

**KAKUZI**

*Growing Together*

# Kakuzi's Human Rights Framework and Roadmap

...guaranteeing just stakeholder engagements for shared prosperity



# Kakuzi; growing together...

In 2023, we launched our new purpose, “Kakuzi Growing Together.” As our operations expand, so do the opportunities to create greater social impact. We operate in a complex environment with diverse challenges, and while we acknowledge that we do not have all the answers, we believe that by being transparent about our actions we can encourage collaborations which lead to a shared understanding and collective progress where possible.

People are central to this journey. They are the driving force behind our strategy, and we remain steadfast in our commitment to safeguarding their human rights across all our operations. This note outlines our path toward embedding the UN Guiding Principles on Business and Human Rights into every aspect of our business, guided by the Kakuzi Human Rights Policy.

For nearly a century, Kakuzi PLC has been a pioneer in agriculture and sustainability. Each year, we publish Environmental, Social, and Governance (ESG) reports to measure and disclose our impact, reinforcing accountability and transparency.

We acknowledge that the journey has not been without challenges. Through continuous due diligence, we have learned that progress requires openness, dialogue, and, above all, listening to constructive feedback from our partners and stakeholders.

As part of our commitment to responsible innovation, we are integrating technology to enhance safety, security, and efficiency across our farms. This includes CCTV and drone surveillance, deployed in ways that respect human rights.

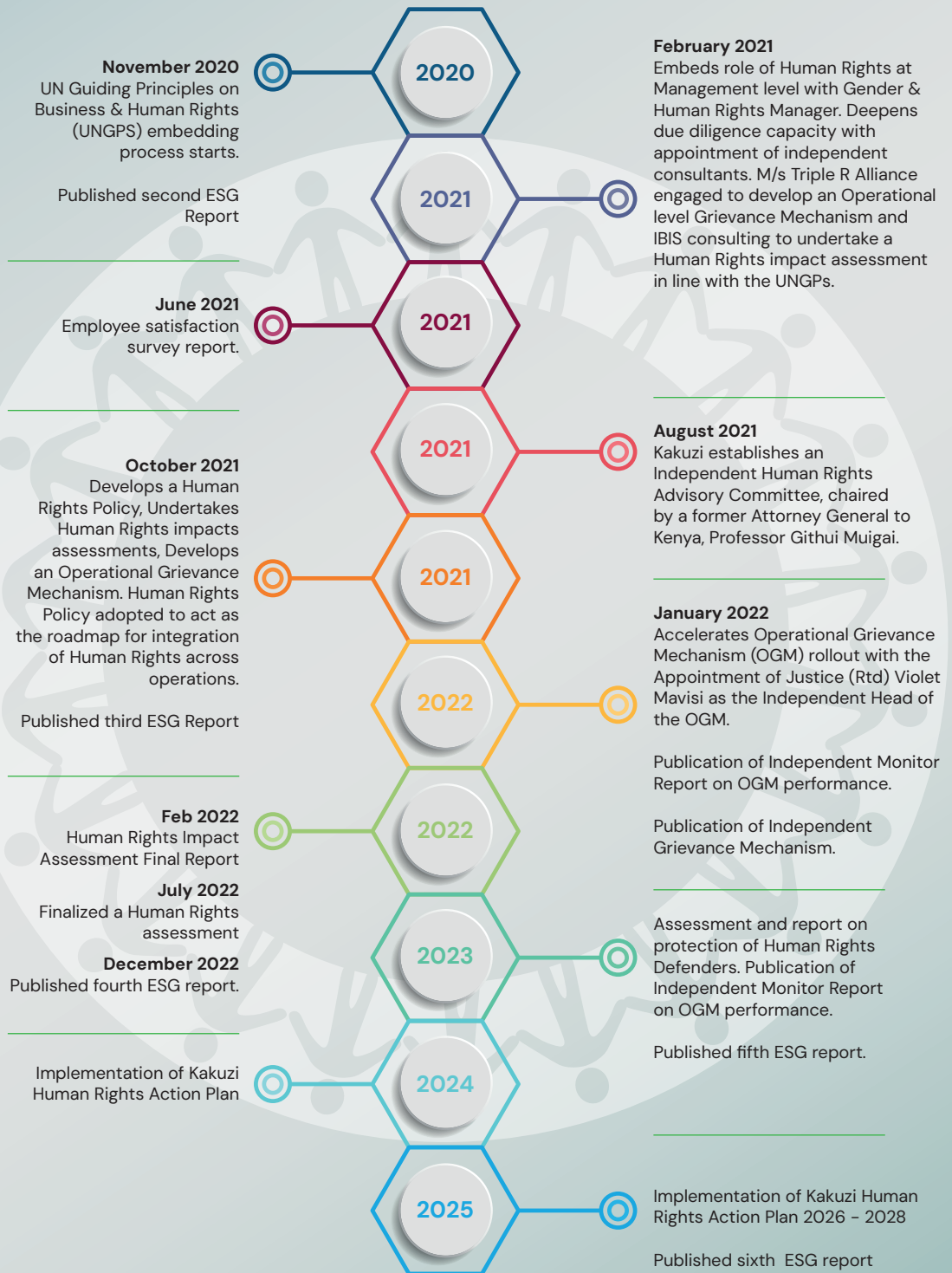
By combining innovation with accountability, we aim to position Kakuzi as a farm of the future, where modern technology supports sustainable production, protects people, and strengthens our broader human rights commitments.

