

# GENDER EQUALITY IN KENYA

Assessing 60 leading companies  
on workplace equality

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SPECIAL REPORT  
NOVEMBER 2019



EQUILEAP  
MAKE A DIFFERENCE AND A RETURN



Equileap is the leading organisation providing data and insights on gender equality in the corporate sector. We research and rank over 3,000 public companies around the world using a unique and comprehensive Gender Equality Scorecard™ with 19 criteria, including the gender balance of the workforce, senior management and board of directors, as well as the pay gap, parental leave and sexual harassment.

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# / INTRODUCTION

Most women in Kenya and over 90% of women across the sub-Saharan region currently work in the informal sector.<sup>1</sup> However, growth forecasts over the next 20 years predict that there will be a shift and that the proportion of women working in the formal economy will grow dramatically in Kenya.<sup>2</sup> For women and girls to make the most of this change, inequalities in the workplace will need to be addressed, but first they need to be identified. This is what this Special Report set out to do.

Equileap partnered with the Nairobi Securities Exchange (NSE) and New Faces New Voices to assess all listed companies in Kenya on gender equality in the workplace. For our evaluation, we used the Equileap Scorecard™, the most comprehensive methodology for evaluating gender equality in the workplace. The Scorecard has 19 criteria, including gender balance across the workforce, the gender pay gap, paid parental leave and anti-sexual harassment policies, and it is what we use to evaluate over 3,000 companies globally each year.

For this Special Report, we expanded our research, adding new data on the number and type of Corporate Social Responsibility (CSR) programmes that benefit or empower women either in the companies themselves or in the wider community. We also included a number of case studies on the top-ranked companies and those that perform well on specific criteria.

We used publicly available information, such as the companies' annual reports, CSR reports, and websites, to conduct our evaluation. With the NSE's support, companies were informed of the research and invited to submit their most recent published information.

We found a challenge with the availability of data for certain gender metrics. The average score of Kenyan companies is comparatively low, however a number of top-performing companies are leading the way both in terms of promoting gender equality in the workplace and gender balance at the helm.

The findings in this report enable comparative analysis between companies and sectors, and against our global dataset, and highlight the areas where greater transparency is needed. The insights and ranking will be useful to policy makers, civil society organisations and investors looking to add a gender-lens to their investment processes, adding value to listed companies.

# / KEY FINDINGS

This Special Report presents all the 61 Kenyan companies listed on the Nairobi Securities Exchange<sup>3</sup> and ranks them based on their performance on gender equality (*See Scorecard, Page 18.*) Some of the key findings are listed hereafter.

➤ **The best performing company in Kenya is Standard Chartered Bank Kenya, with a gender equality score of 63%.** In comparison, the top performing company globally this year (out of 3,500+ companies) is Diageo, with a score of 74%. Standard Chartered Bank in Kenya would rank within the Top 50 companies globally, which are all at 61% or above.

➤ **The average score across Kenyan companies is 26%, which is comparable to the Canadian companies' average score (27%).** This score is an indication that there is room for improvement in gender equality in the workplace (*See graph 1.*)

➤ Although we saw a number of companies with multinational ties performing well as they have group-wide policies that promote gender equality (e.g. Barclays Bank of Kenya, Standard Chartered Kenya, WPP,) we also saw strong performance by Kenyan corporates (e.g. Safaricom.)

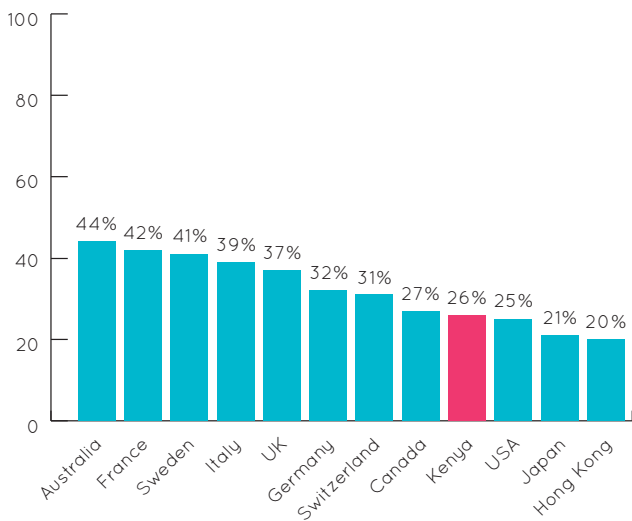
➤ **There is limited transparency** among companies in the dataset. No company discloses gender segregated pay information yet. For 37 companies (62%), we found no information on the gender composition of their workforce.

