



Data-driven Insights from the Gender, Diversity & Inclusion ('GDI') Function

Purpose

This document sets out a progress update on the ongoing implementation of CGIAR's GDI Action Plan (June 2024 to date), with a focus on data-driven insights from the GDI data collection and engagement survey.

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 SC21.

<p>Document category: Working document of the System Council. There is no restriction on the circulation of this document</p>
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Data-driven Insights from the GDI Function

Purpose – Progress update to the System Council 21st meeting on the ongoing implementation of CGIAR's GDI Action Plan (June 2024 to date), with a focus on data-driven insights from the GDI data collection and engagement survey.

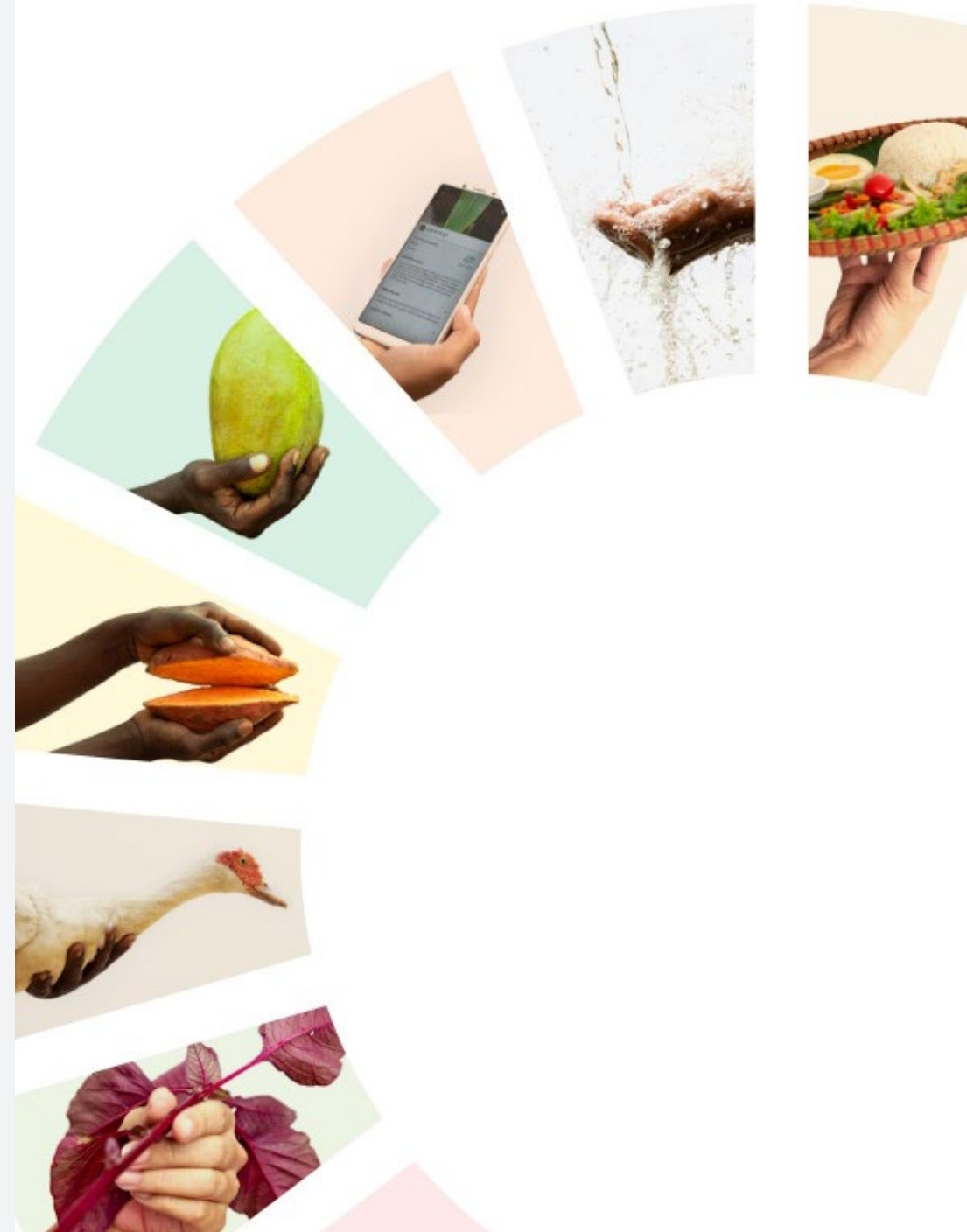


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- Brief update on progress in current GDI Action Plan
- Deep dive into GDI Data with insights from detailed analysis
- Turning data into action: high level recommendations that inform the 2025 – 2027 Action Plan

CGIAR Leadership continue their active advocacy, firmly support the implementation of GDI across CGIAR and externally pledge their commitment

- GDI, in the new Organizational structure, reports to the DEMD, Guillaume Grosso, providing it with executive sponsorship and visibility as a high priority
- Leadership has concretely and actively promoted GDI both internally and externally
 - The DEMD has publicly endorsed GDI at UNGA highlighting the importance of Diversity & Inclusion in the workforce as a measure of organizational success
 - He has championed the Allyship program Advance Together highlighting allyship as an imperative action for all staff
- The EMD and DEMD have consciously and visibly acknowledged, championed and endorsed all GDI events and milestone highlighting the need for inclusion and collaboration in townhalls, via emails to all staff and the need for these behaviors to be an imperative to the CGIAR culture
- The GDI Inclusive Workplace Awards was hosted by the EMD and DEMD recognizing those that demonstrated inclusion behaviors. They clearly articulated their personal passion & commitment.



