



Kenya Power

THE KENYA POWER & LIGHTING COMPANY PLC

GENDER MAINSTREAMING POLICY

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GENDER MAINSTREAMING POLICY

Part B - Definitions and Abbreviations

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| Access | The right or privilege to approach, use or benefit from something |
| Affirmative Action | A Policy or program of taking steps seeking to redress discrimination or bias through putting in place active measures to increase representation of certain minority group of persons |
| Empowerment | A process through which men, women, boys and girls acquire knowledge, skills and attitudes to critically analyse their situation and take appropriate action to change the status quo of the underprivileged and other marginalized groups in society |
| Engender | The process of ensuring that planning and programming is appropriate for and considers the female and male differences and concerns |
| Gender | The socially constructed roles, power relations, attributes responsibilities and entitlements for men, women, boys and girls. The social constructs vary between different cultures and time |
| Gender Analysis | The process of examining roles, responsibilities or any other situation regarding men and women with a view of identifying gaps, raising concerns and addressing them |
| Gender Awareness | The knowledge and understanding of the differences in roles and relations between women and men, especially at the workplace |
| Gender Discrimination | Practice of granting or denying rights or privileges to persons based on their gender, resulting into unequal access to or control of resources and opportunities |
| Gender Equity | Refers to fairness of treatment for women and men according to |

their respective needs, differences and interests. This may include equal treatment or treatment that is different but which is considered equivalent in terms of rights, benefits, obligations and opportunities

Gender Issues

Refer to all aspects and concerns related to women's and men's lives and situations in the society. This includes the way they interrelate, their differences in access to and use of resources, their activities, as well as how they react to changes, intervention and policies

Gender

Mainstreaming

The consistent integration of gender concerns and needs into the design, implementation, monitoring and evaluation of policies, plans, programmes, projects and activities at all levels

Gender

Responsiveness

A planning process in which programmes and Policy actions are developed to deal with and counteract problems which arise out of socially constructed differences between women and men

Gender Roles

men

Gender

Sensitivity

Socially assigned roles, responsibilities and attributes

The ability to acknowledge existing gender-based exclusion and discrimination by incorporating these into strategies and actions

Sex

Biological and physiological differences between male and female based on nature

Sex

Disaggregated

Classification of information on the basis of sex that is male and female data

Sexual

Harassment

Unwanted Acts of a sexual nature that cause discomfort to the harassed. They include words, persistent requests for sexual favours or dates, gestures, touching, uninvited sexual overtures, coerced sexual intercourse and rape

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| Sex Roles | Biologically determined functions of males and females |
| AGPO | Access to Government Procurement Opportunities |
| AU | African Union |
| GRB | Gender Responsive Budgeting |
| HR & A | Human Resource & Administration |
| L & D | Learning & Development |
| MTEF | Medium Term Expenditure Framework |
| MTP | Medium Term Plan |
| NGEC | National Gender and Equality Commission |
| NPGD | National Policy in Gender and Development |
| PWDs | Persons Living with Disabilities |
| SAGAs | Semi-Autonomous Government Agencies |
| SGBV | Sexual and Gender Based Violence |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |

Part C - Background

The Kenya Power Gender Mainstreaming Policy is firmly rooted in the recognition of the importance of gender equality and empowerment in fostering a fair and inclusive workplace. It acknowledges the historical and systemic challenges that people face based on their gender and is dedicated to addressing these issues within the context of Kenya Power's operations.

Gender inequality and discrimination have persistently plagued many societies including Kenya, due to stereotypes, bias and unequal power dynamics. These issues have hindered the full participation of women and marginalized genders in various sectors including the energy industry. Recognizing these disparities, Kenya Power is committed to promoting gender equality and ensuring that all employees have equal opportunities for growth, development and advancement.

Kenya, as a signatory to international conventions and frameworks such as CEDAW and the SDGs, has made substantial progress in addressing gender-related concerns. The Constitution of Kenya, 2010 also guarantees the rights and fundamental freedoms of all citizens, emphasizing equality and freedom from discrimination on any grounds, including sex.

Building on these national and international commitments, Kenya Power has identified the necessity of developing a comprehensive Gender Mainstreaming Policy to guide its efforts in creating an organization that is responsive to gender issues. The Policy aims to cultivate a work culture that values diversity, respects individual rights and ensures equal opportunities for all employees, regardless of their gender identity or expression.

