

ANNUAL REPORT & FINANCIAL STATEMENTS

2024

**BUILDING THRIVING BUSINESSES
IN A SHIFTING ENVIRONMENT**





FEDERATION OF
KENYA EMPLOYERS

The Voice of Employers



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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.

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Why You Should Join

THE FEDERATION OF KENYA EMPLOYERS (FKE)?

For over 60 years, **the Federation of Kenya Employers** as the premier employers' body, has represented and advanced members' interests in social, economic, employment and labour relations. Through policy advocacy, **FKE** promotes an enabling business environment to enhance enterprise competitiveness and productivity.

FKE membership is open to registered public and private entities of all sizes including corporates, business associations, parastatals, county governments, cooperatives, partnerships, faith-based organizations, learning institutions, and non-governmental organizations.

BENEFITS OF BEING AN FKE MEMBER

Expert advice and representation in employment and labour relations matters (*Collective Bargaining Agreements, dispute resolution, consultations on all work-related issues, opinions & advisories on emerging issues, employee separation*)

Research for informed Policy advocacy to influence a conducive environment for business.

Access to relevant **learning and skills development** programs.

Organizational Development Services (*recruitment & selection, job evaluation, HR audits, strategic plans, development and review of HR manuals & policies*) to enhance performance, productivity and efficiency.

Representation on key national, regional, and global bodies and forums to advance the employers' agenda.

Benchmarking and networking opportunities at national, regional and global level.

Access to FKE's Online services through **eWajiri Members Service Portal**

FKE has Regional offices in Kisumu, Nakuru and Mombasa

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



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AWARENESS AND ENGAGEMENT			

STATEMENT BY THE NATIONAL PRESIDENT



Dear Members,

I am pleased to welcome you to the 66th Annual General Meeting of the Federation of Kenya Employers (FKE).

This AGM provides an opportunity to reflect on our achievements for the year 2024, assess the state of the economy, and highlight FKE's critical role in influencing the business environment, supporting enterprise growth, and advancing the decent work agenda.

THE 2024 BUSINESS ENVIRONMENT

The global economy was characterized by geopolitical tensions, policy uncertainties, and financial market vulnerabilities. The re-election of U.S. President Donald Trump, though coming toward the tail end of the period under review, brought about significant economic shifts, including higher tariffs and fresh tax cuts.

There were efforts to de-escalate conflicts such as the Russia-Ukraine war and tensions in the Middle East, which helped stabilize oil prices and by default encouraged China to strengthen trade ties with Africa. This presented an opportunity for Africa to accelerate the implementation of the African Continental Free Trade Area (AfCFTA).

Kenya's business environment remained challenging due to policy unpredictability, rising operational costs, and a shrinking market. The 2024 World Citizenship Report ranked Rwanda, Uganda, and Tanzania as more attractive to high-net-worth individuals than Kenya, reflecting concerns about Kenya's investment climate.

The job market continued to be affected by increasing redundancies, driven by higher labor costs linked to wage increases, statutory deductions, and levies such as the 1.5% Housing Levy, the increased NSSF contributions, and the 2.75% SHIF. Policy unpredictability remained a major threat, with frequent changes that lacked clear direction, making long-term business planning difficult.



Additionally, the erosion of trust in governance institutions posed a significant risk to economic stability, requiring urgent attention.

The Advocacy Agenda

The Federation of Kenya Employers actively engaged with the Government, key stakeholders, and global partners such as the International Labour Organization (ILO) and the International Organization of employers (IOE) to advocate for a more stable and business-friendly regulatory landscape. Our targeted interventions and strategic dialogues contributed significantly to labor and employment policy reforms that promote economic growth and enterprise sustainability.

We amplified our advocacy efforts through robust media engagement and strategic public relations. By leveraging print, digital, and broadcast platforms, we ensured that the voice of employers resonated nationally. Our consistent visibility in the media strengthened our credibility and reinforced FKE's position as the trusted voice of business.

Our broad network of partnerships, locally and internationally, positioned FKE as an influential stakeholder in global labor discussions. We continued to shape and promote the adoption of progressive labor standards, ensuring that Kenya's labor market remains both competitive and ethically grounded.

Board Oversight

I wish to take this opportunity to commend the Board members for their commitment and support during the year under review. I would like to express our heartfelt gratitude to the Board members who are retiring this year. Your unwavering service and commitment to the Federation have left a legacy worth emulating. We thank you for your invaluable contributions.

Our two Board committees—Strategy, HR & Development, and Finance, Risk and Audit—continue to play a crucial role in steering the implementation of the 2024–2028 Strategic Plan, overseeing the FKE Headquarters development project, and ensuring sound financial performance and compliance. These governance structures are instrumental in upholding transparency, foresight, and accountability within the Federation.

That said, I must candidly acknowledge that we are currently experiencing financial pressures in our commercial units, largely due to the prevailing business environment. We respectfully appeal to all members to honor their subscription payments promptly. Your continued support is vital to sustaining our operations, maintaining high-quality service delivery, and meeting the Federation's obligations.

As a Board, we remain vigilant in safeguarding your interests. We are proactively monitoring key business risk factors including taxation policies, inflationary pressures, and employment dynamics. In these efforts, we work closely with the FKE Industrial Relations and Legal Policy Working Group, a collaborative platform that bridges member insights with policy advocacy to foster a stable labor market.

FKE Strategic Priorities

In 2024, FKE launched its Strategic Plan for 2024–2028, a comprehensive roadmap designed to strengthen member services, advocate favorable employment policies, and promote sustainable business practices. This plan was crafted to address emerging labor market challenges and position FKE as a key player in shaping Kenya's employment landscape. We are fully committed to its successful implementation in fostering enterprise growth and driving economic development.

A key initiative in FKE's strategic plan is the new Headquarters Building Project which was approved by members. The approved design marks a significant milestone, with the relocation of the Secretariat completed and construction plans underway. This project is vital for enhancing service delivery and reinforcing FKE's position as the leading employers' organization. We urge members to contribute to the building levy to ensure its successful and timely completion.

Looking Ahead



FKE remains committed to enhancing value for our members and encourages active participation in key initiatives such as the Employer of the Year Awards (EYA) 2025, training programs, legal representation, and advocacy efforts, for which I urge you members to be part and parcel of. This Federation is ours and we have an obligation to make it strong through supporting it in its commercial services.

We appreciate your continued trust and support, especially in ensuring timely payment of annual subscription fees. A special thank you to the FKE Secretariat, led by Mrs. Jacqueline Mugo, EBS, Executive Director & CEO, for their dedication and leadership. Together, let us build a thriving business environment that drives growth and prosperity.

Thank you!

Dr. Gilda Odera
National President, Federation of Kenya Employers (FKE)

STATEMENT BY THE EXECUTIVE DIRECTOR & CEO



Dear Esteemed Members and Partners,

I am proud of the achievements we made together in 2024. The Federation of Kenya Employers (FKE) steadfastly advocated for a conducive business environment and delivered impactful services to empower employers.

The Federation's advocacy efforts focused on addressing key challenges affecting businesses such as the rising cost of doing business, regulatory and policy unpredictability and the employment landscape.

FKE strove to ensure that the voice of employers was heard and their issues reflected in national discourse and policy outcomes.

“***The Federation remains committed to building on these efforts to continue delivering on its brand promise to be a powerful and trusted voice for employers.***”

A major highlight was the launch of the FKE Strategic Plan 2024–2028, a transformative blueprint designed to enhance member services, modernise the organisation's advocacy agenda, and promote sustainable enterprise development. This forward-looking strategic plan reinforces FKE's commitment to shaping a future of work that is inclusive, competitive, and resilient.

The E-Waajiri Members Portal was relaunched to expand digital access to services and improve support systems for members. In the field of industrial relations, FKE supported members in negotiating and registering Collective Bargaining Agreements (CBAs), provided representation in litigation matters arising from employment disputes, and offered advisory services to enhance compliance with relevant laws and regulations.

Capacity building remained central to FKE's work, with specialised training on Labour Laws, Environmental, Social & Governance (ESG), Industrial Relations, performance management, HR analytics, and employee wellness developed to help members remain agile in a shifting work environment.

“***Efforts were also made to strengthen member networks and national visibility through various events including the 65th National Annual General Meeting (AGM), regional AGMs, Female Future Graduation and International Labour Day***”

In preparation for the 2025 Employer of the Year Awards (EYA), FKE hosted a successful webinar to share insights and best practices and reinforce commitment by members to participate and register FKE's focus on recognizing organizations that place people at the heart of enterprise performance.

On the global stage, FKE proudly represented employers at the 112th International Labour Conference (ILC) in Geneva. Key topics included ILO Programme Implementation Report on the Application of Conventions & Recommendations, green jobs, protection against biological hazards, and promoting decent work in the care economy.



I was honored to be elected the first African female president of the International Organization of Employers (IOE), a historic milestone and a reflection of FKE's growing influence and leadership at the global stage.

These milestones would not have been possible without your trust and partnership. I thank the FKE Management Board for providing oversight, our strategic partners for their collaboration, and the staff for their dedication to delivering value to our members.

We warmly welcome all new members who joined FKE in 2024 and remain deeply grateful to our long-standing members for their continued support. Together, we will continue to shape a stronger, more resilient future for employers and enterprises in Kenya and beyond.

