CGIAR

ADVANCING GENDER, DIVERSITY AND INCLUSION

IN CGIAR'S WORKPLACES

TWO YEAR PROGRESS REPORT
2020 - 2021

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ABBREVIATIONS

CoP — Community of Practice

EMT — Executive Management Team

ERG — Employee-led Resource Group

GDI — Gender, Diversity and Inclusion

GDPR — General Data Protection Regulation

HR — Human Resources

IA CoP — Internal Audit Community of Practice

IDT — Initiative Design Teams

MEL — Monitoring, Evaluation and Learning

MELIA — Monitoring, Evaluation, Learning and Impact Assessment

TPMU — Transition Project Management Unit

WEP — Women's Empowerment Principles

FOREWORD

In January 2020, the System Management Board approved CGIAR's first Framework and multi-year Action Plan for advancing gender equity, diversity and inclusion (GDI) in our global workplaces. These two key documents were the result of significant internal and external consultation over many months in 2019, and built upon the foundations already in place across CGIAR. Their creation recognizes 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 for us. Ensuring everyone is treated with dignity and fairness is the right thing to do. This compelling case extends to CGIAR's workplaces.

As clearly laid out in our GDI Framework, we understand that teams that are more diverse and inclusive, consistently problem-solve more accurately and successfully on complex issues than homogenous ones, and that diversity has been shown to improve performance at the board, executive and workplace levels. We recognize that diversity powers innovation and that increasing the representation of women in top management improves the performance of organizations such as ours, that are heavily focused on innovation. We seek to advance diversity in all its forms, because we believe 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.

In CGIAR's workplaces, where our creativity, responsiveness and collaboration are essential to our shared 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. The risks of not enhancing gender, diversity and inclusion in our workplaces are significant. Our workplaces must be safe, inclusive, and welcoming. We believe that creating and sustaining diverse, inclusive and welcoming work cultures and enabling workplaces is therefore critical to delivering on our mission and we have given it focused attention over the past two years, as we work together to build One CGIAR.

In many ways, CGIAR is already very diverse. We have a workforce of over 9,000 employees, with over 100 nationalities, working in over 80 countries, representing a rich myriad of disciplines, nationalities, ethnic backgrounds, personality types, and more. We seek to protect and enhance this diversity, and to make sure that our workplaces are more attractive than ever to people from a very wide range of backgrounds.

FOREWORD

With this in mind, we are deeply grateful to all those who have focused their work, in whole or in part, on advancing GDI in our global workplaces over the past two years. We thank those in board and leadership roles who have actively supported, and in many cases championed, the wide range of activities that have taken place, helping to drive the shifts in culture and practice that have seen us exceed our target of 40 percent women in professional roles by December 2021. We thank those staff who have participated in the learning events, training sessions and workshops, and who have brought that awareness and best practice back to their workplaces. We thank the new and expanding community of Employee-led Resource Groups, whose members have contributed so much to shaping our global workplaces by bringing people together on important topics such as wellness, anti-racism and supporting women in research and science.

At a time of organizational change and during a global pandemic, our GDI Function has delivered 101 of its 108 targets for the two-year period, adapting to meet our organization's newly emerging needs. We now have cross-CGIAR visibility of our workforce in a way we have not had before, with dashboards providing valuable transparency and guidance to management decisions. We have a GDI Matrix which has provided clarity on our status against best practices and enabled data-driven planning. In response to Covid-19, our GDI Function produced guides on managing remote teams and working from home, in addition to online webinars on mental health and the launch of CGIAR's first global confidential counseling service. CGIAR's commitment to anti-racism has been translated into an early 10 Point Action Plan, with more to come. Our need to ensure all voices are heard has been clearly stated through our Panel Pledge. And our recognition of the need to directly address conscious and unconscious bias has seen the development of focused training for staff and management, as well as the adoption of an Inclusive Recruitment guide that informs how we describe work and select our excellent talent. The work underway to make our workplaces even more respectful, fair and safe translates our values into action and is an important part of the One CGIAR workplace culture we seek to collaboratively create.

These last two years have reinforced our views on the absolute necessity of diversity and inclusion in our global workplaces. Our GDI Function continues to operate at pace, establishing a strong base for further progress. We warmly welcome the progress made so far and strongly support the work underway to develop an even more ambitious multi-year GDI Action Plan for 2022-24. We look forward to the Function's continued success and we commend this report for your reading.

Claudia Sadoff
Executive Managing Director

Elwyn Grainger-Jones
Managing Director, Institutional Strategy and Systems

FOREWORD

EXECUTIVE SUMMARY

This report summarizes work by the Gender, Diversity and Inclusion in the workplace (GDI) Function over a two-year period, 2020-2021. The GDI Function has its origins in the System-level business plan (2019-2021). Following extensive consultation in 2019, the GDI Framework and Action Plan (2020-21) were produced, outlining 22 key objectives across five overarching principles, with 108 detailed targets for delivery by the end of 2021. Focus areas ranged from recruitment and talent management to standards of conduct, leadership behaviors, procurement, and measurement.

Three core elements were needed to successfully operationalize the GDI Function: an operating model, a mechanism through which to drive accountability, and evidenced-based approaches which included access to and analysis of internal data. As a newly established cross-CGIAR support function, the primary role of the GDI Function was to work with and through others, building consensus through advocacy, providing expert guidance, tools and systems, and facilitating and encouraging adoption of best practice standards, but without direct authority to enforce adoption. The one full-time CGIAR employee, the Senior Advisor for Gender, Diversity and Inclusion (GDI), was employed by the System Organization, and provided progress updates to the leadership, System Management Board and System Council. The Senior Advisor established and supported a cross-CGIAR GDI Network, which was comprised of human resource specialists from across CGIAR who were nominated as GDI focal points. Technical expertise for key areas was provided by a set of external expert consultants.

The GDI Function, in its first two years of operation 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 has delivered 101 of its 108 targets for the two-year period. After two years of work, the GDI Function can already point to evidence of impact: CGIAR's workplaces are becoming more gender-balanced; advancing GDI is seen as central to the One CGIAR transition; there is clear and visible leadership support for GDI in CGIAR workplaces; there is greater awareness and understanding of GDI; and GDI is being gradually mainstreamed into CGIAR policies and practices.

CGIAR's workplaces are becoming more gender-balanced. More progress has been made towards gender parity in the past few years than the entire decade prior. Gender representation data for 2008 and 2018 showed almost static growth, with just a percentage point increase in the proportion of female staff from 29% to 30%. Comparatively, as of December 2021, women comprised 37% of CGIAR's workforce. The greatest gains have

EXECUTIVE SUMMARY

been at the highest level, where CGIAR's Senior Leadership team in the new operating structure was 41% women at the end of 2021. Promising advances towards gender parity have also been made in CGIAR's research workforce, where women comprise 25% of the senior scientist and senior research management group, 33% of mid-career scientists and 45% of post-doctoral fellows and junior scientists, providing an excellent opportunity for career pathing.

Advancing gender equity, diversity and inclusion is seen as central to the transition to One CGIAR. The Executive Management Team (EMT) have clearly communicated expectations on advancing diversity to senior leadership, hiring managers and recruitment panels. This includes strongly endorsing the best practice approaches laid out in the Inclusive Recruitment Guide, and requiring a focus on diversity as roles in the new operating structure are being filled, as well as in the people resourcing process for assignment to CGIAR Initiatives.

There is clear and visible leadership support for GDI in CGIAR workplaces. The EMT and Board Champions consistently act as visible role models for GDI. An EMT member has attended almost all GDI all-staff webinars to signal their support. They have encouraged inclusive leadership training. In addition, they and over 300 other leaders across CGIAR have signed a Panel Pledge committing signatories to demand diversity on the panels and other public discussions where they speak. The EMT and Board Champions have continued to emphasize the importance of consciously creating inclusive workplaces and signaling that gender equity, diversity and inclusion will be central to the new operating structure's values and culture.

There is greater awareness and understanding of GDI. There is an active and committed community of GDI advocates across CGIAR. These include the People and Culture community of practice, GDI focal points, Employee-led Resource Group (ERG) leaders and members, the managers who attended the inclusive leadership training, and the participants who attended the 10-month long specialist GDI training. These groups are enabled and equipped to promote GDI best practices more confidently within their workplaces. The GDI Knowledge Hub has over 4,753 users, representing 11,796 visits. The 'Introduction to GDI' section has had over 4,820 visits and the GDI eLearning over 3,540. The first eLearning module entitled 'Introduction to GDI' was completed by over 1,000 staff members. Additional eLearning modules, including a module on Unconscious Bias, have been launched. Three ERGs are now up and running independently, with more in development.

GDI is beginning to be mainstreamed into policies and practices. For example:

- The new Office of Ethics and Business Conduct is leading the development of a cross-CGIAR Code of Conduct and Ethics Framework, which is in the final stages of development. The Code will be accompanied by a suite of One CGIAR policy documents including a whistleblowing policy, anti-harassment policy, anti-trafficking policy, child safeguarding policy and prevention of sexual exploitation and abuse policy.

- GDI is now mainstreamed into One CGIAR recruitment processes, with a focus on diversity and mitigating bias.

- CGIAR's GDI and Internal Audit Functions have established a strong collaborative working relationship. The working paper, "Integrating GDI into CGIAR's Audit", includes a seven-point action plan for mainstreaming GDI into internal audits.

- Diversity considerations were formally embedded into CGIAR's Initiative design proposal templates and into the process of building Initiative teams.

- The GDI Function and the Gender Research platform continue to collaborate and partner.

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Diversity-related data is now available and in use. The clarity and transparency of two new dashboards has been a key feature of the GDI Function's work, providing for the first time an early nuanced picture of gender and diversity in CGIAR's workforce and operating approaches. These dashboards will evolve in line with the organization's transition to One CGIAR, as well as the need to adopt a more robust and intersectional approach to gender and diversity.

- **Workforce data collection and analysis** was initially complicated by the disparate ways personnel information was recorded across CGIAR, with little commonality in the way work was classified across centers and no shared personnel database in place. In addition, no agreed mechanism existed to enable the sharing of personnel information in a way that addressed concerns around data protection. Following the creation of a workforce classification index that allowed for the equivalency mapping of center jobs against a shared model, and the development of an online tool that enabled centers to upload data in a safe and secure way, CGIAR's first GDI workforce dashboard was created.

- **In addition, a GDI Matrix was developed as a robust monitoring tool** to establish the current status of centers against best practice, set baselines and track progress, as well as to share and celebrate achievements. The Matrix has 15 performance indicators, against which centers self-assessed, with evidence. Each indicator included specific requirements which were measured by four progressive ratings, allowing centers to report on their current performance level for each indicator, and to move progressively towards higher performance. This scorecard tool was grounded in the recognition that CGIAR centers are at different stages of their GDI journey and face different contextual realities. While they journey together towards achieving GDI best practice benchmarks, centers begin from different starting points and face different challenges on their journey. The transparency brought by such a tool played a key role in recognizing these differences and providing targeted support, as well as driving accountability and sharing success.

As the first two years of the GDI Function come to a close, **a new multi-year Action Plan is in development.** The GDI Function will take a two-pronged approach to strategy development, focusing both on a shorter-term 'interim' plan to support the transition to One CGIAR and a longer-term vision for the future.

Approaches will continue to be pragmatic and mindful of the absorptive capacity of staff and management at a time of competing priorities and transition-related deadlines. It is anticipated that adaptive management to delivering on a new GDI Action Plan will continue to be important as the new operating structure continues to evolve. Accordingly, a number of guiding principles will inform the development of a new GDI Strategy and Action Plan:

- **Transparency, accountability and data-based decision-making** will remain essential guiding principles for the new GDI Strategy and Action Plan.

- The GDI Function will continue to partner broadly, prioritizing areas where it can contribute positively to the organization by **adding unique value**.

- The new multi-year Action Plan will focus on **mainstreaming GDI** into shared workplace policies, practices, culture and behaviors.

- An increased focus will be placed on **disaggregated strategies and targets** which move beyond gender to other diversity dimensions, including race, disability, generations, and LGBTQ+.

- As the **GDI Function transitions to a department within the new Global People and Culture group**, it will strengthen its advisory and capacity-building role, building greater internal capability and relying less on external expert consultants in the longer term.

INTRODUCTION

This report summarizes work by the Gender, Diversity and Inclusion in the workplace (GDI) Function over a two-year period, 2020-2021. The GDI Function has its origins in the System-level business plan (2019-2021). Following extensive consultation in 2019, the GDI Framework and Action Plan (2020-21) were produced, outlining 22 key objectives across five overarching principles, with 108 detailed targets for delivery by the end of 2021. Focus areas ranged from recruitment and talent management to standards of conduct, leadership behaviors, procurement, and measurement.

The GDI Function, in its first two years of operation sought to deliver 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 has delivered 101 of its 108 targets for the two-year period.

Summary of achievements
against the Action Plan indicators.

108 TARGETS

- 73 FULLY ACHIEVED
- 28 SOON TO BE COMPLETED
- 7 ON HOLD

INTRODUCTION

This progress report is divided into five sections:

SECTION 1

Starting out: Big Ambitions

This section outlines the background to CGIAR's investment in advancing gender equity, diversity and inclusion in the workplace (GDI), explaining how and why the GDI Function was established, as well as the development of the GDI Framework and Action Plan.

SECTION 2

The GDI Function: Building Foundations

This section summarizes the building blocks put in place to enable progress, describing the functional structure, data collection strategies, and accountability mechanisms, including the Matrix and workforce data dashboard.

SECTION 3

What we achieved: Delivering the Plan

This section provides a summary of progress made against the target indicators set out in the two-year Action Plan (2020-2021). A detailed breakdown of progress against each target is provided in Annex 1.

SECTION 4

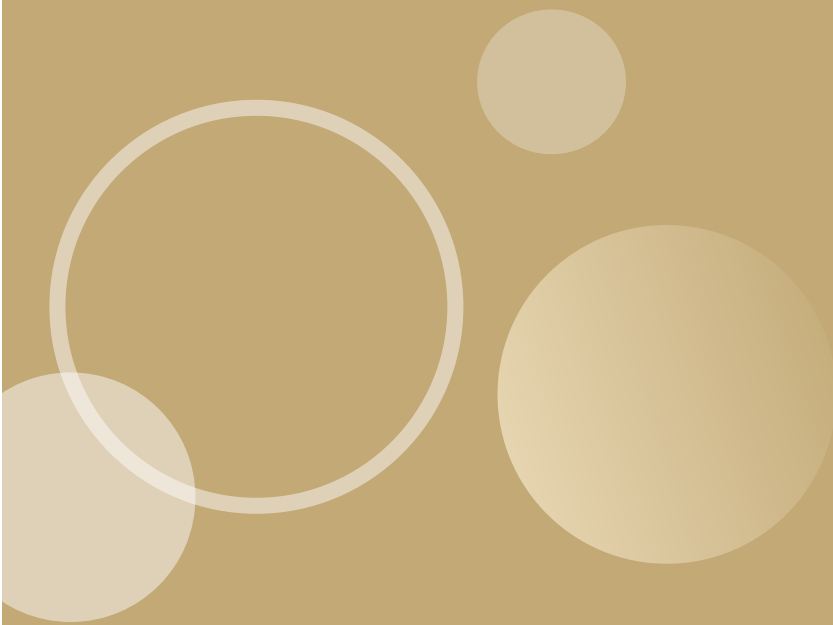**Early Results: Evidence of Impact**

This section analyzes the impact of the GDI Function so far.

SECTION 5

Looking to the Future: Planning for the next phase of GDI

This section summarizes lessons learned from these first two years of operation and outlines key principles for the development of the new multi-year GDI Action Plan (2022-2024).

INTRODUCTION

1.

STARTING OUT:
BIG AMBITIONS

The origins of CGIAR's GDI Framework and Action Plan (2020-2021) can be found in the first System-level business plan (2019-2021), which included 10 System Actions. Among these System Actions for the three-year period, the fourth was to "Improve People Management", a core focus of which was to design and implement a "Gender, diversity and inclusion framework", building on gender and diversity efforts since 2010 and on past evaluations.

In 2019, therefore, under Action 4.3 of the Business Plan, a six-month, highly consultative process developed two core documents: the Framework for GDI in CGIAR's workplaces, and its accompanying two-year Action Plan (2020-2021). The documents were produced by a dedicated Working Group from within the Human Resource (HR) Community of Practice (CoP), who received extensive and insightful internal and external feedback. Insights were received from CGIAR's centers and Alliances, including from Board Chairs, Chairs of Center Audit Committees, Director Generals and their leadership teams, as well as from gender research experts and external partners. Further guidance came from the System Management Board's Audit and Risk Committee at its 21st meeting on 16 September 2019. The System Management Board provided further input in October and the System Council then expressed support at its SC9 in November 2019.

Significant effort was made to consider and incorporate the hundreds of inputs received. A Feedback Register was created, and individual emails were sent to contributors, explaining how their feedback had influenced the final drafts. Inputs from CGIAR's gender researchers were given special attention to ensure a strong partnership.

Final versions of the GDI Framework and Action Plan (2020-2021), therefore, were informed both by best practice and by CGIAR's operating realities. They reinforced CGIAR's commitment to advancing gender, diversity and inclusion in CGIAR's workplaces and in doing so, to become an innovative, model employer.

Completing the process, CGIAR's System Management Board approved the two documents, the GDI Framework and Action Plan, at its 16th meeting on 28-29 January 2020.

Our Shared 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.

THE GDI FRAMEWORK AND ACTION PLAN

The GDI Framework confirmed CGIAR's commitment to advance gender equity, diversity and inclusion in the workplace, through five overarching principles. The Framework also set out a series of related key objectives and a shared mechanism for measuring progress, as well as the relevant roles and responsibilities across CGIAR at that time.

The second document, the GDI Action Plan outlined 22 key objectives across the 5 Principles, with 108 detailed targets for the end of 2021. Focus areas ranged from recruitment and talent management to standards of conduct, leadership behaviors, procurement, and measurement.

This progress report covers the Action Plan's two-year implementation period from January 2020 to December 2021.

STARTING OUT: BIG AMBITIONS

Five overarching principles of the GDI Action Plan (2019-2020)

When they signed up to the GDI Framework and Action Plan (2019-2020), CGIAR center leaders agreed to support five overarching principles, as below:

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.

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.

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.

4.

We commit to accountability on workplace gender equity, diversity and inclusion advancement. We acknowledge that the responsibility for each CGIAR center'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.

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.

STARTING OUT: BIG AMBITIONS

Figure 1 — CGIAR's GDI Architecture

OUR VISION

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

OUR VALUES

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

GOVERNANCE

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

OUR PRINCIPLES

We commit to:

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

PEOPLE

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

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

All CGIAR Stakeholders

OUR FOCUS

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

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

Awareness
- Architecture
- Knowledge & Communication

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

Partnership
- Partnering Coherence
- Supplier Diversity
- Community Engagement

Assurance
- Audit

MEASURING SUCCESS

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

STARTING OUT: BIG AMBITIONS

2.

THE GDI FUNCTION: BUILDING FOUNDATIONS

Three core elements were needed to successfully operationalize the new GDI Function:

1.

An operating model

2.

The use of evidenced-based approaches which included access to and analysis of internal data

3.

A mechanism through which to drive progress and accountability

THE GDI FUNCTION: BUILDING FOUNDATIONS

THE GDI FUNCTION'S OPERATING MODEL

As a newly established cross-CGIAR support function, it was necessary to identify an operating model to swiftly enable progress. The function's primary role was to work with and th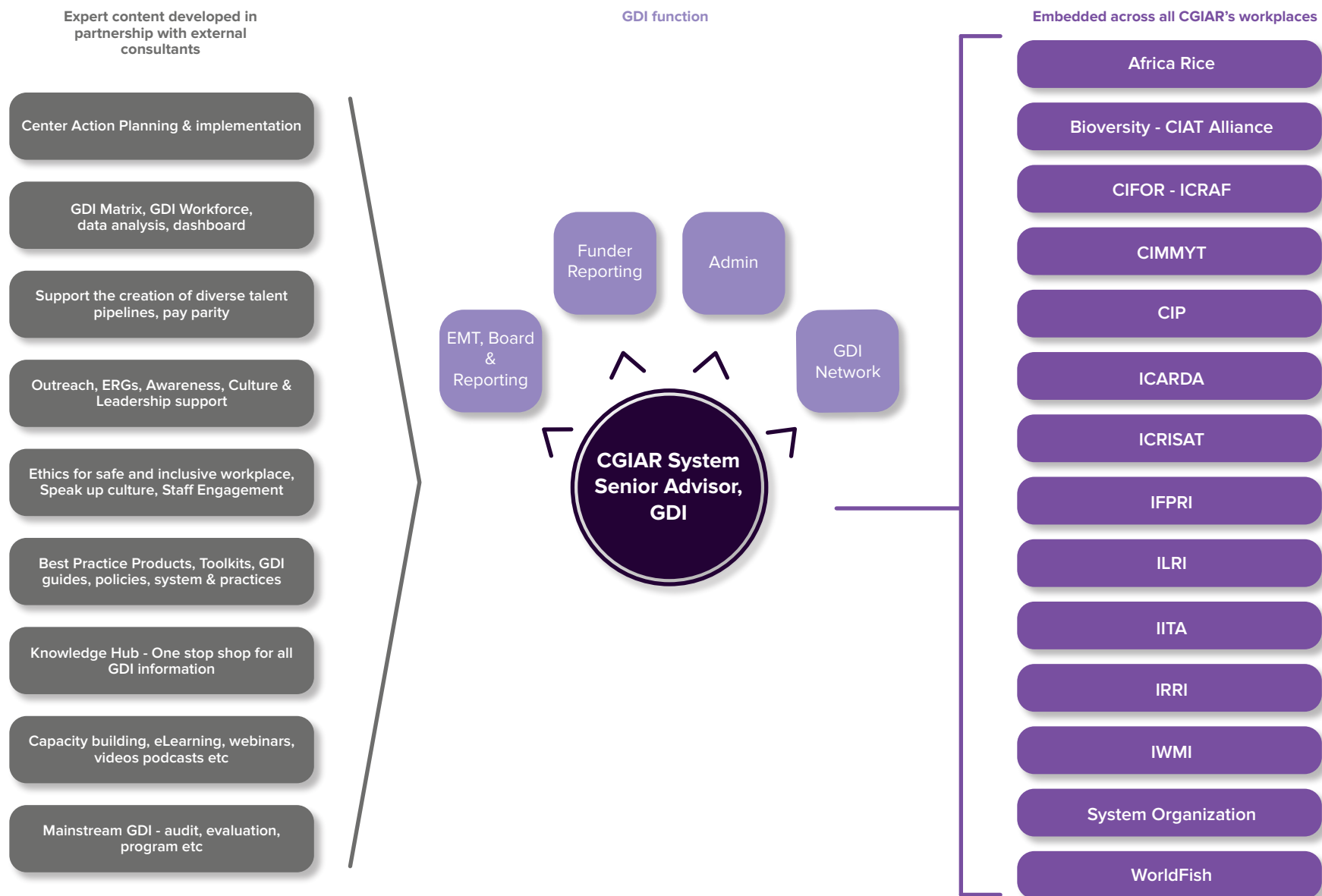rough others, building consensus through advocacy, providing expert guidance, tools, and systems, and facilitating and encouraging adoption of best practice standards, but without direct authority to enforce adoption.

The one full-time CGIAR employee, the Senior Advisor for Gender, Diversity, and Inclusion (GDI), was employed by the System Organization in late January 2020, following a globally competitive search process. The Senior Advisor established the GDI Network, comprised mainly of interested individuals from across CGIAR's Human Resources (HR) Community of Practice (CoP), who volunteered to become GDI focal points. The Senior Advisor provided guidance, training, and tools for use by focal points to progress GDI in their workplaces, in line with the goals set out in the GDI Framework and Action Plan.

The GDI Network was formally established at the March 2020 GDI kick-off workshop, which was held virtually due to the Covid-19 pandemic. Over the next two years, the GDI Network built its capacity through trainings, which ranged from 30-minute eLearning modules to a specialist ten-month program with multiple webinars and live-action assignments, as well as a range of toolkits and materials that could be adapted to local contexts.

The Senior Advisor supplemented internal capacity with additional expertise from external consultants, bringing cutting edge knowledge and evidence-based approaches. This operating model was dependent upon goodwill and successful advocacy, along with the absorptive capacity of the specific centers. It required an enabling, adaptive management style to collaborate where possible and practical, and an ability to pivot quickly to respond to emerging developments. In some cases, this involved high-level advisory guidance, toolkits, and products. In other cases, it required detailed hands-on action to support delivery. This flexible approach enabled centers to progress at pace, and in areas most appropriate for their operating realities, learning from each other, and adopting cost-effective best-practice shared solutions.

THE GDI FUNCTION: BUILDING FOUNDATIONS

Figure 2 — The GDI Function's Operating Model - 2020-2021

Expert content developed in partnership with external consultants

Center Action Planning & implementation

GDI Matrix, GDI Workforce, data analysis, dashboard

Support the creation of diverse talent pipelines, pay parity

Outreach, ERGs, Awareness, Culture & Leadership support

Ethics for safe and inclusive workplace, Speak up culture, Staff Engagement

Best Practice Products, Toolkits, GDI guides, policies, system & practices

Knowledge Hub - One stop shop for all GDI information

Capacity building, eLearning, webinars, videos podcasts etc

Mainstream GDI - audit, evaluation, program etc

GDI function

Funder Reporting

Admin

EMT, Board & Reporting

GDI Network

CGIAR System Senior Advisor, GDI

Embedded across all CGIAR's workplaces

Africa Rice

Bioversity - CIAT Alliance

CIFOR - ICRAF

CIMMYT

CIP

ICARDA

ICRISAT

IFPRI

ILRI

IITA

IRRI

IWMI

System Organization

WorldFish

THE GDI FUNCTION: BUILDING FOUNDATIONS

COLLECTING WORKFORCE DATA

Access to detailed disaggregated workforce data from across CGIAR's workplaces was an essential first step to create a GDI baseline, identify shared challenges and opportunities and prioritize focused support according to center needs. It was also a critical input to measuring progress.

