

Example of an investee Gender Action Plan

Proposed action	Activities	Prioritisation	Resources required	Target(s)	Monitoring system	Timeframe	KPIs
1. Assess of female staff retention, promotion and recruitment	<ul style="list-style-type: none"> Undertake gender diagnostic to understand drivers for low retention Design and implement strategies to address drivers, including establishing and enforcing gender-equitable policies and procedures 	High	<ul style="list-style-type: none"> Mainstream business practice change 	<ul style="list-style-type: none"> Company action plan developed and implemented Review and dissemination of results and impact 	<ul style="list-style-type: none"> Company reporting 	6 months	<ul style="list-style-type: none"> Retention rates (M/F) # employees across all job types and contract type (M/F)
2. Support female smallholder farmers to increase yields and improve working conditions	Undertake gender diagnostic to: <ul style="list-style-type: none"> Understand challenges affecting women's yields Assess gender-based risks affecting smallholders 	Medium	<ul style="list-style-type: none"> Time inputs from management, sourcing agents and aggregators Review of management impact systems 	<ul style="list-style-type: none"> Gender diagnostic completed 	<ul style="list-style-type: none"> Report 	3 months	<ul style="list-style-type: none"> # smallholder farmers participating in incentive-based farming model (M/F) # smallholder farmers drawing down credit from local bank and repayment rates (M/F) % increase in yield (M/F) Qualitative improvement to working conditions
	Based on findings from above, adopt incentive-based contract farming model with embedded provision of smallholder advanced financing through local bank	Medium	<ul style="list-style-type: none"> Management support to implement business changes Investment in input loan/advanced financing guarantee with local bank 	<ul style="list-style-type: none"> Model piloted and scaled Review and dissemination of results and impact 	<ul style="list-style-type: none"> Company data Studies on farm productivity 	3 seasons	
3. Update procurement and supplier base for female	<ul style="list-style-type: none"> Support investee to start accepting 'guarantees' from local agricultural extension workers to enable better 	High	<ul style="list-style-type: none"> Mainstream recruitment and retention model investing in training, staff, and systems to implement 	<ul style="list-style-type: none"> Model piloted and scaled Review and dissemination 	<ul style="list-style-type: none"> Company data 	3-4 seasons	<ul style="list-style-type: none"> # of smallholder farmer suppliers (M/F)

smallholder contracts	<ul style="list-style-type: none"> access to contracts for women Run outreach campaign to promote this new policy 			of results and impact			<ul style="list-style-type: none"> % retention of supplier season-on-season (M/F)
4. Secure contract with international seller for 'gender-impact' product line	<ul style="list-style-type: none"> Determine key features of 'gender impact' product line and establish credible approach to evidencing and communicating this to end consumers 	Med	<ul style="list-style-type: none"> Invest in R&D, product development and traceability/supply chain checks to guarantee gender impact Senior management time to prepare and win new business 	<ul style="list-style-type: none"> Market assessment and product development study Product development Product line scaled 	<ul style="list-style-type: none"> Company reporting Sales data 	2-3 years	<ul style="list-style-type: none"> Contract with seller secured Volume and value of new product sales Revenue Profit
5. Address E&S risks across operations, with focus on how these may impact women	<ul style="list-style-type: none"> Implement strategies to address risks, with a particular focus on those most concerning for women, e.g. Gender-sensitive infrastructure E&S policies relating to non-discrimination, diversity and inclusion, and HR provisions such as maternity leave etc. Land ownership disputes, particularly where title requirements disadvantage women 	High	<ul style="list-style-type: none"> Invest in and mainstream business practice change and invest in infrastructure 	<ul style="list-style-type: none"> Company action plan/charter developed and implemented 	<ul style="list-style-type: none"> Company reporting External verification through site visits 	6 months	<ul style="list-style-type: none"> Qualitative evidence of improvements to working conditions and staff consultation survey Retention rates (M/F) # employees across all job types and contract-type (M/F)