



PRIVATE SECTOR
GENDER
MAINSTREAMING
POLICY



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PREFACE



FLORA MUTAHI

Chairperson, Kenya Private Sector Alliance

The concept of gender mainstreaming is gaining momentum in the world with a focus on various gender-sensitive interventions designed to help close the prevailing gender gaps in all sectors thus contributing to the resilience of the economy by and attainment of the United Nations Sustainable Development Goals especially goal 5 on 'Achieve gender equality and empower all women and girls, which is also envisioned in the national blueprint. Gender mainstreaming is referred to as the integration of a gender perspective or awareness into how a society or organization operates to ensure that women and men have equitable access to and benefit from resources, opportunities and rewards, and equal participation in influencing decisions.

A study conducted in over 17 countries by Women Deliver and Focus 2030 revealed that the majority of the global public not only overwhelmingly supports gender equality, but that they expect political and business leaders to take meaningful action to bridge the gender divide. This and the recognition that the private sector is a powerful partner, distinguished catalyst, and role model for change provides a compelling business case for the private sector's investment in interventions that seek to promote gender equality.

As the apex of the private sector, KEPSA has adopted the promotion of gender equality and women empowerment as central to its mandate through the strategic coordination by the Gender Sector Board thus complementing the efforts by the Ministry of Gender, Public Service, Senior Citizens Affairs & Special Programmes. Our efforts are informed by the fact that organizations that ensure gender mainstreaming, diversity, and inclusion tend to perform better in all aspects. For instance, we have seen the number of women scaling the heights in public and private sector leadership has improved significantly over the last decade.

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...this policy is a demonstration of the private sector's commitment to ensuring that gender mainstreaming is integral to the policies and operations of an organization...

Therefore, KEPSA has undertaken to develop this Private Sector Gender Mainstreaming Policy whose aim is to provide practical guidelines for the adoption and implementation of gender mainstreaming in the private sector. It is guided by the principles of gender diversity and inclusion and recognizes that the private sector's policies, programs, and initiatives ought to contribute to the realization of gender equality in Kenya.

The formulation of this policy is a demonstration of the private sector's commitment to ensuring that gender mainstreaming is integral to the policies and operations of an organization. Thus, it is imperative to ensure that no one is left behind in the quest for sustainable growth and development.

The implementation of this policy requires commitment and concerted efforts across the board to ensure the realization of its critical benefits and impact not only in the private sector but also in society and the country at large. Thus, I urge the private sector organizations to take up the challenge of its adoption and implementation to strengthen our contribution to the realization of gender equality as envisaged by goal five of Sustainable Development Goals.

FOREWORD



CAROLE KARIUKI EBS, MBS, HSC
Chief Executive Officer,
Kenya Private Sector Alliance

The Kenya Private Sector Alliance (KEPSA) is the apex body of the private sector in Kenya. KEPSA brings together local and foreign business associations, chambers of commerce, professional bodies, multinational companies, medium sized enterprises, corporates, SMEs, and start-ups from all sectors of the economy in the country, representing over 1,000,000 million businesses under one umbrella to enable them to speak with one voice when engaging Government, development partners and other stakeholders on cross-cutting policy issues affecting private sector development and implements programs that ensure the growth of business and social-economic development of the country. KEPSA supports businesses with opportunities for training, networking, financial linkages, mentorship and coaching, access to markets, value chains, and access to investment opportunities with many partners around the world.

Despite increased awareness since the adoption of the Beijing Declaration of 1995 and the progress made, women worldwide still face a multitude of inequalities. For example, at the current rate, the gender gap would take around a hundred years to be completely closed according to ILO, 2016. Gender inequalities hinder women from accessing employment and career progression, yet their economic potential is significant taking cognizance that gender equality represents not only a human development issue but also a great potential for wealth creation. According to Mckinsey Global Institute 2015, optimal parity between men and women in the labour market, particularly through women entrepreneurship, would increase the global GDP by at least \$12 trillion by 2025.

“...KEPSA has undertaken various interventions in its efforts towards providing strategic leadership in the private sector diversity and inclusion development agenda...”

We believe that gender mainstreaming does not only aim to avoid the creation or reinforcement of inequalities, which can have adverse effects on both women and men but also implies analyzing the existing situation, identifying inequalities, and developing policies that aim to redress these inequalities and undoing the mechanisms that caused them.

It is for this realization that KEPSA established and strengthens the Gender Sector Board with the mandate to spearhead, coordinate and champion private sector diversity and inclusion advocacy initiatives to enhance gender responsiveness and advancement of SDG goal on gender equality.

The Gender Sector Board's efforts contribute to private sector gender mainstreaming by complementing the efforts of the line ministry with its key areas of advocacy and championing Supplier Diversity, Board Diversity, Capacity Building, GBV & Mental Health, and Persons with Disability & the Elderly.

It is worth noting that KEPSA has undertaken various interventions in its efforts towards providing strategic leadership in the private sector diversity and inclusion development agenda. Some of these interventions include:

- a) Annual Supplier Diversity Summits that bring together the public and private sector organizations to share best practices on diversity and inclusion of women, youth, and PWDs in the supply chain.
- b) A Board Diversity initiative that seeks to inspire more women to take up leadership positions and sensitize the private sector on the need to open up corporate leadership positions to diverse groups in contribution to the push for two-thirds gender representation as required by the Kenyan Constitution.

- A 2020/2021 Board Diversity Study Report has been launched by KEPSA in partnership with the Kenya Institute of Management (KIM), Nairobi Securities Exchange (NSE), and New Faces New Voices (NFNV) to provide insights on the impact of diversity and inclusion on organizational performance, decision-making, and productivity in the boardroom.
- c) Gender-Based Violence (GBV) advocacy program in partnership with the Bill and Melinda Gates Foundation to create an enabling environment for the elimination of GBV, scale-up of evidence-driven prevention programming, and enhance access to services for survivors through the private sector intervention.
- d) COVID-19 Recovery and Resilience Program in partnership with Mastercard Foundation aimed at supporting women and youth-owned enterprises to access interest-free loans, training, and mentorship. The capacity development has also been supported by the Embassy of Ireland.
- e) Better Business Practices for Children (BBPC) initiative in partnership with UNICEF that aims at leveraging and scaling up private sector intervention in line with the National Initiatives of promoting and improving Maternal Infant and Young Child Nutrition practices. Phase III of the project targeted women in the low urban settlement with key MIYCN messages in a bid to ensure an improvement in the health and nutrition outcomes of women and children.
- f) Formulation and adoption of strategic gender-related policies and advocacy initiatives aimed at creating a conducive work environment for inclusion and retention of women.
- g) Endorsement of the UN Global Compact, which is the world's largest corporate sustainability initiative and calls for a business's value system based on gender equality and equity, anti-GBV, child labor, and sexual exploitation.

These interventions among others demonstrate that KEPSA remains committed to advancing and championing gender equality and women empowerment in the private sector in lieu of its paramount contribution to the growth of the economy and optimization of a conducive business environment.

This policy has been developed in consultation with the private sector members. It will offer guidance to companies or organizations seeking to optimize gender equality and women empowerment initiatives through a seven-point gender mainstreaming agenda.

These include:



Gender analysis and policy recommendations for various sectors is also annexed to this policy to support specific sectors to effectively mainstream gender in their operations and programs.