In early 2020, no cross-CGIAR workforce data platform existed. Each CGIAR center classified and described work differently, gathered and held workforce data in different ways and maintained independent personnel databases that did not easily enable shared reporting. In addition, no agreed mechanism existed to enable the sharing of personnel information in a way that addressed possible concerns around data protection. Over a four-month period, the GDI Function partnered with center Human Resource (HR) leads from the HR community of practice to create a workforce classification index that allowed for the equivalency mapping of center jobs against a shared model. The creation of an online tool, in partnership with Digital Services colleagues, enabled centers to upload data in an efficient, safe and secure way. A data privacy notice was later developed for center use, in partnership with Legal colleagues.

In late 2020, CGIAR's first GDI workforce dashboard openly shared the results of the analysis of almost 11,000 entries of personnel data received, making high-level workforce information openly available for the first time, in line with CGIAR's commitments to transparency. Two versions of the dashboard were created, public and internal, with the former offering a more high-level simplified picture of existing workforce diversity for general awareness, while the internal dashboard provided more detailed analytic capabilities to specifically support the GDI Function's work.

The GDI Function collected workforce data twice in 2020, in June and December, across a range of diversity dimensions. Data collection was broadened in the second round, to go beyond representation and examined diversity differences in promotions and separation. Analysis of the data is summarized in "Baseline diversity data: Key features of the CGIAR workforce 2020-2021" (pages 21-24) and a detailed analysis is provided in Annex 3.

In 2021, with the emergence of the One CGIAR transition project management unit (TPMU), the GDI Function worked proactively to support TPMU's data needs, while ensuring diversity dimensions were included in collections. This collaborative approach to data collection and analysis helped to minimize burdens on center Human Resource teams in this extremely busy transition period. The GDI and TPMU workforce data needs were complementary, but different, as the TPMU data need was focused on supporting an affiliation exercise, while the GDI data needs were much broader. To adapt to the changing needs of the transition, it was therefore decided to focus instead on a limited set of key GDI data in 2021. TPMU's focus on affiliating staff to the new OneCGIAR organogram, enabled the GDI Function to provide CGIAR's first look at the diversity of its occupational groups and deepening its intersectional approach to workforce diversity. These two years of baseline data will now guide the definition of targets across a broader range of diversity dimensions and at a disaggregated level, as part of the new GDI Action Plan 2022-2024.

It is anticipated that the process of workforce data gathering will become easier with the transition to One CGIAR, as centers move to shared tools and ways of working. These shared ways of working will continue the GDI Function's collaborative efforts to standardize categories of personnel data, and expand the scope of diversity examined. Lessons from other international organizations, such as the United Nations, have highlighted the importance of tracking information on temporary, complementary, or even outsourced personnel. CGIAR will also continue to work towards developing well-thought out and careful approaches to self-reporting on such sensitive dimensions as gender identity (as opposed to binary sex categories of female and male) and disability status.

THE GDI FUNCTION: BUILDING FOUNDATIONS

ACCOUNTABILITY FOR RESULTS

In addition to gaining an understanding of CGIAR's workforce, it was also important to understand CGIAR's current practices to support gender equity, diversity and inclusion relative to best practice standards. The development of such a scorecard was one of the objectives of the GDI Action plan (2020-2021), aiming to set a baseline of current practices, and also to track centers' progress against targets, promote engagement, celebrate success and drive accountability. The term "GDI scorecard" was later changed to "GDI Matrix" following input from colleagues across CGIAR.

The GDI Matrix, co-created over a four-month period, was launched in September 2020. It draws upon international best practice in accountability for gender, diversity and inclusion, including the United Nation's accountability framework for gender equality, the UN System-wide action plan for gender equality (UN-SWAP).

The GDI Matrix has 15 performance indicators, against which centers self-assessed, with evidence. Each indicator includes specific requirements which were measured by four progressive ratings, allowing centers to report on their current performance level for each indicator, and to move progressively towards higher performance. The performance Indicators are organized around the five principles outlined in the CGIAR GDI Framework and directly correlate to the objectives outlined in the CGIAR GDI Action Plan. An overview of the full GDI Matrix, including all 15 indicators and their accompanying requirements, is available in a GDI Factsheet.

The Matrix was grounded in the recognition that CGIAR centers are at different stages of their GDI journey and face different contextual realities. While they journey together towards achieving GDI best practice benchmarks, centers begin from different starting points and face different challenges on their journey. The transparency brought by such a tool played a key role in recognizing these differences and providing targeted support, as well as driving accountability and sharing success.

Analysis of the 2020 data revealed that CGIAR centers were meeting or exceeding 14 percent of requirements, approaching 49 percent of requirements, and missing 36 percent of requirements, as set out by the 15 indicators.

Given the ongoing organizational transition and the global pandemic, the next formal collection of matrix data will take place in late 2022. The GDI Matrix indicators will be reviewed to ensure alignment with the new CGIAR operating structure and associated ways of working, as well as the forthcoming GDI Action Plan (2022-2024).

THE GDI FUNCTION: BUILDING FOUNDATIONS

Baseline diversity data: Key features of the CGIAR workforce 2020 - 2021

Key Diversity **Strengths** Identified:

A DIVERSE ORGANISATION
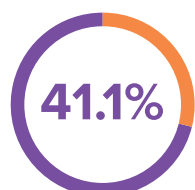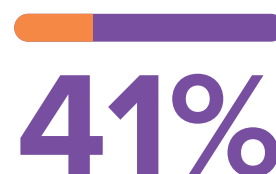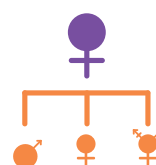
9,893 PERSONNEL

128 NATIONALITIES

86 COUNTRIES

5% POINTS

INCREASE IN ALL FEMALE STAFF

AS OF DECEMBER 2021

WOMEN COMPRISED

OF PROFESSIONAL ROLES

41.1%

THE 2020-2021 TARGETS FROM THE GDI ACTION PLAN WERE ACHIEVED

41%

OF EXECUTIVE LEADERS ARE WOMEN

FOLLOWING THE TRANSITION TO ONE CGIAR

- CGIAR is a diverse organization. As of December 2021, its 9,721 personnel represented 128 nationalities across 86 countries.

- Gender representation data gathered between 2008 and 2018 showed almost static growth, with just 1 percent increase in all female staff. There has been significant growth since 2019 with the proportion of all female staff rising from 31 percent in 2019 to 37 percent in December 2021.

- The 2020-2021 targets set by the GDI Action Plan were achieved and maintained through the transition. In June 2020 women comprised 39.3 percent of professional roles. By December 2020, this had increased to 41.8 percent. As of December 2021, this proportion decreased slightly but has remained stable at 41.2 percent against a target of 40 percent.

- There has been a dramatic advancement of gender balance within the Executive Leadership. The representation of women in Executive Leadership was at 29 percent in December 2020. Of the 22 Executive Leadership positions filled by the end of 2021 in the transition to One CGIAR, 41 percent were women.

THE GDI FUNCTION: BUILDING FOUNDATIONS

Key Diversity **Strengths** Identified:
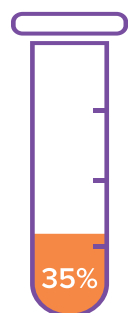
THE NUMBER OF FEMALE SCIENTISTS ROSE TO 35%

35%

51% OF THE 333 PROMOTIONS REPORTED FOR 2021 WERE FEMALE STAFF

TALENT PIPELINE : ENTRY-LEVEL WOMEN SCIENTIST NEARING GENDER PARITY AT 45%

45%

- The number of women scientists has increased to 35 percent women for December 2021, up from 28 percent in June 2020.

- Entry-level scientists (post-doctoral fellows, junior scientists and associate research fellows) are near gender parity at 45 percent women, as of December 2021, presenting a significant opportunity to foster a more gender-balanced research pipeline.

- Women made up 51 percent of the 333 promotions reported for 2020, even though only 37 percent of the overall workforce was female.

THE GDI FUNCTION: BUILDING FOUNDATIONS

Key Diversity **Opportunities** For Further Exploration:

3 GLOBAL GROUPS **ACCOUNTING FOR 74%** OF THE TOTAL WORKFORCE, **HAVE ONLY 32.9% FEMALE STAFF**
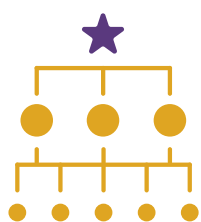
ONLY 14% OF THE **HIGHEST LEVEL OF LEADERSHIP** ARE RECRUITED FROM **MOST POPULOUS DUTY STATIONS**
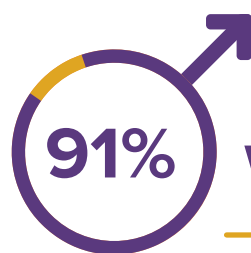
91% OF SENIOR-LEVEL PROMOTIONS **WERE MEN**

- At a disaggregated level there is still opportunity to strengthen gender representation at CGIAR. Three global groups, Business Operations & Finance, Genetic Innovation and Resilient Agri-Food Systems, accounting for 74 percent of the total workforce, have only 33 percent female staff. In addition, women comprised only 25 percent of the senior scientist and senior research management groups.

- The majority of CGIAR's workforce are local nationally recruited staff from its five most populous duty stations (Nigeria, Kenya, Colombia, Philippines, Mexico), yet at the time of data collection these nationalities comprised only 14 percent of the highest level of leadership. Comparatively, the UK, USA and Canada made up 5 percent of CGIAR's total personnel, but 32 percent of its highest level of leadership. As data was not available on self-identified ethnicity or race, and current data is based on passport alone, this area could benefit from additional exploration.

- The majority of promotions of female staff in 2020 were concentrated at the lower levels of the organization and in support roles. Women's largest share of promotions was amongst support staff (56 percent) while very senior-level promotions were predominantly male (91 percent).

THE GDI FUNCTION: BUILDING FOUNDATIONS

KEY DIVERSITY **OPPORTUNITIES** FOR FURTHER EXPLORATION:

WOMEN
COMPRISE

HIGHER LEVELS
OF SEPARATION

WOMEN IN THE SENIOR
WORKFORCE / LEADERSHIP
ARE MORE THAN 3 TIMES
AS LIKELY TO BE SINGLE THAN MEN
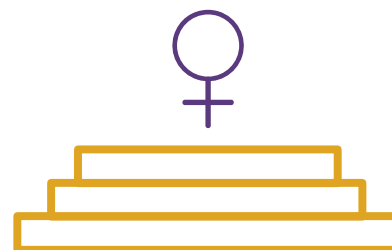
● Women at CGIAR are separating at higher rates than men. Women comprised 37 percent of CGIAR's global workforce but 41 percent of all separations for June-December 2020. This disparity was even greater for the senior workforce – where women made up 27 percent, but accounted for 39 percent of separations. Reasons for separation also showed gender differences, with women more likely to separate voluntarily due to "content/type of work", and "growth/career advancement" than men.

● For every age bracket, women at CGIAR are more likely than men to be single, and this gap widens with age and seniority. Women in the senior workforce and senior leadership are more than three times as likely to be single/widowed/divorced than their male counterparts (26 percent compared to 7 percent). On average, women that were promoted were more than twice as likely to be single than men who were promoted (52 percent to 24 percent). There is further work required to understand these dynamics and to ensure that policies are in place to equitably support all personnel in achieving work-life balance.

THE GDI FUNCTION: BUILDING FOUNDATIONS

3.
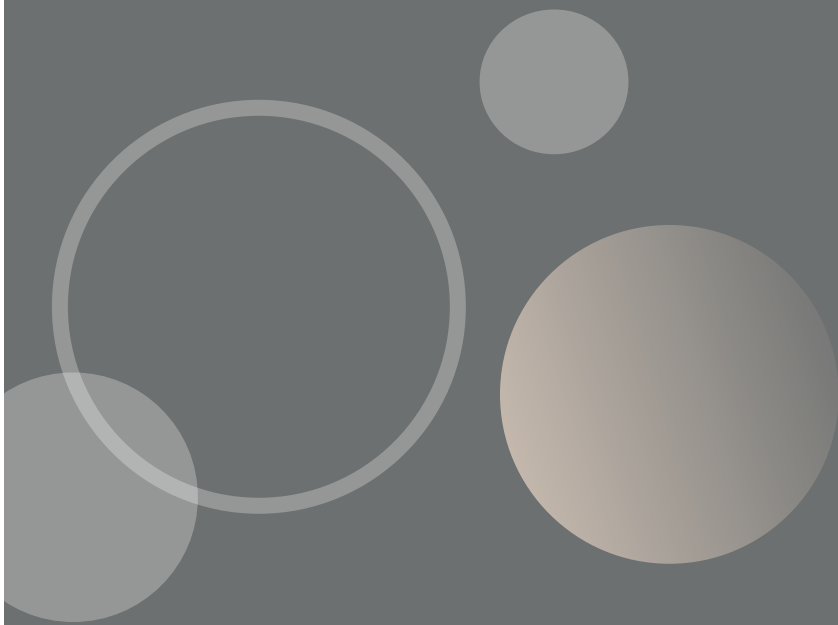
WHAT WE ACHIEVED: DELIVERING THE PLAN

Delivered 101 of 108 Targets

The GDI Function, in its first two years of operation sought to deliver 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 has delivered 101 of its 108 targets for the two-year period.

WHAT WE ACHIEVED: DELIVERING THE PLAN

Seven highlights from 2020 - 2021

THE GDI WEBPAGE

1. **Creating a GDI Infrastructure:** The CGIAR GDI Function is now well established and working through an active GDI Network. All centers have GDI Focal Points, who are regularly updated through a number of channels, including the GDI webpage. All centers have either a fully completed, or strong draft GDI Action Plan, along with an accountibility matrix to guide implementation in their local operating context.

2. **Advancing GDI Data:** CGIAR now has access to GDI workforce data on a GDI Workforce dashboard across a number of diversity dimensions to support targeted action. CGIAR's first GDI Matrix has been developed and cross-CGIAR GDI Matrix data is available on a GDI Matrix dashboard, providing a transparent baseline. When combined with workforce data, the Matrix provides a nuanced set of insights into the state of diversity and inclusion in CGIAR's workplaces, measuring progress against 15 indicators in line with the five principles of the Action Plan 2020-2021. In light of the new One CGIAR operating structure and forthcoming GDI Action Plan 2022-2024, the Matrix will be realigned to continue providing a framework for transparency and accountability.

GDI WORKFORCE DASHBOARD

WHAT WE ACHIEVED: DELIVERING THE PLAN
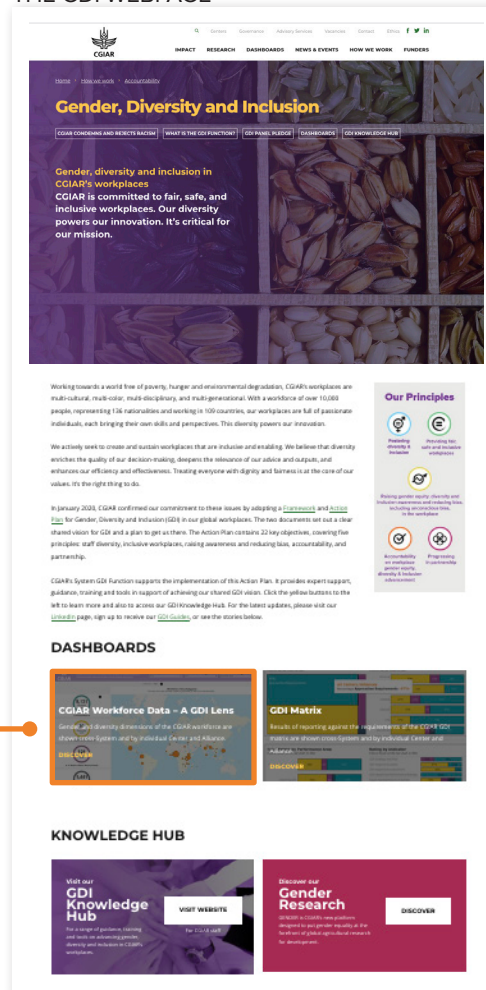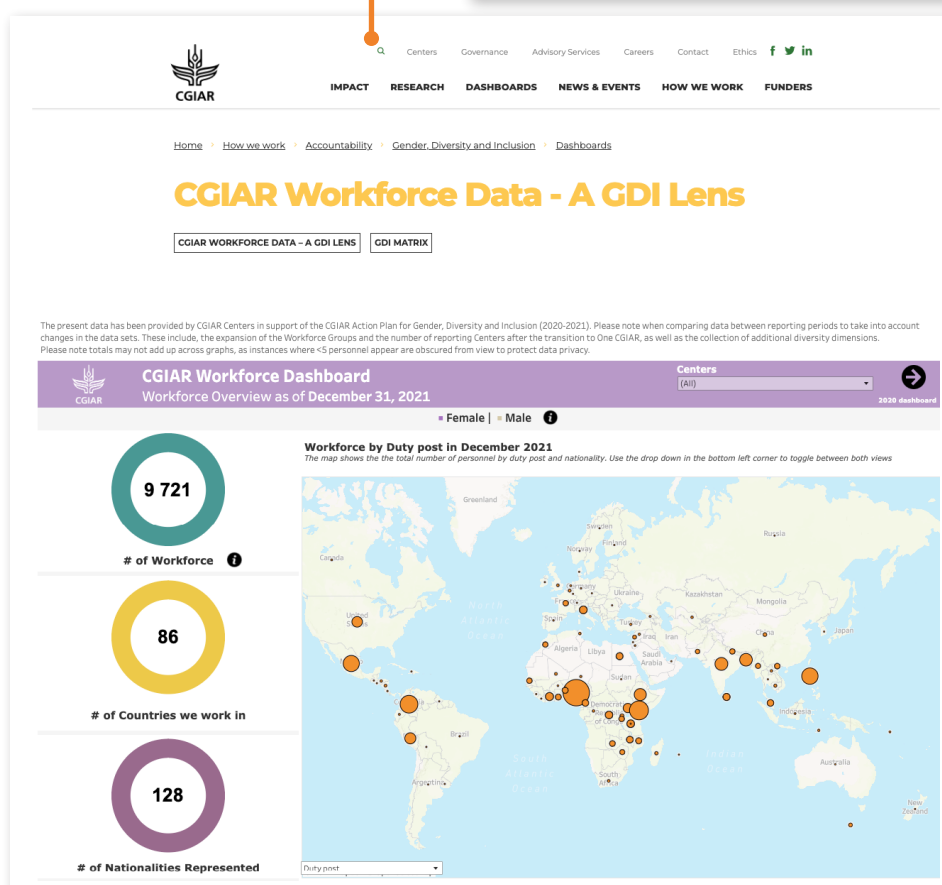
3. **Building GDI Capacity:** A GDI Knowledge Hub has been created, using the latest web software to make available a wide range of GDI resources for CGIAR staff, including guidance notes, toolkits, academic papers, and relevant media clippings. Password-protected areas link to a range of online eLearning, developed specifically for CGIAR's workplaces.

a. New eLearning modules provide CGIAR staff with introductory training, including a 45-minute introductory course to GDI and a 30-minute course on unconscious bias. By December 2021, some 1,023 staff had completed the introductory course. At the time of writing, the GDI Function is preparing to launch further courses on debiasing recruitment and inclusive performance management.

b. A five-module pilot program on inclusive leadership was attended by 35 senior managers covering the benefits of inclusion and the six traits of inclusive leadership, as well as unconscious bias, inclusive communication, emotional tax, and managing teams inclusively.

c. Some 42 GDI focal points have completed a 10-month GDI course to build their skills on best practices, including on the importance of data in driving GDI change, unconscious bias, inclusive recruitment, the gender pay gap, and performance management. Participant feedback has been very positive. Adding to its credibility, the Society for Human Resource Management (SHRM) has reviewed the content and confirmed that they will confer SHRM certification on the modules.

GDI KNOWLEDGE HUB RESOURCE CATEGORIES

GDI KNOWLEDGE HUB

WHAT WE ACHIEVED: DELIVERING THE PLAN
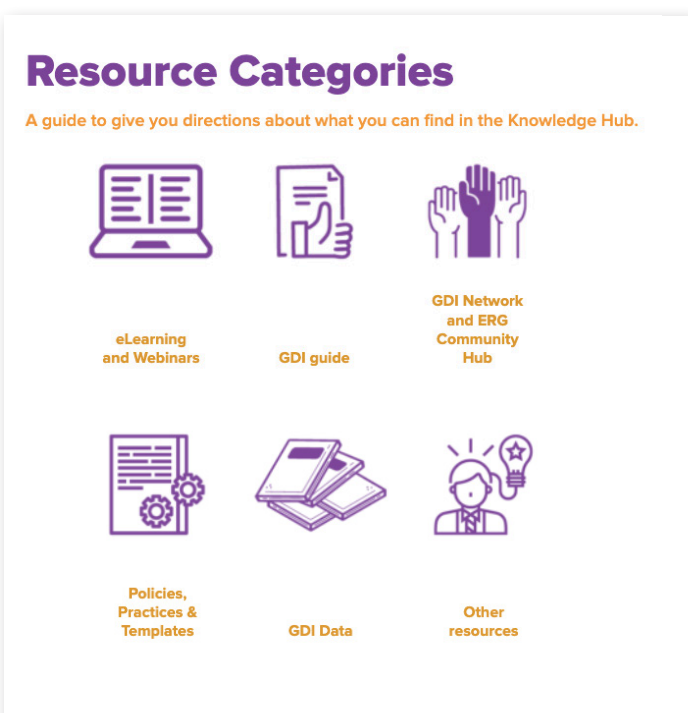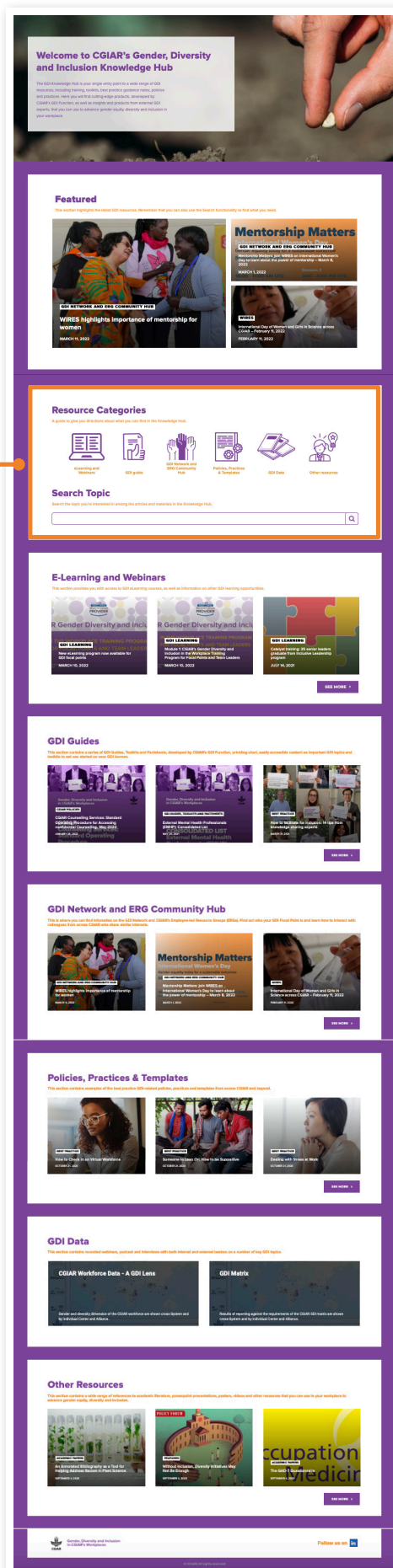
4. **Creating action-oriented communities:** Three Employee-led Resource Groups (ERGs) were established in the two-year period, as CGIAR-wide, open, voluntary platforms where staff from across CGIAR can gather in communities to share common interests, concerns and support. ERGs are widely recognized as being key components in creating welcoming, inclusive workplaces. CGIAR's ERGs are now actively connecting staff across the organization on mental health and wellbeing (Wellness@CGIAR), Women in Research and Science (WIRES), and in the Forum Against Inequality and Racism (FAIR). The three ERGS have dedicated space on the Knowledge Hub to build communities and have hosted a series of cross CGIAR events. Additional ERGs are in the early stages of development.

CGIAR EMPLOYEE-LED RESOURCE GROUPS

WHAT WE ACHIEVED: DELIVERING THE PLAN
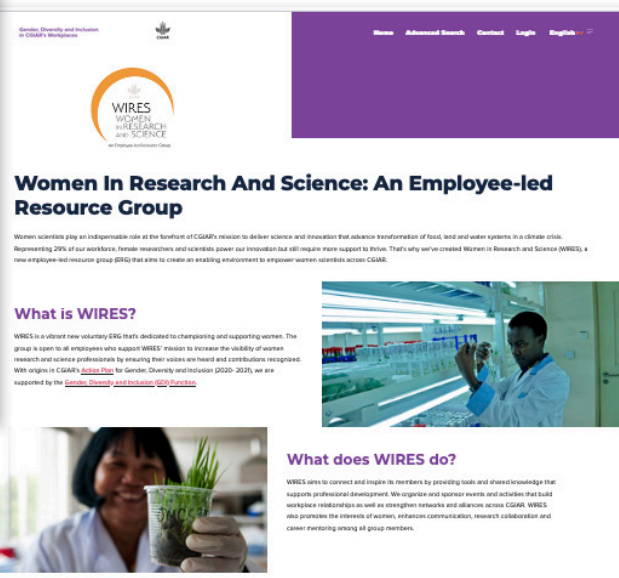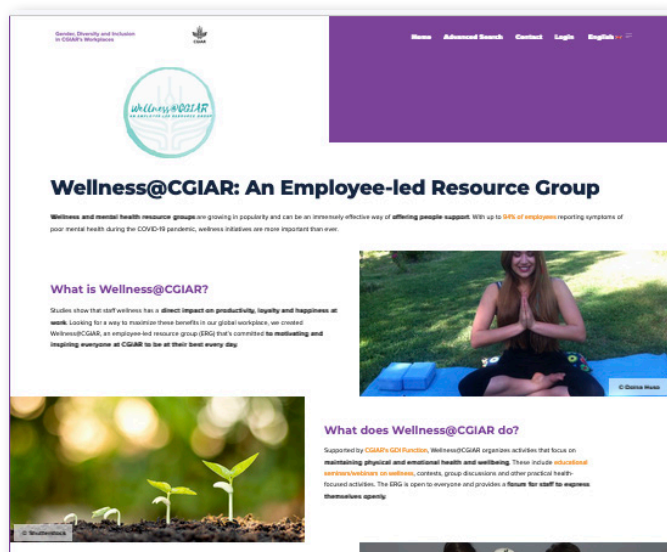
5. **Bringing Best Practice to how we work:** A series of GDI best practice guides have been created with others in development. These GDI products are contributing to consistency across CGIAR by providing centers with the tools to mainstream GDI into their operating approaches. A recent example is the new Inclusive Recruitment Guide, which within weeks of publication, was adopted in processes to recruit senior roles in the new operating structure. Divided into eight action areas plus a set of annexes, the toolkit offers advice from job advertisements through shortlisting and interviewing. Wherever possible and practical the GDI Function has supported shared ways of working, including the adoption of common GDI elements in workforce surveys, the GDI glossary and the launch of the new careers webpage.