Yours sincerely,

Jacqueline Mugo, EBS
Executive Director & CEO

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ISUZU

2024 FKE MANAGEMENT BOARD PICTORIALS



Dr. Gilda Odera
National President



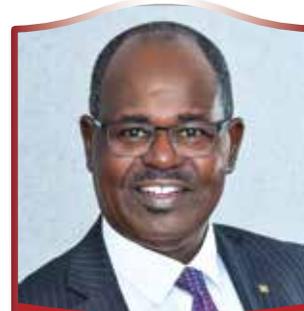
Ms. Jacqueline Mugo, EBS
Executive Director & CEO



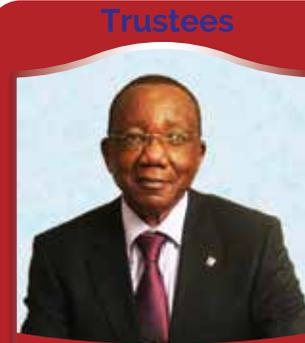
Mr. Michael Macharia
Mr. Michael Macharia
1st National Vice President



Mr. Laurence Okelo
2nd National Vice President



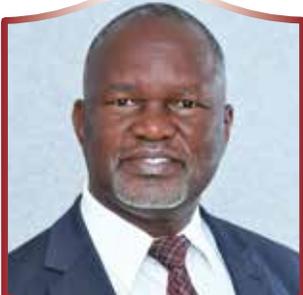
Dr. Habil Olaka
Immediate Past National President



Mr. Mark Joseph Obuya
Trustee



Dr. Margaret Oloo
Regional Branch President,
FKE Western / Board Member



Mr. Kenneth Odire
Regional Branch President,
Rift Valley / Board Member



Dr. David Kisa
Regional Branch President,
Coast / Board Member



Mr. Wesley Siele
Board Member



Dr. FCPA, Anne Owuor, EBS
Board Member



Mr. John Karanja
Trustee



Mr. Thomas Gichuhi
Board Member



Mr. Cosmas Mutava
Board Member



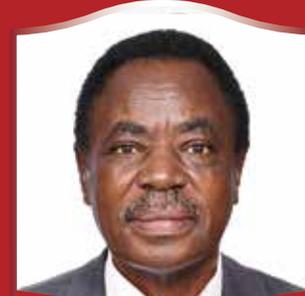
Mr. Stephen Gitagama
Board Member



Mr. Azym Dossa, HSC
Board Member



Dr. Rachel M. Monyoncho
Board Member



Charles Opudo Owelle
Trustee

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FKE AT A GLANCE

Since 1959, the **Federation of Kenya Employers (FKE)** has represented the interests of employers as the national employers' organization in Kenya. FKE plays an advocacy, representation and service role. The Federation seeks to influence labour, employment and social policy to create a friendly business environment aimed at enhancing business growth and sustainability. FKE provides direct services to members in the areas of industrial relations, employment laws, litigation, legal representation, learning & development, capacity building projects and organizational development.



MISSION

To influence policy on labour, social and economic issues that improve the business environment for employers in Kenya



VISION

Resilient and empowered employers in Kenya.



BRAND PROMISE

- **Advocacy for Members**
a powerful, balanced and trusted voice of employers.
- **Service to Members**
lasting, sustainable and replicable services



CORE VALUES

- **Progressive**
- **Agile**
- **Teamwork**
- **Excellence**



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2024 IN NUMBERS

National Statistics:

531,687 Total registered employers with NSSF and total contributions to NSSF - 62.23B - 2023/2024	
62.23B 2023/2024 NSSF total contributions	64 New trade unions registered
4,733 No of Cases filed at ELRC	5,683 No of Cases heard including previous years
1,026 No of Appeals at ELRC	6,140 No of Rulings including previous years

FKE Statistics:

352 Tripartite meetings on labour migration, skills development, ILO standards, youth employment, diversity & inclusion and labour relations	2,300 Webinar and digital event participants	80 New members employing 12,909 people	54 Weekly newsletters providing labour industry updates and FKE events
7 Advisories on policy and legislative changes	249 Daily Waajiri Press editions for employers and stakeholders	127 Media appearances promoting employer interests	8 Trade Associations active engagements with FKE
30 Member events and meetings promoting collaboration and networking	3 Regional branch offices (Coast, Rift Valley and Western Kenya)	190 Employment and labour-related legal support cases	54 out of 60 Judgements in favour of members
90% Success rate in litigation matters	97 Collective Bargaining Agreements (CBAs) negotiated and Concluded	582 Employees trained across 44 member companies	18 Customized in-house training programs
4 Organizational Development services (job evaluation, salary reviews, HR manuals, recruitment and selection etc.)	49 Female Future Leadership Program graduates	398 Member consultations provided	18 bills, 16 regulations, 14 policy and strategy papers touching on business responded to.



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FKE'S IMPACT IN PICTURES



Strengthening Tripartism : Ms. Jacqueline Mugo, EBS Executive Director & CEO FKE welcomes the H.E President William Ruto during the 2024 National Labour Day Celebrations at Uhuru Gardens



Forward together: FKE Members following proceedings of the 2024 National Annual General Meeting held at the JW Marriott Hotel, Nairobi



Change of guard: Dr. Habil Olaka, EBS, Immediate Past President handing over to his successor Dr. Gilda Odera, incoming FKE National President.



Looking ahead: FKE Board Members displaying the copies of the newly launched 2024-2028 FKE Strategic Plan .



Supporting Communities:

Ms. Jacqueline Mugo, EBS Executive Director & CEO FKE and the Western Region Branch President Dr. Margaret Oloo during the handover of a 2 door classroom at Omuga Primary School in Homabay County. An initiative under the FKE Adopt a School Program.



Gender Equality: The FKE Female Future Leadership Program wins 1st Runners Up at the 2024 DIAR Awards.



The great journey: The FKE Management Board Cutting the Cake to Mark the FKE@65 Anniversary



Member Support: Successful Negotiation and Signing of a Collective Bargaining Agreement (CBA)



Global Recognition: Ms. Jacqueline Mugo Executive Director and CEO of FKE Elected as the First African Female President of the International Organisation of Employers (IOE)



FKE Girls and Tech program: Bridging Gender Gap in STEM Education and Careers



Partnership: FKE at the 2024 Employment and Labour Relations Annual Symposium and Exhibition



Working Together: The FKE Management Board paid a courtesy visit to Dr. Alfred Mutua, Cabinet Secretary for Labour and Social Protection.



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CERTIFICATE QUALIFICATION



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Examinations are held in April, August and December of every year.



THE STATE OF INDUSTRIAL RELATIONS IN KENYA

The domestic business environment remained challenging, negatively affecting both the cost of doing business and the welfare of workers. These challenges also undermined the country's overall attractiveness to investors, an important indicator of investment potential that considers factors such as quality of life, safety and security, economic opportunity, global mobility, and financial independence.

The job market reflected Kenya's investment climate challenges, with more Companies declaring redundancies.

Championing Employer Advocacy:
Ms. Jacqueline Mugo addresses the
press during FKE's 63rd Coast Branch
Annual General Meeting (AGM)

The reasons cited for the redundancies included the increased cost of doing business, particularly labor costs, exacerbated by the 6% minimum wage increase, the 1.5% Housing Levy, increased NSSF contributions, and the 2.75% SHIF deduction (employers were forced to increase wages in an effort to support workers in meeting basic needs), among others.

The biggest threat to the business environment was the unpredictability of the policies advanced by the government. The legal and policy framework was changing not only at a faster rate but also in no particular direction.

This made it hard for businesses to make long-term decisions and commitments, which were key to the success of enterprises. Another threat to the business environment was the impracticability of key policy measures advanced by the government. The policies and policymakers were disconnected from reality, and therefore, there was a lack of objective analysis of the unintended negative consequences of these policies.

Additionally, there was the threat of shrinking both domestic and international (especially regional) markets. The domestic market was shrinking due to falling purchasing power parity, while the international market was shrinking because of the low competitiveness of Kenya's products in the region. Some companies moved their production lines outside Kenya.

Lastly, the continued loss of trust in governance institutions posed a significant risk to the business environment. The public perception of the independence of the Judiciary, Parliament, and other constitutional offices/institutions was negative. This needs to be addressed to restore the public's faith in its institutions.

ABOUT IHRM

The Institute of Human Resource Management (IHRM) is a Statutory Professional Body established under the Human Resource Management Professionals (HRMP) Act, No.52 of 2012, and is a state corporation under the Ministry of Public Service and Human Capital Development. Its mandate is to regulate the HR profession in Kenya, enhance competencies and capabilities while supporting innovative and transformative HR practices and standards.



VISION

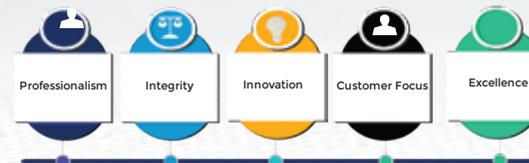
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MISSION

To Regulate and Promote the Practice of Human Resource Profession

CORE VALUES



The minimum qualification for IHRM Membership is a Diploma in Human Resource (HR). Qualified persons involved in HR activities are welcome to join. Member Categories:

- ASSOCIATE MEMBER
- MEMBER
- FELLOW MEMBER

See the link below to learn more about each category: <https://ihrm.or.ke/membership/>

MEMBERSHIP APPLICATION

Visit members.ihrm.or.ke to apply and see the criteria for membership:

- Step 1. Select your application type then click next.
- Step 2. Select membership class then click next.
- Step 3. Select membership category/chapter and click next.
- Step 4. Fill in personal details to create an account and start the application.
- Step 5. Enter your academic information and other required information.
- Step 6. Upload supporting documents.
- Step 7. Pay the required amount.
- Step 8. Submit your application by clicking submit button.

