



Evaluation of Gender in CGIAR

Volume II

Report of the Evaluation of Gender at the workplace

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Independent
Evaluation
Arrangement

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Abbreviations

ASTI	Agricultural Science and Technology Indicators
AWARD	African Women in Agricultural Research and Development
CIAT	International Center for Tropical Agriculture
CIFOR	Center for International Forestry Research
CIMMYT	International Maize and Wheat Improvement Center
CIP	International Potato Center
CRP	CGIAR Research Program
FTE	Full Time Equivalent
ICARDA	International Center for Agricultural Research in the Dry Areas
ICRAF	World Agroforestry Centre
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IEA	Independent Evaluation Arrangement of CGIAR
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
IRRI	International Rice Research Institute
IWMI	International Water Management Institute
HR	Human Resources

Executive Summary

In 2016 the Independent Evaluation Arrangement (IEA) commissioned a thematic *Evaluation of Gender in CGIAR*. The Evaluation was originally conceived as a single evaluation covering both gender in research and gender at the workplace. It was later recognized that these two dimensions, although contributing to the common objective of gender equity, relate to a distinct set of issues and actors, with different impact pathways making it conceptually difficult to treat them together. The two dimensions were therefore evaluated using a different methodology, and the results are published in two separate volumes of the Evaluation of Gender in CGIAR, Volume I on Gender in CGIAR Research and Volume II on Gender at the workplace. The two evaluations were conducted in parallel and exchanged findings and information at key times during the evaluation process, leading to the formulation of a common recommendation (recommendation 1 of both Volume I and Volume II of the Evaluation of Gender in CGIAR).

This report presents the findings, conclusions, and recommendations of the Gender at the workplace dimension of the evaluation. The purpose of the evaluation is two-fold: 1) accountability to the CGIAR system on progress made at System and Center levels in achieving gender diversity, equity, and inclusion in the workplace; and 2) identification of lessons learnt and formulation of recommendations to strengthening gender diversity, equity, and inclusion, so that CGIAR and its Centers can attract and retain top talent from around the world and harness the benefits of diversity to enhance organizational performance and delivery of mission¹.

The analysis and recommendations are based primarily on findings from two surveys: 1) an extensive survey of Human Resources Directors in all Centers on policies, practices, behaviours related to gender at the workplace; and 2) a survey carried out with over 300 employee respondents from six participating Centers as a means to get a broad sampling of employees' perceptions and experiences regarding gender diversity and inclusion in the workplace.

Women currently represent 30 percent of leadership, managerial, scientific, and professional roles within CGIAR. However, at the senior management and senior and principal scientist levels, women only represent 21 percent. There is considerable variation, however, among the Centers, with representation of women among scientists ranging from 17 to 40 percent and among administrative leaders from 5 to 39 percent. Current overall representation represents an increase from 26 percent in 2008, but it is modest given that staffing at these levels almost doubled during this period.

To further enhance gender diversity, equity, and inclusion, CGIAR will need to renew its commitment to this goal and undertake systematic and proactive change strategies at both the System and Center levels. The evaluation revealed that the Centers have done well in establishing policies that foster equity and mitigate overt discrimination in hiring and advancement. Such policies are the foundation for enhancing diversity and ensuring equity. However, the evaluation also shows a significant gap between the values espoused and policies established and actual practice at the managerial and operational levels.

¹ As stated in Terms of Reference

The gap in practice is attributed primarily to: 1) the lack of attention to developing and communicating a strong and motivating case for how gender diversity enhances organizational performance as well as explicit strategies and performance indicators for change; 2) limited use of proactive approaches to recruitment and professional development of women; 3) managers' dearth of knowledge and skills in working effectively with diversity; and 4) lack of explicit attention to the more intangible area of creating an organizational culture that strengthens inclusion of women in the workplace.

The most striking finding from the survey of employees relates to marked gender differences in perceptions of inclusion. Men, as compared to women, are significantly more satisfied with their careers and professional development opportunities, more integrated within networks of influence and social networks, have a greater sense of "fit" and comfort in the workplace, feel more valued, are more positive about their Center's progress in fostering gender diversity, and are less likely to consider leaving in the near to medium term. These findings indicate that much more work is needed to create inclusive workplaces where both men and women feel valued and can make their fullest contributions.

To address these issues, CGIAR needs to expand from its focus on equity and representation to include a stronger focus on the value of diversity and its contribution to organizational effectiveness. If diverse perspectives are not valued, intentionally harnessed, and brought to bear on the work, the positive benefits for organizational performance will not be fully realized.

Recommendations

To reinvigorate and strengthen CGIAR's capacity to strengthen gender diversity, equity, and inclusion and reap its full benefits for organizational performance, we make nine recommendations that span System and Center levels. The recommendations are summarized below (for the full recommendations see Section 8).

System-Level Recommendations

1. High-level CGIAR Vision statement on gender equity. The System Council should adopt a high-level Vision Statement on Gender Equity, covering both gender in research and gender in the workplace.
2. Revised CGIAR Strategy. The System Management Board should require that the 2015 CGIAR Diversity and Inclusion Strategy be revised in light of the findings and recommendations of the 2016 IEA Evaluation and the changes in governance structure of the CGIAR System. It is recommended that the new strategy focus explicitly on gender diversity and adopt a more of proactive, diversity management, organizational effectiveness approach to supplement the predominantly affirmative action/anti-discrimination approach of the 2015 Strategy. The new strategy should set targets for gender representation across major staff categories and define a core set of key performance indicators to be used uniformly across the Centers and rolled up to provide a System-wide picture.
3. Strengthened Organizational Infrastructure and Funding. To make progress, CGIAR needs to reinstate the organizational infrastructure, processes and mechanisms to advance gender diversity, equity, and inclusion. This should include: a "Gender "Champion" on the System Management Board; a Task Force, supported by a consultant, to revise and update the 2015 CGIAR Diversity and Inclusion Strategy; the hiring of a Gender at the Workplace Senior Advisor to

provide expert advice and support to the System Management Board and individual Centers; and the reestablishment of the Gender at Work Focal Points in the Centers to assist their Senior Administration move their strategy forward.

Recognizing constraints to unrestricted funding in CGIAR, the infrastructure should be lean and funded through a partial allocation from central unrestricted funds as well as contributions from all Centers and bilateral donors committed to advancing gender diversity, equity, and inclusion in the CGIAR workplaces as a means to improve organizational effectiveness.

4. Community of Practice. A new Diversity, Equity, and Inclusion Community of Practice should be established to enable members, drawn from both the Center and System levels, to stay current with the field, share knowledge and best practices, collectively maintain a web-based resource and communication hub.
5. System-wide Training Program. A comprehensive System-wide Training Program for working with diversity and implicit bias should be developed and customized for CGIAR. The training program should develop knowledge and skills for managing and leveraging diversity in work groups as well as managing implicit or unconscious bias in managerial decision-making.
6. Monitoring Mechanism. The System Management Board should require reporting from the Centers every two years to the System Management Board on progress against the key performance indicators defined in the Gender and Diversity Policy and the System-Level Gender at the Workplace Strategy as well as a compilation of innovative experiences or lessons learned in advancing gender diversity.

Center-Level Recommendations

7. Center Case and Strategy. All Centers should develop a compelling case outlining the benefits of gender diversity for their organizational performance in terms of its mission, strategic goals, workplace efficacy and impact within one year of the approval of the System-level policy and strategy.
8. Proactive Attention to Strengthening Diversity and Inclusion. Centers should move beyond policies to take a more proactive and systematic approach to strengthening diversity and inclusion. Particular emphasis should be given to proactive mobilization of female candidates in recruitment, particularly at the leadership and scientist levels.
9. Strengthen Work Culture of Inclusion. Centers should prioritize building inclusive workplaces by ensuring that Senior Leaders and Managers communicate systematically and regularly their commitment to fostering gender diversity and inclusion, take critical steps to strengthen inclusion, and assess progress every two years to determine whether they are closing the gap between men's and women's experiences of inclusion in the Centers. The findings and resulting action items should be shared with the Center Board.

1. Introduction, scope and Approach to the Evaluation

The IEA is responsible for independent external evaluations of CGIAR, including evaluation of CRPs, crosscutting themes and CGIAR system and its governing institutions. Following completion of the evaluations of all CRPs, in 2016 IEA commissioned three thematic evaluations, on gender, partnerships and capacity development. This report presents the findings, conclusions and recommendations on the Gender at the workplace dimension of the larger *Evaluation of Gender in CGIAR*.

The purpose of the Gender at the workplace component of the IEA Evaluation is:

- **accountability** to the CGIAR system as a whole on progress made so far at system and Center levels in achieving gender diversity, equity, and inclusion in the workplace;
- **identification of lessons learnt and formulation of recommendations** with a view to making CGIAR and its Centers gender diverse, equitable, and inclusive workplaces that can attract top talent from around the world and harness the benefits of diversity to enhance organizational performance and delivery of mission².

Background. System-level attention to Gender in the Workplace began with the founding of the CGIAR Gender Program in 1991 and managed from the office of the CGIAR Secretariat based at the World Bank. The program had two streams of work: one focusing on strengthening gender analysis in research, and the second on gender staffing with the aim of increasing the representation of women in scientific and leadership roles within CGIAR and the Centers. The focus was primarily on internationally recruited staff. The program was comprehensive, developing knowledge and tools and working directly with Centers to help them strengthen the recruitment, advancement, and retention of women. At that time, women represented 12 percent of the internationally recruited staff. By 1997, with the last human resources census conducted by the Gender Staffing Program, the number of women had increased by 23 percent and represented 16 percent in internationally recruited staff³. A broader evaluation of progress in policies and practices in the workplace was carried out in collaboration with the Centers through an Inter-Center Consultation in 1998. The conclusions helped to set the context for the next phase of work on gender staffing beginning in 1999⁴.

In 1999, the two streams of work were separated, with the gender staffing component being integrated

² As stated in Terms of Reference

³ Merrill-Sands, D. (1997). *1997 CGIAR Human Resources Survey: International staffing at the CGIAR Centres with a focus on gender*. CGIAR Gender Staffing Working Paper, no. 15. CGIAR Secretariat and the CGIAR Gender Program, Washington, D.C., World Bank. <http://library.cgiar.org/>

⁴ Merrill-Sands, D. and Scherr, S. (1999) *Taking Stock of Gender Staffing in the CGIAR, 1998*. CGIAR Gender Staffing Working Paper. no. 20; Folger McClafferty, B. (1998). *Gender Staffing in the CGIAR: Lessons Learned and Future Direction Report of an Inter-Centre Consultation April 1998 The Hague*, CGIAR Gender Staffing Working Paper, no. 19. <http://library.cgiar.org>.

into the system-wide Gender and Diversity Program hosted at ICRAF in Nairobi. Under the Gender and Diversity program, the focus was broadened to include nationally-recruited staff, and more emphasis was placed on developing the pipeline of women scientists and senior administrators from economically developing countries. The mission was to “help research organizations leverage their rich staff diversity in order to increase research and management excellence”. The Gender and Diversity Program aimed at helping “ensure that gender and diversity issues were fully integrated into the organization’s activities, policies, and programs of the Centers. Examples included recruitment services, women’s leadership courses, multicultural mentoring programs, and inclusive workplace policy models”⁵. The Gender and Diversity Program was closed in 2012 along with other system-wide programs as part of a system-wide reform within CGIAR. All of the published resources developed by the Gender Staffing Program and the Gender and Diversity Program, representing more than 50 Working Papers, are available through the CGIAR Library⁶.

Since 2012 work on Gender at the Workplace has been largely devolved to the individual Centers, and has received limited attention at the system level. The Human Resources Community of Practice is the only mechanism at the System-level for continuing to address gender and broader diversity issues in the workplace. The CGIAR Consortium Office (replaced by the current System Management Office) also produced annual performance reports on gender and diversity covering both research and staffing for the Fund Council since 2014. In 2014, at the request of the Fund Council, the Consortium Office also prepared a *CGIAR Consortium Diversity and Inclusion Strategy 2016 – 2020* that was approved by the Consortium Board in 2015 but was never brought in front of the Fund Council. The Fund Council has now been dissolved and the status of the strategy is unclear⁷.

Evaluation Scope. The scope of the Gender at the workplace portion of the IEA Evaluation was defined in the Inception Report as “gender mainstreaming in human resource management policies and practices will be the focus of the ‘gender in the workplace’ component of the evaluation. This component will look at profiles of, and trends in, the representation of men and women across different Centers and different roles and disciplines, drawing on a CGIAR Benchmark Survey from 2015; at human resources policies and practices; and at the organizational culture as well as decision making structures and processes.” As the evaluation developed, the scope was augmented to place more emphasis on the extent to which the CGIAR Centers have created gender inclusive workplaces. We defined seven evaluation questions for the Gender at the workplace dimension of the Evaluation and each of these had subquestions (Table 1).

⁵ Wilde, V. (2012). CGIAR Gender and Diversity Program – Progress Report, 2010-2012. CGIAR Gender and Diversity Program. <http://library.cgiar.org>.

⁶<http://www.cgiar.org/consortium-news/gender-and-diversity-a-time-for-change/>. Resources available at <http://library.cgiar.org/handle/10947/2515/browse?value=Gender+Diversity+Working+Papers&type=subject>.

⁷ *CGIAR Diversity and Inclusion Strategy 2016-2020, October 2015*. A first draft of the Gender and Diversity Strategy was submitted to the Fund Council in November 2014, at which time the Fund Council recommended that the strategy required considerable re-thinking regarding the overall approach and that further consultation across the Centres would be needed. A new version of the strategy was approved by the Consortium Board in October 2015 and was due to be approved by the May 2016 Fund Council but was not discussed at that meeting. (Michael Veltman, HR Director, CGIAR 7-20-16).

Change Model and Analytic Approach. The model of change used in evaluating CGIAR’s progress in terms of increasing women’s representation and building gender diverse, equitable, and inclusive workplaces is presented in Figure 1. The model defines critical fields of action and intervention strategies for bringing about change. It also embodies the critical connection between fostering gender diverse, equitable and inclusive workplaces as a means to enhance organizational performance (see Section 2)⁸.

We collected data and information for the evaluation using five methods: 1) document review; 2) survey of HR Directors in 15 research Centers and Consortium Office; 3) survey of staff from a subgroup of six Centers; 4) update of gender disaggregated data on managerial, scientific, and professional employees; and 5) key informant interviews⁹. To examine changes in representation of men and women across staff categories, we drew on the 2008 survey carried out by the Gender and Diversity program, 2015 data on senior staff categories carried out by the CGIAR Consortium Office, and additional data collected from the Centers on representation across scientific levels. Given the lack of systematic use of performance indicators to measure progress on gender diversity, we were not able to make comparisons or measure progress over time except in the area of representation. Annex II provides a detailed description of the methodology and instruments used for data collection and analysis.

Table 1: Evaluation Questions¹⁰

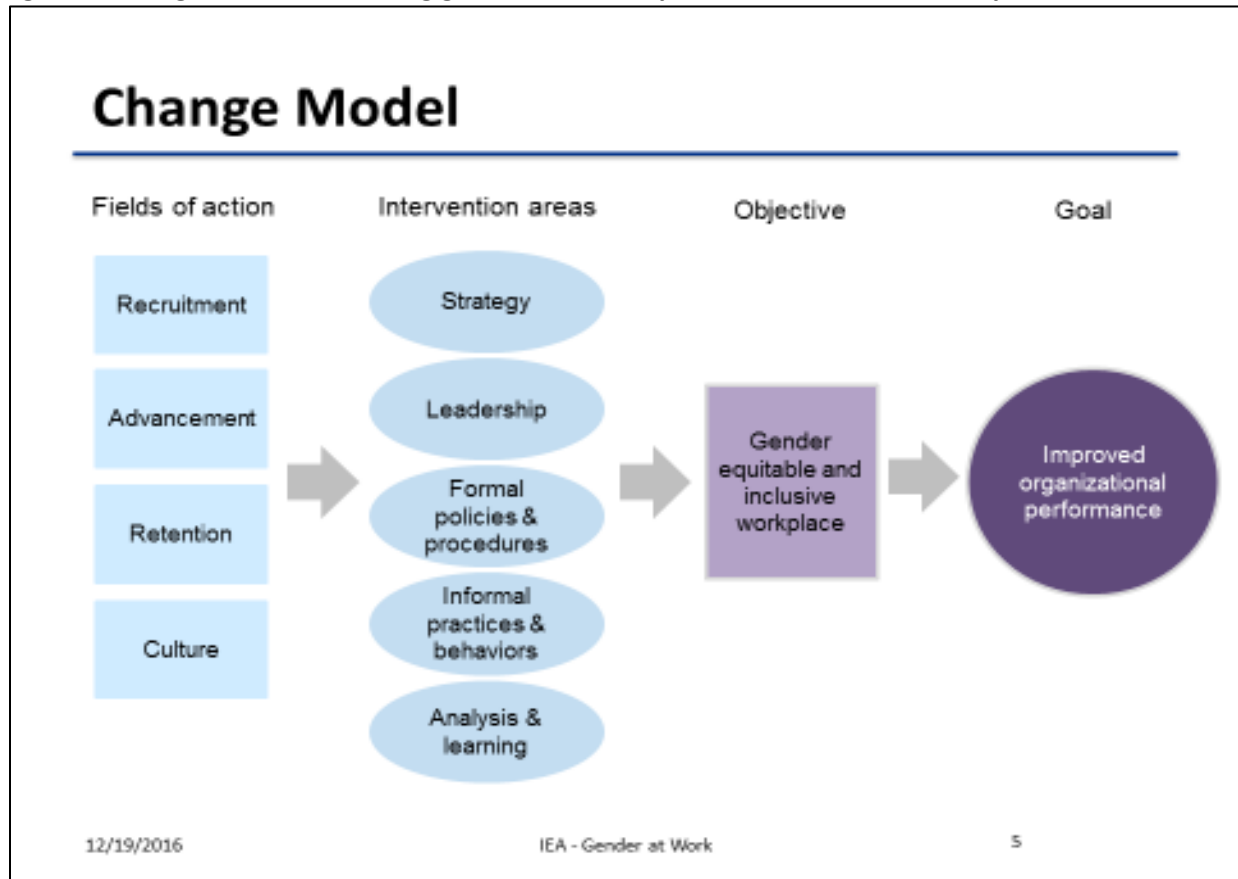
1. Is there a clearly articulated case for how gender equity will enhance performance of CGIAR and strengthen its ability to deliver on its mission?
2. Does the representation of men and women across major categories of managers, professionals and staff appear equitable given the supply and pipeline of male and female talent across disciplines, years of professional experience, and regional workforce demographics?
3. Do the Centers have policies and practices in place that facilitate the recruitment and advancement of high quality male and female talent and ensure the unbiased consideration of candidates?
4. Do the Centers have similar rates of retention of men and women within managerial, professional, and staff levels?
5. To what extent are formal and informal decision-making processes at the Consortium and Center levels inclusive and representative of both men and women?
6. Does the work environment and organizational culture foster respect of all individuals, fairness, and appreciation of the value of diversity in the workforce?
7. To what extent have the Centers and the Consortium Office implemented key policies and practices to ensure gender equity, diversity, and inclusion in the workplace?

⁸ The model reflects those developed and used by the Gender Staffing and Gender and Diversity Programs to assist Centers in evaluating their progress in advancing gender representation, equity, and inclusion. Allen, N. and Wilde, V. (2003). *Monitoring and Evaluating Diversity Goals and Achievements: Guidelines and tools for the CGIAR Boards of Trustees*. CGIAR Gender and Diversity Program. Working Paper no. 41; Merrill-Sands, D. & Scherr, S. (2001). *Centre Self-Assessment for a Woman-Friendly Workplace*. CGIAR Gender and Diversity Program. Working Paper no. 29; Merrill-Sands, D., Holvino, E. (2000). *Working with Diversity: A Framework for Action*. CGIAR Gender and Diversity Program. Working Paper no. 24.

⁹ Survey responses, both qualitative and quantitative, from HR Directors substituted for key informant interviews with these HR specialists.

¹⁰ These align with Evaluation Questions 8-14 in the main IEA Evaluation Report on Gender in Research.

