



FEDERATION OF
KENYA EMPLOYERSThe Voice of Employers



BE PART OF THE FEDERATION OF KENYA EMPLOYERS (FKE)

Join the Trusted Voice of Employers in Kenya! Membership to the Federation is open to all non-governmental organizations, companies both in the private and public sector, state-owned corporations, County governments and cooperatives. Join our membership and benefit from a wide range of services offered by Kenya's premier employer organization to empower your business.

> For more information visit **www.fke-kenya.org or call** +254-2721929/48/49/52 | +254 709 827 101/102 **Email:** fkehq@fke-kenya.org



BENEFITS OF BEING AN FKE MEMBER





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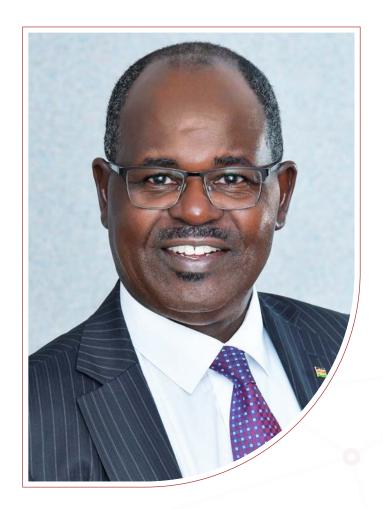
ABBREVIATIONS AND ACRONYMS

AfCFTA	Free Trade Area Agreement
DCRI	Dispute and Conflict Resolution International
DECP	Dutch Employers Confederation Programme
DFPA	Danish Planning Family Association
EDRMS	Electronic, Document and Records Management
	System
ELRC	Employment and Labour Relations Court
FFLP	Female Future Leadership Program
FKE	Federation of Kenya Employers
HRMS	Human Resource Management System
KAPEA	Kenya Association of Private Employment Agencies
KATTI	Kenya Association of Technical Training Institutions
KBDN	Kenya Business and Disability Network
KEPSA	Kenya Private Sector Alliance

KICC Kenyatta International Convention Centre **KUDHEIHA** Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied Workers KUSU Kenya Universities Staff Union National Hospital Insurance Fund NHIF NSSF National Social Security Fund STEM Science, Technology, Engineering and Math education. TVET Technical and Vocational Education and Training UASU Universities' Academic Staff Union **WIBA** Workmen Injury Benefit Act Industrial Relation

IR

STATEMENT BY THE NATIONAL PRESIDENT



Dear Members,

On behalf of the Management Board, I sincerely thank each one of you for your continued membership.

2022 Overview/Business Environment

The year 2022 was marked by far-reaching changes and extraordinary circumstances. Our economy faced various challenges including rise in inflation, food insecurity brought about by a severe drought and increased commodity prices. As we reflect on the past year, we are proud of the achievements and resilience of our members and partners in the face of unprecedented challenges and uncertainties.

The effects of the COVID-19 pandemic, the political tensions and the economic downturn have tested our resolve and our solidarity as employers and as a nation. Yet, we have also witnessed remarkable examples of innovation, collaboration and adaptation that have enabled us to survive and thrive in these difficult times.

FKE Strategic Priorities

2022 was a transformational year for FKE. In the face of significant challenges, we made great progress in executing our Employers Business Agenda for 2018 – 2022 and continued to build on our position as the powerful, balanced and trusted voice of Employers.

In response to COVID 19 the Board approved the implementation of a Business Continuity Plan (BCP) for 2020-2022

Board Oversight

The Board regularly assessed business risks arising from politics and macro-economic developments as well as various employment and labour concerns by working closely with the FKE Industrial Relations /Legal Policy Working Group which comprises members and Management.

Key Achievements in 2022

The Federation of Kenya Employers has been at the forefront of advocating for the interests and rights of employers in various forums and platforms. We have engaged with the government, the trade unions, the civil society and other stakeholders to promote a conducive business environment, harmonious industrial relations climate and sustainable social policy initiatives including protection system.

We have also provided our members with timely information, guidance and support on various issues affecting their operations and welfare.

Additionally, our training and capacity-building initiatives have equipped employers with the skills and knowledge to thrive in a rapidly evolving business landscape.

Looking Ahead Beyond 2022

FKE remains optimistic about the prospects of recovery and growth for the economy and society and is confident that the collective efforts of all key players will help overcome the challenges faced so as to seize the emerging opportunities. The Federation remains committed to the vision of being the voice of employers in Kenya and to our mission of enhancing employers competitiveness through effective policy advocacy, adoption of best practices and provision of quality services. We will continue to monitor changes in labour market, the policy and regulatory environment that impact business performance for timely intervention.

We thank you for your continued trust and unwavering support and resilience in the face of unprecedented challenges. We appreciate your support in our work through timely payment of your annual subscription fees.

Let us continue working together tirelessly to create an enabling environment for businesses to thrive.

Thank you!

Dr. Habil Olaka, EBS National President

STATEMENT BY THE EXECUTIVE DIRECTOR AND CEO



Dear Members and Partners,

As we reflect on the past year, we are proud to report that the Federation of Kenya Employers has continued to serve as a strong advocate for businesses in Kenya.

In 2022, FKE continued to collaborate with our members to address the difficulties faced by businesses and their employees as a result of the COVID-19 pandemic, the political and economic uncertainties, and the social and environmental issues which tested our collective strength and agility as employers and business leaders.

FKE however, also witnessed remarkable innovations and partnerships that have enabled us to adapt and recover. FKE advocated for measures to protect businesses, safeguard jobs and provided support to employers to help them navigate the ever-changing landscape. The famous proverb by Simon Mainwaring says,

Effectively, change is almost impossible without industry-wide collaboration, cooperation, and consensus.

FKE is indeed proud of the achievements and resilience of our members and partners in the face of unprecedented challenges and opportunities presented throughout 2022. The Federation of Kenya Employers has remained at the forefront of advocating for the interests and rights of employers in Kenya, as well as promoting a conducive business environment, social dialogue and provision of value-add services.

FKE engaged with various stakeholders, including the government, trade unions and international organizations, to address the key issues affecting our members and the economy at large. The Federation also provided valuable services and support to our members, such as trainings, consultancy, research, legal advice and representation. In 2022 the FKE lived up to the promise of being

"

A Powerful, Balanced and Trusted Voice of Employers. It remains our mission to improve the business environment for employers in Kenya through advocacy, effective representation, social dialogue and provision of value-add services.

The Federation's lobbying efforts were centered on the proposed changes to key bills touching on labour, employment and Social policy. These Bills and policies included: the Employment (Amendment) Bill 2021; The Statute Law (Miscellaneous Amendment) Bill 2022; the NHIF (Amendment) Bill no 21 of 2021; and the NSSF Act of 2013, Statutory Minimum Wage review, Work Injury Social Insurance Scheme and Unemployment Insurance Fund Bill, among others. These efforts by FKE not only saved members from increased business costs but also posed unique challenges for the organization.

While acknowledging that change is inevitable, and that we are in a highly dynamic environment, FKE also made deliberate efforts to not only face the future of work, but also have our members as an integral part of that future.

It is because of this reality that FKE launched eWaajiri-our members' services portal to give members a convenient way of accessing FKE services while improving their interaction with the Federation.

The portal is a one-stop shop where members can now access FKE services such as registration for trainings, booking for meetings and events as well as ensuring that their records are up to date. This not only enhances FKE's engagement with members but also gives them

a chance to provide feedback on the improvement they would like to see the services portfolio.

FKE also launched the FKE Mediation Services as an added Alternative Dispute Resolution Mechanism to assist members in speedy resolution of labour disputes.

The Federation is committed to promoting an inclusive workforce where gender barriers do not stand in the way of women's dreams to climb up the professional ladder. The main initiative to achieve this goal is the Female Future Leadership Program (FFLP), which is a result of collaboration with our international partner, The Confederation of Norwegian Enterprises (NHO). Through this program, women are prepared for organizational leadership positions through a combination of mentorship and training on the competencies required for them to be leaders in their organizations, the community while enabling them take up key positions in various boards.

The graduation ceremony for Cohort 14 and cohort 15 was held on the 1st October 2022 at the Radisson Blu Hotel, where 46 ladies graduated from the program. This brings the total number of graduands to 317 since the inception of the programme.