NB: Please ensure that all your tertiary certificates are certified by either the institution issuing them or an advocate of the high court. This is a requirement.





LOAN REPAYMENT THROUGH SELF SERVE PORTAL



Log on to www.helb.co.ke

01 06

You will receive a notification from citizen

Select the self-serve option on the HELB menu

02 07

Once confirmed, the payment options will be displayed

Select **Loan Repayment**

03 08

Select your preferred payment option and follow the prompts

Select **Make Payment**

04 09

Once the payment has been made, click **Complete**

Fill the amount to pay and click "Pay"

05

NOTE: Updates will be done within 24 hours



LOAN REPAYMENT THROUGH USSD *642#



01 Dial *642#

Log In Or Register

02

03 Select Loan Repayment

Select Mpesa

04

05 Enter Amount

Enter Mpesa Pin

06

You will receive SMS notifications from Mpesa and E-citizen upon payment

NOTE: Updates will be done within 24 hours



LOAN REPAYMENT THROUGH HELB APP



Download the **HELB Mobile App** from Play Store

01

Select **Pay Loan** Option

02

Log in if you have an account or register to create an account

Key In Mpesa Pin Upon Prompt

03

04

Confirm Phone number and amount to pay

05

NOTE: Updates will be done within 24 hours

HELB EMPLOYER PORTAL

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:

1 Visit www.helb.co.ke and click on Employers Portal



2 Registration Process

- I 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



3 Disclosure of Staff

- I Click **Disclosure of Staff** or **My Employees** [Click here to upload staff list](#) [Click here to upload staff list](#)
- II Click on 'Download CSV Template File' Fill the downloaded template file with your staff details
- III Click 'choose file' and browse for the updated template and select the file. Click 'upload' to load your staff list on the portal in the format shown in



4 Deduction of Staff Loans

- I Click on the remittance tab Download the CSV template file
- II Correctly fill in the required details: Year, Month, Receiving Bank & save the file Upload the correctly filled CSV file.
- III Submit
- 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.

Compliance Certificate

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

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HIGHLIGHTS OF THE YEAR UNDER REVIEW

FKE worked tirelessly to influence the policy, and regulatory space, laws, and regulations, focusing on reducing the cost of doing business.

These advocacy efforts included tracking key bills, such as amendments to tax laws and public finance management, and submitting a memorandum opposing the Constitution (Amendment) Bill 2024 and called for civic education and a referendum to ensure informed participation.



5.1 LEGAL & INDUSTRIAL RELATIONS SERVICES

The Federation of Kenya Employers (FKE) is uniquely positioned to provide expert advice and representation to its members on complex employment and labour matters. Through our board members, the Federation has been at the forefront of monitoring and addressing emerging issues in employment and labour laws, both locally and globally.

In 2024, the Federation continued to play a pivotal role in shaping jurisprudence emanating from the Court of Appeal, Employment and Labour Relations Court (ELRC) and at the Magistrates' Court by securing a remarkable 90% success rate in 54 employment and labour-related judgments.

Additionally, FKE supported members to negotiate and register a total of 97 Collective Bargaining Agreements (CBAs) and resolve trade disputes. This was instrumental in enhancing and promoting industrial harmony. FKE provided strategic professional advice on various employment related issues including, employee separation and termination of contracts to minimize member expenses on compensation and claims.

These initiatives have not only provided significant benefits to individual members but have also contributed to shaping a more conducive policy and regulatory framework for businesses in Kenya.

5.2 REGIONAL BRANCH REPORTS

The Federation of Kenya Employers (FKE) regional branch offices namely Western Kenya, Rift Valley, and Coast continued to deliver impactful support to members, promoting industrial harmony, facilitating dispute resolution, and enhancing compliance with labour laws.

These regional branches remained critical touchpoints for localised employer services, engaging closely with members across sectors to address emerging labour market challenges.

WESTERN KENYA BRANCH

In Western Kenya, under the leadership of the Regional President, Dr. Margaret Oloo and the Regional Branch Coordinator, Mr. Thomas Achok, the branch maintained peaceful industrial relations, with only one private sector strike and three in the public sector reported during the year.

The branch successfully concluded 16 Collective Bargaining Agreements (CBAs) and managed over 200 employment-related consultations, reflecting robust employer engagement. Fifteen (15) conciliation cases were resolved, while active court matters declined to just eight (8), indicating a reduction in legal disputes due to strengthened HR practices and advisory support.

RIFT VALLEY BRANCH

The branch is led by Mr. Kenneth Odire as Regional Branch President and Mr. Richard Meli the Regional Branch Coordinator. The Branch faced a challenging environment with widespread redundancies affecting approximately 1,894 workers.

FKE effectively guided employers through the legal processes to ensure compliance and fairness. The branch handled 231 employment-related consultations and resolved 14 cases through conciliation in collaboration with the Labour Office.

It supported members in navigating sector-specific issues, most notably unrest in the South Rift tea sector caused by farm invasions and arson. Despite industrial tensions, the branch successfully negotiated 15 CBAs and facilitated targeted training courses on Collective Bargaining, Discipline Management, and Leadership & Supervisory Skills, enhancing the capacity of HR teams and management across the region.

COAST BRANCH

Under the leadership of the Regional President Mr. David Kisa and the Branch Coordinator Ms. Florence Odwako, the branch managed redundancies affecting 1,688 employees and worked diligently with affected enterprises to ensure compliance with termination procedures and to mitigate risks.

The region recorded three strikes, underscoring the importance of continuous dialogue and early conflict detection. The branch provided timely intervention through multiple consultations, resolved 16 conciliation cases, and successfully concluded 21 CBAs. Several additional CBAs remained under negotiation, highlighting the ongoing role FKE plays in promoting fair terms of employment.

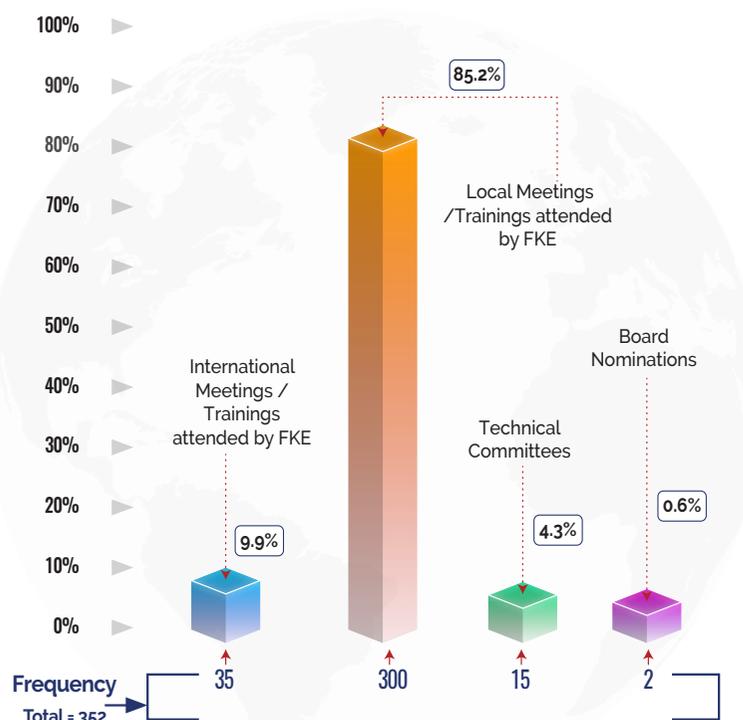
Across all regions, FKE's branch operations collectively supported the negotiation of 52 Collective Bargaining Agreements (CBAs), resolved 45 labour disputes through conciliation, and provided more than 630 consultations to members on employment matters. Regional Branch Committees held regular meetings to monitor industrial relations and economic conditions, and to offer timely policy input and employer guidance.

These achievements underscore FKE's commitment to proactive labour relations management, employer support, and dispute resolution at the grassroots level. Through collaborative efforts with government agencies, trade unions, and members, the branches continued to reinforce the Federation's role as the trusted voice of employers, contributing to workplace stability and enterprise sustainability across the country.