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WHAT WE ACHIEVED: DELIVERING THE PLAN

6. **Supporting inclusive workplace wellness:** As Covid-19 reached around the world and many in CGIAR worked from home, the GDI Function launched CGIAR's first shared Counselling service and associated Standard Operating Procedures for all staff in all duty stations, supported by CGIAR's first country-based shared Mental Health Practitioner Roster. Best practices on flexible working arrangements were gathered. Webinars on mental health were organized to support staff, and guides on remote working were made available for team leaders and for all staff.

WHAT WE ACHIEVED: DELIVERING THE PLAN
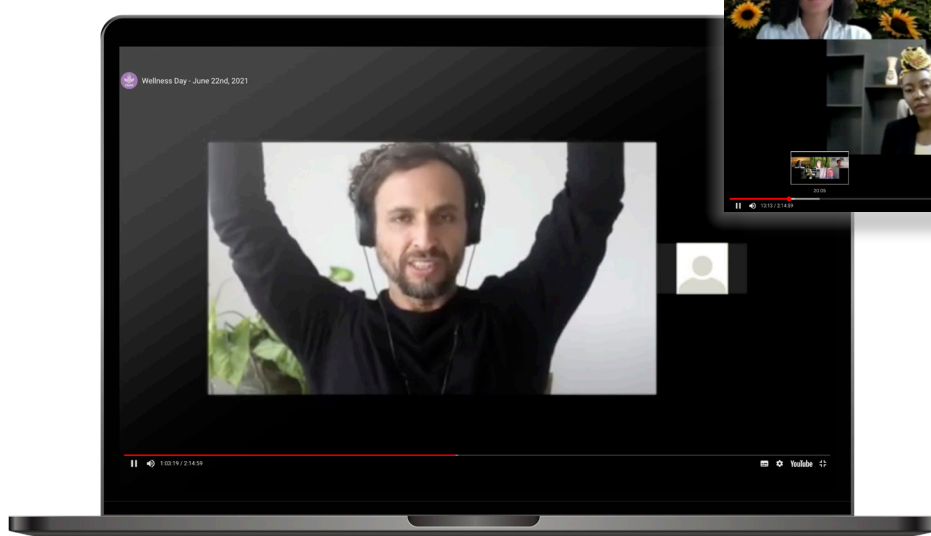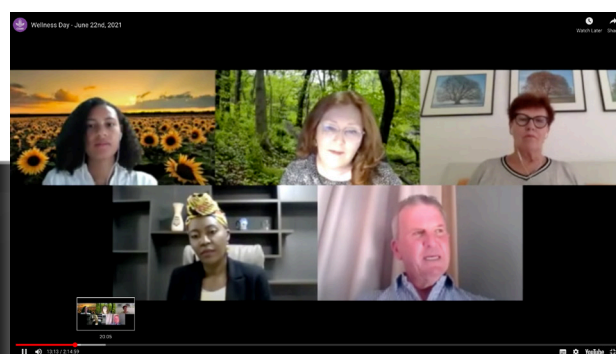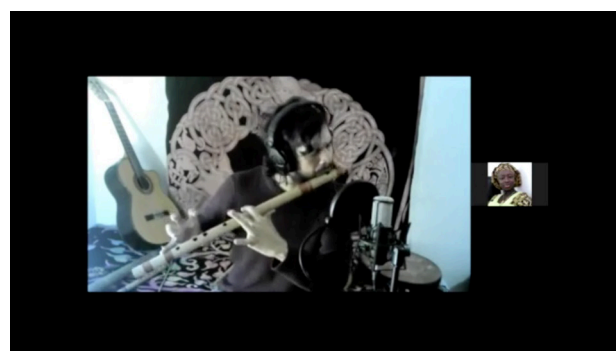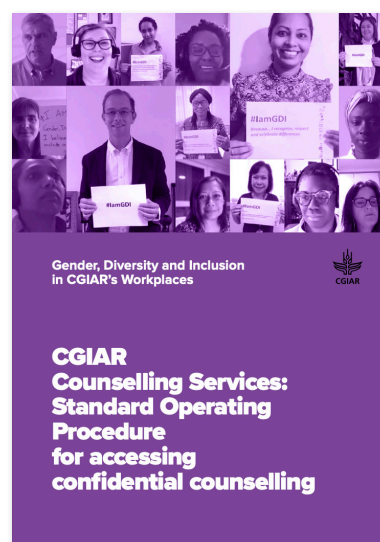
7. **Towards inclusion:** While work continues to advance gender equity across CGIAR, the GDI Function has also initiated work on advancing other diversity dimensions and the development of a fully inclusive culture. Early work on anti-racism has included a 10-Point Action Plan, the piloting of training programs, and the provision of hands-on support to the employee-led Forum Against Inequality and Racism (FAIR). A GDI lens is now fully embedded into Workforce Engagement Survey tools. Guidance is now available on the use of gender pronouns in the workplace, and early plans made for ways to openly support colleagues who identify as LGBTQIA+. In March 2021, CGIAR launched its Panel Pledge committing signatories to demand diversity on the panels and other public discussions where they speak. Launched on International Women's Day, the Panel Pledge has been signed by all members of the Executive Management Team (EMT) and more than 300 other staff. And work has begun on the development of a One CGIAR culture that is informed by our shared values and provides guidance on acceptable ways of working across our organization.

CGIAR PANEL PLEDGE CAMPAIGN
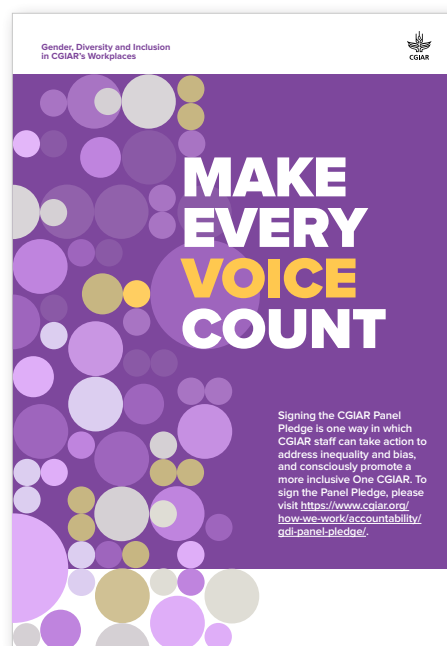
PANEL PLEDGE SIGNATORIES

WHAT WE ACHIEVED: DELIVERING THE PLAN

Spotlight on the WIRES ERG

Amazing women scientists celebrate exciting, innovative work

(adapted from an article published on GDI webpage)
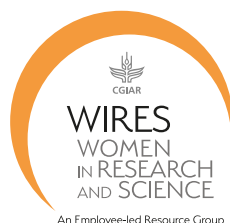
In February 2021, staff gathered online to celebrate the contributions of women to CGIAR's research and science all around the world, from the slopes of Mount Kenya and forests of Indonesia to the deserts of Jordan and islands in the South Pacific.

The event had been organized by one of three new Employee-led Resource Groups (ERGs), Women in Research and Science (WIRES), whose members come from all across CGIAR. They share a common goal of promoting women in research and science at CGIAR.

Speakers at the 13-hour marathon event ranged from interns through to mid-career scientists, established science leaders and several Director Generals, who described their work on a range of topics, from gene banks and genome editing, to satellites, lab grown foods, and anti-microbial resistance.

WIRES LAUNCH EVENT

WIRES Founding Members

Ranjitha Puskur
Senior Scientist, Gender and Livelihoods
International Rice Research Institute (IRRI)

Agathe Diama
Head Information and Smart Food Coordinator
International Research Institute for the Semi-arid
Tropics (ICRISAT-West and Central Africa)

Rachael McDonnell
Strategic Program Director for Water, Climate Change and Resilience
International Water Management Institute (IWMI)

Gaudiose Mujawamariya
Value Chain Economist and Gender Focal Point
Africa Rice Center (AfricaRice)

Ekaterina Krivonos
Deputy Director, Programs
CGIAR System Organization

Emily Ouma
Senior Scientist, Agricultural Economist
International Livestock Research Institute (ILRI)

WIRES Founding Members

Gundula Fischer
Social Scientist and Gender Expert
International Institute of Tropical Agriculture (IITA)

Maria Itria Ibba
Head of the Wheat Quality Laboratory and Cereal Chemist
International Maize and Wheat Improvement Center (CIMMYT)

Elizabeth Parkes
HarvestPlus Cassava Breeder
International Institute of Tropical
Agriculture (IITA)

Muzna Alvi
Associate Research Fellow
International Food Policy Research
Institute (IFPRI)

Sandra Ruckstuhl
Advisor, Office of the Director General
International Water Management Institute (IWMI)

Aparna Das
Technical Program Manager (GMP)
International Maize and Wheat Improvement Center
(CIMMYT)

Inga Jacobs-Mata
Country Representative – South Africa
International Water Management Institute
(IWMI)

> "I am blown away by the stream of amazing CGIAR women scientists and their exciting, innovative work,"
>
> **Fiona Farrell**
> CGIAR's Global Director,
> People and Culture

WHAT WE ACHIEVED: DELIVERING THE PLAN

JOIN US FOR
THE LAUNCH OF

**Women in Research
and Science**
An Employee-led
Resource Group

**Empowering Women
Scientists Across One
CGIAR**

Thursday, January 21
15:00 – 16:00 CET (UTC+1)

REGISTER NOW

Still in its early days, WIRES has an ambitious agenda. In a poll at the launch of WIRES in January 2021, participants voted on their top two priorities for the group. Some 75 percent said they wanted WIRES to help mentor the next generation of women scientists, while 58 percent said WIRES should be a place to channel ideas for a fairer, more inclusive workplace. These ideas have been taken into a planning session in 2022 to define a new calendar of events.

**"This is a journey in so
many respects. It is about
our personal journeys as
women in research, it's
a journey of an ERG, but
also the journey of an
organization in transition."**

Inga Jacobs-Mata
Country Representative - South Africa,
International Water Management
Institute (IWMI)

Supported by CGIAR's
Gender, Diversity and Inclusion Function

INTERNATIONAL WOMEN'S DAY

**MARCH 8, 2021
15:00 - 16:00 UTC+1**

Join us for a discussion on why gender equality is central to
CGIAR's mission and learn about the actions we are taking.

**SAVE
THE
DATE**

International Women's Day

**Join us to celebrate the launch
of CGIAR's GDI Panel Pledge.**
Learn how you can commit to the Panel Pledge and
contribute to building a truly inclusive workplace.

MARCH 8, 2021   **12:30 - 1:30 UTC+1**

Speakers:

Caitlin Kraft-Buchman
CEO of Women at the
Table and Co-founder
of International Gender
Champions

Elwyn Grainger-Jones
Managing Director,
Institutional Strategy
and Systems, CGIAR

Fiona Bourdin-Farrell
Senior Advisor on Gender,
Diversity and Inclusion,
CGIAR

WHAT WE ACHIEVED: DELIVERING THE PLAN

Spotlight on the WELLNESS@CGIAR ERG

Support in a time of Covid and organizational change
(adapted from an article published on GDI webpage)

A new Employee-led Resource Group (ERG) is sharing knowledge and resources on mental health. Many at CGIAR have had to endure the isolation of pandemic-related lockdowns, including people living alone, working mothers, and people in new roles who were unable to meet their colleagues for many months.

Launched in November 2020 and one of three new ERGs, Wellness@CGIAR connects staff across the organization to support colleagues with their mental and physical health.

In July 2021, the ERG organized CGIAR's first ever Wellness Day, entitled "Mental health in a time of COVID", to showcase some of the many ways in which staff can take care of themselves in the middle of a global pandemic. Rattles, flutes, and singing bowls were all part of the event, attended by 600 colleagues. Participants could also join a hypnotic breathing workshop and a yoga session to relax minds and bodies alike.

WELLNESS@CGIAR LAUNCH EVENT

The new Wellness@CGIAR
Employee-Led Resource Group
launches

Elwyn Grainger-Jones,
Managing Director,
Institutional Strategy
and Systems

Saskia Meckman,
Chief Mindfulness Officer,
Soleil Coaching and Wellness

October 22nd   at   2:00 PM – 3:00 PM CEST
                 and   6:00 PM – 7:00 PM CEST

Alonso Ballon,
HR Business Partner CIP

"When we are more content, we are more productive in our personal and professional lives"

Elwyn Grainger-Jones
Member of CGIAR's Executive Management Team (EMT) and Managing Director, Institutional Strategy and Systems

WHAT WE ACHIEVED: DELIVERING THE PLAN

Participants at similar events have discussed the availability of free counselling for CGIAR staff, reading recommendations, mindfulness apps, as well as reliable blogs and websites on mental health. They have shared the various ways in which they nurture mental health themselves, including exercise, gardening, healthy eating, meditation, mindfulness, time in nature, painting, among others.

Cross-system ERGs, such as Wellness@CGIAR, are helping to build bridges across our global organization, creating communities, and helping staff to feel a greater sense of belonging.

Petra Miczaika
Dipl.Psych., CBT - The Rome Institute for International Counseling, Coaching and Mediation.

Petra is an experienced mental health practitioner with extensive experience helping individuals and groups with personal and work-related issues, especially in the mission-driven sector.

Her career has seen her run her own psychotherapy practice and establish the Stress Counselling Unit inside UNSECOORD and within the UN. She was the Head of the Staff Counselling Unit for the UN World Food Programme (WFP), where she worked on the front-lines of emergencies, building up a unit of Staff Counsellors to cover the psychosocial needs of WFP staff worldwide. In parallel she also set up a global staff support network of 300 WFP staff who worked as peer support volunteers offering emotional support to field staff as a 'first port of call service'. She went on to form a UN staff counsellors' network in a bid to have a collective group of knowledge, shared experience and support for UN staff welfare support-givers. She retired from WFP in 2011 and now works with individual clients and as a consultant.

...commodate time zone differences – please register your

GDI Expert Series #1

Gender, Diversity
and Inclusion
in CGIAR's Workplaces

Wellness in the time of COVID-19

Over the coming months the CGIAR System support function on Gender, Diversity and Inclusion (GDI) in CGIAR's workplaces will be hosting a number of webinars, aimed at HR professionals and People leaders, to share knowledge and build our shared capacity in the area of GDI.

In this first Webinar, we will focus on Wellness and specifically how we can help staff better manage the disruption and challenges that have arisen from the COVID-19 pandemic, both at home and at work.

This hour-long webinar will be hosted by Fiona Farrell, CGIAR System Senior Advisor, GDI who will be joined by **2 leading experts**:

May 14th: 11am GMT

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...ZYqd-

Register in advance for this meeting:
https://cgiar.zoom.us/meeting/register/tZUqce-tqD8vGdbuPswu9N6zxMbGLgmRTmrs

...nfirmation email containing information about joining the

Mohammad Naciri
Regional Director of UN Women for Asia and the Pacific and Representative in Thailand.

Mohammad has extensive experience in gender and development issues. Prior to joining UN Women, Mohammad was the Deputy Country Director of UNDP in Yemen, where he supported the country in the formulation of its Gender Strategy and the Gender Responsive Budgeting process. He has worked in Kuwait, Iraq, Syria, Lebanon and Cambodia. He has spearheaded work on engaging men and boys as agents of change, including through issuing a report on masculinities – the first of its kind in the Arab World.

A national of Morocco, Mohammad holds a master's degree in Public Administration and International Development from the Harvard University, as well as a master's degree in Social Anthropology from the University of Oxford. He also has a Master's degree in Business Administration from the Arab Academy for Science and Technology in Alexandria-Egypt.

WHAT WE ACHIEVED: DELIVERING THE PLAN

THE GDI FUNCTION AND RISK PLANNING

The delivery of the GDI Action Plan (2020-2021) required significant flexibility, re-prioritizing outputs, refocusing resources, and in a few instances postponing some planned activities. Several of the potential risks that had been identified and planned for in the GDI Risk Register materialized, namely:
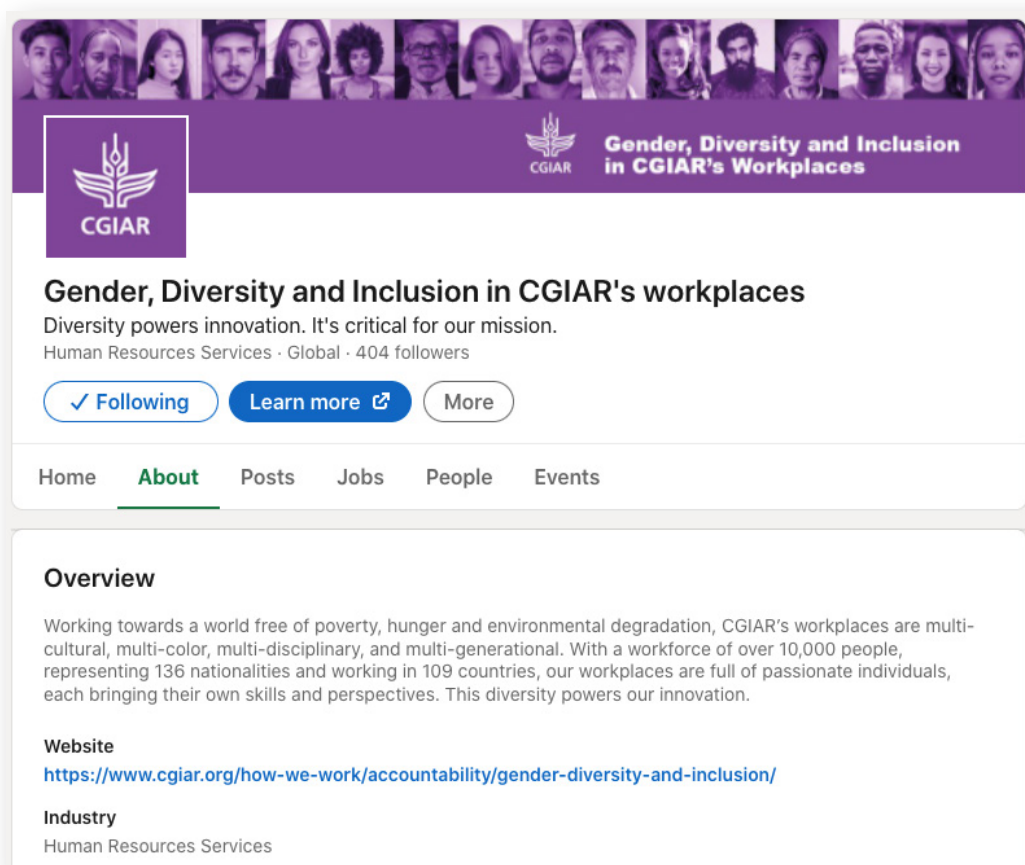
- **The risk of reduced absorptive capacity and increased workload in a time of broad transformative change.** The transition to One CGIAR is a complex endeavor, bringing additional workload and new ways of working. CGIAR's Human Resources community is playing a key role in the workforce integration to the new operating structure. This, combined with the effects of the global pandemic, has seen a reduced capacity in some center Human Resource teams to absorb GDI outputs and products and an increasing reliance upon the GDI Function to directly support implementation.

- **Overcoming infrastructural barriers to internal outreach for awareness raising**. The GDI operating model required a cascading communications strategy, relying heavily on GDI focal points, Human Resource leads and center communication teams to share information on learning opportunities, events, tools and best practices. This approach has had mixed success.

These challenges have been met with:

- **Understanding, flexibility and focused engagement.** Frank discussions and a personal approach has enabled GDI focal points to prioritize. It has also resulted in the building of trust which can be seen in the increase in practical one-on-one GDI support being requested by centers. There has been a need to demonstrate flexibility and re-prioritize outputs. The lack of available bandwidth for detailed collaboration in all centers has led to a new approach to co-creation, involving small working groups before focused products are brought to the full Human Resource community for user-testing.

- **Prioritizing work that directly adds value to the transition underway to the new operating structure.** This has included working with the transition team to collect and analyze workforce data through a diversity lens, bringing inclusion considerations to the design of the new operating structure and developing guidance to support the evolution of our global workplaces. A range of partnerships with several disciplines, including ethics and business conduct, internal audit, research, and evaluation has allowed the GDI Function to add value at important moments in development.

- **Seizing opportunities to support the unexpected.** The global pandemic has brought significant changes to CGIAR's workplaces in the past two years. The GDI Function developed a range of guides and webinars to support staff and management to adapt to these new ways of working, in addition to placing a focus on mental and physical health and establishing CGIAR's new external confidential counseling services. The GDI Function fast-tracked planned work on anti-racism to join colleagues around the world highlighting the importance of conscious action in line with our values. Participation in crisis response teams has placed a diversity lens on actions for staff safety. Collaboration with colleagues from across CGIAR has provided unanticipated opportunities, for example to highlight the excellent work of women scientists through a marathon event, among others.

WHAT WE ACHIEVED: DELIVERING THE PLAN

- **GDI Product redesign.** Some of the original Action Plan (2020-2021) concepts required alternative delivery approaches in the face of a global pandemic. For example, the 5-day GDI launch workshop held in early March 2020 was held virtually. A range of GDI products were re-conceptualized in the form of webinars, GDI Guides, and factsheets that could be easily deployed. All learning products were adapted to eLearning formats.

- **Developing alternative ways to communicate with staff across CGIAR**, using social media channels, including a GDI webpage, Knowledge Hub, LinkedIn and Twitter. The function also used communities of practice, ERG members, and Gender Focal points to amplify messages.

- **Preparedness for future needs.** While absorptive capacity may have prevented organization-wide adoption at planned times, a range of draft products have been developed, ready to enter consultation at the appropriate time in the transition to the new operating structure. These include best practice guides on flexible working, inclusive performance management, exit interviews and orientation, as well as GDI capability programs for people managers.

GDI LINKEDIN GROUP

WHAT WE ACHIEVED: DELIVERING THE PLAN

4.

EARLY RESULTS - EVIDENCE OF IMPACT

1. CGIAR'S WORKPLACES ARE BECOMING MORE GENDER-BALANCED

- There has more progress towards gender parity in the past few years than in the entire decade prior. Gender representation data for 2008 and 2018 showed almost no growth in the proportion of female staff, increasing just a percentage point from 29% to 30% the entire period. Since 2019, when the GDI Function began, this rate of change has rapidly accelerated with the proportion of all female staff rising from 31 percent in 2019 to 37 percent in December 2021.

- The 2020-2021 targets set by the GDI Action Plan were achieved and maintained. In June 2020 women comprised 39.3 percent of professional roles. By December 2020, this had increased to 41.8 percent. As of December 2021, this proportion had decreased slightly but has remained stable at 41.2 percent against a target of 40 percent.

- There has been dramatic advancement of gender balance in Senior Leadership. The representation of women in Senior Leadership was 29 percent in December 2020. Of the 22 Senior Leadership positions filled in the transition to One CGIAR by 2021, 41 percent were women.

- The number of women scientists have increased, with the scientist group reporting 35 percent women for December 2020, up from 28 percent in June 2020.

- Entry-level scientists (post-doctoral fellows, junior scientists and associate research fellows) are near gender parity at 45 percent women, as of December 2021, presenting a significant opportunity to foster a more gender-balanced research pipeline.

- Levels of promotion are evenly distributed by sex, with 51 percent of the 333 promotions reported across CGIAR for 2020 being female staff.

2. ADVANCING GENDER EQUITY, DIVERSITY AND INCLUSION IS SEEN AS CENTRAL TO THE TRANSITION TO ONE CGIAR

- The Executive Management Team (EMT) have clearly communicated expectations on advancing diversity to senior leadership, hiring managers, recruitment panels and staff in general.

- This includes strongly endorsing best practice approaches and requiring a focus on diversity as roles in the new operating structure are being filled, as well as in the people resourcing process for assignment to CGIAR Initiatives.

- Targets for diversity on interview slates have been set at 50 percent and socialized across the organization for the recruitment of all Phase 3 and 4 positions (those positions who report into Global Directors and their direct reports).

- The Inclusive Recruitment guide produced by the GDI Function, using evidence-based best practice approaches to debiasing recruitment, has been fully embraced and utilized for the recruitment of all senior staff within the new operating structure.

EARLY RESULTS - EVIDENCE OF IMPACT

3. THERE IS CLEAR AND VISIBLE LEADERSHIP SUPPORT FOR GDI IN CGIAR WORKPLACES

The Executive Management Team and System Board Champions consistently act as visible role models for GDI.

- The leadership team have made clear and consistent commitments to the gender target set out in the GDI Action Plan and Framework and have continued this focus as part of the transition to One CGIAR. This can be seen most recently in the requirement for gender balance in recruitment panels and shortlisted candidate groupings, as well as in the people resourcing of CGIAR Initiatives.

- The EMT consistently acts as visible role models for GDI. An EMT member has attended almost all GDI all-staff webinars, to signal their support and highlight the importance of the subject matter. They have also actively supported inclusive leadership training. In addition, they and over 300 other leaders across CGIAR have signed a Panel Pledge committing signatories to demand diversity on the panels and other public discussions where they speak.

