

**Executive Board – UNDP, UNFPA, UNOPS**  
**First regular session 2026**

## **INFORMATION NOTE**

### **UNFPA organizational culture**

#### **I. Introduction**

1. In line with Executive Board decision 2025/4, this joint information note provides an update from UNDP, UNFPA and UNOPS on their progress to strengthen organizational culture. The three agencies continue to advance efforts to foster safe, inclusive, value-driven and non-discriminatory workplaces that promote dignity, respect and equal opportunity for all personnel.

2. These efforts remain central to delivering on the organizations' strategic plans and advancing accountability, risk management, and protection from all forms of misconduct, including sexual exploitation, abuse and harassment. Guided by shared principles and supported by results frameworks, culture and engagement surveys, and data-driven analysis, UNDP, UNFPA and UNOPS continue to embed practices that foster positive and transformative workplace cultures that enable their people to deliver at their best. In doing so, the organizations continue to reinforce a culture that not only safeguards dignity and respect but also drives innovation, continuous learning and collaboration, enabling stronger results and greater impact for the people they serve.

#### **II. UNFPA Strategic Plan, 2026-2029 and organizational culture**

3. The UNFPA Strategic Plan 2026-2029 is a roadmap for resilience and renewal, aimed at ensuring universal access to sexual and reproductive health, realizing reproductive rights (SRHRR), and accelerating the implementation of the Programme of Action of the International Conference on Population and Development (ICPD). It is not only a bridge to the end of the Sustainable Development Goals era, but a recommitment to the unfinished business of the ICPD, a global promise to ensure that every individual can live a healthy and productive life grounded in rights and choices.

4. UNFPA enters this strategic period with notable organizational strengths. Recent assessments highlight significant progress: the evaluation of the strategic plan, 2022-2025, recognized advances in normative leadership, data innovation, and partnerships in priority areas, while the external Multilateral Organisation Performance Assessment Network (MOPAN) assessment specifically noted improvements in results-based management (RBM) and agility in crises contexts.

5. The ability of UNFPA to deliver on the ambitions of the Strategic Plan, 2026-2029, depends on an agile and future-ready business model. These initiatives position UNFPA to optimally deliver on its unique mandate, further strengthens its vital work on population issues, and safeguards its strong technical advisory, service delivery, and operational capacity across both development and humanitarian contexts. These achievements, underpinned by the organization's global footprint, reinforce the status of UNFPA as a partner of choice for many donors.

6. It is expected that UNFPA humanitarian support to Member States will continue to grow given past trends. As emergencies and protracted crises continue to increase, political shifts among donor countries point to ongoing demand for UNFPA to mobilize humanitarian resources and to further deploy its increasingly resilient humanitarian capacity and to deliver our mandate where it is most needed.

7. UNFPA recognizes that an inclusive, resilient, results oriented, and adaptive organizational culture and workforce is essential to reinforcing its ability to deliver organizational strengths and drive successful transformation. This information note serves to articulate an update on the various actions underway to achieve this.

### **III. UNFPA core values and culture principles**

8. UNFPA is committed to acting with integrity, transparency and accountability, consistently reflecting its core values, as articulated in the UNFPA Mission Statement and the Standards of Conduct for the International Civil Service. UNFPA is guided by its core values of integrity, respect and accountability. These values underpin a principled, transparent and inclusive organizational culture that promotes diversity, fosters ethical behaviour and upholds the highest standards of human rights, including gender equality and non-discrimination.

9. As UNFPA and the wider United Nations system adapt to current funding challenges, UNFPA remains focused on a values-driven, results-oriented, and rights-based culture that prioritizes innovation, accountability, collaboration, and care, underpinned by a commitment to equitable representation, fair treatment, and equal opportunity; and by ongoing investment in leadership, staff well-being, ethical conduct, and inclusive workplace practices.

10. Five culture principles further reinforce these core values: (a) trust and respect; (b) belonging; (c) commitment and accountability; (d) team spirit; and (e) innovation. Together, these five principles aim to foster a positive and values-driven culture within UNFPA that aligns with broader United Nations norms and expectations. These principles also reinforce the zero-tolerance policy of UNFPA for any form of wrongdoing and are integrated and mainstreamed into key corporate platforms, processes and strategies – including the UNFPA accountability framework, the 2030 People Strategy, the UNFPA Protection from Sexual Exploitation and Abuse and Sexual Harassment (PSEAH) Strategy, the induction platform for new staff, and in a dedicated supervisor training – to ensure they remain foundational to everyday operations.

