**Chief Executives Board
for Coordination**

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# Report of the High-level Committee on Management at its forty-third session

## (Regular Session, 6 April 2022, International Maritime Organization (IMO), London)

## I.    Introduction

1.    The High-Level Committee on Management (HLCM) of the United Nations System Chief Executives Board for Coordination (CEB) held its forty-third session on 5-6 April 2022 at the International Maritime Organization, in London. The meeting was chaired by the HLCM Chair, Ms. Catherine Pollard, Under-Secretary-General for Management Strategy, Policy and Compliance, UN and by the HLCM Vice-Chair, Ms. Kelly T. Clements, Deputy High Commissioner for Refugees.

2.    The Committee convened in retreat mode, for HLCM members only, on 5 April, with the aim of formalizing its priority areas of work and operating modalities for the next four years. The regular session took place on 6 April.

3.    The HLCM Chair welcomed new HLCM members as well as guests, including representatives from the International Civil Service Commission (ICSC), the Staff Federations and Young UN.

4.    The agenda, as adopted by the Committee, focused on the following themes:

   a.    Addressing Racism & Promoting Dignity for All;

   b.    Addressing Sexual Harassment within the Organizations of the UN system;

   c.    Future of the UN Workforce;

   d.    Occupational Health & Safety (OHS);

   e.    Jurisdictional Review of the UN common system;

   f.    Circularity of supply chains.

5.    The list of participants is provided in annex I and the checklist of documents in annex II to the present document.

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## II. Addressing Racism & Promoting Dignity for All

6. Prompted by the 2020 global reckoning on institutional and systemic racism, the Secretary-General launched a campaign of dialogue and action against racism and established the Task Force on Addressing Racism and Promoting Dignity for All in the United Nations. This was based on the recognition that the UN system is not immune to racism and racial discrimination and that racism, exclusion and marginalization affect workforce morale, undermine commitment, hamper the delivery of mandates, and go against human decency.

7. The HLCM Chair acknowledged the report of the Task Force and elaborated on previous positive experiences in addressing fundamental and systematic ethical challenges with a system-wide approach. She recalled the collaborative efforts in addressing sexual harassment and expressed her support for a possible model policy against discrimination and for promoting dignity for all.

8. The Chair of the Human Resources Network (HRN) elaborated on the Strategic Action Plan of the United Nations, highlighting that the goal of the Task Force was to assess workforce perceptions on the extent of racism and to develop a long-term strategic action plan for a long-lasting cultural transformation.

9. The report of the Task Force highlighted the multifaceted and intersectional nature of racial discrimination, which occurs both covertly and overtly, and can be expressed, among others, through microaggressions and bias, or by a disparity in the appointments and promotions of personnel. It was further observed that colleagues are reluctant to report discriminatory behaviour, suggesting a lack of trust in the reporting mechanisms.

10. A common approach in addressing racism should hence entail an open and honest conversation by organizations with personnel. The system-wide efforts should be coordinated and monitored through a unified approach, based on shared values and principles, to achieve the desired rigorous, long-term, cultural transformation.

11. The HR Network Chair offered to provide leadership in multiple areas including developing a set of standard definitions and terms of bias, anti-racism training, and leveraging organizational best practices for the benefit of all. The HRN would also engage with the informal inter-agency group on anti-racism. She underlined that this was an opportunity for all organizations to come together against discrimination and offered to report annually to HLCM on the efforts of the organizations to address racism and racial discrimination.

12. By highlighting that a common approach would not deter the organizations' individual strategies, the Chair of HLCM opened the floor for the discussion.

13. Representatives of the staff federations strongly supported a common approach and underlined that the Strategic Action Plan could serve as a baseline in this regard. To overcome apprehension of colleagues towards reporting discrimination, management should ensure close collaboration with personnel and their representatives. Long-lasting cultural transformation would further require adequate data, monitoring and reporting. To the representatives of the federations, the protection of whistle-blowers as well as the active advocacy of organizations' executive heads would be critical for the success of the intended cultural transformation.

