Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces

The Compelling Case for Gender, Diversity and Inclusion

1.   The scope of CGIAR's operations is significant, involving many national, regional and international partners, with a geographic footprint that extends across the globe, including into some of the world's most challenging environments. CGIAR's workplaces are multi-cultural, multi-disciplinary and multi-generational, populated by passionate individuals, working together towards a world free of poverty, hunger and environmental degradation.

2.   CGIAR Entities[1] recognize the compelling case for advancing gender, diversity and inclusion as a prerequisite for growth, prosperity and competitiveness, and consequently for the sustainability and well-being of societies and our planet. This compelling case is equally an ethical and a moral one. Ensuring everyone is treated with dignity and fairness is the right thing to do. This compelling case extends to CGIAR's workplaces.

3.   We understand that teams that are more diverse and inclusive, consistently problem-solve more accurately and successfully on complex issues than homogenous ones[i], and that diversity has been shown to improve performance at the board, executive and workplace level[ii]. We recognize that diversity powers innovation and that increasing the representation of women in top management improves the performance of organizations that are heavily focused on innovation[iii]. We acknowledge the intersectional nature of diversity, of which gender is one element, and that it is complex, contextual and dynamic. We appreciate that when staff believe their organization is committed to, and supportive of, diversity and they feel included, there are significant improvements in employee engagement, the ability to innovate, responsiveness to changing client needs and team collaboration[iv]. In CGIAR's workplaces, where creativity, responsiveness and collaboration are essential to our success, advancing workplace gender, diversity and inclusion allows us to draw on different perspectives to enhance the quality of our decision making, deepen the relevance of our advice and outputs, and enhance our efficiency and effectiveness. Creating and sustaining diverse, inclusive work cultures and enabling workplaces is therefore critical to delivering on our mission and requires focused action.

4.   Conversely, the risks of not enhancing gender, diversity and inclusion in our workplaces are significant. CGIAR's strategic operational objectives as set out in the Risk Management Framework of the CGIAR System[v] (i.e., delivery, relevance, reputation, reliability and efficiency) would all be hindered, with a direct impact on the following three System-wide families of risk: i) CGIAR is no longer a front runner; ii) non-adherence to core ethical values; and iii) poor execution undermines capability.

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Purpose

5.   This Framework provides for:

     a.   A **shared understanding of workplace gender, diversity and inclusion concepts,** as set out in Appendix 1;

     b.   A **shared vision** for gender, diversity and inclusion in CGIAR's workplaces;

     c.   A cross-System commitment to a set of **overarching principles** relating to workplace gender, diversity and inclusion that all CGIAR Entities adhere to;

     d.   A series of related **key objectives** that all CGIAR Entities agree to aim to achieve, as well as a **shared mechanism for measuring progress** against them (as further outlined in the accompanying Action Plan for Gender, Diversity and Inclusion in CGIAR's Workplaces); and

     e.   An agreement as to **roles and responsibilities** with respect to workplace gender, diversity and inclusion across the System.

6.   In addition, in adopting this Framework:

     a.   CGIAR Entities consciously align with the Sustainable Development Goals ("SDGs") of the 2030 Agenda for Sustainable Development[vi] that directly address the structural barriers that must be overcome to achieve workplace gender, diversity and inclusion. SDG2, food security for all and sustainable agriculture, is at the heart of CGIAR's work, and is only achievable in a truly inclusive and equitable world. Diversity and inclusion permeate all the SDGs requiring that no one is left behind. Some of the SDGs highlight gender such as:
- **SDG5**: *Achieve gender equality and empower all women and girls;*
- **SDG8**: *Promote inclusive and sustainable economic growth, employment and decent work for all*.

     b.   We join the global community committed to the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) [vii] and the Women's Empowerment Principles[viii] to eliminate gender inequality in the world of work. We seek to create enabling environments that are cognizant of the Convention on the Rights of Persons with Disabilities[ix]. We strive to align with recommendations from UN Cares[x], UN-Globe[xi], UN Free and Equal[xii], the MenEngage[xiii] Alliance, and other key global actors who provide cutting edge guidance on the creation of inclusive and supportive workplaces. We support the UN Global Compact[xiv] and we endorse the June 2019 International Labour Organization 'Convention concerning the elimination of violence and harassment in the world of work'[xv].

     c.   In doing so, we embrace strategically relevant opportunities to convene best practice and benefit from shared learning in a way that best leverages our capabilities.