It is therefore our call to action that every private sector organization strengthens its policies and operation by keenly evaluating the inherent gender gaps and opportunities and taking appropriate steps towards closing the gender gaps thus ensuring that no one is left behind.



Statement From the Sector Chair



MUCHA MLINGO
Chairlady, Gender Sector Board

The 2021/2022 KEPSA Gender Sector Board is delighted to have actualized the conceptualization, development and launch of the inaugural "Private Sector Gender Mainstreaming Policy". This policy has been developed to offer guidance to business seeking to optimize gender equality and women empowerment initiatives.

The private sector gender mainstreaming policy, developed with the support of the MasterCard Foundation (MCF), was informed by the lack of a harmonized guide that businesses could adopt in the effort of addressing gender inequalities at the work place, which hinder women from optimizing their full potential on the social and economic fronts.

In 2020, KEPSA conducted a rapid gender assessment that revealed the existence of deep-rooted gender gaps in the private sector that needed to be addressed. These gaps include a lack of or insufficient gender diversity in leadership and the workforce; insufficient gender-responsive policies and initiatives; a general lack of adequate policies to address gender-based violence, abuse, and sexual harassment at the workplace; existing gender pay gap; and, discrimination against special interest groups in the hiring process.

The recognition that the private sector is a powerful partner, a distinguished catalyst, and role model for change provides a compelling business case for investment in interventions that seek to promote gender equality in Kenya. Among the benefits of gender mainstreaming in the private sector is enhanced performance and productivity of the workforce, which contributes to increased growth and sustainability for companies and the economy at large.

Some of the investments the private sector can strengthen include:

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...this policy was informed by the lack of a harmonized guide that businesses could adopt in the effort of addressing gender inequalities at the work place...

01

Empowering women by promoting their entrepreneurship

Support female entrepreneurs by increasing their access to finance as women often face more restrictive collateral requirements, shorter maturity of loans, and higher interest rates than men as per the March 2019 publication of the International Monetary Fund (IMF). It is thus imperative to put in place policies that promote female entrepreneurship to increase women's access to capital and networks that will enable them to realize their entrepreneurial aspirations. pensated equally, regardless of gender.

02

Committing to supplier diversity programs that support the growth of small and diverse businesses

This will not only improve company reputation, but also positively impact the business bottom line. For instance, a report from the Hackett Group shown that companies with a supplier diversity program generate a 33% greater return-on-investment, drive an additional US \$3.6 million to the bottom line for every US \$1 million spent in procurement operating costs and generate new revenue streams.

03

Embracing the role of the private sector in the elimination of Gender-Based Violence (GBV)

will go a long way in negating its impact on the society and economy. The economic impact of GBV on the Gross Domestic Product (GDP) has been documented as 1.2 - 2% of GDP cost of lost productivity globally according to the 2013 World Health Organization (WHO) study.

04

Supporting breastfeeding in the workplace by establishing lactation stations

and flexible working arrangements for women will significantly increase human and economic benefits, and returns on investment for businesses. USAID Advancing Nutrition notes that every dollar invested in breastfeeding interventions yields an estimated US \$35 in economic gains, while breastfeeding duration is associated with higher Intelligence Quotient (IQ) and income as well as greater educational attainment.

05

Bridging the gender pay gap

that has resulted in a lifetime of income inequality between men and women, with more women retiring into poverty. UN women have documented that women only make 77 cents for every dollar earned by men. Companies can reverse this by adopting policies that ensure that workers' contributions are valued and compensated equally, regardless of gender.

Therefore, this policy is our mantle as we seek to optimize gender equality and women empowerment initiatives.

Additionally, KEPSA has developed sector-specific gender analysis and policy recommendations through which we are hoping to support institutional transformation towards the realization of gender parity and the achievement of gender equality within sectors, anchored at Company Boards and Executive Levels. The implementation of the policy while partnering with the private sector and other stakeholders will ensure that we are creating an enabling environment that will allow women to thrive & achieve their highest potential.



ACKNOWLEDGEMENTS

We acknowledge the technical and financial support by the Mastercard Foundation (MCF) towards development of the Private Sector Gender Mainstreaming Policy.

Special gratitude to KEPSA Chairperson, Ms. Flora Mutahi, and Chief Executive Officer, Ms. Carole Kariuki respectively for their stewardship, guidance and providing the policy direction towards its alignment with the private sector mainstreaming agenda.

Our special appreciation to KEPSA Directors, Ms. Eva Muraya and Ms. Catherine Musakali for championing and providing technical support towards the development of this policy.

We appreciate KEPSA Gender Sector Board led by its leadership; Chairperson, Ms. Mucha Mlingo; and Vice-Chairperson, Ms. Mercy Okiro for their dedication in the process of development of this policy. Further, we thank KEPSA members for their participation in the gender assessment and stakeholder consultations that enriched the policy.

We acknowledge KEPSA Gender Specialist Ms. Lucy Mitei for compiling and drafting the policy. Finally, we acknowledge Head of Projects, Mr. Harrison Ngatia and Project Officer, Ms. Caroline Kawira for their technical support throughout the policy formulation, review and validation processes.

01

The Business Case For Gender Mainstreaming

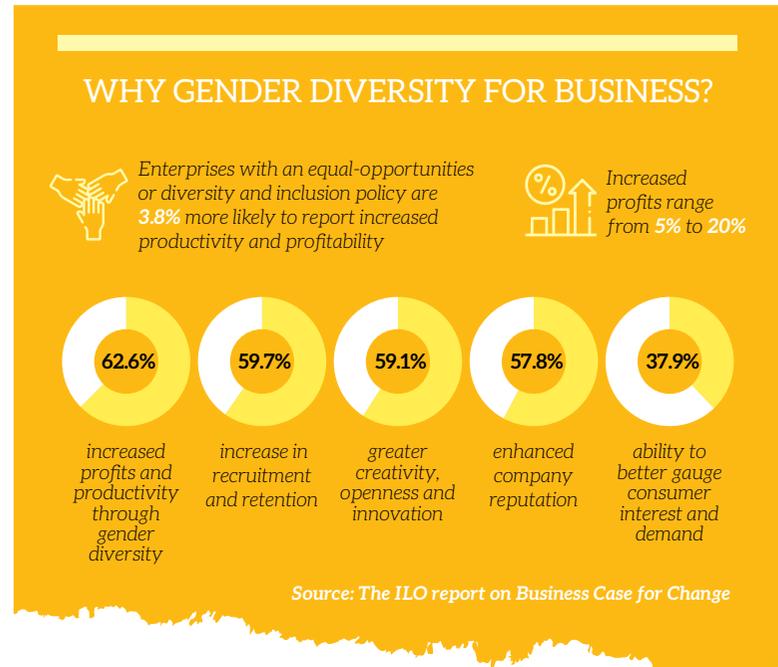
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...The WEPs give practical examples of what companies can do to empower women at the workplace...

In the quest to develop the business case for investing in gender mainstreaming programs, several initiatives have been designed. The UN Global Compact was established in 2004, and it is a principle-based framework for businesses, stating ten principles in the areas of human rights, labor, the environment, and anti-corruption. It is based on the fact that corporate social responsibility should be embedded in a business's value system. Some of the best practices promoted by the UN Global Compact include gender equity and equality, anti-GBV, child labor, and sexual exploitation. The private sector organizations are encouraged to sign and implement the 10 principles. Further, in 2010 the UN Global Compact partnered with UN Women to develop the Women Empowerment Principles (WEPs), which is a seven-step blueprint towards helping the private sector focus on key elements integral to promoting gender equality in the workplace, marketplace, and community. The WEPs give practical examples of what companies can do to empower women at the workplace and enable them to meaningfully participate across all sectors of the economy.

