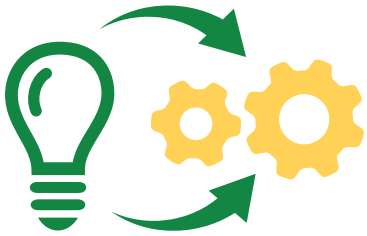


Respecting

and promoting human rights



OPERATIONAL GRIEVANCE
MECHANISM (OGM)



If implemented effectively, the OGM offers the prospects of a rights based efficient, immediate and low-cost form of grievance resolution for both the Company and complainants.

a. SIKIKA

This year, Kakuzi undertook a robust consultation process to evaluate its grievance mechanism system (SIKIKA) in order to inform the need, viability and functionality of the establishment of an effective Operational Grievance Mechanism (OGM). The consultations provided insights from stakeholders on what an effective grievance mechanism would look like from their perspective.

This assessment led to the design of an OGM that ensures grievances are handled in a consistent and coordinated manner. As recommended by the UN Guiding Principles on Business and Human Rights, the OGM has incorporated safeguards such as confidentiality, privacy, rights compatibility, equity and transparency into its processes. The OGM also incorporates a case referral system where cases that require the intervention of government authorities are referred in order to access investigation and resolution of issues.

If implemented effectively, SIKIKA offers the prospects of a rights based efficient, immediate and low-cost form of grievance resolution for both the company and complainants.



A silhouette illustration of a construction site at sunset. Several workers are shown in various stages of building a structure. One worker is on the ground holding a beam, another is on a low platform, and others are on higher levels. A child is running on top of a completed section. The sky is a mix of blue, orange, and yellow, with scattered clouds. The overall scene conveys a sense of progress and achievement.

PROGRESS ON HUMAN RIGHTS POLICY



In March 2021, Kakuzi embarked on the development of a Human Rights Policy. Approved at the highest level of the company, the Policy provides a basis for embedding the responsibility to respect Human Rights across all business functions.

The Policy sets out a roadmap on how the company upholds human rights through the integration of a human rights due diligence process of identification, mitigation and remedying of adverse impacts. The Policy also provides for gender mainstreaming and extends its commitments to supply chains such as contractors and suppliers who are encouraged to respect the principles of the policy.

The draft Human Rights Policy is currently undertaking consultations with employees, key partners, Human Rights defenders, thought leaders and the community.