In the long term, our dedication remains clear: to transform communities and truly grow together.

**Chris Flowers**  
Managing Director



# Human Rights Journey – Kakuzi



# Kakuzi at a Glance



**3,743** general staff | **271** subordinate staff



**1,700**  
Listed on the NSE 1,395  
Shareholders



## Blueberries

First Large-Scale Blueberry Producer In Kenya

**66.9 million**  
payments to local suppliers and contractors per annum.



**4,000**

head of Boran Beef Cattle



**3,901**

small holder farmers

**1,656ha**

of sustainable forestry



## SDG'S

UN Sustainable Development Goals



## Avocado

Largest Kenyan Producer  
Exports Ksh 2.8 billion in 2022

## Human Rights

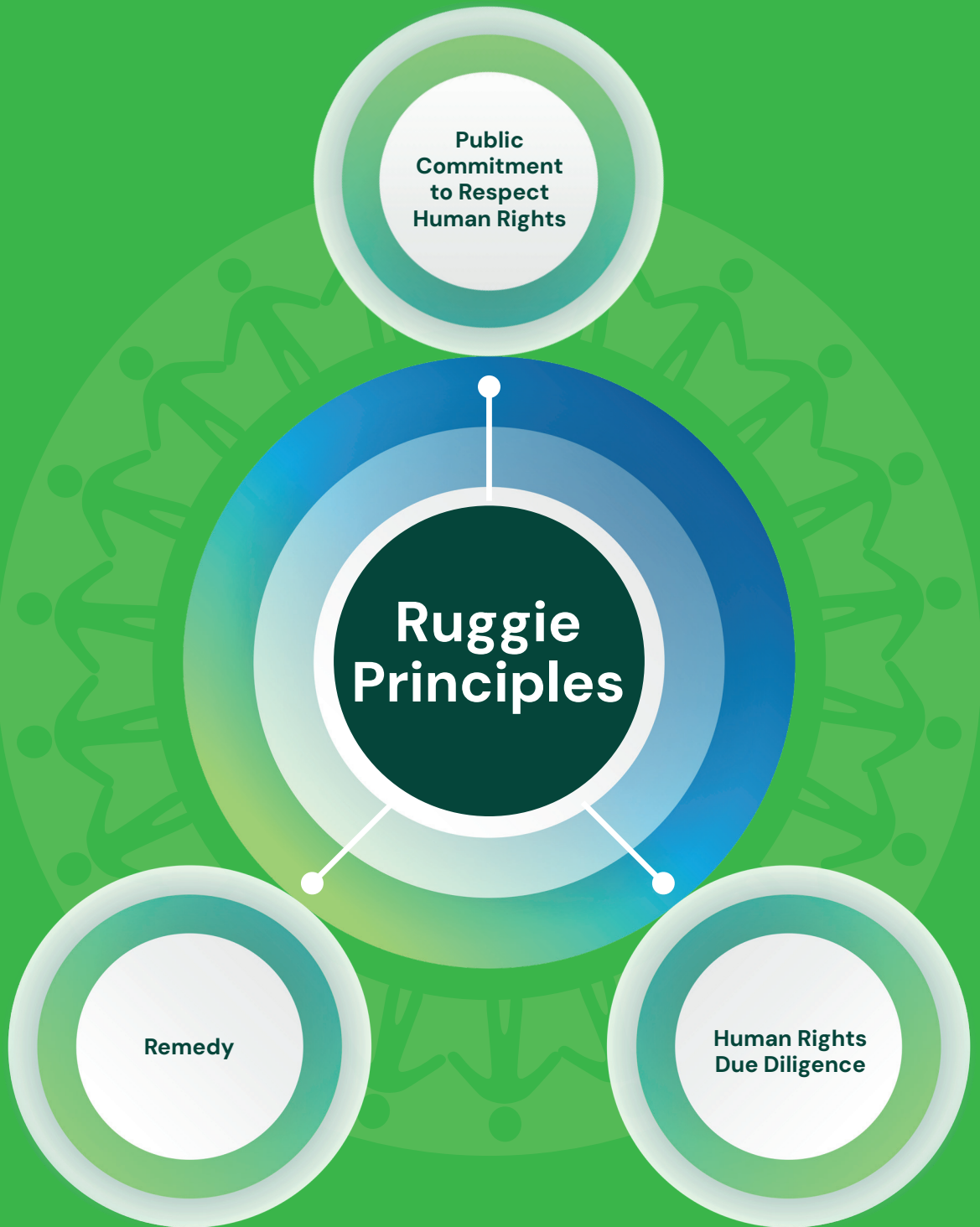
UN Guiding Principles on Business & Human Rights

