Action Plan for advancing Gender equity, Diversity and Inclusion (GDI) in CGIAR's Workplaces

Activities and Key Indicators to Measure Progress

2023 - 2024

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Advancing Gender Equity, Diversity and Inclusion (GDI)

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**") for the 2-year period 2023 – 2024. This Action Plan is ambitious and substantial, and demonstrates CGIAR's continued commitment to advancing gender equity, diversity, and inclusion (GDI) across CGIAR.

2. As outlined in the *Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces[1],* "operating within CGIAR's collaborative environment, roles and responsibilities [for GDI] are shared across the System." The Framework also specifies that CGIAR Center Boards and Board Chairs, as well as Executive Leadership, play a critical role in advancing workplace GDI, particularly in terms of creating inclusive environments and "setting the tone at the top." The People and Culture Community of Practice is responsible for driving collaboration in the development of shared tools and approaches. CGIAR's GDI Function is responsible for supporting CGIAR workplaces in their journey towards attaining agreed objectives, by providing guidance, training and tools, and preparing reports to the System Management Board and the System Council as appropriate.

3. As outlined in the Advancing Gender, Diversity and Inclusion in CGIAR's Workplace: Two-year Progress Report (2020-2021), CGIAR's first Action Plan (2020-2021) led to significant learning and insights. In its first two years of operation, the newly formed GDI Function sought to deliver against a highly ambitious Action Plan, while also pivoting to adapt to the unexpected challenges brought by the global COVID-19 pandemic, the opportunity to begin focused work on anti-racism, and the emerging needs brought by the transition to One CGIAR. Through adaptive management, the GDI Function supported progress on 101 of its 108 targets for the two-year period, laying the foundations for this important work to continue. While progress has been made, CGIAR views advancing workplace gender equity, diversity, and inclusion as an ongoing, important journey.

4. The new Action Plan (2023-2024) builds on CGIAR's achievements and lessons learned to date, doubling down on key areas to ensure that best practices are embedded into shared ways of working in the new integrated operating structure. Key components of the Action Plan include:
    o A continued focus on integrating accurate GDI data into workforce planning and decision-making
    o Expanding diversity targets beyond gender
    o Developing mechanisms to monitor diversity dimensions throughout the career pipeline
    o Mitigating inequity and potential bias in recruitment and promotion processes
    o Developing and adopting shared approaches to work-life balance, parental leave and other inclusion-related policies
    o An increased focus on the development of inclusive leaders
    o A shared approach to safe and respectful workplaces
    o Engaging with our partners to extend the GDI principles to them

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[1] See page 5 of the Framework under "Roles and Responsibilities across the System".

5. The Action Plan takes a two-pronged approach, focusing both on shorter-term approaches to support the implementation of the integrated operating structure, and a longer-term vision for the future beyond 2024. It utilizes a logic model approach, which outlines the relationships among the resources, activities, outputs, and outcomes needed to deliver on CGIAR's GDI vision. The outcomes highlight the long-term goals CGIAR aims to achieve and the outputs highlight the immediate results for each activity.

6. Clear and tangible indicators have been outlined in the Action Plan to help monitor and track progress against each of the outputs. Broad targets for GDI dimensions are to be identified and collectively agreed upon in 2023.

7. **Section II** provides an **overview of the GDI Framework**, emphasizing the agreed upon CGIAR GDI vision and the five key principles. The GDI vision and five principles, anchored in best practice, remain unchanged from the initial GDI Framework (established in 2020) and summarizes the 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.

8. **Section III** provides a **high-level summary of the Action Plan for 2023-2024**, highlighting the links between the long-term Outcomes and the Outputs required to achieve the vision and principles set out in the GDI Framework.

9. **Section IV provides a detailed version of the Action Plan to help guide implementation,** describing the activities for the years 2023 through 2024, as well as the key indicators to measure and report on progress.

10. This new Action Plan is being implemented during a time when CGIAR is increasingly moving towards shared ways of working. It remains important to utilize **adaptive management** to respond to the absorptive capacity of staff and management at a time of competing priorities, and as the integrated operating structure continues to evolve. The GDI function has become a department of CGIAR's Global People and Culture Group, providing an opportunity for diversity and inclusion to be further mainstreamed into CGIAR's shared people-related policies and processes as they are collaboratively developed, including shared approaches to more robust people-related data. The ongoing implementation of the integrated operating structure also enables a clear focus on shared responsibilities and accountability for delivering on CGIAR's GDI vision.

