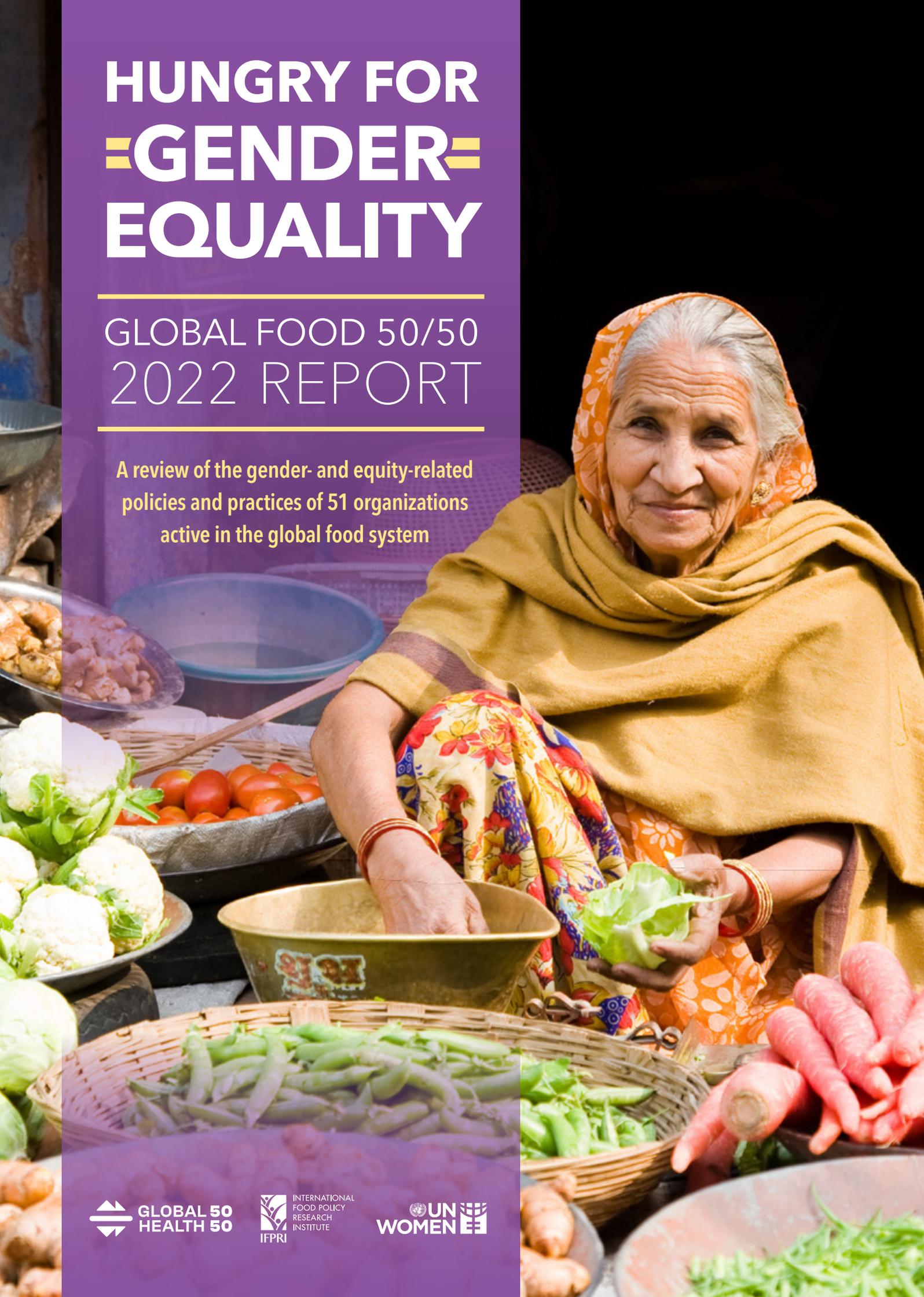# HUNGRY FOR =GENDER= EQUALITY

GLOBAL FOOD 50/50
2022 REPORT

A review of the gender- and equity-related policies and practices of 51 organizations active in the global food system

GLOBAL 50 HEALTH 50

INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE IFPRI

UN WOMEN

Acknowledgments

Suggested citation: *Global Health 50/50, the International Food Policy Research Institute, UN Women, 'Hungry for Gender Equality: The Global Food 50/50 Report 2022', Washington D.C.: 2022.* https://doi.org/10.56649/WIQE2012

Contents

Foreword

The second Global Food 50/50 report comes at a crucial time marked by an unprecedented global food crisis that is linked to the interconnected shocks of the COVID-19 pandemic, climate change impacts, and conflicts including the war in Ukraine. Despite women and girls leading the charge in addressing the crisis, they are the worst affected.

Overall, women have limited voice, agency, and participation in decision-making across society. This discrimination is also evident in the global food system, where these women are acutely underrepresented in the leadership of global organizations working on food security and nutrition.

The Global Food 50/50 report gives us reliable and rigorous evidence of gendered and geographic inequalities in global food leadership. It shows that there are not only gender imbalances in board membership, but also overrepresentation of board members from high-income countries.

It is urgent that we create just and equitable agriculture and food systems by encouraging women's leadership in food organizations, developing workplace policies that enable women to thrive, and pursuing outcomes that improve the food security and nutrition of women and girls. All these should be done while addressing the root causes of gender inequalities.

Global food system organizations have a critical role to play. Without gender balance and inclusive geographic representation, these organizations risk missing out on the richness of diverse perspectives. Accountability mechanisms, such as the Global Food 50/50 Report, are an important tool to guide us toward this goal.

This Global Food 50/50 report complements the commitment by the Committee on World Food Security (CFS) to advance gender equality and women's and girls' empowerment as part of its work to protect and promote the right to food *for all* by addressing hunger and malnutrition. This work includes ongoing efforts to develop CFS Voluntary Guidelines on Gender Equality and Women's and Girls' Empowerment in the Context of Food Security and Nutrition.

As the report highlights, our successes and our shortfalls on gender equality require that we take action today to advance equality *for all* to ensure food security and nutrition *for all*.

Ambassador Gabriel Ferrero y de Loma-Osorio

Chairperson, Committee on World Food Security

Preface

Over the past year, millions of people have been tragically affected by drastic disruptions to global food systems resulting from conflict, COVID-19, the climate crisis, and the greed of major corporations. The global food system is already precarious and unsustainable, and all too often puts profits before people and the planet, driving deep inequalities and environmental degradation. In such times of crisis, women act as shock absorbers. Women eat less and suffer from malnutrition more than men, and they face heightened restrictions to grow and access food or earn and keep their incomes. As a result, globally, the gap between men's and women's hunger has widened, with food insecurity now affecting 150 million more women than men.

Data that illuminate the full interplay between gender and food systems are lacking and all too often focused narrowly on women's reproductive, rather than productive, roles. This lack of evidence helps perpetuate inequalities and flawed solutions that consistently ignore women, their rights, their critical and diverse roles, and the patriarchal dynamics at play in food systems.

Global Health 50/50, IFPRI, and UN Women are pleased to deliver the second Global Food 50/50 report, which shines a light on the progress – or lack thereof – made by food organizations in promoting diversity and equality in their leadership and decision-making and in putting gender equality at the heart of their work.

This year, we complemented our annual leadership analysis with a study of the board members of governing bodies. The data reveal not only gender inequalities in board representation, but also that board seats are dominated by nationals from high-income countries. This is not acceptable. We need the leadership of global food organizations to be diverse and representative so that decisions and programs can reflect the experiences, needs, and interests of more than a narrow and unrepresentative slice of the world's population.

Rigorous evidence that enables enhanced accountability is needed to catalyze progress toward the ambitious goals set this year by the Committee on Food Security and others. The impact achieved in the global health space by Global Health 50/50, an independent accountability mechanism similar to Global Food 50/50, shows rapid and meaningful change is possible. We look forward to supporting food organizations in leading a movement to drive a gender-equitable and human rights-based food systems transformation that is good not only for all people but for the planet, too. Like access to food, gender equality is not just about policies or programs – it is a human right.

Kent Buse
Co-Director, Global Health 50/50

Johan Swinnen
Director General, IFPRI

Sarah Hawkes
Co-Director, Global Health 50/50

Sima Bahous
Executive Director, UN Women

Executive Summary

Across the world, populations are facing severe threats and rising inequalities from the combined effects of climate change, environmental degradation, COVID-19, and conflict. As a result, food systems are in crisis, and people are increasingly feeling impacts on their everyday lives. For women, globally and regionally, the effect of the food systems crisis is more severe than for men. Both historically and at present, women are more food insecure and have less access to healthy food, land ownership, and resources for food production than men. Gender inequalities are woven through food systems, contributing to unjust food production, access, and consumption.

Global food system organizations are working to address some of the critical issues affecting people's access to food and nutrition. The second annual Global Food 50/50 Report assesses whether and how such organizations are integrating gender and equality considerations in their work. It reviews the policies and practices of 51 organizations as they relate to two interlinked dimensions of inequality: inequality of opportunity in career pathways within organizations and inequality in who benefits from the global food system.