Owing to the disruption occasioned by the Covid-19 pandemic, most members were forced to explore and implement sustainability measures such as declaration of redundancies. The FKE team of legal and industrial relations experts was there at hand to guide members on the various legal and statutory provisions that govern the labour sector in Kenya, through a series of Master Class trainings that cover a wide range of topics including Occupational Safety and Health, the new Data Protection Act and Environmental Social Governance (ESG), among others.

The legal team offered advisory and representation to members of the Federation at the Employment and Labour Relations Court (ELRC), where a

The policy and regulatory environment remained challenging as several Bills and policies were either reviewed or introduced. The Federation remained vigilant and regularly made inputs to these policy and legislative proposals through concerted efforts to influence the outcomes.

total of 190 labour-related cases were completed with the majority of the judgements and rulings made in favour of employers. Additionally, the Federation facilitated the conclusion of 148 Collective Bargaining Agreements (CBAs). The Federation also supported members in the resolution of 45 Trade Disputes and 7 strikes during the year.

The Advocacy, Consulting and Partnerships (ACP) department continues to strengthen FKE's national and international footprint through strategic partnerships with partners such as the International Labour Organization (ILO). Through these partnerships, we were able to carry out research and implement projects in areas such as skills mismatch in Kenya and disability mainstreaming in workplace. This is in line with our vision of having

Resilient and Empowered Employers for Kenya's Prosperity.

The Federation resolved to focus on members needs and to support them towards attainment of their aspirations through various services. I am encouraged by the support you have given throughout the year which gave us the strength to champion the creation of an enabling business environment to support business resilience and success.

We hope that this support will continue as we look forward to a more prosperous and productive year in 2023.

As we look ahead to the future, we are optimistic and confident that we can overcome any challenges and seize any opportunities that may arise. We are committed to advancing the vision and mission of the Federation, which is to be the voice of employers in Kenya, to enhance productivity and competitiveness of enterprises.

We are also determined to contribute to the national development agenda and the global sustainable development goals.

We thank all our members and partners for their continued trust and support. We invite all employers in Kenya to join FKE and enjoy the benefits of being a member. Together, we can make a positive difference for our businesses, our workers, our society and nation.

I conclude by expressing my appreciation to the Management Board in supporting the Secretariat and the exemplary work that our secretariat staff have been doing to ensure that we live up to our brand promise. Thank you for your continued support and your membership.

Thank you!

Jacqueline Mugo, EBS Executive Director and CEO



The Federation of Kenya Employers (FKE) is the premier national employers' organization in Kenya. Founded in 1959, FKE has a six-decade heritage in handling industrial relations, employment and social policy matters and has a membership that commands over 70 percent of employment opportunities in the private sector in Kenya. FKE plays both an advocacy and service role. Our purpose is to help build a better, sustainable future by influencing, supporting and delivering for business success. The Federation influences labour market policy and the regulatory environment through advocacy aimed at enhancing business growth and development.

The Federation policy positions are shaped by the diverse membership, which ranges from small to large, domestic to multinational, and 13 trade associations which cover all the industry sectors.

FKE also provides a wide range of professional services and management trainings to members on all aspects of human resource management, occupational health and safety, employee relations employment law, employee wellbeing and international business and human rights issues.



FKE Services



AWARDS

The Voice of Employees

EMPLOYER AWARDS EMPLOYER FOR PLOYER OF THE YEAR AWARDS OF THE YEAR AWARDS OF THE YEAR AWARDS

Honoring Best Employers in Kenya

The Employer of the Year Award (EYA) is a prestigious award that recognizes and celebrates the best employers in Kenya who continue to demonstrate excellence in various aspects of their businesses.

Who Can Participate in EYA

Participation to this Awards is open to all FKE members who wish to be recognized as exercising the best EMPLOYMENT practices
Sponsorship Opportunities

Employers can also be part of this initiative by sponsoring EYA. We have designed our sponsorship packages to accommodate all potential sponsors and we are open to discussion for customized sponsorship needs. More details on sponsorship can be accessed through **www.fke-kenya.org** or **www.eya-kenya.org**

Awards Gala Dinner

The winner will be unveiled during the Awards Gala Dinner on 29th September 2023.



FKE'S IMPACT

FKE promotes a positive business environment in Kenya by advocating for evidence-based policies that are formulated through social dialogue with our members, social partners and other stakeholders. Our members and trade associations represent all sectors, providing us with unique insights and a comprehensive understanding of development in the economy.



Labour Day Celebrations 2022



FKE CEO Ms. Jacqueline Mugo receiving H.E President William Ruto during the Social Protection conference



FKE CEO Ms. Jacqueline Mugo with Deputy President, H.E Rigathi Gachagua during the Nation Huawei Job Fair



Female Future Leadership Program Graduation



Training and development



FKE's Sustainability

Initiatives

The Federation of Kenya Employers champions for policies that support the implementation of sustainable business practices, climate-smart economic development, and people-related initiatives in Kenya.

The Federation also engages the Government through its advocacy agenda on issues that affect enterprise performance with particular emphasis on labour and employment matters. These efforts go a long way in minimizing social disruptions and guaranteeing certain basic benefits to citizens such as a good standard of living, decent pay and conditions of service and observing the rule of law.

On October 25th-26th 2022 the Federation held a workshop on Environmental, Social Governance (ESG) Reporting for Businesses in collaboration with the International Labour Organization (ILO) and other partners. The virtual and physical masterclass empowered participants with the latest trends in ESG regulations, reporting and sustainability while looking to the future

FKE MANAGEMENT BOARD 2022



Dr. Habil Olaka, EBS. National President



Jacqueline Mugo, EBS Executive Director and CEO



Ms. Gilda Odera 1st National Vice President



Mr. Michael Macharia 2nd National Vice President



Mr. Mark Joseph Obuya, EBS Immediate Past President

Trustees



Mr. Hirji Shah, EBS, OGW Trustee



Dr. Sam Ikwaye Regional President, Coast Branch



Dr. Margaret Oloo Regional President, Western Kenya Branch



Mr. Kenneth Odire Regional President, Rift Valley Branch



Mr. Azym B. Dossa Board Member



Dr. Nyamemba P Tumbo, EBS Board Member



Eng. Aram M. Mbui, MBA, MIEK Trustee



Mr. John Kipkorir Trustee



Ms. Kabale Tache Arero Board Member



Mr. Cosmas Mutava Board Member



Dr. Rachel M. Monyoncho (PHD) Board Member



Dr. Anne Owuor, EBS Board Member



Mr. Stephen Gitagama Board Member

THE STATE OF INDUSTRIAL RELATIONS IN KENYA

Most Organizations were forced to adopt innovative and efficient management strategies to remain afloat both during and after COVID-19 pandemic period. The state of Industrial Relations was generally calm however some sectors such as aviation, tea, education and transport experienced industrial unrest.

The cases of redundancy increased in 2022 as companies reviewed their financial strategies and salary structures and made necessary adjustments, retaining only the number of staff they could sustain. In 2022, a total of 3,630 labour related matters were filed at the Employment and Labour Relations Court (ELRC), which included 299 Collective Bargaining Agreements (CBAs). Out of the total number of CBAs registered FKE assisted in negotiating and registering 90 CBAs. This highlights FKE's commitment to ensuring industrial harmony in the labour sector .

Policy Working Group

The Federation has established partnerships with members through the Policy Working Group (PWG) as a way of ensuring members play a greater role in decision making and involvement in formulation of policies governing employment and labour relations in Kenya. The Policy Working Group comprises members representing all sectors that the Federation covers. By the end of the year the PWG was fully operational and discussed several Bills pending in Parliament .

The PWG also considers other policies and laws ranging from the NHIF Act now pending in court, the National social insurance Fund which focuses on the proposals that employers contribute to the unemployment fund instead of the current system of Insurance policy under the work injury benefits (WIBA). The Policy Working Group will be key in driving the development of the Alternate Dispute Resolution (ADR) guidelines and provide inputs into any other Policies and Bills that will be presented in parliament.



