

Diversity and inclusion in the workplace – The future for CGIAR

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Diversity and inclusion

- What is diversity and inclusion?
- Why does it matter?
- Inclusive solutions: CGIAR in the future

What is diversity and inclusion?



Why does diversity and inclusion matter? ... in industry ... public sector ...

- 180 publically traded companies in US, UK, France, Germany 2008–2010:
 - Companies in the top quartile for diversity (gender and ethnicity) 53% higher returns on equity than those in least
- For Fortune 500 companies, those with the highest percentage of female board directors out-performed those with the least by 53%
- In Africa (2015):
 - 5% CEOs female
 - 22% cabinet members female (from 4% in 1980)
 - 25% parliamentarians female (from 13% in 2000)
 - Numbers may not equal influence

Why does diversity and inclusion matter? ... in CGIAR ...

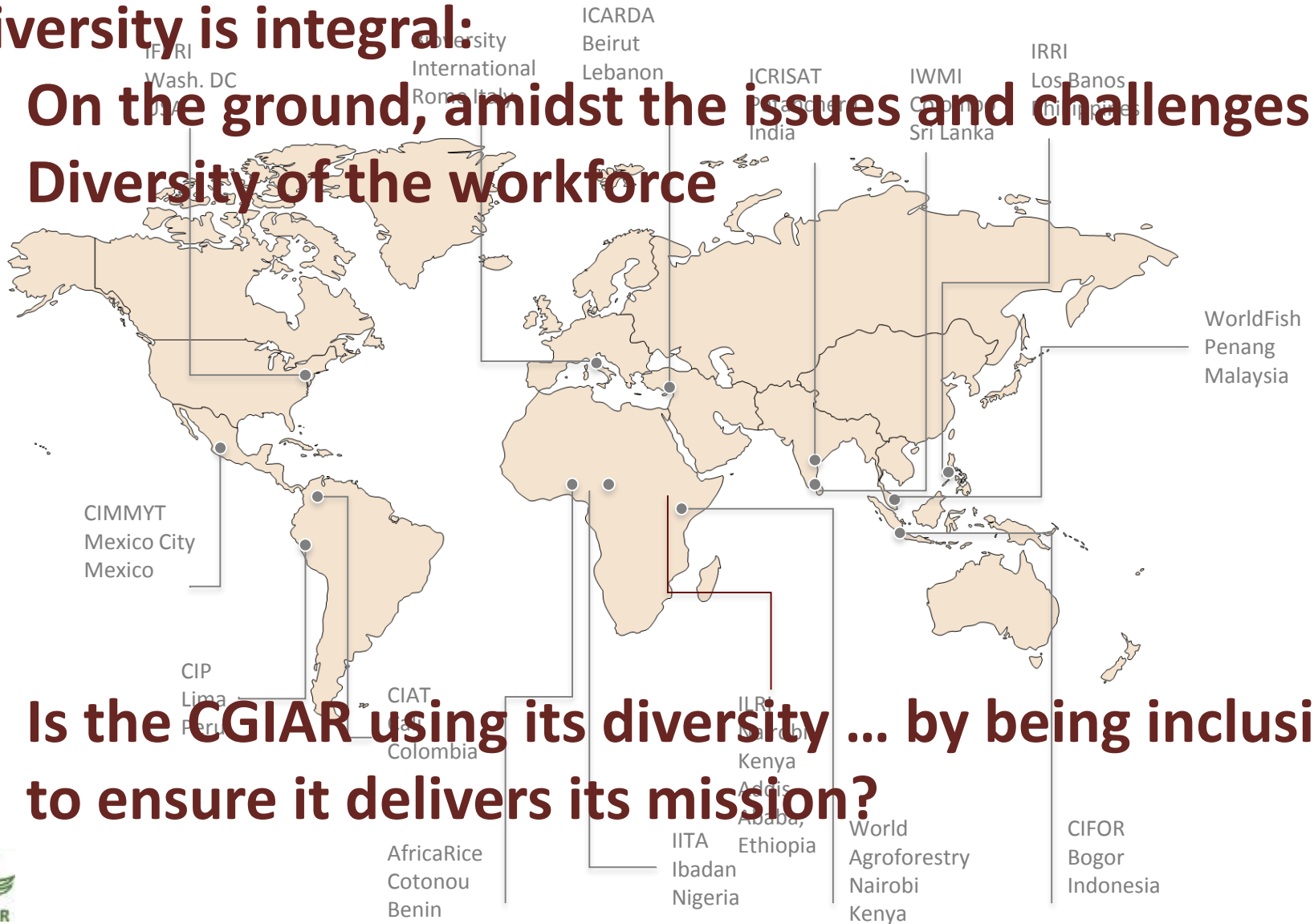
- Increasingly ‘business-like’; value-for-money (learn from industry)
- Achieving the vision:
A world free of poverty, hunger and environmental degradation
- Achieving global impacts requires:
 - Knowing diverse partners and clients
 - Working alongside
 - Speaking the language
 - Understanding the culture
 - Etc.