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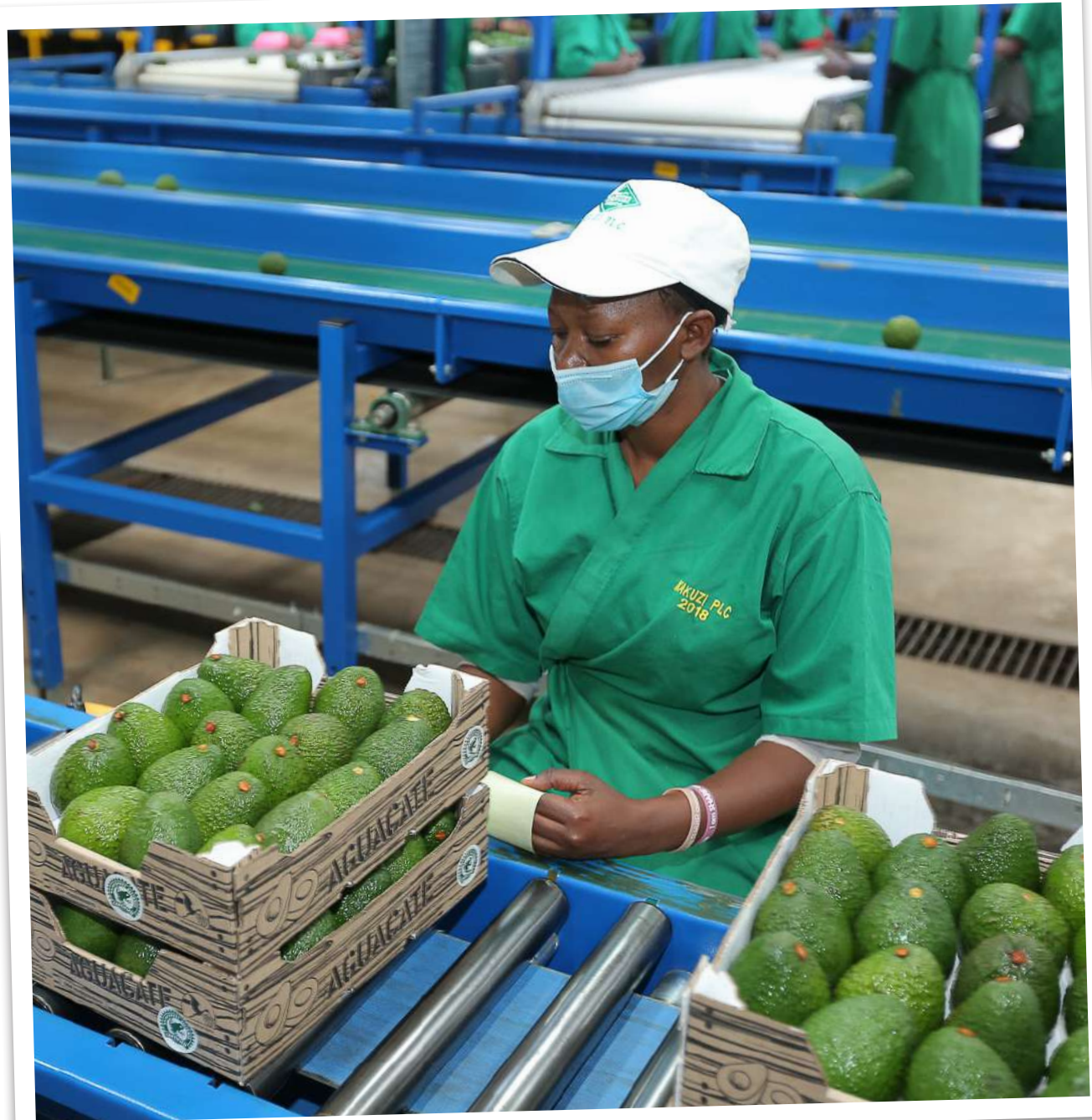
*HUMAN RIGHTS TRAINING/
EDUCATION*



During the recruitment of employees, Kakuzi conducts various induction trainings that ensure that workers understand their rights and obligations at the workplace. These trainings also provide opportunities for workers to know that there are grievance mechanisms in place whenever they wish to make a complaint. Human Rights trainings ensure rights are respected as well as guarantee that safeguards are incorporated to ensure violations do not occur and are mitigated whenever they arise. We are currently developing a Human Rights handbook that will be disseminated to employees outlining their Human Rights and the different ways to submit complaints.



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says Kakuzi Human Rights Manager Stella Wangechi.



Diversity and Inclusion for equal opportunities

Kakuzi has adopted various policies that integrate non-discrimination and guarantee equal opportunities for all. The Human Rights Policy offers a leadership commitment to support gender equality, women's empowerment and protection for all at the work place.

The recruitment and selection policy and procedure strongly integrate gendered dimensions and non-discrimination including on the basis of disability in order to address intersecting forms of discrimination that women or men may face.

Our approach has been to integrate gender equality as a cross cutting issue in policies, processes and strategies of the company, as opposed to treating it as a stand-alone diversity or inclusion issue relevant to the Human Resource department only.

“When the outlook of your employees reflects the diversity of the community that you live in, you are able to enjoy the wide array of skills that come with people from diverse backgrounds and abilities. The community is also able to identify with and create ownership with the business, thus, a social license to operate is maintained,” says Ms. Stella Wangechi, Kakuzi's Gender and Human Rights Manager.