11. UNFPA holds that a diverse workforce, rich in varying perspectives and experiences free from discrimination, and developing a more equitable, inclusive and therefore resilient workforce,

is fundamental to achieving its mission effectively. The new strategic plan solidifies the organization's dedication to anti-racism and non-discrimination as fundamental principles. These values are further operationalized through a culture of accountability, transparency and ethical conduct, ensuring rights-holders' voices shape decisions and that UNFPA remains effective, responsive and trusted.

12. In 2021, UNFPA commenced a comprehensive review of its contingent workforce contract architecture by examining existing policies to improve equity across all contract types. This included considerations for alternative contract modalities for affiliate personnel such as service contracts with customized pay structures and benefits. In 2025, UNFPA launched its Local Service Contract modality and leveraged inter-agency service agreements for contract administration. This initiative reflects the ongoing commitment of UNFPA to equity, care, transparency and consistency in its operational frameworks and contractual obligations.

13. Investing in the care of all personnel means prioritizing their safety, health, and wellbeing and fostering employee engagement, promoting professional satisfaction, and building resilience. A key aspect of this commitment is the expectation that all leaders and managers within UNFPA will visibly and proactively prioritize and champion mental health and well-being. Leadership commitment is fundamental. Leaders are instrumental in setting the tone, creating a supportive atmosphere, and ensuring that policies and practices reflect this commitment. This includes providing resources, recognizing differences in abilities, fostering open communication, and destigmatizing conversations around health, safety and mental health challenges. It is equally important that these values are reflected in the everyday actions of every staff member.

14. In December 2022, the Office of the Executive Director (OED) conducted a pulse survey on flexible working arrangements (FWAs). Results highlighted that both staff and supervisors value FWAs, citing improved work-life balance. Results highlighted the need to ensure the correct utilization of the FWA benefit by all staff. Based on this, UNFPA continues to maintain the existing FWA options.

15. Through FWAs, UNFPA promotes well-being, remains an attractive place to work and has a solid retention rate for its talent. UNFPA is getting ready to move its New York Office to new premises as of 1 December 2025. FWAs will continue to enable UNFPA to embrace new ways of working that cultivate greater interaction and collaboration among colleagues, and build a more favourable, inclusive and accessible workspace.

## **IV. Engagement and inclusion**

16. The UNFPA Executive Committee and senior management are more than ever dedicated to fostering a resilient workplace culture. They continuously set the "tone at the top" as commitment to psychological safety, respect, and to uphold high expectations for staff conduct, and create an enabling environment aligned with United Nations values.

17. UNFPA works to champion a speak-up culture and to elevate the voices of all UNFPA personnel. As an opportunity for personnel to voice their concerns, share insight and feedback on the lived experiences of their workdays, the Global Staff Survey (GSS) is a flagship speak-up moment. The 2024 GSS revealed an impressive 87 per cent engagement rate within the organization. Culture and values, and diversity, equity and inclusion consistently ranked among the top three performance indicators across all regions. Results also show positive trends in change management, and teamwork and collaboration. UNFPA personnel consistently rank these above the benchmark upper quartile to indicate that UNFPA is effectively managing change and respondents appreciate their colleagues and the empowering culture at UNFPA.

18. To address the gaps and remaining issues highlighted by the GSS, over 300 regional action plans have been developed and initiated in 2025. An “understand the gap” series, launched in November 2025, specifically to address the fact that women at UNFPA are on average 9 per cent less positive than men across the survey as a whole, ranking more than 10 percentage points lower on the topics of “communication and change” and “leadership and management”. Throughout 2025, teams have designed and implemented actions to further foster a positive work culture at UNFPA, including sessions with the regional psychosocial staff counsellors in West and Central Africa (WCARO); effective communication and internal dialogue roundtables and trainings in Latin America and the Caribbean (LACRO) aimed at improving communication around reporting mechanisms; and respectful workplace facilitator programmes in Eastern Europe and Central Asia (EECARO).

