

# Manual for promoting gender equality in Sharr Berry agribusiness



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## 1. INTRODUCTION

### *Importance of gender equality in agribusinesses and how it contributes to sustainable development*

Gender equality in agribusinesses is not only a matter of social justice but also a key driver of sustainable development. By empowering women, promoting diversity, and fostering inclusive practices, agribusinesses can create positive impacts that extend beyond their immediate operations, which in turn contributes to a more sustainable and equitable future for all. The following key contributions are achieved with gender equality advancement:

- I. ***Diversity and Innovation***: Women and men often bring different knowledge and experiences, which can lead to the development of innovative solutions to address various challenges faced by the industry.
- II. ***Sustainable Supply Chains***: Companies that prioritize gender equality in their agricultural supply chains demonstrate commitment to responsible and sustainable sourcing practices. It strengthens corporate social responsibility efforts and improves relationships with consumers who are nowadays increasingly seeking products produced ethically and sustainably.
- III. ***Empowered Women Farmers***, through provision of equal access to resources, training, and information. This will increase their productivity, income, and decision-making power, which, in turn, leads to improved livelihoods and greater economic independence.
- IV. ***Improved Agricultural Productivity***, through increased access to resources like financing opportunities and modern farming techniques, and skills improvement that maximises agricultural output.

All these have a wider impact in the socio-economic situation in the form of:

- I. ***Reduced Poverty***: As women are often responsible for household food security<sup>1</sup>, improving their access to resources helps to alleviate hunger and malnutrition, benefiting entire communities.
- II. ***Environmental Sustainability***: Studies have shown that women tend to invest more in sustainable and environmentally friendly farming techniques. By empowering women to participate in decision-making and resource management, agribusinesses can adopt practices that conserve natural resources, protect biodiversity, and mitigate the negative impacts of agriculture on the environment.

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<sup>1</sup> <https://www.oecd.org/dac/gender-development/46460857.pdf>

- III. **Community Development:** When women are economically empowered, they reinvest in their families and communities, supporting education, healthcare, and other social initiatives. This contributes to the overall development and well-being of societies.

### **Brief description on the agribusiness**

Located in Shterpce, Sharr Berry is a fruit and vegetable processing company. Its main products include frozen non-wood forest fruits, mushroom, jams fruit juices and dried Medicinal Aromatic Plants (MAPs). The majority of its products are exported to Serbia, particularly all frozen fruits. The company is owned by a man, and there are three additional employees, two of whom are women working in administration. During the season, the company hires 10-15 seasonal workers, the majority of whom are women. There is a significant unmet demand that the company could fulfil if it can increase its capital assets, primarily by acquiring more refrigeration facilities. The company regularly participates in international and regional fairs to establish contacts and stay updated on technological changes and production practices.

The company purchases fruits, mushrooms and medicinal and aromatic plants (MAPs) from 70-100 farmers, most of whom are men. The Director of Sharr Berry that most of contractual arrangements are made with male farmers. Explanation for this was related to the fact that it is male farmers that possess the Farmer Identification Number (NIF), and have bank accounts, which are important for farming activities. The limited engagement of women contractors with the company are also due to cultural barriers. The limited engagement of women is also observed in participation in training sessions organised for farmers, where mainly men attend. With support of SIREN project, Sharr Berry has supported local farmers through contractual farming which is recognized as a good practice for supporting farmers but also establishing links with value chain actors. Among 34 farmers benefiting from contractual farming 20 were women. This highlights the impact that the contractual farming with a specific focus to women can make.

The company has formulated a Code of Ethics as part of its internal guidelines. Notably, there are no other specific internal regulations currently in effect within the organization. It is crucial for Sharr Berry to continually assess and adapt its internal policies to ensure ethical practices, promote gender and social inclusion, and enhance environmental sustainability in the dynamic landscape of fruit and vegetable processing. These considerations are essential for fostering a socially responsible and environmentally conscious approach to business..

### **Overview of the guideline and their purpose**

Agriculture and food processing are important sector for employment of women. However, women remain largely invisible and their role is rather under-represented. Women are mainly employed in the production and processing segments and less represented in high skilled occupations and in decision making positions.

This document includes a guiding framework for policies to promote gender equality in the workplace of Sharr Berry. The guideline is structured as follows: Chapter 2 encompasses guidelines for integrating the gender perspective into Sharr Berry's policies and commitment; following with Chapter 3 providing guidelines for communication strategy with a gender lens; while Chapter 4 and 5 outline instructions for provision of equal employment and career progression, and instructions for gender sensitive workplace policies and practices; whereas Chapter 6 focuses on guidelines to support farmers cooperating with Sharr Berry. Finally, the guideline concludes with key summary point.

