

WHO Gender Parity Implementation Plan, 2023-2024

WHO Gender Parity Policy (2023-2026) and accompanying Implementation Plan (2023-2024) formulate WHO's commitments to promoting gender equality across WHO for more inclusive, diverse and gender-equal workplaces and practices. The overall goal of the Plan is gender parity in WHO staffing for all staff categories and at all levels. Specific targets are set for International Professional long-term positions to achieve gender parity by 2026 at every professional level with 3% margin (47% to 53%) that are aligned with the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) and United Nations System-Wide Strategy on Gender Parity (2017).

Activities	Accountability	Timeframe
1. Leadership and Accountability		
Deliver an updated Gender Parity Policy, refined parity targets, Implementation Plan, formulate new measures from gender-perspective, development of HR Dashboard to monitor workforce diversity	HRT in consultation with counterparts	2023, 1 st quarter
Publish a directive to all managers on their responsibility and accountability for reaching the targets, and the requirement to include this commitment in their annual workplans and performance reviews	Senior Management	2023, 1 st quarter
Oversee the implementation of the Gender Parity Action Plan. Convene monitoring and review meetings with Directors on progress towards achieving gender parity and identify required corrective measures. Up-to-date sex-disaggregated statistics for professional staff on agenda of at least two meetings held by each Region and HQ Department	Senior Leadership and HR/Gender Focal Points	Quarterly
Consider departmental/regional/country office status on gender parity, the implications of candidates' selection for gender parity targets; Include in individual workplans a gender-SMART goal related to contributing to achieving gender parity; include in performance appraisal an assessment of diversity activities (including related to gender, employees with disabilities, geographical diversity)	Hiring Managers (all staff with hiring responsibility)	2023-2024
Expand the network of gender focal points	Senior Leadership and HR/Gender Focal Points	2023, 2 nd quarter
Ensure that all hiring managers and supervisors complete CBI (competency-based interview) and unconscious bias trainings. Initial target, completion rate of at least 70%	Senior Leadership and HR	2023-2024
System of recognition in place for excellent work promoting gender equality and women's empowerment. Continue with the annual Excellence Award process, and introduce specific Gender Parity Award	HRT	2023-2024

Up to date policies and plans implemented on gender equality and women's empowerment, rely on gender-inclusive language guidelines. Specific senior level mechanism in place for ensuring accountability for promotion of gender parity at senior levels, and for job family of WHO Representatives	HRT	2023-2024
2. Gender-sensitive recruitment, progression and development		
Use projections on anticipated vacancies at the senior level (e.g., from retirements) to plan for gender parity and geographical diversity in evolution of staff composition	Senior Leadership, HR	2023-2024
Ensure that all advertised job openings include WHO diversity statement; ensure gender and geographical diversity in recruitment panels, i.e., at least one member of either gender to ensure non- homogeneous selection panels	Hiring Managers, HR	2023-2024
Country, regional and HQ leadership to review recruitments of international staff positions at grades that are not at parity to ensure that qualified women candidates are shortlisted	Senior Leadership, HR	2023-2024
Monitor data on the recruitment of P4 and above (grades that are not at parity) at every stage of recruitment process. Data on gender in applications, screening, shortlisting, and selections to be analyzed	Hiring Managers, HR	2023-2024
Extend the job openings that fail to yield a minimum 30% applications from women and to reopen the job openings when shortlist does not have minimum 2 to 3 women (depending on total number of shortlisted candidates) for underperforming grades, for outreach to attract candidates from the under-represented groups, including women from Global South and women with disabilities	Hiring Managers, HR	2023-2024
Use targeted outreach to women candidates through talent pools for women from unrepresented and underrepresented Member States, women with disabilities, women within specialized jobs, or women national staff, targeting women's networks and civil society representatives in the regions	HR	2023-2024
Build on existing rosters (Heads of WHO Country Offices, emergency roster) to ensure increased count of rostered women professionals	HR	2023-2024
Systematically conduct CBI, unconscious bias training for all individuals involved in recruitment processes, and make participation of individuals in recruitment conditional on having completed such training	HR	2023-2024
Conduct and regularly disseminate data analyses on gender parity; hiring managers' history of recruitment; and trends of staff movements across categories, professional levels, by gender and by major offices	HRT	Semi-annual

Provide women and men with equal opportunities to assume supervisory responsibilities and/or other activities promoting career progression; monitor access to short-term development assignments	Hiring Managers, HR	2023-2024
Provide networking and mentoring opportunities specifically for women staff	Hiring Managers, HR	2023-2024
Provide guidance to hiring managers on a balanced representation of women and men during internal and external events (including virtual events), missions and other representative functions, and in internal and external information materials and products	Management	2023-2024
3. Creating an enabling environment		
Conduct anonymous exit surveys for long-term staff (over one year appointment), recording the reasons for leaving and their level of satisfaction with the working culture of WHO; identify possible enabling and limiting factors to attract and retain women and under-represented groups; compile and share findings with senior leadership to identify remedial actions, and, at briefings with staff.	HR	Semi-annual
Introduce periodic all workforce survey to collect and analyze staff perceptions on various dimensions of organizational culture. Disaggregate survey data by gender, disability ensuring an intersectional approach that help to define how gender, disability, nationality, and other factors impact the way workforce experience the workplace. Establish a procedure to report on systemic issues and/or trends found in the surveys, advise hiring offices on relevant after-survey measures and monitor implementation of follow up actions	HRT	Annual
Supervisors to encourage staff to have a better work-life balance, to use parental leaves and Flexible Working Arrangements, subject to exigencies of service, taking into account requests of staff with caregiving responsibilities (e.g., children, persons with disabilities, elderly parents)	Hiring Managers	2023-2024
Ensure relevant HR policies specify provision of reasonable accommodation for women with disabilities	HRT	
Ensure policies use gender-neutral language inclusive of trans and gender non- conforming workforce in line with UN-GLOBE's recommendations	HRT	2023-2024
4. A workplace culture that is free of discrimination, harassment, and abuse		
Increase awareness about zero tolerance for sexual harassment through global, regional and office-level discussions to address social norms, change attitudes and model desired behaviors	Management	2023-2024
Continue reiterating messages about zero tolerance for all forms of discrimination, harassment, and abuse in the workplace on any basis	Management	2023-2024

Moderate dialogues on how to report sexual harassment, misconduct, all forms of discrimination, abuse, or harassment, including against women, gender-diverse persons with disabilities, LGBTIQ+ employees of WHO	Management	2023-2024
Put in place mandatory gender equality training for staff members who are deployed to emergency settings, addressing harmful gender stereotypes	Management, HR	2023-2024
5. Monitoring and Evaluation		
Continue monitoring gender parity at every international professional level. implement corrective actions with a specific focus on the most imbalanced offices/departments. Special Measures may be introduced by HRT if minimum thresholds are breached	Senior Management HR, Gender focal points	2023-2024
Produce gender sensitive reporting, broadcasts on the statistics and actions taken to improve gender parity; monitoring reports to be sent to Directors, WHO Representatives	HRT	Semi-annual