## Macadamia

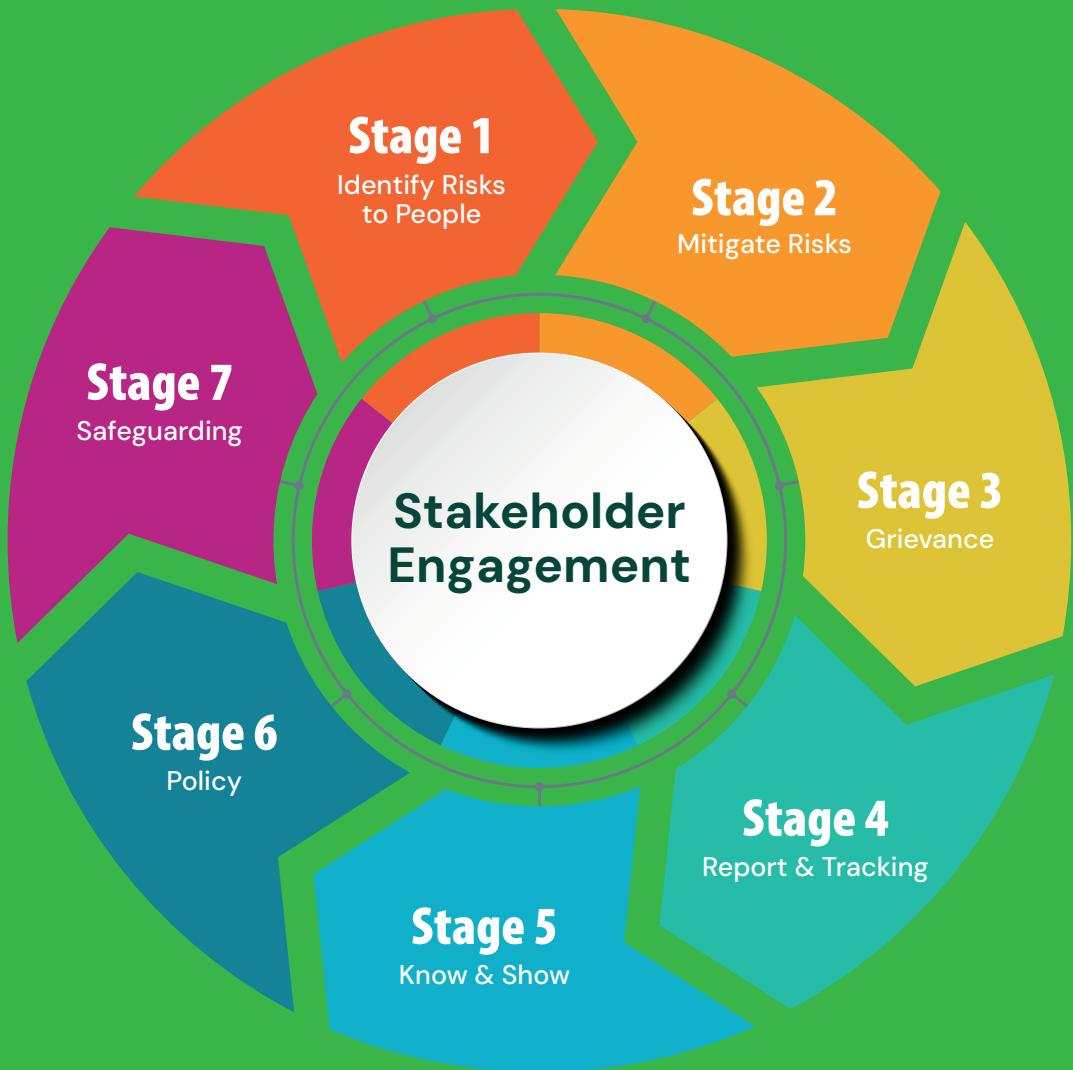
Largest Kenyan Producer  
Exports Ksh 1.0 Billion per Year



# An Overview of BHR at Kakuzi



# Overarching Human Rights Strategy



- Stakeholder Engagement Critical.
- We have 7 Key elements.
- Grievances – Both internal and external independent processes to give the process its strength.