- The leadership team has ensured that GDI will be central to the new organization's values and culture. A cross-CGIAR working group has, in partnership with external experts, completed the important work of a culture diagnostic and is in the process of completing a One CGIAR culture blueprint. The GDI Function was at the core of this work to ensure gender diversity and inclusion are embedded within the ways of working in the new operating structure.

4. THERE IS GREATER AWARENESS AND UNDERSTANDING OF GDI

- There is an active and committed community of GDI advocates across CGIAR. These include the People and Culture community of practice, GDI focal points, Employee-led Resource Group (ERG) leaders and members, the managers who have attended inclusive leadership training, and the participants of the specialist GDI training. All courses were well attended and received very positive feedback. One hundred percent of participants rated the GDI specialist HR and gender focal point course as "excellent" or "very good". Graduates from the Catalyst course noted the high levels of interaction and participation, as well as the open discussions and exchange of experiences.

- This group are enabled and equipped to promote GDI best practices more confidently within their workplaces.

- The GDI Knowledge Hub has over 4,753 users, representing 11,796 visits. The 'Introduction to GDI' section of the hub has had over 4,820 visits and the GDI eLearning over 3,540.

- The first eLearning module entitled an 'Introduction to GDI' was completed by over 1,000 staff members. Additional eLearning modules, including a module on Unconscious Bias, have been launched.

- Three Employee-led Resource Groups (ERGs) are up and running independently, with more in development. With representatives from across all centers, they meet monthly to plan activities for their communities. These activities are promoted to all staff and well attended, for example the most recent webinar hosted by Wellness@CGIAR was attended by over 500 staff members.

EARLY RESULTS - EVIDENCE OF IMPACT

5. GDI IS BEGINNING TO BE MAINSTREAMED INTO CGIAR POLICIES AND PRACTICES

- Diversity-related data is now available and in use. GDI dashboards have been key features of the GDI Function's work, providing clarity and transparency for the first time of gender and diversity in CGIAR's workforce and operating approaches. These dashboards will evolve in line with the organization's transition to One CGIAR, as well as the need to adopt a more robust and intersectional approach to gender and diversity.

- The new Office of Ethics and Business Conduct is leading the development of a cross-CGIAR Code of Conduct and Ethics Framework, which is in the final stages of development. The Code will be accompanied by a suite of One CGIAR policy documents including whistleblowing policy, anti-harassment policy, anti-trafficking policy, child safeguarding policy and prevention of sexual exploitation and abuse policy.

- GDI is now mainstreamed into One CGIAR recruitment processes, with a focus on diversity and mitigating bias.

- CGIAR's GDI and Internal Audit Functions have established a strong collaborative working relationship. The working paper, "Integrating GDI into CGIAR's Audit", includes a seven-point action plan for mainstreaming GDI into internal audits. CGIAR's draft GDI audit guidelines have been shared with the CGIAR Internal Audit CoP and are in the final stages of completion.

- Diversity considerations were formally embedded into CGIAR's Initiative design proposal templates and into the process of building Initiative teams.

- The GDI Function and the Gender Research platform continue to collaborate and partner.

EARLY RESULTS - EVIDENCE OF IMPACT

5.

KEY RECOMMENDATIONS FOR NEW FRAMEWORK AND ACTION PLAN

As the first two years of the GDI Function come to a close, a new multi-year Action Plan is in development.

The GDI Function will take a two-pronged approach to strategy development, focusing both on a shorter-term 'interim' plan to support the transition to One CGIAR and a longer-term vision for the future.

Approaches will continue to be pragmatic and mindful of the absorptive capacity of staff and management at a time of competing priorities and transition-related deadlines. It is anticipated that adaptive management to delivering on a new GDI Action Plan will continue to be important as the new operating structure continues to evolve. Accordingly, a number of guiding principles will inform the development of a new GDI Strategy and Action Plan:

- **Transparency, accountability and data-based decision-making** will remain essential guiding principles for the new GDI Strategy and Action Plan.

- The GDI Function will continue to **partner broadly**, prioritizing areas where it can contribute positively to the organization by **adding unique value**.

- The new multi-year Action Plan will focus on **mainstreaming GDI** into shared workplace policies, practices, cultures and behaviors.

- An increased focus will be placed on **disaggregated strategies and targets** which move beyond gender to other diversity dimensions, including race, disability, generations, and LGBTQ+.

- As the **GDI Function transitions to a department within the new Global People and Culture group**, it will strengthen its advisory and capacity-building role, building greater internal capability and relying less on external expert consultants in the longer term.

KEY RECOMMENDATIONS FOR NEW FRAMEWORK AND ACTION PLAN

Key components of the new multi-year Action Plan will include:

1. **A continued focus on integrating GDI data into workforce planning and decision-making**. As the transition to One CGIAR continues, GDI will support efforts to transition to a more streamlined mechanism for shared data collection and reporting, with the eventual goal being the provision of transparent data in real-time to support strategic people-focused decision making and action.

2. **Expanding diversity targets beyond gender**. The broad targets of the first GDI Action Plan have been met, paving the way for a more intersectional and sophisticated approach to understanding workforce diversity. The setting of, and advancement towards, targets on nationality, race, ethnicity, ability and generations, among other dimensions, must include opportunities for staff to self-identify in a way that is appropriate to local cultures.

3. The development of mechanisms to **monitor diversity dimensions throughout the career pipeline and implement targeted interventions to support career advancement of diverse staff**. Data on promotions and separations indicate there is potential to better support women and nationals of low and lower-middle income countries in career advancement. The higher levels of diversity amongst early career professionals at CGIAR also presents an excellent opportunity to explore how to sustain gains along the talent pipeline.

4. A continued focus on actively **mitigating inequity and potential bias in recruitment and promotion** processes by mainstreaming the recommendations of the GDI toolkits (Recruitment, Performance Management, Orientation, Exit) into the new shared policies and practices of One CGIAR. This will also include opportunities to partner in other areas of work, including the development of shared approaches to compensation and benefits and all other areas of global talent management.

5. Support to **develop and adopt shared approaches to work-life, parental leave and other inclusion-related policies** based on best practices to strengthen CGIAR's ability to attract, retain and support a diverse workforce. Current data on household composition and age allude to a need to create policies more supportive of women with caregiving responsibilities, particularly at mid-career and senior levels where their numbers are lowest.

6. **Targeted outreach and career support for three key occupational groups** (Business Operations & Finance, Genetic Innovation and Resilient Agri-Food Systems). These three groups account for 74 percent of the total CGIAR workforce and currently have amongst the lowest proportions of women. Overall organizational progress on advancing gender diversity will depend on improving gender representation in these areas in particular.

7. An increased focus on the **development of inclusive leaders**, and in close collaboration with CGIAR's Ethics and Business Conduct team, the GDI Function will place a particular focus on the **prevention of discrimination, harassment and sexual harassment, and the prevention of sexual exploitation and abuse**.

8. An expansion of focus to more actively support the definition and advancement of **a shared CGIAR culture** that is aligned with CGIAR's mission, vision, and values, and which embodies norms and behaviors that are conducive to workforce engagement and innovation.

KEY RECOMMENDATIONS FOR NEW FRAMEWORK AND ACTION PLAN

CONCLUSION: THE FUTURE OF GENDER EQUITY, DIVERSITY AND INCLUSION IN CGIAR'S WORKPLACES

A strong foundation has been established to advance gender equity, diversity and inclusion (GDI) in CGIAR's workplaces. The next multi-year Action Plan will build on this early progress with the same level of ambition, ensuring that best practices are embedded into shared ways of working in the new operating structure.

The GDI Function will play an integral role in the transition to the new operating structure, evolving to become an important department in the new People and Culture global Group, collaborating widely.

The development of the updated GDI Framework and new Action Plan is already underway. A small internal working group is currently leading a series of consultations with key stakeholders, with the goal of finalization by August 2022.

KEY RECOMMENDATIONS FOR NEW FRAMEWORK AND ACTION PLAN

ANNEXES

Annex 1

A detailed account of achievements against the 108
stated targets in the GDI Action Plan 2020-2021

ANNEX 1: a detailed account of achievements against the 108 stated targets in the GDI Action Plan 2020-2021.

Principle 1 – We commit to fostering diversity and inclusion

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
1.1 **Workforce engagement, an inclusive workplace culture and GDI in CGIAR's workplaces are consciously connected**	Common GDI questions for use in Engagement Surveys	**CGIAR's cross-system workforce engagement survey, for use by all centers, now contains a set of GDI questions. In addition, the cross-CGIAR transition pulse survey also has a diversity focus**. In CGIAR the practice has been that separate engagement surveys were conducted by each individual center. There was little commonality in terms of timings and frequency of these surveys. At the beginning of 2019 some centers had just completed a full survey and only fielded a survey every 2 years, so there was limited opportunity to do another survey within the timeframe of the Action Plan. The HR (Human Resource) CoP (community of practice) worked with external expert consultants to take a pragmatic approach, producing two products. The first, a short stand-alone 'pulse' GDI survey made up of 17 essential questions and the second, a list of 11 mandatory, common GDI questions to include in all future full engagement surveys. The inclusion of GDI questions in workforce surveys has now become standard practice.	■		
	Common formats for GDI surveys	**CGIAR's first common GDI pulse survey is now available for use by all centers and workplaces to gather workforce perceptions on GDI, offering a quicker and easier alternative to a full staff engagement survey**. The common GDI pulse survey was finalized and adopted in August 2020. It provides centers with meaningful information on GDI; establishing a baseline; monitoring progress; and customizing actions to center's unique circumstances. This will evolve in line with the new CGIAR operating structure.	■		
	The format of an engagement component of an online CGIAR GDI Scorecard, where CGIAR centers can share progress for transparency	**An online data management platform and accompanying dashboard were created to facilitate reporting and consultations on the GDI Matrix.** To support centers in understanding and reporting on this new tool, the GDI Function provided information briefings, drop-in sessions for questions, one-on-one consultations. Results were made public on the GDI Matrix dashboard, in the support of transparency, knowledge sharing and accountability that guide the Action Plan. The GDI Matrix dashboard and reporting will evolve in 2022 in line with the new operating structure.	■		
	Common shared GDI surveys are used	**Common GDI questions were used in all center engagement surveys in 2020/early 2021**. GDI pulse surveys were also collaboratively designed and are ready for use. Going forward, shared approaches to workforce engagement surveys in the new operating structure will enable planned global delivery according to agreed schedules.	■		
	Results from CGIAR Center engagement surveys are available on the CGIAR GDI Scorecard, parsed by gender and other diversity dimensions	**The GDI Matrix (scorecard) Indicator 12 - "Workforce Engagement Assessment"- requires centers use common GDI questions in their engagement survey.** To exceed requirements, the average positive response rates should be 90 percent or higher for all GDI-related questions, along with an expectation that centers conduct annual GDI assessments. The first GDI Matrix results from June 2020 found that **21 percent of CGIAR centers were meeting the requirement of** Matrix Indicator 12, while 71 percent of entities were approaching requirements, and 7 percent were missing requirements. The GDI Matrix Indicators will evolve in 2022 in line with the new operating structure.	■		
	GDI report will share cross-System progress on key engagement and inclusion points to support future planning	**An interim GDI report was published in September 2020 that shared cross-CGIAR progress based on the GDI Matrix and workforce data.** It revealed for the first time the true breadth of the CGIAR workforce and did so with a GDI lens, looking at strengths and opportunities. It also confirmed the need for disaggregated targets to propel progress in key areas, which will be a key deliverable in 2022/3. While the cross-CGIAR transition pulse survey has provided key engagement and inclusion points, this has been at a very high level. Therefore, this work will continue into the next GDI Action Plan.	■		

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ANNEX 1: a detailed account of achievements against the 108 stated targets in the GDI Action Plan 2020-2021.

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
1.2 **A range of diversity demographics are identified for cross-System reporting and targets are adopted**	Standard descriptions of staffing categories (e.g.: Professional Staff) against which CGIAR centers can map gender representation to ensure accurate cross-System reporting	**CGIAR-wide descriptions of shared staffing categories have been fully developed and applied by the HR CoP, enabling accurate cross-CGIAR reporting and comparison.** The common staff index and shared diversity dimensions were co-created through a highly consultative 4-month process involving CGIAR's HR CoP with representation from all CGIAR centers. In the absence of a shared job classification system, these standardized descriptions allowed CGIAR centers to map their staff to a shared set of staffing categories, enabling accurate comparisons across centers on gender and other dimensions of diversity. In 2022, these standard descriptions will provide a useful foundation, as the new People and Culture community work to develop and roll out a new shared job classification system.	■		
	The additional diversity dimensions for which cross-System data will be collected	**Data has been collected on a range of diversity dimensions including gender, nationality, age, education, recruitment type, duty post, tenure, seniority, disciplinary area, and household composition. In the second round of workforce data collection, these dimensions were strengthened and expanded to look at part-time/full-time work, promotions, and retention.** In future rounds of data collection, additional diversity dimensions will be considered. These are expected to include race, ethnicity, disability status, and gender identity. In addition, to separate the concepts of sex and gender in data analysis, work will begin in 2022 to enable staff to choose to self-identify (or not) on gender identity, race and disability. Currently, not all centers directly provide this opportunity. Such steps will facilitate a more comprehensive picture of workforce diversity, allowing for an intersectional examination of diversity across CGIAR, which will directly inform One CGIAR policy-making.	■		
	The mechanism to enable efficient data collection from CGIAR centers on diversity demographics, recognizing the non-binary nature of gender	**Mechanisms, in the form of templates, guidance, data platforms and dashboards that had the capability to collect and display non-binary gender data were developed.** However, it was found that no center was collecting data on gender identity and were at varying levels of comfort with the idea. Therefore, work pivoted to focus on socializing centers to importance of enabling individuals to identify themselves by their chosen gender. In 2022, as cross-CGIAR data collection mechanisms mature, comfort levels increase, and the transition to the new operating structure proceeds, guided by Implementing Arrangements, this approach will be reviewed and strengthened.		■	
	The format of a demographics component of an online CGIAR GDI scorecard, where CGIAR centers can share a nuanced picture of progress, recognizing the different center contextual realities	**Two online public GDI dashboards, on workforce data and the GDI Matrix, provide a comprehensive look at the GDI progress and workforce diversity of CGIAR centers.** Together they represent significant progress on the journey to gain a holistic picture of staff diversity across CGIAR, while also recognizing the different center baseline starting points. Both data sets are critical inputs to CGIAR's shared policy development. As we transition to the new operating structure, these tools will be adapted to reflect the new contextual realities	■		

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ANNEX 1: a detailed account of achievements against the 108 stated targets in the GDI Action Plan 2020-2021.

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
	The first data collection of additional diversity dimensions is completed, and targets set for an inclusive workforce	**The first round of data was collected and published in June 2020 on the GDI Workforce Data Dashboard, which covers gender, age, nationality, education, recruitment type, duty post, tenure, seniority, disciplinary area, and household composition.** This established an important baseline from which to track future progress. However, the setting of additional targets in 2021, other than the retention of the existing target of 40 percent for women in professional roles, was considered impractical at a time when the new operational structure was still in development. Once CGIAR's existing workforce has transitioned to the new operating structure in 2022, detailed targets can then be collaboratively developed as part of the 2022-24 GDI Action Plan.		in progress	
	By the end of 2020, CGIAR centers will have collectively attained at least 35 percent representation of women across the organizational hierarchy in professional roles	**The first GDI data collection (June 2020) found that women accounted for 39.3 percent of CGIAR's professional roles, comfortably passing the target of 35 percent ahead of schedule.**	achieved		
	By the end of 2021, CGIAR centers will have collectively attained at least 40 percent representation of women in professional roles and proportionate diversity targets across the organizational hierarchy	**By end-2021, women accounted for 41.2 percent of CGIAR's professional roles against the target of 40 percent.**	achieved		
	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	**The Matrix and GDI workforce data dashboard together provide a full picture of cross-CGIAR progress and enable targeted action, support, and recognition.** The GDI Matrix went live in September 2020, showing CGIAR center performance against 15 performance indicators, including pay parity, equal representation, recruitment, and more. Meanwhile, the GDI workforce data dashboard was published following a first round of data collection and analysis in June 2020, after which several changes to the workforce data were recommended and approved by the HR COP. In December 2020, a second round of workforce data collection was completed and published to the dashboard. The dashboard was also updated, adding new data on promotions and separations. The second round of workforce data collection shows progress on a range of diversity dimensions. From January 2021, the GDI Function also supported the TPMU in the affiliation process, in the collection and analysis of a slightly different but complementary set of people-data. All of this baseline data will guide the definition of targets across a broader range of diversity dimensions and at a disaggregated level, as part of the new Action Plan 2022-2024.	achieved		

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ANNEX 1: a detailed account of achievements against the 108 stated targets in the GDI Action Plan 2020-2021.

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
1.3 **Open, voluntary platforms are created where staff can gather in communities to share common interests, concerns and support**	Consultation process completed which explores which ERGs to establish	**Consultation with the HR CoP established clear preferences for Employee-led Resource Groups (ERGs) on workplace wellness, support for women in research and science, and anti-racism.** Following consultation, which took place in March 2020, a working paper was developed to define the development and deployment of ERGs at CGIAR.	■		
	A range of pioneering ERGs are launched, such as Women Scientists, People with Disabilities and Pride@Work/LGBTQIA+, and other groups addressing diversity dimensions, in a manner that is culturally and contextually sensitive	**Three ERGs have now launched, covering wellness and mental health (Wellness@CGIAR), women in research and science (WIRES), and the Forum Against Inequality and Racism (FAIR). A fourth ERG, focused on youth is in development. In 2022, two further ERGs will be considered, potentially covering LGBTQ+ and Disability.** Wellness@CGIAR launched in October 2020 (World Mental Health Day), with discussions on mental health and mindfulness. The launch took place twice to accommodate different time zones and it was also translated simultaneously into French and Spanish. The Women in Research and Science (WIRES) ERG launched next in January 2021. The third ERG, the Forum Against Inequality and Racism (FAIR) ERG had a 'soft' launch in Dec 2021. Every ERG has had a cross-CGIAR coordination committee, beginning with 12 people from diverse disciplines, duty stations, age, gender, color, and nationality. Each ERG has evolved at its own pace, through mission identification, logo selection and a wide range of innovative events. Senior leadership have shown active support. The new GDI Action Plan 2022-2024 will see the further strengthening of these key staff engagement groups.	■		
	ERGs involved in the onboarding process and acting as outreach channels for diverse talent acquisition	**Due to the fragmented nature of CGIAR's people policies and systems, ERGs have not yet been fully involved in onboarding processes, although they are promoted in a forthcoming onboarding toolkit. WIRES ERG members have contributed to outreach efforts by joining focus groups in support of the design of a new CGIAR career page.** All three ERGs are planning to include specific outreach activities in 2022/3.		■	

ANNEX 1: a detailed account of achievements against the 108 stated targets in the GDI Action Plan 2020-2021.

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
	ERGs share activities and progress	**ERGs share activities and progress via the CGIAR GDI news page, the GDI Knowledge Hub, and the individual ERG webpages.** Examples of activities include: Wellness@CGIAR holding webinars to discuss and promote mental health and wellbeing; and the WIRES ERG organizing webinars to showcase contributions from CGIAR's women scientists and to celebrate the International Day of Women and Girls in Science.	●		
	Data on ERGs, their activities and their impact are available on the CGIAR GDI scorecard; growth of ERGs beyond initial launch	**Now that ERGs have been established, data on ERGs will be gathered and analyzed in 2022, based on measurements set out in the ERG working paper including:** Membership: percent annual membership growth, membership as percent of employee population, membership satisfaction Events: percent increase in average event attendance, average rating of events by participants Organization Impact (longer-term measures): advancement rate of ERG members, retention rate of ERG members, relative engagement of ERG members, degree to which ERG enhances CGIAR reputation and operations.		●	
	A lessons-learned report guides CGIAR centers on future ERG planning	**In Q4 2021, consultation with each ERG determined lessons learned and a subsequent survey in 2022 will provide further insights.** Early findings suggest that ERGs can be even more efficient, effective, and impactful in 2022-24. An ERG planning workshop was held in early 2022 to adapt TORs based on lessons learned, and to establish an annual event calendar for each ERG.	●		
1.4 **Targeted, collaborative sourcing and outreach increases diversity in applicant pools**	A CGIAR best practice guidance note on diversity-positive job design, job descriptions, vacancy announcements and application processes	**The GDI Function launched the Inclusive Recruitment Toolkit in April 2021, providing guidance on diversity-positive job design, job descriptions, vacancy announcements, and the application process itself.** The toolkit is divided into eight action areas, plus a set of annexes that together provide a wealth of practical checklists, tools, and information covering every stage of the recruitment cycle. The best practice GDI guide provides the necessary tools for all centers to mainstream GDI into their recruitment processes. A significant success, the toolkit has been used during the One CGIAR transition, helping to ensure that the design, recruitment, selection, and appointment processes have been based on diversity best practice and mitigated for bias.	●		
	Diversity-sensitive recruitment materials to develop CGIAR's brand in segments of specific labor markets and access under-represented potential candidates	**CGIAR is now better able to access under-represented potential candidates using diversity sensitive materials, such as a new One CGIAR vacancy page, which was created specifically to attract under-represented talent.** The Inclusive Recruitment Toolkit offers further guidance on reaching out to under-represented labor markets, including specific suggestions and detailed annexes.	●		
	The economies of scale possible from System-wide negotiations with executive search firms, social media tools and labor brand developers	**The One CGIAR transition will enable shared negotiations with executive search firms rather than each center engaging through an individual procurement process.** When the transition to the new operating structure is complete, the GDI Function will support Global Talent Management in the mainstreaming of diversity and inclusion into new approaches or activities.		●	

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ANNEX 1: a detailed account of achievements against the 108 stated targets in the GDI Action Plan 2020-2021.

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
	Shared candidate open-call rosters to support CGIAR centers in sourcing for diverse talent	**Work was started to develop an open roster as part of the new ONE CGIAR career page.** The work was paused to await transition to the new operating structure, so that the rosters can be tailored to the new groups. In 2022 the GDI Function will support Global Talent Management in the mainstreaming of diversity and inclusion into new approaches or activities.			■
	A sourcing component of an online GDI Scorecard, where CGIAR centers share progress on the success of different outreach channels/mechanisms	**Indicator 13 of the GDI Matrix - "Recruitment" - sets out expectations for recruiting from under-represented groups. CGIAR centers publicly share via the Matrix whether or not they have met these expectations.** Centers are currently not required to report on their successes using different channels/mechanisms (as this was not considered an evidence-based solution for recruitment diversity). But during the internal research for the new CGIAR career page, centers were consulted on the progress and success of different outreach channels. This lays the foundation for shared ways of working in 2022-24.	■		
	System-wide training on eliminating bias in job design, job descriptions, vacancy announcements and application processes	**Specialist GDI training was conducted across CGIAR with 42 HR managers and gender focal points, supporting them to eliminate bias in job design, job descriptions, vacancy announcements and application processes**. An on-demand course on de-biasing interviews and an all-staff online training module on the entire hiring process are planned to launch in 2022. In addition, an all-staff online training module (which covers the entire hiring process) has been produced, story boarded and reviewed for testing with planned launch in 2022.	■		
	A CGIAR diversity outreach/ recruitment portal exists with a social media presence and a range of outreach products, including rosters, to support CGIAR centers in the spirit of One CGIAR	**The ONE CGIAR career page has been collaboratively renewed, in line with the recommendations of the Inclusive Recruitment toolkit.** To make the webpage more attractive and helpful to diverse and under-represented candidates, inclusive language and CGIAR's commitment to diversity and inclusion have been added, as well as outreach tools and additional information to support candidates in the application process. The next stage will be to identify current open positions in areas where there is a lack of diversity and target outreach activities to increase applications from under-represented candidates.	■		
	A lessons-learned report guides CGIAR centers on future outreach planning	**A lessons-learned report was written, using the findings from two focus groups.** Further findings and insights will be added to the report and shared to help guide future outreach planning.	■		
1.5 Selection processes and decisions are diversity-aware and support diversity targets	A CGIAR best practice guidance note on diversity-positive selection	**The Inclusive Recruitment Toolkit, which was launched in April 2021, includes guidance on diversity-positive selection.**	■		
	Cross-System training for interview panel members on eliminating selection bias	**As previously mentioned, specialist GDI training was conducted across the system with 42 HR managers and gender focal points, supporting them to eliminate bias in job design, job descriptions, vacancy announcements and application processes.** An on-demand course, focusing specifically on de-biasing interviews, is under development for launch in 2022. In addition, guidance on debiasing the interview process has been covered in an all-staff online training module on the hiring process, also expected to launch in 2022, and the aforementioned specialist GDI training held for HR managers and gender focal points.	■		

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ANNEX 1: a detailed account of achievements against the 108 stated targets in the GDI Action Plan 2020-2021.

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
	The opportunity to pilot-test the use of assessment tools that can further mitigate the risk of bias	**A report has been written, complete with a review of multiple assessment tools and subsequent recommendations. A range of technology enabled assessment tools has been identified for piloting in 2022.** Evidence suggests that the most powerful assessment tool is the use of structured interviews and workplace sample tests. Some 42 HR professionals and gender focal points were trained on their design and use. Some centers have already started to deploy these tools, and follow-up will be made in 2022 to assess impact.	■		
	A selection process that requires diverse shortlists, diversity-balanced interview panels and preferential decision-making in favor of candidates from under-represented diversity dimensions, where more than one candidate is suitable for appointment.	**The Inclusive Recruitment Toolkit sets out a selection process that requires diverse shortlists, diversity-balanced interview panels, and preferential decision-making in favor of candidates from under-represented diversity dimensions.** The toolkit has been widely used for all role selections to date as part of the One CGIAR transition, to ensure improved representation across a variety of diversity dimensions.	■		
	GDI report shares cross-System progress against CGIAR diversity targets	**The GDI Matrix indicator No. 13 – "Recruitment" - requires centers report on aspects of the selection process,** including having more than one candidate from a diverse or under-represented group on shortlists; training hiring managers in use of structured interviews and preferential selection in favor of diverse candidates. While the baseline taken in June 2020 showed that no center met the requirements for the recruitment indicator, with most centers missing requirements (71 percent of centers). The critical nature of this area of performance cannot be understated: to achieve and sustain a diverse and inclusive workforce CGIAR must increase the diversity of applicants and maximize talent pools and subsequently increase the selection of underrepresented candidates. During the transition to the new operating structure clear gender targets will be set and closely monitored and reported on.	■		
	CGIAR GDI awards publicly recognize achievement at center and System levels (linked to Principle 3)	**Recommendations were made for a rewards program at three levels: center, HR leaders, and all staff. The all-staff award program will be launched and awarded in 2022.** The recommendations were based on an external benchmarking study, which reviewed best in class approaches. To be rigorous, awards must be data driven and evidenced-based. The award process has been designed to be simple and easy to conduct, while still allowing for objective judging. Additional awards will be introduced in 2023.	■		

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ANNEX 1: a detailed account of achievements against the 108 stated targets in the GDI Action Plan 2020-2021.

