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IFAD Strategy on Diversity, Equity and Inclusion

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Contents

Annexes

Abbreviations and acronyms

DEI Strategy	Diversity, Equity and Inclusion Strategy
GSS	Global Staff Survey
IFI	international financial institution
LGBTIQ+	Lesbian, gay, bisexual, transgender, intersex and queer
SEA	sexual exploitation and abuse
SH	sexual harassment
UNDIS	United Nations Disability Inclusion Strategy
UNPAD	United Nations People of African Descent
UN-SWAP 2.0	United Nations System Wide Action Plan 2.0

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Recommendation for approval

The Executive Board is invited to approve the IFAD Strategy on Diversity, Equity and Inclusion as presented in this document.

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IFAD Strategy on Diversity, Equity and Inclusion

Executive summary

1. Diversity, equity and inclusion underpin IFAD's core values (i.e. integrity, respect, professionalism and focus on results), vision and mission. Committing to and achieving diversity, equity and inclusion will recognize the diverse nature of IFAD's membership and workforce and, in turn, help to better serve and be responsive to the needs of IFAD's beneficiaries.

2. Having a diverse, equitable and inclusive workforce is inherently important on the grounds of diversity, equity and inclusion in themselves, but also as an essential driver for innovation and to attract and retain diverse talent – bringing new perspectives, experiences and ideas – to maximize the impact of IFAD's work and promote IFAD as an employer of choice.

3. In order to identify challenges and areas for improvement while preparing the new strategy, a dedicated Diversity, Equity and Inclusion Working Group was set up. The working group, inter alia, carried out a thorough review of systemic barriers and biases that may be hindering the promotion of diversity, equity and inclusion at IFAD. The review highlighted that IFAD has already undertaken certain initiatives to address these barriers and biases, as outlined in this document. IFAD now seeks to further strengthen diversity, equity and inclusion within the organization by integrating existing and proposed new initiatives into a concrete strategy.

4. The objective of the strategy is to embed diversity, equity and inclusion into every aspect of IFAD's workplace culture and workforce. This will build a culture of mutual respect and accountability, leading to a safe and affirming work environment for IFAD personnel where everyone can contribute to their fullest potential, drawing on their unique perspectives to help achieve IFAD's mandate.

5. Progress on diversity, equity and inclusion will be measured over time at IFAD through a set of key performance indicators, further refined following a benchmarking exercise with other United Nations entities and international financial institutions that will assess progress made on specific targets. Finally, the document sets out a phased implementation plan for the Diversity, Equity and Inclusion Strategy and a timeline for the achievement of key milestones.

I. Background, objective and statement of commitment

1. In recognition of the significance of diversity, equity and inclusion as an integral part of the Fund's identity and workforce, this document presents IFAD's Diversity, Equity and Inclusion (DEI) Strategy, which builds on important work already under way at IFAD and sets the direction for the years to come.

2. A thorough review has been conducted of the systemic barriers and biases that may be hindering the promotion of diversity, equity and inclusion at IFAD, including from the cultural and behavioural perspectives. A comprehensive ecosystem is needed to create a supportive work environment and enable close monitoring of key indicators and policies to support diversity, equity and inclusion, while driving deep cultural change. Some possible solutions for addressing these barriers include:

   - Raising awareness about unconscious bias: The first step in building a strong organizational culture is raising awareness among the workforce about conscious and unconscious biases, not only in their attitudes but also in internal organizational practices and assumptions;

   - Listening to concerns: After educating, listening is the next step in building a strong organizational culture. It is important to create a safe two-way dialogue where employees feel comfortable discussing concerns and desires;

   - Proactively creating an inclusive culture: It is crucial to provide equal opportunity for career development of all staff, which may involve mentoring, coaching and upskilling; and

   - Setting and measuring diversity and inclusion goals: By setting clear goals, organizations can easily track progress and tangibly see how targets are realized. Transparency around results is key, as it holds leaders accountable for creating plans to reach their goals.

