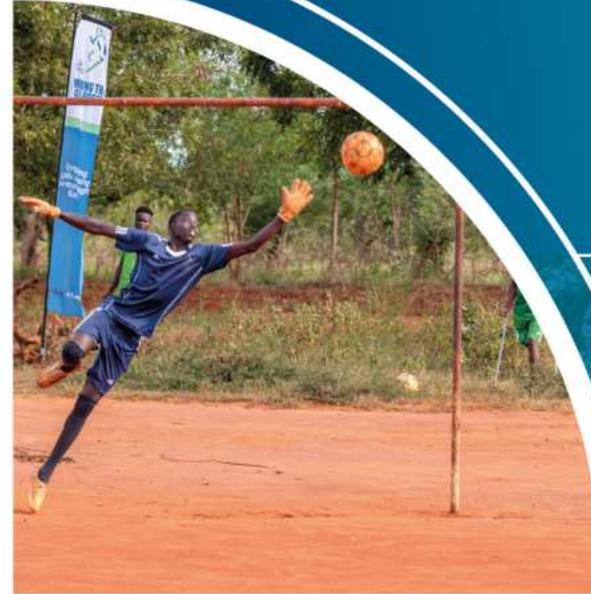




**MOVING THE
GOALPOSTS**

SUSTAINABILITY REPORT



2024



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2024

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Acronym	Full Form
Board	Board of Directors
CO ₂	Carbon Dioxide
ESG	Environmental, Social, and Governance
GHG	Greenhouse Gases
GRI	Global Reporting Initiative
MTG	Moving the Goalposts
SDGs	Sustainable Development Goals
UN	United Nations
OSH	Occupational Safety and Health
DEI	Diversity, Equity, and Inclusion
SRHR	Sexual Reproductive Health Rights
GBV	Gender-Based Violence

Our Commitment to Sustainability and Equality



Everlyne Lelle

Chairperson, MTG Board

“As we step into the next phase of our journey, we remain steadfast in building a movement of individuals and organisations dedicated to transforming communities and sporting environments into spaces that are equitable, inclusive, sustainable, and safe for all.”

It is with great pleasure that I present to you Moving the Goalposts’ first sustainability report—a milestone that signals the beginning of a more deliberate journey of accountability, reflection, and progressive reporting on our sustainability commitments. On behalf of the Board, I extend heartfelt appreciation to our dedicated staff, donors, partners, communities, and, most importantly, the girls and young women who are the heartbeat of MTG. Your unwavering commitment to our Strategic Plan 2023–2027 has been instrumental in bringing our vision to life.

For the past 22 years, Moving the Goalposts has contributed immensely to the body of knowledge, evidence and recognition that sports for development programs have a significant contribution to the achievement of sustainable development goals. The 69/6 is a resolution adopted by the general assembly on 31 October 2014, which recognised sport for development as a catalyst for human and social development. This strategy places sport at the centre of our interventions by providing a clear framework of how Moving the Goalposts will continue to enhance adolescent girls and young women’s agency as we address global issues affecting them & their communities, such as access to universal health care, quality education, gender equality, economic empowerment and decent work and climate justice.

Our strategy is anchored in the **Sustainable Development Goals (SDGs)**, with particular emphasis on:

SDG 1: End poverty in all its forms everywhere.

SDG 3: Ensure healthy lives and promote well-being for all at all ages.

SDG 4: Ensure inclusive and quality education for all and promote lifelong learning.

SDG 5: Achieve gender equality and empower all women and girls.

SDG 8: Promote inclusive and sustainable economic growth, employment and decent work for all.

SDG 13: Take urgent action to combat climate change and its impacts.

SDG 16: Promote just, peaceful and inclusive societies.

Aligned with Kenya’s 2010 Constitution and the National Policy on Gender and Development (2019), MTG’s work nurtures girls’ leadership skills from adolescence, providing mentorship and opportunities that enable them to lead boldly within their communities and beyond.

Using an evidence-based approach, MTG continues to deliver the 2023-27 strategic plan, which has earned the organisation

a place on the national and global map.

In recent times, MTG has received global and national recognition for its work of empowering girls and young women and ultimately creating safe spaces for adolescent girls and young women on and off the field. Some of the notable achievements for MTG during this period include;

- Chairing the Kilifi Gender-Based Violence Working Group.
- Recognition by the Finnish Embassy in Nairobi and the State Department for Gender and Affirmative Action for leadership in Kilifi County’s Gender-Based Violence thematic group.
- Being among the leading partners in the implementation of the Equal Play Effect Africa initiative.
- Our Executive Director receiving the Global Safeguarding Champion Award (2024).

As we step into the next phase of our journey, we remain steadfast in building a movement of individuals and organisations dedicated to transforming communities and sporting environments into spaces that are equitable, inclusive, sustainable, and safe for all. Together, we can—and we will—continue to change the game for generations to come.

For over 22 years, MTG and its partners have consistently advocated for the rights of girls and young women using a unique approach that embeds football in the delivery of its programs and activities.



1. ABOUT MOVING THE GOALPOSTS



Moving the Goalposts (MTG) is a community-based organisation that works with girls their communities, local and international partners to empower adolescent girls and young women in Kenya’s Coastal Region. Based in four counties in the coast region, MTG uses football as a vehicle for addressing the social and economic challenges facing girls and young women in Kenya. Through football, MTG works to advance and protect the rights of girls and young women by providing a platform to strengthen their voice through participation in leadership roles and opportunities. MTG’s activities are geared towards achieving the following strategic objectives;

- **Use football as a tool to promote equal access to opportunities and leadership positions for girls and young women.**
- Develop a growing sense of awareness of the rights of girls and young women to increase their sense of self-awareness and enhance their leadership potential.
- **Champion the rights of girls and young women through community engagement.**
- Develop and manage strategic alliances and influence policy on issues affecting girls and young women.
- **Identify and create awareness of issues affecting girls and young women in relation to sexual and reproductive health and the right to choose.**
- Create a high-performing and financially sustainable organisation that is accountable to its leadership and stakeholders.



For over 22 years, MTG and its partners have consistently advocated for the rights of girls and young women using a unique approach that embeds football in the delivery of its programs and activities. Using this approach, MTG has realised significant gains in the well-being of girls and young women in areas such as education, livelihoods, health, leadership and child protection.

In the year 2024, Moving the Goalposts partnered with local schools, sports for development organisations, stakeholders in the education sector, health, sports, climate change, safeguarding and gender based violence prevention. Additionally, MTG closely works with the county governments of Kilifi, Kwale, Mombasa and Tana River, and the national government in fulfilling its mandate.

MTG is registered under the Ministry of Labour and Social Protection, State Department for Social Protection and Senior Citizens Affairs, under registration number DSD/3/11/02/7133.

The Finance, Risk, and Audit Committee, a committee of the Board of Directors, is responsible for reviewing our internal control systems, assessing risks, and ensuring the quality and reliability of our external reporting which meets each quarter. Additionally, the committee oversees the implementation of ESG processes, ensuring that environmental, social, and governance considerations are integrated into our operations and reporting.

This report has been prepared referencing the GRI Standards 2021. MTG remains committed to continuously maturing our sustainability reporting practices to ensure transparency, accountability and alignment with global best practices. As we progress on this journey, our goal is to deliver a sustainability report that is in full accordance with the GRI Standards, demonstrating our dedication to responsible business practices and sustainable growth.

For ease of reference, a GRI index will be included at the end of this report. It will guide you through our sustainability disclosures, ensuring you can easily find the information you need.

MTG Materiality Assessment Process

At Moving the Goalposts (MTG), our materiality assessment is a cornerstone of identifying and prioritizing environmental, social, and governance (ESG) issues that are most significant to our mission and stakeholders. This process ensures that our sustainability strategy, resource allocation, and reporting remain relevant, focused, and consistent with global frameworks such as the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (UN SDGs).

1. Identification of ESG Topics

We began by compiling a broad list of potential material topics guided by global standards (e.g., GRI, UN SDGs), peer benchmarking, internal policies, and emerging trends in the non-profit and development sectors. This initial list reflected both sectoral best practice and the unique realities of MTG's community-centered work.

2. Stakeholder Prioritization

To ensure inclusivity, we engaged our Board Members and staff through structured surveys and discussions. Their input provided a dual perspective: the Board's strategic and governance lens, and staff's operational and programmatic insights. This engagement helped us understand expectations, identify critical ESG areas, and highlight emerging risks and opportunities.

3. Analysis and Evaluation

The ESG topics were then analyzed using a two-fold approach:

- Significance to stakeholders (relevance to community beneficiaries, staff, donors, and partners).
- Impact on MTG's strategy and performance (ability to advance our mission, strengthen resilience, and maintain credibility).

A prioritization matrix was developed to rank material topics, ensuring objectivity and transparency.

4. Validation and Approval

The prioritized list of material topics was validated by MTG's senior management and formally endorsed by the Board. This step confirmed alignment with MTG's mission, long-term strategy, and accountability to stakeholders.

Through this process, MTG has established a clear, stakeholder-driven materiality roadmap that guides both program design and ESG reporting.



MTG board members are recruited through an open and transparent system with very clear board terms and maintain high standards of leadership integrity and performance.

2. GOVERNANCE AND LEADERSHIP



The Board of Directors

The highest governing body is MTG board whose formation and management is guided by MTG constitution and board charter. MTG board delivers its mandate through board committees led by committee chairpersons with a secretary from the management team. These are:

- **Finance, Audit and Risk Committee**
- **Governance and Human Resource Committee**
- **Programmes, Safeguarding and Resource Mobilisation Committee**

These committees are set up by the full Board and each has clear guidelines on its purpose, membership, skills needed, timeframes, and expected results. The Board's main role is to support MTG's vision and mission while making sure the right policies and practices are in place to protect the organisation's assets and reputation. It also provides overall guidance, oversees the implementation of strategies, and leads efforts to secure resources.

MTG board members are recruited through an open and transparent system with very clear board terms and maintain high standards of leadership integrity and performance.

Board Selection

Board members are appointed by their fellow members through a resolution upon a proposal by at least one member and endorsed by at least two-thirds of the members present. Serving on the Board is completely voluntary, with no pay or allowances, which means members join out of real commitment to MTG's mission and vision.

The board membership consists of a minimum of five (5) and a maximum of eleven (11) members. Among them, two take on special roles: the Board Chair and the Treasurer. The Chair is elected during the Board's first meeting, while the Treasurer is elected before the outgoing Treasurer's term ends. MTG's Executive Director also serves as the Board's Secretary in an advisory (ex officio) capacity. We have one executive member and nine non-executive members (minimum 5 non-executive). In the year 2024 we had 8 female and 2 male. In the 2023/24 board performance evaluation report a lack of participation of the constituents at the board level was identified. This was addressed with the appointment of a alumnae of the programme in the year 2024.

Each member serves a 3-year term, which can be renewed once, but no one can serve for more than two terms. New members can be added—or existing ones removed—through a formal Board decision. When selecting members, the Board looks for diversity, independence, and the right mix of skills to ensure it can effectively steer the organisation toward its goals.

Board Chair

The Board Chairperson is elected by the full Board, based on the role requirements and the candidate's qualifications. This is not a staff role, so the Chair is not involved in the organisation's day-to-day operations.

The Board of Directors has an important responsibility in guiding the organisation's Environmental, Social, and Governance (ESG) strategy. This means they help ensure that our business goals and sustainability commitments work hand in hand. They provide long-term direction, identify and manage current and future risks, and make sure that sustainability and compliance with regulations are fully built into how the organisation operates. The Board meets every quarter to review our sustainability strategy, track progress, and make sure we remain on course in building long-term value.

