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# Internal Audit of Diversity, Equity and Inclusion in WFP

Office of the Inspector General  
Internal Audit Report AR/24/10

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# Internal Audit of Diversity and Inclusion in WFP

## I. Executive summary

### Introduction and context

1. As part of its annual workplan, the Office of Internal Audit audited the diversity, equity and inclusion (DEI) practices of the Workplace and Management Department in WFP.
2. WFP has had a strong programmatic focus on gender for decades. In 2020 it provided additional resources for disability inclusion in response to the United Nations Disability Inclusion Strategy. In 2022, as a result of an expanding focus on diversity, and with the approval of the three-year Investing in People Critical Corporate Initiative, WFP created a DEI Unit in the Workplace and Management Department, with a team of two employees. This team worked on expanding diversity dimensions beyond gender, including disability inclusion, anti-racism and LGBTIQ+ inclusion.<sup>1</sup>
3. The audit assessed the extent to which WFP has established processes to promote diversity, achieve equity and create an inclusive workplace culture for its employees. It focused on work undertaken on four dimensions of diversity – gender, disability inclusion, anti-racism and LGBTIQ+ – because these were areas where the DEI Unit had begun its work. The DEI Unit has the overall responsibility for inclusion for all WFP employees throughout the employee life cycle. The Gender, Protection and Inclusion Unit within the Programme Policy and Guidance Division is responsible for programmatic aspects and coordinates disability inclusion and gender, adding to the complexity of organizational arrangements to manage DEI issues.

### Audit conclusions and results

4. Based on the results of the audit, the Office of Internal Audit reached an overall conclusion of **Major improvement needed**. The assessed governance, risk management and controls were generally established and functioning, but need major improvement to provide reasonable assurance that the objectives of the audited entity/area should be achieved. Issues identified by the audit could negatively affect the achievement of the objectives of the audited entity/area. Prompt management action is required to ensure that identified risks are adequately mitigated.

#### *Diversity, equity and inclusion strategy, governance and oversight*

5. To date, WFP has addressed DEI by assigning responsibilities and developing approaches for each dimension of diversity individually, rather than as an integrated, cohesive effort. WFP lacks a Board-approved overall strategy and framework for all dimensions of DEI. A benchmarking review indicated that having such a strategy is a best practice that enables cohesion and the coordination of all elements of diversity. While this audit and the work undertaken to date have focused only on four dimensions of diversity, it is important that an overall strategy consider all dimensions of diversity, including language, age and ethnicity, among others, as well as intersectionality, which is the compounded effect for individuals belonging to more than one diversity group.

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<sup>1</sup> LGBTIQ+ stands for Lesbian, Gay, Bisexual, Transgender, Intersex, Queer (or Questioning) and others.



6. A DEI strategy should also include a senior leadership-driven vision with clear organizational objectives and goals to support management accountability for DEI. A DEI strategy provides common direction on supporting elements such as training, data collection, hiring practices and communications. The absence of a strategy has caused gaps and duplications in the separate workplans related to each dimension of diversity. The overall process would further benefit from the formal assignment of responsibilities for the specific areas of diversity which are currently shared between the Programme Operations Department and the Workplace and Management Department.

7. Goals and objectives are a key element of a strategy. Current WFP diversity targets are too general to address staffing inequities in gender and geographical distribution. For example, while international professional staff fall within the range for gender parity in the United Nations system overall, there are gaps at the senior management level, with only 40 percent of WFP country directors being women. WFP has consistently exceeded its geographical distribution target over the last two decades, with the proportion of international professional staff from developing countries currently close to 50 percent against a 40 percent target, suggesting that the target should be revisited. Employees from Africa overall hold approximately 30 percent of international professional staff positions, but of these some 50 percent are stationed in greatest hardship posts. DEI targets at WFP are limited, high-level and outdated. The other dimensions of diversity, such as disability and LGBTIQ+ inclusion, also lack targets and recruitment goals, as well as a means to collect relevant data.

8. While a sound governance structure has been developed for disability inclusion, it is lacking for the other dimensions of diversity and for DEI overall. Without a cross-organization DEI governance body, it has not been possible to take decisions and implement organization-wide solutions. Business functions require a cohesive DEI approach that incorporates all dimensions of diversity. For that purpose, corporate information systems should collect a complete set of demographic data, recruitment practices should be free of barriers for all dimensions of diversity, and training that supports career advancement for all. DEI governance should also include representation from WFP employee resource groups, ensuring that decisions are taken with the appropriate engagement of the groups impacted.

*Policies, processes, systems and tools to achieve diversity, equity and inclusion goals*

9. To date, DEI efforts have not included a review of WFP human resources policies to ensure they are inclusive and equitable. Such policies can create barriers at various stages of the employee life cycle and for particular diversity groups. For example, the WFP reassignment policy and supporting processes do not adequately address safety and security concerns for WFP employees who are members of the LGBTIQ+ community. WFP should develop a comprehensive approach to review human resources policies for DEI, with due regard to prioritization of critical issues.

10. WFP would benefit from a comprehensive and cohesive approach to gathering and reporting on necessary diversity data for its employees. Existing data such as binary gender, nationality and age should be analysed and regularly reported on from a diversity perspective. Additionally, a DEI programme should have access to self-identification data from employees, including race/ethnicity, sexual orientation and disability status. This sensitive employee information must be properly protected, with access limited, and only reported at the aggregate level necessary to determine gaps and track improvement measures. Employees should understand why self-identification data are being collected and how they will be used, and they should always have the option to refrain from providing them. Currently, WFP does not report comprehensively using existing data sets and has not developed a reliable means to gather and report on self-identification data. Monitoring and reporting on progress through data facilitates decision making, may hold managers to account and, importantly, contribute to the establishment of a culture of inclusivity.



11. WFP lacks complete and up-to-date action plans for the dimensions of diversity assigned to the Workplace and Management Department. The current Gender Parity Action Plan was approved in 2018 and warrants an update in terms of data and targets. The DEI Unit drafted an Anti-Racism Action Plan that benefited from wide-ranging consultation but lacked both the input of a guiding task force of employees from various racial groups and an analysis of data to determine where gaps and barriers may exist.

12. There is currently no formal direction or plan on how to address LGBTIQ+ issues overall at WFP. Here, the DEI Unit's focus has been on inclusion, including the formation of the LGBTIQ+ Affinity Group. However, the absence of direction is apparent in regional bureaux where DEI plans generally do not include an LGBTIQ+ component. Such action plans would require balancing legalities in certain countries with the need to be inclusive and keep all LGBTIQ+ employees and their families safe. In the employee survey conducted as part of this audit, LGBTIQ+ employees were the most dissatisfied with the DEI initiatives of the WFP. It is essential that LGBTIQ+ employees are involved in the development of this plan.

#### *Controls and incentives to guide behaviour and support culture change*

13. WFP has not provided a long-term funding commitment for DEI. To date, DEI funding has been temporary, and the current source will expire sometime in 2025. Funding has only been provided for two DEI positions, one of which is a consultancy role not based at WFP headquarters. While WFP has accomplished a great deal already, it must do more to implement a DEI programme. Without a commitment to continue to fund DEI at an appropriate level, it is likely that many of the results achieved to date will not be sustainable.

14. The current staffing structure does not provide the cohesion necessary to effectively implement DEI processes and practices. While good communications are in place, there is no means to formally coordinate the DEI Unit's work with the regional DEI specialists funded under the Critical Corporate Initiative who report to human resources in the regional bureaux. In many cases, the originally full-time regional DEI positions have been assigned other human resources duties. At the same time, WFP should use more resources for DEI at the corporate level. A means to coordinate DEI work across WFP would provide for more efficient use of resources. To achieve the requirements of a DEI strategy, strong leadership of the DEI programme and establishing functional authority for the DEI Unit are both necessary.

15. WFP lacks a mechanism to hold managers accountable for DEI results. To hold managers accountable, WFP should set clear expectations and diversity targets, and the DEI Unit should offer training and support. It should also include diversity and inclusion as an objective in annual performance appraisals. Achieving a diverse, equitable and inclusive culture is a long-term proposition and needs to start with behavioural change among WFP managers, led by a strong and visible executive commitment.

## **Actions agreed**

16. This audit report contains five high and four medium-priority observations. The Workplace and Management Department, in conjunction with the WFP Leadership Group, and supported by the DEI Unit, will take the lead in implementing the agreed actions. Management has agreed to address the reported observations and implement the agreed actions by their respective due dates.

## **THANK YOU!**

17. The Office of Internal Audit would like to thank managers and staff for their assistance and cooperation during the audit.



## II. Context and audit scope

### Background

17. Many business advantages emanate from a diverse workforce, including increased innovation; better decision making; improved understanding of stakeholder needs; a higher level of employee satisfaction; access to a larger pool of talent; and overall better business performance. Worldwide, the case for inclusion and diversity continues to demonstrate strong, positive co-relationships between meeting social impact expectations and performance, including financial results.<sup>2</sup>

18. Equality and non-discrimination are rooted in the Universal Declaration of Human Rights<sup>3</sup> and in the United Nations Charter.<sup>4</sup> Tackling inequality and eliminating discrimination is a core goal of a diversity, equity and inclusion (DEI) programme, including measures to ensure that employees understand, accept and embrace an inclusive culture. DEI initiatives require a strong tone from the top to be successful.

19. The United Nations has instituted its own range of strategies and plans, each geared to a specific dimension of diversity. These include the System-wide Action Plan on Gender Equality and Women's Empowerment (UN-SWAP),<sup>5</sup> a system-wide accountability framework for institutional change and transformative gender equality results, and the United Nations System-wide Action Plan on Gender Parity.<sup>6</sup> The United Nations Disability Inclusion Strategy (UNDIS)<sup>7</sup> was updated in 2018 and provides the foundation for progress on disability inclusion (DI) through a system-wide accountability framework.

20. The other elements of diversity reviewed in this report, anti-racism and LGBTIQ+ inclusion, do not have United Nations system-wide accountability frameworks. Racism was addressed by the Secretary-General in a task force report addressed to the Secretariat<sup>8</sup> and in a 2022 Joint Inspection Unit (JIU) report.<sup>9</sup> Subsequent to the audit fieldwork period, the United Nations Secretariat published a strategy for protecting LGBTIQ+ persons from violence and discrimination.<sup>10</sup>

21. The WFP People Policy includes 'diverse and inclusive' as one of its four priority areas. This priority has three focus areas: gender equality, an inclusive and respectful workplace, and a diverse workplace. Action items relevant to this audit that support the People Policy include the development of a diversity and inclusion framework; establishing an Anti-Racism Action Plan; a review of policies through an anti-racism lens; and the mainstreaming of the WFP DI road map. Of all the dimensions of diversity in the People Policy, there is a particular focus on gender equality.

<sup>2</sup> McKinsey & Company. 2023. *Diversity Matters Even More: The case for holistic impact*, <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact>.

<sup>3</sup> Universal Declaration of Human Rights, Article 2 – <https://www.un.org/universal-declaration-of-human-rights>.

<sup>4</sup> United Nations Charter, Article 1.3 – <https://www.un.org/en/about-us/un-charter/full-text>.

<sup>5</sup> UN Women. 2024. *UN-SWAP*, <https://gendercoordinationandmainstreaming.unwomen.org/un-swap>.

<sup>6</sup> United Nations. 2017. *System-wide Action Plan on Gender Parity*, [https://www.un.org/gender/sites/www.un.org.gender/files/gender\\_parity\\_strategy\\_october\\_2017.pdf](https://www.un.org/gender/sites/www.un.org.gender/files/gender_parity_strategy_october_2017.pdf).

<sup>7</sup> United Nations. 2024. *United Nations Disability Inclusion Strategy*, <https://www.un.org/en/content/disabilitystrategy>.

<sup>8</sup> United Nations. 2021. *Report of the Secretary-General's Task Force on Addressing Racism and Promoting Dignity for All in the United Nations Secretariat*, [https://hr.un.org/sites/hr.un.org/files/sap\\_final\\_report\\_0.pdf](https://hr.un.org/sites/hr.un.org/files/sap_final_report_0.pdf).

<sup>9</sup> United Nations Joint Inspection Unit. 2023. *Review of Measures and Mechanisms for Addressing Racism and Racial Discrimination in United Nations System Organizations*, [https://www.unjiu.org/jiu\\_note\\_2022\\_1\\_rev.1.pdf](https://www.unjiu.org/jiu_note_2022_1_rev.1.pdf).

<sup>10</sup> United Nations Secretariat. 2024. *Strategy on Protection from Violence and Discrimination of LGBTIQ+ Persons*, <https://www.un.org/sites/un2.un.org/files/un-secretariat-lgbtiq-strategy.pdf>.