**CGIAR Leadership make
GDI a high priority
across the CG System**

The GDI team completes 68 out of 71 activities bringing the 2022 – 2024 Action Plan to completion! Below are Q4 Updates



Inclusive Leadership

- Inclusive leadership and Respectful workplace training reached **765 staff in Q4 2024**. **1538 staff trained in 2024** (vs **804** in 2023) including **658 Managers**. Overall, **23% of CGIAR staff** have been trained.
- Launch of Advance Together allyship pilot program with **~100 staff across Centers** under Guillaume Grosso's the executive sponsorship
- Inclusive Leadership Insights bite-sized learning video series were made available to all staff

Inclusive Workplace Culture

- Guidelines on Inclusive Holidays, Inclusive Language & Flexible Workplaces endorsed by all Centers and published.
- Mentoring: **340 users, 120 active relationships** | Connect: **390 users**
- GDI Knowledge Hub continues to experience consistent engagement from all staff.
- Unconscious Bias & Introduction to GDI
- e-modules' completion % increase year on year with some Centers making it a mandatory course

Accountability

We continue to recognize individuals, leaders and teams that role model workplace inclusivity. **Celebrated the 3rd edition** of the Inclusive Workplace Awards with **120 nominations from staff across Centers**. Winners of the 3 award categories were: **Inclusive Role Model**: Claudia Ringler, IFPRI; **Inclusive Leader**: Olufunke Cofie, Africa Director for Research Impact, IWMI; **Inclusive Team**: Women ICARDA Rabat (WIR)

Diverse Representation

Key takeaways from detailed analysis of cross-CGIAR workforce diversity data will be the focus area of our discussion for today



A snapshot of CGIAR's people data journey, in a continuous effort to grow gender representation and track progress until we achieve parity of women in leadership

Pre-2020

No view of the entire CGIAR workforce available.

System Council reporting only on Executive Leadership and Top Science roles by Center, sex, and occasionally nationality.



2020-2023

Common framework for defining and collecting people data created and iteratively strengthened

Expanded diversity dimensions (e.g. Promotions and separations) and **trends** measured

Disaggregation deepens our understanding



2024- beyond

Automation (People DB) is being developed which will allow CGIAR to have more **timely, accurate and integrated data**.

Make **data-driven Insights and Center-specific analysis**

Target-setting



CGIAR staff overview as of 31 December 2023

of Staff



9,014

of Countries we work in

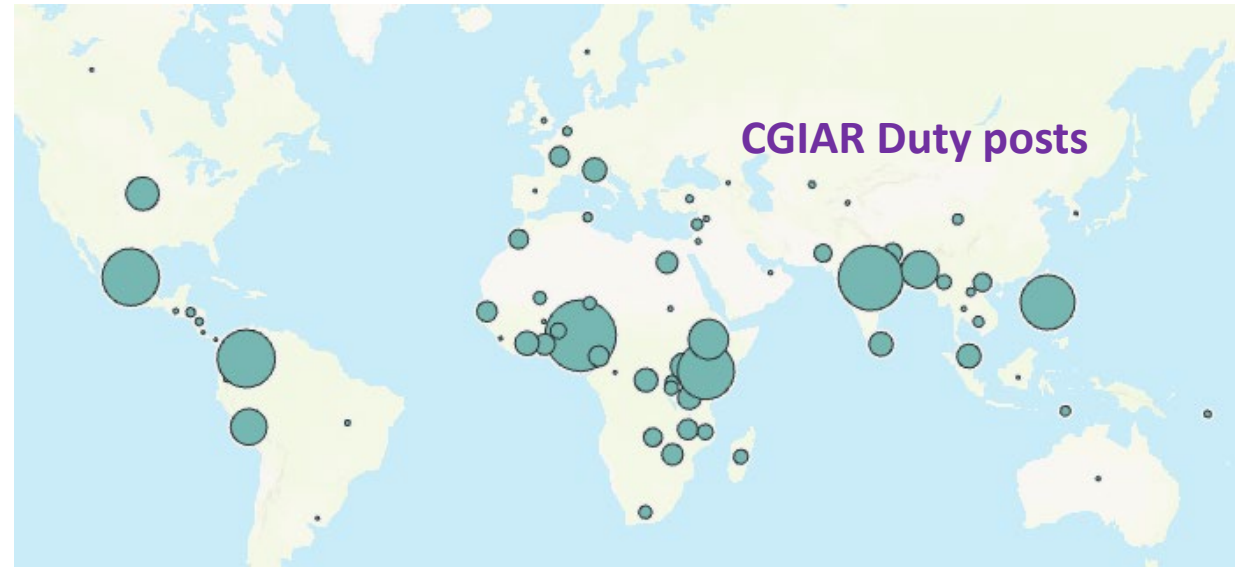
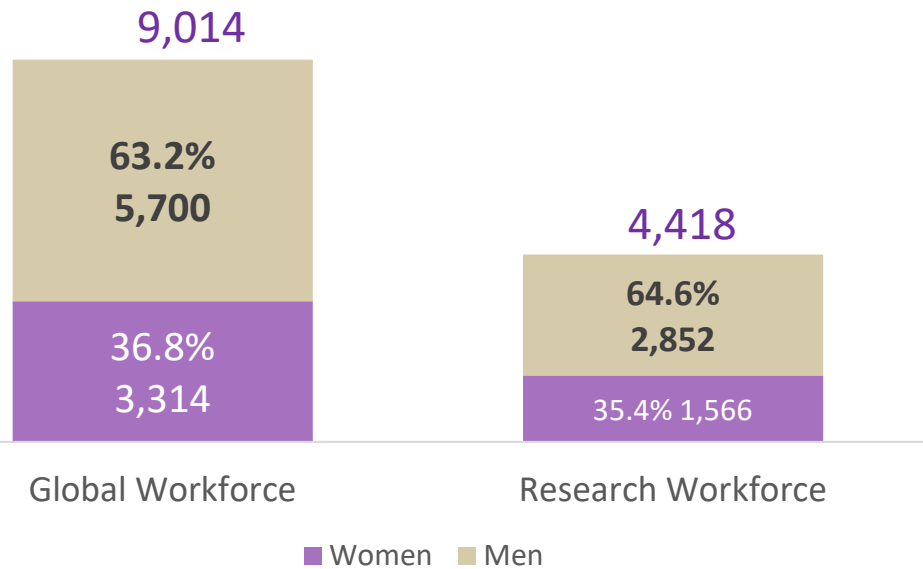


