



# CABI Workplace Gender Strategy

Neil MacIntosh

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**Neil MacIntosh**

E: [n.macintosh@cabi.org](mailto:n.macintosh@cabi.org)

## General

CABI improves people's lives worldwide by providing information and applying scientific expertise to solve problems in agriculture and the environment.

This mission is underpinned by a commitment to ensure that all its work is gender sensitive. We believe that the principles of gender equality are a fundamental aspect of the credibility of our work and that the consistent application of these principles should be promoted and followed in both our external projects and programmes and within the organisation.

This internal strategy complements our external facing *CABI Project and Programme Gender Strategy* and the *Plantwise Gender Strategy*.



## Purpose

This Workplace Gender Strategy aims to ensure a workplace that is free from discrimination from gender bias and to provide a working environment in which all employees can realise their full potential and contribute to business success.

## Rationale

As a development-led organisation we support the Millennium Development Goal to promote gender equality and empower women (Goal 3). We believe that it is intrinsically right to promote gender equality in addition to accepting the compelling arguments in favour of equity and economic efficiency (ILO, 2009 and McKinsey & Company 2007).

## Scope

This Strategy covers all employees of CABI worldwide.

## Responsibility

We recognise that gender equality is a management issue and the Chief Executive and the Executive Management Team (EMT) are responsible for the implementation of this strategy. EMT will nominate a member of the team to be responsible for gender and will report on the issue at least once a year.

All managers are expected to be role models for their staff and colleagues in terms of gender equality. It is otherwise the responsibility of all staff to put this strategy into practice and to be accountable for their own actions and for the performance and reputation of CABI in respect of gender equality.

## Approach

We aspire to influence hearts and minds rather than simply creating more policies and procedures to achieve a cultural shift across the organisation. We believe that using a framework approach and setting our own targets and working towards them will lead to a better outcome than a compliance based approach alone. We recognise that gender (and wider diversity) is underpinned by the national laws and Codes of Practice of the countries in which we operate and will always comply with these as a minimum standard.

## Framework

We will use a framework approach to improve practice in relation to gender equity (*Women on Boards, 2013*) to:

- implement a set of gender balance indicators to provide information on gender balance
- ensure that our measurable objectives are sustainable so that we can assess our performance against them
- report to stakeholders on progress, including EMT, DFID, the CABI Staff Council and Prospect

## Gender Balance Indicators

The gender balance indicators will be grouped under seven key areas:

1. **Policies and practices** in relation to gender balance in the workplace
2. Areas where data should be collected in order to develop a **workplace profile**
3. Good practices to achieve **pay equity**
4. Measuring effectiveness of **flexible work practices**
5. Policies for **recruitment and promotion**
6. A guide for **evaluation and development**
7. Mechanisms for **communication and information**

For each one of these seven key areas there are potentially many gender balance indicators and in 2014-2016 (the period of the current CABI Medium Term Strategy) we will concentrate on the following with a detailed progress report to be completed after each year end.

## **Policies and practices**

- introduce a Dignity at Work policy (to include a Sex Discrimination and Harassment Policy)
- amend the Terms of Reference of the CABI Staff Council to specifically include gender (and wider diversity) issues
- make flexible working practices available to all staff
- annual reporting of performance against measurable objectives

## **Workplace profile**

- number of all employees by gender, full-time and part-time
- number of Executive Directors by gender, full-time and part-time
- number of Senior Managers by gender, full-time and part-time
- number of Future Leaders by gender, full-time and part-time

## **Pay equity**

- analysis of pay by gender by grade
- identification of any gender pay gap
- strategies to reduce any gender pay gap
- analysis of starting salaries by gender

## **Flexible work practices**

- number of all employees by gender who utilise flexible working practices
- number of all employees by gender who utilise parental leave
- number of all employees by gender who return to work after parental leave
- number of all employees by gender who exit the organisation 12-24 months after returning from parental leave

## **Recruitment and promotion**

- where feasible, at least one suitable representative of each gender to participate on interview panels
- internal recruitment policies and processes to promote applications from suitably qualified male and female candidates
- external recruitment partners to promote applications from suitably qualified male and female candidates
- number of internal and external candidates shortlisted for Senior Management posts



### Evaluation and development

- formal job evaluation and performance review process
- employee participation in leadership/development programmes by gender
- employee participation in mentoring and sponsorship programmes by gender
- Key Performance Indicators (KPIs) re gender equality included in annual performance targets for EMT and as part of the Senior Management Incentive Programme

### Communication and information

- visible commitment of CEO and EMT to gender equality as a part of the business strategy
- anonymous employee surveys conducted to benchmark staff attitudes to gender balance, track changes and test perceptions of achievements
- mechanism for staff to provide input to and feedback on gender balance initiatives
- all gender balance initiatives are evaluated for effectiveness and impact.