22. Since WFP programming must be inclusive and free of discrimination, it is important that WFP has a strong internal DEI programme. In order to achieve this, WFP employees must themselves accept and promote DEI. This requires an inclusive corporate culture that supports diversity inside and outside the organization. Ensuring that WFP employees are sensitized, trained and accountable to deal with DEI issues are prerequisites to providing an inclusive environment and service to the beneficiaries of WFP.

## WFP progress on diversity, equity and inclusion

23. WFP has considered DEI issues among its employees for decades and has made further progress recently, renewing its focus in 2022. For example, a 2007 report to the WFP Executive Board set two targets for the international professional staff at WFP: that 50 percent should be women and that 40 percent should be nationals from economically developing countries.<sup>11</sup> Similar to current circumstances, this commitment was made during a time of transition, with budget constraints and a hiring freeze. Work undertaken since 2007 has increased the representation of both target groups by just under 20 percent,<sup>12</sup> and the international professional staff population is now at around parity for both.

## Current organizational arrangements and results for diversity, equity and inclusion

24. WFP has taken a different approach for each dimension of diversity. It has assigned overall responsibility for gender and DI reporting and coordination to the Programme Operations Department (PO), with specific responsibilities assigned to business units across WFP. The DEI Unit in the Workplace and Management Department (WM) is responsible overall for anti-racism and LGBTIQ+ inclusion, along with employee-related aspects of gender and DI.

25. In support of all dimensions of diversity, the DEI Unit launched an inclusive leadership training programme for senior management. The programme was endorsed by the WFP Executive Director and the course was co-developed by the DEI Unit and an external firm. The course provides an in-depth learning programme for senior leaders to reflect on their own approach to inclusion through self-assessment exercises, ratings from other employees, face-to-face workshops, and active feedback and coaching sessions. At the end of each cohort, results were summarized and feedback on issues shared. It is a notable accomplishment and, according to the DEI Unit, by the end of 2024 almost 300 WFP senior managers will have completed the programme.

26. In addition to its substantive work, the DEI Unit provides advice and leadership on DEI issues across WFP. This guidance was appreciated among the managers and specialists interviewed as part of the audit. The DEI Unit has become an integral part of the WFP community, working not only on DEI but also broader culture and inclusion initiatives. It has had an impact much greater than its size.

### *Gender*

27. The Gender Equality Office at WFP is housed in PO. It is responsible for ensuring gender equality in WFP programming and implementation of the WFP 2022 Gender Policy. The Gender Policy identifies a set of

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<sup>11</sup> "Gender and Geographical Diversity: A way forward for meeting established targets", page 4, para 2 (WFP/EB.2/2007/4-B).

<sup>12</sup> In 2007, women accounted for 39.5 percent of international professional staff compared with 46.7 percent in 2022 and developing country nationals were 40.5 percent of international professional staff in 2007 compared with 48.4 percent in 2022.



essential enablers that can apply to any dimension of diversity:<sup>13</sup> these could also be applied as a set of enablers to a broader DEI policy. The Gender Equality Office provides support and tools and prepares a range of reporting on its work. It has an implementation plan associated with the 2022 Gender Policy. At the time of the audit, there was a core gender team of 18 employees,<sup>14</sup> led by a D1 position and supported by a wide network of regional and technical focal points.

28. The DEI Unit has been assigned responsibility for the gender parity portfolio at WFP. This work is guided by the 2018 Gender Parity Action Plan, which provided an important baseline. The Human Resources Division (HRM) provides data on the gender of international staff in its annual statistical report to the WFP Executive Board.

#### *Disability inclusion*

29. DI is a corporate cross-sectoral portfolio that has been assigned to PO. It follows the Executive Board-approved Disability Inclusion Road Map<sup>15</sup> and a subsequent series of annual workplans. The work of operationalizing UNDIS is assigned to a Disability Inclusion Steering Committee and an interdepartmental DI Working Group, both guided by terms of reference. Work is assigned to a number of functional units across WFP, and the DI Unit in PO coordinates the results, providing a secretariat function. The DI Unit has three full-time employees, including a P5 fixed-term position that leads the work. DI results are reported regularly, including through UNDIS reporting, which shows that WFP has made good progress in meeting the required indicators.

30. The DEI Unit contributes to UNDIS Indicators 13 on employment and 14 on capacity development; it is fully responsible for Indicator 7 regarding reasonable accommodation. The unit received funding for one consultancy position for this work and access to funds over three years to maintain the process. In February 2022, the Executive Director approved the WFP Policy on Reasonable Accommodation for Persons with Disabilities, and in June 2023 a Guide for Reasonable Accommodation Requests was also provided.

#### *Anti-racism*

31. In October 2020, the Executive Director held a town hall meeting and made commitments to proceed with work on anti-racism, including a focus on people of African descent. Recently, the DEI Unit completed a draft action plan on anti-racism. The plan covers a wide range of foundational DEI elements as well as items on racism, including responses to the recent JIU report recommendations. The draft plan was shared across WFP but has not yet been finalized, and WFP senior leadership has not yet approved it.

#### *LGBTIQ+*

32. The DEI Unit's work on LGBTIQ+ issues has focused on inclusion and working with members from the LGBTIQ+ community. The unit has held online and in-person events to bring awareness and attention to LGBTIQ+ issues, mainly in conjunction with commemorative days. In June 2023 the DEI Unit launched the WFP LGBTIQ+ Affinity Group, which is an open (brave) space for employees to connect. This complements WFP's Rainbow FLOCK<sup>16</sup> Group, which provides a private (safe) forum for staff to communicate.

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<sup>13</sup> "WFP Gender Policy 2022" (WFP/EB.1/2022/4-B/Rev.1). Essential Enablers (pages 11 to 13) – Ensuring appropriate human and financial resources; ensuring participatory quantitative and qualitative data collection, analysis and use, consistent monitoring, reporting and evaluation; building diverse partnerships; ensuring accountability at all levels; strengthening individual and institutional capacity; and consistent communications and advocacy.

<sup>14</sup> Source: WFP Gender Equality Office organogram January 2024.

<sup>15</sup> WFP Disability Inclusion Road Map (2020–2021) (WFP/EB.2/2020/4.B).

<sup>16</sup> FLOCK, which stands for Family Liaison Outreach Community (with or without Kids), is a volunteer network providing a community of welcome and support for the whole of WFP, and potentially the wider United Nations family.





*Diversity, equity and inclusion activities in WFP's functional areas*

33. Critical Corporate Initiative (CCI) funding for DEI activities was also made available for functional areas and offices interested in DEI. Managers and DEI specialists reported that they were able to put in place the following initiatives using CCI funding:

- The Regional Bureau for Asia and the Pacific focused on DI. A twin-track approach was taken, and coordinated across the region, including working with external organizations. Internally, the bureau improved accessible recruitment through greater use of inclusive language in job postings and by providing access to reasonable accommodation. Accessibility reviews of WFP premises are also under way. At the end of the first two years, the Regional Bureau for Asia and the Pacific undertook a stocktaking exercise that examined its work, successes, challenges and opportunities for the future.
- The Somalia Country Office undertook initiatives to increase the number of women hired, including implementing internships and programmes for new hires as well as focused recruitment processes for women and national staff. Notably, the country office modified its leadership team to include a broader group with national staff and its DEI specialist.
- In the Supply Chain and Delivery Division, management recognized it had diversity issues in terms of gender and nationality balance. With support from CCI funding, the division took action to reinforce the corporate approach, developing training for all managers at level P5 and above and ensuring a common language for inclusion. The division established a working group of managers to lead the initiative, and they continue to hold monthly meetings on DEI.
- DEI is an area that can expose organizations to reputational risk. The risk management function of WFP includes diversity issues throughout the risk register in programme and operational areas.<sup>17</sup> The corporate risk register itself includes an action<sup>18</sup> for the DEI Unit, with support from HRM, to establish diversity goals and develop a system to monitor progress. The 2022 review of significant risks and controls includes a section on diversity issues<sup>19</sup> which highlights the significant reputational effects of not tackling such matters, as well as the work under way in this area.

34. The power of individual leadership in instigating change can be seen in these examples. Managers recognized their own diversity issues and by working with WM and PO were able to establish plans and mechanisms to achieve meaningful change. DEI initiatives have been successful in those areas that benefited from a combination of strong management support and funding.

## Objective and scope of the audit

35. The objective of this audit is to provide assurance on the effectiveness of governance, risk management and internal control processes related to promoting diversity, achieving equity and creating an inclusive workplace culture within WFP. This audit contributes to the annual overall assurance statement to the Executive Director on governance, risk management and internal controls.

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<sup>17</sup> WFP Risk Register – risk sections 1.1.1.1, 1.1.2, 2.2.1, 3.1.1, 3.2.1; diversity is listed as both the cause and effect of a range of risks.

<sup>18</sup> WFP. 2023. *Corporate Risk Register*, action 6.8: 'Establish diversity goals and develop a system to monitor progress'.

<sup>19</sup> WFP. 2022. *Management Review of Significant Risk and Control Issues*, paras 29 to 36.



36. The audit assessed implementation of WFP strategies and action plans related to DEI for WFP employees. WFP has committed to increasing the diversity of its workforce and inclusive workspaces for everyone regardless of “race, ethnicity, gender, sexual orientation, belief, disability, age, language, social origin or any other aspect of selfhood”.<sup>20</sup>

37. While recognizing that there are many aspects of diversity, the audit focused on four core dimensions that are supported by United Nations strategies, action plans or guidance either in place or pending. The four dimensions are: gender, DI, anti-racism and LGBTQ+ inclusion. These were also the areas where the DEI Unit had focused its work.

38. The audit had three lines of enquiry:

- Does WFP’s strategy, guidance, organizational structure and risk management provide effective governance arrangements over the achievement of its DEI goals?
- Are processes, systems and tools in place to facilitate the efficient and effective achievement of DEI goals?
- Are controls in place to ensure employees and management act according to their obligations in supporting a diverse, equitable and inclusive workplace?

In addition, the audit undertook a benchmarking review of other organizations to consider best practices that could be usefully incorporated into the diversity programmes of WFP.<sup>21</sup>

39. The focus of the audit was on the work performed by the DEI Unit in WM. It considered how the DEI Unit contributed to relevant work in the Gender Unit and the DI Unit in PO, as well as DEI initiatives in headquarters, regional bureaux and country offices. The audit did not include a review of DEI in the programme delivery of WFP. The audit covers the period from 1 January 2022 to 31 March 2024.

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<sup>20</sup> WFP Strategic Plan 2022–2023, para 108.

<sup>21</sup> In addition to a desk review of DEI information available on the internet, the following organizations provided additional information in interviews: UNHCR, UNICEF, UNFPA, UNAIDS, OECD and the World Bank.



## III. Results of the audit

### Overview of conclusions

40. The audit concluded with five high and four medium-priority observations. The nine observations are presented in Table 1 below. Management has agreed to take measures to address the reported observations. An overview of the actions that the Office of Internal Audit should track to ensure implementation, their due dates and their categorization by the WFP risk and control frameworks can be found in Annex A.

41. Table 1 outlines the extent to which audit work resulted in observations and agreed actions. These are classified according to the lines of enquiry established for the audit and are rated as medium or high priority; observations that resulted in low-priority actions are not included in this report.

**Table 1: Overview of lines of enquiry, observations and priority of agreed actions**

**Priority of  
issues/  
agreed actions**

<b>A: Does WFP's strategy, guidance, organizational structure and risk management provide effective governance arrangements over the achievement of its DEI goals?</b>	
<i>1. An organization-wide DEI strategy and framework is an essential first step</i>	<i>High</i>
<i>2. Structured and coordinated governance of the DEI portfolio is required</i>	<i>High</i>
<b>B: Are processes, systems and tools in place to facilitate the efficient and effective achievement of DEI goals?</b>	
<i>3. HR policies need to be reviewed and updated on a priority basis</i>	<i>Medium</i>
<i>4. Employee diversity data are not adequately monitored and reported on</i>	<i>High</i>
<i>5. There is no defined approach to gather self-identification data on diversity</i>	<i>Medium</i>
<i>6. DEI action plans need to be complete and up to date</i>	<i>High</i>
<b>C: Are controls in place to ensure employees and management act according to their obligations in supporting a diverse, equitable and inclusive workplace?</b>	
<i>7. There is an insufficient DEI staffing structure</i>	<i>High</i>
<i>8. There is no stable funding source to implement and sustain DEI</i>	<i>Medium</i>
<i>9. Managers need to be trained, supported and held accountable for DEI objectives</i>	<i>Medium</i>



## Line of enquiry 1: Strategy, governance and oversight of diversity, equity and inclusion

42. The starting point for any DEI initiative is an overall strategy and framework to assign responsibilities and guide practice to achieve the DEI goals set for the organization. An overall DEI strategy can then be supported by separate action plans for each dimension of diversity and action plans for each functional unit or geographical office across the organization. A DEI strategy should also include targets and performance mechanisms to operationalize and monitor inclusion practices and results, and to hold managers accountable for results.