11. While this Action Plan is for a two-year period, it is recognized that the attainment of the shared Gender, Diversity and Inclusion vision will be an ongoing body of work, requiring **long-term efforts and sustained investment** to enable impactful results.

12. At the end of the two-year implementation period, a review of lessons learned, achievements and impacts against the targets and indicators set forth in the 2023-24 Action Plan will take place. The results will be captured in a Progress Report and will help to inform an updated Action Plan for the following two-year period: 2025-2026.

13. The GDI Matrix, a monitoring and accountability framework developed as part of the original Action Plan, will be updated to reflect CGIAR's new integrated operating structure. The GDI Matrix will set and track progress against targets and a range of activities aligned to the Action Plan.

14. Certain terms and concepts used in this document are defined in Appendix 1 to ensure a shared understanding across CGIAR.

15. Similar to CGIAR's GDI Action Plan 2020-2021, the financial investment required to support the annual delivery of key outcomes and outputs in 2023 amounts to approximately USD 750,000.

II.   Overview of the "CGIAR Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces"

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

CGIAR

OUR VISION

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

OUR VALUES

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

GOVERNANCE

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

OUR PRINCIPLES
We commit to:

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

PEOPLE

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

Professional Identity
Profession • Education • Work Experience/Career Stage • Role

All CGIAR Stakeholders

OUR FOCUS

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

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

Awareness
- Architecture
- Knowledge & Communication

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

Partnership
- Partnering Coherence
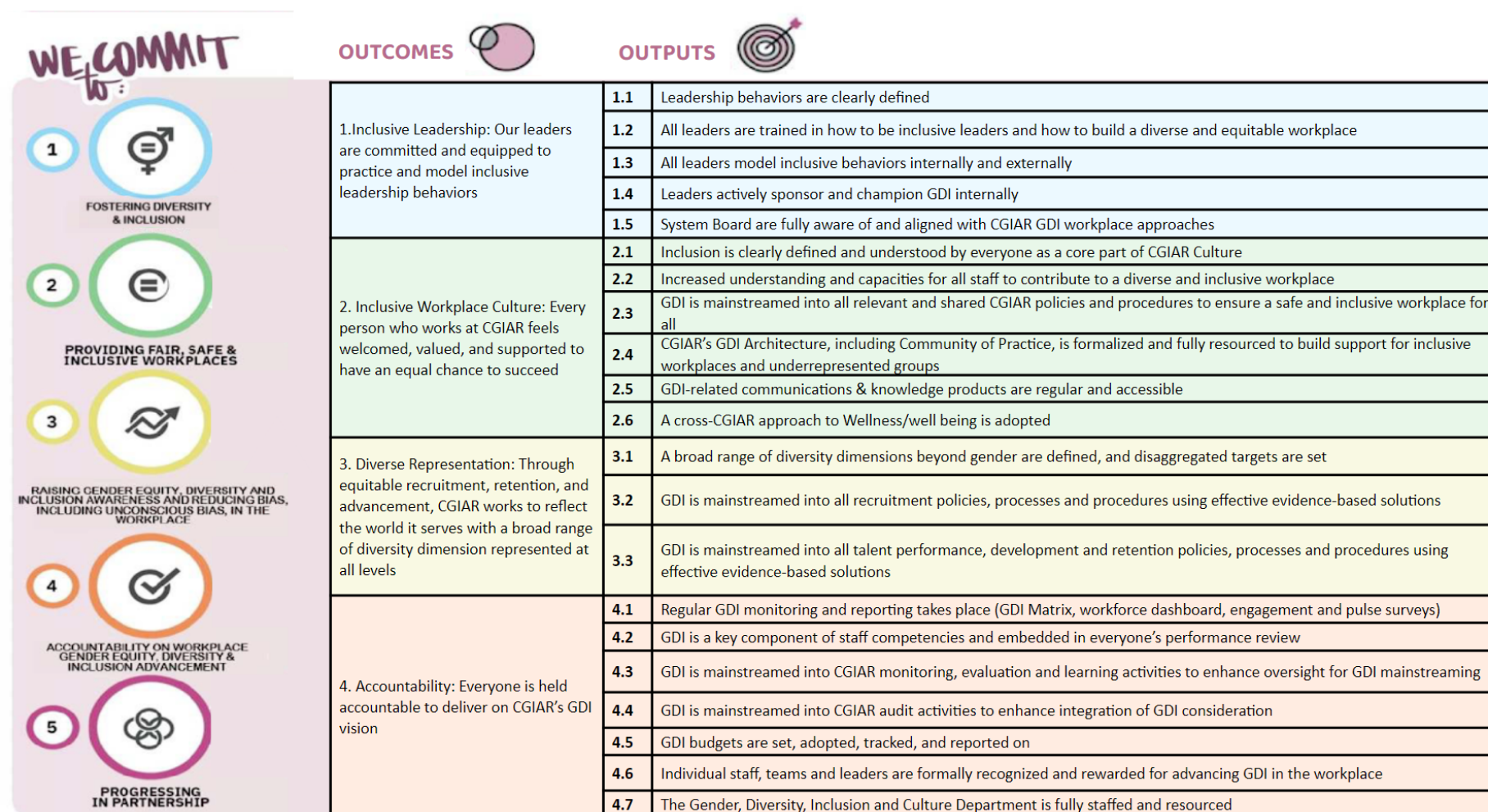- Supplier Diversity
- Community Engagement

