



Update on Gender equity, Diversity and Inclusion (GDI) in CGIAR's workplaces

Purpose

This document sets out an update on Gender equity, Diversity and Inclusion (GDI) in CGIAR's workplaces, including:

- Progress updates on the ongoing implementation of CGIAR's GDI Action Plan (June 2023 to date)
- Work underway in 2024.

Action Requested

This document is provided for information purposes, to inform discussion during the standing agenda item on Gender equity, Diversity and Inclusion (GDI) in CGIAR's workplaces at SC20.

<p>Document category: Working document of the System Council. There is no restriction on the circulation of this document</p>
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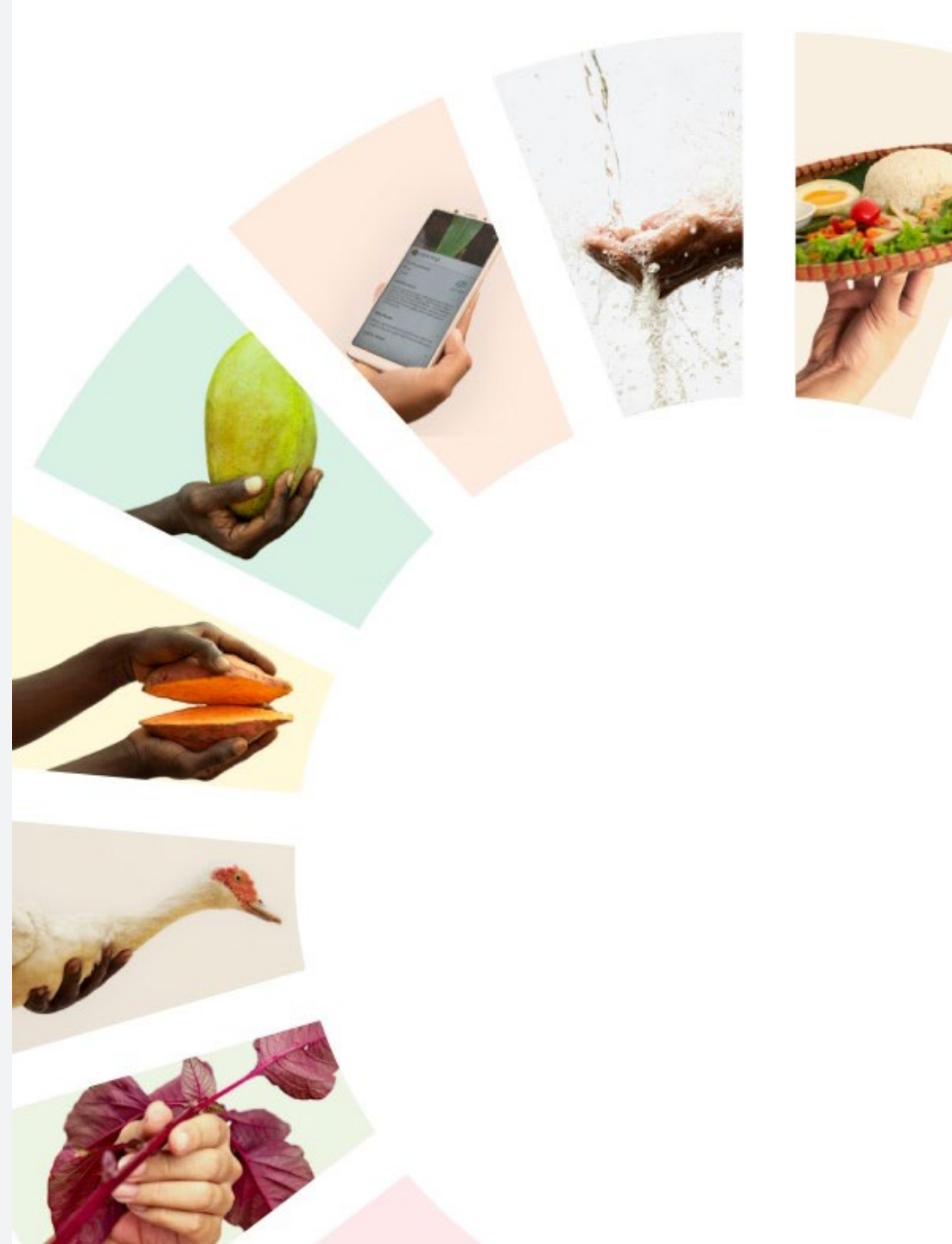
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Update on Gender equity, Diversity and Inclusion (GDI) in CGIAR's workplaces

Purpose: This document is shared for the System Council's information, and contains:

- Progress updates on the ongoing implementation of CGIAR's GDI Action Plan (June 2023 to date)
- Work underway in 2024



Implementation of key deliverables of the approved GDI Action Plan continues in partnership with CGIAR Centers, delivering value and impact.

Inclusive Leadership

Inclusive leadership and Respectful workplace training designed and delivered in 2023 on-site in Centers to 800+ staff and 200 Managers with very positive feedback.



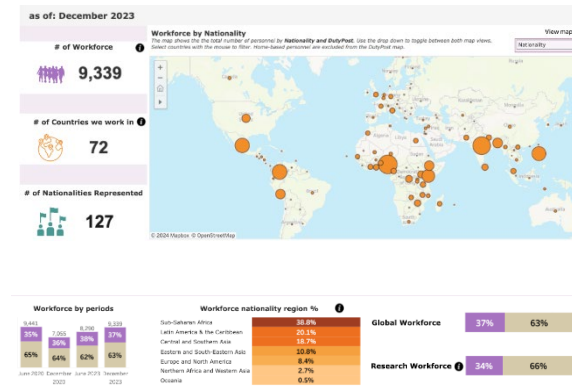
Inclusive Workplace Culture

A broad range of sessions, programs and staff network activities co-developed and delivered in response to identified needs towards a more inclusive CGIAR.



Diverse Representation

Work to track cross-CGIAR workforce diversity has continued, with the latest data collection completed in April 2024. Data is currently under analysis across a range of diversity dimensions. Currently, this continues to be the sole source of system-wide people data.



Accountability

Implementation philosophy of reward and recognition as a behavior driver has continued, with a focus on recognizing individuals, leaders & teams that role model workplace inclusivity. The recent workforce engagement survey has also provided valuable learnings.



In addition to ongoing GDI work, there have been some notable achievements in 2023.

EXTERNAL RECOGNITION AT THE CDR AWARDS

In 2023, for the **second year running** CGIAR has been nominated in the **top 3 performers**, having taken first prize in 2022.

INCLUSIVE LEADERSHIP

Launch of Inclusive Leadership and Respectful Workplace Training:

100% PARTICIPANTS said they were "satisfied" and "likely to apply the lessons learned!"