## Key Elements

There Must be a Credible Process Validated by local communities, NGO's, Government and International stakeholders.

It's not all about Grievances. Identifying Risks to people and Mitigating them is critical.

Human Rights Due Diligence Leads to a Human Rights Action Plan



# Stage 1

## Identify Risks to People – Independent Human Rights Impact Assessment

Independent Consultants contracted to undertake this work over multiple sites and diverse dates.

- Triple R Alliance – Design of OGM
- IBIS – Human Rights Impact Assessment
- MINERVA – Security and Human Rights Assessment
- Social Audits
- Human Level – Protection of Human Rights Defenders
- Human Asset – Employee satisfaction Survey
- Independent Human Rights Advisory Committee – Recommendations to Kakuzi Board

We have 12 'Thematic' Human Rights Issues and 7 salient issues



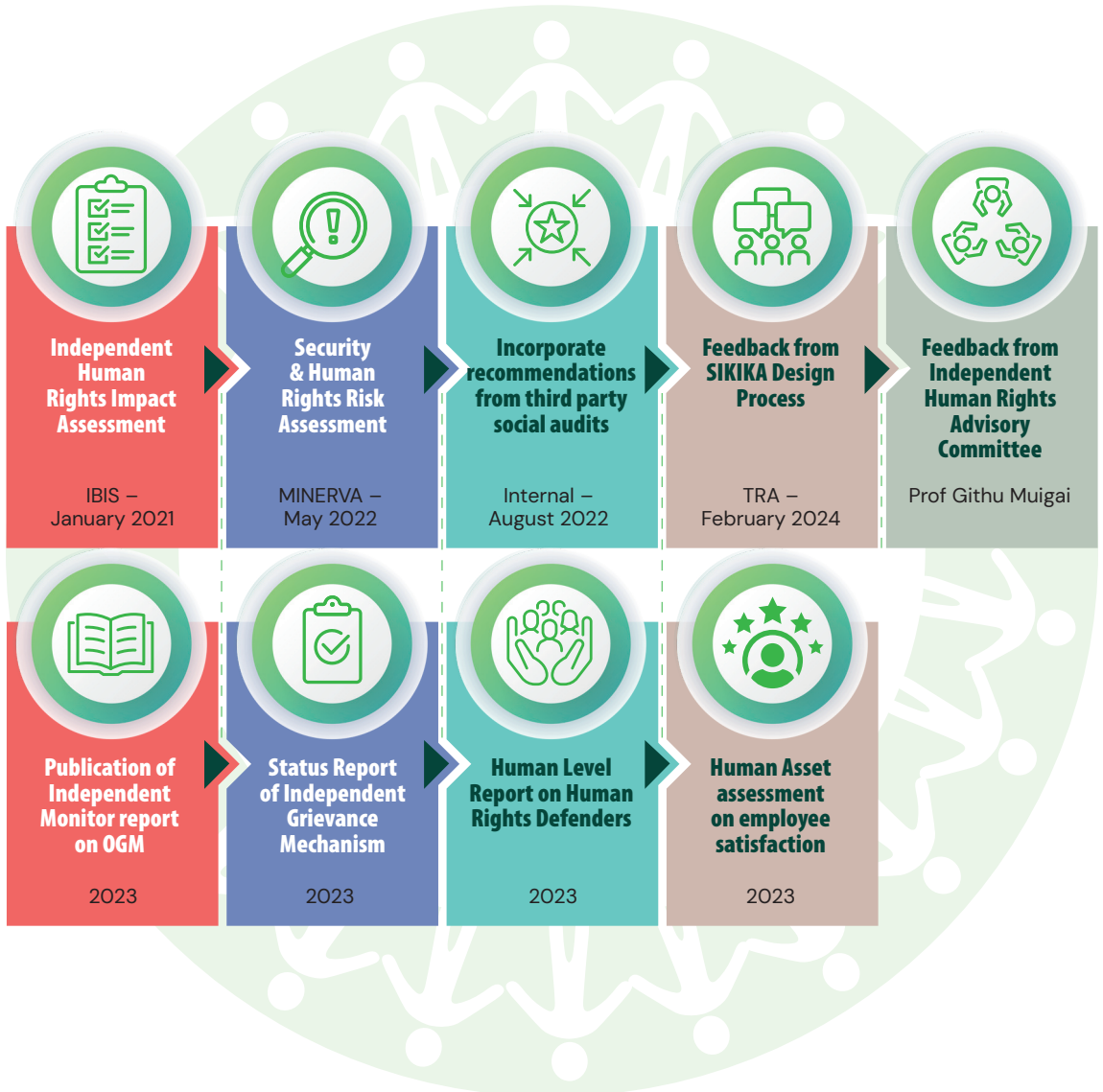
## Our Salient issues



UNGPs recommend determining impacts according to severity, scale and remediability indicators in order to determine the Salient Issues.