43. Best practice in DEI governance is to have a management oversight body that sets goals and direction, monitors performance and takes organization-wide decisions on DEI issues. This allows the organization to consider the complete set of diversity issues facing it in a comprehensive, effective and efficient manner and also facilitates consideration of intersectionality.<sup>22</sup> A governance body provides a mechanism by which cross-cutting organizational decisions can be taken – for example, on recruitment practices, policy direction, data collection and other matters.

### Observation 1: An organization-wide diversity, equity and inclusion strategy and framework is an essential first step

44. WFP does not have an approved strategy and framework that encompasses all dimensions of diversity. While this audit focused on four dimensions, it is important that a strategy consider the full range of diversity dimensions, which also include language, age, ethnicity, socioeconomic status and other personal identity characteristics. It is also essential to consider intersectionality and how this is addressed in the organization's context. A strategy also provides cohesion of practice for business functions that support DEI, including recruitment, staff development, training, communications, security and reasonable accommodation. During the benchmarking review, the Office of Internal Audit noted that the development of an overall DEI strategy is typically assigned to the DEI Unit as a responsibility. Taking a centralized approach to such a strategy enables cohesion and the coordination of all elements of diversity.

*WFP's current diversity, equity and inclusion structure and approach is not integrated*

45. Different organizational units have taken a range of approaches to developing strategies, policies and action plans for the four DEI dimensions reviewed in this audit. For example:

- Gender is guided by a Gender Policy (2022) and a Gender Parity Action Plan (2018).
- DI initially had a road map (2020–2022) and is now guided by annual workplans.
- A draft Anti-Racism Action Plan has been prepared but has not been approved.
- No strategy, plan or guidance has been developed for LGBTIQ+ inclusion.
- No plans or guidance exist for other dimensions of diversity including language, ethnicity and ageism.

46. The current approach has resulted in gaps and overlaps in strategy and plans. For example, both the DI road map and the draft Anti-Racism Action Plan have common elements, including in recruitment and staff development, mandatory training for managers, collection of disaggregated data, and improving

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<sup>22</sup> Intersectionality is a way of understanding how different parts of a person's identity, like their race, gender, class and sexuality, interact and affect their experiences. It considers that people can face multiple kinds of discrimination or privileges at the same time.



diversity information and questions in the Global Staff Survey (GSS). Considering these elements multiple times for different diversity groups is duplicative and inefficient. More importantly, the absence of an overall strategy and framework has meant that some areas, such as LGBTIQ+ and other dimensions of diversity, have no policy framework coverage at all.

*Need for clear assignment of diversity, equity and inclusion roles*

47. There is no documented designation of responsibilities for the DEI functions assigned to PO and WM. While the various units and individuals responsible for DEI at WFP work well together, they have not formally documented arrangements and the rationale for the current division of duties is unclear. In the benchmarking review, it was noted that another United Nations organization assigned responsibility for oversight of all dimensions of diversity to its DEI Unit, which included reporting requirements for UN-SWAP and UNDIS, with coordination from programming branches as necessary. The WFP approach to assigning DEI responsibilities and its rationale should be included in the overall DEI strategy document.

*Goals and targets should be updated and developed as required*

48. To date, few DEI goals and objectives have been set. In the audit interviews, managers noted that the absence of defined targets and direction across the dimensions of diversity was an issue.

49. The target for gender parity is set at between 47 and 53 percent of the population in alignment with the United Nations System-wide Strategy on Gender Parity, and in 2022 46.7 percent of international professional staff were women. WFP has an overall target for 40 percent of its international professional employees to be from developing countries, which it has exceeded for the last two decades (for example, in 2007 it was at 40.5 percent and in 2022 at 48.4 percent). This probably demonstrates that the target was not sufficiently ambitious.

50. Geographical representation targets would also benefit from more precision. Best practices in other United Nations organizations involve setting geographical diversity targets by programmatic region. This also provides greater detail on diversity in large programming regions such as Africa, which can then be broken down into subregions. It also allows for gathering further data on particular ethnic groups and indigenous populations.

51. Other DEI dimensions should also be considered. For example, although approximately 16 percent of the world's population comprises persons with disabilities,<sup>23</sup> only 3.8 percent of respondents to the WFP 2021 GSS self-identified as having a disability. It is also critical to ensure that diversity in senior management ranks is achieved. Setting goals and targets for representation is a critical part of a DEI strategy, and these should provide enough precision to ensure that overall DEI objectives across all dimensions can be met.

Underlying causes: Piecemeal approach to DEI at WFP, with no cohesive direction and clear assignment of overall responsibility; not enough attention given to areas where United Nations direction is less prescribed, such as anti-racism and LGBTIQ+; no current focus on areas such as multilingualism and ageism; diversity targets not updated for some time – now outdated/imprecise, and non-existent for some dimensions of diversity.

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<sup>23</sup> World Health Organization. 2023. *Disability*, <https://www.who.int/news-room/fact-sheets/detail/disability-and-health>. An estimated 1.3 billion people experience significant disability. This represents 16 percent of the world's population, or one in six of us.



**Agreed Actions** [High priority]

The Assistant Executive Director (AED), Workplace Management (WM), in consultation with the Leadership Group and with the coordination of the DEI Unit, will develop an overall DEI strategy and framework for WFP employees to be approved by the Executive Board. The strategy will:

- i) establish a comprehensive strategy and framework for all dimensions of diversity, providing a cohesive base for action plans on all dimensions;
- ii) assign overall responsibility for the DEI strategy as well as for the various dimensions of diversity as necessary; and
- iii) define the goals of WFP, including targets, for each dimension of diversity as appropriate.

**Timeline for implementation**

30 June 2025



## Observation 2: Structured and coordinated governance of the diversity, equity and inclusion portfolio is required

52. WFP lacks a structure that can provide coordinated management oversight, take decisions and monitor its DEI results. There is a well-defined and effective oversight framework in place for disability inclusion (DI), including a steering committee chaired by the Assistant Executive Director (AED), WM, comprising a cross-section of senior management from across WFP. No similar structures are in place for the other elements of diversity.

53. During interviews and through documentation review, instances were highlighted where decisions on diversity issues were needed that would affect all dimensions. For example, on whether WFP should gather self-identification data on diversity from employees; what data on diversity should be shared with functional managers; on providing direction for policy revisions; and on prioritization and coordination of diversity actions. These were areas where a coordinated management oversight body on DEI would be able to provide guidance and take necessary decisions.

54. Best practice indicates that DEI steering committees should include members of senior management, representatives of employee resource groups, staff representative bodies, and associated functional areas, including ethics and communications. It is also important to have a strong regional presence to provide necessary context to the committee.

55. Given that WFP already has a functioning steering committee for DI, consideration could be given to expanding the committee's mandate and its membership to become a full DEI committee. This would be a more cost-effective option than adding a new committee. Alternatively, each dimension of diversity could have its own steering committee; however, this would not be as efficient and, to be effective, would need to be coordinated with other steering committees.

Underlying causes: Siloed approach to DEI leading to absence of management oversight of DEI portfolio; excluding funding for a secretariat function and committee structure, insufficient resources for establishing defined management oversight for diversity activities; no overall DEI strategy contributing to an absence of oversight coordination.

### Agreed Actions [High priority]

The Leadership Group, with the support of the AED, WM, will put in place a representative management oversight structure that will:

- i) ensure coordination across the organization in the undertaking of the WFP DEI strategy; and
- ii) be empowered to set organization-wide directions and take decisions on DEI practices and processes that affect WFP employees.

### Timeline for implementation

31 December 2024



## Line of enquiry 2: Policies, systems and tools to achieve diversity, equity and inclusion goals

56. This section of the audit looked at the mechanisms in place to achieve DEI goals, including policies, plans and reporting. These are important elements to support the objectives and goals of an organization-wide DEI strategy.

57. HR policies are a fundamental building block for a DEI framework and should support inclusion and not inadvertently cause barriers to equity in the workforce. Policies should use and promote a common, inclusive language that is applied consistently across the organization.

58. Diversity programmes need data to understand the representation of their populations and to determine where gaps may exist. Data is a prerequisite to the development of goals and targets to achieve diversity through corrective initiatives. Data provides the means to monitor the results of DEI initiatives, and to hold managers to account for achieving diversity goals.

59. Each dimension of diversity has its own unique characteristics and concerns. While the DEI programme needs to be guided by an overall policy and management framework for common elements, more specific action plans need to be developed for the various dimensions of diversity. In this way, targeted plans can be developed to deal with the identified gaps and issues for each dimension of diversity.

### Observation 3: Human resources policies need to be reviewed and updated on a priority basis

60. WFP has not yet begun an overall review of its HR policies to ensure alignment with DEI principles. This is an important starting point in implementation of a DEI programme and is a labour-intensive exercise, which at WFP is further complicated by the requirement to adopt the Staff Regulations and Staff Rules of the Food and Agriculture Organization. The People Policy notes the need for a DEI policy review, and both HRM and the DEI Unit acknowledged its importance during the audit interviews. In some of the benchmarked organizations, the HR policy team conducted such a review with expert help. At WFP, the DEI Unit's workplan includes a review of HR policies, but it has not been initiated due to resource issues. There are alternatives to a full-scale policy review that may be more cost-effective and allow it to be carried out on a more timely basis.

#### *Employee life-cycle approach*

61. A best practice in the approach to a DEI policy review was to follow the employee life cycle. For example, it is essential to have inclusive recruitment policies and practices to bring diverse talent on board. At WFP, progress has been made in using inclusive language and by providing reasonable accommodation for candidates. Once it has fully developed a DEI strategy and action plans, WFP will need to review recruitment practices to ensure that no barriers to employment exist for specific dimensions of diversity including disability, language, age and socioeconomic status.

62. In a similar manner, WFP should design staff development and mentorship programmes to ensure that a pipeline of diverse talent is available, and closely monitor retention rates and the departures of different groups. Exit interviews could be used to understand why diverse employees have chosen to leave the organization. A review of HR policies following the employee life cycle is a useful approach to revising policies from an inclusion perspective.





### *Targeted review of critical policies*

63. Certain policies are more critical than others from a DEI perspective, and those that are known to have DEI shortcomings should be prioritized. WFP's employee resource groups have been active in bringing some of these to management's attention. For example, the WFP Breastfeeding Policy dates back to 2014 and does not reflect current World Health Organization guidance. A request was made by FLOCK to review this policy to ensure that it is current and inclusive for all WFP employees regardless of contract type. HRM is currently analysing the topic based on a review of the policies of other United Nations organizations.

64. Another topic recently brought to management's attention relates to how WFP's reassignment policy and practice affects members of the LGBTIQ+ community. At the time of the audit, being LGBTIQ+ was illegal in 59 countries around the world,<sup>24</sup> some 40 of which the United Nations International Civil Service Commission designates as United Nations family duty stations. This poses a real threat to the safety and security of members of the WFP LGBTIQ+ workforce who live and work in these countries.

65. WFP policy requires the reassignment of international professional staff from grades P1 to D2 with mobile contracts. Currently, no mechanisms are in place to proactively disclose the risk posed in certain countries, some of which may be designated as family duty stations, and there are no provisions to safely assign LGBTIQ+ staff and their families. The current approach at WFP is to deal with situations on an ad hoc basis when requested by an employee. The onus is put on the employee to identify the risk and then to request consideration of their situation.

66. Other United Nations organizations have implemented measures to better protect their LGBTIQ+ staff. For example, one best practice is to ensure that any job and reassignment postings clearly note country-specific LGBTIQ+ legalities. Other organizations have policies and guidance that provide options for LGBTIQ+ employees assigned to family duty stations that are not safe for their spouses and families. For example, one United Nations organization provides a payment in lieu of family installation that is available to LGBTIQ+ employees in any duty station where the host country does not legally recognize a marriage or union that is recognized by the United Nations.

67. Until such time as resources allow a full review of all HR policies to be completed, WFP should take a more targeted approach to address high-priority issues. A consultation exercise across all DEI areas and with employee resource and FLOCK groups would be essential to identify the most pressing needs.

Underlying causes: While this item was included as an action item in the People Policy, it was not completed due to resource constraints in the DEI Unit, i.e. having only two employees. The lack of direction for HRM to take the lead in updating its own recruitment and staff development policies for DEI issues also contributed to the gap.