5.3 EMPLOYER REPRESENTATION

a) locally & regionally,

The Federation represented employers in 352 meetings where policy matters touching on labour migration, skills development, Promotion of ILO standards, youth employment, diversity and inclusion among others were discussed. The table below summarizes the meetings attended by FKE staff in the year 2024. Most of the meetings / trainings attended by staff were local (85.2%).



b) Representation on various Boards & Committees

The Federation represented members across various tripartite committees, forums, boards, and policy working groups. FKE remains actively involved in advocating for members' interests through these platforms, with the names of the specific Boards and committees listed below:

	COMMITTEE/ BOARD	FKE REPRESENTATIVE(S) CURRENT
1	NATIONAL LABOUR BOARD (NLB)	1. Mrs. Jacqueline Mugo 2. Mr. Michael Macharia 3. Mr. Stephen Obiro
2	AGRICULTURAL WAGES COUNCIL (AWC)	1. Mr. Andrew Masese 2. Ms. Jennifer Wachira 3. Mr. Abdi Sora
3	GENERAL WAGES COUNCIL (GWC)	1. Mr. Dickens Ouma 2. Mr. Stephen Obiro 3. Mr. Nicholas Wanambisi
4	NATIONAL SOCIAL SECURITY FUND BOARD OF TRUSTEES (NSSF)	1. Mr. Michael Macharia 2. Dr. FCPA Anne Owuor PhD
5	NATIONAL INDUSTRIAL TRAINING AUTHORITY (NITA)	1. Mr. Mark Obuya 2. Mr. Wesley Siele 3. Dr. Rachael Monyoncho
6	THE NATIONAL ADVISORY COMMITTEE ON OCCUPATIONAL SAFETY AND HEALTH (NACOSH)	Mr. Charles Owelle
7	HIGHER EDUCATION LOANS BOARD (HELB)	Mrs. Jacqueline Mugo
8	KENYA PRIVATE SECTOR ALLIANCE (KEPSA)	Mr. Michael Macharia
9	KASNEB	Vacant (Pending Appointment)
10	Commission for University Education (CUE)	Mr. Laurence Okelo
11	Kenya National Qualifications Framework Authority (KNQA)	Mrs. Jacqueline. Mugo
12	National Employment Authority (NEA)	Mr. Kenneth Odire
13	Affordable Housing Board (AHB)	Mr. Cosmas Mutava
14	Salaries & Remuneration Commission	Dr. Gilda Odera
15	Seafarers Wages Council	1. Ms. Naum Jepchirchir Tororei 2. Dr. Bwanaheri Lali 3. Mr. Stephen Obiro



Ms. Jacqueline Mugo receives a standing ovation after her election as the first African female President of the International Organization of Employers (IOE).

c) FKE's International Representation: Key Pillar of Capacity Building and Advocacy

The Federation of Kenya Employers (FKE) has consistently demonstrated commitment to advancing the interests of members through representation in tripartite international meetings and forums. These engagements play a crucial role in advocacy, negotiations of various policy and instruments frameworks and critical projects, equipping FKE members with valuable insights, knowledge, and opportunities for collaboration at a global level, as well as capacity building for members and staff.

These international meetings have a profound impact on our members, as they offer invaluable opportunities to influence policy, engage in dialogue, and gain insights that contribute to the growth and development of the business environment in Kenya and beyond.

Through such representation, FKE ensures that the voice of Kenyan employers is heard on the global stage, driving positive change for the business community.

In 2024, FKE represented members in 35 international meetings, including the prestigious 112th session of the International Labour Conference held in Geneva every June.

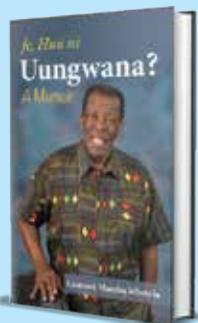
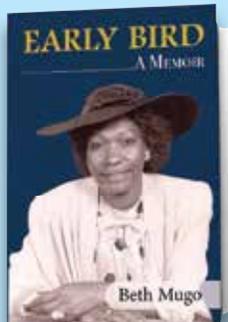
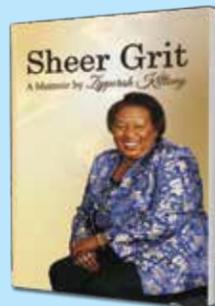
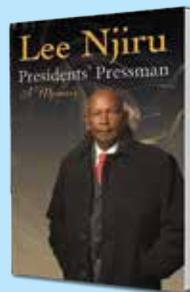
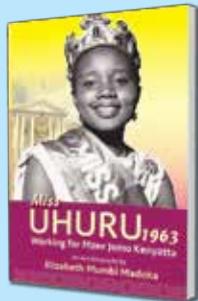
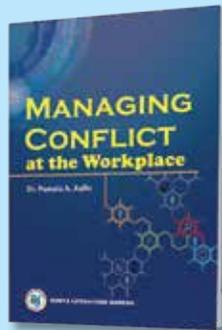
These meetings provided a platform for FKE to engage with key stakeholders, influence global labour policies and stay abreast of evolving international labour standards and election to the International Organization of Employers (IOE).

A historic achievement during this period was the election of Ms. Jacqueline Mugo, FKE's Executive Director, as the first African female President of the International Organization of Employers (IOE) during the IOE General Assembly on June 6, 2024, in Geneva. Additionally, Ms. Mugo was re-elected to serve on the Governing Body of the International Labour Organization (ILO) as a Titular Member.

For Kenyan employers, this achievement strengthens the country's voice in international labour discussions, ensuring that our interests are represented and that we can advocate for policies that support sustainable business growth and fair labour practices.

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5.4 MEDIA & PUBLICITY : STRENGTHENING EMPLOYER AWARENESS AND ENGAGEMENT

The Federation kept employers informed through consistent and timely communication. The Waajiri Daily Press News was instrumental in delivering 249 curated labour sector news updates to employers, ensuring they stay abreast of critical industry developments daily.

A total of 54 Weekly Roundups were disseminated providing insightful updates on key activities by the Federation. These efforts have significantly enhanced employer awareness, enabling proactive decision-making in an ever-evolving labour landscape.

Beyond regular news dissemination, FKE prioritized guidance to employers by issuing seven critical Advisories covering essential topics such as Housing Levy Deductions, KRA Tax Submissions (Post Court Ruling), NHIF/SHIF Contributions, and Public Holiday Observances (Eid-Al-Adha, National Tree Planting Day, Idd-Ul-Fitr, and Mazingira Day). These Advisories provided clarity on regulatory changes and compliance requirements, ensuring that businesses operate smoothly.

FKE in the Media

The Federation continued to leverage on her cordial media relations to advance employers advocacy agenda. FKE had 127 media appearances on different media platforms covering both print and electronic in her quest to promote & defend employers' interests.



Unveils new strategic plan
From Left, Federation of Kenya Employers incoming national Gilda Odera, executive director Jacqueline Mugo and outgoing president Habel Oka during the organization's 69th annual general meeting and launch of the Strategic Plan for 2024-2028 at JW Marriott Hotel Nairobi yesterday. See related story on page 12. [www.kbc.co.ke](#)

FKE's Mugo elected first African female International Organisation of Employers president

The sales team from WhatsApp Partnership who has worked since 2021



Congratulations to Jacqueline Mugo, FKE Executive Director and CEO for being elected President of the International Organization of Employers at its headquarters in Geneva.

- FLORENCE BORE, CS LABOUR

www.kbc.co.ke [f](#) [t](#) [x](#) [kbcchannell](#)

4TH JUNE 2024



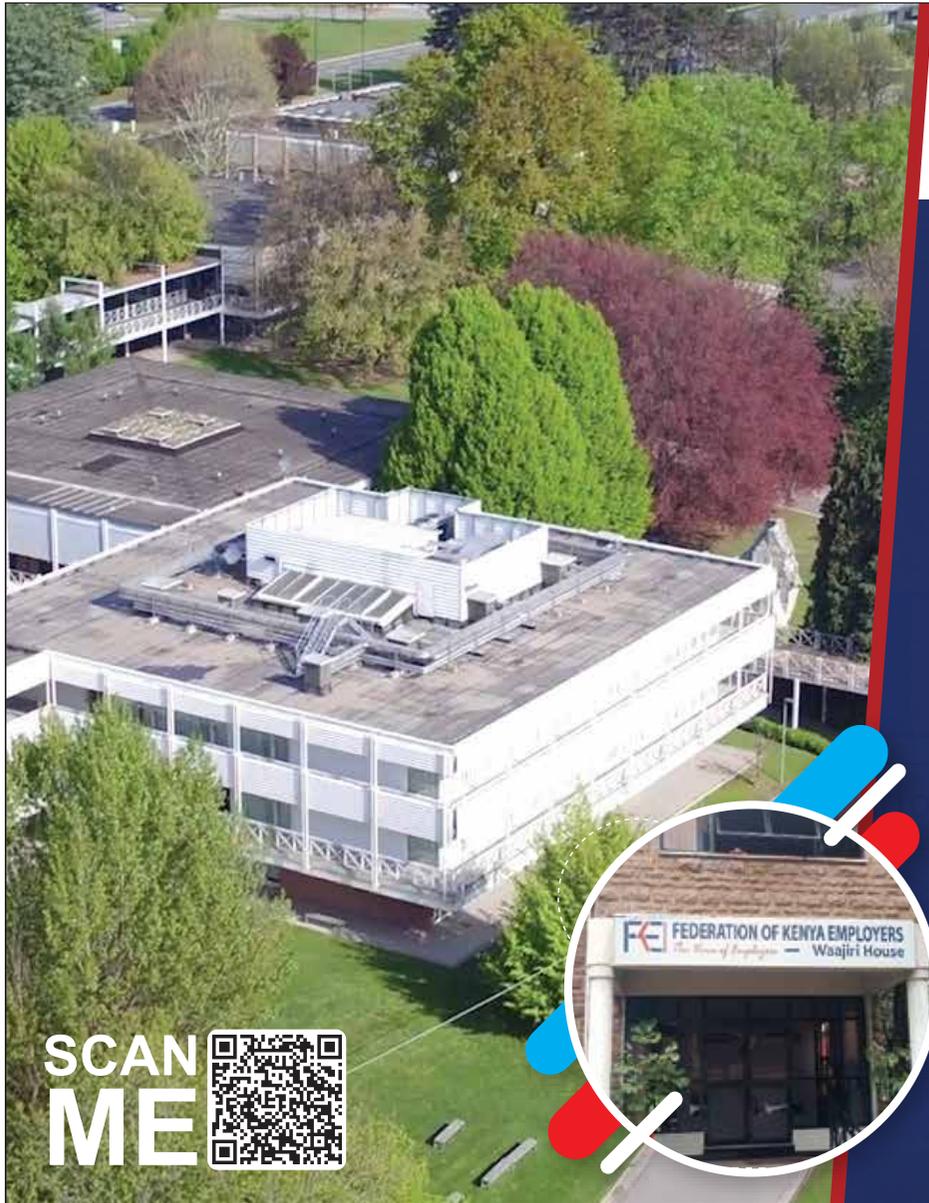
FKE and the International Training Centre of the ILO (ITC-IL) sign MOU that will see Kenyans getting access to internationally recognised training