The State Of Industrial Relations In Kenya Court Judgments & rullings 4,799 ۲ Number of Cases filed at ELRC lacksquare3,630 Total number of trade unions registered 88 148 Strikes in Kenya Number of CBA's Negotiated by FKE FKE New Members

source; FKE, ELRC & Ministry of Labour and Social Protection

HIGHLIGHTS FOR THE YEAR UNDER REVIEW

LEGAL AND INDUSTRIAL RELATIONS SERVICES



FKE successfully defended 193 employment and labour related cases at the Employment and Labour Relations Court (ELRC) on behalf of members and obtained 73 Judgements, 90% of which were decided in favour of employers. FKE further supported members with negotiation of Collective Bargaining Agreements (CBA's). The Federation assisted in chairing 148 CBAs out of which 90 were successfully registered by the ELRC. The Federation helped to avert 7 strikes by adopting Alternative Dispute Resolution mechanisms. This shows the Federation's commitment to promoting social dialogue and maintaining a harmonious relationship with trade unions and other stakeholders.

Insurance Fu

Public Interest Litigation

The Federation also implemented an effective strategy to engage on public interest litigation on behalf of members.

In E066 of 2022 Federation of Kenya Employers (FKE) versus National Health Insurance Fund Management Board, Cabinet Secretary Ministry of Health, Attorney General, National Assembly and Senate, the ELRC issued orders stopping the implementation of the Matching contribution. FKE also continues to represent members in the NSSF case before the Supreme Court and the matter is still pending.





Western Kenya Region

In 2022, FKE Western Kenya branch continued to serve members under the leadership of the Regional President Dr. Margret Oloo assisted by the Branch Regional Coordinator Mr. Thomas Achok.

The Branch General Committee held regular monthly meetings to consider reports on the state of industrial relations in the region, state of the economy, political developments, and other issues affecting employers in the region.

Harmonious industrial relations were maintained in the region throughout the year as there were no major strikes, go-slow or major conflicts reported. However, most of the Universities in the region have received guidelines from the Salaries and Renumeration commission (SRC) to enable them open talks with the union on 2021 to 2025 CBAs. The region assisted members to negotiate and conclude 14 CBAs.

The number of court cases handled in the region in 2022 were 31. The Federation also handled over 200 consultations on employment-related matters and 15 conciliations which were attended to both internally and externally.

Coast Region

The Coast branch continued serving members in various sectors and was able to record 138 consultations and conciliations on various issues. In addition to resolving 7 labour disputes that members had reported to the branch, the region moderated and concluded 33 Collective Bargaining Agreements (CBAs), whilst the remaining four (4) being in various stages of negotiation. The major challenges experienced in the region were on disciplinary matters, terminations through redundancies, which were occasioned by a worsening business environment.

Being a post covid-19 recovery period, companies had to adopt sustainability strategies, which unfortunately included scaling down on manpower. It is our hope that the government and other stakeholders will address some of the concerns that members have been raising such as high fuel and power costs, which have negatively affected the ability of members, especially those in manufacturing business to remain sustainable.

5 FKE 2022 ANNUAL REPORT AND FINANCIAL STATEMENTS | LEADING ENTERPRISES IN UNCERTAIN TIMES

Rift Valley Region

The tripartite social partners in the region continued to work together in supporting members. The region's Labour Officers, the Trade Unions, and FKE have collaborated to ensure that there is industrial peace in the region. During the period under review, the region negotiated and concluded 21 CBAs. The branch also further assisted in averting a strike after three unions namely Kenya Universities Staff Union (KUSU), UASU and KUDHEIDHA issued strike notices against Egerton University.

The Regional office supported members in the tea sector in the South Rift, following incidents where arsonists were burning the tea harvesting machines and uprooting the tea bushes. Through constructive dialogue, the workers, through their unions, expressed their concerns over possible job losses due to the automation of tea-picking. FKE is still involved in the engagements.





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MEMBER RECRUITMENT

Membership remains crucial to strengthening the resilience of FKE, in 2022 the Federation continued to implement the strategic plan aimed at strengthening the representativeness of the Federation. FKE welcomed 57 new members as a result of this initiative. This is a significant growth given the macro-economic environment that businesses were operating in during this period.

New Services

Despite the challenging economic environment, FKE remained sharply focused on providing members with innovative member centric digital solutions in an increasingly complex economy. FKE successfully launched the following:

Members portal

In line with our strategic goal of delivering superior customer experience, we launched **eWaajiri** – the members' services portal in the year under review, enabling our members to access FKE services conveniently online. Some of the services that members can access on the portal include;

- 1. Employment and Industrial Relations Articles
- 2. Booking appointments with FKE officers
- 3. Case Management
- 4. Requesting and booking of training programs
- 5. Request for subscription invoices, printing their membership certificates
- 6. In addition, members can access advisories, guidelines and templates for reference in their daily operations.



MEMBERS' PORTAL



Access all our services ONLINE!

Visit www.fke-kenya.org today!

For more information please contact our members' desk via jkudwoli@fke-kenya.org

NEW MEMBERS RECRUITED IN 2022

- Mercy Corps Kenya 1
- 2 King's Wear Limited
- 3 National Cohesion And Integration Commission
- 4 St. Bakhita School
- 5 6 Kenya Teachers Sacco Association
- Select Management Services Ltd
- 7 Be Energy Ltd
- 8 Kelco Aluminium Works Ltd
- Aminika Manpower Ltd 9
- Ruiru Juja Water & Sewerage Company Ltd 10
- Smart Applications International Limited 11
- Hela Intimates Epz Ltd 12
- Saos Manpower Services Ltd 13
- Blue Nile Rolling Mills Limted 14
- 15 Orion Hotel Ltd
- 16 Rampel Designs Ltd
- Ocp Kenya Limited 17
- 18 Monument Distillers Fast Africa Limited
- 19 Raa I td
- Yansam East Africa Limited(Ryce) 20
- Canon Agro Agencies 21
- 22 Imetha Water And Sanitation Company Limited
- **Tiger Packaging Limited** 23
- Ags Worldwidemovers Limited 24
- Thika Wax Works Ltd 25
- 26 Fragomen Kenya Ltd
- 27 Jumra Limited
- 28 Fertiplant Ea Limited
- 29 Friends College Kaimosi (Kaimisi College Of Reserach & Technology)

- Musty Distribution Limited 30
- Sireet Outgrowers Empowerment & Producer Co.ltd 31
- Infill Academy 32
- 33 Kutoka Ardhini Ltd
- Fairoils Epz 34
- 35 Good Farmland Management Kenya Ltd
- 36 We Effect

37

56

57

- Thika Power Services Ltd
- Education For All Children 38
- Human Rights Agenda (Huria) 39
- Koeketien Ltd 40
- Agrochemicals Association Of Kenya 41
- Olerai Schools Ltd 42
- Silentnight Bedding Ltd 43
- 44 Solinc East Africa Ltd
- Tawi Lodge Ltd 45
- 46 Iprocure Ltd
- Omega Opticians Ltd 47
- Escapades Ltd 48
- Nyali Beach Holiday Resort 49
- The Vic Hotel Ltd 50
- Ipas Africa Alliance 51
- 52 Samawati Capital Partners Ltd
- Swami Container Depot Ltd 53
- 54 Tristar Transport Ltd
- Nyara Tea Estate Ltd 55
 - Imprimatur Company Ltd
 - Kenya Safari Lodges & Hotels Ltd





HELB offers various Loan Repayment Methods as follows:

1. BANK DEPOSIT (by Employer or Self)

All payments should be made by direct transfer (EFT), standing order or cash deposit to the HELB collection bank accounts in any of the following banks:

			ELECTRONIC FUNDS TRANSFER (EFT) SWIFT CODE
Citibank	300040012	Upper Hill	CITIKENA
Co-operative Bank	01129061222800	University Way	KCOOKENA
ABSA Bank	0775018216	ABSA Plaza	BARCKENX
KCB Bank	1103266314	University Way	KCBLKENX
Standard chartered Bank	0108018264700	Kenyatta Avenue	SCBLKENX
Equity Bank	0550293573408	Equity Center	EQBLKENA
National Bank of Kenya	01001060391100	Harambee Avenue	NBKEKENX
Family Bank	035000024971	Family Bank Towers	FABLKENA
SBM Bank	0332084215001	Riverside	SBMKKENA
NCBA Bank	2793690018	Riverside	CBAFKENX
Kingdom Bank	0011748527001	Koinange street	CIFIKENA

