

Document: EB 2021/132/R.4  
Agenda: 4(b)  
Date: 23 March 2021  
Distribution: Public  
Original: English

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## Diversity at IFAD

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Executive Board — 132<sup>nd</sup> Session  
Rome, 19-21 April 2021

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**For: Review**

## **Abbreviations and acronyms**

|         |   |
|---------|---|
| APB     | Appointments and Promotions Board                       |
| EVP     | employee value proposition                              |
| HR      | human resources   |
| HRD     | Human Resources Division                                |
| IFI     | international financial institution                     |
| LGBTIQ+ | lesbian, gay, bisexual, transgender, intersex and queer |
| RIA     | Research and Impact Assessment Division                 |
| UNDIS   | United Nations Disability Inclusion Strategy            |

## Diversity at IFAD

### I. Setting

1. IFAD is committed to respecting and promoting diversity in its work and workplace. It values a diversity-rich workforce, free of “discrimination as to ethnic, social or political background, colour, nationality, religion, age, sex, disability, marital status, family size or sexual orientation”, as stated in IFAD’s Human Resources Policy.<sup>1</sup>
2. Article 6, section 8(e) of the Agreement Establishing IFAD states: “In the employment of the staff and in the determination of the conditions of service, consideration shall be given to the necessity of securing the highest standards of efficiency, competence and integrity as well as to the importance of observing the criterion of equitable geographical distribution.”
3. IFAD promotes an ethical organizational culture based on the core values of respect, integrity, professionalism and focus on results. The Ethics Office is responsible for spearheading awareness, education and outreach activities in various forms and in partnership with many offices across the organization.
4. One of IFAD’s four core values is respect. This means valuing diversity and drawing upon the different strengths, cultures, ideas, experiences and talents of people; treating staff, partners, donors and rural people with respect and sensitivity; providing equal and fair opportunities for employment, career development and learning; and ensuring a positive and energizing work environment.
5. As a United Nations specialized agency and international financial institution (IFI), IFAD needs a diverse workforce to build a positive reputation and establish its credibility as a standard-bearer for the achievement of the Sustainable Development Goals. Historically, the unique and intrinsically diverse nature of the United Nations workforce composition has translated into diversity of thought, skills, knowledge and experience, which, in turn, generate the innovation and teamwork indispensable to fulfilling the United Nations mission, as well as the adaptability and flexibility critical to adjusting to a fast-changing environment. Diversity also translates into improved employee retention, because working in an inclusive and forward-thinking environment improves employees’ satisfaction and commitment.
6. IFAD believes that a diverse and inclusive organizational culture attracts the best talent from the broadest span of backgrounds and strengthens IFAD’s positioning as an employer of choice. Employer branding encompasses the market perception of the organization as an employer. This is closely linked to the ability to attract talent with the employer’s commitment to employees in exchange for their experience, talents and skills. Strategic branding communication efforts aim to build an enticing employee value proposition (EVP), capable of attracting key talent for IFAD, expanding the base of candidates to an almost unlimited pool and allowing better access to the world’s best talents.
7. According to best practice, a well-implemented diversity programme involves all organizational areas and decision-making processes, where initiatives are not limited to human resources (HR) interventions but include actions in the broader areas of leadership, policy design, culture and monitoring as follows:
  - (i) **Leadership commitment and strategic planning.** Leadership role-modelling and a more varied composition of leaders translate into more sensibility and commitment;

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<sup>1</sup> IFAD Human Resources Policy.

- (ii) **Recruitment and selection.** Building a recruitment and selection system oriented towards an effective increase of diversity, using HR analytics, goes beyond simple compliance with standards and helps overcome any unconscious bias;
  - (iii) **Flexible work culture.** Providing a fitter work-life balance addresses the diverse needs of a heterogeneous workforce, making staff feel valued by the organization;
  - (iv) **Training and development.** Raising awareness about diversity and developing career paths for all helps ensure the underrepresented workforce is not discriminated against;
  - (v) **Coaching and mentoring.** Improving employee involvement through effective communication and transparency with clearly defined goals contributes to promoting inclusiveness;
  - (vi) **Fostering a positive working environment.** Assisting managers and supervisors in fostering and maintaining a positive working environment through programmes, training and other resources supports the ethical conduct of staff; and
  - (vii) **Measurement and accountability.** A set of quantitative and qualitative measures to monitor the impact of multiple aspects of a diversity programme and accountability metrics holds managers responsible for achieving diversity goals.
8. IFAD is committed to introducing and expanding measures aimed at promoting inclusiveness, equality and equitability alongside diversity, where the concept of inclusion plays a critical role. Effective implementation of a diversity programme does not mean simply recognizing, but also valuing workforce differences, so that individual talents are fully utilized to meet organizational goals.
  9. IFAD's management of human resources plays a critical role in fostering a diverse workforce and shaping IFAD's organizational culture of inclusiveness through policy design, modernized talent outreach approaches and talent management initiatives, providing the organization with the right guidance tools to nurture diversity and equitability.
  10. The purpose of this paper is to provide Executive Board members with an overview of what IFAD has in place in terms of diversity and inclusion, through the analysis of some trends and statistics over the past five years and the review of actions and initiatives taken and in store on this subject.

## II. Diversity at IFAD – 2017 to 2021

11. The Human Resources Division (HRD) monitors several key indicators on diversity and workforce composition for the Results Management Framework and the Report on IFAD's Development Effectiveness (RIDE), such as the percentage of female staff in positions graded P5 and above and the percentage of staff with primary nationality of a List B or C country. These indicators take into account staff on fixed-term and indefinite appointment on regular budget positions that undergo a competitive selection process.<sup>2</sup> All data outlined in the below tables are effective 1 January of each year, unless otherwise stated. Statistics on IFAD workforce composition from January 2017 to January 2021 are included in the appendix.
12. Figure 1 and table 1 below show the trend in female representation in positions graded P5 and above and P4 and above over the past five years. The female representation in positions P5 and above increased by 23.2 per cent, from

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<sup>2</sup> Staff members on short-term contracts, on supplementary funded positions, service contract-holders, staff on co-terminus contracts, staff from hosted entities, the President of IFAD and the Director of the Independent Office of Evaluation of IFAD are not counted.

27.8 per cent in 2017 to 34.2 per cent in 2021. In absolute terms, the number of female staff members in positions P5 and above increased by 30.0 per cent, from 30 to 39, while the number of male staff members decreased slightly (-3.8 per cent decrease).

13. The female representation in positions P4 and above increased by 15.8 per cent, from 37.3 to 43.2 per cent. In absolute terms, the number of female staff members in positions P4 and above increased by 39.4 per cent, from 66 to 92, while the number of male staff members increased by 9.0 per cent (from 111 to 121).

Figure 1

**Female representation in P5 and above and P4 and above for international Professional and higher category positions**

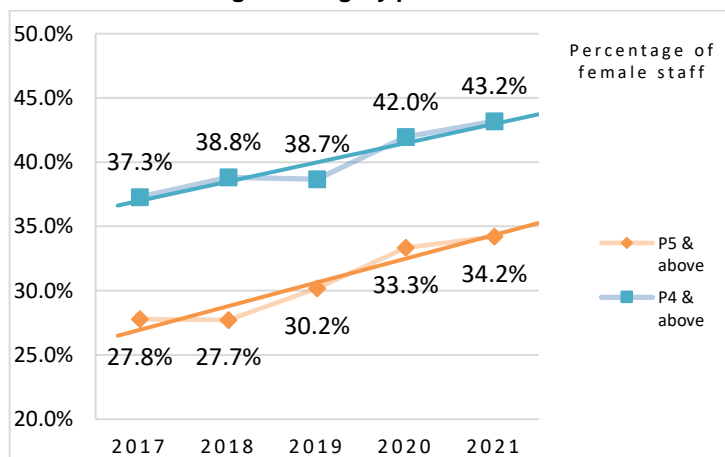


Table 1

**Gender representation in P5 and above and P4 and above for international Professional and higher category positions**

|                     | 2017 | 2018 | 2019 | 2020 | 2021 | Percentage change<br>2017-2021 |
|---------------------|------|------|------|------|------|--------------------------------|
| <b>P5 and above</b> |      |      |      |      |      |                                |
| F                   | 30   | 28   | 32   | 37   | 39   | 30.0%                          |
| M                   | 78   | 73   | 74   | 74   | 75   | -3.8%                          |

|                     | 2017 | 2018 | 2019 | 2020 | 2021 | Percentage change<br>2017-2021 |
|---------------------|------|------|------|------|------|--------------------------------|
| <b>P4 and above</b> |      |      |      |      |      |                                |
| F                   | 66   | 66   | 70   | 81   | 92   | 39.4%                          |
| M                   | 111  | 104  | 111  | 112  | 121  | 9.0%                           |

14. Figure 2 and table 2 below show the trend in female representation by contract category over the five years. Female representation in the international Professional and higher categories increased by 5.5 per cent, from 44.5 to 47.0 per cent. In absolute terms, the number of female staff in the international Professional and higher categories increased by 22.2 per cent (from 126 to 154), while the number of male staff in the international Professional and higher categories increased by 10.8 per cent (from 157 to 174).
15. Female representation in the national Professional Officer category increased by 71.4 per cent, from 26.7 to 45.7 per cent. In absolute terms, the number of female national Professional Officers increased by 166.7 per cent (from 12 to 32), while the number of male national Professional Officers increased by 15.2 per cent (from 33 to 38).