14. Many members expressed their support for a common approach and mechanism of collaboration, suggesting that it should be light, constructive, and forward looking. It was further stated that racism could only be addressed in an intersectional manner, with measures that ensure an inclusive, diverse, and equitable workplace. This approach would further require holistic measures that go beyond human resources, and look at areas such as procurement and communications, and an active engagement of external partners.

15. Some members seconded the need for common terms and definitions, or a glossary, to ensure comparison and adequate communication. The need for reliable monitoring of racial discrimination was highlighted, stressing that nationality does not suffice as a proxy for this purpose. Several members shared their recent experiences in introducing voluntary self-declaration form for race, which had been received well by colleagues. Some members also reminded that the JIU is currently reviewing this issue and its findings, if applicable, could also be a reference for the future work in the context of the HLCM.

16. Several members highlighted the shared reputational risk of inaction, and stressed that a common approach should not allow organizations to opt out of their responsibility. Some acknowledged the shared risk and limited resources, and underlined that a common approach should not undermine or disregard the measures already in place.

**The High-Level Committee on Management:**

17. *Agreed to take a common approach in addressing racism and racial discrimination in the United Nations system, using the Secretary General's Strategic Action Plan as a baseline for coordination and collaboration among the organizations.*

18. *Agreed to formalize a timebound multidisciplinary Group of Focal Points on Diversity, Equity and Inclusion consisting of Diversity Experts to deliver on a Glossary, Principles and Best Practices, led by the HR Network.*

19. *Agreed that:*
    - *The Group would aim to develop and adopt comprehensive ToR, with timelines and expected outcomes, at its first meeting.*
    - *A first draft of the Glossary would be presented in the fall session 2022 of HLCM, with the aim of virtual approval before the end of the year.*
    - *Principles should be endorsed and applied to all organizations and explicitly include all personnel.*
    - *Best practices should be collected and discussed in an interdisciplinary approach.*

20. *UNICEF, UPU and the UN Secretariat volunteered to co-lead the Group. The CEB Secretariat will reach out to HLCM members to solicit nominations in the Group. The Group would include one representative for each Staff Federation.*

21. *The Group will report on its work at regular HLCM sessions, through the HR Network, organizations' efforts to address racism and racial discrimination and on progress towards racial diversity, equity and inclusion.*

## III.    Addressing Sexual Harassment within the Organizations of the UN system

22. Introducing the item, the HLCM Chair reminded members that managers had a responsibility to ensure a safe and respectful workplace for personnel and that sexual harassment was interconnected with issues such as racism and discrimination, behaviours which hampered mandate delivery. She pointed out that the Task Force, in its more than four years of existence, had delivered useful tools for the UN system including a Model Policy, a Code of Conduct, the Clear Check database, and principles for a victim-centred approach to addressing sexual harassment.

23. The HLCM Vice-Chair and Chair of the Task Force on Addressing Sexual Harassment within the Organizations of the UN System recalled that HLCM at its last session had requested the Task Force to craft a bold and ambitious way forward. The Chair introduced the elements of the strategic vision for the third phase of work laid out by the Task Force.

24. Two common threads were identified to run through all areas of work: ensuring the long-term sustainability of work, including appropriate resourcing, and improving internal and external communications. The continued interest and focus of Member States to demonstrate impact was highlighted as an opportunity to reinforce outreach efforts, especially vis-à-vis member states.

25. A recent UN Appeals Tribunal judgment upholding a sanction against a perpetrator of sexual harassment outside of the workplace was presented to illustrate the commitment from the UN to deliver consequences for the behaviour, but also the need to communicate about such achievements and consider all audiences in our communication strategies, including and especially survivors.

26. It was highlighted that the third phase of work would focus on operationalising and measuring the impact of the norms and tools produced by the Task Force. To improve the UN system's approach to addressing sexual harassment and produce tangible outputs, four areas of work had been identified by the Task Force for its third phase of work. These elements were to be fleshed out into a workplan for the Task Force after approval by HLCM:

    1.  Prevention and Behavioural Science
    2.  Victim/Survivor Engagement and Support
    3.  Data and Results
    4.  Enhanced Cooperation

27. In the ensuing discussion, members of the Committee expressed their strong support for the way forward laid out in the strategic vision. While system-wide progress in addressing sexual harassment was noted and welcomed, there was a shared sense of a need for further work to make efforts sustainable and impactful. HLCM members and staff representatives considered that the strategic vision covered the appropriate areas to achieve further progress.