3. In line with the findings of the review done, most of the possible solutions described above are already integrated within IFAD policies and mirrored in the current initiatives – for instance, by way of mandatory training on unconscious bias, confidential dialogue and feedback channels, and various training opportunities within the revamped Upskilling for Operational Excellence programme,[1] among others.

4. In addition, IFAD, in partnership with other parts of the United Nations system, is already implementing several initiatives as part of its firm commitment to fostering diversity, equity and inclusion, and eliminating discrimination across the organization. These include the second phase of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0); the United Nations Disability Inclusion Strategy (UNDIS); UN-GLOBE, a group that advocates for the equality of lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) staff; and the United Nations Strategy and Plan of Action on Hate Speech and workplace culture initiatives, among others.

5. A brief summary of IFAD's current initiatives and engagement with wider United Nations-based initiatives is set out in annex I to this document. In addition, as part of the implementation of the DEI Strategy, IFAD will undertake a review of internal policies and procedures to ensure that they capture the relevant principles.

6. Objective: The objective of this strategy is to consolidate into a single framework IFAD's vision and way forward for fostering a workplace that embeds diversity, equity and inclusion into every aspect of the organizational culture and workforce.
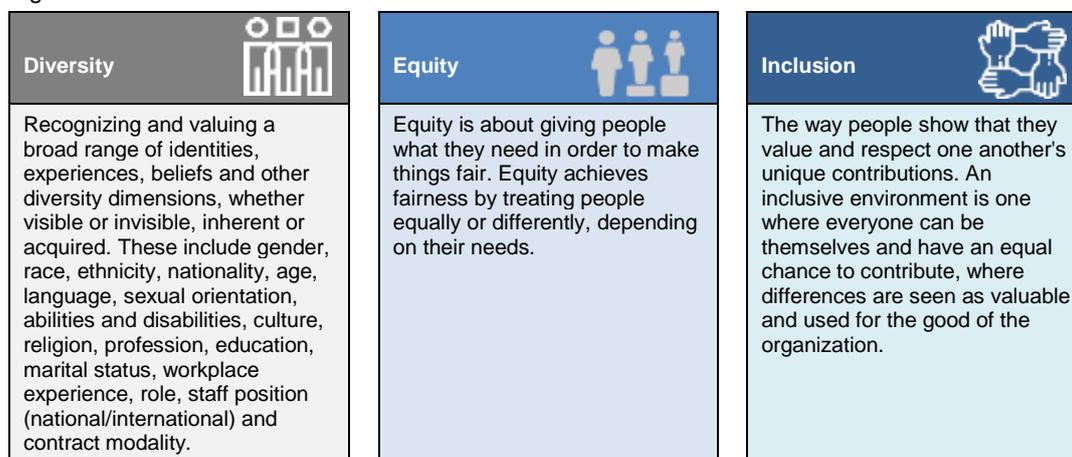
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[1] The programme focuses on skills gaps identified through the strategic workforce planning exercise carried out in 2019.

7. The strategy is expected to build a culture of mutual respect and accountability leading to an open, fair and affirming work environment for IFAD personnel. Creating such an environment will enable everyone to contribute to their fullest potential, drawing on their unique perspectives to help achieve IFAD's mandate, and reflect the diversity of IFAD's membership. In turn, this will enable IFAD to better serve and be responsive to the needs of its beneficiaries. Achieving diversity, equity and inclusion is inherently important in itself, but also as an essential driver for innovation and to attract and retain diverse talent – bringing new perspectives, experiences and ideas – to maximize the impact of IFAD's work and promote IFAD as an employer of choice.[2]

8. Statement of commitment: IFAD is committed to achieving a diverse working environment that values the richness of the different identities, experiences, beliefs, perspectives and skills of its workforce, as well as a workplace free of any form of discrimination. IFAD is aware that diversity can present challenges of its own and therefore commits to ensuring that equitable opportunities are provided to all of its workforce and future candidates. IFAD strives to be a safe workplace where all personnel feel that they can bring their whole selves to work. IFAD believes that a diverse, inclusive and equitable organizational culture is key to empowering its workforce and contributing to collaborative, creative and innovative work.