CGIAR: unique and exceptional

Diversity is integral:

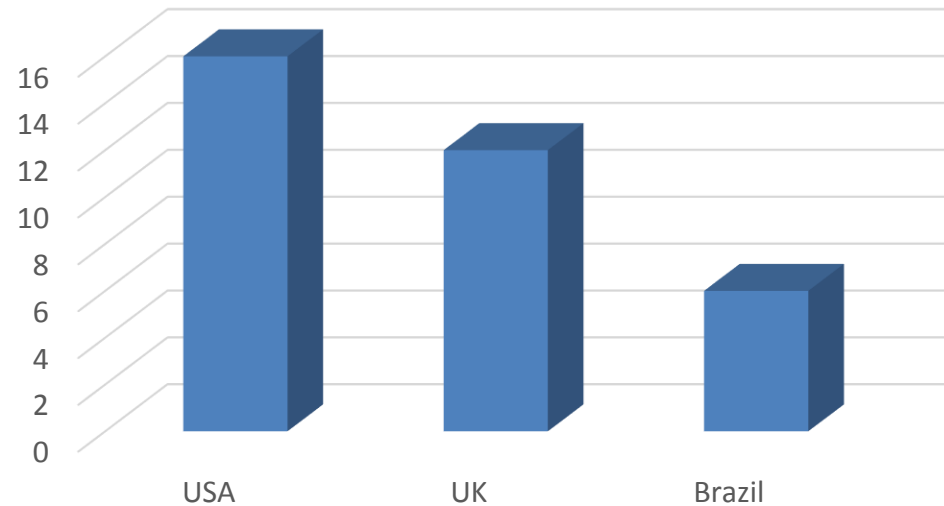
- On the ground, amidst the issues and challenges
- Diversity of the workforce

- Is the CGIAR using its diversity ... by being inclusive to ensure it delivers its mission?