73

of Nationalities Represented

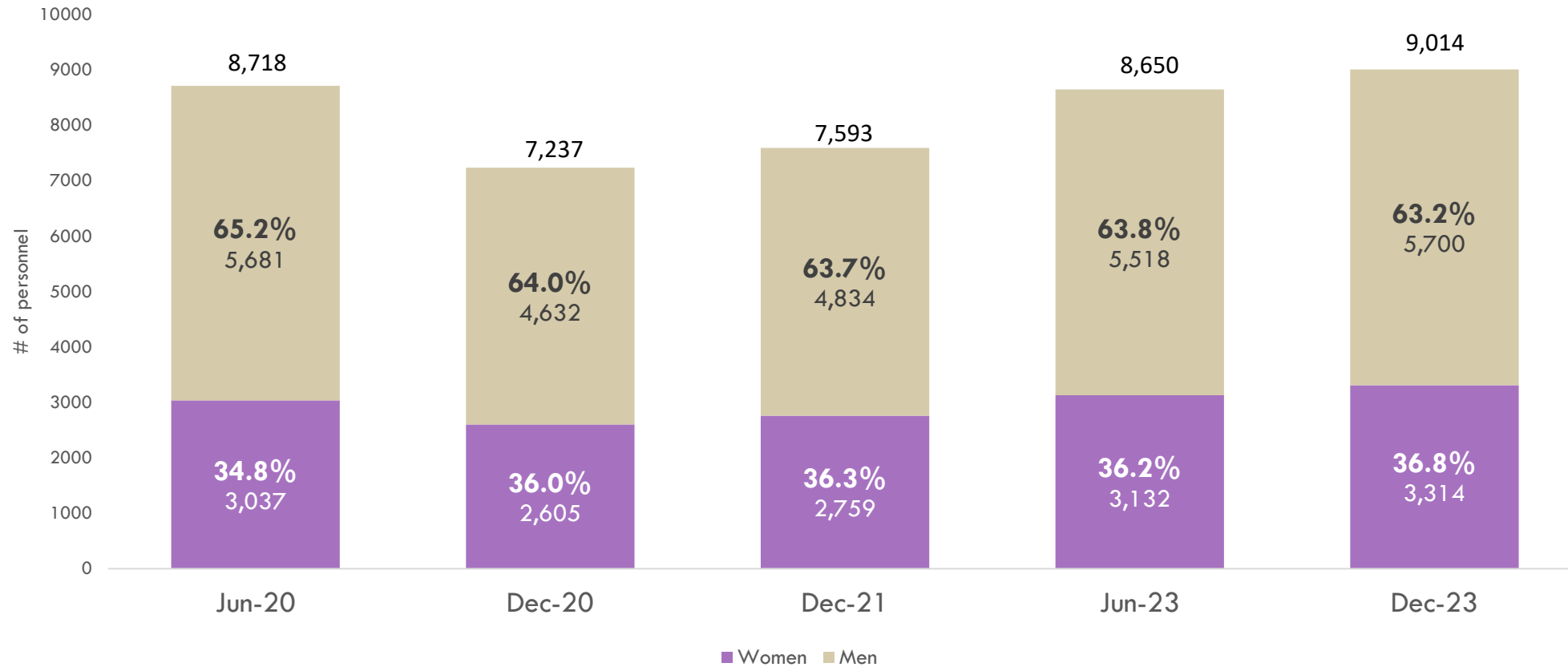


125



Select aggregate staff data are publicly available at: <https://www.cgiar.org/how-we-work/accountability/gender-diversity-and-inclusion/dashboards/cgiarworkforce/> Views below <5 people obscured to protect privacy.

Overall Gender parity progress



While the proportion of female staff is at its highest to date (36.8%), **it has been at 36% since Dec 2020** despite shifts in CGIAR's population size and Center membership.

Local talent drives the CGIAR workforce

Workforce nationality region %

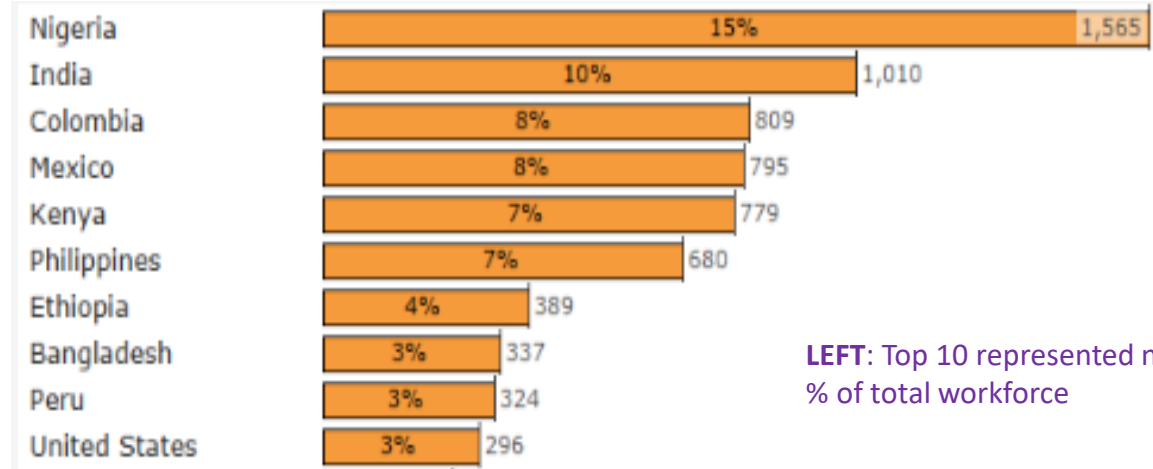
Sub-Saharan Africa	41.6%
Latin America & the Caribbean	21.3%
Central and Southern Asia	13.3%
Eastern and South-Eastern Asia	11.9%
Europe and North America	8.5%
Northern Africa and Western Asia	2.9%
Oceania	0.5%

TOP: June 2023 (12 Centers, ICRISAT not inc.)

BOTTOM: December 2023 (13 Centers inc. ICRISAT)

Workforce nationality region %

Sub-Saharan Africa	39.6%
Latin America & the Caribbean	20.0%
Central and Southern Asia	18.1%
Eastern and South-Eastern Asia	11.1%
Europe and North America	8.1%
Northern Africa and Western Asia	2.7%
Oceania	0.4%



LEFT: Top 10 represented nationalities, % of total workforce

While the most represented region amongst nationalities continues to be Sub-Saharan Africa, **distribution of the top three regions has become more even since the rejoining of ICRISAT.**

The most represented nationalities in our workforce continue to be countries where CGIAR Centers are headquartered. This means CGIAR’s workforce **reflects the communities it serves, allowing them to contribute to shaping our understanding and creating sustainable solutions.**

Analyzing CGIAR's gender parity progress and identifying key areas of improvement

Occupational Segregation: Certain segments of the workforce are most gender imbalanced

Operational Support: 18% women (22% of staff)

Genetic Innovation: 35% women (27% of staff)

Sub-Saharan Africa: 32% women (40% of staff)

Resilient Agri Food Systems: 29% women (21% of staff)

The workforces from and working in **Central and South Asia:** 25% women (18% of staff)

