

Case Study

James Finlays' Kenya, Gender Equality and Diversity Policy

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Overview



Finlays has a rich history as the industry's trusted leader in the supply of tea (in all its wonderful varieties, formats and applications), coffee and botanical extracts to the world's beverage brand owners. Our vision is to continue to grow sustainably.

Our mission is to connect humanity through natural beverages by combining tradition and innovation to create a healthier, happier and better world by bringing the best from bush to cup. By providing differentiated products that our customers want and managing transparent supply chains, we aim to be the preferred partner and source of tea, coffee, and botanical extracts for the world's beverage and food service brands.

Finlays operates in many parts of the world, across a diverse spread of geographies, local cultures and languages. Finlays have offices, manufacturing plants, tea estates and R&D facilities located globally.

Finlays employs approximately 24,000 people in their businesses and estates around the world and 44% (10,371) are women. The largest workforces are in Kenya and Sri Lanka.

See [Finlays Sustainability Report 2017](#) for information on all their operations.

James Finlays Kenya is part of the Finlays Group, global family.

James Finlay Kenya Limited

James Finlay Kenya (JFK) is part of the Finlays Group and consists of:

- * Tea Estates - nine (9) tea estates, four (4) black tea factories and one (1) tea extract factory, and approximately 15,000 out growers
- * Flowers - three (3) flower farms (2 onsite Chemirei and Tarakwet and 1 off site Lemotit farm in Londiani).
- * Central Services consisting of; Human Resource, Medical D, Security, Finance & ICT, Engineering, and Forestry & Logging departments. The Head Office is located at Chepkembe.

The total number of employees in JFK is approximately 11,000, our employees live on their estates with their dependants; JFK has over 20,000 people living within the Kericho farm. The majority of the employees are men. Women represent 32% of the employees as of August 2017, rising from a figure of 29% in July 2014. See figure 1, below.

Figure 1: JFK employee split, by role, gender and permanent/temporary 2017

James Finlays Kenya employee split 2017#								
	Managers+		Supervisors etc.*		Permanent		Temporary	
	Total	%	Total	%	Total	%	Total	%
Female	71	24%	2,119	28%	1,927	26%	263	51%
Male	228	76%	5,428	72%	5,410	74%	246	49%

+ Managers includes Junior and Senior Managers

* Supervisors includes Clerical, Field and Factory staff.

Does not include Kenya Flowers or figures from extraction plant, which are within global extracts.

Examples of good practice

There are a number of examples of good practice from Finlays ranging from the appointment of a **Gender Empowerment Manager** to the development of a **Gender Equality and Diversity (GED) Policy**, to proactive recruitment procedures and specific training and support for women to be qualified for 'male' jobs.

Underpinning all their work on gender is their **Gender Equality and Diversity Policy**.

The Policy states:

JFK is committed to building an enjoyable and rewarding workplace that nurtures and develops its employees for the benefit of the individual, the company and the community. It recognises and promotes gender equality and diversity in all its business endeavours and strives to eliminate all forms of discrimination. JFK commits to creating an inclusive organization where values of trust, honesty, fair treatment, dignity and respect are upheld in all its business processes, practice and structure.

Within the Policy the strategic focus states that:

JFK recognises the need to support the creation of an inclusive work environment through policies and procedure framework. JFK advances gender equality and diversity objectives by addressing the imbalance in the staff patterns by tackling the drivers of inequalities as identified in the gender study (2014) and other organisational initiatives and concerns. The strategic focus includes: -

- *Having gender sensitive policies, procedures, practices and processes at all levels in JFK.*
- *Increased representation of women at leadership position and a balanced workforce composition at all levels.*
- *Career development and skills enhancement.*



- *Capacity building on gender awareness (ensuring that JFK staff are equipped and supported to promote gender equality and are clear on their responsibilities.*
- *Building inclusive workplace – identification and elimination of all direct and indirect discriminatory practices.*
- *Monitoring and Evaluation.*

For the last four years JFK have been focusing their efforts and resources on delivering this high-level, high-achieving policy agenda, with considerable success in many areas including recruitment, training and education. For a full list of specific interventions see JFK's Gender Equality and Diversity (GED) Policy.

This GED policy and the interventions put in place are an excellent example of good policy development. The policy is built on a comprehensive understanding of how gender sits within the company, Kenya and the traditional patriarchal environment, and how it interacts with wider human and labour rights and sustainability objectives. It sets out clearly what is expected of staff and management, and how the company will implement and reinforce this agenda.

What also sets this policy apart, and makes it a leader in its field, is that it addresses:

- Equity
- Affirmative positive action
- Zero tolerance on sexual harassment
- Unconscious bias
- Direct and indirect discrimination, and
- Sets targets and quotas

The overall medium-term gender split target is 33% women, as stipulated in the 2010 Kenyan Constitution in the Bill of Rights section. However, the ambitious long-term target, as given in the JFK Gender and Equality and Diversity Policy of 2015, is a gender split of 50% representation. This focus on gender equality has now been reinforced by the sustainability strategy target of increasing participation of women in management to 30% by 2022.

