

Strengthening gender equality in CGIAR's workplaces: An update on progress

Purpose

As an information source relevant to the development of a *CGIAR Gender, Diversity and Inclusion Framework* by CGIAR's Centers and the CGIAR System Organization (see CGIAR System 2019-2021 Business Plan, Action 4.3) this document:

- a. Confirms the System Management Board's adoption in April 2019 of the target of at least 35% representation of women in professional roles by end-2020;
- b. Shares a selection of good practices and processes currently being utilized by CGIAR Centers to strengthen gender equality in their workplaces; and
- c. Shares an update on the proportional representation of women in the CGIAR Centers and in the CGIAR System Organization based on end-2018 data.

Action Requested by the System Council

The System Council is invited to take note of the information provided, and during the SC8 meeting, **provide strategic inputs** to further inform the work being undertaken by the Centers and the System Organization to strengthen gender equality as part of a broader Gender, Diversity and Inclusion Framework. Of particular assistance will be insights from System Council members (especially by System Council members with multiple workplaces in somewhat complex settings), on the one or two key strategic actions that have been taken in their work places which have been transformational in terms of achieving gender equality.

Document category: Working document of the System Council

There is no restriction on the circulation of this document

Prepared by: System Management Office compilation of Center-provided information and data

Background

1. **The CGIAR System Business Plan 2019-2021** (as recommended by the System Management Board and approved by the System Council at its 7th meeting November 2018) includes, as **Action 4: 'Improving people management'**.¹
2. Against the background of past efforts and achievements, but also appreciating that much more can be done by the System to become a recognized leader in the areas of gender equality, diversity and inclusion, **Sub-action 4.3 sets out the CGIAR Centers' and System Organization's intent to work collectively to design and implement a CGIAR Gender, Diversity and Inclusion Framework ('Framework')**.
3. Intended to be based on best international practice, with pragmatic guidance and tools to support CGIAR's aspirations, the Framework will:
 - a. Enshrine the System's commitment to gender equality, diversity and inclusion;
 - b. Set forth agreed System-wide strategic objectives and high-level targets; and
 - c. Provide an overall accountability framework.
4. Whilst emphasizing its full support for this initiative during the SC7 meeting, referring to the 2017 Gender in the Workplace independent evaluation,² the System Council strongly recommended that the System Management Board and Centers adopt and strive to reach an **overall target of a minimum 35 percent** representation of women across all professional roles by end-2020 as a pathway to increased gender equality over time.

Adoption of minimum cross-System target for women in professional roles

5. At the **System Management Board's 13th meeting** held on 2-3 April 2019, the Board:
 - a. **Adopted the formal target of at least 35% representation of women in professional roles by end-2020** for CGIAR Centers and the System Organization collectively, with a longer-term aspirational goal of at least 40% for consideration in the context of the 2030 Plan;
 - b. **Recognized that gender, diversity and inclusion are separate, albeit related workstreams**, and that the System needs to take a lead in bringing about change by promoting constructive and pro-active thinking and action on gender balance and also diversity and inclusion within the System;
 - c. **Appreciated the significant challenges faced by some Centers** in making meaningful progress in the context of challenging operating locations and environments; and

¹ Pages 20-21, <https://www.cgiar.org/wp/wp-content/uploads/2019/02/CGIAR-Business-Plan-Web.pdf>

² <http://iea.cgiar.org/wp-content/uploads/2016/10/Summary-Report-CGIAR-Gender-at-workplace.pdf>

- d. **Reflected on the possible scope of financial/technical support** required to address them and enable measured, positive progress over time.