28. Participants noted the importance of furthering effective prevention and identified behavioural science as an emerging tool for this purpose. It was emphasized that the increased engagement and visibility of leadership around the topic was paramount for creating a safe and respectful workplace. The interconnectedness between sexual harassment and other forms of discrimination and harassment was recognized and the requirement for management to work on the prevention of all misconduct was underlined.

29. An existing lack of trust by victims and survivors in the system of reporting and investigating sexual harassment cases, and a fear of retaliation, were noted by several HLCM members. The Committee therefore noted the crucial importance of engaging with victims/survivors to guide the UN system's efforts towards their protection and support. Continuing and improving the application of a victim-centred approach in the third phase of work, as well as a roadmap for operationalising engagement with victims was welcomed.

30. Members commended the plan to expand the use of a data-driven approach and the establishment of a results framework. The usefulness of such an approach to better understand the prevalence of the issue, and the impact of the measures and initiatives implemented at the system-wide level and within individual entities was underscored. The inclusion of feedback from victims and the utility of benchmarking were mentioned as areas of work for targeting investments to address sexual harassment.

31. The need for collaboration at different levels to sustain efforts in the long-term was acknowledged. Efforts to explore ideas for enhanced cooperation including knowledge exchanges, twinning of entities for specific objectives, or expert networks, as outlined in the strategic vision, were welcomed.

32. Several participants underscored the centrality of adequate internal and external communication about all efforts and the responsibility of senior management in setting the right tone. They invited to think about the impact of non-communication and to shift away from risk averse corporate communication towards dialogue and engagement with victims and survivors.

33. It was observed that addressing sexual harassment was resource intensive and that the allocation of internal capacity as well as the procurement of additional resources were needed for progress in this area. To ensure appropriate resourcing for the system, some noted the importance of jointly advocating vis-à-vis donors and further cooperating among UN entities and with partners such as the Inter-Agency Standing Committee (IASC).

34. The Chair thanked the Task Force for its efforts and asked the Committee to endorse the proposed strategic vision. She concluded the item by emphasizing the importance, not only for individual UN entities, but for the entire UN system to demonstrate to victims and survivors that sexual harassment will not be tolerated.

**The High-Level Committee on Management:**

35. *Took note of the progress update on recent system-wide efforts to address sexual harassment and thanked the Task Force for its work.*

36. *Endorsed the strategic direction laid out for the third phase of work of the Task Force and tasked the elaboration of a corresponding work plan and the start of its implementation.*

37. *Requested a progress update from the Task Force at its 44th session in fall 2022.*

## IV.    Update from the HLCM Task Force on the Future of the UN Workforce

38. The HLCM Chair and Chair of the Task Force introduced a set of new deliverables for the Committee's consideration. In the area of "New Ways of Working", the Committee was requested to review and provide feedback on the paper "Review of Work-Life Harmony actions in the UN System". This document included a review of work-life harmony enablers and existing actions, also outlining possible options to strengthen work-life harmony across the organizations of the UN system.

39. The Task Force also presented the "UN System Model Guidelines on the Right to disconnect", a set of principles, commitments, and tips to help achieve better work-life harmony. With regard to the deliverable on the modern definition of family, the Committee was also invited to discuss the best path towards modernizing the Organization's approach to family.

40. In the area of contractual modalities, the Task Force updated the Committee on the outcome of its consultations and, in the light of these, requested the Committee's guidance on how best to address the need for agility and flexibility in the administration of contracts in certain areas. Finally, the Committee was updated on the progress of the UN Digital ID project.