Finlays and JFK have also committed the resources to take this agenda forward through not only investing in training and positive recruitment practices and targets but also through the appointment, in January 2015, of their first Gender and Empowerment Manager, Janet Ruto.

Finlays have acknowledged that their progress on gender equality has been slower than they expected, and their own reports recognise that just having the correct policies and strategic frameworks in place does not always translate into automatic equality between men and women. They understand that education, social and cultural norms, business strategy, global competition and political will, all impact on how gender equality is addressed and delivered, and whilst they are actively engaged in promoting interventions that tackle these issues, they recognise that there are long-term and often difficult barriers to overcome.

External initiatives

UN Sustainable Development Goals

Finlays have committed to working towards the delivery of the UN Sustainable Development Goals (SDGs) and their gender specific work will contribute towards Goal Number 5, Gender Equality. Sustainability is an integral part of their business model. Gender is a key part of their sustainability strategy.



ETI Base Code

The ETI Base Code gives a clear framework on which Finlays can measure its ethical performance and progress. The aim of the 2017 ETI gender analysis, of which Finlays was a participant, was to help to show greater clarity on how gender is being tackled within different sectors and companies in relation to UN guidelines and the ETI Base Code. The analysis gave companies the opportunity to share gender equality examples, and ETI provided additional support to companies through the development of a gender equality toolkit in 2018.

Rainforest Alliance

Rainforest Alliance is the secretariat for the Sustainable Agricultural Network (SAN) and administers the certification systems for the promotion of social and environmental sustainability of agricultural activities. It is generally felt that Rainforest Alliance could be stronger on gender and this is being addressed through the merger of UTZ and Rainforest Alliance. All JFK tea is Rainforest Alliance certified.

Fairtrade

Finlays works with Fairtrade and the Fairtrade Labelling Organisation (FLO). Finlays has put in place policies and structures that support social justice and inclusion in all its tea estates both Fairtrade certified, and non-Fairtrade certified. Finlays has 118.79 hectares of organic certified tea under Chemase Estate. The organic tea is processed in Kitumbe and Chomogonday Factories both of which are Fairtrade certified and the tea is sold under Chemase mark. The same mark is UTZ and RA certified.

Ethical Tea Partnership (ETP)

The ETP is a non-commercial alliance of major tea-packing companies. It defines ethical trade

as a 'shared responsibility to ensure that the social and ethical conditions involved in growing the tea that its members buy meets, at a minimum, local laws, trade union agreements and some international agreements. It carries out independent monitoring of 6 areas:

- Employment (including minimum age and wage)
- Education
- Maternity
- Health and safety
- Housing
- Some basic rights

Tea producers who meet these requirements are awarded graded certification. The ETP uses the ETI Base Code. See their website www.ethicalteapartnership.org for further information.

JFK are also holders of other certification and assurance schemes

- ISO 22000 (quality, safety and reliability in food safety management)
- Halal
- Kosher
- GAP

All of these policies and certification schemes are helping to ensure that JFKs is engaging with gender at many different levels and from many different angles. Many of the schemes are supporting, enhancing and delivering the outputs described in their Gender Equality and Diversity Policy.

Gender dimensions in supplier agreements

There is an overarching awareness of gender within the outgrower supplier agreements and a recognition of the important part women play in growing and supplying of tea to JFK.



JFK source tea from approximately 15,000 small scale out growers'; these are small-scale farmers whose workforce is family-based. Most of the land and tea is owned by men while the women work on the land and tend and harvest the tea. JFK recognised that some of these outgrower farms are actually run and worked by women on their own.

Despite Kenyan law it is difficult for women to legally own land, plus many of the women out growers don't have access to bank accounts, although this is changing due to MPESA, which is phone-based banking and which is widespread across even the remotest areas of Kenya. Therefore, payment to the women was difficult and frequently collected by the absent men!

The constitution of the Republic of Kenya provides for equal rights for all. However, due to patriarchy land ownership and by extension tea ownership and monetary gains was mainly accessed and controlled by men. In 2016, JFK initiated a gender inclusive project within the outgrower farmers that promotes access and control of proceeds from tea by all, in partnership with government officers and community opinion leaders.

Are external drivers encouraging the company to be more gender focused?

Over the past 15 years the tea and flower industries have had a number of high-profile campaigns and exposés covering issues such as water extraction, environmental pollution and poor working conditions. In 2002, Women Working Worldwide (WWW), in partnership with Kenyan Women Workers Organisation (KWWO), campaigned on the issue of women and poor working practices on flower farms in Kenya. This was raised with the Ethical Trading Initiative (ETI) and led to field visits and a number of recommendations for the companies involved, one of whom was Flamingo (later bought by Finlays). Finlays worked with ETI and NGOs on the development of sexual harassment and gender training programmes for supervisors. Finlays then worked with Forum for the Future to develop a sustainability policy and also carried out specific research on gender in relation to JFK in 2014; all of these has led Finlays to where it is today. Other external drivers are certification and ethical codes emphasising that gender and gender inequality needs to be addressed. Internationally the UNSDG's emphasise the role that gender inequality plays in perpetuating poverty and preventing sustainable development.

References

Finlays website: <http://www.finlays.net/>

Sustainability: <http://www.finlays.net/sustainability>

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Photos: Finlays

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