Our Shared Vision

7.   Our shared vision for gender, diversity and inclusion in CGIAR's workplaces is as follows:

> **CGIAR's workplaces are enabling and inclusive. Diversity in all its dimensions is embraced and every person is supported to reach their full potential, so as to drive the engagement and innovation needed for a world free of poverty, hunger and environmental degradation.**

Overarching Principles

8.   CGIAR collaborates on workplace gender, diversity and inclusion across the System through five overarching principles. These principles, anchored in best practice[xvi][xvii][xviii], summarize our shared commitment towards advancing gender equity, diversity and inclusion in CGIAR's workplaces. These principles also reflect the Core Ethical Values of CGIAR as set forth in the CGIAR Ethics Framework[xix].

Principle 1: We commit to fostering diversity and inclusion. We recognize and value the multiple, intersecting dimensions of social and professional diversity in our global workforce. We commit to providing a welcoming workplace that accommodates, respects and values people of all identities, abilities and life stages, and we adopt diversity-positive approaches to talent management.

Principle 2: We commit to providing fair, safe and inclusive workplaces. We consciously promote integrity, fairness, inclusion, flexibility, protection and well-being to foster enabling environments. We do not tolerate workplace harassment or discrimination in any form.

Principle 3: We commit to raising gender equity, diversity and inclusion awareness and reducing bias, including unconscious bias, in the workplace. We recognize that society's structural inequalities can be unconsciously reproduced in the workplace and may be due to many factors. Consequently, we will inform, empower and enable our workforce to identify and address all forms of inequality and bias in our workplaces, in ways that are sensitive to local contexts.

Principle 4: We commit to accountability on workplace gender equity, diversity and inclusion advancement. We acknowledge that the responsibility for each CGIAR Entity's progress with respect to gender, diversity and inclusion primarily rests with its own management. We will measure and publicly share our success and learnings.

Principle 5: We commit to progressing in partnership. We recognize the power of partnerships to accelerate gender equity, diversity and inclusion advancement, which can be internal to the CGIAR System and external with broader stakeholders, including our funding partners. We will foster

appropriate collaborations that bring international recognition and promote the uptake of global best practice.

Measuring Progress Against Key Objectives

9.   Appendix 2 sets out CGIAR's agreed key objectives to deliver on our agreed shared vision for gender, diversity and inclusion in CGIAR's workplaces. Progress towards achieving these key objectives will be measured against best practice benchmarks and agreed targets, as outlined in the accompanying Action Plan for Gender, Diversity and Inclusion in CGIAR's Workplaces.

10.   Regular and consistent reporting on progress towards the attainment of the agreed targets will strengthen accountability and enable cross-entity learning.

Roles and Responsibilities Across the System

11.   **Operating within CGIAR's collaborative environment**, roles and responsibilities are shared across the System.

12.   CGIAR **Center Boards, and Board Chairs** in particular, play a critical role in advancing workplace gender equity, diversity and inclusion, specifically in terms of supporting the creation of inclusive environments[xx]. Boards are responsible for modelling an inclusive culture by:

   a.   Setting the "tone at the top" with respect to gender, diversity and inclusion in the workplace by demonstrating commitment to the five gender, diversity and inclusion principles set forth above;

   b.   Ensuring that the Board itself is diverse, including in the active participation of women and other diversity dimensions and is, as a minimum, meeting CGIAR diversity targets. Boards can engage in active outreach, building a pipeline for future diversity in Board candidates, and provide appropriate oversight to ensure bias is eliminated in the recruitment of each CGIAR Entity's executive leader;

   c.   Ensuring that executive leadership is diverse, including the presence of women and other diversity dimensions;

   d.   Harnessing the benefits of Board diversity by establishing an inclusive culture that welcomes constructive differences of opinion and perspectives;

   e.   Setting and sustaining a strategic gender, diversity and inclusion Board agenda that is in line with the five principles set forth above; and

   f.   Appointing System Management Board Champions for Gender, Diversity and Inclusion to serve as strategic thought partners, conduits of cross-System

information and champions of best practice with respect to gender, diversity and inclusion.