The formulation of the Kenya Power Gender Mainstreaming Policy involved extensive consultations with employees, stakeholders, gender experts and relevant government agencies. Additionally, the Policy review drew from prior gender and inclusion audits and assessments conducted by the Company. Furthermore, this Policy aligns with best practices, national laws and international

frameworks on gender equality. It is tailored to address the unique challenges and opportunities within the energy sector, positioning Kenya Power as a leader in promoting gender equality in the industry.

Through the implementation of this Policy, Kenya Power aims not only to meet legal requirements but also to surpass them by creating a workplace that celebrates and harnesses the diverse skills, perspectives and experiences of its employees. It is through these collective efforts that Kenya Power aspires to build a more inclusive, equitable and sustainable organization that contributes to the overall advancement of gender equality in Kenya.

The Kenya Power Gender Mainstreaming Policy serves as a guiding framework for the organization, providing a roadmap for the adoption of gender-responsive practices, policies and programs. It underscores Kenya Power's dedication to establishing an environment that guarantees equal opportunities for all employees, regardless of their gender and promotes a culture of respect, fairness, and inclusivity.

Part D - Policy Statement

KPLC recognizes that to achieve gender equality and foster a work environment that respects, promotes and values the contributions and rights of all employees, regardless of their gender, it commits to eliminate gender-based discrimination and bias while ensuring equal opportunities for career growth and advancement.

Part E - Policy Purpose

This Policy is formulated to promote gender equality, inclusion, and empowerment within the organization. It aims to create a supportive and equitable work environment that values diversity and ensures equal opportunities for all employees, irrespective of their gender identity.

Part F - Policy Objectives

1. **Promote Gender Awareness and Sensitization**
Increase awareness and understanding of gender issues, stereotypes and bias among employees through training, workshops and awareness campaigns. Foster a culture that challenges and eliminates gender-based discrimination and prejudices.
2. **Ensure Gender-Inclusive Recruitment and Career Development**
Implement gender-inclusive practices in recruitment, selection and promotion processes to ensure equal opportunities for career advancement. Develop and implement mentorship and career development programs that support the professional growth of all employees, irrespective of gender.
3. **Enhance Work-Life Balance and Family-Friendly Policies**
Implement policies and practices that support work-life balance and facilitate the integration of family responsibilities including parental leave, flexible working arrangements, and child-care support. Create an inclusive and supportive environment that values employees' personal and family needs.
4. **Strengthen Gender-Responsive Organizational Culture**
Foster a gender-responsive organizational culture that values diversity, inclusivity and respectful behavior. Develop and implement policies, guidelines and frameworks to address gender-related issues and ensure an inclusive workplace free from harassment, violence and discrimination.
5. **Monitor and Evaluate Gender Equality Progress**
Establish mechanisms to monitor and evaluate the implementation of the Gender Mainstreaming Policy and the progress made towards gender equality goals. Collect gender-disaggregated data, conduct regular assessments and make necessary adjustments to enhance the effectiveness of gender mainstreaming efforts within Kenya Power.

Part G - Scope

This Policy applies to all members of staff of the Company and all aspects of the Company's operations including recruitment, hiring, training, career development, promotions, work-life balance and organizational culture. It encompasses all employees, contractors and stakeholders associated with the Company.

Part H - Rationale

This Policy is grounded on the principle of fairness recognizing that all employees regardless of gender should have equal opportunities for professional growth, career advancement access to resources and benefits within the organization. It seeks to dismantle systemic barriers and bias that may hinder the progress of women and other marginalized genders while also creating an inclusive work environment that values the diverse contributions and perspectives of all employees.

By adopting a gender-responsive approach, Kenya Power aims to foster a workplace culture that promotes respect, dignity and equality for all employees. This not only aligns with national and international commitments to gender equality but also positions Kenya Power as a responsible and forward-thinking organization that recognizes the potential of its workforce where diversity is embraced and barriers removed.

Further, the rationale for the Kenya Power Gender Mainstreaming Policy lies in its commitment to ensuring equal opportunities, addressing gender disparities and creating an inclusive work environment that values the contributions of both men and women. By integrating a gender perspective into all aspects of policy, procedures, and programs, Kenya Power seeks to build a more equitable and sustainable organization, where gender equality is upheld and inequality is actively challenged.

In this regard, KPLC is required to comply with various laws and regulations including but not limited to: -

1. The Constitution of Kenya, 2010 (Article 27)
2. The National Gender and Equality Commission Act, 2011
3. Employment Act, 2007

4. Sexual Offences Act, 2006
5. African Charter on Human and Peoples' Rights
6. Beijing Declaration and Platform for Action
7. Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
8. National Employment and Labour Market Policy
9. National Policy on Gender and Development
10. National Policy on Sexual and Gender-Based Violence (SGBV)
11. Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol)
12. Regulatory requirements including relevant circulars, guidelines, codes and directives issued by Regulators and other forms of established codes and practices.

