

POWERING PROGRESS



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At the forefront of Pakistan's energy transformation under the banner of "Powering Progress", we are revolutionising the industry by prioritising customer experience, leveraging cutting-edge technology, and addressing the challenges posed by climate change and economic uncertainty. Our focus is on creating a future-ready energy infrastructure that is resilient, efficient, and environmentally responsible.

KE remains steadfast in its commitment to achieving the ambitious goals outlined in our Investment Plan 2030. We are actively pursuing initiatives to reduce our carbon footprint, increase investments in renewable energy generation, and promote local economic development through vendor management programs. By prioritising environmental stewardship and supporting local businesses, we are creating a sustainable and inclusive energy landscape.

KE is investing heavily in digitalisation to enhance customer satisfaction and optimise operations. We are improving efficiency, increasing accessibility, and strengthening the resilience of our infrastructure by incorporating advanced distribution management systems and artificial intelligence integration. Our focus is on providing uninterrupted power supply and ensuring a smooth and convenient experience for our customers.

KE recognises that a strong and engaged workforce is essential for achieving our sustainability goals. We are committed to building a diverse and inclusive work environment that fosters employee development, retention, and professional growth by investing in training programs and mentorship initiatives. By also creating a culture that focuses on health and safety throughout our operations, we are creating a positive and supportive workplace that empowers our employees to excel in a healthy environment.

Our ambition is clear: to become the leading energy provider in the region, driving progress and prosperity towards a greener future. By embracing innovation, sustainability, and customer-centricity, we are confident in our ability to achieve this ambitious goal. Our commitment to excellence, coupled with our focus on environmental stewardship and social responsibility, will venture KE as a catalyst for positive change across the globe.



Table of Contents

About the Report	4	Employee Recruitment	30
Chairman and CEO's Message	5	Employee Training & Development	31
Our Business Model	6	Employee Engagement.....	32
Our Value Creation Model.....	7	Employee Retention	34
Our Accomplishments.....	7	Good Relations with the Community	35
Sustainability Journey	8		
Enhancing Transparency and Trust.....	10	Fostering Sustainable Growth.....	38
Corporate Governance and Compliance	11	Economic Performance	39
Public Affairs and Communications	15	Market Presence	39
Reputation Management through Stakeholder Engagement..	16	Supply Chain Management	40
Demand Side Management	16	Innovation and R&D	41
Digital Transformation	16	Caring for Our Planet.....	42
Improving People's Lives.....	17	Emissions Reduction.....	43
Customer Centricity.....	21	Sustainable Investments.....	44
Safety of Public.....	23	Operational Efficiency	46
Safety of Employees	25	External Assurance Report.....	50
Diversity and Inclusion	28	GRI Index	52



About the Report

Welcome to KE's 2024 Sustainability Report. This report underscores KE's commitment to transparency, ethical practices, and pursuit of a sustainable energy future. It provides a comprehensive overview of strategic initiatives KE has taken to address critical Environmental, Social, and Governance (ESG) priorities that shape its business. By sharing milestones, challenges, and future objectives, KE invites its stakeholders to engage in a meaningful dialogue about its contributions to a more sustainable and resilient world.

Report Scope and Boundary

This year, we are reporting in accordance with Global Reporting Initiative (GRI) Standards and have also aligned our report with SECP's ESG Disclosure Guidelines. In preparing this report, we emphasise our ongoing commitment to the Sustainable Development Goals (SDGs) while adhering to GRI Standards 2021. The report includes a GRI index, developed in accordance with GRI 2021, and covers KE's core business operations, including our power plants, grids, distribution network, corporate offices, and regional offices. It addresses a range of topics such as environmental impact, energy efficiency, community engagement, and people development initiatives. The data presented reflects KE's operations for the Fiscal Year 2024 spanning July 1, 2023, to June 30, 2024,

and incorporates both quantitative metrics and qualitative insights. Our goal is to present a balanced view of our progress, challenges, and opportunities during this period.

Report Content

This report reflects KE's journey towards becoming a sustainable organisation. It captures KE's endeavour to extensively engage with stakeholders, deeply assess our materiality and better align all verticals to an overarching Sustainability vision. The report illustrates the on-going efforts of the organisation in setting targets and developing and executing interventions that ensure progress towards the company's sustainable future. It concludes with a consolidation of all our ESG commitments and performance against GRI Standards.