Figure 1: Change model for building gender diverse, equitable, and inclusive workplaces



Two surveys served as the primary instruments for data collection. The HR Directors across all 15 Centers were surveyed regarding best practices for fostering gender diversity, equity and inclusion in four fields of action: recruitment, advancement, retention, and workplace culture. The best practices were based on earlier assessment tools developed by the Gender and Diversity Programs for use in the Centers as well as a current practices documented in the literature¹¹. The survey also elicited HR Directors’ expert opinions on key issues such as constraints to women’s recruitment, advancement and retention. Based on the HR Directors’ assessments of the extent of use of best practices within their Centers, we developed a scoring model for performance in mainstreaming of best practices in the four critical fields of action – recruitment, advancement, retention, and work culture.

The second survey - the *Workplace Perspectives Survey* - enabled data collection on employees’ perceptions and experience with respect to key aspects of policies, practices, leadership, strategy and culture. This allows us to transect the data reflecting the perspectives of HR Directors with those of

¹¹ See ft.nt. 8

employees. Six Centers volunteered to participate in the survey: Bioversity, CIAT, ICRAF, IFPRI, IWMI, and WorldFish. The six Centers represent a representative cross section of CGIAR, including Centers focused on commodities, resource management, and more basic science. They also vary in size and geographical location. However, there is a possible positive bias introduced by this sample of Centers given that the average representation of women at the levels of senior administrators, scientific leaders, and scientists is somewhat higher than the averages across all 15 Centers, and three of the six had higher than average scores on the adoption of best practices (see Annex II – Methodology, Section B). None of the Centers with the lowest representation of women in the scientific and professional ranks volunteered to participate.

In each Center, the survey was sent to senior leadership, managerial, scientific, and professional staff supporting research. This subsample of positions was selected to include those staff who are most closely tied to the scientific mission of the Centers as well as those who are in key leadership roles. We examined the perceptions and experiences of staff in these roles specifically because these are where CGIAR has had the most challenges in recruiting, advancing, and retaining women. From the 988 surveys disseminated, 343 staff responded representing a solid response rate of 34.7 percent. Of the respondents, 52 percent were women, 47 percent were scientific staff, and 58 percent were classified as Internationally-recruited¹².

We conducted a gender disaggregated analysis to compare the perceptions and experience of men and women across all categories. We also separated out as subgroups for analysis scientists, Senior Leaders/Managers, as well as staff classified as National, Regional, and International. Whenever we report differences in perspectives between groups these differences are significant to at least the $p < .05$ level. Most of the differences between men and women are significant at the $p < .01$ level. All the means are reported in the Data Tables in Annex I.

Overview of Report. The report is organized according to the Evaluation questions. The analysis and conclusions are presented in each section. All recommendations are presented in Chapter 8.

¹² See Annex II for more details on the surveys and the sample of respondents to the Workplace Perspectives Survey

2. Linking the case for enhancing gender diversity, equity, and inclusion to organizational effectiveness

Evaluation Question Addressed

EQ1: Is there a clearly articulated case for how gender equity will enhance performance of CGIAR and strengthen its ability to deliver on its mission?

- a. To what extent is this case articulated at the Consortium level and at the level of the respective Centres? Is there alignment between the Consortium level case and those of the Centres?
- b. Is the case communicated effectively to internal and external stakeholders at both the Consortium and Centre levels?
- c. Do the majority of leaders and managers responsible for recruiting, advancing, and retaining staff ascribe to the case for gender equity and does it shape their strategy for developing a high performing workforce?

For organizational initiatives to strengthen diversity and inclusion to take hold, mobilize action, and be sustained, it is important that a strong and compelling case for diversity and inclusion be articulated on a regular and consistent basis. It is critical that the case be tied not only to core values of equity, fairness and respect, but also to organizational effectiveness and attainment of mission and strategic goals¹³.

Research over the past decade has consistently shown a strong correlation between gender diversity in leadership roles and organizational performance. While these studies do not prove causation, the consistent correlation across numerous studies suggest quite persuasively that strong performing companies hire more women into top positions, and that gender diversity in leadership has a positive impact on performance. For example, the global consulting firm McKinsey & Co. conducted a series of studies of over 100 organizations in Europe, America, and Asia, and found that organizational performance was significantly greater in companies in which at least 30 percent of the senior management team are women¹⁴.

¹³ Merrill-Sands, D. Holvino, E., and Cummings, J. (2000). *Working with Diversity: A Framework for Action*. CGIAR Gender and Diversity Working Paper, no 24. Merrill-Sands, D., Fletcher, J., Acosta, A., Andrews, N., Harvey, M. (1999). *Engendering Organizational Change: A case study of strengthening gender equity and organizational effectiveness in an international agricultural research institute*. CGIAR Gender and Diversity Program Working Paper, no. 21. Thomas, D. and Ely, R. (1996). "Making Differences Matter: A new paradigm for managing diversity." *Harvard Business Review*, pp79-90.

¹⁴ McKinsey and Co. (2007). *Women Matter: Gender diversity, a corporate performance driver*. <http://www.mckinsey.com/global-themes/women-matter>. A related McKinsey study focused on companies in Europe also found that companies with highest level of gender diversity at the senior management level outperformed the average for companies in their sector in return on equity, operating results, and stock price growth. McKinsey conducted a follow up study in 2010 which included BRIC countries and found similar results. The companies in the top quartile in terms of the share of women in executive committees significantly outperformed those companies with all male executive teams in terms of return on equity (22% vs. 15%) and operating results (17% vs. 11%). A similar study by Credit Suisse Research Institute of 3 000 companies across 40 countries and all major sectors

System-level. The link between diversity and inclusion and organizational effectiveness has been articulated in CGIAR since 1992 with the founding of the Gender Staffing Program and the subsequent Gender and Diversity program: “The mission of the CGIAR Gender & Diversity Program (G&D) is to help research organizations leverage their rich staff diversity to increase research and management excellence”¹⁵. This connection, however, has not always been fully embraced at the System level nor across all of the Centers.

In 2015, the CGIAR Consortium published a vision and strategy for fostering diversity and inclusion¹⁶. The CGIAR Strategy was approved by the Consortium Board in October 2015 but has not yet been approved by the former Fund Council or the current System Council. The vision is for CGIAR to be known “worldwide for its high standard of excellence” in staff diversity and inclusion as well as in the work environments that “empower staff to contribute to the best of their ability to the CGIAR results.” The strategy argues that diversity is “crucial to [the Consortium’s] success, but it does not underpin that arguments with a well-documented and compelling case. The primary effectiveness arguments are that diversity and inclusion 1) enable CGIAR Centers to recruit top talent and ensure the “highest quality workforce”; and 2) foster creativity, innovation, and productivity, all of which are critical to effective research. The connection between fostering gender equity at the workplace as well as in the science, research, and outreach of the Centers is not mentioned but would merit inclusion.

The 2015 strategy seeks to establish a common framework to mitigate discrimination and foster inclusive work cultures. The three goals are to:

- achieve a “balanced numerical variety” with respect to diversity, particularly gender and nationality, throughout the organization;
- ensure that CGIAR organizations and programs have practices that enable recruitment and retention of high quality staff “without regard to” specific characteristics of diversity;
- foster inclusive environments in Centers and programs which enable staff to contribute to their fullest potential.

The strategic indicators proposed emphasize equity and representation, but also include indicators on workplace culture, work-life balance, employee satisfaction, and retention.

also found positive correlations between the extent of representation of women on boards and in senior management levels and organizational performance and higher stock market valuations. Research by Pitts in the public sector shows strong correlations between employees’ perceptions of workplace performance and job satisfaction in cases where diversity is actively managed. Pitts, D. (2009). *Diversity Management, Job Satisfaction, and Performance: Evidence from Federal Agencies*. *Public Administration Review*, vol. 69 (2), pp. 328-338.

¹⁵ Wilde, V. (2012). *CGIAR Gender and Diversity Program – Progress Report, 2010-2012*. CGIAR Gender and Diversity Program. <http://library.cgiar.org> ; Merrill-Sands, D. Holvino, E., and Cummings, J. (2000). *Working with Diversity: A Framework for Action*. CGIAR Gender and Diversity Working Paper, no 24. Merrill-Sands, D., Fletcher, J., Acosta, A., Andrews, N., Harvey, M. (1999). *Engendering Organizational Change: A case study of strengthening gender equity and organizational effectiveness in an international agricultural research institute*. CGIAR Gender and Diversity Program Working Paper, no. 21.

¹⁶ *CGIAR Diversity and Inclusion Strategy 2016-2020*, October 2015

Having a Consortium-level strategy that emphasizes the connection between diversity, equity, inclusion and organizational effectiveness is important basis for providing a shared vision, strategies, and goals for the Centers. Yet, because the strategy has not been approved by the Fund Council, it is unclear to what extent the strategy is currently guiding priorities and practices in the Centers and CGIAR more broadly. Currently, CGIAR's commitment to ensuring a high quality workforce through attention to gender and broader diversity and inclusion in staffing is not visible on the website nor in the CGIAR Strategy 2016-2030. Given the recent reforms and changes in governance structures of CGIAR, as well as the insights generated through this evaluation, it would be beneficial for CGIAR to revisit the strategy and revise it as appropriate to the new context (Recommendations 1 and 2). We suggest that the revised strategy should focus on gender specifically, since the specific challenges strategies for addressing gender issues are not the same as those that may be used to address other dimensions of diversity, such as nationality, race and ethnicity.

Center-level. Despite the importance of developing an effectiveness case and a strategy for advancing gender diversity, equity, and inclusion in workplaces, in only nine Centers do HR Directors report that they have developed and documented a compelling case for how gender diversity enhances their organizational effectiveness. Of these, only five HR Directors perceive that managers at the operational level ascribe to the organizational effectiveness case for gender diversity, and only two HR Directors perceive that the case shapes managers' strategies for developing high performing workgroups/teams. Similarly, only 40 percent of respondents to the *Workplace Perspectives Survey* thought that their Centers had clearly communicated a case and strategy for enhancing gender diversity.

The lack of visible statements about the value of gender diversity helps explain the divergent perspectives of staff and HR Directors on the extent of Senior Leaders/Managers commitment to gender diversity, equity, and inclusion. Ten of the HR Directors perceive that their Senior Leaders/Managers have a strong commitment and demonstrate it. The majority of HR Directors also report that the Centers hold themselves accountable by reporting on their progress in fostering a gender equitable work environment to their Boards at least annually. This perspective contrasts markedly with that of employees, particularly women, responding to the *Workplace Perspective Survey*. While respondents were generally positive that their Centers communicated respect for diversity, less than half thought that Senior Leaders/Managers demonstrated a commitment to fostering gender diversity and inclusion or were attentive to fostering gender diversity in leadership roles. In this respect, women are significantly more negative in their views than men are.

Overall Assessment and Conclusions. Our analysis indicates that while CGIAR articulated a commitment to strengthening gender diversity, equity, and inclusion, this commitment has not been consistently implemented at the System level nor replicated consistently across the Centers or in managerial practices. Significant work is needed to translate the broad vision and goals of the CGIAR strategy for gender diversity, equity, and inclusion into Center-level strategies and managerial action that will lead tangibly to increased gender diversity and inclusive workplaces (see Recommendations 2, 6 and 7).

HR Directors perceive senior leadership teams of most Centers to be committed to the goal of creating gender diverse, equitable, and inclusive work environments, and appreciate the connection between

diversity and organizational effectiveness (Annex 1:Table 1). However, this commitment and strategic perspective has not been consistently modelled, communicated, and driven through the organizations in a way that has significantly shaped operational managers’ behaviour and priorities. This finding raises important concerns since managers of programs, teams and work units are essential to proactively building diversity in their staffs and harnessing the power of that diversity in a way that fosters greater innovation, engagement, and productivity.

A second important concern is that women’s perceptions of the extent to which the commitment to gender diversity is communicated, modelled, and enacted is consistently less positive than that of men’s (Annex 1:Table 1). While this gender differential is not surprising, it raises an important caution to managers, particularly male managers, that their perceptions of the extent to which both women and men feel valued and included in the workplace may not be aligned with women’s experiences and perceptions.

Survey Question	Men	Women	All Staff	Sr. Leaders	HR Dir. (n=15)
Extent to which your Center communicates a compelling case for gender diversity (n=245)	3.44	2.76	3.10	3.43	3.0
Extent to which you Center has a clearly articulated strategy for enhancing gender equity and inclusion (n=247)	3.45	2.82	3.16	3.45	3.0

Scale – Extent: 1= Not at All and 5 = Extremely
Differences are significant at least to the p<.05 level

If Centers are to further advance change to strengthen gender diversity, equity, and inclusion, they need, as a critical first step, to develop a compelling case outlining the organizational benefits of gender diversity and a strategy for executing change (See Box 1 for examples of case statements). It will be important for managers at the level of programs, work groups, and teams to be involved in the process so that there will be more consistent “buy in” and execution of the strategy at the operational level (Recommendation 7).

Box 1: Examples of strong case statements that present why gender diversity and inclusion enhance organizational performance

Africa Rice Centre:

While gender equality is achieved when women and men enjoy the same rights and opportunities across all sectors of society, including economic participation and decision-making, and when the different behaviours, aspirations and needs of women and men are equally valued and favoured, gender equity refers to “fairness and justice in the distribution of benefits and responsibilities between women and men”. Gender equality is essential to the mission of Africa Rice Centre (AfricaRice) to contribute to poverty alleviation and food security in Africa, through research, development and partnership activities aimed at increasing the productivity and profitability of the rice sector in ways that ensure the sustainability of the farming environment. These goals can be achieved only if, together with other actions, AfricaRice works towards a sustainable gender equality at work place and supports women’s diverse roles in rice value chain.

ICRAF (approved by ICRAF Board in April 2016):

Policy Statement: The World Agroforestry Centre (ICRAF) recognizes that quality and diversity of its workforce are keys to the achievement of its mission and mandate and is reflected in its core values and its culture. The purpose of this policy is to:

- Facilitate an inclusive work environment that embraces all that makes ICRAF unique and recognizes the benefits borne of this differentiation.
- Preserve the rich diversity within ICRAF that includes nationality, language, race, ethnicity, gender, age, location, sexual orientation, personality, disability, family status or responsibilities, religion or belief, social class or any other areas of potential difference.
- Provide direction in favourably positioning ICRAF to attract, retain and motivate a diverse and well skilled pool of talent.
- Foster a culture that reflects ICRAF’s Core Values of Inclusiveness, Mutual Respect, Professionalism and Creativity.

ICRAF recognizes the following as potential benefits of a highly diverse and inclusive workplace:

- Increased creativity, innovation and a consistently high level of productivity driven by the high quality and diverse workforce.
- Improved morale and employee engagement.
- Improved ability to recruit and retain high quality staff members from a wide variety of backgrounds, skills, outlooks on life and experiences.
- Improved and supportive organization culture as a result of reduced discriminatory behaviours and conduct at the workplace.
- Improved relationships and communication with stakeholders (local governments, donors, NGOs, partner organizations, etc.).

3. Gender representation across leadership, scientific, managerial and professional levels

Evaluation Questions Addressed

EQ2: Does gender representation across leadership, scientific and professional levels appear equitable and aligned with the diversity goals of CGIAR?

- a. What is the representation of men and women across different organizational levels (including the Boards), disciplines, Centres, and CRPs? What are the trends in representation since 2008? To what extent does the current gender representation align with goals established in the CGIAR Diversity and Inclusion Strategy, 2016-2020?
- b. Are there clear strategies at both the Consortium and Centre levels for enhancing the representation for women across all relevant levels in line with the goals established in the CGIAR Diversity and Inclusion Strategy? What accountability mechanisms are in place and how are they utilized?

EQ5: To what extent are formal and informal decision-making processes at the System and Centre levels inclusive and representative of both men and women?

- a. What is the gender representation of key decision-making bodies within the Consortium and Centres

For organizations to reap the full benefits of gender diversity in terms of bringing diverse perspectives to bear, it is important that women be represented across all levels of the organization, especially in leadership and areas critical to the delivery of the organization’s mission. Research has indicated that when members of a minority group reach 30 percent representation, the dynamics of hypervisibility, tokenism, and stereotyping recede. Members of the group are more commonly seen and assessed as individuals rather than according to cultural or stereotypically assigned attributes of the group to which they belong. This significantly reduces conscious and unconscious bias in expectations of individuals’ behavior, attributes, and contributions as well as in assessment of their performance. It also enables the full benefits of diversity in working groups to emerge¹⁷.

Seeking to harness the benefits of gender diversity and excel in developing equitable and vibrant workplaces, the 2015 CGIAR Diversity and Inclusion Strategy calls for an “equitable distribution of women and men throughout the organization” and an increase in “the number of women in management and

¹⁷ The classic paper on “critical mass” in diversity is Kanter, R (1977). “Some Effects of Proportions to Group Life: Skewed Sex Ratios and Responses to Token Women.” *American Journal of Sociology*, 82: 965-990. Other relevant articles include Williams, K. and O’Reilly C. (1998). “Demography and Diversity in Organizations: A Review of 40 years of Research. *Research in Organizational Behavior*, v. 20, pp 77-140. Bohnet, I. (2016). *What Works: Gender Equality by Design*. Cambridge, MA. and London: Harvard University Press, pp 220-243. McKinsey & Co. (2010). *Women Matter - Women at the Top of the Organization- Making it Happen*, pp6-8. <http://www.mckinsey.com/global-themes/women-matter>

leadership positions”¹⁸. The Strategy sets a target goal of 45 percent for women at all professional levels by 2020.

System-level representation of women. Women currently comprise 30 percent of the leadership, managerial, and scientific and professional science support roles in the CGIAR Centers (Table 2). While this level of representation is quite good for research organizations in the fields in which the Centers work, it falls well short of the 45 percent goal of the CGIAR Diversity and Inclusion Strategy. Given this gap, it will be challenging to reach the 45 percent goal in 2020 except possibly at the Board level. As of June 2015, women comprised 38 percent of Board members, 21 percent of senior leadership/management¹⁹, 34 percent of middle managers, and 29 percent of scientists, including associate scientists and postdocs (Table 2)²⁰.

While the aggregate number of staff in leadership, managerial, scientific, and professional roles supporting the scientific mission increased 80 percent between 2008 and 2015 and the number of women grew by 110 percent, the change in the aggregate representation of women in these roles has only increased from 26 to 30 percent during this time of expansion (Table 2)²¹. If in the unlikely scenario that the number of total staff in these positions remained constant at 2455, it would take almost 5 years with an annual growth rate of 10 percent in the number of women to reach the goal of 45 percent representation.

Among the scientific staff, the representation of women only increased from 26 to 29 percent (Table 2, Figure 3). Given that scientists are central to delivering the mission of CGIAR, this limited expansion in representation suggests that CGIAR is not reaping the full benefits of gender diversity in terms of recruiting and retaining the high quality female talent and bringing diverse perspectives to bear in the conduct of research. However, it is striking to note the increase in Principal Scientists from 11 to 21 percent. Principal scientists provide strategic leadership for research and, thus, this is a high impact role bringing diverse perspectives to bear on the priorities and conduct of research (Table 2).

This overall slow growth rate in the representation of women reflects numerous factors which will be discussed in the following chapters. However, it is also likely to reflect constraints in supply of women scientists. Currently half of the women scientists in CGIAR are from economically developing countries. In these countries, based on the data available, the percentage of scientists trained at the doctoral level in relevant agricultural and social sciences who are women ranges from 15-35 percent (see paragraph on Supply of Scientists below).

¹⁸ CGIAR Diversity and Inclusion Strategy (2015), pp 7.

¹⁹ Director Generals and their direct reports as well as CRP Directors

²⁰ We were not able to collect gender disaggregated data by discipline as part of this evaluation.

²¹ The 2008 data is the most recent comprehensive demographic data available. Jayasinghe, G. and B. Moore (2008). *Advancing Gender and Diversity in Times of Change: Talent in the CGIAR, 2008*. CGIAR Gender and Diversity Working Paper, no. 50. <http://www.cgiar.org/our-strategy/research-on-gender-and-agriculture/gender-diversity-resources>

There has been more significant change in representation of women in leadership and management roles from 24 percent in 2008 to 34 percent in 2015 (Figure 3). Increases in the representation of women in leadership roles is important for recruiting and providing role models for women earlier in their careers and for bringing diverse perspectives to strategic decision-making. The increase in women at the Board level has been significant and is to be commended. It is critically important to the overall goals of strengthening gender diversity to have that diversity represented at the governance level²². Similarly, while the total number of Deputy Director Generals has decreased markedly since 2008, the percentage of women has risen from 13 to 24 percent. Women also comprise 25 percent of those holding the new roles of CRP Directors. Women now also hold 34 percent of the positions as Directors and Heads of Units.²³

On the other hand, it is concerning that there has not been any change in the number or percentage of women serving in the critical leadership role of Director General (13 percent) since 2008. Furthermore, while the percent of Board Chairs who are women increased from 20 to 31 percent, the number has only increased from 3 to 5 (Table 2).