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
1.6 **GDI are embedded into learning and development strategies**	A CGIAR GDI best practice toolkit for use during orientation	**A GDI best practice toolkit on making orientation more inclusive has been created and approved.** It will be published on the GDI Knowledge Hub in 2022. Further, ERGs are exploring ways to better integrate into the orientation process, to strengthen their ability to support and engage underrepresented staff from the outset.	■		
	A standard cross-System training for Senior managers on inclusive leadership	**In 2021, a standard cross-CGIAR training for senior managers on inclusive leadership was launched and attended by 47 managers.** The training course ran from February to June 2021 and was attended by leaders from a range of research and professional support functions all around the world. The course consisted of five modules, each with their own virtual webinars and coursework, all managed by Catalyst, a global non-profit that works with some of the world's top CEOs and companies to build more inclusive workplaces. Course modules covered (1) the benefits of inclusion and the six traits of inclusive leadership, (2) unconscious bias, (3) inclusive communication, (4) emotional tax, and (5) managing teams inclusively. A series of toolkits, people manager workbooks and e-modules were launched to accompany this instructor-led training. Materials include a People Leaders' Workbook – "Advancing Gender Equity, Diversity and Inclusion in CGIAR's workplaces – activities, tips and tools to help you and your team work inclusively". The workbook is a practical and interactive guide that helps people leaders to engage with their teams on inclusion and diversity. This training will be rolled out to more people leaders as part of the GDI 2022-24 Action Plan.	■		
	An online CGIAR training program for all levels of CGIAR center staff that can be accessed at HQ, regional and country offices shared tools and resources	**An online training program for all staff is easily accessible 24/7 through the GDI Knowledge Hub. It includes two all-staff e-modules, as well as four guides and one toolkit.** The e-modules are (1) "An Introduction to Gender, Diversity, and Inclusion", which is a 45-minute module, which makes the case for diversity and inclusion, explains CGIAR's GDI vision, and outlines expected behaviors, and (2) "Unconscious Bias in CGIAR workplaces", a 30-minute module. GDI Guides, also posted on the Knowledge Hub, include: (1) Wellness in a time of COVID19 - A GDI Staff Guide, May 2020"; (2) Wellness in a time of COVID19 - A People Leaders' Guide, April 2020"; (3) What is Diversity and Why does it matter? - A Case for Diversity, July 2020"; (4) What is Inclusion and why does it matter? – A Case for Inclusion, September 2020. The Inclusive Recruitment Toolkit, May 2021, is also available on the Knowledge Hub. These training programs, guides and toolkits will continue to be available in 2022-4 and evolve further.	■		

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Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
	Data tracking on key GDI learning and development data points	**A template has been created to track all key GDI learning and development, although IT constraints within the current systems have prevented the full automation of this function. Results from 5 August 2020 to 5 December 2021 showed:** Number of visits to the Knowledge Hub: • 4,753 new users, representing 11,796 sessions • 2,093 returning users • Users viewed an average of 3.09 pages • Total page views: 36,477 • Unique page views: 24,322 Top pages and # of views: • Home: 8,031 • Intro to GDI: 4,823 • GDI eLearning: 3,548 Number of participants completed eModules: • 1,023 for GDI Intro • 203 for unconscious bias Going forward a new Knowledge Hub will allow more seamless tracking of learning and development data and insights from January 2022 onwards.	✓		
	GDI report shares cross-System progress on GDI-related learning and development activities and their impact	**Indicator 7 in the GDI Matrix requires centers to report progress on GDI-related learning and development,** including the percentage of staff who have received training and senior managers who have received tailored training. The last full report conducted at the end of 2020 showed that only 7 percent, or one center, met the requirements of this indicator. To meet the requirements of this indicator, 80 percent of all staff must have received GDI training and GDI must be incorporated in orientation programming for all new staff. Significant gains are expected in this area for the next reporting period due to the launch and implementation of the previously mentioned Introduction to GDI online course.	✓		

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Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/paused
1.7 **Retention, advancement and attrition are tracked with a GDI lens**	CGIAR GDI best practice toolkit for use by CGIAR centers on exit interviews	**A GDI Guide on exit interviews has been created, reviewed, and approved. It will be published on the GDI Knowledge Hub to support the development of common practices.**	■		
	A data collection process which tracks the average tenure, advancement/promotion and turnover in all diversity dimensions	**In December 2020, a second round of workforce data was collected, which like the first included average tenure, but also collected advancement/promotion and turnover data that could be analyzed across the range of diversity dimensions collected. Findings have been included in the June 2021 report and Annex 3 of the present report.** The data tracks average tenure, promotion and separation by gender, nationality, education level, household composition, contract type and age. As the transition continues, workforce data collection will be strengthened and expanded to disaggregate by diversity dimensions, in the search for key insights for One CGIAR policy development.	■		
	A GDI report shares System-wide learnings on retention to support CGIAR centers in future planning	**System-wide learnings on retention have been gleaned from the December 2020 dataset and shared in the June 2021 report.** The December 2020 data has provided a valuable benchmark against which to monitor future progress. However, there is a need for a deeper dive to gain findings that can truly benefit future workforce planning.		■	

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Principle 2 – We commit to providing fair, safe and inclusive workplaces.

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
2.1 **Standards of conduct are clear, and in line with our shared values. A respectful culture is consciously developed**	CGIAR Code of Conduct developed that covers GDI, as part of the work to develop the CGIAR Ethics Framework	**A cross-CGIAR Code of Conduct and Ethics Framework are being finalized, after a first draft was developed in 2020 by an external consultant and cross-center working group. The establishment of a CGIAR Office of Ethics and Business Conduct in July 2021 added momentum to the process.** The Code is in the final stage of development, ready to be socialized post transition. It will be accompanied by a suite of One CGIAR policy documents that include but are not limited to: • Whistleblowing Policy • Anti-Harassment Policy • Anti-Trafficking Policy • Child Safeguarding Policy • Prevention of Sexual Exploitation and Abuse Policy The new Ethics Officer is working with the GDI System Advisor, to ensure the final code and all policy documents are reviewed and revised through a GDI lens.	■		
	Hotline shared across all CGIAR centers	**A new One CGIAR hotline is in place.**	■		
	Technology support for flexible work arrangements, and disabilities widely available	**In 2020, the GDI Function published GDI Guides on remote working, one for team leaders and one for all staff.** Publication of the guides was accelerated by COVID-19 and launched as much of the world went into lockdown. A best practice guide on developing flexible working policy was also created for use by centers as they redesigned their policies. A cross-CGIAR flexible working policy is being developed for consultation and use by One CGIAR. When finalized and launched this product will support the organization to mainstream GDI approaches to flexible working in a consistent manner. Technological support for persons with disabilities was not reviewed during the period, but this will be a key focus area of the new GDI Action Plan 2022-24.		■	
	Support for global mobility available	**Planned activities in this area were paused due to COVID-19 mobility restrictions and the transition to One CGIAR.** Work in this area will be planned for inclusion in the GDI Action Plan 2022-24.			◪
	The CGIAR system makes a commitment to LGBTQIA+ rights in the workplace in a manner that is culturally and contextually sensitive	**CGIAR has not yet formally initiated significant work on LGBTQIA+ rights in the workplace. A guide to the use of gendered pronouns was produced and shared.** An early draft discussion document is in development for a GDI guide on supporting LGBTQIA+ colleagues in the workplace, which will be elaborated in 2022.		■	
	Communications to support and reinforce policy	**The ethics code of conduct and associated policies are being finalized, following which a robust dissemination and training program will be implemented.**			◪

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Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
	The organizational culture is accepting of those who work flexible schedules	**CGIAR's organizational culture has already demonstrated the ability to accommodate flexible schedules. A major contributor to this cultural acceptance was Covid-19, which required many staff to work flexibly and to work from home.** A GDI guide on remote working was developed to support staff and managers in adapting to work-from-home conditions. A further guide for centers was created to support their development of GDI-friendly flexible working policies and practices.	■		
	An inclusive concept of family guides the determination of benefits and participation in Center events, subject to the Center delivering on its mission, objectives and business plan targets	**A GDI guidance note on the inclusive concept of family is being drafted for use in 2022.** It will provide valuable guidance in the development of new shared People and Culture policies in One CGIAR.		■	
	Assessment of CGIAR culture on fairness, safety and inclusion measured at healthy level	**In 2020, 21 percent of centers (3) reported meeting or exceeding the requirements of Matrix Indicator 10 - "Standards of Conduct" - which requires the promotion, implementation, monitoring, and take-up of policies which support safe and inclusive workplaces.** In addition, to meet the requirements, some 80 percent of staff must respond positively to staff survey questions regarding the center's commitment to addressing allegations of discrimination, bullying, harassment and assault. A cross-CGIAR working group has, in partnership with external experts, Hofstede Insights, **completed the important work of a cross-CGIAR culture diagnostic and is in the process of completing a One CGIAR culture blueprint.** The GDI Function has been a core part of this working group to ensure alignment with new values and in 2022-24, will support the work to embed a global inclusive work culture.	■		
	A comprehensive range of flexible benefits and services, including education, health, and counseling, is provided	**A draft cross-CGIAR flexible working policy has been developed for consultation and socialization post-transition.** This will be reviewed alongside the development of other policies by the People and Culture group. When finalized and launched, this product will contribute to consistency across CGIAR in mainstreaming GDI approaches to flexible working.	■		
	Based on research and assessment, benefits and services are regularly adapted to changing conditions	**Activities in this area were paused to allow for the transition to progress to a point of maturity where exploration of a shared approach to CGIAR compensation and benefits policies can be launched by the People and Culture group. Initial work has now begun.**		■	

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Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
2.2 **Pay parity is monitored and addressed**	Pay parity in CGIAR centers is reviewed	**GDI Matrix Indicator 9 – "Pay parity" –requires that pay parity has been analyzed; is met in more than 80 percent of job categories; and a plan to achieve full parity has been publicly shared with staff.** As of June 2020, 28 percent of centers met or exceeded the indicator, 21 percent were approaching requirements, and 50 percent were missing requirements. These findings will be a valuable input to the development of a shared approach to CGIAR compensation and benefits.	■		
	Pay parity has been analyzed, and steps initiated to address unconscious bias	**Some 42 HR managers and gender focal points across CGIAR have received specialist GDI training enabling them to properly assess and report their pay gap.**		■	
	Pay parity has been fully addressed, and compensation systems have been modified to address unconscious biases	**Further work on pay parity has been put on hold until the transition to the new operating structure has further matured.**			◪

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

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
3.1 **GDI leadership and Community of Practice are in place**	GDI leader in place for CGIAR, together with CGIAR center-level GDI focal points	**CGIAR appointed its first System-wide Senior Advisor for GDI in January 2020. When she transitioned to the role of Global Director for People and Culture an interim Senior Advisor for GDI was appointed in November 2021.** GDI focal points were formally established as part of the GDI Network, which launched officially in April 2020. A Gender, Diversity, Inclusion and Cultural department has been defined as part of the new CGIAR operating structure and recruitment to fill the position of department head and the broader team will commence in 2022.	■		
	GDI community of practice is firmly established	**A GDI community of practice (CoP) is firmly established and includes the GDI Function, HR leaders, ERGs, and GDI focal points. The GDI CoP is connected through formal governance, meetings (formal and informal), and multiple channels.** Specialist GDI training brought together 42 HR managers and gender focal points from across CGIAR for an intensive 10-month, 6 module program. This required participants to work closely together both in the training and on associated assignments and helped to build a strong community of GDI specialists.	■		
	CGIAR GDI architecture is firmly embedded in the system and is contributing significant results	**By the end of 2021, the CGIAR GDI architecture was firmly embedded, contributing significant results in terms of knowledge and resources, data and insights, and cross-system measurements and accountability.** The GDI Function included one Senior Advisor, a GDI Community of Practice (HR CoP and focal points), Employee-led Resource Groups (ERGs), and a network of external, expert consultants. The GDI Function is well established in its advisory and advocacy capacity and provides ongoing support as requested. This has included running all-staff brown bag sessions, holding drop-in webinars on timely subjects (such as #BLM), working with leadership to develop anti-racism statements and plans. In addition, the function has also provided more general CGIAR support, leading and contributing to groups working on the transition to One CGIAR and providing ongoing assistance and advice to the EMT and other cross-system leadership bodies. The GDI Function manages all GDI operations, including the development of a GDI risk register, budget management and tracking, internal and external reporting, contract management and general operational administration. A Gender, Diversity, Inclusion and Culture department has been defined as part of the new operating structure and recruitment to fill the position of department lead and the broader GDI team will commence in 2022.	■		

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Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
3.2 **Leadership on workplace GDI is expected behavior for all staff, especially CGIAR senior staff and Board Members**	GDI leadership with the support and resources necessary to advance GDI in the workplace is in place	**CGIAR appointed a first System-wide Senior Advisor for GDI in January 2020. When she transitioned to the role of Global Director for People and Culture an interim Senior Advisor for GDI was appointed in November 2021.** While no additional dedicated GDI staff were appointed, sufficient budget allowed the Senior Advisor to work with a suite of world class external experts to deliver cutting edge approaches to build a diverse and inclusive workplace. A GDI and Culture department is now planned for the new operating structure.	■		
	Appropriate mechanisms to recognize and reward workplace GDI action and advocacy are established	**An all-staff award will be launched in 2022, following rigorous external benchmarking to design a rewards and recognition program with three categories of recognition: center, HR and all-staff.** Due to the high burden of work resulting from the transition, the center and HR awards were placed on hold until the end of 2022, since application for awards requires work to provide rationale and detailed supporting evidence.	■		
	A CGIAR best practice guidance note on the leadership of GDI is available	**In January 2020, a people leaders' guide to diversity and inclusion was launched and shared on the GDI webpage.** A series of toolkits, people manager workbooks and e-modules were also launched. Materials include a People Leaders' Workbook – "Advancing Gender Equity, Diversity and Inclusion in CGIAR's workplaces – activities, tips and tools to help you and your team work inclusively". The workbook is a practical and interactive guide that helps People Leaders to engage with their teams on inclusion and diversity.	■		
	CGIAR GDI-system-wide award annual program is established and launched and the first CGIAR GDI awards are presented	**A rewards and recognition program was designed with three categories of recognition, covering center, HR and all staff, and will be launched in 2022.**	■		
3.3 **GDI are integrated into cross-System learning and advances the organization's strategy**	CGIAR centers 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.	**A review of CGIAR's current learning curriculum identified a range of opportunities to integrate GDI into existing learning and to build specific courses on GDI, including training on unconscious bias.** Based on this review, an E-module on unconscious bias is available for all staff and a module of the GDI specialist HR and gender focal point program was dedicated to mitigating unconscious bias.	■		
	Format of CGIAR GDI Knowledge Platform established	**The GDI Knowledge Hub is now in operation, making available a range of tools and knowledge products.** The Knowledge Hub is a one-stop shop, providing cross-System GDI information, sharing best practices and housing all GDI-relevant materials. At time of writing, The GDI Knowledge Hub has already been upgraded from its initial iteration and will continue to evolve to support CGIAR's GDI resource needs.	■		

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Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
	A series of online and in person workshops have resulted in the collaborative development of important GDI products	**The GDI network was launched with a 5-day workshop including all HR CoP representatives, gender focal points from each center, and a team of external expert consultants. This collaborative session led to the co-creation of a number of key GDI products and services.** This was further strengthened through one-on-one strategy and planning sessions with each center, to ensure that all products were fit for purpose.	■		
	GDI-specific courses successfully launched	**Multiple courses, in multiple formats have been successfully launched over the two years.** Some 47 senior leaders attended an Inclusive Leadership program, February to June 2021. The course's five modules each came with virtual webinars and coursework, all managed by Catalyst, a global non-profit. Based all around the world, the graduates had shown an interest in building their inclusive leadership capacity and a willingness to invest the time in developing these skills. Another 42 colleagues graduated in June 2021 from a separate GDI training program run by Include Consulting. The 10-month course targeted HR and GDI focal points and consisted of 6 modules, each with 2 webinars and live-action implementation assignments. It covered the case for diversity, importance of data in driving change, unconscious bias, inclusive recruitment, the gender pay gap, and performance management. The modules from the in-person course have also been produced as 6 eLearning modules, available on the Knowledge Hub.	■		
	GDI Knowledge platform launched	**The Knowledge Hub went online in September 2020, providing all staff with quick and easy access to a wide range of GDI materials.** Most of the Knowledge Hub is available for all, but access to the eLearning section is limited to CGIAR staff who can access it with their regular email address.	■		
	CGIAR GDI courses well attended with positive feedback and positive impact	**All courses were well attended and received very positive feedback.** One hundred percent of participants rated the GDI specialist HR and gender focal point course as "excellent" or "very good". Graduates from the Catalyst course noted the high levels of interaction and participation, as well as the open discussions and exchange of experiences. At time of writing, feedback was not available for all the eLearning modules. Anecdotal feedback is positive and examples can be found in this article.	■		
	CGIAR Knowledge Platform firmly established and actively used	**The GDI Knowledge Hub is firmly established and has already been upgraded. A relaunch is being planned for the fall of 2022.** The upgrade will include easier access to the training and community sites for each of the ERGs. Making the Knowledge Hub available in additional languages will be reviewed in 2022 in line with CGIAR guidelines.	■		

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Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
3.4 **GDI communication is frequent, ongoing, innovative, and contributes to an enhanced CGIAR reputation**	CGIAR centers plan for opportunities for inclusion of GDI in future communications	**A communication strategy was created in February 2019, defining a cross-System action plan for both internal and external GDI communication.** Internal communication between the GDI Function and all staff has proved challenging due to limited access to cross-CGIAR internal communication channels. The GDI Function coordinated with the Communication CoP on all internal communication and used a LinkedIn page and web page to amplify key messages. The transition to shared ways of working and the creation of a new Internal Communications function will provide increased opportunities in 2022.		■	
	Review of official communications for gender bias and other bias	**This activity was paused awaiting the transition to the new operating structure.**			◩
	CGIAR centers include GDI focus in publications	**Anecdotal evidence suggests that some centers have included GDI focus in publications but data is not available to substantiate this.** A full review will be conducted in 2022 to provide further insight and recommendation on future communication planning.		■	
	Diversity-inclusive language is mandated cross-System	**This activity was paused awaiting the transition to the new operating structure.**			◩
	Commitment to advancing GDI is evident in CGIAR public statements and CGIAR center publications	**CGIAR launched its Panel Pledge on International Women's Day, 2021, committing CGIAR signatories to requesting diversity on panels and in other public discussions where they speak.** At time of writing over 332 CGIAR staff members had signed the pledge. The new vacancy page also clearly signals CGIAR's commitment to GDI. **In response to the Covid-19 pandemic, the GDI Function moved quickly to provide system-wide support**, hosting unplanned activities such as webinars on working from home and mental health and guides for both leaders and all staff. The function also introduced a free, available to anyone, multi-language counselling service through the Rome Institute. This included the development and socialization of guidelines, advisory support and user satisfaction surveys. **The GDI Function supported the** development of a public anti-racism statement, a 10-point plan, and anti-racism all-staff webinars Finally, the GDI Function communicates frequently through a GDI webpage, LinkedIn, a Knowledge Hub, and a range of other formal and informal channels. Continued communication has built general awareness.	■		

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			Achieved	In progress	On hold/paused
Principle 4 - We commit to accountability on workplace gender equity, diversity and inclusion advancement.					
Key Objective	**Action Plan Targets for 2020-21**	**Progress reported**	**Achieved**	**In progress**	**On hold/paused**
4.1 **GDI are firmly embedded into CGIAR centers' strategy and planning**	Each CGIAR center has a GDI strategy / action plan in place	**The GDI Function supported all centers to develop individual GDI Action Plans during more than thirty hours of one-on-one meetings.**	■		
	A context–appropriate mechanism that secures senior staff as active participants in delivery on the GDI strategy / action plan is in place	**The EMT continue to demonstrate their strong support for GDI, through visible championing of the panel pledge, personal appearances at GDI events such as the GDI training graduation, and the adoption of the Inclusive Recruitment Guide into staff for the new One CGIAR, among others.** Context-appropriate mechanisms, such as introducing KPIs, appointing champions, ERG sponsorship etc. have been explored and evaluated and will begin implementation in 2022 in line with the new GDI Action Plan and the transition to One CGIAR.		■	
	Published GDI progress in line with their GDI strategy/action plan	**A mechanism was established to publish center progress on strategy and action plans in the GDI Matrix under indicator 1.**	■		
	In-house capacity built to contribute CGIAR center data to the online CGIAR GDI scorecard	**In-house capability has been built to gather and analyze center workforce data to report on the GDI Matrix.** To facilitate the uploading and validating of workforce data and GDI Matrix reporting, a dedicated platform was created. This also enabled the protection of personnel data by providing a means to securely transfer and communicate regarding the data.	■		
	The online CGIAR Scorecard is fully operational, sharing data on key progress across the System	**The GDI Matrix has been operational since September 2020, when it completed its first round of reporting.** Based on the first round of reporting, it has been subsequently refined. A second round of reporting will take place in 2022, with adjusted Matrix indicators to reflect the new GDI Action Plan and CGIAR operating structure.	■		
4.2 **GDI are shared CGIAR values and staff competencies**	Access to a CGIAR best practice guidance note on diversity positive performance management	**A draft best practice guidance note on diversity positive performance management has been produced.** As People and Culture professionals begin work on a cross-CGIAR performance management approach that is in line with the new One CGIAR culture aspirations, this guidance note will be an important input in 2022.	■		
	Standard System-wide training for managers on giving feedback and coaching in an inclusive and diversity positive manner	**Giving feedback and coaching in an inclusive and diversity positive manner is a key component of the performance management best practice guide.** This will be a greater focus in the 2022-24 GDI Action Plan.	■		
	Integrated GDI into their core values, competencies and performance management processes in a manner appropriate to their local context	A cross-CGIAR working group has, in partnership with external experts, Hofstede Insights, completed the important work of a **cross-CGIAR culture diagnostic and is in the process of completing a One CGIAR culture blueprint.** GDI has been a core part of this working group to ensure alignment with new values and in 2022-24 will support the work to embed a global inclusive work culture.		■	

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Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/paused
	Appropriately aligned approaches to those that emerge from the ongoing HR CoP work to develop a System-wide code of ethics and conduct	**In 2020, a cross-CGIAR code of ethics and draft code of conduct was consultatively developed by an internal working group with the support of external experts. In July 2021, a new CGIAR Office of Ethics and Business Conduct was established. A revised draft and suite of priority policies is now in final stages of development (see 2.1 for more details).**		In progress	
4.3 **GDI are a standard component in CGIAR evaluation programs**	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	**In November 2020, a sub-group of the CGIAR Monitoring, Evaluation and Learning Community of Practice (MEL COP) was established to focus on inclusion, diversity and gender dimensions in Monitoring, Evaluation, Learning and Impact Assessment (MELIA).** One of the first tasks of the sub-group was to review and comment on the updated guidance for reporting on the related Matrix evaluation indicator, including on ways to incorporate the UN's guidance on integrating human rights and gender equality into evaluations. The CGIAR policy for independent external evaluation is currently being updated and will call for greater responsiveness to GDI in evaluation design and conduct for CGIAR.		In progress	
	Alignment with the Gender Research Platform, so that GDI in CGIAR workplaces are research are consistent	**Strong collaboration has been established with CGIAR's GENDER Research Platform. Gender researchers have participated in GDI activities, provided useful inputs to GDI draft guidance notes, and have joined GDI training programs.** The GDI Function and the Gender Research Platform now regularly consult and include each other in dialogue and cross-CGIAR engagement, including in ensuring that the action plans for the two groups are consciously aligned.	Achieved		
	All CGIAR centers have planned for an evaluation of their GDI approaches, to take place at least every five years	**To exceed requirements for GDI Matrix indicator 3, a GDI evaluation of the center must take place at least every five years.** In 2020, reporting on the GDI Matrix revealed that nearly 80 per cent of all centers were missing the requirements for the GDI-responsive Evaluation indicator. As the GDI Matrix is updated in 2022 to reflect the new strategy, action plan and CGIAR operating structure, it will include good practices that can be emulated across CGIAR to advance progress in this area.		In progress	
4.4 **Workplace GDI is a standard component of CGIAR audit programs**	GDI-related elements become part of internal audit programs of work	**CGIAR's GDI and Internal Audit Functions have established a strong collaborative working relationship. In June 2020, a working paper was produced, titled "Integrating GDI into CGIAR's audit", which included a seven-point action plan for mainstreaming GDI into internal audit.** In June 2020, the paper was discussed with the internal audit CoP (IACoP) and the IACoP now has its own GDI focal point. A final draft of CGIAR's first GDI audit guidelines has gone for consultation to the CGIAR internal audit community of practice. Indicator 4 of the GDI Matrix is "GDI-responsive audits", meaning that GDI-related elements are an integral part of internal audit programs of work and center-level workplace GDI audit takes place at least once every five years. Reporting in June 2020 shows that 43 percent of CGIAR centers were approaching the requirements, while 57 percent were still missing requirements. It is anticipated that the 2022-24 period will see significant advancements in this area. In addition, the GDI and IACoP functions partnered to ensure the successful completion of the cross-CGIAR culture diagnostic.	Achieved		

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Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
	CGIAR center internal audit functions plan to undertake GDI audits at least once every 5 years and baselines are established	**Whilst plans are in place, most centers have not yet started to conduct GDI audits of their workplace.** A workplace gender, diversity and inclusion audit, is a targeted audit engagement undertaken to better understand how an organization is performing in regard to the systems, structures, policies and practices that promote workplace gender equity, diversity and inclusion. Similar to the area of evaluation, updated guidance for reporting on a Matrix audit indicator is needed in 2022 to reflect the new CGIAR strategy, action plan and new operating structure.	■		
	GDI audit results are appropriately shared within the HR CoP to provide the basis for system-wide learning and future collaboration	**The first audit of GDI is planned for 2023 and this will be used for cross-CGIAR learning.**		■	

Principle 5 - We commit to progressing in partnership

5.1 CGIAR centers actively contribute to System-wide coordination mechanisms on GDI	A CGIAR GDI Community of Practice (CoP) is convened and housed under the HR CoP to leverage cross-System expertise	**The GDI CoP was formally established at a launch workshop in March 2020. Given that many of its members are from the HR CoP, the GDI CoP can leverage cross-CGIAR HR expertise.** GDI Network TORs and operating architecture were developed and launched at the workshop, and GDI is a regular item on HR CoP meeting agendas. All centers have at least one GDI Focal Point. Going forward this community will be expanded to bring in colleagues from other disciplines across CGIAR.	■		
	The first annual GDI COP meeting has taken place	**The first annual GDI CoP meeting took place in March 2020.** The global pandemic prevented the planned event from taking place in 2021. Plans are in place for a global meeting in 2022.	■		
	CGIAR's first GDI in the workplace progress report is prepared	**A full report was compiled in September 2020 with the EMT.** Additional reports have been produced for subsequent workforce data collections reflecting data as of December 2020 and 2021.	■		
	The next phase of CGIAR GDI planning is underway	**The next phase of CGIAR GDI planning is well under way.** The revised strategy tools and approach (to pivot to One CGIAR and more explicitly include culture) will be consultatively developed, beginning in late January 2022. A first draft strategy will be crafted by the end of March, followed by consultation and revision, with a final draft ready for EMT review in June 2022.	■		

ANNEX 1

ANNEX 1: a detailed account of achievements against the 108 stated targets in the GDI Action Plan 2020-2021.

