

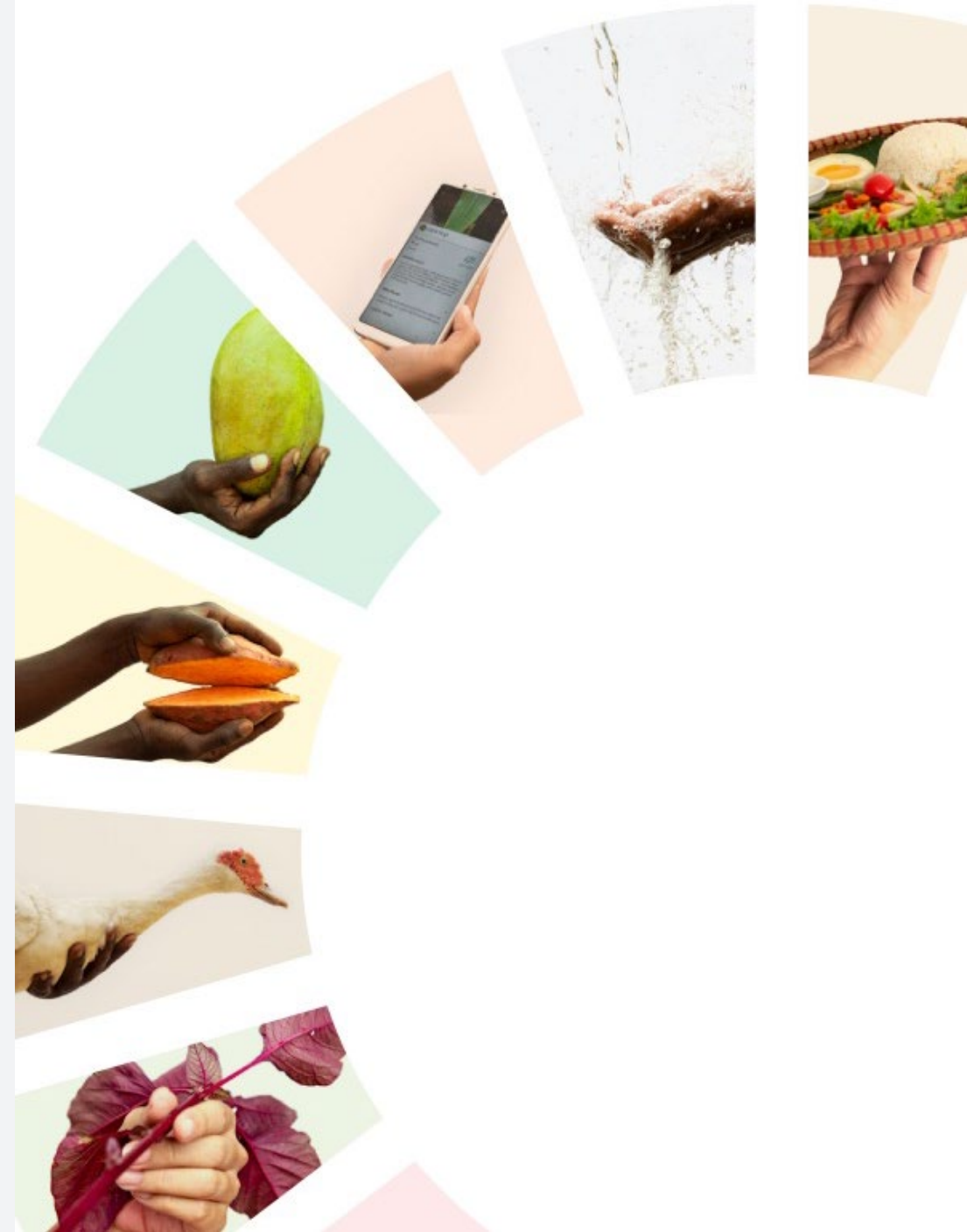


Agenda Item 13
Document SC19-13
For discussion
Issued: 9 October 2023

Update on Gender equity, Diversity and Inclusion (GDI) in CGIAR's workplaces A Pre-read for discussion during System Council 19

This document provides:

- An overview of CGIAR's second Action Plan (2023-24) to advance gender equity, diversity and inclusion in the workplace.
- Early insights from the latest GDI workforce data collection exercise.
- Key areas of progress, opportunities, and challenges experienced.



