

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

Diversity – some definitions

- It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.
- **The condition of having or being composed of differing elements, especially: the inclusion of different types of people (as people of different races or cultures) in a group or organization.**
- **Acknowledging, understanding, accepting and valuing differences among people with respect to age, class, race, ethnicity, gender, disabilities, etc.**

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

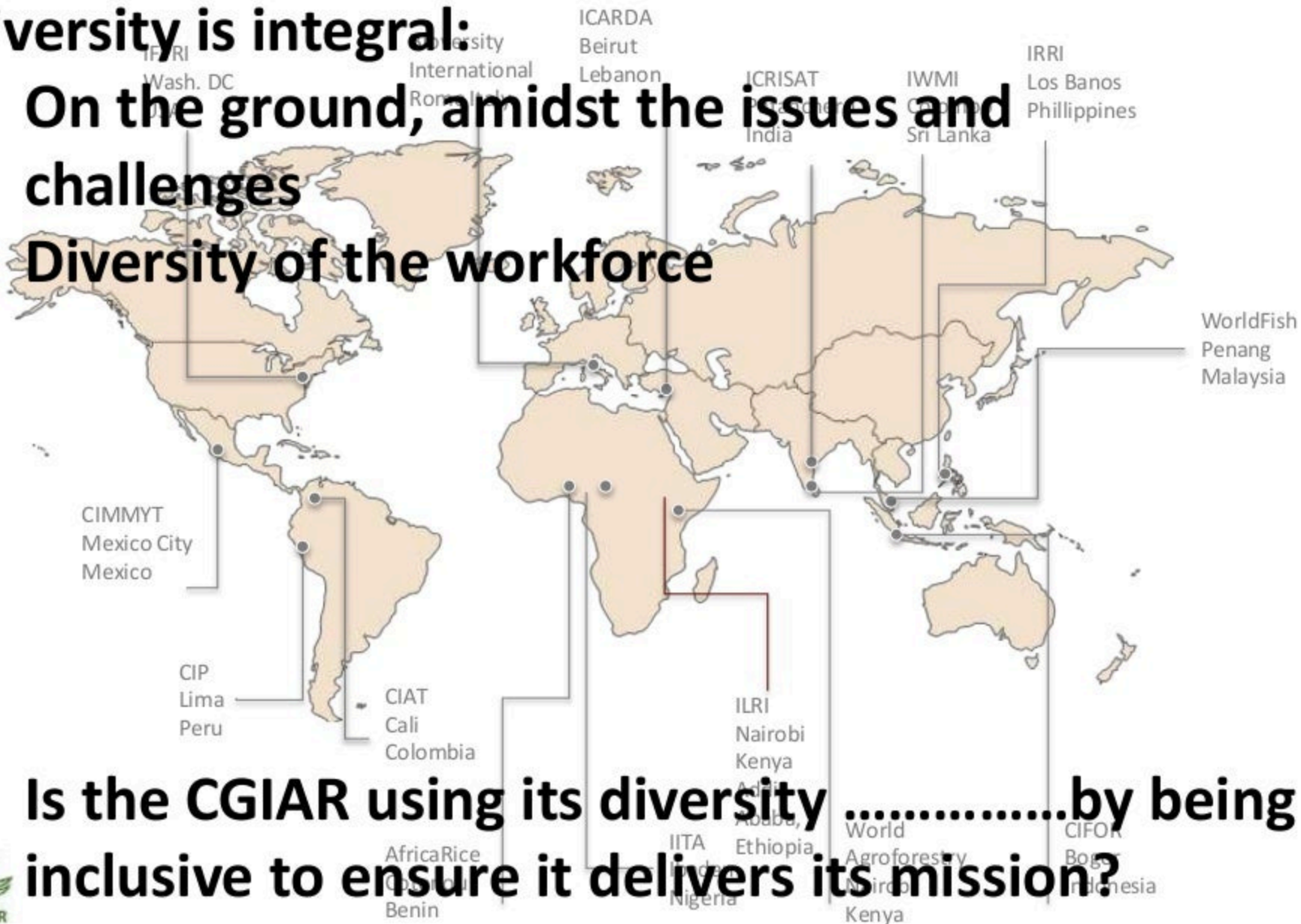
Why does diversity and inclusion matter?in CGIAR.....