The primary aim of the Global Food 50/50 Report is to encourage food system organizations to confront and address gender inequality both within their organizations and governance structures, and in their programmatic approaches across food systems. A second aim is to increase recognition of the role that gender plays in who runs and benefits from food systems that should work for everybody: women and men, including transgender people, and people with nonbinary gender identities.

Key findings from this year's report show that gender and geographic diversity are severely lacking in the boards of major global food organizations, with leadership positions dominated by men from the Global North. Representation from a narrow section of the global population will not lead to policies and programs that meet the needs and interests of all people, across all regions, including women. The review of board composition showed that more than 70% of board seats are held by nationals of high-income countries. Just 8% of board seats are held by women from low- and middle-income countries.

However, there is room for hope. Our findings show an increase in women board chairs from 24% in 2021 to 36% in 2022. More organizations are publishing board diversity policies – policies were found for 30% of organizations, a 10% increase since 2021. Moreover, the review identified five new board diversity policies. A high proportion of organizations (49/52) have made formal and public commitments to gender equality, representing an increase since 2021. In 2022, the number of organizations with gender-transformative programmatic approaches increased from 60% to 70%, and the number of organizations with gender-blind approaches declined.

Despite advances among some global food system organizations, the sector has a long way to go to achieve gender equality in the boardroom, in the workplace, and in who benefits from their work. The data in this report can equip leaders at all levels – from communities to workforces to boards – to take action, drive change, measure progress, and hold those in power accountable to their commitments to advance gender equality and transform food systems. A fairer, more gender-equal system will be best placed to end hunger, poverty, and inequality around the world.

> **Gender is intricately linked to all components of agrifood systems. Gender inequalities are both a cause and a consequence of unsustainable agrifood systems and socio-economic disparities in food production, access and consumption. At FAO, we strongly believe that the global agrifood systems can be made more efficient, inclusive, resilient and sustainable, but such a transformation can only happen if women everywhere are empowered, their rights recognized and respected, and they have access to the required assets. Yet, a lack of comprehensive, reliable data on gender gaps in agrifood systems tends to hinder efforts towards gender-equitable legislation, policies, programmes and investments. Therefore, let us be inspired by the groundbreaking findings of the Global Food 50/50 report and index for 2022 as we continue working together in an efficient, effective and coherent manner to achieve our common goal of the four betters: better production, better nutrition, a better environment and a better life for all, leaving no one behind.**

**Dr. QU Dongyu,
Director-General, FAO**

The boards of organizations in the global food system are not globally representative

Across 24 organizations and 351 board seats...

3%

Only 3% of board seats (11/351) were held by nationals of low-income countries

2%

Only 2% of board seats (7/351) were occupied by women from low-income countries

40%

40% of board seats were held by women

More than 7 in 10 board seats (247/351) were held by nationals of high-income countries

2 in 5 board seats (137/351) were occupied by nationals of 1 country—the United States

Since 2021, some positive shifts have been measured by the Gender and Food Index ...

A high proportion of organizations have made formal and public commitments to gender equality, representing an increase since 2021

5 additional organizations published board diversity policies in the last year, though fewer than one-third of all organizations (15/51) in the sample have done so overall

The proportion of women board chairs has increased – yet at just over one-third (16/45), this is still far from gender parity

The number of organizations with gender-transformative programmatic approaches increased from **60% to 70%** (31 to 36/51)

... But little to no progress been made on other variables

16%

16% (8/51) of organizations had no publicly available policy or commitment to advancing gender equality in the workplace

20%

20% (10/51) of organizations had no publicly available policy or commitment to advancing diversity and inclusion

Half of organizations have yet to achieve gender parity (45–55% of one gender) in their leadership bodies

1 in 2 organizations had more men in senior management, including 30% (14/46) that were composed of more than two-thirds men

1 in 2 organizations had more men on their governing bodies, including 30% (11/37) that were composed of more than two-thirds men

8

SECTION 1

WHY GENDER MATTERS FOR FOOD AND NUTRITION SECURITY IN TIMES OF CRISIS

Gender equality is intertwined with food and nutrition security. Historically, evidence has shown that in countries with high gender inequality, populations are more food insecure and nutritionally vulnerable than in countries with greater gender equality. Gender norms determine opportunities across the life course, including access to healthy food and the likelihood that systems of land ownership and resources for food production will be distributed fairly. These norms and constructions of power influence whether people — men and boys, women and girls, including transgender people, and people with nonbinary gender identities — can realize their fundamental human rights, including their rights to health, to safe and nutritious food, and to freedom from hunger.

The interlinked crises of climate change, environmental degradation, COVID-19, and conflicts in Ukraine and elsewhere are among the most important drivers of food insecurity and hunger. In 2022, an estimated 345 million people across 82 countries are facing or are at high risk of acute food insecurity, an increase of almost 200 million people from pre-pandemic levels.[1] The gender gap in food insecurity has also grown from 1.7% in 2019 to more than 4% in 2021, with 31.9% of women moderately or severely food insecure compared to 27.6% of men.[2] Across regions and the world, women are more food insecure than men.

As global attention is drawn to these multiple crises, we must ensure that the human rights of half of the world's food system actors — women — are not denied. It is important to recognize the agency and leadership of women, girls, and gender-diverse persons in addressing these crises. Inadequate action on gender inequality and inattention to the potential of women's leadership can prevent global food system organizations from delivering inclusive results and from building more equitable, innovative, and effective workplaces.

Concerted efforts by all stakeholders are required to overcome the structural barriers to gender equality, multiple and intersecting forms of discrimination facing women and girls everywhere, and prevailing unequal power relations among genders within households, communities, institutions, and society more broadly.

Food system organizations must advance the creation of just and equitable food systems by ensuring women's leadership, internal workplace policies that promote equality and inclusion, and outcomes that improve the food and nutrition security of everyone, including women, girls, and diverse gender groups, while addressing the root causes of gender inequality.

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1 WFP (World Food Programme). 2022. WFP Global Operational Response Plan: *Update #5 – June 2022*. Rome.
2 FAO (Food and Agriculture Organization of the United Nations), IFAD (International Fund for Agricultural Development), UNICEF, WFP (World Food Programme), and WHO (World Health Organization). 2022. *The State of Food Security and Nutrition in the World 2022. Repurposing food and agricultural policies to make healthy diets more affordable*. Rome.

ABOUT THIS REPORT

Global Food 50/50 (GF5050) is a partnership between Global Health 50/50, IFPRI, and UN Women. The initiative monitors progress and holds food system organizations accountable for achieving intersectional gender equality in leadership, adopting gender-equitable internal workplace policies, and implementing strategies that advance progress toward gender-just and equitable food systems.

The 2022 GF5050 report takes an in-depth look at who holds positions of power and influence in the governance of the global food system. This report publishes data on the demographics of the board members of highly influential organizations working in global food, covering 351 board seats across 24 organizations. This is a subsample of the 51 organizations annually assessed in the report. This subsample excludes those organizations where board membership is mandated through member state participation or where data could not be located. Publicly available information was collected on the gender and nationality of board members, and the location of their organization's headquarters.

As the world faces unprecedented levels of inequality in who benefits from the global food system, this report presents rigorous evidence on the inequitable gender composition of boards governing global food and the outsized presence of a small number of nationalities in these decision-making spaces.

The 2022 report presents the findings on board representation alongside its annual analysis of the gender-related policies and practices of 51 organizations. The findings are based on nine variables that assess two interlinked dimensions of inequality: inequality of opportunity in career pathways inside organizations and inequality in who benefits from the global food system.

Global Food 50/50 aims not only to produce evidence and monitor progress, but ultimately to effect change. Together with the Global Health 50/50 Gender and Health Index, GF5050 is demonstrating its ability to catalyze organizational progress toward gender equality.

Data are drawn from a snapshot of publicly available information collected between October 2021 and February 2022. These data were originally reported as part of a larger sample of 200 organizations in the 2022 Global Health 50/50 Report. Full details of the methodology are provided in Annex 1. The detailed scorecard for each organization is provided in Annex 2. Results for each organization can also be found on the interactive Gender and Food Index.

These 51 organizations range in staff size from 25 to hundreds of thousands of employees and are drawn from nine sectors, including:

- 12 multilateral and bilateral organizations
- 9 nonprofit and nongovernmental organizations
- 7 private for-profit companies
- 6 regional political bodies

- 5 United Nations bodies
- 5 funders and philanthropies
- 3 public-private partnerships
- 3 faith-based organizations
- 1 research organization

Framework of the 2022 Global Food 50/50 Report

Organizations are assessed on nine variables across four dimensions.

