



Taking forward Gender, Diversity and Inclusion in CGIAR's Workplaces

Purpose

This document sets out as annexes final drafts of the 'Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces' (Framework) and of its accompanying 'Action Plan for Gender, Diversity and Inclusion in CGIAR's Workplaces' covering the 2-year period 2020-2021 (Action Plan).

This document also provides an update on the appointment of the CGIAR System Senior Adviser, Gender, Diversity and Inclusion as well as a snapshot of the percentages of women in professional roles across the System based on data from 30 September 2019.

Action Requested

The Board is requested to review, and if thought appropriate, approve the final drafts of the Framework and Action Plan.

Distribution notice:

This document may be shared without restriction.

Prepared by: A working group consisting of members of the Human Resources Community of Practice, in consultation with the full Community of Practice, and with guidance from an expert external resource.

Background

1. **CGIAR Business Plan.** The 'Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces' set forth in Annex A ("Framework") and its accompanying 'Action Plan for Gender, Diversity and Inclusion in CGIAR's Workplaces' set forth in Annex B ("Action Plan") were developed under Action 4.3 of the CGIAR System Business Plan 2019 – 2021 (Design and Implement a 'Gender, Diversity and Inclusion Framework').
2. **Working Group.** Building on the progressive efforts in the areas of gender, diversity and inclusion undertaken across CGIAR as well as on past evaluations, the Framework and Action Plan have been collaboratively developed by a committed Working Group from within the Human Resource Community of Practice with the assistance of an external consultant.
3. **Consultation.** The documents have benefitted from:
 - extensive and insightful feedback from Centers, including feedback from Center Board Chairs, Chairs of Center Audit Committees, Directors General and the HR Community of Practice, and external partners;
 - guidance from the System Management Board's Audit and Risk Committee at its 21st meeting on 16 September 2019;
 - strategic input from the System Management Board via electronic consultation in October 2019; and
 - support from the System Council expressed at SC9 in November 2019¹
4. **Feedback received.** Significant effort has been made to carefully consider and incorporate, as far as possible, all the inputs received during the extensive consultation process. A Feedback Register was created to record the over 200 pieces of feedback received and to ensure that each input was addressed. Individual emails were sent to contributors to share how their feedback influenced the final drafts.

Key issues that emerged from consultation process

5. **Highlighting of LGBTQIA+ as a diversity dimension for action.** The treatment of LGBTQIA+ as a diversity dimension in the Framework and Action Plan proved to be a sensitive issue. Some Centers expressed a preference for a more proactive approach, with others advocating a more conservative one. Careful consideration was required in order to both confirm CGIAR's commitment to workplace equality, non-discrimination and human rights, along with the need to demonstrate cultural and contextual sensitivity to the environments in which CGIAR operates. The documents also highlight that the dignity, privacy and safety of staff remains paramount and that the ultimate goal is the creation of enabling and inclusive environments. CGIAR workplaces are not unique in considering this issue and in having to "think global" and "act local". Valuable lessons are available from other international organizations. Continued dialogue with Centers on this topic will be important throughout implementation to ensure approaches are fit-for-purpose.

¹ Chair's summary available [here](#)

6. **The ambitious timeline.** Some Centers expressed concerns around the ambitiousness of the Action Plan's timeline. Adopting objectives that are ambitious and substantial signifies the System's shared commitment to advancing gender, diversity and inclusion in CGIAR's workplaces. However, it is recognized that getting the right balance of ambition is important for motivation and success, especially during this time of significant change towards One CGIAR. It is also recognized that implementation will present different challenges to each CGIAR Entity, as CGIAR Entities are currently at different points on their gender, diversity and inclusion journey and operate within different local contexts. The prioritization of, and most appropriate mechanisms for achieving, each objective will therefore be best decided by each CGIAR Entity with guidance and support from the incoming CGIAR System Senior Adviser, Gender, Diversity and Inclusion. In addition, the setting of CGIAR Entity baselines in early 2020 is important in order to enable the recognition of contextual differences through a 'Scorecard' and to ensure that all progress is acknowledged and celebrated. A mid-year and end-of year check-in are also planned in 2020 to take stock of progress made and reflect on adjustments that would align with any new System developments.
7. **The need for implementation resources.** Centers also expressed the need for resources to support their implementation of the Action Plan. The high-level summary of the Action Plan sets forth, for each of the five commitment areas, the key objectives and the corresponding key end-2021 and end-2022 targets, as well as the approximate financial investment that will be required to support their achievement. This amounts to approximately USD 750,000 per year or approximately USD 1,500,000 for both 2020 and 2021. This investment will create the capacity to directly support CGIAR Entities by providing guidance, training and tools to the Human Resources Community of Practice and other relevant stakeholders, as well as implementation capacity across locations. Although investment will need to be sustained in the long term to enable impactful System-wide results, it is anticipated that the level of financial investment required will decrease following the initial investment in baseline/foundation products and capacity building over the first few years.

Update on Gender, Diversity and Inclusion matters

8. **CGIAR System Senior Adviser, Gender, Diversity and Inclusion.** The profile and role of the incoming CGIAR System Senior Adviser, Gender, Diversity and Inclusion can be seen in Annex C. Ms. Fiona Bourdin-Farrell will take up the role on 20 January 2020. She will play a key role in supporting CGIAR in its journey towards attainment of its objectives in this area.
9. **Snapshot of gender data.** One mechanism for regularly taking stock of the progress in strengthening gender equality in CGIAR's workplaces is looking at the representation of women in professional roles. With a target of at least 35% women in professional roles set for end-2020, CGIAR Centers are continuing to undertake efforts to strengthen women representation as reflected in Annex D, which contains a snapshot based on data from 30 September 2019.



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 Entities¹ 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 onesⁱ, and that diversity has been shown to improve performance at the board, executive and workplace levelⁱⁱ. 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 innovationⁱⁱⁱ. 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.

¹ "CGIAR Entity" or "CGIAR Entities", when used in this Framework and associated documents, refers to current and future CGIAR operating unit(s)*.

* As at the date of approval of this document, 'CGIAR Entities' include 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.

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, **the 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 System¹. 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

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

² As at the date of approval of this document, 'CGIAR Entities' include 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.

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.

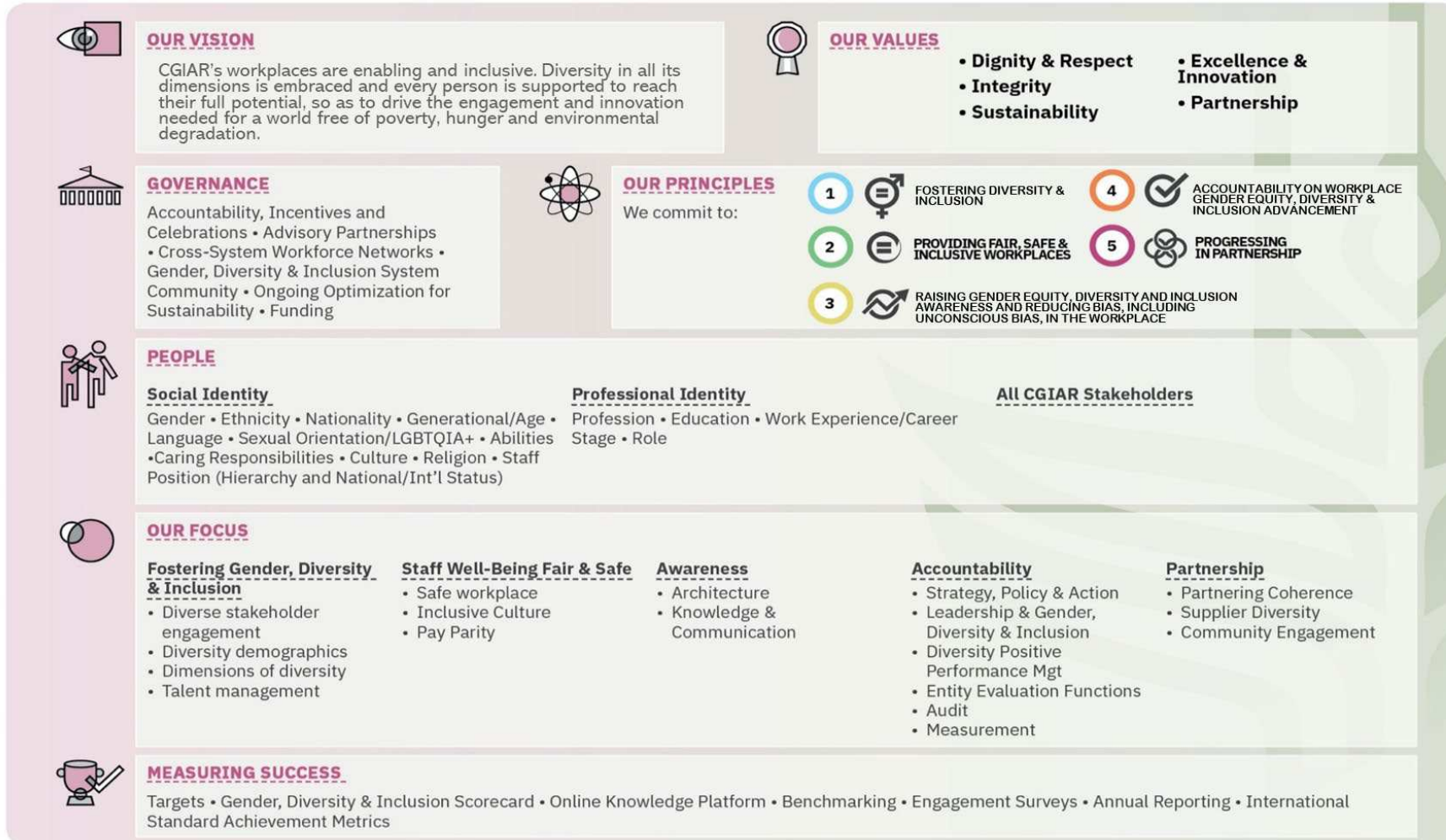
“workforce” means individuals who have a contractual relationship with a CGIAR Entity, such as members of regular staff cadres, members of non-regular special assignments categories, holders of short-term contracts, holders of job-contracts, learner-participants and third-party contractors; regardless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