19. As the organization begins delivering the new strategic plan, UNFPA is renewing its commitment to gender equity by seeking re-certification for EDGE and EDGEplus in 2026. This re-certification and subsequent global action plans reinforce UNFPA as a future-ready workforce safeguarded by the latest standards of inclusion and organizational culture. An independent third-party audit will assess UNFPA progress in 2025 against international standards, reviewing policies, practices, human resources data, and employee perceptions gathered through a diversity survey. UNFPA anticipates receiving the new certification in July 2026.

20. UNFPA is dedicated to fostering a positive organizational culture through professional development initiatives and strives to equip its staff with the necessary skills and knowledge for long-term career success. Such initiatives include:

- (a) *Adelante*. A programme offering career development training and personal coaching in three languages, accessible to all personnel regardless of background or status;
- (b) *UNFPA Mentorship Programme*. A programme that successfully connected 104 mentor/mentee pairs from 359 applications, carefully considering diversity; language (22 per cent spoke a language other than English); functional level; and location. It also provided opportunities for reverse mentoring.
- (c) *Other development opportunities*. These include ‘on the job training’, on-demand curated learning libraries and academic tuition reimbursement, targeted at General Service staff.

21. Additionally, for the fifth consecutive year, UNFPA has undertaken a thorough examination of its salary framework in alignment with the EDGE recommendations. The findings show that gender’s impact on pay at UNFPA aligns with EDGE standards, indicating no statistically significant differences in compensation between women and men – which means that UNFPA remains within the EDGE-compliant standards of pay equity. For the yearly pay equity analysis conducted in 2025, the results have confirmed that UNFPA continues to uphold EDGE-compliant standards of pay equity, with an observed gap of only 1.65 per cent based on base salary and 2.01 per cent when including cash benefits. These results indicate that there are not statistically significant differences in compensation between women and men, and that UNFPA remains well within the EDGE Global Standard threshold. The analysis reaffirms the sustained commitment of UNFPA to maintaining equitable and transparent pay practices across all categories of personnel. These efforts collectively contributed to a more positive and inclusive organizational culture while ensuring compliance with EDGE standards.

22. UNFPA fosters an inclusive and equitable organizational culture as evidenced by the strong presence and active engagement of various Employee Resource Groups including Enable@UNFPA; the Tangerines; Pride; and Women@UNFPA. These specialised resource groups

promote different voices at UNFPA and are valued for their contribution to building an organizational culture that enhances a sense of belonging and safety in the workplace.

23. In collaboration with the Executive Office and other key partners, the Division of Human Resources (DHR) has continued to offer educational programmes focused on belonging and inclusive practices. The conversation series, “Let’s Talk About It”, which has fostered curiosity, interest and self-discovery, exemplifies these efforts. Notable sessions include “Let’s Talk About It: Is Gender Telling the Whole Story?”, with the Chief of Staff and representatives of the group; Women@UNFPA; and “Let’s Talk About it: Racism and Coloniality in the Workplace,” which served as a series opener for the DHR sponsored anti-racism and decoloniality conversations.

24. In 2025, the DHR policy and staff relations team launched a new global series, “Let’s Connect! Staffing Matters Made Simple,” in order to create an open, transparent, and accessible platform for staff to raise issues, seek clarification, and engage in constructive dialogue about matters affecting their professional lives within the organization. By providing a direct channel for communication, DHR aims to demystify complex human resources processes, address common misconceptions, and ultimately build a more informed and empowered workforce. The series features regular sessions covering a wide range of topics – such as duty of care; sick leave, staff conduct and workplace behaviours; abuse of authority and harassment – ensuring that staff have the resources and information they need to thrive at UNFPA.

25. UNFPA commitment to fostering a positive and productive work environment is evident in the ongoing engagement between senior management and leadership, and the Staff Council. These collaborative efforts are designed to cultivate a deeper understanding of staff relations and to ensure that the voices and concerns of all employees are heard and addressed.

26. Through ongoing collaboration with the Staff Council, the organization has enhanced transparency in its interactions with both staff and management. The Staff Council’s active involvement in organization-wide town halls, change management initiatives, and decision-making processes – including the business model review – serves as a testament to this commitment. Their valuable contributions in addressing and preventing staff concerns, alongside providing advice, have cultivated a cooperative culture that, in turn, has fostered an open and transparent communication mindset within UNFPA, ultimately leading to a healthier and more productive work environment.

27. Throughout this process, UNFPA is committed to maintaining business continuity, minimizing disruption, and listening to staff perspectives. Leadership and management continue to share updates as the process unfolds and remain committed to transparency, stability and supporting all staff through any future developments. Most importantly, any significant changes will be considered with care.