Assurance
- Audit
- Evaluation
- Internal Investigations

MEASURING SUCCESS

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

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III.   Action Plan 2023-2024 Summary [2]

OUTCOMES

OUTPUTS

OUTCOMES		OUTPUTS
1.Inclusive Leadership: Our leaders are committed and equipped to practice and model inclusive leadership behaviors	**1.1**	Leadership behaviors are clearly defined
	1.2	All leaders are trained in how to be inclusive leaders and how to build a diverse and equitable workplace
	1.3	All leaders model inclusive behaviors internally and externally
	1.4	Leaders actively sponsor and champion GDI internally
	1.5	System Board are fully aware of and aligned with CGIAR GDI workplace approaches
2. Inclusive Workplace Culture: Every person who works at CGIAR feels welcomed, valued, and supported to have an equal chance to succeed	**2.1**	Inclusion is clearly defined and understood by everyone as a core part of CGIAR Culture
	2.2	Increased understanding and capacities for all staff to contribute to a diverse and inclusive workplace
	2.3	GDI is mainstreamed into all relevant and shared CGIAR policies and procedures to ensure a safe and inclusive workplace for all
	2.4	CGIAR's GDI Architecture, including Community of Practice, is formalized and fully resourced to build support for inclusive workplaces and underrepresented groups
	2.5	GDI-related communications & knowledge products are regular and accessible
	2.6	A cross-CGIAR approach to Wellness/well being is adopted
3. Diverse Representation: Through equitable recruitment, retention, and advancement, CGIAR works to reflect the world it serves with a broad range of diversity dimension represented at all levels	**3.1**	A broad range of diversity dimensions beyond gender are defined, and disaggregated targets are set
	3.2	GDI is mainstreamed into all recruitment policies, processes and procedures using effective evidence-based solutions
	3.3	GDI is mainstreamed into all talent performance, development and retention policies, processes and procedures using effective evidence-based solutions
4. Accountability: Everyone is held accountable to deliver on CGIAR's GDI vision	**4.1**	Regular GDI monitoring and reporting takes place (GDI Matrix, workforce dashboard, engagement and pulse surveys)
	4.2	GDI is a key component of staff competencies and embedded in everyone's performance review
	4.3	GDI is mainstreamed into CGIAR monitoring, evaluation and learning activities to enhance oversight for GDI mainstreaming
	4.4	GDI is mainstreamed into CGIAR audit activities to enhance integration of GDI consideration
	4.5	GDI budgets are set, adopted, tracked, and reported on
	4.6	Individual staff, teams and leaders are formally recognized and rewarded for advancing GDI in the workplace
	4.7	The Gender, Diversity, Inclusion and Culture Department is fully staffed and resourced

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[2] Outcomes and outputs for Principle 5 – Progressing in Partnerships- cut across and are embedded within Principles 1-4.