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

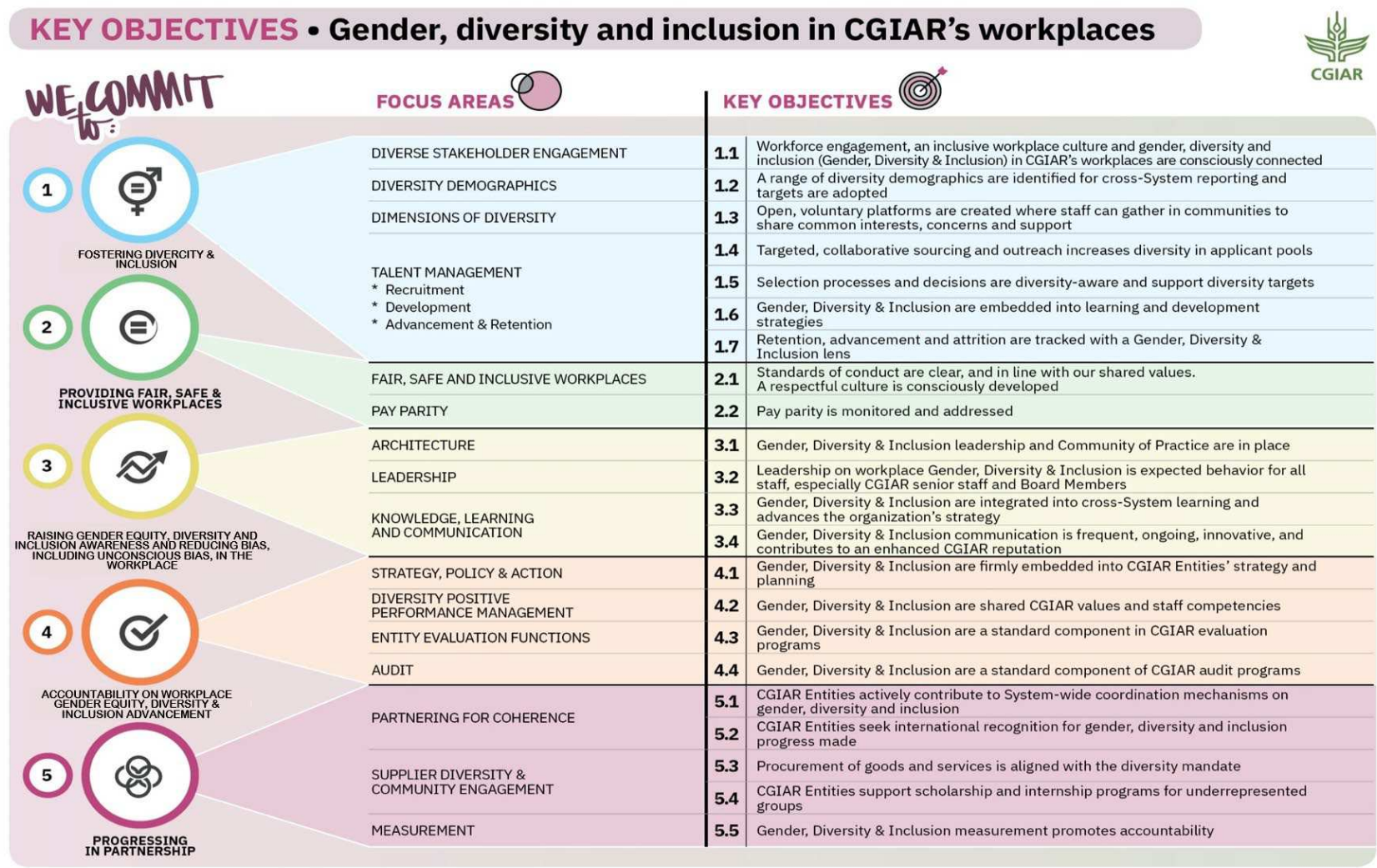
“workplace” means the locations within a CGIAR Entity at which workforce members complete duties.



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



Framework for Gender, Diversity and Inclusion in CGIAR's workplaces
Appendix 3



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-uncares>

^{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

Action Plan for Gender, Diversity and Inclusion in CGIAR's Workplaces

Principles, Key Objectives, Performance
Benchmarks and Targets

2-year period: 2020 - 2021



Table of contents

I.Introduction.....	2
II.High Level Summary of Action Plan and Required Financial Investment.....	3
III.Detailed Action Plan to Guide Implementation.....	6
Appendix 1: Relevant Defined Terms	23
Resource Library	27

I. Introduction

1. This document sets forth an action plan (“**Action Plan**”) in support of the implementation of the *Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces* (“**Framework**”) over the 2-year period 2020 – 2021. This Action Plan is ambitious and substantial, and demonstrates the CGIAR System's significant shared commitment to advancing gender, diversity and inclusion (GDI) in CGIAR's workplaces.
2. **Section 2** provides a **high-level summary of the Action Plan**, setting forth the key targets at the end of 2021 and 2022 to measure CGIAR Entities' progress towards achieving the objectives set out in the Framework. It also sets forth the **required financial investment** to deliver on each commitment set out in the Framework.
3. **Section 3** provides a more **detailed version of the Action Plan to help guide implementation**. In addition to providing detailed targets for 2020 and 2021, which are specific, measurable, achievable, relevant, and timely (SMART), it outlines best practice benchmarks to facilitate the measurement of progress in consistent manner across CGIAR. A CGIAR System **Senior Advisor, Gender, Diversity and Inclusion** will support CGIAR Entities in their journey towards attainment of the Action Plan's 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.
4. As the ambitious targets of the Action Plan are being set in a time of potential significant System-wide change, **a mid-year and end-of-year check-in** are planned for the first year of implementation of the Action Plan to take stock of progress made and reflect on adjustments that would align with any new System developments.
5. While this Action Plan is for a two-year period, it is recognized that the journey towards attainment of the shared Gender, Diversity and Inclusion vision will be an ongoing body of work, requiring **long term efforts and sustainable investment** in order to enable impactful results over time.
6. Certain terms and concepts used in this document are defined in **Appendix 1** to ensure a shared understanding across the System.