Dimension	Variable
1: Commitment to redistribute power Organizational commitment to gender equality and an official definition of gender that is consistent with global norms. **Page 17**	1. Organizational public commitment to gender equality 2. Organizational definition of gender
2: Policies to tackle power and privilege imbalances at work Responsive policies that promote equality in attracting and retaining people, contribute to safe and respectful work environments, and are family-friendly. **Page 18**	3. Workplace gender equality policy 4. Workplace diversity and inclusion policy 5. Board diversity policy
3: Gender and geography of global food system leadership Outcomes in terms of gender balance in senior management, governing bodies and leadership, and the gender pay gap. **Page 20**	6. Gender parity in senior management and in the governing body 7. Gender, nationality, education, and age of the executive head and chair of the governing body
4: Addressing the gendered power dynamics of inequalities in outcomes Global programs and monitoring that account for gender as a determinant of inequitable health outcomes. **Page 23**	8. Gender-responsiveness of global programs 9. Sex-disaggregated monitoring and evaluation data

Driving impact: Using the Global Food 50/50 evidence to advance gender equality

Global Food 50/50 is poised to deliver impact and accountability for gender equality across the global food system. Moving forward, Global Food 50/50 aims to increase the number of organizations in the sample and ensure broader representation of organizations working in and across value chains, food environments, and consumer sectors. It also aims to expand the research and engagement capacity of the GF5050 partnership, and to track impact by recording uptake of evidence, organizational change, and sectoral shifts in discourse, priorities, and practices.

Global Food 50/50 draws on the approach and results already achieved by Global Health 50/50. Some illustrative examples are presented below. In the coming years, Global Food 50/50 has potential to generate similar impacts to Global Health 50/50 in advancing gender equality across global food system organizations.

Since 2018, Global Health 50/50 has documented a 25% increase in commitments to gender equality, a 27% increase in workplace policies on gender equality, and a 15% reduction in leadership bodies with fewer than one-third of women, as represented across 200 global health organizations. In addition, 55 organizations have improved by at least 3 points in the Gender and Health Index since 2020.

In a 2022 survey of assessed organizations, 89% of organizations reported that their leadership recognized and valued the Global Health 50/50 report for its role in promoting gender equality and health equity. The survey also found that 40% of respondents agreed that the report has contributed to changes in their organization.

> **GH5050 reports helped inspire EngenderHealth to undertake and publicly post our initial Gender Pay Gap Analysis, to accelerate publishing of our commitment to Gender, Equity, Diversity, and Inclusion (GEDI), and to make more of our human resource policies available on our website. GH5050 data have spurred important internal discussions about the ideal of gender parity in leadership, our goals in that regard, and what our processes should be for achieving and maintaining the right balance for our organization.**

**Traci L. Baird,
President and CEO, EngenderHealth**

In 2022, Sida used the findings from the GH5050 report to encourage the organizations it works with to improve their performance on gender equality. Internal communications highlighted the GH5050 list of "Stagnating Low Performers" and outlined how Sida's staff could support partners in examining their performance and identifying opportunities for improvement. Externally, Sida requested that grantees assessed in the report consider their performance and rankings, and in the case of low performers, provide a management response with plans to improve. Sida also supplemented its due diligence processes with questions based on the GH5050 index and included a progress report as a condition of the funding agreement.

Organizations have also started to prioritize engagement with GH5050 by including it as an essential task in job advertisements for senior roles (e.g., PSI, PATH).

SECTION 2

FINDINGS: GENDER POLICIES, PRACTICES, AND OUTCOMES IN THE GLOBAL FOOD SYSTEM

Results for individual organizations can be found in Annex 2 and in the Gender and Food Index.

Power and privilege in the boardrooms of global food system organizations

Governing boards represent the locus of power across food system organizations: decisions made by these boards on leadership, strategy, finance, and programming influence the lives of people around the world. History has taught us that representation matters, and progress toward greater equality is advanced when the voices of excluded communities are heard and their experiences recognized in decision-making spheres. Governance that is inclusive of multiple forms of diversity – be it gender, geography, disability, sexual orientation, race, class, or education – includes those whose perspectives and knowledge can challenge the status quo and lead to better and fairer outcomes for all. Our analysis provides a close-up view of these governing bodies as epicenters of continued inequities, as well as prime spaces for transformation.

Data are drawn from research conducted by Global Health 50/50 from July through October 2021.[3] Among the sample of 51 organizations that GF5050 assessed this year, the review excluded organizations whose board compositions are determined by national governments (e.g., bilateral agencies) and/or member states (e.g., UN agencies). This allowed the review to focus on diversity outcomes in the absence of formal policies dictating geographically-balanced representation (i.e., distribution of seats by region). It also excluded boards that have single-country representation.

These criteria thus excluded all UN System organizations (5), all bilateral and multilateral organizations (12), and all regional bodies (6), as well as two (2) multilateral funding bodies. An additional two organizations were excluded because information on their board members was not publicly available, or the existence of a board could not be determined.

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3 The data represent a cross-sectional snapshot of board membership at one point in time. We recognize that boards are constantly evolving and renewing/replenishing, and some boards may have made recent adjustments or changes to membership. New memberships since November 2021 are not reflected in these data.

Data collected on each board included the gender and nationality of board members, and the location of the organization's headquarters. Data were drawn primarily from individuals' online bio sketches and LinkedIn profiles.

Our findings show that the composition of global food system boards does not reflect the populations they serve. But these findings also show that change is possible: organizations are publishing more board representation and diversity policies, with five new board diversity policies published this past year.

It is time for all global food system organizations to correct historical disadvantages and inequalities in the boardroom, to meet their obligation of contributing to a more equitable world, and to shape a more diverse, inclusive, and effective global food system for all people.

Findings

Nationals of low-income countries hold just 3% (11/351) of seats across eight boards, but represent 10% of the global population. Just 2% (7/351) are occupied by women from low-income countries. By contrast, 71% (247/351) of board seats are held by nationals of high-income countries, representing 16% of the global population. A high proportion of these seats are occupied by US nationals, who hold 2 in 5 board seats (39%; 137/351).

Encouragingly, the proportion of women board chairs has increased significantly from 24% (11/45) to 36% (16/45) in 2022.

Most organizations in the sample (82%) are headquartered in high-income countries

Organizations headquartered in high-income countries

Organizations not headquartered in high-income countries

Other high-income countries
29%

United States
25%

Switzerland
16%

18%

United Kingdom
12%
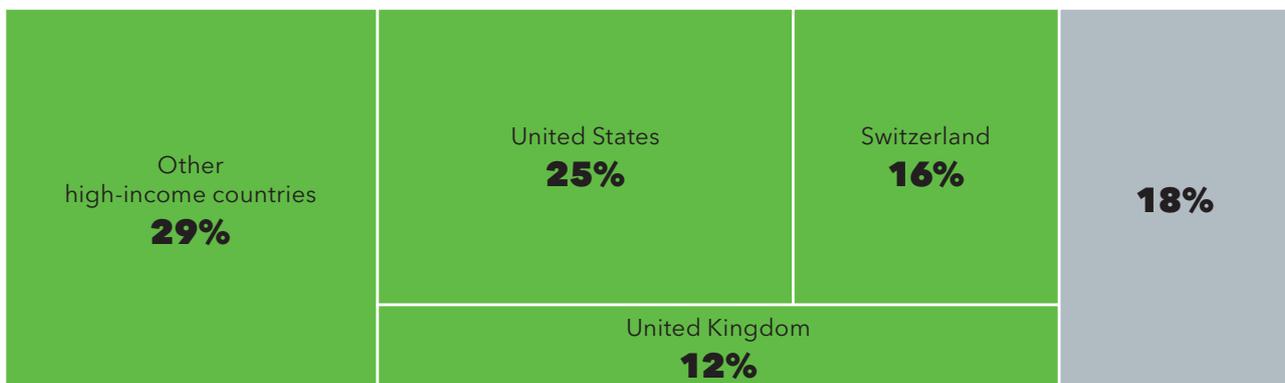
Most board seats are occupied by nationals of high-income countries

71%

Nearly 3 out of 4 seats are held by nationals of high-income countries

39%

Nearly 2 out of 5 seats are occupied by Americans

24%

Nearly a quarter of seats are held by nationals of Europe, including the UK

3%

Just 11 seats across 8 boards are held by nationals of low-income countries

Women from low-income countries are nearly absent from governing bodies

40%
Board seats held by women

7

31

104

- Board members from high-income countries who are women
- Board members from middle-income countries who are women
- Board members from low-income countries who are women
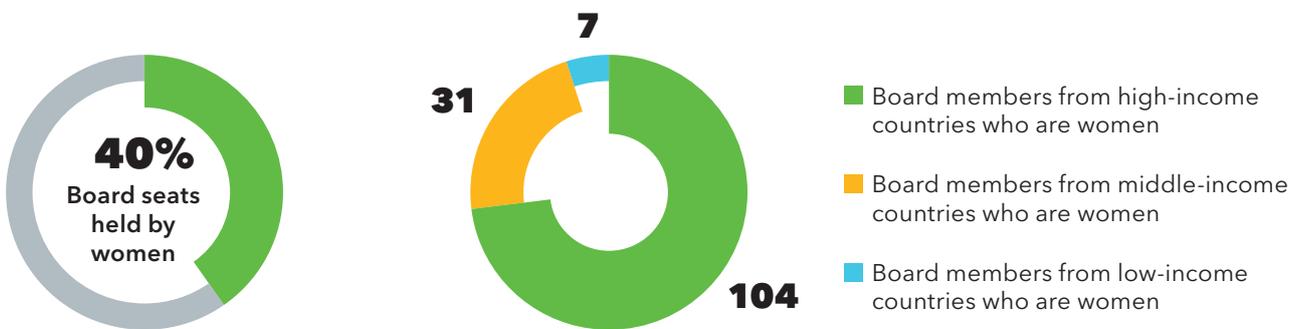
Just **2%** of board seats are occupied by women from low-income countries

