

Diversity & Inclusion Policy

Director's Introduction

The Syngenta Foundation for Sustainable Agriculture (SFSA) works to improve the livelihoods of smallholder farmers. Our programs aim to benefit them regardless of gender, age, ethnicity, religion or other such differences. We are equally committed to ensuring an inclusive workplace for all employees, where diversity of person, thought and experience are valued and respected. We wish to work alongside like-minded partners to promote these principles.

SFSA follows the same work-related policies as Syngenta. However, our Diversity & Inclusion (D&I) Policy further develops that of Syngenta by linking it to the settings in which we operate.

This is the first time that we have laid out our D&I values and practices. We already practice much of what this Policy sets out, but we want to continue improving. The Policy will help us take a conscious and consistent approach worldwide to achieving even higher D&I standards. Our program participants and SFSA staff all stand to benefit as a result.

Why this is important

There are several good reasons why SFSA is now placing greater emphasis on Diversity & Inclusion.

SFSA programs are innovative, market-based and technology-enabled. To serve smallholders, we must understand their needs. Within farming communities, we must therefore pay close attention to the roles and preferences of different social groups. Then we can build on their strengths and provide access to what they lack. Differentiation is crucial.

Let me give an example: In most developing countries, women are the main group of agricultural workers. They are often the principal local sellers and buyers, and usually the only preparers of fresh produce. When empowered to have independent livelihoods, they are more likely than men to invest their income in their families. Typically, however, women have fewer decision-making or land-holding rights, less access to credit, and far more domestic chores. Few technological innovations such as new crop varieties or other inputs specifically serve their needs.

The 2030 Sustainable Development Goal 'SDG 5' highlights gender equality as a fundamental human right and a necessary foundation for a peaceful, prosperous and sustainable world ^[1]. However, there is a huge need to empower not only women in agriculture, but also male smallholders, rural youth and other demographic groups. This is increasingly recognized by development agencies, the private sector and our program partners. It has also become clear that organizations' own innovation and productivity correlate with their workforce diversity.^[2]

Our D&I Policy is based on extensive staff and Board consultation, and on good practice in our sector. We are launching it now to ensure a conscious and consistent approach as SFSA grows. The D&I Policy and its implementation will continue to evolve as necessary.

I look forward to working closely with all our teams and partners in this vital area.

Simon Winter
Executive Director, Syngenta Foundation for Sustainable Agriculture

Diversity & Inclusion Policy

1. Purpose

This D&I Policy promotes practices that create and maintain a supportive, high-performance, team-orientated culture that:

- Enables the development of agricultural innovations for *all* smallholder farmers, and for them to use these innovations productively and profitably.
- Encourages partnerships and develops scalable programs with high and inclusive impact.
- Helps attract, retain and advance capable, skilled employees by valuing diversity and inclusivity, investing in related skill development and opportunities, and providing a fair and safe working environment for all.

2. Scope

This D&I Policy is an integral part of SFSA's mission to help smallholders in developing countries to improve their livelihoods, and of its aim to ensure optimum contributions by all SFSA staff. The Policy:

- Always applies, wherever SFSA operates.
- Covers all SFSA activities and behaviors, both within the organization and in all programs and partnerships.
- Describes the standards that SFSA seeks to promote amongst its alliances with different stakeholders in the agricultural sector. SFSA wishes to share this D&I Policy with prospective and current partners, and work with them to achieve the high standards required.
- Respects and complies with the laws of all countries in which SFSA operates.

3. Culture and workplace behaviors – key principles promoted by SFSA

- Innovation and creativity:** SFSA encourages diversity and inclusion in order to promote innovation, new thinking and improved results.
- Beneficiaries:** SFSA seeks to understand better the different individual needs and preferences of smallholders and agri-entrepreneurs in its programs, enable them to participate fully in local value chains, and develop profitable enterprises to support their families and communities
- Staff:** SFSA respects the unique contributions and perspectives that staff from different social groups and backgrounds bring to the workplace and to collaboration.
- Safety:** SFSA encourages a reflective, self-aware culture and a supportive workplace environment in which employees feel safe, can be themselves, and can communicate concerns fully and openly, without fear of discrimination. This commitment covers all staff at any site managed or supervised by SFSA.
- Collaborations:** As well as internally, SFSA also strives to promote diversity of persons, thought and experience throughout its programs, partnerships and other interactions with stakeholders.
- Monitoring performance:** SFSA creates, maintains and monitors innovative, high-performing culture that values diversity of all types.
- Collective responsibility:** It is the responsibility of all SFSA staff and contractors worldwide to respect and adhere to the principles outlined in this D&I Policy when working in SFSA offices, project sites and programs.

4. Implementation

The D&I Steering Group provides overall guidance in relation to this D&I Policy. It does so in consultation with local D&I Champions, Senior Managers in all SFSA offices, the Executive Director and SFSA Board. Ensuring D&I performance and stewardship is the responsibility of country/regional directors and senior managers, with support as needed from their local D&I. The D&I Champions and the SFSA D&I Steering Group focus areas are set out below. These may be supplemented, in agreement with the SFSA Board.

4.1 Staff: Attracting, retaining and advancing talent and experience

- Attracting, retaining and advancing a diverse range of talented individuals.
- Investing in development and opportunities.
- Providing a fair and safe working environment for all.

4.2 Program and project management

- Leaders and senior managers pay close attention to D&I throughout their programs. This D&I Policy should be followed in all programs initiated from November 2019 onwards, and in all existing programs as soon as is practical, but no later than November 2020.

4.3 Monitoring performance

SFSA will collect and monitor D&I data to:

- Understand and communicate the current diversity landscape of its workforce, programs and partners.
- Track implementation of the D&I Policy.
- Highlight areas that require further improvements and enable corresponding decisions.
- Carry out local research into specific socio-economic and other topics. This enables better communication with different social groups, and the design, implementation and measurement of initiatives tailored to their needs.
- Track smallholder diversity, at least of gender and age-group, in baseline and later surveys of our programs.
- Track internal diversity relating to recruiting, promotion opportunities and retention.

4.4 Continuous improvement

In the field of diversity and inclusion, SFSA:

- Strives for excellence by supporting and encouraging continuous improvement.
- Keeps abreast of new research and seeks to implement best practices.
- Formulates and pursues measurable targets for improvement.
- Recognizes the possibility of unconscious bias, builds staff and stakeholders' awareness, and takes corrective action if required.
- Seeks partners with similar policies and complementary skills and resources.
- Encourages feedback from staff and partners, sharing insights and improving practices
- Sets an annual D&I Action Plan.

5. Governance

Oversight of this policy is provided by:

- A D&I Steering Group reporting to the Executive Director.
- Annual reviews with the SFSA Board.
- Reference where necessary to the Head of D&I and Regional D&I Champions at Syngenta.

6. Glossary of terms

- *Diversity* is variety, a group's set of differences (for example in gender, age, and ethnicity, disability, religion, and personality type, behaviors or thinking style).
- *Inclusion* is involvement and empowerment, recognizing the inherent worth and dignity of all people, and of their talents, values, views, practices, etc.

The gender diversity criteria shall be interpreted as having the below definition:

- *Gender equality*: All men and women are free to develop their personal abilities and make choices without limitations set by gender stereotypes, prejudices or rigid roles. The equal enjoyment by

men and women of rights, socially valued goods, opportunities, resources and rewards. Equality does not mean that men and women are 'the same', but that their enjoyment of rights, responsibilities, opportunities and life chances are not governed or limited by whether they were born male or female.

7. References

[1] www.un.org/sustainabledevelopment/gender-equality/

[2] McKinsey 2007 & 2016