13. **Executive leadership** is responsible for aligning with their boards in support of this Framework by:

    a. Embedding gender equity, diversity and inclusion into each CGIAR Entity's strategy, action plan and structures and empowering the workforce to prioritize gender, diversity and inclusion;

    b. Openly communicating executive-level commitment to the five principles set forth above and role-modelling authentic and inclusive leadership; and

    c. Creating capacity in each CGIAR Entity to deliver on gender, diversity and inclusion targets, share progress and celebrate successes.

14. The **Human Resources Community of Practice** is responsible for driving CGIAR Entity collaboration in order to develop shared tools and approaches.

15. The CGIAR System **Senior Advisor, Gender, Diversity and Inclusion** is responsible for supporting CGIAR Entities in their journey towards attainment of CGIAR's agreed key objectives, by providing guidance, training and tools to the Human Resources Community of Practice and other relevant stakeholders, and preparing reports to the System Management Board and the System Council as appropriate.

16. In addition to delivering on the roles and responsibilities of any other CGIAR Board, as defined in paragraph 13 above, t**he System Management Board** is responsible for:

    a. Approving this Framework and associated key objectives, performance benchmarks and targets, and revisions of each as may be appropriate on a periodic basis;

    b. Endorsing the budget needed to enable System-wide advancement on CGIAR gender, diversity and inclusion; and

    c. Considering reports prepared on Framework-related activities and progress on the advancement towards targets and identifying necessary corrective actions to ensure effective implementation of this Framework.

17. **The System Council and its Funders:**
    a. Serve as valuable partners in providing strategic guidance and insight to the System Management Board on this Framework in response to periodic updates; and
    b. Ensure, through multi-year budget approval processes, adequate resources are available to CGIAR to support implementation of this Framework and its accompanying Action Plan.

Continuous Learning

18. CGIAR Entities accept that change is constant. Not only are the internal and external environments we operate in continually evolving, but also the field of workplace gender, diversity and inclusion and the maturity of each of our CGIAR Entities in their gender, diversity and inclusion approaches.

19. We commit to taking the lessons we learn while implementing this Framework and the developments in the gender, diversity and inclusion field to improve and transform our Framework and approaches to ensure success. This commitment to constant improvement will be supported by a formal assessment being performed at least once every CGIAR business cycle, leading to strategic updates and actionable and sustainable recommendations.

Appendix 1: Relevant Defined Terms

Certain terms and concepts used in the Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces (including its appendices) are defined below to ensure their shared understanding across the System[1]. These definitions draw heavily on a number of sources[xxi][xxii][xxiii][xxiv][xxv][xxvi].

"**attrition**" means the rate at which an organization loses its workforce (see "retention").

"**bias**" means an attitude, habit, inclination or preference that interferes with impartial and objective judgment.

"**competency**" means a skill, attribute and/or behavior, or combination thereof, directly related to successful performance on the job.

"**CGIAR Entity**" or "**CGIAR Entities**", when used in this Framework and associated documents, refers to current and future CGIAR operating unit(s)[2].

"**difference**" means a distinct or separate quality, form or nature diverging from a culture's established norm.

"**disability**" means visible or non-visible differences in abilities, inclusive of sensory, cognitive, emotional, and physical issues. Disability covers a wide range of different physical, psycho-social, sensory and/or intellectual impairments which may or may not affect a person's ability to carry out their day to day activities, including their jobs.

"**discrimination**" means the act of differentiating between people or groups and engaging in prejudicial treatment based on their actual or perceived membership in a certain diversity category.

"**diversity**" means the fact or quality of being different; having a variety.

"**diversity dimensions**" means "the variety of similarities and differences among people, including but not limited to: gender, gender identity, race, ethnicity, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and function, staff

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[1] These definitions can also be found in the CGIAR Glossary available at [to be added].

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position (covering hierarchy and national/international status), thinking style, and personality type.

"**enabling workplace**" means that the workplace is a welcoming, nurturing, safe and empowering environment, containing established rules, regulations, procedures and conditions that facilitate a sense of belonging and inclusion, thus enable work.

"**equality**" means treating all people the same, fairly.

"**equity**" means treating people fairly based on their needs.

"**ethnicity**" means a category of people who identify with each other, usually on the basis of a presumed common genealogy or ancestry or on similarities such as common language or dialect, history, society, culture or nation.