Center-level representation of women. There is significant variation among the Centers in terms of representation of women in leadership and management roles and in scientific staff. As noted above, 30 percent representation can be a critical tipping point for strengthening equity and inclusion of groups that have had minority representation. Yet, only three Centers have women representing 30 percent or more of staff in scientific leadership roles and only six Centers have women representing 30 percent or more of senior administrative staff (Figure 2). In eight Centers women comprise 30 percent or more of scientists (Figure 3).

²² Increasing gender diversity at the Board level is often easier since women who hold senior positions in other organizations can participate on Centre Boards since the time commitment is limited. In gender diversity change efforts, it is typical to see changes at the Board level early in the process.

²³ CGIAR Consortium Office (2015). CGIAR SUMMARY – Representation of nationalities analysis.

Table 2: Number of male and female governance, leadership, managerial, and scientific staff in CGIAR, 2008 and 2015

Number	Men		Women		Total		% women		% change in # of women	% change in # of total staff
	2008	2015	2008	2015	2008	2015	2008	2015	2008-2015	
Governance										
Board Chair (2015)	12	11	3	5	15	15	20%	33%	67%	7%
Board Members	115	98	54	62	169	160	32%	39%	15%	-5%
Senior Management										
Directors General	13	14	2	2	15	15	13%	13%	0%	7%
Deputy Director Generals	27	19	4	6	31	25	13%	24%	50%	-19%
CRP Directors		12		4		16		25%		
Middle Management										
Directors/Heads	89	138	18	70	107	208	17%	34%	289%	94%
Tot. Leaders and Sr. Mgrs.	256	292	81	149	337	441	24%	34%	84%	31%
Science Leadership										
Principal Scientists	127	158	16	42	143	200	11%	21%	163%	40%
Senior Scientists	195	338	46	90	241	428	19%	21%	96%	78%
Scientists										
Scientists	271	574	101	209	372	783	27%	27%	107%	110%
Associate Scientists	83	227	66	168	149	395	44%	43%	155%	165%
Post-Docs	79	126	42	82	121	208	35%	39%	95%	72%
Tot. Sci, Assoc. Sci, Post-Doc	433	927	209	459	642	1386	33%	33%	120%	116%
Total - All Scientists	755	1423	271	591	1026	2014	26%	29%	118%	96%
TOTAL ALL POSITIONS	1011	1715	352	740	1363	2455	26%	30%	110%	80%

Source: 2008 Data - Gayathree Jayasinge and Bob Moore (2008), *Advancing Gender and Diversity in Times of Change: Talent in the CGIAR, 2008*; 2015 data - CGIAR Consortium Gender and Diversity, *Annual Report, June 2015*; 2015 data for scientists, associate scientists, and post-docs reported from Centers as part of this evaluation.

Notes: ^{1/} Position of CRP Directors did not exist in 2008; ^{2/} Data for Managers was not collected in 2008

Figure 2: Women as Percent of Administrative and Scientific Leadership Roles by Center (June 2015)

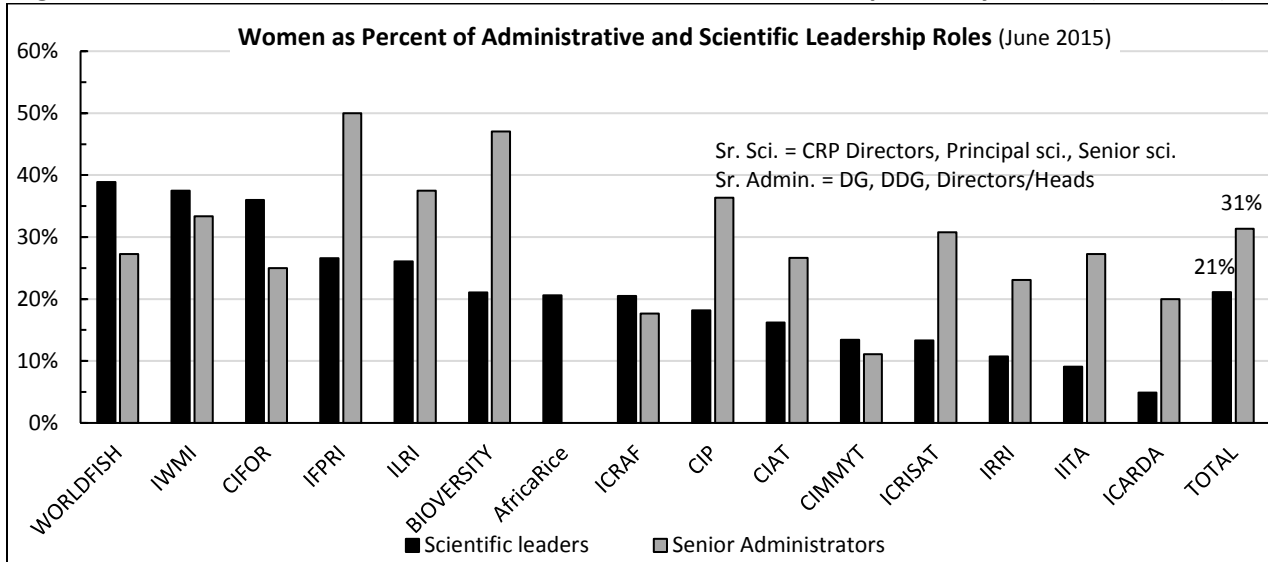
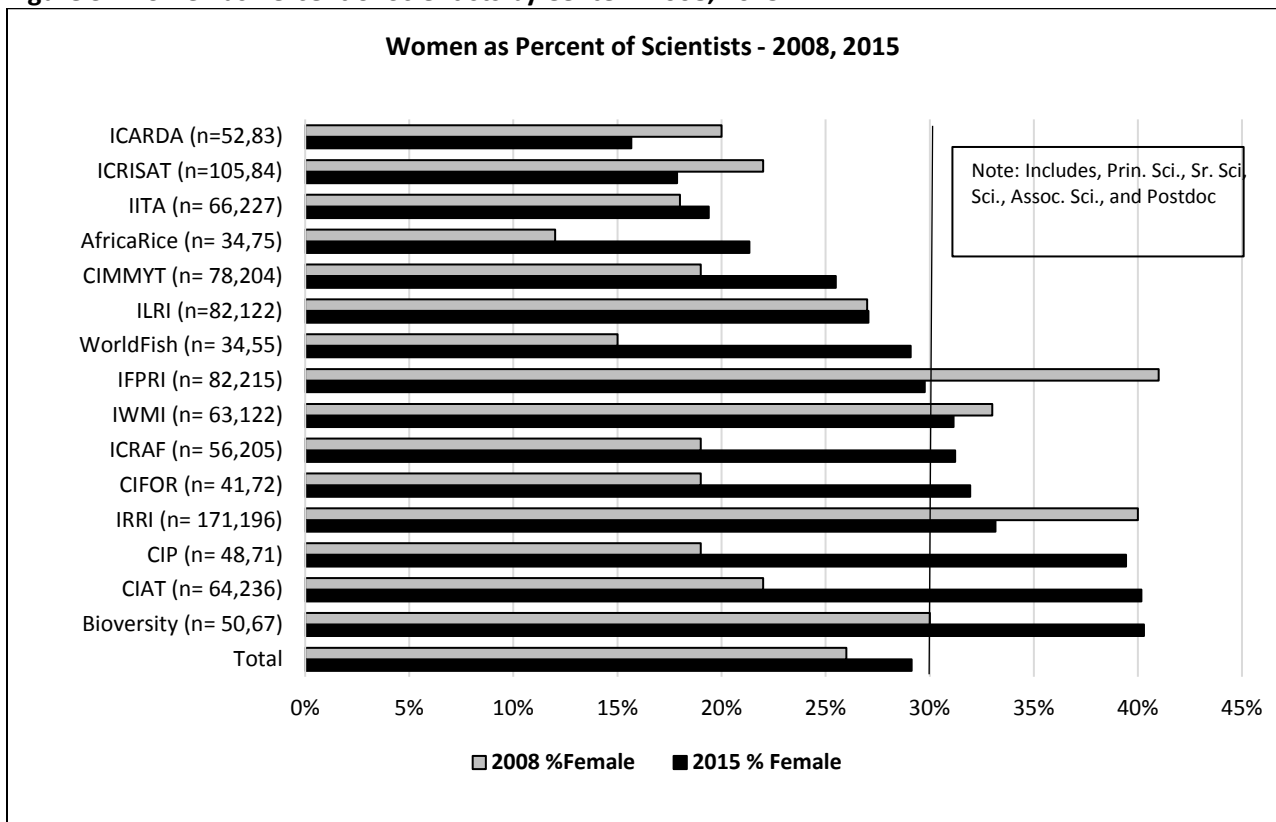


Figure 3: Women as Percent of Scientists by Center - 2008, 2015



Note: n=Total number of staff in category 2008, 2015

Supply of Scientists. The supply of scientists with relevant training for CGIAR, while still constrained, has improved markedly in recent years in terms of the percent women earning doctorates. This should facilitate strengthening gender diversity in the Centers if they recruit top talent strategically and proactively.

The supply of doctorates earned by women in fields relevant to CGIAR from US Universities, for example, has increased significantly. In the past two decades, the share of doctorates awarded to women in the agricultural sciences and natural resources increased by 46 percent from 429 in 2004 to 629 in 2014. Women in 2014 earned 48 percent of the doctorates in these disciplines²⁴.

Trend data and data on doctorates produced is not available for economically developing countries, but data from the Agricultural Science and Technology Indicators (ASTI) database managed by IFPRI provides partial data on human resource capacity on research. These data show that women comprise just over a quarter of the researchers with PhDs and MScs in fields relevant to CGIAR (Table 3). Countries with the largest numbers of research full time equivalent (FTEs) of female doctorates are middle-income countries such as Argentina, Brazil, Egypt, India, Mexico and Turkey²⁵.

Given that in 2015, 57 percent of all scientists and 52 percent of women scientists in CGIAR came from economically developing countries²⁶, this more constrained supply of PhD trained women scientists in economically developing countries is a clear hindrance to significantly increasing the representation of women at senior levels of the scientific staff in the short term.

Table 3: FTEs by Degree Level – Economically Developing Countries (2011, 2012)

Region	PhDs			% Female	MSc			% Female
	Male	Female	Total		Male	Female	Total	
SSA	1,837	429	2,267	19	3,331	966	4,296	22
LA	5,280	2,981	8,261	36	3,496	1,819	5,315	34
WANA	5,547	2,495	8,041	31	2,481	1,617	4,098	39
Asia	9,588	1,833	11,421	16	6,264	1,764	8,028	22
Total	22,252	7,739	29,991	26	15,571	6,166	21,737	28

Compiled from ASTI Database, 2011, 2012

Overall Assessment and Conclusions. While moderate progress has been made in increasing women’s representation since 2008, particularly among Directors/Heads and at the lower ranks of scientists (Postdoctorates and Associate Scientists), women remain underrepresented in professional, scientific, and leadership roles in the Centers at least to a moderate extent. Thirteen of the fifteen HR Directors

²⁴ US longitudinal data is readily available and is presented here as an example of the growth of women in these fields. National Science Foundation, National Centre for Science and Engineering Statistics (NCSES), *Doctoral Recipients from US Universities, 2014*, Arlington, VA, NSF 16-300. December 2015. <https://www.nsf.gov/statistics/2016/nsf16300/digest/>

²⁵ Agricultural Science and Technology Indicators, led by IFPRI. <https://www.asti.cgiar.org/>

²⁶ Data collected from the Centres by the CGIAR Consortium Office, June 2015.

concluded that women remain underrepresented in the leadership roles in the Centers. In addition, almost 60 percent of staff responding to the *Workplace Perspectives Survey* perceive that women are underrepresented in both informal leadership roles (e.g., those in which women are not formally designated in a structural leadership roles, such as Chair of a Task Force) and formal leadership roles.

CGIAR has made a strong commitment to increasing the representation of women across all levels of the System and its Centers. This commitment is laudable and demonstrates the priority placed on enhancing gender diversity, equity, and inclusion. At the same time, CGIAR needs to revisit its goal of having 45 percent women across all professional roles and 50 percent in senior professional and management roles by 2020 (see Recommendation 2b)²⁷. As noted above, meeting this goal would require a very high rate of increase of women in the Centers, especially given the constraints in supply of women scientists trained at the graduate level from economically developing countries. Setting the bar too high can discourage action and create a sense of insurmountable failure. An overall goal of 35 percent representation by 2020 would be a stretch goal but could be attainable with focused efforts as outlined in subsequent chapters of this report. Given the wide variation in women's representation across the Centers, defining relevant targets at the Center level will need to take into account the current representation of women as well as the supply of doctorate trained candidates in the major disciplines from which they recruit and their geographical context.

To garner the full benefits of gender diversity as a means to enhance organizational performance, priority should be given to increasing the representation of women in groups that have the strongest bearing on the delivery of the Center's missions: a) senior leadership/management; and b) scientists and scientific leadership. This will require target-setting and proactive recruiting. Increasing the representation in these roles will provide an additional benefit of enhancing the recruitment of more junior women who want to see role models at higher levels in the organization and be confident that there are viable career paths for women to reach leadership positions (See Recommendations 2b and 8).

²⁷ CGIAR Diversity and Inclusion Strategy, 2016-2020. pp 9

4. Recruitment and advancement: policies and practices that enhance gender diversity and equity

Evaluation Question Addressed

EQ 3: Do the Centres have policies and practices in place that facilitate the recruitment and advancement of high quality male and female talent and ensure unbiased consideration of candidates?

- a. Do the Centres have clearly articulated policies and implemented practices to proactively recruit and attract high quality male and female talent?
- b. Do the Consortium and the Centres monitor recruitment processes in terms of application, selection, and hiring rates of men and women in order to identify opportunities for improvement?
- c. Is there an evidence-based understanding of the causes for a gender differential if it exists?

To assess CGIAR's performance with respect to policies and procedures for enhancing gender diversity, equity, and inclusion, we used three approaches. First, we drew on and updated a set of best practices from two self-assessment instruments developed for the CGIAR Centers by the former Gender and Diversity Program²⁸. We then collected data on the extent to which these best practices were being used in the Centers through our survey of the Human Resources Directors. Based on these results, we developed a scoring model to provide aggregate measures by field of action, such as recruitment and advancement. The scoring model indicates the extent to which the best practices are being used and allows for comparisons across Centers. Thirdly, we collected data on the HR Directors' opinions of performance and use of the best practices as well as opinions of employees from six Centers through our *Workplace Perspectives Survey*.

4.1 Recruitment and Hiring

Strong and proactive recruitment practices that attract high quality candidates from a diversity of backgrounds are critical to building a world class staff, a high performing organization, and an inclusive workplace. Recruitment to strengthen gender diversity has been a priority area of attention in CGIAR since

²⁸ Merrill-Sands, D. and Scherr, S. (2001). *Centre Self-Assessment for a Woman-Friendly Workplace*. CGIAR Gender and Diversity Program. Working Paper no. 29. May 2001; Allen, N. and Wilde, V. (2003). *Monitoring and Evaluating Diversity Goals and Achievements: Guidelines and tools for the CGIAR Boards of Trustees*. CGIAR Gender and Diversity Program. Working Paper no 41, October 2003.

the founding of the Gender Staffing Program in 1992²⁹. It was reinforced as a priority subsequently by the Gender and Diversity Program as well as the 2015 CGIAR Diversity and Inclusion Strategy.

However, we do not see a wide use of best practices mainstreamed across the Centers today. Recruitment as a field of action received the lowest score (44 out of 100 percent percent) in our model of scoring the use of best practices.

On average, the Centers do not take a proactive stance towards identifying and attracting women candidates despite the fact that majority reported that there were significantly fewer women than men applying for their positions:

- only half of the Centers have documented strategies for enhancing gender diversity in recruitment, including setting targets;
- only four of the HR Directors perceive that hiring managers in their Centers do proactive outreach to increase applications from qualified female applicants. The *Workplace Perspective Survey* respondents, including Senior Leaders/Managers, concur that managers' proactive outreach is limited. Women are significantly more critical than men on this point;
- only eight of the HR Directors report that they actively encourage women to apply in their job announcement or web portals or express their Center's commitment to diversity. A review of 99 position announcements confirmed that few Centers used job announcements to express the value the place on diversity at the workplace and explicitly encourage women to apply. [See positive examples in Box 2.];
- only six of the Centers report that they have an evidence-based understanding of the factors driving the differential rates of applications from men and women.

Box 2: Examples of model statements in position announcements communicating value placed on diversity and linking diversity to organizational excellence

CIAT: CIAT offers a multicultural, collegial research environment with competitive salary and excellent benefits. CIAT is an equal opportunity employer, and strives for staff diversity in gender and nationality. Women and developing country professionals are encouraged to apply.

CIMMYT: CIMMYT is an equal opportunity employer. It fosters a multicultural work environment that values gender equality, teamwork, and respect for diversity. Women are encouraged to apply.

WorldFish: WorldFish is committed to promoting a work environment where diversity of thought, style, culture and experience is valued. We support individual performance and potential in achieving our organizational goals and mission. We are an equal opportunities employer and professionals from developing countries are encouraged to apply.

²⁹ CGIAR Gender Staffing Working Papers, <http://www.cgiar.org/web-archives/www-worldbank-org-html-cgiar-publications-gender-html/>

Proactive recruitment of women is an area that requires renewed attention. The former Gender and Diversity Program supported the Centers by maintaining a large and active database of women scientists in fields relevant to CGIAR. A proactive strategy, which emphasizes identifying and mobilizing applications from top quality female candidates, is critically important if Centers are going to compete successfully for top talent globally and increase the proportional representation of women. This cannot be driven by changes in supply alone (see chapter 3).

On the other hand, the Centers have given priority to equity issues in recruitment and hiring. They have made good progress in mainstreaming policies and practices to ensure that men and women receive equal treatment during the hiring process. For example, the majority of Centers report that their hiring committees are comprised of men and women. Further, all Centers use clearly defined criteria and a standardized interview process for assessing candidates. All of the HR Directors perceive that male and female candidates receive equal treatment at least to a moderate extent. Respondents to the *Workplace Perspectives Survey*, including Senior Leaders/Managers, strongly agreed with this assessment. Staff also reported that to a large extent they felt that they had been treated fairly in the hiring process, with men and women holding similar perspectives.

However, neither HR Directors, Senior Leaders/Managers, nor employees thought that Centers gave adequate attention to training members of internal search committees in order to reduce the potential for conscious or unconscious bias in the assessment of candidates. The focus on training to help reviewers manage implicit bias is important. Ample research has demonstrated that awareness of implicit bias and gender-blind processes for reviewing and assessing candidates result in more equitable outcomes for women. A well-known example of this is a study conducted on auditions for world class orchestras. When the candidates performed behind screens so that their gender was not visible to the review committee, women were rated higher than when they were visible and significantly more were hired. Similar studies have been conducted on the review of resumes in academic departments. When the name on the resume is an obvious male name the candidate is rated higher than when the exact same resume is reviewed and the name is an obvious female name³⁰.

HR Directors perceive the primary constraints to recruiting female scientists and professionals as 1) limited supply of female researchers, particularly from economically developing countries, in the fields in which they are recruiting (see chapter 3 on supply); 2) lack of spousal employment opportunities; and 3) locations of postings are challenging for raising families. The latter two factors can be more challenging for women who are often more reluctant than men to leave their families behind in their home countries while they relocate to work at a Center research location.

³⁰ Goldin, C. Rouse, C. (2000). "Orchestrating Impartiality: The Impact of 'Blind Auditions' on Female Musicians." *American Economic Review*, vol. 90 (4), September 2000, pp715-741. Moss-Racusin, C., et.al. (2012). "Science faculty's subtle gender biases favor male students." *Proceedings of the National Academy of Sciences in the USA.*, vol. 109, no. 41. Bohnet, I. (2016). *What Works: Gender Equality by Design*. Cambridge, MA. And London: Harvard University Press.

The strategies HR Directors cited most often as facilitators for recruiting are: 1) being proactive in outreach to women candidates; 2) promoting the power of the mission and the nature of the work at the Centers; 3) flexible work arrangements; and 4) creative responses to spouse employment.