## Stage 2

# Mitigate Risks – How our Human Rights Action Plan was Developed



## Stage 2

# Mitigate Risks – Our Human Rights Action Plan, Thematic Areas



- Developed in conjunction with International Experts
- Review/ Develop policies in line with Human Rights action plan
- Enhance effectiveness of the Grievance Mechanism in line with UNGPs



A systematic, sensitive, confidential, transparent and independently validated process of dealing with grievances which the Company has **caused, contributed to or is directly linked to**. The process is underpinned by the UNGP Effectiveness Criteria.

- Training on SIKIKA helps to raise awareness and reduce risks.

# Stage 3

## Access to Independent Remedy – SIKIKA ‘Be Heard’

### SIKIKA Independent Human Rights Mechanism

SIKIKA consists of two tiers, one managed by Kakuzi, another managed independently by an independent head of mechanism. The independently-managed mechanism is only for complaints about severe human rights impacts involving personal injuries that Kakuzi may have caused, contributed to, or is directly linked to through its operations or business relationships.

#### Step 1 – Receive

Your verbal or written complaint can be submitted confidentially via phone, letter or the office of the Independent Human Rights Mechanism.



#### Step 2 – Register and Acknowledge

Within 3 days, a representative from the Independent Human Rights Mechanism will register your complaint and assess if you need urgent support and/or protection. You will receive an acknowledgement slip confirming receipt and registration of the grievance, so that you are assured your complaint is being addressed.

#### Step 3 – Assign and Interview

Within 10 days, an independent investigator will invite you to an interview meeting. During the meeting, you will be requested to make a statement detailing the incident. You are encouraged to bring any relevant evidence you may have, and you may be accompanied by a trusted person of your choice.



#### Step 4 – Independent Investigation

The independent investigators will verify all information and evidence you submitted, conduct site visits to the relevant area and collect any other useful information. They may also interview witnesses and Kakuzi personnel. All information shared will be treated with strict confidentiality, and your personal details will not be disclosed without your consent, except where required by law.

#### Step 5 – Independent Decision

After reviewing the investigation report, the Head of the Independent Human Rights Mechanism will decide whether there is sufficient evidence to support the complaint or not. You will then be invited for a meeting, or visited in person, to be informed of the decision and discuss any proposed remedial action(s), where applicable.



#### Step 6 – Resolve

If you agree with the proposed resolution, it will be formalized in a settlement agreement and/or letter. If you do not agree, you may choose to withdraw the matter, write a formal appeal to the independent Appeals Expert, or pursue the complaint through alternative channels.