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5.5 CAPACITY BUILDING /LEARNING & DEVELOPMENT

The Federation's commitment to capacity-building saw 582 employees from 44 member organizations benefit from workplace training on diverse topics, including labor laws, employee wellness, leadership, and ESG practices. Additionally, FKE supported four organizations in reviewing

Human Resource policies under the Organizational Development services portfolio. FKE thanks all members who participated in the training programs this year and encourages all the members to register the employees for the 2025 training sessions.



EXCITING NEWS!

The **Federation of Kenya Employers (FKE)** and the International Training Centre of the International Labour Organization, Turin – Italy (ITCILO) on May 13, 2024, signed a Memorandum of Understanding (MOU) at FKE HQ, Nairobi, Kenya.

This collaboration introduces the **International Postgraduate Certificate** in Industrial Relations in Kenya, which will be facilitated by FKE Faculty and the International Labour Organization (ILO).

The program's holistic curriculum includes Physical Classes in Kenya, Virtual Classes by ILO Faculty, and Physical Classes in Turin, Italy, providing participants with a comprehensive career enhancement tailored for success in the global labour market. This will be a huge milestone, providing not only basic training but also a pathway for professional advancement in human resources and labour relations.

It will equip professionals with essential skills and knowledge to address evolving challenges in industrial relations across borders. The program will foster a deep understanding of international labour standards and best practices, preparing graduates to promote fairness and equity in diverse work environments.

By bridging theory and practice, it empowers participants to drive positive change and contribute to the advancement of global labour rights and standards.

FKE calls upon employers to stay ahead of the competition by investing in this training program and lead the way toward Enterprise Resilience and Sustainability!

For enrolment and further details, write to Eric at emunyobi@fke-kenya.org or scan the QR code to register





FKE CEO Ms. Jacqueline Mugo and ITCILO Program Director Mr. Paulo Salvai formalize a strategic partnership to strengthen industrial relations training in Kenya.

5.6 MEDIATION SERVICES

The Federation established a Mediation and Conciliation Center and entered into a Memorandum of Understanding (MOU) with the Dispute and Conflict Resolution Institute (DCRI) to offer training on dispute resolution mechanisms. Alternative Dispute Resolution (ADR) has been identified as an emerging issue in law, in alignment with Article 159 (2) (c) of the Constitution of Kenya.

As part of this initiative, the Federation in partnership with the DCRI (Disputes & Conflict Resolution International) has trained all executive and senior staff as certified mediators, equipping them with the requisite knowledge, skills and expertise to support members in resolution of individual, group and institutional disputes including labour disputes.

To build employers' capacity in this field, the Federation successfully hosted an open program on Workplace Mediation Skills. The program was well received attracting participation from 24 employers. FKE is optimistic that it will play a significant role in shaping Alternative Dispute Resolution (ADR) mechanisms in workplaces moving forward. Looking ahead, the Federation plans to expand its Mediation training programs in 2025 and beyond.

5.7 MEMBER EVENTS & NETWORKING

FKE organized and participated in numerous impactful events and initiatives, including the 65th National Annual General Meeting, regional AGMs in Kisumu, Nakuru, and Mombasa, and Labour Day celebrations.

Key highlights included the Employer of the Year Awards (EYA) 2025 Capacity Building Webinar, the launch of the 2024-2028 Strategic Plan, and partnerships like the FKE-ITCLO Sector Skills Training and Kenya 2 Equal Initiative with IFC. Social responsibility was exemplified through the Adopt a School Program, where FKE constructed and handed over classrooms and sanitation facilities at Omuga Primary School, Homa Bay County.

Other notable achievements included the Mediation Summit 2024, Female Future Leadership Program graduation, the launch of the ACCEL Africa Project, the Girls & Tech Initiative at St. George's Girls' School, and celebrations marking FKE's 65th anniversary.



EMPLOYER OF THE YEAR AWARDS



Participate in the 2025 FKE Employer of the Year Awards (EYA)!

Are you proud of how your company supports its people, drives growth, and leads with excellence?

Showcase your success at the 2025 Employer of the Year Awards (EYA) Kenya's premier platform for celebrating employer excellence.

What is the Employer of the Year Awards (EYA)?

The **Employer of the Year Awards** is an annual initiative by the **Federation of Kenya Employers (FKE)** that recognizes and celebrates organizations that demonstrate outstanding practices in people management, innovation, corporate governance, and workplace excellence. **EYA** sets the standard for employers across Kenya and encourages continuous improvement, productivity, and competitiveness in the workplace.

Who Can Participate?

The awards are **open to all registered FKE members** — from large corporates to growing SMEs. If you're making a difference in your organization, this is your chance to be recognized!

Award Categories Include:

- Leadership and Governance
- Learning and Development
- Innovation and Productivity
- Responsible Business Conduct
- Inclusiveness and Diversity
- Workplace Environment
- Industrial Relations
- HR Best Practices
- SME Employer of the Year
- Overall Employer of the Year



How to Submit Your Entry

Submit your application online via the official **EYA** website: <https://eya-kenya.org/>

SAVE THE DATE!

Join us at the **EYA 2025 Gala Night** on  **7th November 2025**, where the winners will be announced and celebrated.



5.8 GENDER, DIVERSITY, EQUITY & INCLUSION – FKE FEMALE FUTURE PROGRAM

The Female Future Leadership Program (FFLP) is a flagship initiative by the Federation of Kenya Employers aimed at promoting gender equality in the workplace. The program focuses on increasing women's representation in decision-making roles at management, leadership, and board level. It encourages more women to rise to the top echelons of both the private and public sectors. As part of its broader efforts, the FFLP strives to ensure a strong pipeline of competent women in all organizational and leadership positions, fostering a more inclusive and balanced workforce.

In 2024, the Female Future Leadership Program (FFP) achieved significant milestones, with a total of 49 women successfully completing the program and graduating in November 2024. The graduation event also served as a leadership forum unpacking the theme "Gender Inclusion for Impactful Leadership," which brought together female leaders from various sectors and organizations to share lessons, experiences, and strategies for promoting gender inclusion in the workplace.

The program launched a gender partnership with the International Finance Corporation (IFC) under the Kenya2Equal Program, aimed at

promoting gender-inclusive practices in the private sector.

Since its inception, the Female Future Leadership Program has seen over 400 women participate, with 60% advancing to leadership roles and 40% securing board positions.

In recognition of its impact, the program was awarded 1st Runner-Up for Best Women's Professional Empowerment Initiative at the DIAR Awards in March 2024.

The program operates in partnership with the National Health Organization (NHO) and is currently active in six African countries: Uganda, Kenya, Tanzania, Ghana, Tunisia, and Jordan. FFP Kenya also participated in the Annual FFP Global Program, where participants shared lessons and strategies from the various countries and developed plans for 2025. This event provided an opportunity to foster collaboration among the different nations involved.

FKE invites employers to nominate and sponsor women in management positions within their institutions to participate in the FFP Program.

FKE Female Future Leadership Program



Don't miss this opportunity to be part of a powerful network of women leaders shaping Kenya's future.



Apply for the Female Future Leadership Programme – Empowering Women to Lead!

Are you a woman ready to take the next step in your leadership journey? The **Federation of Kenya Employers (FKE)** invites you to join the **Female Future Leadership Programme (FFLP)** – a transformative initiative designed to equip women with the skills, confidence, and network to lead at the highest levels.

The **Female Future Leadership Programme** is a high-impact, executive-level training program that empowers women to take up leadership roles in both the private and public sectors.

It combines leadership development, boardroom competence, and personal branding, offering participants the tools to grow into visionary and strategic leaders.

This internationally recognized program is modeled on best practices from Norway and has successfully shaped the careers of women leaders across Kenya and beyond.

Why Join?

- Build strong **leadership and boardroom skills**
- Grow your **strategic thinking and decision-making abilities**
- Expand your **professional network**
- Learn from **industry leaders and mentors**
- Prepare for **board and executive roles**

Who Should Apply?