Overall Assessment and Conclusions. In terms of their overall assessment of their Center’s progress in recruiting to foster gender diversity, the HR Directors saw moderate progress. Nine of the HR Directors reported that their Centers were meeting or exceeding expectations, and six reported that they were falling short of expectations. Overall, employees responding to the *Workplace Perspectives Survey* agreed that their Center is making progress in fostering equity and fairness within the recruitment process. However, women’s average response on this issue was significantly less favorable than that of the men or of the Senior Leaders/Managers (Annex 1: Table 2).

Survey Question	Men	Women	All Staff	Senior Leaders/ Mgrs.	6 HR Dir. ^{1/}	15 HR Dir.
My Center is making good progress in fostering equity and fairness within the hiring and recruitment process	4.15	3.51	3.83	4.30	2.17	2.7

Scale: Extent Agree, 1 = Strongly Disagree and 5 = Strongly Agree. Difference between men and women sig. at $p < .01$ level.

Note: ^{1/} The 6 HR Directors are from the Centers that participated in the *Workplace Perspectives Survey*.

The perspectives from the Centers are more favorable than our assessment. We concur that the Centers appear to be managing the review and hiring processes in a manner that is equitable and mitigates discrimination. However, in general, the Centers are not taking a proactive approach to seeking out high quality female candidates and attracting them to their Centers. Nor are they actively communicating their positive attributes as mission-focused, high achieving, engaging and prestigious research organizations that are committed to cultivating a workplace that values diversity and fosters a culture of excellence where each staff member can contribute to his or her fullest potential.

To move forward in enhancing gender equity, Centers need to: 1) be more proactive in recruiting women, 2) build a wider net of partnerships with universities, research and development organizations that have strong representation of women, and women’s professional associations to strengthen the pipeline of female talent; and 3) ensure that managers have the knowledge and skills to mitigate subtle unconscious bias in the hiring process (see Recommendations 5 and 8).

4.2 Advancement

- a. Do the Centres have policies and practices in place which enable the equitable recognition and advancement of men and women?
- b. Do the Centres periodically analyse promotion rates for men and women to assess for potential bias or differential career outcomes?
- c. Do men and women perceive that opportunities for professional development and career advancement are equitable for men and women?

A central goal of the CGIAR Diversity and Inclusion Strategy is to foster policies, practices, and work cultures that ensure that men and women of similar qualifications and achievements have equitable opportunities for promotion and advancement. As noted in chapter 3, there has been modest progress in aggregate in the expansion of women’s representation in both scientific and managerial leadership roles within the CGIAR Centers since 2008.

Our scoring model of best practices based on the reporting of the HR Directors indicates that the Centers have done well in instituting policies and practices that support strengthening gender diversity and equity in the area of advancement. The Centers, in aggregate, scored 72 out of 100 percent for best practices in advancement as a field of action. This is also the field of action in which we see the most consistency in policies and practices across the Centers.

Policies. HR Directors’ responses indicate that the majority of Centers have in place, at least to a moderate extent, policies and procedures that foster transparency and consistency in the processes for performance reviews and promotions. Clear and transparent processes help to ensure equity in treatment. This is the area where the Centers are strongest.

- Fourteen of the 15 Centers report having clarity and transparency in criteria for defining position classifications grades for professional and managerial staff as well as in salary ranges connected to staff grades or position types. Nine Centers report that the salary grades and ranges are published and transparent to staff.
- Ten Centers report having clearly defined criteria for performance reviews that are communicated to staff, as well as transparent criteria and procedures for determining staff promotions.
- Ten HR Directors report that they have policies in place to ensure that men and women have equal opportunities for professional development and training and seven for mentoring.

The Centers have done much less in terms of analyzing and monitoring salary parity between men and women. Only six Centers report that they track salary gaps between men and women. This is a critical issue as research shows that salary gaps persist between men and women in positions of similar responsibility and of equivalent performance in both the non-profit and for-profit sectors.

Practice. While policies appear to be comprehensive, the actual practice of implementing policies consistently and the complementary managerial behaviors and practices required to ensure fairness and equity in the professional development and advancement is less consistent and requires further attention.

Half the HR Directors perceive that managers only implement the Center’s policies to a moderate extent. Moreover, only a third of the HR Directors were confident that they had policies and processes in place to mitigate against more subtle reviewer bias in performance reviews. Positive examples of procedures that Centers have employed to guard against conscious or unconscious bias include the use of multiple reviewers, a review of reviews to ensure consistency in use of rating scales, panel reviews, and formal training of reviewers. In terms of monitoring systematically the results of their policies, only 40 percent of the Centers systematically analyse the promotion rates and salaries of men and women to ensure that there are no significant inequities.

Policies are an important first step in addressing issues of equity and building strong diverse and inclusive organizations. They provide the scaffolding. However, it is the behavior of managers and employees that shape the outcomes. To look at this more subtle aspect of fostering gender equity in advancement, we compared the responses of HR Directors from the six Centers that participated in the *Workplace Perspectives Survey* to those of their employees to determine any important differences in perceptions related to career advancement. We specifically looked at perceptions of policy implementation and managerial behaviors impacting performance assessments and opportunities for advancement.

For the most part, HR Directors’ and employees’ perceptions from the six Centers participating in the *Workplace Perspectives Survey* are aligned (Annex 1: Table 3). However, we also found several important areas of divergence. These include the following.

- **Transparency.** Compared to HR Directors and Senior Leaders/Managers, employees perceive the criteria for performance review and staff promotions to be less clearly defined. Women, in particular, are less positive than men about the transparency and clarity of criteria especially related to promotion (Annex 1: Table 3). However, these concerns diminish in those Centers with higher percentages of women in leadership roles.
- **Minimizing bias.** Women concur with the HR Director’s that there are not adequate process in place to minimize bias in reviews. In contrast, however, men and Senior Leaders/Managers perceive that such processes are in place. Women also cited managers’ reluctance to promote women as a moderately problematic barrier to women’s advancement as well as managers’ assessments of competence being biased by gender stereotypes as a barrier (Annex 1: Annex 1: Table 7). Of concern is that female scientists feel this most strongly. Working intentionally to minimize bias is important as ample research has demonstrated that unconscious bias derived from cultural stereotypes can unintentionally influence manager’s perceptions of competence, commitment, aptitude, expected behaviors, and “fit”³¹.

³¹ Banaji, M., M. Bazerman, D. Chugh (2003). How (Un)ethical are You?, *Harvard Business Review*, December 2004. Eagley, A. and L. Carli. (2007). *Through the Labyrinth: The Truth about How Women Become Leaders*. Boston, MA: Harvard Business School Press. Heilman, M.E. & Parks-Stamm, E.J. (2007). Gender stereotypes in the workplace: Obstacles to women’s career progress. In S.J. Correll (Ed.), *Social Psychology of Gender. Advances in Group Processes* (Volume 24) 47-78. Elsevier Ltd., JAI Press. Banaji, M. and A. Greenwald (2013). *Blindspot: Hidden biases of good people*, New York: Delacorte Press. Sandberg, S. (2013). *Lean In: Women, work and the will to lead*. New York, Alfred A. Knopf, Chap. 1.

- *Mentoring and coaching.* In assessing barriers to women’s advancement, HR Directors (and men) identified the lack of role models, networking, and mentoring opportunities as somewhat problematic. Women, particularly those in Centers with lower percentages of women in leadership, saw these as significantly more problematic (Annex 1: Table 4).
- *Work-family integration.* An important area of difference between employees and HR Directors’ perceptions relates to work-family and childcare responsibilities as a barrier to women’s advancement. HR Directors saw these areas as being minimally problematic while men and especially women saw them as moderately problematic (Annex 1: Table 4).

These identified areas of gender-based differences in perception can help HR Directors to reexamine policies and practices that affect career advancement of both men and women and understand in a deeper way the factors driving the differences.

Significant differences in perceptions between men and women. The most striking and concerning finding from the *Workplace Perspectives Survey* is the consistent and salient pattern of significant differences between men and women with respect to their perceptions of their Center’s commitment to fostering gender equity, the opportunities or barriers to advancement, fairness and equity in career advancement and professional development, as well as their personal experiences regarding career advancement (Annex 1: Table 5, Annex 1: Table 6, Annex 1: Table 7).

Men rate their Center’s policies and practices consistently more positively than women across almost all aspects related to career advancement and satisfaction. Similarly, men perceive many fewer differences between men and women in their career opportunities while women see the impact of barriers to their advancement as more pronounced than men do.

Among scientists as a group, the same pattern persists with men having a more positive experience, but the differences between men’s perceptions and those of women are more pronounced with respect to behavioral and managerial issues. Women agree significantly more strongly than men that men are advantaged in developing their careers in terms of access to informal networks, mentoring, career advice from colleagues, and feedback on their performance. Compared to men, women also agree much more strongly that men are more likely to have influence on Center politics and administration than women.

This pattern is typical of the different experiences of a dominant group versus a minority group in an organization. It calls attention to the need for men, and particularly male managers, to not assume women are experiencing the workplace the same way that they are. Men’s consistently more positive perceptions both in terms of their own career advancement and the perceived opportunities for women can obfuscate women’s perspectives and experiences. This, in turn, can reduce the impetus or priority a Center will give to investing in initiatives that promote gender diversity and equity. It is important that the assumptions of the dominant group are consistently tested and that managers sustain a stance of inquiry, regularly collecting and disaggregating data and feedback from diverse groups of employees.

Men’s and women’s experiences related to career advancement. In addition to collecting data on men’s and women’s perceptions of gender issues at the workplace, we also collected data on employees’ individual experiences with career advancement and professional development.

In the six Centers that participated in the *Workplace Perspectives Survey*, a positive finding is that both men and women are generally satisfied with their performance reviews, compensation, and career progress within their Centers. Men and women are also equally satisfied that their contributions are appropriately recognized. In all other areas, men are consistently more satisfied, but the gaps, while statistically significant, do not indicate major problems. Looking at eight key indicators areas of satisfaction, the mean for men was only moderately higher than that for women (Annex 1: Table 5).

Consistent with the observations noted above, the largest gaps relate to women’s lower satisfaction with their experiences with mentoring and receiving constructive criticism and coaching from their supervisors. Women scientists were the least satisfied with their mentoring opportunities and feedback from their supervisors (Annex 1: Table 5). These gaps suggest that Centers should prioritize skills in coaching, mentoring, and feedback in management training provided for supervisors, particularly those working with scientific staff.

Men’s and women’s career aspirations. A very positive finding is that both men and women express similar levels of interest in being promoted and in obtaining a leadership role. These findings are important because it is often posited that the lack of women’s representation in leadership is because they are less interested in leadership and power. It is also very encouraging to see that both men and women have a strong interest in having more powerful positions to help their Center achieve its objectives or run more effectively (Annex 1: Table 6). While men were somewhat more optimistic that they would obtain a promotion or a leadership position, the difference, while statistically significant, was not large.

Building on this analysis of career aspirations, we examined the extent to which men and women actually asked for and received promotions. The data show that men and women are almost equally requesting and receiving them. During their tenure at their Center, 46 percent of the women compared to 41 percent of the men had requested a promotion. Of those who requested, 71 percent of the women compared to 65 percent of the men received their promotions. These findings are encouraging in that they indicate that there is a pipeline of women who aspire to leadership roles. These findings also contrast with HR Directors’ and Senior Leaders/Managers’ perceptions that men actively seek promotions more than women and this is one of the reasons there are fewer women in leadership.

Overall Assessment and Conclusions. In aggregate, HR Directors’ overall assessment of their Center’s performance in fostering gender equity in advancement is relatively positive:

- nine assess their Centers progress as equal to or exceeding expectations;
- ten strongly perceive that men and women have equal opportunities for career advancement and professional development;
- ten strongly perceive that their Center’s leadership is attentive to fostering gender diversity in formal leadership roles.

At the same time, 13 of the 15 HR Directors believe that women are underrepresented in leadership roles at least to a moderate extent.

Employees’ opinions, as reported in the *Workplace Perspectives Survey*, are also quite positive about their Centers’ progress in fostering equity and fairness in career advancement and professional development for men and women. However, women’s opinions were significantly less positive than men’s.

Workplace survey (6 Centers)	Men	Women	All Staff	Sr. Leaders /Mgrs.	6 HR Dir. ^{1/}	All HR Dir.
My Center is making good progress in fostering equity and fairness in career advancement and professional development for both men and women	4.1	3.2	3.6	4.0	2.3	2.7

Scale: Extent Agree, 1 = Strongly Disagree and 5 = Strongly Agree. Difference between men and women sig. at $p < .01$ level.

Note: ^{1/}The 6 HR Directors are from those Centers that participated in the *Workplace Perspectives Survey*.

At the same time, while overall the assessment is quite positive, it is clear from the employee data that men’s perceptions and experiences with career advancement and professional development are in aggregate significantly more positive than women’s. Moreover, dissatisfaction with career opportunities is the primary reason women consider leaving their Centers (see chapter 5). Given that CGIAR prides itself on being a meritocracy in which staff are evaluated solely on the basis of their performance, it is important that HR Directors, Senior Leaders, and Managers in the Centers seek to understand these gender-based differences in perceptions and experiences more fully and address them as they continue to foster gender equity in career advancement and professional development.

As with recruitment, we see that policies that reinforce equity in performance assessment and promotion are well established. Areas for improvement include target-setting for women’s representation at higher levels and regular monitoring of promotions and career progression for men compared to women to ensure equity of opportunity. At the practice level, Centers need a more intentional approach to developing women leaders. The analysis shows that attention should be given to strengthening women’s opportunities for mentoring, networking, substantive coaching, and professional development. Managers are also need to increase their awareness of how unconscious bias can impact their assessments of competence and decision-making on promotions (see Recommendations 5 and 8).

5. Retention – policies, practices and patterns

Evaluation Question Addressed:

EQ4: Do the Centres have similar rates of retention of men and women within the managerial, scientific, and professional staff levels?

- a. Do the Centres monitor male and female retention rates by category of staff in order to identify any significant gender differences?
- b. If the retention rates are different, is there an evidence-based understanding of the causes for the differential retention rates?

Retention of high quality staff is critical to organizational performance in organizations. It reduces costs of recruitment, provides continuity in programs, enables organizations to reap the benefits of investments in professional development and training, and helps sustain values and norms that underpin the culture as well as core operating procedures. Retention often does not receive adequate attention in Diversity Initiatives. Major investments are made in recruitment, but if diverse talent is lost because recruits do not feel valued or do not perceive clear career paths, resources are squandered and a critical mass of staff of diverse backgrounds is not reached.

Retention depends on numerous factors including effective recruitment processes to ensure a good fit with the work and the organization; employee's satisfaction, engagement and sense of fulfillment in their work; employees' sense of optimism about their opportunities for professional growth and advancement; and employees' sense of their inclusion and contribution. Strong retention is critical to strengthening diversity in an organization and to achieving a critical mass of people from different identity groups. If employees feel marginalized or cast even subtly as outsiders in an organization, they are much less likely to stay.

HR Directors report that their Centers make a significant effort to retain high performing men and women and that their efforts are relatively successful, meeting their expectations. Moreover, they do not perceive significant differences in the retention of women compared to men³². Most Centers monitor the rates of attrition of men and women and the majority conduct exit interviews to better understand the reasons staff leave.

Interestingly, the *perceptions* of the staff responding to the *Workplace Perspectives Survey* regarding differential rates of attrition for men and women varied from those of the HR Directors. Only about one third of staff felt that their Centers were successful in retaining high performing female staff compared to half who agreed that their Centers were successful in retaining high performing male staff. Women, compared to men, perceived much less success regarding retention of women.

³² We did not collect gender disaggregated data on actual attrition from the Centres as part of this evaluation.

The different perspectives of men and women on the success of retaining high performing women likely reflects the heightened visibility of women as a minority group. Given their smaller numbers, individual women have more visibility and their departures are therefore more memorable. This is an important area to monitor since the perception among women that more of them leave, accurate or not, could undermine their own commitment to their Center, their sense of inclusion, or their optimism about their future in the Center. If the Centers have concrete data showing that attrition rates do not vary significantly between men and women, it would be useful for HR Directors to share these data to counter perceptions to the contrary.

Factors driving attrition. The results from the *Workplace Perspectives Survey* reveal a more concerning view of retention. While almost half of the respondents agree strongly that they intend to stay at their Centers, 27 percent indicate that they intend to “leave this organization before too long” and 11 percent indicate that “they will quit as soon as possible.” Of the respondents considering leaving, 18 percent cite lack of career opportunities, 18 percent cite the employment package, and 13 percent cite family reasons such as school, spousal employment, or spouse having a good career opportunity. There are several salient differences between men and women in terms of reasons for considering leaving. Men cite more frequently the employment package (29 percent) compared to women (8 percent). Women cite organizational constraints much more frequently. A quarter of the women cite lack of resources to do their work and workplace culture as the primary reason for leaving while only 14 percent of men cite these reasons. Interestingly, family reasons are cited equally by men and women and are not a dominant reason for staff to consider leaving as is suggested by HR Directors. The emphasis Centers have placed on flexible work arrangements, work from home policies, and support for women to travel with infants has likely mitigated the importance of family issues as a driver of attrition (see chapter 4).

Looking specifically at the 27 percent (n=89) of respondents who indicated that they are considering leaving “before too long” there was a significant gender difference: 33 percent of the women respondents expressed intent to leave compared to only 25 percent of men³³. This reflects the general pattern observed from the survey findings that men are generally more satisfied with their careers and feel more included and influential (see chapter 4, paragraph 4.2).

To understand more fully the factors contributing specifically to women’s attrition, we compared the responses of the women who indicated that they planned to stay and those who expressed intent to leave. The areas of greatest and significant difference relate to 1) **career advancement** in terms of satisfaction with opportunities for career advancement, equity and fairness in advancement, mentoring and coaching support, trust of supervisor, and recognition for contributions; 2) **work culture** in terms of experiences of inclusion, perceptions of Center’s commitment to advancing gender equity and inclusion, and presence of role models; and 3) experiences of **burnout** (Annex 1: Table 9). These findings do not align with the perceptions of HR Directors who placed more emphasis on family issues, such as lack of employment opportunities for their spouse and schooling opportunities for children, as factors driving attrition.

³³ Respondents leaving due to retirement were not included in the analysis of factors related to intent to leave. No single Centre shaped the overall results in a significant manner.

Further exploring gender differences in retention, we examined two predictive indicators - job burnout and employee engagement. Burnout is often higher for members of a minority identity group in an organization as they have to invest the additional energy into fitting into a culture where they do not feel fully comfortable or accepted. As noted among the survey respondents, burnout can lead to dissatisfaction, a sense of being under appreciated, and increased intent to leave. The responses from the *Workplace Perspectives Survey* indicate that both men and women are experiencing burnout to a moderate extent but women, particularly women scientists, are experiencing it more than men (Annex 1: Table 8). Over half of both men and women report feeling that the work they are expected to do is too great. The data on burn out indicate that this is a clear area of vulnerability for the Centers in terms of retention.

With respect to employee engagement, the findings are quite positive. Two-thirds of the respondents agree that they are excited by the work and career opportunities at their Center and over half strongly agree that they can build their career successfully at their Center. It is important to note, however, that while women are moderately positive about being able to build their careers at their Center, they are significantly less positive than men (Annex 1: Table 8).

From the HR Director’s perspective, the two most important facilitators for retaining women cited are flexible work arrangements to enhance work-life balance and a stimulating work and work environment. Employees also cite these factors as important for their job satisfaction and retention (see chapter 6).

Overall Assessment and Conclusions. Senior Leaders/Managers included in the *Workplace Perspectives Survey* as well as HR Directors in all Centers believe they are doing quite well in retaining male and female talent and, in general, do not see higher attrition rates for women. Twelve of the HR Directors indicate that they are meeting expectations in terms of their success in retaining female talent and only 20 percent indicated that they were falling short. However, the responses from the *Workplace Perspectives Survey* reveal a more complex picture. A higher percentage of women are considering leaving and for different reasons than those cited by men.

Given that almost 38 percent of the respondents to the *Workplace Perspectives Survey* indicate an intent to leave, it is important that Centers continue to be vigilant about monitoring attrition and have sound systems in place to analyse patterns of attrition for men and women across different staff categories as well as their reasons for leaving (see Recommendation 9). The data shows that interventions to retain women will be quite different than those that will be meaningful to men. Women’s retention is influenced by their perception of opportunities for career advancement and access to coaching, mentoring, and professional development as well as their perceptions of their Center’s commitment to fostering gender equity and inclusion in the workplace (Annex 1: Table 9).

