

Beyond compliance: embedding ESG on organisational culture-a Kenyan perspective

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Abstract

Environmental, Social and Governance (ESG) principles have evolved from a mere regulatory compliance framework and checklist into a powerful catalyst for business sustainability and long-term success. However, many Kenyan firms remain at the compliance stage, approaching ESG principles as a checklist for reporting rather than a strategic imperative. This study used Kenya Power, a major electricity corporation in Kenya, as a case study. Through analysis of its annual ESG disclosures and integrated financial reports (2020–2024), the study evaluated the degree of cultural assimilation across three ESG principles domains: environmental mindfulness, social inclusivity and ethical governance. The study found that Kenya Power has strongly institutionalised ESG principles with clear mandates, but certain aspects still require further development. Also, Kenya Power's ESG practices are strong on compliance but weak on embedding organisational culture. However, the company is slowly but steadily transitioning from ESG principles compliance and reporting to embedding them in its organisational culture. This study recommends that regulatory bodies and governments should mandate ESG principles disclosure beyond reporting and require information on the level of Environmental, Social and Governance principles integration in organisational culture.

Keywords: Environmental, Social and Governance, Organisational Culture, Sustainability, Competitive Advantage, Business Transformation

JEL Classification: M14, Q56, O55

Introduction

Within the current corporate environment, Environmental, Social and Governance (ESG) principles have become an integral pillar of sustainable entrepreneurial practice and business performance (Mukhtar et al., 2024; Sierdovski et al., 2022; Zahari et al., 2024). ESG presently supersedes the traditional concept of Corporate Social Responsibility (CSR) by integrating governance excellence, long-term environmental considerations and practices, and social accountability into core business strategies (Gill et al., 2023; Mukhtar et al., 2024). ESG also transcends conventional investor reporting and compliance checklists in order to be effective, efficient and strategic (Bao et al., 2024; Kim et al., 2022; Rane et al., 2024). However, scholars have advanced the argument that for ESG to be fully effective, efficient and strategic, it must be embedded into the organisational culture of business enterprises, to the extent that it shapes the ideologies, behaviour, values, leadership and decision-making at every organisational level (Cahyono et al., 2024; Sierdovski et al., 2022; Zahari et al., 2024).

The urgency to embed ESG into organisational culture has been further exacerbated by the increasing focus on climate change, the expanding spectacle of social inequality, and failures in corporate governance structures (Garg & Manchanda, 2023; Goncalves, 2024; Howard-Grenville & Gapp, 2022). The aforementioned gaps have so far exemplified the current stakeholder pressure on businesses to not just account for ESG metrics but to exhibit value-driven and authentic leadership at all levels of the organisation (Olanrewaju et al., 2024). In

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fact, regulators, investors, civil society, consumers, and employees currently expect and demand the internalisation of ESG values in organisations, as reflected in their community engagement, operations, employee relations, and supply chains (Howard-Grenville & Gapp, 2022).

Despite the notable value of ESG in organisations, the majority of organisations persist in treating ESG as what Gowers (2024) called a bolt-on initiative, characterised by a focus on external commitments rather than internal organisational culture. The divide accounts for the ineffectiveness, lapses, lack of resilience and lack of credibility of ESG programmes. Embedding ESG into the organisational culture of businesses thus ensures that ethical behaviour and sustainability are intrinsically ingrained in organisational operations, rather than simply communicated externally (Olanrewaju et al., 2024; Zahari et al., 2024).

Organisational culture has been defined as the shared belief system, values, traditions, practices and norms that direct and shape organisational behaviour (Hofstede, 1980). It affects the manner in which employees and other direct stakeholders engage with the organisation, decode organisational goals, operate within the organisational structures and deal with ethical dilemmas (Grover et al., 2022; Schein, 1990). It has thus been argued that without cultural integration, ESG risks employee inertia and resistance, and consequently its misapplication within the organisation (Lam et al., 2021; Sierdovski et al., 2022; Zahari et al., 2024).

Thus, an organisational culture that has effectively embedded ESG is characterised by environmental mindfulness, with prioritisation of climate action and resource efficiency (Bai et al., 2024; Mukhtar et al., 2024). It is also characterised by social inclusivity, with equity, diversity, community impact, and employee well-being as central focus areas. Another critical characteristic of a culture embedded in ESG is ethical and excellent governance, characterised by accountability, transparency, regulation, control, and compliance (Van Holt et al., 2021; Zahari et al., 2024). To that extent, embedding ESG into the organisational culture demands the adoption of transformational leadership, systems thinking approach, robust employee engagement and intentional capacity building that aligns the goals of ESG to daily organisational operations, performance measures and organisational metrics and goals (Khaddage-Soboh et al., 2024; Zahari et al., 2024).