Methodology and Data Quality

Data has been contributed by multiple departments of KE including Generation, Transmission, Distribution, Strategy, Corporate Affairs, Risk Management, Supply Chain, Corporate Health, Safety, Environment & Quality (CHSEQ), Finance, Human Resources, Customer Care, Marketing and Communications, with some assistance from external consultants, where required. Data presented is recorded as actual, where possible. However, if data is unavailable, estimations are used and disclosed as such.

Assurance

The Report has been independently assured by
BDO Ebrahim & Co.

Any inquiries concerning this year's Sustainability Report can be shared at
sustainability@ke.com.pk

Chairman and CEO's Message



Empowering Communities, Driving Resilience, Shaping a Sustainable Future

KE fully recognises the pivotal role it plays in driving Pakistan's economic and infrastructural development, uplifting its people and communities, while also ensuring energy security. As the primary energy provider to the nation's largest metropolis, we are committed to shaping a sustainable future for Karachi and the communities we serve. While the economic landscape presents ongoing challenges and the impacts of climate change continue to intensify, we see these obstacles as catalysts for innovation, technical advancements, infrastructural resilience, nurturing growth, research & development, and powering progress.

Transforming Energy Landscape through Key Agreements

This year marks a major milestone for KE with the approval of critical agreements that reshape the energy landscape. On January 5th, 2024, history was made when KE signed The Tariff Differential Subsidy Agreement (TDSA) with the Government of Pakistan, and Power Purchase Agency Agreement (PPAA) with CPPA-G. These agreements pave the path for KE to secure reliable and sustainable sources of power for its customers. A vision of this magnitude could not have been realised without the dedication of our teams and the support and approval of the Government of Pakistan and the Ministry of Energy, who took forward a journey initiated by the Caretaker PM's Taskforce, and Special Investment Facilitation Council (SIFC).

Combating Climate Change

The intensifying climate crisis underscores the need for immediate and strategic action. Our sustainability report for FY24 reaffirms our dedication to embedding sustainability across our operations. This year, we have set ambitious goals aligned with Pakistan's 2030 targets expanding access to electricity, reducing emissions, and significantly increasing the share of renewable energy in our portfolio. Our comprehensive Investment Plan is designed to achieve a 30% share of renewables in our generation fleet by 2030, with a focus on developing indigenous energy solutions, reducing reliance on fossil fuels, and harnessing innovative technologies. NEPRA's approval on this plan has set the stage for a more sustainable energy future. We are now advancing the development and integration of 640 MW of renewable energy projects in the first phase, with a focus on wind and solar, further solidifying our commitment to clean energy and environmental stewardship.

Strengthening ESG and Empowering People

In response to evolving regulations and global standards, KE has strengthened its ESG framework, placing sustainability at the core of strategic decisions. This Report aligns with SECP guidelines and GRI standards, showcasing our commitment to transparency. As the world moves toward integrated reporting, we are preparing for compliance with IFRS S1 and S2 to meet global reporting standards.

This year, KE's Head Office and Safety House have achieved WWF Green Office Certifications, furthering our commitment to sustainable operations and environmental conservation.

KE has also updated multiple policies to enhance employee well-being to create a more inclusive workplace. These initiatives include the extension of maternity leaves, the introduction of adoption and divorce leaves, and efforts to promote the inclusion of persons with disabilities (PWDs). The "Yaqeen enabling abilities" program is a testament to our commitment to creating a workplace where everyone has equal opportunities. Additionally, we have prioritised skilling up women in apprenticeship programs and career development trainings to bring more women into leadership roles. By fostering a culture of diversity, equity, and inclusion, we ensure that everyone has equal opportunities to grow and contribute to our mission.

Prioritising Safety and Community Empowerment

Safety remains a cornerstone of our operations, with a strong commitment to both employee and public well-being. Initiatives like the Roshni Baji Programme and our Khel, Kood aur Khayal campaign drive safety awareness and responsible energy use in Karachi. This year, Roshni Baji Cohort IV has advanced by integrating urban resilience to help communities adapt to climate change.