800 STAFF TRAINED

10 CENTERS

7 GLOBAL LOCATIONS

TOP 3

Towards a One Culture
A Framework for CGIAR's Shared Workplace Culture

ZERO DRAFT DESIGNED AND IN INITIAL CONSULTATION

LAUNCH OF CGIAR-WIDE PROGRAMS OPEN TO ALL STAFF

Connect@CGIAR
networking

880 CONNECTIONS FORMED

390 STAFF ARE CURRENTLY ON THE PROGRAM

Mentoring@CGIAR
mentorship opportunities

300 STAFF ENROLLED

144 MENTORING RELATIONSHIPS FORMED

RECOGNIZING GLOBAL GDI MOVEMENTS AND OBSERVATIONS

February

International Day of Women and Girls in Science: fireside chat, How do Women Role Model Success.

March

International Women's Day: webinar on Overcoming Limiting Beliefs.

100+ participants in an online event on Addressing Microaggressions.

A Holistic Focus on Wellbeing @ CGIAR
A GDI and Wellbeing ERG initiative

June

100+ participants in workshops on LGBTQIA+ identities and allyship.

October

1000+ participants in a series of workshops on health and wellbeing, by 15+ experts.

INCLUSIVE WORKPLACE CULTURE

Advancing Gender Equity:

100+ attendees in the Women in Leadership workshop series.

100% participants 'likely to apply' learnings.

DIVERSE REPRESENTATION

in CGIAR's workplaces*:

8900+ STAFF MEMBERS

71 COUNTRIES

126 NATIONALITIES

*Based on GDI data collection 31 DEC 2023. To ensure the safeguarding of personal data the privacy notice was updated during Q32023 in consultation with Legal and D&D

ACCOUNTABILITY

AUGUST — **LAUNCH OF**

Inclusive Workplace Awards

150+ NOMINATIONS ACROSS ALL CGIAR CENTERS

3 CATEGORIES INCLUSIVE TEAM ROLE MODEL LEADER

WINNERS ANNOUNCED IN NOVEMBER

NOVEMBER — **LAUNCH OF**

Engage@CGIAR
A SYSTEM WIDE ENGAGEMENT SURVEY.

CONTINUING TO ADVANCE LGBTQIA+ INCLUSION

30 HR leaders trained on LGBTQIA+ foundations

Pride@CGIAR ERG formed and launched

58% PARTICIPATION

We continue to evolve and develop so more to come...

Some additional examples of how CGIAR is advancing workplace gender equity, diversity and inclusion in very practical ways since June 2023, include:

GDI increasingly has a seat at the table on such key projects as:

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

How we have staffed senior positions in the integrated operating structure:

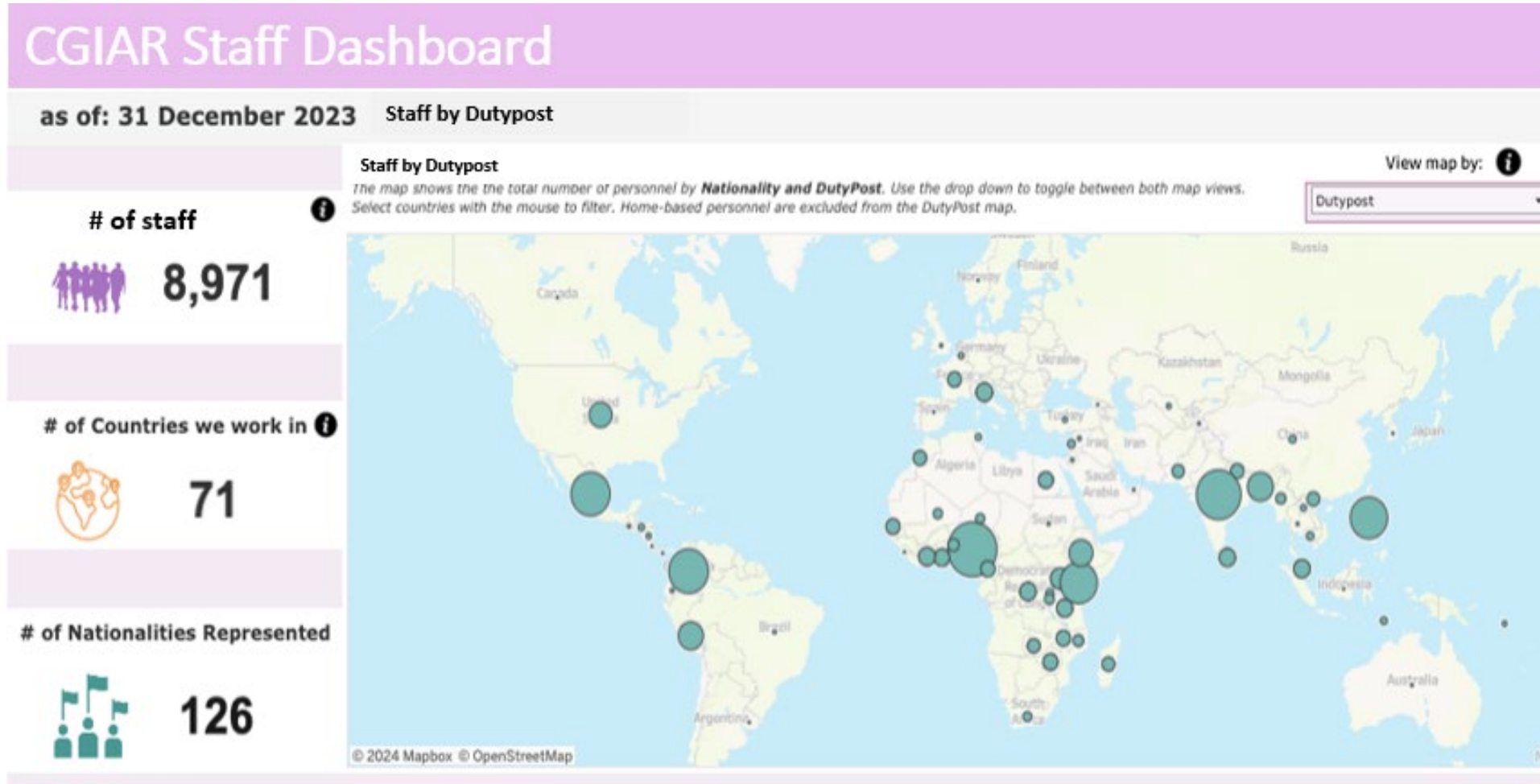
- ❑ **84 inclusive recruitment processes** have resulted in **56% of appointees being women, 44% from the Global South**.
- ❑ The GDI-developed toolkit on **best practice inclusive recruitment processes** has been well received by management and staff and is now in wide use across CGIAR. Other organizations have also approached CGIAR to learn from our success.

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

How we support Learning & Development: A new learning platform was launched across **12 CGIAR Centers** in January 2024 which was used to provide content on workplace wellness, in support of the wellbeing action plan. To date, over **1,800 learning materials** downloaded by more than 250+ staff in 50 countries. This is an addition to several other online learning programs and tools.