➤ **Women account for 23% of board members.** The proportion of women on the board in Kenya continues to improve - it has slightly increased since 2017 (based on the Board Diversity Report conducted by the Kenyan Institute of Management) and has (almost) doubled since 2012.<sup>4</sup>





**GRAPH 1 / COUNTRIES RANKED ON THEIR GENDER EQUALITY SCORE**

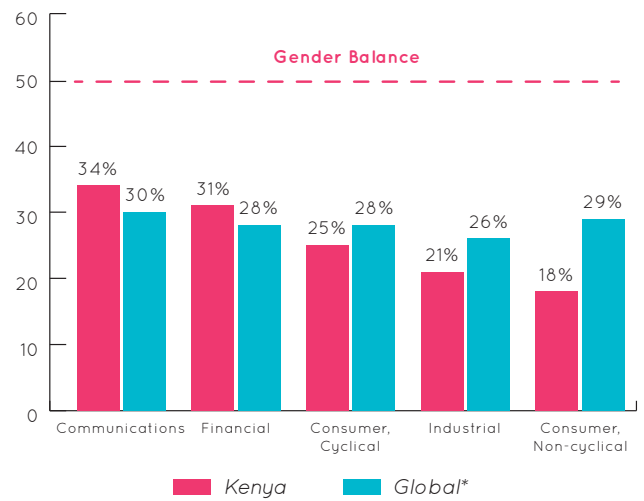


Note: Kenya is the first country where the Equileap Scorecard was used to evaluate gender equality in public companies in Africa, so no African comparisons are available.

➤ **Women account for 22% of the executive officers.** Seven companies (12%) have a female CEO. In comparison, there are 6 female CEOs in the FTSE 100 companies (6%) and 33 CEO in Fortune 500 companies (7%).<sup>5</sup>

➤ The only four companies that offer their employees both the flexibility to vary their working hours and places of work are the top four performing companies.

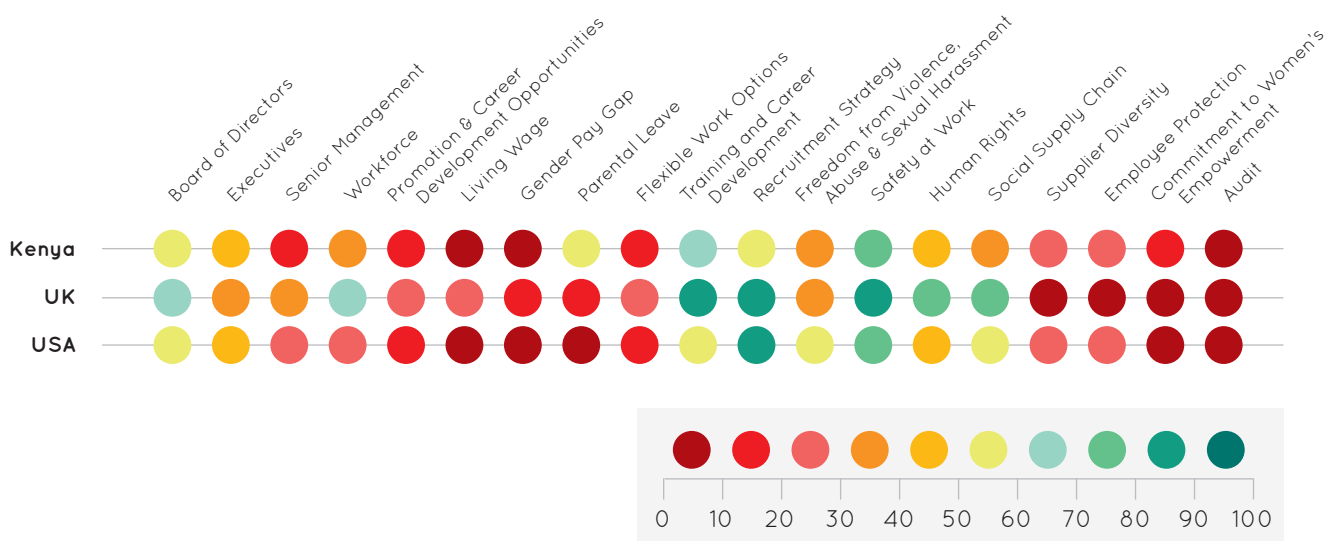
**GRAPH 2 / SECTORS RANKED ON THEIR GENDER EQUALITY SCORE**



➤ Six companies (10%) have signed the United Nations Women Empowerment Principles (WEP,) more than double the 4% average for our global dataset.<sup>6</sup>

