



Kenya Power



SUSTAINABILITY STRATEGY 2024

Energising a sustainable future

Key Focus Areas of the Sustainability Strategy



Environmental
Stewardship



Social
Responsibility

Key Focus Areas of the Sustainability Strategy



Economic Resilience



Robust Governance



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Message from the Chairman of the Board of Directors



As the Chairman of the Board of Kenya Power, I am honoured to present our Sustainability Strategy; a testament to our unwavering commitment to sustainable business practices. Our Company recognises its vital responsibility to ensure that our operations do not deplete or negatively exploit resources, both human and environmental, thereby guaranteeing continuity for future generations.

The concept of sustainability has profoundly evolved, compelling businesses worldwide to integrate Environmental, Social, and Governance (ESG) perspectives into their operations. By aligning our business practices with these global efforts, we aim to ensure that our pursuit of economic goals does not compromise the well-being of future generations. This alignment is not merely a strategic imperative but a moral obligation that will significantly enhance our long-term competitiveness and operational resilience.

In 2015, the United Nations launched the Sustainable Development Goals (SDGs), which have since become a crucial framework for global sustainability efforts. In addition, Kenya's commitments to sustainability and the Paris Agreement - which aims to limit global warming to well below 2°C above pre-industrial levels - provide a comprehensive blueprint for our sustainability journey. Kenya Power is dedicated to integrating these global and national objectives into our sustainability strategies and operations.

Our Sustainability Strategy outlines a consistent approach to promoting environmental stewardship, social responsibility, good governance, and economic resilience in all our operations. This ensures that all the Company's activities are conducted in a manner that minimises environmental impact, upholds social values, and contributes to economic sustainability.

As we embed sustainability into the core of our business operations, we aim to:

- i. Foster a thriving environment - Implementing measures to reduce our environmental footprint and conserve natural resources.
- ii. Enhance social well-being - Prioritising the inclusivity and well-being of our employees, customers, and communities.
- iii. Ensure robust governance - Upholding high standards of corporate governance, transparency, and ethical practices.
- iv. Drive economic resilience - Promoting responsible resource use, supporting local businesses, and contributing to regional economic development.

Together, we will build a sustainable future for our Company, our stakeholders, and the communities we serve.



JOY BRENDA MASINDE
CHAIRMAN, BOARD OF DIRECTORS

Message from the Managing Director and CEO



Over the last century, Kenya Power has focused on the distribution and retail of electricity to households, industries, and commercial establishments. Throughout its journey from the colonial era East African Power and Lighting Company (EAP&L) to its transformation into Kenya Power and Lighting Company (KPLC) in 1983 our primary focus has been to ease access to electricity for all Kenyans. Along the way we have learned many lessons on the impact of the energy sector on the environment and the communities within which we operate. Like all other sectors of the economy, the energy sector has had both positive and negative impacts and externalities.

Over the last three decades, businesses have progressively shifted focus away from traditional economic models, driven by profitability, to more inclusive models that factor in, the impact of the industry on the environment and communities. To this end, Kenya Power has adopted the Just Energy Transition (JET) framework fostering social and environmental responsibility while ensuring it safeguards the interest of the communities within which it operates.

Our operations are guided by the United Nations Sustainable Development Goals. In particular, our focus areas are Goal 7 on Affordable and Clean Energy, Goal 12 on Responsible Consumption and Production, Goal 13 on Climate Action, Goal 15 on Life on Land, Goal 16 on Peace, Justice, and Strong Institutions and Goal 17 on Partnership for the Goals.

Through this Sustainability Strategy, Kenya Power seeks to anchor its actions as a responsible corporate citizen on reliable short-term and long-term activities that will enable us to remain responsive to emerging challenges such as climate change. Our goal is to build a strong, resilient, and sustainable energy ecosystem that not only safeguards and protects the environment, but also caters to the needs of the communities within which we operate. We seek to develop an integrated approach under which we foster environmental sustainability and economic empowerment through social investment and community wellness.

Under this strategy, Kenya Power seeks to leverage its convening power and that of its stakeholders to foster the adoption of new technologies and innovation within the energy sector. This focus will seek to scale key initiatives that will enable Kenya's energy sector to drive sustainability and take action towards mitigating climate change.

The initiatives include:

- i. E-mobility - development of a network of E-charging stations across the country to foster the adoption and sustainable use of Electric Vehicles.
- ii. E-cooking - adoption and promotion of affordable electric gadgets with lower electricity consumption and clean cooking options for Kenyans.
- iii. Clean energy sourcing - Progressively seek to eliminate the non-renewable fuel component in electricity production. Currently over 92% of Kenya's electricity is produced by clean and renewable energy sources including; Geothermal, Hydro, Solar, and Wind.
- iv. Eco-friendly Infrastructure - guided by SDG Goal 12 on Responsible Consumption and Production, progressively seeks to eliminate the use of materials that are harmful to the environment or lead to the negative exploitation of the environment.



DR. (ENG.) JOSEPH SIROR, FIEK
MANAGING DIRECTOR AND CEO

List of Abbreviations

- ESG** - Environmental, Social, and Governance
- SDG** - Sustainable Development Goals
- GRI** - Global Reporting Initiative
- KPLC** - Kenya Power and Lighting Company Plc.
- EAP&L** - East African Power and Lighting Company
- JET** - Just Energy Transition Framework
- PPE** - Personal Protective Equipment
- SC&L** - Supply Chain & Logistics Division
- CBM** - County Business Manager
- OSH** - Occupational Safety & Health
- QA** - Quality Assurance
- QC** - Quality Control
- LEED** - Leadership in Energy and Environmental Design
- PMS** - Performance Management System
- GHG** - Green House Gas(es)
- YoY** - Year-on-Year
- M&E** - Monitoring and Evaluation

Definition of Terms

Engineering Day: A specific day for a comprehensive assessment of the Company's inventory towards enhancing utilisation and productivity, and addressing any discrepancies between current stockholding and our operational needs.

Net zero: refers to a state where the amount of greenhouse gases (GHGs) emitted into the atmosphere is balanced by the amount removed or offset. This means that the net effect of human activities on the climate system is zero, with no further 'contributed' increase in global warming.

Decarbonisation: refers to the process of reducing or eliminating carbon dioxide (CO₂) and other greenhouse gas emissions from the atmosphere.

Paris Agreement: Also known as the Paris Accord or Paris Climate Accords is an international treaty on climate change that was signed in 2016. The treaty covers climate change mitigation, adaptation, and finance. The Paris Agreement was negotiated by 196 parties at the 2015 United Nations Climate Change Conference near Paris, France. As of February 2023, 195 members of the United Nations Framework Convention on Climate Change (UNFCCC) are parties to the agreement.

Sustainability: Sustainability refers to the practice of meeting present needs without compromising the ability of future generations to meet their own needs.

Just Energy Transition (JET): is a comprehensive approach to transitioning economies away from fossil fuels and towards renewable energy sources while ensuring social justice and equity for workers, communities, and the environment. This framework works towards ensuring that the transition to clean energy does not disproportionately disadvantage any particular group, especially workers, communities, and regions that are heavily dependent on traditional energy industries; ensuring that the benefits of the energy transition are shared widely and equitably.

Triple Bottom Line Reporting: TBLR is a reporting framework that assesses a business's performance across three interconnected dimensions: People, Planet, and Profit. This approach goes beyond traditional financial reporting, incorporating social and environmental metrics to provide a more holistic understanding of a company's sustainability and long-term viability.

Global Reporting Initiative: GRI is an international independent standards organization that provides a comprehensive framework for sustainability reporting. The GRI framework enables organizations to measure and communicate their sustainability performance, including issues like carbon emissions, human rights, labour practices, and community engagement.

Leadership in Energy and Environmental Design (LEED): LEED is a globally recognized certification system for green building design, construction, operations, and maintenance. Developed by the U.S. Green Building Council (USGBC), LEED provides a framework for healthy, highly efficient, and cost-saving green buildings.



Executive Summary



The Kenya Power and Lighting Company Plc. is a publicly listed limited liability energy utility. It operates under the Energy Act 2019 under which it is the largest energy distributor and retailer of electricity which it buys in bulk from various electricity suppliers. Kenya Power is listed on the Nairobi Securities Exchange with the Government owning a controlling stake at 50.1% and private investors at 49.9%.

As at June 2024 Kenya Power had a customer base of over 9.6 million customers with a network spanning over 290,000 kilometres. In the one year to June 2023, 92% of the total energy mix was dispatched from renewable sources.

Kenya Power has a countrywide presence and beyond; through its participation in the East African Power Pool. To this end, the Company's influence and impact to the environment and society cannot be understated. Cognizant of this and its obligation to future generations, conducting its business sustainably has become an imperative.

Kenya Power is committed to driving Kenya's energy transition in line with global sustainability goals, recognizing its pivotal role in achieving universal electricity access by 2025 and 100% renewable energy generation by 2030. The Kenya Power Strategic Plan 2023-28 emphasizes financial sustainability, operational excellence, and customer-centric initiatives, ensuring long-term competitiveness while contributing positively to the environment and society. Anchored in the Strategic Plan 2023-2028, the Kenya Power's Sustainability Strategy 2024/25 -2027/28 integrates Environmental, Social, and Governance (ESG) principles

into its core operations, promoting a balanced approach to People, Planet, and Profit.

Kenya Power's Sustainability Strategy 2024/25 -2027/28 and reporting are guided by the Global Reporting Initiative (GRI) Standards and the United Nations Sustainable Development Goals (SDGs), reinforcing transparency and accountability across its operations. The strategy focuses on enhancing the efficiency of the electricity distribution network, expanding renewable energy, reducing the carbon footprint, and fostering community engagement.

Sustainability in Kenya Power will focus on Affordable and Clean Energy (SDG7), Responsible Consumption and Production (SDG12), Climate Action (SDG13), Gender Equality (SDG5), Decent Work and Economic Growth (SDG8), Industry innovation and infrastructure (SDG9), Good health and wellbeing (SDG3), Life on Land (SDG15), Peace Justice and Strong institutions (SDG16) and Partnerships for the goals (SDG17). The Company will adopt the Global Reporting Initiatives (GRI) framework for its disclosures on environmental, social and governance performance.

In Kenya Power, the Sustainability shall be championed from the Board level, overseen by the Managing Director and CEO and domiciled in the Business Strategy Division. The Kenya Power Foundation will play a key role through active Corporate Social Investment programs.

By embedding sustainability across all facets of the organization, Kenya Power aims to lead by example in environmental stewardship, social responsibility, and economic resilience.

CHAPTER

1

INTRODUCTION

1.0 Background

Why Sustainability

In an era where the urgency of climate change and equitable resource utilisation is increasingly apparent, sustainability has transitioned from a buzzword to a global imperative. Across the world, nations, businesses, and communities are recognising the necessity of adopting sustainable practices to limit climate change and avoid climate overshoot scenarios. This shift is driven by a growing awareness of the environmental, social, and economic impacts of our actions, and the realisation that sustainable development is key to achieving long-term prosperity while ensuring intergenerational equity of resources.

Electricity generation has been identified as a key driver of global emissions. As such, energy transition frameworks have and will continue to play a key role in limiting global temperature rise to 1.5°C, as outlined in the Paris Agreement. Under the guidance of Sustainable Development Goals, the provision of clean and affordable energy resources for all is a key step in achieving Net Zero by 2050.

In line with this global initiative, the Kenyan government has outlined ambitious targets to achieve universal access to electricity by 2025, and 100% energy generation from renewable by 2030. As the principal electricity supplier in Kenya, Kenya Power has a key role in enabling the achievement of Kenya's Nationally Determined Contributions, the achievement of the SDGs, and the advancement of global decarbonisation efforts.

1.1 Kenya Power Sustainability Agenda

Kenya Power recognises its responsibility to conduct its business in a manner that embodies Environmental, Social and Governance (ESG) well-being. With its key role of enabling electricity supply across the country, Kenya Power stands at the forefront of the Just Energy Transition framework, fostering social and environmental responsibility and enabling accelerated climate action. By integrating sustainability into its core operations, Kenya Power aims to lead by example in the energy sector as well as the broader economy.