## **V. Integrity, transparency, and accountability**

28. In a testament to its commitment to integrity and ethical governance, the updated accountability framework of UNFPA was presented to this Executive Board at its annual session in June 2025. This framework establishes a unified, organization-wide architecture designed to reflect a strong ‘zero tolerance’ approach to wrongdoing. By clearly delineating responsibilities, it fosters a values-driven and results-focused culture of transparency. It unifies and strengthens ethics, oversight, risk, performance and “accountability to affected populations” systems, ensuring responsibility to both internal and external stakeholders, especially in fragile settings.

29. Additionally, UNFPA has reported on its progress in United Nations system-wide strategies, notably the United Nations System-wide Action Plan on Gender Equality and Women's Empowerment and the United Nations Disability Inclusion Strategy, recognizing that these engagements in turn support the members of the organization's global workforce and reflect the goals articulated in the UNFPA mission statement.

30. As an integral part of the broader United Nations development system, UNFPA is firm in its commitment to cultivating an organizational culture that is deeply rooted in a robust legal and ethical framework. This commitment is paramount to ensuring that the principles of anti-racism are not merely aspirational, but actively and systematically embedded within every facet of UNFPA work: internal practices, human resources policies, operations and processes, and its extensive programmes across the globe.

31. One specific example of this systemic integration is the UNFPA performance management culture and process. UNFPA currently implements an annual performance management cycle starting with performance goal setting at the beginning of the calendar year, formal mid-year review and year-end assessments at the end of the calendar year. Year-round informal, regular and ongoing feedback is encouraged as part of the performance management system. UNFPA has been consistently reaching a high compliance rate with performance management with a minimum of 95 per cent completion in 2023 and 2024. UNFPA is now aiming to evolve the organization culture of performance management from being process and compliance driven to one that anchors accountability and drives impact.

32. UNFPA identifies and develops core competencies through a culture of workforce planning and talent development. The UNFPA Learning Advisory Board continues to provide guidance and direction on the skills, strategic direction, and competencies, current and future, necessary to ensure that UNFPA is able to implement its strategic plan. This organization-wide collaborative approach to training and development ensures that UNFPA allocates training resources and plans for future workforce demand where and when needed across the organization to align existing and anticipate future talent skills, and competency needs.

33. In October 2025, under the auspices of the Office of the Executive Director, UNFPA launched an organization-wide series dedicated to the critical issue of protection from sexual exploitation, abuse, and sexual harassment. This initiative, titled *Ideas Into Action*, is organized by its dedicated PSEAH Unit.

34. The series is designed to transcend conventional awareness campaigns, creating a truly dynamic, action-oriented and interactive space that fosters reflection, constructive dialogue, and invaluable shared learning across every level of the organization, from field offices to headquarters. Its core objective is to move beyond superficial understanding, offering all personnel an opportunity to engage in deeper, thought-provoking and solution-focused conversations to catalyse tangible actions essential for effectively addressing sexual misconduct within and beyond UNFPA.

35. Through a multifaceted approach, the series will explore the complexities of real-world issues encountered in diverse operational and institutional contexts. It will critically unpack the intricate power dynamics and inherent risks that often shape reporting mechanisms and response protocols, striving to build a more transparent and supportive environment. Furthermore, *Ideas Into Action* will serve as a vital platform to highlight innovative practices and invaluable lessons learned from across various regions, showcasing successful strategies and approaches. Crucially, the series will consistently amplify survivor-centred approaches, ensuring that the dignity, safety, and agency of survivors are not only acknowledged but are also woven into the very fabric of the collective action and response to UNFPA. This comprehensive approach aims to foster a culture of

unwavering commitment to PSEAH, promoting accountability, preventing harm, and supporting those affected by sexual misconduct.