#### **Agreed Actions** [Medium priority]

The AED, WM, with the support of HRM and the DEI Unit, will develop an approach and a resourced workplan for a comprehensive review and, as applicable, update of HR policies. This will:

- i) prioritize policies that require revision from a DEI lens in consultation with WFP employee resource groups, due to health and safety concerns;

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<sup>24</sup> [Equaldex. 2024. Homosexual Activity. https://www.equaldex.com/issue/homosexuality.](https://www.equaldex.com/issue/homosexuality)



- ii) include a review of the reassignment process to improve and systemize communications and practices that support LGBTIQ+ employees and their families in duty stations where legal and other serious issues exist; and
- iii) systematize the review of all HR policies to eliminate barriers to diversity and ensure a common, inclusive language.

#### Timeline for implementation

- i) 30 June 2026
- ii) 31 December 2025
- iii) 30 June 2027

### Observation 4: Employee diversity data are not adequately monitored and reported on

68. WFP needs to improve and regularize its reporting on available diversity data. In the United Nations system, binary data on gender (female, male), nationality and age are readily available through HR systems. Data on non-binary gender, disability status, racial and ethnic origins and sexual orientation are not readily available, including at WFP. Nonetheless, even with these limitations, a great deal of DEI analysis and information can be provided from current HR data.

*WFP can better report on diversity data using existing data sets*

69. Organizations often publicly share results on DEI. For example, the Organisation for Economic Co-operation and Development (OECD) publishes an annual public diversity accountability report<sup>25</sup> that presents data on its employee population by nationality, gender and age. Other organizations also provide diversity data on their career websites<sup>26</sup> to promote their DEI efforts among job seekers.

70. Managers require data to monitor and improve their results. From the review of best practices, regular reporting was provided to individual functions and offices on their employee DEI complements. This allowed progress towards greater diversity to be tracked and provided a means to hold managers accountable for their DEI results. In interviews, WFP managers who were actively working on DEI in their areas indicated that the absence of diversity data at WFP was an issue for them.

*Available diversity data show significant gaps*

71. As part of this audit, the Office of Internal Audit requested data requested from HRM that provided further details of diversity representation using existing data sets. This data confirms that, overall, good progress has been made in terms of gender and geographical representation over the last ten years. Nevertheless, significant gaps remain.

72. Data on the 2022 and 2023 reassignment processes were reviewed, and they indicate wide differences between geographical groups, in particular wide gaps for employees from the Africa group. In 2022 and 2023, international professional staff from Africa who qualified for reassignment held 60 percent of posts with the greatest hardship ratings (D/E), compared with staff from developed countries, who held less than

<sup>25</sup> OECD prepares an annual diversity report that is available on its public website: <https://www.oecd.org/careers/work/annual-DEI-report>.

<sup>26</sup> UNICEF. 2024. *A Diverse and Inclusive Workforce Is Part of UNICEF's DNA*, <https://www.unicef.org/careers/equity-inclusion-and-diversity-unicef>; World Bank. 2024. *Diversity, Equity and Inclusion*, <https://www.worldbank.org/en/about/careers/diversity-inclusion>.



25 percent. Also, 68 percent of experienced<sup>27</sup> employees from Africa with families spent at least 75 percent of their professional WFP careers assigned to non-family duty stations, compared with 16 percent of similar employees from developed countries. In general, African international professional staff spent the most time in hardship and non-family duty stations regardless of their years of tenure and family status.<sup>28</sup> The 2021 GSS showed that, of all the racial groups, people of African descent reported the lowest inclusion levels, felt the lowest level of respect and were the most likely to have experienced racial discrimination. These results speak to the importance of data analysis in developing anti-racism action plans.

73. Based on analysis of information from WFP country offices, variations also remain in terms of gender parity. Gender parity in the Africa and Asia-Pacific groups remains closer to 60 percent men and 40 percent women, which is below the target range of between 47 and 53 percent for international professional staff. Currently, only about 40 percent of WFP country directors are women. These data suggest that targets may need to be more nuanced to take into account local contexts and also contexts specific to senior management representation.

74. WFP has not used the full range of data available to complete an assessment of the barriers and inequities facing certain diversity groups. The data provided in this audit are simply a snapshot of what is possible.

*An annual DEI report should be prepared*

75. A best practice noted among the organizations reviewed was the preparation of an annual DEI report. This provides the opportunity for a regular assessment of progress made against DEI objectives and goals as well as a means to share data on diversity, including results from surveys. For example, OECD publishes its annual report publicly on its website, providing open accountability for DEI results.

76. WFP currently prepares some reporting on certain elements of diversity. For example, HRM reports on achievement of high-level gender parity goals and geographical representation of staff on an annual basis. The DI Unit provides a comprehensive, annual summary of its work against set plans, but this does not include targets for employee representation.

77. WFP's approach would benefit from comprehensively reporting on results across all dimensions of diversity according to approved plans and on results from staff surveys. Reporting should be a key element of a DEI strategy and it would be logical for the DEI Unit to be responsible for preparing an annual summary report. Such a report should be shared with the WFP Executive Board for full transparency and accountability.

Underlying causes: Absence of coordination/direction between DEI Unit and HRM on diversity reporting; DEI Unit does not have resources to produce detailed reporting; and HRM Unit produces regular reporting but does not have a mandate to produce comprehensive DEI reporting.

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<sup>27</sup> 'Experienced' defined as employees with over six years' professional tenure at WFP.

<sup>28</sup> Further study would be needed to determine the extent to which these results reflect the application of staff preferences in the reassignment process.



### Agreed Actions [High priority]

The DEI Unit, with the support of HRM, will develop regular reporting using existing data sets to provide greater detail on diversity by job and posting type to determine where gaps and barriers exist, and include:

- i) annual DEI reporting to the Executive Board on all dimensions of diversity to show progress against the objectives and goals set in the DEI strategy; and
- ii) regular reporting to managers to understand what diversity gaps exist in their areas of responsibility and to allow monitoring of results over time.

### Timeline for implementation

- i) 30 June 2025
- ii) 30 June 2025

## Observation 5: There is no defined approach to gather self-identification data on diversity

78. All organizations face the issue of how to accurately capture sensitive and specific self-identification data relating to the race, ethnicity, disability status, preferred language and sexual orientation of its employee population. This information requires a strong business case for collection; policy direction to ensure restricted accessibility; and secure systems to ensure a high level of data protection. This necessitates consultation with legal and data privacy services; extensive communications to show employees the benefits of self-reporting this information; and building employee trust in the fact that their information will be securely managed. Organizations generally capture this information in two ways, directly in their HR systems and/or through employee surveys.

79. In its 2022 report on racism, the Joint Inspection Unit (JIU) made a recommendation to the executive heads of United Nations system organizations regarding the collection of voluntary self-identification data for the purposes of monitoring, analysing, evaluating and reporting on progress and success in achieving the goals of equality, equity, diversity and inclusion in addressing racism and racial discrimination.<sup>29</sup> Two international organizations in the audit's benchmarking review currently capture employee self-identification data in their HR systems. One United Nations organization was able to carry this out in conjunction with its implementation of Workday software. In 2024, WFP's own implementation of Workday will provide it with the system capability to capture employee self-identification data.

80. While there are a number of privacy and system security issues to address, practice shows it is possible to gather self-identification data in HR systems. The main issue to contend with is gaining the trust of employees to share their sensitive information. Without a significant proportion of employees self-identifying, data cannot be used for decision making. Implementation of self-identification data in HR systems is generally a long-term proposition before results can be properly utilized.

*Self-identification data in employee surveys*

<sup>29</sup> JIU. 2023. *Review of Measures and Mechanisms for Addressing Racism and Racial Discrimination in United Nations System Organizations*, Recommendation 1, [https://www.unjiu.org/sites/www.unjiu.org/files/jiu\\_note\\_2022\\_1\\_rev.1.pdf](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_note_2022_1_rev.1.pdf).



81. Self-identification data collected in employee surveys is often used by organizations as a proxy for their diversity populations. For example, two United Nations organizations that were consulted use survey data to report on their diversity populations and share this information publicly on their career websites.<sup>30</sup> This method is imperfect because not everyone answers surveys and the numbers of people self-reporting on diversity tend to be low. The WFP 2021 GSS noted a significant proportion of staff who preferred not to self-identify.<sup>31</sup> Hence, communication about the benefits of self-reporting is also important for surveys.

82. At WFP, the GSS has been an important tool, because it provides a unique opportunity to gather staff perceptions based on self-identification by diversity group. It is important that survey information is updated on a regular basis and includes sufficient questions to gauge perceptions on diversity. The last GSS was conducted in 2021 and only had three general questions on inclusivity. It is important for inclusion results in surveys to be tracked on a regular basis, and for a full range of questions to be included on all dimensions of diversity. This can be achieved within an overall staff survey or with separate pulse surveys specific to diversity.

83. Currently, WFP does not widely share the self-identification data it gathers in its GSS. Data from the 2021 GSS,<sup>32</sup> although now dated, highlighted some important points – for example:

- Significant differences were noted between women and men in terms of the three GSS inclusion questions:<sup>33</sup> women answered providing sharply lower ratings.
- A substantial proportion of the staff who preferred not to self-identify their gender also had low perceptions of inclusion and employee accountability for ethical behaviour.
- There were more negative perceptions of inclusion for employees that identified as women, LGBTIQ+, disabled and non-white, as well as those who did not self-identify.
- Physically disabled employees were the least likely to perceive senior leaders as active role models for WFP's core values.
- Overall inclusion levels varied by ethnicity, with employees identifying as African or Afro descendants providing the lowest scores.
- African and Afro descendants were the least likely to perceive they were being treated with respect and had the highest rate of personal experience of racial discrimination.

84. The next GSS will provide a vital opportunity to gather current perceptions from WFP's diverse employee groups. It would also benefit from further expanding on questions regarding inclusivity. Communicating the importance of self-identification in the survey will be essential to its success in providing DEI data.

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<sup>30</sup> UNFPA. 2024. *Diversity, Equity and Inclusion Is at the Heart of UNFPA's Workforce*, <https://www.unfpa.org/diversity-equity-inclusion>; UNICEF. 2024. *UNICEF Works towards a Workplace That Is Welcoming for Employees Who Belong to the LGBTIQ+ Community*, <https://www.unicef.org/careers/equity-inclusion-and-diversity-unicef#lgbtqi>.

<sup>31</sup> In the 2021 GSS staff that preferred not to answer self-identification questions included: 9.7 percent on ethnicity, 9.1 percent on disability status, 6.8 percent on sexual orientation and 2.1 percent on gender.

<sup>32</sup> Of employees answering the 2021 GSS, 342 or 2 percent identified as LGBTIQ+, 630 or just under 4 percent of employees indicated they had a disability, almost 80 percent of respondents identified as non-white, and employees who identified as African or Afro descendants made up the largest share of respondents (43 percent).

<sup>33</sup> The three inclusion statements on the 2021 GSS were: (1) In my team, I feel valued and respected for who I am. (2) In my team, I am encouraged to share my perspective and views. (3) In my experience, employees at WFP are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity and physical ability.



85. Self-identification data provide an essential source of information on the employee population of WFP with respect to diversity as well as perceptions on the effectiveness of the organization's inclusivity initiatives. WFP will need to develop a strategy and plan to gather this data.

Underlying causes: No plan to address the issue of self-identification in diversity data; an absence of management oversight on DEI to consider/approve these cross-cutting issues.

#### **Agreed Actions** [Medium priority]

The AED, WM, with the coordination of the DEI Unit and in consultation with the Legal Office and the Global Privacy Office, will:

- i) develop and approve an approach to gathering self-identification data on the employee population of WFP that respects privacy and security requirements for the data, as part of its overall DEI strategy;
- ii) develop a supporting communications strategy to build employee engagement and trust in sharing this sensitive data; and
- iii) monitor results and share aggregate self-identification information in the overall DEI reporting framework of WFP.

#### **Timeline for implementation**

- i) 31 December 2024
- ii) 31 March 2025
- iii) 31 March 2025

### **Observation 6: Diversity, equity and inclusion action plans need to be complete and up to date**

86. WFP lacks a complete set of up-to-date action plans for all dimensions of diversity. It has established strategies and action plans to guide its gender and DI programmes. These were greatly facilitated by UN-SWAP, United Nations System-wide Strategy on Gender Parity and UNDIS, which provided United Nations system-wide direction, frameworks and reporting requirements. Goals and plans are still required to support the other dimensions of diversity.

#### *Gender Parity Action Plan*

87. The WFP Gender Parity Action Plan dates back to 2018. The plan is a comprehensive document with analysis of gender by position, location, functional area and overall representation in country offices, and included perceptions from the 2012 and 2015 GSS. It also had several action items to improve gender parity. The plan would now benefit from an update, particularly of the data to determine what progress has been made from the 2018 baseline, and should include plans to address the perceptions noted by women in the 2021 GSS.