Kenya Power's sustainability agenda is anchored in its Strategic Plan 2023-2028, which targets to increase the organisational sustainability levels through adherence to the approved sustainability policy. The concept of sustainability has evolved to encompass efforts that occupy the wider social and economic environments, embodying the principles of Triple Bottom Line Reporting – People, Planet, and Profit.





These global efforts, once adopted, will have a significant impact on the Company's business, allowing Kenya Power to remain competitive in the long term while having a positive impact on the lives of millions of Kenyans.

The Kenya Power Sustainability Agenda outlines a comprehensive strategy to promote environmental stewardship, social responsibility, good governance, and economic resilience. The Company aims to reduce its environmental impact through renewable energy projects, energy conservation, waste reduction, and biodiversity preservation. Social responsibility efforts focus on promoting diversity, health and safety, human rights, and community engagement. Governance goals include upholding high standards of corporate governance, ensuring compliance and ethical business practices, and maintaining transparency in financial reporting. Economic resilience is pursued by optimising resource use, supporting local businesses, and promoting responsible procurement practices.

To achieve these goals, Kenya Power will actively engage with stakeholders, form sustainable partnerships, and continuously review and improve its sustainability performance. The Company will monitor and report on progress, with regular reviews triggered by legal, organisational, or macroeconomic changes. The Company will align its operations with the United

Nations' Sustainable Development Goals and other national and international sustainability commitments, ensuring that its activities contribute to long-term sustainable development for both the local and global community.

a. Strategic Plan

The Kenya Power Strategic Plan 2023-2028 embodies a consultative and participatory approach, guiding our corporate focus during this period. The strategy is centred on the four key result areas - namely financial sustainability, customer centricity, operational excellence, and human capital. It prioritises initiatives that secure our long-term economic sustainability, increase customer satisfaction, and grow brand loyalty. We take cognizance of the current global discourse on sustainability and the increasing materiality of ESG risks to the Company's operations.

The Strategic Plan outlines initiatives that address emerging threats, increase our agility to capitalise on opportunities, and enhance our contribution to the Country's adoption of low-carbon resilient development pathways. We strive to enhance organisational resilience and excellence by incorporating climate change and sustainability agenda into our supply security initiatives, adopting sustainable practices in all operations, and effectively managing environmental and natural resources.

Corporate Strategic Pillars



b. Sustainability Policy

Kenya Power's Sustainability Policy, guided by our recognition of our symbiotic relationship with our environment, serves to entrench sustainability practices in all the Company's decision-making protocols and operations. We recognise our obligation to be mindful of future generations in the undertaking of our mandate. While maintaining unwavering transparency, we are committed to fostering economic and social resilience through a collaborative approach that prioritises stakeholder needs, cultivates sustainable partnerships, and promotes environmentally responsible practices. This pursuit is aligned to the United Nation's Sustainable Development Goals.

Key objectives include minimising environmental impact, supporting social values, and ensuring economic sustainability through responsible resource use, ethical governance, and active stakeholder engagement. The policy also emphasizes continuous improvement and partnerships with organisations that share a commitment to sustainability.

The policy detailed goals such as ensuring access to affordable and clean energy, fostering decent work and economic growth, investing in innovative infrastructure, promoting gender equality, and enhancing community development. It mandates transparent sustainability reporting in accordance with Global Reporting Initiative (GRI) Standards, covering economic, environmental, social, and governance aspects. The policy identifies sustainability risks and outlines a robust risk management framework.

c. Sustainability Reporting

Kenya Power's Sustainability reporting mechanism will be guided by the United Nations Sustainable Development Goals (SDGs) and the Global Reporting Initiative

(GRI) Standards in fostering contributions to broader sustainability efforts. The frameworks will enable Kenya Power enhance stakeholder engagement, ensure comparability across the organisations, and meet regulatory and market expectations. By promoting transparency and accountability, GRI Standards build trust with stakeholders and aid in risk management. Additionally, GRI Standards support continuous improvement by enabling organisations to track progress and set future goals, ultimately aiding in better decision-making and long-term performance.

The Company shall report its sustainability performance transparently and in accordance with the Global Reporting Initiative (GRI) Standards. The Company shall apply the GRI reporting principles which are: accuracy, comparability, timeliness, balance, completeness, verifiability and clarity. The reports shall present information accurately to the stakeholders, including investors, customers, employees, and the wider community. The reports shall cover a wide range of topics that are relevant to business and stakeholders, including but not limited to:





The Company will additionally align its sustainability reporting with the Sustainable Development Goals (SDGs). Through this initiative, the Company seeks to align its reporting to demonstrate its commitment to addressing global challenges through its activities.

The Global Reporting Initiative (GRI) provides an elaborate framework to monitor and report on our sustainability focus areas and their impacts. Embracing GRI Standards offers organisations several benefits, including enhanced global trust and recognition as the standards are widely used by major corporations and supported by key international organisations. It overlaps significantly with other sustainability reporting frameworks which allows comparative reporting and enables organisations to benchmark their performance against industry peers.

The GRI Reporting Standard aligns stakeholders' priorities through the materiality principle, helping companies report relevant, impactful, and verifiable sustainability data. Additionally, GRI's flexibility in updating specific standards enables the Company stay current with emerging issues. Further, its stakeholder engagement principles ensure comprehensive inclusion and responsiveness to key stakeholders. The adoption of this Standard accords us a structured approach to report along three key dimensions: economic, environmental and social performance. We envision that

transparency in these areas will propagate improved performance and relations.

1.2 Scope

This strategy applies to all stakeholders including but not limited to employees, development partners, consultants, contractors, and business operations, ensuring adherence to sustainability principles across the Company. It aims to integrate sustainable practices into every facet of our business, ensuring that our operations contribute positively to the environment, society, and the economy. We will focus on:

- Enhancing the efficiency and reliability of our electricity distribution network.
- Easing access to affordable electricity and universal access for all.
- Enhancing the safety of communities living along electricity distribution networks.
- Provision of PPEs and other safety equipment to ensure the safety of the personnel.
- Expanding our renewable energy portfolio in the energy mix.
- Reducing our carbon footprint and environmental impact.
- Engaging with communities to support sustainable development initiatives.
- Promoting energy conservation and efficiency among our customers.



Kenya Power

CHAPTER

Foundations of Sustainable Growth Mission, Vision, and Strategic Focus



2.0 Overview

The Kenya Power and Lighting Company PLC (Kenya Power) owns and operates most of the electricity transmission and distribution system in the country and retails electricity; to over 9.6 million as at end of June 2024.

The Company's vision is to be Kenya's energy solutions provider of choice by providing quality and reliable service to power people for better lives and enable the country's socio-economic development in a sustainable manner.

Kenya Power's key mandate is to plan for sufficient electricity generation and transmission capacity to meet demand; build and maintain the power distribution and transmission network and retail electricity to its customers.

The Government has a controlling stake at 50.1% of the shareholding with private investors at 49.9%. Kenya Power is listed on the Nairobi Securities Exchange.

2.1 Corporate Vision, Mission and Core Values



Vision
Energy solutions provider of choice.

Mission
Powering people for better lives by innovatively securing business sustainability.

Core Values

- We put our customers first as they matter most.
- We work together as one team to achieve our goals.
- We are passionate about powering the nation.
- We believe in integrity and accountability in delivering on our promises.
- We strive for excellence in all that we do.
- We embrace innovation across all business operations.

2.2 Sustainability Strategic Focus (Theme)

Powering a Sustainable Future

Powering a sustainable future is our clarion call, emphasising the integration of renewable energy sources and innovative technologies to ensure long-term environmental and economic stability. By prioritising renewable energy, we are actively reducing our carbon footprint and fostering energy independence. Implementing smart grid technologies and enhancing energy efficiency are crucial steps toward minimising wastage and optimising resource use. Additionally, promoting community engagement and education about sustainable energy practices empowers citizens to contribute to a greener future. It aims to trailblaze this transformative journey by securing quality, reliable and safe energy supply while championing the global

fight against climate change, ensuring a prosperous and sustainable future for all Kenyans.

2.3 Stakeholder Analysis

The Company upholds and advances the following fundamental principles in its interactions with stakeholders:

- i. Commitment to fostering an innovative, transparent, and inclusive business model capable of generating sustainable value for all our stakeholders.
- ii. Active involvement within the communities the Company operates, recognising its responsibility to contribute positively to the well-being of our communities.
- iii. Create open lines of communication with an aim to foster balanced relationships that align corporate

values with social expectations, taking into consideration stakeholder interests, concerns, and needs.

- iv. Maintain a flexible organisational structure; agile enough to adapt to constantly evolving needs and expectations of stakeholders.
- v. Uphold business ethics and corporate social responsibility, with special emphasis on principles

such as integrity, fairness, and transparency. These values form the basis of the Company's relationships with stakeholders.

The Stakeholder Analysis enables a deeper understanding of the stakeholder's ecosystem, critical to the Company's sustainability agenda. The is. Table 01.

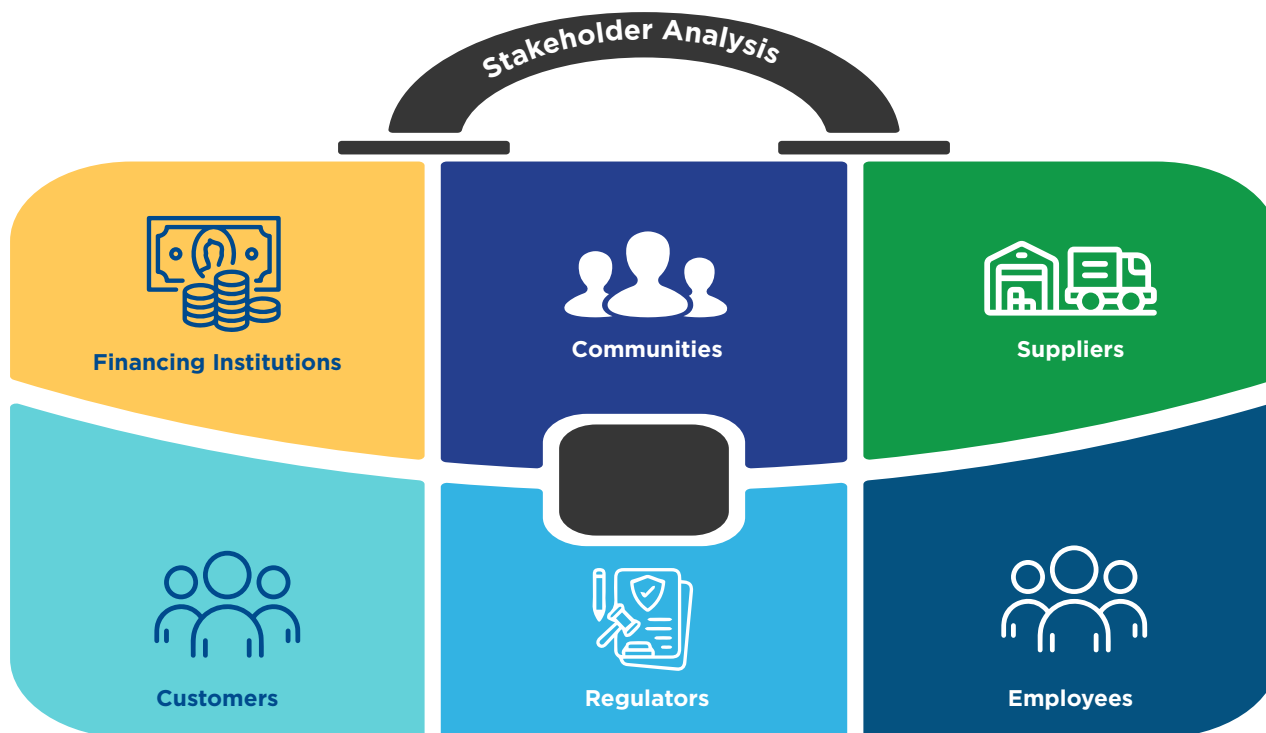


Table 1: Stakeholder Analysis¹

Stakeholder	Sustainability Role	Stakeholder Expectations	Kenya Power's Expectations
Financing Institutions	Financing sustainability projects	Compliance with projects' economic, social, governance, and environmental expectations	Provide favourable lending terms
Communities	Symbiotic co-existence	Public safety; Environmental protection and stewardship. Inclusivity	Safeguard Kenya Power's infrastructure
Suppliers	Sustainable procurement	Fair procurement processes and timely payment	Quality and timely delivery of projects, goods and services
Customers	Safe and quality supply and consumption	Affordable, quality and reliable supply and service	Prompt feedback on supply and services. Timely settlement of bills
Regulators	Develop, enforce and review laws and regulations	Compliance with relevant laws and regulations	Policies that support sustainable business practices
Employees	Implement the Sustainability Strategy	Safe working environment Fair compensations and benefits	Implementation of sustainability strategy, make recommendations