An examination of global trends shows that ESG has transitioned from a compliance focus into a strategic imperative (Li et al., 2024; Xiao et al., 2023). Consequently, regulators of organisations in the USA, parts of Asia and the European Union (EU) are currently requiring compulsory ESG disclosures (Annessi et al., 2025; Sulkowski & Jebe, 2022). Further, there is a growing scale of ESG-bounded investment funds, signposting a shift in conventional capital markets toward responsible fund investment (Annessi et al., 2025; Sulkowski & Jebe, 2022; Xiao et al., 2023). Further, there is an increasing reward among Gen Z and Millennials for brands that are strongly ecologically conscious and embrace social justice issues (Cinciulescu et al., 2024; Olteanu & Ionaşcu, 2023). Accordingly, organisations that have embedded ESG into their organisational culture are more inclined to enhance stakeholder trust, attract top talent, better minimise and mitigate risks, expand their innovativeness, and achieve sustainability results (Olteanu & Ionaşcu, 2023; Zahari et al., 2024). Conversely, those with embedding weaknesses confront regulatory challenges and penalties, reduce their competitive edge and suffer reputational costs (Mukhtar et al., 2024; Olteanu & Ionaşcu, 2023; Zahari et al., 2024).

In developing regions, including Kenya, where the ESG concept is gaining momentum, its implementation appears stuck at an early stage of maturity (Muigua, 2022; Onsongo et al., 2025). Many of the organisations in Africa, in general, and Kenya in particular, still confront weak regulatory understanding of the ESG practices and standards (Saka, 2024; Onsongo et al., 2025); poor enforcement protocols (Onsongo et al., 2025); constraints in the ESG implementation capacity (Mukhtar et al., 2024; Onsongo et al., 2025); and disconnect between current trends in consumer preferences, employee practice at the lower levels and leadership

commitment at the higher levels (Muigua, 2022; Saka, 2024). Thus, more succinctly, many Kenyan organisations still approach ESG as a checklist for reporting rather than as a strategic imperative.

However, empirical analysis strongly suggests that critical Kenyan sectors of agriculture, banking, manufacturing and energy are steadily recognising the value of ESG as a critical catalyst for effective green financing, accessing export standards, receiving tax rebates and building valuable and sustainable business models (Saka, 2024; Onsongo et al., 2025). Nonetheless, embedding ESG into the organisational culture for many Kenyan firms remains a challenge owing to inadequate literacy in ESG concepts and values, legacy, business orientation and practices, and a focus on short-term profit-making (Onsongo et al., 2025). From the outset, it can be said that many organisations in the developing world, and Kenya in particular, have not proactively and effectively embedded ESG into their organisational culture. Furthermore, studies conducted in the region on ESG have mostly focused on ESG compliance and reporting (Agutu & Githira, 2023; Mukhtar et al., 2024; Onsongo et al., 2025), with a paucity of studies on the embedding of ESG within organisations' internal mechanisms, particularly organisational culture. This study thus aims to examine the influence of Embedding ESG into organisational culture from a Kenyan perspective. It does this by using Kenya Power, a Kenyan energy-based conglomerate, as a case study. The primary goal of this study is to offer practical recommendations and insights for Kenyan organisations and those in the developing world to enable a better understanding and effective implementation of ESG practices embedded in organisational culture, as a means of advancing their sustainable business models and organisational outcomes.

Literature review

Literature related to ESG has expanded considerably in recent years due to increasing stakeholder pressure on businesses to meet the contemporary needs of social inclusion, environmental sustainability, ethical practices, and sustainable business models (Lam et al., 2021; Sierdovski et al., 2022; Zahari et al., 2024). However, the aspect of cultural internalisation of ESG, which demands that ESG be embedded into the shared belief system, values, traditions, practices and norms that direct and shape organisational behaviour, has so far been under-explored predominantly in developing countries (Agutu & Githira, 2023; Mukhtar et al., 2024; Onsongo et al., 2025). The subsequent section explores empirical literature on ESG and its value within organisational cultures from a global, African, and local perspectives, not only to identify the concepts that undergird the embedding of ESG within organisational culture but also to identify notable gaps. Furthermore, it discusses notable theories applied in the relevant discussions on the subject.