➤ **The top-performing sector is Communications**, with an average score of 34%, slightly outperforming the global average for the sector (30%).<sup>7</sup>

**FIGURE 1 / COUNTRIES RANKED ON 19 GENDER EQUALITY CRITERIA**



## CATEGORY A / GENDER BALANCE IN LEADERSHIP & WORKFORCE

Gender balance at all levels of a company is a key component of corporates' gender equality performance. Research points that companies with more diverse boards have greater returns and lower risk profiles.<sup>8</sup> Increased participation of women at all levels in the workplace also leads to better business performance for companies and higher growth for the communities in which companies operate.<sup>9</sup>

Equileap researches the gender balance of companies at four levels (board, executive, senior management and workforce) and assesses the progression of each gender to senior levels of the company (*See Scorecard, criteria 1-5, Page 18.*) We look for balanced numbers of men and women (between 40% and 60% of each gender.)

➤ **No company achieves gender balance at all four levels: board, executive, senior management and workforce.** Only three companies achieve gender balance at three of the four levels: Barclays Bank of Kenya, Stanbic Holdings, and WPP Scangroup. Notably, no company has gender balance for both its board and executive team.

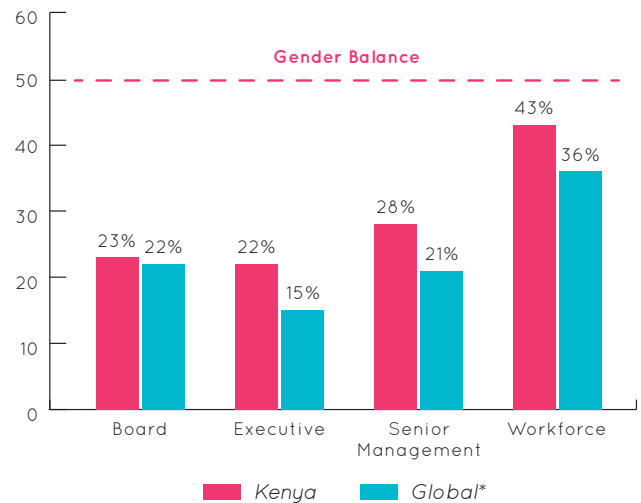
➤ **Six companies (10%) have gender-balanced boards:** Barclays Bank of Kenya, Centum, Deacons East Africa, Limuru Tea, Sameer Africa, and Stanbic Holdings. Three of them are in the financial sector.

➤ **Six companies (10%) have gender balance in their executive leadership teams:** Britam Holdings, East African Breweries, HF Group, Home Afrika, TransCentury, and WPP Scangroup.

➤ **Six companies (10%) have gender balance in senior management:** Barclays Bank of Kenya, Kenya Airways, Kenya RE, Stanbic Holdings, Standard Chartered Kenya, and WPP Scangroup. Three of them are banks.

➤ **Women make up 43% of the workforce**, of the companies that disclosed information.

## GRAPH 3 / FEMALE EMPLOYEES BY COMPANY LEVEL (IN %)



\*Equileap assesses over 3,500 companies globally.

## WOMEN IN TOP POSITIONS

➤ Seven companies (12%) have a female CEO: BOC Kenya, British American Tobacco Kenya, DTB Kenya, Eveready East Africa, KenGen, Limuru Tea, and STANLIB Fahari I-REIT.

➤ Twelve companies (20%) have a female CFO, 5 of which are in the financial sector.

➤ STANLIB Fahari I-REIT is the only company that has a female CEO, a female chair and an all-female executive team.

➤ Three companies (5%) have a female chair: Eveready East Africa, STANLIB Fahari I-REIT and Unga Group.



## CATEGORY B / EQUAL COMPENSATION & WORK LIFE BALANCE

### LIVING WAGES

A living wage is defined as a level of pay that is sufficient to meet a person's basic needs (e.g. food, housing, clothing) in a given place of residence. The provision of a living wage by employers is key in ensuring that employees in low-paid positions can cover their basic needs. In Kenya, as globally, women occupy the majority of low-paid jobs and are disproportionately affected by poverty. By paying a living wage, companies can contribute to progress in this area.

➤ Three companies publish a guarantee of a living wage: Barclays Bank of Kenya, Safaricom, and Standard Chartered Kenya.

### FLEXIBLE WORK

The possibility to alter workday start and finish times and work from locations other than the company site enable a work-life balance, particularly for women, on whom caring responsibilities typically fall.