Figure 2  
Female representation by contract type

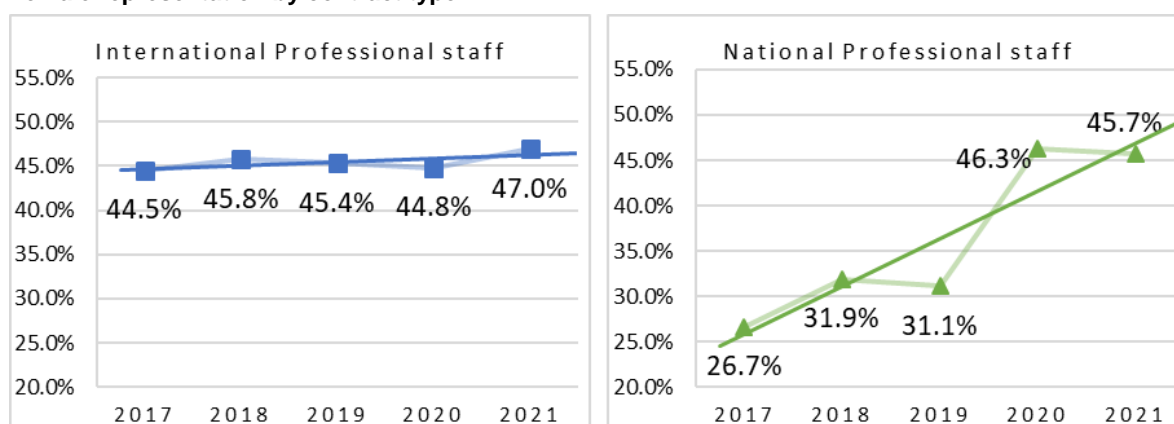


Table 2  
Gender representation by contract type

|                                   | 2017 | 2018 | 2019 | 2020 | 2021 | Percentage change<br>2017-2021 |
|-----------------------------------|------|------|------|------|------|--------------------------------|
| <b>International Professional</b> |      |      |      |      |      |                                |
| F                                 | 126  | 125  | 132  | 138  | 154  | 22.2%                          |
| M                                 | 157  | 148  | 159  | 170  | 174  | 10.8%                          |
| <b>National Professional</b>      |      |      |      |      |      |                                |
| F                                 | 12   | 15   | 14   | 31   | 32   | 166.7%                         |
| M                                 | 33   | 32   | 31   | 36   | 38   | 15.2%                          |

16. Figure 3 and table 3 below show the trend in the representation of staff members with a primary nationality from a List B or List C country in the international Professional and higher categories. Representation of staff members with List B or C nationality in the international Professional and higher categories increased by 17.7 per cent, from 38.9 per cent in 2017 to 45.7 per cent in 2021 of total staff in the same categories. In absolute terms, the number of List B or C international Professionals increased from 110 to 150, a 36.4 per cent net headcount increase. Representation of staff members with List B or C nationality in the overall IFAD staff population increased by 15.0 per cent, from 41.0 to 47.1 per cent. In absolute terms, the number of List B or C staff members increased from 218 to 285, a 30.7 per cent net headcount increase.
17. As a United Nations organization, IFAD thrives on its geographical representation. In January 2021, 98 nationalities were represented among IFAD staff. Geographical representation of staff in the international Professional and higher categories is outlined below:

Figure 3  
**Geographical representation of staff in the international Professional and higher categories**

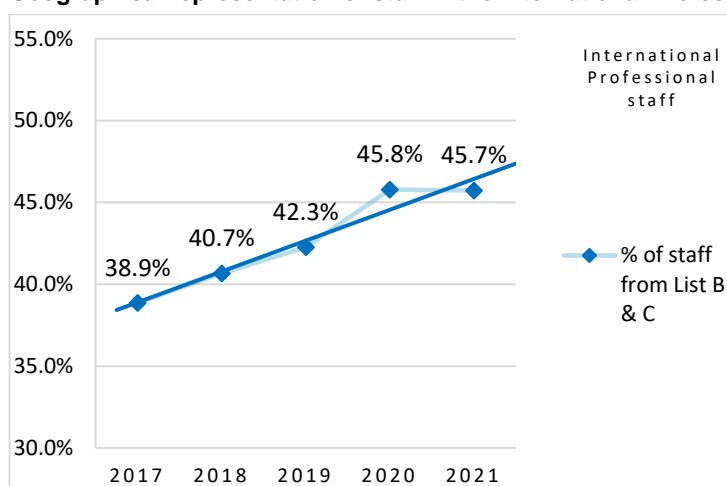


Table 3  
**Geographical representation of staff in the international Professional and higher categories**

|                                   | 2017 | 2018 | 2019 | 2020 | 2021 | Percentage change<br>2017-2021 |
|-----------------------------------|------|------|------|------|------|--------------------------------|
| <b>International Professional</b> |      |      |      |      |      |                                |
| List A staff total                | 170  | 159  | 165  | 164  | 175  | 2.9%                           |
| List B or C staff total           | 110  | 111  | 123  | 141  | 150  | 36.4%                          |
| Non-member staff                  | 3    | 3    | 3    | 3    | 3    | 0.0%                           |

18. The table below shows the distribution of IFAD staff by age group from 2017-2021. The percentage of younger age groups (age 26 to 45) has increased, while that of older age groups (age 46-65) has decreased. This is attributable to the increase in IFAD's staff size, entailing recruitment of younger staff. The overall average age of IFAD staff has remained substantially unchanged.

Table 4  
**Age distribution of all IFAD staff**

|                               | 2017        | 2018        | 2019        | 2020        | 2021        | Percentage change<br>2017-2021 |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|--------------------------------|
| <b>Age group distribution</b> |             |             |             |             |             |                                |
| Age 26-35                     | 9.4%        | 7.7%        | 7.6%        | 10.4%       | 10.6%       | 12.1%                          |
| Age 36-45                     | 31.1%       | 31.8%       | 32.1%       | 32.1%       | 32.2%       | 3.5%                           |
| Age 46-55                     | 40.9%       | 42.5%       | 43.2%       | 39.0%       | 39.7%       | -3.1%                          |
| Age 56-65                     | 18.5%       | 18.0%       | 17.1%       | 18.5%       | 17.5%       | -5.2%                          |
| <b>Average age</b>            | <b>42.2</b> | <b>41.8</b> | <b>42.7</b> | <b>42.0</b> | <b>41.9</b> | <b>-0.6%</b>                   |

19. IFAD's Executive Management Committee (EMC) is the organization's advisory and decision-making body. The committee is chaired by the President of IFAD and supports him in the efficient and effective conduct of the business of the Fund. The EMC was established in 2009 and is composed of the Vice-President, the Associate Vice-Presidents of all departments, the Chief of Staff, the General Counsel and the Director, Office of Enterprise Risk Management.
20. As part of the geographical and gender representation strategy of the organization, IFAD has consistently been making efforts to ensure diversity in the EMC. The recruitment process for each role becoming vacant in the committee is strategically

focused on enhancing its geographical and gender representation. Building an effective Senior Management team is a critical element contributing to the success of the Fund. However, achieving a diverse composition for specific roles, such as Vice-President or Associate Vice-President, has proved difficult on some occasions over the past years. Tables 5 and 6 below outline the gender and nationality representation of the EMC for the period under consideration. Data include EMC members employed on fixed-term contracts as at January 1 of each year, including the President of IFAD, and should be read giving due consideration to the limited statistical relevance of the small group reported on:

Table 5  
**EMC gender representation**

|               | 2017        | 2018        | 2019        | 2020        | 2021        |
|---------------|-------------|-------------|-------------|-------------|-------------|
| <b>Gender</b> |             |             |             |             |             |
| Female        | 2           | 2           | 3           | 2           | 3           |
| Male          | 4           | 3           | 6           | 6           | 7           |
|               | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> |
| <b>Gender</b> |             |             |             |             |             |
| Female        | 33.3%       | 40.0%       | 33.3%       | 25.0%       | 30.0%       |
| Male          | 66.7%       | 60.0%       | 66.7%       | 75.0%       | 70.0%       |

Table 6  
**EMC geographical representation**

|                 | 2017        | 2018        | 2019        | 2020        | 2021        |
|-----------------|-------------|-------------|-------------|-------------|-------------|
| <b>EMC List</b> |             |             |             |             |             |
| List A          | 2           | 2           | 7           | 6           | 8           |
| List B or C     | 4           | 3           | 2           | 2           | 2           |
|                 | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> |
| <b>EMC List</b> |             |             |             |             |             |
| List A          | 33.3%       | 40.0%       | 77.8%       | 75.0%       | 80.0%       |
| List B or C     | 66.7%       | 60.0%       | 22.2%       | 25.0%       | 20.0%       |

21. Over the years, after forming its EMC, IFAD has strategically chosen to enhance diversity in its leadership, where necessary, by improving the representation of its overall Management team, including directors. Each recruitment of an EMC member will continue to be considered as a key opportunity to improve the diverse representation of the IFAD Senior Management team.

### **III. IFAD actions and initiatives to support diversity**

22. In 2017, the Research and Impact Assessment Division (RIA), in collaboration with the Corporate Services Department, finalized an in-depth study and analysis of female staff representation in IFAD, with a specific focus on P5 and above positions. The study was part of wider United Nations system discussion on the recruitment and advancement of women in middle and senior managerial positions, which led to the launch, in September 2017, of the United Nations System-wide Strategy on Gender Parity by the Secretary-General. The study conducted by RIA examined statistics and trends in gender composition among IFAD staff from 2001 to 2016, concentrating on the factors that may have limited the selection, appointment, advancement and/or retention of women in managerial roles.
23. The study demonstrated that the representation of women in P5 and above positions had remained almost stagnant from 2006 to 2016, detrimentally affecting

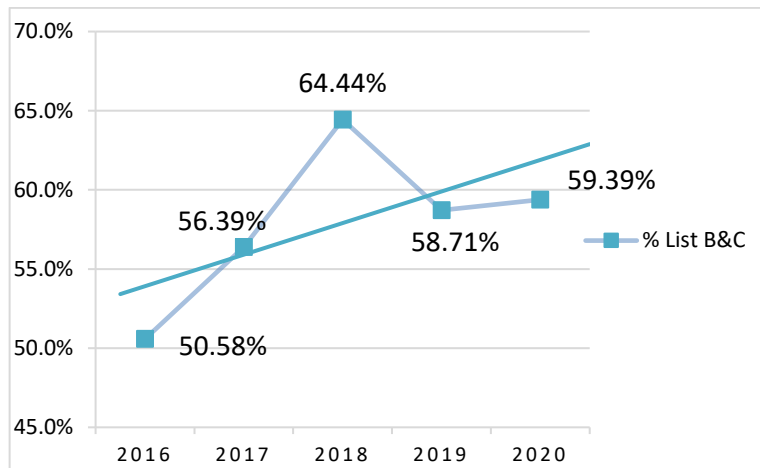


overall female representation among all IFAD staff. The analysis highlighted how gender affected career advancement, all other factors being equal, and redressed the misperception that underrepresentation of women is linked to factors such as family status or type of function performed. Additionally, the analysis evidenced how, on average, a higher-level education is needed for women to be in senior positions and how the more independent the recruitment or career-advancement internal process, the higher the chances for women to achieve higher-graded positions. The findings of the analysis allowed the organization to target actions to address the pain points identified and to tailor interventions to three main areas that were found to be critical to helping remove formal or implicit career barriers: policy design, culture and monitoring.

24. In November 2017, HRD published a gender action plan, which drew upon the conclusions of the RIA study, the ongoing discussions within the United Nations system, and a consultative process involving specific focus groups including the Women's Informal Network. The gender action plan included initiatives for immediate implementation and longer-term measures aimed at establishing a conducive environment and culture to correct the gender trends and put IFAD in a position to meet its gender targets, and sustain performance in the years to come. The plan was based on "5 Rs": (i) remodel recruitment by implementing outreach initiatives to attract female candidates; (ii) retain a gender-balanced workforce through talent management, career and work/life balance actions; (iii) rethink perceptions, providing training to sensitize staff on gender issues to develop a culture that embraces the gender dimension; (iv) reorient actions, increasing gender responsibility and accountability; and (v) reassess performance, analysing data and monitoring performance against targets.
25. In addition to the gender action plan, IFAD has strong HR policies in place that establish the procedures and lines of action in the areas of diversity and inclusion, demonstrating IFAD's commitment to this area.
26. Gender and geographical diversity requirements are part of IFAD's selection and appointment process. The HR Implementing Procedures state that paramount consideration is given to securing the highest levels of competence, technical ability and integrity, while taking into account the criteria of equitable geographical distribution and gender balance. IFAD's competitive recruitment process ensures that selection is carried out impartially and does not discriminate or unduly favour any candidate. IFAD recruitment procedures foresee that all qualified female candidates constitute at least one third of all shortlists and, for the selection of international Professional positions, at least one third of qualified candidates are from List B or C countries. Additionally, provisions foresee that reasonable efforts are made for interview panels to be balanced in terms of gender and geographical distribution of panel members, to avoid possible unconscious bias. Lastly, final decisions on the appointment of candidates are taken by the Appointments and Promotions Board (APB), which reviews every interview panel recommendation to ensure that corporate gender balance and geographical diversity policies are being observed, in the presence of equal merit.
27. In line with policy requirements, IFAD has improved outreach activities to ensure a diversified applicant pool and a more gender/nationality oriented decision-making process at the appointment stage. Specific actions include continuing to:
  - (i) Reject shortlists that are not compliant with the one third female and one third List B/C candidate requirements;
  - (ii) Re-advertise positions in the absence of a diversified qualified pool of applicants to ensure adequate gender and nationality distribution;

- (iii) Perform dedicated outreach activities, like career fairs and university presentations, and utilize specialized companies, websites and channels to expand the search to attract qualified female and List B/C candidates;
  - (iv) Sensitize decision makers at interview and APB levels to the opportunity to select underrepresented candidates in the presence of equal merit; and
  - (v) Reduce unconscious biases through specific interview training programmes for panellists and managers.
28. IFAD has been actively engaging in outreach activities to strengthen the message of IFAD as an employer of choice. This has been done extensively through the IFAD careers page, one of the most visible and most visited pages on IFAD's corporate website, serving as the external platform for staff, consultancy and internship opportunities.
29. In addition, a popular and successful outreach method has been conducting recruitment missions to targeted countries via various channels, including those initiated by academic institutions and those conducted at the invitation of donor Member States. These in-person events demonstrate IFAD's dedication and commitment to enhancing partnerships with Member States. They also offer opportunities to engage in conversations with candidates interested in working at IFAD. The planning and preparation of these missions have been tailored to the needs and expectations of the hosting institutions or Member States, and the outreach materials (e.g. presentations and brochures) and schedules have been adjusted to fit the background and seniority of the audience. Best practices and experience in such recruitment missions conducted in the United Nations common system and IFI organizations have demonstrated that a combination of informative presentations and participative sessions, such as mock interviews, prove to be effective and receive positive feedback from the hosting entities.
30. In July and August 2018, IFAD launched a major advertising campaign named "do you want to make the world a better place" targeting Africa and Asia to attract candidates of different nationalities as part of the exceptional recruitment work linked to IFAD's decentralization efforts. The campaign was launched in the four official languages online, and in international press and local newspapers in more than 15 countries, attracting over 6,000 applications and increasing the yearly number of applicants to international Professional posts to a record high of just under 10,000. The campaign had a very positive effect on the geographical diversity of IFAD's applicant pool, raising awareness of IFAD as an employer of choice. As shown below, the total number of applicants from List B or C reached 64 per cent of total applicants in 2018 and continued to remain high in 2019 and 2020.