### References

International Labour Office, 2009, *Guidelines on Gender in Employment Policies*  
McKinsey & Company, 2007, *Women Matter: Gender diversity, a corporate performance driver*  
Women on Boards, 2013, *Guidelines for Gender Balance Performance and Reporting*  
KPMG, 2014, *Cracking the Code*  
McKinsey & Company, 2013, *Women Matter: Moving corporate culture, moving boundaries*  
Massachusetts Institute of Technology, 2011, *Report on the Status of Women Faculty in Science and Engineering*

## Gender Strategy Action Plan, 2014-2016

2014	2015	2016
<ul style="list-style-type: none"> <li>• <b>(see also CABI's Learning &amp; Development Strategy)</b></li> <li>• Development, publication and initial implementation of the first CABI Gender Strategy (Q2)</li> <li>• Delegate to attend 'Women in STEM' event sponsored by Prospect (Q2)</li> <li>• Introduce a Dignity at Work Policy, to include a Sex Discrimination and a Harassment Policy (Q3)</li> <li>• Amend the Terms of Reference of the CABI Staff Council to specifically include diversity issues (Q3)</li> <li>• Review and research additional strategies and approaches to manage work/life balance issues and promote flexible working (Q4)</li> <li>• Review of CABI recruitment processes to ensure that they are gender neutral (Q4)</li> <li>• Research and develop a suite of Key Performance Indicators (KPIs) re gender to inform the annual Gender Report (Q4)</li> <li>• Develop workplace profile reporting on gender related data to inform future plans and initiatives (Q4)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>(see also CABI's Learning &amp; Development Strategy)</b></li> <li>• Publish 2014 Gender Report (Q1)</li> <li>• Implement new CABI recruitment process (Q1)</li> <li>• Sponsor attendance at relevant conferences and network meetings (ongoing)</li> <li>• Implement revised work/life balance practices and policies (Q2)</li> <li>• Benchmark best practice in respect of gender related issues (People in Aid, AIRCA, Prospect etc) to inform further iterations of the Gender Strategy Action Plan (Q2)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>(see also CABI's Learning &amp; Development Strategy)</b></li> <li>• Publish 2015 Gender Report (Q1)</li> <li>• Sponsor attendance at relevant conferences and network meetings (ongoing)</li> <li>• Evaluation of CABI Gender Strategy for effectiveness and impact (Q2)</li> </ul>

# contact CABI

## europa

**CABI Head Office**  
Nosworthy Way, Wallingford, Oxfordshire, OX10 8DE, UK  
T: +44 (0)1491 832111

**CABI**  
Bakeham Lane, Egham, Surrey, TW20 9TY, UK  
T: +44 (0)1491 829080

**CABI**  
Rue des Grillons 1, CH-2800 Delémont, SWITZERLAND  
T: +41 (0)32 4214870

## asia

**CABI**  
C/o Internal Post Box 56, Chinese Academy of Agricultural Sciences,  
12 Zhongguancun Nandajie, Beijing 100081, CHINA  
T: +86 (0)10 82105692

**CABI**  
2nd Floor, CG Block, NASC Complex, DP Shastri Marg, Opp. Todapur Village,  
PUSA, New Delhi – 110012, INDIA  
T: +91 (0)11 25841906

**CABI**  
PO Box 210, 43400 UPM Serdang, Selangor, MALAYSIA  
T: +60 (0)3 89432921

**CABI**  
Opposite 1-A, Data Gunj Baksh Road, Satellite Town, PO Box 8, Rawalpindi-PAKISTAN  
T: +92 (0)51 9290132

## africa

**CABI**  
CSIR Campus, No. 6 Agostino Neto Road, Airport Residential Area, PO Box CT 8630, Cantonments Accra, GHANA  
T: +233 (0)302 797202

**CABI**  
9 Limuru Road, Muthaiga, Nairobi, KENYA  
Skype: CABI-AFRICA

## americas

**CABI**  
UNESP- Fazenda Experimental Lageado, Rua: José Barbosa de Barros, 1780  
Botucatu – SP, CEP: 18610-307, BRAZIL  
T: (14) 3882 - 6300 / 3811 - 7127

**CABI**  
Gordon Street, Curepe, TRINIDAD AND TOBAGO  
T: +1 868 6457628

**CABI**  
875 Massachusetts Avenue, 7th Floor, Cambridge, MA 02139, USA  
T: +1 617 3954051