### *Anti-Racism Action Plan*

88. Good information is provided in the United Nations Secretariat's Strategic Action Plan regarding the direction of the United Nations on anti-racism initiatives.<sup>34</sup> The Multidisciplinary Group on Diversity, Equity and Inclusion of the High-Level Committee for Management of the United Nations System Chief Executives Board is also working to develop a coordinated and unified approach to addressing racism. In 2022, the JIU published a report on racism,<sup>35</sup> which made six system-wide recommendations for improvement.

89. At WFP, the DEI Unit was asked to prioritize the development of an Anti-Racism Action Plan. The unit completed a draft but this has not yet been approved. Developing such a plan without the structure of an overall DEI strategy was a challenging task. Many of the elements that were included in the draft anti-racism plan, such as recruitment, training, staff development, communications and data collection, are common across the dimensions of diversity. As a result, a number of foundational DEI items that are contained in the current draft anti-racism plan would be better placed in an overall DEI strategy.

90. Anti-racism plans should be developed closely with stakeholders. Best practice in this regard is to set a task force with representation from a wide range of racial and ethnic groups to oversee the development of a plan. While WFP conducted broad functional consultation for its draft anti-racism plan, there does not appear to have been systematic consultation with stakeholders that represent the full range of races and ethnicities at WFP, including indigenous people. There are also no employee resource groups at WFP for racialized people that could have been included in these consultations.

91. In the draft anti-racism plan there is no analysis of the data needed to understand current racial representation and to set actions to achieve desired targets. Employee data on nationalities is readily available and provides a proxy for information on race. As mentioned, there are indications that some geographical groups face barriers to certain aspects of employment at WFP, in particular employees from Africa. Any anti-racism plan must address these barriers and require an analysis of employee and GSS data.

### *There is no action plan for LGBTIQ+*

92. The United Nations has a number of initiatives to promote LGBTIQ+ inclusion. Notably, in November 2023, the United Nations held a discussion on its LGBTIQ+ strategy<sup>36</sup> with the Executive Committee of the United Nations Secretariat. The intention was to establish a way forward for the United Nations to develop a system-wide strategy.

93. Current United Nations initiatives include UN-GLOBE and UN Free and Equal. UN-GLOBE is an organization founded in 1996 that advocates for the equality and non-discrimination of LGBTIQ+ personnel in the United Nations system. WFP has an Executive Director-appointed representative at UN-GLOBE. UN Free and Equal is a global campaign for LGBTIQ+ equality launched by the High Commissioner for Human Rights in 2013. It supports national-level campaigns and partners with a number of United Nations organizations.<sup>37</sup> WFP is not a partner organization to UN Free and Equal.

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<sup>34</sup> United Nations Secretariat. 2021. *Strategic Action Plan: Report of the Secretary-General's Task Force on Addressing Racism and Promoting Dignity for All in the United Nations Secretariat*, [https://hr.un.org/sites/hr.un.org/files/sap\\_final\\_report\\_0.pdf](https://hr.un.org/sites/hr.un.org/files/sap_final_report_0.pdf).

<sup>35</sup> United Nations Joint Inspection Unit. 2023. *Review of Measures and Mechanisms for Addressing Racism and Racial Discrimination in United Nations System Organizations*, [https://www.unjiu.org/sites/www.unjiu.org/files/jiu\\_note\\_2022\\_1\\_rev.1.pdf](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_note_2022_1_rev.1.pdf).

<sup>36</sup> United Nations strategy and guidance on protection from violence and discrimination based on sexual orientation, gender identity, gender expression and sex characteristics (UN LGBTIQ+ Strategy).

<sup>37</sup> UN Free and Equal Campaign. 2022. *2022 Annual Report*, page 2, [https://www.unfe.org/sites/default/files/download/UNFE%20Annual%20Report%202022\\_final\\_1.pdf](https://www.unfe.org/sites/default/files/download/UNFE%20Annual%20Report%202022_final_1.pdf); United Nations



94. There was an overall absence of support and direction at WFP for LGBTIQ+ issues throughout the audit. In most regions, support for LGBTIQ+ issues was considered impossible given legal issues, religious beliefs and cultural prejudices. As a result, most regional bureaux did not include LGBTIQ+ in their DEI workplans. At headquarters, the DEI Unit has focused on work to further the inclusion of LGBTIQ+. The LGBTIQ+ Affinity Group was launched in June 2023 and LGBTIQ+ events are regularly held to mark commemorative days for the community and pride month. The DEI Unit has not yet begun to work on an overall LGBTIQ+ strategy or action plan.

95. In the audit survey, members of UN-GLOBE and the LGBTIQ+ Affinity Group reported the lowest overall satisfaction levels compared with the other DEI groups. Of note are the following results:

- Half of LGBTIQ+ respondents disagreed that WFP management had established an inclusive LGBTIQ+ work environment compared with less than a fifth of non-LGBTIQ+ respondents.<sup>38</sup>
- Half of LGBTIQ+ respondents disagreed that the population of WFP adequately reflects the diversity of its stakeholders in terms of LGBTIQ+ compared with a fifth of non-LGBTIQ+ respondents.
- LGBTIQ+ groups felt most acutely the absence of LGBTIQ+ goals and objectives, strategies and plans. Over 50 percent of the LGBTIQ+ respondents answered negatively to these questions compared with about 25 percent of non-LGBTIQ+ respondents.

96. While WFP has made some progress with affinity groups, there is an overall absence of direction and support for LGBTIQ+ issues. As with anti-racism, it should put a task force in place with stakeholder representation to guide the development of a WFP strategy and action plans for LGBTIQ+ issues. It is vital to have strong executive management support to ensure a consistent approach across the WFP regional and country offices to provide the necessary support for LGBTIQ+ staff.

97. It is important to note that other dimensions of diversity may also require action plans.

Underlying causes: Action plans not completed due to limited resources in DEI Unit; absence of DEI strategy to cover foundational elements of DEI made it difficult to develop action plans by dimension; underlying cultural/religious beliefs and legal issues in some countries meant LGBTIQ+ issues were not addressed.

#### **Agreed Actions** [High priority]

The DEI Unit will a) update the Gender Parity Action Plan; b) revise the Anti-Racism Action Plan; and c) develop an LGBTIQ+ action plan for approval by the Executive Director:

- i) with the guidance of a representative employee task force from each group;
- ii) including an in-depth analysis of available data to determine gaps; and
- iii) providing actions and a plan to identify and remove the barriers identified.

#### **Timeline for implementation**

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partners for national-level programmes include UNAIDS, UNICEF, UNDP, UNESCO, UNHCR, UNIC, UNFPA, UNV and WHO.

<sup>38</sup> Survey question 9: 51 percent of LGBTIQ+ respondents disagreed (27 percent) or strongly disagreed (24 percent) that WFP management had established an inclusive LGBTIQ+ work environment compared with 16 percent of non-LGBTIQ+ respondents.

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31 March 2025



### Line of enquiry 3: Adequacy of controls and incentives to guide behaviours and support culture change

98. Changing behaviours and ultimately culture to achieve inclusion is a long-term process. This requires a good control environment and strong tone at the top. Achieving the goals of a DEI programme is next to impossible without strong management support and an appropriate staffing structure with functional authority to coordinate an organization-wide process.

99. To date, WFP has had success in achieving gender parity goals and has made good progress on DI. This was a result of management support and, in the case of disability inclusion (DI), the provision of resources to support change.

100. An appropriate and stable source of funding is needed to sustain DEI efforts over the long term. Additional funds are needed for the implementation stage of a DEI programme to develop the policies, mechanisms and reporting that will support management's DEI responsibilities.

101. In order for a DEI programme to be successful, all managers, from senior executives to front-line supervisors, must be held accountable for results. Accountability requires clear performance expectations, with results measured in annual performance appraisals. It also requires managers to be adequately prepared to take on these responsibilities through training and development opportunities and with support from the DEI Unit.

#### Observation 7: There is an insufficient diversity, equity and inclusion staffing structure

102. As the DEI Unit relied on Critical Corporate Initiative (CCI) funding, it was not possible to add any new fixed-term positions. The DEI Unit currently comprises a United States-based senior DEI consultant and a P3 position based in Rome. In interviews, views were strongly and consistently expressed that this DEI staffing complement was not adequate for an organization of the size and complexity of WFP.

##### *Lack of coordination of regional DEI positions*

103. CCI funding was used to hire DEI specialists in five of the six regional bureaux. These positions report to the head of HR in each bureau, who is responsible for setting regional DEI workplans. While regional DEI plans are often made in consultation with the DEI Unit, there is no functional reporting role or formal coordination between regional bureaux and the DEI Unit on DEI priorities.

104. In interviews, the regional specialists appreciated the guidance and support that the DEI Unit provided. However, to date, interactions have been on an as-required basis and varied by region, with some working closely with the DEI Unit and others seeking guidance only periodically. Because of the absence of formal reporting lines, there was no mechanism to coordinate objectives and workplans or to capitalize on this network to achieve broader corporate DEI priorities.

105. Of the five original full-time regional bureau DEI positions funded by the CCI, only three remained full-time DEI positions at the time of the audit. The other two DEI specialists have since had their responsibilities revised and now only work part-time on DEI.<sup>39</sup> If the regional bureau DEI specialists were able to contribute to work on corporate DEI issues, it is likely that much more would have been accomplished on corporate initiatives without the need for new posts.

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<sup>39</sup> DEI positions were funded in the CCI for all regional bureaux except the Regional Bureau for Eastern Africa. Of the five DEI positions, only those in the regional bureaux for Asia and the Pacific, Southern Africa, and Latin America and the Caribbean remain full-time.



106. In 2023, a new DEI Director (D1) post was advertised but was cancelled due to a decline in WFP funding. A senior-level, fixed-term position would have provided the impact and reach to coordinate work across the organization. The current headquarters DEI team of two employees working in ad hoc advisory roles across the organization has limited capacity to accomplish a meaningful body of work, particularly at the outset of a DEI programme, when a number of new policies and processes need to be developed and implemented. It is important to note that the work accomplished by the DEI Unit to date is beyond what would reasonably be expected for a team of just two employees.

*Need for a DEI network*

107. WFP lacks a coordination mechanism to share lessons learned and institute good practices more broadly across the organization. DEI employees interviewed in the regions and country offices indicated that they would appreciate the opportunity to meet regularly as part of a network to share their work and experiences for the benefit of all. Most importantly, a network would provide a forum for regional contexts and perspectives to be incorporated into corporate DEI initiatives.

*Setting a consistent and strong tone at the top*

108. As noted in this report, there is a need for coordinated and consistent support for all areas of diversity at WFP. It is important to ensure that the DEI Unit reports to a senior level of management who will take on the leadership role for all aspects of diversity to drive behavioural and cultural change across the organization.

109. At WFP, the DEI Unit reports directly to the AED, WM, which is an appropriate reporting structure. In some organizations, the DEI Unit reports directly to the executive head, and while this can be beneficial to instigate cultural change and promote independence, it is often not practical in the long term. DEI leadership (i.e. the AED, WM, and the management oversight body for DEI) should provide direction to functional HR areas such as recruitment, policy and training to achieve coordinated and effective DEI process change.

110. There is a missed opportunity in the current structure to formally coordinate work on corporate and regional DEI initiatives and to make the most effective and efficient use of DEI specialists across WFP. The DEI Unit structure requires staff at appropriate levels and contract types to lead an ongoing organization-wide initiative and to support short-term implementation requirements.

Underlying causes: Constraints/restructuring of budget did not allow hiring of D1 DEI Director; no overall plan for DEI staffing structure to meet short and long-term needs; absence of an overall DEI strategy with goals and objectives meant DEI workplans were not clearly defined and therefore HR needs were difficult to forecast.

**Agreed Actions** [High priority]

The AED, WM, will put in place an effective staffing structure for the WFP DEI Unit providing:

- i) an appropriate mix of fixed-term and consultant positions to ensure continuity while supporting additional work required during the implementation stage of DEI; and
- ii) a functional leadership position for the DEI Unit, reporting to the AED, WM, to lead a DEI programme that supports all dimensions of diversity with an assigned role to coordinate the work of employees assigned to DEI across WFP.

**Timeline for implementation**

30 June 2025



### Observation 8: There is no stable funding source to implement and sustain diversity, equity and inclusion

111. Since 2022, WFP has funded DEI efforts through the CCI mechanism. The Investing in People CCI included a deliverable<sup>40</sup> with a focus on inclusivity. The budget allocated for this deliverable in 2022 and 2023 was USD 8.7 million, with a further USD 7.6 million available in 2024. DEI-specific initiatives were included, as well as the hiring of regional DEI specialists. This deliverable also covered a number of initiatives that supported the development of respectful and inclusive workplaces in addition to DEI.