Figure 4  
**List B or C applicants as a percentage of all IFAD applicants (data counted from 1 January to 31 December of each year)**



31. As part of the HR provisions designed to enhance geographical distribution and diversity of the workforce, IFAD's enhanced internship programme aims to attract talented young professionals whose nationality would further the geographical distribution goals determined to ensure equitable representation. Furthermore, as a decentralized organization, the working hours and holiday schedule determined for IFAD offices are those observed by the United Nations organization in the relevant host country. Additionally, in the interest of respecting the diversity of staff, IFAD introduced a "floating day" as one of the 10 days of annual public holidays. This may be chosen by each staff individually as an official day-off to allow the observance of a religious or national day of the respective home country.
32. Within the context of the ongoing United Nations review of parental leave provisions, IFAD has extended the entitlements related to maternity and paternity leave to support both women and men in balancing their family and professional commitments. IFAD's Human Resources Policy foresees modern and flexible provisions related to alternative working arrangements, including flexible working hours, part-time work and teleworking, with the intention of meeting staff needs and promoting work-life balance while maintaining efficiency and effectiveness.
33. In 2020, IFAD introduced its new mobility framework as part of the new integrated talent management efforts to value the potential of people with different abilities and take advantage of their talent to support the Fund in delivering its mandate by being geographically and functionally mobile. The 2020 reassignment exercise resulted in 15 staff members (8 women and 7 men) being promoted to a higher grade or to a grade in a different staff category.
34. IFAD has committed to implementing the 2019 United Nations Disability Inclusion Strategy (UNDIS). Over the last year, the Fund has been stepping up its efforts to embed the rights of persons with disabilities more systematically in its work – both externally, through programming, and internally. The IFAD Travel Guidelines were revised to ensure that reasonable accommodations are provided to personnel with disabilities. The Convention on the Rights of Persons with Disabilities was taken into account in relation to ticketing and travel policies. IFAD Preferred Hotel Programme includes to the extent possible, both at headquarters and in field offices, hotels that are accessible to persons with disabilities.
35. Gender sensitization courses and management development programmes are being held for staff and managers. In 2019, IFAD developed a mandatory e-learning training on gender equality, the purpose of which is to raise awareness of gender bias issues in the workplace. Participation is mandatory and has been made a formal requirement within each staff member's performance evaluation to achieve

both compliance and awareness. The training was further strengthened through workshops to train the divisional focal points. In addition, dedicated training and certification for interview panel members on competency-based interviewing skills include elements on gender-sensitive interviewing techniques. In 2019, IFAD designed and rolled out a training module on unconscious bias in interviews, and specific questions on gender issues were introduced into interview questionnaires.

36. IFAD has been consistently monitoring its performance in the area of gender parity, especially after the Secretary-General launched the system-wide strategy on gender parity in September 2017. At the heart of the strategy is the need to increase the recruitment and advancement of women, particularly in middle to senior management levels, where the gaps are the greatest. Reviews of gender metrics for the United Nations System-wide Action Plan (UN-SWAP) on Gender Equality and Empowerment of Women are conducted on a yearly basis.
37. UN-SWAP (currently in its second generation, UN-SWAP 2.0) is an accountability framework for mainstreaming gender equality and the empowerment of women in United Nations entities. The framework defines commonly agreed-upon standards and coordinated approaches for the United Nations system to reach its goals and measure progress systematically. To do so, it relies on 17 performance indicators which track progress on six thematic areas (accountability; oversight; results-based management; knowledge, communication and coherence; capacity; and human and financial resources). At IFAD, the Gender and Social Inclusion team in the Environment, Climate, Gender and Social Inclusion Division is responsible for gathering performance indicator updates from relevant divisions and communicating them to the UN-SWAP review committee.
38. In March 2020, IFAD appointed a UN-GLOBE coordinator in the organization. UN-GLOBE is a group that advocates for the equality of lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) staff in the United Nations system and its peacekeeping operations. The group is currently focusing on five issues: (i) new parental policies; (ii) equal pension benefits; (iii) inclusive workplaces for transgender and intersex staff members; (iv) mobility options that work for all staff; and (v) measuring attitudes towards LGBTIQ+ issues. HRD and the IFAD Staff Association have engaged UN-GLOBE's coordinator in IFAD in discussions related to the five issues and will continue to do so. Senior Management has spoken out for a workplace free of homophobia, transphobia and biphobia, including through a statement during the International Day against Homophobia, Transphobia and Biphobia. Moreover, awareness-raising activities have been held for all staff in collaboration with UN-GLOBE, for example through movie screenings. Finally, UN-GLOBE regularly organizes social events for staff together with the Rome-based agencies.

#### **IV. Way forward**

39. IFAD's commitment to diversity is showing encouraging results in the evolution of the composition of its workforce in the past five years. In this regard, IFAD has focused on actions not limited to HR interventions, but that involve different organizational areas, such as leadership and culture; this is considered to be critical for ensuring diversity, as inclusion is the key. IFAD will continue strengthening its efforts to expand the definition of diversity and action in areas that need further improvement.
40. The organization has decided to increase its target percentage representation of women in P5 and above positions to 40 per cent as of the Twelfth Replenishment of IFAD's Resources (IFAD12) period. When such an ambitious target is achieved, a significant change in the composition of IFAD leadership is expected to increase manager and staff sensibilities and commitment to gender diversity, raising awareness of unconscious bias. The development of new indicators to monitor the progress on representation of each underrepresented group at IFAD

(i.e. percentage of applicants, and of short-listed candidates) would be valuable in obtaining a clearer overview of diversity and identifying the areas in which the organization needs stronger interventions.

41. IFAD will continue to improve HR policies in the areas of diversity and inclusion. The existing provisions on alternative working arrangements, including teleworking, will be adapted based on the lessons learned from the COVID-19 pandemic with the objective of finding a balance between staff well-being and avoidance of disruption in the effectiveness of IFAD's work programme and the integrity of its teams. IFAD is a member of the IFI HR policy working group examining how to manage policy changes in a post-pandemic environment and also engages regularly with other United Nations organizations.
42. Efforts to embed the rights of persons with disabilities will continue in line with the 2019 UNDIS. This will be done by promoting the inclusion of persons with disabilities, preventing their segregation or isolation, and guarding against imposing requirements or conditions that are more difficult for persons with disabilities to meet. The organization will provide training on disability inclusion that covers the human-rights approach to disability, including how it is applied to programmes and operations. Efforts will be made to provide reasonable accommodation to all members of the workforce, regardless of their contractual status. While IFAD headquarters is accessible to wheelchair users, a baseline assessment of accessibility based on the requirements of the UNDIS accountability framework will be carried out as soon as challenges related to the pandemic ease. This assessment will evaluate the overall accessibility of IFAD headquarters and IFAD Country Office premises to staff with disabilities with a view to ensuring a disability-friendly working environment.
43. Moreover, IFAD remains committed to building a recruitment and selection system oriented towards improved performance on diversity indicators. It will continue enforcing shortlist requirements and increasing outreach activities to promote gender and geographical representation. Similarly, decision makers at the shortlist, interview and APB levels will be sensitized to the opportunity to select underrepresented candidates in the presence of equal merit and the risk unconscious bias will be addressed through training programmes.
44. With regard to the outreach strategy, IFAD will focus on attracting underrepresented candidates by better projecting its culture of diversity and inclusion through an improved EVP at the application stage. Outreach activities will further strengthen the IFAD employer brand by highlighting IFAD's diversity. These activities will include the revitalization of IFAD's careers page through a focus on employee testimonials to emphasize age, gender and geographical diversity; strengthened social media visibility and engagement; the imminent launch of a new recruitment campaign targeting underrepresented regions; a continuous dialogue with IFAD Member State representatives, and flow of information and exchanges regarding the junior professional programme, and systematic interaction on events, initiatives and job opportunities to ensure targeted visibility; and enhanced direct engagement by HRD with its audience through outreach missions in academic institutions and donor countries. These will take the form of live webinars and other online initiatives in pandemic and post-pandemic environments.
45. A critical move in this direction is being made through the redesign of the EVP, which will take diversity into careful consideration. IFAD will participate in two virtual career fair events targeted at female candidates, and two targeted at Middle-Eastern/North African country nationals and sub-Saharan African applicants. Moreover, IFAD is contracting service providers specialized in carrying out targeted recruitment campaigns, requesting particular focus on promoting both gender and