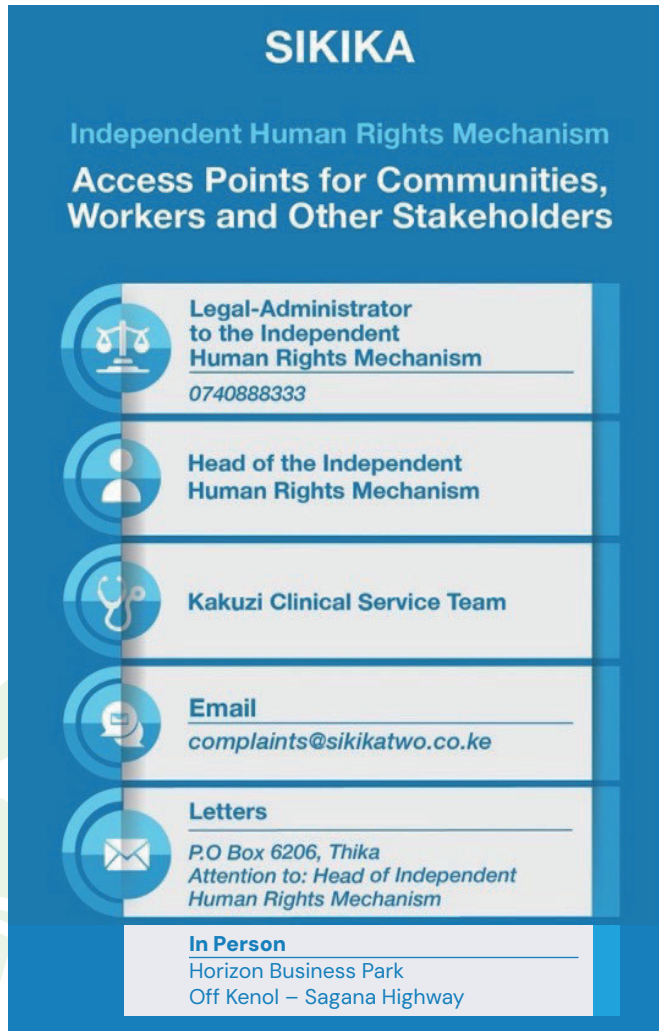
#### Step 7 – Closure

After the agreed actions have been completed, the complaint process will be closed. Unless the investigation process takes longer, your complaint should normally be resolved within 65 days.





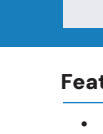


If you have a complaint about a severe human rights impact, please visit our office, call us on 0740888333 or email us at [complaints@sikikatwo.co.ke](mailto:complaints@sikikatwo.co.ke) or write a letter to the *Head of Independent Human Rights Mechanism*, P.O Box 6206, Thika

**Stage 3. Access to Independent Remedy – SIKIKA ‘Be Heard’**



The graphic is a vertical blue bar with a white background for the text. At the top, it says 'SIKIKA' in large white letters. Below that, it says 'Independent Human Rights Mechanism' and 'Access Points for Communities, Workers and Other Stakeholders'. The bar is divided into six horizontal sections, each with a circular icon on the left and text on the right. The icons are: a scale of justice, a person silhouette, a stethoscope, a speech bubble, an envelope, and a person silhouette. The text in each section is as follows:

	<b>Legal-Administrator to the Independent Human Rights Mechanism</b> 0740888333
	<b>Head of the Independent Human Rights Mechanism</b>
	<b>Kakuzi Clinical Service Team</b>
	<b>Email</b> complaints@sikikatwo.co.ke
	<b>Letters</b> P.O Box 6206, Thika Attention to: Head of Independent Human Rights Mechanism
	<b>In Person</b> Horizon Business Park Off Kenol – Sagana Highway

**Features of the independent mechanism**

- Independent Offices & Access Points
  - Independent Legal Assistance
- Independent Adjudicators – Lady Justice Violet Mavisi
  - Independent Investigations
- Independent Support and Safeguarding Mechanisms
  - Independent Oversight
  - Independent Appeals Process
  - Independent Public Reporting

**Stage 3. Access to Independent Remedy – SIKIKA ‘Be Heard’**

**Step 1 – Receive**

Your verbal or written concern or complaint can be submitted via phone, letter or the Kakuzi community center.

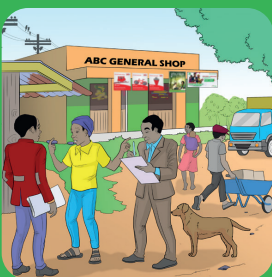


**Step 2 – Register**

A Kakuzi Officer will register your complaint. You will receive a copy of the grievance registration form.

**Step 3 – Review**

The Kakuzi grievance officer will review the complaint and refer it to the relevant department for investigation.



**Step 4 – Investigate**

Investigations will start within 5 days of registering the complaint and will involve all relevant parties. The Kakuzi Grievance Officer will keep you updated on the progress of investigations.






**Step 5 – Resolve and Closure**

Once the investigation is completed, you will be contacted by the Kakuzi grievance officer to discuss the proposed resolution. Unless the investigation takes longer, you should receive a response within 30 days.











**Your views matter to us and we welcome you to visit our Sikika office at Kakuzi Main Office, or call us on 0715444111 or 0800721157 (toll-free). Or email us on sikika@kakuzi.co.ke**

## Community Access Points

-  **Community Relations Manager**  
0715444333
-  **Grievance Officer**  
0800721157 (toll-free) or 0715444111
-  **Extension Officer**
-  **Letters**  
Kakuzi, P.O. Box 24 Thika 01000  
Attention to: Grievance Officer
-  **Email**  
sikika@kakuzi.co.ke