Ms. Wangechi points out that one of the challenges that comes with diversity and inclusivity is labour intensity. For instance, women usually have additional responsibilities at home (taking care of their families) and when work is a bit labour intensive, then they may not have that ability to work long hours. Therefore, as a company, they try to map

Case Study



To help bridge the gender gap at work, the management has taken the initiative to recruit more women.

work that is less labour intensive to ensure women enjoy working hours that enable them to take care of additional responsibilities back at home.

Currently, Kakuzi's workforce comprises of 68 percent men and 32 percent women. To help bridge the gap, the management has taken initiative to recruit more women.

"For us, this is important because we want to reflect a company that is balanced in terms of gender and we want to avail equal opportunities to both men and women," says Ms. Wangechi.

In order to enhance Access to Remedy as guided by the UNGPs, Kakuzi has been developing a programme known as SIKIKA. SIKIKA is a non-judicial mechanism that provides a means for individuals, workers or communities who may be impacted by the company's activities to raise complaints, questions or concerns with the company in order to get them addressed in a formal, prompt and consistent manner. Being non-judicial, SIKIKA is geared to achieving mutually agreed outcomes in resolution of grievances.

The policy also encompasses stakeholders' contributions. "A company like Kakuzi has many projects and programs that seek to ensure that the community is involved in the company's activities. Therefore, we ensure that the policies and programs that are developed are in consultation with stakeholders," says Ms. Wangechi.

The UNGPs guide that companies must 'know and show' their impacts. Knowing means that it is not enough to just avoid causing harm; Companies must proactively seek to identify actual and potential impacts. In this regard, we are in the process of completing our first Human Rights Impact Assessment that will culminate into an action plan that addresses gaps that emerge. She points out that, human rights is a way to ensure that right holders enjoy their rights and their responsibilities, and duty bearers actualize them.



"As a result of this, we decided to establish a Human Rights Office at the firm's main office in Makuyu because we are shifting the conversation from having human rights conversations with duty bearers to the rights holders themselves," says Human Rights Manager Wangechi.

Through this, they are able to address challenges faster since risk mitigation is informed by listening to workers and ensuring that resolutions are informed by their challenges and recommendations.

"We are able to identify concerns from our employees from human rights perspective almost immediately when those things happen. This means that people are able to access remedies quickly and action taken immediately before things get out of hand," says Ms. Wangechi.

The human rights office daily work entails going to the farms, capturing employees when they are on breaks, sitting down with them, having genuine conversations with them, and the management addressing their concerns.



Kakuzi: Staff welfare and wellness prioritised

Kakuzi provides an environment where all persons can work together comfortably and productively, free from discrimination and any form of harassment, including sexual harassment.

We have a policy that seeks to encourage development and implementation of practices which create a work environment that is free of sexual harassment and in which integrity, dignity, privacy and the right to equality are respected.

This policy brought about the Sexual Harassment Awareness Reporting and Prevention Program (SHARP) which creates awareness on sexual harassment and provides employees, the community and other stakeholders, avenues of reporting any cases.

SHARP is a programme through which the management provides direction and rules for governing the conduct of employees and any other person whom Kakuzi may legally hold to account, to ensure a work place free from sexual harassment and to make sure that adequate measures and procedures are readily available to deal with sexual harassment and to prevent its re-occurrence.

Ms Grace Ndirangu, a nursing officer at Kakuzi Health Centre, says the company has provided wristbands and swapping cards with third party telephone numbers that are used to send text or WhatsApp messages between the employee and the management.

“The company has also provided them with a confidential email address made purposely for that as well as being encouraged to report to the clinical team and the police,” says Ms Ndirangu.

Once a complaint is received, through whatever avenue, the complaint is forwarded to a team comprising of a female and

male member who have been appropriately trained within the company’s Clinical Service Department.