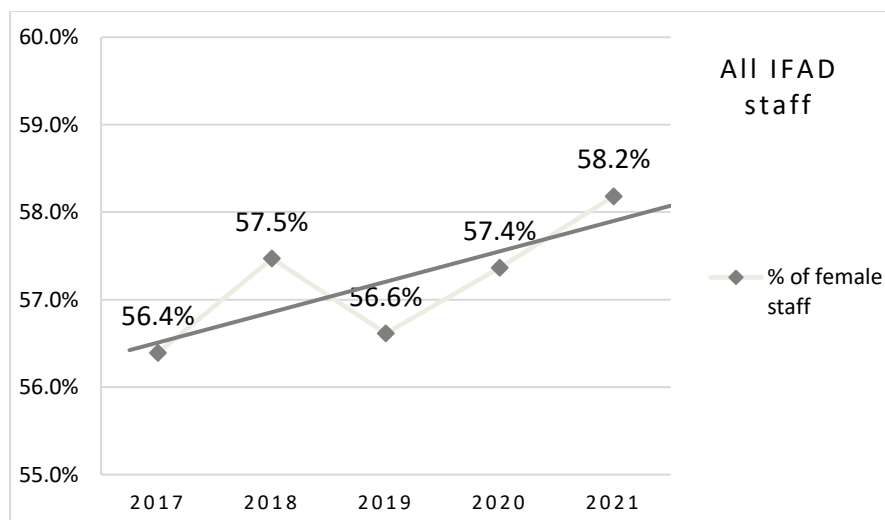
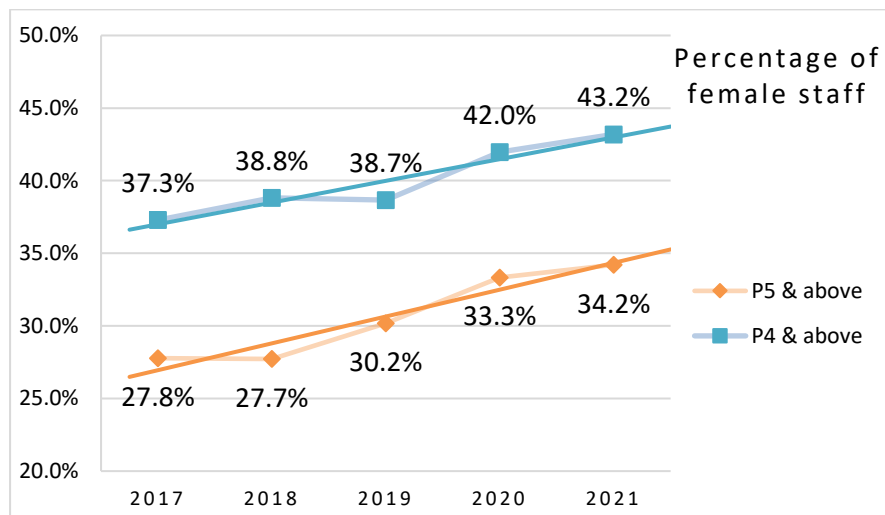
geographic diversity. This will happen through tailoring of written, digital and social media outreach channels.

46. Going forward, IFAD will roll out the gender equality workshop as part of the upskilling plan for all supervisors and staff to be more knowledgeable in gender equality themes and able to apply the principles in their day-to-day work.
47. IFAD will continue to expand its definition of diversity. In addition to the numerous measures that have already been put in place for gender and geographical diversity, IFAD has recently started to focus on other underrepresented groups, such as youth, persons with disabilities, and LGBTIQ+ people, and initiatives such as the appointment of a UN-GLOBE Coordinator.
48. In light of current events around the world related to racism, authoritarianism and inequality, the Ethics Office has developed a new training course on diversity and inclusion in the workplace, which is being rolled out to all IFAD staff and non-staff through divisional staff meetings. The training revisits the IFAD core values of respect, integrity, professionalism and focus on results, with the aim of providing participants with a shared understanding of diversity and inclusion, and of why they are key both to personal success and to the success of the organization as a whole.
49. IFAD is committed to engaging internally at all levels to promote diversity and inclusion in its workforce.

## Statistics on IFAD Workforce

Notes: 1) All data in the Appendix taken from PeopleSoft and effective 1 January of each year; 2) Numbers take into account only IFAD staff on fixed-term and indefinite appointments encumbering regular budget positions. Short-term staff, individuals holding non-staff contracts, service contract holders, JPOs, and staff on supplementary funds and temporary positions are not counted. Staff on Special Leave, staff of hosted entities, the Director of the Independent Office of Evaluation of IFAD and the President of IFAD are excluded.

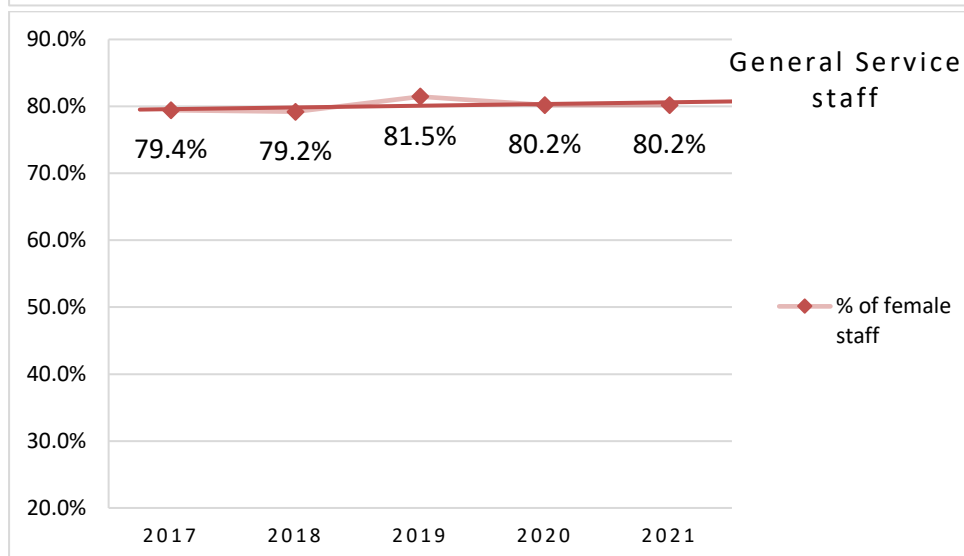
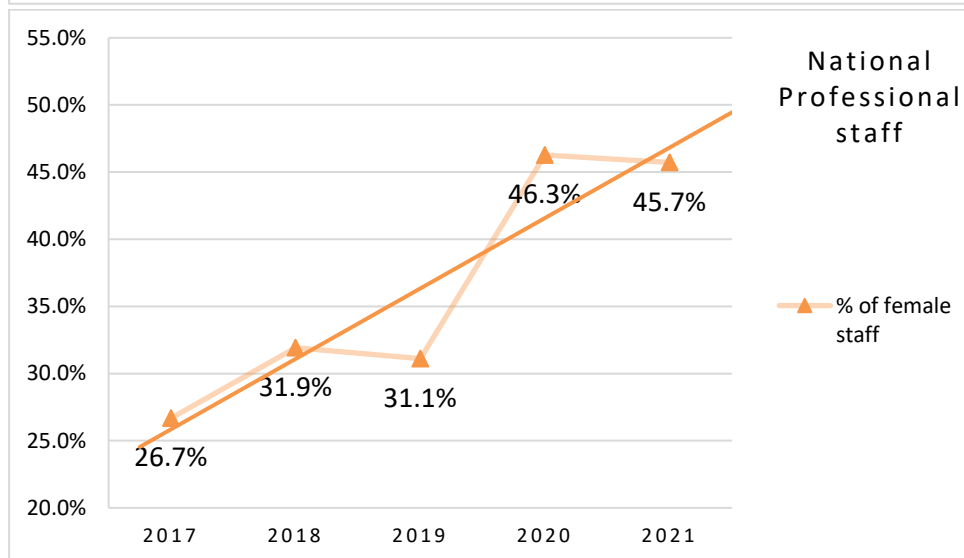
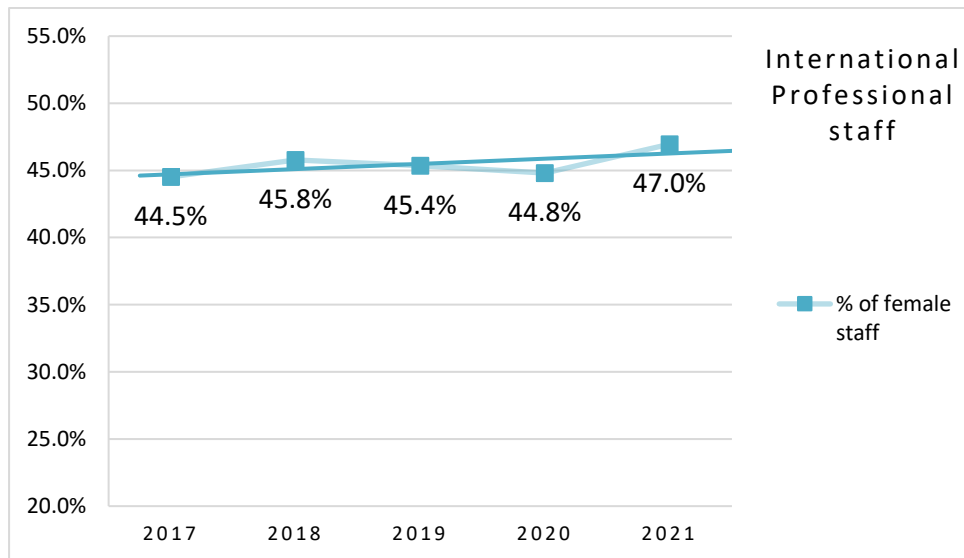
### Gender data (P5 and above, P4 and above, all IFAD staff)