Oversight and Guidance from the Board

The Executive Director has a delegated authority to manage the organisations impact on the economic, environmental and people. According to the constitution, the ED ensures that Board members have the right information and resources to perform their duties effectively. This includes providing timely reports, accurate documents, and access to financial and technical data so that the Board can properly evaluate the organisation's impact. Together with the senior management team, the ED reports back to the Board through its committees every quarter.



The MTG Board is accountable to both internal and external stakeholders as the organisation's highest governing body. Each member is well informed about their roles and responsibilities, and the Board regularly evaluates its own performance—sometimes internally and other times with external support. The Board values being results-oriented and therefore reflects honestly on how well it upholds good governance principles, manages resources, and fulfils its responsibilities. Any issues of underperformance—whether by the whole Board or an individual member—are addressed openly, fairly, and professionally, with the goal of strengthening the Board's effectiveness and ensuring the organisation continues to deliver value.

Conflict of Interest Management

MTG has a Conflict of Interest Policy to help Board members, management, and staff recognise and properly handle situations where personal interests could affect their decisions for the organisation. This policy provides clear steps to make sure that any such situations are managed fairly, transparently, and in the best interest of MTG.

If a Board member, manager, or staff member has a potential conflict of interest during discussions about a contract or transaction, they must openly declare it before deliberations begin. This disclosure is recorded in the meeting minutes.

Anyone with a conflict of interest:

- May share relevant facts or answer questions, but cannot take part in the discussion or decision-making.
- Cannot try to influence the outcome, either during or outside the meeting.
- Is not allowed to vote on the matter and will step out of the meeting room during the vote (unless it is by secret ballot).

Their ineligibility to vote is also documented in the meeting minutes. This process ensures that all decisions remain transparent, impartial, and in line with MTG's values.



MTG recognises that transparency and accountability in tax matters are central to maintaining the trust of its stakeholders, including donors, partners, employees, regulators, and the communities it serves.

3. COMPLIANCE





This will enhance the commitment to ensuring that 100% of significant new suppliers are screened against environmental criteria before engagement. This will be achieved by updating procurement and prequalification tools to include mandatory environmental screening questions and including commitments by suppliers towards environmentally responsible practices.

Managing Environmental Risks in the Supply Chain

Moving the Goalposts (MTG) sources the majority of its goods and services locally, with 70% of procurement spending directed to businesses within its areas of operation. This approach strengthens local economies but also introduces potential environmental risks, such as improper waste management, unsustainable material sourcing, and limited awareness of environmental compliance requirements among small and local suppliers. So far, MTG has not identified any significant negative environmental impacts in its supply chain, as a formal supplier environmental risk assessment has not yet been conducted.

Starting in 2026, MTG will implement structured processes to identify, monitor, and mitigate environmental risks in the supply chain. Planned actions include:

- Screening significant suppliers for environmental compliance during procurement prequalification.
- Providing capacity-building and awareness sessions to help suppliers—particularly small and local

According to national surveys, 8.5% of children in Kenya — about 1.3 million — are engaged in child labour, with higher prevalence in arid and semi-arid counties such as Samburu, Turkana, and Kajiado.

businesses—understand and meet environmental standards.

- Engaging with suppliers to strengthen practices where non-compliance or gaps are identified.

Tax Governance, Control, and Risk Management

MTG has established clear governance structures and internal controls to ensure effective management of all tax-related obligations. Although the organization is exempt from corporate income tax as a registered charity, it remains fully accountable for employer taxes, withholding taxes, and withholding VAT.

Tax compliance is overseen by the Finance Department, under the supervision of the Executive Director and the Board Finance & Audit Committee. Policies and procedures on tax compliance are documented within MTG's Finance Manual ensuring consistent application across operations. Regular training is provided to finance staff to strengthen knowledge of applicable tax laws and compliance requirements. MTG adopts a zero-tolerance approach to non-compliance and seeks to proactively identify and mitigate risks of underpayment, late filing, or misreporting. Annual external audits include a review of tax compliance, with findings reported to the Board. The Finance Department maintains open

communication with the Kenya Revenue Authority (KRA) to ensure alignment with current regulations and resolve potential disputes promptly.

MTG aims at achieving 100% timely filing and remittance of all employer taxes, withholding taxes, and VAT obligations. Additionally, we plan to transition to a fully digitized tax record management system by 2026 to improve transparency and efficiency.

Stakeholder Engagement and Tax Accountability

MTG recognises that transparency and accountability in tax matters are central to maintaining the trust of its stakeholders, including donors, partners, employees, regulators, and the communities it serves. MTG actively engages with its key stakeholders through regular reporting, audits, and dialogue on financial and compliance matters. Donors are provided with detailed financial and grant utilisation reports, which include assurance on tax compliance. Engagement with the Kenya Revenue Authority (KRA) is maintained through timely filings, queries, and reconciliations to ensure compliance and alignment with national tax laws. MTG maintains open communication channels for employees and suppliers to raise any tax-related questions, particularly in relation to payroll deductions and withholding taxes.



Any tax-related concerns raised by stakeholders are addressed promptly by the Finance Department and escalated to senior management and the Board Finance & Audit Committee where necessary. MTG operates a whistleblowing mechanism, as part of its Code of Conduct, which allows employees and partners to confidentially report concerns, including tax or compliance-related issues. Independent external audits assure both donors and regulators, while management responses to audit recommendations are tracked and reported.

MTG does not engage in aggressive tax planning, profit-shifting, or practices that are inconsistent with its status as a charitable organisation. Tax-related disclosures are included in the organisation's audited financial statements, which are shared with key stakeholders annually.

The management works towards maintaining a record of zero unresolved tax-related concerns raised by stakeholders and strengthening collaboration with the Kenya Revenue Authority through at least one compliance and advisory engagement annually.

Operations and Suppliers at Significant Risk for Incidents of Child Labour

MTG operates in coastal Kenya, a region where child labour risks are recognized nationally, particularly in agriculture, domestic work, informal transport, and small-scale trade. According to national surveys, 8.5% of children in Kenya — about 1.3 million — are engaged in child labour, with higher prevalence in arid and semi-arid counties such as Samburu, Turkana, and Kajiado. While MTG itself does not operate in high-risk industries such as large-scale

agriculture, construction, or extractives, the risk remains in our supplier base and in the local communities we serve, especially where poverty and limited educational opportunities exist.

MTG has no recorded incidents of child labour within its own operations. As a child-rights organization, MTG actively safeguards children through our programmes, community outreach, and supplier engagement. MTG also engages in community sensitization to discourage harmful practices such as child labour, early marriage, and school dropouts, further mitigating the risk in our operational environment. MTG will ensure that 100% of significant new suppliers are screened for child labour risks as part of the procurement process. This will be achieved by Embedding child labour prohibition clauses in all supplier contracts and agreements, introducing child labour risk assessment questions into supplier prequalification forms and establishing a reporting mechanism for any suspected cases of child labour in the supply chain.

Operations and suppliers at significant risk for incidents of forced or compulsory labor

Forced or compulsory labour is prohibited under the Constitution of Kenya (2010), the Employment Act (2007), and Kenya's ratification of the ILO Forced Labour Conventions (29 and 105). Despite these protections, risks remain nationally, particularly in informal sectors such as domestic work, agriculture, mining, and certain forms of casual labour. Vulnerable groups include migrant workers, women, and young people who may face exploitative conditions.



MTG operates as a child- and youth-rights focused non-profit organisation, with no identified risks of forced or compulsory labour within its direct operations. MTG's procurement is largely directed to local suppliers (70% of total supplier spend), many of which are small-scale businesses. While MTG has not yet conducted a formal forced labour risk assessment, potential risks could exist in casual labour arrangements (e.g., event support, cleaning, logistics, catering) where informal employment practices are common, suppliers lacking formal HR structures, where worker protections may not be consistently enforced.

In year 2026, MTG will strengthen its due diligence to identify and mitigate risks of forced or compulsory labour in its supply chain. This will include updating procurement policies and prequalification forms to include forced labour compliance requirements, embedding contractual clauses prohibiting forced or compulsory labour in supplier agreements.

Security personnel trained in human rights policies or procedures

MTG is committed to ensuring that all individuals working within its premises, including outsourced service providers, uphold the organization's values of respect for human rights. The organization contracts security services from an outsourced security firm. As part of the firm's standard procedures, all security personnel deployed to MTG are trained by their management on human rights policies and procedures, including respectful engagement. While the responsibility for training rests with the service provider, MTG is committed to maintaining oversight by ensuring that the contracted firm upholds its Code of Conduct and safeguarding standards. In addition, MTG will strengthen collaboration with the firm to guarantee that all security personnel remain consistently aligned with the organization's human rights commitments.

Data Protection and Privacy

MTG recognizes the importance of safeguarding the privacy and confidentiality of all stakeholder information. The organization has put in place measures to ensure compliance with data protection requirements and to promote responsible handling of information. During the reporting period, there were no substantiated complaints regarding breaches of customer privacy or losses of stakeholder data.

MTG has a Data Protection Policy that clearly outlines the standards and procedures for collecting, storing, and managing data. This policy applies to all stakeholders of the organization, ensuring that personal and sensitive information is handled responsibly and securely. Moving forward, MTG will continue to strengthen awareness among staff on data protection requirements and monitor compliance to uphold the trust of all stakeholders.

MTG recognizes the importance of safeguarding the privacy and confidentiality of all stakeholder information. The organization has put in place measures to ensure compliance with data protection requirements and to promote responsible handling of information. During the reporting period, there were no substantiated complaints regarding breaches of customer privacy or losses of stakeholder data.

Supplier Screening Against Social Criteria

As a community-based organisation operating in coastal Kenya, MTG recognises that suppliers play a critical role in advancing human rights, labour standards, and social equity. Approximately 40% of MTG's total expenditures are directed to suppliers, with 70% spent on local businesses. Many of these are small-scale enterprises that contribute directly to local livelihoods but may lack formal structures to manage social risks such as child labour, forced labour, discrimination, or occupational health and safety.

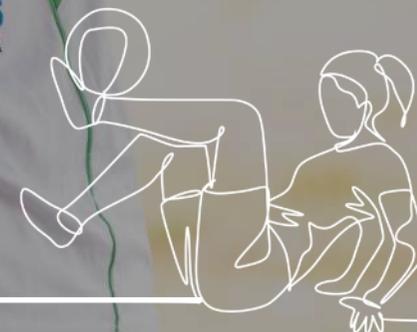
To date, MTG has not yet conducted a formal social risk assessment of suppliers. However, MTG has strong policies in place to safeguard children, protect human rights, and ensure compliance with Kenyan labour laws and relevant international conventions. These principles are already embedded in MTG's internal operations and are being extended to suppliers.

Beginning in 2026, MTG will systematically screen all significant new suppliers against defined social criteria, which will include compliance with labour rights, fair treatment, non-discrimination, respect for occupational health and safety standards, adherence to MTG's Child Protection Policy and Supplier Code of Conduct. Screening will be embedded in supplier prequalification and contracting processes, with declarations and monitoring mechanisms to ensure compliance.



At MTG, we have put in place clear and accessible mechanisms to ensure that employees, volunteers, partners, and community members can safely raise any concerns or complaints. Our commitment goes beyond resolving grievances—we strive to maintain a safe, respectful, and supportive environment for all.