- 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

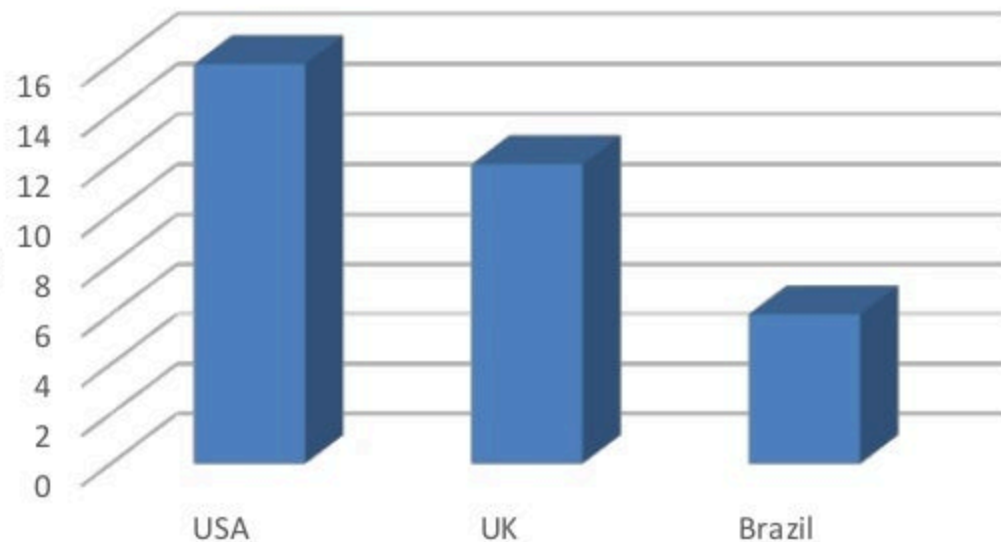
Diversity is integral:

- **On the ground, amidst the issues and challenges**
- **Diversity of the workforce**
- **Is the CGIAR using its diversityby being inclusive to ensure it delivers its mission?**