|                     | 2017 | 2018 | 2019 | 2020 | 2021 | Percentage change<br>2017-2021 |
|---------------------|------|------|------|------|------|--------------------------------|
| <b>P5 and above</b> |      |      |      |      |      |                                |
| F                   | 30   | 28   | 32   | 37   | 39   | 30.0%                          |
| M                   | 78   | 73   | 74   | 74   | 75   | -3.8%                          |

|                     | 2017 | 2018 | 2019 | 2020 | 2021 | Percentage change<br>2017-2021 |
|---------------------|------|------|------|------|------|--------------------------------|
| <b>P4 and above</b> |      |      |      |      |      |                                |
| F                   | 66   | 66   | 70   | 81   | 92   | 39.4%                          |
| M                   | 111  | 104  | 111  | 112  | 121  | 9.0%                           |

**Gender by contract category (International Professional and above categories, National Professional, General Service)**





|                                      | 2017 | 2018 | 2019 | 2020 | 2021 | Percentage change<br>2017-2021 |
|--------------------------------------|------|------|------|------|------|--------------------------------|
| <b>International Professional</b>    |      |      |      |      |      |                                |
| F                                    | 126  | 125  | 132  | 138  | 154  | 22.2%                          |
| M                                    | 157  | 148  | 159  | 170  | 174  | 10.8%                          |
| <b>National Professional Officer</b> |      |      |      |      |      |                                |
| F                                    | 12   | 15   | 14   | 31   | 32   | 166.7%                         |
| M                                    | 33   | 32   | 31   | 36   | 38   | 15.2%                          |
| <b>General Service</b>               |      |      |      |      |      |                                |
| F                                    | 162  | 160  | 145  | 162  | 166  | 2.5%                           |
| M                                    | 42   | 42   | 33   | 40   | 41   | -2.4%                          |

### Gender breakdown by grade (Directors, International Professionals, National Professional)

|   |   | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|------|------|------|------|------|
| <b>Director and International Professional grades</b> |   |      |      |      |      |      |
| D1 and D2   | F | 5    | 6    | 11   | 11   | 10   |
|   | M | 17   | 16   | 13   | 14   | 14   |
| P5  | F | 21   | 20   | 18   | 25   | 27   |
|   | M | 57   | 55   | 56   | 56   | 57   |
| P4  | F | 36   | 38   | 38   | 44   | 53   |
|   | M | 33   | 31   | 37   | 38   | 46   |
| P3  | F | 41   | 43   | 43   | 40   | 42   |
|   | M | 37   | 34   | 39   | 49   | 46   |
| P2 and P1   | F | 21   | 17   | 20   | 18   | 20   |
|   | M | 10   | 11   | 10   | 9    | 7    |
| <b>National Professional grades</b>                   |   |      |      |      |      |      |
| NOC and NOD   | F | 7    | 10   | 9    | 13   | 13   |
|   | M | 28   | 28   | 28   | 26   | 27   |
| NOB   | F | 2    | 2    | 2    | 9    | 11   |
|   | M | 3    | 3    | 1    | 4    | 5    |
| NOA   | F | 3    | 3    | 3    | 9    | 8    |
|   | M | 2    | 1    | 2    | 6    | 6    |

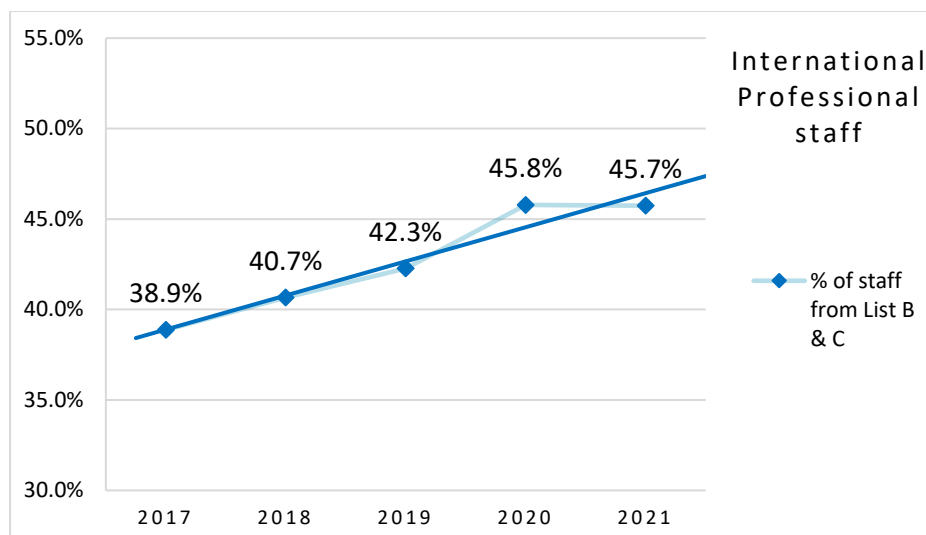
|   |   | 2017  | 2018  | 2019  | 2020  | 2021  | Percentage change 2017-2021 |
|---|---|-------|-------|-------|-------|-------|-----------------------------|
| <b>Director and International Professional grades</b> |   |       |       |       |       |       |                             |
| D1 and D2   | F | 22.7% | 27.3% | 45.8% | 44.0% | 41.7% | 83.3%                       |
|   | M | 77.3% | 72.7% | 54.2% | 56.0% | 58.3% | -24.5%                      |
| P5  | F | 26.9% | 26.7% | 24.3% | 30.9% | 32.1% | 19.4%                       |
|   | M | 73.1% | 73.3% | 75.7% | 69.1% | 67.9% | -7.1%                       |
| P4  | F | 52.2% | 55.1% | 50.7% | 53.7% | 53.5% | 2.6%                        |
|   | M | 47.8% | 44.9% | 49.3% | 46.3% | 46.5% | -2.8%                       |
| P3  | F | 52.6% | 55.8% | 52.4% | 44.9% | 47.7% | -9.2%                       |
|   | M | 47.4% | 44.2% | 47.6% | 55.1% | 52.3% | 10.2%                       |
| P2 and P1   | F | 67.7% | 60.7% | 66.7% | 66.7% | 74.1% | 9.3%                        |
|   | M | 32.3% | 39.3% | 33.3% | 33.3% | 25.9% | -19.6%                      |
| <b>National Professional grades</b>                   |   |       |       |       |       |       |                             |
| NOC and NOD   | F | 20.0% | 26.3% | 24.3% | 33.3% | 32.5% | 62.5%                       |
|   | M | 80.0% | 73.7% | 75.7% | 66.7% | 67.5% | -15.6%                      |
| NOB   | F | 40.0% | 40.0% | 66.7% | 69.2% | 68.8% | 71.9%                       |
|   | M | 60.0% | 60.0% | 33.3% | 30.8% | 31.3% | -47.9%                      |
| NOA   | F | 60.0% | 75.0% | 60.0% | 60.0% | 57.1% | -4.8%                       |
|   | M | 40.0% | 25.0% | 40.0% | 40.0% | 42.9% | 7.1%                        |