112. To date, a separate budget has not been developed for overall DEI work, and there is no means to track expenditure on DEI. Funds are requested as needed for specific activities but are not allocated in advance in accordance with an approved overall workplan for DEI. Because of the way that funding is allocated in the CCI system, it is not possible to determine what the spending of WFP has been on DEI efforts across the organization.

113. A good start has been made to WFP's DEI journey, due in large part to the CCI funding, which will end in 2025. This funding deadline and the related temporary nature of DEI positions is already having an impact on perceptions about management's level of commitment to DEI. The funding shortfall was seen in interviews as an indication that WFP did not take DEI seriously.

114. The DEI function will need access to a stable funding source to support long-term goals. Moreover, for accountability purposes, the DEI Unit needs to have a clear budget and establish expenditure-tracking mechanisms. This is an important element of DEI performance management, and funds spent on these initiatives should be reported in an annual DEI report.

Underlying causes: DEI funding source was temporary, so no budget for ongoing work; absence of a strategy and workplan meant the body of work needed to implement DEI was not known and the budget was unclear; responsibility for DEI was unclear, so budget was not attributed to the DEI Unit; and no mechanism in place to track DEI budgets/spending.

#### Agreed Actions [Medium priority]

The AED, WM, in conjunction with the Leadership Group for funding, should ensure that the DEI Unit:

- i) develops a budget for DEI activities aligned with the timeframe of the DEI strategy and workplans;
- ii) is provided with a sufficient budget allocation for permanent and temporary resources to achieve the long-term DEI strategy and related shorter-term goals; and
- iii) has a mechanism in place to budget for, track and report on DEI expenditure across WFP.

#### Timeline for implementation

31 December 2024

<sup>40</sup> **CCI Investing in People - Deliverable 4** focuses on the continued development of respectful and inclusive workplaces. The objectives are to create a more enabling workplace culture, particularly in the field, by consistently implementing GSS action plans, corporate policies and tools such as Respect+ and Speak Up! and by designing and implementing proposals for more accessible workplaces. Actions include the provision of specialized diversity and inclusion expertise in the field; improving physical access to WFP premises; and developing policies and certification processes covering all areas of diversity and inclusion, including gender parity, DI and anti-racism.



### Observation 9: Managers need to be trained, supported and held accountable for specific diversity, equity and inclusion objectives

115. At WFP, all senior leaders are evaluated on the extent to which they have created an inclusive and respectful working environment. However, the only reporting on diversity is for AEDs and regional directors, who are required to report only on gender parity and related targets. There are no further requirements in performance evaluations regarding the other dimensions of diversity. The majority of senior leaders and managers do not report on diversity at all.

116. Performance appraisal reporting on diversity would require the establishment of diversity goals and performance measures. These would flow from an overall DEI strategy and the action plans developed for each dimension of diversity. Each organizational unit would then need to develop its own DEI action plans to fill the gaps in its own context.

117. In order to hold managers accountable for DEI results, it is necessary to support and train them. The inclusive leadership training programme for senior managers put in place by the DEI Unit has been an excellent starting point for accountability.

118. However, achieving the level of training necessary to create an inclusive culture is not a one-time proposition. It will require a consistent approach supported by a comprehensive DEI training strategy for all employees that includes not only formal courses but other opportunities to interact on diversity issues. Unconscious bias training is an essential component of a DEI training strategy, particularly for managers and supervisors who hire staff. Best practice is to require mandatory DEI training for all managers, not only on inclusive leadership but also on unconscious bias.

119. For the WFP DEI programme to be successful, all WFP managers will be held directly accountable for results through the WFP performance evaluation process. This will require the DEI strategy, and action plans supplemented by performance data, to set clear performance measures. The programme should also be supported by policy and guidance from the DEI Unit and with a long-term training strategy targeted at managers and supervisors.

Underlying causes: No overall approach/strategic plan defining accountability for results for DEI; absence of defined goals, targets and data makes performance appraisal challenging; reluctance to add new mandatory training programmes for all staff.

#### Agreed Actions [Medium priority]

The AED, WM, with the support of the DEI Unit and HRM, will put mechanisms in place to ensure management accountability for DEI by:

- i) including DEI accountabilities as part of performance evaluation for all managers and supervisors; and
- ii) developing a long-term DEI training strategy that includes mandatory training for all managers and supervisors on inclusive leadership and unconscious bias in hiring.

#### Timeline for implementation

- i) 31 March 2025
- ii) 30 June 2025





## Annex A – Agreed action plan

The following table shows the categorization, ownership and due date agreed with the auditee for all the audit observations raised during the audit. These data are used for macro analysis of audit findings and monitoring the implementation of agreed actions.

#	Observation title	Line of enquiry	Owner	Priority	Timeline for implementation
1	An organization-wide DEI strategy and framework is an essential first step	LOE1	The AED, WM, in consultation with the Leadership Group and with the coordination of the DEI Unit	High	June 2025
2	Structured and coordinated governance of the DEI portfolio is required	LOE1	The Leadership Group, with the support of the AED, WM	High	December 2024
3	HR policies need to be reviewed and updated on a priority basis	LOE2	The AED, WM, with the support of HRM	Medium	June 2027
4	Employee diversity data are not adequately monitored and reported on	LOE2	The DEI Unit with the support of HRM	High	June 2025
5	There is no defined approach to gather self-identification data on diversity	LOE2	The AED, WM, with the coordination of the DEI Unit and in consultation with Legal and Data Privacy	Medium	March 2025
6	DEI action plans need to be complete and up to date	LOE2	The DEI Unit	High	March 2025
7	There is an insufficient DEI staffing structure	LOE3	The AED, WM	High	June 2025
8	There is no stable funding source to implement and sustain DEI	LOE3	The AED, WM, in conjunction with the Leadership Group for funding	Medium	December 2024
9	Managers need to be trained, supported and held accountable for DEI objectives	LOE3	The AED, WM, with the support of the DEI Unit and HRM	Medium	June 2025



## Annex B – Definitions of audit terms: ratings and priority

### 1 Rating system

The internal audit services of UNDP, UNFPA, UNOPS and WFP adopted harmonized audit rating definitions, as described in Table B.1:

**Table B.1: Rating system**

Rating	Definition
<b>Effective / satisfactory</b>	The assessed governance arrangements, risk management and controls were adequately established and functioning well, to provide reasonable assurance that issues identified by the audit were unlikely to affect the achievement of the objectives of the audited entity/area.
<b>Some improvement needed</b>	The assessed governance arrangements, risk management and controls were generally established and functioning well but needed improvement to provide reasonable assurance that the objective of the audited entity/area should be achieved. Issue(s) identified by the audit were unlikely to significantly affect the achievement of the objectives of the audited entity/area. Management action is recommended to ensure that identified risks are adequately mitigated.
<b>Major improvement needed</b>	The assessed governance arrangements, risk management and controls were generally established and functioning, but need major improvement to provide reasonable assurance that the objectives of the audited entity/area should be achieved. Issues identified by the audit could negatively affect the achievement of the objectives of the audited entity/area. Prompt management action is required to ensure that identified risks are adequately mitigated.
<b>Ineffective / unsatisfactory</b>	The assessed governance arrangements, risk management and controls were not adequately established and not functioning well to provide reasonable assurance that the objectives of the audited entity/area should be achieved. Issues identified by the audit could seriously compromise the achievement of the objectives of the audited entity/area. Urgent management action is required to ensure that the identified risks are adequately mitigated.

### 2 Priority of agreed actions

Audit observations are categorized according to the priority of agreed actions, which serve as a guide to management in addressing the issues in a timely manner. The following categories of priorities are used:

**Table B.2: Priority of agreed actions**

<b>High</b>	Prompt action is required to ensure that WFP is not exposed to high/pervasive risks; failure to take action could result in critical or major consequences for the organization or for the audited entity.
<b>Medium</b>	Action is required to ensure that WFP is not exposed to significant risks; failure to take action could result in adverse consequences for the audited entity.
<b>Low</b>	Action is recommended and should result in more effective governance arrangements, risk management or controls, including better value for money.

Low-priority recommendations, if any, are dealt with by the audit team directly with management. Therefore, low-priority actions are not included in this report.





Typically audit observations can be viewed on two levels: (1) observations that are specific to an office, unit or division; and (2) observations that may relate to a broader policy, process or corporate decision and may have a broad impact.<sup>41</sup>

### **3 Monitoring the implementation of agreed actions**

The Office of Internal Audit tracks all medium and high-risk observations. Implementation of agreed actions is verified through the corporate system for the monitoring of the implementation of oversight recommendations. The purpose of this monitoring system is to ensure management implements actions within the agreed timeframe to manage and mitigate the associated risks identified, thereby contributing to the improvement of WFP operations.

The Office of Internal Audit monitors agreed-on actions from the date of the issuance of the report, with regular reporting to senior management, the Independent Oversight Advisory Committee and the Executive Board. Should action not be initiated within a reasonable timeframe, and in line with the due date as indicated by Management, the Office of Internal Audit will issue a memorandum to management informing them of the unmitigated risk due to the absence of management action after review. The overdue management action will then be closed in the audit database and such closure confirmed to the entity in charge of the oversight.

When using this option, the Office of Internal Audit continues to ensure that the office in charge of supervising the unit that owns the actions is informed. Transparency on accepting the risk is essential, and the Risk Management Division is copied in on such communication, with the right to comment and escalate should it consider the risk accepted is outside acceptable corporate levels. The Office of Internal Audit informs senior management, the Audit Committee and the Executive Board of actions closed without mitigating the risk on a regular basis.

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<sup>41</sup> An audit observation of high risk to the audited entity may be of low risk to WFP as a whole; conversely, an observation of critical importance to WFP may have a low impact on a specific entity, but have a high impact globally.



## Annex C – Acronyms

AED	Assistant Executive Director
CCI	Critical Corporate Initiative
DEI	diversity, equity and inclusion
DI	disability inclusion
FLOCK	Family Liaison Outreach Community (with or without Kids)
GSS	Global Staff Survey
HR	human resources
HRM	Human Resources Division
JIU	Joint Inspection Unit
LGBTIQ+	Lesbian, gay, bisexual, transgender, intersex, queer, asexual and other sexually or gender diverse identity
OECD	Organisation for Economic Co-operation and Development
PO	Programme Operations Department
UN	United Nations
UNDIS	United Nations Disability Inclusion Strategy
UN-SWAP	System-wide Action Plan on Gender Equality and the Empowerment of Women
WFP	World Food Programme
WM	Workplace and Management Department



## Annex D – Results from audit survey

The DEI audit survey was administered in March 2024 as part of the audit to WFP employees who had roles in or related to DEI, or who were members of employee resource/affinity or FLOCK groups.

### Demographics of respondents

Of the 380 respondents to the survey:

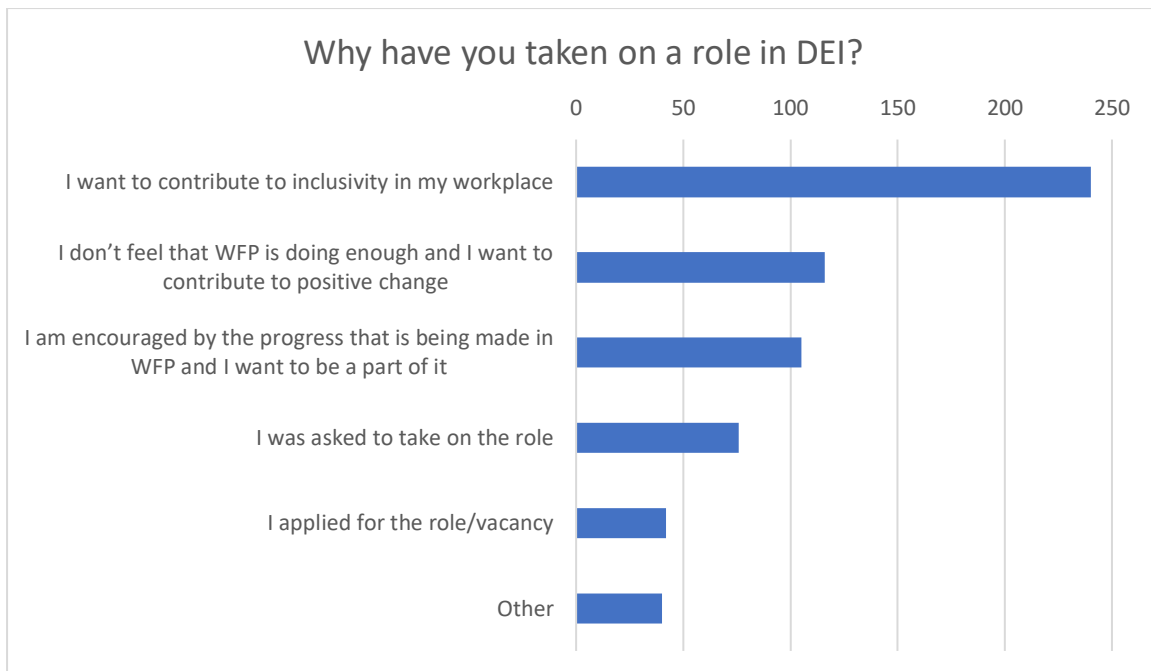
- Slightly over 60 percent were from regional or country offices
- Almost 80 percent were members of an employee resource or FLOCK group
- Just under two-thirds indicated that they had DEI-related responsibilities in their jobs.