Selected good practices and experiences to support Action 4.3 implementation

6. **As part of an implementation plan for Action 4.3 of the Business Plan, CGIAR's Board Chairs and Directors General included a 'taking stock of gender equality in Center workplaces' on the agenda for the 3rd General Assembly of the Centers** held on 30-31 January 2019. Using a snap-shot of data prepared for the meeting, Center leadership reflected on the current proportion of women and men across certain staffing categories, and shared experiences and lessons learned as part of building a data base of 'what works', including considering the differences between headquarters and some of the more challenging work locations.
7. **A key outcome of the session was a renewed commitment by Center leadership to continue to make progress in gender equality, diversity and inclusion**, through making use of aspirational targets with achievable timelines; ongoing sharing of good practices across Centers; and empowering the human resources professionals across the System to develop appropriate and robust mechanisms for monitoring and reporting on developments.
8. **Following is a sub-set of the positive practices and processes currently being implemented** to strengthen gender equality within CGIAR Centers, grouped by the following focus areas:
 - Developing strategies and policies on gender
 - Improving recruitment processes
 - Removing barriers to participation in the workplace
 - Providing training and development
 - Addressing systemic inequalities
 - Engaging mechanisms for ongoing observation and solution-orientation
9. **Most Centers have or are developing new strategies, action plans and/or policies** on gender equality which outline the key objectives, targets and activities for the organization and provide guidance for how progress can be achieved in this area.
10. **All Centers are improving recruitment processes**, using some or all the following:
 - a. Preparing job descriptions and terms of reference in a gender-neutral manner, with efforts to ensure that vacancy announcements and job profiles do not suffer from unconscious bias;
 - b. Adopting strategic sourcing, proactive recruiting efforts, and targeted outreach, in order to diversify the sources for advertisement and methods for finding wider pool of diverse candidates;
 - c. Requiring gender diversity in recruitment panel membership;
 - d. Requiring candidate pools and shortlists to include women; and

- e. Giving preference to the female candidate when a female candidate and male candidate are equally qualified.
11. All Centers are actively working to **remove barriers to participation in the workplace**, with practices ranging from:
 - a. Revisiting employment conditions to provide more favorable arrangements around parental leave;
 - b. Providing facilities for expectant mothers, breastfeeding and child care;
 - c. Adopting policies around flexible working arrangements;
 - d. Establishing guidelines around travel to support parents with young children; and
 - e. Working to ensure best-practice Ethics and Safeguarding Frameworks, Codes of Conduct and Harassment and Discrimination Policies are in place with associated 'hotlines' available.
 12. All Centers are **providing training and development**, with many providing targeted training and development opportunities for women as well as rolling out specific training for all staff on gender and diversity. Some examples of the type of training and development are:
 - a. Offering structured opportunities for mentoring and coaching;
 - b. Arranging for leadership development training through AWARD³; and
 - c. Raising awareness and capacity internally on gender and diversity through training in 'Respectful Workplaces', 'Unconscious Bias's and 'Gender Equality'.
 13. An increasing number of Centers are **addressing specific, systemic inequalities** with some key activities found on:
 - a. Undertaking Gender Pay Audits and Gender Pay Gap Analyses; and
 - b. Taking committed and progressive measures to enhance gender diversity in areas of leadership of the organization, particularly in Boards of Trustees and management teams.
 14. Many Centers pointed to mechanisms which they are currently engaging to facilitate **ongoing monitoring and action in this area**, such as:
 - a. Establishing Gender, Diversity and Inclusion committees, working groups and task forces;
 - b. Empowering champions amongst the staff to continue to raise awareness and keep a finger on the pulse of what is going on, with various Centers having Gender focal points, Dignity Advisors or Workforce Relations officers;
 - c. Undertaking Diversity Audits and regular reporting on diversity and inclusion parameters to bring to management and Board of Trustee meetings;
 - d. Conducting internal surveys to determine level of awareness and understanding of gender equality in the organization; and
 - e. Designing structured focus group discussions to engage staff to identify issues, perceptions, challenges and ideas for solutions.

³ <https://awardfellowships.org/training/>

Overall positive trends in the end-2018 data compared to earlier information

15. As Centers work towards their own aspirational targets and the collective target of a minimum of 35% representation of women across all professional roles overall by end-2020, **the data from end-2018 (see Appendix 1) shows that most Centers are already exceeding, meeting, or closely reaching the overall collective minimum 35% target.**
16. **A closer look at Centers that are displaying a lower representation of women, suggests that there may be multiple factors at play that serve as a barrier to realizing the full impact of the strong actions being undertaken.** In particular, beyond more secure headquarters premises, certain Centers also operate in especially challenging locations. Specific geographies, position types and pipeline of expertise also appear relevant, providing insights into areas where strengthened or targeted efforts may need to be undertaken.