Globally, studies on ESG and organisational culture in countries such as the USA, UK, and Canada have found that ESG has successfully transitioned from a purely CSR framework to a more performance-oriented and strategic framework (Borger & Costa, 2020; Tonelli et al., 2024; Wan, 2023). As a strategic aspect, ESG has consistently required integration into the organisational culture so that it permeates the organisation's psyche, rather than being a stand-alone component (Singhania & Saini, 2023). Further, studies from the global perspective have identified agencies like the Global Reporting Initiative (GRI), the UN-Based Principle of Responsible Investment (PRI) and Task Force on Climate-related Financial Disclosures (TCFD) as instrumental agencies that have standardised ESG protocols and standards sufficiently to make ESG an integral part of organisational existence in the Western and European world (Rasche et al., 2023).

Empirically, studies conducted in the Global North have found that organisations that have culturally internalised ESG principles outperform their counterparts in terms of innovativeness, financial performance, and overall organisational outcomes (Roy & Mukherjee,

2022; Roszkowska-Menkes, 2023; Shin et al., 2023). Other studies have noted that organizations that use a triple Bottom Line model that balances profit making, social issues with environmental conservation offer a more sustainable business model that is better aligned to the future of the capital markets (Aich et al., 2021; Dyer et al., 2021). These companies have also observed significantly improved organisational outcomes in terms of financial sustainability, creativity, customer engagement and satisfaction and employee motivation and performance (Aich et al., 2021; Dyer et al., 2021).

Conversely, while studies have identified the positive value of ESG principles for organisations, especially when integrated into organisational culture, there are also significant empirical reviews showing that organisations are generally disinclined to sacrifice profit-making (Dias, 2024; Wasiuzzaman et al., 2023). The studies show that many organisations do not see the value of social and environmental conservation alongside profit-making, choosing to stick to the traditional short-term focus on profits at the expense of potential long-term benefits that would accrue from being socially and environmentally responsible (Dias, 2024; Wasiuzzaman et al., 2023). Studies that have identified the inclination towards profit-making have noted that these organisations lack transformational leadership that is forward-looking and sustainability-oriented (Morales-Sanchez & Pasamar, 2019). The argument proffered is that transformational leaders have the capacity to shape the attitudes, values, norms, and belief systems of all organisational stakeholders, and that if they were to effectively embrace ESG, positive changes and stakeholder buy-in would inevitably follow (Morales-Sanchez & Pasamar, 2019).

Further, ethical attitudes and concepts are increasingly on the radar of organisational leadership in their pursuit of sustainable outcomes (Lam et al., 2021; Sierdovski et al., 2022; Zahari et al., 2024). Organisations that keep ESG principles at the forefront are better placed to advance ethical attitudes and standards to both their external (consumer) and internal (employee) audiences (Sierdovski et al., 2022; Zahari et al., 2024). The ESG principles also notably ensure environmental stewardship for global organisations, not only for employee support but also for consumer engagement and access to consumer preferences (Gill et al., 2023).

Moreover, studies emerging on the global stage highlight that ESG often fails in environments where employees lack the knowledge, skills, and attitudes needed to effectively implement ESG within the organisation (Farooq, 2015; Roy & Mukherjee, 2022; Roszkowska-Menkes, 2023). They argue that embedding ESG into the organisational culture allows ESG to direct and inspire the recruitment process and to underscore performance evaluations and leadership development, aspects that are also integral to culture building (Chen et al., 2025). On the global stage, conglomerates such as Patagonia, Unilever and Danone are notably cited as having successfully integrated ESG into their culture and, consequently, posted positive organisational outcomes in terms of financial, innovative, satisfaction and competitive performance (Tariq, 2024).

Studies examining the African case as far as embedding ESG into organisational culture have noted that ESG integration is on the rise within larger corporations in Africa than in smaller corporations (Al-Hiyari et al., 2023; Ogundajo et al., 2022; Ogolime & Ibrahim, 2024). Some of the reasons relate to the resource capacity of larger corporations (Kogi et al., 2025). However, other studies have found that embedding ESG into organisational culture in smaller organisations in Africa is easier and more efficient owing to the flexibility in terms of leadership and change adaptation that smaller organisations enjoy over larger corporations (Ajayi, 2024; Jin & Kim, 2022). What is clear is that there is ambiguity about the level and influence of embedding ESG into organisational culture within the African case.