II. High Level Summary of Action Plan and Required Financial Investment

1. The high-level summary of the Action Plan on the next pages sets forth, for each of the five commitment areas, the key objectives as set forth in Appendix 3 of the Framework and the corresponding **key end-2021 and end-2022 targets**, as well as the approximate **financial investment** that will be required to support the delivery of such key objectives over 2020 and 2021. The total investment required amounts to approximately **USD 750,000 per year** or approximately USD 1,500,000 for both 2020 and 2021.
2. This investment will enable the appointment, anticipated to begin in January 2020, of a CGIAR System **Senior Advisor, Gender, Diversity and Inclusion** who will directly support CGIAR Entities by providing **guidance, training and tools** to the Human Resources Community of Practice and other relevant stakeholders, and prepare reports to the System Management Board and the System Council as appropriate. The Advisor will guide CGIAR Entities in their implementation of best practices according to their local context and a portion of the investment will be used to create **implementation capacity** directly benefiting CGIAR Entities.
3. This investment will also enable the development of a Gender, Diversity and Inclusion **Knowledge Platform** developed as a One-Stop Shop to house standard templates, toolkits, best practice guidance notes, knowledge products and lessons learned. A CGIAR diversity outreach portal will be created, with a social media presence and a range of outreach products, including shared candidate rosters and databases, to support CGIAR Entities in sourcing for diverse talent.
4. Recognizing the different CGIAR Entity contextual realities, a GDI Scorecard will be developed to track CGIAR Entities' progress against targets and a range of activities will promote engagement and recognize achievement. CGIAR Entities will journey together towards achieving the best practice benchmarks over multiple years, at varying paces, depending on the starting point of their current context. This recognition of different Entity contexts also extends to the commitment to LGBTQIA+ workplace rights and the need for cultural and contextual sensitivity in all actions. In all matters, the dignity, privacy and safety of staff remain paramount and the ultimate goal is the creation of enabling and inclusive environments.
5. **Although investment in Gender, Diversity and Inclusion will need to be sustained in the long term** to enable impactful results over time, it is anticipated that the level of financial investment required will decrease, following the initial investment in baseline/foundation products and capacity building over the first few years.

ACTION PLAN SUMMARY • 2020-2021

WE COMMIT
to:

1



FOSTERING DIVERSITY & INCLUSION





2020-2021 investment
USD 500,000

2



PROVIDING FAIR, SAFE & INCLUSIVE WORKPLACES

2020-2021 investment
USD 100,000

FOCUS AREAS 	KEY OBJECTIVES 	BY END-2020 	BY END-2021 
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	<ul style="list-style-type: none"> a. Common Gender, Diversity & Inclusion survey elements & formats b. CGIAR Gender, Diversity & Inclusion online Scorecard tracks & shares progress 	CGIAR Gender, Diversity & Inclusion report shares progress and plans for future
DIVERSITY DEMOGRAPHICS	1.2 A range of diversity demographics are identified for cross-System reporting and targets are adopted	<ul style="list-style-type: none"> a. Shared CGIAR definition of staffing categories & diversity dimensions b. Online tool enables efficient Gender, Diversity & Inclusion data collection c. CGIAR attains at least 35% representation of women in professional roles 	<ul style="list-style-type: none"> a. CGIAR Gender, Diversity & Inclusion baseline data available & suite of diversity targets set b. CGIAR collectively attains at least 40% representation of women in professional roles
DIMENSIONS OF DIVERSITY	1.3 Open, voluntary platforms are created where staff can gather in communities to share common interests, concerns and support.	<ul style="list-style-type: none"> a. Pioneering Employee Resource Groups launched and engaged in onboarding & outreach 	Employee Resource Groups impact tracked on Gender, Diversity & Inclusion Scorecard
TALENT MANAGEMENT * Recruitment * Development * Advancement & Retention	1.4 Targeted, collaborative sourcing and outreach increases diversity in applicant pools	<ul style="list-style-type: none"> a. Suite of Best Practice diversity-sensitive recruitment tools, templates & training b. Shared open-call candidate rosters c. System-wide vendor agreements and labour market branding 	<ul style="list-style-type: none"> a. CGIAR diversity outreach/recruitment portal b. Impact of shared sourcing tracked on Gender, Diversity & Inclusion Scorecard
	1.5 Selection processes and decisions are diversity-aware and support diversity targets	<ul style="list-style-type: none"> a. Suite of Best Practice diversity-positive selection tools, templates, process & training, including on unconscious bias 	CGIAR Gender, Diversity & Inclusion awards publicly recognize achievement
	1.6 Gender, Diversity & Inclusion are embedded into learning and development strategies	<ul style="list-style-type: none"> a. Best Practice Gender, Diversity & Inclusion Orientation Toolkit & System-wide training on inclusive leadership 	Impact of Gender, Diversity & Inclusion-related learning & development shared
	1.7 Retention, advancement and attrition are tracked with a Gender, Diversity & Inclusion lens	<ul style="list-style-type: none"> a. Best Practice Gender, Diversity & Inclusion Toolkit on exit interviews b. Shared mechanism to track diversity dimensions on tenure, advancement, promotion & turnover 	System-wide learnings shared
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	<ul style="list-style-type: none"> a. Shared CGIAR Code of Conduct b. Shared flexible working arrangements c. Commitment to LGBTQIA+ workplace* rights in contextually sensitive manner 	CGIAR culture assessed as healthy, safe and fair
PAY PARITY	2.2 Pay parity is monitored and addressed	<ul style="list-style-type: none"> a. CGIAR pay parity analysed & steps initiated to address unconscious biases 	Pay parity fully addressed & modifications address unconscious biases

* For further information please see point 4 on page 3 of this Action Plan



ACTION PLAN SUMMARY • 2020-2021

WE COMMIT
to:

3



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

2020-2021 investment
USD 350,000

4



ACCOUNTABILITY ON WORKPLACE GENDER EQUITY, DIVERSITY & INCLUSION ADVANCEMENT

2020-2021 investment
USD 350,000

5



PROGRESSING IN PARTNERSHIP

2020-2021 investment
USD 200,000

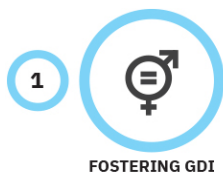
FOCUS AREAS

KEY OBJECTIVES

BY END-2020

BY END-2021

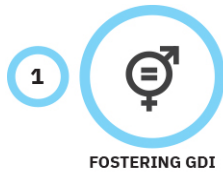
ARCHITECTURE	3.1 Gender, Diversity & Inclusion leadership and Community of Practice are in place	Gender, Diversity & Inclusion System leader supports Entity-level Gender, Diversity & Inclusion focal points in a community of practice	Gender, Diversity & Inclusion architecture is visible and delivering impact
LEADERSHIP	3.2 Leadership on workplace Gender, Diversity & Inclusion is expected behavior for all staff, especially CGIAR senior staff and Board Members	Best Practice Inclusive Leadership toolkit & mechanisms to recognize and reward Gender, Diversity & Inclusion action and advocacy	CGIAR Annual Gender, Diversity & Inclusion awards launched
KNOWLEDGE, LEARNING AND COMMUNICATION	3.3 Gender, Diversity & Inclusion are integrated into cross-System learning and advances the organization's strategy	a. CGIAR Gender, Diversity & Inclusion Knowledge Platform launched b. Gender, Diversity & Inclusion-specific courses piloted	a. CGIAR Gender, Diversity & Inclusion learning programs delivering impact b. CGIAR Knowledge Platform actively used
	3.4 Gender, Diversity & Inclusion communication is frequent, ongoing, innovative, and contributes to an enhanced CGIAR reputation	a. Gender, Diversity & Inclusion focus in CGIAR publications b. Shared diversity-inclusive language	Commitment to Gender, Diversity & Inclusion evident in CGIAR external communications
STRATEGY, POLICY & ACTION	4.1 Gender, Diversity & Inclusion are firmly embedded into CGIAR Entities' strategy and planning	All Entities have a Gender, Diversity & Inclusion strategy and action plan & contribute data to online CGIAR Gender, Diversity & Inclusion Scorecard	Gender, Diversity & Inclusion Scorecard tracks and shares System-wide progress
DIVERSITY POSITIVE PERFORMANCE MANAGEMENT	4.2 Gender, Diversity & Inclusion are shared CGIAR values and staff competencies	Best Practice diversity-positive performance mgmt tools, templates & training	Gender, Diversity & Inclusion embedded into CGIAR core values, competencies and performance management approaches
ENTITY EVALUATION FUNCTIONS	4.3 Gender, Diversity & Inclusion are a standard component in CGIAR evaluation programs	Alignment with CGIAR Gender Research Platform	Entity plan for Gender, Diversity & Inclusion workplace evaluations
AUDIT	4.4 Gender, Diversity & Inclusion are a standard component of CGIAR audit programs	Gender, Diversity & Inclusion becomes part of audit plans	Gender, Diversity & Inclusion audit results in Gender, Diversity & Inclusion Scorecard as basis for system-wide learning
PARTNERING FOR Gender, Diversity & Inclusion COHERENCE	5.1 CGIAR Entities actively contribute to System-wide coordination mechanisms on gender, diversity and inclusion	First annual Gender, Diversity & Inclusion COP meeting taken place	CGIAR workplace Gender, Diversity & Inclusion progress report Next phase CGIAR Gender, Diversity & Inclusion work planned
	5.2 CGIAR Entities seek international recognition for gender, diversity and inclusion progress made	Opportunities identified for international Gender, Diversity & Inclusion recognition	Pilot programs reveal lessons learned
SUPPLIER DIVERSITY & COMMUNITY ENGAGEMENT	5.3 Procurement of goods and services is aligned with the diversity mandate	Opportunities identified for diversity-positive procurement	CGIAR suppliers reflect increases in key diversity dimensions
	5.4 CGIAR Entities support scholarship and internship programs for underrepresented groups	Shared scholarship and internship programs	Gender, Diversity & Inclusion lens applied to CGIAR scholarship and internship programs
MEASUREMENT	5.5 Gender, Diversity & Inclusion measurement promotes accountability	Progress on reaching Gender, Diversity & Inclusion vision and targets reported publicly	CGIAR Entities demonstrate significant annual improvements in meeting Gender, Diversity & Inclusion targets