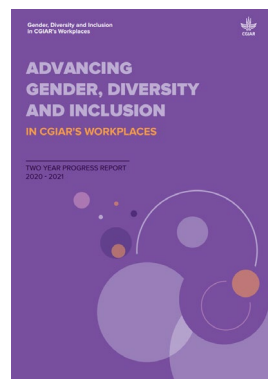
The GDI function is still very new, supporting CGIAR on a multi-year GDI journey.



2019 - 2020

CGIAR's GDI Framework and first multiyear Action Plan (2020-21) had their origins in CGIAR's Business Plan.

Were created through a robust consultative process that included support from the **System Council at SC9** in November 2019.



2020 - 2021

The GDI function was created in January 2020 and began work to collaboratively deliver against the ambitious Action Plan (2020-21).

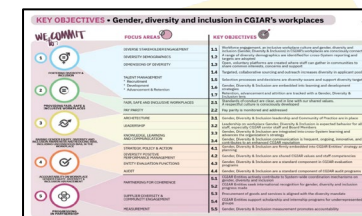
In 2022, the **two-year progress report** was published, demonstrating the progress made, as well as the opportunities for further advancement.



2022 - 2023

Building on lessons learned from the progress report, consultations began to co-develop a **new two-year GDI Action Plan**.

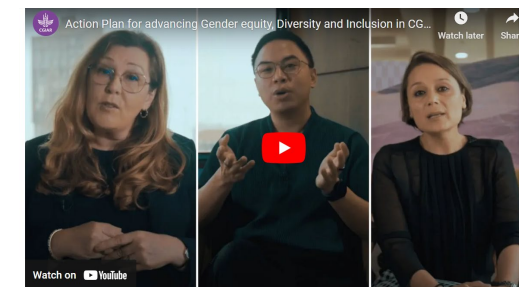
In December 2022, CGIAR was the **winner of the CDR international award** for Gender Equity, Diversity & Inclusion.



May 2023 onwards

CGIAR's second GDI Action Plan (2023-24) was launched, building on the foundations already laid, as well as introducing new areas of focus.

Watch the video here: <https://www.cgiar.org/how-we-work/accountability/gender-diversity-and-inclusion/>



As with the first GDI Action Plan, this second Action Plan (2023-2024) was truly co-created.



There were months of wide-ranging consultations, involving over 300 people from across CGIAR, as well as multiple engagements with CGIAR's Senior Leadership team (SLT).

The new two-year Action Plan

Builds on the momentum and successes and lessons learned of recent [GDI achievements](#)



Incorporates evidence-based best practices



Takes CGIAR's commitment to workplace gender equity, diversity and inclusion to the next level.

Clear and tangible indicators have been outlined in the Action Plan to help monitor and track progress against each of the outputs.

CGIAR's new GDI Action Plan (2023-24) includes:

- A continued focus on integrating accurate Gender equity, Diversity and Inclusion data into workforce planning and decision-making.
- Expanding workplace diversity targets beyond gender.
- Developing mechanisms to monitor diversity dimensions throughout the career pipeline.
- Continuing to mitigate inequity and potential bias in recruitment and promotion processes.
- Developing and adopting shared approaches to work-life balance, parental leave and other inclusion-related policies.
- An increased focus on the development of inclusive leaders.
- A shared approach to safe and respectful workplaces.

As in the past, the Action Plan (2023-24) is working towards clear outcomes that aim to positively impact the lived-experience of CGIAR staff.



Outcome 1: Inclusive Leadership

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

Outcome 2: Inclusive Workplace Culture

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

Outcome 3: Diverse Representation

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

Outcome 4: Accountability

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

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

Activities and Key Indicators to Measure Progress

2023 - 2024

We have a clear GDI Action Plan, but we are agile, seizing opportunities whenever and wherever they arise.