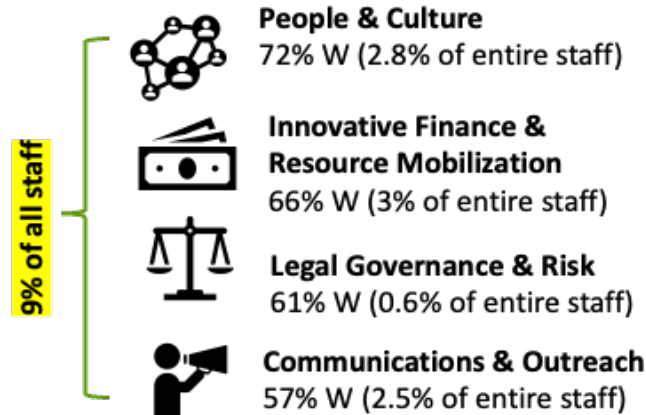
Key areas of leadership, particularly Research, continue to be male-dominated

Senior Scientists: 25% women (5% of staff)

Senior Research Management: 30% women (3% of staff)

Higher grade levels - CG 11 and up: 30% women (9% of entire staff)

Meanwhile, women succeed in equal proportions in non-research areas accounting for small proportions of the workforce.



Non-Research Career Pathway

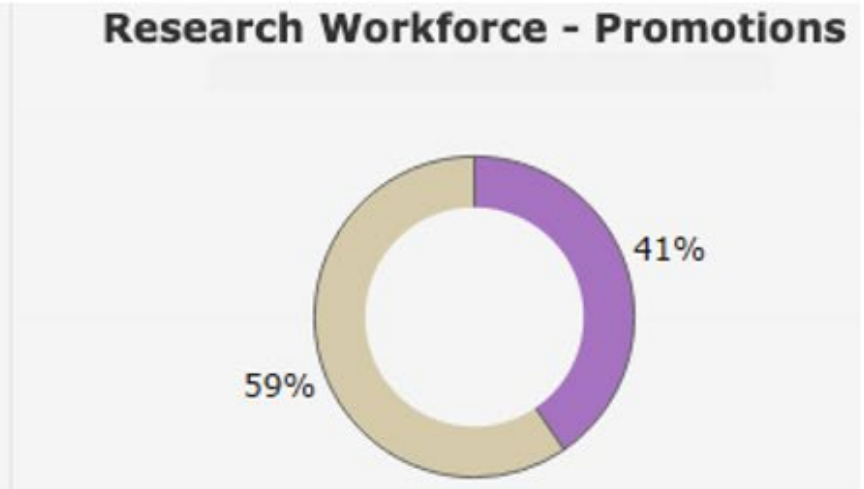
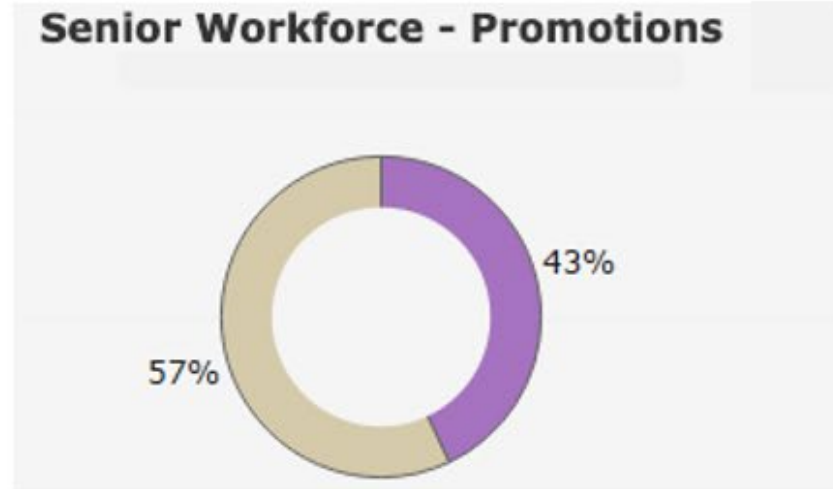
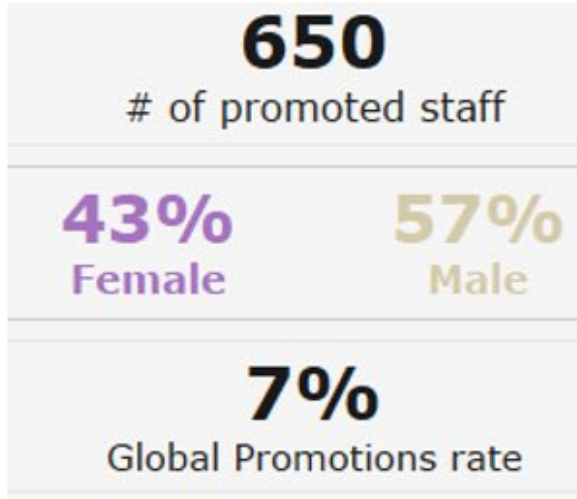
Admin Support (56% W) →

Non-Research Professionals (52% W) →

Senior Non-Research Management (53% W)