"**gender**" means a socially constructed system of classification that ascribes certain qualities of masculinity and femininity to people.

"**gender identity**" means one's sense of one's own gender, which is part of their overall identity. A person's internal, deeply-felt sense of being male, female, or something other or in-between, regardless of the sex they were assigned at birth.

"**harassment**" means belittling or threatening behavior directed at an individual worker or a group of workers. Workplace harassment is also known by many other names including "mobbing", "workplace bullying", "workplace mistreatment", "workplace aggression", "workplace molestation" and "workplace abuse". These are all either synonymous or belong to the category of workplace harassment. Harassment can be emotional, physical or both.

"**inclusion**" means a dynamic state of operating in which diversity is leveraged to create a welcoming, fair, healthy, and high-performing organization or community.

"**inclusive environment**" means an environment that ensures equitable access to resources and opportunities for all, and that enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are. It is an environment where people invite, encourage, and incorporate different perspectives, ideas and experiences.

"**multi-cultural**" means where individuals or groups of different cultures co-exist.

"**multi-generational**" means where a wide range of different ages are represented in the workplace.

"**nationality**" means the status of belonging to a particular nation; an ethnic group forming part of one or more political nations.

"**pay parity**" means paying women and men the same gross rates for work of equal value in the relevant employment market; and having equal rights in the workplace (see "equity").

"**performance management**" means a set of activities that ensure goals are met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department/business unit, a workforce member, or the processes in place to manage particular tasks.

"**race**" means groups of people who have differences and similarities in biological traits deemed by society to be socially significant, meaning that some people treat other people differently because of them.

"**retention**" means the ability (or rate) of an organization to retain its workforce and their talents.

"**sexual orientation**" means a person's physical, romantic and/or emotional attraction towards other people. An individual's sexual orientation is part of their identity.

"**sexual harassment**" means unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. Sexual harassment may occur in the workplace or in connection with work. While typically involving a pattern of conduct, sexual harassment may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

"**supplier diversity**" means a program that encourages organizations to purchase goods or services from businesses owned by individuals who are historically marginalized or underrepresented in that jurisdiction, such as racial minorities, women, Aboriginal/Indigenous people, and persons with disabilities.

"**talent management**" means the process of nurturing, developing and retaining talent in the organization"

"**unconscious bias**" means the beliefs, attitudes and habits we carry around without awareness or conscious direction that usually are not objective.

"**underrepresented group**" means a group defined by a common physical trait, belief or other distinctive characteristics that are few in number in CGIAR's workplaces and that have previously had minimal access to power and/or little or no influence on decisions that affect them.

"**values**" means shared principles that underpin the work of an organization and guide the actions of its workforce.

"**workforce**" means individuals who have a contractual relationship with a CGIAR Entity, such as members of regular staff cadres, members of non-regular special assignments categories, holders of short-term contracts, holders of job-contracts, learner-participants and third-party contractors; regardless of their position, type of employment, or duty station.

"**workforce engagement**" means a workforce member's involvement with, commitment to, and satisfaction with work.

"**workplace**" means the locations within a CGIAR Entity at which workforce members complete duties.

Appendix 2

ARCHITECTURE • Gender, Diversity and Inclusion in CGIAR's Workplace

CGIAR

OUR VISION

CGIAR's workplaces are enabling and inclusive. Diversity in all its dimensions is embraced and every person is supported to reach their full potential, so as to drive the engagement and innovation needed for a world free of poverty, hunger and environmental degradation.

OUR VALUES

- Dignity & Respect
- Integrity
- Sustainability
- Excellence & Innovation
- Partnership

GOVERNANCE

Accountability, Incentives and Celebrations • Advisory Partnerships • Cross-System Workforce Networks • Gender, Diversity & Inclusion System Community • Ongoing Optimization for Sustainability • Funding

OUR PRINCIPLES

We commit to:

1. FOSTERING DIVERSITY & INCLUSION
2. PROVIDING FAIR, SAFE & INCLUSIVE WORKPLACES
3. RAISING GENDER EQUITY, DIVERSITY AND INCLUSION AWARENESS AND REDUCING BIAS, INCLUDING UNCONSCIOUS BIAS, IN THE WORKPLACE
4. ACCOUNTABILITY ON WORKPLACE GENDER EQUITY, DIVERSITY & INCLUSION ADVANCEMENT
5. PROGRESSING IN PARTNERSHIP