There is growing and compelling evidence that demonstrates the benefits of gender equality and women empowerment for businesses. According to Accenture's Getting to Equal 2019 report, "the power of a workplace culture of equality to drive employees' innovation mindset – or their willingness and ability to innovate – is strong. It has more impact than age or gender and leads to an increase in innovation in all industries and all countries. Furthermore, a company culture of equality is associated with greater levels of innovation in its workforce".

Companies and businesses should make deliberate efforts to mainstream gender perspectives for the following reasons:



- » Maintain Public Investment in infrastructure at a maximum of 25% of GDP
- » A study by the International Finance Corporation (IFC) showed that the provision of childcare benefits increased employee retention, and made for better recruitment, higher productivity, and improved reputation. Gender equality, diversity, and inclusion in the workplace lead to improved productivity of employees.
- » Gender mainstreaming efforts can increase the competitiveness of organizations, particularly by reducing turnover and training costs

- » A report by McKinsey & Company noted that companies with women in top management outperform those with no women in top management. Some studies have also highlighted that gender-inclusive leadership causes businesses to be more socially and environmentally responsible
- » Increased labour force participation rates and the entrepreneurship of women leads to more income generation, employment, wealth creation, slows population growth, and improves the social status of women in the home and the community
- » Women increased participation in decision making is critical to their empowerment and their access to needed resources to be economic players able to respond to market needs
- » Gender mainstreaming and women empowerment is key developmental strategies for achieving gender equality and a key to the eradication of poverty
- » Closing gender pay gaps helps increase the performance and productivity of the workforce. It also contributes to increased growth and sustainability for companies and the economy at large.
- » An ILO study showed that small investments by SMEs in supporting breastfeeding yielded returns on investment by maintaining employee retention and satisfaction.
- » In some companies, policies that increase inclusivity and promote a better work-life balance have already shown increased sustainability and effectiveness.
- » Flexible working arrangements can also foster productivity and allow all employees to feel more valued at work and involved in contributing to the success of the enterprise.
- » Companies stand to lose when violence and harassment, including sexual harassment and domestic violence, are not addressed

1.1 NORMATIVE FRAMEWORKS

The Gender Mainstreaming Policy is anchored by the following normative frameworks.

01

The Constitution of Kenya 2010 enhances the protection and enforcement of fundamental rights. It envisages gender equality and non-discrimination. It creates a platform for gender equality and non-discrimination. Article 10 of the Constitution is on the National Values and Principles of governance, which includes equality, equity, inclusiveness, and non-discrimination.

02

The Employment Act (2007) promotes equality of opportunity in employment to eliminate discrimination in employment and prescribes the conditions of the employment of women. It also provides safeguards against sexual harassment at work and requires every employer who employs twenty or more employees to, after consulting with the employees or their representatives, if any, issue a policy statement on sexual harassment.

03

The National Policy on Gender and Development - marks another step by the Kenyan Government to chart its way to gender equality in Kenya. The goal of the policy is to "achieve gender equality and women's empowerment in national development to enhance participation of women and men, boys and girls, and vulnerable groups for the attainment of sustainable development."

04

Vision 2030 - Delivering on the gender equality commitment (goal 5) of SDGs requires prioritizing gender-responsive investments, policies, and programs. Kenya's Vision 2030 envisions gender mainstreaming in policies, plans, and programs to ensure that the needs and interests of women and girls are addressed. Kenya is currently implementing the Medium-Term Plan III under the Medium-Term Expenditure Framework of Vision 2030.

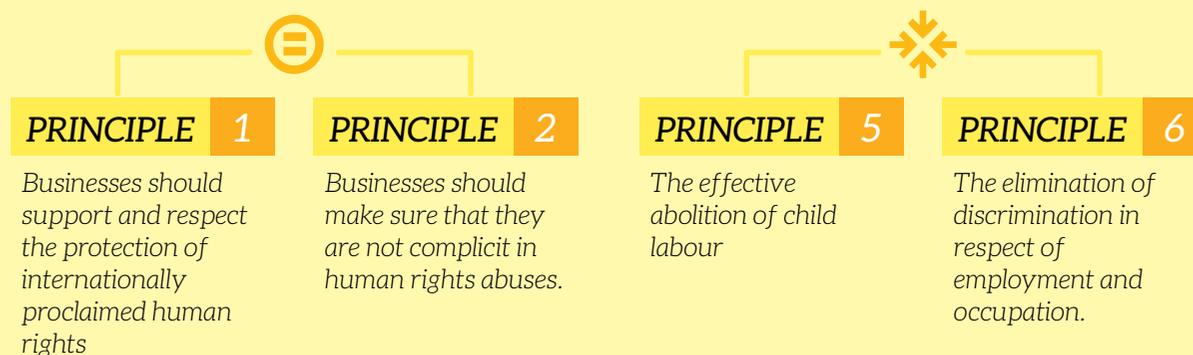
05

The National Business Agenda (NBA) III (2018-2022) - At the private sector level, the National Business Agenda 111 sets out the policy, legal, and regulatory priorities from 2018 through 2022. The priority focus is in five (5) broad thematic areas: (a) improving Governance and the business regulatory environment, (b) upgrading security, (c) infrastructure development, (d) enhancing trade and investment, and (d) promoting human capital development and entrepreneurship. Further, The NBA-111 identifies different enablers of economic prosperity, for example, investing in strategic areas that can aid in reaping the untapped demographic dividend such as education, universal health, and women in business.

Other frameworks that have informed the formulation of this policy include the Persons with Disability Act (2003), the National Gender and Equality Commission Act (2011), the Sexual Offences Act (2006), Better Business Practices for Children (BBPC) Private Sector Policy among others.

In addition to national frameworks, there are global principles that guided the formulation of this gender mainstreaming policy. These are:

- » **The UN Charter** reaffirms fundamental human rights- equal rights of men and women, and the promotion of economic and social advancement of all peoples.
- » **The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW):** Articles 13 and 14 ensure women's equal rights in areas of economic life, with specific rights to bank loans and credit, the economic survival of families, and to the equal benefits of development.
- » **ILO Declaration on Fundamental Principles and Rights at Work** - expresses governments, employers, and workers' organizations to uphold basic values
- » **The Beijing Platform for Action** reiterated the principles of promoting women's economic rights
- » **UN Global Compact's Human Rights and Labour Principles**



» The seven **Women Empowerment Principles (WEPs)** on business means equality:

01

Establish high-level corporate leadership for gender equality.

02

Treat all women and men fairly at work – respect and support human rights and non-discrimination.

03

Ensure the health, safety, and well-being of all women and men workers.

04

Promote education, training, and professional development for women.

05

Implement enterprise development, supply chain, and marketing practices that empower women.

06

Promote equality through community initiatives and advocacy.