How we improve our people reporting: The design & implementation of CGIAR's first ever shared real-time **people data base continues to evolve with a GDI lens**.

The GDI Data Dashboard remains openly accessible, sharing ongoing progress on key dimensions.



Centers contributed their December 2023 GDI data by 2 May 2024.

Analysis is now underway. This slide shows a preliminary update of the external dashboard, which now includes data from ICRISAT. Fully up to date information is always available on the dashboard.

ICRISAT rejoined GDI reporting in December 2023.

This latest data collection also includes promotion & separation data enabling data-led action planning with Centers.

CGIAR continues to deliver science through a multi-disciplinary, multi-generational and multi-cultural workforce.



Multi-Disciplinary

Our staff work across thematic areas and Centers in ever integrated ways.

Improved systems and the Science Initiatives soon to be transformed to Mega Programs are breaking down silos in our research, to foster innovation and collaboration.



Multi-Generational

We are diverse in age, gender, nationality and many more dimensions, as we continue to find.

The latest engagement survey gave us our first system-wide look at disability.

87 people self-identified as living with a disability, with a further 98 people preferred not to disclose



Multi-Cultural

13 CGIAR Centers based in countries all over the world,

with personnel working in **71 countries**

representing **126 nationalities**,

bring a wealth of cultural diversity to CGIAR's work and workplaces.

Cross-CGIAR staff changes since last reporting – As of 31 Dec 2023, **lack of progress** in overall gender balance, but **improvements in the highest levels of leadership** found.

- ❑ **Overall Staff Gender Balance across CGIAR** between June and December 2023 **remained relatively unchanged** with ICRISAT's rejoining - retaining progress from the 35% baseline from the first GDI reporting in June 2020.
- ❑ **The gender balance in CGIAR's Senior Leadership Team (DGs + EMT + Global Directors)** **improved from 30% to 39% women** (14 M, 9 W) during the period. *As at May 2024*, there are now 2 female DGs compared to 0 last reporting.
- ❑ The **overall Research staff** **slightly decreased** its proportion of women from **37% to 36% between June 2023 and December 2023**.
- ❑ While the most represented region amongst nationalities continues to be Sub-Saharan Africa. The **distribution of the top three regions has become more even** since the rejoining of ICRISAT.



Staff nationality, by region, % of total staff – JUNE 2023

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%

Staff nationality, by region, % of total staff – DEC 2023

Sub-Saharan Africa	38.9%
Latin America & the Caribbean	20.2%
Central and Southern Asia	18.4%
Eastern and South-Eastern Asia	11.2%
Europe and North America	8.2%
Northern Africa and Western Asia	2.7%
Oceania	0.4%

**In addition to the 12 Centers that reported all periods. June and December 2020 datasets contain ICRISAT and CIFOR-ICRAF. December 2023 dataset contains ICRISAT.*

There are improvements seen in Center Research Career Pathways since June of 2023.

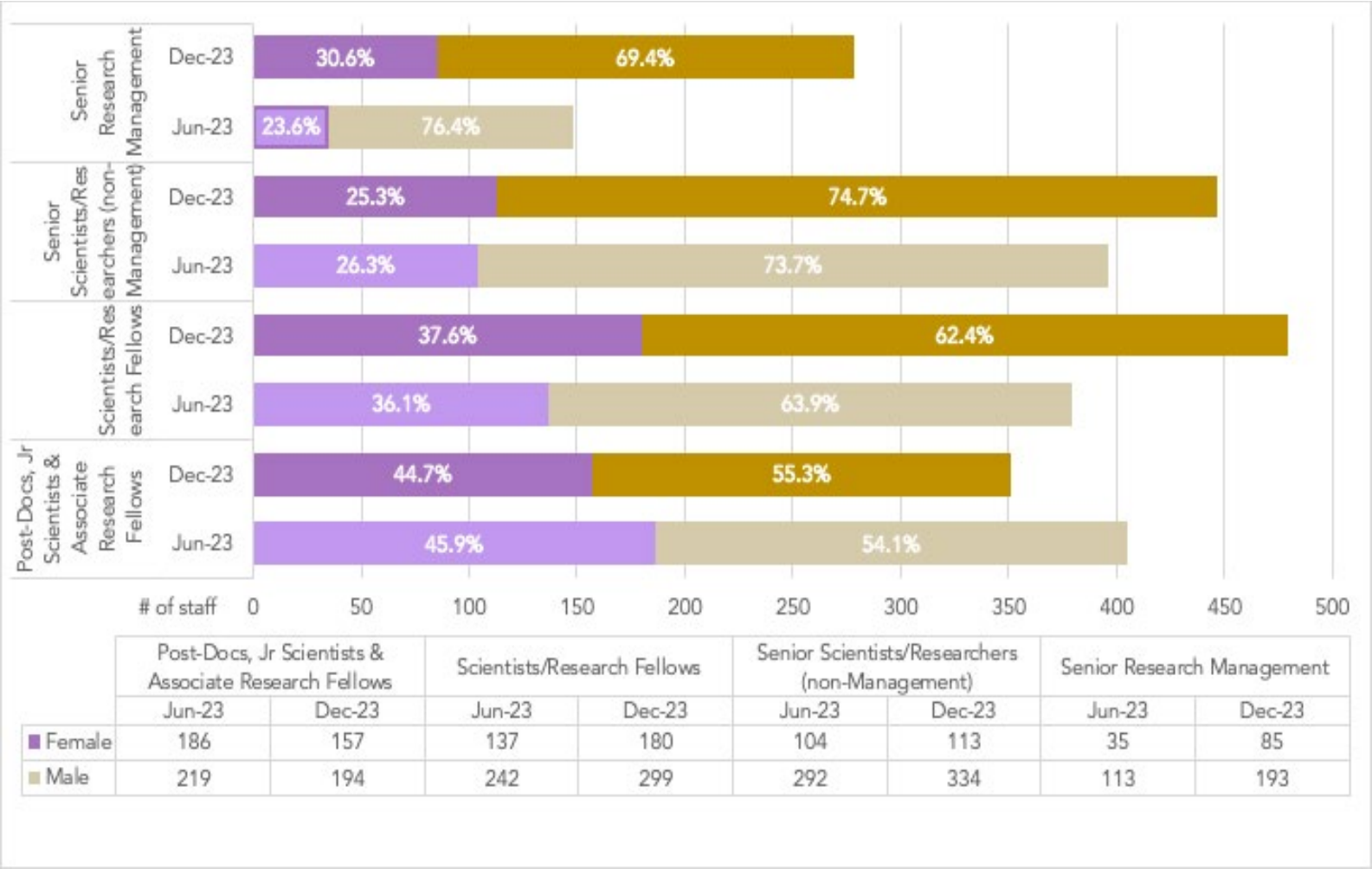
Preliminary analysis is showing **gender balance progress at the highest levels** of the research career pathway, where the representation of women was lowest.