2 MOBILE PAYMENT SERVICES - M-PESA

- Using M-PESA (Safaricom) Money Transfer for individuals:
- Select pay bill option
- Enter HELB business number as 200800 Enter your national ID number as your account number
- Enter amount you want to pay Enter your secret PIN number
- Confirm transaction and send You will receive a confirmation message for payment

Using M-PESA (Safaricom) Money Transfer for Employers:

- Upload the remittance schedule on the HELB employer portal
- Concrate the F-Slin
- Go to the M-PESA menu and click on Lipa na M-PESA, then Paybill Enter HELB business number as 200800
- For the account details, enter the generated (from the HELB employer portal) E-Slip number as the account number
- Enter your PIN number
- You will receive a confirmation message for navment
- Note: The transaction will reflect in the employer statement and posted to individual loanee statements

3. CREDIT CARD or DEBIT (ATM) CARD

Give authority to HELB to make monthly debits or lump-sum payments directly from your bank account or credit card. This is done by signing the CREDIT CARD AUTHORIZATION FORM (CCA) and forwarding the same to HELB. VISA branded credit cards or debit (ATM) cards can also be swiped at HELB offices.

4. DIASPORA LOAN REPAYMENT OPTIONS

a. Wave

You can make payments instantly from the US and Canada through Wave via KCB account number 1103266314. Go to <u>www.sendwave.com</u> to update/download the app and then make transfers immediately. Once you complete the transaction, you will get a wave message like this;

Your money transfer has arrived in HELB Revolving Account's KCB account! It may take up to 48 hours to appear in your statement Here's a receipt of the transaction for your records

Sender: A.N. Other, 1111 Mallison, Mc Leansville, NC 27301 Recipient Name: HELB Revolving Account Recipient Number: +++4523 Amount Sent: 400.00 USD Amount Received: 39732 Ksh Exchange Rate: 99.33 Ksh/1 USD Transaction Time: 12:25 PM ET on July 16, 2016. Funds are immediately available. It may take up to 48 hours to appear in your statement. Confirmation Number: BAN-1170352-L54367 Email us at help@sendwave.com if you have any questions about this transaction!

Once you receive the Wave message, kindly forward it to onlinepayments@helb.co.ke

b. World Remit

- How to pay HELB using World Remit from diaspora:
 - Log in to www.worldremit.com
- Select the 'Bank Deposit' service from the blue 'Send to' box on this page Choose whether to make the transfer to a Kenyan shilling (KES) or US dollar (USD) account
- Enter the amount you want to transfer
- We'll show you the highly competitive exchange rate you'll receive and any fees upfront Enter recipient's details KCB ACCOUNT NUMBER 1103266314
- Pay online using a credit or debit card
- Use your ID number as the reference
- You and your recipient will receive SMS and email notification once the transfer is complete

Forward the email notification to onlinepayments@helb.co.ke

Email: contactcentre@helb.co.ke | Website: www.helb.co.ke | Tel: +254 711 052 000 | Facebook & Twitter: @HELBPage

HELB Employers Portal allows employers to disclose their employees who benefited from HELB loan, deduct (as per HELB billing) towards repayment of the loan and discharge the deducted amount to HELB. Employers can also access their statements and generate Compliance Certificate from the portal.

THIS IS HOW TO GO ABOUT IT:

Visit www.helb.co.ke and click on Employers Portal Register/ Disclose Deduct Discharge Log in Disclosure Registration of Staff Process

- Once you are on the portal, type the name of your employer II Select the correct employer from the
- drop-down list III Key in the rest of the details/information
- required IV Click register to submit the details
- V An activation link will be sent to your
- email address. VI Click 'Verify Account' in the email received

Deduction of Staff Loans

I Click on the remittance tab Download the CSV template file

II Correctly fill in the required details: Year, III Submit Month, Receiving Bank & save the file Upload the correctly filled CSV file.

the format shown in

details

I Click 'Disclosure of Staff' or 'My Employees' tab

Fill the downloaded template file with your staff

Click 'upload' to load your staff list on the portal in

III Click 'choose file' and browse for the updated

'Click here to upload staff list'

II Click on 'Download CSV Template File'

'Click here to upload staff list'

template and select the file.

IV After e-slip generation, make payments by stating the employer code and the respective pay month on the payment details narration.

Statements

The Employer can always view the status of remittances uploaded.

- Click on statements tab. You will see the slip number, repayment period, amount and the payment status.
- If the status is 'paid', you can proceed and print the receipt.

To get Employer Compliance Certificate, please click on the "Compliance Certificate" tab. Compliance will be evaluated on whether all loanees are in repayment and all deductions have been submitted to HELB on time. Compliance Certificate is issued annually.

- Download CSV Template
- · Fill the required data then upload
- The uploaded list will be evaluated & once done, your Compliance Certificate will be ready for download

Get in touch! Email: employerportal@helb.co.ke

For further queries, contact HFLB on:

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Register on the employer's portal today.

HELB

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- employees, deduct and discharge their deductions toward repayment of HELB loan? HELB has made the process simpler by making it online!

How easy has it been for you to disclose your

Compliance Certificate



CORE VALUES

SNITA

SION STATEMENT

o Improve the Business vir Kenness Idvocacy, ff Solution, and

> In the year under review, FKE launched its Mediation Services as an added Alternative Dispute Resolution Mechanism to assist members in speedy settlement of labour disputes.

> FKE in conjunction with Dispute and Conflict Resolution International (DCRI) invested in building the capacity of 21 officers who were trained on Mediation and issued with certificates as Certified Mediators. Moving forward, FKE will be offering mediation services to members as a recommended way of resolving disputes.

FKE 2022 ANNUAL REPORT AND FINANCIAL STATEMENTS | LEADING ENTERPRISES IN UNCERTAIN TIMES



LEADING ENTERPRISES IN UNCERTAIN TIMES The Federation of Kenya Employers has put in place an elaborate member engagement strategy which is implemented through Key Account Management System. Each member has been allocated a go-to officer in the Federation remains on standby to assist members with any matter.

This is in line with FKE's goal of enhancing member experience through sustained engagement and timely response to member queries as per the Service Charter.

FKE DIGITIZATION - HRMS AND EDRMS

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To improve internal efficiencies and improve operations, FKE put in place a Human Resource Management System (HRMS) which handles the day to day HR operations in managing staff leave, data and bookings. The system is also designed to handle online performance management, recruitment and selection processes.

An Electronic, Document and Records Management System (EDRMS) was also implemented to provide officers with easy access to institutional records and documents. This is aimed at reducing time spent on serving members since all reference documents are available to the officers at the click of a button. As part of record management, FKE also procured and installed bulk filling cabinets to secure active physical records and transferred inactive records to offsite storage as in line with best practices.



As the voice of Employers, FKE advocates for change that will deliver a balanced, growing, and prosperous society by Influencing and reacting to domestic and international policy.

RATION OF

EMPLOYERS

During the last 12 months, the Federation campaigned for Employers by influencing positions affecting the economy. The major lobbying efforts were centered on the proposed changes to the legal and regulatory environment.

These advocacy efforts by FKE continue to save members from increased business costs.

NSSF

On matters NSSF, FKE is glad to report that members have substantially complied with the law not withstanding certain policy challenges that the Federation has had, some of which are pending in court.

In the year under review 78,121 Employers remitted member contributions to the Fund, translating to an amount of Kes. 16,355,850,359.82 During the period, a total of 64,894 members who retired from employment were paid their Benefit claims, translating to an amount of Kes. 5,436,057,793.