Board diversity and inclusion policy

Changing the status quo and redistributing power will not happen without intentional action. Affirmative measures to improve gender equality and diversity among board members, such as dedicated seats and board composition targets for underrepresented groups, are often necess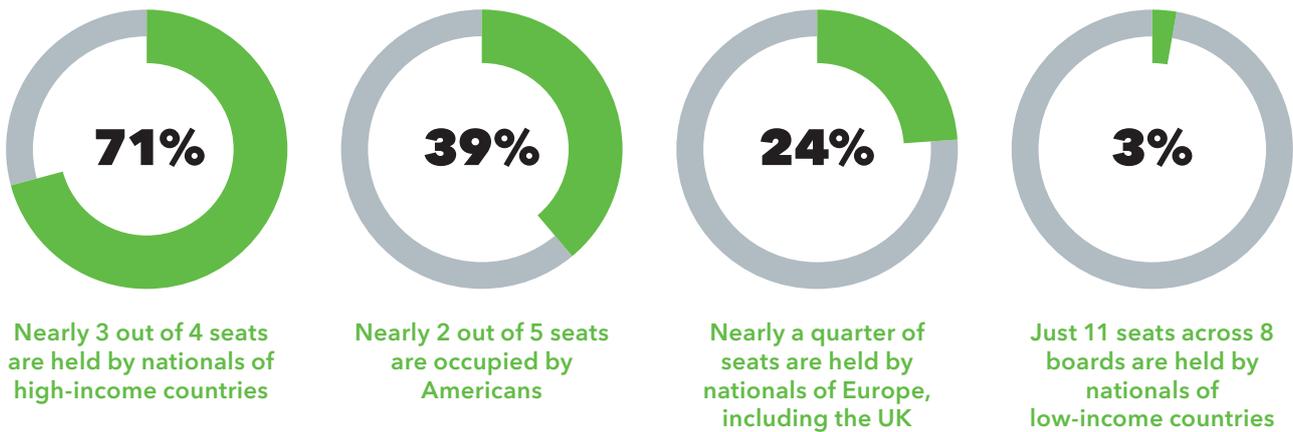ary to institutionalize change. Board policies that contain specific measures such as these are critical tools for realizing diverse and effective governance. These policies recognize the value of diverse experiences and knowledge in guiding institutional direction and purpose. Publicly available board policies are essential to cultivate transparency around organizations' commitments to diverse, inclusive, and equitable working environments, and to enable accountability to deliver on these commitments.

However, we find that only a fraction of organizations have transparent policies to promote diversity on their boards. Policies with specific measures to promote diversity were found for 30% (15/50) of organizations, marking a 10% increase since 2021.

Board diversity and inclusion policies (n=50*)

2022

30%
42%
18%
10%

2021

20%
48%
16%
16%

- ■ Board policy with specific diversity and inclusion measures (e.g., targets, dedicated seats, monitoring) publicly available
- ■ Governed by "member states"; no other policy to promote diversity and inclusion
- ■ Commitment to diversity and/or representation of affected communities, but no specific measures
- ■ No commitment to diversity and inclusion found

* One organization indicated that they do not have a governing body.

Monitoring the GF5050 core variables

Commitment to redistribute power

Public commitment to gender equality is high and increasing

To identify commitments to gender equality and social justice, we reviewed the visions, missions, and core strategy documents available in the public domain for all the organizations in our sample (51). We find that in 2022, only two organizations have not made a public commitment to gender equality.

Commitment to gender equality

2022

4%
0%
35%
61%

96% of organizations publicly commit to gender equality

2021

2% **4%**
27%
67%

- ■ Commit to gender equality for the benefit of all
- ■ Commit to gender equality, with focus on empowering women and girls
- ■ Focus on women and girls but no reference to gender equality
- ■ No reference to gender or women and girls

17
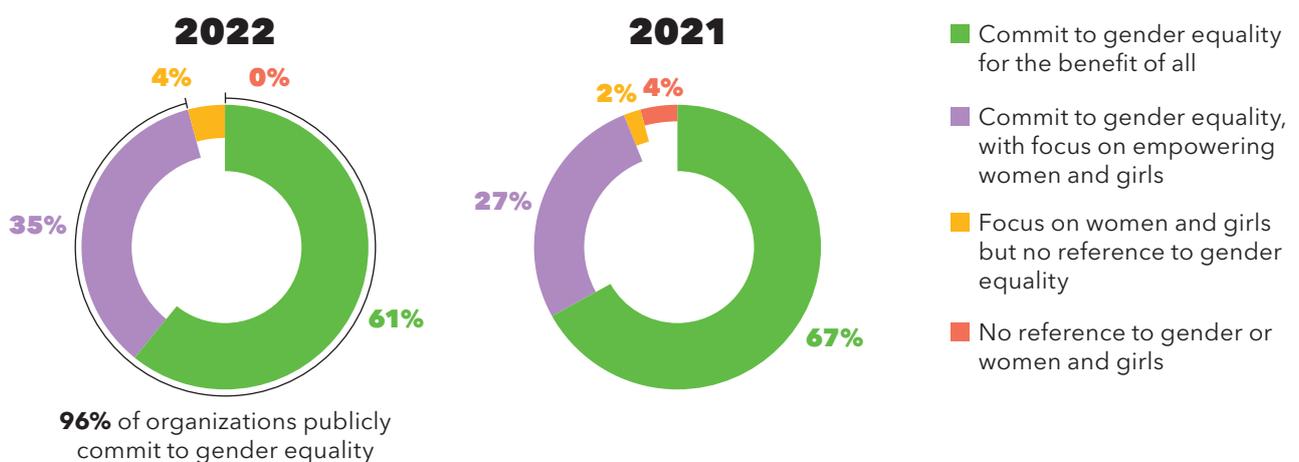
Definition of gender

Definitions matter. They can exclude or include. Definitions can frame a problem and inform the solution. If we are to address the distribution of power across and within societies, institutions, and organizations, we need to understand gender as a social construct (rather than a biological trait, for example).

Since 2021, three more organizations have published their definitions of gender, with 59% (30/51) of organizations now defining gender in a way that is consistent with global norms (i.e., applying UN Women's definition). In 2021, we found that two organizations had defined gender-related terms only, and one organization had no definitions of gender-related terms in the public domain. In 2022, more than a third of organizations (18/51) do not define gender in their public strategies or policies.

Defining gender

2022

2021

35%

59%

6%

35%

53%

12%

■ Define gender as a social construct, in line with global norms

■ Define gender-related terms

■ Do not define gender or any gender-related terms
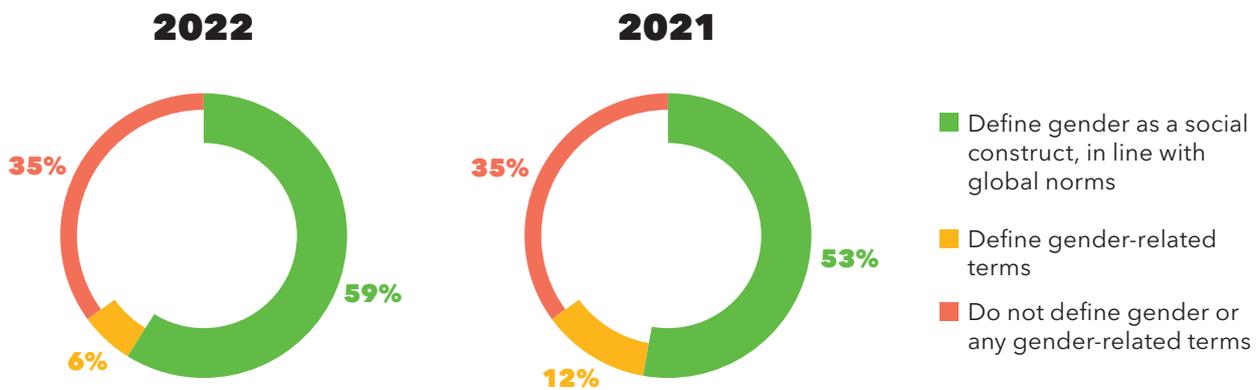
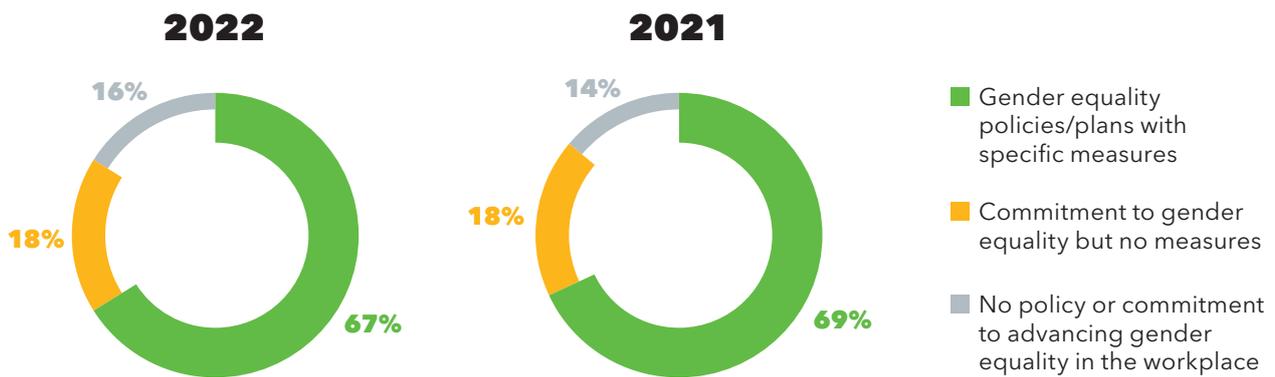# Policies to advance equity and to tackle power and privilege imbalances in the workplace

Workplace gender equality policies

Commitments and definitions, while essential, have little impact without the right policies in place to ensure gender-responsive practices. The aim of gender equality in the workplace is to achieve broadly equal outcomes for women and men. Evidence has shown that women remain underrepresented in the workplace, and are particularly excluded from positions of power and decision-making, despite commitments to gender equality.

