

# GLOBAL FOOD 50/50 REPORT 2023/2024

Analysis of family-friendly workplace  
policies and gender equality in 51 global  
food system organizations



# Acknowledgments

Global Food 50/50 (GF5050) is a joint initiative of Global Health 50/50 (GH5050), the International Food Policy Research Institute (IFPRI), and UN Women.

GH5050 is an independent not-for-profit initiative that was cofounded by Professors Sarah Hawkes and Kent Buse. Sonja Tanaka guides the development of the Report. Collective members who contributed to the GH5050 and GF5050 Reports include Bea Coates, Alison Dunn, Ella Fegitz, Jasmine Gideon, Manasi Hansoge, Unsia Hussein, Aaron Koay, Suna Lee, Victoria Olarewaju, Alex Parker, Chelsea Roesch, Ashley Sheffel, Vedant Shukla, and David Zezai. We are grateful to Minakshi Dahal and Sarmila Dhakal of the Center for Research on Environment Health and Population Activities (CREHPA) for their research contributions.

The engagement of IFPRI and GH5050 in the GF5050 initiative is supported by the International Development Research Centre (IDRC) and the United States Agency for International Development (USAID). At IFPRI, the process has been led by Hazel Malapit, with input from the wider Gender Team.

The engagement of UN Women is led by Jemimah Njuki and Carla Kraft. The early thinking on GF5050 was informed by Lawrence Haddad, Executive Director of the Global Alliance for Improved Nutrition (GAIN) and Chair of the United Nations Food Systems Summit (UNFSS) Action Track 1, nutritious foods working group lead Corinna Hawkes, and the UNFSS Gender Lever team, composed of Susan Kaaria, Reema Nanavaty, Kalpana Giri Wanjiku Chiuri, Kawinzi Muiu, and Ndaya Beltchika. Editing and layout support is kindly provided by IFPRI's Communications and Public Affairs Division.

Data reported in the GF5050 Report 2023/2024 are drawn from the GH5050 Gender and Health Index and licensed under a Creative Commons Attribution NonCommercial 4.0 International License held by GH5050.

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**Suggested citation:** *Global Health 50/50, the International Food Policy Research Institute, UN Women, 'The Global Food 50/50 Report 2023/2024,' Washington, DC: 2024. <https://doi.org/10.56649/DDXD8983>*

All care has been taken to ensure the accuracy of the data reported. However, if you believe that an error has been made, please contact: [info@globalhealth5050.org](mailto:info@globalhealth5050.org).

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# Foreword

Food systems transformation can have multiple benefits—eradicating poverty, ending hunger, improving nutrition and access to healthy diets, slowing and adapting to climate change, and ensuring that global food systems are efficient, inclusive, resilient, and environmentally sustainable.

Yet current food systems are unequal. People working in food systems are often marginalized and vulnerable. Gender inequality is especially pervasive, and despite overwhelming knowledge and evidence of the power of addressing gender inequalities in food systems—and how to do that—change remains slow and woefully inadequate.

Global Food 50/50 shines a light on whether organizations active in the global food system are playing their part in addressing two key elements of gender inequality: inequality of opportunity within organizations, and inequality in who benefits from the global food system. Are we walking the talk? It is clear that we as a community can and must do better—and that includes GAIN.

The 2023/2024 Report provides crucial evidence of gender and geographic inequalities that persist within global food leadership, and on the availability of workplace measures that enable women and other underrepresented groups to thrive. The Report takes a deep dive into the question of whether organizations are delivering workspaces that are fit-for-purpose for a diverse workforce, and specifically whether they are supportive of the care roles that their employees play at home and in their communities.

All people need care throughout their lifetime, and yet we know that women disproportionately bear care responsibilities. In the workplace, this means that the absence or inadequacy of parental and care leave and other supportive policies can disrupt careers, perpetuate gender biases, and limit women's career progression.

Concerningly, the Report finds that when employees' care responsibilities are addressed or acknowledged, it is often with a narrow focus on becoming a parent, with a failure to accommodate continuing caring needs throughout the life course, such as back-to-work transitions, childcare, and elder care.

Creating just and equitable agriculture and food systems will require diverse, inclusive forms of leadership within global organizations that live up to the values they espouse. Ultimately, a fairer, more gender-equal system will be best placed to end hunger, poverty, and inequalities around the world.

We at GAIN join Global Food 50/50's call for global food organizations fighting for justice and equality to lead by example. We will take a hard look at our care policies and see what can be done to make them even fairer.



**Dr. Lawrence Haddad**

Executive Director, Global Alliance for Improved Nutrition (GAIN)



# Preface

Global Health 50/50, IFPRI, and UN Women are pleased to present the third annual Global Food 50/50 Report. The Report shines a light on the progress, or lack thereof, made by food system organizations in promoting diversity and equality in career opportunities, including at levels of leadership and decision-making, and in putting gender equality at the heart of their work.

Each year, we explore the obstacles that keep some people from enjoying the same career opportunities as others, particularly those that keep women from participating, advancing, and leading in global food systems.

We believe that social and domestic care is essential to the wellbeing and prosperity of individuals, societies, economies, and ecosystems. Addressing the inequalities of time spent on care is a cornerstone of gender equality for the workforce within global food system organizations and for the people they aim to serve. For the first time, the 2023/2024 Report expands its focus to address a policy area that plays a decisive role in promoting equality of opportunity in the workplace: the extent to which workplace policies recognize and support employees' care responsibilities.

We are heartened to see policy attention to parental leave. We encourage organizations to ensure that these family-friendly policies are used by both women and men to avert the risk of perpetuating traditional gender roles. However, we find that other policies related to family needs are scarce, such as child and elder care policies. We call for more inclusive and equitable solutions for these issues.

Global food system organizations are working to address the most critical issues facing populations' access to food and nutrition. Together, we encourage food and nutrition advocates, staff, and leaders to recognize the importance of family-friendly policies as a human rights issue and central to women's opportunity to succeed in the workplace.



**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



Through my work with Sahel Consulting Agriculture & Nutrition, AACE Foods, and African Food Changemakers, and my roles on global and local boards, I have personally observed some progress in our collective fight for a just and equitable food ecosystem, and I am delighted that the Global Food 50/50 Report 2023/2024 provides substantial evidence that can inform and guide our work. I applaud the efforts of the research team and the partners involved in this pioneering effort.

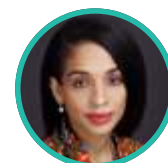
There are two critical issues in the Report that are worthy of further analysis. First, the Report alludes to the “emerging cracks in the glass ceiling,” and provides data to show some movement in the right direction. It also reveals that barriers to leading organizations and serving on boards still largely persist for women from low- and middle-income countries (LMICs), especially those who have been educated and trained in these countries. I would argue that a further assessment of specific LMICs would reveal that African women face even greater barriers to mobility into senior roles and on boards. There is compelling evidence of the significant benefits associated with engaging African women at the highest levels of governance and management, given the relevant and practical on-the-ground experience that they leverage to drive impact. As a result, future reports would benefit from disaggregated data by region of origin, in order to inspire concerted initiatives to address biases in the recruitment and retention processes, and ensure greater diversity and inclusion of African women at the highest levels.