¹Comprehensively covered under the Company's Strategic Plan 2023/24-2027/28



2.4 Sustainable Development Goals

Our operations are cross-cutting and have direct or indirect impact on all the 17 UN SDGs. However, our focus is mainly on the following where we have a direct influence:



2.5 Sustainability Reporting

2.5.1 Reporting Frameworks

Integrated Reporting (IR)

- **Holistic view:** Combines financial and non-financial information in one report.
- **Value creation:** Focuses on how organisations create value over time.
- **Capitals:** Considers multiple capitals (financial, manufactured, intellectual, human, social, and natural).
- **Connectivity of information:** Promotes integrated thinking and connectivity of information.
- **Stakeholder communication:** Aims to improve communication with stakeholders about value creation.
- United Nations Global Compact (UNGC) Communication on Progress (COP)

Sustainability Accounting Standards Board (SASB)

- **Industry-specific standards:** Tailored to specific industries for relevance.
- **Materiality focus:** Emphasises material issues that impact financial performance.
- **Investor-oriented:** Designed to meet the needs of investors.
- **Integration with financial reporting:** Aligns with traditional financial disclosures.
- **Quantitative metrics:** Focuses on quantitative, comparable data.

Task Force on Climate-related Financial Disclosures (TCFD)

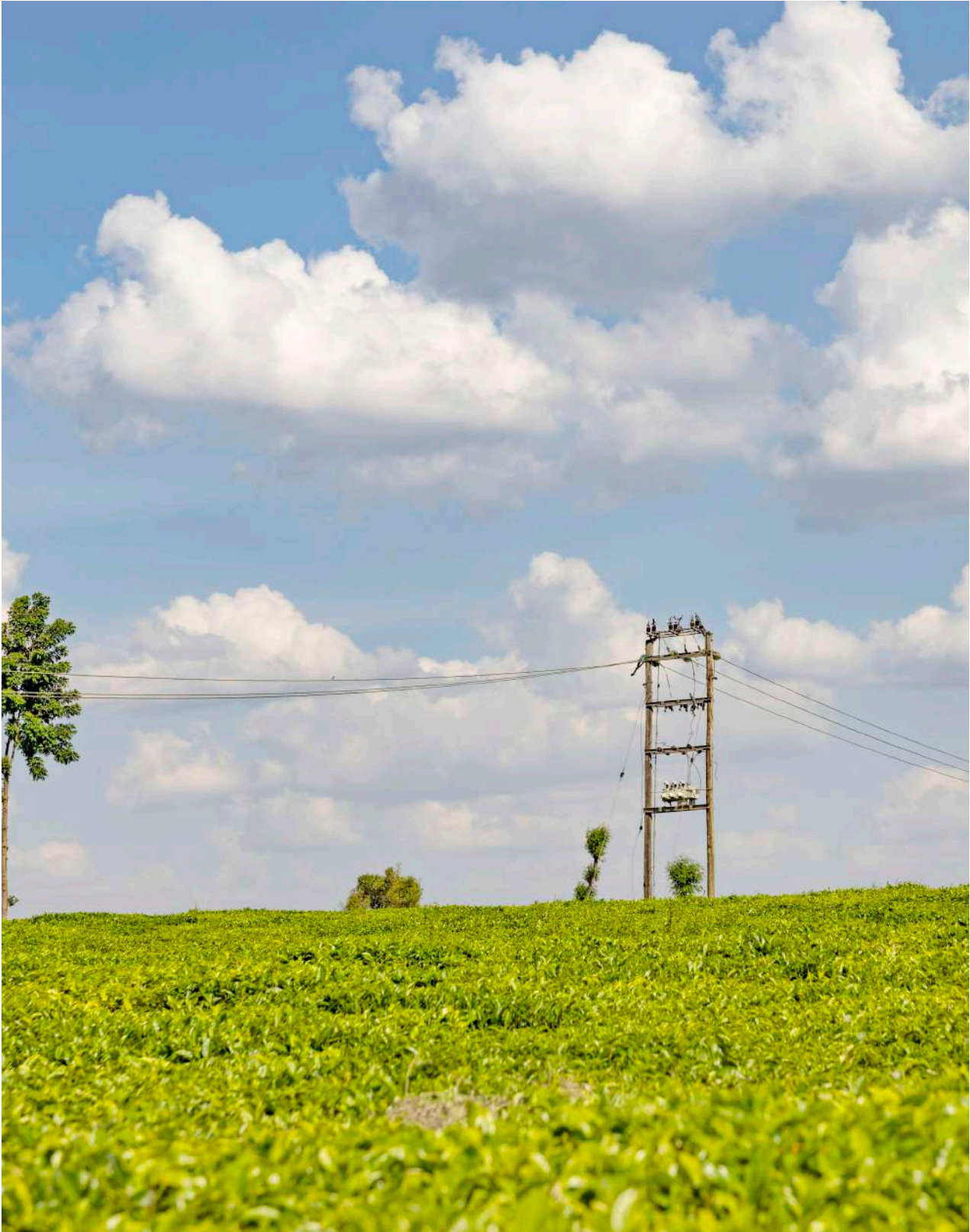
- **Climate risk emphasis:** Focuses on climate-related risks and opportunities.
- **Strategic integration:** Encourages integration into corporate strategy and risk management.
- **Scenario analysis:** Recommends using scenario analysis to assess potential impacts.
- **Governance and oversight:** Highlights the importance of board oversight on climate issues.
- **Investor relevance:** Aims to provide useful information for investors.

Carbon Disclosure Project (CDP)

- **Climate focus:** Concentrates on climate change, water security, and deforestation.
- **Data collection:** Collects detailed data on emissions and environmental impacts.
- **Supply chain transparency:** Encourages transparency across the supply chain.
- **Benchmarking:** Allows comparison against peers and industry standards.
- **Investor demand:** Aligns with investor requirements for environmental data.

Global Reporting Initiative (GRI)

- **Comprehensive coverage:** Encompasses environmental, social, and governance (ESG) aspects.
- **Standardized reporting:** Provides consistent metrics for comparability.
- **Stakeholder engagement:** Focuses on identifying and addressing stakeholder concerns.
- **Transparency:** Promotes disclosure of sustainability impacts.
- **Global recognition:** Widely adopted by organisations worldwide.





2.5.2 Adoption of Global Reporting Initiative (GRI)

Kenya Power strives to demonstrate its commitment to sustainable growth and development. With far-reaching economic, social and environmental impacts in the Kenyan economy, Kenya Power is keenly aware of its key role in fostering financial, environmental, and social sustainability. In light of the Company's Strategic Plan and focus, Kenya Power shall utilise the GRI Framework to demonstrate this commitment.

GRI reporting provides a robust framework for organisations to communicate their sustainability efforts, manage risks, and seize opportunities. It is widely used by organisations to disclose their environmental, social, and governance (ESG) performance due to the following reasons:

- i.** Transparency and accountability: Promotes transparency by providing a standardised way for organisations to communicate their sustainability impacts.
- ii.** Stakeholder engagement: Encourages organisations to identify and engage with their stakeholders. By understanding and addressing stakeholder concerns, organisations can enhance their reputation and ensure their sustainability efforts align with stakeholder expectations.
- iii.** Standardization and comparability: Provides a comprehensive set of indicators that allow organisations to report on their sustainability performance in a consistent and manner.
- iv.** Regulatory and market compliance: As market expectations for sustainability reporting grow, GRI reporting helps organisations meet these demands. Compliance with GRI standards can demonstrate an organisation's commitment to responsible business practices and adherence to evolving regulations.
- v.** Performance improvement: By systematically measuring and reporting on sustainability indicators, organisations can track their performance over time. This process highlights areas for improvement and can drive efforts to enhance environmental, social, and economic impacts.
- vi.** Reputation and competitive advantage: Demonstrating a commitment to sustainability through GRI reporting can enhance an organisation's reputation and provide a competitive edge. Consumers and investors are increasingly favouring companies that demonstrate responsible and transparent business practices.
- vii.** Access to capital: Investors are increasingly considering ESG factors in their investment decisions. By reporting in accordance with GRI standards, organisations can attract socially responsible investors and access capital from funds that prioritise sustainability.

- viii.** Global recognition: GRI is a globally recognized framework that is used by thousands of organisations worldwide. Adhering to GRI standards can enhance an organisation's credibility and recognition on an international scale.
- ix.** Holistic approach to sustainability: Encourages a comprehensive view of sustainability that encompasses environmental, social, and governance aspects.

With access to and provision of clean, affordable, and reliable power being a key economic enabler, the Company's financial sustainability plays a major role in ensuring business continuity while ensuring customer-centric service delivery. With these key performance areas entrenched in the Company's Strategic Plan, the use of the GRI 200 Series Reporting Areas plays a key role in ensuring financial sustainability reporting and review in line with global standards.

In its operations to ensure service delivery, Kenya Power celebrates its responsibility in enabling the energy transition while acknowledging its impact to the environment and biodiversity. Occupying a pivotal position in the fight against climate change, Kenya Power strives to lower its organisational greenhouse gas footprint, lowering its impact to biodiversity and mindfully reducing its waste footprint. By aligning with

the GRI 300 Series Reporting Areas, Kenya Power strives to be an industry leader in ushering in a cleaner, brighter future.

With a customer base of 9.6 million Kenyans across all demographics and geographical regions, Kenya Power has played a key role in touching the lives of over 75% of Kenyans. With such a broad stakeholder map, Kenya Power has a key mandate to ensure stakeholder needs are met. With such an important and far-reaching mandate, aligning with the GRI 400 Series Reporting Areas showcases Kenya Power's commitment to improving service delivery, enabling equitable access, and facilitating diversity and inclusion of all socioeconomic groups.

2.6 Sustainability Governance Framework

To effectively implement the Sustainability Strategy, the Company has developed a Governance Framework that outlines functional linkages as well as the roles and responsibilities at various levels. This framework builds upon the Corporate Governance structure with the inclusion of the recently launched Kenya Power Foundation, as illustrated in Figure 1 on the next page:



Figure 1: Sustainability Governance Framework



Table 2: Roles & Responsibilities

Roles	Responsibilities
Board of Directors	<ul style="list-style-type: none"> Strategic direction and oversight of the Sustainability Plan
Managing Director & CEO	<ul style="list-style-type: none"> Sustainability Accounting Officer Ensures successful implementation of the Strategy
Kenya Power Foundation (KPF) Trustees	<ul style="list-style-type: none"> Consider and propose to the Board the CSI annual plans, budgets and reports Oversight implementation of Corporate Social Investment programmes
GM, Business Strategy	<ul style="list-style-type: none"> Provide linkages between the Sustainability Plan & the Corporate Strategy Continually review the Company’s sustainability strategy to ensure its effectiveness.
KPF Management Trustee	<ul style="list-style-type: none"> Plan and oversee implementation of Corporate Social Investment programmes Report progress and impact to KPF Trustees
Manager, Business Planning	<ul style="list-style-type: none"> Plan, coordinate and monitor implementation of the Sustainability Initiatives Report progress and impact of the Sustainability Initiatives
Sustainability Champions	<ul style="list-style-type: none"> Coordinate and report the Sustainability activities within functions.
KPF Secretariat	<ul style="list-style-type: none"> Implement Corporate Social Investment programmes



Kenya Power

CHAPTER

3

THE STRATEGY



3.0 Overview

The strategy focuses on economic performance and electric power utility-specific aspects of the Company. The outcome of economic performance being driven by key activities contributing to the financial sustainability of the utility supports reporting of economic impact in a transparent and consistent manner. Electric power utility strategies are informed by the success of the integrated activities around availability and reliability, optimal demand management, and system efficiency. This success supports the sustainable operation of the power system given that it spans the entire supply chain market segments i.e. generation, transmission, distribution, and retail.