When reporting a complaint, those responsible will treat the complaint in confidence. Failure to escalate a complaint or treat it in confidence may itself be a breach of the company’s disciplinary procedures.

“All employees are responsible for helping to ensure that all discrimination and harassment is prevented. Any employee who believes that he or she has experienced discrimination or harassment or is being discriminated against or harassed should immediately follow the reporting procedure outlined in this policy,” she says.

Whistleblowing on harassment is also encouraged.

Kakuzi in addition holds Sexual Harassment Awareness, Reporting and Prevention campaigns on a regular basis to promote the culture of zero-tolerance to sexual harassment. It celebrates a week of SHARP every year in the month of September by talking openly about sexual harassment, as employees and the management engage in competitions and games.

Equally, the company has a mental health programme which incorporates the Stand Against Substance and Alcohol Abuse (SASAA) psychological care through counselling.

“Kakuzi put up official channels to counsel employees on mental health when one of the workers committed suicide. We did this by holding talks with all staff and sensitised them on what depression is all about, it’s risk factors and how to whistleblow on disturbed employees,” says Ms Ndirangu.

Likewise, medical camps within the community, reproductive health education – (issuance of family planning commodities),

HIV/AIDS testing and cervical cancer screening services are also provided.

Due to such programmes, in 2020, Kakuzi was named the winner of Best Supplier Health & Safety/Labour Programme at the Sedex Responsible Business Awards. The award recognizes companies that have successfully implemented a programme related to health and safety and/or labour practices.

The Sedex Responsible Business Awards shine a spotlight on responsible sourcing programmes and broader sustainability initiatives, recognizing those organisations going above and beyond.

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Tabasamu: Menstrual hygiene empowerment for girls and women

Tabasamu is a Swahili word that means “smile”. At Kakuzi PLC, Tabasamu is a menstrual hygiene programme that empowers women and girls on the farm.

The programme goes beyond providing access to sanitary pads and appropriate toiletries, into valuing and supporting the management of menstruation with dignity. The program has four pillars namely; Education and capacity building, Ensuring access to absorbents, Provision of disposal methods for the absorbents, and Provision of water for menstrual hygiene.

The programme was started in 2019 and incorporates everything to do with menstrual health from its start to its end – menopause. Menstruation callowness is a big reason why millions of girls and women are unable to manage their menstrual periods, ultimately affecting their quality of life in general.

Ms Grace Ndirangu, a nursing officer at Kakuzi Health Centre, says the programme was started when the management realized that majority of its female staff had no access to safe sanitary absorbents. The young girls in the community were also ignorant about menstrual hygiene.

“The programme has made laudable progress so far in combating poverty by providing them with training on their menstruation cycles, safe sanitary absorbents and infrastructure for disposal of the absorbents and availability of clean water,” says Ms Ndirangu.

She adds that Tabasamu operates from the apex, where a committee discusses the issues around

menstruation, availability of absorbents, sanitation and disposal of waste. There are also trained workers who work through the estates and are easily accessible to the employees. They relay information and give out sanitary towels to employees whenever the need arises.

Kakuzi is using Tabasamu to demystify the myths around menstruation. This brings in gender inclusivity and helps to eliminate the taboos and shame that come about with menstruation. It also shelves the idea that menstruation is entirely ‘lady business.’

Tabasamu has changed lives as women have now embraced menstruation as a natural occurrence and understand their cycles. Women have also been empowered and in turn teach their children which has a ripple effect in transforming the world we live in.

“This act ensures all employees feel safe. Safety in this case means that they don’t have to worry about leakage at work and they are able to concentrate hence maximising on productivity,” says the nursing officer.

Men have not been left behind by the Tabasamu programme and now understand that it is not embarrassing to buy sanitary towels for their women, and agree that menstrual shame needs to be stopped.

Ms Ndirangu says after running the programme, Kakuzi has less cases of absenteeism emanating from period shame. Women are now able to plan their lives accordingly and this has improved their quality of work immensely.