Survey Question	Men	Women	All Staff	Sen. Leaders/ Mgrs.	6 HR Dir. ^{1/}	15 HR Dir.
My Center’s efforts in retaining high performing female staff are successful	3.4	2.8	3.1	3.5	2.5	2.8

Scale: Extent Agree, 1 = Strongly Disagree and 5 = Strongly Agree. Difference between men and women sig. at p<.01 level.

Note: ^{1/} The 6 HR Directors are from the Centers that participated in the Workplace Perspectives Survey.

6. Fostering a work culture and environment that supports gender diversity, equity, and inclusion

Evaluation Questions Addressed

EQ6: Does the work environment and organizational culture foster respect for all individuals, fairness, and appreciation of the value of diversity in the workforce?

- a. Do employees across all levels perceive that the workplace is respectful of diversity in terms of identity (gender, nationality, ethnicity, etc.) as well as ways of working and leading?
- b. Do the Centres have policies and practices in place that aim to create an inclusive and respectful work environment in which diversity is valued?
- c. Do Centres have in place policies and practices that aim to specifically create a gender equitable environment (e.g. policies regarding sexual harassment, family leaves, work-life balance, support for spousal employment)?
- d. Do the Centres have training in place to assist managers to understand how unconscious bias can influence their decision-making in recruitment, management, and evaluation of employees? If training is in place, to what extent do managers actively work to guard against unconscious bias

EQ5: To what extent are informal decision-making processes at the Centre level inclusive of both men and women?

- a. What is the gender representation of key decision-making bodies within the Consortium and Centres

Creating and sustaining a work environment that supports diversity and enables staff of diverse identities and backgrounds to feel included and contribute to their fullest potential is generally the most challenging area for making change. It requires strong leadership and a sustained focus and commitment if a positive and inclusive culture is to be successfully cultivated and endure³⁴.

To assess this dimension of fostering gender diversity and inclusion, we looked at policies and practices designed to create workplaces that are safe and supportive of women and families as well as norms, values, and behaviors that create a hospitable, respectful, and inclusive environment for both men and women.

³⁴ Merrill-Sands, D. Holvino, E., and Cummings, J. (2000) *Working with Diversity: A Framework for Action*. CGIAR Gender and Diversity Program Working Paper, no. 24.

Safe and hospitable workplace. Centers have given priority to and been successful in meeting the basic requirement of ensuring that their workplaces are safe and free of harassment. Thirteen of the HR Directors agree that their Centers have implemented explicit policies and grievance procedures regarding sexual harassment. All Centers have whistle blower policies in place³⁵. According to annual CGIAR Consortium Gender and Diversity Performance Reports, reported harassment cases are few. Moreover, men and women responding to the Workplace Perspective Survey reported essentially no experiences with sexual harassment. To a very limited extent, women reported having had at least one occasion when they felt intimidated or bullied. Only six Centers, however, have provide training on sexual harassment.

In the more subtle areas of creating a hospitable, inclusive, and gender-aware work environment, ten HR Directors report that their Centers actively encourage gender sensitive behavior, in terms of language use, jokes, and comments. Employees responding to the *Workplace Perspectives Survey* concur with this perspective. Similarly, they reported only limited instances of hearing insensitive or disparaging comments about women at the workplace (Annex 1: Table 10).

We also examined several aspects of inclusion relating to whether men and women feel that they are part of a collegial social community. Here, the differences between men' and women's perceptions are significant. Women agree significantly more strongly than men or Senior Leaders/Managers that male employees are more likely to be involved in informal social networks in the Center and that "small talk" in the Centers is geared more to interests of men than women. These differences in perception between men and women are more exaggerated among scientists (Annex 1: Table 7). These gender differences in feeling integrated within the community are salient for advancement and retention. Relations built through informal networks can lead to collaborations, broader professional networks within and outside of the Centers, and expanded access to information and influence opportunities. They also foster retention by creating stronger senses of allegiance and inclusion.

Together, these data indicate that the Centers, as a whole, have successfully created safe environments which are largely absent of harassment or overt negative behavior towards women. At the same time, particularly among scientists, women do not feel as connected or included within the collegial and social communities of the Centers. The cultures of the Centers remain quite male dominated and men as a group as well as Senior Leaders/Managers lack awareness of women's sense of being less connected (Annex 1: Table 7).

Family-friendly workplace and support for work-personal life balance. Centers have emphasized and done a good job in establishing policies and practices that support staff with families and create a positive environment for balancing work and family responsibilities. While important for the recruitment and retention of both men and women, these policies and practices usually take on additional import for women who often carry more responsibilities for their families and children.

³⁵ CGIAR Consortium Office (2015). Fourth CGIAR Consortium Gender and Diversity Report, September.

In terms of family friendly policies, all Centers offer paid maternity leave and all but one Center offers paid paternity leave. Maternity leave is typically 3 months, which is short for some employees from home countries with more generous policies and ample for others from countries where paid maternity leave is less widely accepted. Paternity leave averages 1-2 weeks. All but two Centers also offer paid maternity and paternity leave for the adoption of children. Eleven Centers offer assistance to employees with childcare at least to a moderate extent. Several Centers have instituted progressive policies that enable women who are breast-feeding to take their children and their child care providers with them when on duty travel. Very positively, staff do not perceive that either women or men lose status when they take maternity or paternity leave.

A significant majority of employees (85 percent) responding to the *Workplace Perspectives Survey* feel that their Center is “family friendly”. Men have a more positive view than women, particularly within the scientist subgroup, but the overall assessment is fairly positive. However, it is surprising and concerning that satisfaction is considerably lower for men and even more so for women who have children living with them.

Centers have invested significantly in creating policies and practices that give employees flexibility to assist them in better integrating their work and personal life responsibilities. Policies such as these help with both recruitment and retention of high quality male and female staff, particularly those with children. In the *Workplace Perspective Survey*, employees report that flexibility in work arrangements that enable them to better balance work and personal life responsibilities is very important to them. This is consistent across both men and women and across those with or without children (Annex 1: Table 10, Annex 1: Table 11).

Twelve of the HR Directors report that their Centers provide flexible arrangements to a large extent and nine report having work from home policies. On average, staff are positive about the extent to which their Centers are providing this flexibility. Importantly, neither HR Directors nor staff perceive that the use of such benefits negatively impacts an employee’s professional status. Women scientists are the least satisfied with the extent of flexible arrangements provided as are women who view themselves as the primary breadwinners.

Influence and inclusion in decision-making. With respect to more relational dimensions of inclusion, we examined the extent to which employees trust their supervisors, feel that they have influence, and participate in decision-making through informal roles (Annex 1: Table 6 and Annex 1: Table 11). While generally positive, men experience significantly more trust with their supervisors than women, and this gender difference was more exaggerated among the scientists. With respect to influence, interestingly neither men nor women, on average, feel that they have significant influence in their Centers. Men see themselves as having more influence, but the difference, while significant, is not marked. However, of concern is the finding that women feel much more strongly than men or Senior Leaders/Managers that men have more influence on Center politics and administration. Women also perceive themselves to be much less represented in informal decision-making roles than men perceive them to be (Annex 1: Table 3).

The HR Directors' perspectives are aligned with those of the women surveyed. Only nine of the fifteen perceive that staff give women equivalent respect, legitimacy and authority as they do male staff in comparable positions. Taken together, these data indicate that women feel more isolated than men from the networks of influence, power, and decision-making within the Centers. This sense of being an outsider whose opinions are less valued can undermine morale and organizational commitment. These data suggest that the Centers have significantly more work to do to create inclusive cultures for both men and women.

Norms and values supporting diversity and inclusion in the workplace. Overall, the Centers appear to be doing moderately well in communicating value and respect for gender diversity at the workplace (Annex 1: Table 10). Two-thirds of the HR Directors agreed strongly that their Center's leadership is committed to fostering gender equity at all levels of the organization. Only half, however, perceive that the Center leaders and managers endorse and enact gender equity to a significant extent or regularly articulate their commitment to fostering a work environment in which both men and women can thrive and contribute fully.

On a more concerning note, only six of the HR Directors believe that women in their Centers perceive the workplace as respectful and inclusive of diversity. Employees who participated in the *Workplace Perspectives Survey* reported similar perceptions: only half perceive that their Center strongly communicates its value and respect for diversity at the workplace. Men's perspectives and those of Senior Leaders/Managers were significantly more positive than those of women. This difference in perception between men and women is even more exaggerated among scientists (Annex 1: Table 1).

Skills and knowledge. Valuing diversity is a critical element of building an inclusive workplace in which people of diverse identities can contribute to their full potential. However, the full power of diversity to contribute to organizational effectiveness can only be fully harnessed when managers and employees have the awareness, knowledge, and skills to intentionally manage diversity and avail of diverse perspectives. "Research suggests that in more complex and long-term tasks, such as those typical of research, the benefits of diversity for innovation and creativity can best be realized when diversity is addressed specifically and group processes are managed to ensure inclusion, mediation of conflict, and transparency in decision-making"³⁶.

This is a weak area across the Centers. Only half of the HR Directors report that their Centers have policies or practices in place to ensure that gender diversity is considered when forming work groups, teams, committees, and task forces. Furthermore, only two HR Directors believe that managers use gender diversity proactively as a strategy for developing high performing work groups.

At the same time, the Centers have given limited attention to providing training to deepen staff's knowledge and skills on how to work effectively with diversity in groups. The majority of HR Directors

³⁶ Merrill-Sands, D. Holvino, E., Cummings, J. (2000). *Working with Diversity: A Framework for action*. Gender and Diversity Program Working Paper, no 24, pp8-9.

report that they provide no or limited training to managers and project/team leaders on managing diversity productively within their workgroups. This is concerning since only three of the HR Directors believe that managers and team/project leaders in their Centers have the knowledge and skills to elicit the full contributions of staff with diverse backgrounds and approaches and promote constructive dialogue among staff with different perspectives and opinions.

HR Directors in CIP, IFPRI, and IWMI cited training in managing diversity as a critical facilitator for fostering gender equity and building a more inclusive work environment. Several other HR Directors saw lack of awareness and training as a major constraint. Employees responding to the *Workplace Perspectives Survey* confirm that they have received only limited training on how to leverage the benefits of diversity in teams and workgroups.

Similarly, only one HR Director thought that managers and project/team leaders have the knowledge and skills to proactively manage unconscious bias in their assessment of employees' performance. Understanding how unconscious bias shapes assessments and decisions as a manager is a critical competency when building a diverse, equitable, and inclusive workplace³⁷. Yet women responding to the *Workplace Perspectives Survey* agree significantly more than men that managers' assessments of competence and performance are influenced by the unconscious or implicit bias shaped by stereotypes about women. Women scientists agree even more strongly (Annex 1: Table 7).

Overall Assessment and Conclusions. Two thirds of the HR Directors perceive that their Center is making good progress in fostering a gender equitable and inclusive work culture, but only two believe that their Center is exceeding expectations in this respect. Five believe that their Center is falling short of expectations.

The perceptions of staff responding in the *Workplace Perspectives Survey* are also quite positive at a macro level with two-thirds agreeing that their Center is making good progress in fostering a culture that supports gender equity and inclusion. Of considerable concern, however, is that women's assessments are significantly lower than men's across almost every aspect of workplace culture and inclusion that we assessed (Annex 1: Table 7 and Annex 1: Table 8). It is important that Centers take notice of these gender difference, collect Center-specific data, and take appropriate steps to close the gaps. Most importantly, male leaders and managers need to recognize that women are not experiencing an inclusive and supportive environment to the same extent as men are.

Centers' assessments of their progress in this area are higher than that of our scoring model. Our rating was only 54 percent for the extent of best practices being implemented. The most striking gap is the lack of investment in training of managers and members of work groups to enhance their knowledge and skills for working productively with diversity across multiple dimensions of identity (see Recommendation 5).

³⁷ Bohnet, I. (2016). *What Works: Gender Equality by Design*. Cambridge, MA. And London, England: Harvard University Press, pp 22-43. Banaji, M and Greenwald, A. (2013). *Blindspot: Hidden Bias of Good People*. New York: Delacorte Press. Eagley, A. and Carli, L. (2007). *Through the Labyrinth: The Truth about how Women Become Leaders*. Boston: Harvard Business Review Press.

Survey Question	Men	Women	All Staff	Senior Leaders/ Mgrs.	6 HR Dir.	15 HR Dir.
My Center is making good progress in fostering a culture that supports gender equity and inclusion in the workplace.	4.0	3.4	3.73	4.1	2.5	2.8

Scale: Extent Agree, 1 = Strongly Disagree and 5 = Strongly Agree. Difference between men and women sig. at $p < .01$ level.
 Note: ^{1/} The 6 HR Directors are from the Centers that participated in the Workplace Perspectives Survey.

In sum, most Centers have successfully mainstreamed policies and practices to create work environments that are safe, hospitable, “family friendly, and supportive of staff in balancing their work and personal life responsibilities. In the majority of Centers, the senior leadership is seen as committed to fostering gender diversity and equity. However, that commitment is not perceived to be systematically communicated nor consistently modeled (see Recommendation 9).

The analysis shows that Centers should invest more time, energy, resources and systematic attention to creating gender inclusive work environments. Men’s and Senior Leaders/Managers’ experiences and perceptions of inclusion are significantly more positive in almost all dimensions than those of women and women scientists are the least positive in their assessments. This suggests that considerably more work needs to be done to cultivate workplaces in which women feel fully included, respected, and their perspectives valued. In particular, Centers need to examine the extent to which women are included in systems of influence and decision-making and take corrective action if these are found wanting (see Recommendation 9).

Finally, Centers have invested very little in training managers, team and project leaders, and employees about diversity and the skills required to harness the full benefits of diversity at the workplace. CGIAR, or the Centers individually, need to give priority to investing in training to raise awareness, build knowledge, and develop skills for managing diverse work groups successfully (see Recommendation 5). These skills are critical if Centers are to be able to increase diversity in their staffs, maximize the benefits of diversity for organizational performance, and move to a level of excellence in terms of diversity and inclusion.

7. Mainstreaming policies, practices, and behaviours for gender diverse, equitable, and inclusive workplaces

Evaluation questions Addressed

EQ7: To what extent have the Centres mainstreamed key policies and practices to ensure gender equity, diversity, and inclusion in the workplace?

- a. To what extent have recommendations for policies and practices to foster gender equity developed and disseminated by the Gender Staffing and Gender and Diversity Programs from 1991 to 2011 been mainstreamed within HR policies and practices?
- b. To what extent is on-going learning being documented and disseminated among the Centres and within the Consortium Office?

In the prior chapters, we have assessed progress in mainstreaming best practices in each of the four fields of action – recruitment, advancement, retention, and work culture. In this final chapter, we take a more holistic perspective to examine the extent to which the Centers are mainstreaming policies and practices to ensure gender diversity, equity, and inclusion in their workplaces. We approached the question from five perspectives.

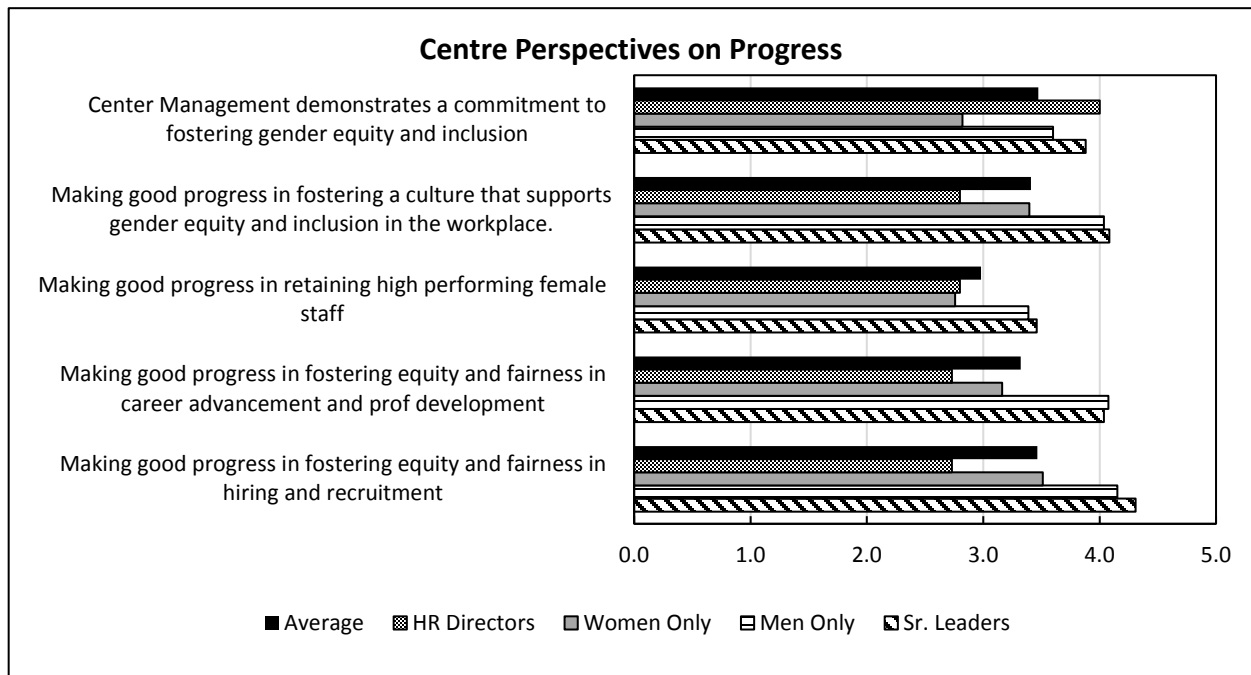
- We looked at the self-assessment on summary indicators of progress by key stakeholder groups within the Centers: senior leaders, HR Directors, male staff, and female staff. The leaders' and staff's perceptions are based on the responses to the *Workplace Perspectives Survey* administered in six Centers. The HR Directors' perspective reflects the mean across all 15 Centers (Figure 4).
- We used our scoring model to assess the extent to which best practices are being followed by the Centers in the critical fields of action – Recruitment, Advancement, Retention, Workplace Culture³⁸. The scoring is based on responses from the HR Directors.
- We transected the data from employees and HR Directors to identify gaps and areas of alignment.
- We did a statistical analysis to determine whether there were any salient relationships between certain fields of action or intervention areas and outcomes in terms of representation of women.
- We examined resource availability for investing in and sustaining efforts to foster greater gender diversity, equity, and inclusion.

³⁸ Merrill-Sands, D. and Scherr, S. (2001). *Centre Self-Assessment for a Woman-Friendly Workplace*. CGIAR Gender and Diversity Program Working Paper, no. 29. Allen, N. and Wilde, V. (2003). *Monitoring and Evaluating Diversity Goals and Achievements: Guidelines and tools for CGIAR Boards of Trustees*. Gender and Diversity Program Working Paper, no. 41.

Perceptions of key stakeholder groups. Overall, the key groups in the Centers perceive that they are making solid progress in critical areas for fostering gender diversity, equity, and inclusion³⁹. The Senior Leaders/Managers from the six sample Centers were the most positive about their Centers’ efforts. The HR Directors, perhaps because they are more knowledgeable about the field, were the least positive. Female staff’s views, while not extremely negative, were consistently less positive than those of male staff in almost all dimensions examined.

The gap between the Senior Leaders/Managers perspectives and those of other groups raises an important concern that their higher levels of satisfaction with progress may lead to complacency and reduced attention to strengthening gender diversity, equity, and inclusion. Women’s consistently lower assessments also suggest that Senior Leaders/Managers and male staff likely do not fully appreciate women’s experiences in the Centers nor their lower satisfaction with efforts to address gender at the workplace. This pattern reflects the more detailed data from the HR Directors Survey, which indicates that while leadership commitment and appropriate policies may be in place in most Centers, these are not consistently acted upon nor implemented at the operational level.

Figure 4: Summary of Centre Perspectives on Progress in Key Areas of Fostering a Gender Diverse, Equitable, and Inclusive Workplace



³⁹ The perceptions of the stakeholders in the six Centres included in the Workplace Perspectives Survey may be more positive than would be found across all fifteen Centres since the representations of women is higher on average in the six Centres than it is in the fifteen Centres as a whole (see Annex 2, Methodology, section B).

Extent of mainstreaming best practices. The second assessment of mainstreaming, based on the extent to which best practices are being implemented in the Centers, is less positive. Best practices were categorized across three fields of action – recruitment, advancement, and workplace culture—and five intervention areas: strategy, leadership, policies and procedures, practices and behaviors, and analysis and learning (Table 4 and Table 5: Scoring of extent to which best practices are implemented in primary intervention areas for fostering gender diversity, equity, and inclusion.). We did not score retention separately since most practices related to advancement and workplace culture influence retention. The scoring model shows that, in aggregate, across the Centers best practices are only being implemented to a moderate extent. Advancement is the strongest area and recruitment is the weakest field of action (Figure 4).