Part I - Policy Implementation Principles

The following principles will guide the implementation of the Policy: -

1. Equal participation of women and men
2. Fairness in access to resources and opportunities
3. Compliance to affirmative action interventions such as the thirty per centum (30%) procurement requirement and the two-thirds gender principle on appointive and elective positions
4. Respect for human dignity, diversity and inclusivity
5. Transparency, accountability and good governance.

Part J - Thematic Areas and Strategies for Policy Implementation

1. **Capacity Building and Training**
 - 1.1 Develop and implement gender awareness training programs for all employees, providing them with the knowledge and tools to understand and challenge gender stereotypes, bias and discrimination.
 - 1.2 Conduct regular workshops and seminars on gender-related topics such as gender equality, gender roles and unconscious bias to raise awareness and promote dialogue among employees.

- 1.3 Create a gender resource centre or online platform where employees can access educational materials, research and resources on gender issues, fostering continuous learning and awareness.
- 1.4 Incorporate gender perspectives into existing training and development programs, ensuring that all employees receive training that highlights the importance of gender equality and empowers them to contribute to a gender-inclusive work environment.
- 1.5 Encourage open discussions and forums on gender-related topics, providing safe spaces for employees to share their experiences, challenges and ideas for promoting gender equality.
- 1.6 Collaborate with external organizations, gender experts and advocacy groups to organize awareness campaigns and guest speaker sessions to broaden employees' understanding of gender issues and promote dialogue.
- 1.7 Establish a mentoring program that pairs employees with diverse gender backgrounds, providing opportunities for mutual learning, support and career guidance.
- 1.8 Develop and distribute informative and engaging materials, such as brochures, newsletters and videos that highlight the importance of gender equality and showcase success stories within the organization.
- 1.9 Create affinity groups or employee resource groups focused on gender equality, providing platforms for employees to come together, share experiences, and drive initiatives that promote gender awareness and inclusivity.
- 1.10 Regularly assess and evaluate the effectiveness of gender awareness and sensitization efforts through surveys, feedback and monitoring mechanisms. Use the findings to refine and improve strategies and ensure continuous progress towards gender equality.

2. **Inclusive Recruitment, Promotion and Retention**

- 2.1 Review and revise recruitment processes to eliminate gender biases and ensure equal opportunities for all applicants.
- 2.2 Establish gender targets and quotas for recruitment at all levels of the organization, promoting gender balance and diversity within the workforce. Monitor progress regularly and take proactive measures to address any

imbalances.

- 2.3 Implement gender-sensitive job descriptions and advertisements that encourage applications from diverse genders and promote inclusivity. Use gender-neutral language and emphasize the organization's commitment to gender equality.
- 2.4 Provide training to hiring managers and recruitment teams on unconscious bias and gender-inclusive hiring practices. Equip them with the skills to identify and challenge bias during the recruitment process.
- 2.5 Develop mentorship and sponsorship programs to support the career development of women and other underrepresented genders within the organization. Pair employees with mentors who can provide guidance, support and networking opportunities.
- 2.6 Offer leadership development programs specifically designed for women, equipping them with the necessary skills and confidence to pursue senior roles within the organization.
- 2.7 Establish flexible work arrangements, such as remote work options, job sharing, or flexible hours, to accommodate the diverse needs and responsibilities of employees of all genders. Ensure that these options are equally accessible and encouraged for both men and women.
- 2.8 Conduct regular pay equity audits to identify and address any gender-based wage gaps. Ensure that salary structures and promotions are based on merit and performance free from gender bias.
- 2.9 Provide ongoing training and development opportunities to all employees, focusing on building skills, confidence and competencies necessary for career advancement. Ensure that these opportunities are accessible to employees of all gender.
- 2.10 Establish transparent and merit-based promotion processes with clear criteria and evaluation metrics. Monitor and address any gender disparities in promotion rates and ensure that promotions are based on equal opportunities and achievements.

3. Safe and Secure Work Environment

- 3.1 Provide gender responsive office facilities and equipment for staff use.
- 3.2 Provide/maintain gender and disability friendly infrastructure for instance ramps, lactation rooms, braille materials, evacuation belts among others.