41. In the ensuing discussion, members of the Task Force elaborated on the existing links of the various deliverables with the Secretary-General's Gender Parity Strategy and Mental Health Strategy. The role of leadership, communication, technology, and accountability as enablers was highlighted, as was the broad spectrum of possible interventions ranging from enhanced flexibilities regarding working time to improving access to counselling, encouraging employee resource groups, and enhancing consideration for balancing family care and work responsibilities. With regard to discussions on future contractual modalities, collaboration in the ICSC Working Group to review the contractual framework was referenced.

42. Staff representatives welcomed the general direction of the discussion and the documents under review, while highlighting the increased resourcing challenges that require organizations to do more with less. In their view, the current contractual modalities were adequate. They called for closer involvement of staff federations and also stressed the gender dimension of the submitted documents. They also noted the importance of considering existing power imbalances when devising solutions for the "right to disconnect". Well-being should be at the centre of efforts for better work-life harmony. In this context, the current challenges of service in hardship duty stations for colleagues with family obligations were recalled, as were the challenges for mobility towards more family-friendly duty stations for these colleagues.

43. Representatives from various organizations shared their experience with a myriad of pilot initiatives on the future of work, including on more family-friendly policies. While all participants were supportive of the general suggestions on the "right to disconnect", it was also highlighted that concrete arrangements depend on the specific work context and expectations of colleagues need to be managed appropriately. In this context, it was suggested that, during further consultations, the HR network should suggest how best to clarify or interpret the term "right" since – given the context-specific nature – this could not be interpreted as a "right" in legal terms. Further work was also needed in order to better assess and manage productivity.

44. In summarizing the discussion, the HLCM Chair thanked for the rich discussion and assured staff representatives that a consultative approach would be used in the finalization of the documents. Further work on diversity, equity and inclusion should be conducted by the to-be-established dedicated Group, as discussed under agenda item II above, while further work on the modern definition of family should be integrated in the upcoming comprehensive compensation review by the ICSC.

**The High-Level Committee on Management:**

45. *Took note with appreciation of the final draft of the papers on the "Review of Work-Life Harmony Actions in the UN System" and on the "UN System Model Guidelines on the Right to Disconnect", requesting the Task Force to finalize the documents in consultation with the HR Network and Staff Federations.*

46. *Took note with appreciation of the final update from Workstream 1 on the discussions on a new contract modality and agreed to further discuss needs for agility and flexibility under the aegis of the HR Network, as part of the upcoming comprehensive compensation review led by the ICSC.*

47. *Took note with appreciation of the final update on the work of Workstream 3 and the UN Digital ID project.*

## V.   Occupational Health & Safety

48. In October 2019, HLCM established a system-wide Forum on Occupational Health and Safety, chaired by WHO and co-chaired by WFP. The Forum supports agency heads in fulfilling their commitments related to personnel's occupational health, safety and well-being, in a manner that evolves in parallel with the organizational risks and their relevant contexts. The work of the Forum had been guided by the Terms of Reference approved by HLCM in May 2020.

49.  The Committee received an update by Mr. Raul Thomas, Chair of the OHS Forum, as also reflected in the Forum's third progress report (CEB/2022/HLCM/4).

50. Mr. Thomas facilitated the discussion highlighting the following topics:

> a. UN system-wide OHS management system.
>
> b. Organizations' individual OHS management systems.
>
> c. The future of the OHS Forum.
>
> d. UN personnel mental health and well-being.

51. In response to the request from the HLCM in March 2021, to identify options for suitable mechanisms for the system-wide governance of safety-related subjects, the OHS Forum developed recommendations, building on and avoiding overlap with existing system-wide mechanisms.

52. Mr. Thomas considered that a UN system-wide OHS management system had two dimensions: the normative dimension and the country-level dimension. The normative dimension includes the development of the OHS policies, norms and standards, while the country-level dimension of OHS matters requires developing mechanisms that are equivalent to those in place for security issues.