4. OUR POLICY COMMITMENTS



Our work at Moving The Goalposts is embedded on strong business and human rights principles according to the code of conduct. The organisation has established rigorous processes to ensure that its people and the environment are protected from harm and abuse and safeguarding measures are deployed at every stage of project implementation. The MTG code of conduct outlines clear expectations on:

- **Safeguarding, inclusion, diversity, and non-discrimination.**
- **Preventing sexual exploitation, abuse, and harassment.**
- **Addressing conflicts of interest, bribery, fraud, and data protection.**
- **Ensuring a duty to report and cooperate.**

The Safeguarding Policy ensures that sport within MTG is safe, fair, and inclusive. It sets out the standards of behaviour expected from all staff, partners, and stakeholders, and underlines our legal and ethical responsibility to protect children and young people from abuse, discrimination, and harassment.

Our policies are anchored in international and national frameworks, including the United Nations Convention on the Rights of the Child (1989), the African Charter on the Rights and Welfare of the Child (1990), the Kenya Children’s Act (2022), and the Constitution of Kenya (2010), among others.

We ensure that:

- All staff, partners, and service providers are fully aware of and uphold safeguarding requirements.
- Due diligence is carried out before engaging any partner, consultant, or employee, including reference and background checks.
- Any violation of children’s or young people’s rights leads to termination of services, blacklisting from future engagements, and, where necessary, legal action.
- Where partners need support to strengthen their safeguarding systems, MTG offers guidance and recommends available resources.

Through these measures, MTG reaffirms its unwavering commitment to creating a safe, inclusive, and respectful environment where children and young people can thrive on and off the field.

Approval of Policy Commitments Within the Organisation

Policy development at MTG follows a collaborative and transparent process. The initial draft is prepared by the relevant departmental head and then shared with staff for review, feedback, and improvement. Once refined, the draft is submitted to the appropriate Board committee for further review and adjustments.

The final version is formally approved by the Board and signed off by Board members, staff, and all relevant stakeholders who engage or transact with the organisation. This ensures that every policy reflects broad input, accountability, and shared commitment across the organisation.

Embedding Policy Commitments

At MTG, all processes and procedures are designed to uphold the standards set out in our Code of Conduct and Safeguarding Policy, ensuring that our daily operations reinforce these commitments.

<p>Recruitment & Engagements During hiring, we carry out thorough reference and background checks to ensure new staff have no history of human rights violations. Similar checks are conducted for suppliers and consultants, who must also sign commitments to uphold human rights and safeguard children and young people.</p> 	<p>Capacity Building Every year, both staff and Board members undergo training on human rights and child safeguarding, ensuring alignment with best practices and readiness to address emerging risks.</p> 
<p>Responsibility & Oversight Safeguarding responsibilities are shared between the Human Resources Manager and the Safeguarding Officer, while the Executive Director ensures overall compliance. At the Board level, oversight is led by the Board Chair, supported by the Executive Director.</p> 	<p>Risk Management We maintain a risk register that identifies potential human rights risks, their likelihood, mitigation measures, and any reported incidents. In 2024, we recorded eight safeguarding issues—seven have been resolved, and one remains under active follow-up. These cases are reviewed monthly by senior management and reported quarterly to the Board, ensuring transparency and accountability.</p> 



Grievance Resolution and Safeguarding Practices

At MTG, we have put in place clear and accessible mechanisms to ensure that employees, volunteers, partners, and community members can safely raise any concerns or complaints. Our commitment goes beyond resolving grievances—we strive to maintain a safe, respectful, and supportive environment for all.

Through a traceability system, we monitor, track, and address grievances with transparency and accountability. This reinforces ethical practices and safeguards human rights. Our approach is anchored in the Safeguarding Policy, which places the best interests of children and young people at the centre—ensuring they remain free from harm, neglect, abuse, and exploitation.

To strengthen this commitment:

We conduct regular risk and needs assessments across all operations, programs, and projects to identify and mitigate potential risks.

A risk management strategy guides us in continuously reviewing and improving safeguarding practices to minimise harm to children and young people.

Our Procurement Policy ensures contractors and partners uphold the same standards, with clear terms and conditions addressing grievances.

We hold intergenerational dialogues where girls, community members, and MTG staff openly discuss issues and co-create solutions to prevent future grievances.

Through these measures, MTG ensures that every concern raised is taken seriously, addressed transparently, and used as a learning opportunity to strengthen our safeguarding and accountability systems.

Building Trust Through Feedback and Remediation

Every year, MTG conducts a survey with parents and community leaders to gather feedback on the effectiveness of our programs, particularly around safeguarding and child protection. In 2024, the findings reflected both progress and areas that require continued improvement.



The results indicated a positive impact:



While the majority of responses were positive, a small portion of participants expressed uncertainty about the effectiveness of the grievance and safeguarding mechanisms. This feedback is vital, as it guides MTG in strengthening education, building trust, and improving our grievance and remediation processes to ensure every child and community member feels fully protected.



Safe Pathways for Seeking Advice and Raising Concerns

MTG has established clear, accessible, and confidential mechanisms to enable staff, volunteers, beneficiaries, and partners to seek advice or raise concerns. These systems are managed by a trained Safeguarding Officer, with oversight from senior leadership, ensuring professionalism and accountability.

Concerns can be reported through multiple channels—including anonymous options such as suggestion boxes and a hotline—and, where necessary, cases are referred to external services for further support. All reports are treated with strict confidentiality, supported by a transparent investigation process and structured follow-ups to ensure resolution, prevent retaliation, and avoid recurrence.

These mechanisms are guided by MTG’s Safeguarding Policy, Whistleblowing Policy, and Code of Conduct, which together provide a framework for effective case management. The systems are open to staff, stakeholders, and communities engaged in MTG’s activities, ensuring that everyone has a safe and trusted way to be heard.



While implementing our work we constantly review and update our stakeholder matrix ensuring efficient communication/information sharing and effective collaboration for efficient use of resources.

5. OUR STAKEHOLDERS



Moving The Goalposts works with a diverse group of partners and stakeholders to deliver programs in communities. These include parents, teachers, community leaders, national government departments, media, sports organisations, county governments and their departments, National NGO's, International organisations, donors, peer organisations and host communities. While implementing our work we constantly review and update

our stakeholder matrix ensuring efficient communication/information sharing and effective collaboration for efficient use of resources. The following is a highly summarised stakeholder Matrix which highlight's very specific stakeholders their roles and relationship to our programs.

1. Primary Stakeholders – Girls and Young Women

As the core beneficiaries of our programs, girls and young women are actively involved in the design, implementation, and evaluation of interventions. Engagement takes place through safe space sessions, regular feedback forums, participatory planning exercises and leadership structures such as league field committees. These platforms enable them to voice their views, shape programming decisions, and take on leadership roles within the organisation and the community.

2. Community Stakeholders – Parents, Caregivers, Community Leaders, and Religious Figures

We engage community stakeholders through community barazas, Tumanyane meetings, parent-guardian sessions, and dialogue forums. These platforms are used to raise awareness, gather feedback, address concerns, and foster buy-in. Their involvement enhances community ownership and contributes to creating a supportive environment for girls and young women to thrive.

3. Institutional Stakeholders – Government Departments and Service Providers

Our collaboration with government entities—including the departments of health, environment, youth, education, gender, and sports—is grounded in partnership and policy dialogue. We actively participate in technical working groups, co-implement joint initiatives, and advocate for policy and systemic changes that advance the rights and wellbeing of adolescent girls and young women. In partnership with service providers such as health facilities and legal aid organizations, we work to strengthen referral pathways, improve access to youth-friendly services, and enhance protection mechanisms.

4. Strategic Partners – Donors, Civil Society Organisations, and Networks

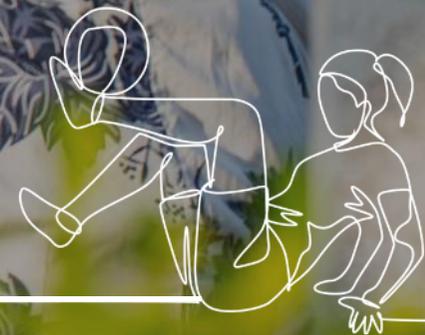
We engage donors and partners through regular reporting, strategic dialogue, joint learning forums, and partnership reviews. Civil society actors and peer organisations are engaged through networks, coalitions, and joint advocacy initiatives to amplify impact and share best practices. These partnerships cultivate innovation, accountability and resource sharing.

5. Internal Stakeholders – Staff and Volunteers

Internally, staff and volunteers are engaged through regular planning meetings, reflection sessions, capacity-building workshops, and feedback mechanisms. Their insights, field experience, and suggestions contribute to ongoing program improvement and organisational learning.

We aim to maintain female representation at above 70% across the workforce, ensuring the organisation continues to model inclusivity and gender equity in practice.

6. EMPLOYEE EXPERIENCE



Employee Experience



MTG commits to maintaining entry-level wages at least 30% above the local minimum wage and ensuring no gender-based pay disparities at any employment level.

Benefit Plans and Retirement Obligations

MTG fully complies with the statutory requirements of Kenya's National Social Security Fund (NSSF), the mandatory national retirement savings scheme that provides basic financial security to employees upon retirement, incapacity, or loss of livelihood.

As an employer, MTG makes monthly contributions to the NSSF on behalf of all staff. In line with the revised NSSF Act No. 45 of 2013, these contributions are shared between the employer and the employee. In 2024, MTG contributed the employer's portion—6% of each employee's gross monthly salary, up to the set upper limit—directly to the NSSF. Currently, MTG does not operate any additional or private pension schemes beyond these statutory obligations. However, management is actively exploring ways to strengthen retirement preparedness. This includes promoting financial literacy among employees and establishing a private pension scheme by 2027 as an added benefit. At the close of the reporting period, MTG had no outstanding or overdue obligations to the NSSF. All contributions were submitted in full and on time, in strict compliance with regulatory requirements.

Standard Entry Wage

MTG is committed to fair pay and equal treatment for all employees, regardless of gender. MTG operates in coastal Kenya, where the government-prescribed minimum wage is set under the Regulation of Wages (General) (Amendment) Order, 2022. Minimum wages vary by job category and region, but the lowest minimum wage applicable in MTG's areas of operation is approximately KES 15,201 per month for general workers in municipalities.

MTG sets its entry-level wage significantly above the statutory minimum wage to ensure decent living standards. Entry-level wages are gender-neutral: both male and female staff at the same grade receive equal pay. MTG maintains a gender pay equity policy to ensure compliance with the principle of "equal pay for equal work."



Local Community Representation in Leadership

MTG defines the “local community” in two ways:

- **Community-rooted locals:** individuals born and raised in Kilifi, Kwale, Tana River, Mombasa, and the wider coastal region.
- **Community-integrated locals:** individuals not originally from the region but who have lived there long-term and become fully part of the community’s social and cultural life.

Currently, MTG’s Senior Management Team (SMT) is composed of community-integrated locals. Their long-standing residency, community engagement, and cultural assimilation ensure that management decisions remain closely aligned with local realities. To close this gap, MTG is investing in nurturing and mentoring community-rooted local talent to prepare them for senior leadership roles. At the board level, community representation is stronger, with 7 members being community-rooted locals.

In the future MTG will launch a structured talent mapping and leadership development programme to identify and mentor community-rooted staff with leadership potential.