Second, despite the growing number of organizations with progressive policies on gender equality, as showcased in the Report, anecdotal evidence suggests variability in the successful implementation of these policies, especially where organizations have dispersed offices around the world. For example, this evidence suggests that professional women still experience sexual harassment, with interns and entry-level female staff facing the brunt of this treatment. This variability in policy implementation is more prevalent where significant power gaps exist, there are few female leaders in positions of authority, and minimal action is taken when breaches are exposed. As a result, future reports should include assessments of the level and depth of policy implementations, and whether gaps exist between headquarters and regional operations.



**Ndidi Okonkwo Nwuneli (MFR)**

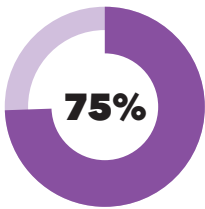
Founder/Chair, African Food Changemakers  
Co-Founder/Chair, Sahel Consulting Agriculture & Nutrition



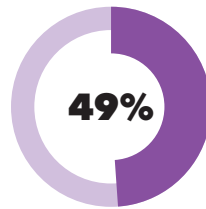
# SNAPSHOT OF KEY FINDINGS

Out of 51 organizations:

## Varying responses to the diverse care responsibilities of staff

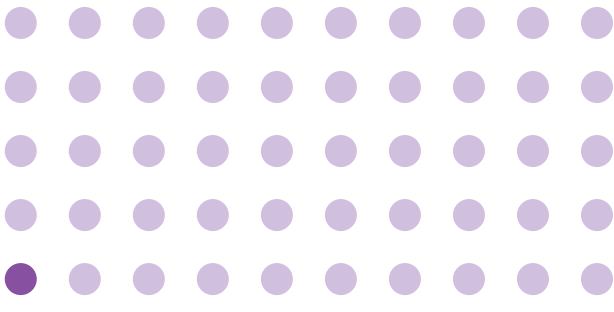


75% (38) of organizations have paid parental leave policies, with leave allowances ranging from 2 days to 39 weeks

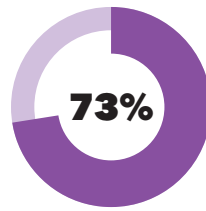


49% (25) of organizations provide care leave and/or other support programs, such as subsidized childcare and elder care, in addition to parental leave

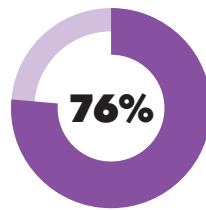
## Strong commitment to gender equality, but inequalities remain in who leads



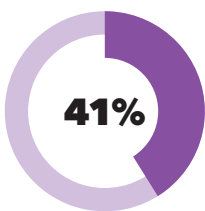
Most organizations have made a public commitment to gender equality—no commitment was found for only 2 out of the 51 organizations



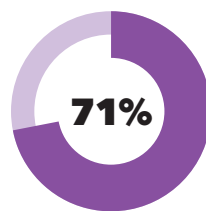
73% (37) of organizations have diversity and inclusion policies—up from 53% in 2020



76% (39) of organizations have workplace policies on gender equality—up from 69% in 2020



41% of organizations do not have a policy or commitment to diversity from their board



71% (36) of CEOs and board chairs are men—marking no change since 2021

# SECTION 1

## OVERVIEW

### ABOUT THIS REPORT

Global Food 50/50 (GF5050) is a partnership between Global Health 50/50 (GH5050), the International Food Policy Research Institute (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.

### Spotlight on workplace policies for care and family leave

Care responsibilities, including those that are unpaid, fall disproportionately on women, which has implications for women's career trajectories, including by contributing to ongoing gender pay gaps and perpetuating gender biases and discrimination in the workplace. We deliberately use the language of "care" and not "caregiving" to emphasize that care should not be "given" but rather shared, redistributed, and/or compensated.

This Report presents findings on the workplace policies for care and family leave from 51 global organizations active in the global food system. GF5050's biannual review of parental leave and flexible work policies is presented in Section 2.

### Annual analysis of gender-related policies and practices

Along with an in-depth look at family-friendly workplace policies, the 2023/2024 Report presents our annual analysis of gender-related policies and practices within 51 organizations. Section 3 of this Report presents our findings on the progress of these organizations since 2021, including on their public commitments to gender equality, workplace policies on gender equality, diversity and inclusion policies, representation in leadership, and policy commitments to collect and report data disaggregated by sex.



Full details of the methods we used to analyze care-related workplace policies, collect data on core variables, and calculate organizational performance can be found in Annex 1. Annex 2 also includes individual organizational performance in 2023.

## The Global Food 50/50 Report organizational sample and framework

Global Food 50/50 aims to not only produce evidence and monitor progress, but ultimately to effect change. Together with GH5050's Gender and Health Index, GF5050 demonstrates its ability to catalyze organizational progress toward gender equality.

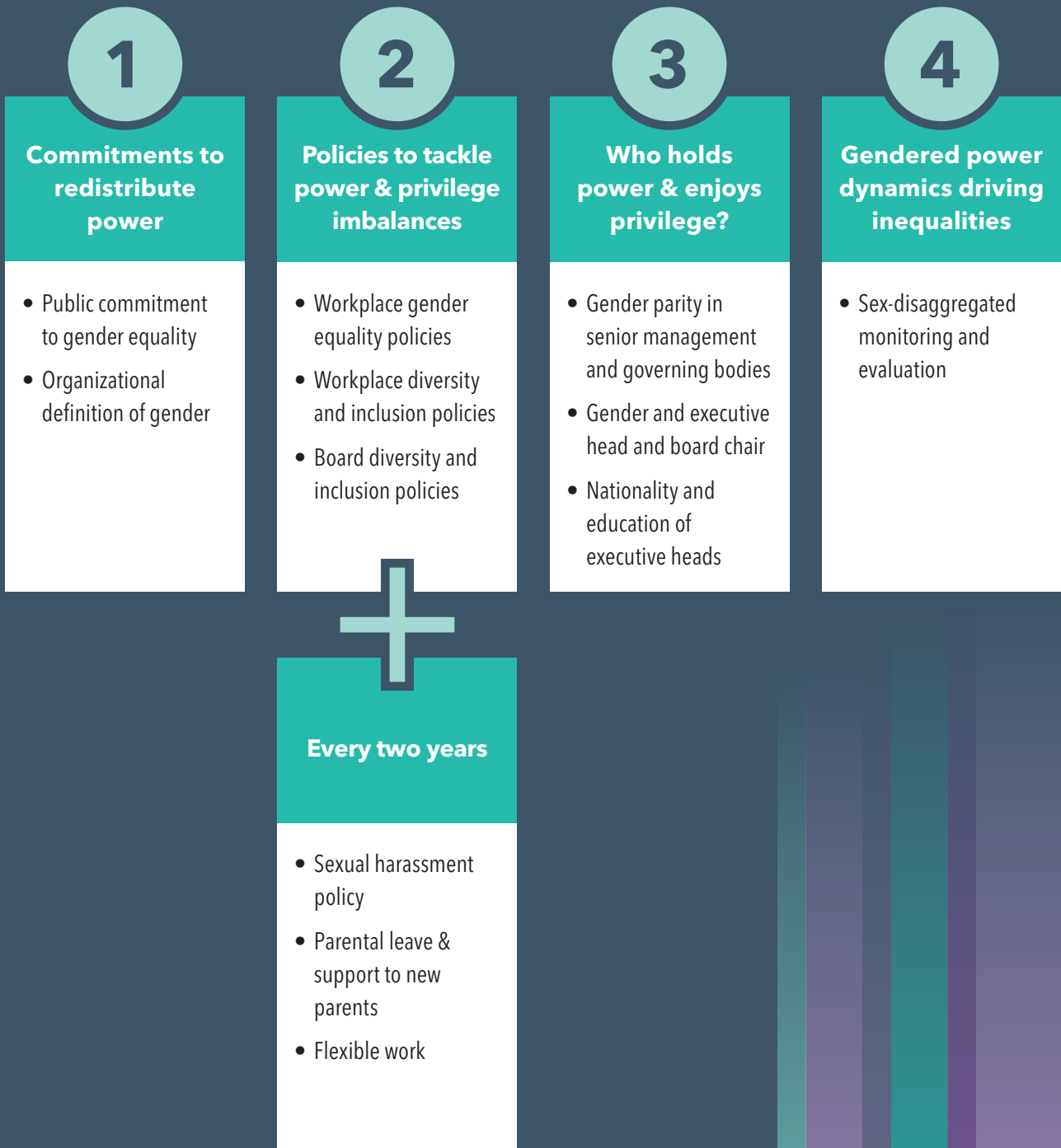
Data were drawn from publicly available information collected between December 2022 and March 2023. These data were originally reported as part of a larger sample of 197 organizations in the 2023 GH5050 Report. Results for each organization can be found on the interactive [Gender and Food Index](#).