Advancing Gender Equity, Diversity and Inclusion (GDI)

IV.   Detailed Action Plan

Outcome 1: Inclusive Leadership

Our leaders are committed and equipped to practice and model inclusive leadership behaviors

Outputs: Our outcome of an Inclusive Leadership will be achieved when we deliver these outputs	Activities: We commit to deliver on these activities to achieve our intended outputs		Indicators: How we will know change has occurred and that the outputs are being met
	By end-2023	By end-2024	
1.1 Leadership behaviors are clearly defined	1.1.1 Define inclusive leadership behaviors and principles for all CGIAR leaders to adhere to	1.1.2 Integrate defined inclusive leadership behaviors into leadership competency models	• Leadership competency model includes defined inclusive behaviors
1.2 All leaders[3] are trained in how to be inclusive leaders and how to build a diverse and equitable workplace	1.2.1 Conduct instructor-led Inclusive leadership training for senior managers	1.2.2 Launch inclusive leadership e-modules and guides for on-boarding and on-going mandatory training for all senior managers	• Leaders that have completed training (# of leaders, % of total leaders) • Improvement found in leaders' GDI skills as indicated through self-assessments and 360 performance reviews
1.3 All leaders model inclusive behaviors internally and externally	1.3.1 Promote the panel pledge to increase senior leaders sign up 1.3.2 Build senior managers' competencies to systematically incorporate GDI components into their internal and external communications (speeches, remarks, meeting, townhalls) through developing a simple toolkit, checklist and GDI Q&A resource	1.3.3 Develop an internal communications campaign featuring a senior leader answering questions about GDI on a monthly basis	• Panel Pledge Signatories (# of leaders, % of total leaders) • Reach/Impressions of communication campaign • Engagement Surveys responses related to perception of leader's demonstrated commitment to inclusive behaviors
1.4 Leaders actively sponsor and champion GDI internally	1.4.1 Develop ToRs to introduce a cross-CGIAR GDI Steering Group comprised of senior managers representing diverse areas from across CGIAR	1.4.2 Encourage all senior managers to commit to two GDI-related activities per year, through the development of a guide with suggested activities	• Published ToR and regular well-attended Steering Group meetings (minimum four annually) • Annual leadership survey responses identifying their self-assessed capability and yearly activities.
1.5 System Board are fully aware of and aligned with CGIAR GDI workplace approaches	1.5.1 Offer drop-in masterclasses for all System and Center Board members on GDI	1.5.2 Provide Board members with information and tools to enable them to model and actively support CGIAR's GDI vision	• # of System Board members completing voluntary drop-in training

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[3] For the purpose of this Action Plan, "Leaders" is defined as staff at CG job level 8 and above.

Advancing Gender Equity, Diversity and Inclusion (GDI)

Outcome 2: Inclusive Workplace Culture

Every person who works at CGIAR feels welcomed, valued, and supported to have an equal chance to succeed.

Outputs: Our outcome of an Inclusive Workplace Culture will be achieved when we deliver these outputs	Activities: We commit to deliver on these activities to achieve our intended outputs		Indicators: How we will know change has occurred and that the outputs are being met
	By end-2023	By end-2024	
2.1 Inclusion is clearly defined and understood by everyone as a core part of CGIAR Culture	2.1.1 Define new One CGIAR Culture Principles, Framework and Action Plan in partnership with the Culture Task Team	2.1.2 Share One CGIAR new Culture Principles, Framework and Action Plan with all staff, in partnership with the Culture Task Team	• Completion of principles, action plan and framework
2.2 Increased understanding and capacities for all staff to contribute to a diverse and inclusive workplace	2.2.1 Establish a working group to identify an appropriate approach for official languages across CGIAR 2.2.2 Develop a mechanism to track staff completion of mandatory e-modules 2.2.3 Foundational GDI e-modules on 'GDI in CGIAR Workplaces' and an 'Introduction to Unconscious Bias' are made mandatory for all staff	2.2.4 Develop additional all staff e-modules on GDI-relevant subjects (e.g., anti-racism, mental health awareness, disability awareness and inclusion) 2.2.5 Develop GDI best practice guides, toolkits and check lists on a range of GDI subjects (e.g., all staff GDI orientation guide) 2.2.6 Offer GDI relevant training to CGIAR's partners	• % of staff who have completed e-modules • Number of GDI e-modules, instructor-led courses, toolkits and guides available by language • # Of downloads from knowledge hub of toolkits and guides
2.3 CGIAR's GDI Architecture, including Community of Practice, is formalized and fully resourced to build support for inclusive workplaces and underrepresented groups	2.3.1 Strengthen existing ERG (Wellness, WIRES, FAIR, Youth) with clearer ways of working, senior sponsorship, charters, membership tools, dedicated coordination support, communication channels and resources/budget 2.3.2 Design and launch new ERGs to support a broader range of diversity dimensions (LGBTQIA+, Parents and Disability) 2.3.3 Establish a Male Allies in the workplace group such as "MARC, Men Advocating Real Change" 2.3.4 Nominate and establish GDI Focal points across CGIAR with formal ToRs 2.3.5 Establish a Respectful Workplace Advisor network in partnership with the office of Ethics and Business Conduct	2.3.6 Hold an annual GDI network workshop for ERG leaders/GDI focal points/CoP to share good practices and build capacities 2.3.7 Strengthen GDI Community of Practice with on-going specialist training provided for all GDI Focal points 2.3.8 Develop an ERG dashboard to measure and report impact 2.3.9 Measure awareness of CGIAR's GDI Architecture, including the GDI Focal Point network and ERGs, through staff engagement surveys.	• Clear Charters for all existing and new ERG published and publicly available • Launch of 3 new ERGs • Launch of ERG dashboards • Launch of Male Allies group • Attendance and evaluation at annual meeting • # Of GDI focal points, ERGCC and other GDI CoP members trained
2.4 GDI-related communications and knowledge products are regular and accessible	2.4.1 Promote the visibility of the GDI Knowledge Hub and ensure it is accessible to all, with dedicated spaces for all ERGs	2.4.4 Develop a GDI Inclusive Language Policy that mandates the use of inclusive language across the system for internal and external communications, and provide toolkits, checklists and training to build skills	• Usage of Knowledge Hub (# of visits, page views, time on site and # of downloads) • Fully staffed GDI function