This year, we hosted our first-ever Supplier Excellence Awards to recognise top-performing local and international organisations, suppliers, vendors and businesses to catalyse change for a more prosperous and sustainable Pakistan. This initiative underscores KE's mission to promote localisation, industrialisation and indigenous manufacturing. KE's commitment to community impact is further exemplified through initiatives like the KHI Awards. Cumulatively, we have awarded PKR 110 million to social sector entities that are driving development initiatives in Karachi, offering rebates on their electricity bills as a token of our support and recognition.

Forging Ahead

KE remains steadfast in its mission to deliver safe, clean, and affordable energy. We are committed to working closely with our investors, lenders, government, regulators, customers, suppliers and employees, on this journey towards a cleaner, resilient, and equitable energy future in Pakistan. We also acknowledge their trust, support, and engagement which enables us to strive and to make this vision a reality.

Mark Skelton

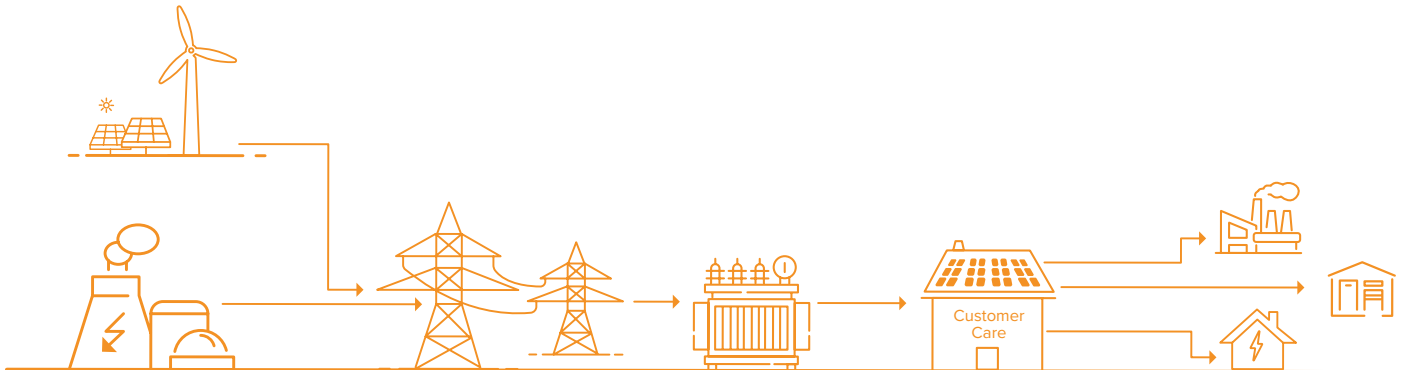
Mark Gerard Skelton
Chairman, KE

Syed Moonis Abdullah Alvi

Syed Moonis Abdullah Alvi
Chief Executive Officer, KE

Our Business Model

KE is the only vertically integrated power utility in Pakistan, managing all key areas — Generation, Transmission, Distribution and Supply — of energy production and delivery to customers. K-Solar (Private) Limited (K-Solar) is a wholly owned subsidiary of KE Venture Company (Private) Limited, (KEVCL) which is wholly owned by K-Electric Limited. K-Solar offers products or services dealing in all forms of renewable energy and promotes the conservation and efficient use of electricity with a market presence across Pakistan



Generation from KE-owned plants: 7,471* GWh



External sources
 IPPs/NTDC : 10,220 GWh
 Net Metering : 195 GWh

*Based on sentout



Length of Transmission Lines

Total Transmission Length : 1393.6 km

220 kV : 394.1 km (OH)
 41.6 km (UG)

132 kV : 640.4 km (OH)
 164. 9 km (UG)

66kV : 151. 9 km (OH)
 0.7 km (UG)



Grid Stations

220 kV : 11

132 kV : 60

66 kV : 3



Number of 11 kV Feeders : 2,112



Length of Distribution Lines

440 V : 30,871 km

11 kV : 11,298 km



Customer Count (Active) : 3,704,350

Residential : 3,125,561

Commercial : 532,825

Industrial : 23,430

Agriculture : 1,655

Other : 20,879



KE Live App Accounts : 1,045,781



KE WhatsApp Subscribers : 1,555,903

OH : Overhead

UG : Underground

Our Value Creation Model

Our Vision

To restore and maintain pride in KE, Karachi and Pakistan.