07

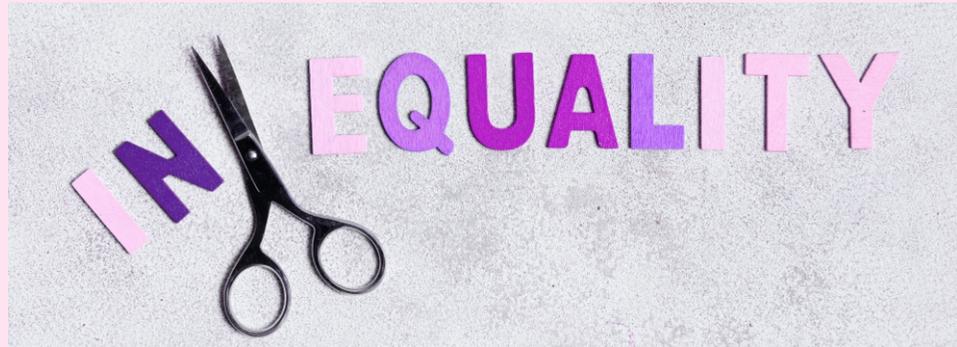
Measure and publicly report on progress to achieve gender equality

02

Policy Recommendations & Best Practices

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...The focus on gender mainstreaming must be anchored at the company's board and executive level ...



This section presents key gender gaps in the private sector and policy recommendations that seek to promote and strengthen gender mainstreaming efforts. Implementing these policy recommendations will support institutional transformation towards the realization of gender parity and the achievement of gender equality in the sector.

It presents a seven-point agenda that has been developed to guide the gender mainstreaming efforts at private sector organizations/ companies.

2.1 SEVEN-POINT GENDER MAINSTREAMING AGENDA

1. Gender mainstreaming as part of organizational strategy

The focus on gender mainstreaming must be anchored at the company's board and executive level to ensure support at all organizational levels.

Some of the actions that private sector companies can consider includes:

- i. Establish high-level corporate leadership for gender equality
- ii. Initiate gender working group/committee to support the executive in gender mainstreaming efforts
- iii. Establish gender mainstreaming champions/ambassadors
- iv. Ensure gender mainstreaming targets are integrated into the Job Descriptions (JDs) of executive staff as well as managers and are included in their work plans and performance evaluations.
- v. Incorporate gender-responsive elements in the strategic frameworks and strategic plans to provide a greater rationale for gender responsiveness within the company's programs, policies, and operations.
- vi. Leverage influence and partnership to advocate for gender equality and collaborate with business partners, suppliers, and community leaders to promote diversity and inclusion.

SNAPSHOT OF DATA & STATISTICS

GENDER MAINSTREAMING EFFORTS AT WORKPLACE



of respondents noted that their organizations needed to do more to ensure that gender equality is achieved in their workplaces.

GENDER DIVERSITY



organizations lack or have inadequate gender diversity in leadership and workforce

ADOPTION OF WEPS & UN GLOBAL COMPACT PRINCIPLES

Most national private sector firms have not adopted the WEPs and UN Global Compact principles

2. Support women & other marginalized groups in the workforce, business, business associations, and leadership

Improving gender balance at all levels of the company (workforce, leadership, and business) is a catalyst to the achievement of gender equality and women empowerment. The private sector companies should strive to foster diversity and inclusion across all levels to promote the transformation of corporate and business culture.

Some of the policy recommendations that can be considered to ensure gender parity in the workforce include:

- i. Ensure that all company positions are thoroughly advertised, and that women and other groups are encouraged to apply in categories in which they may be under-represented.
- ii. Implement affirmative action in recruitment and promotion. Where a woman and man are equally qualified for a position in a category in which there is a gender imbalance, the underrepresented sex will be given priority.
- iii. Table gender-disaggregated statistics on staff profile per department at leadership meetings to encourage departments in which there are gender gaps in the staff profile to fill these.
- iv. Ensure gender-balanced selection or interview panels that follow the gender-sensitive guidelines drawn up for interviews.
- v. State clearly on the post advertisements that the company is an equal opportunity employer.
- vi. Focus on the essential job functions, skills, and experience required to qualify for the position.
- vii. Avoid asking for educational accomplishments that are not crucial for job performance.
- viii. Embed gender equality indicators in the job descriptions of Administration and Human Resources Units

SNAPSHOT OF DATA & STATISTICS

DALBERG AND MASTERCARD FOUNDATION STUDY, 2020

Young women participate in the labor force at almost the same rate as young men but are:

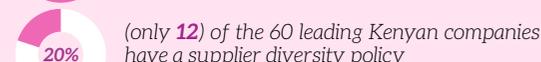
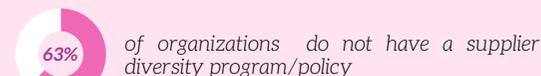


To promote gender parity in entry and retention in business, the following policy options should be explored:

- i. Implement enterprise development, supply chain, and marketing practices that empower women.
- ii. Promote women's entrepreneurship and close the gender finance gap.
- iii. Support women, youth, and Persons with Disabilities (PWDs)-owned/run SMEs to access business development services through training, mentoring, information sharing, and networking.
- iv. Work with partners and stakeholders to review regional trade, economic and customs, laws, procedures, regulations, and rules to make them gender equity compliant.
- v. Facilitate networking forums for women led / women owned SMEs to encourage learning from peers and sharing opportunities.
- vi. Advocate for tax and social security subsidies for women, youth, and PWDs-run SMEs e.g., waiver of the cost of business registration
- vii. Support capacity building of women entrepreneurs to increase uptake of ICT-driven innovations and leverage existing platforms to enhance usage and competitiveness and for connected purposes such as e-commerce.

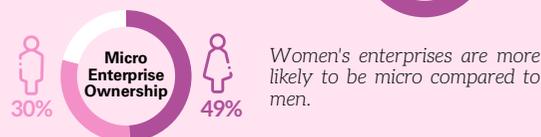
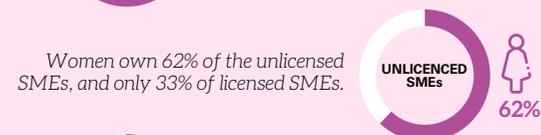
SNAPSHOT OF DATA & STATISTICS

SUPPLIER DIVERSITY



SOURCE: RAPID GENDER ASSESSMENT SURVEY -EQUILEAP

KNBS-MSME STUDY



DALBERG & MASTERCARD FOUNDATION STUDY

2020-Women represent more than half of the population, but may be underserved in areas –such as emerging digital opportunities –where most businesses are led by men

TRAINING AND MENTORSHIP



Source: The rapid gender assessment

MCKINSEY & COMPANY –THE FUTURE OF WORK AFTER COVID-19 REPORT, 2021

E-Commerce has grown two to five times faster than before the pandemic, though women's mobile internet use has remained flat and men's use has increased, creating an even wider gender gap as per 2021 GSMA report.

Business associations, including women's entrepreneurs' associations (WEAs), are instrumental in addressing challenges to entrepreneurship and providing valuable support to businesses with critically important resources, i.e., mentoring and networking.

To promote meaningful participation of women and other marginalized groups in business associations, the following policy options should be explored:

SNAPSHOT OF DATA & STATISTICS

Business associations including Women Entrepreneur Associations (WEAs) lack profile information, including gender data that is instrumental in evidence-based programming.