- 3.3 Implement flexible work arrangements such as telecommuting, flexi-time, compressed workweeks, or job sharing, to allow employees to better balance their work and personal responsibilities.
- 3.4 Maintain policies that support parental leave, including maternity, paternity and adoption leave, ensuring that employees can take time off to care for their families without facing negative consequences.
- 3.5 Provide on-site or nearby childcare facilities or partnerships with trusted childcare providers to support employees with children, making it easier for them to manage their work and family responsibilities.
- 3.6 Conduct regular assessments and surveys to understand employees' work-life balance needs and preferences and use the feedback to refine and improve existing policies and programs.
- 3.7 Provide resources and training for managers and supervisors on how to support employees in achieving work-life balance, including guidance on setting realistic expectations, workload management and promoting a supportive and understanding work culture.
- 3.8 Organize wellness and stress management programs, such as mindfulness sessions, health initiatives and employee assistance programs, to support employees in maintaining their physical and mental well-being.
- 3.9 Promote a supportive and inclusive work environment by celebrating and recognizing employees' personal milestones, such as birthdays, anniversaries and important family events, fostering a sense of belonging and understanding.

4. **Strengthen Gender-Responsive Organizational Culture**

- 4.1 Develop and communicate a clear gender policy statement that outlines the organization's commitment to gender equality and sets the expectations for gender-responsive behavior at all levels.
- 4.2 Establish a gender-responsive code of conduct that explicitly addresses issues such as gender-based discrimination, harassment and unconscious bias, ensuring a respectful and inclusive work environment.
- 4.3 Conduct regular gender audits or assessments to identify areas where the organizational culture may perpetuate gender inequalities and bias. Use the findings to inform targeted interventions and improvements.

- 4.4 Provide comprehensive gender sensitivity and inclusivity training for all employees, including managers and leaders, to raise awareness, challenge stereotypes, and promote respectful interactions.
- 4.5 Encourage diverse participation and representation in decision-making processes and committees, ensuring that both men and women have a voice in shaping organizational policies, practices and initiatives.
- 4.6 Establish employee resource groups or affinity networks focused on gender equality, providing a platform for employees to share experiences, raise awareness and drive gender-related initiatives within the organization.
- 4.7 Regularly recognize and celebrate gender equality champions within the organization, show-casing success stories and role models who embody inclusive behaviours and practices.
- 4.8 Create opportunities for open dialogue and feedback channels where employees can share their ideas, concerns and suggestions regarding gender equality and organizational culture. Actively listen and respond to employee input.
- 4.9 Embed gender-responsive practices into performance evaluations, reward systems and promotion processes, ensuring that employees' commitment to gender equality is recognized and valued.

5. **Monitor and Evaluate Gender Equality Progress**

- 5.1 Establish a dedicated gender equality monitoring and evaluation framework that includes clear indicators, targets and timelines for assessing progress towards gender equality goals within the organization.
- 5.2 Promote and assess consumption of clean cooking by men and women.
- 5.3 Assess the involvement of women, men, PWDs and youth in electricity transmission, distribution and consumption.
- 5.4 Implement the 30% AGPO access by women, youth and PWDs.
- 5.5 Allocation of budget for gender mainstreaming activities.
- 5.6 Regularly collect and analyze sex-disaggregated data across various aspects of the organization, such as recruitment, promotions, training and compensation, to identify any gender disparities or patterns of inequality.
- 5.7 Conduct periodic gender impact assessments of policies, procedures and programs to understand their differential effects on employees of different gender and make necessary adjustments to ensure equitable outcomes.

- 5.8 Develop a reporting mechanism that allows employees to confidentially report instances of gender-based discrimination, harassment or bias. Ensure that appropriate action is taken to address and resolve reported cases.
- 5.9 Engage external gender experts or consultants to conduct independent audits or evaluations of the organization's gender equality efforts, providing an objective assessment and recommendations for improvement.
- 5.10 Strengthen the gender equality steering committee and establish a gender unit comprising representatives from various departments to oversee and coordinate the implementation, monitoring and evaluation of activities related to gender equality.
- 5.11 Regularly communicate the progress and outcomes of gender equality initiatives to all employees, stakeholders and the public. Publish annual gender equality reports that highlight achievements, challenges and future goals.
- 5.12 Seek feedback and input from employees to gauge their perception and experience regarding gender equality within the organization. Use the insights to inform decision-making and improvement strategies.
- 5.13 Foster partnerships and collaborations with external organizations such as gender-focused NGOs or academia, to leverage their expertise and resources in monitoring and evaluating gender equality progress.
- 5.14 Continuously review and refine the monitoring and evaluation strategies to ensure their effectiveness and alignment with evolving gender equality goals and best practices. Regularly seek feedback from stakeholders and adapt the approach accordingly.