III. Detailed Action Plan to Guide Implementation

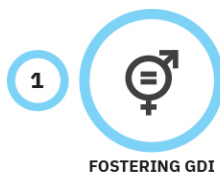
Principle 1: We commit to fostering diversity and inclusion
Focus Area: Diverse Stakeholder Engagement

Key Objectives	Best Practice Benchmarks	Targets		
1.1 Workforce engagement, an inclusive workplace culture and GDI in CGIAR's workplaces are consciously connected	1.1.1 Workforce engagement surveys include a qualitative and quantitative GDI focus.	By mid-2020 , CGIAR Entities agree on:	By end-2020:	By end-2021:
	1.1.2 Annual GDI assessments, focus groups and cultural audits inform GDI strategy and action planning. 1.1.3 Multi-stakeholder, multi-level feedback for managers incorporates a GDI lens.	a. Common GDI questions for use in Engagement Surveys b. Common formats for GDI surveys c. The format of an engagement component of an online CGIAR GDI Scorecard, where CGIAR Entities can share progress for transparency	a. Common shared GDI surveys are used b. Results from CGIAR Entity engagement and surveys are available on the CGIAR GDI Scorecard, parsed by gender and other diversity dimensions	GDI report will share cross-System progress on key engagement and inclusion points to support future planning



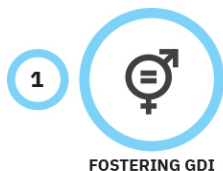
Principle 1: We commit to fostering diversity and inclusion
Focus Area: Diversity demographics

Key Objectives	Best Practice Benchmarks	Targets		
<p>1.2 A range of diversity demographics are identified for cross-System reporting and targets are adopted</p>	<p>1.2.1 Cross-System diversity targets for each diversity dimension are set and incorporated into CGIAR Entities' GDI strategy and action plans.</p> <p>1.2.2 Attainment of diversity targets is linked to management performance expectations and compensation.</p>	<p>By mid-2020, CGIAR Entities have, reached agreement on:</p>	<p>By end-2020:</p>	<p>By end-2021:</p>
		<ul style="list-style-type: none"> a. Standard descriptions of staffing categories (e.g.: Professional Staff) against which CGIAR Entities can map gender representation to ensure accurate cross-System reporting b. The additional diversity dimensions for which cross-System data will be collected c. The mechanism to enable efficient data collection from CGIAR Entities on diversity demographics, recognizing the non-binary nature of gender d. The format of a Demographics component of an online CGIAR GDI Scorecard, where CGIAR Entities can share a nuanced picture of progress, recognizing the different Entity contextual realities 	<ul style="list-style-type: none"> a. CGIAR Entities will have collectively attained at least 35% representation of women across the organisational hierarchy in professional roles (professional categories to be defined) b. The first data collection of additional diversity dimensions is completed and targets set for an inclusive workforce 	<ul style="list-style-type: none"> a. CGIAR Entities will have collectively attained at least 40% representation of women in professional roles (professional categories to be defined) and proportionate diversity targets across the organisational hierarchy b. The first full picture of CGIAR cross-System GDI demographic progress is available to support the setting of System targets across a range of diversity dimensions



Principle 1: We commit to fostering diversity and inclusion
Focus Area: Dimensions of diversity

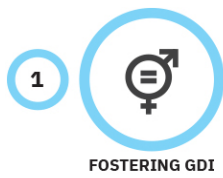
Key Objectives	Best Practice Benchmarks	Targets		
<p>1.3 Open, voluntary platforms are created where staff can gather in communities to share common interests, concerns and support</p>	<p>1.3.1 CGIAR Employee Resource Groups (ERGs) leverage existing platforms and networks to promote diversity, facilitate member networking, promote belonging, and provide voice to a diverse range of groups.</p> <p>1.3.2 ERGs serve as partners in advancing GDI knowledge bringing valued perspectives to the CGIAR’s workplaces and to the substantive work of CGIAR (linked to Principle 3 to address biases)</p>	<p>By mid-2020, CGIAR Entities have:</p>	<p>By end-2020:</p>	<p>By end-2021:</p>
		<p>a. Consultation process completed which explores which ERGs to establish</p>	<p>a. A range of pioneering ERGs are launched, such as Women Scientists, People with Disabilities and Pride @ Work /LGBTIQA+, and other groups addressing diversity dimensions, in a manner that is culturally and contextually sensitive</p> <p>b. ERGs involved in the onboarding process and acting as outreach channels for diverse talent acquisition</p> <p>c. ERGs share activities and progress</p>	<p>Data on ERGs, their activities and their impact are available on the CGIAR GDI Scorecard; Growth of ERGs beyond initial launch</p> <p>A lessons-learned report guides CGIAR Entities on future ERG planning</p>



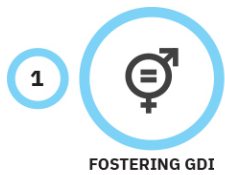
Principle 1: We commit to fostering diversity and inclusion

Focus Area: Talent Management (recruitment, development, advancement & retention)

Key Objectives	Best Practice Benchmarks	Targets		
1.4 Targeted, collaborative sourcing and outreach increases diversity in applicant pools	1.4.1 Job design, job description, vacancy announcements and application processes are consciously constructed to be diversity-positive and avoid discrimination 1.4.2 Progressive, strategic sourcing mechanisms are adopted 1.4.3 CGIAR Entities collaborate to strengthen outreach approaches	By mid-2020 , CGIAR Entities have access to:	By end-2020 , CGIAR Entities have agreed on:	By end-2021:
		a. A CGIAR Best Practice Guidance Note on diversity-positive job design, job descriptions, vacancy announcements and application processes b. Diversity-sensitive recruitment materials to develop CGIAR's brand in segments of specific labour markets and access under represented potential candidates c. The economies of scale possible from System-wide negotiations with executive search firms, social media tools and labour brand developers	a. Shared candidate open-call rosters to support CGIAR Entities in sourcing for diverse talent. b. A sourcing component of an online GDI Scorecard, where CGIAR Entities share progress on the success of different outreach channels/mechanisms c. System-wide training on eliminating bias in job design, job descriptions, vacancy announcements and application processes	a. A CGIAR diversity outreach/recruitment portal exists with a social media presence and a range of outreach products, including rosters, to support CGIAR Entities in the spirit of One CGIAR b. A lessons-learned report guides CGIAR Entities on future outreach planning