The 51 organizations in our sample range in size from 25 to hundreds of thousands of staff 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 GLOBAL FOOD 50/50 REPORT 2023/2024

Organizations are assessed on 10 variables across four dimensions. We review headquarter or global policies only, which may not apply to staff working outside of headquarters.



## SECTION 2

### WHO CARES? ASSESSING WORKPLACE POLICIES THAT ACKNOWLEDGE CARE RESPONSIBILITIES

Care is fundamental to the wellbeing and prosperity of individuals, societies, economies, and ecosystems. Without it, our societies and economies would grind to a halt. Everyone requires care in their lifetime, meaning that comprehensive care systems are fundamental for all persons, in all their diversity—including women, those with disabilities, older persons, and children—to participate equally in society and enjoy the fulfillment of their rights.

Yet the responsibility for care falls disproportionately on women and girls, affecting their economic participation, and health and wellbeing. Surveys indicate that women currently spend 2.8 hours more on unpaid domestic care per day than men do; projections estimate that by 2050, this will be reduced by only 30 minutes per day to a gap of 2.3 hours.<sup>1</sup>

In the workplace, parental leave policies have become important measures to support parents. These leave policies not only support gender equality, but also act as important policy instruments for supporting child, maternal, and paternal health and wellbeing, and various labor-market outcomes, such as increased women's participation and reduced gender pay gaps. These policies help to counteract traditional forms of working and workplaces, which have historically been created for men and a particular vision of masculine gender roles.

Care responsibilities disproportionately impact the lives and careers of women. The absence or inadequacy of parental leave and associated policies, such as flexible work arrangements, can result in career disruptions and perpetuate gender biases and discrimination in the workplace. These impacts are borne out by research on gender pay gaps—for

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<sup>1</sup> UNDESA and UN Women. 2023. "Gender Snapshot 2023." <https://unstats.un.org/sdgs/gender-snapshot/2023/>

example, in Claudia Goldin's 2023 Nobel Prize-winning research, she finds that the gender gap in earnings coincides with the birth of a woman's first child.<sup>2</sup>

The COVID-19 pandemic increased public recognition and support for care work, but have workplaces caught up to this reality? For women, the impact of care responsibilities on career retention, promotion, progression, and entry into leadership positions is harsh. Inadequate or nonexistent workplace policies for family leave also affect men, leaving them with limited opportunities to fulfill their care roles and responsibilities—with impacts on their own mental health and quality of life, and overall family wellbeing.

Workplace policies can provide an important lever for ensuring that women are able to stay in the labor force and progress in their careers. Comprehensive and supportive workplace policies on care have impacts across the life course, from entry into the workforce to all aspects of participation and advancement throughout an individual's career.

Within food systems, national and global actors are paying increased attention to unpaid care and domestic work, as well as the impacts of climate change on these responsibilities and the implications for women and girls' food security and health. The climate crisis is expected to further increase how much time women and girls spend on unpaid care and domestic work. For instance, when safe drinking water is not readily available, the burden of water collection and treatment largely falls on women and girls. As extreme weather events increase in intensity and frequency, women and girls are also exposed to more intense hardships, greater food insecurity, and an increased risk of poverty and violence.

## KEY FINDINGS

GF5050 reviewed 51 organizations, focusing on any workplace policies, policy excerpts, or mentions of benefits relevant to care. We also asked organizations to share relevant policies that are not in the public domain. Box 1 highlights the care policies assessed in our Report.

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<sup>2</sup> The Nobel Prize. 2023. "Press Release." <https://www.nobelprize.org/prizes/economic-sciences/2023/press-release/>

## Box 1. Supporting parents and carers in the workplace: Policy issues reviewed in the 2023/2024 Report



### BECOMING A PARENT

Do workplace policies provide adequate paid allowances for:

- **Parental leave**, for all parents, including via adoption or surrogacy?



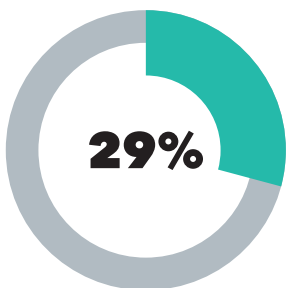
### WORKING PARENTS AND CARERS

Do workplaces provide:

- Support for **new parents returning to work**, such as breastfeeding facilities or flexible work policies?
- Leave for **family care responsibilities**, including for adult family members or older children?
- **Flexible work** arrangements for all staff?

## 1 Care leave

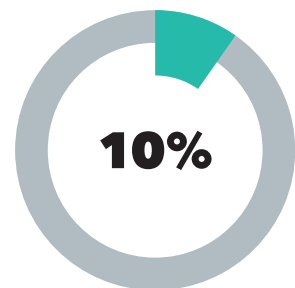
Supporting employees with family care responsibilities, including for children and dependent adults, can help reduce stress in the workplace and address the double burden of paid and unpaid labor that women in particular face. It is increasingly common for people in the workforce, especially those over 45 years of age, to care for older relatives. Workplaces have responded to employees’ family and care responsibilities in several ways, including offering flexible work arrangements, providing leave for care, and sharing resources on care and peer networks.



29% (15/51) of organizations offer paid leave dedicated to care.

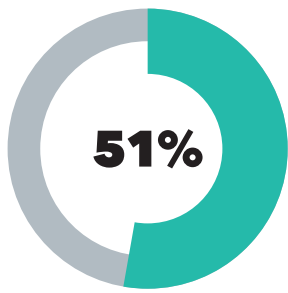


10% (5/51) of organizations offer support, such as subsidized or backup childcare, but do not indicate if care leave is available. Just one of these organizations also mentions support for elder care.



10% (5/51) of organizations offer unpaid leave for staff who require long periods of absence to care for family members.





51% (26/51) of organizations published detailed information on their parental leave policies on their websites. 11 organizations shared their internal policies for assessment.