II. Definition of diversity, equity and inclusion

9. Figure 1 below provides definitions of the elements of diversity, equity and inclusion, which will serve as the backbone for the implementation of the strategy. They range from strengthening the organizational culture to improving processes around recruitment, people management, career development and advancement, and engagement of IFAD personnel.

Figure 1

Diversity	Equity	Inclusion
Recognizing and valuing a broad range of identities, experiences, beliefs and other diversity dimensions, whether visible or invisible, inherent or acquired. These include gender, race, ethnicity, nationality, age, language, sexual orientation, abilities and disabilities, culture, religion, profession, education, marital status, workplace experience, role, staff position (national/international) and contract modality.	Equity is about giving people what they need in order to make things fair. Equity achieves fairness by treating people equally or differently, depending on their needs.	The way people show that they value and respect one another's unique contributions. An inclusive environment is one where everyone can be themselves and have an equal chance to contribute, where differences are seen as valuable and used for the good of the organization.

III. Guiding principles

10. Implementation of the DEI Strategy will be guided by two essential principles:

(i) Mutual accountability: In order to realize the objective set, mutual accountability must be established between the Fund, its managers (at all levels) and personnel. Clear accountability of all supervisors for their leadership and management of supervisees, and of individual staff members towards each other, in line with the DEI Strategy, is crucial; and

(ii) Everyone has a role to play: Everyone will be expected to engage in the implementation of the strategy, including Member States, the Executive

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[2] IFAD employee value proposition plan.

Management Committee (EMC), managers (at all levels) and all personnel; everyone will be expected to listen, to speak up when necessary and to foster a spirit of inclusiveness, respect, teamwork, openness and transparency in their work and interactions.

IV. Accountability

11. IFAD will advance its work on diversity, equity and inclusion through advocacy and a governance structure, as set out below.

A. Advocacy

12. IFAD will introduce a management compact[3] for Senior Management, to ensure that diversity, equity and inclusion are embedded in all relevant executive actions and decisions, and to enhance accountability towards advancing the objectives of the strategy. This document will capture Senior Management's commitment and corresponding actions to achieve progress.

13. In addition, in line with the guiding principle that everyone has a role to play and the aspiration of a more inclusive workplace, personnel feedback and concerns will be mediated through the participation of the IFAD Staff Association at the deliberations of the Diversity, Equity and Inclusion Working Group and through regular pulse surveys by managers.

B. Governance structure

14. To support the implementation of the strategy, a governance structure is proposed (as further detailed in annex II) with Associate Vice-President (AVP), Corporate Services Department (CSD) heading the Diversity, Equity and Inclusion Working Group, as the Diversity, Equity and Inclusion Champion. The working group will be supported by a number of units and divisions, as well as advocates, as detailed below.

15. The strategy will be implemented consistently throughout the organization, including IFAD Country Offices (ICOs). It is essential to demonstrate – to the Member States, workforce, beneficiaries and other stakeholders – the depth of IFAD's commitment to improving and strengthening diversity, equity and inclusion within the organization. For this reason, advocates will be nominated at headquarters and at the regional and country levels to ensure the widest dissemination of the strategy, and to support its implementation.

16. Additionally, in the context of IFAD's decentralization efforts, representation by diversity, equity and inclusion advocates from the ICOs in the working group will ensure that evolving challenges and opportunities in the regions are captured and addressed in real time. This will also help to bridge the gap between headquarters and the ICOs and enable the exchange of ideas and feedback on IFAD's ongoing initiatives and the strategy's implementation.