This guideline is prepared based on the following:

- ✓ Law No. 05/L -020 on Gender Equality<sup>2</sup>;
- ✓ Law No. 03/L 212 on Labour<sup>3</sup>;
- ✓ Kosovo Program for Gender Equality 2020-2024<sup>4</sup>;
- ✓ Aims and practices of the SIREN project;
- ✓ Toolkits and good practices developed and collected by the European Institute for Gender Equality<sup>5</sup>;
- ✓ Good practices identified and developed by the International Labour Organisation (ILO), United States Agency for International Development (USAID) and other organisations (references provided at the end of the document).

The guideline is adopted to Kosovo context and specifically to the Sharr Berry current situation and future plans for development. As noted above the aim of the guideline is to support Sharr Berry with clear instruction in promoting diversity, supporting employees and farmers regardless their gender and to foster inclusive practices in the company. These instructions will set the basis for Sharr Berry to identify and develop internal policy documents to advance the gender equality, which in turn contributes to diversity and innovation, sustainable supply chains, empowered women in agriculture sector and also improved agricultural production.

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<sup>2</sup> javascript: \_\_doPostBack('ctl00\$MainContent\$srAktet\$ctl00\$IblAn','')

<sup>3</sup> <https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=2735>

<sup>4</sup> <https://abgj.rks->

[gov.net/assets/cms/uploads/files/AGE%20Kosovo%20Program%20for%20Gender%20Equality%202020-2024.pdf](https://abgj.rks-gov.net/assets/cms/uploads/files/AGE%20Kosovo%20Program%20for%20Gender%20Equality%202020-2024.pdf)

<sup>5</sup> <https://eige.europa.eu/publications-resources/toolkits-guides>

## 2. POLICY AND COMMITMENT

### 2.1 Statement of Commitment

*Commitment to gender equality and women's economic empowerment should explicitly be incorporated by Sharr Berry into company's mission, vision and internal documents. In the webpage of the Sharr Berry it is noted that 'what makes Sharr Berry special is its close relationship with its farmers and the Ministry of Agriculture, Forestry and Rural Development and the Farmers Associations. Sharr Berry's agronomists are always near their farmers, helping them on every step, for a better and qualitative productivity'.*

Sharr Berry should include its commitment for gender equality in the mission of the company. Sharr Berry already supports women's economic empowerment, and it acknowledges the role that women play for the business development. Currently, Sharr Berry is developing its brand, as well as constructing and updating the webpage, hence, it is the right time to integrate gender equality in its vision and mission for company's development and commitment of the company to support, women and men equally in agriculture.

To integrate commitment to gender equality, Sharr Berry can amend this description through emphasising their commitment. The statement may read as demonstrated in Box 1.

#### **Box 1: Example of gender sensitive mission statement**

*Sharr Berry is dedicated to fostering gender equality in agriculture and supporting both women and men equally. Our close relationship with farmers, the Ministry of Agriculture, Forestry, and Rural Development, and farmers' associations extends to empowering women in the agricultural sector. We stand firmly committed to gender equality and women's economic empowerment, and this commitment is an integral part of our vision and mission for the sustainable development of our company.*

*Moreover, Sharr Berry should integrate commitment to gender equality in its Core Strategy, as in the example provided in Box 2.*

#### **Box 2: Example to indicate the gender equality statement in the Core Business Strategy of Sharr Berry**

*Sharr Berry's core business strategy revolves around the principles of gender equality. Our commitment to gender equality is woven into every aspect of our operations, driving our organisation's growth and impact.*

Gender-responsive interventions should focus on providing women and men with equal access to resources, opportunities, and decision-making power, as well as addressing broader social and cultural factors that perpetuate gender disparities. Engaging women and men in

the design and implementation of the Core Strategy is critical to ensure their effectiveness and sustainability.