Key Objectives	Best Practice Benchmarks	Targets		
1.5 Selection processes and decisions are diversity-aware and support diversity targets	1.5.1 Selection processes and panels are diversity-positive and potential bias is pro-actively mitigated 1.5.2 Temporary Special Measures are used to accelerate workplace GDI advancement 1.5.3 Attainment of diversity targets are recognized and rewarded	By mid-2020 , CGIAR Entities have access to:	By end-2020 , CGIAR Entities will have:	By end-2021:
		a. A CGIAR Best Practice Guidance Note on diversity-positive selection b. Cross-System training for interview panel members on eliminating selection bias c. The opportunity to pilot-test the use of assessment tools that can further mitigate the risk of bias	A selection process that requires diverse shortlists, diversity-balanced interview panels and preferential decision-making in favour of candidates from under-represented diversity dimensions, where more than one candidate is suitable for appointment.	a. GDI report shares cross-System progress against CGIAR diversity targets b. CGIAR GDI awards publicly recognize achievement at Entity and System levels (linked to Principle 3)
1.6 GDI are embedded into learning and development strategies	1.6.1 GDI training begins in onboarding, is reinforced throughout the employee life cycle, and available through multiple channels 1.6.2 All leadership staff are provided with training on inclusive leadership 1.6.3 High potential talent programs exist and contain individuals from underrepresented groups 1.6.4 Formal and informal mentoring and coaching programs are harnessed to foster inclusion.	By mid-2020 , CGIAR Entities have access to:	By end-2020 , CGIAR Entities will have access to:	By end-2021:
		a. A CGIAR GDI Best Practice Toolkit for use during orientation b. A standard cross-System training for Senior managers on inclusive leadership	a. An online CGIAR training program for all levels of CGIAR Entity staff that can be accessed at HQ, regional and country offices shared tools and resources b. A template to enable data tracking on key GDI learning and development data points	GDI report shares cross-System progress on GDI-related learning and development activities and their impact



Key Objectives	Best Practice Benchmarks	Targets		
1.7 Retention, advancement and attrition are tracked with a GDI lens	1.7.1 Average tenure in key diversity dimensions (gender, ethnicity, age, etc) is monitored and promotion and attrition data is segmented	By mid-2020 , CGIAR Entities have access to:	By end 2020 , all CGIAR Entities will have:	By end-2021:
	1.7.2 Involuntary attrition in the different diversity dimensions is investigated through exit interview data	CGIAR GDI Best Practice Toolkit for use by CGIAR Entities on exit interviews	a. A data collection process which tracks the average tenure, advancement /promotion and turnover in all diversity dimensions	A GDI report shares System-wide learnings on retention to support CGIAR Entities in future planning



Principle 2: We commit to providing fair, safe and inclusive workplaces
Focus Area: Fair, Safe and Inclusive workplaces

Key Objectives	Best Practice Benchmarks	Targets		
		By mid-2020:	By end-2020:	By end-2021:
2.1 Standards of conduct are clear, and in line with our shared values. A respectful culture is consciously developed	2.1.1 Policies reflect CGIAR values and state commitment to GDI which includes safeguarding, and zero-tolerance on interpersonal misconduct covering bullying, harassment, sexual harassment and sexual exploitation and abuse (SEA). These policies and approaches to ensure safeguarding are in line with the CGIAR Ethics Framework.	a. CGIAR Code of Conduct developed that covers GDI, as part of the work to develop the CGIAR Ethics Framework	a. Communications to support and reinforce policy	a. Assessment of CGIAR culture on fairness, safety and inclusion measured at healthy level
	2.1.2 GDI is mainstreamed into policies and processes in collaboration with HR COP	b. Hotline shared across all CGIAR Entities	b. The organizational culture is accepting of those who work flexible schedules	b. A comprehensive range of flexible benefits and services, including education, health, and counselling, is provided
	2.1.3 Flexible working arrangements (both day-to-day and career flexibility) are widely available and their practice regularly monitored for emerging trends	c. Technology support for flexible work arrangements, and disabilities widely available	c. An inclusive concept of family guides the determination of benefits and participation in Entity events, subject to the Entity delivering on its mission, objectives and business plan targets	c. Based on research and assessment, benefits and services are regularly adapted to changing conditions
	2.1.4 Support is provided to balance personal, family and professional commitments, with professional mentorship and support emphasised from recruitment onwards	d. Support for global mobility available		
	2.1.5 Global mobility conditions are established with a diversity lens	e. The CGIAR system makes a commitment to LGBTQIA+ rights in the workplace in a manner that is culturally and contextually sensitive		



Principle 2: We commit to providing fair, safe and inclusive workplaces
Focus Area: Fair, Safe and Inclusive workplaces

Key Objectives	Best Practice Benchmarks	Targets		
2.2 Pay parity is monitored and addressed	2.2.1 The organization maintains equitable compensation and job classification practices	By mid-2020:	By end-2020:	By end-2021:
		Pay parity in CGIAR Entities is reviewed	Pay parity has been analysed, and steps initiated to address unconscious biases	Pay parity has been fully addressed, and compensation systems have been modified to address unconscious biases

Principle 3: We commit to raising gender equity, diversity and inclusion awareness and reducing bias, including unconscious bias, in the workplace
Focus Area: GDI Architecture

Key Objectives	Best Practice Benchmarks	Targets		
3.1 GDI leadership and Community of Practice are in place	3.1.1. A dedicated cross-System GDI Senior Advisor supports Entities in their GDI initiatives, through liaison with Entity GDI focal points. 3.1.2. GDI focal points or equivalent at each CGIAR Entity, and GDI Champions in regional offices, have written terms of reference; specific funds are allocated to support their networking 3.1.3 Each CGIAR Entity is actively involved in cross-System GDI community of practice	By mid-2020:	By end-2020:	By end-2021:
		GDI leader in place for CGIAR, together with CGIAR Entity-level GDI focal points	GDI community of practice is firmly established	CGIAR GDI architecture is firmly embedded in the system and is contributing significant results

Principle 3: We commit to raising gender equity, diversity and inclusion awareness and reducing bias, including unconscious bias, in the workplace
Focus Area: Leadership and GDI

Key Objectives	Best Practice Benchmarks	Targets		
3.2 Leadership on workplace GDI is expected behavior for all staff, especially CGIAR senior staff and Board Members	3.2.1 Senior staff and Board members across the System champion workplace GDI, acting as GDI advocates and role models. All staff are recognized and rewarded for advancing GDI in the workplace, including potentially through variable compensation	By mid-2020:	By end-2020:	By end-2021:
		GDI leadership with the support and resources necessary to advance GDI in the workplace is in place Appropriate mechanisms to recognize and reward workplace GDI action and advocacy are established	A CGIAR best practice guidance note on leadership of GDI is available	CGIAR GDI System-wide award annual program is established and launched and the first CGIAR GDI awards are presented

Principle 3: We commit to raising gender equity, diversity and inclusion awareness and reducing bias, including unconscious bias, in the workplace

Focus Area: Knowledge, learning and communication

Key Objectives	Best Practice Benchmarks	Targets		
3.3 GDI are integrated into cross-System learning and advances the organization's strategy	3.3.1 CGIAR GDI learning and education is an on-going, multi-year, developmental curriculum (linked to 1.6) 3.3.2 Knowledge on gender diversity and inclusion is systematically documented and publicly shared through an online CGIAR GDI Knowledge Platform	By mid-2020:	By end-2020:	By end-2021:
		a. CGIAR Entities' review of current learning curriculum identifies a range of opportunities to integrate GDI into existing learning and build specific GDI courses, including on unconscious bias b. Format of CGIAR GDI Knowledge Platform established	a. A series of online and in person workshops have resulted in the collaborative development of important GDI products b. GDI-specific courses successfully launched c. GDI knowledge platform launched	a. CGIAR GDI courses well attended with positive feedback and positive impact b. CGIAR Knowledge Platform firmly established and actively used
3.4 GDI communication is frequent, ongoing, innovative, and contributes to an enhanced CGIAR reputation	3.4.1 GDI commitment and progress is an integral component of CGIAR's internal and external (public) information dissemination 3.4.2 CGIAR Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women in an intersectional manner. 3.4.3. All internal and external GDI communication is available in multiple formats and languages	By mid-2020:	By end-2020:	By end-2021:
		a. CGIAR Entities plan for opportunities for inclusion of GDI in future communications b. Review of official communications for gender bias and other bias	a. CGIAR Entities include GDI focus in publications b. Diversity-inclusive language is mandated cross-System	Commitment to advancing GDI is evident in CGIAR public statements and CGIAR Entity publications