53. It was emphasized that the first step with respect to the country-level dimension was asking the Resident Coordinators to lead a coordinated UNCT approach to OHS risks, by establishing a joint local OHS Committee as a technical advisory mechanism which would leverage technical capacities in country and across the UN system. The endorsement of this recommendation would allow the OHS Forum to pursue its consultative process with the relevant stakeholders and make further recommendations on the accountability framework and sustainable funding of the OHS capacity at country level at the next HLCM session.

54. Mr. Thomas provided the HLCM with the results of the 2021 OHS Forum survey, based on input received from 23 organizations. The review showed that most organizations had made progress in implementing the recommendations of the former Cross-functional Task Force on Duty of Care, but progress was slower in a few areas. Organizations that had not fully implemented the recommendations of the former Task Force were encouraged to implement them as appropriate, and to make use of different guidelines that were provided to help establish their OHS management system, including their OHS risk assessment framework.

55. The analysis of 2021 survey allowed to identify best practices in OHS management systems, whose sharing with other organizations was encouraged, along with that of OHS digital tools, as a basis for increased collaboration among OHS focal points.

56. The need for an OHS global repository was emphasized as one of the deliverables requiring priority attention. The OHS Forum indicated its plans to develop a concept note to be considered by the HLCM at its next session.

57. Regarding the future of the OHS Forum, Mr. Thomas underlined that a significant portion of the 2021-2022 workplan had been already delivered, and that the Committee should begin considering what would follow in its place given the time bound mandate of the Forum. Going forward and in the interim, the Forum intended to continue its work and to conduct complementary analyses, as well as developing or updating OHS norms and standards for the UN system, in light of lessons learned from the COVID-19 pandemic.

58. Ms. Martha Helena Lopez, Assistant Secretary-General, Human Resources Management, and Co-Chair, HR Network, presented the results of the analysis and the recommendations from a comprehensive review of the impact of COVID-19 on the mental health and well-being on UN personnel, which was conducted in March 2022, in response to the HLCM's request in March 2021.

59. The analysis was based on the data from the following sources: literature examining the impact of COVID-19 on employee mental health; United Nations system 2020 COVID-19 Staff Health and Well-being Survey - with 5,539 respondents from 13 UN agencies; 2021 UN-Wide Health Survey, with a total of 19,034 responses from personnel of the 23 participating UN system organisations; second iteration of the United Nations Field Staff Union's Coronavirus Barometer for Staff Well-being survey, undertaken in 2020, with 1,680 responses.

60. The review resulted in a series of both short-term and long-term recommendations to respond, mitigate, and prevent employee mental health, that ranged from factors related to the workplace, to the role of managers and leaders, and to tools and approaches for psycho-social support. Requests for clarification of certain concepts were highlighted during the discussions, noting that further review and update of the recommendations submitted by the working group of the UN Mental Health Strategy Implementation Board (MHSIB) could be necessary.

**The High-Level Committee on Management:**

61. *Took note with great appreciation of the update from the OHS Forum.*

62. *With reference to the Recommendations and Priority Action Plan based on the analysis of the 2021 OHS Forum survey responses:*

    a. *Encouraged organizations that have not yet fully implemented the recommendations of the former Cross-Functional Task Force on Duty of Care, to implement them as appropriate;*

    b. *Encouraged organizations to share their OHS digital tools and to foster collaboration among their OHS focal points;*

    c. *Requested the OHS Forum to develop a concept note on the establishment of an OHS global repository;*

    d. *Endorsed the documents produced by Workstream 3 and encouraged their use by member organizations, i.e., the "Implementation guide of an OHS management system" and the "Guideline on OHS Risk Assessment Practice";*

63. *With reference to the initial recommendation on establishing a UN system-wide OHS capability at field duty station:*

    a. *Endorsed the joint proposal from DCO and Workstream 4 that the Resident Coordinators lead a coordinated UNCT approach to OHS risks, starting with the establishment of a joint local OHS Committee as a technical advisory mechanism;*

    b. *Requested the OHS Forum with relevant stakeholders to make further recommendations on the accountability framework and sustainable funding of the OHS capacity at country level at the next HLCM session;*