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
5.2 **CGIAR centers seek international recognition for GDI progress made**	Exploration of opportunities available for international GDI recognition	**Initial exploration is underway, covering external certification such as EDGEplus and Women's Empowerment Principles (WEPs).** EDGEplus is the leading global assessment methodology and business certification standard for gender and intersectional equity. WEP are a set of principles offering guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace and community. Recommendations will be made as part of the new GDI strategy.		▍(in progress)	
	Opportunities available for international GDI recognition and CGIAR centers pilot participation e.g. Athena Swan	**A review of criteria and requirements for the Athena Swan award has been conducted** and further exploration is underway to establish next steps.	▍(achieved)		
	Pilot programs have revealed lessons learned	**No pilot programs for international recognition have commenced.** Most recognition programs require rigorous data gathering and providing access to external auditing teams. Given the transition and the global pandemic, this step was paused. Post transition to the new operating structure, CGIAR will be better placed to pilot applications for external recognition and awards. This has been factored into the 2022-24 Action Plan.			▨(on hold/ paused)
5.3 **Procurement of goods and services is aligned with the diversity mandate**	The organization is proactive in seeking and attracting under-represented suppliers. This includes reviews of procurement policy and procedures to mainstream GDI and establish a baseline.	**A working paper on "Integrating GDI into CGIAR Procurement Processes" was produced and early outreach has been made to the Business Operations and Finance Global Group.** Actions related to this working paper, which includes an early review of best practice, are awaiting the launch of the One CGIAR policy group.		▍(in progress)	
	The organization treats its suppliers with respect and dignity, including simplifying the process of working together	**As above, a working paper has been produced, and further progress awaits the launch of the One CGIAR policy group.** This is being done in partnership with the new Business Operations and Finance (BO&F) team in the One CGIAR operating structure.		▍(in progress)	
	CGIAR center 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.	Discussions are underway, as noted above.		▍(in progress)	

ANNEX 1

ANNEX 1: a detailed account of achievements against the 108 stated targets in the GDI Action Plan 2020-2021.

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/paused
	CGIAR centers collaborate with under-represented suppliers to improve all aspects of supply management	**The current GDI Matrix indicator 15 requires centers to meet requirements, i.e. "procurement policy and procedures have been updated to align with the broad goals of GDI for the CGIAR center, and centers collaborates with underrepresented suppliers to improve all aspects of supply management".** The most recent data shows that only 14 percent of centers, or 2 centers, were meeting requirements for this indicator. As this work pivots towards the implementation of the One CGIAR structure in 2022, this indicator will be adapted accordingly.		■	
	The supplier diversity function is fully aligned with the broad goals of GDI for the CGIAR center	Discussions are underway, as noted above.		■	
5.4 CGIAR centers support scholarship and internship programs for under-represented populations	Planning for scholarship and internship programs are shared across CGIAR centers and existing programs are leveraged and strengthened with a GDI lens	**A bench-marking study was commenced in 2020 to explore best practice on scholarships and internships in research and mission-driven organizations.** Further progress will commence once the new Head of Talent Management is in place, to allow for a consistent cross-CGIAR approach.		■	
	CGIAR centers with a GDI lens begin scholarship and internship programs	Given the above, this activity was not commenced.			■

ANNEX 1: a detailed account of achievements against the 108 stated targets in the GDI Action Plan 2020-2021.

Key Objective	Action Plan Targets for 2020-21	Progress reported	Achieved	In progress	On hold/ paused
5.5 **GDI measurement promotes accountability**	GDI measurement included as part of CGIAR centers overall performance and publicly shared	**The current GDI Matrix, which is publicly available, measures CGIAR center performance and progress on GDI against 15 indicators.** In 2022, the GDI Matrix indicators will be reviewed to ensure alignment with the One CGIAR structure, the new GDI strategy and the associated ways of working.	■		
	Progress on reaching GDI vision and targets is reported publicly and annually	**The GDI Matrix and related Workforce Data Dashboard, both publicly available, show progress towards the GDI vision and targets.**	■		
	CGIAR center demonstrates significant annual improvements in meeting GDI targets	T**he first GDI Matrix and workforce data was gathered at the end of 2020.** Given the ongoing transition and the global pandemic, the next formal review will take place in 2022. Workforce data for 2021 has been analyzed to show **significant improvements on gender representation, with the percentage of women in professional roles having risen from 31 percent in 2019 to 41 percent at the end of 2021.** Annual reporting against the GDI Matrix will allow CGIAR to regularly monitor progress against standard GDI targets.	■		
	GDI measurements are included as part of CGIAR centers overall performance, linked to strategy, tied to compensation, and publicly shared through the GDI Scorecard	**Most centers fully complied with requests in 2020 and 2021 for GDI data, which was publicly shared.** However, data sharing has proved to be a particularly sensitive subject across CGIAR, and so a decision was made to reschedule the work on gathering and analyzing compensation levels until the new operating structure is fully in place. Work in this area is growing in maturity as CGIAR's governance approach to data-sharing evolves.		■	

ANNEX 1

Annex 2

GDI Publications and Resources: Toolkits, Guides, eModules,
knowledge articles, resources, dashboards

ANNEX 2
GDI Publications and Resources

Toolkits and Guides

1. Inclusive Recruitment Toolkit – May 2021
2. GDI Guide: Wellness in a time of COVID19: A GDI Staff Guide – May 2020
3. GDI Guide: Wellness in a time of COVID19 – A People Leaders Guide – April 2020
4. GDI Guide: What is Diversity and why does it matter? – A Case for Diversity – July 2020
5. GDI Guide: What is Inclusion and why does it matter? – A Case for Inclusion – September 2020

eLearning modules

1. GDI eLearning: An Introduction to Gender, Diversity and Inclusion in CGIAR's Workplaces - November 2020
2. GDI eLearning: Unconscious Bias in CGIAR's Workplaces – April 2021
3. GDI HR Training - July 2021
   - Module 1: Leading Gender and Diversity in the Workplace
   - Module 2: GDI Data and Strategy
   - Module 3: Unconscious Bias in CGIAR's Workplaces
   - Module 4: Inclusive Recruitment in CGIAR's Workplaces
   - Module 5: The Gender Pay Gap
   - Module 6: Performance Management with a GDI Lens
4. CGIAR's Gender Diversity and Inclusion in the Workplace Training Program for Focal Points and Team Leaders
   - Module 1: Championing GDI in Our Workplaces - March 2022

Other

1. Framework for GDI in CGIAR's Workplaces – February 2020
2. Action Plan for GDI in CGIAR's Workplaces – February 2020
3. Virtual Workshop "From Action Plan to Implementation" – April 2020
4. CGIAR Counselling Services: SOP for confidential counselling – May 2020
5. CGIAR GDI Anti-Racism Factsheet – July 2020
6. Best Practice: Supporting the Use of Gender Pronouns in the Workplace – September 2020
7. CGIAR's GDI Network: TORs and Operating Architecture – July 2020
8. GDI Matrix Factsheet: Promoting Transparency and Accountability – August 2020

ANNEX 2 | GDI PUBLICATIONS AND RESOURCES

9.   GDI Matrix Indicators: Promoting Transparency and Accountability – August 2020

10. Working paper: CGIAR Employee Resource Groups (ERGs) – August 2020

11. GDI Panel Pledge Guidance Note – February 2021

12. Advancing Gender Equity, Diversity and Inclusion In CGIAR's Workplaces: A People Leader's Workbook - September 2020

13. How to facilitate for inclusion: 14 tips from knowledge sharing experts - March 2021

14. Inclusive hiring practices: So you are about to serve on an interview panel? – November 2021

   • English
   • French
   • Spanish

15.   Inclusive hiring practices: So you're about to put together a shortlist? - February 2022

   • English
   • French
   • Spanish

Annex 3

Full analysis of GDI workforce data 2020-2021

ANNEX 3
GDI workforce data summary report 2020-2021

BACKGROUND

CGIAR system-wide workforce data collection over the years has been intermittently collected and has lacked a common framework. One of the key objectives of the Action Plan for Gender, Diversity and Inclusion in CGIAR's Workplaces was to create a common approach to examining workforce diversity across CGIAR to enable a coherent data-driven approach to people planning.

Through consultative development in early 2020, a shared workforce index and agreed diversity dimensions for analysis formed the foundation of GDI data collection. This included infrastructure and practical tools needed to make data collection and analysis more efficient, more accurate and ultimately more useful for informing strategic decision-making with regards to diversity and beyond. Now in its third iteration, the data collection continues to evolve and strengthen its approach to comprehensively understand CGIAR's workforce diversity.

The transition to the new operating structure in 2022 and beyond will require a revision of the initial data categorization, to align with the new structure, role classification and nomenclature. The iterative work done these past two years to develop a shared approach to workforce diversity has positioned gender and diversity dimensions to be mainstreamed into current and future workforce analytics.

DASHBOARDS: TOOLS FOR ANALYSIS AND PLATFORMS FOR TRANSPARENCY

Dashboards have been evolving in parallel with the GDI data collection and have expanded in their scope and functionality. These platforms are critical tools for examining the way extensive diversity dimensions interact. For example, looking at gender balance alone tells a very one-dimensional story and may mask possible imbalances in the national diversity of the workforce, their age distribution, etc.

Dashboards provide a user-friendly interface to explore linkages and trends in data, and enable workforce data to be shared with various stakeholders - People and Culture professionals, managers, ERGs, funders, prospective job applicants, etc. - in a way that protects the privacy of individuals and their data, since the raw data is shown only in aggregate graphs and the dashboard limits the viewing of results in categories with small numbers of personnel.

Annex Figure 1: **One CGIAR Workforce Dashboard**
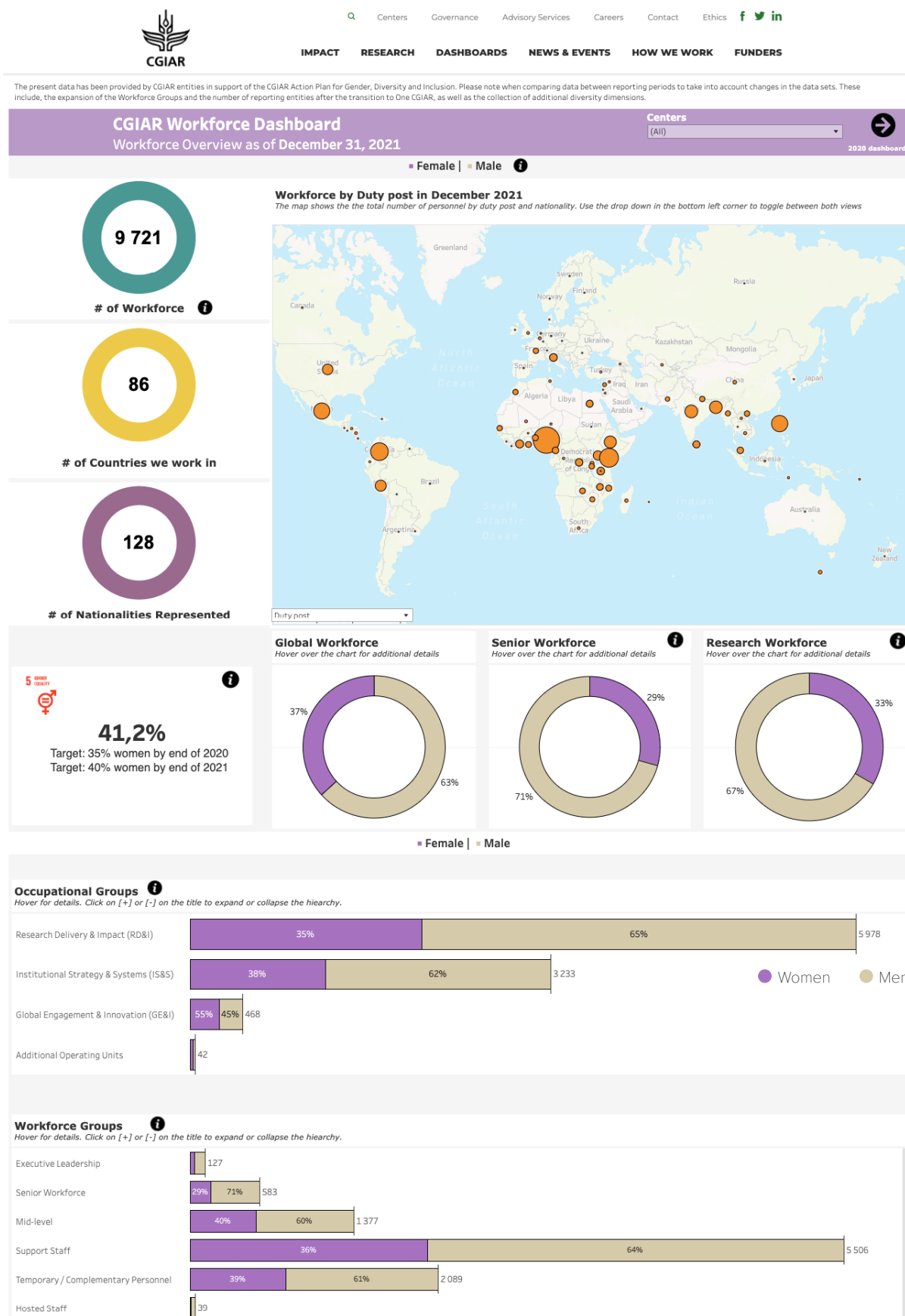
PROGRESS DRIVEN BY THE GDI ACTION PLAN

The GDI Action Plan has been instrumental in developing the framework, tools, and infrastructure to create a shared approach to workforce diversity. Below are some of the key advances made:

Before GDI Action Plan	After GDI Action Plan
No bird's eye view of CGIAR's workforce	The work completed in this first Action Plan provided a foundation for cross-center workforce analysis that gave CGIAR its first full picture of workforce diversity, and had the unforeseen benefit of facilitating the data needs of the transition to the new operating structure (see below section on "Transition to One CGIAR").
Diversity dimensions examined have historically been limited to sex and nationality	Diversity dimensions have expanded greatly to include age, education, household composition (partner status, dependents), disciplinary area, tenure, contract type, part-time/full-time workers, type of duty post and preferred language. Consultations for the key areas of gender identity, race/ethnicity, and disability began at the GDI kick-off workshop, and have been progressing since. Time is needed to ensure approaches to these data sets are developed respectfully and conscientiously, especially where self-identification is needed.
Only select portions of the workforce were examined, primarily executive leadership and senior research roles.	A comprehensive view of CGIAR's workforce is now publicly available and covers ALL personnel, including complementary personnel (e.g. consultants, interns).
No targets set regarding workforce diversity	The two targets[1] set by the Action Plan were achieved ahead of schedule, preparing the ground for a more nuanced approach to target setting in the next multi-year Action Plan.
Different job classification systems limited cross-CGIAR analysis. While some CGIAR centers had initiated work towards adopting the "single spine" approach, others had not. There was no way to examine data on all CGIAR personnel across a common hierarchy.	As directed by the Action Plan, a common framework for categorizing workforce groups in order to examine diversity across organizational hierarchy was developed. This common approach to workforce data supported the transition to the new operating structure.

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1   The targets identified under the Objective 1.2 are CGIAR centers will have collectively attained at least 35 percent representation of women across the organizational hierarchy in professional roles by end of 2020, and 40 percent by end of 2021.

Lack of coherence regarding job titles (e.g. "Scientist" could mean different grades and levels of responsibility across CGIAR)	Workforce groups are now defined by representative job titles, grade ranges, functional responsibilities and organizational impact. These definitions were developed in consultation with the Human Resources Community of Practice (HR COP) to ensure applicability and accuracy to center-specific contexts and to provide a clear framework for future common Workforce Groups.
Diversity analysis was limited to representation	Diversity is now examined throughout the career cycle, including average tenure, promotions and turnover. These findings will support CGIAR's workforce planning.
Diversity was not examined intersectionally	The dashboard greatly facilitates an intersectional approach to analysis by presenting diversity dimensions as interlinking graphs.
Lack of visibility of workforce data	The dashboard has facilitated visibility and understanding of the CGIAR workforce, not only for internal analysis, but has enabled CGIAR to have a dynamic means of sharing its workforce data publicly, in the spirit of transparency.
Ad hoc means of data collection	A dedicated and secure data upload platform has been created that validates data to improve accuracy.

TRANSITION TO ONE CGIAR

In support of the One CGIAR transition, extensive workforce data inputs were required to map all personnel (including those individuals on complementary contracts) into the new organizational structure. The templates, data collection platforms and mechanisms created for the GDI data collection were adopted for this process. These pre-existing elements and HR's recent familiarity with the templates and cross-CGIAR GDI data collection, facilitated the extensive review of CGIAR's workforce.

Though GDI workforce data collections were planned for biannual updates in June and December, the extensive data requirements and long-term nature of the transition to the new operating structure meant the capacity of Center HR teams was already extended. To not overburden staff with competing, overlapping requests, GDI workforce data collection was suspended for 2021, and from January 2021, the GDI Function supported the One CGIAR transition to collect and review the workforce data. A completed One CGIAR dataset was finalized as of December 2021. Since this dataset is based on the GDI workforce data, there is a high degree of comparability

with previous data collections, findings from which are shared in the following section[2].

While adjustments to GDI data collection timings were necessary, the latest One CGIAR data represents a significant improvement on the initial attempts by GDI to collect data on disciplinary areas/occupational groups, which had resulted in weak data given the wide variety of organizational structures that existed across CGIAR. The work to affiliate all personnel into the new operating structure has formalized disciplinary areas. The resulting robust data will now enable CGIAR's first examination of diversity across occupational groups, which is featured below.

Finally, while the transition to One CGIAR will eventually make the Workforce Groups obsolete, given a shared structure and grading system, in the interim, the Workforce Groups continue to provide the best approach to examining diversity across CGIAR's organizational hierarchy.

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2 While largely aligned, the One CGIAR transition dataset had streamlined the GDI template to alleviate reporting requirements. Therefore, there will be a gap in the data for 2021 of the following areas: education level, contract type, household composition dimensions, tenure, part-time/full-time, promotions, and turnover. While reporting for 2021 was put on hold due to the One CGIAR transition, planned reporting for 2022 will allow regular tracking of annual improvements to continue.

KEY DATA FINDINGS

HOW FAR HAVE WE COME?

Historical data from 2003[3] , 2008[4] , 2019[5] and 2020[6] reports are referenced here, and while variations in nomenclature, centers and personnel covered may differ slightly between them, they provide approximate baselines to establish the trends in CGIAR's journey towards achieving a diverse and gender-balanced workforce.

Progress towards a more diverse and gender-balanced workforce at CGIAR has been slow over the years. As shown below (Annex Figure 2), the proportion of female

staff has registered incremental changes over the past 18 years. Further data shown in the 2008 report [7], reveals similar plateaus in the number of women employed by CGIAR since 1995.

These past trends of slow growth are a reminder that change will not happen passively, and vigilance is needed to avoid or halt declines that threaten gains. Gender and diversity data must form an integral part of decision-making if progress is to be made.

Annex Figure 2. **Percent women of total CGIAR staff, 2003-2021[8]**

CGIAR's progress towards gender parity has been slow and even static at times. Between 2003-2019 the overall proportion of female staff increased only 4 percentage points (avg. 0.25/yr). But past trends do not have to limit future progress. Commendably, the growth of 17 years was exceeded in a single year (2019-2020).
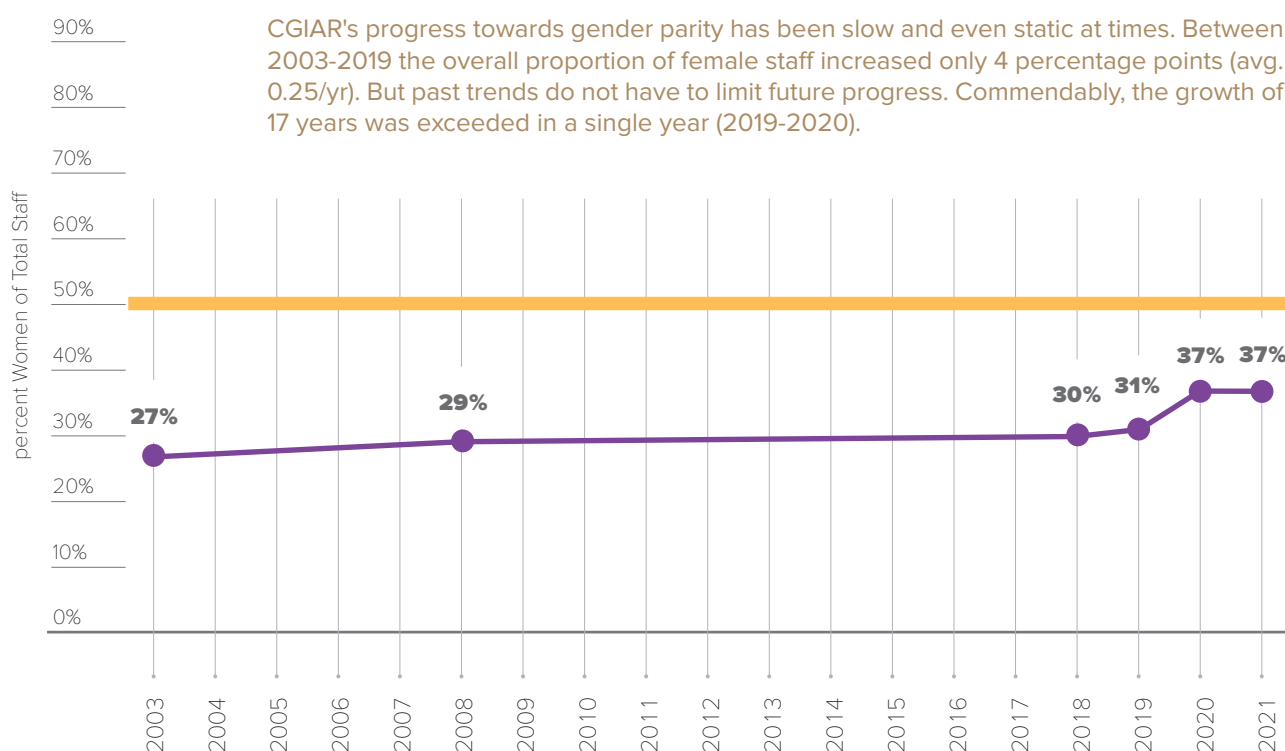
3 First the good news...Staffing in the CGIAR (2003)

4 Advancing gender and diversity in times of change: talent in the CGIAR (2008)

5 "An update on progress: Towards increased gender representation in CGIAR workplaces", SC9-07d, 30 October 2019

6 CGIAR Global Workforce Diversity Dimensions (2020) – GDI June 2020 report. Changes in the number of reporting centers and diversity dimensions has limited comparison with the previous collection of June 2020 data.

7 Advancing gender and diversity in times of change: talent in the CGIAR (2008)

8 It bears reminding that the scope of the dataset has changed over time making comparisons approximate.

GENDER BALANCE ACROSS ONE CGIAR

- **The 2020-2021 targets set by the GDI Action Plan were achieved and maintained through the transition.** In June 2020 women comprised 39.3 percent of professional roles[9] . By December 2020, this had increased to 41.8 percent. As of December 2021, this proportion decreased slightly but has remained stable at 41.2 percent. It is important to note that scope of centers and categorization of personnel has shifted slightly between these collections[10] .

- **Dramatic advances towards gender balancing CGIAR's leadership have been made.** Executive Leadership[11] refers to the highest levels of CGIAR. Prior to the transition to One CGIAR, this referred to Director-Generals and Center Leadership Teams. For the current dataset from December 2021, this refers to the senior positions in the new operating structure that have been filled as of February 2021, with some still under recruitment. The most current view of CGIAR Executive Leadership can be found here: https://www.cgiar.org/senior-leadership/ Of the 22 positions featured on this page (as of February 2021), 9 are women (41 percent). This constitutes a dramatic advance towards gender balancing CGIAR's leadership. Previously, the representation of women in Executive Leadership had decreased from 30 percent to 29 percent between the June and December 2020 GDI reporting, continuing a decline from the previous peak of 35 percent reached in 2019.