Next steps for implementation of Action 4.3

17. With the initial recruitment not resulting in a strong candidate, the System Organization has re-launched its search for a Gender, Diversity and Inclusion Senior Advisor with the support of a search firm, to ensure that expert additional capacity is available to CGIAR Centers and the System Organization from September 2019.
18. Once in place, the incumbent will take stock of the already good practices and work closely and on a dedicated basis with the Human Resources Community of Practice members, and through the Center Board Chairs and Directors General groups, to bring to the System Management Board for approval the relevant Framework (potentially in two parts – Gender Equality, and then Diversity and Inclusion) and appropriate underlying policies and guidelines.
19. The more realistic timeline for delivery of that Framework is in the 2020 calendar year, taking account of the more likely timing of the necessary additional resources to take this key work forward.

Linkage to CGIAR's Risk Management Framework

20. In November 2017, the System adopted a whole of system 'CGIAR System Risk Management Framework'⁴ and agreed to consider opportunities and risks according to five risk families.
21. Of the 5 'CGIAR Risk Families' that the System has adopted, two are directly relevant to achieving gender equality in CGIAR's workplaces:

⁴ <https://www.cgiar.org/wp/wp-content/uploads/2018/01/Risk-Management-Framework-APPROVED.pdf>

- a. Risk Family 3 - 'Non-adherence to appropriate values', resulting from missed opportunities by CGIAR to ensure that that CGIAR operates according to the right values and adopts desired behaviors to strengthen its credibility and attractiveness; and
 - b. Risk Family 5 – 'Poor execution undermines capability', resulting from missed opportunities to ensure that top talent is attracted and retained by CGIAR.
22. Delivering on gender equality in CGIAR's workplaces will assist CGIAR to mitigate unintended risks as follows:

| Risk Family | Key risk(s) | Mitigation measures |
|--------------------------------------|---|--|
| Non-adherence to appropriate values | <ul style="list-style-type: none"> • Women do not enter (or prematurely leave) CGIAR workplaces due to poor employment behaviors and practices • Women lack adequate role models to aspire to and achieve leadership roles within CGIAR | Adoption of the new Gender Equality elements of the Framework and provision of sufficient funding to ensure that key actions to transform gender equality in CGIAR's workplaces are embedded as appropriate to the operational (security) context. |
| Poor execution undermines capability | <ul style="list-style-type: none"> • CGIAR underperforms because CGIAR decisions miss the important element of having benefited equally from the perspectives of both men and women⁵ • CGIAR is internally and externally seen to be failing to focus on SDG5 – Gender equality (and empower all women), detracting on its attractiveness to partners and prospective employees (both women and men) | |

Request for System Council member sharing of best practice experiences at SC8

23. As reflected by Prof. Gebisa Ejeta, Distinguished Professor of Plant Breeding & Genetics and International Agriculture, and Executive Director of the Center for Global Food Security, Purdue University during the CGIAR Centers' 2018 Board Orientation Program in September 2018.... *"achieving true gender and diversity transformation is not an easy task. With democratization rather than institutionalization of the gender agenda, and with committed leadership that believes it is important and is accountable for it, we will see change."*
24. The members of the System Council are invited to share during the session at SC8 what key elements have been instrumental in their respective organizations in achieving gender equality transformation, to take into consideration when developing the CGIAR Gender, Diversity and Inclusion Framework.