Compared to the previous dataset (which did not include ICRISAT), there has been a 7-point increase in the proportion of women in **Senior Research Management from 23.6% to 30.6%.**

Improved gender balance was found amongst Scientists since last reported, as well.

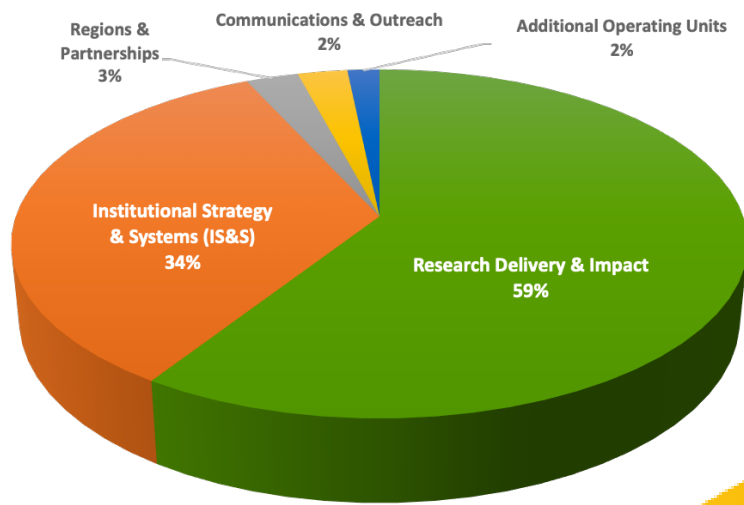
Slight decreases were found in the levels of female Post Docs and Senior Scientists.

Gains are still needed to attain gender balance. Currently, women enter in near equal portions but **comprise less than a third of the senior most positions.**

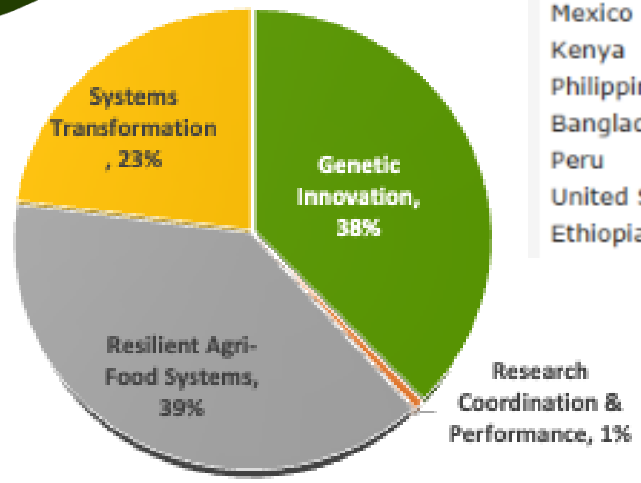


CGIAR's workforce reflects our commitment to benefit from talent in the places we work.

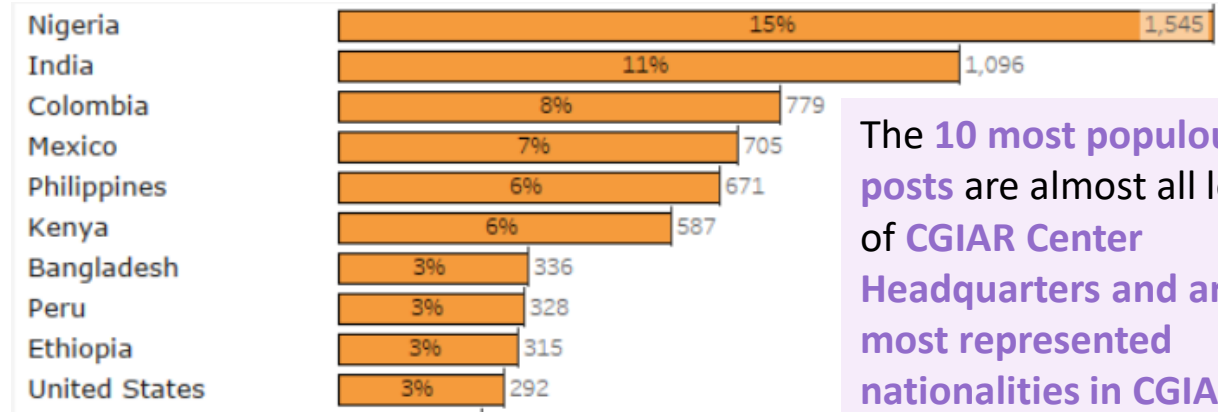
As of Dec 2023, nearly **60%** of our staff work on Research Delivery and Impact (RD&I)



Our RD&I workforce are divided across the **3 Action Areas** CGIAR focuses on

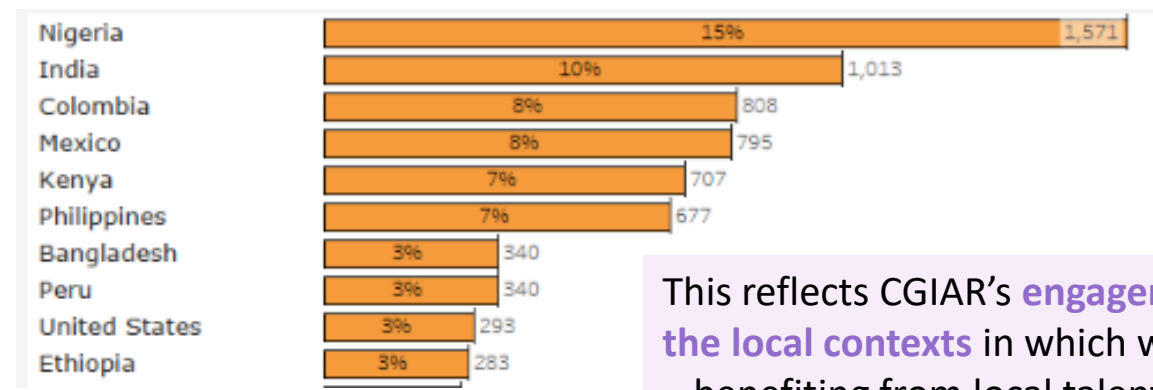


Nationality, % of total staff



The **10 most populous duty posts** are almost all locations of **CGIAR Center Headquarters** and are the most represented nationalities in CGIAR's workforce.