Advancing Gender Equity, Diversity and Inclusion (GDI)

Outputs: Our outcome of an Inclusive Workplace Culture will be achieved when we deliver these outputs	Activities: We commit to deliver on these activities to achieve our intended outputs		Indicators: How we will know change has occurred and that the outputs are being met
	By end-2023	**By end-2024**	
	2.4.2 Develop organogram for GDI Department in line with the People and Culture strategy, including hiring a new GDI and Culture Director 2.4.3 Revise GDI Communications Plan to reflect the new CGIAR operating structures and to ensure better reach and impact	2.4.5 Partner with the CGIAR Gender Impact Platform to develop and launch a program focused on growing gender research talent from the Global South.	• Communications metrics appropriate to channels and defined in strategy (e.g., followers, reach, attendance at events, website visits) • An Inclusive Language Policy with accompanying guidance is developed
2.5 A cross-CGIAR approach to workplace wellbeing is adopted	2.5.1 An approved approach to improve workplace wellbeing with a set of engagements and clear accountability from Leaders and P&C is established	2.5.2 A report on wellbeing is produced with lessons learnt and successes reflected.	• Cross-CGIAR wellbeing approach developed and approved • Report developed and widely circulated

Outcome 3: Diverse Representation

Through equitable recruitment, retention, and advancement, CGIAR works to reflect the world it serves with a broad range of diversity dimension represented at all levels

Outputs: Our outcome of Diverse Representation will be achieved when we deliver these outputs	Activities: We commit to deliver on these activities to achieve our intended outputs		Indicators: How we will know change has occurred and that the outputs are being met
	By end-2023	**By end-2024**	
3.1 A broad range of diversity dimensions beyond gender are defined, and disaggregated targets are set	3.1.1 Define and develop evidence-based strategies to advance additional diversity dimensions, such as ethnicity, disability status, and LGBTQIA+ among others, in a contextually appropriate way 3.1.2 Enter into CGIAR-wide consultations to identify targets for broad diversity dimensions at the organization level and at disaggregated levels that reflect the new operating model 3.1.3 Design an approach to sensitively collect, store and monitor cross-CGIAR data for all defined diversity dimensions and establish baseline data. This will include representation data and leading indicators, in areas such as recruitment, promotion and attrition	3.1.4 Collect and report on accurate data bi-annually, sharing insights that will allow for adaptive management of the GDI action plan 3.1.5 Set targets for agreed diversity dimensions at a total organization level and at disaggregated levels.	• Targets set and communicated for a broad range of diversity dimensions • Two workforce data reports published per year
3.2 GDI is mainstreamed into all recruitment policies, processes and procedures using effective evidence-based solutions	3.2.1 Continue to mandate fair representation of diverse candidates on recruitment slates across a broader range of diversity dimensions. 3.2.2 Mainstream the best practice guidance from the Inclusive Recruitment Toolkit into all new recruitment policies and procedures, including the introduction of structured interviews and work sample tests 3.2.3 Design and launch de-biasing recruitment training for all hiring managers 3.2.4 Review current talent outreach approaches with a GDI lens and increase targeted efforts to reach more underrepresented groups (including use of the latest HR tech tools)	3.2.5 Introduce a return-ship program for those who have taken a career break to provide extra training, mentorship, and improve skills to assist with re-entry to the workplace. 3.2.6 Develop and launch a cross-CGIAR approach to GDI responsive scholarships and internships 3.2.7 Design and launch an internal dashboard for hiring managers and other relevant stakeholders to track and report on recruitment, retention and advancement data by diversity dimensions 3.2.8 Introduce a targeted referral program, where staff are encouraged to share vacancies with underrepresented groups	• Launch of new CGIAR recruitment policy and procedures • # Of hiring managers trained on new recruitment policy and procedures • % Of diverse candidates on recruitment slates • % Diverse candidates hired • # Of returners hired • % Diverse representation for scholars and interns

