



## DIVERSITY POLICY

REAL PEOPLE KENYA LIMITED

S. No	Version	Revision Date	Author	Areas Revised	Scope	Document Owner
1.	1.0.0	September 2024	Simon Owawa	Initial Draft	RPKL	Legal and Compliance Department

## **Diversity Policy**

### **1. Policy Statement**

- 1.1. Real People Kenya Limited (hereinafter referred to as “**RPKL**”) is committed to fostering a diverse and inclusive Board of Directors (the “**Board**”) that reflects the communities it serves and enhances its business performance.
- 1.2. This policy establishes the approach for achieving and maintaining Board diversity in accordance with regulatory requirements and corporate governance best practices.

### **2. Purpose**

- 2.1. The purpose of this policy is to:
  - 2.1.1. Ensure a diverse composition of the Board.
  - 2.1.2. Improve decision-making and governance through diversity of thought.
  - 2.1.3. Improve RPKL’s understanding of its diverse stakeholders.
  - 2.1.4. Demonstrate RPKL’s commitment to equality, inclusion, and social responsibility.

### **3. Scope of Diversity**

- 3.1. For the purposes of Board composition, diversity encompasses, but is not limited to:
  - 3.1.1. Gender;
  - 3.1.2. Race and ethnicity;
  - 3.1.3. Age;
  - 3.1.4. Nationality;
  - 3.1.5. Professional experience and skills;
  - 3.1.6. Technical expertise;
  - 3.1.7. Relevant industry knowledge; and
  - 3.1.8. Academic qualifications.

### **4. Diversity Targets**

- 4.1. RPKL shall strive to achieve and maintain the following diversity objectives by 31<sup>st</sup> December 2027:
  - 4.1.1. Gender representation: Minimum 40% female representation on the Board.

- 4.1.2. Ethnic Diversity: Representation from diverse Kenyan ethnic backgrounds to reflect the broader national demographic composition.
- 4.1.3. Age Distribution: Ensure meaningful representation of youth perspectives while maintaining a balanced mix of experience across age groups.
- 4.1.4. Nationality – Prioritise Kenyan representation while allowing flexibility to include international expertise where beneficial to RPKL’s strategic objectives.
- 4.1.5. Professional Diversity: Representation across finance, technology, risk management, legal and compliance, human capital, and stakeholder management.
- 4.1.6. Technical Expertise: At least one Board member with strong fintech/digital banking expertise.
- 4.1.7. Industry Knowledge: Minimum 50% of Board members with direct experience in microfinance or related financial services.
- 4.1.8. Academic Qualifications – Maintain a mix of academic backgrounds, with at least 30% having advanced degrees (Masters or PhD) in relevant fields.
- 4.2. The following incremental milestones shall be established to track progress toward the 2027 objectives:
  - 4.2.1. By December 2025:
    - 4.2.1.1. Implement Board skills matrix to identify gaps in professional diversity.
    - 4.2.1.2. Develop diversity pipeline for future Board appointments.
    - 4.2.1.3. Ensure at least 40% of Board members have direct experience in microfinance or related financial services.
  - 4.2.2. By December 2026:
    - 4.2.2.1. Establish representation from at least three diverse Kenyan ethnic backgrounds.
    - 4.2.2.2. Include at least one Board member who brings youth perspective to deliberations.
    - 4.2.2.3. Ensure representation in at least four of the targeted professional areas (finance, technology, risk management, legal and compliance, human capital, stakeholder management).
    - 4.2.2.4. Address at least 60% of identified skills and diversity gaps.
    - 4.2.2.5. Implement mentorship program for diverse potential Board candidates.
  - 4.2.3. By December 2027:
    - 4.2.3.1. Achieve minimum 40% female representation on the Board.