Our Mission

Brightening lives by building the capacity to deliver uninterrupted, safe and affordable power to Karachiites.

Our Core Values

At K-Electric, our employees are the key driver of our success. This ethos is reflected in our values – CARES – which define our corporate culture.



Our Accomplishments

Diamond Award

Won the Diamond Award at the Employers' Federation of Pakistan's Women Empowerment and Gender Equality Awards 2024

Effie Award

Won Bronze at the EFFIE Awards

HR Pinnacle Awards

Recognised for Innovative Initiatives at the HR Pinnacle Awards

Equity and Inclusion Benchmark

Recognised at Global Diversity, Equity and Inclusion Benchmark (GDEIB) Awards 2024

EFP OSHE Awards

Won Best Practices in Electricity and Power Sector at 17th Employers' Federation of Pakistan (EFP) OSHE Awards

Risk-based Fire Safety Awards

Won Risk-based Fire Safety Award at the National Fire Symposium 2023 by Fire Protection Association of Pakistan (FPAP)

Employer of Choice Gender Diversity

Awarded with Honorable mention for Employer of Choice Gender Diversity Award by International Finance Corporation (IFC) and Center of Excellence in Responsible Business (CERB) – Pakistan Business Council (PBC)

Disability Inclusion Excellence Award

Won Disability Inclusion Excellence Award By Employers' Federation of Pakistan (EFP)

Best ESG Reporting Award

Won Best ESG Reporting Award for the year 2022 by CFA Society Pakistan

Sustainability Journey

KE being at the forefront of ESG performance and a leading utility in Pakistan acknowledges its profound responsibility to provide clean and affordable electricity to all its customers while being acutely aware of its impacts on triple planetary crisis and

society. KE's sustainability vision also reflects its commitment to sustainable business practices, ensuring that we create long-term value for our stakeholders while contributing positively to the environment and society.

“Deliver uninterrupted, safe, and affordable power to all our customers while reducing our carbon emissions, increasing our clean energy mix, building a diverse, inclusive, and engaged workforce, and creating a fair and inclusive environment for the community’s well-being.”

Driving Positive Change

KE aligns its strategy and actions with the United Nations Sustainable Development Goals (UN SDGs), demonstrating its commitment to sustainability across multiple dimensions. Through these efforts, KE is driving positive environmental, social, and governance impacts, while contributing to long-term value creation for its stakeholders.



Enhancing Trust & Transparency

- No litigation cases pertaining to bribery, corruption or anti-competitive practices reported
- Over 50% of new connection applications submitted through online customer portal
- 67.5% more customers use KE digital platforms such as social media and WhatsApp from FY23

Learn More: [1](#) [7](#)



Improving People's Lives

- Customer Satisfaction Score increased to 94% for Customer Experience Centers (CECs) in FY24
- Approximately 380,000 hours of training delivered
- PKR 110 million awarded through three cohorts of KHI Awards
- Roshni Bajis reached 650,000 households in 3 cohorts
- Khel, Kood aur Khayal campaign reached 77,000 children in FY24
- 6 water purification plants installed for the community in FY24

Learn More:

[8](#) [9](#) [11](#) [13](#) [16](#)



Fostering Sustainable Growth

- Saved around PKR 124.7 million in material costs through local sourcing
- Increased power generation by 5.3% (based on sentout)
- Adopting circular economy approach, PKR 99 million saved through reuse and refurbishments of meters

Learn More:

[19](#) [17](#)



Caring for Our Planet

- Successfully developed a baseline GHG Inventory, including calculation of Category 3 for Scope 3 emissions
- Achieved emissions reductions of 0.8 million MTCO₂/annum by use of cleaner fuel
- Initiated the competitive bidding process for the development of 640MW renewable energy projects
- Conducted a Climate Resilience Assessment to understand KE's vulnerabilities to climate related disasters
- Obtained WWF Green Office certifications for Head Office and Safety House
- Conducted a Biodiversity Impact Assessment to assess the ecological sensitivities related to KE's operations

Learn More:

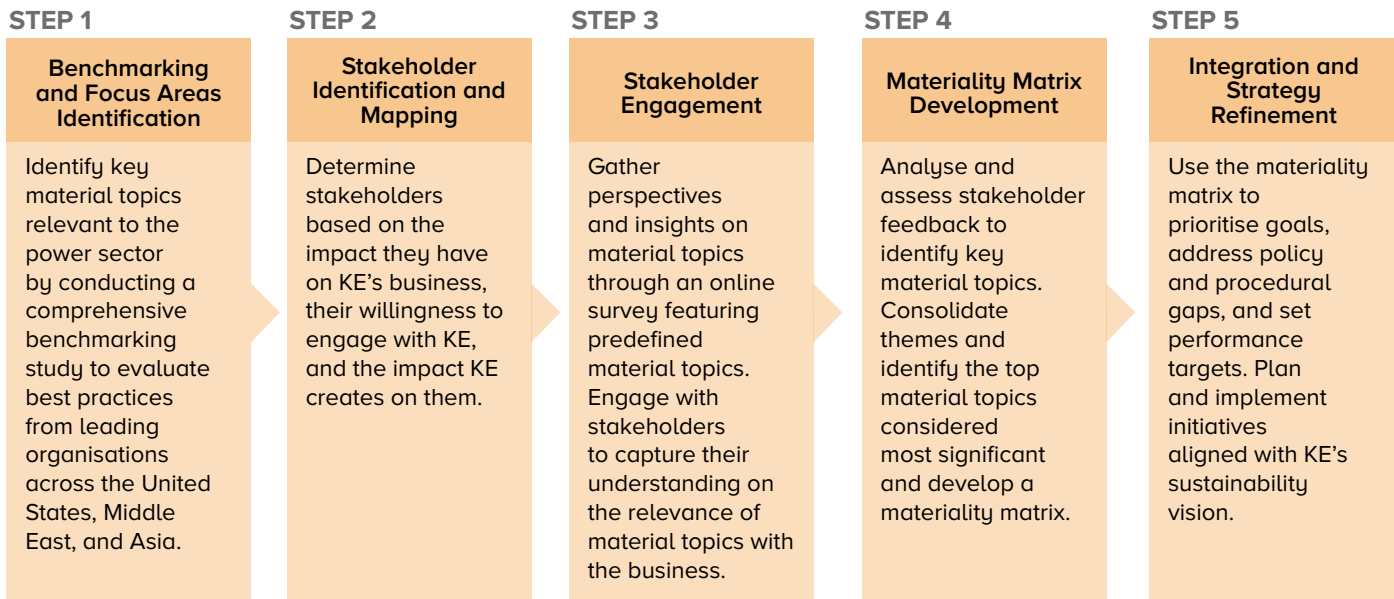
[20](#) [21](#) [22](#)

Materiality Assessment

In commitment to refining sustainability strategy, KE has continued to build upon the insights gained from the materiality assessment conducted in FY23. The identified key material topics have helped KE to focus on improvement and development initiatives in line with the impact it can create on business and stakeholders. Going forward, periodic assessment will be

conducted to ensure that business strategy stays relevant in the ever-changing global sustainability space.

The approach followed for the identification of material topics is mentioned below:



Material Topics

In FY23, KE identified 22 key material topics that reflect the Company's priorities and stakeholder expectations. These material topics are strategically divided into four sections, enabling us to address critical areas of impact and align with our long-term objectives.

Enhancing Transparency and Trust

- ① Corporate Governance and Compliance
- ② Public Affairs and Communication
- ③ Stakeholder Engagement and Management
- ④ Reputation Management
- ⑤ Demand Side Management
- ⑥ Digital Transformation

Improving People's lives

- ⑦ Customer Centricity
- ⑧ Safety of Public
- ⑨ Safety of Employees
- ⑩ Diversity and Inclusion
- ⑪ Employee Recruitment

- ⑫ Employee Training and Development
- ⑬ Employee Engagement
- ⑭ Employee Retention
- ⑮ Good Relations with the Community

Fostering Sustainable Growth

- ⑯ Economic Performance
- ⑰ Market Presence
- ⑱ Supply Chain Management
- ⑲ Innovation and R&D