Outputs: Our outcome of Diverse Representation will be achieved when we deliver these outputs	Activities: We commit to deliver on these activities to achieve our intended outputs		Indicators: How we will know change has occurred and that the outputs are being met
	By end-2023	By end-2024	
3.3 GDI is mainstreamed into all talent performance, development and retention policies, processes and procedures using effective evidence-based solutions	3.3.1 Launch Inclusive Performance Management Best Practice Guide 3.3.2 Pilot a GDI-responsive mentorship program for women researchers and scientists 3.3.3 Mainstream the best practice guidance from the Inclusive Performance Management Guide into all new talent development policies and procedures 3.3.4 Launch Inclusive Performance Management training for all people managers (instructor-led and e-module) to support them in providing feedback and coaching in a diversity positive manner 3.3.5 Develop high-potential candidates list with a clear career paths/development plan that includes targeted support for under-represented groups (identified by Global Groups) 3.3.6 Finalize and launch revised Inclusive Flexible Working Policy and Procedure Guide	3.3.7 Using the Inclusive Flexible Working Policy and Procedure Guide and the criteria it outlines, review all CGIAR benefits through a GDI lens to ensure they are inclusive and equitable (including parental leave policy, global mobility, health benefits etc.) and propose revisions where necessary 3.3.8 Develop guidance and training to assess and report on pay gaps, and establish a plan to assess CGIAR's pay parity 3.3.9 Expand mentorship program focused on under-represented groups in specific departments 3.3.10 Embed flexible working arrangements (both day-to-day and career flexibility) so they are widely available and their practice regularly monitored for emerging trends 3.3.11 Embed inclusion into job classification and compensation and benefits approaches, including Single Spine.	• Inclusive Performance Management Best Practice Guide live on knowledge hub • Launch of new CGIAR Inclusive Performance Management policy and procedures • # Of people managers trained on new performance management policy and procedures • % Of diverse candidates promoted • No/reduced pay gap as measured by mean and median • % or # up-take of GDI-friendly policies (i.e., # of flexible working agreements, % all genders taking full parental leave) • Pay gap assessment report published with recommendations to reduce pay gap

Outcome 4: Accountability

Everyone is held accountable to deliver on CGIAR's GDI vision

Outputs: Our outcome of GDI Accountability will be achieved when we deliver these outputs	Activities: We commit to deliver on these activities to achieve our intended outputs		Indicators: How we will know change has occurred and that the outputs are being met
	By end-2023	By end-2024	
4.1 Regular GDI monitoring and reporting takes place and recommendations based on findings shared (e.g. GDI Matrix, workforce dashboard, engagement and pulse surveys)	4.1.1 Revise and update GDI Matrix to align with the new CGIAR GDI Action Plan (2023-2024) and new CGIAR operating model. The Matrix will establish clear targets based on the updated GDI Action Plan. Conduct annual reporting against the GDI Matrix 4.1.2 Revise, expand and update the workforce dashboard to reflect new diversity dimensions targets, and align with new CGIAR operating model 4.1.3 Conduct bi-annual reporting of GDI workforce data 4.1.4 Conduct and report on GDI-responsive engagement surveys or GDI-specific pulse surveys	4.1.5 Conduct bi-annual reporting of workforce data 4.1.6 Conduct annual GDI Matrix reporting 4.1.7 Conduct and report on GDI-responsive engagement surveys or GDI-specific pulse surveys	● Updated GDI Workforce dashboard, Matrix and engagement survey results published publicly annually ● Positive % change on Matrix scores, representation data and levels of inclusion reported
4.2 GDI is key component of staff competencies and embedded in everyone's performance review	4.2.1 Review new One CGIAR core values and competencies to ensure that GDI is firmly embedded and clear assessment criteria is set	4.2.2 Assess staff against GDI-related competencies in formal performance management processes 4.2.3 Communicate and train managers and staff on the overall performance management process	● Introduction of GDI elements into performance reviews and review of initial data from reviews