- Mid to senior-level female professionals
- Women aspiring to take on leadership or board positions
- Employers are also encouraged to nominate promising female talent from their organizations

How to Apply

Email - Grace Kaome through femalefuture@fke-kenya.org or contact her through 0709 827 140

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5.9 RESEARCH & INFORMATION

The Federation of Kenya Employers (FKE) conducted several surveys in 2024 to gather critical insights that inform its advocacy, policy engagement and service delivery to employers.



These included the Skills Survey, which assessed workforce competencies and industry needs, and the Member Satisfaction Survey, which evaluated the effectiveness of FKE's services. The FKE Brand Perception Survey examined how stakeholders view the Federation, while the Business Environment Survey analyzed market conditions and regulatory challenges affecting employers. Additionally, the State of Employment Survey provided essential data on workforce trends and job market dynamics.

These research efforts strengthen FKE's ability to represent employers effectively and drive evidence-based decision-making. As an employer member organization, FKE relies on data-driven insights to advocate for policies that foster a conducive business environment. FKE encourage members to support the Federation by providing accurate information whenever requested, as this is crucial in shaping advocacy efforts that protect and promote employers' interests.

PROJECTS AND PARTNERSHIPS

The Federation of Kenya Employers (FKE) successfully implemented a range of projects focused on improving workplace standards, promoting gender equality, enhancing skills development, and addressing social issues. These initiatives have contributed to a more skilled workforce, safer working conditions, and better business practices in Kenya. Key projects include:

- **FKE-GIZ Project:** Strengthened industry-TVET links, improving student employability and providing businesses with a skilled workforce.
- **FKE-NHO ICP Project:** Facilitated offering members relevant digital services in line with the labour market trends, strengthened workplace readiness for TVET students and enhanced knowledge of girls to choose STEM education, promoting partnerships and skills matching in the labour market.
- **FKE-DFPA Project:** Promoted sexual and reproductive health rights and gender equality in the workplace, creating safer and more inclusive environments.
- **ILO CAPSA Project:** Eliminated child and forced labor through capacity building for businesses, improving worker protection.
- **ILO AHK Project:** Enhanced grievance handling and OSH committee practices, promoting compliance with labor laws and workplace safety.
- **ILO BRMM Project:** Created employment opportunities for 660 returned migrants, improving their livelihoods and contributing to regional economic stability.
- **ILO Wellness Project:** Engaged boys in Homabay County to address the triple threat of new HIV infections, GBV, and adolescent pregnancies, promoting positive masculinity.
- **ILO ACCEL Africa Project:** Strengthened capacity of key stakeholders to eliminate child labor in the tea and coffee supply chains, with implementation set to begin in 2025.

These projects reflect FKE's commitment to driving sustainable growth, enhancing labor standards, and creating equitable work environments in Kenya.



Students placed at Tata Motors under the FKE Dual TVET program, gearing up for orientation and hands-on training session

FKE GIRLS AND TECH PROGRAM

Breaking Barriers, Building Dreams, Inspiring Girls

DID YOU KNOW?

- ❖ Only 29.2% of **STEM** jobs are held by women? Let's change that!
- ❖ Girls are less likely to pursue **STEM** careers compared to boys because of stereotypes and cultural bias? Break the norm!

Join the FKE Girls and Technology Program to be part of the next generation of female leaders in **STEM**!

WHAT WE OFFER:

- Inspiration:** Learn from successful women in **STEM**.
- Mentorship:** Connect with role models who can guide you.
- Networking:** Engage in hands-on **STEM** activities and projects.
- Exposure:** Visit to member companies that are **STEM** focused.

BENEFITS:

- ❖ Discover your passion for science, technology, engineering and mathematics.
- ❖ Build confidence and skills to excel in your studies and future careers.
- ❖ Be part of a supportive community of girls just like you!



To access FKE Science, Technology,
Engineering And Mathematics
Program

SCAN ME



For further clarifications, please write to Moureen Wahu on mwahu@fke-kenya.org or Call: 0726 231 193

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FKE MEMBERSHIP

7.1 MEMBER RECRUITMENT

In the period under review, FKE proudly welcomed 80 new members from across various sectors, further expanding our diverse and dynamic membership base. This growth reflects the increasing recognition of FKE's value in advocating for employers' interests and driving sustainable business practices.

With the addition of these new members, FKE's total membership now exceeds 4000 direct and indirect members. This expansion underscores the growing importance of FKE in shaping Kenya's employment landscape and supporting businesses in navigating the evolving labor market.

FKE remains committed to providing exceptional services and resources to all its members, ensuring they stay ahead in a competitive and changing environment. FKE membership is open to registered public and private entities of all sizes including business associations, Parastatals, county governments, cooperatives, partnerships, faith-based organizations, learning institutions, and non-governmental organizations.

We continue to encourage businesses to join the FKE family and benefit from our advocacy, networking opportunities, and expert support.

**SCAN ME
TO JOIN
MEMBERSHIP**



Email: fkehq@fke-kenya.org

7.2 LIST OF NEW MEMBERS

1. KENYA ASSOCIATION OF PRIVATE EMPLOYMENT AGENCIES (KAPEA)
2. ELERAI CAMP LIMITED
3. ALTERNATIVE COMMUNICATIONS LIMITED
4. ARM ENGINEERING COMPANY LIMITED
5. SASINI PLC
6. WAICA REINSURANCE (KENYA) LIMITED
7. CATHOLIC FUND FOR OVERSEAS DEVELOPMENT (CAFOD)
8. ASHTON MOMBASA APPAREL EPZ LIMITED
9. MUSIARA LIMITED
10. SHINING HOPE FOR COMMUNITIES (SHOFKO)
11. LONDIANI LIMITED
12. VAN WOUSTRAAT LIMITED
13. HABITAT FOR HUMANITY
14. TRIUMPH POWER GENERATING COMPANY LTD
15. GEMINIA LIFE INSURANCE COMPANY LTD
16. CATHERINE MPUTHIA & COMPANY ADVOCATES
17. CFAO KENYA LIMITED
18. C.STEINWEG BRIDGE KENYA LIMITED
19. MOBILE TELEPHONE NETWORKS BUSINESS KENYA LIMITED
20. VVOB
21. CHERD AFRICA LIMITED
22. ELECSTER KENYA LIMITED
23. NATIONAL COUNCIL OF CHURCHES OF KENYA
24. KENYA AIRFREIGHT HANDLING LTD
25. TIMBERLAND CONSTRUCTION COMPANY
26. TOP NEW KNITWEAR MANUFACTURING EPZ KENYA LTD
27. JCG KENYA LTD
28. AGRICULTURAL EMPLOYERS' ASSOCIATION
29. INTERACTIVE RESOURCE MANAGEMENT LTD
30. SPINNERS WEB KENYA LTD
31. MEDITEC E.A. FAIRLIFE LTD
32. JALARAM MEDICAL SERVICES
33. MULTI TOOLS (KENYA) LIMITED
34. THE AECF, LLC
35. DE HEUS ANIMAL NUTRITION LTD
36. GLOBAL PROGRAMS FOR RESEARCH & TRAINING
37. ARCHDIOCESE OF KISUMU
38. WAREHOUSE RECEIPT SYSTEM COUNCIL
39. ANKOLE GRILL LIMITED
40. EXCEL PACKAGING LIMITED
41. AMNESTY INTERNATIONAL KENYA
42. NIX CLEANING AND SANITATION SERVICES LIMITED
43. HJF MEDICAL RESEARCH INTERNATIONAL INC.
44. WRI KENYA
45. ARMAAN LIMITED
46. CHINA STATE CONSTRUCTION ENG. CORP. (KENYA) LTD
47. RAINFOREST ALLIANCE KENYA LTD BY GUARANTEE
48. KENYA NATIONAL POLICE DEPOSIT TAKING SAVINGS & CREDIT COOPERATIVE SOCIETY LTD
49. MICROHOUSE TECHNOLOGY LIMITED
50. KARISIA LIMITED
51. INVESTING IN CHILDREN AND THEIR SOCIETIES (ICS)
52. TIMES U SACCO LTD
53. KAMDEV ENTERPRISES LIMITED
54. NGONG HILLS HOTEL
55. MERTI INTEGRATED DEVELOPMENT PROGRAMME
56. EMBASSY OF THE KINGDOM OF THE NETHERLANDS
57. AWARENESS AGAINST HUMAN TRAFFICKING (HAART)
58. NAIROBI INSTITUTE OF BUSINESS STUDIES LTD
59. CRAFT SILICON LIMITED
60. KIETI LAW LLP
61. BRIDGE TALENT MANAGEMENT LTD
62. SHELL AND VIVO LUBRICANTS KENYA LIMITED
63. GENESIS ANALYTICS LIMITED
64. SPIC N SPAN CLEANING SERVICES LTD
65. RAWMAT LIMITED
66. LAIKIPIA UNIVERSITY
67. MOUNT KENYA UNIVERSITY
68. STERLING ENTERPRISES LIMITED
69. THE KISII NATIONAL POLYTECHNIC
70. COFFEE MANAGEMENT SERVICES LTD
71. HOSTAFRIA LTD
72. MUTHAIGA MINI MARKET LTD
73. LONGITUDE CAPITAL LTD
74. APEX GLOBAL NURSE LEAD LTD
75. ONE JIKO LTD
76. FINLAY BRUSHWARE LTD
77. AVERY DENNISON (KENYA) PRIVATE LTD
78. TRANS-NZOIA COUNTY WATER & SEWERAGE CO. LTD
79. COMBROK LTD
80. GERMAN DEVELOPMENT COOPERATION (GIZ)

KENYA NATIONAL QUALIFICATIONS AUTHORITY

The Authority seeks to align the Kenya National Qualifications Framework with Competency-Based Education and Training, emphasizing skills over academic knowledge. With support from the International Labour Organization, KNQA is developing a **Micro-Credentials policy**, recognizing the growing importance of digital and skills-focused learning. Micro-credentials offer targeted, measurable competencies for immediate job market application, thus opening employment pathways locally and abroad. KNQA enhances the credibility of Kenya's qualifications, promotes regional integration, and establishes globally competitive standards, ensuring skill recognition, labor mobility, and educational excellence.