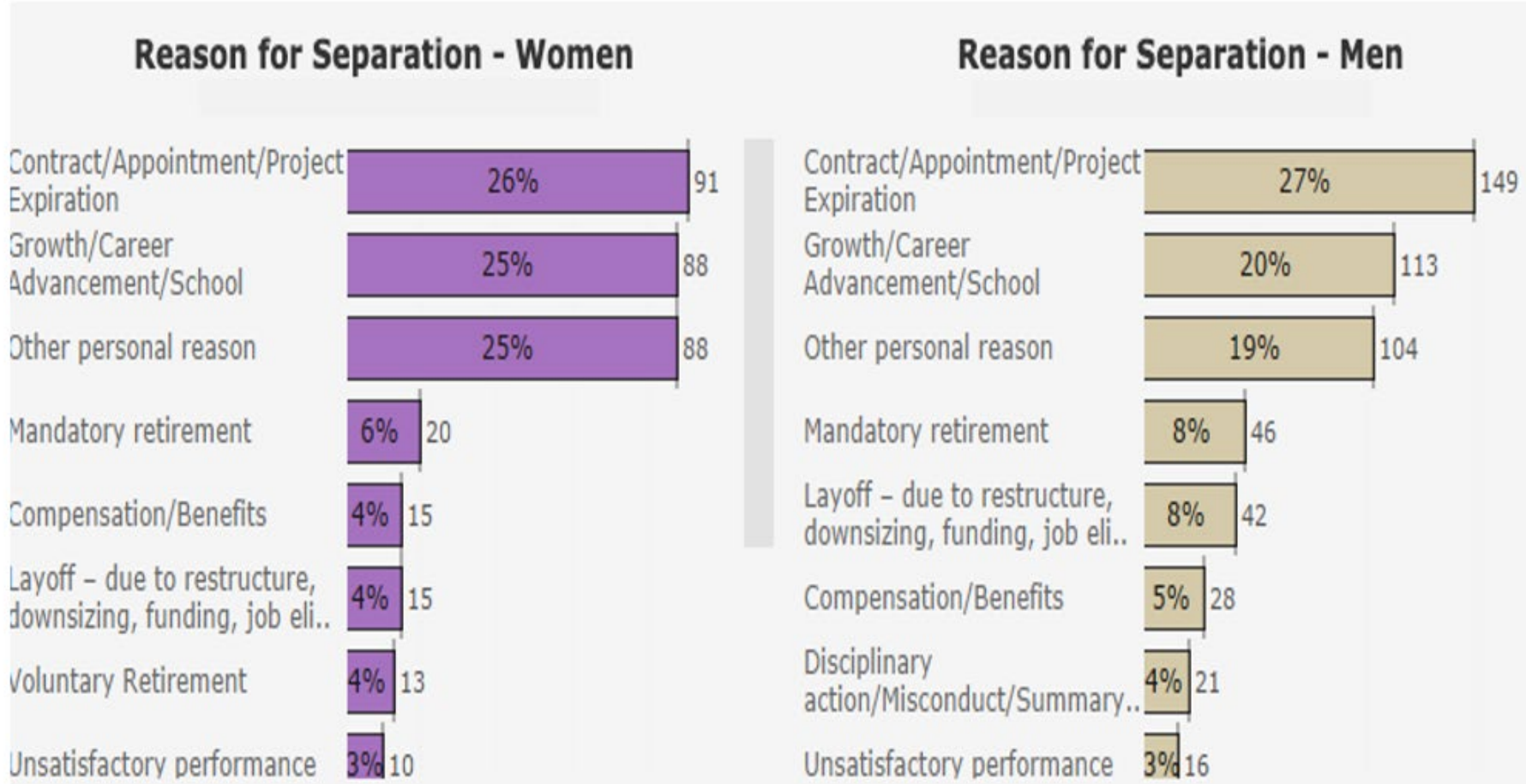


2023 CGIAR Promotions: An area of strength



Promotions overall are revealed as an area of strength in advancing gender equality at CGIAR. **The proportion of female promotions often exceeds their representation (43% vs. 37%),** including amongst the important subsets of the senior and research workforces. But progress is uneven across occupational groups, Workforce Groups and Centers.

2023 separations data show women are also leaving for career reasons



“Growth/career advancement” accounted for a larger proportion of women’s separations than those by men (**25% of women’s reasons compared to 20% of men’s**)

Research workforce: Female representation falls as seniority rises



Workforce Group	Jun-20	Dec-20	Dec-21	Jun-23	Dec-23	June 2020-Dec 2023 change
Senior Research Management	27%	25%	27%	24%	30%	+3%
Senior Scientists/Researchers (non-Management)		25%	25%	26%	25%	0%
Scientists/Research Fellows	26%	35%	33%	36%	38%	+12%
Senior Research Support		24%	26%	38%	40%	+16%
Post-Doctoral Fellows, Junior Scientists & Associate Research Fellows	39%	39%	45%	46%	43%	+4%
Research Support	43%	36%	35%	38%	35%	-9%

- Impressive gains have been made in improving gender balance in research, with most research groups reaching their highest levels of women in 2023.
- Progress notwithstanding, women continue to comprise <30% of senior research positions, and the Senior Scientist workforce group registered nearly no gender parity progress since 2020.
- As seen with Exec Leadership – as opportunities decrease, gender parity progress comes under threat.
- Women continue to be most represented at the entry level – **but the pipeline is weakening.**
- Notably, the number of Post-Doc positions (the most gender balanced part of the pipeline), was the only level to decrease its number of positions from June to Dec 2023 (-75). All others had increases. The proportion of female Post-docs also dropped from 46% to 43%.

Wellbeing and mental health: an enterprise-wide concern

Highlighted in the latest Engagement Survey



At its previous June meeting SC members noted apparent contradictions in the Engagement Survey results, such as high overall satisfaction (85% engaged) alongside concerns about work-life balance and mental health prioritization.

This is the result of having a highly engaged mission-driven workforce, that is being overworked.

- **Overall, 32%** staff feel that their **Center and CGIAR overall do not prioritize wellbeing**. This is 4 percentage points behind the benchmark.
- **31%** staff reported having **limited to no work life balance**

In fact, it was at the highest levels of seniority that the lowest levels of wellbeing were found.

The trickle-down effect is captured in this open response:

“Work life balance is bad working for CGIAR. It is a dream concept. Very often, leaders, managers or supervisors are the ones who overload their staff with work and short deadlines even during weekends, holidays, and staff leaves.”

Strong and growing demand for Wellness tools and support

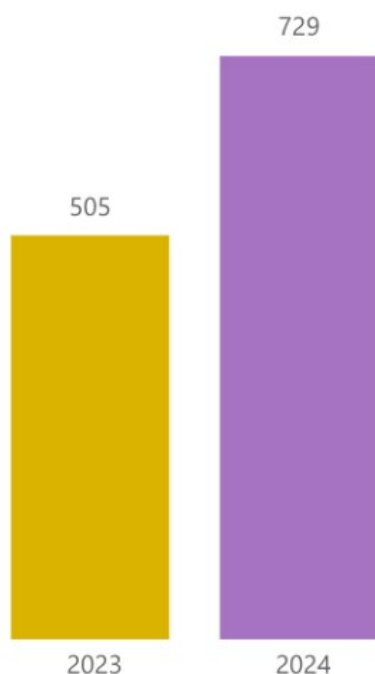


Overall session rating

● Excellent ● Good ● Neutral

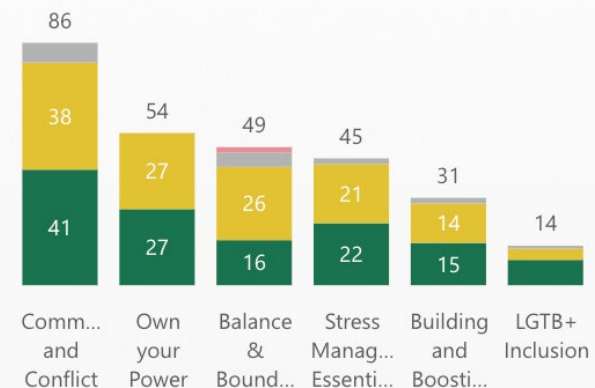


Staff attended by Year



Session improved your wellbeing?