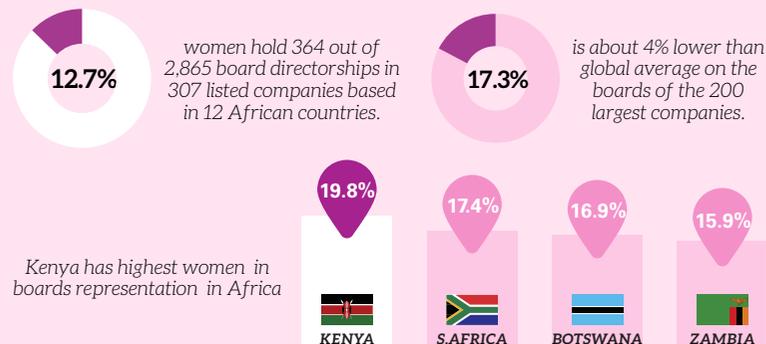
- i. Collect profile information on member enterprises to inform the strategic decisions on the design and implementation of interventions by business associations.
- ii. Implement interventions aimed at enhancing access to financing including investment matchmaking.
- iii. Implement interventions such as business skills training, business advice or mentoring, business incubation services, and business formalization services.
- iv. Implement programs that enable women and other marginalized groups to expand their markets for their products and services.
- v. Adopt technology to connect entrepreneurs to business information and networks.
- vi. Build awareness of the rights, obligations, and opportunities available for women and other marginalized entrepreneurs to strengthen their advocacy capacity so that they can lobby for a conducive business environment

Some of the policy recommendations that can be considered to empower women and other marginalized groups to promote their entry and retention in leadership and decision-making spaces include:

- i. Design and implement mentorship programs aimed at supporting women articulate their career ambitions, staying accountable for goal achievement, building networks, and gaining confidence in their skills and abilities.
- ii. Identify women within and beyond the company with the potential to take on senior management positions with accelerated sponsorship, mentorship, coaching and training
- iii. Consult professional women's organizations, universities, and other organizations with databases of qualified women to identify potential candidates

SNAPSHOT OF DATA & STATISTICS

THE AFRICAN DEVELOPMENT BANK GROUP STUDY, 2015



EQUILEAP STUDY, 2019

Only four out of 62 CEOs (6 percent) of companies listed in the Nairobi Stock Exchange are women, and only three of these companies (5 percent) have women serving as the chair on their board of directors.



DALBERG AND MASTERCARD FOUNDATION STUDY, 2020

Upward mobility of women is low, resulting in lower representation in senior roles



2020/2021 BOARD DIVERSITY REPORT

- › In Kenya, gender diversity in the boardroom now stands at **36%**, which is significant progress from 21% in 2017. In comparison, the global average of women holding board positions stands at **23.3%** up from 20.4% in 2018.
- › Female representation in C-suite roles in Kenya constitutes **37%** compared to 21% globally.
- › The average age of Kenyan board members is **47.6 years**, down from 55.8 years in 2017.

3. Adopt and implement gender-responsive policies at the workplace

There are gender-responsive workplace policies that can be implemented to accelerate gender equality and women empowerment. In practice, most companies have embedded these policies in human resource manuals, and the need to have stand-alone gender-responsive policies should be embraced to ensure systematic implementation including well-established targets and means of measurement.

At an early stage, companies should establish a **Diversity and Inclusion (D&I) policy**, which is a way of complying with national laws that prohibits discrimination on various grounds such as sex, race, ethnic origin, religion, age, disability, etc. Through D&I policy, the company management makes a high-level commitment, which is critical towards establishing an organizational culture rooted in diversity and inclusion in the workplace.

Diversity and Inclusion policy guarantees equal opportunities with regards to employment conditions, including recruitment, hiring, promotions, transfers, training, career development, benefits, and even separation. In recent times, diversity and inclusion policies have also addressed workplace discrimination by including provisions on harassment and bullying.

Besides the need to comply with non-discrimination laws, companies are embracing diversity and inclusion to maximize performance and strengthen business productivity. A recent concept that is gaining ground is 'diversity of thinking, which seeks to address complex challenges by leveraging on diverse backgrounds including education, training, and culture.

Further, being an equal employment opportunity employer has proven to attract the best talent, strengthen employee engagement and satisfaction, increase retention of skilled staff, and enhance public image.

Equal pay for work of equal value policy requires that the work done by women and men is valued equally and that they receive equal pay for work of equal value.

Gender pay gaps can be partly explained by factors such as education and training, care responsibilities, work experience, and enterprise size. However, other factors may also be involved, particularly discrimination, implicit biases, and social norms, further replicated at the company level. These gaps lead to substantive disparities in lifetime earnings, which continually reinforce women's unequal position in the labour market and the workplace as noted by the International Labour Organization (ILO) Global Wage Report 2018/19.

SNAPSHOT OF DATA & STATISTICS

WORLD BANK KENYA GENDER AND POVERTY ASSESSMENT 2015/6, 2018

Almost **50 %** of men and **30%** of women are paid or waged employees, and women earn just more than half of what men receive for similar jobs.

Overall women earn **58%** less than men.

Urban unemployment is higher for women than men.

productivity per worker could rise by up to **40%** by eliminating all forms of discrimination against female workers and managers

DALBERG AND MASTERCARD FOUNDATION STUDY, 2020

 **36%** gender income gap in the agriculture sector

 **23%** gender income gap in manufacturing

 **19%** gender income gap among SMEs

 **20%** gender income gap in the Digital sector

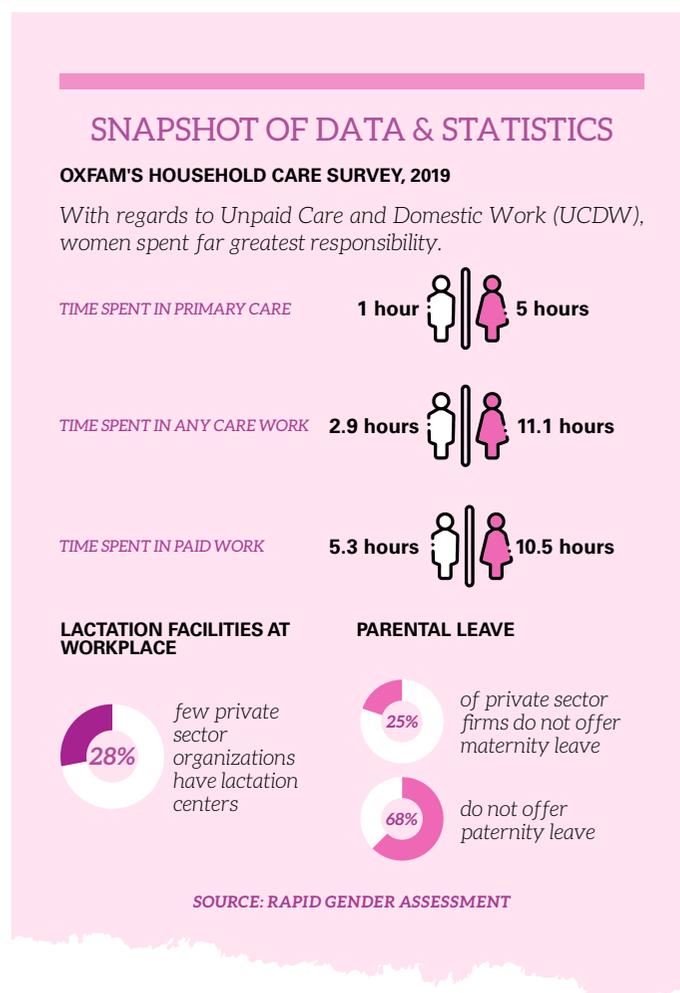
Companies should adopt policies that ensure that workers' contributions are valued and compensated equally, regardless of gender.