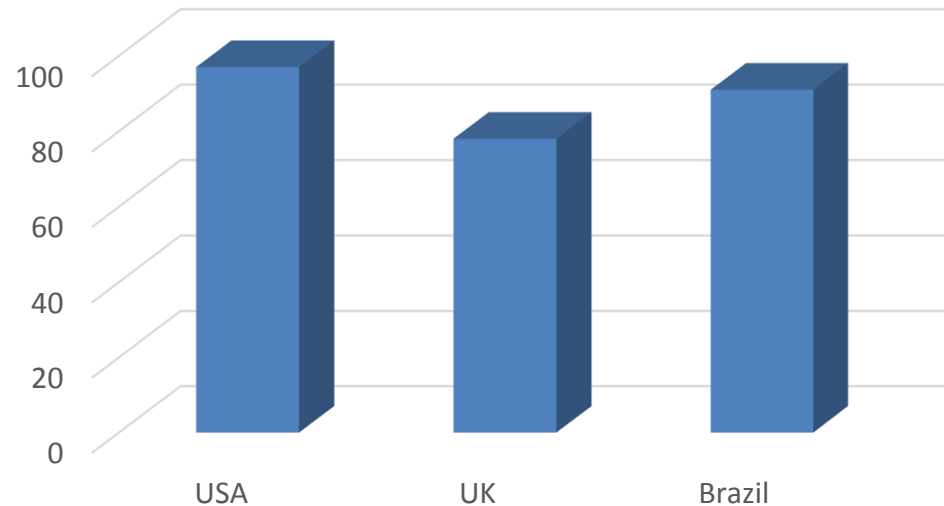


Some global numbers

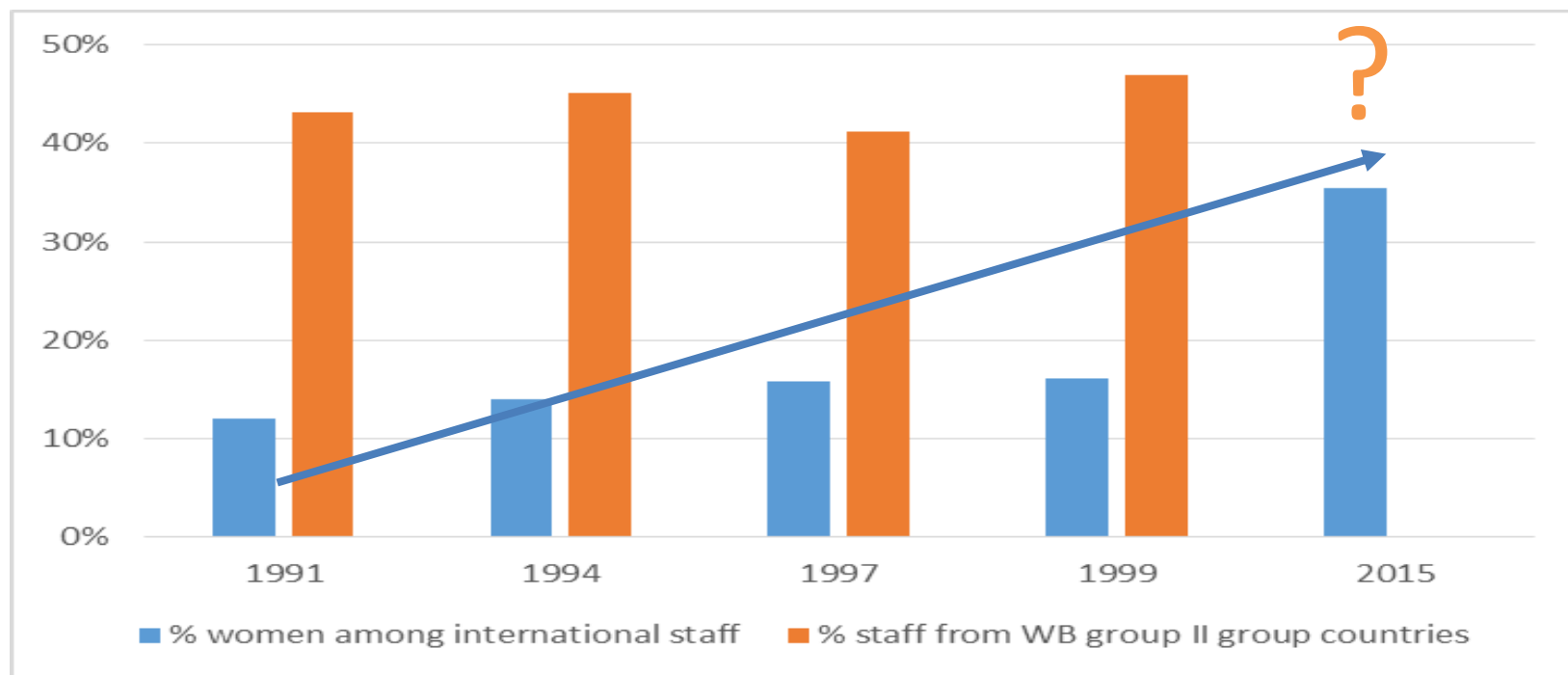
Percentage women
in executive teams



Percentage of companies
failing to represent the
workforce diversity
in senior leadership