Furthermore, studies conducted in the African context have found that embedding ESG into organisational culture is strongest in Nigeria, Kenya and South Africa, driven by investor

demand, social equity pressure, climate change risks and consumer preferences (Ajayi, 2024). This is particularly exemplified by the presence of Nairobi Securities Exchange (NSE) ESG Reporting Guidelines in Kenya and the Johannesburg Stock Exchange Sustainability Disclosure Guidance in South Africa (Ajayi, 2024). The fact that only three countries are mentioned positively in terms of embedding ESG into organisational culture suggests a weak ESG culture among African companies.

Moreover, scholars have found that many African-based companies show a strong inclination towards a compliance-based ESG approach, rather than cultural internalisation or a strategic approach to ESG (Ogundajo et al., 2022; Ogolime & Ibrahim, 2024). The aforementioned firms often struggle with low ESG knowledge and literacy, resource constraints, and a lack of strategic alignment that brings the whole organisation onboard (Bukari et al., 2024; Pinheiro et al., 2025). Institutional voids, characterised by regulatory and compliance gaps, are another issue affecting the embedding of ESG into organisational culture within firms in Africa (Pinheiro et al., 2025).

Kenya has made tremendous strides in ESG adoption and awareness, particularly in its banking, manufacturing and telecommunications sectors (Agutu & Githira, 2023). The Nairobi Securities Exchange (NSE) ESG Reporting Guidelines (2021) encourage organisations to disclose their ESG mechanisms and strategies, yet very few have transitioned to effectively embed ESG into organisational culture (Agutu & Githira, 2023; Saka, 2024). Research by Mwangi and Ouma (2024) found that in Kenyan firms, senior management's commitment to adopting and implementing ESG is high, while that of middle-level and low-level employees is low due to a lack of skills and awareness, further exposing the gap between policy and practice in Kenya's ESG endeavours. Moreover, Kenyan-based studies have also noted that hierarchical leadership styles, overemphasis on regulatory reporting and compliance and short-term business focus on profitability negatively affect ESG cultural integration (Agutu & Githira, 2023; Saka, 2024).

Theoretical framework

This study is anchored on institutional Theory as postulated by DiMaggio and Powell (1983). Institutional Theory, as developed by sociologists Paul J. DiMaggio and Walter W. Powell (1983) provide a framework for understanding how ESG practices can become sources of competitiveness through social legitimacy. Institutional Theory suggests that organisations often adopt certain practices not only for their economic benefits but to align with the norms, values, and expectations of the society in which they operate. Companies, for instance, increasingly implement ESG practices under pressure from stakeholders, regulatory bodies, and societal expectations (Del Gesso & Lodhi, 2025; Liu et al., 2024).

By adopting ESG initiatives, organisations can enhance their legitimacy by aligning with socially responsible behaviours that improve their public image and reputation (Del Gesso & Lodhi, 2025). This social legitimacy can translate into competitive advantages, as consumers, investors, and employees are drawn to companies perceived as ethical and socially responsible (Liu et al., 2024). DiMaggio and Powell (1983) argue that companies face pressures toward institutional isomorphism, which is the tendency to adopt similar practices across an industry to maintain legitimacy, which can drive them to integrate ESG in ways that attract positive stakeholder attention and, in turn, foster competitiveness.

Institutional Theory also explains how ESG initiatives can enhance competitiveness by enabling companies to differentiate themselves in environments with varying degrees of institutional pressures (Liu et al., 2024). DiMaggio and Powell (1983) identify three forms of isomorphic pressures: coercive, mimetic, and normative that drive companies toward ESG adoption. Coercive pressures stem from regulatory or political forces, prompting companies to

comply with environmental and social standards to avoid legal repercussions and maintain their competitive standing. Mimetic pressures arise from market uncertainty, leading firms to imitate the socially responsible practices of successful peers to gain credibility and competitive parity. Normative pressures, influenced by industry standards and professional associations, encourage organisations to adopt CSR to conform to widely accepted ethical standards. Companies that proactively implement ESG, particularly those that go beyond basic compliance and adopt innovative practices, can distinguish themselves in competitive markets (Kim et al., 2024; Liu et al., 2024). By exceeding institutional expectations, they create unique reputational advantages and establish themselves as industry leaders in ESG. Institutional theory, therefore, suggests that ESG is not merely a trend but a strategic tool that aligns businesses with social values, enhances stakeholder trust, and solidifies a competitive position within the industry (Kim et al., 2024).