- **Senior Scientists**. A lack of alignment between datasets makes comparison approximate, but women comprised only 17 percent and 24 percent of Principal and Senior Scientists, respectively, in 2018. Currently, they comprise 25 percent of the Senior Scientist and Senior Research Management groups.

- **Scientists[12]**. Significant strides have been made increasing the representation of women Scientists over the years, going from 20 percent in 2003 to 26 percent in 2008, to 32 percent in 2008, but dropping to 30 percent in 2019 and then to 28 percent in June 2020. Positively, the Scientist group was reported at 35 percent women for December 2020[13] , its highest levels to date, a proportion that has slightly decreased to 33 percent since.

- **Post-Doctoral Fellows, Junior Scientists & Associate Research Fellows**. Promisingly, the entry-level of the Scientist career pathway has the highest proportions of women and is near gender parity at 45 percent, as of December 2021. Focused efforts to retain and develop the talents of women in this group will help drive and sustain progress at the higher levels.

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9 "Professional roles" includes all staff, except Operational Support staff (e.g. Drivers, Field workers, Security, Facilities, cooks, etc.). It does not include complementary/temporary personnel.

10 The large gain from the June 2020 reported baseline of 39.3 percent is largely attributed to the absence of Alliance CIFOR-ICRAF and ICRISAT from the December 2020 dataset. If we remove these two centers from the June dataset the revised baseline would have been 41.3 percent.

11 Termed "Leaders and Senior Managers" for 2018 and 2019 data. Consists of Director General and Center Leadership Team Workforce Groups for the June and December 2020 collections. For December 2021, those reported on this website.

12 For comparability with historical data, "Scientist" for the data from the GDI collections does not include all Scientists and research staff, as Senior Scientists, Junior Scientists, Post-Docs and Research Support staff are counted separately.

13 Note the size of this group decreased from 813 staff in June 2020 to 407 in December 2020 due to changes in the number of CGIAR centers and the Workforce Index groups. "Scientist" for the December 2020 collection was reported as a stand-alone group. After the transition, this group was a total of 359 staff as of December 2021.

A FIRST LOOK AT OCCUPATIONAL DIVERSITY

Annex Figure 3. **Sex breakdown of occupational Divisions**

Division	# of women	# of men	Percent women	Percent of total personnel
Research Delivery & Impact	2,077	3,901	34.7%	61.5%
Institutional Strategy & Systems	1,213	2,020	37.5%	33.3%
Global Engagement & Innovation	259	209	55.3%	4.8%
Additional Operating Units[14]	23	19	54.8%	0.4%

Amongst the major divisions of work at CGIAR (Annex Figure 3), two, Global Engagement & Innovation and Additional Operating Units, are gender-balanced, with slightly higher proportions of women.

However, most personnel are employed in the other areas of Research Delivery & Impact and Institutional Strategy, which together account for 95 percent of all personnel. Women make up only about a third of these areas of work.

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[14] Includes the Office of the EMT, Audit and other smaller offices that fall outside the three main divisions.

Annex Figure 4. **Sex breakdown of occupational Groups**

RD&I	Genetic Innovation	34%	66%	2,294
	Resilient Agri-Food Systems	28%	72%	2,219
	Systems Transformation	44%	56%	1,114
	Overall research support	52%	48%	351
IS&S	Business Operations & Finance - Business Operation	36%	64%	2,640
	Digital Services	76%		331
	People and Culture	72%		221
	Governance and Assurance			41
GE&I	Comms & Outreach	57%	43%	268
	Partnerships and Advocacy			79
	Regional Group			70
	Innovative Finance and Resource Mobilization			51
Additioanl Operating Units	Office of Internal Audit			26
	CGIAR's Independent Advisory & Education Service			9
	Office of the EMT			7

● Women ● Men

Further examination of gender balance at the group level (Annex Figure 4), reveals it is clear that three key occupational groups (Business Operations & Finance, Genetic Innovation and Resilient Agri-Food Systems) - accounting alone for 74 percent of the total workforce - must become more gender-balanced if progress is to be made for CGIAR's workforce as a whole.

While women comprise roughly a third of all research-focused occupational groups, they are in their highest proportions in the Systems Transformation group, at 44 percent. This is likely because this group includes areas such as Land and Environment and Water Systems, that are more focused on the Life Sciences, one of the more gender-balanced STEM fields.

The gender imbalances of the research fields are somewhat compensated for by high concentrations of women in institutional areas, such as Independent Advisory & Evaluation (78 percent), People and Culture (72 percent), Governance and Assurance (71 percent), Innovative Finance and Resource Mobilization (65 percent), and Communications (57 percent). But the compensatory effect of these departments is limited given their small size— with all but two having less than 51 personnel.

WE ARE NATIONALLY DIVERSE – BUT NOT DISTRIBUTED EQUALLY.

CGIAR'S workforce is globally diverse with 128 nationalities represented by personnel working in 86 countries.

The majority of CGIAR's workforce are local nationally recruited staff from the five most populous duty stations (Nigeria, Kenya, Colombia, Philippines, Mexico), yet at the time of data collection these nationalities comprised only 14 percent of the highest level of leadership. Comparatively, the UK, USA and Canada made up 5 percent of CGIAR's total personnel, but 32 percent of its highest level of leadership. As data was not available on self-identified ethnicity or race, and current data is based on passport alone, this area could benefit from additional exploration.

Annex Figure 5. **Nationality by World Bank incomegroup[15], December 2020**
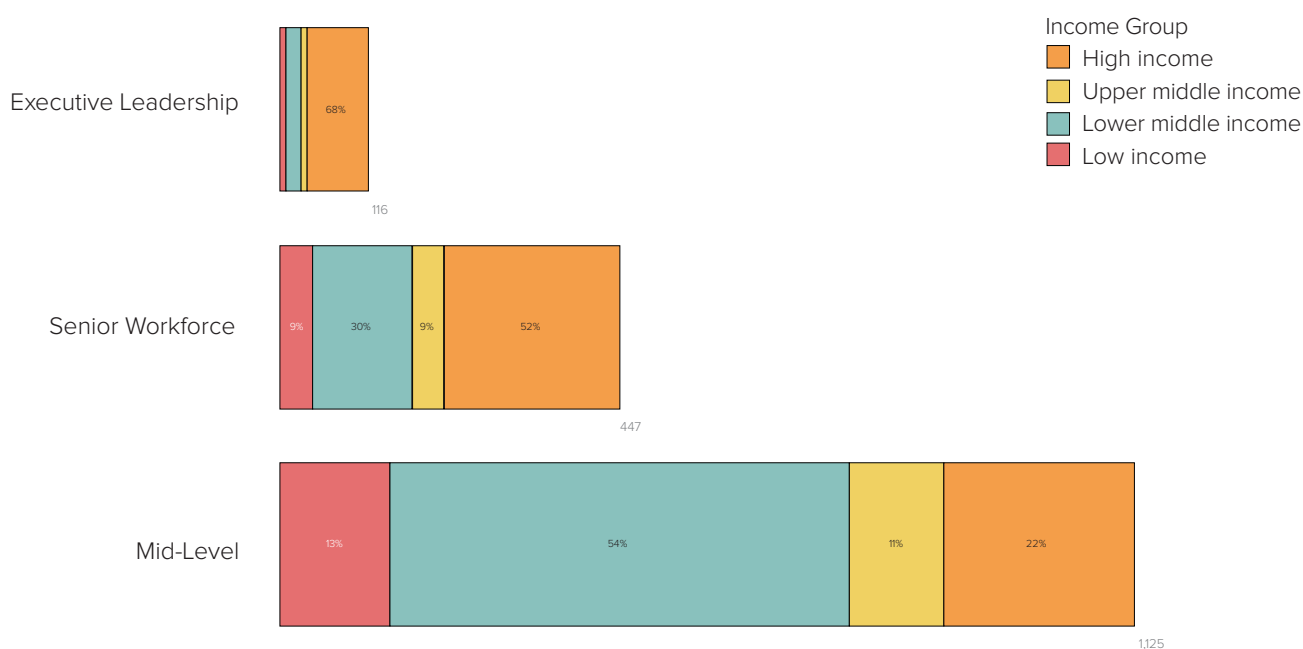
BEYOND REPRESENTATION

To further our understanding of CGIAR's pipeline, the **GDI data collection expanded its scope to include data on promotions and separations** for the December 2020 collection. *(Data on promotions and separations was not collected for 2021 due to a focus on the transition workforce data collection, but will resume in 2022.)*

The 333 promotions reported for 2020 were **evenly distributed by sex** (51 percent female), even though only 37 percent of the overall workforce is female. While this positively indicates CGIAR is developing its female talent,

the majority of these promotions were concentrated at the lower levels and in support roles. Women's largest share of promotions was amongst support staff (56 percent) while executive-level promotions were almost all male (91 percent) (Annex Figure 6).

Gender imbalances were also found amongst contract/resource types. Promotions that were internationally recruited were primarily male (61 percent), while promotions that were nationally recruited were primarily female (57 percent).

Annex Figure 6. **Promotions by sex, Working Group and resource/contract type, 1 January – 31 December 2020**

Promotions by Workforce Group
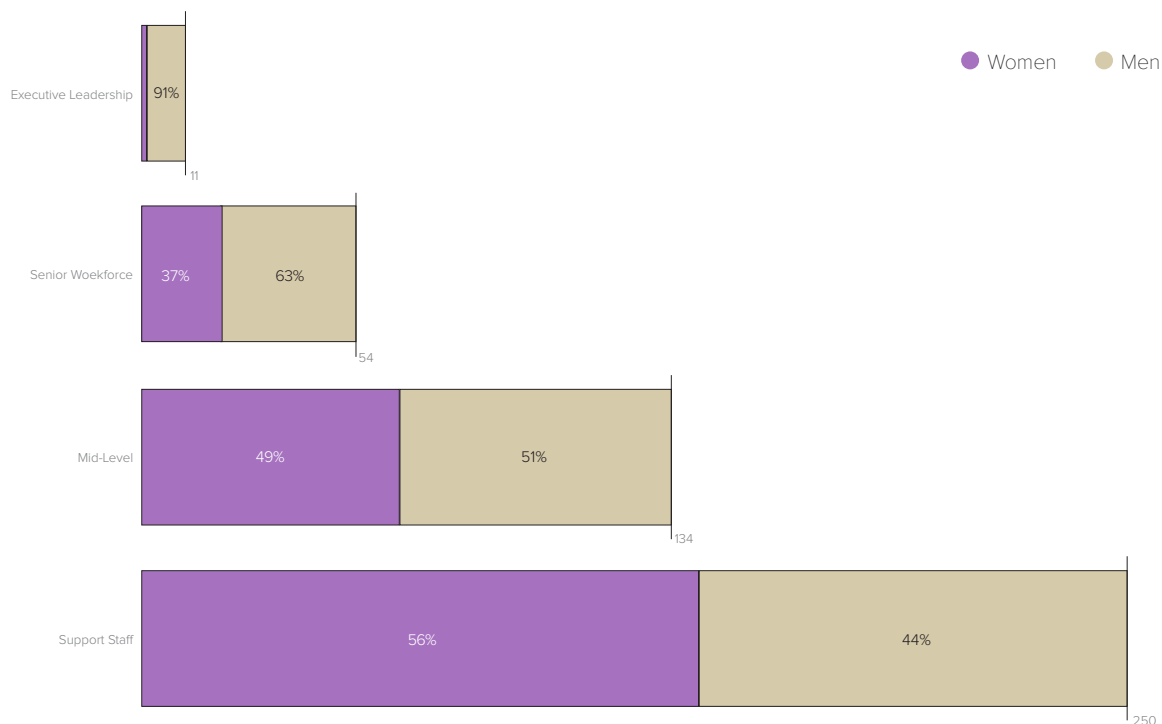
Promotions by Resource / Contract Type
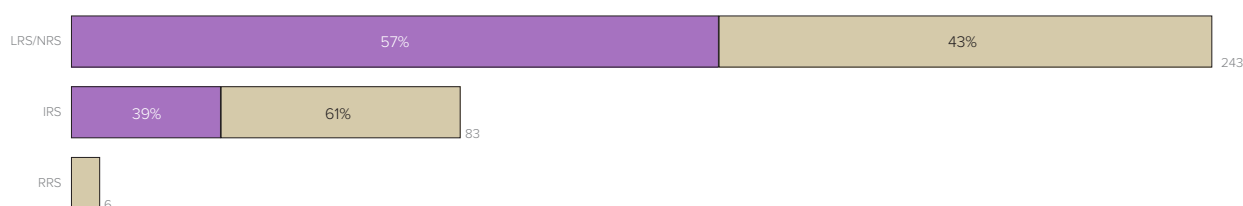
Looking closer at the research track as an example, while women comprised approximately half of Research Support (54 percent) and Scientists/Research Fellows (47 percent) promotions, at the next career stage we see the proportion of promotions of women decrease at the senior level: Senior Research Support (31 percent), Senior Scientist Researchers (36 percent), Senior Research Management (27 percent). These dramatic decreases may indicate **challenges with career mobility for women and may be the cause of their low numbers at the senior levels.**

Further examination shows that **one key disciplinary is lagging behind others in terms of gender-balanced promotions – Research Delivery & Impact.** Women comprised the majority of promotions in all areas, except for Research Delivery and Impact, where they were 42 percent of promotions (Annex Figure 7). It is worth noting that Research Delivery & Impact is the area with the highest number of promotions, comprising 40 percent of all 2020 promotions. Even further disaggregation within Research Delivery & Impact, shows that women are promisingly well-represented across many fields, including the sub-area with the highest number of promotions - Nutrition, Health and Food Security. However, **it is their low proportions (< 20 percent) in the following areas that is hindering gender balance in Research promotions:** Aquatic Food Systems, Climate Adaptation, Crop-based Systems, Development/Scaling, Breeding and Livestock.

Annex Figure 7. **Promotions by Occupational Division and Sex**

Promotions by Disciplinary Area

	Women	Men
Research Delivery & Impact	42%	58% — 134
Institutional Strategy & Systems	59%	41% — 113
Global Engagement & Innovation	63%	37% — 30
Cross-Cutting Functions	57%	43% — 14
Other	49%	51% — 41
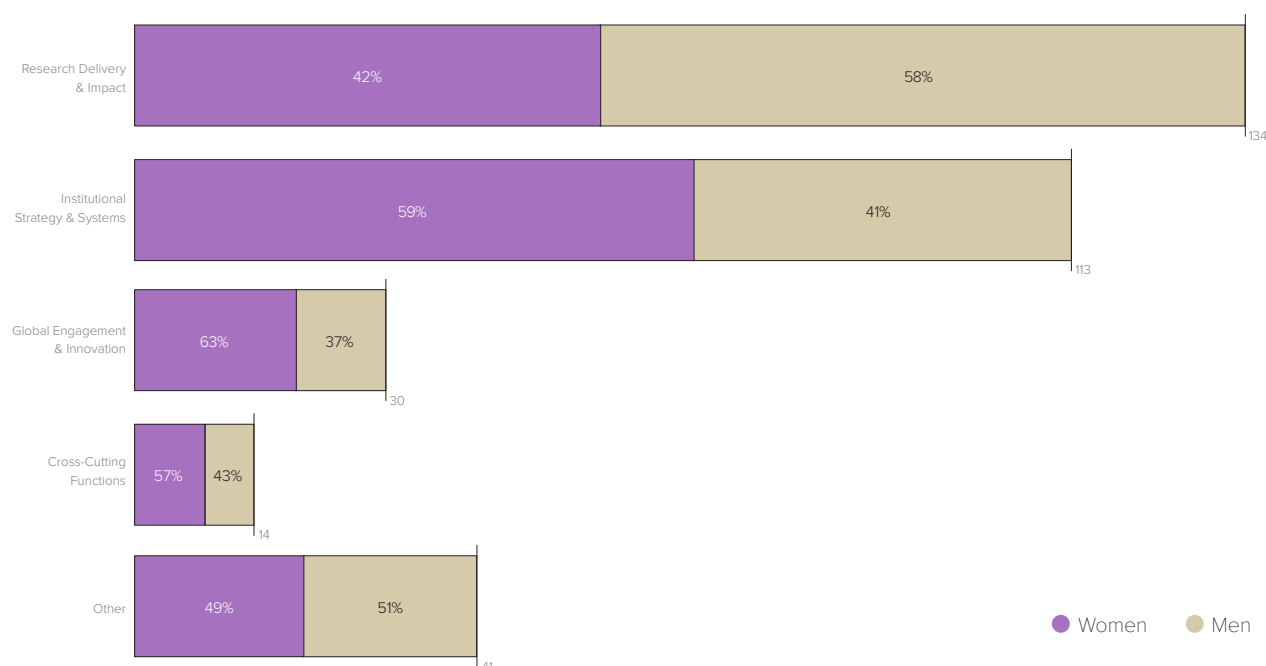
Exit data collected showed **women are leaving CGIAR disproportionate to their representation** (Annex Figure 8).

Given women comprise only 37 percent of CGIAR's global workforce, it would be expected that their proportion of separations be comparable. However, for June-December 2020, they comprised 41 percent of all separations. This disparity was even greater for the Senior workforce – where women make up 27 percent, but were 39 percent of separations. Interestingly, it was lower for the Research workforce, where women were separating (31 percent) at a proportion lower than their representation (34 percent). This shows promise of better proportions of women along the research pipeline in the future.

Annex Figure 8. **Representation of women compared to percent women of separations**

Global Workforce

37% 63%

Senior Workforce

27% 73%

Research Workforce

34% 66%

Separation by Sex

41% 59%
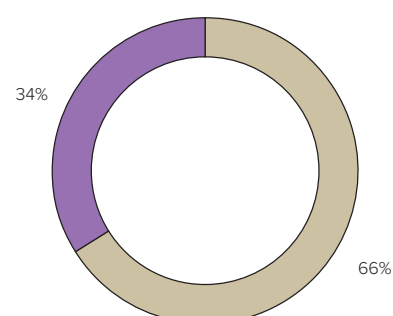
Senior Workforce - Separations

39% 61%
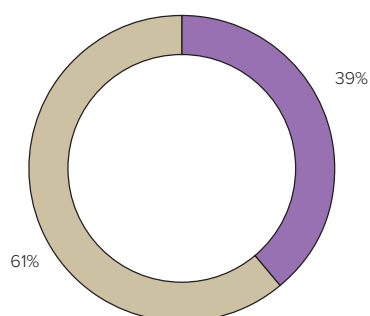
Research Workforce - Separations

31% 69%
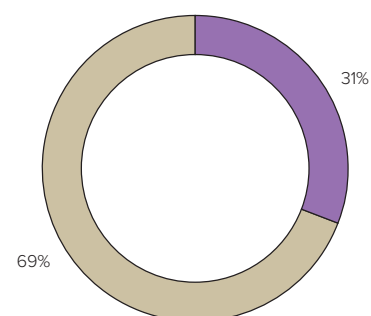
● Women ● Men

Reasons for separation (Annex Figure 9) showed gender differences, with **women more likely to separate voluntarily due to "content/type of work", and "growth/career advancement" than men**, which further substantiates the above findings on the possibility of a lack of career mobility for women at CGIAR. "Growth/ career advancement/school" accounted for almost double the proportion of women's separations than men's (15 percent v. 7 percent of all reasons by sex).

It appears that retirements (voluntary and mandatory) do not form a significant proportion of CGIAR separations, for men or women, constituting only 8 percent of all reasons for separations. In general, many **staff are not finishing their careers at CGIAR, and those that do are less likely to be women.**

The most common reasons for separation for both men and women were "contract/appointment expiration" and "other personal reason", which together account for more than half of the reasons for separation. Better workforce planning around contract durations and investigation into "other personal reasons" for separation can help retain GDI progress.

Annex Figure 9. **Reasons for separation from CGIAR, by sex, June-December 2020**

ANNEX 3 I GDI WORKFORCE DATA SUMMARY REPORT 2020-2021
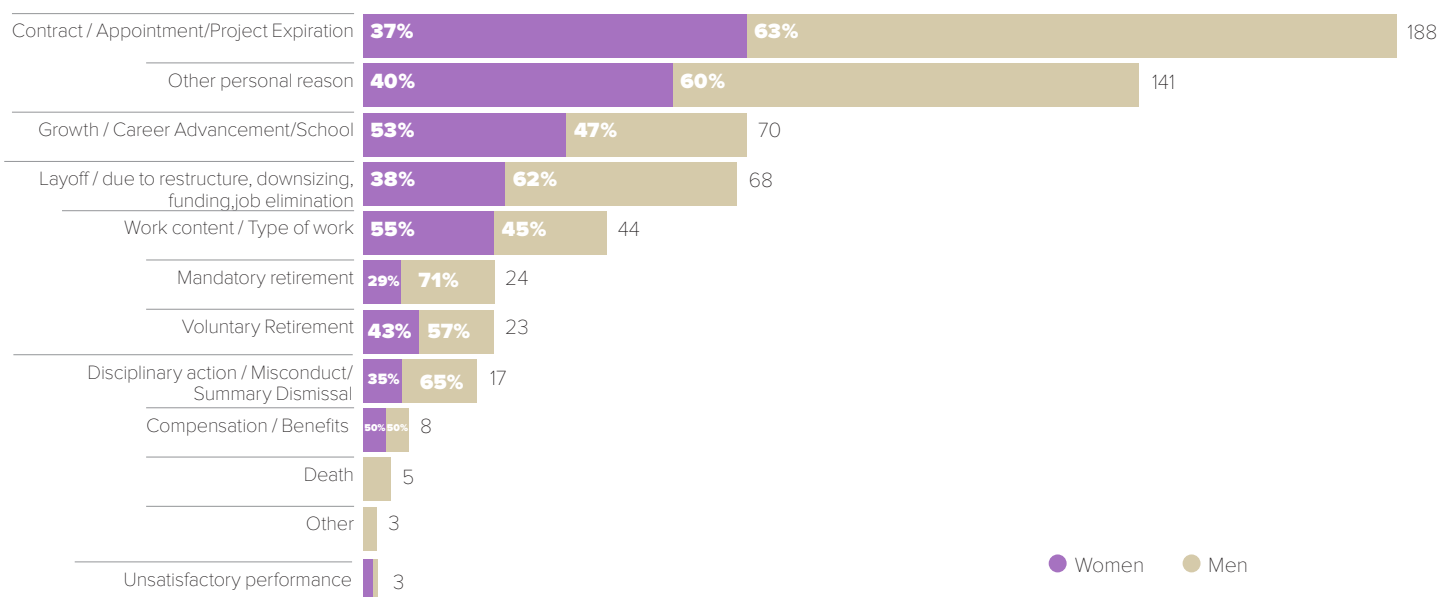
Annex Figure 10. **Reasons for separation from CGIAR, by sex, June-December 2020**

Reason for Separation - Women

Contract / Appointment/Project Expiration	29%	70
Other personal reason	23%	56
Growth / Career Advancement/School	15%	37
Layoff / due to restructure, downsizing, funding, job elimination	11%	26
Work content / Type of work	10%	24
Voluntary Retirement	4%	10
Mandatory retirement	3%	7
Disciplinary action / Misconduct/ Summary Dismissal.	2%	6
Compensation / Benefits	2%	4
Unsatisfactory performance	1%	2

Reason for Separation - Men

Contract / Appointment/Project Expiration	34%	118
Other personal reason	24%	85
Layoff / due to restructure, downsizing, funding, job elimination	12%	42
Growth / Career Advancement/School	9%	33
Work content / Type of work	6%	20
Mandatory retirement	5%	17
Voluntary Retirement	4%	13
Disciplinary action / Misconduct/ Summary Dismissal	3%	11
Death	1%	6
Compensation / Benefits	1%	4
Other	1%	3
Unsatisfactory performance	0%	1

DATA INDICATES A NEED TO FOCUS ON WORK-LIFE BALANCE POLICIES

Data from both June and December 2020 indicated a need to reexamine work-life balance policies to ensure they are equitably supporting all personnel. While this data was not collected for 2021, it is expected to resume in 2022.

HOUSEHOLD COMPOSITION

At CGIAR there is no preferred marital/partner status, nor expectation that personnel should or want to have dependents. An exploration of household composition is only to gain an insight into the personal circumstances of the workforce, to identify patterns and to provide such data to inform policy making, thereby ensuring the attractiveness of our global workplaces for diverse groups.

Annex Figure 11 shows that for every age bracket, women at CGIAR are more likely than men to be single, and this gap widens with age and seniority. **Women in the Senior**

Workforce and Executive Leadership are more than three times as likely to be single/widowed/divorced than their male counterparts (26 percent compared to 7 percent).

For all age groups, men have on average more dependents than women, however this disparity increases significantly from 46-50 onwards (Annex Figure 12). These trends point to a need for CGIAR to be a more inclusive and supportive employer to women with families, dependents and caretaking responsibilities, if it is to retain women throughout their career lifespans.