We assessed which organizations are translating their commitments to gender equality into action-oriented, publicly available workplace policies. We find that two-thirds of organizations (67%; 34/51) have publicly available workplace policies with specific measures to advance gender equality. Specific measures included gender-responsive recruitment and hiring processes; mentoring, training, and leadership programs; targets for women's participation at senior levels; gender analysis and action in staff performance reviews and staff surveys; regular reviews of organizational efforts toward gender equality; and reporting back to all staff.

One policy that was located in 2021 could no longer be found.
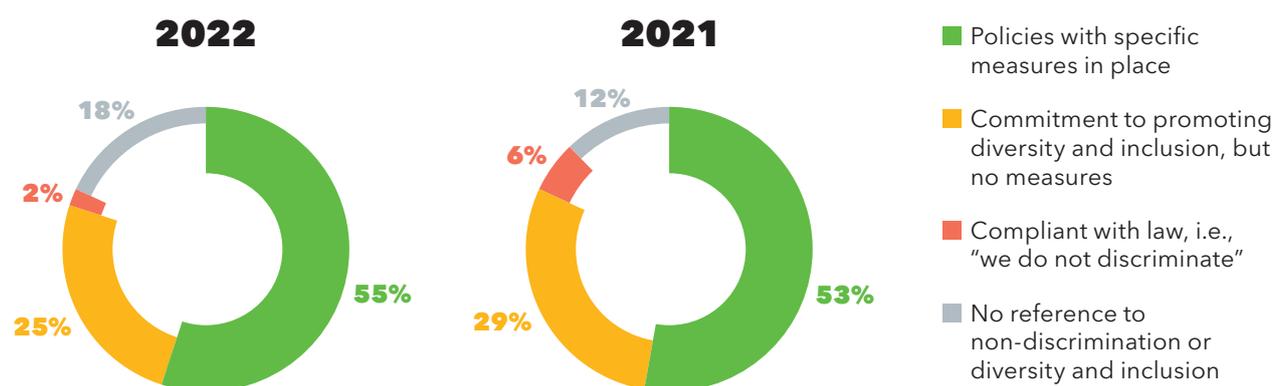
Workplace policies to promote gender equality

2022　　　　　2021

- **Gender equality policies/plans with specific measures**
- **Commitment to gender equality but no measures**
- **No policy or commitment to advancing gender equality in the workplace**

Workplace diversity and inclusion policies

Gender is only one lens – albeit a universal and fundamental one – through which we can understand inequalities in who wields power and enjoys privilege. Recognizing how gender intersects with other social identities and stratifiers is integral to understanding privilege and disadvantage in the workplace and to developing solutions to build a truly diverse workforce.

We assessed which organizations had publicly available policies that commit to advancing diversity and inclusion in the workplace – alongside and beyond gender equality – and have specific measures in place to guide and monitor progress.

More than half of assessed organizations (28/51) have workplace diversity and inclusion policies. One-quarter of organizations were found to commit to diversity and inclusion but do not state how they are implementing that commitment. We did not find any commitment to diversity and inclusion for 20% (10/51) of organizations.

Workplace policies to advance diversity and inclusion

2022　　　　　2021

- **Policies with specific measures in place**
- **Commitment to promoting diversity and inclusion, but no measures**
- **Compliant with law, i.e., "we do not discriminate"**
- **No reference to non-discrimination or diversity and inclusion**

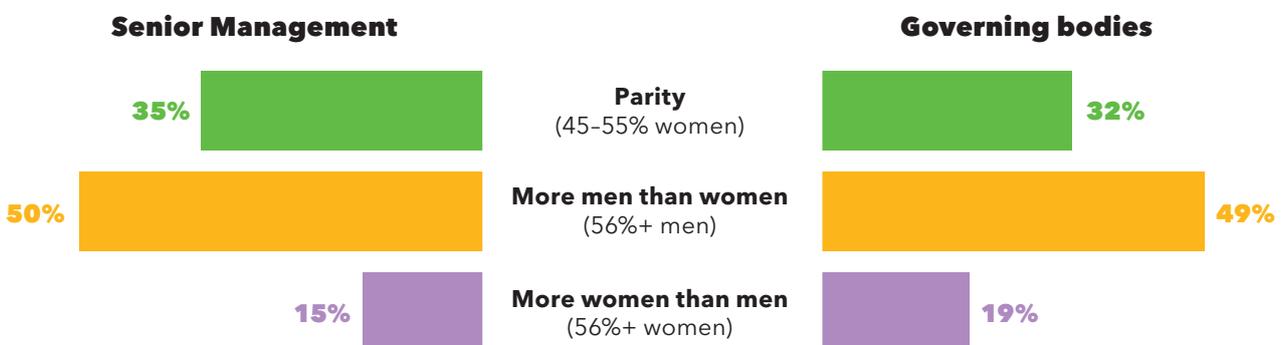# Who holds power?: Gender and geography of global food system leadership

Gender parity in senior management and governing bodies
The distribution of gender in senior management reflects how an organization operationalizes its commitment to gender equality. It also provides insights into women's representation and voice in decision-making and leadership. While organizations are increasingly committed to gender equality and are putting policies in place, these good intentions are slow to be translated into the redistribution of opportunities and outcomes for women.
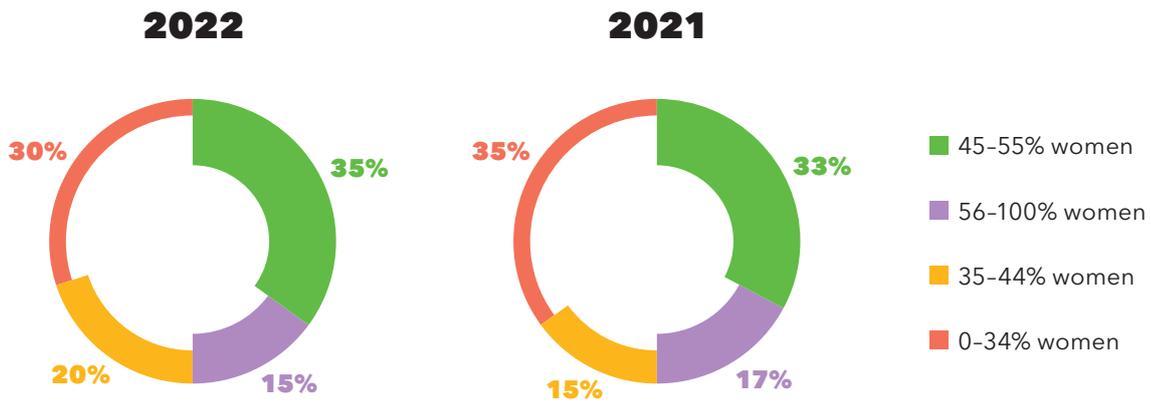
Where data were available, we find that 35% (16/46) of organizations had gender parity in their senior management teams (using a range of 45–55% of either gender represented). Fifteen percent (7/46) had more women in senior management (56% or higher). Half of organizations had more men in senior management, including 30% (14/46) that were composed of fewer than one-third women. Since 2021, we find a slight reduction (2) in organizations with fewer than one-third women in senior management.

When comparing findings from 2021 and 2022, we observe improvements at the level of individual organizations. Seven organizations increased the number of women in their senior management in the past year, with two reaching gender parity. Similarly, as compared to 2021, more women were represented on three governing bodies, all of which reached gender parity in 2022. At the sample level, however, this progress is obscured by 10 organizations that had fewer women in their senior management or governing bodies in 2022 than in 2021.

Gender parity in leadership bodies, 2022 (n=46*)

Senior Management		Governing bodies
35%	Parity (45–55% women)	32%
50%	More men than women (56%+ men)	49%
15%	More women than men (56%+ women)	19%

Gender parity in senior management, 2022 and 2021 (n=46*)

2022

30%   35%

20%   15%

2021

35%   33%

15%   17%

■ 45–55% women

■ 56–100% women

■ 35–44% women

■ 0–34% women

*Where data were available in 2021 and 2022.