● Strongly agree ● Agree ● Neutral ● Disagree



Launched in Oct 2023, the **Wellbeing & Me** program gained momentum in 2024, indicating an increasing demand to learn about and address wellbeing at CGIAR.

Increased participation also reflects strengthened collaboration with Centers to promote GDI events and resources.

- Total number of participants increased 44% (505 to 729).
- Average number of participants per session more than doubled from 32 in 2023 to 73 in 2024 to date.
- Additionally, recordings of sessions have been viewed 140 times.

Wellness programming has now reached at least 2264 personnel across 55 countries and all CGIAR Centers.

Almost all participants found sessions “good” or “excellent” and “agreed” or “strongly agreed” that sessions improved their wellbeing.



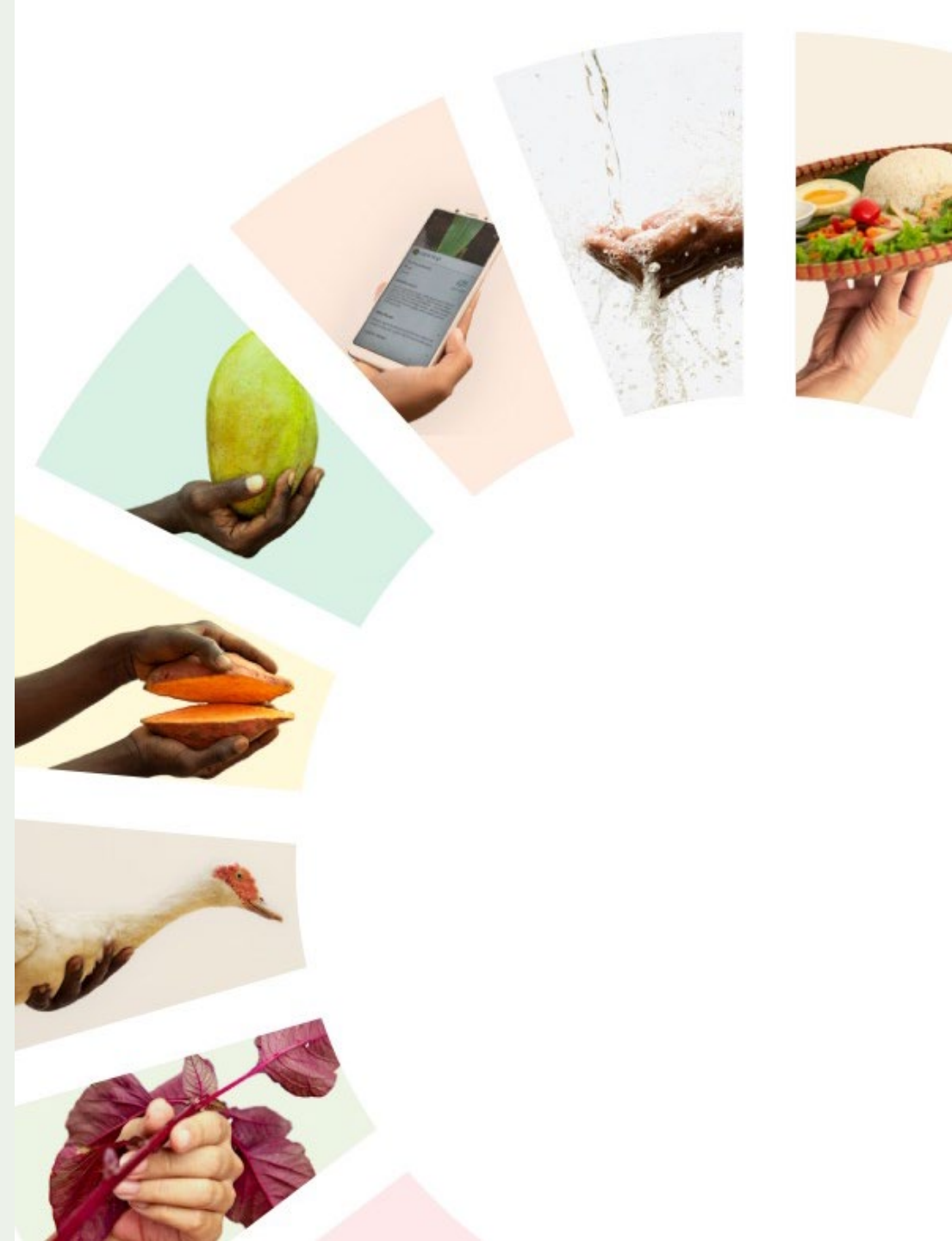


CGIAR

Science for a food-secure future

Next Steps

GDI Action Plan 2025-27



GDI recommendations, priority areas for 2025-27 Action Plan

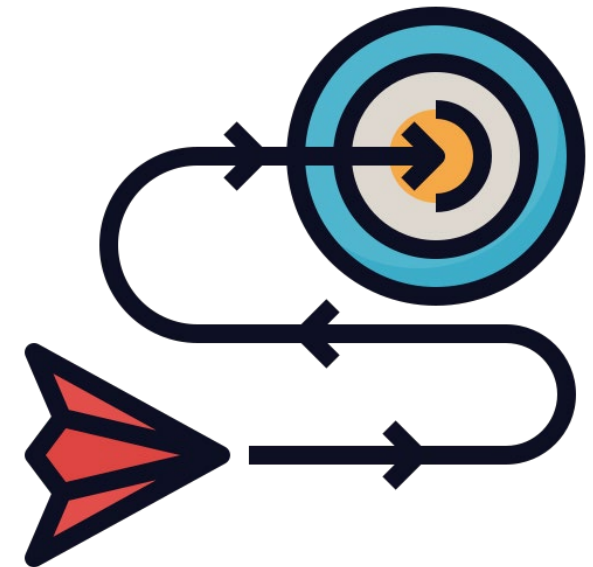
GDI Action Plan for 2025–2027 is designed to build on past learnings and drive the implementation of GDI practices across CGIAR. This plan transitions us from awareness to tangible action, with a focus on four strategic priorities that feed into the principles of Inclusive Leadership; Inclusive Workplace Culture; Diverse Representation; Accountability.