3.1 Sustainable Development Goals

Our Sustainability Strategy is aligned to the four pillars of the Kenya Power Strategic Plan 2023/24-2027/28 and maps to the Sustainable Development Goals.

The Sustainability Strategy

Financial

Improve Cashflow

Diversify energy services portfolio



Customer Centricity

Improve Customer Satisfaction

Improve Responsiveness to customer pain-points



Operational Excellence

Improve operational performance

Deepen clean access through improved reliability



Human Capital

Enhance employee experience

Promote equal access to employment and career advancement for all.



Table 3: The Sustainability Strategy

Strategic Pillars	Strategic Objective	Sustainability Initiative	Activities	Mapping to SDGs & GRI Reporting
Financial	Improve Cashflow	Diversify energy services portfolio	<ol style="list-style-type: none"> 1. Develop and capacitate the institute of energy studies and research(IESR). 2. Develop new business lines (e.g. Super Esco, Trunk Network, Utility Poles, E-Charging Solutions). 3. Develop and Implement the Data Monetization Plan 	SDG 9 & GRI G4
	Improved profitability	Deepen access to electricity	<ol style="list-style-type: none"> 1. Enhance implementation of improved Last Mile Connectivity Programs through the revised Connection Policy 	SDG 7 & GRI 302
		Smoothen the electricity load curve	<ol style="list-style-type: none"> 1. Incentivise Time of use facility to increase uptake. 2. Promote use of efficient and energy saving electric appliances. 3. Promote ECooking, and use of efficient and energy saving electric appliances. 	
Customer Centricity	Improve Customer Satisfaction	Improve Responsiveness to customer pain-points	<ol style="list-style-type: none"> 1. Deploy technologies and systems that identify and fast-track onboarding of Industrial, SMEs and high end paid-up new customers. 2. Fast-track the deployment of the smart grid roadmap. 	SDG 9 & GRI G4
		Protect Customers and their Data	<ol style="list-style-type: none"> 1. Staff training on data protection 2. Enforce Data Protection Policy & Enhance ICT controls for Customer Data Access & Retrieval 3. Enforce Control of physical documented information 4. Enforce Consequence management on breaches 	SDG 16 & GRI 418
	Improve Customer Satisfaction	Build an inclusive Stakeholder ecosystem	<ol style="list-style-type: none"> 1. Corporate Social Responsibility & Investments 2. Embed sustainable procurement and consumption guidelines within Company operations e.g. sustainability screening for suppliers, green fleet. 3. Seek to embed sustainability guidelines into the regulatory frameworks. 	SDG 12 & GRI 301, 404
		Support biodiversity conservation	<ol style="list-style-type: none"> 1. Activity hotspot mapping and Stakeholder engagements to promote coexistence between our infrastructure and the natural environment. 2. Restore and rehabilitate the environment after our operational activities. 	SDG 15 & GRI 304
Operational Excellence	Improve operational performance	Deepen clean access through improved reliability	<ol style="list-style-type: none"> 1. Systematically invest in grid modernization to stabilise power supply 2. Promote sustainable integration of renewable energy supply including the smoothing of intermittent variable sources. 	SDG 7 & GRI 302



Strategic Pillars	Strategic Objective	Sustainability Initiative	Activities	Mapping to SDGs & GRI Reporting
		Improve system efficiency	<ol style="list-style-type: none"> 1. Deploy Loss Diagnostic Tools to map out losses and ring fence these locations. 2. Strengthen System Loss Monitoring and mitigation capacity. 	SDG 9 & G4
	Improve operational performance	Reduce GHG Emissions	<ol style="list-style-type: none"> 1. Development of a baseline GHG inventory 2. Document key operational areas to be addressed 3. Develop a roadmap towards the reduction of GHG emissions. 4. Operationalization of the Super ESCO. 	SDG 13 & GRI 305
		Reduce Waste	<ol style="list-style-type: none"> 1. Develop an inventory of generated waste in the business. 2. Develop a comprehensive waste management plan including appropriate waste disposal pathways 3. Develop a framework to expand the scope of materials that are candidates for repurpose and reuse. 	SDG 12 & GRI 306
Human Capital	Enhance employee experience	Promote equal access to employment and career advancement for all.	<ol style="list-style-type: none"> 1. Develop and Implement Diversity and Inclusion policy and framework. 2. Build a diverse workforce as per the diversity and inclusion framework. 3. Establish Training partnerships with various resource experts for skills enhancement and transfer. 	SDG 5, SDG 8 & GRI 404, GRI 405
		Fair labour practices	<ol style="list-style-type: none"> 1. Implement recognition and collective bargaining agreements. 2. Develop & Implement talent management framework 	SDG 8 & GRI 402, GRI 407
	Improve the work environment	Promote a positive safety culture	<ol style="list-style-type: none"> 1. Develop a compliance framework for Occupational safety and health (OSH) 2. Establish effective Safety Committees at the business shop floor level. 	SDG 8 & GRI 403

3.2 Results Framework - Global Reporting Initiative

3.2.1 Series 200

The GRI strategies encompass a range of reporting initiatives from GRI 201 to GRI 206, focusing on an organisation’s impact on the economic conditions of stakeholders and economic systems at local, national and global levels. It covers the flow of capital among different stakeholders and the main economic impacts of an organisation through society. To ensure that stakeholder expectations are met, and the organisation remains viable and economically sustainable, the Company has implemented various strategies to safeguard its operations alongside its economic impact and dependencies.

Kenya Power complies with most of the reporting initiatives’ requirements according to the GRI Standards and relevant Sustainable Development Goals (SDGs) in areas such Industry, Innovation and Infrastructure as well as Partnership of the goals. The impacts of these achievements will be detailed in the sustainability report. Additionally, the Company has identified key activities for strategic action, including GRI 201 – Economic Performance, GRI 202 -Market Presence, GRI 203 – Indirect Economic Impacts, GRI 204- Procurement Processes, GRI 205 Anti-corruption and GRI 206 – Anti-competitive behaviour. The table below provides a clear roadmap to these target areas.



Table 4: Result Framework Matrix 200 and G4 Series

GRI	Objective	Strategy	Activity
GRI 201: Financial stability	Improved profitability and cash flow	Revenue diversification	<ol style="list-style-type: none"> 1. Reposition IESR for capacity building and training. 2. Develop new business lines e.g. super ESCO, E- charging solutions, trunk network and utility poles. 3. Develop the Data Monetization Plan.
		Deepen access to electricity	<ol style="list-style-type: none"> 1. Implement the revamped Last Mile Connectivity Program (Number of connections per year)
		Grow sales and revamp revenue collection	<ol style="list-style-type: none"> 1. Fast track connection of paid-up new customers. 2. Enhance metering installation inspection (Target 50% every year for 4 years) 3. Revenue collection enforcement of outstanding debt (Reduction of outstanding debt every year for 4 years).
GRI G4: Availability and reliability	Improve power supply quality and reliability	Improve response time	<ol style="list-style-type: none"> 1. Roll out of a distribution automation master plan. 2. Optimal use/ application of live line team skills. 3. Implementation of a workforce management tool.
		Implement system flexibility and capacity enhancement projects	<ol style="list-style-type: none"> 1. Construction of priority substations and lines.
GRI G4: Demand Side Management	Shift system peak load and grow system off peak load	Expand Time-of-Use tariff	<ol style="list-style-type: none"> 1. Create awareness and incentivise the Time-of-Use Tariff.
		Accelerate implementation of e-mobility tariff	<ol style="list-style-type: none"> 1. On-board more electric mobility customers.
		Energy efficiency	<ol style="list-style-type: none"> 1. Promote E-Cooking and use of energy-saving appliances.
GRI G4: System efficiency	Enhance network efficiency	Identify and map out system losses	<ol style="list-style-type: none"> 1. Deploy diagnostic tools and enhance system loss monitoring team. 2. Deploy smart and bulk metering.



3.2.2 Series 300 Results Framework

The GRI strategies encompass a range of reporting initiatives from GRI 301 to GRI 308, focusing on an organisation’s impact on the environment covering its impact on living and non-living natural system. To ensure that stakeholder expectations are met, and the organisation remains viable and economically sustainable, the Company has implemented various strategies to safeguard its operational environment and the communities within which it operates.

Kenya Power complies with most of the reporting initiatives’ requirements according to the GRI Standards and relevant Sustainable Development Goals (SDGs) in areas such as climate action, life on land and responsible consumption and production of the material it utilizes in its operations. The impacts of these achievements will be detailed in the sustainability report. Additionally, the Company has identified key activities for strategic action, including GRI 301 - Management of materials, GRI 302 -Energy management, GRI 303 - Water and Waste management, GRI 304- Biodiversity Management, GRI 305 Emission, GRI 306 Waste Management, GRI 307 Environmental compliance and GRI 308 - Environmental assessment of suppliers. The table below provides a clear roadmap to these target areas.

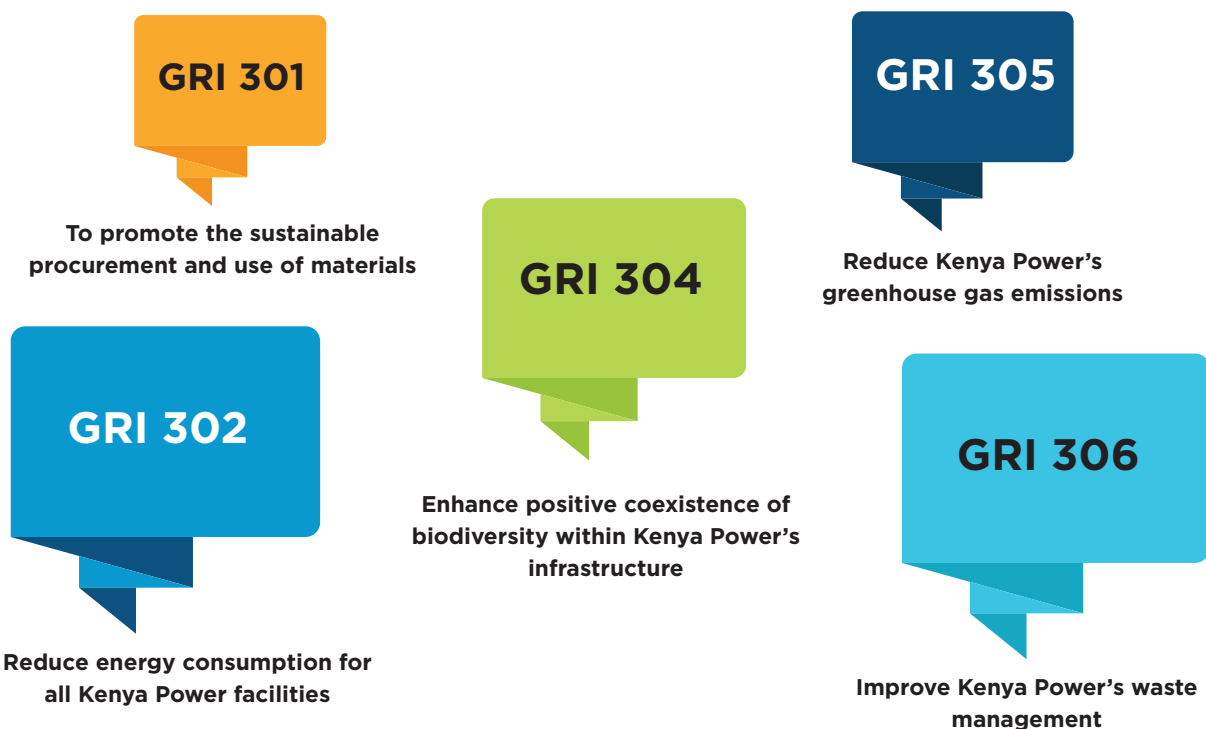


Table 5: Result Framework 300 Series

GRI	Objective	Strategy	Activity
GRI 301: To promote the sustainable procurement and use of materials	To optimise material handling and logistics	Ensure optimal utilisation of materials	<ol style="list-style-type: none"> 1. Repurpose dead-stock and slow-moving inventory for alternative deployment within the Company operations. 2. Greening the Company fleet.
	Strategic procurement planning	Supply Chain and Logistics excellence	<ol style="list-style-type: none"> 1. Develop and incorporate sustainable procurement and disposal guidelines for deployment within the Company.
	Sustainable procurement	Suppliers consistent with KPLC’s Sustainability strategies	<ol style="list-style-type: none"> 1. Develop Sustainability screening framework for Suppliers. 2. Progressively incorporate supplier ESG screening and performance evaluation. 3. Seek to embed sustainability guidelines into the regulatory frameworks.