Annex Figure 11. **Percent Single/Divorced/Widowed staff, by sex and age bracket**
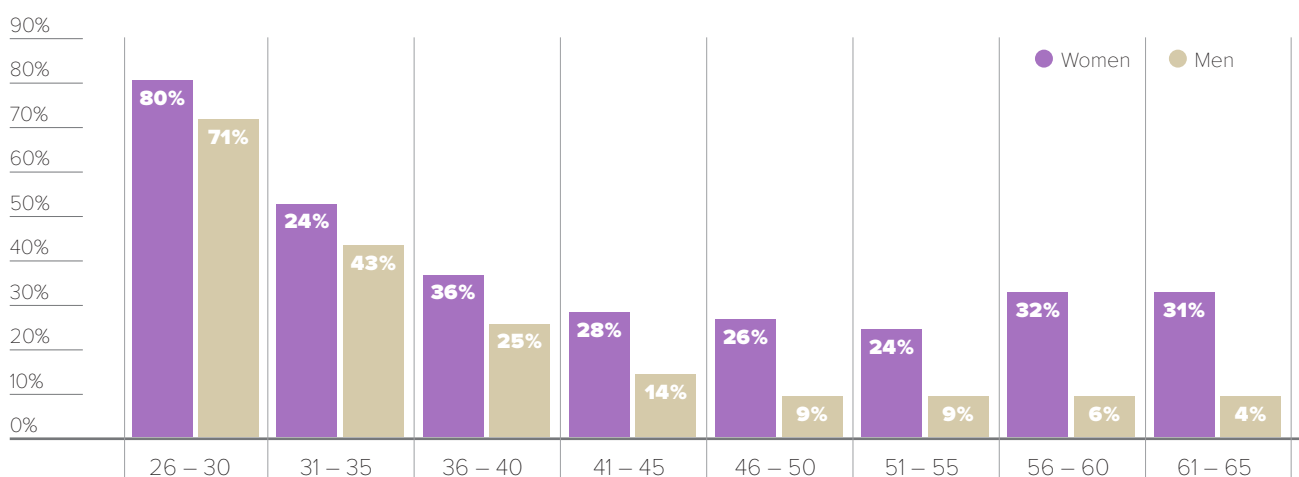
Annex Figure 12. **Average # of dependents, by sex and age bracket**
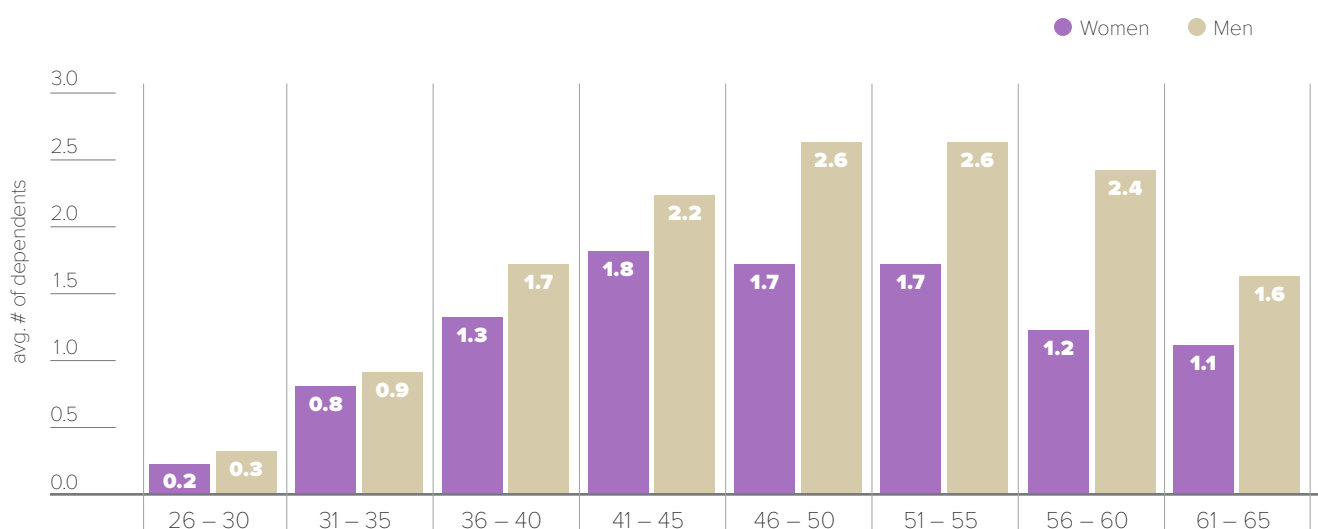
On average, women that were promoted were more than twice as likely to be single than men who were promoted (52 percent v 24 percent), and had one dependent, compared to promoted men who had two. This aligns with research findings of a "fatherhood bonus" that certain men (white, managerial) tend to be promoted/paid more than their childless counterparts[16] . Conversely, women have been found to experience a "motherhood penalty" for having children and being assumed to be less dedicated workers. **Training on inclusive performance management** can help mitigate these bias-driven perceptions that impact career advancement.

AGE

The male workforce is on average older than the female workforce (44 and 40, respectively). While **sexes are in equal proportions up until the age of 30**, there is a significant change thereafter in which the proportion of men grows (Annex Figure 14). As this is a common age bracket for having and growing one's family, this may further support the above findings that CGIAR may not be attracting and retaining women with families, care responsibilities and/or career aspirations, as effectively as their male counterparts.

Annex Figure 13. **Marital Status of Promoted Staff (Jan-Dec 2020)**

female: 52% / 48%

male: 24% / 76%

- Single
  Widowed
  Divorced
- Married
  Recognised Partner
  Cohabitating
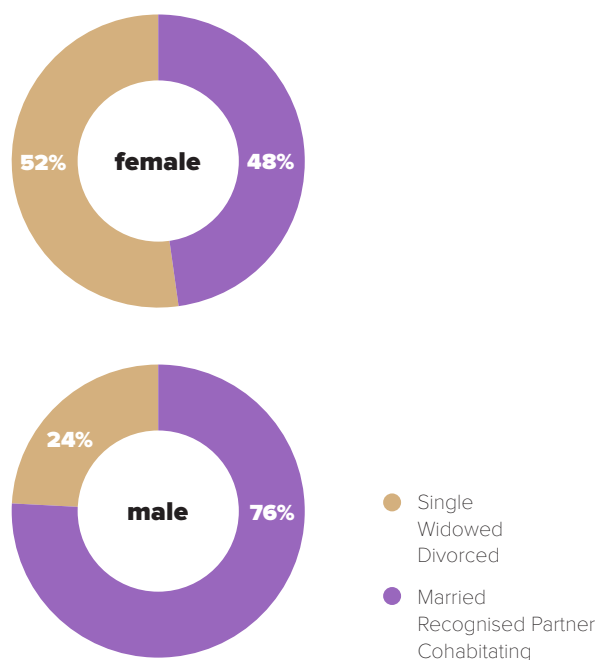
Annex Figure 14. **Age distribution of CGIAR workforce, December 2020**

Men
Women

18–20 21–25 26–30 31–45 36–40 41–45 46–50 51–55 56–60 61–65 66–70 71–75 76 and above
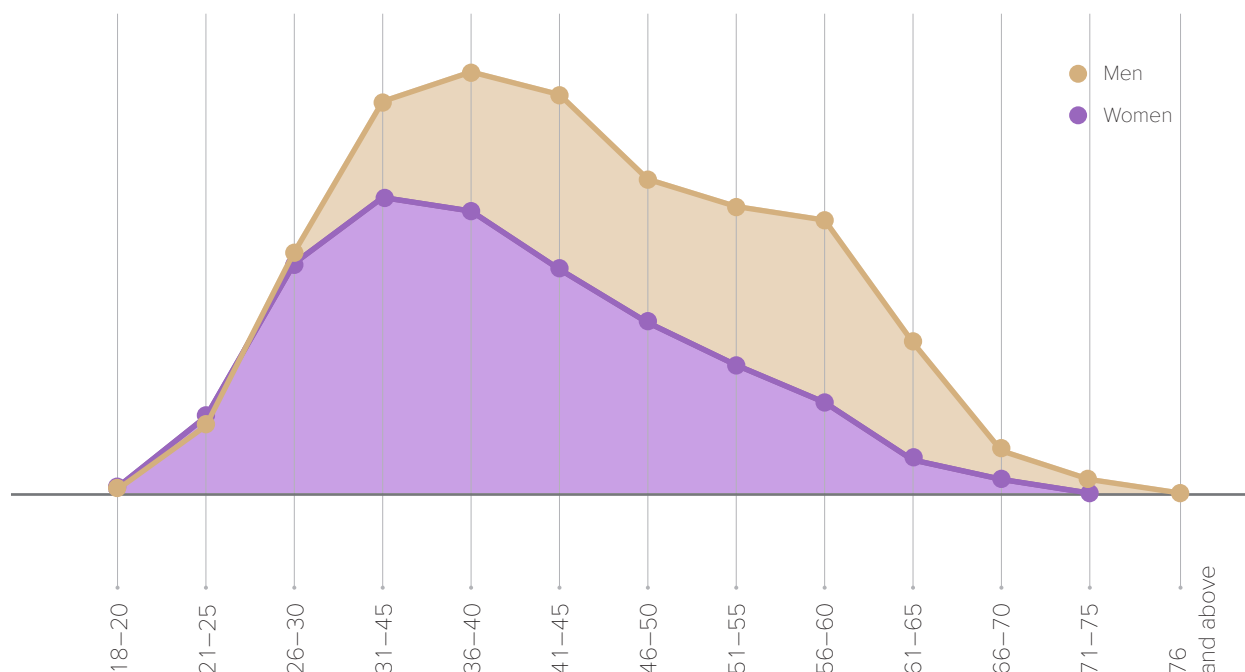
16 Hodges MJ, Budig MJ. Who Gets the Daddy Bonus?: Organizational Hegemonic Masculinity and the Impact of Fatherhood on Earnings. *Gender & Society.* 2010;24(6):717-745.

RECOMMENDATIONS based on GDI Workforce Data Findings

Based on the findings outlined above, the following actions are recommended to continue to propel CGIAR's progress in achieving a diverse gender-balanced workforce:

1. **Continue to integrate GDI data into workforce planning and decision-making**. As the transition to the new operating structure continues, workforce data collection will become more streamlined and accurate as centers move to shared data and reporting systems. The GDI dashboards developed under the GDI Function are tools ready to be integrated into strategic decision-making to explore workforce patterns in real-time. The benefits of such a system go beyond GDI, and are part of a more holistic people-centric approach to understand CGIAR's workforce and the impact of organizational efforts.

2. **Expand targets beyond gender**. The broad targets of the first GDI Action Plan have been met, paving the way for a more sophisticated and integrated approach to understanding workforce diversity. The areas of nationality, race, ethnicity, age and other areas should also be explored to promote inclusion across dimensions, as well as the need to more clearly separate sex and gender.

3. **Monitor diversity dimensions throughout the career pipeline and implement targeted interventions to support the advancement of diverse staff.** Data on promotions and separations showed that women and nationals of low and lower-middle income countries are not reaching senior levels proportionate to their representation. This indicates a need for more targeted interventions on career pathing to ensure equitable career growth for all.

4. **Mitigate bias in the recruitment and promotion processes by mainstreaming the recommendations of the GDI toolkits (Recruitment, Performance Management, Orientation, Exit)** into the new shared policies and practices of One CGIAR.

5. **Adopt common approach to work-life, parental leave and other related policies, based on best practices for attracting and supporting a diverse and inclusive workforce**. Data on household composition and age allude to a need to create policies that are more supportive of women with caregiving responsibilities, particularly at mid-career and senior levels where their numbers are lowest.

6. **Target outreach and career support for three key occupational groups (Business Operations & Finance, Genetic Innovation and Resilient Agri-Food Systems).** These three groups account for 74 percent of the total CGIAR workforce and have amongst the lowest proportions of women. Progress will depend on improving representation in these areas in particular, if it is to be made for CGIAR's workforce as a whole.

Annex 4

The Workforce Index 2020-2021

ANNEX 4
Workforce Index

At the time the GDI Action Plan was launched, CGIAR centers used different job classification systems, making comparative analysis challenging. In order to map the workforce data received against a common organizational hierarchy, a Workforce Index was collaboratively created[17] in partnership with the Human Resources Community of Practice (HR CoP). Through an iterative process of reviewing the data and consulting with the HR CoP, the Workforce Index has become further refined and strengthened with each data collection. It has provided a common framework for understanding CGIAR's organizational hierarchy across centers. Going forward, the new operating structure for One CGIAR and adoption of a shared job classification system will eventually replace the need for the Workforce Index. Nevertheless, this exercise has provided a valuable foundation for understanding the CGIAR workforce holistically, and establishing the areas of commonality and difference in approaches to workforce categorization.

Annex Figure 15 below provides an overview of the Index. The complete Workforce Index, including the representative job titles, functional responsibilities and organizational impacts that define each, can be found on the GDI Knowledge Hub.

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17 The Workforce Index draws from and aligns with past and current efforts to examine the CGIAR System-wide workforce, including: Gender and Diversity in the CGIAR: A New Baseline (2000), Study of Workforce Compensation by Birches Group (2013), Gender Snapshot (latest in 2019) and the Single Spine (current).

Annex Figure 15. **GDI WORKFORCE INDEX: AN OVERVIEW**

Workforce Group	Representative Job Title(s)
Director-General	Director-General
Entity Leadership Team	Deputy Director General, Directors General for Research, Administration, etc., and Directors of major Divisions
Senior Non-Research Management	Administrative Head or Director of Departments or Programs
Senior Research Management	Country and Regional Representatives (Research), Deputy Directors (Research)
Senior Scientists/Researchers (non-Management)	Senior Scientist, Principal Scientist, Distinguished Scientist
Non-Research Professionals (Managerial)	Senior Administrator, Team Manager/Leader, Manager, Risk Manager, Lead Specialist
Scientists/Research Fellows	Scientist, Breeder, Research Fellow, Research Coordinator, Senior Research Fellows
Senior Research Support	Field and Lab Senior Research Associates, Farm Operations Managers, Hub Managers, Senior Specialist
Post-Doctoral Fellows, Junior Scientists & Associate Research Fellows	Post-Doctoral Fellow, Associate Research Fellow, Associate Scientist, Junior Scientist
Research Support	Research Assistant, Research Technician, Research Analyst, Senior Research Analyst, Senior Research Assistant, Research Associates, Assistant Research Associates, Field and lab auxiliaries
Administrative/Non-Research Support	Support Professional, Head of Operational Departments (Security, Facilities, Transportation etc.), Administrative/Communications/Finance/HR Assistants, Analysts, Associates, Coordinators, Specialists and Officers, Administrative Auxiliary
Operational Support	Driver, Field worker, Security, Facilities/Maintenance worker, Cook, Seed distribution auxiliary, Logistics
Temporary Professional Contractors	Independent Consultant, Visiting Scientists, Research Fellow (Temporary), Scholar, Researcher, Audit personnel from third party organizations
Temporary Support Contractors	Auxiliary or replacement for short-term leaves of Administrative Support, Research Support or Operational Support categories. See above corresponding categories for representative job titles.

ANNEX 4 | WORKFORCE INDEX

Annex 5

GDI Framework and Action Plan 2020-2021

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

CGIAR

OUR VISION

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

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

GOVERNANCE

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

OUR PRINCIPLES
We commit to:

1 FOSTERING DIVERSITY & INCLUSION

2 PROVIDING FAIR, SAFE & INCLUSIVE WORKPLACES

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

4 ACCOUNTABILITY ON WORKPLACE GENDER EQUITY, DIVERSITY & INCLUSION ADVANCEMENT

5 PROGRESSING IN PARTNERSHIP

PEOPLE

Social Identity

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

Professional Identity

Profession • Education • Work Experience/Career Stage • Role

All CGIAR Stakeholders

OUR FOCUS

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

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

Awareness
- Architecture
- Knowledge & Communication

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

Partnership
- Partnering Coherence
- Supplier Diversity
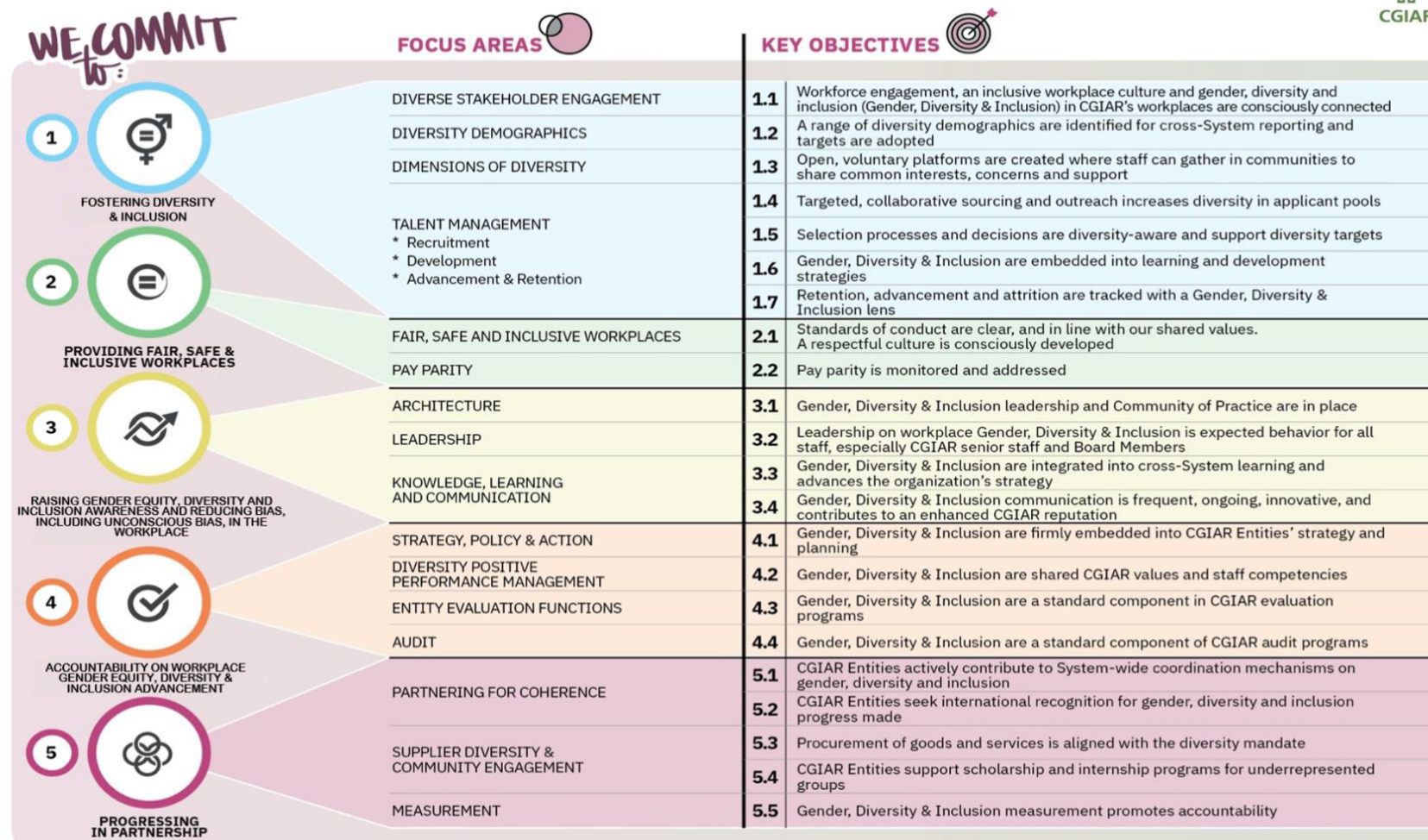- Community Engagement

Assurance
- Audit

MEASURING SUCCESS

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

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

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

FOCUS AREAS		KEY OBJECTIVES
DIVERSE STAKEHOLDER ENGAGEMENT	1.1	Workforce engagement, an inclusive workplace culture and gender, diversity and inclusion (Gender, Diversity & Inclusion) in CGIAR's workplaces are consciously connected
DIVERSITY DEMOGRAPHICS	1.2	A range of diversity demographics are identified for cross-System reporting and targets are adopted
DIMENSIONS OF DIVERSITY	1.3	Open, voluntary platforms are created where staff can gather in communities to share common interests, concerns and support
TALENT MANAGEMENT * Recruitment * Development * Advancement & Retention	1.4	Targeted, collaborative sourcing and outreach increases diversity in applicant pools
	1.5	Selection processes and decisions are diversity-aware and support diversity targets
	1.6	Gender, Diversity & Inclusion are embedded into learning and development strategies
	1.7	Retention, advancement and attrition are tracked with a Gender, Diversity & Inclusion lens
FAIR, SAFE AND INCLUSIVE WORKPLACES	2.1	Standards of conduct are clear, and in line with our shared values. A respectful culture is consciously developed
PAY PARITY	2.2	Pay parity is monitored and addressed
ARCHITECTURE	3.1	Gender, Diversity & Inclusion leadership and Community of Practice are in place
LEADERSHIP	3.2	Leadership on workplace Gender, Diversity & Inclusion is expected behavior for all staff, especially CGIAR senior staff and Board Members
KNOWLEDGE, LEARNING AND COMMUNICATION	3.3	Gender, Diversity & Inclusion are integrated into cross-System learning and advances the organization's strategy
	3.4	Gender, Diversity & Inclusion communication is frequent, ongoing, innovative, and contributes to an enhanced CGIAR reputation
STRATEGY, POLICY & ACTION	4.1	Gender, Diversity & Inclusion are firmly embedded into CGIAR Entities' strategy and planning
DIVERSITY POSITIVE PERFORMANCE MANAGEMENT	4.2	Gender, Diversity & Inclusion are shared CGIAR values and staff competencies
ENTITY EVALUATION FUNCTIONS	4.3	Gender, Diversity & Inclusion are a standard component in CGIAR evaluation programs
AUDIT	4.4	Gender, Diversity & Inclusion are a standard component of CGIAR audit programs
PARTNERING FOR COHERENCE	5.1	CGIAR Entities actively contribute to System-wide coordination mechanisms on gender, diversity and inclusion
	5.2	CGIAR Entities seek international recognition for gender, diversity and inclusion progress made
SUPPLIER DIVERSITY & COMMUNITY ENGAGEMENT	5.3	Procurement of goods and services is aligned with the diversity mandate
	5.4	CGIAR Entities support scholarship and internship programs for underrepresented groups
MEASUREMENT	5.5	Gender, Diversity & Inclusion measurement promotes accountability

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	**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	**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	**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.	**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	**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	**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	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	**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	**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	**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	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**

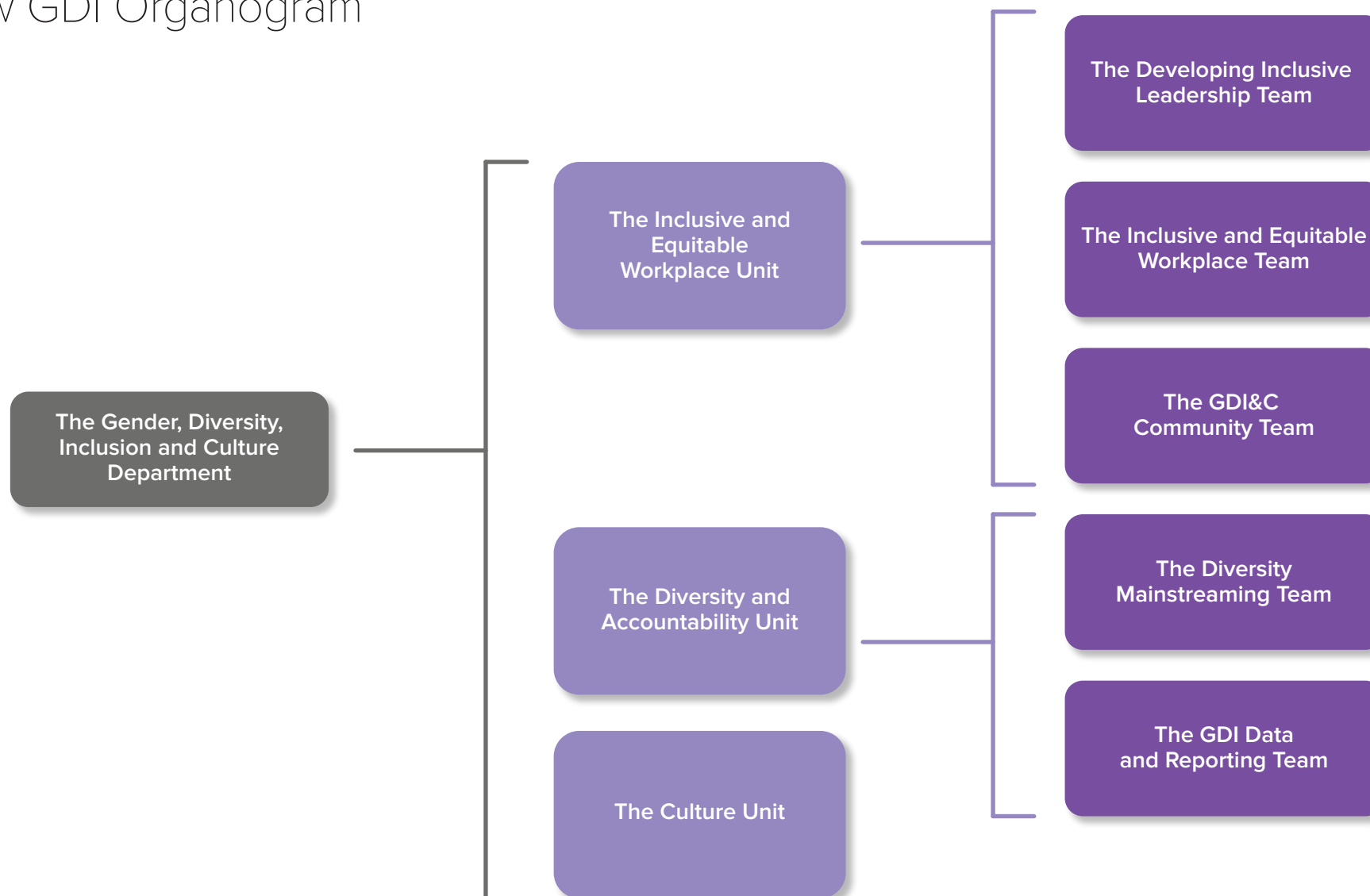| FOCUS AREAS		KEY OBJECTIVES	BY END-2020	BY END-2021
ARCHITECTURE	3.1	Gender, Diversity & Inclusion leadership and Community of Practice are in place	Gender, Diversity & Inclusion System leader supports Entity-level Gender, Diversity & Inclusion focal points in a community of practice	Gender, Diversity & 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

ANNEX 5 | GDI FRAMEWORK AND ACTION PLAN

Annex 6

Proposed new GDI Organogram 2020-2022

ANNEX 6
New GDI Organogram

The Gender, Diversity, Inclusion and Culture Department

The Inclusive and Equitable Workplace Unit

The Developing Inclusive Leadership Team

The Inclusive and Equitable Workplace Team

The GDI&C Community Team

The Diversity and Accountability Unit

The Diversity Mainstreaming Team

The GDI Data and Reporting Team

The Culture Unit

**Gender, Diversity and Inclusion
in CGIAR's Workplaces**

CGIAR

Learn more about CGIAR's commitment to
advancing gender equity diversity and inclusion
in our global workplaces here:
https://www.cgiar.org/how-we-work/
accountability/gender-diversity-and-inclusion/