**Guaranteed paid leave for primary and secondary carers ranges from 1 day to 39 weeks. Organizations headquartered in the United States, which represent 31% of our sample, almost uniformly offer the same benefits to both parents, however they also often offer the lowest amount of paid leave.**



## 2 Parental leave

Policies that provide paid parental leave support gender-transformative norms around family responsibility, women’s equality in career opportunities, compensation for women’s unpaid labor, and closure of the gender pay gap. They also contribute to gender-equal recruitment, improved employee morale, and better health and wellbeing for families.

Despite calls for equality and universality, parental leave policies are frequently applied unequally or written in language that discriminates against or excludes some staff. For example, providing lengthy leave allowances for women without providing similar opportunities for men can reinforce unequal parenting norms and harm women’s careers over the long term.

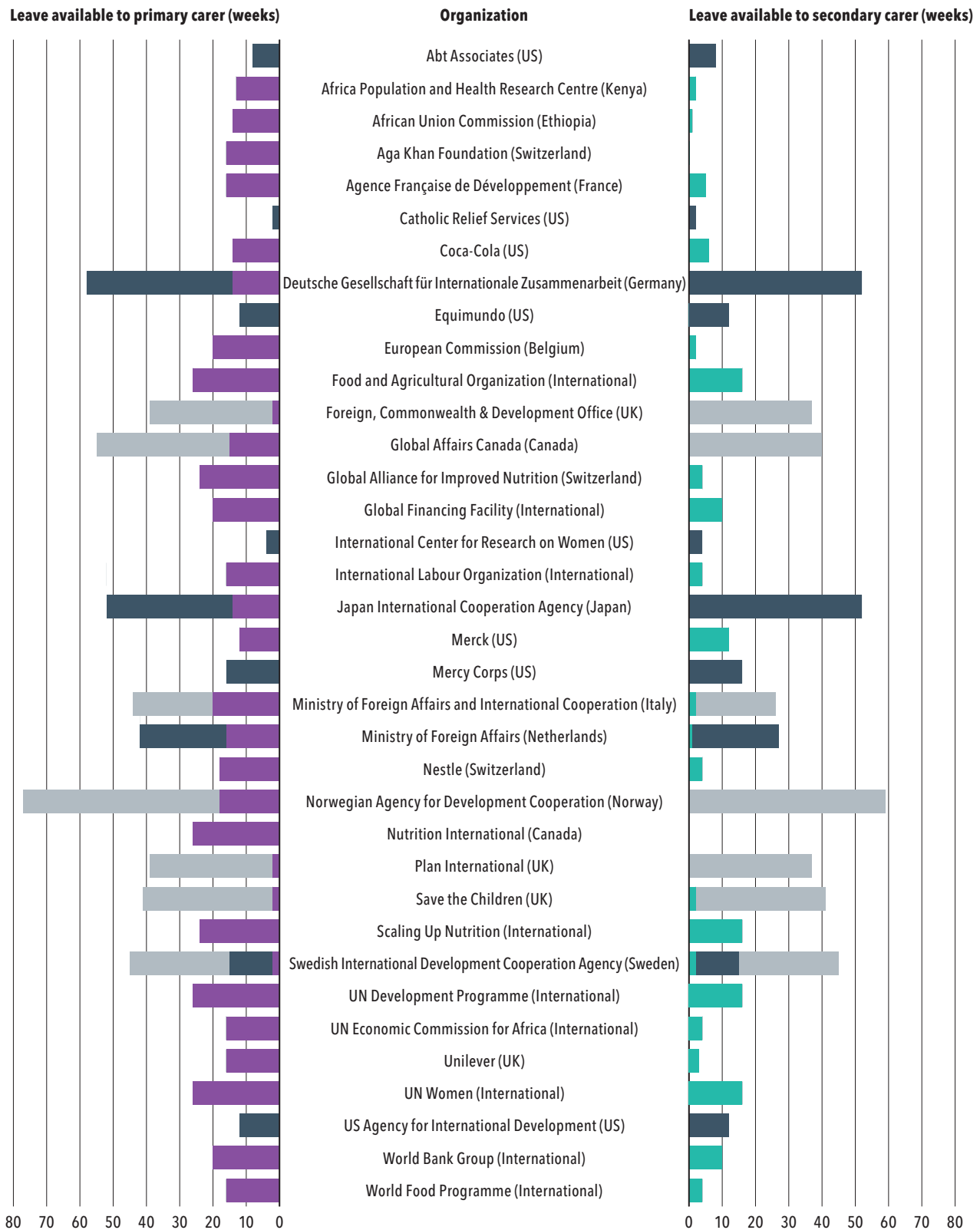
GF5050 assessed the number of paid weeks of leave available to primary and secondary carers (also called maternity and paternity leave), as well as options for parental and shared parental leave. It also reviewed whether organizations offered support to parents returning to work, such as flexible transitions back to work, reduced or part-time working hours, facilities for breastfeeding mothers, and/or childcare support.

### Other parental support

In addition to allowing employees to return to their jobs (or equivalent roles) after a period of leave, some organizations offer support to returning parents in the form of flexible work arrangements, private spaces and time for lactation, shipment of breast milk when traveling for business, onsite childcare, and/or financial support for childcare options. Some organizations also offer specific programs to parents, including career coaching, expert advice, and dedicated personnel and resources to support back-to-work transitions. It is unclear from our review whether these benefits are equally available and accessible to both women and men.

## Parental leave benefits for primary and secondary carers

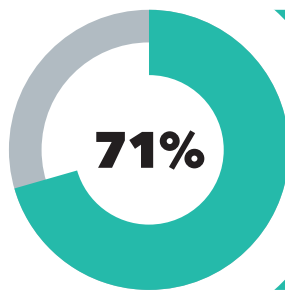
■ Maternity / primary carer leave    
 ■ Paternity / secondary carer leave    
 ■ Parental leave    
 ■ Shared parental leave



This graph indicates the number of weeks that are available in maternity or primary carer leave policies (left side) and paternity or secondary carer leave policies (right side). Some employers in the United States do not differentiate leave policies by carer and offer “parental leave” to all parents (parents in the US who give birth additionally have access to paid disability leave of six to eight weeks). In other settings, “parental leave” is available in addition to maternity/paternity leave as (1) a non-transferable individual right, (2) an individual right that can be transferred to the other parent, or (3) a family right that parents can divide between themselves as they choose (shared parental leave).

### 3 Flexible work policies

Flexible work arrangements include telework, and flexible or compressed work schedules, among others. Research shows that with sufficient support from leadership and supervisors, these arrangements can be powerful tools to enhance staff inclusion. Flexible work policies can enable employees to be responsive to their dependents' care needs, such as allowing people to attend medical appointments or working from home to supervise children.



**71% (36/51) of organizations provide flexible work arrangements for their employees**

While recognizing that some countries have a specific legal environment that promotes access to flexible work, our findings only refer to those organizations that specifically mention flexible work on their website or policy documents.