64. *With reference to the Initial report on the impact of COVID-19 on mental health and well-being of UN personnel:*

    a. *Endorsed the initial recommendations submitted by the working group of the UN Mental Health Strategy Implementation Board (MHSIB), and encouraged the organizations to implement them as appropriate.*

## VI.    Update on the Jurisdictional Review of the UN common system

65. The HLCM Chair briefed the Committee on progress on the jurisdictional review of the UN common system. Following the UN Secretary-General's Report on the "Initial review of the jurisdictional set-up of the United Nations common system" (A/75/690) which was issued in January of 2021, the General Assembly adopted resolution A/RES/75/245B in April 2021, requesting the Secretary-General to provide a further report by the 77th session, developing specific proposals for consideration. The development of these proposal was conducted under the coordination of the HLCM Chair, in close collaboration with ILO. In June 2021, a Working Group was created, co-chaired by UN and ILO representatives, and including representatives of the IAEA, UNDP, UNHCR and WHO.

66. The Working Group was working on three draft proposals, including (1) a series of steps to ensure that the ICSC is consulted during litigation of ICSC matters before the tribunals; (2) a process whereby once a tribunal issues a judgment warranting the respondent organization to undertake specific actions, the ICSC can provide guidance to all organizations, and (3) a ILOAT-UNAT Joint Chamber tasking with issuing interpretive, preliminary and appellate rulings in conjunction with ICSC decisions or recommendations.

67. Consultations with the Staff Federations and the ICSC were ongoing, and would be followed by consultations with the UN common system organizations between April and June 2022. The HLCM Chair stressed that it would be very important that organizations consult internally with their HR office and their respective staff representative bodies, to ensure full coordination when providing feedback on draft proposals. Simultaneously, the relevant HLCM Networks would be included in the consultation, while final proposals would be presented to HLCM and the CEB Principals in June and July 2022. The Tribunals, the ICSC, and the Internal Justice Council would be given an opportunity to provide comments to be annexed to the final report. The Secretary-General's report would be presented before the ACABQ, the Fifth Committee, and the Sixth Committee during the main session of the 77<sup>th</sup> session of the General Assembly in the Fall of 2022.

68. The Staff Federations expressed reservations regarding the consultative process that had been followed, and on the opportunity provided to them to contribute to the development of the proposals.

**The High-Level Committee on Management:**

69. *The Committee took note of the update on the jurisdictional review process and encouraged coordination with the Legal Advisers Network during the consultation process on the draft proposals that would be included in the Secretary-General's report to the General Assembly.*

## VII.    Circularity of Supply Chains

70. The Chair of the Procurement Network provided the Committee with a brief update, summarized in document CEB/2022/HLCM/8, on the Network's action in response to the request by the Secretary General's Senior Management Group (SMG) to "map supply chains and procurement and to produce recommendations to improve circularity within the UN system" – as mandated by HLCM at its last session.

**The High-Level Committee on Management:**

71. *Took note of the update from the Chair of the Procurement Network, and requested the Network to come back with further updates on progress at its next session.*

## VIII.    Any other business

### Dates and venue of the next session

72. The Chair informed the Committee that the 44<sup>th</sup> Session would be hosted by the UNICEF at its Office of Research-Innocenti in Florence, Italy, on 4-5 October 2022.

**Annex I**

## List of Participants

*HLCM Chair*: Catherine Pollard (Under-Secretary-General for Management Strategy, Policy and Compliance, UN)

*HLCM Vice-Chair*: Kelly T. Clements (Deputy High Commissioner for Refugees, UNHCR)

*HLCM Secretary*: Remo Lalli (CEB Secretariat)