## 2.2. Principles and Values

*Sharr Berry should emphasise the core principles and values related to gender equality, listed below.*

1. **Respect and Dignity:** treating all employees with respect and dignity, recognizing their inherent value and worth regardless of their gender.
2. **Equal Opportunities:** Providing equal opportunities for all employees, ensuring that gender does not hinder anyone from accessing opportunities for growth, development, and advancement within the agribusiness.
3. **Non-Discrimination:** Commitment to maintaining a workplace free from all forms of discrimination, harassment, or bias based on gender or any other protected characteristic.
4. **Empowerment:** Empowering employees, particularly women, by providing them with the tools, resources, and support needed to succeed.
5. **Inclusive Decision-Making:** Prioritising inclusive decision-making processes, encouraging diverse perspectives and voices to contribute to strategic planning, policy development, and operational decisions.
6. **Pay Equity:** Commitment to ensuring pay equity across the organization, conducting regular reviews to identify and address any gender-based pay gaps promptly.
7. **Continuous Improvement:** Recognition that promoting gender equality is an ongoing journey, commitment to continuously improving our practices and policies to create a more inclusive and equitable workplace.

## 2.3. Identifying gender gaps needs, and barriers in access to resources, decision-making, and opportunities

*Sharr Berry should carry out regular analysis to identify gender gaps, needs, and barriers in access to resources, decision-making, and opportunities.* The analysis is crucial for developing targeted and effective gender-responsive strategies and policies. The most common areas where gender disparities may exist in the context of agribusiness are the following:

- ✓ **Access to Land:** Women face significant challenges in accessing and owning agricultural land. Legal and cultural barriers often limit women's rights to land

ownership and inheritance, hampering their ability to invest in and benefit from land-based resources.

- ✓ *Access to Finance*: Women farmers and agribusiness owners may encounter difficulties in accessing financial services and credit facilities compared to their male counterparts.
- ✓ *Education and Training*: Gender disparities in education and training can impact women's ability to adopt modern and innovative agricultural practices.
- ✓ *Extension Services*: Agricultural advisory and extension services often fail to adequately address the specific needs and priorities of women farmers.
- ✓ *Market Access*: Women farmers and agribusiness owners may face challenges in accessing markets and fair prices for their products.
- ✓ *Participation in Decision-Making*: Women are often under-represented decision-making processes within agribusiness.
- ✓ *Workplace Equity*: Women may encounter barriers to leadership positions, face wage disparities, and experience challenges in achieving work-life balance.
- ✓ *Technology Access*: Unequal access to agricultural technology and equipment can hinder women's productivity and efficiency on the farm.

Identifying these gender gaps, needs, and barriers is essential to design gender responsive policies and interventions in order to create a more inclusive and equitable agribusiness sector. Sharr Berry should utilise quantitative and qualitative assessment instruments to identify gender gaps, needs and barriers. Engagement of external services can also be a viable option.



### 3. COMMUNICATION STRATEGY

*Sharr Berry should recognize the significance of a communication strategy that takes into account gender sensitivity to promote inclusiveness, address gender-specific needs, and foster a supportive environment for all employees.* A culture of gender-sensitive in communication in agribusinesses can foster a more inclusive, respectful, and supportive workplace. It further contributes to increased employee engagement, better collaboration, and the advancement of women within the organization. Respect and dignity and gender sensitive inclusive language are the key components to be fulfilled by Sharr Berry.

#### 3.1 Respect and dignity

*Sharr Berry should create an environment where respect and uphold of the dignity of all individuals regardless of their gender.* Respect and dignity from a gender perspective means treating individuals with fairness, equality, and recognition of their inherent worth and rights, regardless of their gender identity or expression. Key principles related to respecting and upholding dignity from a gender perspective include:

- ✓ Emphasising the fundamental principle of gender equality, which acknowledges that all genders deserve the same rights, opportunities, and treatment;
- ✓ Respecting gender equality means dismantling stereotypes and biases that perpetuate discrimination;
- ✓ Eliminating discrimination by preventing all gender-based discrimination;
- ✓ Safe spaces to discuss gender-related issues and concerns without judgment or prejudice;
- ✓ Adopting gender-inclusive policies and practices that address the needs and concerns of all genders within an organisation or community.

Embracing these principles fosters an environment where all individuals can live authentically and fulfil their potential without fear of discrimination or prejudice based on their gender identity or expression.

#### 3.2 Gender-Inclusive Language

*Sharr Berry should commit to utilise a balanced and diverse representation of genders in all forms of communication, including media, advertising, and public discourse.* It should actively promote the visibility and empowerment of women. The following actions can be utilised:

- ✓ Avoid gender-specific terms and opt for neutral language (for example avoid gendered pronouns (he or she) when the person's gender is unknown; avoid irrelevant information about gender; avoid gendered stereotypes as descriptive terms<sup>6</sup>);
- ✓ Show women and men in various roles and positions within the agribusiness, with the aim to address the occupational gender segregation;
- ✓ Recognise and celebrate the achievements and contributions of women within the organization and highlight successes of women and men in different positions within Sharr Berry operations should be utilised, and;
- ✓ Promote female leaders and role models within the agribusiness by featuring them in communication materials, interviews, and success stories. This showcases their expertise and encourages other women to aspire to leadership positions.

