process/procedure to ensure that social/medical support also extends to **same-sex parenting, single and solo parent-families.**
- Strategy for retaining **women in the workplace**, focusing on work-life balance, flexible hours, and leadership programmes or mentorship.



PRACTICE

Examples of how the gender, diversity and inclusion policy and procedures can be implemented into practice.

These are examples of Gender, Diversity and Inclusion actions that can put the procedures and policies into practice:

- **Capacity building on gender, diversity and inclusion at all levels, through workshops and training**, to ensure that:
 - leadership knows policies and standards, understands them and promote their implementation;
 - supervisors and managers receive additional training, i.e making sure they know how to act when faced with a harassment case in the workplace;
 - employees understand, respect and comply with the policies; sharing knowledge of the importance of gender, diversity and inclusion, and understand why it is prioritized;
 - resources and learning materials may be developed for the employees so they learn more on their own.
- **Setting up a diversity and inclusion Committee** that is responsible for promoting and supporting a diverse, equitable and inclusive company culture and environment. The D&I committee should set an action plan with clear targets, track the implementation, and measure its achievements.
- **Conducting a workplace survey** to understand employee needs, gather ideas, learn about the expectations your employees have about diversity and inclusion and frame any future diversity & inclusion action plan/program/strategy based on the feedback from employees.
- **Paid parental leave**, if this is not otherwise provided or supported by the government.
- Establishment of **flexible hours and remote work** mechanisms to promote a better work-life balance.
- **Having a gender-based contingency plan (i.e for Covid-19)** in place to handle extraordinary events, that could include bonus payments, ensuring internal and external support networks are available, wellbeing surveys, provision of the equipment and online technical support, keeping in mind potential digital divide and gaps.
- **Creating employee networks** such as employee resource groups (LGBTQ+, Women, Women's Innovation, STEM, etc.), to foster learning, mentorship and build a better community and belonging in the organization.
- **Organising campaigns on commemorative dates** (International Women's Day/Pride Month) and **participating in events** (marches, talks, self-identification, visibility) that allows employees to celebrate diversity and inclusion.
- Creating **KPIs on gender, diversity and inclusion to measure progress**, these could be on recruiting, promotion rates, compensation levels, and supplier diversity.
- Providing access to **nurseries or daycare**, if these are otherwise inaccessible or not broadly available.
- **Establishing lactation areas and facilities** suitable for pregnant women.