- 4.2.3.2. Ensure representation from diverse Kenyan ethnic backgrounds to reflect the broader national demographic composition.
- 4.2.3.3. Maintain meaningful representation of youth perspectives while ensuring a balanced mix of experience across age groups.
- 4.2.3.4. Prioritise Kenyan representation while allowing flexibility to include international expertise where beneficial to RPKL's strategic objectives.
- 4.2.3.5. Secure representation across all targeted professional areas: finance, technology, risk management, legal and compliance, human capital, and stakeholder management.
- 4.2.3.6. Maintain at least one Board member with strong fintech/digital banking expertise.
- 4.2.3.7. Achieve minimum 50% of Board members with direct experience in microfinance or related financial services.
- 4.2.3.8. Ensure at least 30% of Board members have advanced degrees (Masters or PhD) in relevant fields.
- 4.2.3.9. Address 100% of identified skills and diversity gaps.
- 4.3. The Remuneration and Nominations Committee shall review these objectives annually and recommend adjustments as necessary.

## **5. Nomination and Selection Process**

### **5.1. To promote diversity in Board composition:**

- 5.1.1. The Remuneration and Nominations Committee will actively seek out diverse candidates for Board positions.
- 5.1.2. All candidate pools must include diverse nominees.
- 5.1.3. Selection criteria will prioritize diversity alongside relevant skills and experience.
- 5.1.4. A skills matrix shall be utilized to assess current Board composition and identify gaps in skills or diversity.
- 5.2. All individuals involved in Board member selection shall undergo unconscious bias training.

## **6. Board Culture and Inclusion**

- 6.1. RPKL will foster an inclusive Board culture by:
  - 6.1.1. Providing diversity and inclusion training for all Board members.

- 6.1.2. Ensuring equitable participation in Board discussions.
- 6.1.3. Conducting regular assessments of Board culture and addressing any inclusivity issues.
- 6.1.4. Recognising and valuing the unique perspectives brought by individuals with intersecting diverse identities.

## **7. Monitoring and Reporting**

- 7.1. RPKL shall:
  - 7.1.1. Conduct annual reviews of Board composition against diversity objectives.
  - 7.1.2. Include Board diversity statistics and visual representations in the annual report and on the corporate website.
  - 7.1.3. Incorporate diversity considerations into annual Board performance evaluations.
  - 7.1.4. Report progress towards diversity objectives to shareholders annually.

## **8. Succession Planning**

- 8.1. RPKL's succession planning shall:
  - 8.1.1. Identify diverse candidates for future Board positions.
  - 8.1.2. Develop a pipeline of diverse talent for Board roles.
  - 8.1.3. Implement mentorship programs for potential future Board members from diverse backgrounds.

## **9. Stakeholder Engagement**

- 9.1. RPKL commits to:
  - 9.1.1. Engage with shareholders and other stakeholders on Board diversity issues.
  - 9.1.2. Incorporate stakeholder feedback into diversity strategies.
  - 9.1.3. Participate in industry initiatives promoting Board diversity.
  - 9.1.4. Partner with diversity-focused professional organizations to access a wider pool of diverse candidates.

## **10. Supplier Diversity**

- 10.1. RPKL shall extend its commitment to diversity by:

- 10.1.1. Promoting diversity among suppliers and partners; and
- 10.1.2. Developing and implementing a supplier diversity program.

## **11. Implementation Action Plan**

11.1. Within 90 days of this policy's approval, the Remuneration and Nominations Committee shall develop a comprehensive action plan that outlines:

- 11.1.1. Specific steps to achieve the established milestones and objectives.
- 11.1.2. Responsibilities and accountability measures.
- 11.1.3. Resources required for implementation.
- 11.1.4. Monitoring and evaluation framework.
- 11.1.5. Timeline for key activities.

## **12. Policy Review**

- 12.1. The Remuneration and Nominations Committee shall review this policy annually, with input from independent experts and stakeholder representatives (where necessary).
- 12.2. The policy shall be updated as necessary to ensure its effectiveness in promoting Board diversity, taking into account industry best practices and benchmarks.

## **13. Accountability**

- 13.1. The Board Chair and the Remuneration and Nominations Committee Chair are responsible for implementing this policy and will report on progress to shareholders annually.

## **14. Effective Date**

- 14.1. This policy shall come into effect upon approval by the Board of Directors.

Approved by the Board of Directors on: **24<sup>th</sup> April 2025**

**# End #**

Signed By: Titus M. Karanja  
Chair of the Board of Directors



**DATED 24<sup>TH</sup> APRIL 2025**