Sharr Berry should develop communication strategy ensuring a gender-sensitive communication so that all employees are treated with dignity and respect, and to promote a work environment that values and acknowledges every single employee, regardless their gender, age, education and other characteristics.

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<sup>6</sup> For example, use "harvest crew" or "harvest team" instead of "harvest boys" or "harvest girls; replace "tractor driver" or "tractor man" with "equipment operator" or "tractor operator; use "agricultural expert" instead of "agricultural specialist" with gender-specific connotations.

## 4. EQUAL EMPLOYMENT AND CAREER PROGRESSION

### 4.1. Gender Balanced Workforce

*Ensuring fair and transparent recruitment and hiring processes that promote equal opportunities for women and men should be a fundamental principle of Sharr Berry. As noted above, Sharr Berry currently employs only 4 employees and additional 10-12 during the season. Given the role of gender balance in employment and also to redress occupational gender segregation, as it grows, Sharr Berry should make sure to achieve a gender balanced workforce.*

The following interventions can contribute to achieving a balanced gender composition of employees:

- ✓ *Networking and Support: Connect with men and women professionals who are passionate about entering the field. Encourage mentorship and networking opportunities;*
- ✓ *Diversity Metrics and Reporting: Establish metrics to measure the gender composition of your workforce and track progress over time. Regularly report on diversity statistics and share this information internally and externally;*
- ✓ *Community Engagement: Continuously engage with local communities, schools, higher education institutions, youth organisations and other organizations to promote agribusiness as an attractive career choice for men and women in all occupations. Participate in career fairs and outreach events;*
- ✓ *Transparency and Communication: Sharr Berry should clearly communicate its gender diversity efforts both internally and externally. It should share success stories and milestones to showcase the commitment to inclusivity;*
- ✓ *Affirmative measures: During the recruitment process for vacancies in women/men-dominated occupations, Sharr Berry should consider giving additional points to men/women candidates.*

### 4.2. Gender Balance in Leadership

*As it expands, Sharr Berry should ensure equal gender representation in decision making positions. To achieve this, it is essential to apply a comprehensive approach involving capacity development and promotion of role models. The following actions should be considered by Sharr Berry:*

- ✓ *Provision of Gender-Sensitive Training and Leadership that focus on leadership skills, communication, negotiation, and decision-making.*

- ✓ *Promoting Inclusive Decision-Making Processes* by encouraging diverse perspectives and value the contributions of all team members;
- ✓ External Leadership Opportunities to development programs, conferences, and industry events that provide exposure and networking opportunities for women leaders;
- ✓ *Establish Partnerships with Women's Organisations* that focus on women's empowerment and leadership development;
- ✓ *Regularly track the progress of women* within Sharr Berry and share success stories with the broader workforce.

Through combining capacity development initiatives with the promotion of role models, Sharr Berry can create a supportive ecosystem that enables women and men to thrive in decision-making positions and act as a role model for other agribusinesses. Incorporating inclusive leadership practices not only enhances employee well-being but also fosters improved business outcomes, paving the way for a more equitable and sustainable future within the agribusiness sector.

## 5. WORKPLACE POLICIES AND PRACTICES

### 5.1 Non-Discrimination and Harassment

*Sharr Berry shall take steps and introduce policies to provide a safe, respectful, and inclusive work environment for all employees, customers, suppliers, and stakeholders. Sharr Berry commits to prevent and address gender-based discrimination and harassment. The following commitments contribute to achieving the above aim:*

- ✓ *Non-Discrimination* by strictly prohibiting discrimination based on age, ethnicity, gender, religion, disability, marital status, or any other protected characteristic as defined by applicable laws and regulations;
- ✓ *Harassment-Free Workplace* for all employees. Harassment, including but not limited to verbal, physical, visual, or written conduct that creates an intimidating, offensive, or hostile environment, should not be tolerated;
- ✓ *Sexual Harassment Policy* through inclusion of unwelcome sexual advances, requests for sexual favours, and other verbal, non-verbal, or physical conduct of a sexual nature, to be strictly prohibited. Sharr Berry should develop the policy and necessary mechanisms for reporting and investigation and define consequences. In addition, Sharr Berry should develop support measures to victims of harassment;
- ✓ *Reporting Procedure* to be defined by Sharr Berry. Reporting can be made to their immediate supervisor, the human resources department, or any designated reporting channel. The report will be handled confidentially and investigated promptly;
- ✓ *Consequences of Violation* should be precisely defined. Consequences can be starting from a disciplinary action, up to and including termination of employment. Individuals found responsible for discriminatory or harassing behaviour may be subject to corrective action or legal consequences, as applicable under the law;
- ✓ *Training and Awareness* by providing regular training on this guideline to all employees to raise awareness and reinforce the commitment towards a respectful and inclusive workplace.