17. Working group meetings will be held every quarter to monitor implementation of the strategy and consolidate findings from previous quarters. The meetings will be used by advocates to report on overall progress made at headquarters and in the field, challenges, areas for improvement and any feedback received from colleagues. The working group will deliver its findings to the EMC on a regular basis – ensuring that all EMC members remain fully engaged in championing diversity, equity and inclusion across the organization.

V. Metrics

18. IFAD will monitor and measure progress on diversity, equity and inclusion against key performance indicators (KPIs) (further refined following a benchmarking

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[3] Specific objectives will be designed to reflect commitment to diversity, equity and inclusion objectives as part of the competency goals in the performance appraisal document for Senior Management.

exercise with other United Nations organizations and international financial organizations [IFIs] as indicated above), which may include but is not limited to those outlined below. Annex III sets out a sample scorecard of certain indicative KPIs (with any further KPIs to be developed as appropriate over time, as the strategy evolves).

A.   Diversity

19.   IFAD reports annually on diversity at IFAD to the Executive Board. The Human Resources Division monitors several key indicators on diversity and workforce composition for the Results Management Framework and the annual Report on IFAD's Development Effectiveness, such as the percentage of female staff in positions graded P-5 and above and the percentage of staff with primary nationality of a List B or C country.

20.   **Gender:** IFAD will continue to measure and report on hard targets towards progressively achieving gender parity, specifically the representation of women at senior levels (percentage of women in international Professional staff positions – P-5 and above), as well as gender parity in all grades (percentage of male and female staff in all grades).

21.   **Geographical representation:** IFAD monitors the geographical representation of staff and is committed to increasing the representation of staff from List B and C countries. In line with this commitment, IFAD will continue to implement outreach activities to ensure a diversified applicant pool and to ensure that the decision-making process at the appointment stage leads to enhanced geographical representation.

22.   **Multilingualism:** IFAD is fully aligned with the United Nations core values and recognizes the importance of multilingualism not only in the context of its workforce but also among its stakeholders and beneficiaries in different regions of the world. The scope and complexity of IFAD's activities require a versatile, multi-skilled and experienced workforce to carry out diverse duties and functions in support of its mandate and best interests. As a decentralized organization, IFAD has offices at multiple duty stations and needs flexibility to manage talent and assign personnel to activities across the organization.[4]

23.   Ensuring that IFAD has a workforce with sufficient proficiency and ability to communicate in the United Nations official languages is therefore essential to support the organization's decentralization efforts. IFAD offers regular language trainings (in Arabic, English, French, Spanish and Italian) at all levels of proficiency, free of charge for staff and interns[5] as an incentive to promote and enhance multilingualism. Multilingualism is also embedded in IFAD's Human Resources Implementing Procedures[6] (promotion criteria and language training) in an effort to enrich language ability, enhance communication skills, build cultural awareness, foster staff mobility and allow more flexibility for diverse working assignments within IFAD.

24.   Additionally, as part of IFAD's commitment to the diversity, equity and inclusion agenda, efforts will continue to be enhanced in this area, including through consultation with the relevant Joint Inspection Unit[7] recommendations.

25.   **Disability:** IFAD is committed to implementing the 2019 UNDIS. Since 2020, the Fund has been stepping up its efforts to embed the rights of persons with disabilities more systematically in its work. Among other actions, IFAD will ensure

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[4] IFAD Mobility Framework.
[5] Language training is available to consultants upon payment. Interns may attend courses if a class has already been set up (i.e. with a minimum of four staff members attending) and the class is not yet full (i.e. a maximum of eight participants).
[6] Chapter 5, 5.2.5 (x)(b)(iv) and 5.3.3 (i)(d).
[7] JIU/REP/2020/6 – Report of the Joint Inspection Unit – Multilingualism in the United Nations system.

that its premises[8] are accessible and provide reasonable accommodation to differently-abled individuals to ensure that the IFAD workplace is fit-for-purpose, with appropriate accessibility tools and instruments for all.