Advancing Gender Equity, Diversity and Inclusion (GDI)

Outputs: Our outcome of GDI Accountability will be achieved when we deliver these outputs	Activities: We commit to deliver on these activities to achieve our intended outputs		Indicators: How we will know change has occurred and that the outputs are being met
	By end-2023	By end-2024	
4.3 GDI is mainstreamed into CGIAR monitoring, evaluation and learning activities to enhance oversight for GDI mainstreaming	4.3.1 Support the implementation of the One CGIAR Evaluation Framework and Policy to incorporate GDI into the design and implementation of evaluations 4.3.2 Strengthen capacities to incorporate GDI into monitoring, evaluation, and learning (MEL) activities through toolkits, best practice guides and training 4.3.3 Enhance disaggregation of performance data by GDI dimensions in all results frameworks under PRMF 2030. 4.3.4 Guidance on Integrating Gender, Diversity, and Inclusion (GDI) aspects in evaluation in CGIAR is developed	4.3.5 In coordination with Internal Audit, CGIAR performance on workplace GDI is appropriately independently assessed (minimum every five years)	• Evaluation design and conduct strive to fully address GDI parameters • Evaluation teams are gender balanced and include GDI-related expertise • GDI issues and principles are mainstreamed across core sections of the evaluation reports and ensuring that GDI-related findings are reflected in the conclusions and recommendations of evaluations • Understanding/capacities around responsiveness to gender, diversity, and inclusion (GDI) standard of the Evaluation Framework
4.4 GDI is mainstreamed into CGIAR audit activities to enhance integration of GDI considerations	4.4.1 Update the audit manual and incorporate the revised GDI framework 4.4.2 Provide training on the GDI framework to Internal Audit staff 4.4.3 Incorporate GDI elements into Internal Audit's annual risk-based planning and engagement activities 4.4.4 Continue capacity strengthening Internal Audit by including GDI training and development into the collective training plan	4.4.5 Provide thematic assurance on the GDI framework for Centers and Alliances, Global Groups and Regions	• GDI audit guidelines are in operation • GDI is included in the risk assessment and is part of audit planning • Internal Audit assures, at least every five years, on GDI Function's implementation of Framework at a thematic level • Training on the GDI framework for internal audit staff

Advancing Gender Equity, Diversity and Inclusion (GDI)

Outputs: Our outcome of GDI Accountability will be achieved when we deliver these outputs	Activities: We commit to deliver on these activities to achieve our intended outputs		Indicators: How we will know change has occurred and that the outputs are being met
	By end-2023	By end-2024	
4.5 GDI budgets are set, adopted, tracked, and reported on	4.5.1 Approval of an annual GDI Department budget 4.5.2 Create guidance for the development of financial tracking mechanisms used to quantify disbursement of funds that promote GDI	4.5.3 Establish benchmarks and proposed target percentages of funds to be spent on GDI	• Approved annual GDI budget. • Budgeted % spend on GDI achieved • Annual Budget report
4.6 Individual staff, teams and leaders are formally recognized and rewarded for advancing GDI in the workplace	4.6.1 Revise CGIAR Inclusive Workplace Awards program, to align with new CGIAR operating model, and hold Inclusive Workplace Awards for the 2023 period	4.6.2 Hold Inclusive Workplace Awards for the 2024 period	• Launch of updated awards program
4.7 The Gender, Diversity, Inclusion and Culture Department is fully staffed and resourced	4.7.1 Hire and onboard new GDI Department personnel	4.7.2 GDI department staff participate in cross-functional teams in priority issue areas (other than GDI) 4.7.3 Provide targeted training for GDI department staff	• Overview of the department's budget for and list of posts (titles and grades of all staff in the department)

Advancing Gender Equity, Diversity and Inclusion (GDI)

Appendix 1: Relevant Defined Terms

Certain terms and concepts used in this document are defined below to ensure their shared understanding across the System. These definitions draw heavily on a number of sources[4][5][6][7][8]. Most of the terms outlined below mirror those found in the previous GDI Action Plan for the 2020-2021 period. Several definitions have been updated to reflect best practices and to better align with new and/or updated system-wide frameworks such as the CGIAR Ethics Framework. Definitions updated are indicated with a "*".