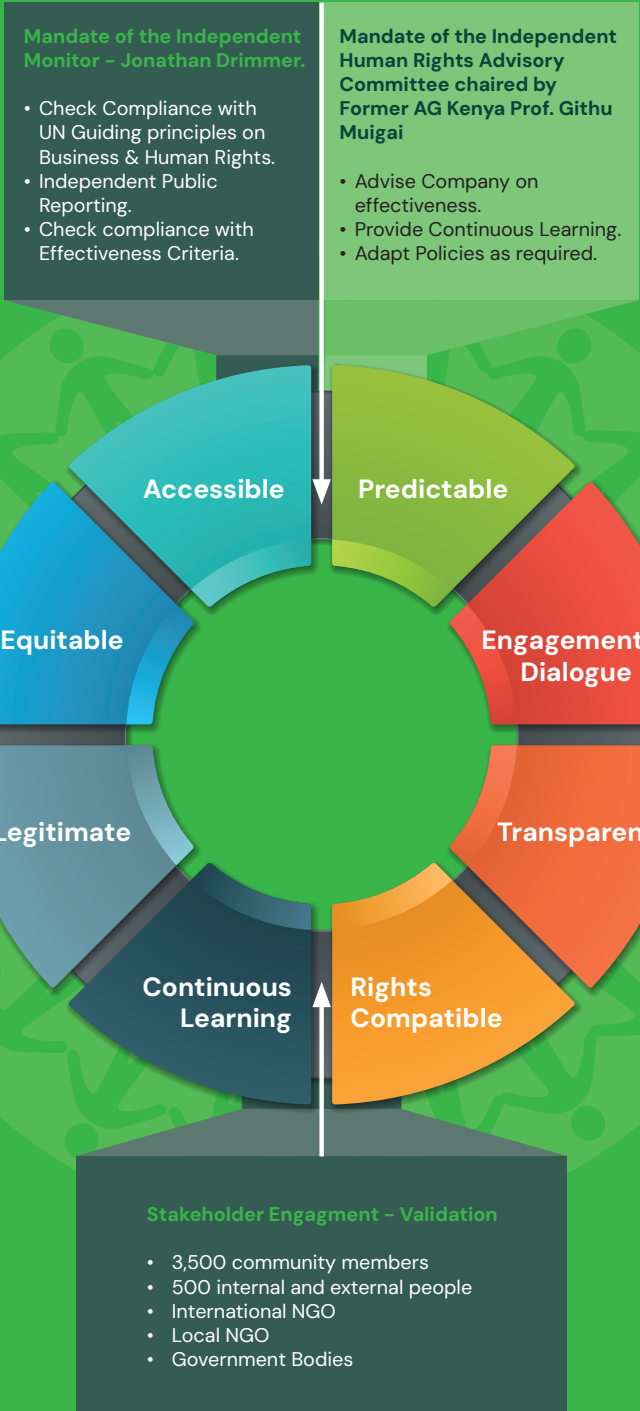
## Employee Access Points

-  **Grievance Officer**  
0800721157 (toll-free) or 0715444111
-  **Managers and Supervisors**
-  **Clinical Service team**
-  **Shop Steward**
-  **Suggestion Box**
-  **Letters**  
Kakuzi, P.O. Box 24 Thika 01000  
Attention to: Grievance Officer
-  **Email**  
sikika@kakuzi.co.ke
-  **SIKIKA Tier 2**  
0740888333

# Stage 3

## UNGP's –

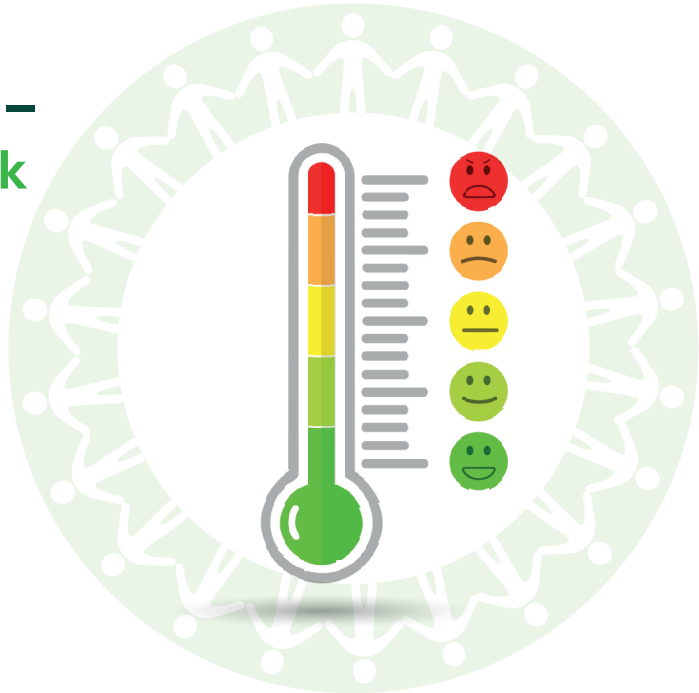
### Effectiveness Criteria



## Stage 4 & 5

### Know & Show – Report & Track

- Report and Track to understand if the mitigation is working.
- Public reports on SIKIKA
- Source of Continuous Learning
- Regular Reviews of Human Rights Action Plans
- Feedback from Independent Oversight Mechanism
- Analyse data to track trends and take action.