B. Equity and inclusion

26. Global Staff Surveys (GSS) have been conducted since 2016, most recently in 2018. The surveys, inter alia, measure staff engagement, namely the intensity of staff's connection to IFAD, marked by committed effort to achieve work goals in environments that support accountability and productivity. In addition to the reporting helplines (paragraph 32 below), the next GSS will also be used to measure equity and inclusion perceptions among staff. The GSS will be revised to include diversity, equity and inclusion-specific questions to help identify, prioritize and address areas for improvement (see annex IV for a sample of proposed questions).

27. Included in the IFAD Action Plan on Hate Speech is the development of an IFAD-wide survey to assess evidence and the root causes and drivers of hate speech, discrimination and racism. The survey will gather information from across IFAD. The results of the survey will feed into the action plan.

VI. Enablers

28. Workforce engagement is the driving force behind high performing organizations. That is why open dialogue, feedback and transparent communication are central to IFAD's organizational culture. Key enablers of a successful DEI Strategy are briefly described below:

Leadership commitment

29. IFAD's AVP CSD (as Champion), Senior Management and other elected diversity, equity and inclusion advocates at headquarters and in the regions will act as role models throughout the implementation of the strategy, and will be required to hold themselves to the highest standards. In addition to the leadership training programme introduced under the Upskilling for Operational Excellence programme, Senior Management and all advocates will also be required to attend a dedicated training module on role modelling. Moreover, terms of reference will be developed to guide the advocates in their role. The diversity, equity and inclusion advocates will be expected to act as culture carriers, both functionally and in work practice.

A. Strategic communication and reporting helplines

30. In support of the DEI Strategy, context-sensitive communication will play an important role in informing, educating, engaging and empowering IFAD's workforce. Regular communication by Management and the working group will encourage the workforce to engage in the implementation of the diversity, equity and inclusion agenda. Strategic communication efforts will build awareness around the strategy both externally and internally.

31. Internally, communication efforts will focus on ensuring that everyone is involved in implementation, reinforcing the principle that everyone has a role to play. Managers will be encouraged to collect feedback from their teams regularly via short pulse checks.

32. Managers and supervisors are responsible for fostering and maintaining a positive work environment free of intimidation, hostility and all forms of unsatisfactory conduct or misconduct. Such incidents can be reported to the Ethics Office and the Office of Audit and Oversight through their respective confidential reporting email addresses and helplines, which have been made more visible and accessible on IFAD's intranet and website. Incidents of sexual harassment or sexual exploitation and abuse (SH/SEA) can be reported anonymously with no time limitation.

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[8] At headquarters and in ICOs and IFAD Liaison Offices.

33. IFAD will work to ensure that clear messaging goes out so that the workforce are made aware that these reporting lines are available to them to report any diversity, equity and inclusion misconduct.

B. Workforce awareness

34. Workforce awareness and engagement will be fostered through leading online curricula to help build empathy and awareness of diversity, equity and inclusion issues and enhance inclusion in the workplace culture. Additionally, as envisaged within the relevant UNDIS and gender equity and women's empowerment action plans, awareness training will be developed and delivered as a mandatory requirement by 2023.

VII. Implementation plan and timeline

35. The DEI Strategy will be implemented in a phased approach, including ongoing preliminary work, as follows:

    (i) Phase 1 (2021): Consolidate current diversity, equity and inclusion activities and develop new initiatives; identify KPIs (benchmark with IFIs and other United Nations entities):

        (a) The AVP, CSD (as Champion) will identify advocates as defined in the governance structure, with terms of reference to be developed;

        (b) The working group will set up a mechanism for coordination and knowledge exchange across IFAD (including both headquarters and ICOs); and

        (c) The working group will agree on a preliminary version of the KPIs scorecard (see annex III for a sample scorecard).

    (ii) Phase 2 (2022): Begin implementation of the strategy:

        (a) The KPIs will be implemented and the working group will identify desired outcomes;

        (b) Awareness training will be rolled out as a mandatory requirement;

        (c) The working group will revise the KPIs scorecard, if needed; and

        (d) Management will present an annual report and update to the Executive Board in April of each year, beginning in 2022.