### 5.2. Equal Pay Policy

*Sharr Berry should ensure a fair and equitable compensation for all employees regardless of gender is utilised. Sharr Berry should implement a policy that addresses pay disparities and promotes transparency, fairness, and accountability. The policy framework to achieve equal gender pay in the agribusiness should include:*

- ✓ *Pay Equity Assessment*, to identify any gender-based pay gaps within the organisation;

- ✓ *Transparent Compensation Structure;*
- ✓ *Merit-Based Evaluation, and;*
- ✓ *Regular Pay Reviews.*

### 5.3. Health and Safety Policy and Practices

*Sharr Berry should establish a health and safety policy that promotes the well-being and protection of all employees.* Agriculture can be a hazardous industry, and implementing robust health and safety policies is crucial to prevent accidents, injuries, and promote a safe working environment. Kosovo Law No. 03/ L-212 on Labour obliges employers to take concrete actions in area of occupational safety and health at work. Key components of health and safety policies in agribusiness:

Agriculture can be a hazardous industry, and implementing robust health and safety policies is crucial to prevent accidents, injuries, and promote a safe working environment. Sharr Berry is agribusiness with primary processing operations, which exposes workers to health and safety risks. Key components of health and safety policies relevant for Sharr Berry include:

- ✓ *Regular risk assessment and hazard identification;*
- ✓ *Training and education* on health and safety at work for all employees and farmers;
- ✓ *Mandate the use of adequate Personal Protective Equipment;*
- ✓ *Regular and well- maintenance of equipment;*
- ✓ *Chemical Handling and Storage* by implementing strict guidelines for handling, storing and disposing of agricultural chemicals, pesticides and fertilizers;
- ✓ *Address fatigue and stress factors* that may impact the health and safety of employees, especially during peak seasons;
- ✓ *Ergonomics* by assessing workstations and equipment to ensure they are ergonomically designed to prevent musculoskeletal disorders and other repetitive strain injuries;
- ✓ *Worker Involvement* through involving workers in health and safety decision-making processes;
- ✓ *Regular Inspections and Reviews* through conducting regular inspections and reviews of health and safety practices to identify areas for improvement and compliance with regulations.

## 5.4. Work-Life Balance Arrangements

*Sharr Berry should commit to contribute to Work-life balance as crucial to support employees in managing their professional responsibilities while also fulfilling personal and family obligations.* Some common and relevant work-life balance policies that can be implemented by Sharr Berry include:

*Provide maternity protection for pregnant women in line with legal framework.* According to the Law No. 03/ L-212 on Labour, women have the right up to 9 months of paid maternity leave and 3 unpaid months. Employers cover 70% of the wage in the first 6 months, followed by 3 months paid by the government set at 50% of the average national wage. Sharr Berry is committed to implement the Law and the practice should continue. These legal provisions should be clearly outlined in the employment contracts of employees.

*Providing paid paternity leave and encouraging uptake.* With existing legal provisions upon childbirth, fathers have the right to only two days of paid leave and 2 weeks unpaid leave. It is rare that fathers in Kosovo take the two weeks unpaid leave and Sharr Berry should incentivise fathers to do so and moreover pay the leave. Moreover, although parental leave is not mandatory, Sharr Berry can set an example by allowing fathers to take a longer leave, in order to support the mother and also bond to the new-born child. Providing parental leave is also helpful in reducing unconscious or conscious bias against women during recruitment and in challenging gender stereotypes.

*Supporting breastfeeding.* Breastfeeding positively impacts broader social well-being since it is correlated with lower mortality rates and healthier mothers and babies, leading to lower healthcare costs. Sharr Berry should support breastfeeding through flexible working arrangements. Law No. 05/L -023 On the Protection of Breastfeeding<sup>7</sup>, Article 5, states that every employed breastfeeding woman, if not utilising the maternity leave after the sixth month of the leave and according to relevant legal provisions into force, from the sixth month up to one year, has the right to use two hours of paid break daily during the working hours, in addition to the regular break, for breastfeeding.