Towards a Sustainable and Secure Workforce

At MTG, our employment framework is designed to provide stability in leadership while allowing programming needs the flexibility and alignment with donor funding cycles. This approach ensures continuity at the strategic level, while also giving the organization the ability to adapt staffing to match project-based financing and changing needs. In doing so, MTG is able to retain experienced leaders and remain responsive



to the communities we serve. In future, management plans to conduct a workforce structure review to assess the feasibility of offering longer-term contracts to non-SMT staff where funding sustainability allows. By 2026, MTG also aims to develop a contract permanency policy framework that gradually strengthens job security for staff while staying consistent with the organisation’s funding model.

Age Proportions

“As of 31st December 2024, MTG’s workforce age distribution is as follows:

- Employees under 30 years of age: 20%
- Employees between 30 and 50 years of age: 72%
- Employees above 50 years of age: 8%

This distribution demonstrates that MTG maintains a predominantly mid-career workforce, which provides stability, experience, and institutional memory, while still integrating younger employees who bring innovation and fresh perspectives. The organisation also values the contribution of employees over 50 years of age, recognising the unique expertise and mentorship they provide to younger staff. MTG aims to maintain a balanced age structure by continuing to create opportunities for young professionals (under 30) while supporting the retention and growth of mid-career staff. Additionally, MTG will develop a mentorship program where experienced employees (above 50) mentor younger staff to strengthen leadership succession and skills transfer.”

Proportion of Female Employees

We aim to maintain female representation at above 70% across the workforce, ensuring the organisation continues to model inclusivity and gender equity in practice. Additionally, we shall strengthen capacity-building initiatives for female staff to grow into leadership and technical roles, reinforcing MTG’s mission of women-led empowerment.

As of 31st December 2024, 77% of MTG’s workforce is female. This strong female representation is directly aligned with the organisation’s mission of strengthening the rights of girls and young women through sports, leadership, and community engagement. By maintaining a predominantly female workforce, MTG ensures that program delivery remains relatable, empowering, and reflective of the communities it serves.



Creating Pathways Out of Poverty for Girls and Young Women

MTG is committed to strengthening the livelihoods and employability of girls and young women as a pathway out of poverty. Our programme focuses on equipping participants with entrepreneurship and employability skills so they can start their own businesses, secure meaningful work, and contribute to their communities. We believe that with the right skills and opportunities, girls and young women along Kenya’s coast can achieve lasting economic empowerment.

In 2024, 204 young mothers from Ganze, Kaloleni, Bamba, Bahari, and Vitengeni in Kilifi County took part in specialised training on entrepreneurship and financial literacy. These sessions promoted a culture of saving, budgeting, and joining savings groups, building financial independence and resilience. Participants also gained practical soap-making skills, enabling them to produce soap for household use and income generation.

During the year, MTG registered 506 out-of-school (OOS) girls—52 new and 454 continuing participants—demonstrating both reach and high retention. This was an 8% decrease compared to 552 in 2023, reflecting programme adjustments. Alongside livelihood training, 55 young women were trained in employability and digital literacy, with some successfully securing short-term jobs and scholarships.

To better track long-term impact, MTG is developing robust monitoring tools to measure economic outcomes such as income generation, job placements, start-up creation, and growth in savings among participants.

New Employee Hires and Employee Turnover

In the reporting period, MTG hired 4 new employees:

Split by age	2 employees below 30 years old, 2 employees between 30-50 years old
Split by gender	3 female and 1 male employees
Split by region	3 employees are from the local region, 1 from the other countys but from Kenya.
The total turnover of employees was 16%.	
The turnover of employees by gender: 75% female and 25% male.	
Turnover of employees by age	Below 30 years: 25% female Between 30-50 years: 50% female and 25 % male

Parental Leave

All MTG staff members are entitled to parental leave, which includes up to 90 days of maternity leave for female employees and up to 14 days of paternity leave for male employees.

Total number of employees that were entitled to parental leave, by gender. 1 female
Total number of employees that took parental leave, by gender. 1 female
Total number of employees that returned to work in the reporting period after parental leave ended, by gender. 1 female
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. 1 female
Return to work and retention rates of employees who took parental leave, by gender. 100% retention

Minimum Notice Periods Regarding Operational Changes

MTG is committed to ensuring fair labour practices and transparent communication with all employees. While Kenyan labour laws provide a minimum period of one month, MTG’s internal Human Resource Policy goes beyond compliance by emphasising early engagement and dialogue with staff before any significant operational change. MTG generally provides employees with a minimum of one month’s written notice regarding substantial operational changes that may affect employment, such as restructuring, role adjustments, or policy revisions.

For changes that could significantly affect program operations but do not directly impact employment contracts, notice is typically provided at least two weeks in advance. In cases of emergency (e.g., funding cuts, donor-related directives, or external shocks such as pandemics), MTG ensures timely communication, coupled with staff consultations to mitigate adverse effects.

Employees are engaged through staff forums, departmental meetings, and direct supervisor communication before decisions are finalised. Staff representatives and managers are consulted to ensure operational changes are implemented fairly and inclusively. In the year 2026, MTG will formalise a documented Change Communication Framework to standardise procedures for notifying employees of operational adjustments, ensure 100% of significant operational changes are communicated with at least one month’s notice, except in emergencies.



Expenditures on Employee Training

MTG remains committed to the professional growth and capacity development of its staff as part of building a resilient and skilled workforce. During the reporting period, the organisation invested in staff development through both internally organised training and those sponsored by partners. However, the total expenditure on employee training has not been fully consolidated, as costs from different training initiatives were not systematically tracked. Moving forward, MTG will establish a structured system to monitor and track all training-related expenditure. This will provide greater visibility on investment in staff development and support evidence-based decision-making. In addition, MTG aims to increase investment in low-cost digital learning platforms and in-house training sessions, ensuring staff have access to continuous learning opportunities. This approach will strengthen competencies, support career development, and enhance organisational performance, while maintaining cost efficiency and sustainability.

Average hours of training per year per employee

MTG is committed to building the capacity of its staff to enhance both organisational performance and individual career growth. In the reporting period, employees participated in a variety of trainings, including safeguarding, performance management, cyber security, monitoring and evaluation, and other technical skills training aligned with program delivery. On average, each staff member received approximately 45 hours of training in the year. Training opportunities were delivered through workshops, on-the-job coaching, external seminars, and peer-to-peer learning sessions. This investment in continuous learning reflects MTG's dedication to fostering a knowledge-driven and resilient workforce, ensuring that staff are well-equipped to meet both current and future organisational needs. In 2025/2026, MTG aims to increase access to low-cost and no-cost training opportunities, including online learning platforms and internal capacity-sharing sessions, to further raise the average training hours per staff annually to 72 hours.

Upgrading Employee Skills and Transition Assistance Programs

At Moving The Goalposts, we value employee development programs that help our staff grow their skills and capabilities. In turn, they continue to provide the best service to our participants and other stakeholders at large. During the reporting period, MTG supported staff through a range of skills development initiatives, including regular workshops and peer-to-peer learning sessions, coaching and mentorship provided

by senior staff to strengthen the technical and management skills of the team and participation in seminars, conferences, and online courses to broaden exposure and enhance professional expertise. Regarding transition assistance, recognising that career transitions are part of staff growth, MTG provides support to employees during role changes or exits through exit and transition support, including clear handover processes, reference letters, and exit interviews/counselling to ensure smooth transitions. Moving forward, MTG will institutionalise succession planning programs that prepare staff for leadership roles within the organisation in cases of transitions and offer career guidance and mentorship to staff exploring internal mobility. These initiatives reflect MTG's commitment to both strengthening organisational capacity and supporting employees in their professional journeys, ensuring long-term sustainability and resilience.

Percentage of employees receiving regular performance and career development reviews

MTG recognises performance management as a key driver of employee growth, motivation, and organisational effectiveness. The organisation has a structured performance review process, which includes goal setting, mid-year check-ins, and annual appraisals, providing staff with opportunities for feedback and career development discussions. In the reporting period, 100% of employees received regular performance and career development reviews. These sessions covered both individual performance against set objectives and personal career aspirations, allowing staff to identify opportunities for skills development, capacity building, and progression within the organisation. Through this approach, MTG ensures that performance management goes beyond evaluation, serving as a platform for mentorship, professional growth, and alignment with the organisation's mission.

Diversity of Governance Bodies and Employees

MTG values diversity, equity, and inclusion as central pillars of its organisational culture and governance. The organisation recognises that diverse perspectives strengthen decision-making, foster innovation, and ensure programs are responsive to the needs of the communities we serve. MTG's governance structures, including the Board of Directors and Senior Management Team, reflect a commitment to gender balance and inclusive representation. Women make up a significant proportion of leadership positions, consistent with MTG's mission of advancing girls' and women's rights.



The governance body also draws from diverse professional backgrounds, enhancing oversight and strategic guidance. At the staff level, MTG promotes diversity across gender, age, and professional experience. The organisation actively seeks to provide equal opportunities during recruitment and career development. During the reporting period, a majority of staff were women, aligning with MTG's gender-responsive mandate. Employees represented different age groups, ensuring intergenerational learning and a balance of innovation and experience. Staff were drawn from a variety of professional disciplines, enhancing the organisation's technical and operational capacity. Looking forward, MTG remains committed to strengthening policies and practices that promote inclusivity and equity in both governance and staffing, ensuring a workplace where all voices are represented and valued.

During the reporting period, MTG had 20 women and 5 men on its staff. The organisation remains committed to ensuring fairness, equity, and non-discrimination in its remuneration practices.

Ratio of Basic Salary and Remuneration of Women to Men

MTG, as an organisation that empowers young girls and women and promotes equity, has a workforce composition where women significantly outnumber men. During the reporting period, MTG had 20 women and 5 men on its staff. The organisation remains committed to ensuring fairness, equity, and non-discrimination in its remuneration practices. Salaries are determined strictly by the requirements of the role, the level of responsibility, and the qualifications of the employee, rather than gender or any other non-performance factor. During the reporting period, the ratio of the basic salary and remuneration of women to men in the entire organisation was 3.48, reflecting the higher representation of women in the workforce.

Share of Women in Managerial Positions

MTG places strong emphasis on gender equality and women's leadership, both as part of its organisational culture and as a reflection of its mission to advance girls' and women's rights. During the reporting period, women held 50% of managerial positions within the organisation. This demonstrates MTG's commitment

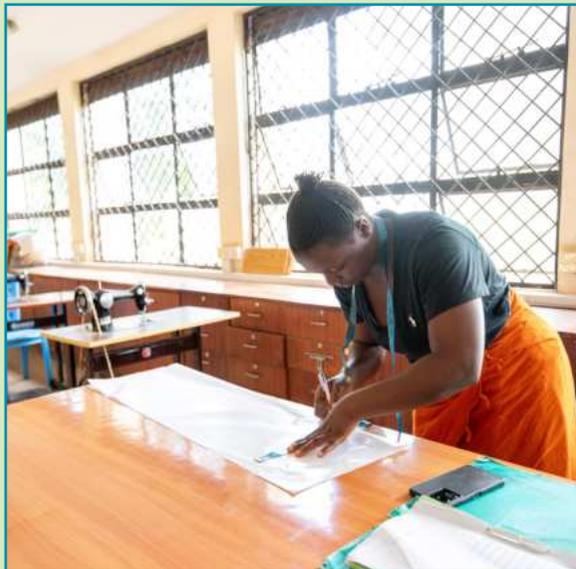
to promoting gender balance in decision-making roles and creating pathways for women to lead at the highest levels of the organisation.