30% of organizations have fewer than one-third women represented in senior management

Gender parity in governing bodies

2022

30%   32%

19%   19%

2021

29%   35%

24%   12%

■ 45–55% women

■ 56–100% women

■ 35–44% women

■ 0–34% women

21
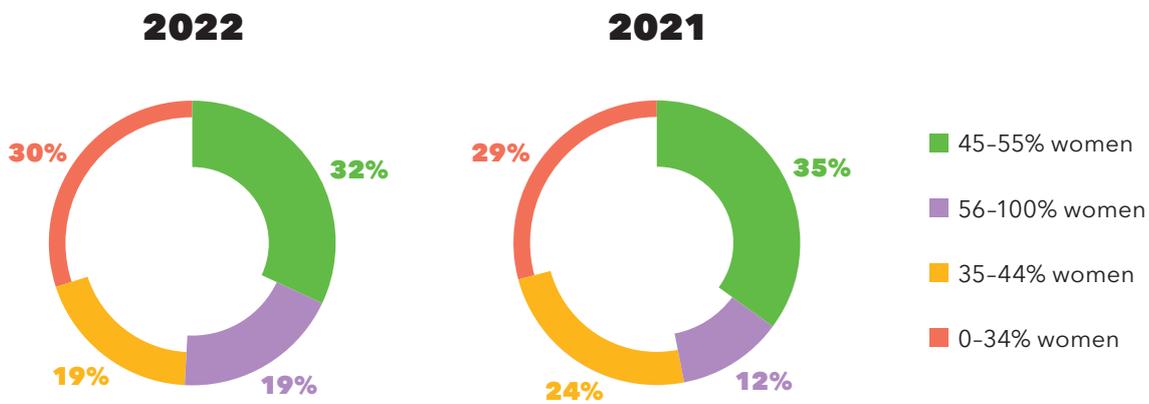
Gender and geography of CEOs and board chairs

Despite recent public attention to facilitating women's leadership in the workplace, women remain underrepresented at the executive level. The organizations assessed in this report show no changes in the gender of CEOs since 2021, with 71% of organizations (36/51) being led by men. The gender of the CEOs changed at four organizations, but two men were replaced by women and two women were replaced by men, resulting in no change to the overall gender distribution among CEOs.

In contrast, we find an increase in the proportion of women board chairs from 24% (11/45) to 36% (16/45) between 2021 and 2022. While two women were replaced by men, seven men were replaced by women, resulting in the observed increase in women board chairs.

Gender of CEOs (n=52*)

2022
15
37

2021
15
37

Gender of board chairs (n=45**)

2022
16
29

### 2021
11
34

■ Men ■ Women
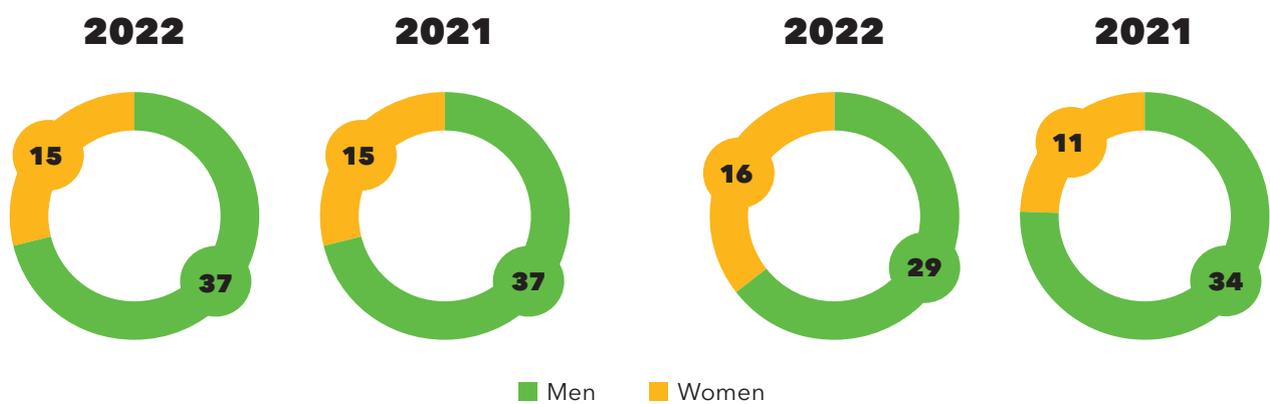
*One organization has co-CEOs.
**Where data were available in 2021 and 2022.

North American and European nationals continued to dominate the top leadership positions in the sample of global food organizations. Of all CEOs and board chairs whose nationality could be determined, 63% (62/98) are nationals of these two regions.

Just eight leaders – 8% of the sample – are nationals of low-income countries. The two CEOs from low-income countries both lead Africa-based organizations. Only 8% of CEOs and board chairs are women from low- and middle-income countries, and only 2% of leaders (2/98) are women from low-income countries.

We observe some notable changes in our findings since 2021. Last year, nationals of North America and Europe accounted for 71% (69/97) of leaders, compared to 63% this year. This shift is reflected in the cohort of new leaders: among the 27 leaders newly appointed since 2021, 11 (40%) were nationals of low- and middle-income countries. We also find a small increase – from 6% to 8% – in the proportion of leaders who are women from low- and middle-income countries.

Nationality of CEOs and board chairs, by country income classification

Men

Women

15

48

14

6

9

22

6

2

- ■ High-income
- ■ Middle-income
- ■ Low-income
- ■ From the United States
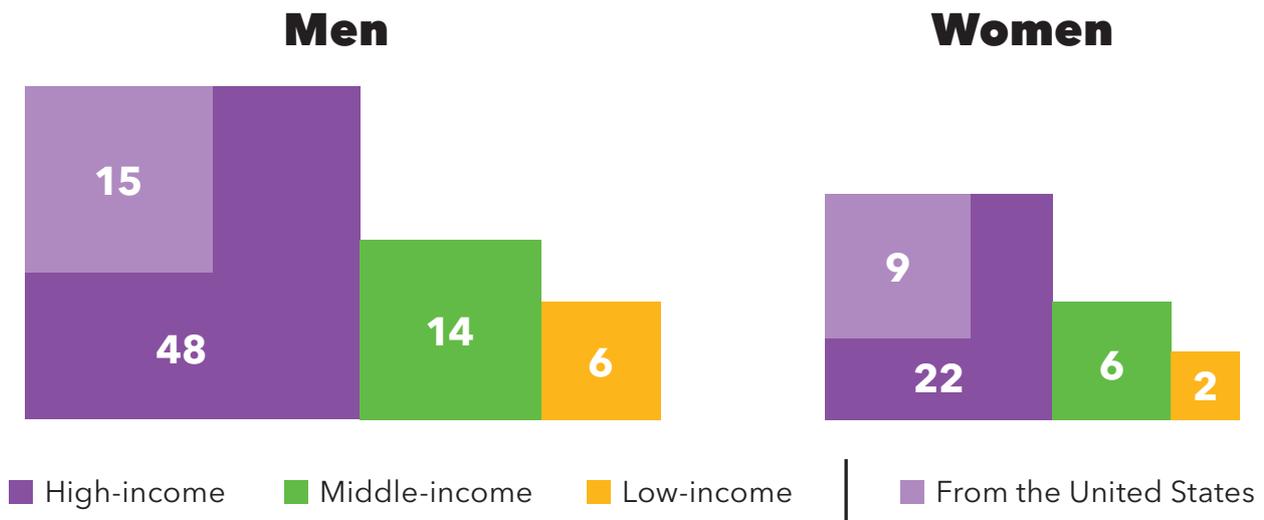
# Taking a gender-responsive approach to improving food systems

Gender-responsiveness of global food programs

Gender norms play an important role in perpetuating inequities in global food systems across and within populations. Gender also influences how the food sector identifies, frames, and addresses these problems. In order to move toward gender-just and equitable food systems, organizations must adopt tactics that include gender-transformative planning, investment, and programming, as well as advocating for changes in the norms and power structures that affect food access, consumption, and production.

In 2022, we observed an increase in organizations with gender-transformative programmatic approaches from 60% (31/52) to 70% (36/51). There has also been a decrease in the number of organizations with gender-blind approaches – only one organization was found to have gender-blind programs.

● **Gender-blind** approaches make no reference to the role of gender in influencing an organization's external activities or desired outcomes.

● **Gender-aware** approaches recognize gender norms, but do not propose remedial actions to address gender inequities in outcomes.

● **Gender-responsive** approaches consider gender norms, roles, and relations for women and men and how they affect access to and control over resources. They may make it easier for women and men to fulfill duties that are ascribed to them based on their gender roles.

● **Gender-transformative** approaches actively strive to examine, question, and change rigid gender norms and imbalances of power as a means of reaching health and nutrition objectives, as well as gender equality. They encourage critical awareness among men and women of gender roles and norms, and challenge the distribution of resources and allocation of duties between men and women.