    (iii) Phase 3 (2023 and beyond): Continued implementation, monitoring and reporting:

        (a) Continue exchanging experiences and best practices with other United Nations entities and IFIs, including in relation to developing KPIs; and

        (b) Continue to strengthen and expand efforts and actions in areas that need further improvement, including a continued focus on ongoing and new initiatives, and maximum integration of diversity, equity and inclusion in the Fund's culture, leadership and workforce.

Current diversity, equity and inclusion initiatives

A. Diversity

1. **Gender:** In line with the United Nations 2030 Agenda for Sustainable Development and within the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0), IFAD is mainstreaming gender equality and the empowerment of women into its work. Gender sensitization courses and management development programmes are held for staff and managers. In 2019, IFAD developed mandatory e-learning training on gender equality to raise awareness of gender bias issues in the workplace. A gender action plan published in 2017 sets out initiatives for immediate implementation and longer-term measures aimed at establishing a conducive environment and culture to correct gender trends, meet IFAD gender targets and sustain performance in the years to come.

2. **Geographical representation:** To achieve a more diverse workforce, IFAD has conducted targeted recruitment campaigns and outreach through virtual career fairs aimed at disseminating career opportunities available at IFAD to nationals of underrepresented regions. In addition, IFAD's Human Resources Implementing Procedures require that at least one third of qualified candidates in the shortlists for vacant positions[9] must be from Lists B and C (combined).[10] As part of the human resources provisions designed to enhance geographical distribution and diversity of the workforce, IFAD's enhanced internship programme is intended to attract talented young professionals whose nationality would further the geographical distribution goals determined to ensure equitable representation.

3. **Disability:** IFAD is committed to implementing the United Nations Disability Inclusion Strategy (UNDIS). Since 2020, IFAD has been reporting annually to the United Nations Secretariat on concrete, measurable indicators as defined in the UNDIS technical notes.[11] These include workforce indicators on: (i) employment (the extent to which employment policies/strategies, and other human resources related policies/strategies, are disability-inclusive); and (ii) learning initiatives on disability awareness. The indicators apply to all persons who undertake work for the entity, including staff, interns, consultants and volunteers.

B. Workplace culture

4. Management has been actively engaging with IFAD personnel to foster a positive workplace culture, including by conducting surveys, in order to: (i) gain a better understanding of the progress made on specific issues; and (ii) formulate an action plan to work towards a positive workplace culture. In response to the most recent survey in May 2021, Management is focusing on: (i) devising a detailed implementation plan and milestones for 15 actions prioritized by staff to address workplace culture issues; and (ii) identifying additional actions to address feedback provided on the implementation status of the action plan relating to the previous Global Staff Surveys (GSS). The actions focus on addressing issues in work-life balance, empowerment, career development and trust in leadership.

C. Sexual harassment and sexual exploitation and abuse

5. In response to the United Nations Secretary-General's strategy for a system-wide approach to strengthening prevention and response measures to combat sexual harassment (SH) and sexual exploitation and abuse (SEA) in its operations and funded activities, IFAD established a task force led by the Ethics Office (ETH), which regularly monitors and reports to the Executive Board on the implementation of IFAD's plan of action to align IFAD with the Secretary-General's strategy.

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[9] In case of externally advertised positions in the Professional and higher categories.
[10] Chapter 2.7(vii)(c) of Human Resources Implementing Procedures.
[11] UNDIS Technical Notes.

6.   IFAD is committed to promoting the highest level of ethics and integrity in its operations and funded activities. Since the release of the IFAD policy to Preventing and Responding to the SH/SEA in April 2018, IFAD has implemented the 2018-2019 SH/SEA Action Plan; strengthened policies and procedures (including the General Conditions for Agricultural Development Financing and the IFAD Project Procurement Guidelines); conducted awareness-raising events and a campaign to combat SH/SEA entitled "Speak Up, Report, Support"; developed a mandatory SH/SEA online training course; released the Guidelines to Prevent Harassment, Sexual Harassment and Discrimination at Events; and launched an SEA focal point programme in all regions where the Fund operates.