Table 4: Scoring of extent to which best practices are implemented in key fields of action for fostering gender diversity, equity, and inclusion.

Fields of Action	Overall % ^{1/}
Recruitment	44.3%
Advancement	69.5%
Workplace culture	53.8%
Overall average score	55.9%

^{1/} Score is based on actual points allocated to individual best practices based on the HR Directors’ assessments divided by highest possible points that could be earned.

With respect to intervention areas, the Centers have been strongest in developing leadership support for gender diversity and implementing formal policies and procedures that foster gender equity. They have been less effective, however, in implementing policies and practices consistently at the level of managerial behavior. Most striking is that while Centers have been quite strong at the policy level in guarding against overt discrimination and ensuring equity in procedures, they have not focused nearly at the same level at the next level of diversity work which moves beyond equity to effectiveness. The findings of this evaluation indicate that managers in the Centers, in aggregate, are not proactive in seeking out female candidates in recruiting, they are not intentional about leveraging the benefits of diversity in teams and workgroups, and that they have limited appreciation for the role that unconscious or implicit bias stemming from cultural stereotypes can play in their expectations, assessments, and decision-making about hiring, performance, and competencies (Table 5: Scoring of extent to which best practices are implemented in primary intervention areas for fostering gender diversity, equity, and inclusion.).

The Centers have also not done as well in the strategy area. The weakest area is in developing a strong case showing how gender diversity can strengthen organizational performance and preparing and implementing strategies for change aimed at enhancing gender diversity, equity, and inclusion (Table 5). As noted in chapter 2, without a compelling case and a strategy for change, it is very difficult to mobilize and sustain commitment to implement the policies and practices and behaviors needed to build a diverse and inclusive workplace.

Table 5: Scoring of extent to which best practices are implemented in primary intervention areas for fostering gender diversity, equity, and inclusion.

Intervention Areas	Overall %
Strategy	43.5%
Leadership	73.0%
Formal Policies & Procedures	68.5%
Informal Practices	50.7%
Analysis & Learning	54.3%
Overall Average Score	58%

^{1/} Score is based on actual points allocated to individual best practices based on the HR Directors' assessments divided by highest possible points that could be earned.

Factors driving outcomes. There is wide variation among the Centers in terms of the best practice scores. It is important to note that while somewhat more objective, the best practice scores are still based on HR Director's perceptions of the extent of implementation of the specific practices (Figure 5).

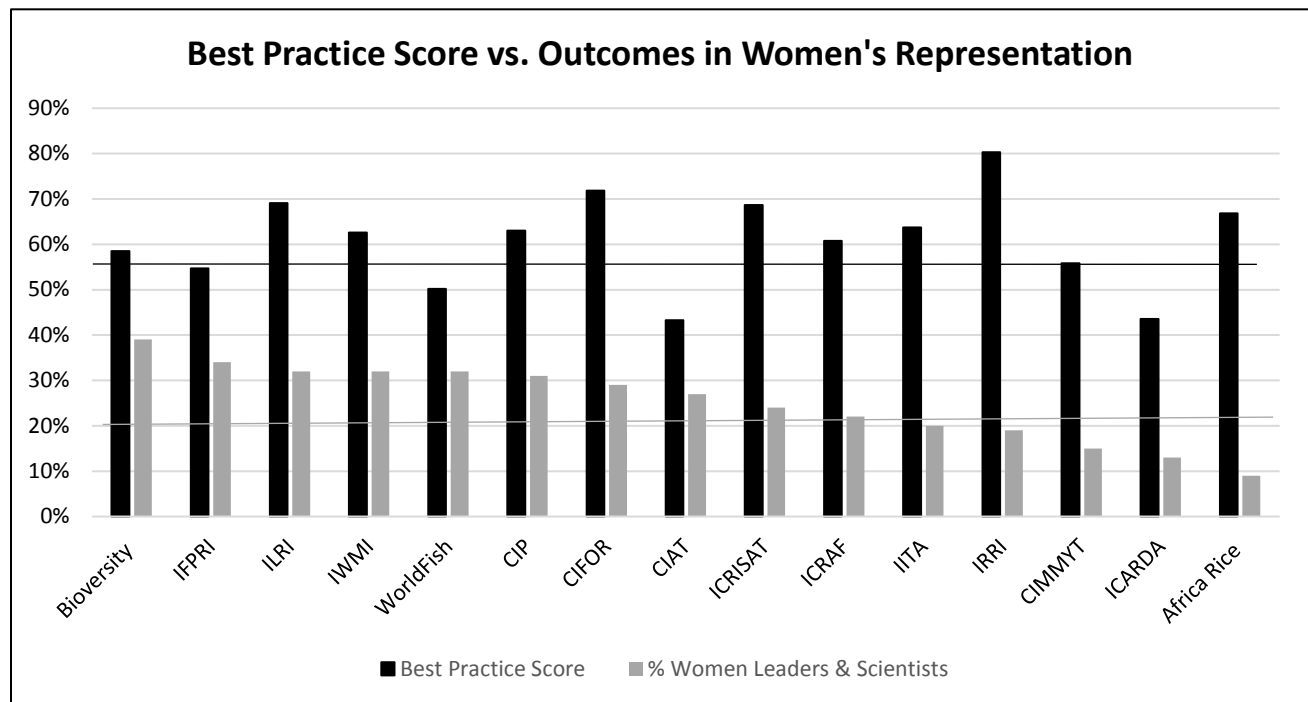
We looked at the best practice scores for the six Centers that participated in the *Workplace Perspectives Survey* compared to the levels of satisfaction employees expressed with progress being made by the Center in addressing gender diversity, equity, and inclusion. Of the four Centers that had average or above average scores with respect to implementation of best practices, all employees and women alone in three of them expressed above average levels of satisfaction. In the two Centers that scored below the average for the use of best practices, the employees as a whole and women's level of satisfaction with progress was also below the mean. This suggests that the implementation of best practices has had a positive effect on employees' job satisfaction.

We also looked at the best practice scores against the percentage of women in leadership and scientific roles to see if there were any salient correlations. Figure 5 shows that there is no clear relationship between the best practices score and the outcomes in terms of representation. In fact, we see that those Centers with below average representation of women actually have a higher best practices score. This likely reflects the more intensive efforts to increase the representation of women among the Centers where representation is low. Outcomes in terms of representation are also affected by other important factors such as geographic location, the supply of women scientists in the disciplines from which the individual Centers recruit, or the length of time that the policies and practices have been in place.

To further examine factors that may affect the overall percentage of women in leadership roles (i.e., Scientific Leaders, Senior Administrators, and Scientists), we categorized the six Centers that participated in the *Workplace Perspective Survey* according to their average percentage of women in leadership roles: Low (two Centers, 21 percent, 27 percent), moderate (one Center, 30 percent) and high scoring (three Centers, 32, 33, and 34 percent respectively). Although the variation in the percentage of women in leadership roles was low between the six Centers in the sample, we were able to identify some significant differences in the areas of recruitment and advancement.

Our analysis of mean comparisons focused on differences between low, moderate and high scoring Centers. Our findings confirmed the relative strength and impact of policies as an intervention area in the Centers. We found that staff from Centers that have a higher percentage of women in leadership roles rated their Center’s recruitment practices to be superior in terms of ensuring a consistent review and interview process for candidates. Staff from higher scoring Centers also perceived greater transparency in advancement, in terms of criteria, procedures, and published salary ranges.

Figure 5: Centers – Best Practice Scores vs. Outcomes in Women’s Representation



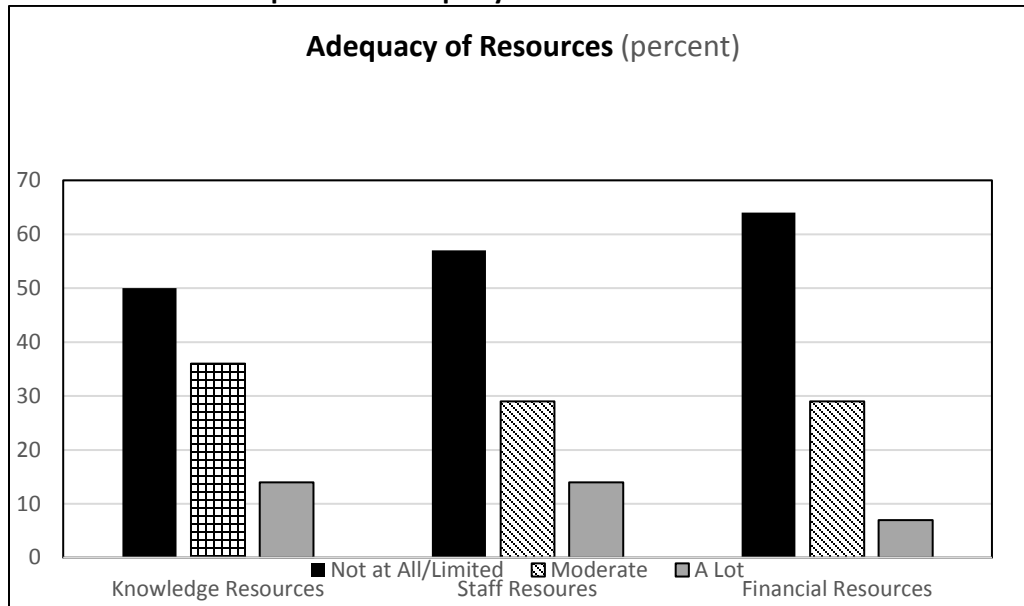
Barriers to women’s advancement into leadership roles reflected that staff in lower scoring Centers rated women’s lack of mentoring, flexible working arrangements, role models, target setting, adequate preparation and training, networking opportunities, and opportunities for critical work experience to be significantly more problematic than higher scoring Centers. Women in particular also rated their workplace culture, lack of self-promotion, and manager’s reluctance to promote woman as significantly more problematic in lower scoring Centers.

These results can help inform our understanding for differences between these six Centers, even with only a slight variance in the percentage of women in leadership roles. However, as noted above, a broader examination of all Centers’ in terms of outcomes and staff perspectives would be required to draw broader and more statistically significant conclusions regarding differences between Centers with higher and lower representations of women.

Resources. As a further line of sight into mainstreaming, we collected information on HR Directors perceptions of the adequacy of the knowledge, staffing, and financial resources available to address gender diversity equity and inclusion in their workplaces. The majority of HR Directors do not believe that their Centers have adequate resources in any of these three areas (Figure 6).

In terms of knowledge resources we examined the extent to which the resources developed by the former Gender and Diversity Program continue to be used by the Centers. Over fifty working papers on key aspects of creating gender diversity, equity, and inclusion as well as other training tools were developed over the course of the Gender Staffing and Gender and Diversity programs⁴⁰.

Figure 6: HR Directors’ Perceptions of Adequacy of Resources to Address Gender at the Workplace.



These are all archived on the CGIAR website. Nevertheless, today, only four years after the close of the Gender and Diversity Program in 2012, only 60 percent of the current HR Directors are aware of these resources. Of those who are aware, however, 89 percent use them a lot (22 percent) or a moderate amount (67 percent). These resources, which are tailored to the needs and contexts of the Centers, need to be curated and shared more broadly within the Centers and particularly the HR Community of Practice.

⁴⁰ <http://www.cgiar.org/our-strategy/research-on-gender-and-agriculture/gender-diversity-resources/>

On a more positive note, the HR Community of Practice appears to be an effective peer forum for HR Directors. Eighty percent of the HR Directors indicate that they share experience, knowledge, and insights with colleagues in other Centers at least to a moderate extent. The HR Community of Practice and its “shared space” is the primary mechanism for this communication. At the same time, however, only half of the HR Directors thought that there were adequate mechanisms to foster, document, and disseminate continuous learning with respect to gender equity.

“CGIAR was at its strongest in terms of awareness and concrete actions under the Gender and Diversity system office. Its closure was a great loss as they provided a tremendous amount of resources and support to the Centres which had limited resources and management interest. It forced accountability and action because it had a seat at the table with the system board and the DGs.” – HR Director

The majority of the Centers do not believe they have adequate financial or staff resources to carry out the work required to innovate, foster, and sustain gender diversity, equity, and inclusion in their Centers (Figure 6).

Our conclusion is that with the close of the Gender and Diversity Program as an advocate and centralized resource on gender diversity for the Centers, momentum has been lost for capturing knowledge, strengthening capacity, and driving change and innovation. Each Center is largely on its own without the benefit of any shared resources. Examples of valuable resources provided by the Gender and Diversity Program as a centralized resource to the Centers include Dignity Advisory Training aimed at preventing general and sexual harassment, discrimination and abuse of power; Women’s Leadership Training courses; a global database of over 7 000 women scientists and professionals and support in distributing job announcements to aid Centers in proactive recruitment; and a website with a rich set of resources of fostering gender diversity, equity, and inclusion that received well over 10 000 unique visits per month.

A System-wide initiative as robust as the Gender and Diversity Program is likely no longer necessary given the foundational commitment and capacity that has been developed in most of the Centers over the past twenty years. A central expert resource, however, to advocate, advise Centers, curate knowledge and information, steward training and capacity-building in working effectively with diversity, and monitor performance is needed if CGIAR is to move from “good to great” and reach an exemplary level of performance with respect gender diversity, equity, and inclusion (see Recommendation 3). This would provide economies of scale in supporting Centers to address the gender diversity challenges and opportunities that they share.

8. Recommendations

While the locus for action is in the Centers, the actions at the level of CGIAR System are important for setting priorities and goals, charting the overall strategy, allocating system-level resources, and ensuring mechanisms of accountability. Below we outline recommendations for System-level action to reinvigorate and advance CGIAR's effort to strengthen gender diversity, equity, and inclusion. We also include recommendations for improvements at the Center level.

System-Level Recommendations

Recommendations aimed at sustaining attention and continuous improvement in practices to foster gender diversity, equity, and inclusion within CGIAR under the new governance structure

Recommendation 1. The System Council adopt an overarching, high-level CGIAR Vision Statement on Gender Equity, covering both gender in research and gender at the workplace, in order to a) enshrine the system's commitment to gender equity and b) provide an overall accountability framework on Gender.

The vision statement should:

- a) enshrine the system's commitment to gender equity in its overall scientific endeavour, requiring CRPs to pursue efforts to integrate gender in their research; and Centres to promote diversity in their workplace practices, as a means of enhancing the System Organizations effectiveness and impact both in terms of its scientific endeavour as well as the quality and productivity of its human resources.
- b) provide an overall accountability framework on Gender, with roles specified for the component parts of the system (System Council, System Management Board, System Management Office, ISPC, IEA) as well as Centres and CRPs.

To action this recommendation, the Evaluation also recommends that the System Council appoint a 'Gender Champion' from among its members, to lead the development of the vision statement, drawing on input from other relevant bodies and Council members, and to ensure, ongoing, that gender issues in research and at the workplace are kept on the Council's agenda. ⁴¹

⁴¹ This recommendation parallels Recommendation no. 1 of the Gender in Research Evaluation presented in Volume I of the Evaluation of Gender in CGIAR.

Recommendation 2. To concretize the high-level vision statement, the System Management Board should require that the 2015 CGIAR Diversity and Inclusion Strategy be revised in light of the findings and recommendations of the 2016 IEA Evaluation and the changes in the organization and governance structure of the CGIAR System. It is recommended that the new strategy focus explicitly on gender diversity and adopt a more proactive, diversity management, organizational effectiveness approach to supplement the predominantly affirmative action/anti-discrimination approach of the 2015 Strategy. The new strategy should set targets for gender representation across major staff categories and define a core set of key performance indicators to be used uniformly across the Centers and rolled up to provide a System-wide picture.

The revised strategy should focus explicitly on gender diversity while also recognizing that gender, which is socially and culturally defined, intersects with and is shaped by other dimensions of identity, such as nationality, ethnicity, or race. The specific challenges that arise for gender diversity, equity, and inclusion and the strategies required to address these challenges have aspects that are unique from those for working with other dimensions of diversity, such as nationality.

The new Gender at the Workplace strategy should **adopt a more proactive, diversity management, organizational effectiveness** approach to supplement the predominantly affirmative action/anti-discrimination approach of the 2015 Strategy. The new strategy should make a compelling case for prioritizing on-going attention to enhancing gender diversity, equity, and inclusion by clearly connecting the importance of gender diversity to enhancing organizational effectiveness of the Centers and CGIAR System Organization. Links to effectiveness include factors such as the ability to attract top male and female talent from around the world, the contribution that diverse perspectives bring to enhancing innovation, the positive impact that inclusion has on employee productivity, access to a wider range of stakeholders and beneficiaries, broadened professional and institutional networks for collaboration, and improved retention. An approach that connects gender diversity to organizational effectiveness will foster greater Center engagement and commitment to implementation⁴².

The strategy should set targets for gender representation across major staff categories. The targets should be aspirational, reflecting the goal of CGIAR to be a leader in this area, but should also be realistic and attainable, based on an analysis of the global supply of talent in the scientific and professional fields of import to the work of CGIAR as well as the geographic and cultural contexts in which the Centers are working. **A realistic System-level aggregate target for 2020 is 35 percent women in professional and managerial roles.** Particular attention needs to be given to enhancing women's proportional representation among the scientific staff, which only increased three percentage points since 2008 despite significant growth in staff across CGIAR. Attention also needs to be given to increasing women's representation in the senior leadership levels – Director General, Deputy Director General, CRP Leaders, and Principal Scientist. Significant changes in representation can only be realized with intentional and proactive strategies.

⁴² Merrill-Sands, D., Holvino, E., and Cummings, J. (2000). *Working with Diversity: A Framework for Action*. CGIAR Gender and Diversity Program Working Paper, no. 24., Ch. 4.

The strategy should reflect the quality standards laid out in the CGIAR Vision Statement on Gender Equity (Recommendation 1) by providing a core set of key performance indicators that the System Management Board and Centers can use to monitor and assess progress at both the Center and System levels. In addition to proportional representation within key categories of staff, the performance indicators should reflect key change areas that are important to enhancing gender diversity and inclusion⁴³. Examples of critical performance indicators include:

- ratio of women to men in applications and hiring to scientific, professional and leadership positions;
- salary parity between men and women with comparable education, experience and positions;
- proportions of men and women leaving Centers on an annual basis and dominant factors driving attrition for men and women (reported in exit interviews);
- number of harassment cases report by men and women;
- men and women’s perception of equity in treatment in performance reviews and advancement (as reported in workplace survey);
- men and women’s satisfaction with key aspects inclusion in workplace (as reported in workplace survey);
- men and women’s satisfaction with career progression and professional development opportunities;
- number of men and women at key levels participating in training on diversity management and managing bias.

The focus on using indicators that monitor differences in men and women’s perceptions of inclusion and value are important given the significant finding from the Workplace Perspectives survey showing that women as a group are significant less satisfied than men in the Centers survey.

Recommendation 3. CGIAR needs to put in place the organizational infrastructure, processes and mechanisms and resources to advance gender diversity, equity, and inclusion. This should include: (a) a “Gender “Champion” on the System Management Board; (b) a Task Force, supported by a consultant, to revise and update the 2015 CGIAR Diversity and Inclusion Strategy; (c) the hiring of a Gender at the Workplace Senior Advisor to provide expert advice and support to the System Management Board and individual Centers; (d) the reestablishment of the Gender at Work Focal Points in the Centers to assist their Senior Administration move their strategy forward; and (e) the allocation of Windows 1 and 2 funding to support this organizational infrastructure for its first year of operations.

- a. It is strongly recommended that one member of the System Management Board be assigned the role of serving as a “**Gender Champion**”. This person should be someone who cares about gender

⁴³ Some of these indicators were included in the CGIAR Diversity and Inclusion Strategy 2016-2020, prepared for the Fund Council Fourteenth Meeting, 4-5 November 2015. Indicators were also developed specifically for CGIAR in Allen, N. and Wilde, V. (2003). *Monitoring and Evaluating Diversity Goals and Achievements: Guidelines and tools for CGIAR Boards of Trustees*. CGIAR Gender and Diversity Program Working Paper no. 41.

diversity, equity, and inclusion in both research and the workplace. They would be kept apprised of relevant developments at the Center level and they would be charged with ensuring the attention to gender in research and the workplace is monitored and attended to in the work agenda of the System Management Board. The “Gender Champion” should oversee the implementation of recommendations adopted from the IEA Evaluation.