Other best practices that ensure equal pay for equal work of equal value include:

- i. Measure the gender pay gap and perform gender-neutral job evaluations.
- ii. Treat all women and men fairly at work.
- iii. Promote transparency and reporting on gender pay gap status.

Work-Life Balance policy- The disparity between women and men in care responsibilities has significant ramifications for women's economic empowerment. In every country around the world, women's labor market participation is lower than that of men, largely due to the unequal distribution of hours of unpaid work in the household. When women do work, they tend to have more limited access than men to high-quality employment opportunities, in large part due to the disproportionate burden of unpaid work in the household. Further, the COVID-19 pandemic has exacerbated pre-existing childcare crisis, pointing out the need to improve the working conditions of care workers, the majority of whom are women.

The need for more flexibility to fulfill their care responsibilities prompts many women to take up paid work that is part-time or in the informal economy,



Some of the best practices that companies should adopt to ensure work-life balance include:

- i. Offer flexible working arrangements, retention practices, leave, and re-entry opportunities.
- ii. Implement and comply with parental leave (maternal and paternal leave) as provided by the Employment Act, 2007.
- iii. Implement mental health programs and initiatives.
- iv. Support access to childcare services, resources, and information to both women and men.
- v. Establish breastfeeding/lactation spaces in the workplace.
- vi. Extend safety nets coverage to all workers and families

Future of Work – The COVID-19 pandemic has reset major work trends and highly impacted the outlook for the labor market and accelerated the implementation of the future of work concepts.

Some of the options that private sector companies have implemented and continue to upscale and redefine include:

- i. **Flexible working arrangements** - this allows employees freedom and autonomy by stripping away rigid rules and replacing them with general guidelines, alongside with structure of a traditional workplace. Some of the options that can be explored are:

a. *Remote working and telecommuting* - This is the ability for an employee to complete work assignments from outside the traditional workplace by using telecommunications tools such as email, phone, chat, and video apps. The private sector companies should endeavour to promote decent and productive working conditions for all, particularly women and workers with care responsibilities for them to benefit equally in career progression, work-life balance, and health outcomes.

b. *The hybrid working* - this model allows employees to combine remote work and office work, and this kind of flexibility can be beneficial for workers with care responsibilities to balance between work and care responsibilities.

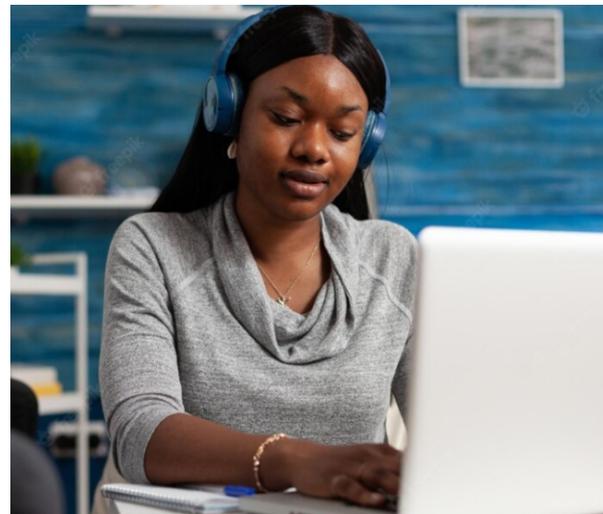
SNAPSHOT OF DATA & STATISTICS

GSMA AND IPSOS 2021 – THE MOBILE GENDER GAP REPORT

- » *There is the switch towards remote working and adoption of technology due to arrival of future of work, yet the gender digital divide is still wide*
- » *the COVID-19 pandemic appears to be having a disproportionate impact on women's mobile access and use In Kenya*
- » *the gender gap in internet use is at **42%***
- » *Inequality is likely to be exacerbated by the dual impact of technology and the pandemic recession.*
- » ***63%** of male internet users reported using the internet only via mobile compared to **79%** of female internet users.*

c. *Job sharing* - this involves two part-time employees sharing the responsibilities of one full-time role. This makes it easier for workers, especially women to keep their jobs by working part-time, and increases the number of women available for promotions; hence enhancing workplace equality.

i. **Adopt technological innovation** such as cloud computing, software automation, and artificial intelligence. To address concerns about productivity and well-being of employees, companies will need to take steps to create a sense of community, connection, and belonging among employees through digital tools, and to tackle the well-being challenges posed by the shift to remote work.



iii. **Address the gender digital divide** by skilling, reskilling, and upskilling all workers (particularly women) to be able to harness their potential of the digital transformation, with a special focus on women workers who lag in their ability to access, use and afford digital tools.

Promoting dignified menstruation in the workplace **through menstrual hygiene management support** for women employees is key to promoting workplace equality. Some of the options that can be explored include:

SNAPSHOT OF DATA & STATISTICS

- » *This “period poverty” can cause poor concentration at work and even missed work, leading to less productivity.*
- » *Workplace culture, societal norms and beliefs, water and sanitation facilities, and workplace policies all contribute to an employee’s experience menstruating at work*

- i. Support the promotion of healthy beliefs and positive attitudes towards menstruating employees through education and behaviour change sessions for all employees.
- ii. Invest in water and sanitation infrastructure such as menstrual waste disposal and management locks inside toilets, consistent running water, and enhanced privacy in the washrooms.
- iii. Provide access to menstrual products of choice in the workplace setting.

4. Prevent Gender - Based Violence and Harassment

Gender-based violence and harassment, including sexual harassment, are incompatible with decent work yet remain pervasive around the world, irrespective of sector or income.

The ILO's Violence and Harassment Convention 2019 defines the concept of violence and harassment in the world of work as unacceptable behaviours and practices, or threats thereof, whether a single occurrence or repeated, that aim at, result in, or are likely to result in physical, psychological, sexual, or economic harm, and includes gender-based violence and harassment.

The private sector companies should commit to ending violence and harassment at work and adopt an anti-GBV and Sexual Harassment policy. The policy should:

- » Affirm zero-tolerance to violence and harassment.
- » Establish prevention, management, and response mechanism.
- » Establish reporting and investigation procedures.
- » Ensure the right to privacy and confidentiality.
- » Includes measures to address violence outside the workplace.
- » Institute measures that protect victims, witnesses, and whistleblowers.
- » Establish measures to identify and address security issues, including the safety of women travelling to and from work and on company-related business.
- » Establish screening of job applicants.
- » Ensure that company products, services and facilities are not used for perpetuating GBV such as sexual exploitation.

The private sector companies should play an important role in ending violence and harassment either individually or through associations. Individually, enterprises can influence societal norms and behaviours, adopt best practices aimed at protecting employees and stakeholders from all forms of violence and harassment. Additionally, private sector companies can support shaping public policies and participating in social dialogue.