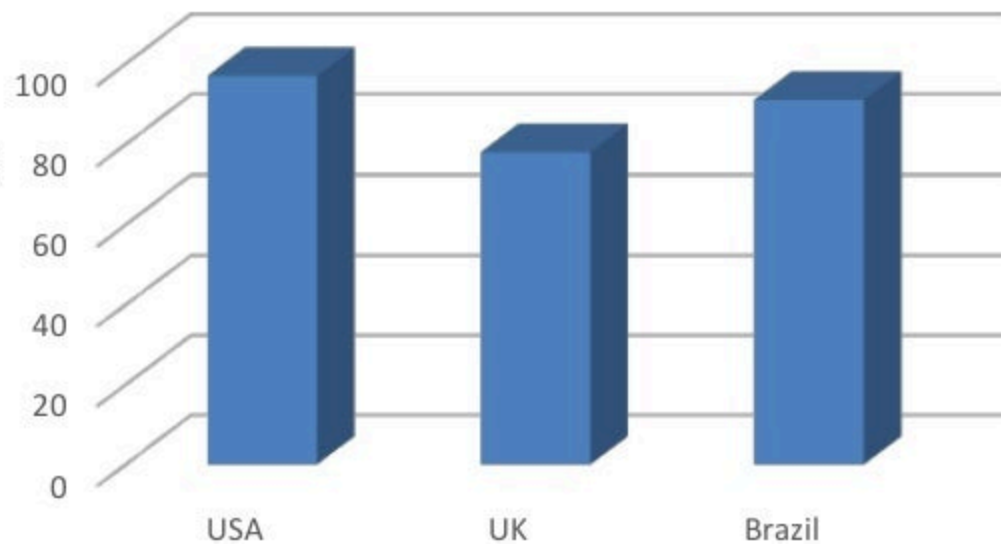


Some global numbers

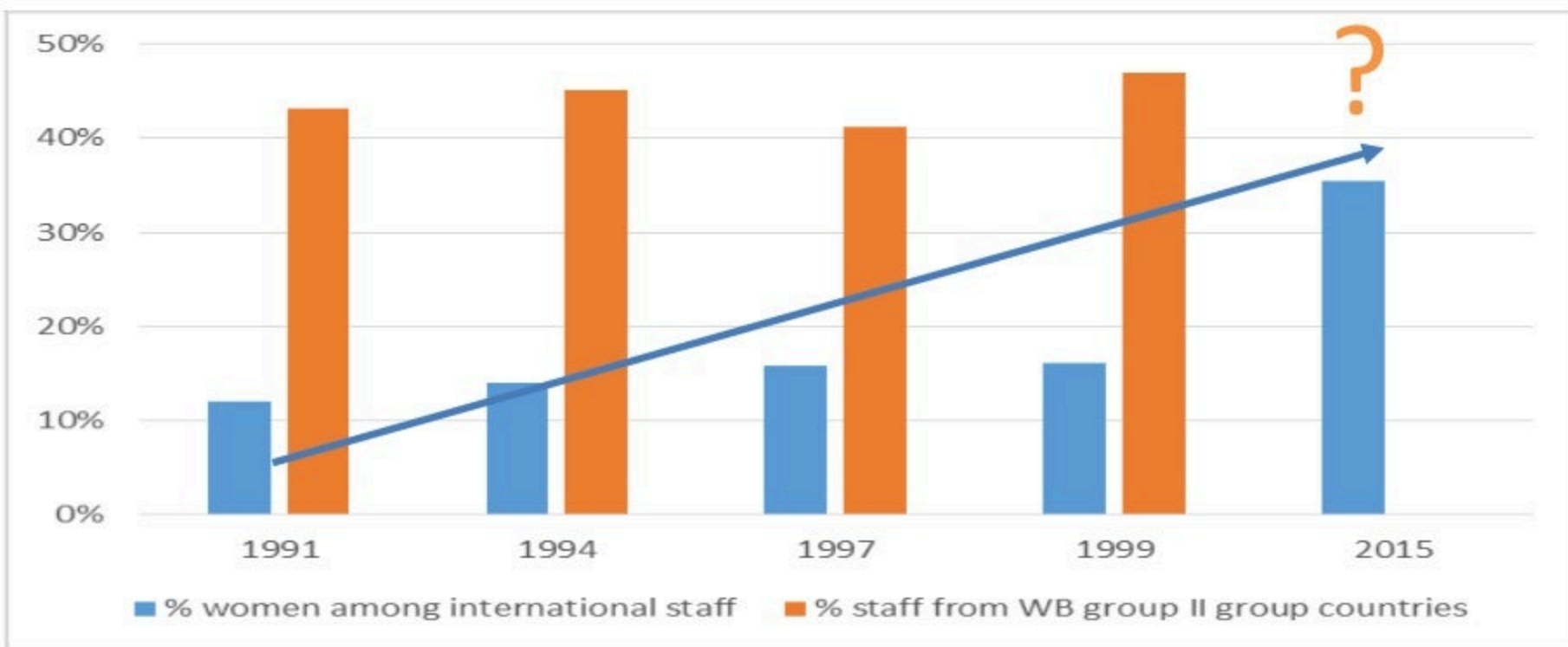
Percentage women in executive teams



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



Diversity and inclusion trends

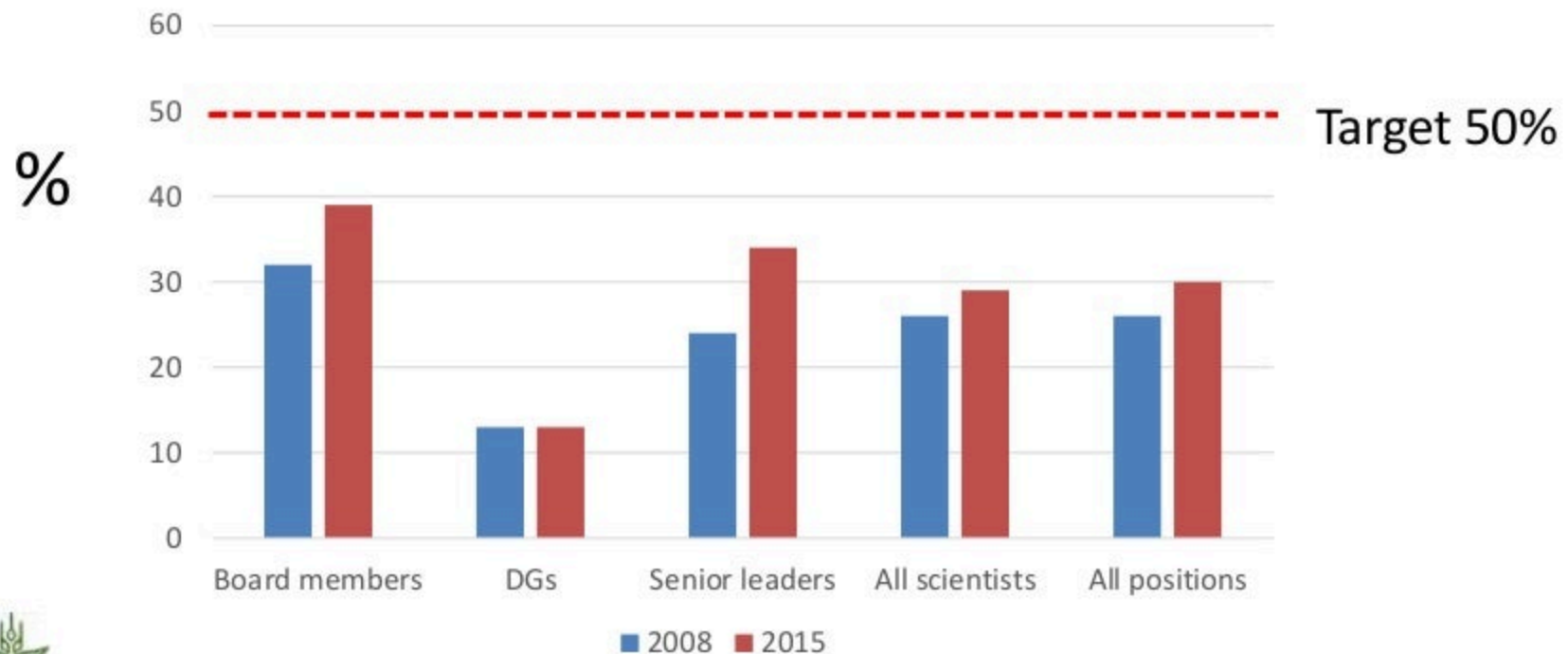


- Increased % women in international positions
- Unclear trend on % of staff from WB group II countries

CGIAR - gender

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

21% senior management, senior and principal scientist

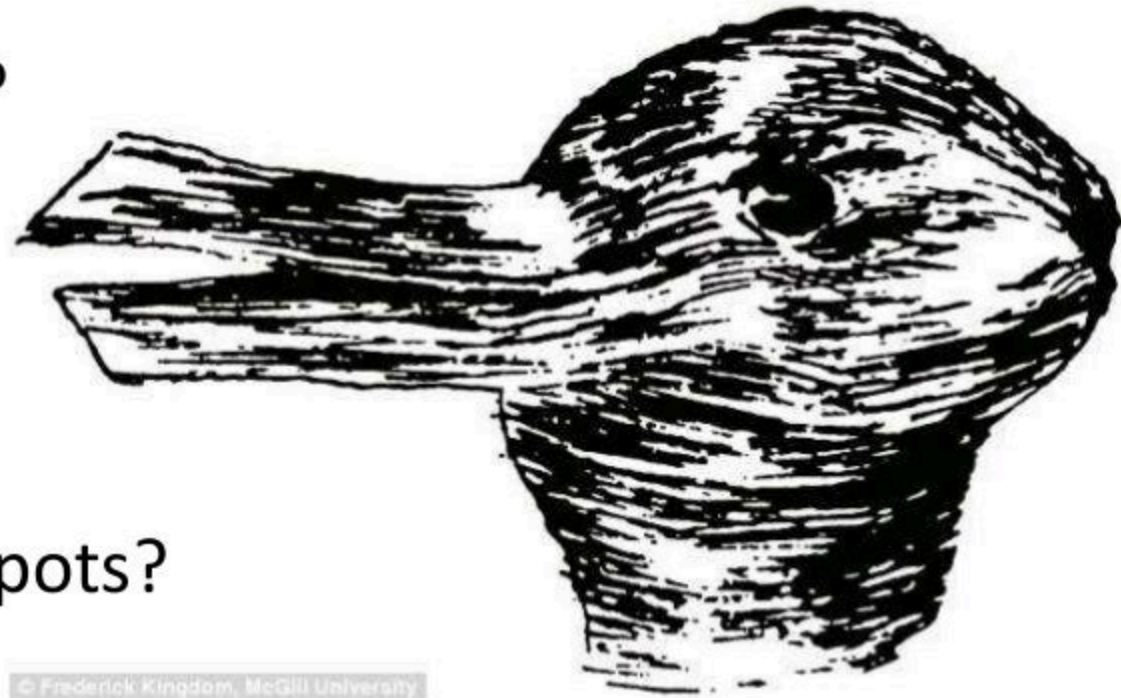




Inclusive solutions: CGIAR in the future

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?

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Inclusive solutions: CGIAR in the future

- **Affirmative action:** Not a panacea solution, has worked in some cases (e.g. US universities)
- Recruitment - attract
- Retention
 - Role of women in families; how to balance without jeopardising career?
[women do three times more 'unpaid work' (housekeeping, raising children, elderly care) than men globally; in south Asia it is five times more]
 - Training opportunities
 - Meeting and information structures and flows

Inclusive solutions: CGIAR in the future

Capacity development

- Within the 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)

Things to watch out for

Homophily bias –more similar people are they more attracted they are to each other but negative reactions decline over time

Homosocial reproduction –the natural social process of people defining with particular groups and define in-groups and out-groups resulting in homogenous groupings –a natural process of driving out diversity

Key message

- Diversity and inclusion are not just options but imperatives of the CGIAR mission.

- What a CGIAR Strategy must aim to do:
 - I. Promote respect for others;
 - II. Promote inclusion
 - III. Provide support
 - IV. Continuously engage

- How we may go about it:
 - I. Behaviour and mindset changes at all levels
 - II. Adapt and adopt formal procedures
 - III. Inclusive capacity development (CGIAR and partners)
 - IV. Recognise and measure diversity



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Defea Group: equality, diversity and inclusion strategy 2017 to 2020

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