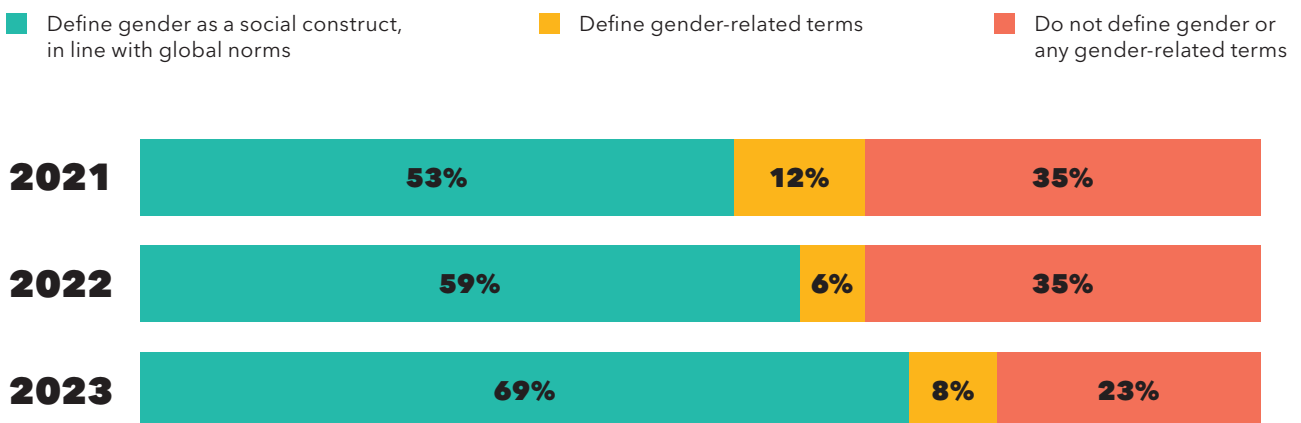


## Defining gender and its meaning to an organization

Gender definitions reflect the depth and breadth of an organization’s understanding of power and equality, and how that informs decision-making and practice. Definitions of gender also indicate core values and help shape workplace policies as well as programmatic approaches.

More than two-thirds of organizations now define gender in a way that is consistent with global norms (applying UN Women’s definition), rising from just over half in 2021. Since 2021, eight organizations have newly published their definitions of gender.

### Defining gender



## Workplace gender equality, diversity, and inclusion policies

Legal frameworks exist to protect workers from discrimination, yet these are not enough to counteract the individual biases and structural discrimination that disadvantage people. Ensuring equality of opportunity requires clear policies with specific and actionable measures.

GF5050 assessed which organizations had publicly available policies that committed to advancing gender equality and/or diversity and inclusion (D&I) in the workplace—alongside and beyond gender equality—and which had specific measures in place to guide and monitor progress.

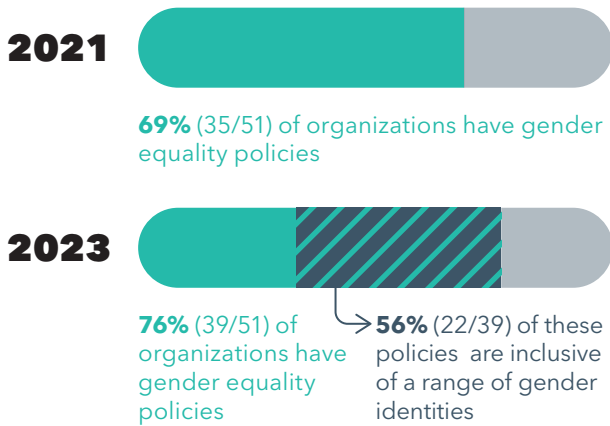
We find that three-quarters of organizations have publicly available workplace policies with specific measures to advance gender equality. Specific measures include policies for inclusive recruitment processes; mentoring, training, and leadership programs; targets for representation at senior levels; gender/diversity analysis and action in staff performance reviews and staff surveys; and regular reviews of organizational efforts toward D&I.

We also find a rise in the availability of workplace D&I policies from 53 percent of organizations in 2021 to 73 percent in 2023. Relatively few organizations (12 percent; 6/51) commit to D&I but do not state how they are implementing that commitment.

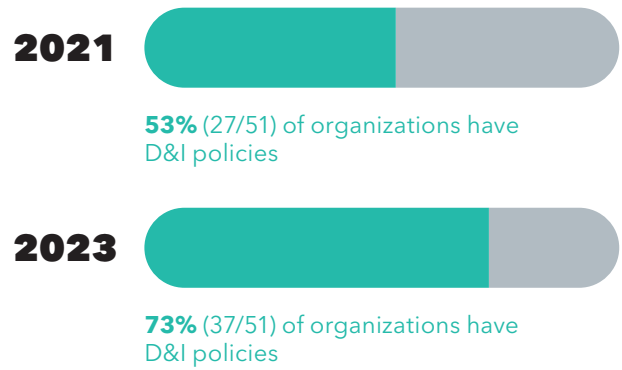
We did not find commitments to D&I in the workplace for 16 percent of organizations in our sample (8/51).



### Availability of gender equality workplace policies grows slightly



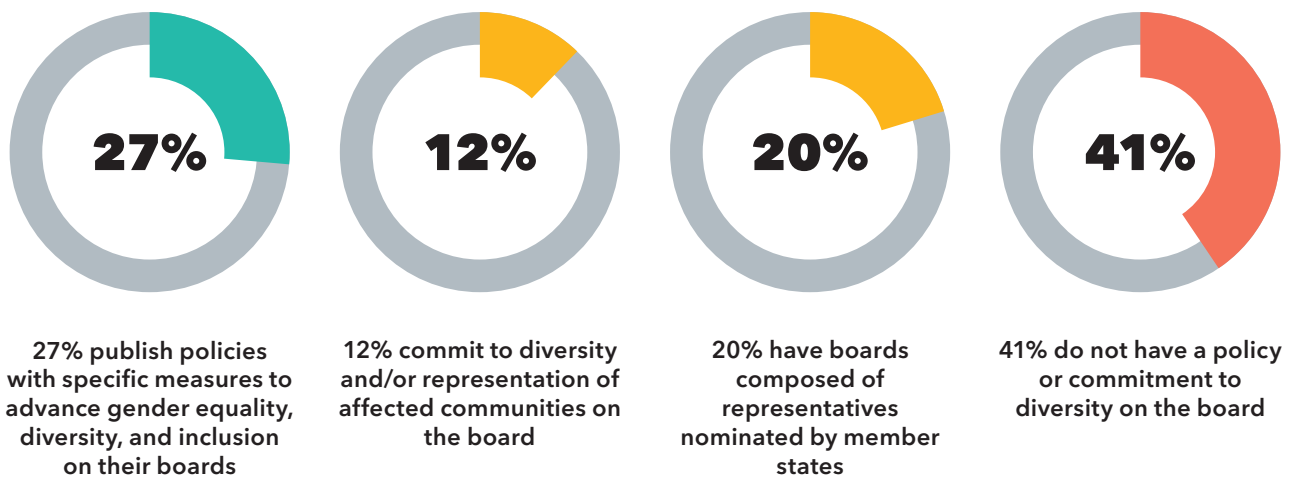
### D&I policies on the rise



## Board diversity and inclusion policies

Governing boards are the center of power across food system organizations: decisions made by these boards on leadership, strategy, finance, and programming influence the career opportunities and food and nutrition security of people around the world. The 2022 Global Food 50/50 Report highlighted how considerations of gender and diversity are often lacking in the corridors of power and in the rules determining who is given a platform to govern. People from low-income countries, especially women, are largely denied the opportunity to contribute to the governance of global food systems.