The survey analysed overall data and more detailed data by the resource groups that respondents identified as being members of. This included data for members of the gender resource network, the disability inclusion network, and UN-GLOBE and the LGBTIQ+ affinity groups.

As there was no racial/ethnic employee resource group, it was not possible to analyse the survey data through the lens of anti-racism.

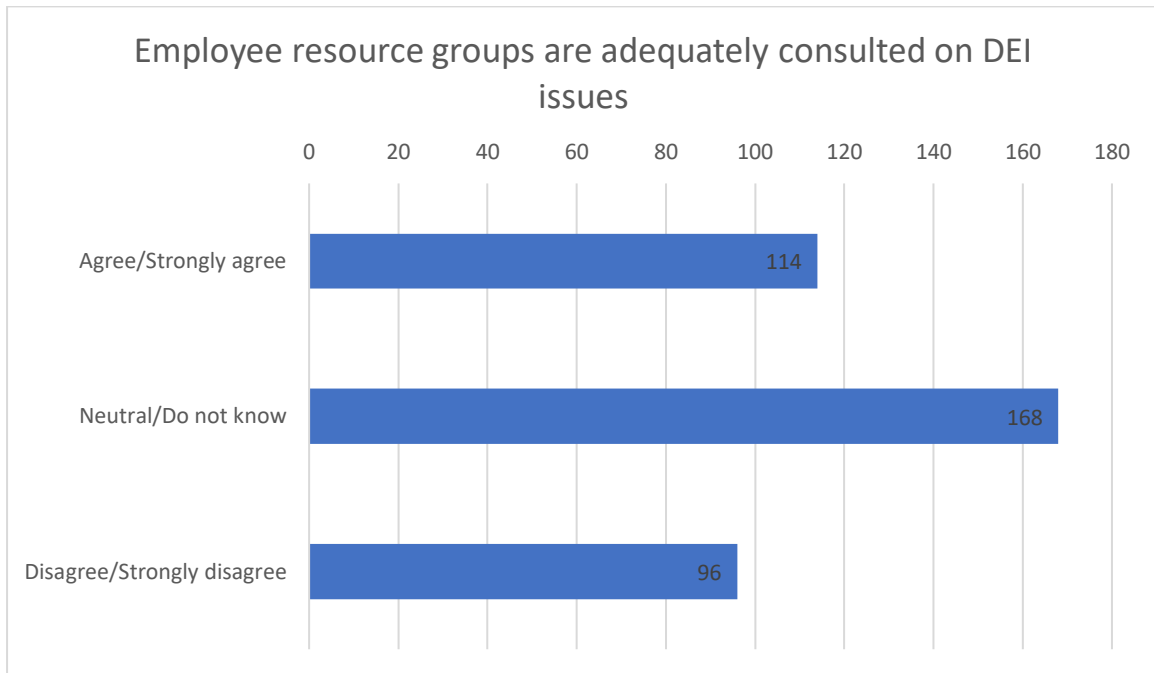
### Key survey results

Almost two-thirds of respondents have taken on a role in DEI (either through their jobs or by involvement in an employee resource group) because they want to contribute to diversity at WFP.

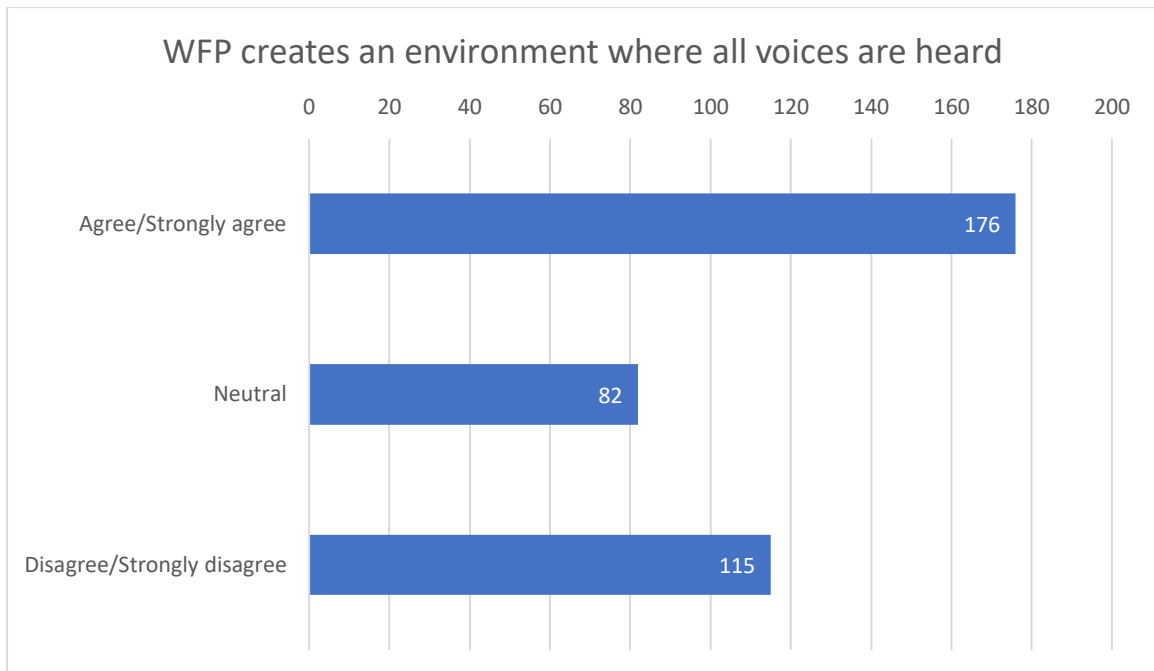




Most respondents either were neutral or did not know if employee resource groups (affinity groups, FLOCK, UN-GLOBE, etc.) were adequately consulted on DEI issues.

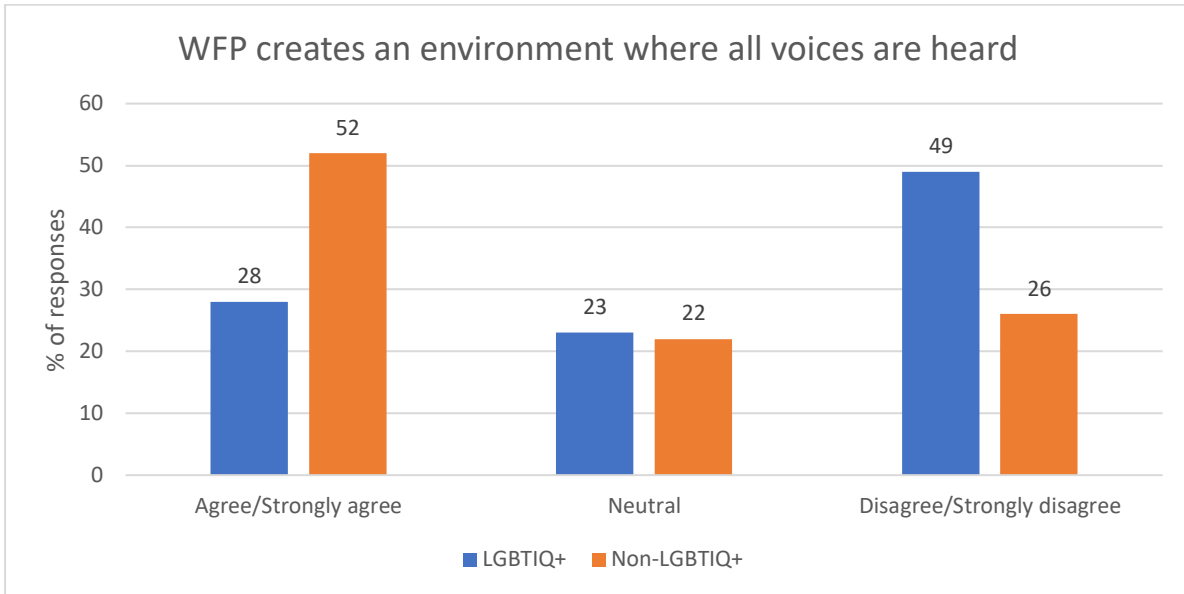


Just under one-half of respondents agreed that WFP creates an environment where all voices are heard.

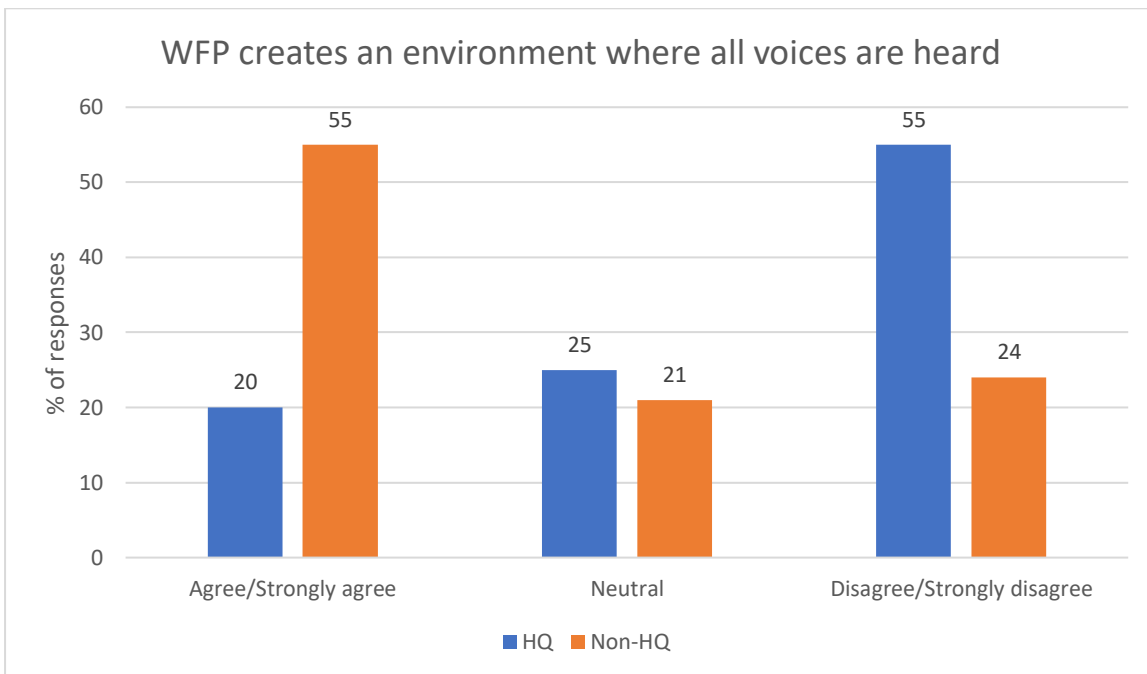




Members of the LGBTIQ+ Affinity Group and UN-GLOBE had a more negative view compared with their counterparts regarding the environment created by management.