A key to the success of the small GDI team is the high level of agility and adaptability in response to the needs of the various components of CGIAR (Centers/Groups/Regions/Teams etc.), and in recognizing the importance of thinking globally but acting locally.

- We partner**, including with CGIAR's **People & Culture Community of Practice**, providing support, and receiving requests and insights. The **Communication Community of Practice** cascades messages to staff through Center communication teams. We work closely with **EBC, Science Groups, Regions, Initiatives and many others** – identifying ways to advance GDI across all parts of CGIAR.
- We frequently engage** with CGIAR's **Senior Leadership Team**, keeping them in the loop, inviting their feedback.
- We are the engine behind CGIAR's Employee-led Resource Groups**, supporting them to convene, collaborate, implement activities, and share their lived experience. We are **active members of CGIAR's Global People and Culture Group**, creating channels for the voices of CGIAR staff, ensuring their perspectives at the center of design.
- We gather, analyze and report on GDI data**, providing useful management information, tracking progress and highlighting opportunities. **We support accountability** on GDI, through the **GDI matrix** (Soon to be renamed as the **GDI Index**).
- We provide capacity building opportunities** through multiple channels, including, in person, webinars, our GDI Knowledge Hub, guidance notes, toolkits and online learning. We accommodate local needs, deliver in multiple languages and work with local facilitators.
- We collaborate** with CGIAR's **Gender Research platform** on data collection, activities, and in the development of a leadership program to be delivered in 2024.

We continue to work in multiple ways, through advocacy, awareness, training, tools, products, guidance and engagement, engaging at all levels across CGIAR.



Sharing some key highlights in 2023 so far....

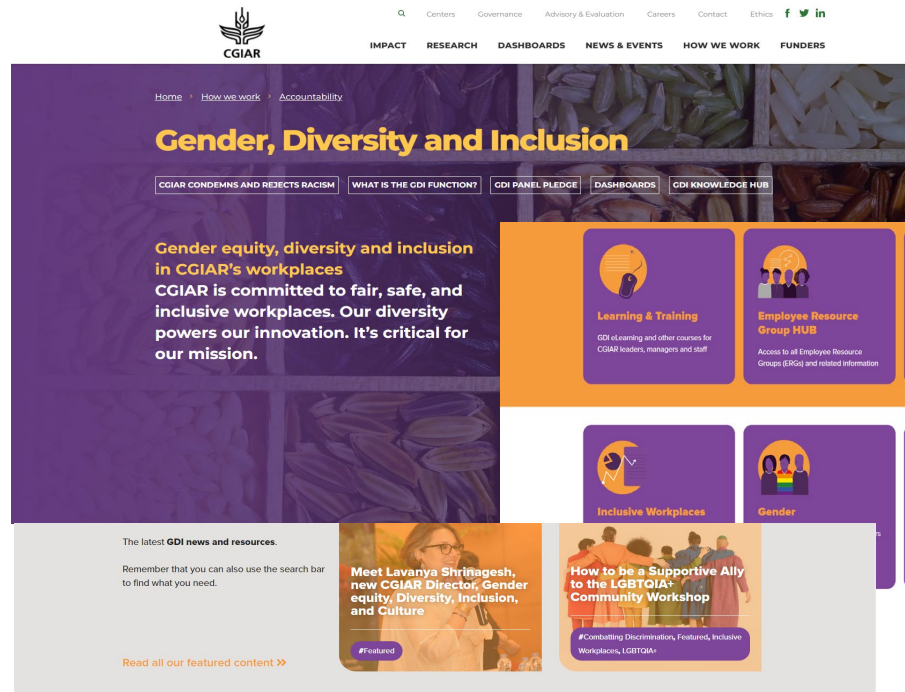
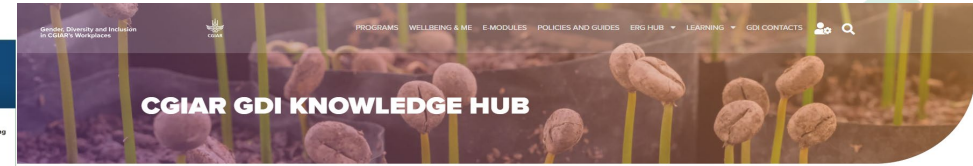
- ❑ **In March:** CGIAR International Women's Day Campaign.
- ❑ **In April:** The 2023-2024 Action Plan was launched.
- ❑ **In May:** Piloted Safe & Respectful Workplaces training with **270+ staff**, and Inclusive Leadership training with **94 leaders and managers**, in partnership with EBC in Dhaka and New Delhi, being scaled up Pakistan, Montpellier, Los Banos and Penang.
- ❑ **In June:** Pride@CGIAR ERG launched. 2023 GDI data gathering exercise begins.
- ❑ **In July:** Our new Director GDI and Culture, Lavanya Shrinagesh, onboarded.
- ❑ **In August:** Zero draft for the Culture Framework enters next round of consultation.
- ❑ **In August/September:** 2023's Inclusive Workplace Awards program launches.
- ❑ **In October:** A month-long Wellbeing & Me program – **17 different events**