Incidents of Discrimination and Corrective Actions Aaken

MTG upholds the principles of equality, fairness, and inclusivity in all its operations. The organisation has zero tolerance for discrimination of any kind, whether based on gender, age, religion, ethnicity, disability, or any other status. During the reporting period, there were no reported cases of discrimination involving staff, stakeholders, or beneficiaries. This reflects the organisation's commitment to fostering a respectful, inclusive, and safe working environment. MTG's Human Resource Policy provides clear guidelines and procedures for reporting and addressing incidents of discrimination. These procedures are accessible to all staff and stakeholders, ensuring that any concerns can be raised confidentially and acted upon promptly.

Commitment to Workplace Safety

At Moving The Goalposts, we put the safety and well-being of our team first. We're committed to creating a secure work environment and strictly adhere to Kenya's Occupational Safety and Health Act (2007), the Workers' Injury Benefits Act (2007), and the Employment Act (2007). We've put in place a comprehensive safety policy that guides how we protect our staff. Our workplace is registered with the Directorate of Occupational Safety and Health (DOSHS), and we ensure that our team is covered under WIBA, which we renew annually in full compliance with the law. We've established a dedicated Safety Committee at Moving The Goalposts to ensure our Safety Policy is actively implemented and followed across the organisation. In the year 2025, we will ensure that the Safety Committee is trained and equipped with skills to enable them to properly manage the safety of the staff and the organisation as a whole.



Hazard Identification, Risk Assessment, and Incident Investigation

At Moving The Goalposts, we recognise that our staff often work in dynamic environments, whether out in the community or in the office and may encounter various hazardous and safety risks along the way. To proactively safeguard their well-being, we conduct thorough risk assessments every quarter and maintain a risk register. These reviews help us identify potential hazards and put effective mitigation strategies in place. When an incident occurs, we investigate with care and integrity. Every case gives us valuable insights that we use to refine our safety processes and strengthen our overall approach. Our staff are also encouraged to report any incidents. It's all part of our commitment to continuous improvement and creating a safer space for everyone.

Occupational Health Services

We conduct regular health risk assessments to identify physical, biological, and psychosocial hazards, ensuring our environment remains safe and responsive. Our team has access to essential healthcare services and mental health support, including counselling and stress management resources to help them navigate emotionally demanding situations. We prioritise emergency preparedness by developing clear protocols and conducting regular drills and training. Through ongoing training in first aid, fire safety, the use of personal protective equipment (PPE), and hazard response, we build strong staff capacity. Finally, we maintain a robust incident reporting system that allows us to investigate any occurrences and apply key learnings to continually improve our safety practices.

Worker Participation on Occupational Health and Safety

At Moving The Goalposts, we comply with all internal safety measures and will speak up, correct, or report to the Safety Committee when we notice situations where safety is at risk. At Moving The Goalposts, we believe that a safe and healthy workplace is built through knowledge, preparation, and ongoing care. That's why we offer regular, hands-on training sessions focused on occupational health and safety. These include certification in first aid and emergency response to ensure our team can act confidently and swiftly when it matters most.

We also provide specialised training in fire safety and cyber safety to protect both physical and digital spaces. Recognising that health goes beyond the physical, we dedicate time and resources to mental wellness and overall well-being—equipping our staff with tools for stress management, emotional resilience, and balance in their personal and professional lives. In the year 2024, 27 team members were covered under a comprehensive medical insurance plan that ensured they received timely care whenever illness arose. This coverage also includes access to professional counselling services, offering mental health support whenever it's needed. We understand the importance of rest and rejuvenation, which is why staff are entitled to various types of leave to help them recharge and maintain a healthy work-life balance. Beyond that, we host regular health talks on a wide range of topics that impact our staff.

MTG has an occupational health and safety management system; in 2024, 27 members of staff were covered by the management system. Apart from staff, we work with service providers. In 2024, all our service providers were engaged through a contract system that required them to adhere to OSH regulations for themselves and their workers



Work-Related Injuries

In the reporting period, MTG did not record any work-related injuries. The organisation maintains a Health & Safety Register, where all incidents and injuries, if any, are formally documented. To further safeguard staff well-being, MTG has a fully equipped first aid box on-site to address minor injuries promptly. We also have staff trained in first aid stationed at the premises, ensuring immediate response capacity and compliance with workplace safety standards. For any serious work-related injuries, MTG staff are covered under the WIBA, which provides protection and compensation for employees in line with statutory requirements. These measures reflect MTG's ongoing commitment to providing a safe, healthy, and supportive work environment for all employees.

Work-Related Ill Health

During the reporting period, MTG did not record any cases of work-related ill health. The nature of MTG's activities is not associated with occupational exposures or conditions that typically result in work-related illnesses. For this reason, the organisation does not conduct pre-employment or post-employment medical screenings related to occupational health risks. The only potential area of concern relates to ergonomic challenges from office seating, which may contribute to discomfort or strain over time. To address this, MTG is committed to investing in ergonomic office chairs in 2026, ensuring that staff have a safe and supportive work environment that promotes long-term health and productivity. This approach reflects MTG's continued commitment to employee well-being and its proactive steps to mitigate even minor risks within the workplace.

Expenditure on Employee Health and Safety

MTG recognises that safeguarding the health, safety, and well-being of staff is essential to sustaining impact and organisational growth. During the reporting period, MTG allocated resources to support workplace safety and wellness, including: provision and replenishment of a first aid kit at the premises, training of selected staff in first aid response to ensure prompt assistance in case of incidents, payment of premiums under the WIBA and medical cover, as well as the provision of protective equipment for the staff. While MTG's activities do not expose staff to high occupational risks, these investments demonstrate our commitment to ensuring a safe, secure, and supportive working environment for all employees.

The Right to Freedom of Association and Collective Bargaining

The right to freedom of association and collective bargaining is protected under the Constitution of Kenya (2010), the Labour Relations Act (2007), and Kenya's ratification

of ILO Conventions 87 and 98. These rights apply to all workers, including those in MTG's operational areas. While MTG has not yet conducted a formal labour rights risk assessment across its supply chain, potential risks exist given that 90% of procurement spending is directed to local businesses, many of which are small-scale suppliers who may lack formal HR structures. Additionally, in some sectors (e.g., casual labour in transport, catering, or event support services), workers may not always be unionised or covered by collective bargaining agreements. Informality in local businesses could limit workers' ability to fully exercise freedom of association and collective bargaining rights.

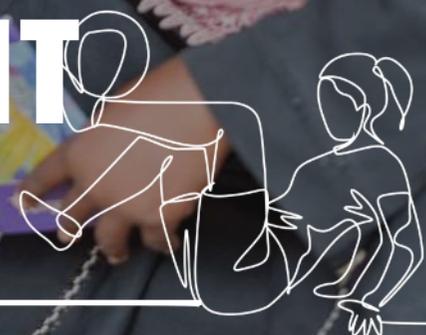
Starting in 2025, MTG will take steps to ensure that suppliers uphold workers' rights to freedom of association and collective bargaining by updating supplier prequalification forms to include labour rights compliance declarations, covering freedom of association and collective bargaining, engaging with local suppliers to raise awareness of Kenyan labour laws and international standards and including clauses in supplier contracts that explicitly prohibit interference with workers' rights to organize. The right to freedom of association and collective bargaining is protected under the Constitution of Kenya (2010), the Labour Relations Act (2007), and Kenya's ratification of ILO Conventions 87 and 98. These rights apply to all workers, including those in MTG's operational areas. While MTG has not yet conducted a formal labour rights risk assessment across its supply chain, potential risks exist given that 90% of procurement spending is directed to local businesses, many of which are small-scale suppliers who may lack formal HR structures. Additionally, in some sectors (e.g., casual labour in transport, catering, or event support services), workers may not always be unionised or covered by collective bargaining agreements. Informality in local businesses could limit workers' ability to fully exercise freedom of association and collective bargaining rights.

Security Personnel Training on Human Rights

MTG is committed to ensuring that all individuals working within its premises, including outsourced service providers, uphold the organisation's values of respect for human rights. The organisation contracts security services from an outsourced security firm. As part of the firm's standard procedures, all security personnel deployed to MTG are trained by their management on human rights policies and procedures, including respectful engagement. While the responsibility for training rests with the service provider, MTG is committed to maintaining oversight by ensuring that the contracted firm upholds its Code of Conduct and safeguards standards. In addition, MTG will strengthen collaboration with the firm to guarantee that all security personnel remain consistently aligned with the organisation's human rights commitments.

2024, approximately 50% of MTG's total procurement budget was spent on suppliers based in these counties. The total spending on all suppliers in 2024 was KES 17.6m.

8. SUSTAINABLE PROCUREMENT PRACTICES



Proportion of Spending on Local Suppliers

In the context of MTG’s operations, local supplier spending refers to invoicing and commitments made with suppliers from Kwale, Tana River, Mombasa, and Kilifi counties. For the purpose of this disclosure, MTG defines “local” suppliers as individuals, businesses, or organisations that are based within the counties where MTG has active programs and long-term community engagement. In 2024, approximately 50% of MTG’s total procurement budget was spent on suppliers based in these counties. The total spending on all suppliers in 2024 was KES 17.6m. This spending pattern underscores MTG’s commitment to promoting inclusive economic growth and supporting local economies within its areas of operation. We aim at maintaining or increase the proportion of spending on local suppliers to at least 55%, reinforcing MTG’s contribution to local economic development. Additionally we look towards strengthening the partnerships with especially for women- and youth-owned businesses in the local community.

Operations Assessed for Risks Related to Corruption

MTG has embedded anti-corruption safeguards into its Code of Conduct and Fraud, Corruption, and Conflict of Interest Guidelines, which apply to all Board members, staff, and operations. MTG recognises corruption as a significant governance risk in the Kenyan non-profit context and has developed systems to prevent, detect, and respond to incidents of bribery, fraud, and unethical practices.

100% of MTG’s operations in Kenya have been assessed for risks related to corruption, with specific focus on procurement, financial management, human resources, and supplier relations. Risk assessments are informed by the Kenya Anti-Corruption and Economic Crimes Act

(2003), international anti-bribery standards, and MTG’s internal control environment. MTG Board members and staff are expected to uphold the highest standards of transparency and accountability and must not engage in fraudulent, corrupt, or unethical practices.

MTG has identified priority areas that present higher risks of corruption, including procurement of goods and services, particularly high-value contracts, recording and reporting of income (cash and in-kind donations), hiring of staff and submission of academic/professional credentials, management of financial records and accounting practices, protection of confidential internal information, use of organizational assets, such as vehicles, office equipment, and branded resources for personal

authorized gain. Each of these risk areas is subject to annual review through external audit, with findings and recommendations used to strengthen internal controls.

All governance body members (11 of 11) and 25 employees have been trained on MTG’s anti-corruption guidelines. Annual refresher sessions, coupled with audits and risk assessments, ensure that anti-corruption measures remain effective and relevant. In 2025, MTG commits to extending anti-corruption training to all new staff, to strengthening supplier and partner assessments for corruption risks, and to institutionalising a formal whistleblowing mechanism with independent oversight to further enhance accountability.

	<p>Approximately 50% of MTG’s total procurement budget spent on local suppliers.</p>
	<p>Total spending on all suppliers in 2024 was KES 17.6m.</p>
	<p>All governance body members employees trained on MTG’s anti-corruption guidelines.</p>



Communication and Training

Currently, MTG does not collect systematic information on whether anti-corruption policies and procedures are upheld by its business partners. This remains a gap to be addressed in the future. In 2025, specialised refresher sessions will be organised for staff in finance, procurement, and program implementation. Governance members will be engaged through board-level workshops to strengthen oversight capacity.