Our Mandate



Establishing the National Qualifications Database



Alignment & Validation of Qualifications



Registration of QAs, Qualifications and Learners



Certificate of Qualifications Equivalence (CoQE)



Credit Accumulation and Transfer System (CATS)



Kenya National Qualifications Classification Standards (KNQCS)



Recognition of Prior Learning (RPL)

Scan the QR Code below to view Registered QAs and Qualifications



7.3 KEY ACCOUNT MANAGEMENT

In order to enhance member engagement, the Federation has an internal structure where officers are assigned a list of members for purposes of following up on their needs, updating them on FKE programs and initiatives and receiving feedback.

To know your key account manager please contact **Judy Kudwoli** through jkudwoli@fke-kenya.org



7.4 E-WAAJIRI MEMBERS PORTAL

The re-launch of the **e-Waajiri Members Service Portal** has revolutionized how members access FKE services. The user-friendly platform provides resources, updates, and support, streamlining member interactions.

MEMBERS' PORTAL

Access all our services
ONLINE!

You can access the portal by visiting www.fke-kenya.org

For assistance, please get in touch with our portal support team at
jkudwoli@fke-kenya.org or hwanjiku@fke-kenya.org



IMPLEMENTATION OF THE 2024-2028 STRATEGIC PLAN

FKE unveiled an ambitious Strategic Plan, which will shape our priorities over the next four years. This plan focuses on enhancing member services, advocating for favorable employment policies, and promoting sustainable business practices to address emerging labor market challenges.

We remain fully committed to the successful implementation of this blueprint, ensuring that it serves the best interests of our members and contributes to the overall growth of the business landscape in Kenya.

We have made significant progress in implementing the plan's eight flagship targets, which are critical to securing the Federation's future and amplifying the employer's voice in policy and legal frameworks at both national and international levels.



FKE PEOPLE AND CULTURE

A proud and inspiring moment! Dance and jigs as the FKE Family celebrates a historic milestone, welcomes Ms. Jacqueline Mugo following her election as the first African female President of the International Organization of Employers (IOE).

At FKE, we recognize that our people and culture are central to the achievement of our 2024-2028 strategic plan.

We are committed to promoting a positive and supportive work environment where our team is valued, engaged and empowered to contribute to our goals.

This is reflected in initiatives such as our comprehensive wellness program, which prioritizes the health and well-being of our staff, and events like the annual Christmas party, which strengthen team bonds and celebrate our collective achievements.

By nurturing a culture of collaboration, respect, and well-being, we continue to build a motivated and high-performing team that drives FKE's success.



FKE End of Year Party: Celebrating a year of dedication, teamwork, and growth!



Ms. Jacqueline Mugo, EBS, Executive Director & CEO of FKE, joins Rt. Rev. Prof. Joseph Galgalo, Provincial Secretary of the Anglican Church of Kenya and Assistant Bishop of the ACK Diocese of All Saints, in dedicating FKE's new offices at ACK Gardens, Upper Hill, Nairobi.

THE FKE TEAM



JACQUELINE MUGO

Executive Director & CEO



SAMSON MUGWE

Head of Finance & Procurement



STEPHEN OBIRO

Head of Advocacy, Consulting & Partnerships



DICKENS OUMA

Head of Legal, Industrial Relations & Membership Services



GRACE KAOME

Manager, HR, Admin & Female Future Leadership Program



GEOFFREY MAUMO

Manager, PR & Communications



ARBOGASTI ODERO

Manager, ICT



ERIC MUNYOBI

Manager, FKE Training & Consulting



VIOLET SHISALI

Executive /Personal Assistant



DANCAN OMONDI

Projects Manager



FLORENCE ODWAKO

Regional Coordinator
Coast Branch



THOMAS ACHOK

Regional Coordinator
Western Branch



RICHARD MELI

Regional Coordinator
Rift Valley Branch



ROBERT MUTHANGA

Senior Industrial Relations
Officer



ANDREW MASESE

Senior Industrial Relations
Officer



ANTONY MOKAYA

Finance Officer



KENNETH MUTISYA

Finance Officer



JAMES ATENG

Accounts Officer Credit



SHEILA OBIAYO

Legal and Industrial
Relations Officer



JUDE OKECHE

Legal & Industrial Relations
Officer



JUDITH KUDWOLI

Marketing and Membership
Services Officer



VERONICA NYAPETE

Human Resource &
Administration Officer



GRACE KARIUKI

Information & Records
management Officer



TEVIN RICHARD

ICT Officer



ERICK OCHIENG

Policy, Research & Strategy
Officer



WILLIAM WANDERA

Projects Officer



JAPHASON KIPNGENO

Monitoring & Evaluation
Officer



HARRIET TERRY

Projects officer
Mombasa Branch



CATHERINE NDUKU

Projects officer



JACINTA NJOKI

Training and Consulting Officer



IBRAHIM BUTICHI

Executive Driver



BERYL HENDRICHA

PR & Communications
Assistant



HELLEN WANJIKU

Marketing and Membership
Services Assistant



MAXIMILA WERE

Accounts Assistant



MOUREEN WAHU

Research and Advocacy Assistant



REBECCA MONYENYE

Administrative Assistant - Legal



JAMES ABUSHILA

Court Clerk



NICERA MUNYI

Admin Assistant Training &
Consulting



AKINYI NAMUNGA

Admin Assistant - IR



DORICE ACHIENG

Office Assistant - Front Office



IRENE OGOLLAH

Administrative Assistant
Western Branch



RUTH BARR

Administrative Assistant
Coast Branch



FLORENCE GICHANGI

Administrative Assistant
Rift Valley Branch



HERBERT MUINA

Office assistant
Coast Branch



ANNE AKINYI

Office Assistant - Catering Services



LILIAN ADHIAMBO

Office Assistant - Catering Services



STEPHEN OKAL

Stores Clerk



STEPHEN MURIITHI

Office Assistant



JOSEPH RAJULA

Office Assistant



VIVIAN DAISY

Waajiri Sacco Accountant



NITA: Celebrating 100 Years of Shaping Kenya's Workforce

For a century, the National Industrial Training Authority (NITA) has been Kenya's leading force in industrial training, skills development and workforce empowerment. As we celebrate 100 years of excellence, we remain committed to bridging skills gaps, enhancing employability and driving industrial transformation. Here's how we are making an impact:

Our key milestones;

Revolutionizing Migrant Skills & Labour Mobility – Over 200,000 migrant workers trained in Homecare Management and pre-departure programs, ensuring safe and dignified employment abroad. The initiative gained momentum with the launch of the Saudi Model House, a world-class training facility.

Industry-Driven Curriculum Development – NITA is shaping the future of industrial training by developing and accrediting innovative curricula. Our programs, including the KEFRI Forest Field and Nursery Assistant Curriculum, developed to provide comprehensive knowledge and practical skills necessary for sustainable tree production, nursery establishment and tree growing to support President William Ruto's initiative to grow 15 billion trees. Other ready-to-launch curricula include Apparel, Building, Automotive, Agriculture, Leather Technology, and Air Conditioning & Refrigeration.

Women in Engineering: Breaking Barriers – Our Female Engineering Program has sponsored over 400 female students from vulnerable backgrounds, enabling them to pursue careers in engineering. Graduates have secured jobs in KENGEN, Kenya Power, and County Governments, with the 17th intake currently underway.

Trade Test Certification – NITA has assessed over 240,000 candidates through the Trade Test Series, a recognized certification safeguarding workers from unfair labour practices. The 2025 Trade Test Series is scheduled for April (7th -17th), August (11th -23rd) and December (and 1st -20th).

Recognition of Prior Learning (RPL): Elevating Skilled Workers – Nearly 5,000 workers have been certified through RPL, ensuring that experience-based skills are formally recognized, enabling career growth, bridging skills gaps and enhancing workforce productivity. This initiative, in partnership with ILO, FKE, and SIFA, has attracted participants from Congo, Burundi, Rwanda, and South Sudan.

Bridging the Skills Gap with Hands-On Training – Through Apprenticeship, Indentured Learnership, Skills Upgrading and Industrial Attachment, we have trained numerous apprentices in the Formal Sector and Informal Sectors, equipping them for employment and entrepreneurship.

Expanding Training & Accreditation Nationwide – In 2024, NITA accredited 250 test assessment centres, registered 160 training providers, accredited 100 RPL assessment centres, and trained 200 RPL Practitioners—all to meet evolving employer and industry needs.