Key Focus Areas

- 1. Core and Leadership Competencies:** Establishing a unified competency framework to integrate into performance management, job descriptions, and organizational standards.
- 2. Inclusive Recruitment:** Strengthening our recruitment processes by applying Inclusive Recruitment guidelines to actively attract and hire diverse talent.
- 3. Flexible Workplace Policies:** Advancing flexible workplace guidelines by recommending the next iteration for ICI approval, understanding that Center Policies can adapt inputs from the flexible workplace guidelines based on local nuances and legislature.
- 4. Goals:** Engaging with Centers to agree on percentage movements of Gender Representation in specific areas such as: Women in leadership, Representation in Science; Representation in Research. Center Director Generals to track progress of women as part of talent reviews in specific areas such as: recruitment; promotion and separation

Data-Driven Insights

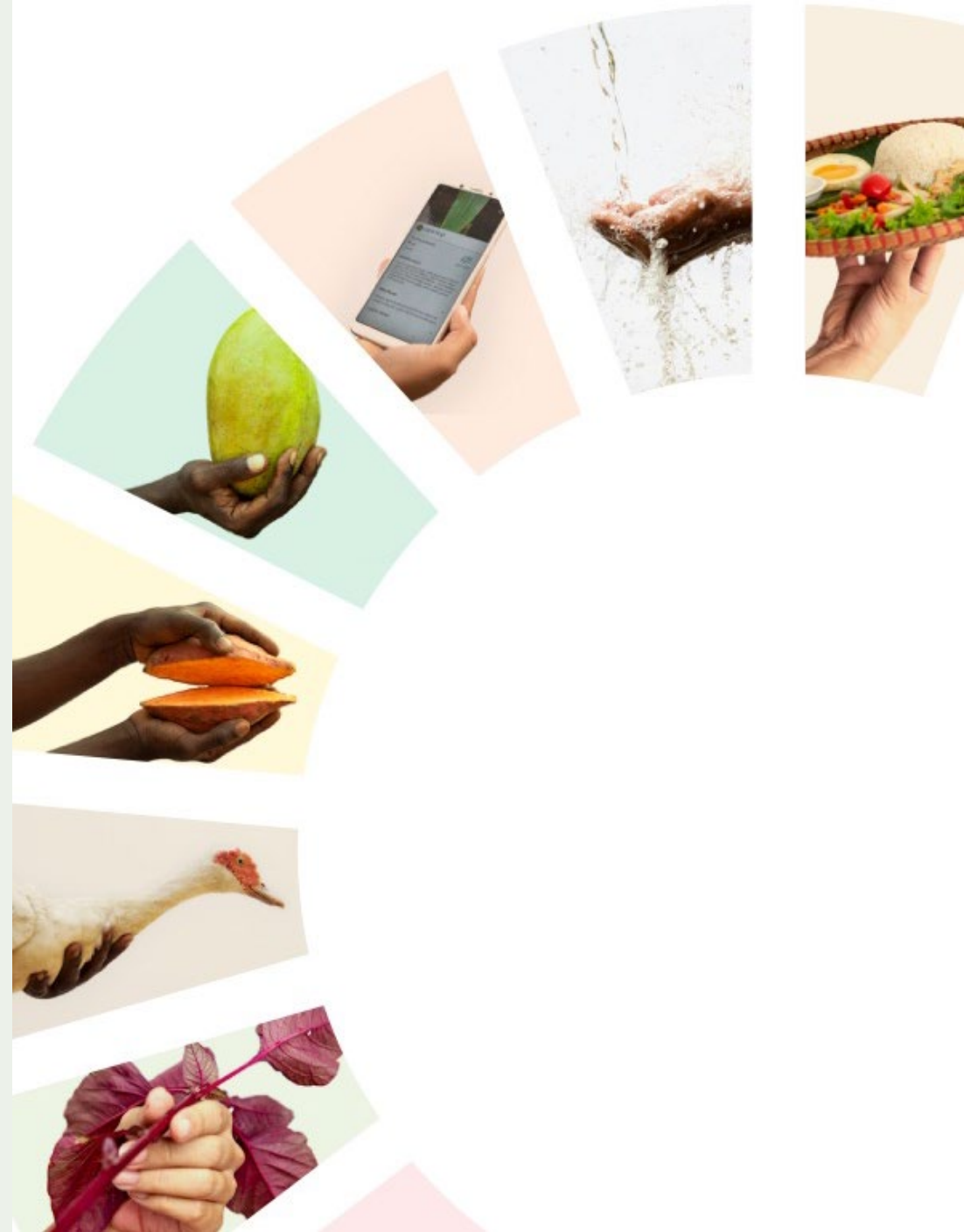
- **GDI Data Collection:** Continuing bi-annual data tracking to inform our strategies.
- **GDI Index Launch:** Introducing a diagnostic tool to support center-level planning and interventions.
- **Wellbeing Focus:** Maintaining employee wellbeing as a core element of the action plan.





Annexure

GDI Action Plan 2025-27



Our data sources - Annexure



GDI Workforce Data: All 13 CGIAR Centers reported their Staff and Temporary/Complementary Personnel as of 31 December 2023 and their 2023 staff promotions and separations.

Only staff are shown in this presentation, unless otherwise indicated. Only staff are shown on external dashboards and in reports. Temporary and complementary personnel data is available only on the internal GDI Workforce Dashboard.