- b. As is recommended for Gender in Research, it is recommended that the System Management Board establish a Gender at the Workplace **Task Force** to provide input into the Gender and Diversity Policy (see Recommendation 1) and revise and update the 2015 CGIAR Diversity and Inclusion Strategy. A consultant with expertise and practical experience in fostering gender diversity, equity, and inclusion in international organizations should be hired to advise the Task Force and collaborate in developing the revised strategy and input for the standards to be included in the Gender and Diversity Policy. The Task Force should include several members of the HR Community of Practice as well as several representatives from Center-based senior management and scientific staff. Developing a high-performing, diverse, equitable, and inclusive workplace is not the sole responsibility of HR professionals. It is also a primary responsibility of the organization’s leadership and managers who hire and develop staff.
- c. A full-time **Gender at the Workplace Senior Advisor** should be hired to provide on-going strategic advice, coaching, and engagement with the System Management Board, and individual Centers to ensure that there is sufficient expert support for implementing the Strategy at the System level and related strategies at the Center level. The Senior Advisor would work closely with a newly formed network of Gender at the Workplace focal points based in the Centers (see below), the Senior Leaders/Managers and HR Directors in the Centers, and the Center Boards. The Senior Advisor should have expertise in the field of gender diversity and organizational change as well as significant practical experience in leading diversity initiatives, preferably in international organizations.

The Senior Advisor should report directly to the Gender Champion on the System Management Board. This type of high-level reporting relationship is common in organizations that have made a serious commitment to driving change around gender diversity and inclusion. To ensure accountability to all stakeholders, the Senior Advisor should report out annually on progress being made across the Centers to the System Management Board or a meeting of the Director Generals and Board Chairs. It is important that the Senior Gender Advisor serve as a resource to the Centers in terms of delivering expert advice, curating knowledge and experience, and designing and delivering training and other relevant programs. The Senior Advisor should have the support of a program coordinator to manage training, meetings of the Community of Practice, and conferences, as well as a web-based portal for sharing knowledge. It is recommended that the Senior Advisor be based at a Center selected through an RFP process.

- d. Similar to the existing network of Gender Research Coordinators, **a network of Gender at Work Focal Points** should be reestablished in the Centers.⁴⁴ These individuals would be appointed from

⁴⁴ There were Gender at Work Focal Points in the Centres during the tenure of the Gender and Diversity Program.

existing staff and would be assigned this as an additional responsibility. It is important that they are respected scientists or senior administrators if they are to have influence. It is also important the Gender at Work Focal Points be made up of both men and women. The Focal Points would work closely with the Gender at the Workplace Advisor who would also support them to develop their expertise in diversity and organizational change. Their primary function would be to assist the Senior Leaders/Managers, Program and Unit Managers, and HR Directors in the Centers to move the Center's strategy forward. To facilitate this function, it would also be advantageous to have them serve on the senior leadership team.

- e. **Funding** will need to be allocated to support the lean organizational infrastructure recommended: 1) the Gender at the Workplace Senior Advisor, a program coordinator, and an administrative assistant; 2) hiring of trainers to deliver programs on managing diversity and unconscious bias (see Recommendation 5); and 3) travel and operational expenditures for the Gender at the Workplace Senior Advisor and his or her team as well as for System-wide program delivery. The roughly estimated cost would be between USD 400 000 to USD 600 000. To ensure that this central resource is positioned as serving the Centers, it is recommended that funds from Windows 1 and 2 be allocated for the first year of operation. After that, costs should be shared with 50 percent coming from central funding and 50 percent pooled from all the Centers. Funding should also be sought from bilateral donors to support the training activities after the first year. Centers wanting specific custom services beyond the core programming and training offered would pay on a fee for service basis.

Recommendations aimed at building capacity for fostering and working with gender and other key dimensions of diversity in order to maximize benefits for innovation and effectiveness in the CGIAR System and the Centers

The Gender at the workplace Evaluation revealed that attention to building knowledge and skills for working effectively with diversity has been limited in CGIAR and its Centers. It also identified a gap between the formation of values and policies and their application in practice at the operational level. While increased gender diversity and representation may address equity concerns, if the diverse perspectives are not valued, intentionally harnessed, and brought to bear on the work, the positive benefits for organizational performance are not realized. To strengthen capacity for working with diversity effectively in order to enhance organizational effectiveness in the Centers and CGIAR, we make several recommendations which span the System and Center levels.

Recommendation 4. A new Diversity, Equity, and Inclusion Community of Practice should be established to enable members, drawn from both the Center and System levels, to stay current with the field, share knowledge and best practices, collectively maintain a web-based resource and communication hub.

The Community of Practice should comprise the Gender at the Workplace Senior Advisor who would provide facilitation for the group, the Gender at the Workplace Focal Points, and the HR Directors. The Community of Practice would enable members to stay current with developments in the field, share knowledge, experiences and best practices, and have an advisory peer group upon which they can draw as they address challenges or opportunities in their Centers. The work should emphasize gender diversity

and equity issues but not exclude other salient dimensions of diversity, recognizing that individual's social identity is comprised of multiple, intersecting, dimensions of diversity⁴⁵. The Community of Practice can collectively maintain a web-based resource and communication hub which would facilitate access to research, tools, case studies, as well as the large volume of relevant materials developed by the Gender Staffing Program and subsequent Gender and Diversity program. The Community of Practice should meet face-to-face once per year. The Community of Practice would help sustain momentum for change, build capacity, foster innovation, and serve as a source of peer support and mentoring for the Gender at the Workplace Focal Points and HR Directors.

The Community of Practice can also ensure that existing CGIAR Resources are better leveraged. Since 1992 with the founding of the Gender Program, CGIAR has invested considerable resources in developing and sharing knowledge resources and tools for strengthening gender diversity, equity, and inclusion that are tailored to the specific contexts and needs of the Centers. [While archived on line](#), the evaluation revealed that knowledge of these resources is diffuse and is in danger of being lost as staff change. The Gender at the Workplace Senior Advisor should ensure that these resources are curated and made more visible and readily accessible to members of the Community of Practice as well as more broadly to senior leaders, managers, and other interested individuals committed to enhancing gender diversity, equity, and inclusion at the System and Center levels.

Recommendation 5. A comprehensive System-wide Training Program for working with diversity and implicit bias should be developed and customized for CGIAR. The training program should develop knowledge and skills for managing and leveraging diversity in work groups as well as managing implicit or unconscious bias in managerial decision-making.

Many of the issues identified as inhibiting progress in fostering gender diversity, equity and inclusion point to managers' lack of attention and emphasis on strengthening diversity and managing a diverse group of employees. A comprehensive training program will build awareness knowledge, and skills. The training should emphasize understanding and managing gender diversity, but not be restricted to gender given the multicultural nature of staffing in the Centers. The training program should develop knowledge and skills for managing and leveraging diversity in work groups as well as managing implicit or unconscious bias.

The Program should also be piloted first with members of the Community of Practice in order to build a shared framework and approach to diversity. The Program should then be delivered on a cascading basis with an abbreviated version for Senior Leaders/Managers in the Centers followed by a more comprehensive program for managers of key programs and units. This training program would not only increase awareness, knowledge, and skills critical for managing effectively in a diverse workplace but it would likely animate a critical mass of male managers to become allies in advancing gender diversity,

⁴⁵ Ibid., Ch. 3

equity and inclusion in their respective Centers. Having both men and women as advocates and change agents is a critical factor for success in gender change initiatives⁴⁶.

Recommendations aimed at strengthening monitoring and accountability

Recommendation 6. The System Management Board should require reporting every two years from the Centers on progress against the key performance indicators defined in the Gender and Diversity Policy and the System-level Gender at the Workplace Strategy as well as a compilation of innovative experiences or lessons learned in advancing gender diversity.

To ensure engagement and accountability at both the Center and System levels, the Center's biennial reports should first be discussed and approved by their respective Boards. They should then be submitted to the Gender at the Workplace Senior Advisor for compilation and analysis. The Advisor should be tasked with summarizing the information, assessing progress, and presenting to the System Management Board. The Advisor should subsequently share the report with Center Boards and Senior Leadership, HR Directors, Gender at Work Focal Points and the Community of Practice. It would be up to the System Management Board to decide whether to share the progress report with the System Council.

Center-Level Recommendations

The Centers have done quite well in instituting policies that foster equity and mitigate discrimination. However, there is a significant gap between the values espoused and policies established and the actual practice - the implementation of those policies at the operational level as well - as well as the behaviours of managers in line with those policies.

Recommendation 7. All Centers should develop a compelling case outlining the benefits of gender diversity for their organizational performance in terms of its mission, strategic goals, workplace efficacy, and impact within one year of the approval of the System-level Vision Statement and Strategy (Recommendation 1 and 2). Centers should complement the case with a clear strategy with key performance indicators.

Without a clear rationale and strategy for strengthening gender diversity, there is little to motivate managers to systematically pursue this objective. Managers at the program, team, and work unit levels should be actively involved in developing the strategy in order to increase their support and ensure more consistent and effective implementation.

Centers' Boards and senior leaders need to be attentive to regularly communicating the case, moving the strategy forward, and modelling their commitment to gender diversity, equity, and inclusion to staff at all

⁴⁶ Prime, J. and Moss-Racusin, C. (2009). *Engaging Men in Gender Initiatives: What Change Agents Need to Know*. NY: Catalyst

levels of the organization. Boards should require annual reporting from Senior Leaders/Managers on progress in implementing the strategy and meeting the key performance indicators.

Recommendation 8. Centers should move beyond policies to take a more proactive and systematic approach to strengthening diversity and inclusion at the levels of practice and behaviour. Particular emphasis should be given to proactive mobilization of female candidates in recruitment, particularly at the leadership and scientist levels.

A proactive approach requires active communication of the Center’s commitment to gender diversity; strengthening the pipeline by building stronger partnerships with networks of women scientists (such as AWARD) as well as universities and national agricultural research systems⁴⁷; and investing in providing training for hiring managers to build the skills for managing unconscious bias in the hiring process.

CGIAR should identify the appropriate entity to maintain a central database of women who could be potential candidates and/or referrers of strong candidates for jobs in the Centers or the CGIAR System.

Similarly, Centers should also adopt an intentional approach to developing women leaders by strengthening women’s opportunities professional development, mentoring, networking, and coaching from supervisors or other senior staff. Centers also need to institute practices and training to ensure that conscious or unconscious bias in assignment of professional opportunities and performance assessments is minimized. To monitor progress, Centers should periodically assess and compare men’s and women’s perceptions and individual experiences regarding equity in career advancement and professional development, opportunities for coaching and mentoring, and extent of influence to ensure that women’s experiences are fully understood and the gap between men’s and women’s experiences is closed. Centers should also do periodic analyses of salaries to ensure that there is pay equity between men and women of comparable experience and in comparable experiences.

Recommendation 9. Centers should prioritize building inclusive workplaces by (a) ensuring that Senior Leaders and Managers communicate systematically and regularly their commitment to fostering gender diversity and inclusion, (b) taking critical steps to strengthen inclusion, and (c) assessing progress every two years to determine whether they are closing the gap between men’s and women’s experiences of inclusion in the Centers. The findings and resulting action items should be shared with the Center Board.

Given that this evaluation reveals that women, as a group, are consistently and significantly less satisfied with their careers, feel less included, are less comfortable in their workplaces than men, and are significantly more likely to consider leaving their Center in the near term, it is recommended that:

⁴⁷ African Women in Agricultural Research and Development (AWARD) - <http://awardfellowships.org/>. The AWARD program, hosted by ICRAF, aims to enhance the leadership and scientific skills of high potential women agricultural scientists through mentoring, professional development, and focused training. Since its founding in 2008 over 450 women have been supported as Fellows.

- a) Center Senior Leaders/Managers need to be consistent in communicating and demonstrating their commitment to gender diversity, equity, and inclusion and they need to ensure that their Center's strategies for address constraints in fostering gender inclusion are executed and sustained.
- b) Centers should continue to be vigilant about monitoring attrition and have sound systems in place to analyse patterns of attrition and reasons for leaving for men and women across different staff levels.
- c) Centers should conduct a workplace survey every two years with gender disaggregated data to monitor whether they are closing the gap between men's and women's experiences of inclusion in the workplace. These data should be presented to the Center Boards and then rolled up to provide a system-wide perspective on key performance indicators.
- d) As noted in Recommendation 5, managers need to be training to understand the impact of subtle unconscious bias on perceptions of inclusion and skills for managing their own unconscious bias.

Annex 1: Data tables – Workplace Perspectives Survey

Annex 1: Table 1: Case, Strategy, and Leadership for Driving Change

Survey Question	All Staff				Scientists				Senior. Leaders				HR Directors
	All	Male	Female	Sig	All	Male	Female	Sig	All	Male	Female	Sig	Rep 6 Centers
Does your Center clearly communicate its value and respect of diversity at the workplace?	3.57	3.87	3.24	***	3.48	3.82	2.94	***	3.87	3.83	3.91	n.s.	3.33
Does your Center communicate a compelling case for the benefits of gender diversity?	3.10	3.44	2.76	***	2.90	3.44	2.37	***	3.41	3.73	3.10	n.s.	4 - Yes 2 - No
Does your Center have a clearly articulated strategy for enhancing gender diversity and inclusion?	3.16	3.45	2.82	***	2.97	3.45	2.49	***	3.38	3.75	3.00	n.s.	2.83
To what extent does Center Management <i>demonstrate</i> a commitment to fostering gender equity and inclusion at all levels of org?	0.31	3.60	2.82	***	3.09	3.60	2.58	***	3.88	4.00	3.75	n.s.	3.25

Note: *** $p < .001$ ** $p < .01$ * $p < .05$, n.s. = not significant

HR Directors = 6 HR Directors in Centers participating in *Workplace Perspectives Survey*

Annex 1: Table 2: Recruitment and Hiring

Survey Question	All Staff				Scientists				Senior Leaders				HR Director
	All	Male	Female	Sig	All	Male	Female	Sig	All	Male	Female	Sig	Rep 6 Centers
Does your Center ensure that all candidates for a position are assessed using clearly defined criteria	4.02	4.16	3.87	**	4.05	4.24	3.70	**	4.42	4.50	4.33	n.s.	4.67
Does your Center ensure that all candidates for a position are subject to similar interview process	4.20	4.28	4.11	n.s.	4.23	4.31	4.10	n.s.	4.46	4.50	4.42	n.s.	4.67
Does your Center ensure that both men and women are on search committees and interview panels	3.83	4.05	3.60	***	3.85	4.14	3.38	***	4.40	4.43	4.36	n.s.	4.67
Do hiring managers proactively reach out to expand the pool of female candidates?	3.29	3.53	3.02	**	3.23	3.47	2.87	**	3.55	3.75	3.30	n.s.	2.67
Do search committee members receive training to reduce bias in the recruiting and hiring process?	2.34	2.60	2.07	*	2.29	2.54	1.93	*	2.38	2.55	2.20	n.s.	2.00
My Center is making good progress in fostering equity and fairness within the hiring and recruitment process	3.84	4.15	3.51	***	3.79	4.17	3.17	***	4.31	4.43	4.17	n.s.	2.17
I was treated fairly in my Center's recruitment or hiring practices.	4.21	4.31	4.11	*	4.10	4.27	3.82	*	4.79	4.75	4.83	n.s.	n/a

Note: *** $p < .001$ ** $p < .01$ * $p < .05$, n.s. = not significant

HR Directors = 6 HR Directors in Centers participating in *Workplace Perspectives Survey*

Annex 1: Table 3 Advancement Survey Question	All Staff				Scientists				Senior Leaders				HR Director
	All	Male	Female	Sig	All	Male	Female	Sig	All	Male	Female	Sig	Rep 6 Centers
Does your Center have clearly defined criteria for performance reviews?	3.84	4.03	3.63	***	3.74	3.92	3.43	**	4.23	4.33	4.00	n.s.	4.67
Are there practices in place to minimize bias in the performance review process?	3.06	3.46	2.60	***	3.02	3.41	2.35	***	3.48	3.79	3.00	n.s.	2.83
Does your Center have transparent criteria and procedures for determining staff promotions?	3.01	3.31	2.64	***	2.95	3.19	2.51	**	3.80	3.93	3.64	n.s.	3.83
Does your Center publish salary grades and ranges for scientific and professional staff positions?	3.25	3.47	3.03	**	3.17	3.45	2.75	**	3.79	3.75	3.83	n.s.	3.67
In your opinion, are women more likely than men to have opportunities for career advancement?	2.54	2.91	2.18	***	2.32	2.67	1.93	**	3.00	3.18	2.78	n.s.	3.50
In your opinion, to what extent are women represented in informal decision making roles?	3.29	3.55	2.99	***	3.23	3.54	2.72	***	3.89	4.07	3.67	n.s.	N/A
My Center is making good progress in fostering equity and fairness in career advancement and prof development for both men and women	3.63	4.08	3.16	***	3.70	4.13	2.98	***	4.04	4.21	3.83	n.s.	2.33

Note: *** $p < .001$ ** $p < .01$ * $p < .05$, n.s. = not significant

HR Directors = 6 HR Directors in Centers participating in *Workplace Perspectives Survey*

Annex 1: Table 4: Advancement, Barriers

Survey Question	All Staff				Scientists				Senior Leaders				HR Director
	All	Male	Female	Sig	All	Male	Female	Sig	All	Male	Female	Sig	Rep 6 Centers
Barriers to women ascending into leadership roles:													
General norms and cultural practices in your country	2.77	2.65	2.91	*	2.64	2.47	2.90	*	2.32	2.36	2.27	n.s.	2.33
Your Center's workplace environment or culture	2.61	2.23	3.03	***	2.59	2.09	3.35	***	2.19	2.14	2.25	n.s.	3.33
Lack of mentoring	3.13	2.73	3.54	***	3.13	2.73	3.71	***	2.88	3.00	2.75	n.s.	2.67
Lack of flexible work arrangements	2.62	2.48	2.75	*	2.60	2.44	2.86	*	2.28	2.31	2.25	n.s.	1.50
Lack of opportunities for critical work experience and responsibility	2.79	2.44	3.17	***	2.71	2.36	3.29	***	2.39	2.29	2.50	n.s.	2.50
Lack of adequate preparation and training	2.79	2.56	3.01	**	2.71	2.61	2.86	n.s.	2.46	2.31	2.64	n.s.	N/A
Lack of Center leadership's commitment to gender diversity	2.43	2.02	2.88	***	2.55	2.08	3.26	***	1.80	1.64	2.00	n.s.	2.50
Lack of policies and practices that foster gender diversity.	2.53	2.07	3.02	***	2.54	2.09	3.22	***	2.15	1.93	2.42	n.s.	2.17
Childcare responsibilities	2.84	2.59	3.08	***	2.88	2.72	3.13	n.s.	2.35	2.21	2.50	n.s.	1.83
Lack of monitoring of participation of women in leadership roles	2.75	2.35	3.19	***	2.78	2.38	3.40	***	2.15	2.07	2.25	n.s.	3.00
Lack of target-setting for participation of women	2.85	2.45	3.28	***	2.75	2.39	3.28	***	2.54	2.23	2.91	n.s.	3.00
Lack of adequate parental leave and benefits	2.44	2.12	2.75	***	2.43	2.13	2.89	**	2.00	2.08	1.92	n.s.	1.33
Lack of role-models	2.80	2.37	3.26	***	2.78	2.34	3.40	***	2.44	2.54	2.30	n.s.	3.17
Lack of networking opportunities	2.66	2.28	3.05	***	2.52	2.14	3.06	***	2.48	2.54	2.42	n.s.	2.67
Women's lack interest in leadership positions	2.06	2.07	2.05	n.s.	2.08	2.13	2.02	n.s.	1.96	1.69	2.25	n.s.	N/A
Women do not promote themselves adequately	2.52	2.12	2.93	***	2.47	2.09	3.00	***	2.50	1.58	3.42	**	N/A
Lack of qualified women in the Center	2.14	2.24	2.00	n.s.	2.01	2.08	1.90	n.s.	2.36	2.64	2.00	n.s.	N/A
Managers' reluctance to promote women	2.23	1.68	2.84	***	2.22	1.60	3.16	***	1.67	1.43	2.00	n.s.	N/A

Note: *** $p < .001$ ** $p < .01$ * $p < .05$, n.s. = not significant

HR Directors = 6 HR Directors in Centers participating in *Workplace Perspectives Survey*

Annex 1: Table 5: Advancement, Personal Experiences

Survey Question	All Staff				Scientists				Senior Leaders			
	All	Male	Female	Sig	All	Male	Female	Sig	All	Male	Female	Sig
I believe that my contributions to my work unit are appropriately recognized.	3.83	3.91	3.74	n.s.	3.88	3.98	3.72	n.s.	4.29	4.25	4.33	n.s.
Reflecting on the past two years, I am satisfied with how my performance has been assessed.	3.60	3.73	3.47	n.s.	3.63	3.77	3.40	n.s.	4.00	4.00	4.00	n.s.
Given the salary structure of my Center, I believe that I am fairly compensated for my work.	3.20	3.40	2.99	**	3.21	3.35	2.96	n.s.	4.46	4.33	4.58	n.s.
I am satisfied with my career advancement within my Center.	3.30	3.52	3.09	**	3.29	3.44	3.04	n.s.	4.50	4.42	4.58	n.s.
I am satisfied with the professional development opportunities I have been given at my Center.	3.33	3.49	3.15	*	3.30	3.48	3.00	*	4.13	3.83	4.42	n.s.
I am satisfied with the mentoring opportunities I have had at my Center.	3.03	3.30	2.74	***	2.93	3.20	2.50	**	3.50	3.67	3.33	n.s.
I believe I receive constructive criticism from my supervisor.	5.20	5.44	4.94	***	5.06	5.43	4.46	***	5.92	6.17	5.67	n.s.
My supervisor spends time teaching and coaching me.	4.20	4.48	3.89	***	3.96	4.22	3.54	*	4.58	5.00	4.17	n.s.