Top 10 duty post, by # of staff



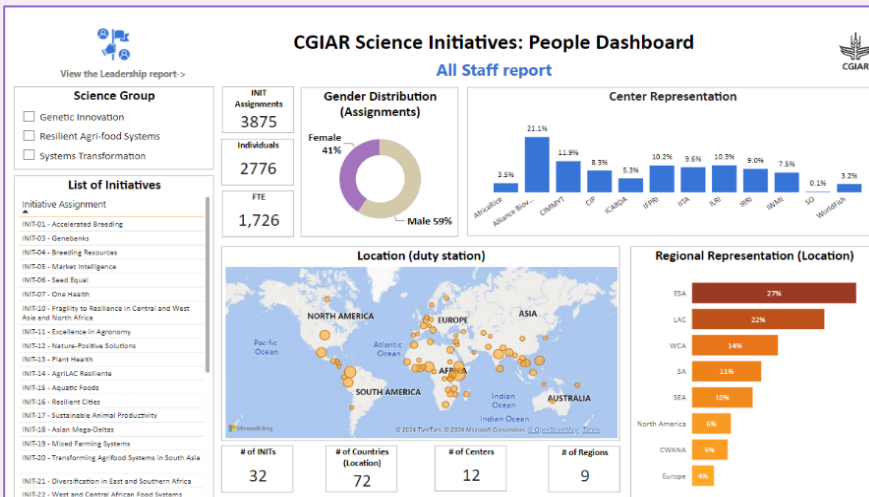
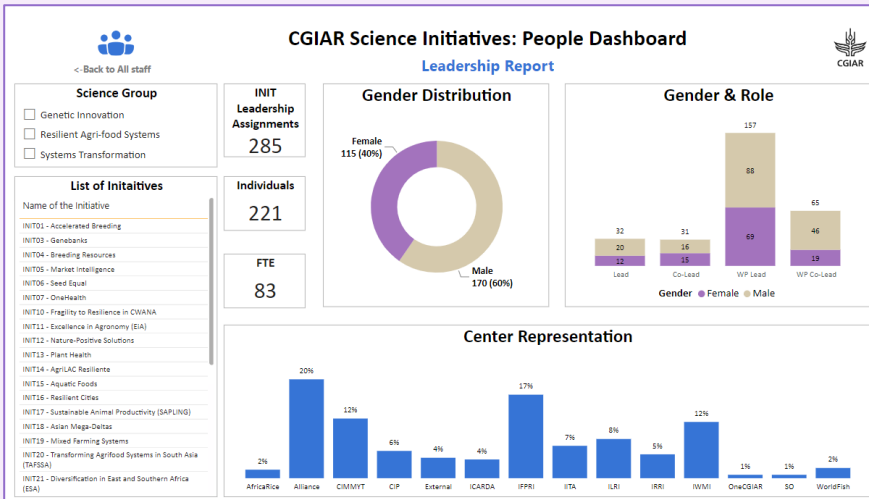
This reflects CGIAR's **engagement in the local contexts** in which we work – benefiting from local talent, investing in local careers, ensuring CGIAR's work is grounded in lived realities.

A gender lens on the leadership of science initiatives has seen female representation for all assignments evolve from 39% to 41%.

How we bring diverse talent to Science Initiatives:

- ❑ Science Initiatives have brought together **28% of CGIAR's workforce** (2,776 staff across 3,875 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 41%**.
- ❑ **65% of Science Initiatives** have maintained the target of **40% female representation** for all initiative staff.
- ❑ The transparent process for assigning Center staff to Science Initiative was coordinated by People & Culture and included a strong GDI lens. It required a cultural shift, as well as regular updates on processes for shared efficiencies.
- ❑ In **Q4 of 2020**, Science Initiatives reported **3316 assignments** allocated to **2351 individuals**. This has evolved to **3875 assignments** with **2776 staff members** in 2023. On average, Science Initiatives brought together scientists from at least **4 CGIAR Centers**.

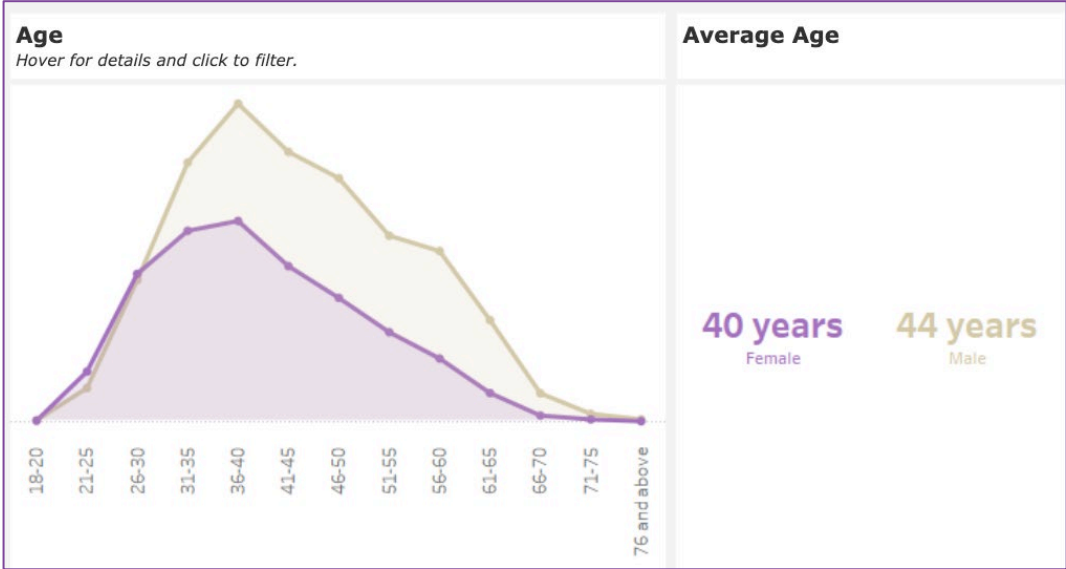
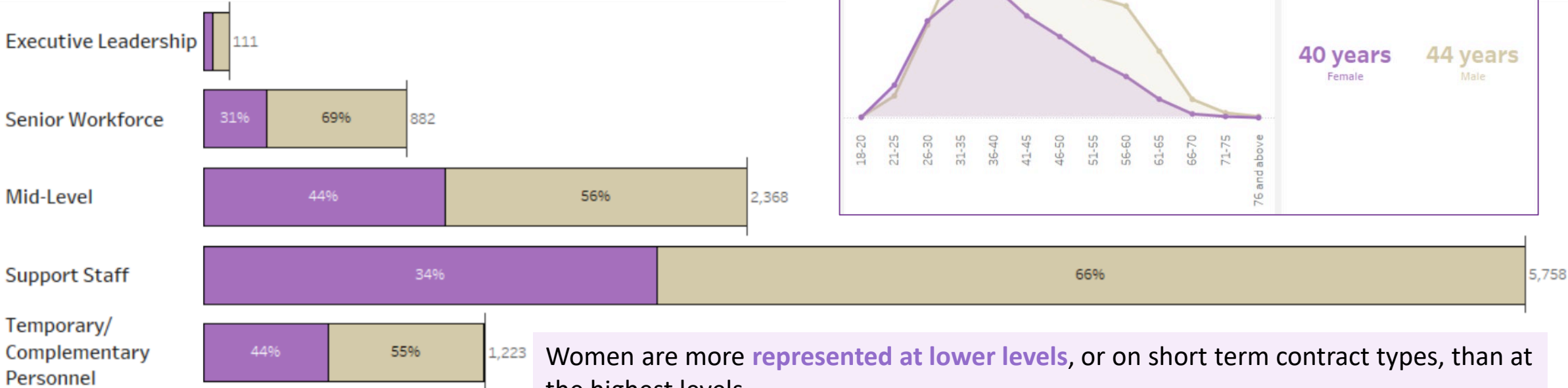
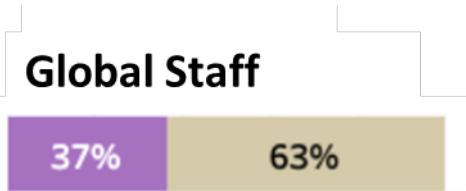
A Science Initiatives dashboard was designed and launched in 2023 and bringing transparency on cross-CGIAR science teams.