Principle 4: We commit to accountability on workplace gender equity, diversity and inclusion advancement

Focus Area: GDI Strategy, Policy & Action

Key Objectives	Best Practice Benchmarks	Targets		
<p>4.1 GDI are firmly embedded into CGIAR Entities' strategy and planning</p>	<p>4.1.1 GDI strategy, policy and action plans are linked to the CGIAR Entity business plans</p> <p>4.1.2 Mechanisms are in place to ensure that accountability for delivery is in line with the approved GDI plans (manager compacts as part of performance management)</p> <p>4.1.3 Progress on the advancement of workplace GDI is included in CGIAR Entity's Annual Reports</p>	<p>By mid-2020:</p>	<p>By end-2020:</p>	<p>By end-2021:</p>
		<p>a. Each CGIAR Entity has a GDI strategy / action plan in place</p> <p>b. A context-appropriate mechanism that secures senior staff as active participants in delivery on the GDI strategy / action plan is in place</p>	<p>a. Published GDI progress in line with their GDI strategy / action plan</p> <p>b. In-house capacity built to contribute CGIAR Entity data to the online CGIAR GDI Scorecard</p>	<p>The online CGIAR GDI Scorecard is fully operational, sharing data on key progress across the System</p>

Principle 4: We commit to accountability on workplace gender equity, diversity and inclusion advancement

Focus Area: Diversity positive performance management

Key Objectives	Best Practice Benchmarks	Targets		
		By mid-2020:	By end-2020:	By end-2021:
4.2 GDI are shared CGIAR values and staff competencies	4.2.1 GDI is integrated into CGIAR Entity values and staff competencies. It is directly addressed in performance management processes, especially for individuals in decision making positions	Access to a CGIAR Best Practice Guidance Note on diversity positive Performance management	a. Standard System-wide training for managers on giving feedback and coaching in an inclusive and diversity positive manner	a. Integrated GDI into their core values, competencies and performance management processes in a manner appropriate to their local context b. Appropriately aligned approaches to those that emerge from the ongoing HR CoP work to develop a System-wide Code of Ethics and Conduct
4.3 GDI are a standard component in CGIAR evaluation programs	4.3.1 CGIAR evaluations consider UN Guidance on Integrating Human Rights and Gender Equality into Evaluations 4.3.2 CGIAR Entity performance on workplace GDI is appropriately evaluated annually	a. Appropriate ways to incorporate UN Guidance on Integrating Human Rights and Gender Equality into Evaluations considered, in alignment with the ongoing System-wide work to establish a Gender Research Platform	Alignment with the Gender Research Platform , so that GDI in CGIAR workplaces and research is consistent	a. All CGIAR Entities have planned for an evaluation of their GDI approaches, to take place at least every five years

Principle 4: We commit to accountability on workplace gender equity, diversity and inclusion advancement
Focus Area: Audit with a GDI lens

Key Objectives	Best Practice Benchmarks	Targets		
4.4 Workplace GDI is a standard component of CGIAR audit programs	4.4.1 Relevant workplace GDI findings are presented in internal audit reports	By mid-2020:	By end-2020:	By end-2021:
	4.4.2 Internal audit undertakes targeted workplace GDI audits every 3-5 years	GDI-related elements become part of internal audit programs of work	CGIAR Entity internal audit functions plan to undertake CGIAR Entity-level workplace GDI audits at least once every five years and baselines are established	GDI audit results are appropriately shared within the HR CoP to provide the basis for system-wide learning and future collaboration

Principle 5: We commit to progressing in partnership
Focus Area: Partnering for GDI Coherence

Key Objectives	Best Practice Benchmarks	Targets		
		By mid-2020:	By end 2020:	By end-2021:
5.1 CGIAR Entities actively contribute to System-wide coordination mechanisms on GDI	5.1.1. An active, collaborative cross-System CGIAR "GDI in the Workplace" community of practice exists (linked to Principle 3)	By mid-2020:	By end 2020:	By end-2021:
		A CGIAR GDI Community of Practice (CoP) is convened and housed under the HR Community of Practice to leverage cross-System expertise	The first annual GDI COP meeting has taken place	a. CGIAR's first GDI in the workplace progress report is prepared b. The next phase of CGIAR GDI planning is underway
5.2 CGIAR Entities seek international recognition for GDI progress made	5.2.1 Outreach to external, internationally recognized best practice partners results in CGIAR Entities benefiting from advice, support and eventually global recognition	Exploration of opportunities available for international GDI recognition	Opportunities available for international GDI recognition and CGIAR Entities pilot participation, e.g. Athena SWAN	Pilot programs have revealed lessons learned

Principle 5: We commit to progressing in partnership
Focus Area: Supplier Diversity and Community Engagement

Key Objectives	Best Practice Benchmarks	Targets	
5.3 Procurement of goods and services is aligned with the diversity mandate	5.3.1 CGIAR Entities promote and nurture a diverse supplier base and encourage suppliers to advocate for GDI 5.3.2 Supplier relationships are an integral part of GDI strategy	By mid-2020: a. The organization is proactive in seeking and attracting underrepresented suppliers. This includes reviews of procurement policy and procedures to mainstream GDI, and establish a base line. b. The organization treats its suppliers with respect and dignity, including simplifying the process of working together	By end-2021: a. CGIAR Entity suppliers reflect the community's composition across key diversity dimensions, subject to the usual requirements for value for money in supplier selection, good management practices, tendering where appropriate, etc. b. CGIAR Entities collaborate with underrepresented suppliers to improve all aspects of supply management c. The supplier diversity function is fully aligned with the broad goals of GDI for the CGIAR Entity
5.4 CGIAR Entities support scholarship and internship programs for underrepresented populations	5.4.1 Recipients of scholarship and internship programs are leveraged as the CGIAR's potential future labour force	Planning for scholarship and internship programs are shared across CGIAR Entities and existing programs are leveraged and strengthened with a GDI lens	CGIAR Entities with a GDI lens begin scholarship and internship programs

Principle 5: We commit to progressing in partnership
Focus Area: GDI Measurement

Key Objectives	Best Practice Benchmarks	Targets	
5.5 GDI measurement promotes accountability	5.5.1 CGIAR Entity measurement and reporting mechanisms are in place and performance is regular reviewed (linked to Principle 4)	By mid-2020:	By end-2021:
		a. GDI measurement included as part of CGIAR Entities overall performance and publicly shared b. Progress on reaching GDI vision and targets is reported publicly and annually	a. CGIAR Entity demonstrates significant annual improvements in meeting GDI targets b. GDI measurements are included as part of CGIAR Entity's overall performance, linked to strategy, tied to compensation, and publicly shared through the GDI Scorecard

Appendix 1: Relevant Defined Terms

Certain terms and concepts used in this document are defined below to ensure their shared understanding across the System¹. These definitions draw heavily on a number of sources^{i ii iii iv v vi}.

“access” means the ability of a person or group to obtain needed resources and services.

“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.

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

“competencies” means the skills, attributes and/or behaviors, or combination thereof, directly related to successful performance on the job.

“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 demographics” means measurable data in any diversity dimension.

“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,

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

² As at the date of approval of this document, ‘CGIAR Entities’ include 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.

mental health, education, geography, nationality, work style, work experience, job role and function, staff position (covering hierarchy and national/international status), thinking style, and personality type.

“employee resource groups” or **“ERGs”** are groups of individuals within workplaces who join together in a network, based on shared characteristics or life experiences. ERGs provide support and contribute to a sense of belonging and inclusive workplaces.

“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. Ensuring equal opportunities.

“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.

“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 exploitation and abuse” or **“SEA”** means unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment

“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 any 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.