GRI	Objective	Strategy	Activity
GRI 302: Reduce energy consumption for all Kenya Power facilities	Enhance energy management at of Kenya Power's facilities	Improve energy conservation measures at Kenya Power facilities	<ol style="list-style-type: none"> 1. Metering of all Kenya Power facilities. 2. Appointment of conservation champions and subsequent capacity building.
		Improve energy efficiency for Kenya Power processes	<ol style="list-style-type: none"> 1. Develop and adopt mechanisms for undertaking energy audits of all Kenya Power installations and prioritization of efficiency initiatives. 2. Adopt a framework for the rehabilitation of wiring for Kenya Power owned facilities.
GRI 304: Enhance positive coexistence of biodiversity within Kenya Power's infrastructure	Enhance organisational agility to impacts on ecosystems and biodiversity	Determination of activity hotspots and the creation of an activity inventory	<ol style="list-style-type: none"> 1. Stakeholder mapping and engagement.
		Determine risk exposure and subsequent development of a risk response	<ol style="list-style-type: none"> 2. Analysis of Kenya Power's designs in activity hotspots and the determination of major risk drivers.
		Restoration	<ol style="list-style-type: none"> 1. Rehabilitation of ecosystems impacted by operational activities.
GRI 305: Reduce Kenya Power's greenhouse gas emissions	Reduce GHG emissions under Scope 1 and Scope 2	Baseline GHG inventory	<ol style="list-style-type: none"> 1. Identification of sustainability-specific primary data sources and boundaries. 2. Establishment of integrated data collection and management resource. 3. Develop and adopt QA/QC mechanisms to enhance data quality. 4. Estimation of default activity data from Kenya Power's operational data.
		Development of an emissions reduction roadmap	<ol style="list-style-type: none"> 1. Application of suitable emission factors and development of a baseline GHG inventory. 2. Uncertainty handling; key category analysis and QA/QC. 3. Issuance of voluntary disclosures from Kenya Power's operations. 4. Develop mechanism for review of baseline categories, project boundaries and activity data.
		Reduce GHG emissions under Scope 3	Promote voluntary disclosures by upstream suppliers.
		ESCO Operationalisation.	Project implementation



GRI	Objective	Strategy	Activity
GRI 306: Improve Kenya Power's waste management	Reduction of generated waste	Reduction of generated waste	<ol style="list-style-type: none"> 1. Sensitization of CBMs on their waste management obligations. 2. Develop proper inventory of generated waste. 3. Establishment of sustainable waste disposal pathways. 4. Develop framework to expand the scope of materials that are candidates for re-purposing and re-use.
		Enhance management of waste generated by Kenya Power	<ol style="list-style-type: none"> 1. Development of a comprehensive waste management plan. 2. Enhance procedures for handling faulty materials and equipment in the custody of the SC&L division. 3. Monitoring and evaluation of waste management activities.
		Enhance disposal of waste generated by Kenya Power	<ol style="list-style-type: none"> 1. Review of Kenya Power's Performance Management System to streamline the disposal of faulty equipment. 2. Monitoring and review of the effectiveness of the developed Kenya Power waste management plan.

3.2.3 Series 400 Results Framework (Social Issues)

The GRI strategies encompass a range of reporting initiatives from GRI 401 to GRI 409, focusing on an organisation's internal environment. To ensure that stakeholder expectations are met, and the organisation remains viable and economically sustainable, the Company has implemented various strategies concerning its workforce and social accountability.

Kenya Power complies with most of the reporting initiatives' requirements according to the GRI Standards and relevant Sustainable Development Goals (SDGs) in areas such as employment, non-discrimination, and the elimination of forced or compulsory labour. The impacts of these achievements will be detailed in the sustainability report. Additionally, the Company has identified key activities for strategic action, including GRI 403 - Occupational Health and Safety, GRI 404 - Training and Education, GRI 405 - Diversity and Equal Opportunity, and GRI 407 - Freedom of Association and Collective Bargaining. The table below provides a clear roadmap to these target areas.

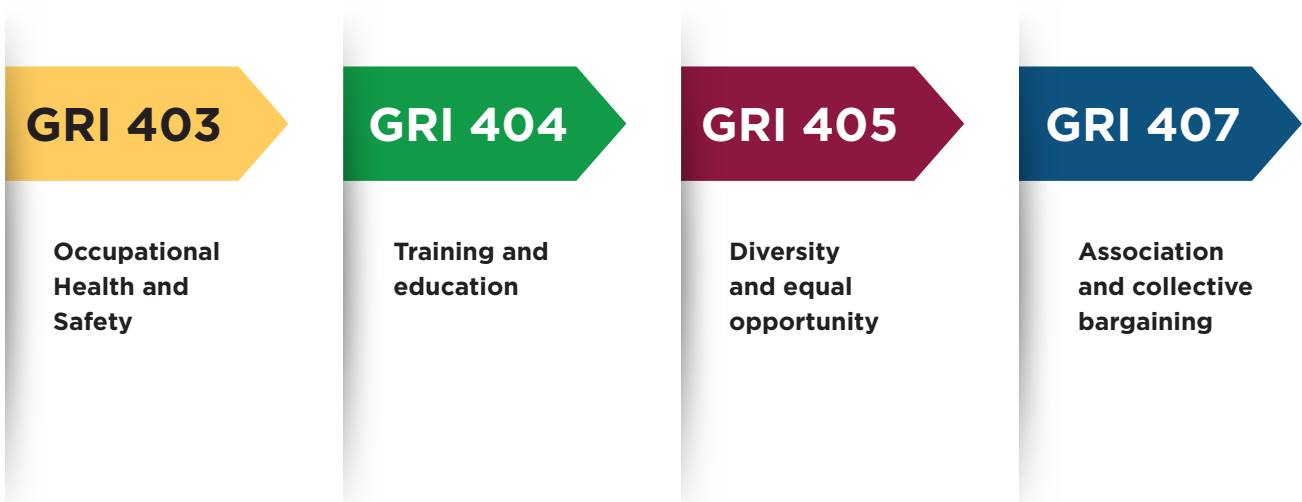


Table 6: Results Framework 400 Series

GRI	Objective	Strategy	Activity
GRI 403: Occupational Health and Safety	Promote a positive safety culture	Build supervisory capacity on safety	<ol style="list-style-type: none"> 1. Establish effective safety committees at the county and depot levels. 2. Document and implement safe work procedures. 3. Provision and utilisation of appropriate PPEs.
	Enhanced employee productivity	Improve employee safety and well being	<ol style="list-style-type: none"> 1. Develop a compliance framework for OSH. 2. Implement Occupational Health and Safety Audit recommendations. 3. Conduct health and safety prevention programs.
GRI 404: Training and education	Align employee skills to their role	Develop training and capacity-building policy	<ol style="list-style-type: none"> 1. Implement mentorship and knowledge transfer programmes. 2. Training partnership with various resource experts. 3. Implement talent management framework.
GRI 405: Diversity and equal opportunity	Increase the number of underrepresented groups (gender, age, disability) in the Company	Develop diversity and inclusion policy (1 year)	<ol style="list-style-type: none"> 1. Develop and implement diversity and inclusion framework. 2. Develop diversity metrics and monitoring tools.
	Provide equal access to career advancement opportunities	Build a diverse workforce through targeted recruitment (4 years)	<ol style="list-style-type: none"> 1. Implement measures to prevent discrimination and bias at workplace. 2. Partner with stakeholders to support diversity and inclusion activities.
GRI407: Freedom of association and collective bargaining	Harmonious labour relations	Review recognition agreement (1 year)	<ol style="list-style-type: none"> 1. Implement recognition agreement. 2. Negotiate and implement Collective Bargaining Agreement.
	Fair labour practices	Review human resource policies and procedures (1 year)	<ol style="list-style-type: none"> 1. Develop and implement a unitary remuneration structure. 2. Sensitise employees on the review Human Resource policy.

CHAPTER

4

MONITORING AND EVALUATION



4.0 Overview

The Monitoring and Evaluation (M&E) chapter of a sustainability strategy is critical for tracking progress, decision-making, ensuring accountability, promoting learning, demonstrating the impacts of projects and programs, and facilitating continuous improvement. The chapter is organised into six sections monitoring, evaluation, monitoring & evaluation framework, reporting, results framework, and resource planning and mobilisation.

4.1 Monitoring

The process ensures that the strategy's objectives are being met and allows for adjustments to be made as necessary. The monitoring of the strategy will involve the consideration of the following dimensions:

Output Indicators

Specific, measurable metrics used to track progress towards sustainability goals for each of the strategy.

Baseline Measurements

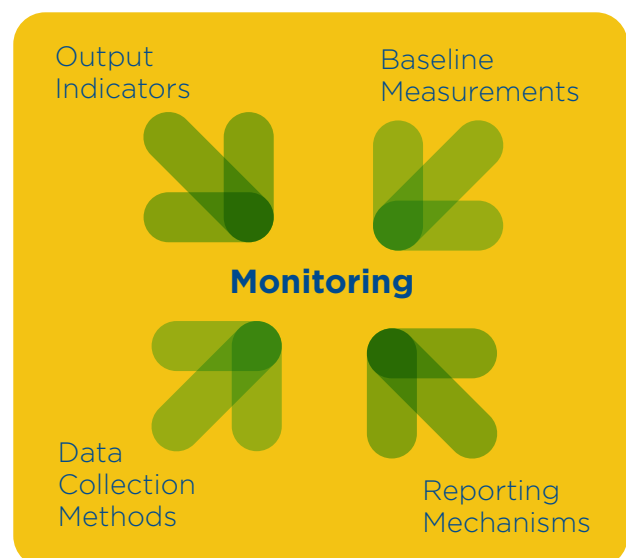
Initial data points against which future progress is measured which represents a reference point used to understand the impact of the various activities.

Data Collection Methods

Procedures for gathering data, how often data is collected and associated appropriate tools related to the expected outputs.

Reporting Mechanisms

Reporting will be in form of sustainability reports to external key stakeholders and dashboards and performance reviews for the internal management and staff.





Review and Analysis

This will include regular reviews, trend analysis, and benchmarking with a view of identifying patterns and trends and for performance comparison against industry standards and best practices.

Feedback Loops

Focuses on internal feedback mechanisms for employees and departments to provide inputs on the sustainability strategy and its implementation as well as external engagement with stakeholders to gather diverse perspectives.