36. The UNFPA PSEAH Strategy is grounded in organizational accountability, and has a dedicated pillar focused on systems-level organizational and culture change. To meet this commitment, in 2025 UNFPA restructured and reorganized its PSEAH hub in response to personnel requests for more transparency and information on organizational efforts to meaningfully address and prevent sexual misconduct. The newly refurbished and restructured centralized PSEAH hub supports all personnel, PSEA focal points, and leadership, moving beyond static repositories of training materials to create a dynamic ecosystem for sexual misconduct prevention and response. The hub includes structured guidance on how to operationalize the UNFPA PSEAH Strategy; offers granular information on not only how to report or address sexual exploitation and abuse or sexual harassment, but also what can be expected after a report is made; includes a flagship page on the UNFPA Ideation Challenge field-driven programmes; provides a resource page that includes the new UNFPA PSEAH core learning package, a PSEAH resource mobilization guidance; a PSEAH action guide for managers; mapping of the survivor journey and experience; and sexual exploitation and abuse and sexual harassment risk assessment and mitigation guidance for regional and country offices – in addition to the wide range of interagency tools, guidance and resources.

37. To further implement the Strategy's principle of organizational accountability, the PSEAH Unit conducted missions to four regions over 2025 and included 14 targeted country office visits during these regional missions. Integral to the country office visits were dedicated listening sessions with personnel – broken into larger “all personnel” sessions, all female personnel sessions, and all male personnel sessions. The listening sessions are used as an opportunity to hear from staff and personnel about their priorities and recommendations to enhance the organization's efforts to meaningfully tackle sexual misconduct, to build trust in the systems, promote psychological safety among personnel, and to strengthen the organization's accountability approaches. The feedback and recommendations provided during these sessions are shared with the UNFPA leadership team and used to inform and adjust the organization's ongoing PSEAH work

38. UNFPA committed a significant part of the 2025 corporate learning budget to organizational learning and capacity to address sexual misconduct, driving personnel-led PSEAH innovation, learning and accountability efforts. In addition to the Ideas into Action learning series noted above, the UNFPA PSEAH Ideation Challenge sources, funds and scales up innovative and field-driven learning approaches and promising practices directly from the country and regional offices. A key component of this is consulting women and field-based personnel as experts in their own protection. Building on the success of the 2024 pilot, the 2025 Ideation Challenge has supported projects in three country offices, each in different regions. Once completed, these will be featured on the PSEAH hub flagship page for access by all other personnel. In 2025, UNFPA also developed a learning package for leadership, using digital and virtual reality tools. The programme's primary goal is to bridge the gap between theoretical knowledge and confident, practical application for managers by focusing on two critical areas: developing tangible skills for preventing and responding to sexual misconduct, and fostering the decisive, compassionate leadership needed for high-stakes situations.

39. The UNFPA Ethics Office significantly strengthened the organization's ethical foundation by prioritizing trust and accessibility while maintaining core compliance. Whilst continuing its essential functions like confidential advice, managing conflicts of interest, administering the Financial Disclosure Programme, and protecting whistleblowers, it expanded its impact through proactive outreach. To enhance accessibility, the Ethics Office provided confidential services and guidance in multiple languages and launched the Ethics Champions programme to support field offices, fostering a safe space for all staff.

40. UNFPA core values were embedded through new learning opportunities, including “workplace issues” sessions and a joint newsletter with the staff counsellors. It also reiterated UNFPA core values and established a clear “ethical compass” based on integrity, respect and accountability through various communication tools. The Ethics Office reinforced that ethical culture is a shared responsibility, elevating ethical leadership as a key driver of positive change. It provided guidance on complex issues, such as ethical considerations in evolving landscapes, and highlighted the link between internal conduct and external reputation of UNFPA through awareness campaigns on social media usage and political activity.

41. Looking ahead, the Ethics Office proactively addressed the ethical implications of artificial intelligence (AI) with a dedicated brochure and integration into UNFPA guidelines, promoting innovation with a conscience. By focusing on core values and proactive guidance, the Ethics Office is building a more resilient, trusting and ethically conscious organization, ready for future challenges.

## **VI. Adaptability, innovation and transformation**

42. UNFPA is currently navigating a period of profound organizational transformation. This includes adapting to an evolving operational landscape and aligning with the broader UN 2.0 and UN80 reform agendas. As organizational restructuring transformations have taken place amidst a greater global backdrop of major geo-political and environmental change and unpredictability, the Office of the Executive Director, through the Innovation and Transformation Branch (ITB) facilitated a valued series of interactive Change Dialogues for all personnel. Topics included “change and protection from sexual exploitation, abuse and harassment”; “the strategic importance of UN 2.0 and the quintet of change”; “leveraging data for scaling up innovations” – and a scenario-based, e-learning course help personnel further familiarize themselves with the culture principles. At the heart of successfully managing these multifaceted changes will be a healthy and resilient organizational culture.

