Terms of Reference and Operating Architecture
Gender, Diversity and Inclusion (GDI) Network

1. Rationale

1.1   CGIAR recognizes the compelling case for advancing gender, diversity and inclusion as a prerequisite for growth, prosperity and competitiveness. 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.

1.2   Creating and sustaining diverse, inclusive work cultures and enabling workplaces across CGIAR Entities[1] ("Entities") and the CGIAR System Organization ("System Organization") is therefore critical to delivering on our mission and requires focused action.

1.3   The Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces ("Framework") established a shared vision that "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."

1.4   To realize this vision and demonstrate the CGIAR System's significant shared commitment to advancing gender, diversity and inclusion in CGIAR's workplaces, the accompanying Action Plan for Gender, Diversity and Inclusion in CGIAR's Workplaces ("Action Plan")[2] set ambitious objectives to be achieved over the two-year period 2020 – 2021.

1.5   The Gender Diversity and Inclusion (GDI) Network ("Network") will work collectively to deliver on the Action Plan and support CGIAR's efforts to rapidly mature its approach to diversity and inclusion. Members of the Network will work within their Entity, and collaboratively across the System, to promote the shared understanding and vision established by the endorsed Framework and embed the cross-System set of

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[1] "CGIAR Entity" or "CGIAR Entities" refers to the CGIAR System Organization and individual CGIAR Centers, except where an alliance between Centers has been formed in which case 'CGIAR Entity' refers to the alliance. 'CGIAR Entities' exclude Funders.

[2] See Appendix 1 for overview of the Action Plan for Gender, Diversity and Inclusion, including the 5 Principles and corresponding Focus Areas and Objectives.

overarching principles relating to workplace gender, diversity and inclusion that all CGIAR Entities have committed to adhere to.

1.6 The purpose of the Network is to create a robust coordination mechanism to ensure that Entities receive the support they need to attain their GDI goals in an efficient and effective manner and establish cross-System, user-friendly mechanisms to gather, compile and report on CGIAR GDI data, including progress towards attaining the Action Plan objectives. As Entities plan for GDI, they will benefit from the exposure to good practice, opportunities for capacity building and the collaboration the Network offers.

2. Membership

2.1 To ensure System-wide representation and collective engagement on GDI issues, all Entity Human Resource Heads and Directors are invited to join the GDI Network. This core group of Members will be consulted in developing a common CGIAR approach to measuring and advancing GDI across the CGIAR system in an aligned and coordinated manner.

2.2 In addition to these Members, the Network will encourage wider participation from their respective Entities to foster a Community of Practice around GDI. Broader engagement, both within Entities and across the system, will support sustained Entity representation and engagement in the GDI Network, build personnel's GDI capacities to support the Action Plan implementation, foster a shared sense of ownership and help distribute workloads. Entities are encouraged to extend invitations to the Network to their HR professionals, gender researchers, and other colleagues whose substantive expertise could be helpful, such as those in Communications.

2.3 Membership will also be extended to the CGIAR Gender Research Platform colleagues, to facilitate synergies and the coordination of joint approaches where possible.

2.4 Network members will ensure appropriate alignment and integration of GDI endeavors with other Communities of Practice and CGIAR workstreams, including, but not limited to, the ongoing work on the CGIAR Ethics Framework and associated products, and the development of Shared Services.

2.5 The **CGIAR System Senior Advisor, Gender, Diversity and Inclusion** is the co-Chair of the Network, along with a Center/Alliance representative.

3. Duties & Responsibilities

3.1 In line with the approved Framework for Gender, Diversity and Inclusion, the Network commits to the following principles:

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.

3.2   In addition to the above, **Members** of the Network commit to:

   i.   foster learning by **transparently and collaboratively sharing** good practice, challenges and lessons learned;

   ii.   share useful information and tools, such as templates and training opportunities, for CGIAR's collective benefit on the **GDI Knowledge Hub** which will be used to support collaboration and coordination of GDI activities and maximize resources;

   iii.   **participate in quarterly meetings and capacity building events**, including an annual GDI workshop;

   iv.   **provide feedback** on guidance documents and other requests for input from the System Senior Adviser on Gender, Diversity and Inclusion;

   v.   **the timely submission of agreed upon data,** such as reporting on the indicators of the GDI Matrix and workforce demographics to monitor Action Plan progress;

   vi.   **actively work to advance gender equity, diversity and inclusion** within their Entities;

vii. **work in partnership with Gender Research platform colleagues** where possible and practical.