Diversity and inclusion trends



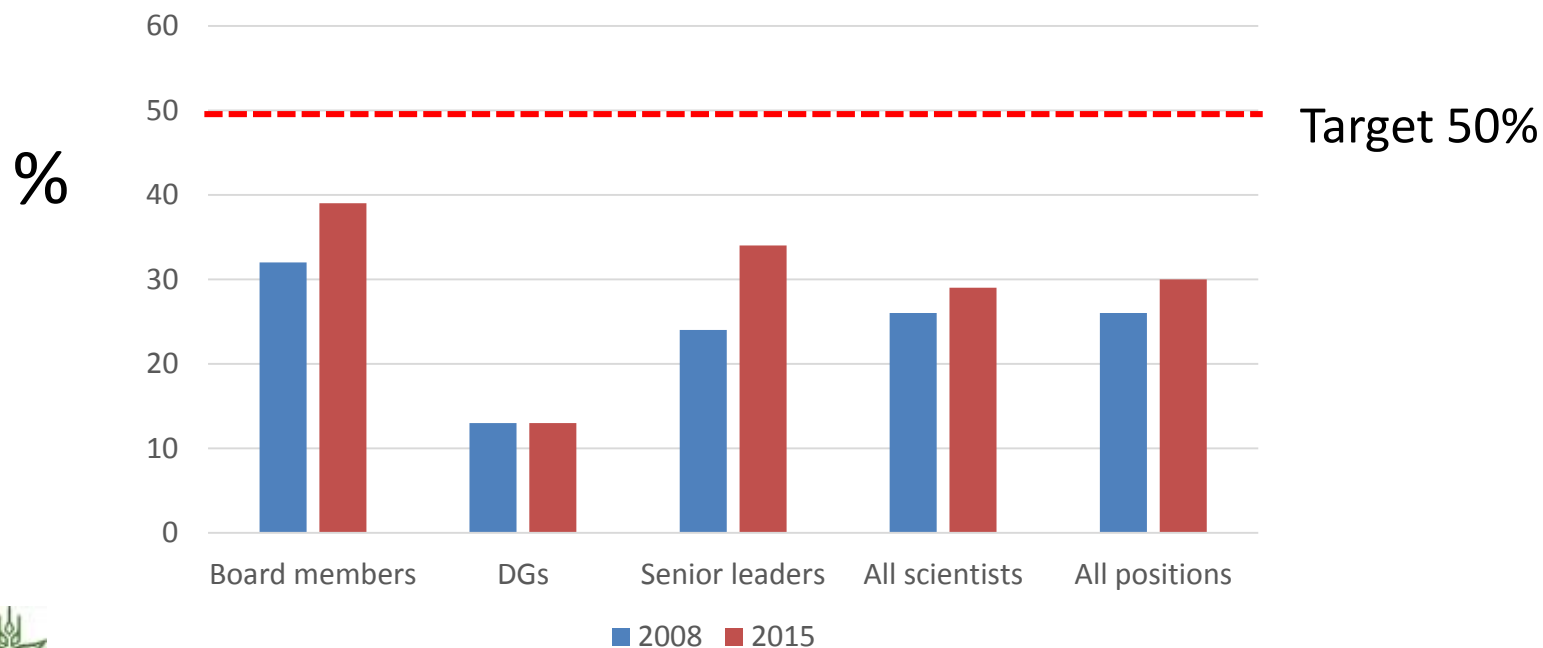
- Increased % women in international positions
- Unclear trend on % of staff from WB group II countries

Sources: authors' calculations based on 1. Gender & Diversity in the CGIAR: a new baseline, working paper 25, 2000; and 2. Fourth CGIAR Consortium Gender and Diversity Performance Report, 2015