Confirmed Incidents of Corruption

In the fiscal year 2024, MTG investigated one case of alleged corruption. Following a thorough internal review, including due process through our established whistleblowing and grievance reporting channels, the allegation was found to be unsubstantiated. Consequently, there were no confirmed incidents of corruption during the reporting period.

As a result, no employees underwent any disciplinary process or dismissal in relation to corruption. Additionally, no public legal cases, including insolvency claims, were brought against MTG or any of its employees. MTG has put in place a structured framework for managing corruption-related risks, which includes clear anti-corruption and bribery provisions in the Code of Conduct, a whistleblowing mechanism that allows employees and stakeholders to report suspected misconduct confidentially, oversight by management and the Board Audit & Risk Committee to ensure impartial investigations and corrective and disciplinary measures where allegations are substantiated.

New suppliers that were screened using environmental criteria

Moving the Goalposts (MTG) acknowledges that supplier engagement is a key entry point for promoting sustainable practices. Currently, approximately 40% of MTG's total expenditures are incurred on suppliers' payments, with 50% directed to local businesses within our areas of operation. While MTG has not yet undertaken a formal environmental risk assessment of suppliers, we recognise the importance of embedding sustainability criteria in procurement processes to mitigate risks and support environmentally responsible local businesses.

MTG is committed to introducing environmental screening for all significant new suppliers starting in 2026. The screening will be guided by Compliance with Kenya's Environmental Management and Coordination Act (EMCA), basic checks on waste management and disposal, and adoption of energy- or resource-efficient practices where possible.

Supplier Screening Against Social Criteria

As a community-based organisation operating in coastal Kenya, Moving the Goalposts (MTG) recognises that suppliers play a critical role in advancing human rights, labour standards, and social equity. Approximately 40% of MTG's total expenditures are directed to suppliers, with 70% spent on local businesses. Many of these are small-scale enterprises that contribute directly to local livelihoods but may lack formal structures to manage social risks such as child labour, forced labour, discrimination, or occupational health and safety. To date, MTG has not yet conducted a formal social risk assessment of suppliers. However, MTG has strong policies in place to safeguard children, protect human rights, and ensure compliance with Kenyan labour laws and relevant international conventions. These principles are already embedded in MTG's internal operations and are being extended to suppliers.

Beginning in 2026, MTG will systematically screen all significant new suppliers against defined social criteria, which will include compliance with labour rights, fair treatment, non-discrimination, respect for occupational health and safety standards, adherence to MTG's Child Protection Policy and Supplier Code of Conduct. Screening will be embedded in supplier prequalification and contracting processes, with declarations and monitoring mechanisms to ensure compliance.

Negative Social Impacts in The Supply Chain

MTG is committed to ethical sourcing and responsible supply chain management. The organisation strives to work with suppliers and service providers who align with its values of integrity, fairness, and respect for human rights. During the reporting period, no negative social impacts were identified within MTG's supply chain. Suppliers are engaged through transparent procurement processes, and contracts are guided by policies that emphasise accountability, safeguarding, and ethical practices. To further mitigate potential risks, MTG requires its suppliers and service providers to adhere to organisational standards, including safeguarding policies and codes of conduct. In cases where concerns may arise in the future, MTG is committed to addressing them promptly through corrective measures, including dialogue with suppliers, monitoring, and, where necessary, termination of contracts.

Moving forward, MTG will continue to strengthen its supplier engagement processes by embedding safeguarding, labour rights, and human rights considerations into procurement practices, ensuring that the supply chain remains socially responsible and aligned with the organisation's mission.



9. POWERING THE FUTURE: PROTECTING OUR PLANET

Energy Consumption Within the Organisation

In the year 2024, both fuel consumption (direct energy use) and electricity consumption (indirect energy use within operations) were the major sources of energy. The total amount of energy used was 221,377MJ. Diesel accounted for 81% of total energy use, mainly due to vehicle operations for field activities and backup generator reliance. Electricity from the grid represented 19% of total energy use. No renewable energy was generated or consumed on-site during the reporting period.

Calculation
Total Energy Consumption (within the organisation):
Diesel (stationary & mobile combustion): 178,670 MJ (Equivalent to 4,880lts of Diesel consumed - 977lts for the generator and 3,903lts for the motor vehicle.)
Purchased electricity: 42,706 MJ (equivalent to 11,863 kWh)
Total: 221,377 MJ

Energy Use and Efficiency Tracking

In 2024, the organisation’s total energy consumption within the boundary was 221,377 MJ, comprising 178,671 MJ from diesel (stationary and mobile combustion) and 42,706 MJ from purchased electricity. When normalised against the year-end full-time employee (FTE) count of 25, the energy intensity was 8,855 MJ per FTE, equivalent to 2.46 MWh per FTE. This figure will be used as a baseline to monitor reductions through initiatives such as fuel efficiency, staff awareness on power saving, and exploration of renewable energy options. The number of employees (FTEs) is selected as the most appropriate denominator for expressing energy intensity because of its operational relevance. As a community-based and service-driven organisation, the organisation’s energy intensity is closely linked to staff activities (transport, electricity from generator use, and administrative functions). The use of FTE also allows for year-to-year comparability of energy intensity, thereby easily reflecting on the organisational growth or contraction in workforce. Lastly, being a non-profit without a direct production output, employee headcount provides a meaningful way to benchmark efficiency against similar entities. We aim to reduce energy intensity at 5% per year.



*In 2024, the organisation’s total energy consumption within the boundary was **221,377 MJ**, comprising **178,671 MJ** from diesel (stationary and mobile combustion) and **42,706 MJ** from purchased electricity.*

We are planning towards a transition towards energy-efficient lighting. This will involve the replacement of conventional security lighting with solar-powered LED lighting that will reduce energy consumption and utilise renewable sources.

Reduction of Energy Consumption

MTG is committed to reducing its energy consumption through efficiency measures and the adoption of sustainable practices across its operations. While energy use at MTG is relatively modest due to the nature of its activities as a non-profit, deliberate steps have been taken to lower consumption and promote environmental responsibility.

We are planning towards a transition towards energy-efficient lighting. This will involve the replacement of conventional security lighting with solar-powered LED lighting that will reduce energy consumption and utilise renewable sources. Additionally, we plan to enhance behavioural change initiatives by staff members through sensitisation on energy-saving practices, including synergised transportation planning, switching off equipment when not in use and reducing reliance on air conditioning and standby power. Lastly, we plan towards the transition to solar power. The project aimed at shifting a significant portion of office-related energy consumption to renewable sources, reducing dependence on grid electricity.



Direct (Scope 1) GHG emissions

This disclosure covers direct greenhouse gas (GHG) emissions from sources owned or controlled MTG, which includes vehicles and stationary equipment (diesel generator). The calculation is based on fuel consumption and standard emission factors for diesel. GHG Gases calculated are CO₂, methane and nitrous oxide, excluded as they are immaterial under standard emission factors. The calculation approach used is by multiplying the fuel consumption (litres) by the emission factor 2.7 kg CO₂ per litre of diesel (IPCC default value). The board aims at reducing the Scope 1 emissions intensity by 10% per annum for the next 3 years with the 2024 baseline, through better transport planning, increased reliance on virtual meetings, and adoption of renewable energy, subject to year-end FTE growth.

In 2024, the organisation's direct Scope 1 emissions from diesel use amounted to 13.2 tonnes of CO₂. The Toyota Hiace accounted for the largest share (~80%), reflecting its high mileage and usage. The diesel generator contributed 2.6 tonnes, while the second vehicle didn't report any data; it wasn't utilised hence unavailable for 2024 reporting. These results provide a baseline for tracking organisational carbon

footprint from direct fuel consumption. The board is looking towards exploring opportunities to transition to hybrid or fuel-efficient vehicles in future fleet renewals and towards solar energy to reduce reliance on diesel generators (already initiated through donor-funded projects). The solar project is expected to be commissioned in the year 2025.

Energy indirect (Scope 2) GHG emissions

In our 2024 ESG emissions inventory, we note that Scope 2 emissions from electricity usage are negligible, primarily because over 85% of Kenya's grid electricity is derived from renewable sources, notably hydro, geothermal, and wind. According to the Kenya Energy and Petroleum Regulatory Authority (EPRA) the national grid emission factor stands at approximately 0.08 tCO₂/MWh. This supports our decision to disclose, but not prioritise, Scope 2 emissions in our reduction strategy.

GHG Emissions Intensity

The GHG emissions Intensity Ratio (Scope 1) for the year 2024 was 527.24 kg CO₂ per Full Time Employee (= 0.527 t CO₂/FTE). The denominator chosen for this calculation was the number of full-time employees (FTE) at year-end, which was 25. The emissions calculated under this disclosure are on direct (Scope 1) only — emissions from diesel combustion (motor vehicle and generator use). Scope 2 and Scope 3 emissions will be included in the 2025 calculation.

The gases included carbon dioxide (CO₂) only. The number of employees (FTEs) is selected as the most appropriate denominator for expressing GHG emissions intensity because of its operational relevance. As a community-based and service-driven organisation, the organisation's environmental footprint is closely linked to staff activities (transport, electricity from generator use, and administrative functions). The use of FTE also allows for year-to-year comparability of emissions, thereby easily reflecting on the organisational growth or contraction in workforce. Lastly, being a non-profit without a direct production output, employee headcount is a widely accepted intensity metric, providing a meaningful way to benchmark efficiency against similar entities.

Calculation Breakdown

Total Scope 1 CO₂ emissions: 13,181 kg

Intensity (kg CO₂/FTE) based of 25 FTE : $13,181 \div 25 = 527.24$ kg/FTE

Breakdown on the Intensity Calculation

Vehicle (mobile source): $10,543 \div 25 = 421.72$ kg CO₂/FTE

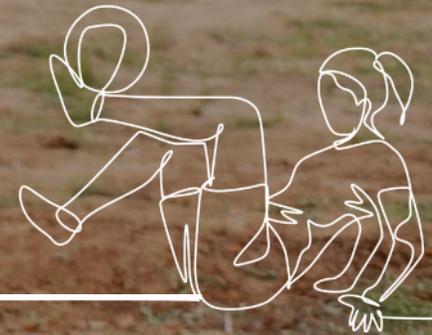
Generator (stationary source): $2,638 \div 25 = 105.52$ kg CO₂/FTE

MTG embeds environmental sustainability and biodiversity considerations into all its programming, with a strong focus on community-driven and girl-centred climate initiatives.

TUNAWWEZA



10. BIODIVERSITY





Policies to Halt Biodiversity Loss

Intergrated in our climate change policy, MTG recognises the importance of assessing and monitoring the impact of our interventions on biodiversity loss. This is done through progressive implementation of our newly developed climate change policy and development of initiatives that promote girl’s agency on climate change.