3.3 Network Members are strongly encouraged to regularly **communicate and engage with their Senior leadership on GDI**, including updates on their entity's GDI progress towards meeting the Action Plan's benchmarks and any system-wide developments of the Network.

3.4 While the HR Community of Practice will play a driving force behind CGIAR's GDI efforts, **achieving a diverse workforce requires all CGIAR personnel to play their part in fostering an inclusive work environment.** Network members will actively explore ways to promote a sense of shared vision and joint responsibility amongst their personnel for achieving these goals. To achieve wide engagement, Members are encouraged to work with their internal Communications teams to promote personnel awareness of and support for GDI.

3.5 Achieving inclusion requires that diverse voices are given opportunities to provide substantive input and guidance. **Integrating workforce feedback** into GDI efforts is a critical input in diagnosing potential challenges to diversity and understanding how to better attract and retain diverse personnel. Workforce feedback can be gathered in a variety of ways, such as through engagement surveys, town hall meetings, exit interviews, Employee Resource Groups (ERGs) etc. It is recommended that Members maximize opportunities to collect feedback in diverse formats and fora, including anonymous options and with particular attention to collecting inputs from those least represented, in less senior positions and/or who are more reluctant to speak.

3.6 Delivering on our agreed shared vision for gender, diversity and inclusion in CGIAR's workplaces will require **regular and consistent reporting on progress to strengthen accountability and enable cross-entity learning**. Progress will be measured against the best practice benchmarks as defined by the GDI Matrix and the agreed targets in the Action Plan and include comprehensive workforce data with diversity dimensions, as needed.

4. Accountability

4.1 Responsibilities for advancing GDI across the CGIAR system, as agreed in the Framework,[3] are as follows:

a. **CGIAR Boards and Board Chairs** are responsible for setting the "tone at the top", ensuring that the Board itself is diverse and is, as a minimum, meeting CGIAR diversity targets. Boards can provide appropriate oversight to ensure bias is eliminated in the recruitment of each CGIAR Entity's leader and will appoint Board Champions for GDI to serve as strategic thought partners, conduits of cross-System information and champions of best practice.

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[3] See paras 11-16 of the Framework.

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

    i. 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;

    ii. Openly communicating executive-level commitment to the five principles of the Framework and role-modelling authentic and inclusive leadership; and

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

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

d. 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.

e. The **System Management Board** is responsible for considering reports on activities and progress on the advancement towards targets and identifying necessary corrective actions to ensure effective implementation of the Framework and Action Plan.

f. The **System Council and its Funders** serve as valuable partners in providing strategic guidance and insight to the System Management Board on this work in response to periodic updates.

5. Continuous Learning

5.1 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.

5.2 The Network commits to taking the lessons learned while implementing the GDI Action Plan and the developments in the gender, diversity and inclusion field to improve and transform its 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.

5.3   In line with the GDI Action Plan and informed by feedback from the Network, findings of staff surveys, and GDI Scorecard results, the System Senior Adviser on Gender, Diversity and Inclusion will provide the Network with targeted capacity-building, including in the form of guidance materials, helpful resource links, trainings, online resources, etc. to enhance the Network's abilities to carry out the objectives of the Action Plan.

6. Review

6.1   The present terms of reference and operating architecture will be reviewed and updated as required, to reflect changing circumstances over time and in any event no later than 2022, after the current Action Plan (2020-2021) has finished its course.

Gender, Diversity and Inclusion in CGIAR's Workplaces

CGIAR

WE COMMIT to:

1 — FOSTERING DIVERCITY & 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

FOCUS AREAS		KEY OBJECTIVES	
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	
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	
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	
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	
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	