SNAPSHOT OF DATA & STATISTICS

Equileap study

- » *Of the 60 leading companies, only twenty-one (35 percent) have published anti-sexual harassment policies*

The KDHS study, 2014

- » *14 percent of women and 6 percent of men aged 15-49 report having experienced sexual violence at least once in their lifetime.*
- » *Overall, 39 percent of ever-married women and 9 percent of men aged 15-49 report having experienced spousal physical or sexual violence*
- » *45 percent of women and 44 percent of men aged 15-49 have experienced physical violence since age 15*
- » **Socio-economic study** - *10% of respondents experienced intimate partner violence*

Women in Real Estate (WIRE) Survey

- » *92.2% of the respondents had experienced sexual harassment while 82.4% have witnessed it. 90% of the respondents had suffered sexual harassment that is verbal in nature. The second most common form of sexual abuse, according to the responses received, is physical sexual harassment.*
- » *Further, 60.8% of the sexual harassment incidents took place at the workplace.*
- » *The Violence and Harassment Convention, 2019 (No. 190) and the accompanying Recommendation No. 206 recognize that violence and harassment take a huge toll on individuals, businesses, society and governments. Women are disproportionately impacted.*

Dalberg and Mastercard Foundation study, 2020

- » *Young women have higher exposure to GBV and face greater security risk, both physically and online*
- » *1 in 5 Kenyan women reported online harassment*

5. Promote gender awareness

Gender awareness raising aims at increasing general sensitivity and gaining insights on how to promote gender mainstreaming. It also involves providing reliable and accessible information to build a better understanding of gender equality as a core value to building sustainable societies. As a gender-mainstreaming method, gender awareness raising is crucial for integrating a gender perspective into policies, programs, projects, and services that respond to the different needs of women and men.

Some of the actions that can be explored to improve gender awareness by private sector members include:



Managers should be trained on how to promote gender diversity and inclusion and encourage gender equality in the workplace



Build women's confidence, attitudes, and skills to enable them to succeed in leadership, business, and enterprising activities. This enhances their self-awareness and pro-activeness at the workplace.



Implement gender-related education and training programs to raise employee awareness of gender issues and how these issues impact inter-office relationships. Such training help in identifying gender biases, address interpersonal relationships, and discourage discrimination in workplace interpersonal relationships and discourage sex discrimination in the workplace.



Incorporate the gender mainstreaming policy and training in the orientation of new staff.

6. Set clear targets, measure, report and communicate

The most effective way of developing a case for investing in gender initiatives is collecting and analyzing gender data. This is essential in ensuring programs are developed to meet specific needs and contribute to sustainable outcomes.

Effective gender mainstreaming efforts should start with setting targets and determining the desired outcome—is it women on trade missions, more women members, more women in key decision-making positions, closing the gender pay gap, better policies for women and other marginalized groups. Importantly, the targets must be Specific, Measurable, Achievable, Realistic, and Timely (SMART).

The following steps can be followed when setting out to set clear targets aimed at achieving gender equality and women empowerment at the workplace.

i. Establish baseline data and identify key gender issues. This involves:

- » Analyze and map out employee profiles (age, gender, education, skills, responsibilities, distribution of men and women across positions)
- » Analyze skill gap among employees
- » Identify training needs of employees, particularly for women
- » Review policies for gender equality compliance
- » Undertake employee feedback survey on gender issues
- » Identify the gender pay gap

SNAPSHOT OF DATA & STATISTICS

GENDER DATA



A significant number of companies assessed do not use gender-disaggregated data

GENDER REPORTING

- » *Most national private sector firms lack robust monitoring and evaluation frameworks on gender equality*
- » *Often women's success stories are untold—curtailing role modeling in the business community*

ii. Design a strategy to put gender diversity and inclusion initiatives into practice. This should be established as part of the company culture and practices. Some of the options that can be explored include:

- » Communicate internally to share the baseline findings and the business case for gender balance
- » Identify measures and initiatives that need to be put in place
- » Conduct awareness sessions for employees on the gender issues identified in the baseline surveys including the status of gender gaps at the workplace
- » Set targets for achieving gender diversity, including the number of women in senior management, number of employees to be trained, etc.
- » Identify key performance indicators (KPIs) on gender

iii. Draw up an implementation plan that specifies the actions, responsibilities, and timelines required to implement the strategy. This includes undertaking the following actions:

- » Indicate timeline for achieving specific targets, such as 30 percent of line managers are women in 2 years
- » Define how to evaluate milestones and progress towards achieving the targets
- » Identify sources of resources needed for the implementation of the gender initiatives
- » Assign responsibilities for the implementation of initiatives to human resources, line managers, gender focal persons, etc.

iv. Implement gender-sensitive reporting. This includes:

- » Ensure gender is reported as a cross-cutting issue in future annual reports and other public documents
- » Publicize company policies for promoting gender equality and women empowerment
- » Publicize the success of women through awards and recognition
- » Report along with the identified Key Performance Indicators

7. Implement gender-responsive budgeting and resource mobilization

The gender budget, which mirrors the priorities of the company, is a key management tool for ensuring that gender mainstreaming is taking place. Integrating gender into the budgets shall be need-driven and within the fiscal budgeting framework of the company. This increases the understanding, and the uptake of gender issues and facilitates the institutionalization of gender processes within the company.

Some of the actions that can be implemented to ensure gender actions are well- resource include:

1 BUDGET ALLOCATION

2 BUDGET GUIDELINES

3 GENDER EQUALITY INDICATORS

4 ESG FRAMEWORK

5 FUNDRAISING

6 PARTNERSHIPS

- i. Dedicate specific budget allocations for gender initiatives such as gender audits, gender analyses, tracking information and developments on gender, gender reporting, gender capacity enhancement, and sensitization.
- ii. Develop gender budgeting guidelines, which include a requirement for establishing key priorities areas, identifying gender opportunities, and justifying the need for these interventions.
- iii. Embed gender equality indicators in the job descriptions for the finance team.
- iv. Implement or integrate Environmental, Social, and Governance (ESG) framework in the companies' operations
- v. Implement fundraising activities.
- vi. Establish partnerships with development agencies

SNAPSHOT OF DATA & STATISTICS

- » Most private firms lack designated budgets to support gender integration
- » Limited resources make it imperative that innovative approaches are adopted to ensure gender responsive budgeting



03

Gender Mainstreaming Policy Implementation

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...The gender structures have a key role to play in developing gender analysis skills within the organization...

3.1 GENDER MANAGEMENT SYSTEM

The private sector companies should adopt structures, mechanisms, and processes that can guide, plan and monitor and evaluate the gender mainstreaming efforts in all the areas to achieve greater equity and gender equality in the context of sustainability.

Successful implementation of this gender mainstreaming policy requires commitment, participation, and contribution of each staff member while ensuring that specific responsibility and expertise are vested in strategically positioned structures within the company. The gender structures have a key role to play in developing gender analysis skills within the organization as well as creating a conducive environment for gender mainstreaming.

3.2 STRUCTURES

Senior Leadership

Offer strategic leadership and policy direction towards the implementation of policy.

Management team

Provide Policy guidance in implementation and monitoring, promote the dissemination of the policy, conduct sensitizations/awareness, monitor compliance with provisions of the policy, and resource mobilization.

The Gender Sector Board/ Gender committees/ Gender Working Group

Ensure the policy is implemented, promote mainstreaming of this policy in other sectors, develop proposals for resource mobilization to enhance policy implementation, create a strong network of gender focal points, ensure stronger synergies are developed with all stakeholders, and provide periodic information and communication on trends. coordinate the review of the gender mainstreaming policy.