7.   In its 2020-2021 plan, IFAD mainstreamed further SH/SEA awareness in its operations through SH/SEA training of implementing partners and the release of a guide for borrowers/recipients on SH/SEA, which provides information on the SH/SEA policy as well as mechanisms, obligations and responsibilities affecting all those working on IFAD-funded activities and operations. SH/SEA risks at project design are identified through the Social, Environmental and Climate Assessment Procedures (SECAP) and appropriate mitigation measures integrated.

8.   Hate speech, racism and discrimination: In response to the United Nations Strategy and Plan of Action on Hate Speech IFAD has developed its own action plan, which also covers racism and discrimination, and shared it with the Special Adviser on the Prevention of Genocide tasked by the Secretary-General to implement the United Nations strategy. The plan embeds an education and awareness-raising component implemented through blogs, communication and webinars.

9.   In addition, an IFAD-wide survey on hate speech, racism and discrimination will assess any evidence and the root causes and drivers of this scourge, to learn from the results and feed as appropriate into the action plan. The results of the survey will be presented to the Executive Board in December 2021.

10. **UN-GLOBE:**[12] 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. The Human Resources Division (HRD) and the IFAD Staff Association are engaging with IFAD's UN-GLOBE coordinator on these five issues. Senior Management supports a workplace free of homophobia, transphobia and biphobia, including through a statement during the International Day against Homophobia, Biphobia and Transphobia. Moreover, awareness-raising activities have been held for all staff in collaboration with UN-GLOBE.

11. **Association of United Nations People of African Descent (UNPAD)**: UNPAD is a staff association established in April 2016 pursuant to General Assembly resolution 68/237 on the Proclamation of the International Decade for People of African Descent and resolution 69/16 on the programme of activities for the implementation of the International Decade for People of African-Descent.[13] IFAD is exploring collaboration with UNPAD to continue promoting and ensuring a safe and inclusive environment at IFAD free of racism and discrimination.

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[12] The UN-Globe initiative.

[13] Association of United Nation People of African Descent (UNPAD). The association was created within the framework of General Assembly Resolutions 68/237 and 69/16 for the International Decade for People of African-Descent.

Diversity, equity and inclusion governance structure
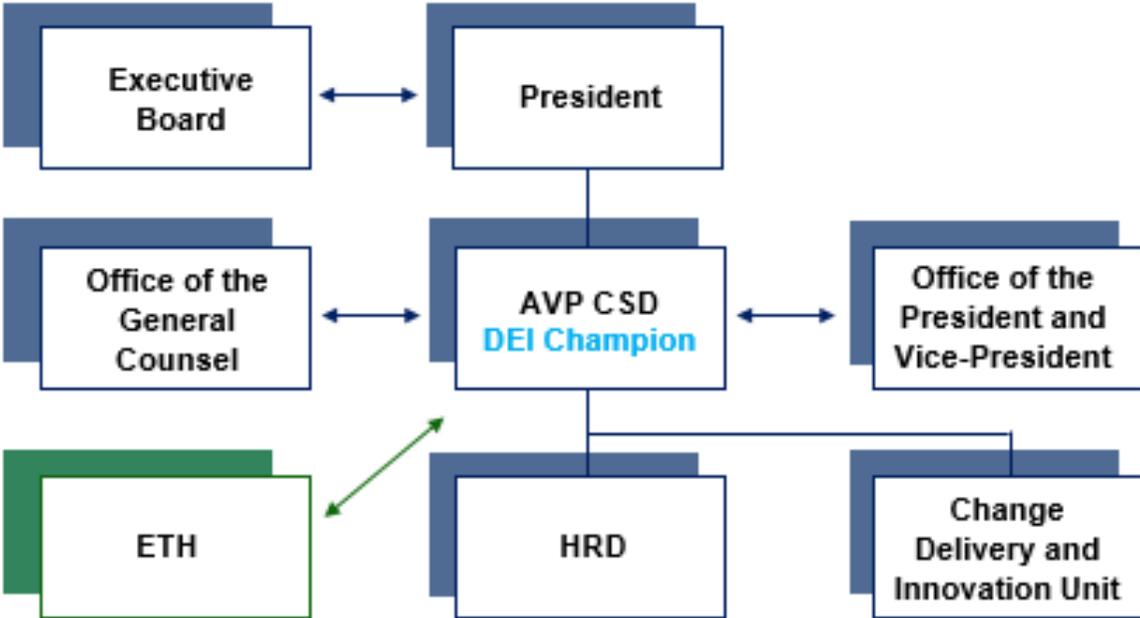
Diversity, equity and inclusion key performance indicators (KPIs)*
(proposed scorecard)