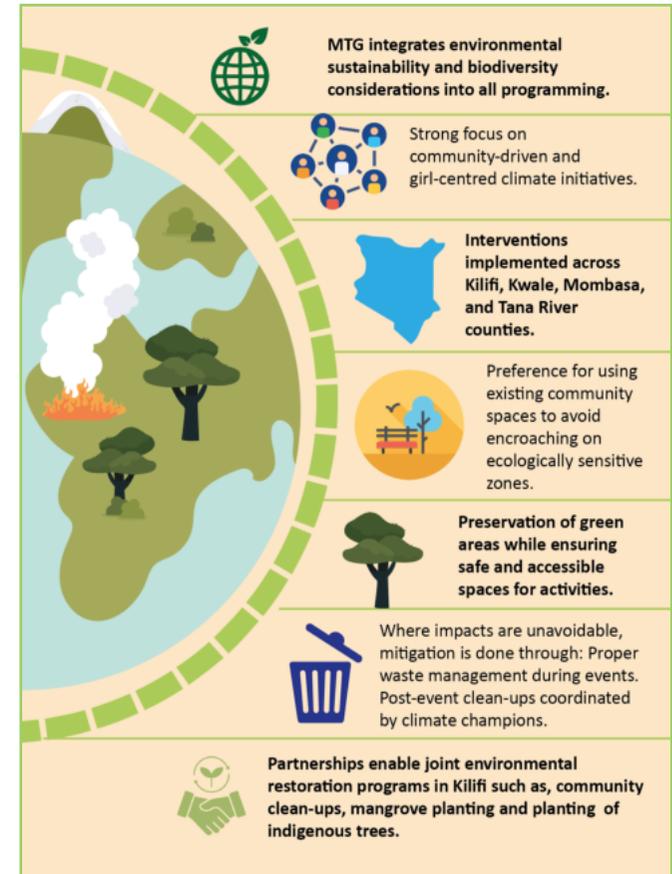
Management of Biodiversity Impact

MTG embeds environmental sustainability and biodiversity considerations into all its programming, with a strong focus on community-driven and girl-centred climate initiatives. Our interventions are implemented across Kilifi, Kwale, Mombasa, and Tana River counties, ensuring that adolescent girls and young women play a central role in advancing eco-conscious solutions.

To avoid negative impacts on biodiversity, we prioritise the use of existing community spaces rather than encroaching on ecologically sensitive zones. This approach allows us to preserve green areas while still creating safe and accessible spaces for activities. Where impacts are unavoidable, we mitigate them through responsible practices such as proper waste management during events, coordinated by our climate champions who oversee post-event clean-ups. Additionally, through partnerships we have implemented joint environmental restoration programs in Kilifi County during World Environment Days. Community clean ups, mangrove planting and planting of indigenous trees.

Identification of Biodiversity Impacts

At present, MTG does not have a formal, structured methodology for identifying biodiversity impacts within our activities. Instead, we operate on key assumptions regarding how our programming and operations affect biodiversity. Our current understanding is that our operational model has minimal impact, given that we are an impact-focused organisation that does not produce goods or services directly linked to biodiversity degradation.



Most of our work is rooted in rural community settings, where our primary stakeholders are custodians of the natural environment. Through our climate action initiatives, we promote climate stewardship by sensitising participants on environmental conservation and sustainable practices.

We believe our biodiversity footprint remains low. However, we have not yet conducted a formal biodiversity scoping or impact assessment across our operational sites or supply chain.



Location of Biodiversity Impacts

- MTG does not own or operate any sites that have significant direct impacts on biodiversity. Our activities take place in shared or public spaces such as school grounds, community centres, and open fields, primarily in Kilifi and Tana River counties in Kenya. These sites are small in scale, and their physical footprint is minimal (typically less than 2 hectares per site).
- While none of our operational sites are located within protected or formally designated ecologically sensitive areas, some of our work takes place near vulnerable ecosystems, including:
 - Bahari area (adjacent to mangrove forests – areas of biodiversity importance and ecosystem service delivery)
 - Ganze Sub-county (semi-arid region experiencing land degradation – an area of rapid decline in ecosystem integrity and high physical water risk)
 - Tana River floodplains (subject to periodic flooding and critical for local livelihoods – areas of ecosystem service delivery and water risk)
- The proximity to these areas is typically within 1–5 kilometres. The activities that occur at these sites include:
 - Youth football leagues and leadership forums
 - Climate change education, tree planting, and ecosystem restoration
 - Sexual and reproductive health rights outreach
- These are implemented through community partnerships and avoid permanent infrastructure development or ecological disruption.
- MTG’s procurement activities have minimal impact on biodiversity, as we do not operate within a product supply chain associated with significant ecological risks. Our purchases are largely limited to locally sourced items such as sports equipment, educational resources, and office supplies—goods that are not linked to intensive production processes or biodiversity-sensitive commodities.



Changes to the State of Biodiversity

Ecosystem Overview

The condition of the ecosystems has remained largely stable with minimal impacts observed. Activities associated with the program have not caused significant change to the ecosystem’s health or structure. There have been no major disturbances or degradation of ecosystem components during this period.

The size of the affected ecosystem remains consistent with no notable loss or expansion. No significant changes in ecosystem type have occurred as a result of the program’s activities.

The program’s activities have had minimal to no significant impact on the affected ecosystems. Monitoring efforts have shown that the ecosystem’s condition and size have remained stable, with no major disturbances. Continued monitoring will ensure ongoing transparency and further confirmation of these findings.

Affected Ecosystem Services:

Currently, the MTG program has had minimal effect on provisioning services, such as access to freshwater and timber. The primary focus on promoting girls’ participation in football and related activities has not significantly impacted resource extraction or availability in the targeted areas.

- **Regulating and Maintenance Services:** The program’s activities have not yet affected regulating services, such as soil erosion control or water regulation. There has been no clear evidence that MTG’s football-related initiatives have led to changes in land use or environmental conditions that would impact these services.



- **Cultural Services:** Cultural services, such as recreational and spiritual value, are largely unaffected by the current scope of MTG activities. However, future initiatives might influence community engagement with sports as a cultural activity, especially if the program grows to include more community events or integrates traditional practices into football programming.

Affected Beneficiaries

- **Local Communities:** At present, local communities have not experienced any significant changes in their access to ecosystem services due to MTG's activities. The program focuses on empowering girls through sports rather than directly addressing environmental or resource-based challenges. The beneficiaries (primarily girls and their families) are not facing new pressures on their livelihoods or resource access as a result of MTG's football-related activities.
- **Indigenous Peoples and Vulnerable Groups:** The program has not yet reached a scale or scope that would directly impact Indigenous peoples or vulnerable communities that depend on specific ecosystem services. Since MTG's focus is on sports and youth empowerment, there has been no substantial interaction with traditional livelihoods or resource usage in these groups.

Expected Impacts

- **Potential Positive Impacts:** In the long term, if the MTG program expands and integrates environmental awareness or incorporates sustainability-focused activities e.g., using sports fields for tree planting or water conservation efforts, it could have positive impacts on local ecosystems. These activities could enhance the local community's relationship with the environment by introducing practices that promote sustainable use of resources.
- **Potential Negative Impacts:** Currently, there are no negative impacts associated with MTG's activities. The program does not involve resource extraction or significant land-use changes that could harm ecosystem services or local communities. However, should the program grow in scope (e.g., through large-scale events or infrastructure), future planning will need to include environmental considerations to avoid any unintended consequences.
- **Methodology for Identifying Impacts:** Due to the nascent stage of the MTG program, limited engagement has occurred regarding ecosystem services or the specific needs of local beneficiaries in relation to environmental factors. Any identification of potential impacts was conducted through stakeholder consultations with program participants, local leaders, and environmental specialists. As the program expands, additional tools such as the ENCORE tool and environmental assessments will be used to evaluate more comprehensive ecosystem impacts. Base Year 2024: The baseline ecosystem type, size, and condition for each site were established through [methodology: e.g., environmental impact assessments, field surveys, satellite imagery].

Habitats Protected or Restored

Through our Climate Action Programme, MTG works to restore natural biodiversity while building community awareness and strengthening environmental stewardship. Launched in 2023, the programme has continued to grow, with visible ecosystem restoration efforts taking place in 2024. A key milestone has been the creation of a new group of young leaders—14 girls trained as Climate Action Champions—equipped with advocacy skills to lead climate action at the grassroots level.

In 2024, we partnered with the American Jewish World Service (AJWS) on an adaptation initiative that included installing community water tanks and planting 1,000 fruit trees across Ganze Sub-county. We also collaborated with the Kilifi County Government to plant over 500 trees in Kaloleni Sub-county, with more than 60% thriving. Alongside this, our staff and community members planted 600 mangrove trees in Bahari, Kilifi North Sub-county, and carried out soil conservation efforts in Ganze to address prolonged drought impacts.

Working with community-based organisations (CSOs) and women's rights organisations (WROs), we further expanded our efforts by planting 2,000 trees in Ganze Sub-county. Local experts guided the selection of tree species—including forest, mangrove, and fruit trees—to enhance soil regeneration, boost pollination, and create vital carbon sinks. While formal land measurements were not taken, we are proud to report a seedling survival rate of over 60%.

These initiatives reflect MTG's commitment to combining environmental restoration with strong community participation, particularly by adolescent girls, young women, and youth climate champions.



In 2024, we allocated **KES 2 million** for solar infrastructure, reflecting our capital investment in sustainable energy and trained **14 adolescent girls** as Climate Champions,

Financial Implications, Risks and Opportunities Due to Climate Change

To date, no material risks have been identified that would result in financial write-offs, asset closures, or significant restructuring for MTG as a result of climate-related impacts. As a non-profit organisation focused on community empowerment in Kenya’s coastal region, our direct emissions are minimal and largely limited to small-scale operational activities.

However, the Board recognises that the greatest climate-related risks are borne by the communities we serve—particularly adolescent girls and young women. Climate change disproportionately affects them by exacerbating vulnerabilities such as food insecurity, water scarcity, health risks, displacement, and economic instability. These indirect risks pose potential programmatic challenges, including increased demand for our services, heightened safeguarding concerns, and a need for greater resources to support resilience at the community level.

To mitigate these impacts, MTG has adopted a proactive approach. Under our current Strategic Plan Tunaweza++, climate programming has been mainstreamed into our work, positioning the organisation as a community centre of reference on renewable energy and climate resilience.

In 2024, we allocated KES 2 million for solar infrastructure, reflecting our capital investment in sustainable energy. Additionally, we trained 14 adolescent girls as Climate Champions, equipping them to lead local action on renewable energy and nature-based solutions. These champions, together with community members, have already participated in tree planting and soil restoration initiatives in Ganze and other climate-vulnerable areas, contributing to carbon removal and ecological restoration.

From a risk-opportunity perspective, while climate change could increase pressure on programme resources and donor support, it also presents opportunities. By positioning MTG as a leader in climate advocacy and girl-centred environmental action, we can attract new streams of climate-focused funding, forge innovative partnerships, and strengthen our role in influencing climate policy at county and national levels. This dual approach—mitigating risks while leveraging opportunities—ensures that climate action is not only a safeguard for the communities we serve but also a strategic pathway for MTG’s growth and sustainability.







11. SOCIAL IMPACT



Community Engagement, Impact, and Development

In 2024, MTG advanced its mission to empower girls and young women through holistic programs in health, education, livelihoods, sports, leadership, climate action, and safeguarding. The organisation deepened community partnerships, leveraged technology, and overcame financial and structural challenges to expand its reach across four counties in coastal Kenya.

The organisation successfully expanded its reach by strengthening community engagement, leveraging technology, and deepening partnerships with local and international stakeholders. Despite financial and structural challenges, MTG remained adaptive and innovative, enabling impactful program delivery across four counties in Kenya. A notable achievement was the increased involvement of male allies through the Young Men as Equal Partners (YMEP) initiative, alongside the integration of climate action and digital literacy into core programming. MTG has made significant milestones based on the following objectives:



Health and Ending Violence

199 adolescent and young mothers engaged in support group meetings with SRH education and contraceptive services.

10,000+ listeners reached through SRHR radio talk shows.

Youth Peer Providers (YPPs) trained to deliver reproductive health education to peers.

250 girls attended menstrual hygiene sessions and received dignity kits.

800+ girls accessed services through mobile clinics. Community engagement included health volunteers, religious leaders, and teachers to create supportive environments.



