



TARGET GENDER EQUALITY



Target Gender Equality – Case Study Series – East African Breweries Ltd

“Ultimately, we want that our employee base fully reflects the diversity of the communities we serve because we are committed to celebrate the uniqueness that everyone brings.”



[Hear directly from Jane Karuku, Managing Director, Kenya Breweries on accelerating gender parity for Africa's transformation!](#)

Quick facts: East African Breweries Ltd – Kenya/Uganda/Tanzania/Rwanda/South Sudan – Manufacturing – 1,298 employees

Purpose: Celebrating Life every day, everywhere

Target & Progress Made: Over the last five years, we have had a singular focus on driving gender diversity in the EABL Board, Senior Leadership, and the overall workforce. The table below shows the progress made from F17-F21 and plan for end of F21 (June 2021). By F25 we expect to hit gender parity for entry level management and above roles (Level 6 +).

	F17	F18	F19	F20	F21 (Half 1)	F21(FY end)
Overall Workforce	22%	24%	24%	26%	27%	29%
Senior Leadership (L3+)	20%	24%	31%	36%	36%	40%
EABL Board	18%	18%	18%	27%	36%	45%

What is driving your company's ambition to advance gender equality?

Our Purpose – Celebrating life everyday everywhere is what fuels our ambition to not only advance gender equality but also drive an ambitious inclusion and diversity strategy.

We have reframed this strategy to take on a more progressive stance, extending our approach to include ethnicity and the inclusion of People with Disabilities (PWD). Ultimately, we want that our employee base fully reflects the diversity of the communities we serve because we are committed to celebrate the uniqueness that everyone brings.



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What is one concrete action your company is taking to reach your target and help move the needle on women's representation and leadership?

We have set up a distinct Inclusion and Diversity (I&D) Framework which focuses on the entire grain to glass value chain. This framework is driven through Policies, programs and support structures that ensure we build, grow and retain our talent base and support the women within our entire value chain.

- **Policies:**
 - Parental leave – Doubled the parental leave from the mandatory 3 months (Maternity Leave) and 2 weeks (paternity leave) to 6 months and 1 month respectively
 - Recruitment policies – We make deliberate effort at 50:50 hiring of both male and female for all our roles
 - Extended workforce – We have broadened the scope of representation to include the third-party work force which acts as a significant source of early career talent specifically in sales and supply. Setting similar targets for suppliers of our extended workforce will ensure gender parity in the FTE base and offers a balanced talent pool for future hiring
- **Programs:**
 - Roll out of female acceleration programs such as the all-female STEM (Science, Technology, Engineering, Mathematics) apprentice program to shift the gender representation within Supply
 - A robust Spirited Women Network which focuses on female employee mentorship and retention
- **Support Structures:**
 - Provide support to local businesses which are female owned through our Hekima program
 - Partnerships with our Suppliers, Partners and communities to align their diversity dimensions with our overall priority areas of gender diversity, ethnic diversity and persons living with disabilities
 - Working with agencies and brand promoters to leverage the power of our brands and employer brand so as to contribute to building a better informed and more inclusive society

What is one lesson or pitfall to avoid that other companies could learn from?

Being deliberate, intentional, and never losing the eye on the ball. An inclusion and Diversity framework is required to get deliberate action from the leadership which entails:

- Consistently monitoring actions
- Monitoring data and analytics e.g. on attrition
- Work on breaking the stereotypes within the eco system e.g. In Supply, that certain roles do not relate to certain groups of people.