	Description	Unit	Baseline	Target	Direction
1	Women representation at senior level (percentage of women in international Professional staff positions – P-5 and above)	%	34.2	40 (by 2025) 50 (by 2030)	⬆
2	Gender parity in all grades (percentage of male and female staff in all grades)	%	58.2	50 (by 2030)	⬇
3	Capacity assessment and development – percentage of supervisors trained in mandatory training on gender bias	%	100	100	Sustain
4	Increased representation of List B & C countries (staff)	%	45.7	55 (by 2023)	⬆
5	Staff engagement index (GSS) with diversity, equity and inclusion - specific indicators, e.g. agreement with the statement: "All IFAD employees are treated with respect"	%	72	80 (by 2023)	⬆
*Subject to periodic review during DEI Strategy implementation					

Global Staff Survey – proposed questions on diversity, equity and inclusion

Survey	Questions
GSS 2018	1. My work gives me a feeling of personal accomplishment
	2. I have considerable freedom of action without going to my supervisor for permission
	3. I would recommend IFAD as a great place to work
	4. I am proud to work for IFAD
	5. I understand how my role contributes to IFAD's values, goals and objectives
	6. I am able to influence decisions that affect my work
	7. I would willingly put in extra effort to contribute to IFAD's success
IFAD workplace culture survey 2019	8. In the last year, I have experienced or witnessed IFAD managers or supervisors intentionally block career opportunities for unjustifiable reasons
	9. I know IFAD's core values of respect, integrity, professionalism and focus on results
	10. Overall, my colleagues set a good example of respectful and positive behaviour
	11. In my opinion, IFAD's workforce abides by the organization's core values of respect, integrity, professionalism and focus on results
	12. In the last year, while working for IFAD, I have experienced or witnessed shouting and/or other forms of aggressive behaviour
	13. In the last year, I have experienced or witnessed colleagues treat me and/or other colleagues in a demeaning or humiliating manner
	14. In the last year, I have experienced or witnessed IFAD managers or supervisors prevent me and/or colleagues from reporting unethical behaviour
	15. In the last year, in relation to my work with IFAD, I have experienced or witnessed unwanted requests and/or comments of a sexual nature
Proposed questions on diversity, equity and inclusion to be included as part of future GSS (starting in 2022)	16. Managers are held accountable when their actions or behaviours are contrary to the institution's values and objective of fostering diversity, equity and inclusion
	17. I am treated with dignity and respect at IFAD
	18. Management is taking action to improve diversity, equity and inclusion
	19. Diverse perspectives are valued in my unit
	20. Management (at all levels) creates a culture of openness and trust
	21. Colleagues are treated fairly regardless of diversity aspects, including gender, race, ethnicity, nationality, age, language, sexual orientation, abilities and disabilities, culture, religion, profession, education, marital status, workplace experience, role, staff position (national/international) and contract modality