Across CGIAR, the gender gap continues to persist , highlighting the need to continue to progress and focus on GDI in the workplace.



Even with the progress made, gender gaps are found across most dimensions examined - overall, leadership, work-life balance, tenure, contract security and engagement, to name a few.



Women are more **represented at lower levels**, or on short term contract types, than at the highest levels.

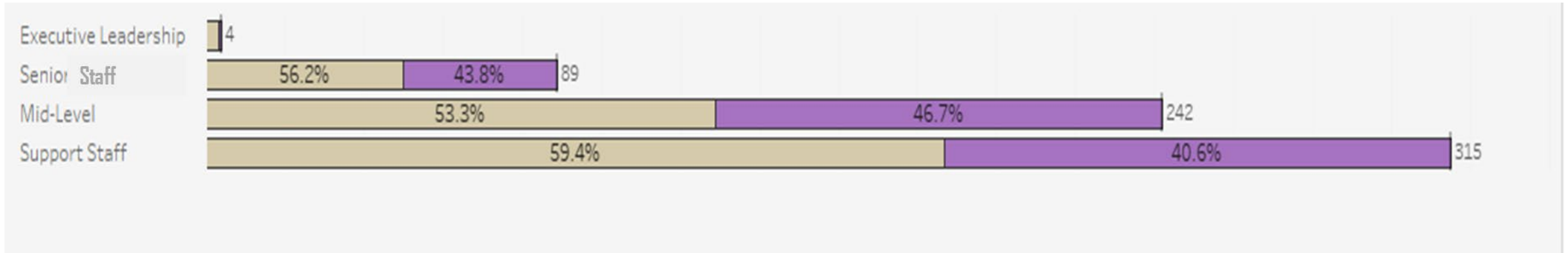
Preliminary analysis shows that in 2023, overall, 650 staff were promoted, of which 43.2% were women.



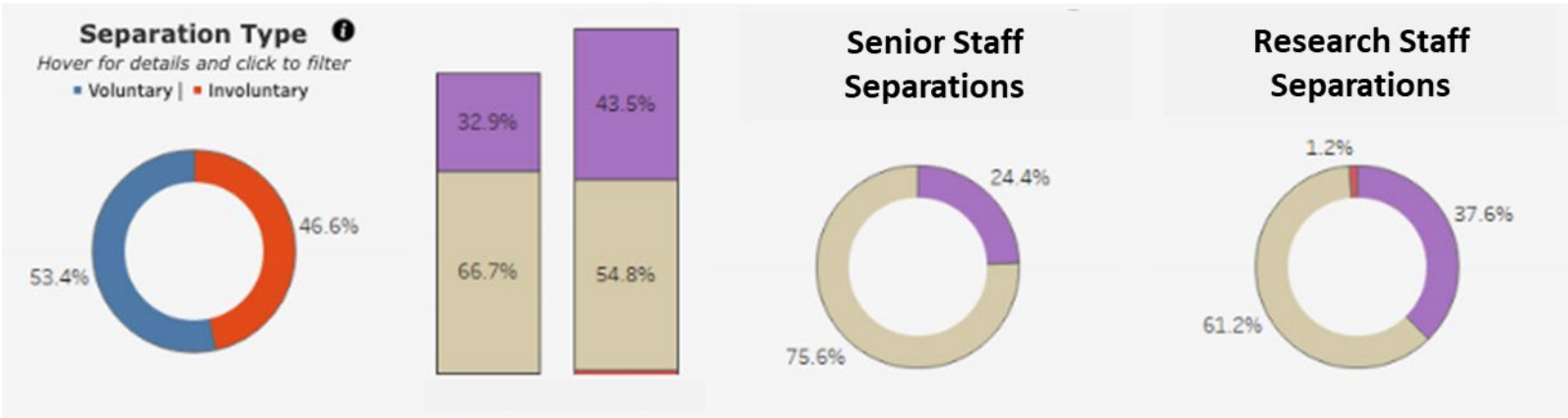
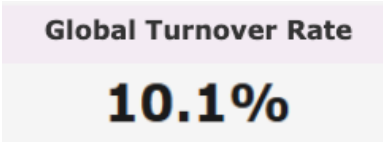
Overall, it appears women are performing well in promotion processes.

While women comprise 37% of staff, they are accounting for 43% of promotions.

At each level of the workforce, women comprised at least 40% of promotions in 2023, except for Executive Leadership where of four promotions, one was of a woman (25%).



2023 Separations.



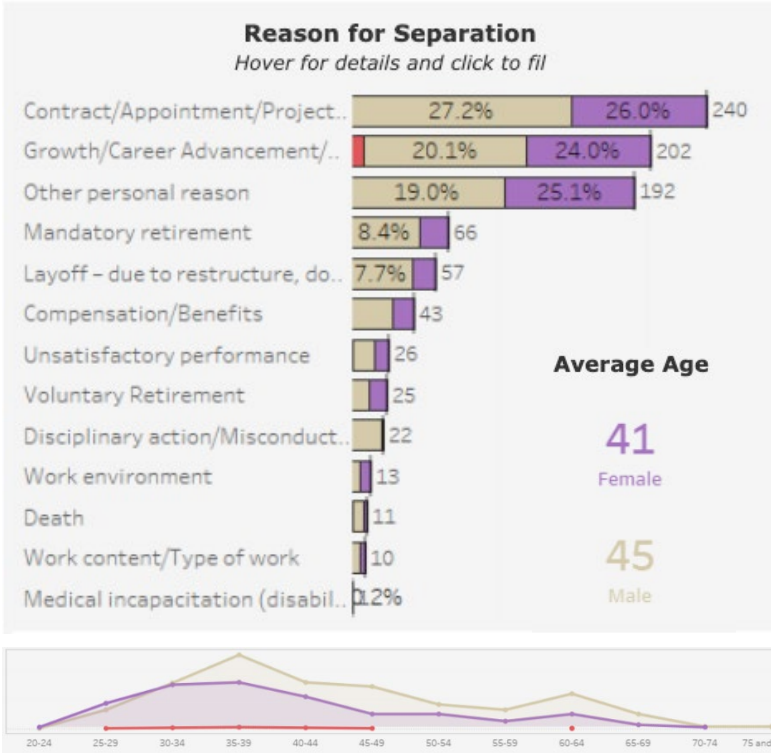
CGIAR’s turnover rate of **10.1%** is considered average relative to comparators.