*Secretary of CEB*: Simona Petrova (CEB Secretariat)

| *Organization* | *Participant* |
| --- | --- |
| United Nations | |
|     Department of Safety and Security | Gilles Michaud |
|     Executive Office of the Secretary-General | Karen Lock |
|     Office of Human Resources | Martha Helena Lopez |
|     Department of Operational Support | Lisa Buttenheim |
|     Office of Information and Communications Technology | Bernardo Mariano Junior |
| International Labour Organization | Luca Bormioli |
| Food and Agriculture Organization of the United Nations | Laurent Thomas |
| United Nations Educational, Scientific and Cultural Organization | Magdi Bona |
| Joint United Nations Programme on HIV/AIDS | Tim Martineau |
| International Civil Aviation Organization | Arun Mishra |
| World Health Organization | Raul Thomas |
| | Françoise Nocquet |
| Universal Postal Union | Marjan Osvald |
| International Organization for Migration | Amy Pope |
| | Kristin Dadey |
| International Telecommunication Union | Anders Norsker |
| International Maritime Organization | Vincent Job |
| | Richard Greenwood |
| World Intellectual Property Organization | Andrew Staines |
| International Fund for Agricultural Development | Guoqi Wu |
| United Nations Industrial Development Organization | Fatou Haidara |
| International Atomic Energy Agency | Margaret Doane |
| | Mariela Fogante |

| Organization | Participant |
|---|---|
| United Nations Development Programme | David Bearfield |
| | Elisabeth Eckerstrom |
| United Nations Environment Programme | Sonja Leighton-Kone |
| | Elisabeth Turnbull-Brown |
| Office of the United Nations High Commissioner for Refugees | Catty Bennet Sattler |
| United Nations Relief and Works Agency for Palestine Refugees in the Near East | Gavin Roy |
| United Nations Children's Fund | Hannan Sulieman |
| United Nations Population Fund | Ib Petersen |
| World Food Programme | Manoj Juneja |
| | Sergio Arena |
| United Nations Office on Drugs and Crime/United Nations Office at Vienna | Dennis Thatchaichawalit |
| United Nations Human Settlements Programme (UN-Habitat) | Stephen Slawsky |
| United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) | Anita Bhatia |
| | Moez Doraid |
| United Nations Office for Project Services | Marianne de la Touche |
| United Nations Framework Convention on Climate Change | Ovais Sarmad |
| | Chhaya Kapilashrami |
| International Monetary Fund | Jennifer Lester |
| World Bank | Maria Dimitriadou |
| **Other representatives:** | |
| United Nations Volunteers | Toily Kurbanov |
| Development Coordination Office | Bakhodir Burkhanov |
| International Civil Service Commission | Boguslaw Winid |
| | Regina Pawlik |
| Federation of International Civil Servants Associations | Tanya Quinn-Maguire |
| Coordinating Committee for International Staff Associations and Unions of the United Nations System | Prisca Chaoui |
| United Nations International Civil Servants Federation | Mark Polane |
| Young United Nations Network | Kamila Karimova |
| | Eleonora Gatti |

# Annex II

## Checklist of Documents

| | Title/description | Summary sheet | Document symbol |
|---|---|---|---|
| | Revised Provisional Agenda | | CEB/2022/HLCM/1/Day2/Rev.2 |
| A | Report of the Secretary General's Task Force on Addressing Racism and Promoting Dignity for All in the United Nations Secretariat | Yes | n.a. |
| | Discussion paper on coordinated system-wide action to address racism and promote dignity for all | | CEB/2022/HLCM/7 |
| B | CEB Task Force on Addressing Sexual Harassment – Strategic Direction for Phase III | Yes | CEB/2022/HLCM/3 |
| C | Progress Report – HLCM Task Force on the Future of the UN Workforce | Yes | CEB/2022/HLCM/5 |
| | Review of Work-Life Harmony Actions in the UN System | | CEB/2022/HLCM/5/Add.1 |
| | UN System Model Guidelines on the Right to Disconnect | | CEB/2022/HLCM/5/Add.2 |
| D | Progress Report by the Occupational Health and Safety (OHS) Forum | Yes | CEB/2022/HLCM/4 |
| | Annexes to the Progress Report by the OHS Forum | | CEB/2022/HLCM/4/Ann.1-5 |
| 1 | Briefing note on the jurisdictional review of the UN common system | n.a. | CEB/2022/HLCM/6 |
| 2 | Summary of Report - Recommendations on advancing Sustainability and Circularity in UN procurement | n.a. | CEB/2022/HLCM/8 |