Corrective Actions

Actions relating to identification of critical areas of concern and development of adjustment plans through coordination of sponsor, lead and support responsible parties towards improving sustainability outcomes.

Continuous Improvement

Involves regularly updating and refining the sustainability strategy, associated activities, and expected outcomes based on monitoring results. Continuous improvement requires innovation and new technologies as well as promoting training and development to enhance sustainability processes.

Compliance and Auditing

Sustainability requires adherence to relevant laws, regulations, and standards. This is important for transparency and accountability of the Company's processes and outcomes which are verifiable through independent audits.

Documentation and Record Keeping

Maintaining and providing access to key stakeholders of detailed data records, reports, and actions taken.

4.2 Evaluation

The purpose of the evaluation process is to review progress of defined activities towards realisation of expected outcomes, revise where necessary and continuously assess the relationship with the associated strategies. The periodical evaluation will be aligned to the Strategic Plan and will focus on mid-term evaluation, end-term evaluation, and ad-hoc evaluation on need basis.

Methodology of Evaluation

- i. Identify the strategy and responsible parties
- ii. Establish sustainability relevance of the business strategic focus areas
- iii. Select quick scan vs. more detailed assessment based on the significance of impact
- iv. Identify relevant tools (qualitative, quantitative)
- v. Assess impacts, synergies and conflicts at various stages of strategy execution
- vi. Identify and rank the alternative sustainability strategies from least to most sustainable
- vii. Present findings to both internal and external stakeholders

Impact Evaluation

The impact evaluation will focus on:

- a. Environmental Impact (Planet): Assess the reduction in environmental footprints, such as carbon emissions, flora and fauna protection, energy usage, water usage, and waste generation.

- b. Social Impact (People): Evaluate improvements in social aspects like community engagement, employee satisfaction, and stakeholder relations.
- c. Economic Impact (Profit): Measure financial benefits, cost savings, and return on investment from sustainability initiatives.

Communication of Results

The results of the evaluation will be communicated to both internal and external stakeholders through appropriate mechanisms to foster progress and transparency.

Cases of lessons learnt and success stories will be featured in the evaluation report to inspire more sustainability efforts.

4.3 Monitoring & Evaluation Framework

The monitoring and evaluation matrix with clear strategies, expected outputs, output indicators, and targets for the four-year duration plan (2024/25 to 2027/28) is annexed to facilitate monitoring and evaluation of the sustainability strategy.

The strategy proposes to use the existing structures as established within the Strategic Plan 2023/24-2027/28 for M&E implementation. This will be an additional responsibility in the spirit of optimising the limited resources available given the relationship between the two strategies.





Strategy	Expected Outcome	Outcome Indicator
Grow sales & revamp revenue collection	Increased sales	% sales growth
	Reduced commercial losses	% Loss Reduction
Implement focussed maintenance	Reduced Interruptions	SAIFI
Implement system flexibility and capacity enhancement projects		
Improve response time	Reduced response time	CAIDI
Accelerate implementation of e-mobility tariffs	Increased utilisation of available capacity during off-peak period	MWh consumed by e-mobility tariff group customers
Expand the Time-of-Use (TOU) tariffs' beneficiaries	Reduced strain of power system during peak period	No. of TOU beneficiaries and Energy Consumed in MWh
Identify and map-out system losses	Improved energy accounting	% loss reduction
To ensure optimal utilisation of materials		
Improve energy conservation measures at Kenya Power's facilities	Baseline electricity consumption of Kenya Power's facilities	Annual consumption
	Creation of companywide awareness of energy conservation	Sustainability awareness index
Improve the energy efficiency of all of KENYA POWER's processes	Baseline electricity consumption of Kenya Power's facilities	Annual consumption
	Certifiable Energy Audits	Energy Audit Report reduction?
	Recertified wiring reports	% recertified facilities
Determination of activity hotspots and creation of an activity inventory		
Determine risk exposure and subsequent development of a risk response		
Development of organisational data governance strategy	Preliminary key category identification	Key activity maps
Development of an emissions reduction roadmap		
Promotion of voluntary disclosures by upstream suppliers		
Reduction of generated waste	Proper waste management/ Disposal	Reduced volume of waste
Enhance management of waste generated by Kenya Power		
Enhance disposal of waste generated by Kenya Power		
<ol style="list-style-type: none"> 1. Build supervisory capacity on safety 2. Improve employees wellbeing 	<ol style="list-style-type: none"> 1. High safety culture 2. Reduced medical expenses expenditure 3. Improved productivity 4. Reduction of Injury related litigations. 	<ol style="list-style-type: none"> 1. Accident frequency per 1000 transformers 2. Accident frequency per 100,000 man-hours. 3. Actual medical expense as a % of the budget 4. Employee productivity index

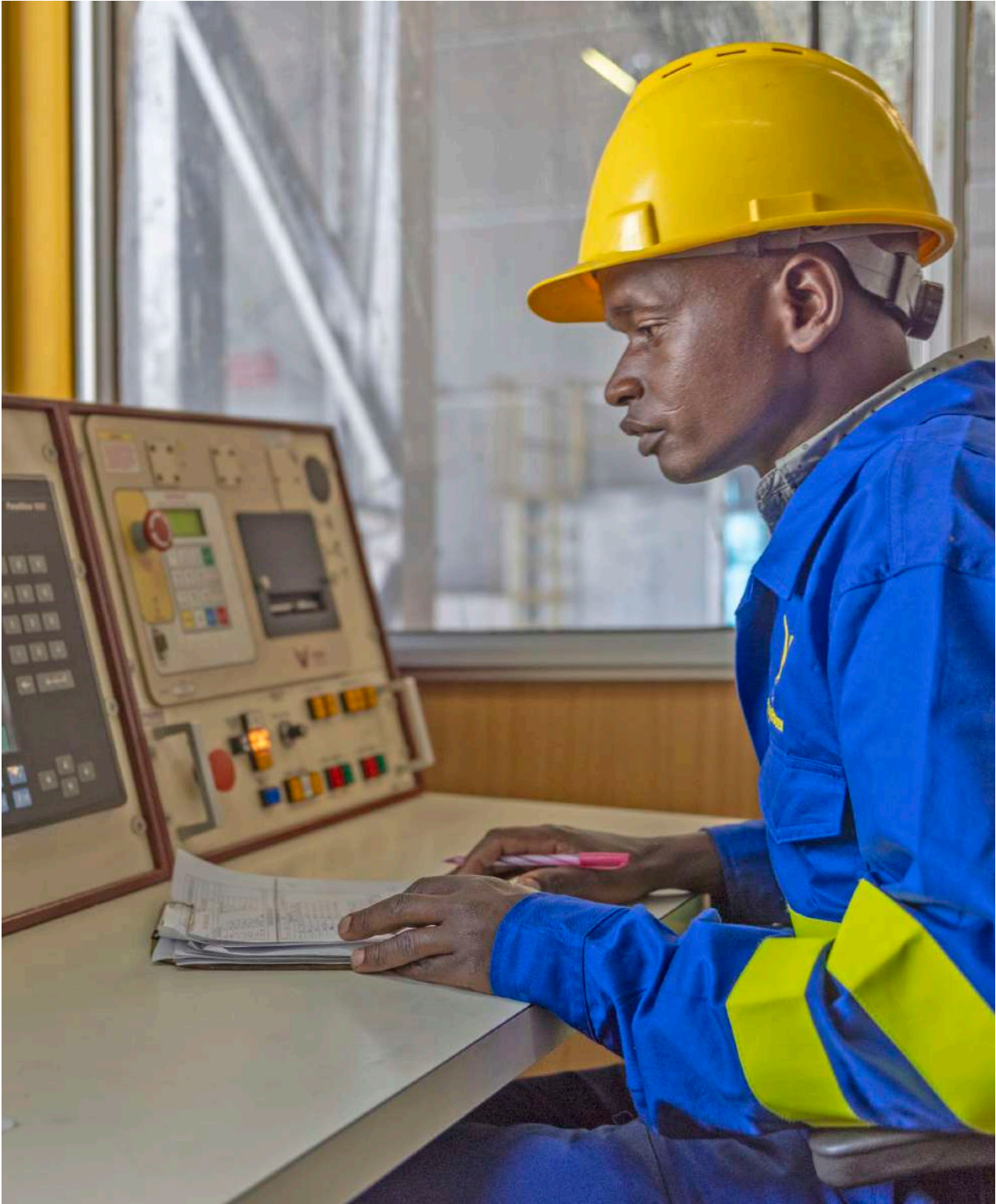
Strategy	Expected Outcome	Outcome Indicator
Develop diversity and inclusion policy	<ol style="list-style-type: none"> 1. Diverse workforce 2. Compliance with legal requirements 	<ol style="list-style-type: none"> 1. Number of employees as per age, gender and disability. 2. Number of employees in top management as per age, gender and disability. 3. Rate of compliance as per the legal requirements, 1/3 for gender, 5% for disability
<ol style="list-style-type: none"> 1. Review Human Resource policies 2. Review Recognition Agreement 	<ol style="list-style-type: none"> 1. Attraction and retention of employees 2. Equal pay for work of equal value 3. Standardised implementation of Human Resource policies 	<ol style="list-style-type: none"> 1. Critical skills retention rate 2. Number and categories of employees who are unionised 3. Salary differentials between employee's grades performing same job 4. Employee satisfaction index

* Baselines, mid-term, and full term targets to be determined.

4.4 Reporting

The reporting section of the sustainability strategy document is comprehensive, transparent, and actionable providing a clear picture of the organisation's sustainability performance and progress. Reporting is crucial for tracking progress, ensuring transparency, and communicating results to stakeholders. The report will focus on the People, Planet and Profits.





The reporting standards and guidelines being followed will be the Global Reporting Initiative (GRI), with reports produced annually.

The reports will focus on specific strategies and associated expected output and outcome indicators against the set targets as per the Results Framework.

The sources of the data to be included in the reports will be sourced from internal databases, surveys, and third-party audits. Their quality will be based on the internal quality control processes, professional best practices, and the use of independent certified auditors.

The reporting framework will be regularly reviewed and updated to ensure it remains relevant, effective and compliant to the GRI standards.

MOBILIZATION



4.5 Results Framework(s)

This is a strategic tool used to report the outcomes and impacts of time-based activities linked to specific strategies/objectives. It outlines the logical sequence of desired results emanating from various activities. Each level specifies what needs to be achieved, the necessary resources, and the methods for measuring success. The framework helps ensure alignment between activities and objectives, facilitating effective management and accountability.

The results framework for all the identified sustainable strategies is provided in appendix 3.

4.6 Resource planning and mobilization

Resource planning and mobilisation are critical elements in the successful implementation of a sustainability strategy.

Planning

Given the reality around the availability of scarce/limited resources against unlimited needs, careful assessment of the various activities linked to specific strategies/objectives for identification, ranking and selection for effective implementation is critical. The combination of high impact, minimal resource requirement, and minimal

environmental impact activities essentially ranks higher compared to other alternative combinations.

Proper planning carefully develops an execution plan comprising specific objectives, action plans, set milestones, risk management, and stakeholder engagement.

Mobilization

Resource mobilisation strategy provides a clear and concise framework for sustainably mobilising resources, ensuring long-term benefits for people, profits, and the planet.

The specific sustainable strategies include;

Diversification of Funding Sources: Identify and engage multiple funding streams including government grants, private investments, and international aid.

Public-Private Partnerships: Foster collaborations between public institutions and private enterprises to leverage resources and expertise.

Community Engagement: Involve local communities in resource mobilisation efforts to ensure relevance and support for sustainability initiatives.

Efficient Resource Allocation: Prioritise and allocate resources to activities with the highest impact on sustainability goals.