From the foregoing, notable research gaps in global, regional (African), and Kenyan-based studies on ESG cultural integration include a paucity of research on the specific ways ESG can be culturally integrated within organisations. There is also a lapse in a context-specific ESG cultural integration model applicable to the Kenyan organisations.

Research objective

Thus, this study sought to establish the level and influence of embedding environmental mindfulness, social inclusivity, and ethical governance on organisational culture in Kenya, using Kenya Power as the case study.

Methodology

This study used a secondary data research design to access readily available data from Kenya Power related to ESG disclosed data from Kenya Power Company, Kenya. The sources for the secondary data included: Kenya Power Annual integrated reports and financial reports (2020-2024); Kenya Power sustainability and ESG strategy 2024; Nairobi Securities Exchange industry reports; and Federation of Kenya Employers (FKE) reports for the selected company. Table 1 summarises the key ESG variables examined in this study with specific indicators. Environmental mindfulness is reflected in climate action and resource efficiency, and in social inclusivity through equity, diversity, community impact, and employee wellbeing, while ethical governance is represented by accountability, transparency, regulatory control, and compliance. The table also links these dimensions to organisational culture by outlining the values, norms, traditions, and beliefs that underpin ESG integration.

Table 1: ESG variable measurements
Source: Author’s own elaboration

Variables	Specific Indicators
Environmental Mindfulness	i climate action ii Resource Efficiency Prioritisation
Social Inclusivity	i Equity ii diversity iii community impact iv employee-wellbeing

Ethical Governance

- i Accountability and transparency
- ii regulation control
- iii compliance

Organisational Culture

Values, norms, traditions and beliefs

Results and Findings

The results and findings are based on the key themes of the study: Environmental Mindfulness, Social Inclusivity, Ethical Governance, and organisational culture. The data sources are Kenya Power Annual integrated reports and financial reports (2020-2024); Kenya Power sustainability and ESG strategy 2024; Nairobi Securities Exchange reports for the industry; and Federation of Kenya Employers (FKE) reports for the selected company for the year ending 2024. Table 2 illustrates these findings clearly and brings together Kenya Power’s performance across the three ESG domains. It maps the indicators against the GRI standards and SDGs, while also showing how far these practices have been embedded within the company’s organisational culture.”

Table 2: ESG and organisational culture results for Kenya Power
 Source: Author’s own elaboration

Variables	Specific Indicators	Kenya Power Implementation	Mapping to GRI and SDGs	Results (2024)	Embedded in Organisational Culture
Environmental Mindfulness	Climate action	Reduce GHG emissions via the development of a baseline GHG Inventory Develop road map to reduce GHG emissions	GRI 305 & SDG 13	Five million kg Carbon dioxide emissions avoided 350,000 trees planted 40,000 concrete poles replace wooden poles 3,753 electric vehicles (EVs) on the roads KShs 258 million allocated for e-mobility	<input checked="" type="checkbox"/>
	Resource efficiency prioritisation	Invested and deployed the Loss Diagnostic Tool and Loss Monitoring and Mitigation Tool for resource efficiency	GRI 4 & SDG 9	Improved efficiency by 0.06% marginally	<input type="checkbox"/>
Social Inclusivity	Equity	Developed a Diversity and Inclusion policy and framework	GRI 404, 405 & SDG 5, 8	No report	<input type="checkbox"/>
	Diversity	Build a diverse workforce based on the Diversity and Inclusion	GRI 403 & SDG 8	Of the 10 board members, 3 are female, thus compliant, but no	<input type="checkbox"/>

		policy and framework		compliance in employees	
	Community impact	Engage in CSR in education, plus other activities		Allocated KShs 171,000 to the Colobus Conservation Trust for habitat conservation, thus saving the ecosystem in Kilifi Connected 291,000 poor households for free Mentored 10,000 students through the mentorship program Spent over 1 million through the Kenya Power Endowment Fund 1% (100,000 million approximate) of net profit is committed to CSR	<input checked="" type="checkbox"/>
	Employee-wellbeing	Developed a clear compliance framework related to Occupational Safety and Health (OSH)		Created a cost-of-living adjustment upwards by 11% Reviewed remuneration by 12% 10 staff fatalities and 118 non-staff injuries, and an increase of 2.3% from the year 2023. Employees have clear leave days and medical coverage	<input checked="" type="checkbox"/>
Ethical Governance	Accountability and transparency	Developed a Code of Ethics		49 Employees dismissed for breaching ethics Did 2 companywide awareness programmes on the code of ethics Internal assessment of ethics compliance done, and gaps identified Carried sensitisation program to embed an ethical culture in the organisation Have a whistle-blowing mechanism	<input checked="" type="checkbox"/>