Engagement Survey: An CGIAR-wide engagement survey was conducted from 4th December 2023 to 6th February 2024, by a third-party vendor to protect the anonymity of respondents. 5,612 responses were received for the latest survey (a 58% response rate - an increase from 46% in 2021 and 41% in 2022)

Tracking our progress and develop a deeper understanding of our workforce, and to work towards parity, here are key insights

- **9014 staff** working in **73 countries** representing **125 nationalities**.
- **36.8% women's representation** across total workforce, and **35.4%** women's representation in the **Research workforce**.
- We continue to grow local talent as part of CGIAR's workforce. We witnessed an **increase in talent representation in the Global South in 2023**. Majority of our current workforce is based out of Nigeria, India, Columbia and Mexico.
- Substantial **gender gap** is noticed in the **Operational support** team and at **Senior Scientists, Senior Research Management and Higher Grade Levels** (CG11 and up). There is **greater representation of women in non-research areas**
- Overall women are doing well in promotion processes. **Of the 650 promoted staff, 43% were women**
- **Growth and career advancement accounted for a larger proportion of women's separations; 39%** women separated from CGIAR
- **The Executive Leadership level** reached its highest proportion of women to date in Dec 2023 **at 39%**. Post restructuring, we assume this number will reduce to 21%. Therefore, **conscious decisions need to be made to increase representation at leadership levels**.
- The Wellbeing & Me program gained momentum in 2024, indicating an increasing demand to learn about and address wellbeing at CGIAR. **Wellness programming has now reached staff across all CGIAR Centers**



2023 separations data show women are also leaving for career reasons



“Growth/career advancement” accounted for a larger proportion of women’s separations than those by men (**25% of women’s reasons compared to 20% of men’s**)

- The most common reason staff separate from CGIAR Centers is due to contract/appointment/project expiration, which accounts for just over a quarter of all separations, by either sex.
- Retirements only account for 10% of separations by women and 8% of men’s, this is significantly below INGO comparators such as the UN where retirements accounted for 18% of women’s separations and 23% of men’s (2021) – i.e. CGIAR’s staff are not ending their careers here to the extent they are at comparators.
- “Other” counts for a quarter of women’s and a fifth of men’s reported reasons for separation, indicating a need to improve exit data gathering

GDI at Leadership levels

Gender parity has progressed, but limited number of positions means gains at the top are fragile

	Jun-20		Dec-20		Dec-21		Jun-23		Dec-23		Oct-24*		Dec-24* W	Dec-24* M
													ChSci	ChSci
Male	77%	10	75%	9	85%	11	64%	14	61%	14	79%	11	63%	80%
Female	23%	3	25%	3	15%	2	36%	8	39%	9	21%	3	27%	20%

CGIAR Executive Leadership, % and # of Women, 2020-23

- The Executive Leadership level saw substantial gains and reached its highest proportion of women to date in Dec 2023 at 39%. However, the composition of the GLT will impact this figure (see 2024 projections in above table).
- Despite impressive gains women still account for roughly a third of CGIAR’s leadership overall and in most of its subgroups.
- Senior non-Research Management is the only Leadership Group to have at least 50% women.
- Retention of senior-level women has improved: Separations by women in the senior workforce decreased 18 points from 42% in 2020 to 24% in 2023, bringing it lower than women’s representation in this group at 33%. However, the same improved retention was not found in research, where women’s share of separations increased from 2020 to 2023.
- Senior workforce promotions are more gender balanced. The proportion of promotions by women in the senior workforce increased 12 points from 31% in 2020 to 43% in 2023.

CGIAR-wide, the gender gap persists across a range of dimensions

Women and men are not having the same experience at CGIAR.

Female responses in the engagement survey were more negative than men's across all topics surveyed averaging **6% less positive** overall than men about their experience working for CGIAR.



Young women and men, up to the age of 30, join CGIAR in equal numbers

After age 30, a gender gap emerges that continues to widen until 40 and then remains large until after 60

Also notable: among staff aged 35-60 – Women are almost twice as likely as men to be single/ widowed/divorced (32%/16%) and have fewer dependents.

Data points towards a need for more inclusive and supportive policies for women with families, dependents and/or caretaking responsibilities.

The GDI Data Dashboard remains openly accessible, sharing ongoing progress on key dimensions and helps:

- Understand the diversity dimension of our work force by nationality, location, duty station, workforce gender representation and more
- Provide strategic inputs into developing the GDI Action Plan - a foundation to engage with Centers and the Systems Organization on specific elements to advance workplace GDI and track activities and key indicators to measure progress

Benchmarking outside CGIAR:

The larger the gap to a benchmark = the more room for progress!

	External Benchmark	CGIAR	Gap to benchmark	What the benchmark gap tells us?
Sub-Saharan Africa (SSA) Female Labor Participation Rate (World Bank 2022)	62.1%	32.0%	-30.1	We see a significant gap between the World Bank's data on SSA female labor participation rates and CGIAR's female workforce from the region indicating room for improvement that should be explored.
Central and Southern Asia (CSA) Female Labor Participation Rate (World Bank 2022)	26.8%	25.1%	-1.7	Comparatively CGIAR's workforce from CSA is aligned with the external benchmark, indicating less potential for improvement.
Agriculture/Supply chain/ Manufacturing /Transportation/Operational Staff (LinkedIn)	29%	16%	-13.0	From an industry perspective we see CGIAR is falling behind external averages for Agriculture and other Operational Support fields, and Digital & Data related fields.
Technology and Information and Media (LinkedIn)	34%	23%	-11.0	

External benchmarks can help us contextualize the numbers we are seeing in broader cultural contexts and industry trends, so that we can focus efforts on areas with the highest potential for impact.

Tracking Progress, Deepening Workforce Insights, and Advancing Toward Parity: Key Highlights



- **9014 staff** working in **73 countries** representing **125 nationalities**.
- **36.8% women's representation** across total workforce, and **35.4%** women's representation in the **Research workforce**.
- We continue to grow local talent as part of CGIAR's workforce. We witnessed an **increase in talent representation in the Global South in 2023**. Majority of our current workforce is based out of Nigeria, India, Columbia and Mexico.
- Substantial gender gap is noticed in certain segments of the workforce. The **Operational support** team constitutes of **22% of CGIAR's staff with 18% women's representation**. At **Senior Scientists, Senior Research Management and Higher Grade Levels** (CG11 and up) gender diversity is **below 30%**.
- There is **greater representation of women in non-research areas**: People and Culture 72%, Finance and Resource Mobilization 66%, Legal and Risk 61%, Communications and Outreach 57%
- Overall women are doing well in promotion processes. The proportion of promotions exceeded their representation (43% vs. 37%), **Of the 650 promoted staff, 43% were women**
- **Growth and career advancement accounted for a larger proportion of women's separations** than those by men (25% of women's reasons compared to 20% of men's). Out of 905 staff who separated in 2023, 39% were women and 61% men and women.
- **The Executive Leadership level** saw substantial gains and reached its highest proportion of women to date in Dec 2023 **at 39%**. Post restructuring, we assume this number will reduce to 21%. Therefore, **conscious decisions need to be made to increase representation at leadership levels**.
- The Wellbeing & Me program launched in October 2023 gained momentum in 2024, indicating an increasing demand to learn about and address wellbeing at CGIAR. **Wellness programming has now reached 2264 personnel across 55 countries and all CGIAR Centers**