

BUILDING INCLUSIVE LEADERSHIP: CORPORATE MENTORING AT SAFARICOM

PROGRAMME SNAPSHOT

- **Client:** Safaricom
- **Years:** 2018 to 2019
- **Number of participants:** 14 mentors, 28 mentees
- **Participating country:** Kenya

A mentoring-led approach to growing women leaders and embedding inclusive leadership at Safaricom

THE OBJECTIVES

In 2018, Safaricom PLC partnered with The Human Edge to deliver a 12-month corporate mentoring programme focused on accelerating the advancement of women leaders within the organisation. The programme supported Safaricom's wider goals to become "100% human" in its culture and to achieve 50% female representation in leadership by 2020.

The programme aimed to:

- Equip female leaders in senior and middle management with the skills and mindset to mentor and develop others.
- Empower emerging women leaders—identified as 'Future Leaders'—to grow in confidence, clarity and leadership capability.
- Embed mentoring as a sustainable leadership and talent development practice within Safaricom.
- Nurture a culture of inclusion, diversity and innovation across the organisation.

THE CHALLENGE

The programme set out to support Safaricom's broader gender equity goals by developing women leaders and embedding a mentoring culture across the organisation. Achieving this required thoughtful matching, strong mentor-mentee alignment and sustained support over time. With overlapping cohorts, scheduling and sustained engagement required careful coordination. Regular check-ins, peer learning and refresher sessions were key to maintaining trust, momentum and meaningful growth throughout the 12-month journey.

OUR APPROACH:

The Human Edge implemented a structured **12-month mentoring programme** that trained and equipped senior and middle management employees as mentors. A total of **14 female mentors were trained** and **each was matched with two female mentees** over two consecutive six-month cohorts. The **in-person programme** provided:

Mentor Training

Providing future mentors with the skills and confidence to mentor effectively.

Mentee Preparation

Equipping mentees with the confidence and mindset to engage fully in the mentoring process.

Matching

Facilitating thoughtful mentor-mentee pairings that foster relationship building, constructive feedback and growth.

On-going Support

Including regular check-ins, structured peer learning calls, and tailored guidance throughout the programme.



The programme does not only help you achieve a higher level of self-awareness, the tools are applicable to anyone seeking growth in their life.

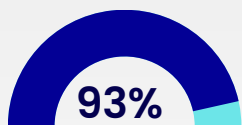
Juliet Munoru, Mentor

KEY OUTCOMES FOR PARTICIPANTS AFTER 12 MONTHS OF PROGRAMME

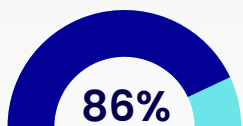
General Impact



of mentors would recommend the programme to others



of mentors were satisfied with the progress their mentees had made against their goals



of mentees expressed interest in becoming mentors themselves after the programme

28

additional individuals were mentored by programme mentors beyond their assigned pairs, demonstrating a strong multiplier effect and lasting impact.

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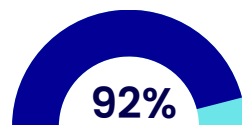
I'm happy that I have aligned my goals and been able to split them into short, medium and long term, thus giving me clarity on realistic timelines

Esther Ndunge Mang'uu, Mentee, Cohort 1

Personal Growth and Strengthening of Leadership



of mentees reported increased confidence in addressing fear of failure



of mentees improved their confidence in decision-making, public speaking and communication with senior leaders



of mentors rated their leadership and coaching abilities 7 or higher (out of 10) by programme end



of mentors reported growth in the areas of empathy, self-awareness, active listening and problem solving

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Actively participating in another person's growth and development has had a mirror effect on my own growth and development

Mentor, Cohort 2

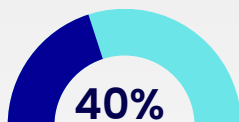
Contact us to explore how mentoring can help you strengthen leadership, support gender equity and build a more inclusive, human-centred organisation.

KEY OUTCOMES FOR PARTICIPANTS
AFTER 12 MONTHS OF PROGRAMME

Career and Professional Growth



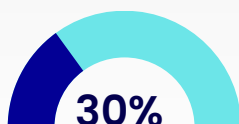
of mentees rated themselves 7 and above in their ability to find an acceptable work-life balance.



of mentees notified us that they had progressed into new roles within Safaricom, demonstrating tangible career growth.



of mentors rated themselves 7 and above in their ability to negotiate



of mentors notified us that they had progressed in their leadership journey as a result of the programme

Organisational and Cultural Impact

1496

mentoring hours were volunteered by mentors, valued at over USD 37,000 in in-kind time

The programme reinforced the importance of mentoring and collaboration among women leaders, fostering a strong peer support network and helping Safaricom make meaningful strides toward its gender diversity targets.

[Watch the graduation ceremony](#) 

Mentoring played a vital role in developing the leadership capacity of women across Safaricom—both those leading and those emerging. The programme demonstrated the power of structured, trust-based relationships to unlock confidence, nurture purpose-driven leadership and inspire long-term commitment to developing others. Beyond individual growth, the programme helped Safaricom take tangible steps toward inclusive leadership, organisational culture change and long-term gender equity.

Want to build your leadership pipeline, advance gender equity and foster a more inclusive, human-centred culture in your organisation?

Contact us now!