"**access**" means the ability of a person or group to obtain needed resources and services, and is impacted by many factors including access to information and technology, power dynamics, gender and other diversity dimensions*.

"**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 Center**" or "**CGIAR Centers,**" when used in this Framework and associated documents, refers to current and future CGIAR operating unit(s)[9].

"**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**" is any unjustifiable differentiation between individuals or groups or the unjust or prejudicial treatment of different categories of Staff, based on such grounds as a person's race, gender, gender identity/gender expression, religion, nationality, ethnic origin, sexual orientation, disability, age, language, or any other protected characteristics under applicable law.

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[4] *Global Diversity & Inclusion Benchmarks: Standards for Organizations Around the World*, The Center for Global Inclusion, Molefi, O'Mara, J. and Richter, A., 2021

[5] *Definitions,* UN Free & Equal
https://www.unfe.org/definitions/#:~:text=Sexual%20orientation%20refers%20to%20a,the%20same%20sex%20as%20themselves

[6] *Gender Equality Glossary*, UN Women https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36

[7] *Equity, Diversity, Access, Inclusion & Belonging: Foundational Concepts & Affirming Language*, Harvard, 2021.
https://edib.harvard.edu/files/dib/files/oedib_foundational_concepts_and_affirming_language_12.7.21.pdf?m=1638887160

[8] *CGIAR Ethics Framework: Leveraging our culture and values to achieve our vision*
https://storage.googleapis.com/cgiarorg/2020/09/CGIAR-Ethics-Framework-Sept-2020.pdf

[9] As at the date of approval of this document, 'CGIAR Centers' include the CGIAR System Organization and individual CGIAR Centers, except where an alliance between Centers has been formed in which case 'CGIAR Center' refers to the alliance. 'CGIAR Centers' exclude Funders.

Discrimination involves direct or indirect actions that are based on distinctions or prejudices which have the purpose or effect of treating one person or a group of persons inequitably or unjustly. Discrimination may manifest itself through harassment or abuse of authority.*

"**diversity demographics**" means measurable data in any diversity dimension.

"**diversity**"/"**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 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, 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.

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

"**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. 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**" refers to any unwelcome or offensive conduct that has had, or might reasonably be expected to have, the effect of: (1) offending, humiliating, embarrassing or intimidating another person(s), and (2) creating an intimidating or hostile work environment and/or unreasonably interfering with another person(s)' ability to carry out their functions at work. See the Anti-Harassment Policy for more information. *

"**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 language**" is language that is free from words, phrases or tones that reflect prejudiced, stereotyped or discriminatory views of particular people or groups.

"**nationality**" means the nation of legal citizenship, as this is what is reported on in CGIAR workforce data. A person can hold multiple nationalities. While nationality may form a significant part of many people's identity, it is important to note that this is not necessarily the case for all (e.g. someone who was born in and has citizenship from a place they did not live in most of their lives.)

"**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 "**sexual abuse**" Sexual exploitation is any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. The term "sexual abuse" refers to the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. This definition includes sexual relations with a child, defined as a "human being below the age of eighteen years" in the Convention on the Rights of the Child. Any person of any gender identity may be the victim of sexual exploitation. Examples of sexual exploitation and abuse include transactional sex, soliciting transactional sex, sexual assault, rape, and any type of sexual activity with a child, real or simulated on the internet or any other medium.*

"**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**" is any unwelcome and unwanted behavior of a sexual nature, whether verbal or physical, that is offensive or creates a hostile or intimidating work environment. Sexual harassment may include unwanted sexual advances, unsolicited requests for sexual favors, or any other behavior of a sexual nature that might reasonably be expected or perceived to intimidate, cause offense or humiliation to another, when such conduct interferes with work or is made a condition of employment. Sexual harassment may occur between persons of the opposite sex or the same sex and regardless of the ranks and status of the individuals involved.

Where sexual harassment is committed by a person in a position to influence the career or employment conditions of the victim, the conduct is referred to as quid pro quo harassment and may also constitute an abuse of authority. Quid pro quo sexual harassment occurs when sexual favors are sought, either under the express or implied promise of a reward for acquiescence or express or implied threats of detrimental action for refusal. While this form of sexual harassment typically arises when a more senior person takes improper advantage of their position to try to elicit

sexual favors from a subordinate, it may also occur between colleagues irrespective of their seniority.*

"**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, in line with CGIAR Center policies and practices, including those related to flexible and remote working*.