Gender focal person/ gender specialist

Provide technical guidance in gender integration across all sectors, track the outcomes of the various gender-related engagement and ensure this is well documented, organize learning events for staff and undertake resource mobilization.

3.3 TIMEFRAME

The Policy actions herein should be implemented in phases. The initial phase should focus on the catalytic policy actions, with a focus on institutional strengthening interventions that empower staff and private sector members with skills and tools to implement the policy such as capacity building and gender awareness initiatives. Also, sex-disaggregated data should be collected in the first phase to inform gender mainstreaming actions and strategies. The policy should be reviewed as the need arises.

04

Monitoring, Evaluation, Accountability, & Learning (MEAL)

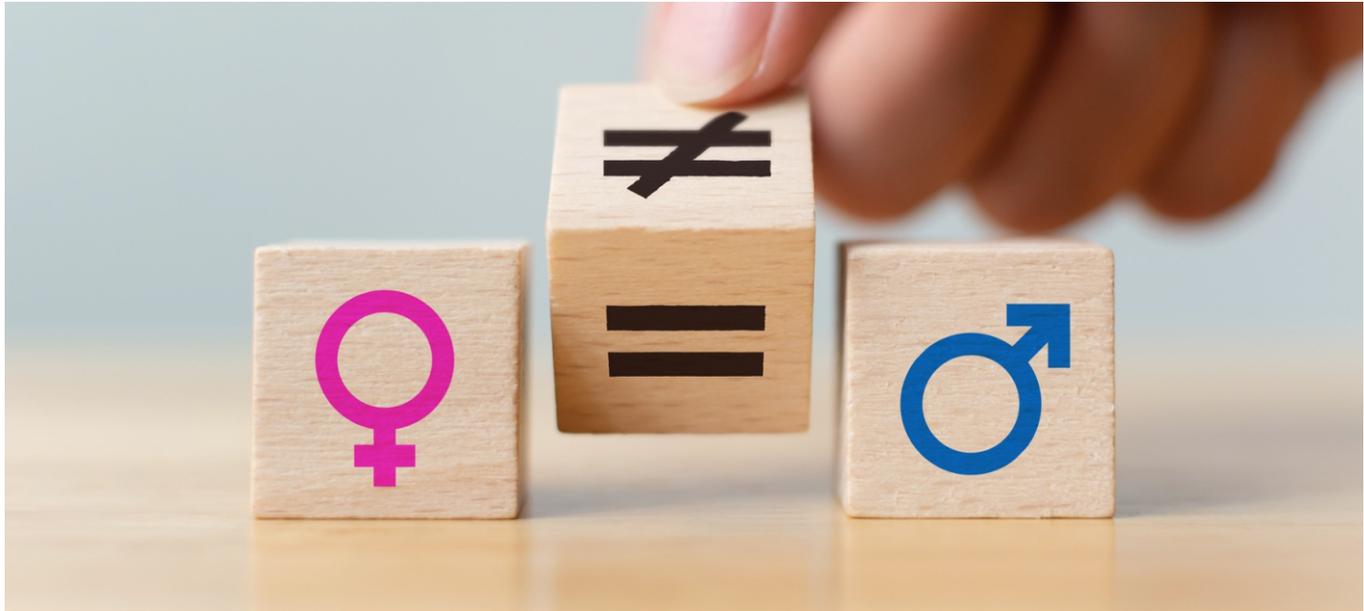
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...Gender indicators should be integrated into the Key Performance Indicators (KPIs) for staff...

Monitoring, evaluation, accountability, and learning (MEAL) is an essential strategy in the implementation of the private sector Gender Mainstreaming Policy. The impact and delivery on the company's gender mainstreaming efforts should be measured through gender indicators as part of the monitoring and evaluation system. Qualitative and quantitative indicators should be developed.

To strengthen the implementation of the policy, gender indicators should be integrated into the Key Performance Indicators (KPIs) for staff, particularly at the management level to strategically influence the implementation of the policy.

Periodic impact assessments should be undertaken to measure the effectiveness of gender mainstreaming efforts and the significance of changes attributed to these efforts.



Other actions that can be considered include:

- i. *Assess all programs to ascertain whether they meet the policy targets and aspirations*
- ii. *Document best practices and lessons from the implementation of the policy to inform future interventions*
- iii. *Develop periodic progress reports in a consultative manner*
- iv. *Conduct ongoing reflection to support learning and review of the policy*
- v. *Facilitate timely reporting, decision making, and direction on the progress of implementation*

Glossary of Terms

This session presents the definition of key terminologies for Gender Equality and Women Empowerment as used based on the practices and lessons learned and documented in Kenya and around the world.

TERMINOLOGIES	OPERATIONAL MEANINGS
<i>Gender</i>	The social roles allocated respectively to women and men in particular societies and at times. Such roles, and the differences between them, are conditioned by a variety of political, economic, ideological, and cultural factors and are characterized in most societies by unequal power relations. Gender is distinguished from sex which is biologically determined.
<i>Gender mainstreaming</i>	Gender mainstreaming is a comprehensive strategy aimed at achieving greater gender equality by integrating a gender perspective into existing programmatic areas, and policies. It means that women and men have equitable access to and benefit from society's resources, opportunities, and rewards and equal participation in influencing what is valued, and in shaping directions and decisions. It also refers to the integration of a gender perspective into how an organization operates.
<i>Gender Equality</i>	Refers to the equal rights, responsibilities, and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities, and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs, and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men".

Gender equity	Gender equity is the process of being fair to women and men. To ensure fairness, strategies and measures must often be available to compensate for women's historical and social disadvantages that prevent women and men from otherwise operating on a level playing field. Equity leads to equality.
Gender-sensitive	Refers to the state of knowledge of the socially constructed differences between women and men, including differences in their needs, as well as to the use of such knowledge to identify and understand the problems arising from such differences and to act purposefully to address them.
Gender parity	equal contribution of women and men to every dimension of life, whether private or public.
Gender disaggregated Data	Information about socially defined roles and activities of women and men in any social or economic activity; is information that is collected and analyzed separately on females and males and typically involves asking the "who" questions for instance in an agricultural household survey: who provides labour, who makes the decisions, who owns and controls the land and other resources.
Gender-responsive	Ability to take corrective action to mitigate the effect of a discriminative scenario.
Gender analysis	Gender analysis is a tool that enables the identification of actors/agents/beneficiaries and the potential for success of an envisaged policy, program, or project activity. It is designed to enhance understanding of the culturally determined gender division of labour and the gender-based access to and control over resources as well as the needs and priorities that characterize this division.
Work-life balance	Refers to the state of equilibrium where a person equally prioritizes the demands of one's career and the demands of one's personal life
Sexual harassment	Unwelcome verbal, visual, or physical conduct of a sexual nature that is severe or pervasive and affects working conditions or creates a hostile work environment
Sexual exploitation	Actual or attempted abuse of a position of vulnerability, power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially, or politically from the sexual exploitation of another.

A close-up, high-resolution photograph of a lion's face, showing its eye, ear, and the texture of its golden-brown fur. The lion is looking slightly to the right of the frame. The image is used as a background for the contact information.

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