Source: FKE, NSSF

Sasini (A MEMBER OF THE SAMEER GROUP)

Fueling meetings

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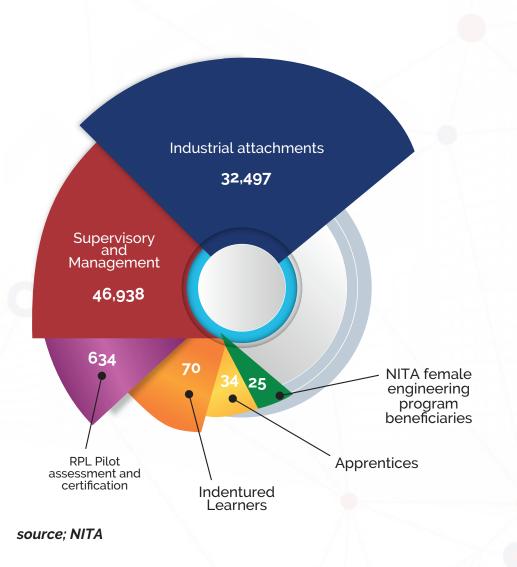
In 2022, the Federation focused on building the capacity of members by offering a wide range of training programs on labour laws, labour relations, discipline management, employee wellness, performance management, leadership development, building skills, ESG and HR Metrics.

Summary of Trainings



FKE thank members who took advantage of our training programs in 2022.

Trainees Sponsored under Industrial Training Levy







The research department of FKE is responsible for conducting and disseminating research on various topics related to employment, labor market, productivity, competitiveness, social dialogue, and policy advocacy. FKE aims to provide evidence-based information and recommendations to members, social partners, government agencies, and other stakeholders on issues affecting the business environment and the welfare of workers in Kenya.

The FKE research agenda is focused on monitoring bills, policies and laws and conducting analysis of the Federation services to enhance member satisfaction. In 2022 the Federation's research focused on four thematic areas: labor market dynamics, social dialogue and industrial relations, productivity and competitiveness, and social protection and welfare. The research projects aimed to provide evidence-based policy advice and advocacy to FKE members and social partners.

The research methods employed by FKE included desk reviews, surveys, interviews, focus group discussions, case studies and workshops. The research outputs of this engaugement were relayed through; policy briefs, working papers, newsletters, webinars and presentations.

The research findings and recommendations were disseminated to FKE members, social partners, government agencies, media outlets and the general public. Some of the key research findings and recommendations in 2022 were:

- 1. The labour market in Kenya faced significant challenges due to the COVID-19 pandemic and its socio-economic impacts. FKE recommended the adoption of a comprehensive recovery strategy that addresses the health, economic and social aspects of the crisis, as well as the promotion of decent work and social dialogue among all stakeholders.
- 2. The social dialogue and industrial relations system in Kenya was characterized by low levels of trust, cooperation and compliance among the social partners. FKE advocated for the strengthening of the tripartite mechanisms and institutions for social dialogue and industrial relations, as well as the enhancement of the capacity and representation of employers' and workers' organizations.
- 3. The productivity and competitiveness of Kenyan enterprises were affected by various factors such as infrastructure gaps, skills mismatch, regulatory burdens, corruption and insecurity. FKE proposed the implementation of a national productivity policy that fosters innovation, quality standards, technology adoption and skills development among enterprises, as well as the improvement of the business climate and governance in Kenya.

The FKE research team would like to acknowledge the support and collaboration of its members, social partners, donors, consultants and researchers in conducting the research projects in 2022. The FKE research team also welcomes feedback and suggestions for improving its research activities and outputs in the future.



The projects and partnerships department of FKE is responsible for implementing various initiatives that aim to enhance the capacity, competitiveness and sustainability of FKE members and their businesses. Some of the projects and partnerships that Federation implimented in 2022 are NHO-FKE Cooperation Program, ILO Fairway Project, ILO CAPSA, ILO BRMM II Project, DECP, KBDN, and DFPA.

NHO FKE Cooperation Program:

Confederation of Norwegian Enterprise (NHO) has been supporting FKE for 7 years now through funding of various initiatives aimed at enhancing the capacity of the Federation and its members. These initiatives mainly focus on;

Organization Development: As a result of our partnership with NHO the Federation has been able to provide relevant digital services to members leveraging on the current labour market trends. In 2022 the program enabled the Implementation of the FKE eWaajiri- Members Services Portal enabling the Federation to offer members relevant digital services.

Vocational Training: This partnership with NHO is aimed at conducting surveys that ensures skills supplied match the needs of industry by engaging in vocational training policy and practices.

Gender equality: Kenyan Employers recognise the importance of gender equality in the workplace. This program aims to ensure that FKE drives gender equality in the communities it operates in by ensuring that More girls in Kenya choose Science, Technology, Engineering and Mathematics (STEM) education. In the year 2022 FKE supported State House Girls High School with funds to support the STEM agenda in the school.

International Labour Organization (ILO) Fairway

The FAIRWAY Program is a four-year inter-regional development cooperation project that aims to improve conditions of labour migration across migration pathways from Africa to Arab State. Through this partnership the federation continued to empower migrant workers to contribute more fully

to sustainable development in both countries of origin and destination.

- 1. Through this project the Federation has successfully; Conducted research and mapped recruitment agencies in Nairobi and Mombasa through their associations of Skilled Migrant Agencies of Kenya (ASMAK) and Kenya Association of Private Employment Agencies (KAPEA)
- 2. Held sensitization forums with the leadership and members of both ASMAK and KAPEA on the role of FKE, labor migration laws and decent work.

ILO Strengthening Capacity of Governments to Address Child Labour and/or Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa (CAPSA)

Businesses can play a critical part in addressing Child Labour and Trafficking by ensuring that internal policies and practices advocate for Decent work, adequate wages, responsible purchasing practices and child rights approaches that are embedded in wider human rights. FKE remains committed to addressing Child Labour, Forced Labour and Trafficking. In 2022 the Federation participated in the national consultation/symposium on Universal Social Protection as a means to addressing Child Labour, Forced Labour and Trafficking in Persons among other initiatives. The Federation also continued to advocate for decent work practices through continuous engagement amongs members.

ILO All Hands in Kenya (AHK)

The project aims to contribute to improving the government's enforcement and promotion of labour laws and standards that are consistent with International Labour Standards (ILS) and Acceptable Conditions of Work (ACW), especially in the tea and textile sectors. In 2022 FKE successfully developed a training module on grievance handling at the workplace through the program and trained members with support from ILO.

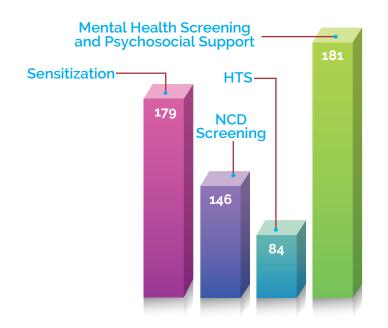
ILO BRMM II Project

The ILO BRMM II project is funded by the UK Foreign, Commonwealth and Development Office. The project focuses on laying the foundations for improving labor migration governance in East and Horn of Africa by using evidence-based policies, enhancing migrant workers' qualifications and skills, and actively engaging the social partners for improved development outcomes.

In 2022 FKE participated in the National technical working group (TWG) meeting aimed at strengthening coordination among key stakeholders in Kenya involved in the implementation of ILO supported Labour Migration Projects in the country to ensure improved implementation and avoid duplication of efforts.

ILO Wellness Project

The ILO Wellness Project aims to enhance uptake of HIV services for people living with disabilities within the framework of the Kenya Business Disability Network while addressing employment related HIV stigma and discrimination. In 2022 FKE achieved the following





NATIONAL SOCIAL SECURITY FUND

NSSF CONTRIBUTIONS/TPS/RENT REMITTANCES

The National Social Security Fund exists for the public good and endeavours to offer social protection to all Kenyan workers, both in the formal and informal sectors. We register members, receive their contributions and invest them to offer better returns which we pay out as benefits when they fall due. We have laid out structures to allow our customers remit their contributions from the comfort of their premises using our eService platform and have their accounts updated on real-time basis.

A. CONTRIBUTION REMITTANCE

NBK

How it Works

Generate a Unique Payment Number (UPN)/ Payment Order (E-Slip) from our eService portal on this link https://eservice.nssfkenya.co.ke/launch/

Payment can be done in KCB Bank, Cooperative and National Bank Accounts: -

KCB	-	1103265954
	-	1107110270
CO-OPBANK	-	0113620175000
NRK		010030028370

1. **MPESA**

- Pay Bill Number 333300 and UPN / E-Slip Number as the Account Number. The receipt would be downloadable on the NSSF eService portal.
- Self-sponsored /Voluntary members shall pay through Pay Bill number 333300 and quote their NSSF membership number as the Account Number.