Resource Library

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

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

ⁱⁱⁱ <https://unfe.org>

^{iv} https://www.who.int/about/ethics/sexual-exploitation_abuse-prevention_response_policy.pdf

^v <https://www.un.org/womenwatch/osagi/pdf/whatissh.pdf>

^{vi} https://www.cipd.co.uk/Images/diversity-and-inclusion-at-work_2018-summary_tcm18-44150.pdf



CGIAR System Senior Adviser, Gender, Diversity and Inclusion

Purpose

This document provides information on 1) the role of the 'CGIAR System Senior Adviser, Gender, Diversity and Inclusion' who will be supporting CGIAR in its journey towards attainment of its objectives in the area of workplace gender, diversity and inclusion; and 2) the profile of the incoming Senior Adviser appointed to carry out this role as of January 2020.

Distribution notice:

This document may be shared without restriction.

Prepared by: The System Management Office based on the Job Description developed by the CGIAR Community of Practice of Human Resources professionals.

Key responsibilities of the 'CGIAR System Senior Advisor, Gender, Diversity and Inclusion'¹

1. Support CGIAR's HR Community of Practice in **developing a CGIAR Gender, Diversity and Inclusion Framework** and ensuring its integration into a CGIAR People Management Strategy, by **stewarding collaborative processes involving all relevant stakeholders** across CGIAR.
2. **Generate strategic actionable insights and provide advice** to Center and System Organization HR leaders in order to successfully embed gender, diversity and inclusion in the workplace and enable CGIAR to leverage the collective talent and potential of its workforce.
3. **Provide subject matter expertise and serve as technical** writer, contributor or reviewer on gender equality, diversity and inclusion work plans, papers or initiatives, identifying new opportunities for partnerships with thought-leaders and organizations leading or driving global gender strategies and agendas.
4. Support and partner with relevant Center and System Organization HR leaders in the **design and coordination of training initiatives** to embed gender, diversity and inclusion in the workplace, with specific focus on equitable hiring, retention and promotion of staff. Where requested, this position may also make available knowledge, skills, and products that are grounded in best practice to **support efforts by individual Centers and the System Organization** to strengthen gender, diversity and inclusion in their own workplaces.
5. Support the **development of monitoring and evaluation mechanisms and manage the collection, analysis and synthesis of data and information** from CGIAR Centers and the System Organization in order to monitor progress in the area of gender, diversity and inclusion in CGIAR's workplaces. This includes supporting the development of context-specific indicators to measure progress and collating reported material from Centers and the System Organization and presenting that material in a consolidated report(s).
6. Keep current on relevant funder and peer organization **initiatives, strategies, policies, trends and new methodologies** to develop a sound foundation for gender, diversity and inclusion strategies, policies, systems and tools that enable CGIAR to tap into and leverage the collective talent and potential of its workforce.
7. Support the **development of communication strategies** on gender, diversity and inclusion and **build a cadre of gender, diversity and inclusion champions** throughout all levels of governance, leadership and delivery.
8. Provide support on the **development and implementation of new policies, tools and/or mechanisms that provide effective accountability structures** in the areas of safeguarding; anti-bullying and harassment; whistle-blowing and whistle-blower protection; ethical conduct and management of grievances and disciplinary matters.

¹ These responsibilities are based on the Job Description agreed with the Convener of the HR community of practice, in consultation with the HR community of practice.

Profile of incoming 'CGIAR System Senior Adviser, Gender, Diversity and Inclusion'

9. Fiona Bourdin-Farrell has been appointed to the position of CGIAR System Senior Adviser, Gender, Diversity & Inclusion, with an expected start date in January 2022 and will be based in Rome, Italy.
10. Coming into this role, Fiona brings over 25 years of global HR expertise, with leadership roles in the private and international development sectors.
11. Fiona has extensive experience in leading specific efforts around gender, diversity and inclusion in international organizations. Namely, Fiona:
 - a. Held the position of Director of HR at UN Women for almost five years, where she served on key Gender, Diversity and Inclusion panels and working groups;
 - b. Supported the development of the UN System-wide Strategy on Gender Parity; and
 - c. Contributed to the Supplementary Guidance on the Enabling Environment Guidelines for the United Nations System.
12. Fiona also has a solid understanding of CGIAR, including its people management efforts and challenges, through:
 - a. Her current role as the Director of Human Resources, ICRISAT in which she:
 - i. Developed several key policies;
 - ii. Launched a number of significant HR modernization initiatives including a new Ethics and Safeguarding Framework and modern approaches to Whistleblowing and Concern Resolution; and
 - iii. Lead a number of change initiatives through a global Think Tank, a proposed Science Career path and a new global Orientation program.
 - b. Leading in 2019 the working group (made up of HR professionals across the System) that developed the proposed 'CGIAR Framework for Gender, Diversity and Inclusion', and its accompanying 2020-2021 'Action Plan'; and
 - c. Previously holding the position of Director of Human Resources, IRRI, for six years.

An update on progress towards increased gender representation in CGIAR workplaces

Purpose

This document shares an update on the proportional representation of women in professional roles in CGIAR Centers and the CGIAR System Organization based on data from 30 September 2019.

Background

1. At its April 2019 meeting, the System Management Board ('Board') adopted the target of CGIAR's workplaces achieving at least 35% representation of women in professional roles by end-2020. This decision built upon a 2017 independent evaluation of gender in CGIAR's workplaces, discussions with CGIAR's Centers and the System Organization, and stewardship and leadership from the Board's gender champions.
2. At its 8th meeting, the System Council:
 - a. took note of the adopted target of 35% representation within CGIAR workplaces, and data towards that target as at end-2018; and
 - b. heard a selection of good practices and processes currently being utilized by CGIAR Centers to strengthen gender equality in their workplaces; and
 - c. considered it helpful to receive updates on achievement of that overall target at each System Council meeting through to end 2020.¹

Progress update at 30 September 2019

3. The snapshot of gender representation in **Table 1** below shows that most Centers are achieving the target of at least 35% representation of women in professional roles, with a few Centers still working towards the target. **Table 2** provides a comparison between the data presented at SC8 (current to 31 December 2018), and then nine months forward (to 30 September 2019). The later data shows an increase in representation of women both overall, and in many CGIAR Centers and the System Organization, with some notable areas of increase in Leaders and Senior Managers.
4. Recognizing the need for mechanisms to support progress towards and achievement of the target, the current 2019-2021 CGIAR System Business Plan (Action 4.3) includes as a key deliverable, the design and implementation of a CGIAR Gender, Diversity and Inclusion Framework ('Framework'). This Framework and its accompanying 2-year Action Plan are also being made available to the System Council for strategic reflection at SC9.

¹ Agreed action at the 8th System Council meeting (SC/M8/AP1)

Update: progress towards increased gender representation in CGIAR workplaces

Table 1: Snapshot of gender representation data as at 30 September 2019 across CGIAR Centers and the CGIAR System Organization

Introductory note for Table 1:

As with previous gender equality snapshots presented, this data presented is provided on a best-efforts basis and on the basis of different staffing grades and categorizations. The new Gender, Diversity and Inclusion Framework and Action Plan will include efforts to develop a means of providing 'like' data, and a more efficient way to collect and present it.