				However, according to an audit by the Auditor General, the company did not comply with the proper regulations governing the remuneration of contract workers. There were also inconsistencies in consumer power billings	
	Regulation, control and Compliance			All required disclosures under the CMA is in the company website	<input checked="" type="checkbox"/>

Findings

Kenya Power has strongly institutionalised ESG, with clear mandates for environmental mindfulness, social inclusivity, and ethical governance. However, the resource prioritisation under environmental mindfulness, equity and diversity, and the regulation and compliance aspects under ethical governance need further development.

Furthermore, Kenya Power’s ESG practices are strong on compliance but weak on embedding organisational culture. However, a look at Kenya Power’s efforts shows that the company is slowly but steadily transitioning from ESG compliance and reporting to embedding in its organisational culture.

Discussion

The study findings that Kenya Power has ESG mandates despite needing deepening in certain aspects agree with literature that shows that ESG has expanded considerably in recent years due to the increasing stakeholder pressure on businesses to adhere to contemporary needs of social inclusion, environmental sustainability, ethical practices and sustainable business models (Lam et al., 2021; Sierdovski et al., 2022; Zahari et al., 2024). Also, agreeing with studies done on ESG and organisational culture in countries like the United States of America, the United Kingdom, and Canada, which have found that ESG has successfully transitioned from a purely CSR framework to a more performance-oriented and strategic framework (Borger & Costa, 2020; Tonelli et al., 2024; Wan, 2023). The result also aligns with African-based studies showing that, as far as embedding ESG into organisational culture is concerned, ESG integration is on the rise within larger corporations in Africa than in smaller corporations (Al-Hiyari et al., 2023; Ogundajo et al., 2022; Ogolime & Ibrahim, 2024).

The finding that Kenya Power’s ESG practice is high on compliance but low on culture internalisation aligns with the literature, which shows that while the ESG concept is gaining momentum, its implementation appears stuck at an early stage of maturity (Muigua, 2022; Onsongo et al., 2025). Furthermore, many African-based companies, even those in Kenya, show a strong inclination towards a compliance-based ESG approach rather than cultural internalisation or a strategic approach to ESG (Ogundajo et al., 2022; Ogolime & Ibrahim, 2024).

Limitations and policy implications

This study faced the limitation common in secondary data analysis: limited control over data quality and the general misfit between secondary sources and the primary focus of this study. This study recommends that regulatory bodies and governments should mandate ESG disclosure beyond reporting and require information on the level of ESG integration in organisational culture.

Conclusion

This study set out to explore how ESG practices are being embedded into organisational culture in Kenya, with Kenya Power as the case study. The findings reveal encouraging progress, but some gaps are clear. Kenya Power has taken meaningful steps in climate action and governance, yet issues such as resource efficiency, diversity, and equity remain underdeveloped. Ethical governance frameworks exist, but inconsistent practices in regulation and remuneration continue to weaken the impact. These results suggest that ESG in Kenya remains more about compliance than cultural transformation, with many companies stuck on ESG compliance and reporting rather than on ESG integration into organisational culture, and this needs to change.

Looking ahead, several steps could help bridge this gap. Companies need to invest more in building employee awareness and capacity so that ESG is lived across all levels of the organisation, not just discussed in boardrooms. Regulators, too, should move beyond disclosure requirements and place stronger emphasis on whether ESG principles are truly integrated into organisational culture. Leaders must adopt approaches that connect ESG to everyday work and long-term strategies, while researchers and practitioners should work to develop models that fit Kenya's unique social and economic context rather than relying solely on global templates.

From my perspective as the author, the biggest challenge lies in the tendency to treat ESG as a reporting exercise. If this continues, ESG will remain a checklist rather than a force for change. The experience of Kenya Power shows that meaningful cultural integration is possible, but it requires persistence, leadership, and a genuine commitment to values that go beyond compliance.

In the end, embedding ESG into organisational culture is not only about meeting regulatory standards. It is about shaping the way organisations think, act, and relate to their stakeholders. For Kenyan companies, this shift is both a necessity and an opportunity: a necessity to remain credible and competitive in global markets, and an opportunity to build stronger, more sustainable, and more trusted organisations for the future.

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