Plus: Our ERGs (Wires, Pride, FAIR, Youth and Wellbeing); Mentoring @ CGIAR; partnering with Groups and Centers; Staff engagement and wellbeing...

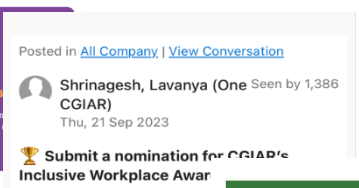


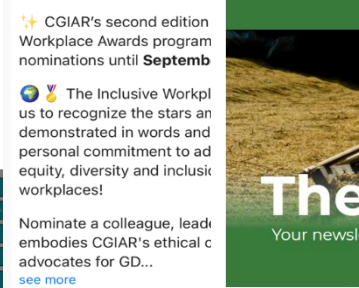
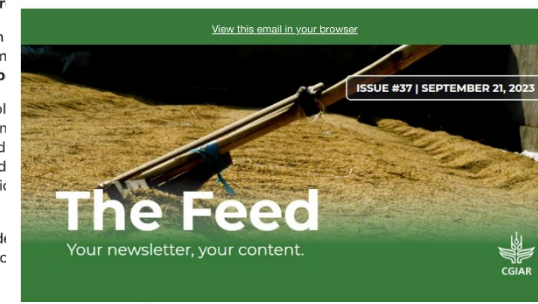
We use various channels to communicate with our colleagues

The **Gender equity, Diversity and Inclusion in CGIAR's Workplaces (GDI) Knowledge Hub** is your single entry point to a wide range of **GDI resources**, including **training, toolkits, best practice guidance notes, policies** and more. Here you will find cutting-edge products, developed by CGIAR's GDI Function, as well as insights from external GDI experts, that you can use to advance **gender equity, diversity and inclusion** in your workplace.

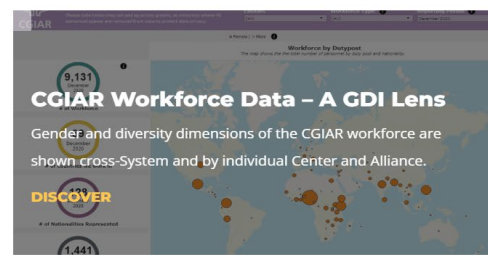
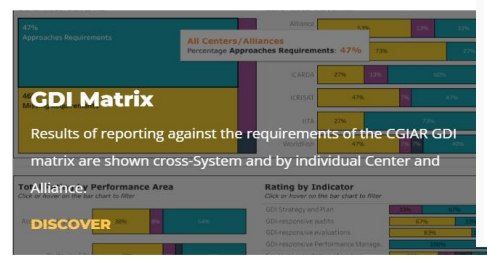
Announcements



Videos, webinars, news articles, GDI Knowledge Hub, LinkedIn, The Feed, Yammer, using champions and role models as appropriate

DASHBOARDS


Some examples of how CGIAR is advancing:

How we bring a GDI lens to talent in Science Initiatives:

- ❑ Initiatives have brought together **28% of CGIAR's workforce** (2,759 staff across 3,834 assignments) strengthening the collaboration that defines One CGIAR.
- ❑ The continued focus on inclusive talent approaches has seen the overall % of **female staff engaged in Initiatives marginally increase from 39% to 40%** in 9 months*.
- ❑ **65% of Science Initiatives** have maintained the target of **40% female representation** for all initiative staff.