➤ The research showed a strong correlation between the provision of flexible working arrangements and companies' overall gender-equality score: the only four companies to offer flexibility for both hours and location are the top-ranked companies: Standard Chartered Bank Kenya, WPP Scangroup, Safaricom, and Barclays Bank of Kenya.

### THE GENDER PAY GAP

The gender pay gap is the difference between the average salary of all women and of all men in a company. At present, women worldwide still get paid 23% less than men and, at the current rate of change, pay parity is unlikely to be achieved before 2069. In Kenya, women are, on average, paid 32% less than men.<sup>10</sup>

Equileap researches both the overall mean gender pay gap and the mean pay gaps at three or more levels in a company. Companies are evaluated on disclosure (whether or not they have published gender-segregated pay information, overall and in multiple pay

bands,) on performance (how large the pay gaps are,) and whether they have a strategy to close any such gaps.

➤ **No Kenyan company published any information on differences between the salaries of male and female employees.**

➤ **No company published a strategy to address any pay gaps, compared to 12% of companies in our global dataset.**

### PARENTAL LEAVE

As part of assessing gender equality performance, we look for parental leave which pays at least two thirds of the salary for 14 weeks for the primary carer and two weeks for the secondary carer (*See Scorecard, criterion 8, Page 18.*) These metrics correspond to No. 183 of the International Labour Organization's Maternity Protection Convention (2000) and the European Commission's recommendation, respectively.

In Kenya, based on current legislation, female employees are entitled to three calendar months (12 weeks) of maternity leave and male employees to two weeks' paternity leave - both provisions are with full pay.<sup>11</sup>

➤ **With a maternity leave of 26 weeks, East African Breweries is best-in-class for primary-carer leave.**

➤ In addition, four companies offer more than 14 weeks of paid primary-carer leave (maternity leave): Standard Chartered Kenya (20 weeks), British American Tobacco Kenya (16), Limuru Tea (16), and Safaricom (16).

➤ Two companies offer more than the statutory two weeks for secondary carers (paternity leave): East African Breweries (four weeks) and Limuru Tea (three weeks).

## CATEGORY C / POLICIES PROMOTING GENDER EQUALITY

Equileap evaluates companies on eight policies that promote gender equality and make the workplace a safe place to work, to ensure that all employees feel supported and can reach their full potential (*See Scorecard, criteria 10-17, Page 18.*)

**Three companies publish all eight of the workplace policies that we look for: WPP Scan-group, Safaricom and East African Breweries, respectively second, third and tenth in the ranking.**

- Forty-two companies (70%) have an employee protection policy or whistleblower mechanism in place.
- Thirty-seven companies (62%) ensure equal access to training and career development opportunities for men and women at all levels of the company.
- Thirty-five companies (58%) publish evidence assuring applicants of non-discriminatory hiring practices.
- Twenty-six companies (43%) have a human rights policy in place.

## SEXUAL HARASSMENT

A key policy we look for is an anti-sexual harassment policy (*See Scorecard, criterion 8, Page 12.*) Under this criterion, we assess whether companies explicitly condemn sexual harassment and gender-based violence in the workplace.

- Twenty-one companies (35%) publish an anti-sexual harassment policy. Though low, this figure is broadly in line with global averages (37% in 2018 and 42% in 2019.)<sup>12</sup>

## SUPPLIER DIVERSITY

Diversity in the supply chain links corporate practices with historically underrepresented or marginalised groups. Under our supplier diversity criteria (*See Scorecard, criterion 16, Page 18.*) we look for a proactive programme by the company to procure from women-owned businesses.

- Twelve companies (20%) have a supplier diversity policy that includes women-owned businesses. Of these, four are in the financial sector.





## CATEGORY D / COMMITMENT, TRANSPARENCY, & ACCOUNTABILITY

Globally, there is the least disclosure from companies regarding their commitment to women's empowerment, transparency, and accountability (See *Scorecard, criteria 18&19, Page 18,*) compared to all other criterion on the Equileap Scorecard. We look for whether companies have signed the United Nations' Women Empowerment Principles (WEP), and we examine whether companies have undertaken a recognised gender audit.

► Six companies (10%) are signatories to the WEP, more than double the 4% average for our global dataset.<sup>13</sup>

► Of the six WEP-signatory companies, only three have an anti-sexual harassment policy in place and just two have both anti-sexual harassment and supplier diversity policies: East African Breweries and Safaricom.