2. EFT and RTGS

- For EFT and RTGS payment option, the reference field in the form MUST be filled with the Unique Payment Number quoted on the E-Slip.
- The employer shall download a receipt from the eService portal in real time upon executing the transaction successfully.
- 3. USSD *303*1*3#

4. Cash Deposit

- Present the E-Slip and the corresponding cash to KCB Bank for processing after which a receipt will be available at the NSSF eService portal.
- Self-sponsored/Voluntary members shall remit cash to the KCB Bank together with their NSSF membership number.

NOTE: AMOUNT PAID MUST BE EQUAL TO THE VALUE IN THE E-SLIP

"Employers are reminded that the due date for payment of NSSF contribution is the 9th Day of each calendar month".

B. TENANT PURCHASE SCHEME (TPS) REMITTANCE

1. Cash Deposit / EFT/ RTGS

The Customer Account Number **MUST** be guoted as reference Number. Account Details:

Account Name	÷ .	NSSF TENANT PURCHASE SCHEME
BANK	:	KCB BANK
BRANCH	:	MILIMANI
ACCOUNT NO.	:	1103267647

2. USSD

Dial *303# and select option 3 (TPS) and follow the steps.

C. RENT PAYMENTS

1. Cash Deposit / EFT/ RTGS

The Customer Account Number **MUST** be quoted as reference Number Rent is payable to account Details Below:

ACCOUNT NAME	:	NATIONAL SOCIAL SECURITY FUND
BANK	:	NATIONAL BANK OF KENYA
ACCOUNT NO.	:	01003002837700
BRANCH	:	UPPERHILL

NOTE THAT NSSF WILL NO LONGER ACCEPT CHEQUES FROM 1st JULY 2023.

We encourage our customers to maintain their compliance status by regularly inspecting their statements which can be downloaded from this link https://eservice.nssfkenya.co.ke/launch/. Don't hesitate to contact us on our Toll Free line 08002212744 should you have any queries about your accounts. You can also visit any of our offices across the country.

DIAL *303# FOR NSSF SERVICES

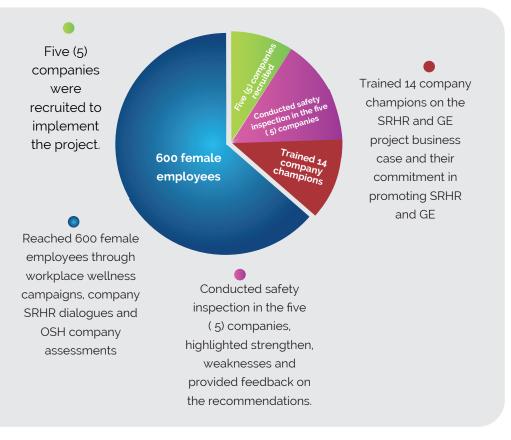
Tel: 020 2729911 / 2710552 Toll-Free Line: 0800 2212744 Cell Phone: 0709 583 000 / 0730 882 000 Email: info@nssfkenya.co.ke 🕜 NSSF Kenya 🕜 NSSF_ke Website: www.nssf.or.ke

DFPA

The Danish Family Planning Asscociation

FKE Partnered with DFPA to conduct a project addressing Sexual and Reproductive Health Rights and Gender Equality (SRHR and GE) at the Work Place in Kenya.

Summary of Sexual and Reproductive Health rights at work place



DECP



- 1. The Dutch Employers Confederation Programme (DECP) implimented partnership FKE focused on promotion of membership and social dialogue. During the period FKE partnered with DECP to train 21 staff on mediation, providing FKE staff with knowledge, skills and personal qualities necessary for resolving disputes through mediation.
- 2. FKE conducted membership clinics that reached 95 participants from over 70 companies drawn from across all the sectors and regions focusing on driving membership portal usage .

KBDN



KENYA BUSINESS AND DISABILITY NETWORK

The Kenya Business and Disability Network (KBDN) is a unique employer initiative whose secretariat is hosted by FKE. The network aims to promote the inclusion of people with disabilities in workplaces countrywide. In particular, KBDN works to raise awareness about the business and human rights case for disability inclusion in the workplace and highlights the positive relationship between disability inclusion and business success.

In 2022 the Network conducted engagements driving Earning, Learning and Growing in Inclusive and Diverse Workforces. The network currently has twelve (12) corporate members and seven (7) associate members.

Employers Annual Conference 2022

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MEMBERSHIP EVENTS

The Federation keeps members connected through forums and events, which brings together leading experts and business leaders discuss the main policy issues impacting their business and share insights & practical guidance on how to build sustainable business strategies. FKE events are key opportunities to network and Champion advocacy agendas on matters affecting businesses.

Networking

In 2022, the Federation organized a series of events that brought together members from different sectors. The most notable events were the Annual Employers Conference, the Female Future graduation ceremony as well as the 63rd Annual General Meeting. Through these events, members established networks across sectors for knowledge sharing purposes.

Employers' Annual Conference 2022

The Federation of Kenya Employers (FKE) in collaboration with BUSINESS Africa Employers Confederation **(BUSINESSAfrica)** hosted the Employers' Annual Conference on 3rd – 4th March 2022 at the Sarova Whitesands Hotel, Mombasa .The conference was guided by the theme,

Adapting to the Changing Labour Market

This was driven by the realization that change is inevitable, and enterprises that constantly adapt thrive in all situations. This conference aimed at highlighting the changes in the labour market. The event discussed how Labour Market Players (Social Partners) and other stakeholders could effectively acclimatize for recovery, growth, and sustainability at the Local, Regional and Continental level.

The discussions were interactive, informative and brought together high-level panelists and experts on the following topics: -

1. Advancing the Abidjan Declaration 2019 in the face of the

pandemic and strategies for enterprise responsiveness in the changing Labour Market.

- 2. Business Opportunities in the African Continental Free Trade Area Agreement (AfCFTA) and the Role of Employers' Organizations
- 3. The Role of TVET in Strengthening Industry Performance
- 4. Unleashing Labour Migration for Africa's Prosperity
- 5. Supporting Gender Equality and Women Advancement in the Changing Labour Market

Below are the key resolutions from the conference which employers are urged to keep engaging in;

- 1. Protecting private investments through education, health, and nutrition; protect, regulate, and develop markets by nudging them to the optimal path; improve domestic resource mobilization to finance development and targeted interventions; and adopt the 4th industrial revolutions being pivoted around through digital evolution.
- 2. Ensuring full implementation of the long-term national, regional and continental strategies, policies and frameworks which is critical for private sector development.
- 3. Amplifying the voice of cottage (Jua kali) industries, who make up the informal sector, by spearheading discussions on issues that will grow their enterprises and enable them supply beyond borders. This should be coupled with affordable credit and financing for quality innovations and sustainability & expansion of the industry.
- 4. Employer's organizations undertaking skills gap assessment and advocating for skills development so that training is in tandem with market realities and needs.
- 5. Employers being part of negotiations on bilateral agreements and discussion on issues to do with migration rather than the government negotiating alone.



The 63rd Annual General Meeting

FKE engaged its members across the Country, through the 63rd Annual General Meeting held at the Radisson Blu Hotel on 24th May 2022. The National AGM was guided by the theme 'Adapting to the Changing Labour Market in the Face of the General Elections 2022. Members attended the event to network and discuss their experiences over the last two years and the emerging challenges in the employment and labour sector.



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FKE FEMALE FUTURE LEADERSHIP PROGRAM (FFP PROGRAM)

The female future is a unique Leadership and Board Competence program aimed at strengthening gender equality in the workplace, improving women's participation in management, as well as propeling more women into the top echelons of the private and public sectors. The FFP Program is part of FKE's efforts to ensure sufficient qualified woman power in all organizations and leadership positions.

Female Future continues to be a premier experiential, leadership development program which emphasis is on leadership development, rhetoric, network building, personal branding for greater visibility and board competence, respectively. In the year under review, the Federation managed to run two (2) successive FFP Cohorts.

Cohort 15 concluded on 6th August 2022 with graduation of 26 participants, while Cohort 16 celebrated the graduation of 31 women on 20th December 2022. Participants were drawn from various sectors including health, banking, insurance, energy, logistics, civil society, and business membership organizations government.