(n=49)

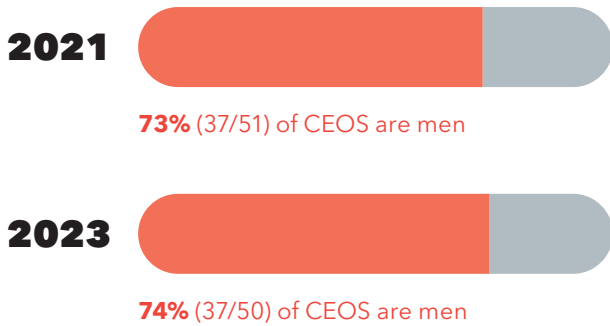


## Gender and geography of global food system leadership

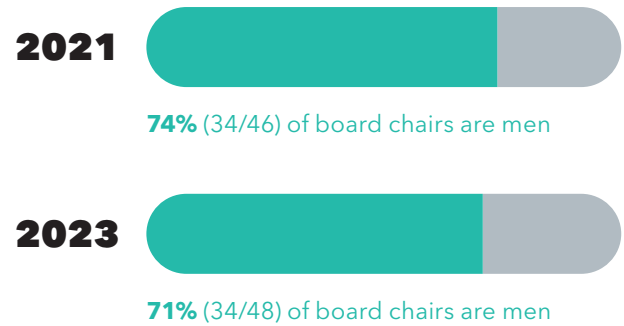
Who holds positions of authority? This question provides a strong measure of the progress that organizations are making in fostering equity in career advancement, decision-making, and power.

We found no change in the number of women CEOs and board chairs since 2021. We also find that decision-making bodies remain likely to have more men than women, rather than be at parity or have more women than men.

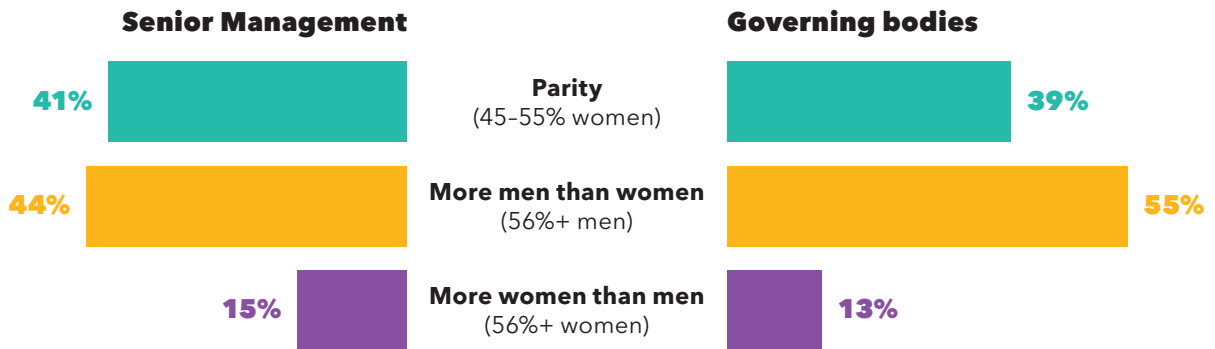
**CEOs**



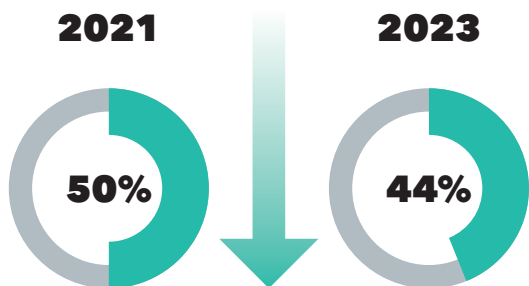
**Board Chairs**



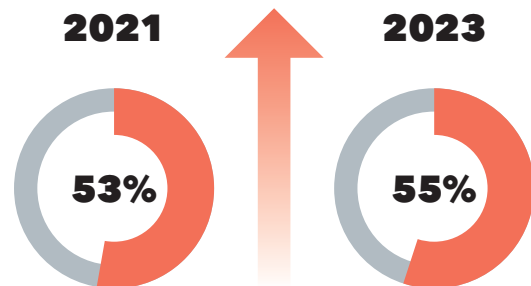
**Despite progress, decision-making bodies likely to have more men than women**



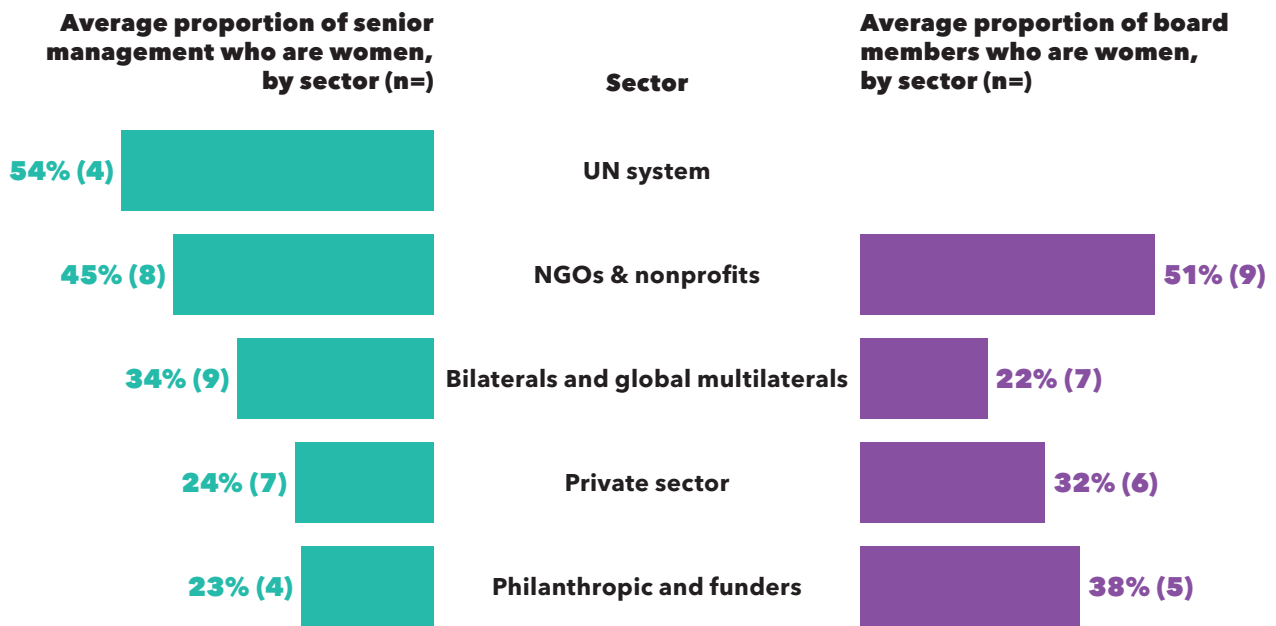
**Senior management bodies with less than 44% women have decreased since 2021**