Part K - Risk Statement

Lack of commitment by the Company to gender mainstreaming activities through gender sensitive monitoring and evaluation frameworks may result in non-compliance with the Constitution of Kenya, applicable laws and other general rules of international law, treaties and conventions that Kenya has ratified.

In order to address these risks, the Company has developed a comprehensive gender responsive monitoring and evaluation framework aimed at strengthening the Gender Mainstreaming Policy, incorporating a clear matrix

with responsibilities, timelines and monitoring mechanisms. The Company has also established a dedicated Gender Unit within the organization to focus on gender-related initiatives and drive Gender Mainstreaming efforts.

Part L - Responsibility for Implementation of the Policy

1. Managing Director & Chief Executive Officer

- 1.1 Appoint a Committee and establish an independent Gender Unit to mainstream gender issues in KPLC with clear Terms of Reference (TORs)
- 1.2 Advocate for and ensure the inclusion of Gender issues in decision-making
- 1.3 Ensure adequate provisions of resources are allocated for Policy implementation
- 1.4 Provide both technical and moral support to Kenya Power's Gender Mainstreaming Committee
- 1.5 Establish and enhance partnership and collaboration on Gender Mainstreaming.

2. General Manager, Human Resource & Administration

- 2.1 Coordinate the implementation, monitoring and evaluation of the Policy
- 2.2 Coordinate collection and analysis of sex disaggregated data
- 2.3 Ensure Kenya Power policies, plans, processes and projects are engendered
- 2.4 Ensure capacity building on gender issues/concerns and networking with stakeholders
- 2.5 Recommend officers for appointment to the Gender Mainstreaming Committee by the Managing Director & CEO and ensure it is operational
- 2.6 Coordinate preparation and ensure submission of quarterly reports to the State Department responsible for Gender and copy to National Gender and Equality Commission.

3. Gender Mainstreaming Committee

- 3.1 Execute the TORs as shall be stipulated by the Managing Director & CEO in the appointment letters
- 3.2 Serve as the secretariat for coordination and implementation of the Gender Mainstreaming Policy

- 3.3 Coordinate the development of result oriented and gender sensitive indicators to mainstream gender issues in the Company's policies, processes and projects
- 3.4 Develop work plans and ensure they are included in Kenya Power's annual work plans, budgets, performance contracts and performance appraisals
- 3.5 Monitor and advise on 30% public procurement provisions for Youth, Women and PWDs within the Divisions
- 3.6 Collect, collate, analyse and report on not more than 2/3 gender rule on recruitments, promotions, trainings and appointments in the Divisions
- 3.7 Facilitate organizational capacity to implement all Gender Mainstreaming activities as outlined in the Gender Mainstreaming Policy
- 3.8 Submit a status report to the Managing Director & CEO on a quarterly basis.

Part M - Monitoring and Evaluation

The Human Resource & Administration Division and the Gender Mainstreaming Committee shall oversee implementation of the provisions of this Policy. The Gender Mainstreaming Committee shall submit quarterly reports to Management on implementation.

Part N - Triggers for Policy Review

The Policy will be reviewed under the following circumstances -

1. Legal and Regulatory changes
2. Change in organizational structure and policies
3. Changes in the business environment.

Part O - Statutory and Regulatory Compliance Requirements

All Staff must apply to the latest editions of the following Instruments –

1. The Constitution of Kenya, 2010 (Article 27)
2. The National Gender and Equality Commission Act, 2011
3. Employment Act, 2007
4. Sexual Offences Act, 2006
5. African Charter on Human and Peoples' Rights

6. Beijing Declaration and Platform for Action
7. Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
8. National Employment and Labour Market Policy
9. National Policy on Gender and Development
10. National Policy on Sexual and Gender-Based Violence (SGBV)
11. Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol)
12. Regulatory requirements including relevant circulars, guidelines, codes and directives issued by Regulators and other forms of established codes and practices.

Part P - Records and Reports

1. Training Programs and Lists
2. Quarterly Reports

Part Q - Distribution List

All Staff of KPLC.

Part R - Transitional and Consequential Provision

The procedures giving effect to this Policy shall be developed and approved within a maximum period of six (6) months from the Commencement Date.

SIGNED BY: -



JOY BRENDA MASINDE
CHAIRMAN, BOARD OF DIRECTORS