Note: *** $p < .001$ ** $p < .01$ * $p < .05$, n.s. = not significant

HR Directors = 6 HR Directors in Centers participating in *Workplace Perspectives Survey*

Annex 1: Table 6: Advancement, Personal Experiences

Survey Question	All Staff				Scientists				Senior Leaders			
	All	Male	Female	Sig	All	Male	Female	Sig	All	Male	Female	Sig
To what extent are promotion opportunities available to you in your Center?	2.62	2.74	2.49	**	2.74	2.80	2.63	n.s.	2.75	2.50	3.00	n.s.
To what extent are you interested in obtaining a promotion in your Center?	3.63	3.63	3.62	n.s.	3.80	3.79	3.82	n.s.	2.46	2.67	2.25	n.s.
How would you rate your chance for promotion within your Center?	3.10	3.29	2.91	***	3.09	3.25	2.82	*	3.21	3.17	3.25	n.s.
To what extent are leadership roles or higher leadership roles available to you in your Center?	2.69	2.83	2.53	**	2.70	2.86	2.43	**	3.04	2.92	3.17	n.s.
Interest in obtaining a leadership role in your Center	3.30	3.35	3.23	n.s.	3.40	3.51	3.22	n.s.	2.79	2.67	2.92	n.s.
Chance for obtaining a leadership role or higher leadership role within your Center	3.00	3.14	2.83	**	2.95	3.05	2.78	n.s.	3.17	3.08	3.25	n.s.
To what extent do you feel you have influence in your Center?	2.80	2.96	2.61	**	2.67	2.84	2.39	**	3.50	3.67	3.33	n.s.
Want more powerful position in your Center to have an impact on, manage, or influence people?	4.25	4.13	4.37	n.s.	4.44	4.35	4.59	n.s.	2.96	3.42	2.50	n.s.
Want more powerful position in your Center to help the Center to help the Center achieve objectives or run more effectively?	4.87	4.83	4.89	n.s.	4.85	4.80	4.94	n.s.	4.25	4.67	3.83	n.s.

Note: *** $p < .001$ ** $p < .01$ * $p < .05$, n.s. = not significant

HR Directors = 6 HR Directors in Centers participating in *Workplace Perspectives Survey*

Annex 1: Table 7 - Advancement, Perceptions

Survey Question	All Staff				Scientists				Senior Leaders			
	All	Male	Female	Sig	All	Male	Female	Sig	All	Male	Female	Sig
To what extent does Center leadership respect diverse styles of leadership?	3.17	3.34	2.98	***	3.09	3.30	2.76	**	3.58	3.50	3.67	n.s.
To what extent do you believe that your leadership style conforms with the style of senior managers in your Center?	3.07	3.24	2.87	***	3.00	3.19	2.69	**	3.17	3.25	3.08	n.s.
"Small talk" among employees is geared more to men's interests than women's interests.	2.39	2.02	2.77	***	2.34	1.92	3.00	***	1.95	2.10	1.80	n.s.
Male employees are much more likely than female employees to be involved in informal social networks within the Center.	2.50	2.04	3.04	***	2.42	1.77	3.57	***	2.05	2.00	2.09	n.s.
It is easier for a male employee to develop a mentoring relationship than a female employee.	2.47	2.13	2.88	***	2.52	2.03	3.37	***	2.00	1.82	2.22	n.s.
Men are more likely than women to receive helpful career advice from colleagues.	2.36	1.89	2.93	***	2.37	1.64	3.56	***	1.91	2.00	1.80	n.s.
Male staff are more likely than their female counterparts to have influence in Center politics and administration.	3.02	2.36	3.76	***	3.00	2.17	4.30	***	2.64	2.46	2.82	n.s.
Male staff are more likely to receive more feedback about their performance than female staff.	2.23	1.78	2.80	***	2.17	1.56	3.22	***	2.05	1.82	2.30	n.s.
Managers' assessments of competence and performance are influenced by their unconscious bias shaped by stereotypes about women.	2.60	2.04	3.22	***	2.63	1.94	3.64	***	2.05	1.90	2.20	n.s.

Note: *** $p < .001$ ** $p < .01$ * $p < .05$, n.s. = not significant

HR Directors = 6 HR Directors in Centers participating in *Workplace Perspectives Survey*

Annex 1: Table 8 - Retention

Survey Question	All Staff				Scientists				Senior Leaders				HR Director
	All	Male	Female	Sig	All	Male	Female	Sig	All	Male	Female	Sig	Rep 6 Centers
To what extent do you believe your Center's efforts in retaining high performing female staff are successful	3.08	3.39	2.76	***	2.97	3.29	2.47	***	3.46	3.39	3.55	n.s	2.50
To what extent do you believe your Center's efforts in retaining high performing male staff are successful	3.42	3.40	3.46	n.s	3.37	3.26	3.55	n.s	3.74	3.77	3.70	n.s	3.33
I am excited by the work and opportunities at my Center.	3.70	3.86	3.53	**	3.67	3.78	3.48	n.s	4.46	4.25	4.67	n.s	N/A
I believe that I can build my career successfully in my Center.	3.37	3.60	3.12	**	3.36	3.58	2.98	**	3.96	3.75	4.17	n.s	N/A

Note: *** $p < .001$ ** $p < .01$ * $p < .05$, n.s. = not significant

HR Directors = 6 HR Directors in Centers participating in *Workplace Perspectives Survey*

Annex 1: Table 9 - Retention, Drivers of Women’s Attrition (n=139)

Survey Question	Intend to Stay	Intend to Leave	Difference
Center communicates a compelling case for the benefits of gender diversity?	2.99	2.17	0.82
Center clearly communicates its value and respect of diversity at the workplace?	3.52	2.67	0.85
Center has a clearly articulated strategy for enhancing gender diversity and inclusion?	3.07	2.21	0.86
Center actively encourages gender sensitive behavior, in terms of language use, jokes, and comments made?	3.34	2.36	0.99
Center is making good progress in fostering equity & fairness in career advancement & prof. development for both men & women	3.45	2.46	1.00
My Center is making good progress in fostering a culture that supports gender equity and inclusion in the workplace.	3.77	2.67	1.10
I am satisfied with my career advancement within my Center.	3.34	2.50	0.84
I am satisfied with the professional development opportunities I have been given at my Center.	3.43	2.57	0.87
I believe that my contributions to my work unit are appropriately recognized.	4.08	3.17	0.90
I am excited by the work and opportunities at my Center.	3.82	2.91	0.90
My supervisor spends time teaching and coaching me.	4.19	3.28	0.91
I believe that I can build my career successfully in my Center.	3.52	2.22	1.30

Scale: Extent Agree, 1 = Strongly disagree and 5 = Strongly Agree. Note: All differences between means are significant at least at the $p < .05$ level

Annex 1: Table 10 - Workplace culture

Survey Question	All Staff				Scientists				Senior Leaders				HR Director
	All	Male	Female	Sig	All	Male	Female	Sig	All	Male	Female	Sig	Rep 6 Centers
Does your Center clearly communicate its value and respect of diversity at the workplace?	3.57	3.87	3.24	***	3.48	3.82	2.94	***	3.87	3.83	3.91	n.s.	3.33
Does your Center have an explicit policy and grievance procedure(s) regarding sexual harassment?	3.94	4.22	3.61	***	3.87	4.13	3.40	***	4.24	4.09	4.40	n.s.	3.83
Does your Center actively encourage gender sensitive behavior, in terms of language use, jokes, and comments made?	3.33	3.62	3.01	***	3.22	3.51	2.71	**	3.65	3.64	3.67	n.s.	2.67
To what extent do you consider your Center to be "family friendly" ... ?	3.39	3.54	3.24	***	3.27	3.54	2.82	***	3.67	3.50	3.83	n.s.	N/A
To what extent does your Center provide childcare support to parents?	3.08	3.30	2.87	***	3.14	3.25	2.94	n.s.	3.13	3.43	2.89	n.s.	2.67
To what extent do staff in your Center who take maternity benefits experience any loss in status?	1.98	1.93	2.01	n.s.	1.94	1.65	2.35	*	1.41	1.86	1.10	*	N/A
To what extent do staff in your Center who take paternity benefits experience any loss in status?	1.74	1.92	1.57	***	1.67	1.77	1.50	n.s.	1.40	2.00	1.10	*	N/A
To what extent does your Center offer spousal support in finding employment?	1.85	1.97	1.69	n.s.	1.66	1.69	1.62	n.s.	1.93	2.00	1.83	n.s.	N/A
My Center's offer to assist my spouse/partner with finding employment was important to my decision to join the Center.	2.05	2.05	2.07	n.s.	1.89	1.80	2.18	n.s.	1.71	1.83	1.00	n.s.	N/A
Does your Center provide adequate flexibility in work arrangements to enable staff to better balance their work and personal life responsibilities?	3.48	3.51	3.45	n.s.	3.29	3.47	3.00	*	3.71	3.58	3.83	n.s.	4.17

Note: *** $p < .001$ ** $p < .01$ * $p < .05$, n.s. = not significant

HR Directors = 6 HR Directors in Centers participating in *Workplace Perspectives Survey*

Annex 1: Table 11 - Workplace culture

Survey Question	All Staff				Scientists				Senior Leaders				HR Director
	All	Male	Female	Sig	All	Male	Female	Sig	All	Male	Female	Sig	Rep 6 Centers
How important is it for you to have flexibility in work arrangements to enable you to better balance your work and personal life responsibilities?	4.33	4.22	4.45	*	4.43	4.39	4.50	n.s.	4.04	3.83	4.25	n.s.	N/A
Does your supervisor allow you to use these flexible arrangements?	3.89	3.88	3.91	n.s.	3.90	3.92	3.85	n.s.	4.24	4.33	4.17	n.s.	N/A
If you have used flexible work arrangements, do you think that this has had any negative impact on your career advancement?	1.84	1.82	1.86	n.s.	1.82	1.65	2.13	*	1.47	1.33	1.63	n.s.	N/A
My Center is making good progress in fostering a culture that supports gender equity and inclusion in the workplace.	3.73	4.04	3.40		3.77	4.11	3.20	***	4.08	4.17	4.00	n.s.	2.50
Trust for supervisor	5.30	5.49	5.10		5.19	5.52	4.65	**	5.85	5.97	5.72	n.s.	N/A
To what extent have you received training at your Center to leverage the benefits of diversity in teams and workgroups?	2.31	2.45	2.15	*	2.35	2.48	2.12	n.s.	2.63	2.58	2.67	n.s.	N/A

Note: *** $p < .001$ ** $p < .01$ * $p < .05$, n.s. = not significant

HR Directors = 6 HR Directors in Centers participating in *Workplace Perspectives Survey*

Annex 1: Table 12 - Workplace culture

Survey Question	All Staff				Scientists				Senior Leaders				HR Director
	All	Male	Female	Sig	All	Male	Female	Sig	All	Male	Female	Sig	Rep 6 Centers
To what extent have you participated in training at your Center on sexual harassment and the grievance process?	1.87	2.01	1.69	**	1.92	2.09	1.65	*	2.17	2.08	2.25	n.s.	N/A
How often have you heard insensitive or disparaging comments about women made by colleagues at your Center?	1.68	1.45	1.93	***	1.66	1.42	2.06	***	1.50	1.33	1.67	n.s.	N/A
How often have you heard insensitive or disparaging comments about men made by colleagues at your Center?	1.58	1.57	1.57	n.s.	1.50	1.49	1.51	n.s.	1.63	1.50	1.75	n.s.	N/A
Have you experienced unwanted or uninvited physical advances including assault?	1.06	1.05	1.08	n.s.	1.03	1.01	1.06	n.s.	1.00	1.00	1.00	n.s.	N/A
Have you experienced unwanted or uninvited sexual attention?	1.11	1.05	1.19	**	1.11	1.05	1.20	*	1.00	1.00	1.00	n.s.	N/A
Have you felt bullied or intimidated?	1.52	1.33	1.73	***	1.55	1.34	1.90	***	1.39	1.25	1.55	n.s.	N/A

Note: *** $p < .001$ ** $p < .01$ * $p < .05$, n.s. = not significant

HR Directors = 6 HR Directors in Centers participating in *Workplace Perspectives Survey*

Annex II: Methodology

A. Analytic Approach

The diagram below illustrates the model of change we used in evaluating CGIAR's progress in terms of building gender diverse, equitable and inclusive workplace. The model defines critical fields of action and intervention strategies for bringing about change. It also embodies the critical connection between fostering gender diverse, equitable and inclusive workplaces as a means to enhance organizational performance.

Change Model



12/19/2016

IEA - Gender at Work

5

We collected data and information for the evaluation using four methods:

- Document review
- Survey of HR Directors in 15 research Centers & Consortium Office
- Survey of staff from a sub-group of Centers
- Key Informant interviews (in process)

B. HR Directors Survey

Based on our change model, we invited Human Resource Directors across all 15 Research Centers to participate in survey that examined gender diversity, equity, and inclusion in four fields of action: recruitment, advancement, retention and workplace culture. We selected HR directors to complete the survey because they are responsible for assessing the current state of - and overseeing the progress related to - these field of action.

The survey focused on best practices for fostering gender diversity, equity and inclusion based on earlier assessment tools developed by the Gender and Diversity Programs for use in the Centers as well as a current practices documented in the literature. It also examines constraints to women’s advancement and retention documented in the literature on women and leadership and gender dynamics at the workplace. HR Directors were asked to document the extent of use of a wide range of policies and practices. The survey also elicited their opinion on a wide range of issues. The 105 questions were both multiple choice and open ended to examine quantitative and qualitative responses. Multiple choice questions were answered on a 2 (e.g., yes vs. no) or 5 point (e.g., 1 (not at all) to 5 (extremely) Likert scale. All 15 Human Resource Directors completed the survey, resulting in a 100% response rate.

Scoring model: We examined gender diversity across the four fields of action according to five factors, or intervention areas: strategy, leadership, policies, procedures, practices, and analysis. See Annex 2: Table 1 below for a description of each intervention area.

Annex 2: Table 1 - Description of intervention areas

Intervention Areas
Strategy: Does the Center have a documented strategy or case statement?
Leadership: How are Center leaders enacting or supporting the strategy and policy?
Policies and procedures: What policies are in place to reduce bias and foster diversity and inclusion?
Practices and behaviors: How are these policies enacted?
Analysis and Learning: Is there a research-based understanding for differences in gender diversity? Is there an active learning culture about diversity?

We determined the cluster of survey questions that corresponded with each intervention area and used them to develop a score for each intervention area and field of action. To calculate the scores, we first determined the greatest possible score for each intervention area by adding the highest scale points (e.g., a “5” on a scale of 1 to 5; and “1” for yes / no questions (yes=1, no=0)). Scores were determined by calculating the mean score of each intervention area - if applicable - for all four fields of action. The final score was a percentage (e.g., 57%) determined by the overall score for that area (e.g., 4) divided by the greatest possible score (e.g., 7). See Annex 2: Table 2 for an example of the scoring system implemented.

Annex 2: Table 2 - Sample scoring system implemented

Question	Response Scale	Example response
1. Does your Center have an explicit and documented strategy for enhancing gender diversity in recruiting?	0=No 1=Yes	1
2. To what extent is this strategy for enhancing gender diversity in recruiting implemented in the hiring and recruitment process?	1=Not at all to 5=Extremely	3
3. Does your Center have specified targets or quotas to increase the percentage of women candidates?	0=No 1=Yes	0
Highest possible score Percentage score	7	Total: 4 4 / 7 = 57%

B. Workplace Perspectives Survey

The *Workplace Perspectives Survey* examined respondents' perceptions and experience in their Center's four fields of action: recruitment and hiring practices, career advancement, retention of high performing workers, and workplace culture. A subset of questions were identical to those in the HR Directors' survey in order to compare and contrast with the staff's responses. Examples of questions included: "My Center is making good progress in fostering equity and fairness within the hiring and recruitment process" (recruitment), "my Center is making good progress at fostering equity and fairness in career advancement and professional development for both men and women" (career advancement).

In order to capture staffs' perspectives across the Centers with respect to gender diversity, equity, and inclusion, we invited all Centers to participate in a *Workplace Perspectives Survey* that focused on key aspects of policies, practices, leadership, and culture. Six Centers volunteered which represented a good cross section of CGIAR, including Centers focused on commodities, resource management, and more basic science. They vary in size and geographical location (see Annex 2: Table 3 for the participating Centers). However, the sampling may have introduced a modest positive bias given that the average representation of women across the six Centers is higher than that of all 15 Centers in the staffing categories of Senior Administrators (34% vs. 31%), Scientific Leadership (24% vs. 21%) and total scientists (36% vs. 29%).

Annex 2: Table 3 - Participating Centers

Center	Number of respondents	Response rate	Proportion of respondents
WorldFish	83	70.3%	24%
ICRAF	54	28.7%	16%
Bioversity	30	29.4%	9%
IFPRI	61	30.3%	18%
IWMI	65	26.2%	19%
CIAT	47	35.9%	14%
ICRISAT (GRC respondents)	2	n/a	
CIMMYT (GRC respondent)	1	n/a	
Total	343	34.7%	100%

The survey was sent to 988 staff in leadership, managerial, scientific and professional research support positions. This subsample of positions was selected to include those staff who are most closely tied to the scientific mission of the Centers as well as those who are in key leadership roles. We examined individuals in these roles because they have a stronger role and influence on how diversity plays out, such as shaping decision-making, research, outreach, etc. CGIAR also has had the most challenges in recruiting, advancing, and retaining women in these roles. Annex 2: Table 4 shows the percentage of respondents from each staff category.

In total, 343 respondents completed the survey over a three-week period. The overall response rate was a very solid 34.7%. The range of respondents for each question varied. Three hundred fourteen respondents fully completed the survey, and 29 partially completed the survey. We selected to include partial responses from respondents whose completion rate was greater than 50%. Some respondents also opted to selected “n/a” for some questions. The survey was anonymous and ensured confidentiality.

Annex 2: Table 4 - Staff Category of Respondents

Staff Category	Percent of respondents
Senior Manager / Leader (DG, CRP leader, direct report to DG)	8%
Principal Scientist	4%
Senior Scientist	11%
Scientist	26%
Assoc. Scientist or Post Doc	6%
Professional Staff supporting scientific work of Center	10%
Senior administrator (non-scientific)	5%
Director/Head of unit	4%
Manager of professional unit	10%
Other	15%

Fifty-two percent of our sample were women. Forty-seven percent of the respondents were scientific staff and the remainder were managerial or professional staff. Fifty-eight percent were classified as International, 38% as National, and 4% as Regional. Respondents’ average role tenure was 2.4 years, and they had worked an average of 3.3 years for their Center.

Our analytical approach was to examine mean responses for all staff. Then we examined responses from particular staff categories such as Scientists (Principal Scientists, Senior Scientists, Scientists) and Senior Leaders. We also examined mean comparisons for men and women in the full staff and in these particular staff categories and noted significant differences in perspectives and experiences between genders. In selected areas we also ran comparisons between International, Regional, and National staff. In all cases, differences in means were tested for significance.