In 2023, **908 staff separated** from CGIAR Centers. Separations provide a valuable opportunity to better understand how to improve staff retention, particularly of women, and other underrepresented groups.

Women are separating at a higher proportion than their representation.

More than half of all separations were voluntary. Retirements comprise only 10% of separations and the average age of those leaving is 41 years old for women and 45 years old for men). This means that staff separating CGIAR **are doing so to continue their careers** elsewhere.

Better tracking of cross-CGIAR career spans is being explored to provide a more accurate picture of tenure.



In December 2023, the first in-depth CGIAR-wide workforce engagement survey was co-designed and launched in partnership with Centers. It will serve as a baseline for future surveys.



The Workforce engagement survey was open to all CGIAR staff from the 4th of December 2023 until the 6th of February 2024.

Survey results were benchmarked against 18 international organizations.

This was the first CGIAR-wide in-depth survey, with **56 questions** (compared to **8 questions** in 2022 and **7 questions** in 2021- pulse surveys.)

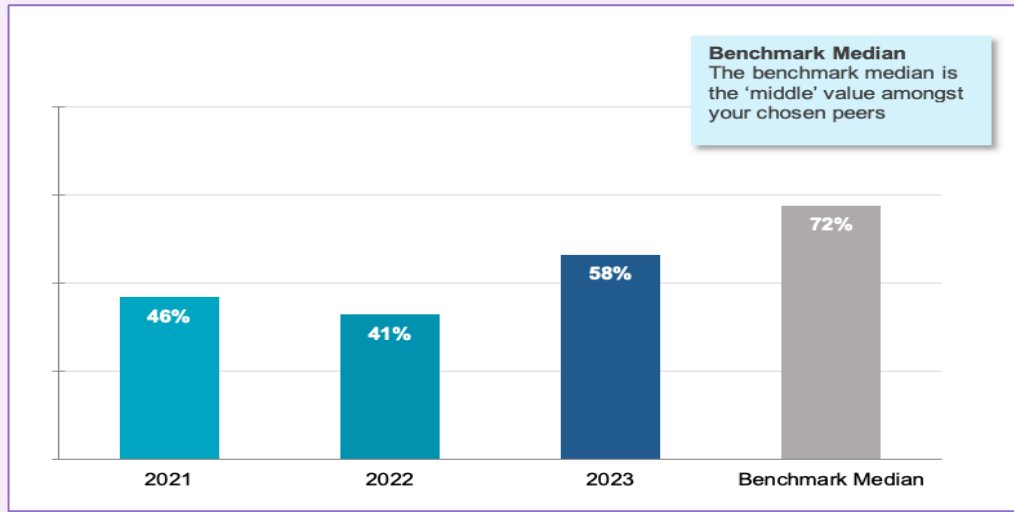
Previous surveys focused on the transition, while this survey was more **holistic**. A core set of questions were used by all, with Centers having the opportunity to add Center-specific questions to meet their local needs.

The survey was **co-developed** in close collaboration with DG’s and Center P&C leads, over a **two-month consultation** process.

To encourage maximum and frank participation among CGIAR's global community:

Survey was administered by an external provider with significant experience in mission-driven organizations in 7 languages : Arabic, Bengali, English, French, Hindi, Spanish and Telugu	Launched with a personal message from new EMD	Confidentiality and anonymity ensured using a secure online platform	Deadline was extended by 3 weeks to ensure maximum participation
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Responses, by whole and by Center, reveal good learnings which will guide future people and culture strategies, revealing opportunities for collaborative activities, as well as opportunities for individual Centers' to focus.



58% of CGIAR’s workforce responded to the engagement survey.

This is an increase from the **46%** and **41%** response rates of 2021 and 2022 shorter pulse surveys, respectively.

Despite this improvement, CGIAR’s latest response rate is still 14 points behind the benchmark median of **72%**.

*Includes ICRISAT

Center response rates ranged from 50% to 82%

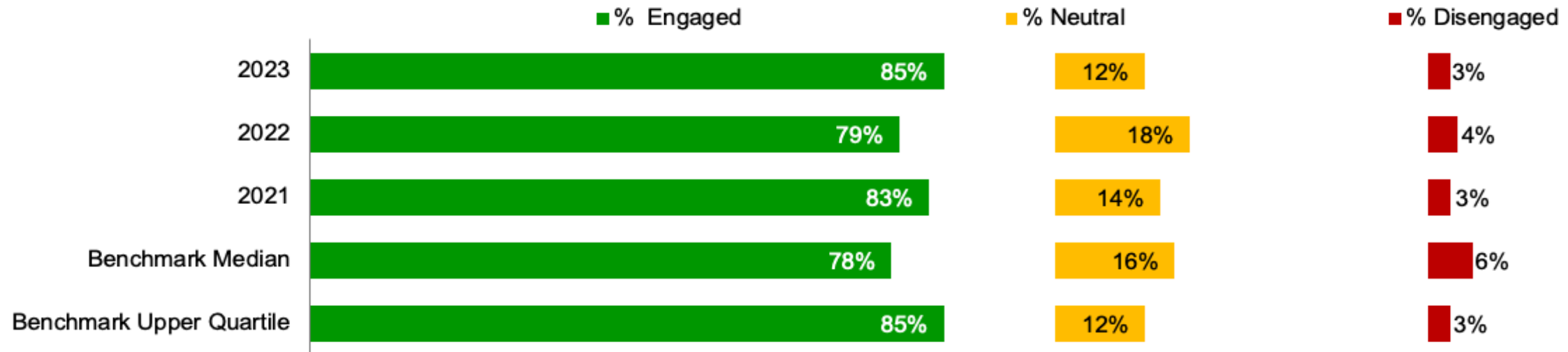
This could be taken as an indicator of engagement and/or levels of staff confidence in their feedback leading to change.

CENTER	Total Population	Number of Respondents	Response Rate
WorldFish	407	334	82%
CGIAR System Organization	61	48	79%
IWMI	354	269	76%
CIP	602	416	69%
ILRI	675	411	61%
ICRISAT	745	438	59%
ICARDA	284	163	57%
Alliance: Bioversity and CIAT	1426	794	56%
CIMMYT	1114	613	55%
IRRI	1019	565	55%
Africa Rice	219	113	52%
IITA	2177	1130	52%
IFPRI	595	299	50%

Early analysis shows a **high level of workforce engagement** with **85% of respondents recommending CGIAR** as an overall good place to work in the period December 2023 to February 2024.