Gender-responsiveness of organizational approaches (applying the WHO Gender-Responsiveness Scale)

2022

2% 2%
25%
71%

2021

4% 4%
31%
61%

- 🟩 Gender transformative
- 🟨 Gender responsive
- 🟧 Gender aware
- 🟥 Gender blind
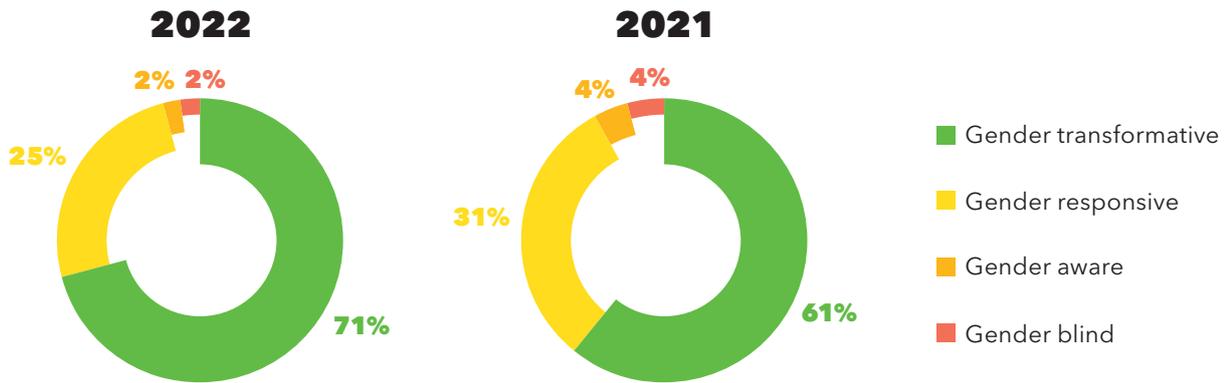
Sex-disaggregated monitoring and evaluation data

Sex-disaggregated data combined with gender analysis contribute to identifying disparities in food systems, including in access, consumption, and production. These data help in the design of policies and programs to close gaps and reduce inequities, and allow for monitoring and evaluation to determine whether the benefits of policies and programs are distributed equitably (i.e., according to need).

Sex-disaggregation of data should be ubiquitous within food and nutrition programs; it is a means to hold organizations accountable for their commitments not only to equity but also to the delivery of effective interventions.

We find that 3 in 5 organizations have publicly available policies committing to regularly sex-disaggregating health data.

Organizations with policies on reporting data by sex

2022

41%
59%

- 🟩 Have policies
- 🟥 Do not have policies
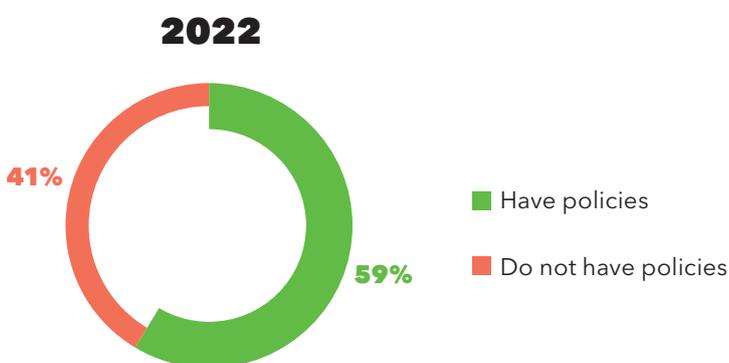
Concluding remarks

The inaugural 2021 Global Food 50/50 report showed that despite broad commitment to gender equality, social justice, and inclusion across food system organizations, the sector lacked consistent and comprehensive policies to enable accountable action and impact. One year later, we find that little has changed. The 2022 report reveals that members of food system organizations' governing boards are not representative of the global population. The boards are dominated by nationals of high-income countries, and only 8% of board members are women from low- and middle-income countries. Amid a food systems crisis that significantly affects women in low- and middle-income countries, this disparity is unacceptable.

Responses to the global crises brought about by the COVID-19 pandemic, conflict, and climate change will require system-wide solutions that address underlying inequities, particularly of gender. It will be impossible to identify and implement effective solutions when the leadership of food system organizations does not reflect the diversity of the communities and societies it aims to serve. As world leaders and representatives gather in Egypt at COP27 to address the climate crisis, it is urgent that women's voices be heard loud and clear in discussions of how food system organizations respond to the challenges ahead.

However unbalanced the current systems might be, our findings also show signs of hope that global food system organizations are committed to gender equality, with 49 out of 52 organizations having made formal and public commitments. The number of organizations with gender-transformative programmatic approaches has increased from 60% to 70% since 2021. But progress appears slow, and much work remains to be done. Now is the time to turn commitments into action.

We hope that this report contributes to a growing momentum to improve gender equality and geographic representation in both the workplace and the boardrooms of global food system organizations.

In the spirit of solidarity, Global Food 50/50 encourages leaders at all levels, staff, and all stakeholders to demand gender equality within their organizations. The data in this report can enable leaders across the sector, from communities to conglomerates, to take action, drive change to close gender gaps, and hold those in power accountable for the right to gender-just food systems.

Annex 1. Methods

The Global Food 50/50 Report reviews 51 global food system organizations operating in more than three countries.[4] Data are drawn from the 2022 Global Health 50/50 Report, which reviews 200 organizations active in global health, including those that aim to influence global health policy, even if doing so is not their core function. The sample includes organizations from 10 sectors that are headquartered in 37 countries and together employ more than 4.5 million people.

A short web review was conducted to determine which organizations from the GH5050 sample engage in food system activities, including agriculture, fisheries, nutrition, trade, and consultancy in the food sector, among others. Based on this analysis, 51 organizations from 8 sectors (see page 10) were selected for inclusion.

Data are derived through a rigorous methodology that is consistent with established systematic review research methods. At least two reviewers extract each data item independently, and a third reviewer verifies the data. Data are coded according to content, using a traffic light system.

Most data come from publicly available websites, though organizations are invited to share some internal human resource policies confidentially for review. Transparency and accountability are closely related — by relying on publicly available data, the report aims to hold organizations to account, including for having gender-related policies accessible to the public. Following the completion of data collection, each organization receives its preliminary results and is invited to provide any additional information, documentation, or policies to review. Results are shared again with all organizations before publication for verification. A detailed explanation of our research framework and methods is available on the GH5050 website.

Board member mapping

For the first time, in 2022 GH5050 conducted an in-depth analysis of who holds power and privilege in the governing boards of organizations. From July through October 2021, GH5050 gathered publicly available demographic information on 347 individuals holding 351 board seats across 24 organizations.[5]

Among the sample of organizations that GH5050 annually assesses for the GF5050 Report, this review excluded organizations whose board compositions are determined by national governments (e.g., bilateral agencies) and/or member states (e.g., UN agencies). This allowed the review to focus on diversity outcomes in the absence of formal policies that dictate geographically-balanced representation (i.e., distribution of seats by region) and/or that mandate single-sector and/or single-country representation (i.e., boards with seats reserved for government representatives only). This criteria thus excluded all UN System organizations (5),

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4 Africare ceased operations in 2021, reducing the sample size by 1 from 52 in 2021.
5 The data represent a cross-sectional snapshot of board membership at one point in time. We recognize that boards are constantly evolving and renewing/ replenishing, and some boards may have made recent adjustments or changes to membership. New memberships since November 2021 are not reflected in these data.

all bilateral and multilateral organizations (12), and all regional bodies (6), as well as two multilateral funding bodies. An additional two organizations were excluded because information on their board members was not publicly available or the existence of a board could not be determined.

For each board member, data were collected on gender and nationality, place and sector of employment, and the location of their organization's headquarters. Data were drawn primarily from individuals' online bio sketches and LinkedIn profiles.

The final analysis includes:

9	**6**
nongovernmental and nonprofit organizations	private for-profit companies
3	**3**
public-private partnerships	funders and philanthropies
2	**1**
faith-based organizations	research and surveillance organization

Further information on the methods used in this analysis can be found in 2022 GH5050 Report: Boards For All?.

Annex 2. Organizational Scorecard

Scoring key

* An asterisk indicates that a score is based on information that is not publicly available.

	Commitment to gender equality
G	Commitment to gender equality/equity with gender referring to men and women, gender justice, or gender mainstreaming in policy and planning.
GP	Commitment to achieve gender equality, with focus on empowering women and girls.
A	Organization works on women's access to food and wellbeing, but makes no formal commitment to gender equality; Commitment to social justice and equity, but makes no formal commitment to gender equality.
R	No mention of gender.
()+	Commitment is inclusive of LGBTQI.

	Definition of gender
G	Consistent with WHO/UN definition.
A	Define gender-related terms.
R	No definition found.
()+	Definition refers to LGBTQI.

	Workplace gender equality policy
G	Gender equality affirmative policy with specific measure(s) to improve gender equality and/or support women's careers.
GE	EDGE certified (external validation).
A	Stated commitment to gender equality and/or diversity in the workplace (above the legal requirement) but no specific measures to carry out commitments; and/or is an Affirmative Action employer (US federal funds) but does not state what specific measures are in place to promote equality/diversity; Reporting on gender distribution of staff.
R	Policy is compliant with law but no more = "we do not discriminate".
NF	Not found/no information available.
()+	Specific mention of no discrimination based on gender identity/other mention of inclusion of transgender or gender diversity.
NA	Not applicable. For organizations with fewer than 10 FTE staff, we have scored as NA given that we would not expect organizations (nor did we find any) of this size to develop gender, diversity and/or inclusion plans (although we would expect them to be complying with non-discrimination laws). In the future, we would hope to see language in support of equality, diversity and inclusion in the workplace.