PEOPLE

Social Identity

Gender • Ethnicity • Nationality • Generational/Age • Language • Sexual Orientation/LGBTQIA+ • Abilities •Caring Responsibilities • Culture • Religion • Staff Position (Hierarchy and National/Int'l Status)

Professional Identity

Profession • Education • Work Experience/Career Stage • Role

All CGIAR Stakeholders

OUR FOCUS

Fostering Gender, Diversity & Inclusion
- Diverse stakeholder engagement
- Diversity demographics
- Dimensions of diversity
- Talent management

Staff Well-Being Fair & Safe
- Safe workplace
- Inclusive Culture
- Pay Parity

Awareness
- Architecture
- Knowledge & Communication

Accountability
- Strategy, Policy & Action
- Leadership & Gender, Diversity & Inclusion
- Diversity Positive Performance Mgt
- Entity Evaluation Functions
- Measurement

Partnership
- Partnering Coherence
- Supplier Diversity
- Community Engagement

Assurance
- Audit

MEASURING SUCCESS

Targets • Gender, Diversity & Inclusion Scorecard • Online Knowledge Platform • Benchmarking • Engagement Surveys • Annual Reporting • International Standard Achievement Metrics

Appendix 3

KEY OBJECTIVES • Gender, diversity and inclusion in CGIAR's workplaces

CGIAR

WE COMMIT to:

FOCUS AREAS

KEY OBJECTIVES

1 — FOSTERING DIVERSITY & INCLUSION

Focus Area	#	Key Objective
DIVERSE STAKEHOLDER ENGAGEMENT	1.1	Workforce engagement, an inclusive workplace culture and gender, diversity and inclusion (Gender, Diversity & Inclusion) in CGIAR's workplaces are consciously connected
DIVERSITY DEMOGRAPHICS	1.2	A range of diversity demographics are identified for cross-System reporting and targets are adopted
DIMENSIONS OF DIVERSITY	1.3	Open, voluntary platforms are created where staff can gather in communities to share common interests, concerns and support
TALENT MANAGEMENT * Recruitment * Development * Advancement & Retention	1.4	Targeted, collaborative sourcing and outreach increases diversity in applicant pools
	1.5	Selection processes and decisions are diversity-aware and support diversity targets
	1.6	Gender, Diversity & Inclusion are embedded into learning and development strategies
	1.7	Retention, advancement and attrition are tracked with a Gender, Diversity & Inclusion lens

2 — PROVIDING FAIR, SAFE & INCLUSIVE WORKPLACES

Focus Area	#	Key Objective
FAIR, SAFE AND INCLUSIVE WORKPLACES	2.1	Standards of conduct are clear, and in line with our shared values. A respectful culture is consciously developed
PAY PARITY	2.2	Pay parity is monitored and addressed

3 — RAISING GENDER EQUITY, DIVERSITY AND INCLUSION AWARENESS AND REDUCING BIAS, INCLUDING UNCONSCIOUS BIAS, IN THE WORKPLACE

Focus Area	#	Key Objective
ARCHITECTURE	3.1	Gender, Diversity & Inclusion leadership and Community of Practice are in place
LEADERSHIP	3.2	Leadership on workplace Gender, Diversity & Inclusion is expected behavior for all staff, especially CGIAR senior staff and Board Members
KNOWLEDGE, LEARNING AND COMMUNICATION	3.3	Gender, Diversity & Inclusion are integrated into cross-System learning and advances the organization's strategy
	3.4	Gender, Diversity & Inclusion communication is frequent, ongoing, innovative, and contributes to an enhanced CGIAR reputation

4 — ACCOUNTABILITY ON WORKPLACE GENDER EQUITY, DIVERSITY & INCLUSION ADVANCEMENT

Focus Area	#	Key Objective
STRATEGY, POLICY & ACTION	4.1	Gender, Diversity & Inclusion are firmly embedded into CGIAR Entities' strategy and planning
DIVERSITY POSITIVE PERFORMANCE MANAGEMENT	4.2	Gender, Diversity & Inclusion are shared CGIAR values and staff competencies
ENTITY EVALUATION FUNCTIONS	4.3	Gender, Diversity & Inclusion are a standard component in CGIAR evaluation programs
AUDIT	4.4	Gender, Diversity & Inclusion are a standard component of CGIAR audit programs