► No company has undertaken a gender audit.<sup>14</sup>



# / RANKING

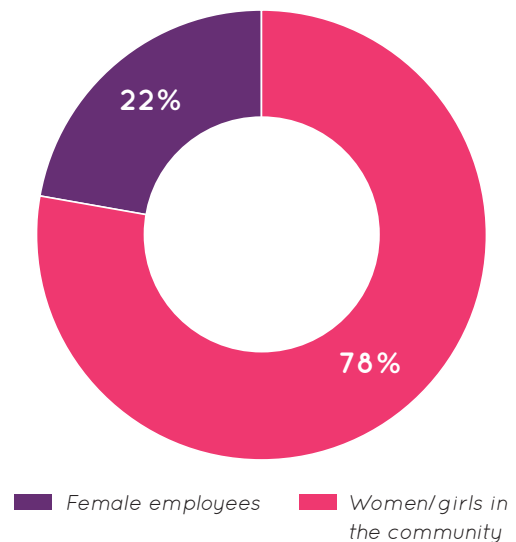
RANK	COMPANY	SECTOR	SCORE
1	STANDARD CHARTERED KENYA	Financial	63%
2	WPP SCANGROUP	Communications	63%
3	SAFARICOM	Communications	63%
4	BARCLAYS BANK OF KENYA	Financial	61%
5	KENYA AIRWAYS	Consumer, Cyclical	50%
6	KENYA RE	Financial	47%
7	KENGEN	Energy	47%
8	STANBIC HOLDINGS	Financial	45%
9	KCB GROUP	Financial	44%
10	EAST AFRICAN BREWERIES	Consumer, Non-cyclical	44%
11	BRITAM HOLDINGS	Financial	39%
12	NATIONAL BANK OF KENYA	Financial	39%
13	BRITISH AMERICAN TOBACCO KENYA	Consumer, Non-cyclical	39%
14	HF GROUP	Financial	39%
15	DTB KENYA	Financial	36%
16	NAIROBI SECURITIES EXCHANGE	Financial	36%
17	TOTAL KENYA	Consumer, Cyclical	36%
18	HOME AFRIKA	Consumer, Cyclical	34%
19	LIMURU TEA	Consumer, Non-cyclical	34%
20	CENTUM	Financial	31%
21	KENYA POWER	Utilities	31%
22	BAMBURI CEMENT	Industrial	31%
23	CO-OPERATIVE BANK OF KENYA	Financial	28%
24	BOC KENYA	Basic Materials	28%
25	EVEREADY EAST AFRICA	Industrial	28%
26	UNGA GROUP	Consumer, Non-cyclical	26%
27	LIBERTY KENYA HOLDINGS	Financial	26%
28	CIC GROUP	Financial	24%
29	JUBILEE HOLDINGS	Financial	24%
30	NIC GROUP	Financial	23%
31	SANLAM KENYA	Financial	23%
32	TPS EASTERN AFRICA (SERENA HOTELS)	Diversified	23%
33	SAMEER AFRICA	Consumer, Cyclical	23%
34	TRANSCENTURY	Financial	21%

RANK	COMPANY	SECTOR	SCORE
35	EAST AFRICAN CABLES	Industrial	20%
36	EQUITY GROUP HOLDINGS	Financial	18%
37	EAPCC	Industrial	18%
38	DEACONS EAST AFRICA	Consumer, Cyclical	18%
39	CARBACID INVESTMENTS	Diversified	18%
40	FLAME TREE GROUP	Industrial	16%
41	STANDARD GROUP	Communications	16%
42	SASINI	Consumer, Non-cyclical	16%
43	ARM CEMENT	Basic Materials	16%
44	KAKUZI	Consumer, Non-cyclical	15%
45	OLYMPIA CAPITAL HOLDINGS	Diversified	13%
46	LONGHORN PUBLISHERS	Communications	13%
47	MUMIAS SUGAR	Consumer, Non-cyclical	13%
48	EXPRESS KENYA	Industrial	13%
49	NATION MEDIA GROUP	Communications	13%
50	CAR & GENERAL	Consumer, Cyclical	13%
51	EAAGADS	Consumer, Non-cyclical	13%
52	I&M BANK GROUP	Financial	10%
53	STANLIB FAHARI I-REIT	Financial	8%
54	CROWN PAINTS KENYA	Basic Materials	8%
55	KURWITU VENTURES	Financial	5%
56	WILLIAMSON TEA	Consumer, Non-cyclical	3%
57	KAPCHORUA TEA KENYA	Consumer, Non-cyclical	3%
58	KENYA ORCHARDS	Consumer, Non-cyclical	3%
59	UCHUMI SUPERMARKETS	Consumer, Non-cyclical	3%
60	NAIROBI BUSINESS VENTURES	Consumer, Cyclical	3%