Caring for Our Planet

- ⑳ Emissions Reduction
- ㉑ Sustainable Investments
- ㉒ Operational Efficiency

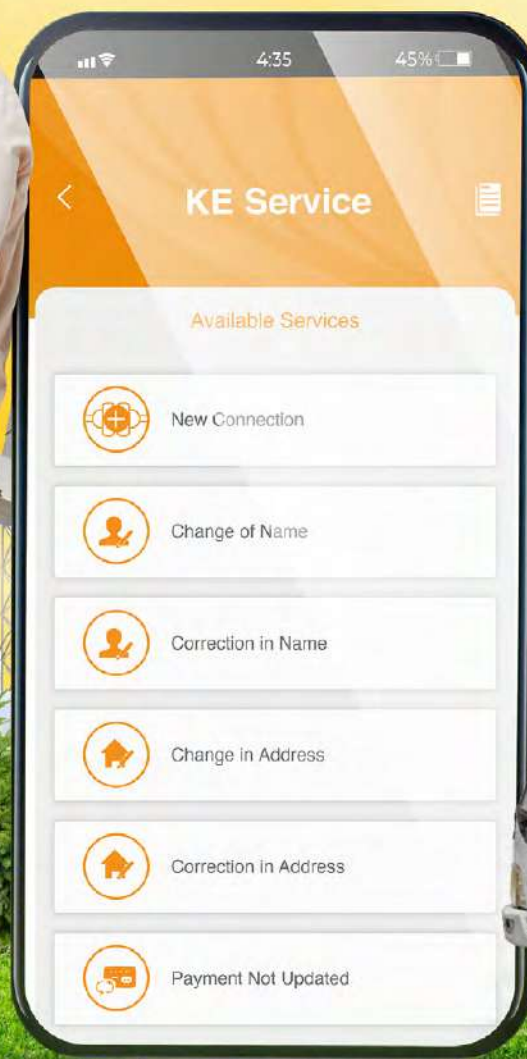
Note: Material topics addressed on each page of the report can be tracked by the circle highlighted in the header.

ENHANCING TRANSPARENCY AND TRUST

KE is committed to transparent governance to address sustainability, integrating these into our core strategies through stakeholder engagement and transparent reporting. Our operational focus drives efficiency and responsible practices across our value chain.

Following disclosures are addressed in this section:

GRI 2-9, 11, 12, 13, 17, 18, 19, 23, 24, 26, 27, 29, 205, 206, 405



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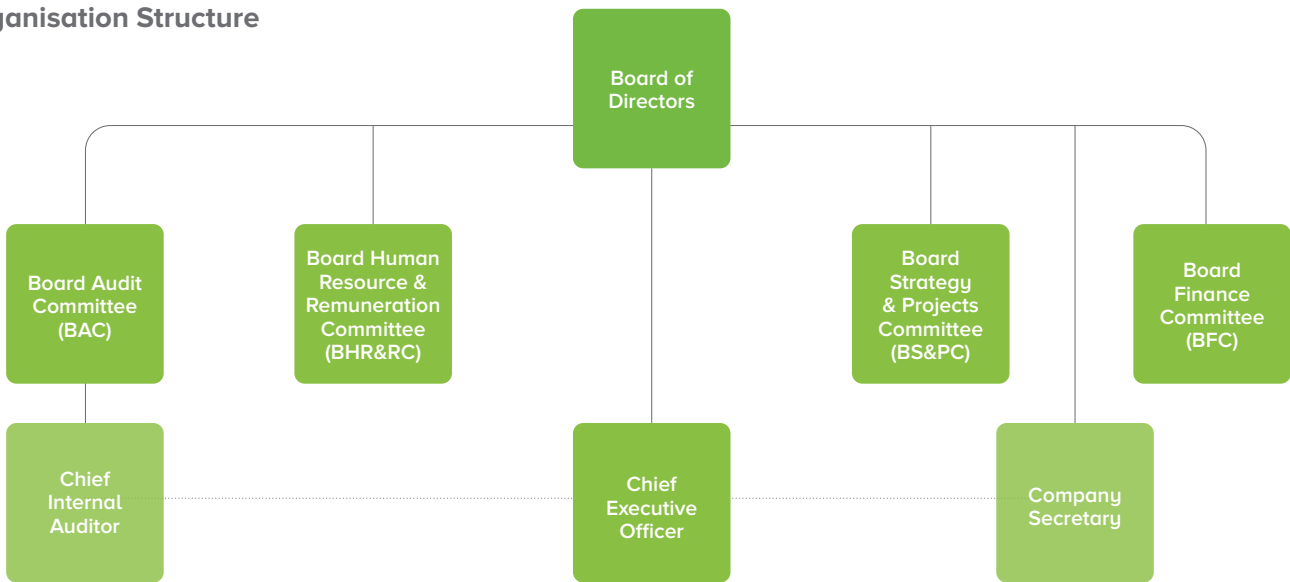
Corporate Governance and Compliance

