

BFAP Gender Equality Plan

Updated 2025 / 2026

Organisational Commitment to Gender Equality

At BFAP, we are deeply committed to fostering an equitable, diverse, and inclusive workplace where every individual is valued and respected. Our organisation explicitly prohibits any form of harassment or discrimination based on race, gender, sexual orientation, disability, religion, or any other characteristic protected under South African law. We believe that a diverse and inclusive environment is not only a moral imperative but also essential for driving innovation, critical thinking, and robust research outcomes.

As a leading agricultural policy and market research firm, BFAP acknowledges that the agricultural sector has historically been male-dominated, which has limited opportunities for female leadership and empowerment. This has often resulted in women facing structural disadvantages and systemic barriers to fully realising opportunities. In response, BFAP has made deliberate and sustained efforts to integrate a gender dimension into its research and analytical work where relevant. This involves actively exploring and, where appropriate, applying gender-responsive approaches in research methodologies, data collection, and reporting, to ensure our findings are comprehensive, equitable, and reflective of the diverse societal impacts within the agricultural sector.

This Gender Equality Plan outlines our strategic approach and concrete actions to promote gender equality within our operations and contribute to broader societal equity.

Equity in Recruitment, Career Progression, and Capacity Development

BFAP has a proven track record of proactive investment in human capacity development, with a specific focus on supporting and empowering female disadvantaged postgraduate students. We understand the importance of creating pathways for talented individuals to thrive in the sector.

Financial Support for Postgraduate Studies: Over the last four years, BFAP has financially supported the postgraduate studies of ten female students (50% of whom are from a low income or previously disadvantaged background, at the Universities of Pretoria and Stellenbosch. Our direct annual expenditure on these postgraduate bursaries consistently varies between R450,000 and R650,000, demonstrating a significant and sustained commitment to nurturing future talent.

Internship and Junior Analyst Programme: Following their academic pursuits, seven of these students have been appointed as interns or junior analysts within BFAP. This programme is designed to provide comprehensive, hands-on experience, with appointees working closely under senior management. The objective is to develop robust research skills, cultivate keen business acumen, and provide a clear pathway towards becoming strong, independent researchers and valuable contributors to the agricultural sector.

Intentional Career Path Development: As a small, dynamic consulting firm with a relatively young staff complement, BFAP is increasingly intentional in developing clear human-capacity and career pathways. This includes mentorship and professional development opportunities aimed at ensuring that all staff members, particularly those from underrepresented groups, have the tools and support needed to advance their careers within the organisation. These efforts strengthen promotion pathways for female employees while ensuring that advancement criteria remain fair, transparent, and merit-based.

Gender Balance in Leadership and Decision-Making

BFAP is proud of its current gender representation, particularly given the historical context of the agricultural sector. As a small South Africa based consulting firm, our commitment to diverse perspectives at all levels, including leadership, is crucial for effective decision-making and organisational success.

Overall Staff Representation: Currently, 65% of BFAP's staff complement is female.

Leadership Representation: Our commitment to gender balance extends to leadership roles, with two female board members and three females holding senior management positions within the organisation. We commit to maintaining or improving gender balance in leadership roles as vacancies arise, using fair and transparent selection criteria.

Data Collection and Monitoring

BFAP collects and maintains gender-focused records to comply with various government agencies. On an annual basis, we submit comprehensive Employment Equity Reports and Skills Development Reports to the Department of Employment and Labour and the relevant Sector Education and Training Authority. These reports not only detail our overall employment equity data but also specifically highlight our dedicated efforts in reporting on training, support, and career progression for black females, thereby providing crucial insights into our progress towards gender equality and inclusive talent development.

Beyond external reporting, BFAP management commits to leveraging this data for internal critical reviews of our organisational procedures and practices to identify and address any existing gender inequalities.

Work-Life Integration, Wellness, and Organisational Culture

BFAP is committed to fostering an organisational culture that values the well-being and holistic development of its staff. We believe that an environment rooted in grace, trust, and humility empowers individuals to excel both professionally and personally.

Holistic Staff Development and Wellness Initiatives: To create and maintain a work environment where all individuals can flourish, instil our ethos of grace, trust and humility, and empower our staff, BFAP has since 2020 collaborated with various specialists. These collaborations have provided staff with valuable seminars and training on a number of crucial topics, including:

- Mindful communication
- Personal mastery
- Work-life integration
- Wellness
- Stress management

These initiatives underscore BFAP's commitment to supporting the mental, emotional, and professional growth of all employees, thereby fostering a positive and productive work environment, while also advancing gender equality by addressing differential care burdens, stress patterns, and workplace pressures experienced by women and men.

Measures Against Gender-Based Violence and Sexual Harassment

BFAP maintains a zero-tolerance policy towards all forms of gender-based violence and sexual harassment. We are committed to creating a safe and respectful workplace. Our Code of Ethics and Conduct and our Disciplinary Code include clear policies and procedures for the prevention, reporting, and handling of any incidents of gender-based violence or sexual harassment, ensuring that all complaints are addressed promptly, fairly, and confidentially.

Signed



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