- **Why is tracking workforce "engagement" important?**
- Going forward, **a focus will be on the 12% who remained Neutral** on engagement, as well as gaining an understanding of the reasons behind the **3% disengaged**.
- This indicator has dramatically improved since 2022, placing **CGIAR ahead of its benchmark peers** and **equal to those in the upper quartile** of the benchmark.
- In response to “What one thing would you change about working for CGIAR?”, one of the most common themes was **‘Nothing’**.

The chart below shows the proportions of respondents who are engaged, neutral and disengaged in this survey, the previous surveys and the benchmark group:



Based on an early analysis of the workforce survey results, some initial focus areas have emerged.



Areas to celebrate
In the period Dec 2023 to Feb 2024:

- ❑ **Colleagues:** 86% of respondents reported they enjoyed the working relationships and dynamics that they shared with their colleagues
- ❑ **Management:** 81% of respondents shared that they trusted their management at Centers and One CGIAR and believed that they would lead CGIAR to success
- ❑ **Role:** 84% respondents reported that were “happy” and “well suited” to the role that they were working in



Areas in need of attention
In the period Dec 2023 to Feb 2024:

- ❑ **Wellbeing & Mental Health:** 32% respondents felt that their Center & CGIAR do not prioritize wellbeing and 31% reported poor work life balance
- ❑ **Collaboration between Centers:** 39% respondents of staff felt that knowledge and information needed to be shared more effectively between Centers
- ❑ **Respectful Workplace:** 37% respondents felt that leaders were not held accountable for Respectful behaviors
- ❑ **Values and Culture:** Staff of most Centers felt that Values and Culture needed improvement

Engagement Survey outcomes, recommendations and action plans are being co-developed in partnership. In addition, Centers may develop specific action plans based on their Center-specific survey outcome.

Guided by the approved Action Plan, upcoming key GDI in the Workplace projects in 2024, include:

Scaling up in 2024:

- ❑ In person, **Respect at Workplace and Inclusive Leadership Training** across Africa and the Americas.
- ❑ Targeting to increase **Connect@CGIAR** cross-Center engagements.
- ❑ Targeting to increase **Mentoring@CGIAR** cross-CGIAR mentor/ mentee enrolments. Further develop mentor/ mentee cohorts in collaboration with Center P&C teams.
- ❑ **Wellbeing & Me: In May 2024, a 12-month** wellbeing calendar was launched with the topics of "building resilience" and "growth mindset" as starting points. This has been developed using previously gathered workplace wellbeing data.
- ❑ Continue to build engaging content on the **GDI Knowledge Hub** for all staff. Scale participation through close collaboration with Centers.
- ❑ **Increase members in all ERGs** and further engage core groups to inform the GDI Agenda.
- ❑ **Our Pride campaign** on the topic of mutual respect and inclusion

Other highlights completed in Q 1 & 2 of 2024:

- ❑ **Allyship Program:** Unleashing the potential of Active Allies
- ❑ **Bite-sized** learning with the launch of the **Inclusive leadership video learning modules**
- ❑ **GDI Data Collection** for January to December 2023
- ❑ **Workforce Engagement Survey** results and draft Action Plan
- ❑ **Introduction to GDI** onboarding module for all Centers
- ❑ The people **data privacy notice** updated in partnership
- ❑ A series of all staff workshops on anti-racism: **From Bystander to Ally: Taking Action Against Racism**

Q 3 & 4 2024: highlights for the rest of the year

- ❑ Support Centers in co-creation of localized **GDI Action plans** based on Center-specific data.
- ❑ **Guidelines on** Inclusive Holidays, Inclusive Language & Flexible Workplaces.
- ❑ CGIAR-wide co-created **Leadership Development Program**, resting on shared leadership competencies.
- ❑ **Culture Framework & Action Plan:** The significantly advanced draft is currently in consultation with the new EMD & DEMD. It will progress through a robust consultation process that will see it linked to a future People Strategy.
- ❑ **Community Circles** for Women In Research at CGIAR.
- ❑ The Pride campaign begins with a CGIAR P&C training workshop on supporting LGBTQ+ staff in complex geographies.
- ❑ Explore workforce interest developing an ERG for persons self-identified as living with disability, particularly in advance of the development of the next GDI Action Plan.



As we work, we continue to gather learnings, identify and seek to mitigate risks, seize opportunities and work in partnership.

Key Learnings in recent months:

- ❑ The GDI function's collaborative way of working continues to be a key success driver and a critical enabler for engagement and advancement.
- ❑ The organizational placement of the GDI function under the global People & Culture (P&C) group continues to be positive, ensuring that the GDI function is an active member of the cross-CGIAR P&C Community of Practice, and that an inclusion lens is placed on shared P&C work as a matter of course.
- ❑ The operating model of a lean global GDI team, supported by external expert consultants on niche areas, has minimized staff costs, while also providing Centers with critical access to best practice knowledge on an as-needed basis.
- ❑ The phased onboarding of the new GDI Director (Lavanya Shrinagesh) in July 2023, and the continued presence of the prior GDI lead as the Global Director P&C (Fiona Bourdin-Farrell), has ensured a smooth transition, the retention of valuable institutional memory, and the continuation of implementation at pace in often technically complex and sensitive areas.
- ❑ The continued visible support from Executive leadership, the System Board and System Council, and the ongoing requirement for accountability in GDI advancement, is a valuable driver of behavior, normalizing a focus on workplace GDI as "how we do things around here".

Opportunities and Risks in the coming months :

- ❑ It is anticipated that the "ICI" modality will provide the GDI function with an important opportunity for advancement of shared standards.
- ❑ There is an opportunity to consider GDI in the ongoing implementation of the One CGIAR organizational structure and any potential impact on diversity gains.
- ❑ While critical to buy-in, and essential to the creation of meaningful output, the requirement for a collaborative & partnership-focused way of working to advance CGIAR's workplace GDI, results in a slower pace of implementation and inconsistent uptake of standards, but a potentially stronger longer-term buy-in as Center adopt and adapt to their local contexts.
- ❑ The imminent departure of the Global Director P&C will result in a loss of GDI-related expertise, institutional memory and day-to-day contextual strategic support. This will, in part, be mitigated through careful planning and consultant support.

Finally:

- ❑ We thank the System Council for their ongoing support and commitment to advancing CGIAR's workplace Gender Equity, Diversity and Inclusion.



Home > How we work > Accountability

Gender, Diversity and Inclusion

CGIAR CONDEMNS AND REJECTS RACISM

WHAT IS THE GDI FUNCTION?

GDI PANEL PLEDGE

DASHBOARDS

GDI KNOWLEDGE HUB

Gender equity, diversity and inclusion
in CGIAR's workplaces

CGIAR is committed to fair, safe, and
inclusive workplaces. Our diversity