These provisions should be made clear in employment contract and other internal policies regulating employment relations.

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<sup>7</sup> <https://gzk.rks-gov.net/ActDetail.aspx?ActID=11228>, it also includes amendments to the Law.

## 6. SUPPORT TO FARMERS

### 6.1 Capacity development

*Sharr Berry should continue offering training programs that focus on modern agricultural techniques, sustainable practices, and business management skills.* Capacity development is particularly of relevance for women farmers who in Kosovo tend to have less access to this information. Women farmers tend to receive second-hand information from husbands and friends; they are less likely to participate in training activities due to household responsibilities or mobility constraints; and they may not be able to interact effectively with male extension agents due to cultural norms.

Farmers operate under inconvenient weather conditions and are exposed to pesticides and mixing or applying harmful other agro-chemicals constitutes one of the principal occupational risks, with poisoning leading to illness. ILO report<sup>8</sup> indicates that the workload of tasks that were traditionally associated with women, such as sowing, picking out, and clearing, can be higher than men's, since they are assisted by mechanical or electrical means during irrigation, ridging and farming. On the other hand, men farmers tend to carry out other physically demanding tasks and those carried out with machinery, which expose them to health risks. Sharr Berry should take specific and continuous actions to promote occupational health and safety practices to protect farmers from work-related hazards and ensure their well-being.

Having more access to recent technological developments (through cooperation with international businesses, participation in international fairs), Sharr Berry should inform farmers to the newest and appropriate agricultural technologies and equipment that can improve efficiency and productivity on their farms.

Sharr Berry as an important actor in the agricultural sector particularly in Shterpce municipality should disseminate information to farmers on available government and donor funds. Moreover, with its expertise and experience Sharr Berry can also support farmers in preparing applications for accessing funds.

### 6.2 Supporting access to finance

*Sharr Berry should commit to supporting women farmers in accessing finance.* As noted above, women have limited access to finances and difficulties in securing collateral. Sharr Berry through SIREN Project, facilitated by Caritas Switzerland has implemented contract farming, a mechanism that has resulted as a good practice for addressing limited access to finance, especially among women. Moreover, the contract farming has also served as an

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<sup>8</sup>

[https://www.ilo.org/wcmsp5/groups/public/@dgreports/@gender/documents/publication/wcms\\_105060.pdf](https://www.ilo.org/wcmsp5/groups/public/@dgreports/@gender/documents/publication/wcms_105060.pdf)



important mechanism to establish strong links between farmers and Sharr Berry. This modality should be further implemented by Sharr Berry in the future.

### 6.3 Networking and peer learning

*Sharr Berry shall continue to facilitate networking opportunities for women farmers, to share experiences and exchange knowledge.* Supporting farmers to attend local, national and international fairs is an important aspect to which Sharr Berry can contribute. In addition, establishing networks of farmers with national sectoral associations to which Sharr Berry is associated is another mechanism to support networking among farmers.

Gender equality advancement will contribute Sharr Berry through improved agricultural productivity and contribute to diversity and innovation while also contributing to poverty alleviation, community development and sustainable supply chain.

## 7. CONCLUSIONS

This Manual has been developed based on existing international practices, legal framework in Kosovo, context situation in Kosovo and in Sharr Berry. Given that women are challenged with more barriers in Kosovo, a more attention is devoted to supporting women and address challenges faced by women.

This guideline aims to support Sharr Berry to promote and ensure equal opportunities, treatment, to develop an inclusive and respectful workplace, free of gender-based discrimination or bias and to support farmers. Instructions in the manual are organised in the following pillars:

- ✓ Policy and commitment which includes statement of commitment and core strategy commitment; principles and values guiding the gender equality commitment; the need to identify gender gaps, needs and barriers in access to resources, decision-making and opportunities;
- ✓ Gender sensitive communication strategy composed of instructions for respect and dignity and gender inclusive language;
- ✓ Equal employment opportunities and career progression through gender balance in the workforce and leadership;
- ✓ Gender sensitive workplace policies and practices by ensuring a non-discrimination and anti-harassment policies, equal pay policy, health and safety at work; and work-life balance arrangements ;
- ✓ Support to farmers is an important area to which Sharr Berry has contributed in the past and that can further contribute through provision of capacity development activities, supporting farmers to access finance, and supporting farmers for networking and peer learning.

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