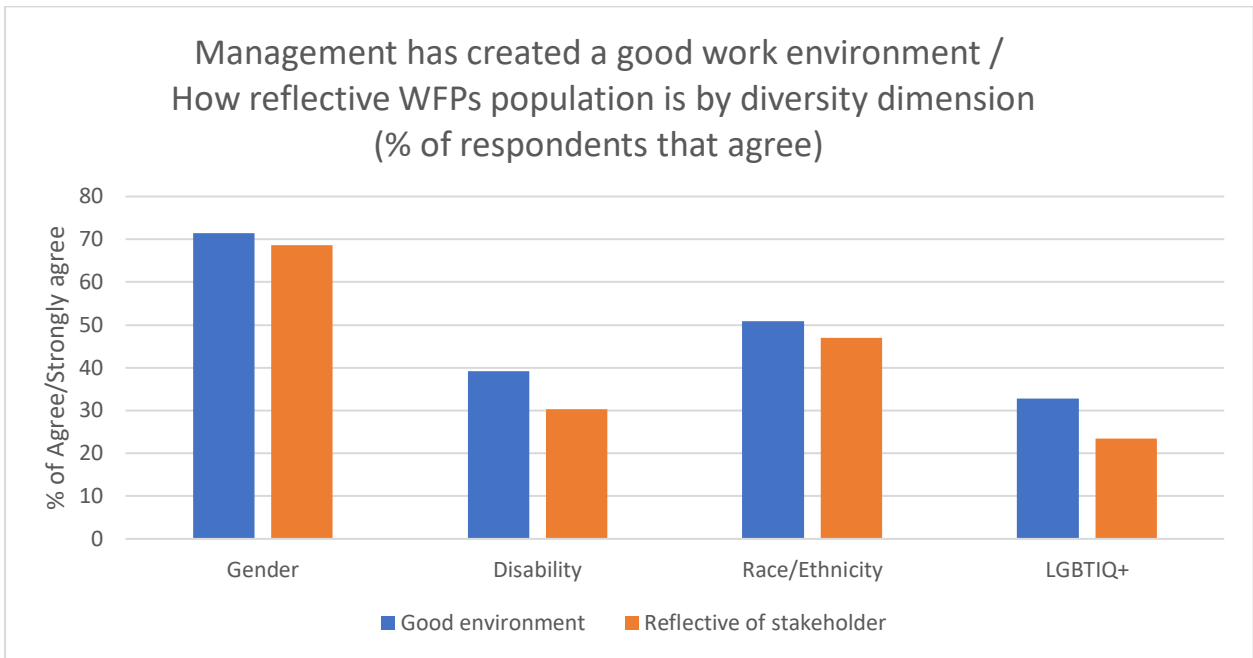


Respondents from HQ were more negative than their non-HQ counterparts about the environment created at WFP.

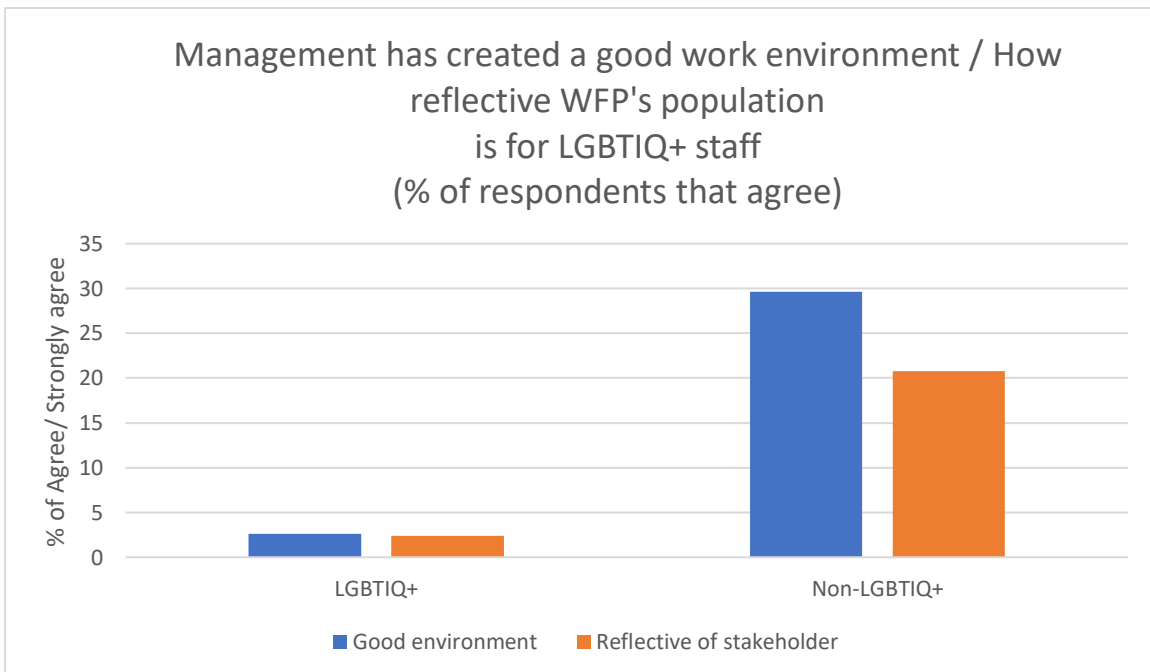




This chart compares answers from all respondents associated with each of the four dimensions of diversity. Overall, respondents were the most positive regarding gender.

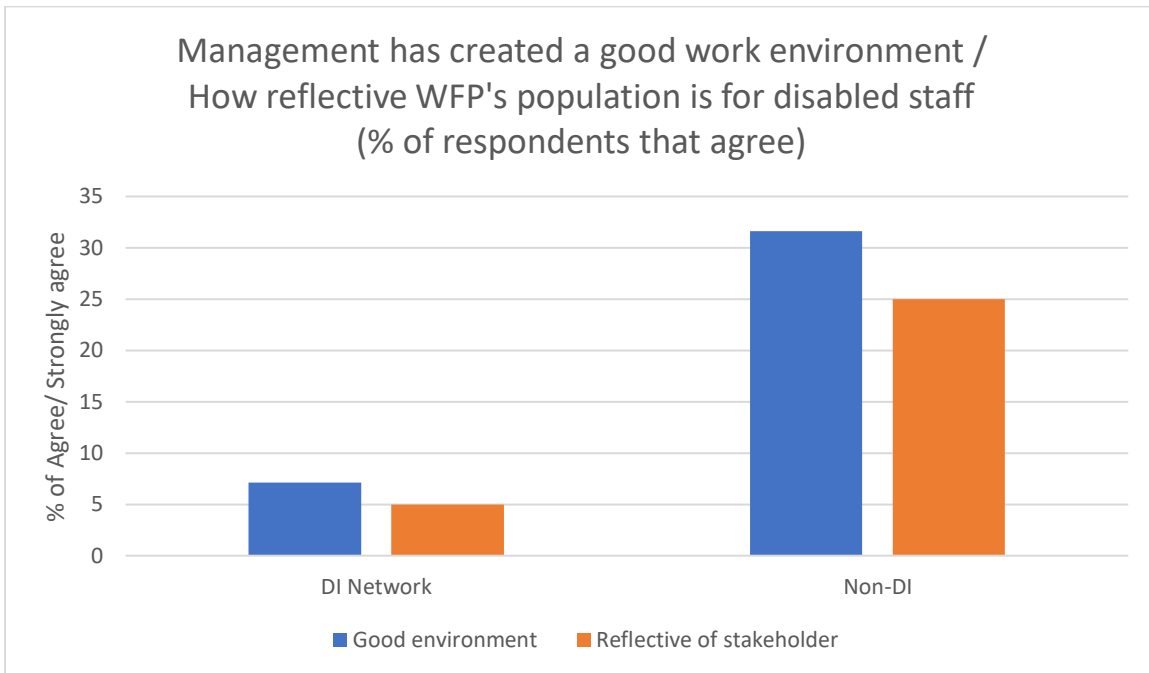


When looking at these questions as they pertain to LGBTQ+ issues, respondents that identified as part of the LGBTQ+ groups answered much less positively than their counterparts.

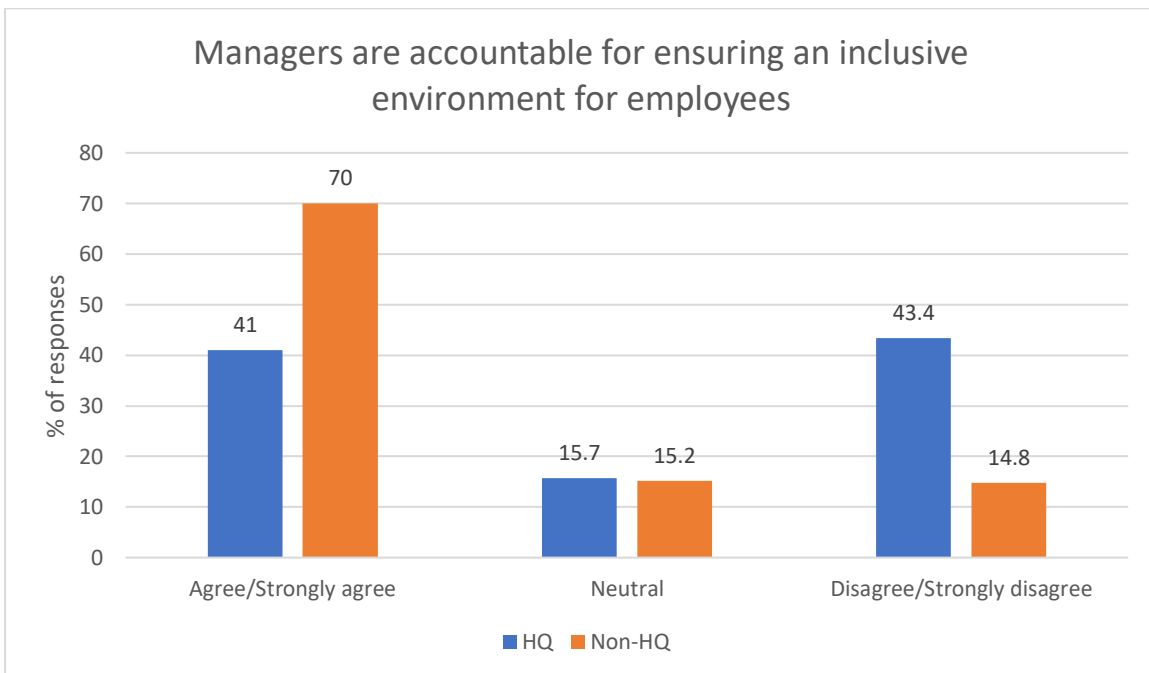




When looking at these questions as they pertain to DI issues, respondents that identified as part of the disability inclusion network answered much less positively than their counterparts.



HQ staff were less likely to agree that managers were accountable for ensuring an inclusive environment for employees.

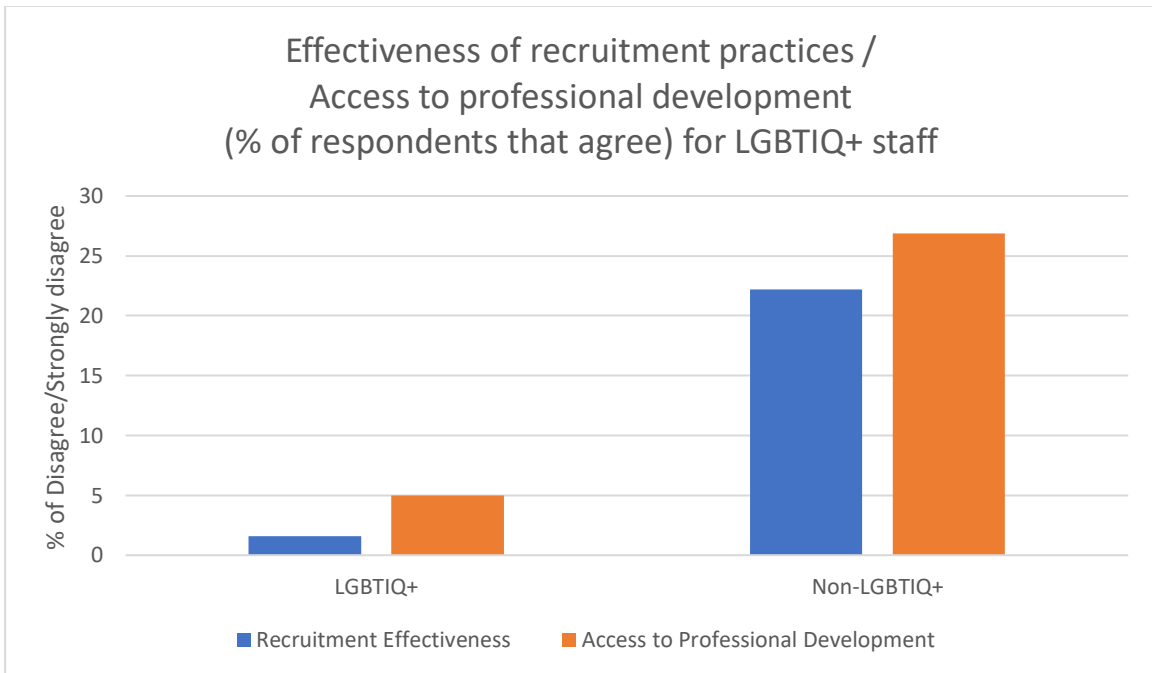




Regarding effectiveness of recruitment practices by dimension of diversity, respondents agreed that hiring for gender was mainly done well, but the other dimensions less so. Once people were hired, prospects for accessing professional development improved for disabled and LGBTIQ+ employees but fell slightly for gender and race.



When looking more deeply at this data, significantly fewer LGBTIQ+ affiliated respondents agreed that recruitment was effective and staff development was accessible for LGBTIQ+ staff.







Members of the disability inclusion network had a less positive view of the effectiveness of recruitment practices and access to professional development for disabled employees than their counterparts.