**Boards with less than 44% women have increased since 2021**



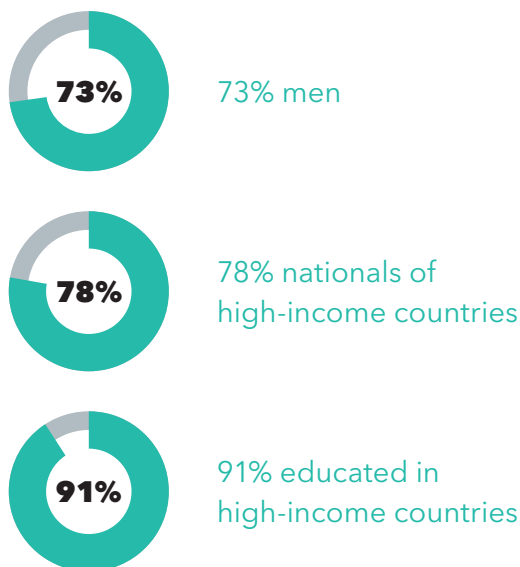
## Proportion of women in leadership varies by sector and body



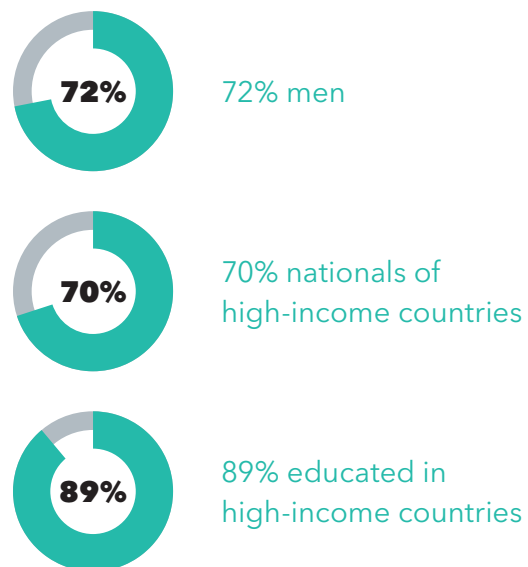
### Has the leadership “glass ceiling” started to crack?

Between 2022 and 2023, 24 new leaders (CEOs and board chairs) were appointed across our organizational sample. Among them, 6 (25%) were women, 10 (43%) were from LMICs, and 2 (8%) were women from LMICs (India and Kenya). We were able to identify the educational background of 22 of these leaders—of them, only 3 completed their education in LMICs.

#### CEOs and board chairs in 2021



#### CEOs and board chairs in 2023

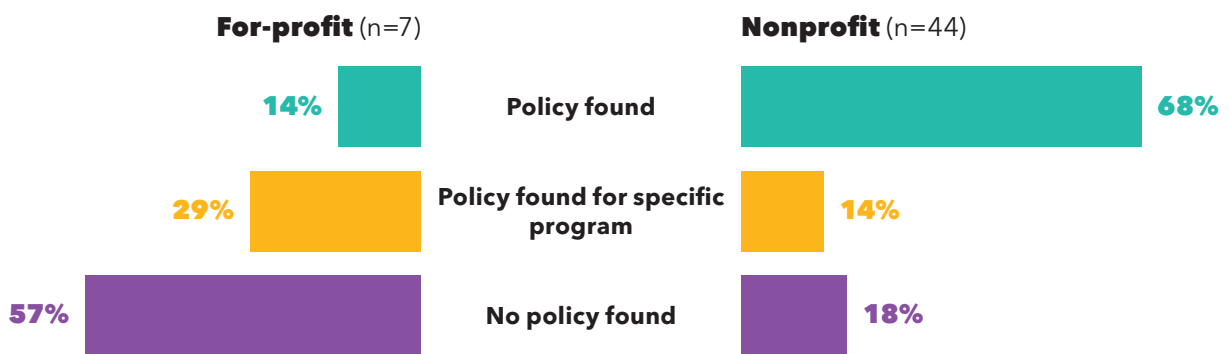


## The unrealized potential of disaggregated data

Sex-disaggregated data is fundamentally necessary, both for organizations to implement gender-responsive programs that rely on evidence and for others to hold organizations accountable for their commitments and actions. 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 (that is, 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.

In our sample, 68% of nonprofit organizations publish commitments to regularly disaggregate programmatic monitoring and evaluation data by sex. "Nonprofit" includes the faith-based, funders, multilateral/bilateral, NGOs, public-private partnerships, regional organizations, and research bodies in our sample. "For-profit" is composed of the private sector companies and consulting firms in our sample.



**Two decades ago, women farmers from Ghana told our founder Ela Bhatt, "What we grow, we do not eat, and what we eat, we cannot grow." This is the reality of women workers in the agrifood system. Increasingly frequent climate shocks are further aggravating the vulnerability of poor women workers. This is the gap that we need to fill.**



**Reema Nanavaty**  
Executive Director

Self-Employed Women's Association (SEWA)



# Conclusion

In its third edition, the Global Food 50/50 Report comes amid increasingly turbulent times and cascading crises—from climate change to a debt crisis to new violent conflicts—that are severely impacting global food systems and deepening inequalities.

We are firmly encouraged by the dedication and enthusiasm of a range of organizations in engaging with GH5050's research process and the issue of gender equality, and we applaud the progress being made in some areas. We find expanding commitments to gender equality that are explicitly inclusive of gender diversity, and we see rapid growth in the availability of actionable, measurable diversity and inclusion policies. We also find, however, that policies on paper are not translating into equitable career opportunities, at least at the very top, as evidenced by the clear lack of progress toward gender parity in leadership positions. While disappointing, this spurs us to identify new ways to make change happen.

This Report reviews gender inequalities in the workplace, though we recognize that progress is unlikely to be achieved if gender inequalities in the home, the care economy, and the unpaid labor of women outside the workplace are not accompanied by wider societal shifts toward more equitable societies for all.

We encourage the global community to collaborate across sectors to develop employment norms and standards that promote and protect gender equality in the workplace and across the life course. This should be accompanied by independent accountability mechanisms to challenge and transform the structures and values that perpetuate inequality.

Furthermore, legal protection is the bedrock of the realization of rights. A lack of adequate protections to address the double burden of paid and unpaid labor jeopardizes women's dignity, equal opportunities, and well-being. These issues are too important to be left to the discretion of employers and organizational policies.

In the spirit of solidarity, GF5050 encourages leaders, staff, and stakeholders at all levels to demand gender equality within their organizations, with the aim of achieving inclusive, respectful organizational cultures where people, in all their diversity, can participate equitably and thrive in their career choices. 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 that each operate in more than three countries. Data are drawn from the 2023 Global Health 50/50 Report, which reviews 197 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 headquartered in 37 countries, which together employ more than 4.5 million people.

A short web review was carried out in 2021 to determine which organizations in the GH5050 sample also have activities in food systems, including agriculture, fisheries, nutrition, trade, and consultancy in the food sector among other activities. Based on this analysis, 51 organizations from eight sectors 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 and 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 completion of data collection, each organization receives their 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.

This year's Report covers human resources policies, some of which are internal documents and have not been published in the public domain. At the start of our data collection, we requested that organizations share relevant policies with us. As per ethical approval (see below), these internal policies are stored on secure servers and destroyed from our servers after an agreed length of time.

A detailed explanation of our research framework and methods is available on the [GH5050 website](#).

### Ethics

The methods described above were approved by the ethics committee of University College London, where GH5050 was previously housed.