The Graduation Ceremony for COHORT 14 and 15 respectively, was held on 1st October 2022. A total of 46 ladies graduated from the program.

FKE appreciates the member organizations that have continued to support this program. To date 317 women have gone through and successfully graduated from the program.





The Federation of Kenya Employers (FKE) and Nation Media Group (NMG) in partnership with Huawei hosted a 3-day Job Fair event at KICC from December 15th to 17th , 2022. The event was officiated by the Deputy President of Kenya, Hon. Rigathi Gachagua. Present at the Job Fair were FKE Members and key players in the employment and labour sector lead by Ms Jacqueline Mugo, Executive Director and CEO FKE. Over 25 FKE Members exhibited at the job fair.



In 2022 FKE represented members on various Boads and Committees as follows ;

BOAF	RDS AND COUNCILS	C	OMMITTEES
1. National	Labour Board	Cour	t Users Committees
2. Agricultu	ral Wages Council	1.	Mediation Accreditation Committee
. General V	Vages Council	2.	ELRC Rules Committee
. National S	Social Security Fund Board of Trustees	3.	Counter Trafficking in Persons Advisory Committee
National	Hospital Insurance Fund Board of Management	4.	Child welfare
. National	ndustrial Training Authority	Proje	ects and technical committees
National	Aids Control Council	1.	Social work injury insurance scheme
Higher Ec	lucation Loans Board	2.	Unemployment fund
KEPSA		3.	Alternative Dispute Resolution
D. KASNEB		4.	Migrant Workers Welfare Fund
L. Commiss	ion For University Education	5.	The National Advisory Committee On Occupational
2. Kenya Na	tional Qualifications Authority (KNQA)		Safety & Health
3. National	Employment Authority	6.	Kenya Institute of Curriculum Development
4. University	/ Funds Board	7.	Curriculum Developent and Accredidation Centre (CI



We recognise that our people and culture are central to our ability to deliver successfully.



Jacqueline Mugo, EBS Executive Director/CEO



Stephen Obiro Head of Advocacy, Consulting & Partnerships



Samson Mugwe Head, Finance & Procurement



George Masese Head of Industrial Relations. Legal & Membership Services.



Grace Kaome Manager, HR & Administration



Marita Obare Manager, PR & Communications Manager, ICT



Arbogasti Odero



Dickens Ouma

Manager Legal & Industrial Relations



Eric Munyobi

Manager- Training & Consulting Projects Manager



Otieno Dancan Omondi



Moses Ombokh Senior Industrial **Relations Officer**



Catherine Mukoko

Coordinator, Female Future Programme



Joseph Nyagah Senior Industrial Relations Officer, Coast



Florence Odwako Regional Coordinator. Rift Valley



Thomas Achok Regional Coordinator, Western





Erick Ochieng Policy Research & Strategy Officer

Geoffrey Maumo

Judith Kudwoli

Services Officer

Stephen Muriithi

Office Assistant

39

Marketing and Membership

PR & Communications Officer



Jude Okeche Legal & Industrial Relations



Antony Mokaya **Finance Officer**



Allan Nengo Industrial Relations Officer



Yvonne Obonyo Legal & Industrial Relations Officer



John Benjamin Kilonzo Senior ICT Officer



Miya Bell Achieng Legal & Industrial Relations Officer



Sandra Thuita Communications Assistant



Herbert Muina Office assistant



Veronica Nyapete HR & Administration Officer



Tevin Richard ICT Assistant



FKE 2022 ANNUAL REPORT AND FINANCIAL STATEMENTS | LEADING ENTERPRISES IN UNCERTAIN TIMES

Stephen Okal Stores Clerk



Kenneth Mutisya Finance officer



Doris Agoro Administration Assistant -Reception



Ibrahim Butichi **Executive Driver**

Gladys Kedera Administrative Assistant



Grace Kariuki Information & Records Management Officer



James Abushila Court Clerk







Projects officer

Administrative Assistant





Accounts Assistant - Projects



William Wandera



Susan Muhuni







Ruth Barr Administrative Assistant Coast Branch



Rebeccah Monyenye Administrative Assistant - Legal



Lilian Awuor Legal Assistant



Violet Shisiali Executive / Personal Assistant



Akinyi Namunga

Administrative Assistant-Industrial Relations



Irene Ogollah



Administrative Assistant – Western Branch





James Ateng

Accounts Officer - Credit



Samuel Mungai

Projects / Membership



Joseph Rajula Office Assistant



Lilian Odongo Office Assistant - Catering



Anne Akinyi Office Assistant -catering Services



Nicera Wawira Administrative Assistant -Front Office



Nyambura Gichangi

Administrative Assistant -**Rift Valley Branch**



Fredrick Otina

Driver



EXTRACTS OF THE FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FEDERATION OF KENYA EMPLOYERS

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Federation of Kenya Employers set out on pages 9 to 29, which comprise the Statement of Financial Position as at 31 December 2022, and the Statement of Revenue and Expenditure and Other Comprehensive Income, Statement of Changes in Reserves and Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Federation of Kenya Employers as at 31 December 2022, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the financial statements section of our report. We are independent of the Federation in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B) (IESBA Code) and other independence requirements applicable to performing audits of financial statements in Kenya.

We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits in Kenya. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Management Board is responsible for the other information. The other information comprises the Executive Director's report which we obtained prior to the date of this report. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Management Board for the financial statements

The Management Board is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and for such internal control as the Management Board and the Executive Director determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Management Board and the Executive Director are responsible for assessing the Federation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Management Board and the Executive Director either intend to liquidate the Federation or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Federation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management Board.
- Conclude on the appropriateness of the Management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Federation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required

to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Federation to cease to continue as a going concern.

• Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

We report to you, based on our audit that:

- We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of the audit;
- In our opinion proper books of accounts have been kept by the Federation, so far as it appears from our examinations of those books; and
- The Federation of Kenya Employers Statement of Financial Position and Statement of Revenue and Expenditure and Other Comprehensive Income are in agreement with the books of account.

BDO East Africa Kenya

Certified Public Accountants of Kenya Regulated by ICPAK, License Number :PF/0015 The Westwood, 9th Floor Vale Close, Off Ring Road Westlands P.O. Box 10031 - 00100 Nairobi, Kenya

Signed on behalf of BDO East Africa Kenya by Kennedy Wandahi Engagement partner responsible for the independent audit Practising registration number: P/2557 Membership number: 16791

Date: 20th June 2023

FEDERATION OF KENYA EMPLOYERS

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

STATEMENT OF REVENUE AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME

		2022	2021
	Notes	KES	KES
Revenue	4	194,251,517	155,027,889
Other income	5	13,839,902	15,985,395
Direct expenses	7	(203,223,981)	(161,711,098
Operating surplus	7	4,867,438	9,302,186
Depreciation and amortisation	7	(21,455,781)	(21,305,143
Deficit before taxation		(16,588,343)	(12,002,957
Taxation	6	(2,832,301)	(2,716,066
Net deficit for the year		(19,420,644)	(14,719,023
Other comprehensive income		-	
Total comprehensive deficit for the year		(19,420,644)	(14,719,023

FEDERATION OF KENYA EMPLOYERS

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2022

		2022	2021
	Notes	KES	KES
Assets			
Non-Current Assets			
Leasehold land	8	232,742,230	249,370,383
Property and equipment	9	25,263,836	27,963,617
		258,006,066	277,334,000
Current Assets			
Accounts receivables	11	27,471,840	20,782,374
Current tax receivable	12	12,592,275	11,144,693
Cash and cash equivalents	13	512,428,380	510,578,160
		552,492,495	542,505,227
Total Assets		810,498,561	819,839,227
Accumulated reserved and Liabilities			
Accumulated reserved			
Other reserves		1,544,250	1,544,250
Revaluation reserves		166,027,296	182,634,465
Revenue reserves		127,688,002	130,501,477
		295,259,548	314,680,192
Liabilities			
Non-Current Liabilities			
Deferred tax	10	80,049,156	80,905,991
Current Liabilities			
Accounts payables	14	435,189,857	424,253,044
		515,239,013	505,159,035
Total Reserves and Liabilities	810,498,561	819,839,227	

The financial statements and the notes on pages 9 to 29, were approved by the board of directors on 25th May 2023 and were signed on its behalf by:

Dr. Habil Olaka, EBS National President Ms. Jacqueline Mugo, EBS Executive Director/Secretary

FKE **Female Future** Leadership Program

Cohort 19 Jan 2024 Intake

The Federation of Kenya Employers wishes to invite current and aspiring Women leaders and executives to the Female Future Leadership Program

Target:

- Women in leadership in top and/or middle management.
- Women sitting on Boards.
- Aspiring women leaders

Program Start:

January to August 2024 **Program Intake:** Ongoing If your actions create a legacy that inspires others to dream more, learn more, do more and become more, then, you are an excellent leader.