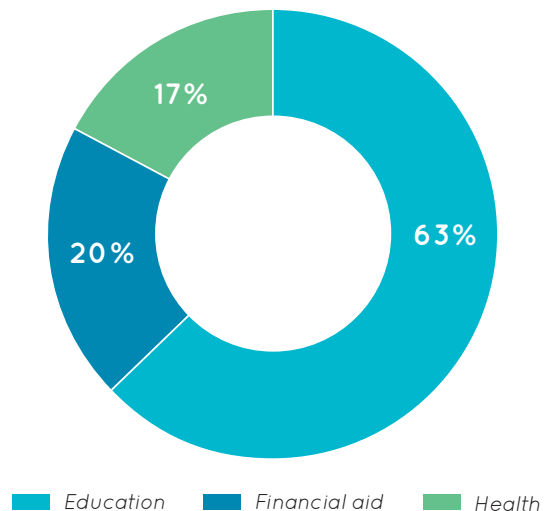
# / CSR PROGRAMMES



GRAPH 4 / CSR PROGRAMMES BY BENEFICIARY



GRAPH 5 / CSR PROGRAMMES BY THEME



In addition to evaluating companies against the Equileap Scorecard, this Special Report assessed which organisations have CSR initiatives that benefit or empower women or girls (i.e. female-focused CSR programmes.)

**In total, 22 (37%) of the companies have one or more female-focused CSR programmes.**

We analysed the programmes by:

- Beneficiary: female employees and/or women/girls in the community; and
- Theme: Education, Financial aid, Health.

**We found evidence of 54 female-focused CSR programmes.** These vary greatly from health initiatives supporting local school girls to vocational training for female staff.

**The majority of the CSR programmes targeted women and girls in the community and are focused on education, representing respectively 78% and 63% of all programmes.**

- 12 programmes (22%) target employees, ten of which are about mentoring and developing leadership skills for female employees and two of which are about the provision of lactation rooms in the workplace.

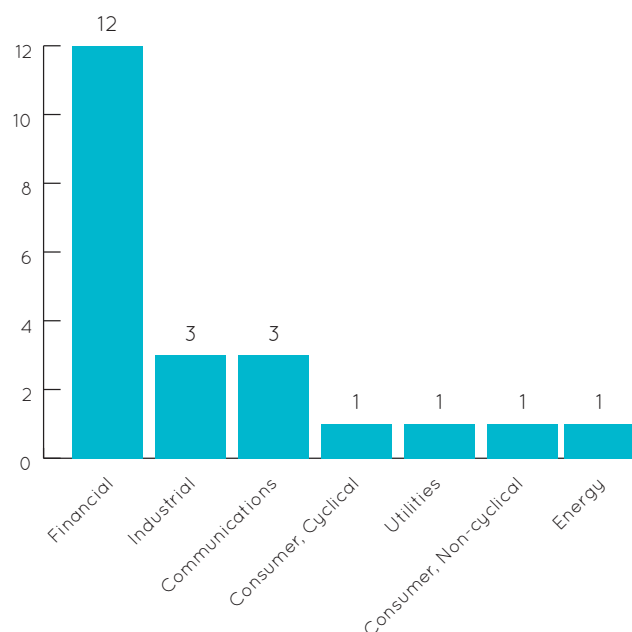


►Eight companies (13%) have at least one CSR programme supporting female health. These range from the introduction of lactation rooms for employees to funding reconstructive surgery.

►Standard Chartered Kenya has the most female-focussed CSR programmes (seven.) Two companies, Safaricom and WPP Scan-group, have the second-highest number of programmes (five programmes each.)

►Over half (55%) of the companies that operate in the financial sector, have at least one CSR programme.

**GRAPH 6 / NUMBER OF COMPANIES OFFERING AT LEAST ONE CSR PROGRAMME PER SECTOR**



# CASE STUDIES

This section provides an insight in the top-ranked company, Standard Chartered Kenya, and those that perform well in particular aspects of our gender-equality assessments.

## TOP COMPANY

**Standard Chartered Kenya** is the top-ranked company in Kenya, with a gender equality score of 63%. The company achieves gender balance in the workforce (53%) and at the senior management level (45%) but can improve its balance at the board (22%) and executive levels (29%.) It is one of the three companies that offer a living wage. It offers paid leave for primary carers (20 weeks) and is one of the four companies that provide flexible working arrangements to all employees. Standard Chartered Kenya is a signatory to the WEPs (one of the six companies) and has the greatest number of female-focussed CSR programmes, seven in total.