Economic Empowerment

204 young mothers trained in financial literacy and entrepreneurship.

10 new businesses launched in salon services, fish selling, and agribusiness.

9 community-based support groups supported 74 participants interested in schooling or vocational training.

10 savings groups formed with 136 members, promoting financial inclusion. Internships and apprenticeships provided in tailoring, hairdressing, and baking.

55 young women trained in digital literacy, using tools like Canva, AI, and social media for income generation.

Under the **GANJISHA** project, girls were trained in content creation and connected to remote job opportunities.



Education Access

673 girls supported to sit for national exams.

125 girls received direct financial and material support.

32 girls accessed scholarships through Imarika Foundation and KCB Foundation.

485 parents engaged in forums to support adolescent mothers' school re-entry.

275 girls accessed digital and mobile library sessions.

500+ girls benefited from mentorship and career guidance programs.



Sports and Leadership

8,877 players participated in structured football activities across 4 counties.

122 teams engaged in the MTG Championship League.

494 boys and young men engaged in the YMEP program on gender equality.

Top players competed nationally, with MTG United winning at the **National Beach Games**.

Advocacy advanced women's sports through **FKF League participation** and county-level policy dialogue.

256 girls trained as referees, coaches, peer educators, and field leaders.

208 young leaders received monthly mentorship on climate action and social advocacy.



Climate Action

14 Climate Change Champions trained to lead community projects.

1,000 seedlings planted. MTG staff participated in coastal clean-ups and mangrove restoration.

Climate education integrated into sports and leadership programs.



Institutional Strengthening

Radio campaign with the Department of Gender in Tana River reached **10,000+** listeners with anti-FGM messages.

3,200+ people participated in sensitisation forums.

3 new donors secured to strengthen financial sustainability. Internal systems enhanced through audits and improved reporting.



Safeguarding

51 Safeguarders trained.

10 safeguarding incidents reported: *7 resolved and 3 under follow-up. Safeguarding principles embedded across all programs.*

Strategic Outlook for 2025



Scale successful programs in **digital literacy, education mentorship, and climate leadership.**



Expand **structured sports training and policy advocacy.**



Diversify funding sources and develop **income-generating ventures.**



Continue amplifying the **voice and agency of girls and young women to become confident leaders.**



As 2024 concluded, MTG acknowledged the progress made and outlined a strategic outlook for 2025. The organisation plans to scale successful interventions in digital literacy, education mentorship, and climate leadership. Further investment in structured sports training and policy advocacy is expected to amplify impact. MTG will also continue diversifying funding and exploring income-generating ventures to support its mission. Above all, the organisation remains committed to amplifying the voice and agency of girls and young women, ensuring they grow into confident leaders and agents of change in their communities.



Direct economic value generated and distributed
Direct economic value distributed in Kes 'mm'

	2024		2023	
Operational Costs by Programme				
Health	KES	13.33	KES	15.13
Education & Livelihoods	KES	7.73	KES	6.74
Football	KES	11.38	KES	16.00
Community Liaison	KES	17.37	KES	14.87
Advocacy	KES	5.26	KES	4.11
Monitoring and Evaluation	KES	3.38	KES	3.77
Communications	KES	3.62	KES	3.02
Safeguarding	KES	1.40	KES	3.41
	KES	63.48	KES	67.05

GRI Content Index

Statement of use	Moving the Goalposts has reported in accordance with the GRI Standards for the period 1st January 2024 to 31st December 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Non Profit

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	

General disclosures

GRI 2: General Disclosures 2021	2-1 Organizational details - Moving the Goalposts					
	2-2 Entities included in the organization's sustainability reporting - None					
	2-3 Reporting period, frequency and contact point - Jan-Dec 2024, Annually, Duncan Muya					
	2-4 Restatements of information - No restatements being done on this report					
	2-5 External assurance					
	2-6 Activities, value chain and other business relationships	7-8				
	2-7 Employees	23				
	2-8 Workers who are not employees	N/A				
	2-9 Governance structure and composition	9-10				
	2-10 Nomination and selection of the highest governance body	9				
	2-11 Chair of the highest governance body	9				
	2-12 Role of the highest governance body in overseeing the management of impacts	9-10				
	2-13 Delegation of responsibility for managing impacts	9-10				
	2-14 Role of the highest governance body in sustainability reporting	See 2-13 above				
	2-15 Conflicts of interest	10				
	2-16 Communication of critical concerns	24				
	2-17 Collective knowledge of the highest governance body	10				
	2-18 Evaluation of the performance of the highest governance body	10				
	2-19 Remuneration policies	N/A				
	2-20 Process to determine remuneration	N/A				
	2-21 Annual total compensation ratio	N/A				
	2-22 Statement on sustainable development strategy	5				
	2-23 Policy commitments	16-18				
	2-24 Embedding policy commitments	16				
	2-25 Processes to remediate negative impacts	17				
	2-26 Mechanisms for seeking advice and raising concerns	18				

	2-27 Compliance with laws and regulations	13,29,30,33				
	2-28 Membership associations	N/A				
	2-29 Approach to stakeholder engagement	20				
	2-30 Collective bargaining agreements	N/A				
Material topics						
[Please note: The material topics included in the headings below are examples. They can be renamed and grouped according to the names the organization has given to its material topics. The list of material topics included in the content index is the same as the list of material topics reported under 3-2-a in GRI 3: Material Topics 2021. The disclosures included under the material topics are also examples. The disclosures can be removed (except for Disclosure 3-3) and other disclosures can be added according to the disclosures the organization has reported for each material topic.]						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	8				
	3-2 List of material topics	8				
Biodiversity [The material topics and the disclosures included under]						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	37				
	101-2 Management of biodiversity impacts	37				
	101-3 Access and benefit-sharing	N/A				
	101-4 Identification of biodiversity impacts	37				
	101-5 Locations with biodiversity impacts	38				
	101-6 Direct drivers of biodiversity loss	N/A				
	101-7 Changes to the state of biodiversity	38				
	101-8 Ecosystem services	N/A				
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	N/A				
	304-2 Significant impacts of activities, products and services on biodiversity	N/A				
	304-3 Habitats protected or restored	39				
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	N/A				
Economic performance [The material topics and the disclosures included under]						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	47				
	201-2 Financial implications and other risks and opportunities due to climate change	40				
	201-3 Defined benefit plan obligations and other retirement plans	22				
	201-4 Financial assistance received from government	N/A				
Market presence [The material topics and the disclosures included under]						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	22				
	202-2 Proportion of senior management hired from the local community	23				
	202-90 Permanency of Employee Contracts	23				

	202-91 Age-wise proportion of employees, under 30 years old, 30–50 years old, over 50 years old	23				
	202-92 Proportion of female employees in the organization.	23				
Indirect economic impacts <i>[The material topics and the disclosures included under]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	N/A				
	203-2 Significant indirect economic impacts	24				
Procurement practices <i>[The material topics and the disclosures included under]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	31				
Anti-corruption <i>[The material topics and the disclosures included under]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	31				
	205-2 Communication and training about anti-corruption policies and procedures	31				
	205-3 Confirmed incidents of corruption and actions taken	32				
Anti-competitive behavior <i>[The material topics and the disclosures included under]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	N/A				
Tax <i>[The material topics and the disclosures included under the material topics area]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 207: Tax 2019	207-1 Approach to tax	12				
	207-2 Tax governance, control, and risk management	12				
	207-3 Stakeholder engagement and management of concerns related to tax	12-13				
	207-4 Country-by-country reporting	N/A				
Materials <i>[The material topics and the disclosures included under the material topics area]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	N/A				
	301-2 Recycled input materials used	N/A				
	301-3 Reclaimed products and their packaging materials	N/A				

Energy <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	34				
	302-2 Energy consumption outside of the organization	34				
	302-3 Energy intensity	34				
	302-4 Reduction of energy consumption	34				
	302-5 Reductions in energy requirements of products and services	N/A				
Water and effluents <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	N/A				
	303-2 Management of water discharge-related impacts	N/A				
	303-3 Water withdrawal	N/A				
	303-4 Water discharge	N/A				
	303-5 Water consumption	N/A				
Emissions <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	35				
	305-2 Energy indirect (Scope 2) GHG emissions	35				
	305-3 Other indirect (Scope 3) GHG emissions	N/A				
	305-4 GHG emissions intensity	35				
	305-5 Reduction of GHG emissions	See 305-1 above				
	305-6 Emissions of ozone-depleting substances (ODS)	N/A				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	N/A				
Spills <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	N/A				
GRI 306: Effluents and Waste 2016	306-3 Significant spills	N/A				
Waste <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	N/A				
	306-2 Management of significant waste-related impacts	N/A				
	306-3 Waste generated	N/A				
	306-4 Waste diverted from disposal	N/A				

	306-5 Waste directed to disposal	N/A				
Supplier environmental						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	12				
	308-2 Negative environmental impacts in the supply chain and actions taken	12				
Employment /The material topics and the disclosure included under						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	24				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	N/A				
	401-3 Parental leave	24				
Labor/management relations /The material						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	24				
Occupational health and safety /The material						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	28				
	403-2 Hazard identification, risk assessment, and incident investigation	28				
	403-3 Occupational health services	28				
	403-4 Worker participation, consultation, and communication on occupational health and safety	28				
	403-5 Worker training on occupational health and safety	29				
	403-6 Promotion of worker health	29				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	29				
	403-8 Workers covered by an occupational health and safety management system	29				
	403-9 Work-related injuries	29				
	403-10 Work-related ill health	29				
	403-90 Expenditure on employee health and safety	29				
Training and education /The material						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				

GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	25				
	404-2 Programs for upgrading employee skills and transition assistance programs	25				
	404-3 Percentage of employees receiving regular performance and career development reviews	25				
	404-90 Expenditures on employee training	25				
Diversity and equal opportunity <i>[The</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	25-26				
	405-2 Ratio of basic salary and remuneration of women to men	26				
	405-90 Share of women in managerial positions	26				
Non-discrimination <i>[The material topics and the disclosures included under</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics					
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	26				
Freedom of association and collective						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	29				
Child labor <i>[The material topics and the disclosures included under the material</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	13				
Forced or compulsory labor <i>[The material topics</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	13-14				
Security practices <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	29				
Rights of Indigenous Peoples <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						

GRI 3: Material Topics 2021	3-3 Management of material topics	8				
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	N/A				
Local communities <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				
	413-1 Operations with local community engagement, impact assessments, and development programs	43-45				
	413-2 Operations with significant actual and potential negative impacts on local communities	N/A				
Supplier social assessment <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics					
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	14				
	414-2 Negative social impacts in the supply chain and actions taken	32				
Public policy <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	N/A				
GRI 415: Public Policy 2016	415-1 Political contributions	N/A				
Customer health and safety <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	N/A				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	N/A				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	N/A				
Marketing and labeling <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	N/A				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	N/A				
	417-2 Incidents of non-compliance concerning product and service information and labeling	N/A				
	417-3 Incidents of non-compliance concerning marketing communications	N/A				
Customer privacy <i>[The material topics and the disclosures included under the material topics are examples. See guidance under row 39]</i>						
GRI 3: Material Topics 2021	3-3 Management of material topics	8				

GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	14				
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Topics in the applicable GRI Sector Standards determined as not material

TOPIC		EXPLANATION
[Title of GRI Sector Standard]		
[Topic]		[Explanation]
[Topic]		[Explanation]



**MOVING THE
GOALPOSTS**

2024 SUSTAINABILITY REPORT



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