### Geographical representation breakdown by grade (Directors, International Professionals)

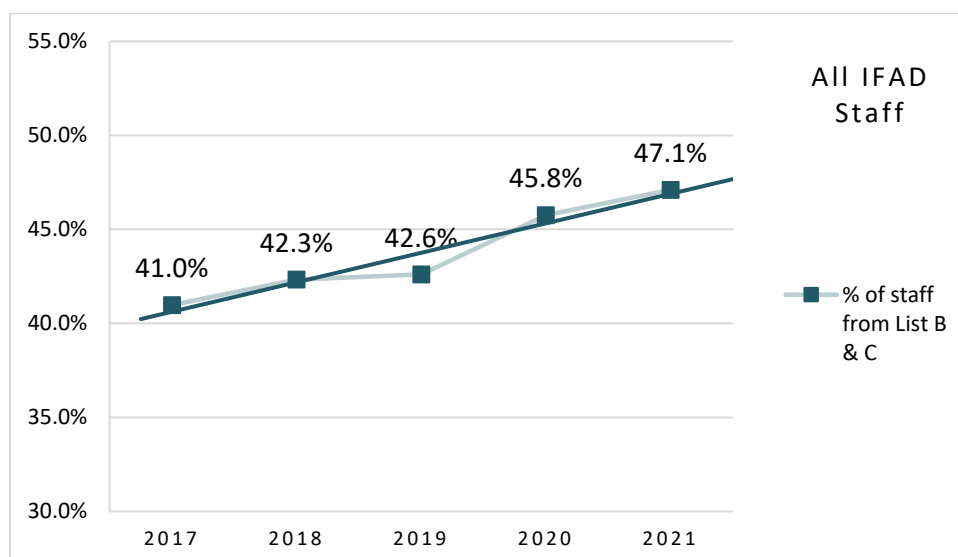
|   |             | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|-------------|------|------|------|------|------|
| <b>Director and International Professional grades</b> |             |      |      |      |      |      |
| D1 and D2   | List A      | 11   | 14   | 14   | 13   | 14   |
|   | List B or C | 11   | 8    | 10   | 11   | 9    |
|   | Non member  | 0    | 0    | 0    | 1    | 1    |
| P5  | List A      | 46   | 42   | 42   | 44   | 47   |
|   | List B or C | 31   | 32   | 31   | 37   | 37   |
|   | Non member  | 1    | 1    | 1    | 0    | 0    |
| P4  | List A      | 45   | 42   | 45   | 48   | 51   |
|   | List B or C | 23   | 26   | 29   | 33   | 47   |
|   | Non member  | 1    | 1    | 1    | 1    | 1    |
| P3  | List A      | 45   | 42   | 38   | 38   | 39   |
|   | List B or C | 33   | 35   | 44   | 51   | 49   |
|   | Non member  | 0    | 0    | 0    | 0    | 0    |
| P2 and P1   | List A      | 21   | 19   | 21   | 18   | 19   |
|   | List B or C | 9    | 8    | 8    | 8    | 7    |
|   | Non member  | 1    | 1    | 1    | 1    | 1    |

|  |             | 2017  | 2018  | 2019  | 2020  | 2021  | Percentage change 2017-2021 |
|--|-------------|-------|-------|-------|-------|-------|-----------------------------|
| <b>Directors and International Professional grades</b> |             |       |       |       |       |       |                             |
| D1 and D2  | List A      | 50.0% | 63.6% | 58.3% | 52.0% | 58.3% | 16.7%                       |
|  | List B or C | 50.0% | 36.4% | 41.7% | 44.0% | 37.5% | -25.0%                      |
|  | Non member  | 0.0%  | 0.0%  | 0.0%  | 4.0%  | 4.2%  |                             |
| P5   | List A      | 59.0% | 56.0% | 56.8% | 54.3% | 56.0% | -5.1%                       |
|  | List B or C | 39.7% | 42.7% | 41.9% | 45.7% | 44.0% | 10.8%                       |
|  | Non member  | 1.3%  | 1.3%  | 1.4%  | 0.0%  | 0.0%  |                             |
| P4   | List A      | 65.2% | 60.9% | 60.0% | 58.5% | 51.5% | -21.0%                      |
|  | List B or C | 33.3% | 37.7% | 38.7% | 40.2% | 47.5% | 42.4%                       |
|  | Non member  | 1.4%  | 1.4%  | 1.3%  | 1.2%  | 1.0%  |                             |
| P3   | List A      | 57.7% | 54.5% | 46.3% | 42.7% | 44.3% | -23.2%                      |
|  | List B or C | 42.3% | 45.5% | 53.7% | 57.3% | 55.7% | 31.6%                       |
|  | Non member  | 0.0%  | 0.0%  | 0.0%  | 0.0%  | 0.0%  |                             |
| P2 and P1  | List A      | 67.7% | 67.9% | 70.0% | 66.7% | 70.4% | 3.9%                        |
|  | List B or C | 29.0% | 28.6% | 26.7% | 29.6% | 25.9% | -10.7%                      |
|  | Non member  | 3.2%  | 3.6%  | 3.3%  | 3.7%  | 3.7%  |                             |

**Nationality (International Professional and above categories, all IFAD staff)**



|                                   | 2017 | 2018 | 2019 | 2020 | 2021 | Percentage change 2017-2021 |
|-----------------------------------|------|------|------|------|------|-----------------------------|
| <b>International Professional</b> |      |      |      |      |      |                             |
| List A staff total                | 170  | 159  | 165  | 164  | 175  | 2.9%                        |
| List B or C staff total           | 110  | 111  | 123  | 141  | 150  | 36.4%                       |
| Non member                        | 3    | 3    | 3    | 3    | 3    | 0.0%                        |



|                         | 2017 | 2018 | 2019 | 2020 | 2021 | Percentage change 2017-2021 |
|-------------------------|------|------|------|------|------|-----------------------------|
| <b>All IFAD staff</b>   |      |      |      |      |      |                             |
| List A staff total      | 308  | 296  | 291  | 309  | 316  | 2.6%                        |
| List B or C staff total | 218  | 221  | 219  | 264  | 285  | 30.7%                       |
| Non member              | 6    | 5    | 4    | 4    | 4    | -33.3%                      |

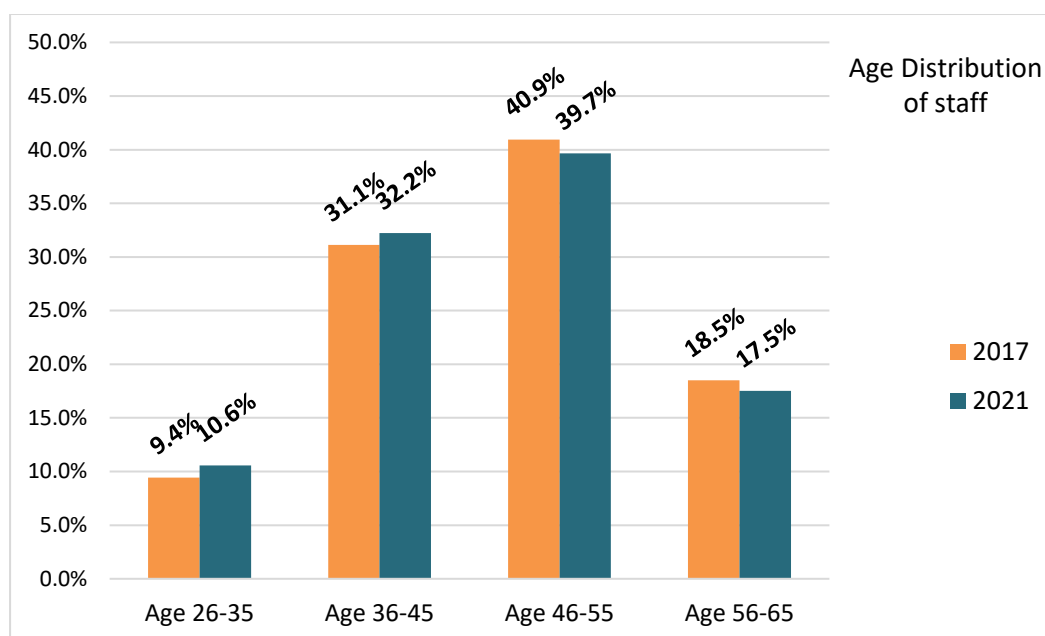
**Most represented nationalities by contract category (all IFAD staff, International Professionals and above categories, National Professional, General Service)**