## BEST FOR GENDER BALANCE

**WPP Scangroup** (63%,) ranked 2<sup>nd</sup>, is one of two companies that has gender balance at three out of four organisational levels. The company has an executive leadership that is 40% women, a senior management with 45% women, and a total workforce that is 46% female. There is room for improvement in gender balance on the board (11%.) WPP Scangroup has all eight workplace policies in place that promote gender equality and offers employees flexibility in terms of working hours and locations. It has five female-focussed CSR programmes - two of which empower women through financial support.

**Barclays Bank of Kenya** (61%,) ranked 4<sup>th</sup>, is the second company that has gender balance at three out of four levels. It has 40% women on the board, 40% women in senior

management and 48% female employees but can improve its gender balance on the executive (20%.) Barclays Bank of Kenya is one of the three companies that offer a living wage to employees, and offers flexible work arrangements both in terms of hours and locations. It has three CSR programmes that benefit women, one of which involves offering credit specifically to women-owned businesses.

## BEST FOR WORKPLACE POLICIES

**Safaricom** (63%,) ranked 3<sup>rd</sup>, has all the policies that promote gender equality, is committed to providing a living wage, offers flexible working arrangements both in terms of schedules and locations and is a signatory to the WEP. Safaricom provides 16 weeks of paid parental leave for primary carers. The telecommunications company has five female-focussed CSR programmes, including an internal Women in Leadership programme, intended to increase the number of female leaders, and an external Women in Business initiative that provides mentorship for women-owned businesses.

## BEST FOR PARENTAL LEAVE

**East African Breweries** (44%,) ranked 10<sup>th</sup> offers the most generous programme of paid leave for primary and secondary carers (26 and four weeks respectively.) It is also one of the six companies that are signatory to the WEPs and one of three companies that has all eight workplace policies that promote gender equality. East African Breweries has three female-focussed CSR programmes, all linked to education. East Africa Breweries is a subsidiary of Diageo, which ranked 1<sup>st</sup> in the 2019 Gender Equality Global Report, with 74%.

## / FOOTNOTES

<sup>1</sup> [World Employment and Social Outlook: Trends for Women 2018 – Global snapshot.](#)

<sup>2</sup> Avasthy A., Dekhne A., Malik Y. and Weydringer J. (2015), “[Winning supply chain strategies for African markets](#)”, Supply Chain Quarterly, Q1.

<sup>3</sup> The research focused on the 61 listed companies, as of 1 August 2019. One company, KenolKobil, was delisted during the research.

<sup>4</sup> Kenyan Institute of Management (2017), [Board Diversity and Inclusion Report](#); p.16: Female board representation was calculated as 21% in 2017, 18% in 2015, and 12% in 2012.

<sup>5</sup> [More Steves than women are FTSE 100 CEOs, The Fortune 500 Has More Female CEOs Than Ever Before.](#)

<sup>6</sup> Globally, 152 of the 3,519 companies researched in 2018/19 have signed the WEP.

<sup>7</sup> Sectors are included that have more than 5 companies in the dataset.

<sup>8</sup> MSCI: Women on boards and the human capital connection; Catalyst: [The Bottom Line: Connecting Corporate Performance and Gender Diversity](#); Thar SHE Blows? Gender, Competition, and Bubbles in Experimental Asset Markets.

<sup>9</sup> [ILO: The business case for change.](#)

<sup>10</sup> World Economic Forum (2018), [The Global Gender Gap Report](#).

<sup>11</sup> [Kenya Employment Act](#) (2012).

<sup>12</sup> Equileap (2019), [Gender Equality Global Report and Ranking](#); p.13.

<sup>13</sup> Globally, 152 of the 3,519 companies researched in 2018/19 have signed the WEP.

<sup>14</sup> For example, the EDGE or GEEIS certifications.

<sup>15</sup> [National Bank of Kenya](#), [Jubilee Holdings](#), [Nation Media Group](#).

# / METHODOLOGY

## DATASET

The dataset for this report consists of all (61) public companies listed on the Nairobi Securities Exchange, as of 1 August 2019. One company, KenolKobil, was delisted during the research, bringing the total number of companies to 60. The research for this report closed on 27 September 2019.

## RANKING

Companies are ranked according to their overall Equileap gender equality score based on the 19 criteria listed in the Scorecard below. When two or more companies have the same score, we use Category A data to break the tie, starting with criterion 5 (Promotion & Career Development) and continuing, where required, through criterion 4 (Workforce), 3 (Senior Management), 2 (Executive), and 1 (Board.)

## DATA COLLECTION AND APPEALS PROCESS

Equileap uses a two-fold research approach. First, we gather publicly available information provided by the companies themselves, including in their annual reports, sustainability reports and/or on their websites. Second, we engage with companies to allow them to send us the latest publicly available data they have.