Governance Structure

KE's Board of Directors is responsible for determining the vision of the Company and creating an overall strategy in alignment with that vision. It is headed by the Chairman of the Board and comprises of highly qualified individuals possessing a diverse array of expertise and extensive business acumen. To effectively oversee the implementation of KE's corporate policies and procedures across all levels, the Board has established four committees, each with their own focus areas.

The performance of the Board of Directors is evaluated annually by the Pakistan Institute of Corporate Governance (PICG), an external independent body. The result of the evaluation is shared with the Board along with suggestions and necessary actions.

Organisation Structure



KE's Board of Directors*

KE's Board of Directors comprises of experienced professionals from diverse backgrounds who bring valuable insight and expertise to our strategic decision-making progress.

<p>.....</p> <p>■ ■ ■ ■ Chairman</p> <p>.....</p> <p>■ ■ Chief Executive Officer</p> <p>.....</p> <p>■ ■ Non-Executive Director</p> <p>.....</p> <p>■ ■ ■ ■ Non-Executive Director</p> <p>.....</p> <p>■ ■ ■ ■ Non-Executive Director</p> <p>.....</p>	<p>.....</p> <p>■ ■ ■ ■ Non-Executive Director</p> <p>.....</p> <p>■ ■ ■ ■ Non-Executive Director</p> <p>.....</p> <p>■ ■ ■ ■ Non-Executive Director</p> <p>.....</p> <p>■ ■ ■ ■ Independent Director</p> <p>.....</p> <p>■ ■ ■ ■ Non-Executive Director</p> <p>.....</p>
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■ Board Audit Committee ■ Board Human Resource & Remuneration Committee ■ Board Strategy & Projects Committee ■ Board Finance Committee

*As of September 2024

Board Composition

KE’s Board actively oversees the strategic direction, governance, and financial performance of the Company, ensuring long-term success and promoting sustainable growth.

Total Number of Directors	10
Male	10
Female	0
Executive Director(s)	1
Non-Executive Director(s)	8
Independent Director(s)	1
Over 50 years old	9
30 – 50 years old	1
Under 30 years old	0

Board Remuneration

The Board of Directors have approved a remuneration policy for non-executive directors of the Company. The remuneration is reviewed every three years to ensure that it aligns with the level of responsibility and expertise of the directors required to govern the Company to successfully achieve its corporate and social objectives as well as encourage value addition.

ESG Governance Framework

KE has established a robust governance framework to oversee ESG initiatives which clearly delineates the roles and responsibilities across all levels of the organisation to ensure that sustainability is embedded within its business operations.

The KE Board holds paramount responsibility for steering all ESG endeavors, ensuring strategic guidance and safeguarding shareholder value while embedding ESG principles into its corporate ethos.

Sustainability Council, established in FY23, co-chaired by the CEO and the Chief Distribution and Marketing Officer (CDMO), is a multidisciplinary body encompassing senior management from key departments and is the strategic nucleus for all ESG-related activities within the Company. During FY24, the first Sustainability Council meeting was convened, bringing together all relevant stakeholders. This inaugural session was pivotal in establishing clear baselines and agreeing upon actionable plans against established ESG targets. Stakeholders collaboratively reviewed the current ESG landscape, identified key challenges and opportunities, and defined specific roles and responsibilities to drive forward the sustainability agenda.