#### 7 Guiding Principles on Business and Human Rights

## Stage 6

### Human Rights

- A published Human Rights Policy validated through stakeholder engagement
- Policy published on web site
- SIKIKA Procedures published on web site
- SIKIKA Independent Reports – available on web site
- Human Level – Consulted to develop the HR Defenders section.



**Human Rights Policy will be reviewed periodically to incorporate emerging issues**

## Stage 7

# Safeguarding

- 
- Employee Welfare Policy
  - Gender Based Violence & Anti Sexual Harassment Policy
  - Human Rights Policy
  - Anti-Slavery & Anti-Human Trafficking Policy
  - Whistle-blowing Policy
  - Gender Equality Policy
  - Anti-Bribery and Anti- Corruption Policy
  - Environmental Protection Policy
  - Persons with Disabilities Policy
  - Fair Treatment and Good Working Conditions Policy
  - Clinical Services & Health Promotion
  - Standard Operating Procedures on Human Rights Defenders

# Kakuzi Human Rights Action Plan for year 2026 –2028

On a biennial basis, the company reviews the Human Rights Action Plan responding to the salient issues identified with actionable items, allocation of internal responsibility and timelines for implementation.



# SECURITY AND HUMAN RIGHTS



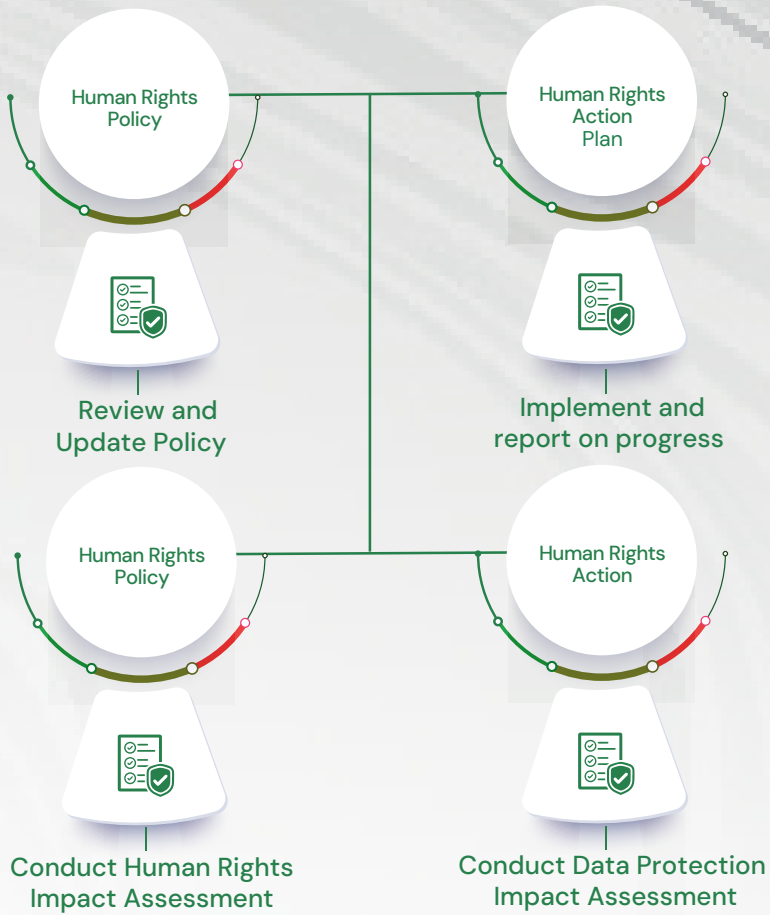
## FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING




## OPERATIONAL GRIEVANCE MECHANISM (SIKIKI)



# HUMAN RIGHTS STRATEGY





Our People are part of our key stakeholders and the engine behind this strategy. We remain committed to protecting and safeguarding their human rights all through our operations. This note showcases our path toward integrating the UN Guiding Principles on Business and Human Rights into all aspects of our business. The firm created the Kakuzi Human Rights policy to serve as a guide for our integration of human rights.



**KAKUZI**

*Growing Together*

The image is a monochromatic green graphic. At the top, the word "KAKUZI" is written in a bold, white, sans-serif font. Below it, the tagline "Growing Together" is written in a smaller, white, cursive font. The central focus is a large, circular emblem. Inside this emblem is a scale of justice, symbolizing fairness and law. Surrounding the scale is a ring of stylized human figures holding hands, representing a community or team. The entire emblem is held up by two hands at the bottom, suggesting support and care. The background is a gradient of green with faint, repeating patterns of the human figures.

**KAKUZI**

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