Intersectional workplace diversity and inclusion policy

G	Diversity and inclusion affirmative policy with specific measure(s) to improve diversity/inclusion/equality.
A	Commitment to promoting diversity and inclusion evidenced by a) aspirational comments and b) listing protected characteristics; and/or is an Affirmative Action Employer (US federal funds) but does not state what specific measures are in place to promote equality/diversity; Some reporting on diverse characteristics among staff.
R	Minimal commitment to non-discrimination, consistent with national laws.
NF	No public references to non-discrimination or diversity and inclusion.
NA	Not applicable. For organizations with fewer than 10 FTE staff, we have scored as NA given that we would not expect organizations (nor did we find any) of this size to develop gender, diversity and/or inclusion plans (although we would expect them to be complying with non-discrimination laws). In the future, we would hope to see language in support of equality, diversity and inclusion in the workplace.

Diversity & inclusion board policy

G	Board policy with specific strategies and measures (e.g., targets, dedicated seats, monitoring) to promote diversity, inclusion and representation publicly available.
GW	Board policy with specific measures (e.g., targets, dedicated seats, monitoring) to promote gender diversity / representation of women only.
MS	Governing body representation determined by country affiliation - "Member States"; no other policy to promote diversity & inclusion.
A	Commitment to diversity and/or representation of affected communities on board found, but no specific measures to advance diversity and inclusion. Some summary reporting on board composition, but no policy to advance diversity and inclusion.
R	Publicly available policy and/or information on board rules but no commitment to principles of diversity and inclusion.
NF	No information on board policy or rules regarding composition and/or role (regardless of whether current Board members are published).
NA	No governing body.

Gender-responsive programmatic strategy

1	Gender blind, no reference to the role of gender in influencing organization's external activities or desired outcomes.
2	Gender aware, notices gender or sex, treats as a sex difference. Does not address gender differences generated by unequal norms, roles or relations.
3	Gender responsive, considers gender norms, roles and relations for women and men and how they affect access to and control over resources. Makes it easier for women and men to fulfill duties that are ascribed to them based on their gender roles. For private sector companies, commit to avoiding harmful gender stereotypes in marketing; contributions to promoting girls' and women's participation and leadership in STEM industries.

4	Gender transformative, actively strives to examine, question, and change rigid gender norms and imbalance of power as a means of reaching health as well as gender equity objectives. Encourage critical awareness among men and women of gender roles and norms; promote the position of women; challenge the distribution of resources and allocation of duties between men and women; and/or address the power relationships between women and others in the community.
4-H	Organization explicitly indicates that it takes a gender-transformative approach to improving health outcomes.
	Gender focus indicated by W=women, M=men, T=Transgender

Sex-disaggregation of M&E data

Y	Policy or organizational commitment to regularly report sex-disaggregation or undertake gender analysis found.
N	No policy or organizational commitment to regularly report sex-disaggregation or undertake gender analysis found.
NA	Not applicable. Organization does not collect/report any programmatic data.

Gender parity in senior management & governing bodies

G	45–55% women represented; or difference of one.
A	35–44% women represented.
P	56–100% women represented.
R	0–34% women represented.
NF	Not found.

Gender of CEO & Board Chair

M	Man.
W	Woman.
MW	Two individuals, one male and one female.
X	Nonbinary; undefined.
NA	Not applicable/no current executive head.
NF	Not found.

Scorecard

Organization	Commitment to gender equality	Definition of gender	Gender workplace policy	D&I workplace policy	Board diversity policy	Gender in senior mgmt.	Gender in governing body	Gender of CEO	Gender of board chair	Gender-responsiveness of programmatic approach	Sex disaggregation of M&E data
Abt Associates	G+	G+	GE+	A	NF	G	R	W	M	4	N
Africa Population and Health Research Center (APHRC)	G	G	G	A	G	G	A	W	M	4WMT-H	Y
African Union Commission (AUC)	GP	G+	G	G	G	G	R	M	M	3W	Y
Aga Khan Foundation (AKF)	GP	R	NF	A	NF	R	R	M	NF	4W-H	Y
Agence Française de Développement (AFD)	GP	G	G	A	R	A	G	M	W	3W	N
Aliko Dangote Foundation (ADF)	A	R	A	A	A	R	NF	M	M	3W	N
Association of Southeast Asian Nations (ASEAN)	GP	R	NF	NF	MS	NF	NF	M	M	4W	N
Bill & Melinda Gates Foundation	GP	G	A	A	NF	G	R	M	MW	4W-H	Y
CARE International	G+	G+	G	G	G	G	G	W	W	4	Y
Caritas Internationalis	G	R	A	A	GW	R	NF	M	M	3W	N
Catholic Relief Services (CRS)	G	G	A	A	NF	A	R	M	M	4	Y
China Foundation for Poverty Alleviation (CFPA)	A	R	NF	NF	NF	R	R	M	M	2W	N
Coca-Cola	GP	R	G+	G	NF	A	G	M	M	3W	N
Community of Latin American and Caribbean States (CELAC)	GP	R	NF	NF	NF	R	NF	MM	NF	3W	N
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	G	G+	G	G	G	G	A	W	M	3W	N
European Commission	G	G	G	G	G	A	G	W	W	3W	Y
Food and Agricultural Organization of the United Nations (FAO)	GP	G	G	G	MS	G	NF	M	M	4WM	Y
Foreign, Commonwealth & Development Office	G+	G+	G+	G	NF	G	P	M	W	4	N

Organization	Commitment to gender equality	Definition of gender	Gender workplace policy	D&I workplace policy	Board diversity policy	Gender in senior mgmt.	Gender in governing body	Gender of CEO	Gender of board chair	Gender-responsiveness of programmatic approach	Sex disaggregation of M&E data
Global Affairs Canada	GP	G	G	G	NF	G	NF	W	NF	4	Y
Global Alliance for Improved Nutrition (GAIN)	G	G+	G+	G	GW	A	P	M	W	4W	Y
Global Financing Facility (GFF)	GP	R	GE	G	G	G	P	M	MW	4-H	Y
GSMA	G	R	G	G	GW	R	R	M	M	3W	N
International Center for Research on Women (ICRW)	G	A	G+	G	NF	P	P	W	W	4W	N
International Food and Beverage Alliance (IFBA)	GP	R	NF	NF	NF	NF	NF	M	MM	1	N
International Labour Organization (ILO)	G	A	G	G	G	R	NF	M	W	4	Y
Japan International Cooperation Agency (JICA)	G	G	G	G	NF	R	R	M	M	4	Y
Merck	G+	R	G+	G	A	R	G	M	M	3W	N
Mercy Corps	G	G	G	G	NF	G	P	W	MW	4	Y
Ministry of Foreign Affairs and International Cooperation, Italy	G	R	NF	NF	NF	G	NF	M	NF	3W	N
Ministry of Foreign Affairs of the Netherlands	G+	R	G+	G	NF	NF	NF	M	NF	4WT-H	N
Nestlé	G	R	G	G	A	R	A	M	M	3W	N
Norwegian Agency for Development Cooperation (Norad)	GP+	G+	G	NF	NA	A	NA	M	NA	3W	Y
Nutrition International	G	G+	G	NF	NF	A	A	M	M	4W-H	Y
Oxfam International	GP	A	A+	A	G	NF	P	W	W	4	Y
Pacific Community	G	R	A	A	MS	A	NF	M	NF	4	N
Plan International	GP	G+	G+	A	G	P	G	M	W	4WMT	N
Promundo	G	G+	NF	NF	NF	G	A	M	NF	4	N
Rockefeller Foundation	G	R	A	A	NF	A	A	M	M	4W	N
Save the Children	G	G	G	G	G	G	G	W	W	4-H	Y
Scaling Up Nutrition	GP	G	G	A	G	P	G	W	W	4W-H	Y

Organization	Commitment to gender equality	Definition of gender	Gender workplace policy	D&I workplace policy	Board diversity policy	Gender in senior mgmt.	Gender in governing body	Gender of CEO	Gender of board chair	Gender-responsiveness of programmatic approach	Sex disaggregation of M&E data
Southern African Development Community (SADC)	G	G	A	R	MS	R	NF	M	NF	4	Y
Swedish International Development Cooperation Agency (Sida)	GP	G+	G+	G	GW	P	G	W	M	4	Y
UN Women	GP	G	G+	G	MS	P	G	W	M	4W	Y
Unilever	G+	G	G+	G	A	R	G	M	M	4	Y
United Nations Development Programme (UNDP)	GP	G	G+	G	MS	P	P	M	W	4W	Y
United Nations Economic Commission for Africa (UNECA)	G	G	G	G	MS	NF	A	W	MM	4W	Y
United States Agency for International Development (USAID)	G	G	A	G	NA	P	NA	W	NA	4	Y
World Bank Group	G	G	GE	G	MS	G	R	M	NA	4W	Y
World Economic Forum	G+	R	G+	G	A	R	R	M	M	4	Y
World Food Programme	G	G	G	G	MS	G	R	M	M	4	Y
World Vision	G+	R	NF	NF	NF	R	G	M	W	4	Y