Table 7: GRI 200 & G4 - Economic and Electric Power Utility Series

NAME & Matching SDG	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	Link to KENYA POWER's Corporate Strategy	GRI CODE
Economic performance and Matching SDG 8,9,13,7	Strategic Objective Secured and sustainable financial future with diversified revenue sources	Improved profitability and cash flows	Grow sales and revamp revenue collection Financial Re-engineering	Fast-track onboarding of paid-up new customers Enhance metering installations inspections Revenue collection reinforcement of outstanding debt Revaluation and Transfer of Select Transmission Assets Sourcing for favourable financing terms Refinancing dollar-denominated commercial loans with KSHs loans International Development Partners (WB, IMF, IFC etc.) Funds sourcing Cost Containment Mechanisms optimise, waste	Increased sales Reduced commercial losses Debt reduction Reduced Forex Exposure Reduced finance cost Reduced Forex Exposure New funding options Improve operational cost ratio Diversified revenues	% sales growth % loss reduction % debt reduction % reduction of finance cost % reduction of finance cost % reduction of finance cost No. of new options % operational cost reduction Revenue (Kshs B) Revenue (Kshs B) Revenue (Kshs B)	GM, Infrastructure Development GM, Commercial Services & Sales GM, Commercial Services & Sales GM, Finance GM, Finance GM, Finance All GMs Director, IESR Director, IESR Director, IESR GM, BS	Financial Sustainability	GRI 201
			Employ cost management initiatives Develop and implement a diversification strategy Review Kenya Power's business model	Develop existing businesses (fibre, captive solar solutions, lease of poles etc.) IESR as a regional centre of excellence for the sector in training and capacity building Develop new business lines (e.g. super Esco, trunk network, utility poles, e-charging solutions) Assess status and review of Kenya Power's business model					

NAME & Matching SDG	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	Link to KENYA POWER's Corporate Strategy	GRI CODE
Availability and reliability	Achieve access to quality, reliable, safe and cost effective power	Improve power supply quality and reliability	Review and renegotiate existing PPAs	Assess the existing PPAs re-negotiations PPAs re-negotiations	No. of reviewed PPAs	No. of PPAs renegotiated	GM, PP&P	Operational Excellence	GRI G4 - A&R
		Implement focused maintenance plan	Implement renegotiated PPAs	Regular maintenance of feeders and sub-stations	Lead and lag	SAIFI	GM, NM		
Demand Side Management (DSM)	Achieve significant levels of demand-side managed load-profile	Improve system flexibility and capacity enhancement projects	Implement system flexibility and capacity enhancement projects	Construction of priority substations and lines	Reduced interruptions		GM, ID	Operational Excellence	GRI G4 - A&R
		Improve response time	Accelerate implementation of e-mobility tariffs	Optimal use/application of Live Line Teams' skills Roll-out of a Distribution Automation Implementation of workforce management tool field crew efficiency	Reduced response time	CAIDI	GM, NM GM, ID GM, NM		
Demand Side Management (DSM)	Achieve significant levels of demand-side managed load-profile	Shift system peak-load and grow system off-peak load	Accelerate implementation of e-mobility tariffs	On-board more electric mobility and electric cooking customers	Increased utilization of available capacity during off-peak period	MWh consumed by e-mobility tariff group customers	GM, CS&S	Operational Excellence	GRI G4 - DSM
		Expand the Time-of-Use (TOU) tariffs' beneficiaries	Expand the Time-of-Use (TOU) tariffs' beneficiaries	Create awareness around TOU Tariffs	Reduced strain of power system during peak period	No. of TOU beneficiaries and energy consumed in MWh	GM, CS&S		

NAME & Matching SDG	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	Link to KENYA POWER's Corporate Strategy	GRI CODE
System efficiency (SE)	Improve both supply quality and reliability as well as reduce system losses	Enhance network efficiency	Identify and map-out system losses	Deploy loss diagnostic tools and strengthen system loss monitoring teams	Improved energy accounting	% loss reduction	GM, PP&P	Operational Excellence	GRI G4 - SE
				Deploy smart and bulk metering			GM, CS&S		

Table 8: GRI 300 - Economic Series

Matching SDG	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	Link to KENYA POWER's Corporate Strategy	GRI CODE
SDG 12 - Responsible consumption and production (12.2 - (i) Percentage of recycled input materials used to manufacture the organisation's primary products and services; (ii) Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples)	Strategic Objective To promote sustainable procurement and use of materials	To optimise material handling and logistics	To ensure optimal utilisation of materials	Reactivate Kenya Power Engineering days Recalibrate the PMS for user departments to harmonise material use with planned use Review of the synergy and linkages across the SC&L and user departments Review procurement planning processes to align with key activities as outlined in the Kenya Power Strategic Plan	Roll-out of Kenya Power Engineering Days Inclusion of material use in Kenya Power PMS Material availability	% adoption of Engineering Day recommendations % scope of applicable BSC with material use dimensions Material availability index Material availability index	GM, SC & L MD & CEO GM, SC & L GM, SC & L		GRI 301 - Materials

Matching SDG	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	Link to KENYA POWER's Corporate Strategy	GRI CODE
SDG 8 - Decent work and economic growth (8.4 - Percentage of recycled input materials used to manufacture the organisation's primary products and services.)				Recalibrate the PMS for Supply Chain and Logistics to harmonise material/construction unit availability with user departments	Recalibration of Procurement policy clauses guiding material availability determination	Reviewed Procurement Policy	GM, SC & L		
		Sustainable procurement planning	Enforcing sustainable procurement processes	Review of the procurement processes and tendering frameworks to include supplier environmental impacts	Inclusion of supplier environmental and social impact assessments in supplier reports in supplier documentation	%procurement with ESG screening	MD & CEO		
SDG 7 - Affordable and clean energy SDG 8.4 - Percentage of recycled input materials used to manufacture the organisation's primary products and services.	Reduce energy consumption of all Kenya Power installations	Improve energy management at all Kenya Power installations	Improve energy conservation measures at Kenya Power's facilities	Metering of all Kenya Power facilities	Baseline electricity consumption of Kenya Power's facilities	Annual consumption trend	MD & CEO		GRI 302 - Energy
				Appointment of conservation champions and subsequent capacity building	Creation of companywide awareness of energy conservation	Sustainability Awareness Index	GM, CS & S		
			Recalibration of Kenya Power's performance management system to include energy conservation initiatives QA/QC activities	Inclusion of energy conservation in Kenya Power PMS	Scope of Kenya Power BSC with energy conservation metrics	MD & CEO			
			Improve the energy efficiency of all of Kenya	Output enhancement	Workplace Energy Conservation Index	Annual consumption	MD & CEO		

Matching SDG	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	Link to KENYA POWER's Corporate Strategy	GRI CODE
			Power's processes	<p>Develop and adopt mechanisms for undertaking energy audits of all Kenya Power installations and prioritisation of efficiency initiatives</p> <p>Recalibration of Kenya Power's performance management system to include energy efficiency initiatives</p> <p>Adoption of a framework for the rehabilitation of wiring for Kenya Power-owned facilities</p> <p>Procurement of building installations and rented spaces that adhere to LEED standards</p>	<p>Certifiable Energy Audits</p> <p>Inclusion of energy efficiency in Kenya Power PMS</p> <p>Recertified wiring reports</p> <p>Inclusion of LEED standards in Kenya Power lease procurement processes</p> <p>Certified technical loss audits</p>	<p>Energy Audit Report post audit action?</p> <p>Scope of Kenya Power BSC with energy efficiency metrics</p> <p>% recertified facilities</p> <p>% leasehold renewals with enforced LEED certification criteria</p> <p>Technical Energy Loss Report</p>	MD & CEO		
		Reduce system losses	Reduce technical losses	<p>Develop and adopt mechanisms that ensure continuous identification of technical loss contributors on the electric power system and the identification of high impact loss reduction avenues</p>			MD & CEO		

Matching SDG	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	Link to KENYA POWER's Corporate Strategy	GRI CODE
				<p>Include technical loss assessments in the analysis of system reinforcement projects</p> <p>Develop technical capacity of operational teams to address loss reduction drivers</p> <p>Recalibration of Kenya Power's performance management system to include loss reduction initiatives</p> <p>Review of Kenya Power's operational methodology and standards (such as capping LV reticulation to 600m) to reduce no-load losses on the distribution network</p> <p>Review of project management processes to optimise commissioning and handover</p>	<p>Inclusion of technical loss assessments in system reinforcement reports</p> <p>Increased technical capacity of Operations and Maintenance supervisors</p> <p>Inclusion of technical loss reduction in Kenya Power PMS</p> <p>Revised Kenya Power design and construction standards</p> <p>Inclusion of technical loss reduction in Kenya Power PMS</p>	<p>% loss reduction</p> <p>% of counties with trained O&M supervisors</p> <p>Scope of Kenya Power BSC with technical loss reduction metrics</p> <p>Amended standard</p> <p>Scope of Kenya Power BSC with technical loss reduction metrics</p>	<p>MD & CEO</p> <p>GM, NM</p> <p>MD & CEO</p> <p>MD & CEO</p> <p>MD & CEO</p> <p>MD & CEO</p>	<p>Link to KENYA POWER's Corporate Strategy</p>	

Matching SDG	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	Link to KENYA POWER's Corporate Strategy	GRI CODE
SDG 6 - Clean water and sanitation SDG 12.4 -								Strategic Objective - Rise sustainability levels. Strategy - Develop and implement Kenya Power's sustainability strategy	GRI 303 - Water and Effluents 2018
SDG - 15 - Life on land	Enhance positive coexistence of Kenya Power infrastructure with biodiversity	Enhance organisational agility to impacts on ecosystems and biodiversity	Determination of activity hotspots and creation of an activity inventory	Stakeholder mapping and engagement	Inclusion of stakeholder expertise in biodiversity conservation activities	Hotspot and key area identification	GM, RC		GRI 304 - Biodiversity 2016
				Conducting surveys of areas with recent activities and known habitats of endangered species	Activity inventory reports	Identified activity hotspots and key areas	GM, RC		
			Determine risk exposure and subsequent development of a risk response	Analysis of Kenya Power designs in activity hotspots and the determination of major risk drivers Benchmarking of necessary design amendments to reduce risk exposure in line with industry and global best practice	Amended design and construction standards for key areas	Amendments design and construction standards	GM, RC		

Matching SDG	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	Link to KENYA POWER's Corporate Strategy	GRI CODE
SDG 13 (3.9) – Climate action SDG 12 – Responsible consumption and production (12.4 - Gross Scope 1,2 & 3 GHG emissions in metric tons of CO2 equivalent) SDG 13 – Climate action (13.1 - Ditto 12.4)	Reduce Kenya Power's greenhouse gas emissions	Reduce the GHG emissions under Scope 1 and Scope 2 activities	Development of organisational data governance strategy	Development of a repository for ecosystem-centric design, construction and operations near projected hotspot areas	Developed ESMF repository	ESMF repository	GM, RC	Link to KENYA POWER's Corporate Strategy	GRI 305 - Emissions 2016
				Identification of sustainability-specific primary data sources and boundaries Establishment of integrated data collection and management resource	Preliminary key category identification Developed integrated data collection and management resource	Key activity maps Integrated data collection and management resource	MD & CEO		
				Develop and adopt QA/QC mechanisms to enhance data quality Estimation of activity data from the operational data	Output enhancement Baseline activity data	Improved activity data indicators Category-specific activity data for KENYA POWER activities	MD & CEO		
			Development of an emissions reduction roadmap	Application of suitable emission factors and the development of a baseline GHG inventory Uncertainty handling; key category analysis and QA/QC	Developed greenhouse inventory Output enhancement	Greenhouse gas inventory developed for base year Reduced uncertainties; amended baseline key categories	MD & CEO		
				Issuance of voluntary disclosures from Kenya Power's operations	Annual disclosure report	Issued annual sustainability report	MD & CEO		