Reach us through: femalefuture@fke-kenya.org | cmukoko@fke-kenya.org







FKE MEMBERS' PORTAL

What can you do on the portal?

- 1. Schedule appointments and meetings with the FKE team
- 2. Access to well-researched articles and publications to guide you in engagements with your staff and unions
- 3. Access to templates on a wide range of areas such as negotiation of CBAs
- 4. Track the progress of cases that FKE is handling at the Employment and Labour Relations Court
- 5. Booking and registration for FKE events and training
- 6.Update your contact details,
- 7. Conveniently access your account statements and membership certificate upon payment of subscriptions



To log in click https://membership.fke-kenya.org/. Need help? Contact FKE Membership services on *fkehq@fke-kenya.org*, or call 0709827101/102/112



ENHANCING SKILLS



NITA's Mandate in Adapting to the Changing Labour Market in the Face of the Last General Election

The National Industrial Training Authority (NITA) has adapted its mandate to address the changing labor market dynamics following the last general election in Kenya. NITA recognizes that elections can lead to shifts in policies, economic priorities, and industry demands, and it aims to equip individuals with the necessary skills to thrive in this evolving landscape.

Director General

NITA's primary objective is to empower individuals with skills that are in high demand in the labor market. It offers comprehensive industrial training programs to bridge the skills gap and provide industry-relevant knowledge for career advancement.

By focusing on adaptable skills, NITA enables workers to navigate the changing labor market with resilience and flexibility, seizing emerging opportunities and effectively responding to shifting industry demands.

To ensure its training initiatives remain responsive and aligned with the evolving labor market, NITA actively collaborates with employers, industry experts, and government agencies. By engaging with these stakeholders, NITA identifies emerging skill requirements and designs training programs to meet those needs, fostering strong partnerships in the process.

NITA has also implemented changes to the process of levy collection from employers, collaborating with the Kenya Revenue Authority (KRA) to develop the Unified Payroll Return (UPR). This system streamlines levy collection processes, creating a more business-friendly environment for employers. The revised levy collection system provides a reliable funding source for NITA's initiatives, allowing the Authority to continue its vital work of equipping the workforce with the necessary skills for success in the ever-evolving labor market.

NITA's mandate to adapt to the changing labor market following the last general election demonstrates its commitment to empowering individuals with relevant and in-demand skills. Through comprehensive training programs, resilience-building and collaboration with stakeholders, NITA plays a pivotal role in preparing the workforce for the challenges and opportunities that arise during this critical period. By fostering a skilled and adaptable labor force, NITA contributes to the growth and development of Kenya's workforce.

Thank you!

EMPLOYEE TRAININ



Safeguarding your retirement benefits.



Chief Executive Officer

Retirement Benefits Authority.

Why should employers help their employees save for retirement?

Employees expect that there will come a time when they must stop working—retire. Employers who value their employees believe that while their employees are working, they should build up retirement benefits to live on when they retire and therefore set up retirement benefits schemes for their employees.

Saving for retirement benefits has advantages.

- One of the things people experience when they retire is no income as one no longer receives a salary. A pension is beneficial in replacing pre-retirement income.
- The Government gives tax relief on pension contributions and investment income to encourage more people to save for their retirement. Contributions up to Ksh. 20,000 a month are tax deductible. Investment income is tax exempt.

• In the event of the death of a member, the beneficiaries are able to access retirement benefits on behalf of the member.

How can employers help employees save for retirement?

Employees are a critical asset to employers. It is important that employers provide an avenue for employees to save towards their retirement. Pension benefit is a deferred compensation to employees. An employer is expected to facilitate employees save for their retirement through either establishing a retirement benefits scheme within the organisation or joining an existing scheme registered by Retirement Benefits Authority.

Employers have the option of starting a retirement scheme within the organisation known as an occupational retirement benefits scheme. This scheme covers only employees of that specific employer. The scheme must apply to RBA for registration before commencing operations. The other option is to join an umbrella scheme. Umbrella Schemes are set up by companies that meet the requirements of the Retirement Benefits Umbrella Schemes Regulations. The purpose of an Umbrella Scheme is to bring together companies, usually small or medium, who may find it financially unviable to start their own retirement benefits schemes for their employees.

How to start a retirement benefits scheme

- The employer must make a resolution and appoint a team to drive the process.
- The employer will then decide on the scheme set up. The decision would be to either start its own retirement benefits scheme or join an existing one. The employer will further decide on the form of pay-out of benefits upon retirement by employees either by way of periodic payments (pension) or one-off lumpsum payment (provident).
- Prepare rules for the scheme, known as Trust Deed and Rules. The employer must approve the framework of the scheme.
- If the decision is to set own scheme, the employer must determine investment options—whether segregated or through a Deposit administration Policy as provided by an Insurance Company registered by the Insurance Regulatory Authority.
- Appoint service providers and execute agreements. Administrators, custodians, and managers are the main service providers. A custodian is a bank whose role is the safekeeping of assets of the scheme including receiving contributions and settling transactions. The administrator carries on administrative duties including record keeping and computing member benefits. The manager's main role is to invest scheme funds in accordance with the provisions of the investment guidelines in the Retirement Benefits Act and offer investment advice to Trustees.
- Apply to RBA for registration. When registered by the Authority the scheme should apply for registration with Kenya Revenue Authority to be exempted from tax.
- If the decision is to join an umbrella scheme, the employer should contact the Sponsors of the retirement benefits scheme directly. Then there will be no requirement to seek registration with the Authority since the schemes are already registered. Employer are required to have special rules to participate in an umbrella scheme.

A member can lodge a complaint about retirement benefits

Any member of a scheme who is dissatisfied with a decision of their scheme may request, in writing, that such decision be reviewed by RBA. Also, dependents of the member can lodge a complaint against a scheme. The procedure for investigating and ruling on complaints is partly set down in the scheme statutes, and partly as per the Authority guidelines.

On the RBA's website there are two portals for complaints reporting and whistle blowing.

For more information visit our website or call us or write to us: www.rba.go.ke | Telephone: 0800720300 (without charge) | Email: info@rba.go.ke Twitter: @RBAKenya | Facebook: @RetirementBenefitsAuthorityKE | LinkedIn: Retirement Benefits Authority Kenya | YouTube: Retirement Benefits Authority



ORGANIZATIONAL DEVELOPMENT (OD) SERVICES

FKE undertakes various Organizational Development (OD) support interventions for her members as well as non-members. These are HR oriented and help to strengthen the capacity of organizations and include the following;

- 1. Formulation of New or Review of Existing HR Policies & Manuals.
- 2. Executive Search, Selection and Recruitment.
- 3. HR Audits.
- 4. Psychometric & Personality Assessment Tests.
- 5. Job Evaluation.
- 6. Salary Surveys.
- 7. Workplace Wellness Surveys.



TAILOR-MADE IN-HOUSE TRAINING PROGRAMS

FKE conducts in-house workplace trainings on Labour Laws, Occupational Safety and Health (OSH) and HR related courses. These are highly customized to client needs and include the following:

- **1**. Data Protection Act Applications and Implications (2 days)
- 2. Managing Employment Contracts & Employee Separation (2 days)
- 3. Performance Management in the Changing Workplace (3 days)
- 4. Pre-retirement and Staff Outplacement Planning (2 days)
- 5. Discipline Management at the Workplace (2 days)
- 6. Effective Industrial Relations (2 days)
- 7. OSH Committee Training (3 days)
- 8. Pre-CBA Negotiations Training (2 days)
- 9. Employee Wellness at the Workplace (2 days)
- 10. Understanding Labour Audits at the Workplace (2 days)

NOTES



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