|                                     | 2021 | 2020 | 2019 | 2018 | 2017 |
|-------------------------------------|------|------|------|------|------|
| <b>Nationality - All IFAD Staff</b> |      |      |      |      |      |
| Italy                               | 140  | 138  | 120  | 127  | 133  |
| United Kingdom                      | 29   | 26   | 26   | 28   | 29   |
| France                              | 25   | 28   | 27   | 25   | 24   |
| United States                       | 23   | 28   | 29   | 30   | 31   |
| Canada                              | 21   | 17   | 17   | 18   | 17   |
| India                               | 19   | 15   | 13   | 12   | 13   |
| Kenya                               | 17   | 13   | 10   | 10   | 10   |
| Germany                             | 15   | 14   | 14   | 13   | 13   |
| Spain                               | 12   | 13   | 12   | 10   | 10   |
| Ireland                             | 12   | 11   | 10   | 11   | 12   |
| China                               | 11   | 11   | 10   | 7    | 10   |
| Philippines                         | 10   | 10   | 9    | 10   | 10   |
| Senegal                             | 10   | 8    | 6    | 6    | 3    |
| Argentina                           | 9    | 10   | 10   | 9    | 9    |
| Egypt                               | 9    | 8    | 6    | 7    | 5    |
| Ethiopia                            | 8    | 8    | 6    | 6    | 6    |
| Other                               | 235  | 219  | 189  | 193  | 197  |

|  | 2021 | 2020 | 2019 | 2018 | 2017 |
|--|------|------|------|------|------|
| <b>Nationality - International Professionals</b> |      |      |      |      |      |
| Italy  | 51   | 50   | 50   | 50   | 53   |
| United Kingdom                                   | 19   | 16   | 16   | 16   | 16   |
| United States                                    | 15   | 19   | 21   | 21   | 23   |
| France   | 15   | 15   | 15   | 12   | 12   |
| Canada   | 13   | 8    | 8    | 9    | 8    |
| Germany  | 12   | 11   | 11   | 11   | 11   |
| India  | 11   | 9    | 9    | 9    | 9    |
| Spain  | 9    | 10   | 9    | 7    | 7    |
| Ireland  | 8    | 7    | 6    | 6    | 7    |
| China  | 7    | 7    | 6    | 4    | 5    |
| Kenya  | 7    | 6    | 6    | 5    | 4    |
| Finland  | 7    | 6    | 3    | 3    | 3    |
| Netherlands                                      | 7    | 5    | 2    | 3    | 3    |
| Tunisia  | 6    | 5    | 4    | 3    | 4    |
| Zimbabwe   | 6    | 4    | 3    | 3    | 3    |
| Argentina  | 5    | 6    | 6    | 5    | 5    |
| Peru   | 5    | 4    | 2    | 1    | 1    |
| Other  | 125  | 120  | 114  | 105  | 109  |

|  | 2021 | 2020 | 2019 | 2018 | 2017 |
|--|------|------|------|------|------|
| <b>Nationality - National Professional</b> |      |      |      |      |      |
| India                                      | 5    | 4    | 2    | 2    | 3    |
| Kenya                                      | 5    | 4    | 2    | 1    | 2    |
| Senegal                                    | 4    | 4    | 3    | 3    | 1    |
| Brazil                                     | 4    | 4    | 2    | 2    | 2    |
| Peru                                       | 4    | 4    | 1    | 1    | 0    |
| Indonesia                                  | 3    | 3    | 2    | 2    | 2    |
| Viet Nam                                   | 3    | 3    | 2    | 2    | 2    |
| Ethiopia                                   | 3    | 3    | 2    | 1    | 1    |
| Cote D'Ivoire                              | 3    | 3    | 1    | 1    | 1    |
| Egypt                                      | 3    | 3    | 0    | 1    | 1    |
| Turkey                                     | 3    | 3    | 0    | 0    | 0    |
| China                                      | 2    | 2    | 2    | 2    | 3    |
| Cameroon                                   | 2    | 2    | 1    | 1    | 1    |
| Sudan                                      | 1    | 1    | 2    | 2    | 2    |
| Mali                                       | 1    | 1    | 2    | 1    | 1    |
| Guatemala                                  | 1    | 1    | 1    | 2    | 1    |
| Other                                      | 23   | 22   | 20   | 23   | 22   |

|   | 2021 | 2020 | 2019 | 2018 | 2017 |
|---|------|------|------|------|------|
| <b>Nationality - General Service (HQ and field)</b> |      |      |      |      |      |
| Italy   | 89   | 88   | 70   | 77   | 80   |
| France  | 10   | 13   | 12   | 13   | 12   |
| United Kingdom                                      | 10   | 10   | 10   | 12   | 13   |
| Canada  | 8    | 9    | 9    | 9    | 9    |
| United States                                       | 8    | 9    | 8    | 9    | 8    |
| Philippines   | 6    | 6    | 6    | 7    | 7    |
| Kenya   | 5    | 3    | 2    | 4    | 4    |
| Ireland   | 4    | 4    | 4    | 5    | 5    |
| Argentina   | 4    | 4    | 4    | 4    | 4    |
| Spain   | 3    | 3    | 3    | 3    | 3    |
| Colombia  | 3    | 3    | 3    | 3    | 3    |
| Germany   | 3    | 3    | 3    | 2    | 2    |
| India   | 3    | 2    | 2    | 1    | 1    |
| Ethiopia  | 2    | 2    | 2    | 4    | 4    |
| Bolivia   | 2    | 2    | 2    | 2    | 2    |
| Indonesia   | 2    | 2    | 2    | 2    | 2    |
| Lebanon   | 2    | 2    | 2    | 2    | 2    |
| Other   | 43   | 37   | 34   | 43   | 43   |

**Age (all IFAD staff)**

|                               | 2017        | 2018        | 2019        | 2020        | 2021        | Percentage change<br>2017-2021 |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|--------------------------------|
| <b>Age group distribution</b> |             |             |             |             |             |                                |
| Age 26-35                     | 9.4%        | 7.7%        | 7.6%        | 10.4%       | 10.6%       | 12.1%                          |
| Age 36-45                     | 31.1%       | 31.8%       | 32.1%       | 32.1%       | 32.2%       | 3.5%                           |
| Age 46-55                     | 40.9%       | 42.5%       | 43.2%       | 39.0%       | 39.7%       | -3.1%                          |
| Age 56-65                     | 18.5%       | 18.0%       | 17.1%       | 18.5%       | 17.5%       | -5.2%                          |
| <b>Average age</b>            | <b>42.2</b> | <b>41.8</b> | <b>42.7</b> | <b>42.0</b> | <b>41.9</b> | <b>-0.6%</b>                   |

## Executive Management Committee (EMC) gender and geographical representation

|                   | 2017 | 2018 | 2019 | 2020 | 2021 |
|-------------------|------|------|------|------|------|
| <b>EMC Gender</b> |      |      |      |      |      |
| Female            | 2    | 2    | 3    | 2    | 3    |
| Male              | 4    | 3    | 6    | 6    | 7    |

|                   | 2017  | 2018  | 2019  | 2020  | 2021  |
|-------------------|-------|-------|-------|-------|-------|
| <b>EMC Gender</b> |       |       |       |       |       |
| Female            | 33.3% | 40.0% | 33.3% | 25.0% | 30.0% |
| Male              | 66.7% | 60.0% | 66.7% | 75.0% | 70.0% |

|                 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------|------|------|------|------|------|
| <b>EMC List</b> |      |      |      |      |      |
| List A          | 2    | 2    | 7    | 6    | 8    |
| List B or C     | 4    | 3    | 2    | 2    | 2    |

|                 | 2017  | 2018  | 2019  | 2020  | 2021  |
|-----------------|-------|-------|-------|-------|-------|
| <b>EMC List</b> |       |       |       |       |       |
| List A          | 33.3% | 40.0% | 77.8% | 75.0% | 80.0% |
| List B or C     | 66.7% | 60.0% | 22.2% | 25.0% | 20.0% |

**EMC Composition:** President, Vice-President, Associate Vice-Presidents, Chief of Staff, General Counsel, Chief Risk Officer.

Data include EMC members employed on fixed-term contracts as at the 1st of January of each year, including the President of IFAD. Short-term appointments not included.