5 — PROGRESSING IN PARTNERSHIP

Focus Area	#	Key Objective
PARTNERING FOR COHERENCE	5.1	CGIAR Entities actively contribute to System-wide coordination mechanisms on gender, diversity and inclusion
	5.2	CGIAR Entities seek international recognition for gender, diversity and inclusion progress made
SUPPLIER DIVERSITY & COMMUNITY ENGAGEMENT	5.3	Procurement of goods and services is aligned with the diversity mandate
	5.4	CGIAR Entities support scholarship and internship programs for underrepresented groups
MEASUREMENT	5.5	Gender, Diversity & Inclusion measurement promotes accountability

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RESOURCE LIBRARY

i The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies, Scott E. Page (Princeton: Princeton University Press, 2007)

ii Workplace Gender Equality Agency, The Business Case for Gender Equality, March 2013

iii Does Female Representation in Top Management Improve Firm Performance? A Panel Data Investigation, Strategic Management Journal vol 33 September 2012, referenced in Why Diversity Matters, Catalyst Information Centre, Catalyst 2013

iv Waiter, is that inclusion in my soup? A new recipe to improve business performance, Deloitte, 2012

v https://www.cgiar.org/wp/wp-content/uploads/2018/12/Risk-Management-Framework-APPROVED.pdf

vi For more information, access:
https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf

vii https://www.ohchr.org/EN/ProfessionalInterest/Pages/CEDAW.aspx

viii The WEPs aim to promote gender Equality and women's empowerment in workplaces. For more information, access: https://www.unglobalcompact.org/docs/issues_doc/human_rights/Resources/WEP_EMB_Booklet.pdf

ix https://www.un.org/disabilities/documents/convention/convoptprot-e.pdf

x UN Cares works to reduce the impact of HIV in the UN and wider workplaces. It advocates widely for the adoption of 10 Minimum Standards. For more information, access: http://www.uncares.org/content/what-un-cares

xi UN Globe advocates for Equality and non-discrimination of LGBTQIA+I staff in the UN system and wider workspaces. It provides recommendations for Pride@Work, among a wide range of resources. For more information, access: http://www.unglobe.org/

xii The UN Free & Equal campaign launched by the Office of the United Nations High Commissioner for Human Rights (OHCHR), which promotes equal rights and fair treatment of LGBTQIA+ people. https://www.unfe.org/

xiii The MenEngage Alliance work with boys and men to promote gender Equality around the world. For more information, access: http://menengage.org

xiv https://www.unglobalcompact.org/

xv https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_711570.pdf

xvi The Center for Global Inclusion, Global Diversity & Inclusion Benchmarks: Standards for Organizations Around the World, O'Mara, J. and Richter, A., 2017

xvii UN-SWAP 2.0 Accountability Framework for Mainstreaming Gender Equality and the Empowerment of Women in United Nations entities: UN-SWAP 2.0 Framework and Technical Guidance, November 2018

xviii Athena SWAN Charter https://www.ecu.ac.uk/Equality-charters/athena-swan/

xix [link to the CGIAR Ethics Framework to be added once the document is finalized]

xx *Driving Diversity and Inclusion—the Role for Chairs and CEOs*, Harvard Law School Forum on Corporate Governance and Financial Regulation, *Mills, D., Middleton, R., and Sachar, H., Russell Reynolds, April 3, 2019*

xxi https://www.wsba.org/docs/default-source/wsba-wide-documents/diversity-dictionary.pdf?sfvrsn=e3ba3bf1_2

xxii The Center for Global Inclusion, *Global Diversity & Inclusion Benchmarks: Standards for Organizations Around the World*, O'Mara, J. and Richter, A., 2017

xxiii https://unfe.org

xxiv https://www.who.int/about/ethics/sexual-exploitation_abuse-prevention_response_policy.pdf

xxv https://www.un.org/womenwatch/osagi/pdf/whatissh.pdf

xxvi https://www.cipd.co.uk/Images/diversity-and-inclusion-at-work_2018-summary_tcm18-44150.pdf