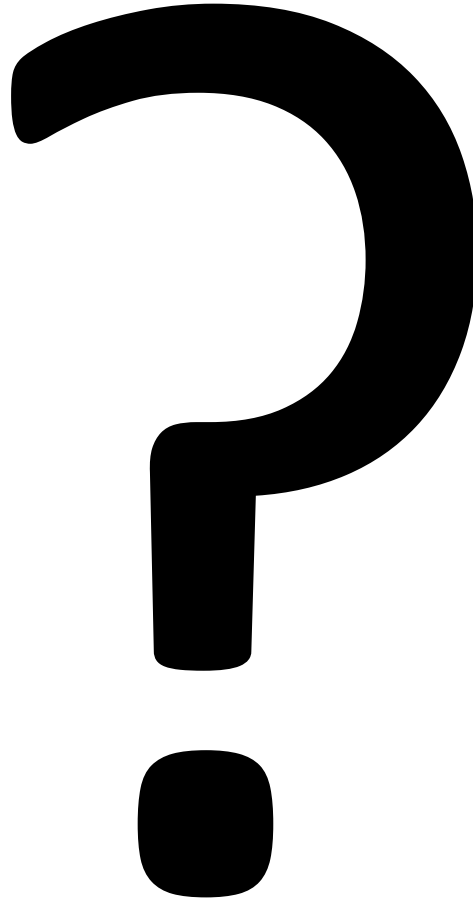
CGIAR—gender

30% leadership, managerial, scientific and professional roles held by women

21% senior management, senior and principal scientist



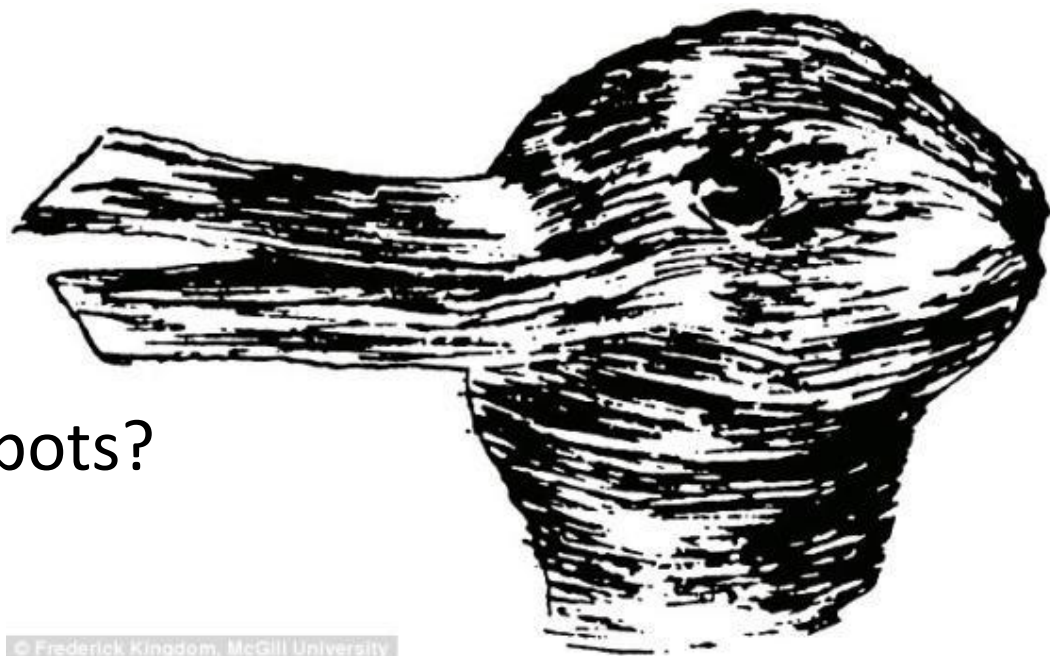
CGIAR—diversity



Inclusive solutions: CGIAR in the future

Ask key questions and tackle them.....

- Is diversity recognised?
- Are there some blind spots?
 - Look carefully!
 - Limited data
(only gender and nationality?)
 - Can't measure, can't manage
(targets, progress)



Duck or rabbit?

Inclusive solutions: CGIAR in the future

- **Affirmative action:** Not a panacea solution, has worked in some cases (eg US universities)
- Recruitment - attract
- Retention
 - Role of women in families:
how to balance without jeopardising career?
[Globally, women do 3 times more 'unpaid work' (housekeeping, raising children, elderly care) than men; in South Asia, they do 5 times more work]
 - Training opportunities
 - Meeting and information structures and flows

Inclusive solutions: CGIAR in the future

Capacity development

- Within CGIAR—all staff
- With partners
- Sharing lessons widely
- Being humble (the blind spots again!)



Inclusive solutions: CGIAR in the future

Structures and organizational processes help,
but more is needed:

- Time: At least 3–5 years for changes to be integrated
- Commitment of the CEO and top management to a vision / objective
- Holistic change management processes in place, regular and followed through

... creating a **'diversity ecosystem'** (McKinsey & Company)

Key message

The success of CGIAR achieving its mission could hinge on its recognition and actions towards diversity and inclusion

- Recognize and measure diversity
- Adapt and adopt formal procedures
- Inclusive capacity development (CGIAR and partners)
- Behaviour and mindset changes at all levels

Thank you

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ILRI thanks all donors and organizations who globally supported its work through their contributions to the **CGIAR system**

Patron: Professor Peter C Doherty AC, FAA, FRS

Animal scientist, Nobel Prize Laureate for Physiology or Medicine—1996

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