# Annex 2. Organizational Scorecard

## Scoring key

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

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### Commitment to gender equality

<b>G</b>	Commitment to gender equality/equity with gender referring to men and women, gender justice, or gender mainstreaming in policy and planning.
<b>GP</b>	Commitment to achieve gender equality, with focus on empowering women and girls.
<b>A</b>	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.
<b>R</b>	No mention of gender.
<b>()+</b>	Commitment is inclusive of LGBTQI.

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### Definition of gender

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

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### Workplace gender equality policy

<b>G</b>	Gender equality affirmative policy with specific measure(s) to improve gender equality and/or support women’s careers.
<b>GE</b>	EDGE certified (external validation).
<b>A</b>	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.
<b>R</b>	Policy is compliant with law but no more = “we do not discriminate”.
<b>NF</b>	Not found/no information available.
<b>()+</b>	Specific mention of no discrimination based on gender identity/other mention of inclusion of transgender or gender diversity.
<b>NA</b>	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.

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**Intersectional workplace diversity and inclusion policy**

<b>G</b>	Diversity and inclusion affirmative policy with specific measure(s) to improve diversity/inclusion/equality.
<b>A</b>	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.
<b>R</b>	Minimal commitment to non-discrimination, consistent with national laws.
<b>NF</b>	No public references to non-discrimination or diversity and inclusion.
<b>NA</b>	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.

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**Diversity & inclusion board policy**

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

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**Sex-disaggregation of M&E data**

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

**Gender parity in senior management & governing bodies**

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

**Gender of CEO & Board Chair**

<b>M</b>	Man.
<b>W</b>	Woman.
<b>MW</b>	Two individuals, one male and one female.
<b>X</b>	Nonbinary; undefined.
<b>NA</b>	Not applicable/no current executive head.
<b>NF</b>	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	Sex disaggregation of M&E data
Abt Associates	GSL5+	G+	GE+	G	NF	G	A	W	M	G
Africa Population and Health Research Centre (APHRC)	G	G	G	A	G	G	A	W	M	G
African Union Commission (AUC)	GP	G+	G	G	MS	G	R	M	M	R
Aga Khan Foundation (AKF)	G	R	NF	NF	NF	NF	R	M	M	G
Agence Française de Développement (AFD)	GPS+	G	G+	G	R	R	A	M	M	R
Aliko Dangote Foundation (ADF)	A	R	NF	NF	A	R	R	M	M	R
Association of Southeast Asian Nations (ASEAN)	G	G	NF	NF	MS	NF	NF	M	M	G
Bill & Melinda Gates Foundation	G+	G	A	G	NF	G	A	M	M	A
CARE International	G+	G+	G+	G	G	G	G	W	W	G

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	Sex disaggregation of M&E data
Caritas Internationalis	G	R	G	G	A	NF	NF	M	M	R
Catholic Relief Services (CRS)	GL	G	A	A	NF	A	R	M	M	G
China Foundation for Poverty Alleviation (CFPA)	A	R	NF	NF	NF	R	R	M	M	R
Coca-Cola	GPW5+	R	G+	G	NF	R	G	M	M	R
Community of Latin American and Caribbean States (CELAC)	GP	R	NF	NF	NF	NF	NF	M	M	R
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	GC5+	G+	G+	G	NF	G	A	M	M	G
Equipundo (formerly Promundo)	G+	G+	R	A	NF	G	G	M	W	G
European Commission	G+	G+	G+	G	G*	NF	G	W	W	G
Food and Agricultural Organization of the United Nations (FAO)	G	G	G	G	MS	R	NA	M	M	G
Foreign, Commonwealth & Development Office	G	G+	G+	G	NF	R	R	M	M	A
Global Affairs Canada	GP+	G	G	G	NF	G	NF	W	W	G
Global Alliance for Improved Nutrition (GAIN)	GS+	G+	G+	G	G	G	G	M	W	G
Global Financing Facility (GFF)	GP	G+	G+	G	G	R	G	M	W	G
GSMA	GWS	A	G	G	GW	R	R	M	M	A
International Center for Research on Women (ICRW)	G	G+	G+	G	NF	P	P	W	W	R
International Food and Beverage Alliance (IFBA)	G	R	NF	NF	NF	R	NF	M	M	R
International Labour Organization (ILO)	G	G	G	G	G	NF	NF	M	W	G
Japan International Cooperation Agency (JICA)	G	G	G	G	NF	R	R	M	M	A
Merck	GC5W+	A+	G+	G	A	R	G	M	M	R
Mercy Corps	G	G	G	G	G	G	G	W	W	G

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	Sex disaggregation of M&E data
Ministry of Foreign Affairs and International Cooperation, Italy	G	R	G	NF	NF	NF	NF	M	M	R
Ministry of Foreign Affairs of the Netherlands	G+	R	G+	G	NF	NF	NF	M	M	A
Nestle	GCW5+	R	G+	G	A	R	A	M	M	R
Norwegian Agency for Development Cooperation (Norad)	GP+	G+	G+	G	NA	G	NA	M	M	G
Nutrition International	GL	G+	G	A	NF	G	G	M	M	G
Oxfam International	G+	A	G+	G	G	NF	P	W	W	G
Pacific Community	G	G	G	G	MS	G	NF	M	M	G
Plan International	GL+	G+	G+	G*	G	P	G	M	W	G
Rockefeller Foundation	G	R	A	A	NF	A	G	M	M	A
Save the Children	G+	G+	G	G	G	G	G	W	W	G
Scaling Up Nutrition	GP	G	G+	G	G	G	G	W	W	G
Southern African Development Community (SADC)	G	G	G	R	MS	R	NF	M	M	G
Swedish International Development Cooperation Agency (Sida)	G	G+	G+	G	GW	P	G	W	M	G
UN Women	GP+	G	G+	G	MS	P	G	W	M	A
Unilever	GWCS5+	G	G+	G	A	R	A	M	M	A
United Nations Development Programme (UNDP)	G5+	G	G+	G	MS	P	R	M	M	G
United Nations Economic Commission for Africa (UNECA)	G	G	G	G	MS	NF	A	M	M	G
United States Agency for International Development (USAID)	G+	G	A	G	NA	P	NA	W	W	G
World Bank Group	G	G	G	G	MS	G	R	M	M	G
World Economic Forum	GC+	R	G+	G	A	R	A	M	M	G
World Food Programme	G	G	G+	G	MS	G	R	M	M	G
World Vision	GL	A	NF	A	NF	A	A	M	M	G

**Global Health 50/50** is an independent research and advocacy initiative that promotes far-reaching transparency, action and accountability to advance gender equality and health equity.

**For more information:**

[Globalhealth5050.org](http://Globalhealth5050.org)

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The **International Food Policy Research Institute** provides research-based policy solutions to sustainably reduce poverty and end hunger and malnutrition in developing countries. Established in 1975, IFPRI currently has more than 500 employees working in over 50 countries.

**For more information:** [ifpri.org](http://ifpri.org)

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**UN Women** is the United Nations entity dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide.

**For more information:** [unwomen.org](http://unwomen.org)

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Love for Generation  
Purulia, West Bengal, India. 2018.  
Tanusree Mitra  
*From the Global Health 50/50 This is Gender (In)Equality Collection*