How a commitment to GDI is impacting the appointment of senior positions in the integrated operating structure:

- ❑ 62 appointments have been made in total, of which 47 are senior appointments.
- ❑ **52% of appointees are women, 48% are from the Global South.**
- ❑ Transparent recruitment and selection, used **best practice inclusive recruitment processes** - generally well received by staff.

How we build GDI into systems: CGIAR's first ever real-time **people data base will have a GDI lens**

GDI experts are part of cross-Center development teams, such as: **Respectful Workplace** Training, **Leadership** training, Developing a **One CGIAR Culture Framework** and a CGIAR **People Strategy**, among others.

GDI increasing has a seat at the table:

- ❑ The development of a shared **performance management** approach for staff serving on Initiatives, with a lens of inclusion and behavior.
- ❑ The development of a **CGIAR Onboarding program** with concepts of GDI and values.
- ❑ A shared methodology for 360 feedback that includes a **focus on appropriate behaviors.**
- ❑ The design of **cross-CGIAR Engagement surveys.**
- ❑ Supporting the newly created Regions and Partnership Group in the development of **team structures that foster collaboration across groups and geography.**

Workforce by Nationality

The map shows the the total number of personnel by duty post and nationality. Use the drop down below to toggle between both map views. Home-based personnel are excluded from the DutyPost map.

View map by:

Nationality

of Workforce **i**

 **9,779**

of Countries we work in

 **80**

of Nationalities Represented

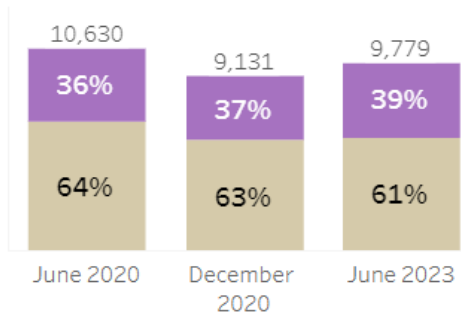
 **130**



© 2023 Mapbox © OpenStreetMap

■ Female | ■ Male **i**

Workforce by periods



* As of June 2023

Workforce nationality region % **i**

Sub-Saharan Africa	45.9%
Latin America & the Caribbean	19.4%
Central and Southern Asia	12.7%
Eastern and South-Eastern Asia	11.1%
Europe and North America	7.4%
Northern Africa and Western Asia	3.1%
Oceania	0.4%