#NITA@100

Partner with Us to Build a Skilled Kenya!

The Director General
National Industrial Training Authority (NITA)
Commercial Street, Industrial Area,
P.O.BOX 74494-00200, Nairobi, Kenya



FKE BUILDING PROJECT



The journey towards building a grade A commercial office block for the Federation is well underway. The vision for a new FKE building was conceptualized a while back, and it is a significant milestone to see this dream come to fruition.

During the 65th Annual General Meeting (AGM), FKE unveiled the design for its new headquarters that members approved, marking a major step forward in realizing this long-term goal.

The new FKE Headquarters will greatly enhance service delivery by providing a modern resource center for members, well-equipped meeting rooms for CBAs, board meetings, and policy discussions, as well as a productive workspace for staff.

Additionally, leasing extra office space will generate revenue, ensuring financial sustainability for the Federation. To facilitate construction activities, the FKE Secretariat successfully relocated to ACK Gardens, Bishop Road. We urge members to continue supporting the project by paying the development levy for those who have not yet honored their obligation.

To support the project, contact 0709 82 7 101 / 102 | Email: fkehq@fke-kenya.org

EXTRACTS OF THE FINANCIAL STATEMENTS 2024

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF FEDERATION OF KENYA EMPLOYERS FOR THE YEAR ENDED 31 DECEMBER 2024

Opinion

We have audited the accompanying financial statements of **Federation of Kenya Employers**, set out on pages 8 to 27, which comprise the Statement of Financial Position as at 31st December 2024, the statement of revenue and expenditure and other comprehensive income and statements of changes in equity and cash flows for the year then ended, and notes, including a summary of significant accounting policies.

In our opinion the accompanying financial statements give a true and fair view of the financial position of the Federation as at 31st December 2024 and of 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 (ISAs). 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 (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Kenya, and we have fulfilled our ethical responsibilities in accordance with these requirements and the IESBA Code. 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. 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 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.

Management Board responsibility for the financial statements

The Management Board is responsible for the preparation and fair presentation of the financial statements that give a true and fair view in accordance with International Financial Reporting Standards, and for such internal control as the directors 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 ISAs 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 ISAs, 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 management.
- Conclude on the appropriateness of 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 the 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 those charged with governance 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 requirements

We report to you, based on our audit, that:

- i) We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- ii) In our opinion proper books of account have been kept by the Federation, so far as appears from our examination of those books; and
- iii) The Federation statement of financial position and the statement of comprehensive incomes are in agreement with the books of account.

The engagement partner responsible for the audit resulting in this independent auditor's report was FCPA Evanson Nganga, Practicing Certificate No. 2146.

**For and on behalf of Forvis Mazars LLP
Certified Public Accountants (K).
Nairobi.**

16th May 2025

FEDERATION OF KENYA EMPLOYERS

STATEMENT OF REVENUE AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2024

		2024	2023
	Notes	Kshs	Kshs
Revenue	4	193,740,640	177,348,748
Other income	5	24,539,026	24,788,270
Direct expenses	6	(217,168,201)	215,484,139)
Operating surplus/(deficit)		1,111,465	(13,347,121)
Depreciation and amortisation	8	(20,435,165)	(21,179,691)
Deficit before taxation		(19,323,700)	(34,526,812)
Taxation	9	(6,737,186)	2,688,255
Net deficit for the year		(26,060,886)	(31,838,557)

FEDERATION OF KENYA EMPLOYERS
STATEMENT OF FINANCIAL POSITION
AS AT 31ST DECEMBER 2024

		2024	2023
Assets	Notes	Kshs	Kshs
Non-Current Assets			
Investment property	10	199,485,923	216,114,076
Property and equipment	11	58,123,676	21,826,363
		257,609,599	237,940,439
Current Assets			
Trade and other receivables	13	18,677,829	11,262,143
Current tax receivable	9	17,630,313	15,967,172
Cash and cash equivalents	14	514,472,172	542,965,475
		550,780,314	570,194,790
Total Assets		808,389,913	808,135,229
Accumulated reserved and Liabilities			
Accumulated reserved			
Other reserves	17	1,544,250	1,544,250
Revaluation reserves		132,812,958	149,420,127
Revenue reserves		103,002,897	112,456,614
		237,360,105	263,420,991
Liabilities			
Non-Current Liabilities			
Deferred tax	12	75,063,384	73,099,432
Current Liabilities			
Accounts payables	15	28,434,176	54,016,401
Development levy	16	467,532,248	417,598,405
		495,966,424	471,614,806
Total liabilities		571,029,808	544,714,238
Total reserves and liabilities		808,389,913	808,135,229

The financial statements on pages 8 to 27 were approved by the Management Board on 13th May 2025 and were signed on its behalf by:

Dr. Gilda Odera
National President

Jacqueline Mugo EBS
Executive Director/Secretary

KENYA NATIONAL POLICE DT SACCO

EMPOWERING YOUR FINANCIAL GROWTH

WHY US

- ✓ An asset base of over 60 billion
- ✓ Minimum share capital of KES 500
- ✓ High annual dividends and interest on deposits
- ✓ Fixed deposit account with returns of up to 12%
- ✓ Low interest rates on loans; as low as 1%
- ✓ Less than 24 hours' loan processing time
- ✓ Instant mobile loans on M-Tawi
- ✓ Sharia compliant products and services
- ✓ Affordable property with Kenya Police Investment Co-operative

OUR MEMBERSHIP IS OPEN TO THE PUBLIC

JOIN NOW

FOSA ACCOUNTS

- Salary Account
- Junior Account
- Holiday Account
- Business Account
- Group/Corporate Account
- Fixed Deposit/Call Account

FOSA LOANS

- Q-Cash (1 Month)
- M-Sasa (3 Months)
- FOSA Flex (6 Months)
- FOSA Golden (9 Months)
- FOSA Ultra (12 Months)
- Dividend Advance

BUSINESS LOANS

- Wezesha Business Loan (36 Months)
- Wezesha Asset Financing Loan (48 months)
- Wezesha Housing Loan – Individual (60 months)
- Wezesha Housing Loan – Group (60 months)

10X
LOAN MULTIPLIER
ON YOUR BUSINESS
ACCOUNT DEPOSITS

5X
LOAN MULTIPLIER ON
YOUR BOSA DEPOSITS

BOSA LOANS

- Jumbo Loan (108 Months)
- Premier Loan (84 Months)
- Mega Loan (72 Months)
- Super Loan (60 Months)
- Refinancing Loan (60 Months)
- Normal Loan (48 Months)
- Asset Financing Loan (24 Months)
- Emergency Loan (24 Months)
- School Fees Loan (12 Months)
- Bima Loan (12 Months)
- Muslim Loan (48 Months)
- Muslim Emergency Loan (12 Months)
- Home Loan – 25 years

M-TAWI

- ✓ Apply for Loans
- ✓ Make Various Service requests ... and so much more!

DIAL *653#

to access and download the mobile app from



ORGANIZATIONAL DEVELOPMENT INTERVENTION

NAVIGATE GROWTH CHALLENGES WITH CONFIDENCE

- ✓ Do you have challenges arising from organic growth or market influences?
- ✓ How do you implement internal changes to not only address these challenges, but also to drive your business?

Underestimating changes brought about by growth can be disastrous.

Organizational Development (OD) is a systematic process aimed at initiating and implementing changes in operations of an organization to promote long-term growth and efficiency.

FKE undertakes various OD support interventions for her members as well as non-members. These are HR oriented and help to strengthen the capacity of organizations.



Benefits of OD include

1. Improved organizational performance
2. Better employee engagement
3. Enhanced communication
4. Improvement in product innovation

The range of services include the following;

1. FKE OD-01: Formulation of New or Review of Existing HR Policies & Manuals.
2. FKE OD-02: Job Evaluation.
3. FKE OD-03: Salary Survey.
4. FKE OD-04: Executive Search, Selection and Recruitment.
5. FKE OD-05: HR Audit.
6. FKE OD-06: Psychometric & Personality Assessment Tests.
7. FKE OD-07: Employee Satisfaction Survey.
8. FKE OD-08: Customer Satisfaction Survey.
9. FKE OD-09: Workplace Wellness Survey.

To request for an OD intervention contact Jacinta on jwairimu@fke-kenya.org or on Telephone 0721 321981



HEADQUARTERS

ACK Gardens, 9th Floor, Opposite NSSF Building,
located along Bishop Road, Upper Hill, Nairobi.
P.O. Box 48311 - 00100, Nairobi, Kenya
Telephones: 0709 82 7 101 / 102
Email: fkehq@fke-kenya.org

REGIONAL OFFICES

RIFT VALLEY BRANCH OFFICE

Giddo Plaza, Ground Floor,
Nakuru
Tel: +254 51 2216744 / 690
Email: fkenkr@fke-kenya.org

WESTERN KENYA BRANCH OFFICE

Re - Insurance Plaza, Oginga
Odinga Road Kisumu
Tel: +254 57 2020620,
Email: fkeksm@fke-kenya.org

COAST BRANCH OFFICE

Ralli House, Nyerere Avenue,
Mombasa
Tel: +254 41 2311112,
Email: fkemsa@fke-kenya.org