Equileap makes every effort to ensure that the information reported is accurate. In the event of an error, we invite companies to email up-to-date information and corroborating evidence to [research@equileap.org](mailto:research@equileap.org). Please note that only data which is supported by publicly available evidence is accepted.

## TRANSPARENCY

The Equileap methodology skews towards companies that are more transparent and make their data publicly available. We firmly believe that transparency, and acknowledging where there are gaps and problems, is the first step towards taking action to close the global gender gap. Publicly available data enables investors and employees to hold companies accountable for the policies they offer and the steps they are taking to ensure gender equality in their workplaces.

We encourage companies to be as transparent as possible about their progress towards gender equality as part of their contribution to economic justice for women globally.

# / SCORECARD™

The Equileap Gender Scorecard™ is inspired by the UN's Women Empowerment Principles. For each gender criterion, one or several metrics have been identified to evaluate it. Last,

a score and weighting has been allocated to each criterion to reflect that some issues may be more important for furthering gender equality than others.



EQUILEAP CRITERIA	DEFINITION
<b>A GENDER BALANCE IN LEADERSHIP &amp; WORKFORCE</b>	
<b>1 Board of Directors</b>	➤ Gender balance of the company's board of directors and non-executive board (or supervisory board)
<b>2 Executives</b>	➤ Gender balance of the company's executives and executive board
<b>3 Senior Management</b>	➤ Gender balance of the company's senior management
<b>4 Workforce</b>	➤ Gender balance of the company's workforce
<b>5 Promotion &amp; Career Development Opportunities</b>	➤ Gender balance of the company's senior management compared to the gender balance of the company's workforce, signalling career progression opportunities
<b>B EQUAL COMPENSATION &amp; WORK LIFE BALANCE</b>	
<b>6 Living Wage</b>	➤ Commitment to pay a living wage to all employees.
<b>7 Gender Pay Gap</b>	➤ Transparency on the gender pay gap at company level and on multiple pay bands, commitment to close the pay gap
<b>8 Parental Leave</b>	➤ Paid leave programs (at least 2/3 paid) for child care to both primary or secondary carers globally or at least in the country of incorporation
<b>9 Flexible Work Options</b>	➤ Option to employees to control and / or vary the start and end times of the work day, and / or vary the location from which employees work
<b>C POLICIES PROMOTING GENDER EQUALITY</b>	
<b>10 Training and Career Development</b>	➤ Commitment to ensure equal access to training and career development irrespective of gender
<b>11 Recruitment Strategy</b>	➤ Commitment to ensure non-discrimination against any type of demographic group and equal opportunities to ensure gender parity
<b>12 Freedom from Violence, Abuse and Sexual Harassment</b>	➤ Prohibits all forms of violence in the workplace, including verbal, physical and sexual harassment
<b>13 Safety at Work</b>	➤ Commitment to the safety of employees in the workplace, in travel to and from the workplace and on company related business, as well as safety of vendors in the workplace
<b>14 Human Rights</b>	➤ Commitment to ensure the protection of human rights, including employees' rights to participate in legal, civic and political affairs
<b>15 Social Supply Chain</b>	➤ Commitment to reduce social risks in its supply chain such as forbid business related activities that condone, support, or otherwise participate in trafficking, force and child labour or sexual exploitation
<b>16 Supplier Diversity</b>	➤ Commitment to ensure diversity in the supply chain, including support for women owned businesses in the supply chain
<b>17 Employee Protection</b>	➤ Systems and policies for the reporting of internal ethical compliance complaints without retaliation or retribution, such as access to confidential third-party ethics hotlines or systems for confidential written complaints
<b>D COMMITMENT, TRANSPARENCY &amp; ACCOUNTABILITY</b>	
<b>18 Commitment to Women's Empowerment</b>	➤ Signatory to the UN Women's Empowerment Principles
<b>19 Audit</b>	➤ Undertaken and awarded an independent gender audit certificate by an Equileap recognized body
<b>E ALARM BELLS</b>	
<p><b>We register if a company has a record of any of the following:</b></p> <ul style="list-style-type: none"> <li>➤ A legal judgement or official ruling regarding gender discrimination or sexual harassment against the company or an employee</li> <li>➤ Two or more legal cases, or one class action that have been settled against a company or an employee regarding gender discrimination or sexual harassment</li> <li>➤ Two or more legal judgements or official rulings regarding gender discriminatory practices in a company's marketing and advertising</li> </ul>	

# / ACKNOWLEDGEMENTS

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