Global Workforce

39%

61%

Research Workforce **i**

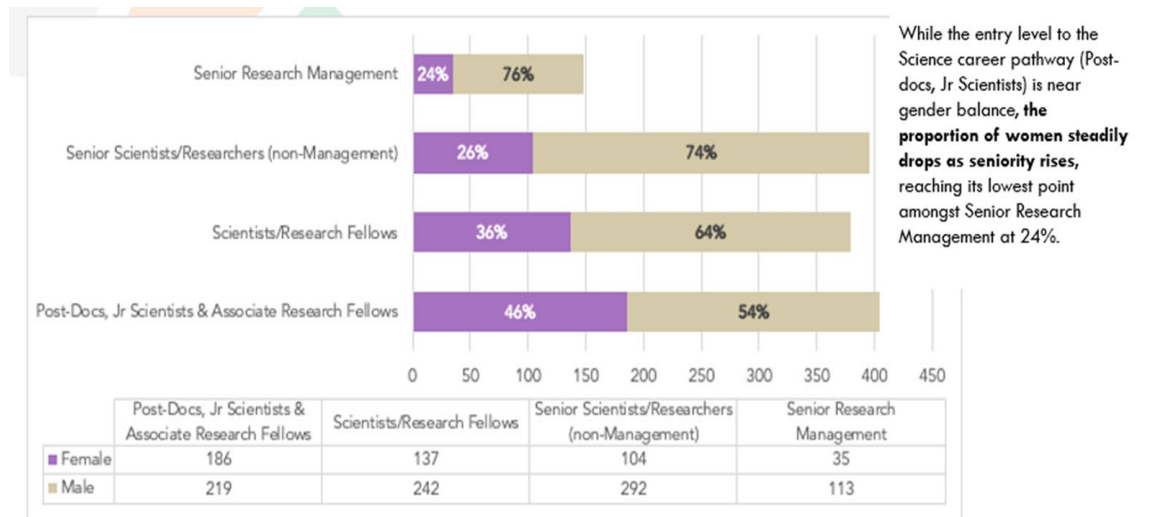
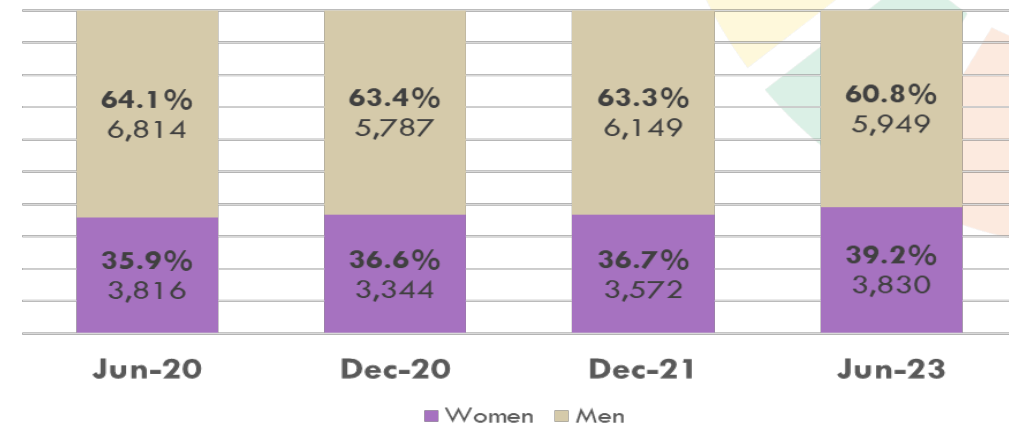
37%

63%

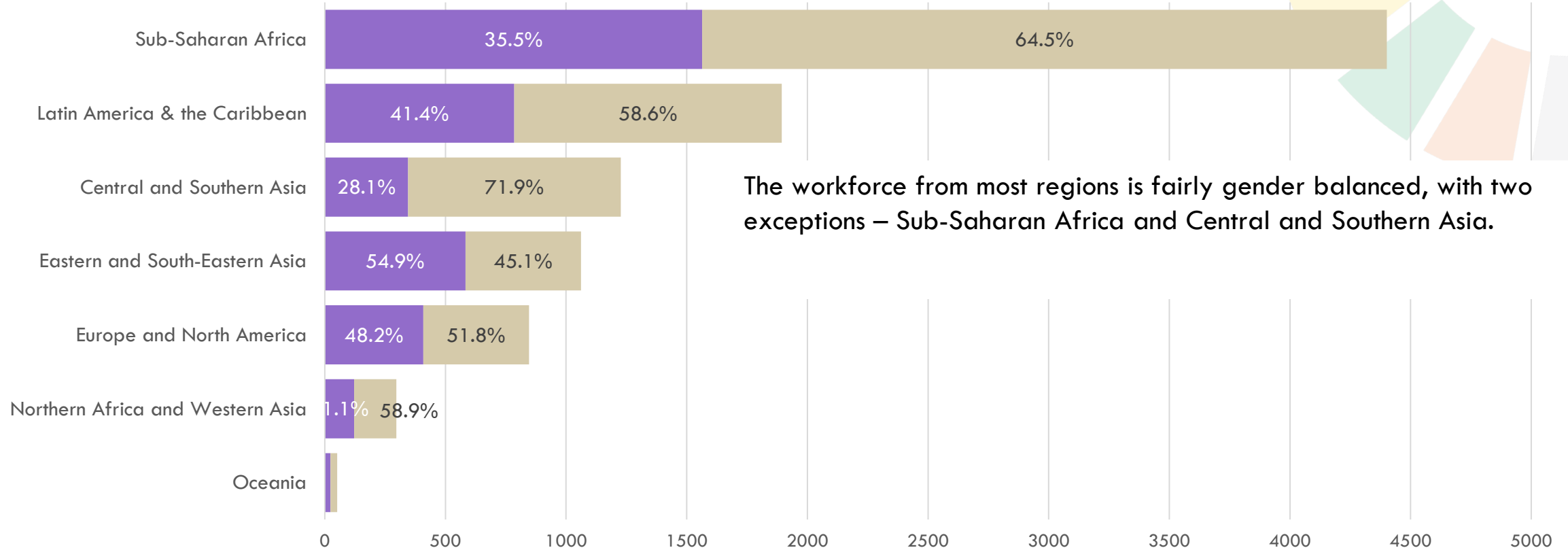
The latest GDI data collection shows we still have work to do:

- CGIAR staff, excluding operational support staff, consists of **44.4%** women as against 41.2% in 2021.
- The CGIAR global **workforce** has its highest proportion of women to date at **39.2%**. Increasing steadily between June 2020 and 2023.
- The EMT is currently **29% Women (2) /71% Men (5)**. This will return to 44% in December 2023 as the new EMD joins.
- The SLT is currently **30% Women (7)** and 70% Men (16). At the time of writing, 100% of Center DGs are male.
- The proportion of female Scientists increased from 32.3% in Dec 2021 to **34.8%** in June 2023.
- While the numbers of female staff engaged in delivering Science Initiatives have marginally increased (**39% - 40%**), there has been a **decrease** from 42% to **40% female leads/co-leads on Science Initiatives** despite an increase of assignments of 18% during the same period*

2 additional Centers, the Alliance CIFOR-ICRAF and ICRISAT, reported in June and December 2020. 12 Centers have reported since.



Gender representation across CGIAR in regions is variable.



	Oceania	Northern Africa and Western Asia	Europe and North America	Eastern and South-Eastern Asia	Central and Southern Asia	Latin America & the Caribbean	Sub-Saharan Africa
Female	23	122	408	583	345	785	1564
Male	28	175	438	479	882	1109	2837

We are carefully preparing to expand our GDI data collection mechanisms in two ways.



1. The previously mentioned **real-time people data base** will link to our updated dashboards.
2. The careful and gradual move to self-reporting on diversity dimensions.
 - Tracking data beyond gender is sensitive and complex. It can only really be done in a **safe and respectful way through voluntary and protected disclosures** from staff. This is not a challenge we face alone. It is the key topic of note in 2023's UBUNTU gathering of all the GDI leads of international organizations in October.

In 2024, we will:

- Leverage the development of the real-time people data base, working with colleagues in Center P&C teams, Legal, D&D, and our ERGs, to enable staff to self-declare on a select set of parameters, but only when and where it is safe for them to do so.
- Leverage our partnership with UBUNTU.
- Continue to learn from research and best practice.

As we continue to advance, the GDI function is challenged by the slow pace of integration.



In 2024, we will continue to seek opportunities for greater integration:

- Direct workforce engagement** - currently we are still mainly reliant on Centres to cascade GDI messages, which impacts our ability to advocate, build capacity, awareness and engagement.
- Management Information** - access to people-related data in all its forms. The real-time people data base project will see a move away from manual data collection to true access to critical data beyond the basics, and to understand important metrics, such as:
 - Separation/ Attrition – Regrettable/ non regrettable by gender
 - Promotion – across levels split by gender
- Moving away from guidance and towards shared ways of working** – currently the GDI function advises and supports, but has no authority to set standards, implement policies or mandate approaches.

We look forward to actively participating in the implementation of the IFA.

Thank You

Learn more about CGIAR's work to advance gender equity, diversity and inclusion in our workplaces here:

<https://www.cgiar.org/how-we-work/accountability/gender-diversity-and-inclusion/>