Matching SDG	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	Link to KENYA POWER's Corporate Strategy	GRI CODE
		Reduction of greenhouse gas emissions under Scope 3 activities	Promotion of voluntary disclosures by upstream suppliers	Development of a mechanism for review of baseline categories, boundaries and activity data	Operational emissions review mechanism	Improved greenhouse gas inventory	MD & CEO		
				Supplier engagement	Supplier disclosures	Received supplier disclosures	MD & CEO		
	Improve Kenya Power's Waste Management	Proper Management and disposal of waste	ESCO operationalisation	Operationalisation of the Electricity Service Company	Operational ESCO	ESCO operation	MD & CEO		GRI 306 - Effluents and Waste 2020
			Reduction of generated waste	Sensitisation of CBMs on their waste management obligations	Proper waste management/ Disposal	Reduced volume of waste	MD & CEO		
				Develop proper inventory of generated waste	Operational waste management inventory	Compliance to the operationalised waste management inventory	MD & CEO		
				Establishment of sustainable waste disposal pathways	Developed recycling framework	Compliance to the operationalised recycling framework	MD & CEO		
				Development of a framework to expand the scope of materials that are candidates for repurpose and reuse	Adopted handling procedure for faulty material	Compliance to the operationalised handling procedure for faulty material	MD & CEO		
				Enhance procedures for handling faulty materials and equipment under the custody of the SC&L division that are under warranty					

Matching SDG	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	Link to KENYA POWER's Corporate Strategy	GRI CODE
			Enhance management of waste generated by Kenya Power	<p>Development of a comprehensive waste management plan</p> <p>Enhance procedures for handling faulty materials and equipment under the custody of the SC&L division</p> <p>Monitoring and evaluation of waste management activities</p>	<p>Adopted waste management plan</p> <p>Adopted handling procedure for faulty material</p>	<p>Compliance to the operationalised waste management plan</p> <p>Compliance to the operationalised handling procedure for faulty material</p>	MD & CEO		
			Enhance disposal of waste generated by Kenya Power	<p>Review of Kenya Power's performance management system to streamline the disposal of faulty equipment</p> <p>Monitoring and review of the effectiveness of the developed Waste Management Plan</p>	<p>Inclusion of waste management in Kenya Power PMS</p> <p>Output enhancement</p>	<p>Scope of Kenya Power BSC with Waste Management Efficiency Metrics</p>			
SDG 13 - Climate action	Align material procurement with 301 and series 400 and 200 procurement								GRI 308 - Supplier Environmental Assessment 2016

Table 9: GRI 400 Series Social Internal

NAME & Matching SDG	PRODUCT	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	LINK TO KENYA POWER CORPORATE STRATEGY	GRI CODE
Occupational Health & Safety SDG 3 - Good health and well-being.	60	To create a safe, healthy, and supportive work environment for the employees	<ol style="list-style-type: none"> Promote a positive safety culture Enhanced employee productivity 	<ol style="list-style-type: none"> Build supervisory capacity on safety Improve employees wellbeing 	<ol style="list-style-type: none"> Establish effective Safety Committees at the county and depot levels Documenting and implementing safe work procedures for operations Provision and utilization of appropriate PPEs Monitoring and ensuring proper team composition supervision 	<ol style="list-style-type: none"> High safety culture Reduced medical expenses Improved productivity Reduction of Injury related litigations. 	<ol style="list-style-type: none"> Accident Frequency per 1000 transformers Accident Frequency per 100,000 man hours. Actual Medical expense as a % of the budget Employee productivity index 	GM, HRA	5.1 Strategic Objectives - KRA 4: Enhance productivity, improve employee experience, Improve work environment	403
			<ol style="list-style-type: none"> Enhanced employee productivity 	<ol style="list-style-type: none"> Improve employees' safety and wellbeing Conduct health and safety prevention programs. 	<ol style="list-style-type: none"> Improve implementation of OSH compliance audits 					

NAME & Matching SDG	PRODUCT	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	LINK TO KENYA POWER CORPORATE STRATEGY	GRI CODE
Training & Education SDG 4 - Quality education SDG 8 - Decent work and economic growth.	32	Engaged workforce built upon enhanced competency through targeted talent development	<ol style="list-style-type: none"> 1. Align employees' skills to their roles 2. Enhance innovation and creativity 	<ol style="list-style-type: none"> 1. Review policy on training and capacity development 2. Develop and implement talent management framework 	<ol style="list-style-type: none"> 3. Develop a compliance framework for OSH. 1. Training partnerships with various resource experts on underground cables testing and diagnostics, System protection, live line operations, electrical plant commissioning, and automation. 2. Implement coaching and mentorship and knowledge transfer programmes 3. Promote a culture of personal development among employees 4. Develop clear career paths for all jobs 	<ol style="list-style-type: none"> 1. Optimal productivity 2. High employee experience 3. Enhanced skills and knowledge 4. High retention rate 5. Adaptability and agility 6. Successful knowledge transfer 	<ol style="list-style-type: none"> 1. Average hours of training per year per employee 2. Productivity index 3. Engagement index 4. Number of employees on knowledge transfer programme 5. Number of employees on career development programmes 	GM, HRA	4.14 - Human capital 5.1 Strategic objectives - KRA 4: Enhance productivity, Improve employee experience, Improve work environment	404

NAME & Matching SDG	PRODUCT	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	LINK TO KENYA POWER CORPORATE STRATEGY	GRI CODE
Diversity and equal opportunity SDG 5 - Gender equality SDG 10 - Reduced inequality	32	To create an inclusive workplace where every employee feels valued, respected and empowered to reach their full potential	<ol style="list-style-type: none"> 1. Enhance productivity Output indicators 	<ol style="list-style-type: none"> 1. Review the performance management framework 	<ol style="list-style-type: none"> 5. Implement talent management framework 6. Develop skills matrix to leverage on technology change 					
			<ol style="list-style-type: none"> 1. To ensure equal access to employment and career advancement opportunities 2. Increase representation of underrepresented 	<ol style="list-style-type: none"> 1. Build diverse workforce through targeted recruitment 	<ol style="list-style-type: none"> 1. Develop and implement diversity and inclusion framework 2. Develop diversity metrics and monitoring tools 	<ol style="list-style-type: none"> 1. Diverse workforce 2. Compliance with legal requirements 	<ol style="list-style-type: none"> 1. Number of employees as per age, gender and disability. 2. Number of employees in top management as per age, gender and disability. 	GM, HRA	4.14 - Human capital 5.1 Strategic objectives - KRA 4: Enhance productivity, Improve employee experience, Improve work environment	405

NAME & Matching SDG	PRODUCT	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	LINK TO KENYA POWER CORPORATE STRATEGY	GRI CODE
			<p>groups in the Company</p> <p>3. To comply with the Constitution</p> <p>4. Prevent discrimination and bias at the workplace</p>				<p>3. Rate of compliance as per the legal requirements, 1/3 for gender, 5% for disability</p>			
			<p>1. Increase representation of underrepresented groups in the Company</p>	<p>1. Develop diversity and inclusion policy</p>	<p>1. Partnership with various stakeholders to support diversity and inclusion initiatives</p> <p>2. Build a diverse workforce</p> <p>3. Implement measures to prevent discrimination.</p>					

NAME & Matching SDG	PRODUCT	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	LINK TO KENYA POWER CORPORATE STRATEGY	GRI CODE
Freedom of association and collective bargaining SDG 8 - Decent work and economic growth.	48	Promote fairness, equity, and balance in labour relations, fostering a more harmonious and productive work environment.	<ol style="list-style-type: none"> Fair labour practises 	<ol style="list-style-type: none"> Review Human Resource policies 	<ol style="list-style-type: none"> Sensitise employees on the reviewed Human Resource policies Develop and implement unitary remuneration structure 	<ol style="list-style-type: none"> Attraction and retention of employees Equal pay for work of equal value Standardised implementation of Human Resource policies 	<ol style="list-style-type: none"> Critical skills retention rate Number and categories of employees who are unionised Salary differentials between employees' grades performing same job Employee satisfaction index 	GM, HRA	4.14 - Human Capital 5.1 Strategic objectives - KRA 4: Enhance productivity, improve employee experience, Improve work environment	407
			<ol style="list-style-type: none"> Harmonious labour relations 	<ol style="list-style-type: none"> Review Recognition Agreement 	<ol style="list-style-type: none"> Implement Recognition Agreement Negotiate Collective Bargaining Agreement Implement Collective Bargaining Agreement 					

Table 10: GRI 400 Series - Social External

Matching Name	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	GRI Code
Customer health and safety	Zero fatalities	Strategic Objective Reduce number of fatalities, injuries, and related litigations.	Raise public safety awareness:	Undertake public safety campaigns: - Identify high risk areas - Establish partnerships - Media campaigns	Reduction in public electrical incidents	% reduction in public electrical incidents	GM, HR&A	416
			Ensure safe construction of distribution network	Enforce adherence to design and construction standards: - Pre-acceptance inspections - Network audits - Remedy NCs	Zero non-conformances on construction standards	Reported # of non-conformances in construction	GM, ID	
			Proactive network maintenance	Implement PREDICTIVE asset maintenance program	Lower rate of asset failures	Asset failure rate	GM, NM	
				Audit the network to identify and eliminate illegal connections, and enforce adherence to construction standards.	Zero non-conformances	Reported # of illegal connections and non-conformances	GM, NM	
			Implement network rehabilitation projects to forestall unsafe incidences (SP 15.2 Network Refurbishment)	Refurbished distribution network	% implementation of network refurbishment projects	GM, NM		
			Enforce wayleave trace clearances	Clear wayleave trace	Reported # of wayleave infringements	GM, NM		

Matching Name	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	GRI Code
Local communities	Contribute to empowerment of local communities	Ensure collaborative participation and ownership of host communities in the project's cycle	Effective communication and engagement on key projects	Stakeholder consultation forums/barazas with full project disclosure (SP 12.1 - Strategic corporate stakeholder and partnership framework development and implementation)	Community awareness on planned and ongoing major Company projects	Number of community sensitisation forums	GM - ID	413
			Corporate Social Responsibility and Investment	Operationalise the Kenya Power Foundation	Functioning Kenya Power Foundation	KPF Trust Deed	MD & CEO	
				Implement the Corporate Social Investments under the 3 focus areas of the Foundation: - Energy and Environment - Education and skills development; - Social investment and community wellness	Social investment projects	Number of CSRI projects undertaken	MD & CEO	
			Local procurement of labour, materials, and services	Use of locally available labour, materials and services in Company projects	Expenditure on local labour, materials and services	GM - ID		
			Implement fair compensation framework for project damages	Adapt/adopt and implement fair compensation framework Resolve compensation disputes within the project timelines	Framework Timely compensation for damages	Approved framework # of completed projects with outstanding compensation issues	GM-ID GM-ID	

Matching Name	Goal	Objectives	Strategies	Key Activities	Expected Output	Output Indicators	Sponsor	GRI Code
Customer privacy	Safeguard customer data privacy	Protect customer data within Kenya Power's systems.	<p>Raise awareness on responsible data handling practices</p> <p>Strengthen data security protocols</p>	Staff training on data protection	Reduction in incidents of data breaches	Reported # of data breaches.	GM, LRACS	418
				Enforce data protection policy	Signed DSAs with stakeholders	Number of signed DSAs	GM, LRACS	
				Enhance ICT controls for customer data access and retrieval	Protection of customer data	% compliance with access controls	GM, ICT	
				Enforce control of physical documented information	% compliance with document control procedures	GM, LRACS		
Supplier social assessment	Mainstream sustainability across the entire value chain	Suppliers consistent with Kenya Power's sustainability strategies	<p>Integrate sustainability requirements within the procurement framework</p> <p>Sensitization of suppliers on Kenya Power's sustainability requirements</p> <p>Implementation of the Kenya Power sustainability requirements in procurement procedures</p>	Develop sustainability screening criteria for suppliers	Sustainability screening criteria	Updated procurement framework	GM - Supply Chain	414
				Enforce consequence management on breaches	Reduction in incidents of data breaches	# of disciplinary cases related to data breaches by staff	GM, HR & A	
				Enforce data protection policy	Adherence to Company sustainability requirements by suppliers	% compliance by successful tenderers	GM - Supply Chain	
				Implement data protection policy	Number of procurement procedures with sustainability requirements	GM - Supply Chain		



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