<i>*Note: 2019= data as of 30 September 2019</i>	Overall % Women	AfricaRice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRAF	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	WorldFish	System Org
	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019
Governance																	
Board Chair	33%	0	1	0	1	1	0	1	1	0	1	0	0	0	0	0	0
Board Members	42%	36%	25%	56%	67%	33%	29%	33%	67%	44%	50%	27%	56%	25%	50%	25%	63%
Total Board Membership	41%	33%	33%	50%	69%	40%	25%	40%	69%	40%	55%	25%	50%	23%	44%	20%	56%
Senior Management																	
Directors General	13%	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0
Deputy Directors General	25%	0%	0%	N/A	0%	100%	0%	0%	0%	0%	0%	50%	0%	100%	0%	N/A	N/A
CRP Directors	24%	N/A	50%	0%	0%	0%	0%	N/A	0%	N/A	0%	13%	0%	0%	100%	60%	N/A
Middle Management																	
Directors/Heads	38%	33%	91%	27%	39%	33%	38%	40%	45%	30%	40%	21%	44%	13%	50%	46%	60%
Tot. Leaders and Sr. Mgrs (excl. Board)	35%	29%	71%	21%	33%	32%	38%	33%	36%	25%	38%	22%	35%	16%	53%	47%	50%
Tot. Board, Leaders and Sr. Mgrs	38%	31%	58%	33%	47%	33%	34%	36%	52%	32%	41%	23%	40%	19%	50%	42%	53%
Science Leadership																	0%
Principal Scientists	18%	0%	50%	13%	0%	14%	67%	0%	30%	16%	21%	9%	21%	0%	42%	0%	0%
Senior Scientists	24%	N/A	23%	35%	33%	15%	13%	5%	20%	20%	39%	17%	29%	26%	47%	0%	0%
Scientists																	
Scientists	30%	N/A	48%	27%	50%	23%	33%	25%	27%	35%	48%	29%	46%	10%	16%	35%	N/A
Associate Scientists	36%	9%	39%	36%	44%	20%	42%	14%	39%	25%	50%	31%	N/A	N/A	57%	N/A	N/A
Post-Docs	34%	0%	0%	27%	0%	50%	50%	0%	33%	25%	36%	0%	47%	58%	0%	46%	N/A
Tot. Sci, Assoc. Sci. Post-Doc	33%	7%	44%	31%	47%	25%	38%	21%	34%	33%	44%	25%	47%	28%	30%	39%	N/A
Total - All Scientists	28%	4%	37%	30%	40%	19%	36%	13%	32%	26%	34%	22%	34%	26%	35%	33%	0%
TOTAL - ALL ABOVE POSITIONS	31%	19%	43%	31%	43%	24%	35%	19%	35%	27%	37%	22%	34%	24%	38%	37%	47%

¹ ICRAF and CIFOR now have a common board, so the figures included under the 'governance' section for both CIFOR and ICRAF are the same.

Update: progress towards increased gender representation in CGIAR workplaces

Table 2: Comparison of snapshots of gender representation data as at 30 September 2019 and end-2018

Introductory note for Table 2:

The following table, displayed in two sections, presents next to each other the data provided by Centers and the System Organization of gender representation in a set of staffing categories based on data from end-2018 (annotated as 2018) and data as of 30 September 2019 (annotated as 2019).

	<i>*Note: 2019= data as of 30 September 2019</i>																	
	Overall % Women	Overall % Women	AfricaRice	AfricaRice	Bioversity	Bioversity	CIAT	CIAT	CIFOR	CIFOR	CIMMYT	CIMMYT	CIP	CIP	ICARDA	ICARDA	ICRAF	ICRAF
	2018	2019*	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
Governance																		
Board Chair	38%	33%	0	0	1	1	0	0	0	1	1	1	0	0	1	1	1	1
Board Members	37%	42%	23%	36%	33%	25%	40%	56%	75%	67%	15%	33%	22%	29%	30%	33%	50%	67%
Total Board Membership	37%	41%	21%	33%	40%	33%	36%	50%	67%	69%	21%	40%	20%	25%	36%	40%	55%	69%
Senior Management																		
Directors General	19%	13%	0	0	1	0	0	0	0	0	0	0	1	1	0	0	0	0
Deputy Directors General	26%	25%	0%	0%	0%	0%	N/A	N/A	0%	0%	100%	100%	0%	0%	0%	0%	0%	0%
CRP Directors	18%	24%	N/A	N/A	67%	50%	8%	0%	0%	0%	0%	0%	0%	0%	N/A	N/A	0%	0%
Middle Management																		
Directors/Heads	34%	38%	40%	33%	78%	91%	40%	27%	41%	39%	31%	33%	28%	38%	25%	40%	31%	45%
Tot. Leaders and Sr. Mgrs (excl. Board)	31%	35%	33%	29%	71%	71%	21%	21%	35%	33%	30%	32%	27%	38%	21%	33%	25%	36%
Tot. Board, Leaders and Sr. Mgrs	33%	38%	27%	31%	58%	58%	26%	33%	45%	47%	26%	33%	25%	34%	28%	36%	37%	52%
Science Leadership																		
Principal Scientists	17%	18%	14%	0%	50%	50%	7%	13%	0%	0%	22%	14%	50%	67%	0%	0%	20%	30%
Senior Scientists	24%	24%	N/A	N/A	17%	23%	27%	35%	25%	33%	14%	15%	13%	13%	5%	5%	29%	20%
Scientists																		
Scientists	32%	30%	N/A	N/A	55%	48%	28%	27%	38%	50%	23%	23%	41%	33%	24%	25%	36%	27%
Associate Scientists	37%	36%	20%	9%	42%	39%	39%	36%	56%	44%	29%	20%	42%	42%	22%	14%	34%	39%
Post-Docs	30%	34%	0%	0%	75%	0%	35%	27%	50%	0%	20%	50%	25%	50%	0%	0%	0%	33%
Tot. Sci, Assoc. Sci. Post-Doc	33%	33%	17%	7%	53%	44%	35%	31%	47%	47%	24%	25%	39%	38%	21%	21%	34%	34%
Total - All Scientists	29%	28%	15%	4%	41%	37%	32%	30%	41%	40%	20%	19%	35%	36%	13%	13%	32%	32%
TOTAL - ALL ABOVE POSITIONS	30%	31%	20%	19%	46%	43%	31%	31%	42%	43%	21%	24%	31%	35%	17%	19%	33%	35%

Update: progress towards increased gender representation in CGIAR workplaces

*Note: 2019= data as of 30 September 2019

	Overall % Women	Overall % Women	ICRISAT	ICRISAT	IFPRI	IFPRI	IITA	IITA	ILRI	ILRI	IRRI	IRRI	IWMI	IWMI	WorldFish	WorldFish	System Org	System Org
	2018	2019*	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
Governance																		
Board Chair	38%	33%	0	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0
Board Members	37%	42%	44%	44%	56%	50%	27%	27%	56%	56%	27%	25%	40%	50%	14%	25%	50%	63%
Total Board Membership	37%	41%	40%	40%	60%	55%	25%	25%	50%	50%	25%	23%	36%	44%	25%	20%	44%	56%
Senior Management																		
Directors General	19%	13%	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0
Deputy Directors General	26%	25%	0%	0%	30%	0%	50%	50%	0%	0%	100%	100%	0%	0%	N/A	N/A	N/A	N/A
CRP Directors	18%	24%	N/A	N/A	0%	0%	13%	13%	0%	0%	0%	0%	100%	100%	40%	60%	N/A	N/A
Middle Management																		
Directors/Heads	34%	38%	22%	30%	40%	40%	23%	21%	30%	44%	7%	13%	14%	50%	54%	46%	50%	60%
Tot. Leaders and Sr. Mgrs (excl. Board)	31%	35%	18%	25%	36%	38%	23%	22%	21%	35%	11%	16%	30%	53%	47%	47%	40%	50%
Tot. Board, Leaders and Sr. Mgrs	33%	38%	29%	32%	40%	41%	24%	23%	33%	40%	17%	19%	33%	50%	41%	42%	43%	53%
Science Leadership																		
Principal Scientists	17%	18%	17%	16%	13%	21%	11%	9%	26%	21%	0%	0%	36%	42%	0%	0%	0%	0%
Senior Scientists	24%	24%	17%	20%	50%	39%	15%	17%	31%	29%	29%	26%	55%	47%	0%	0%	50%	0%
Scientists																		
Scientists	32%	30%	33%	35%	44%	48%	27%	29%	46%	46%	14%	10%	13%	16%	35%	35%	N/A	N/A
Associate Scientists	37%	36%	20%	25%	0%	50%	28%	31%	N/A	N/A	53%	N/A	20%	57%	N/A	N/A	0%	N/A
Post-Docs	30%	34%	13%	25%	18%	36%	21%	0%	36%	47%	47%	58%	100%	0%	46%	46%	N/A	N/A
Tot. Sci, Assoc. Sci. Post-Doc	33%	33%	29%	33%	33%	44%	26%	25%	43%	47%	39%	28%	18%	30%	39%	39%	0%	N/A
Total - All Scientists	29%	28%	23%	26%	30%	34%	22%	22%	34%	34%	35%	26%	31%	35%	32%	33%	25%	0%
TOTAL - ALL ABOVE POSITIONS	30%	31%	24%	27%	34%	37%	22%	22%	34%	34%	31%	24%	32%	38%	35%	37%	39%	47%