43. In September 2023, UNFPA commenced the implementation of the headquarters optimization initiative. Over the course of this process, two main organizational changes took place at UNFPA headquarters in New York: the integration of the former Policy and Strategy Division and the current Technical Division into what is now the Programme Division, largely based in Nairobi; and relocating the Evaluation Office to Nairobi. During this restructuring and relocation process, UNFPA made extensive efforts to support personnel by frontloading key human resources activities to reduce staff uncertainty and to give staff and the organization as much time for planning as possible ahead of the relocation to Nairobi

44. In June 2025, UNFPA officially opened its new headquarters office in Nairobi with a ribbon-cutting ceremony led by former Executive Director Dr. Natalia Kanem. In October 2025, the newly appointed Executive Director Diene Keita celebrated the relocation of 132 staff members and the transformation with a two-and-a-half-day event themed “From transition to constellation – Building our Nairobi headquarters together”. The event brought together all staff who had experienced one of the organization’s most significant transitions: the relocation of key headquarters functions from New York to Nairobi. This move was not just a logistical shift but a deeply human one. The event began as a reflection on transition and evolved into a declaration of purpose and a collective promise to shape not just a new workplace, but a new culture united by purpose, proximity, and possibility.

45. UNFPA has a culture of innovation that encourages forward thinking, calculated risk-taking, creative thinking, open spaces for innovative ideas, continuous iteration, and a collaborative



mindset to learn from any failures. The integrality of innovation as part of organizational culture is reflected across the UNFPA Strategic Plan, Culture Principles and the global Innovation Strategy (2025). To nurture this innovative culture, UNFPA creates incentives and opportunities that stimulate creativity and experimentation, such as global webinars on latest trends and innovations, rewards innovative contributions, recognizes achievements through the Innovation Fair and Awards, fosters results-focused and cross-disciplinary collaborations and provides intensive training and platforms for idea generation and exploration, such as the global innovation and transformation space. By nurturing an environment where innovation is valued and encouraged, and where failure is seen as a learning opportunity, UNFPA unleashes the full potential of its workforce to drive transformative change and effectively addresses the evolving needs of the populations it serves, even in the most challenging contexts.

46. The ripple effects of these changes are far-reaching. They will directly impact the nature and scope of the programmes delivered by UNFPA, as well as the effective and efficient delivery of the strategic plans, internal accountability mechanisms, risk management, and protection from sexual exploitation, abuse and sexual harassment. It will also have an impact on how colleagues worldwide approach their work, the methodologies they employ and their mental health.

47. Ultimately, these shifts will shape the ability of UNFPA to realize its overarching strategic vision and to work for “the 10-year-old girl”. This powerful symbol represents the millions of vulnerable girls and women for whom UNFPA strives to secure a future free from violence, discrimination, and preventable health challenges. To truly uphold her right to a safe, healthy, and empowered future, UNFPA must not only comprehend these dynamic changes but also proactively adapt to them. This requires fostering a safe and inclusive environment where everyone can rise to their collective potential. This is the institutional integrity of UNFPA.

## **VII. Conclusion**

48. UNDP, UNFPA and UNOPS continue to progress implementation of efforts to strengthen organizational culture, in line with Executive Board decision 2025/4, by fostering safe, values-driven workplaces that uphold dignity, respect and equal opportunities for all personnel. Each organization has advanced initiatives focused on leadership, accountability, employee engagement, learning, and well-being, recognizing that a strong culture underpins effective delivery of their strategic plans.

49. Guided by the Board’s encouragement, the organizations are integrating measurable approaches to cultural transformation through data-driven assessments, engagement surveys and the development of results frameworks and targets. These efforts are helping to identify progress, challenges and opportunities to further embed inclusion, accountability, and respect in everyday practices and management systems.

50. Collectively, these actions demonstrate the sustained commitment of UNDP, UNFPA and UNOPS to a healthy, inclusive and high-performing organizational culture. Continued attention to develop leadership and people management capabilities, learning and accountability will ensure that personnel across all levels can contribute to a respectful, empowering, and values-based workplace environment.

51. UNDP, UNFPA and UNOPS remain committed to strengthening collaboration and advancing good practices across the UN system to reinforce prevention of discrimination, harassment and abuse of authority, and sustaining a shared culture of integrity and respect.