⁵ <https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>

Appendix 1: Snapshot of gender representation data as at 31 December 2018 across CGIAR Centers and the CGIAR System Organization

Introductory note for Appendix 1:

As set out in the inaugural CGIAR 2019-2021 Business Plan, CGIAR's Centers and the System Organization intended to adopt and implement a clear Gender, Diversity and Inclusion Framework ('Framework'). The data presented is provided on a best-efforts basis. Different staffing grades; and ways to record locally recruited staff and internationally recruited staff (particularly in the larger Centers) may mean that, unintentionally, some staff in some of the categories are included or not included. A key element of the new Framework will be a means of providing 'like' data, and a more efficient way to collect and present it.

| | Overall % Women | AfricaRice | Bioversity | CIAT | CIFOR | CIMMYT | CIP | ICARDA | ICRAF | ICRISAT | IFPRI | IITA | ILRI | IRRI | IWMI | WorldFish | System Org |
|--|-----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 | 2018 |
| Governance | | | | | | | | | | | | | | | | | |
| Board Chair | 38% | 0% | 100% | 0% | 0% | 100% | 0% | 100% | 100% | 0% | 100% | 0% | 0% | 0% | 0% | 100% | 0% |
| Board Members | 38% | 30% | 33% | 40% | 83% | 22% | 22% | 30% | 44% | 50% | 56% | 27% | 56% | 25% | 40% | 20% | 50% |
| Total Board Membership | 38% | 27% | 40% | 36% | 71% | 30% | 20% | 36% | 50% | 44% | 60% | 25% | 50% | 23% | 36% | 33% | 44% |
| Senior Management | | | | | | | | | | | | | | | | | |
| Directors General | 19% | 0% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| Deputy Directors General | 24% | 0% | 0% | N/A | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 50% | 0% | 100% | 0% | N/A | N/A |
| CRP Directors | 22% | N/A | 100% | 0% | 0% | 0% | 0% | N/A | 0% | N/A | 0% | 13% | 0% | 0% | 100% | 40% | N/A |
| Middle Management | | | | | | | | | | | | | | | | | |
| Directors/Heads | 35% | 40% | 82% | 40% | 42% | 36% | 26% | 20% | 23% | 30% | 38% | 23% | 29% | 7% | 14% | 54% | 60% |
| Tot. Leaders and Sr. Mgrs (excl. Board) | 33% | 33% | 80% | 31% | 36% | 35% | 26% | 17% | 19% | 25% | 36% | 23% | 22% | 11% | 30% | 47% | 50% |
| Tot. Board, Leaders and Sr. Mgrs | 34% | 30% | 64% | 33% | 45% | 34% | 24% | 26% | 31% | 33% | 40% | 24% | 32% | 16% | 33% | 44% | 47% |
| Science Leadership | | | | | | | | | | | | | | | | | |
| Principal Scientists | 17% | 17% | 50% | 7% | 0% | 19% | 50% | 0% | 0% | 17% | 13% | 10% | 26% | 0% | 36% | 0% | N/A |
| Senior Scientists | 24% | N/A | 15% | 27% | 33% | 15% | 13% | 5% | 33% | 19% | 50% | 15% | 31% | 27% | 55% | 0% | N/A |
| Scientists | | | | | | | | | | | | | | | | | |
| Scientists | 31% | N/A | 52% | 28% | 42% | 23% | 41% | 20% | 36% | 32% | 44% | 27% | 45% | 14% | 13% | 35% | N/A |
| Associate Scientists | 37% | 7% | 42% | 39% | 56% | 30% | 42% | 22% | 34% | 29% | 0% | 28% | N/A | 55% | 20% | N/A | N/A |
| Post-Docs | 33% | 25% | 75% | 35% | 100% | 36% | 25% | 0% | 0% | 13% | 18% | 21% | 36% | 50% | 100% | 46% | N/A |
| Tot. Sci, Assoc. Sci. Post-Doc | 33% | 11% | 51% | 35% | 52% | 28% | 39% | 19% | 34% | 29% | 33% | 26% | 42% | 40% | 18% | 39% | N/A |
| Total - All Scientists | 29% | 14% | 39% | 32% | 46% | 21% | 35% | 12% | 33% | 24% | 30% | 22% | 34% | 35% | 31% | 32% | N/A |
| TOTAL - ALL ABOVE POSITIONS | 30% | 20% | 47% | 32% | 45% | 26% | 31% | 16% | 33% | 25% | 34% | 22% | 34% | 31% | 32% | 36% | 47% |