Sustainability Council Members



Fahad Ali Daudpota
COO K-Solar



Khurram Abdullah
Head of Strategy & Governance



Bilal Mirza
Head of Project Implementation Department



Noor Afshan
Head of Customer Experience



Ayaz Jaffar
Head of Planning, Reporting and Budgeting



Syed Mehdi Ali
Complex Head - BQPS



Aliya Idris
Head of ESG



Ali Imran Chaudhry
Head of Network Control



Rizwan Ahmed
Head of CHSEQ



Danyaal Jamal
Head of Treasury and Corporate Finance



Jasim Hasan
Head of Procurement



Mudassir Zuberi
Head of Business Development



Saadia Fahad
GM DEI, Culture and Employee Experience



Arshad Ali Shahab
Head of Risk Management



Sustainability Management Policy

In FY24, KE advanced its sustainability journey by developing a comprehensive Sustainability Management Policy. This policy is designed to embed sustainability across KE's strategy, operations, and initiatives, with a focus on minimising its environmental footprint, fostering growth and development of its employees, uplifting the communities, and ensuring a safe, clean, reliable, and affordable electricity supply for its customers.

The Policy underscores KE's dedication to maintaining operational excellence and efficiency while delivering optimal value to all stakeholders. The Policy is expected to be signed off in FY25.

ESG Roadmap 2030

KE's ESG journey is a testament to the leadership's vision and strategic foresight, positioning us as a responsible and forward-thinking entity committed to sustainable growth and positive environmental and social impact.

The ESG Framework reflects a systematic and strategic approach to integrate sustainability into the Company's operations. Beginning in FY23, the journey commenced with foundational activities such as benchmarking and gap analysis, materiality assessment, and the development of the ESG roadmap. These critical steps provided the necessary groundwork for establishing a robust ESG framework. The mapping out of action plans against each target aligned with the 2030 agenda. This stage involved critical baselining and identification of impacts, ensuring that the Company's ESG initiatives are measurable, and progress can be tracked effectively.

This framework is underpinned by six strategic pillars, each crafted to ensure a comprehensive approach to sustainability, while keeping our people at the core of our operations.



Reducing CO₂ Emission



Accelerating the Transition to Renewable Energy



Increasing Access to Electricity



Ensuring Affordability through Localisation and Indigenisation



Fostering a Safe, Engaged, and Inclusive Workforce



Driving Digital Transformation to Enhance Customer Experience



In alignment with our commitment to staying at the forefront of Environmental, Social, and Governance (ESG) advancements, a comprehensive workshop was conducted for our leadership and Council members. This session was meticulously designed to enhance awareness of the evolving global ESG landscape, local regulatory requirements, and emerging opportunities in climate finance. Collaborating with the Pakistan Business Council (PBC) and the Pakistan Institute of Corporate Governance (PICG), the workshop provided valuable insights and strategic guidance, ensuring our team is well-equipped to navigate these dynamic changes and capitalise on opportunities for sustainable growth.

Responsible Business

KE stands firm in its adherence to all applicable laws and regulations and maintains a strict zero-tolerance policy towards bribery, corruption, or any form of unethical conduct. The Code of Conduct explicitly prohibits such behaviors and is disseminated across all employees as well as stakeholders. The Code of Conduct policy is available on KE's website.

To foster a culture of transparency and accountability, KE has also established robust protection mechanisms for whistleblowers through Whistleblowing Policy. Employees, customers, shareholders, suppliers and others are encouraged to report any suspected instances of fraud, misconduct, or violations of Code of Conduct to support the Company's values in line with its commitment to the highest possible standards of ethical, moral and legal business conduct.

KE is proud to report that there have been no litigation cases pertaining to bribery, corruption, or anti-competitive practices reported during the current financial year. In addition, no cases related to anti-competitive behavior, anti-trust and monopoly practices were filed against KE in FY24.

Risk Management

Proactive identification and management of key risks are fundamental to sustainability of KE's operations. KE's Enterprise Risk Management (ERM) framework comprehensively assesses organisational key risks, assigns accountability to risk owners and develops appropriate mitigation strategies. The Board's Audit Committee is responsible for performing oversight on the ERM practices and ensuring their alignment with organisation's strategic objectives. A Three Lines of Defense model is employed to establish a robust risk management culture across the organisation.

Over the past year, KE intensified its focus on identifying and managing emerging risks to ensure long-term sustainability. By strengthening collaboration with key stakeholders and leveraging Key Risk Indicators (KRIs), KE has enhanced its ability to proactively monitor and respond to potential threats. These efforts have significantly improved resilience and positioned KE for continued growth in an increasingly complex operating environment.

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Public Affairs and Communications

KE recognises the critical importance of fostering strong relationships with its stakeholders, including the government and the public. Therefore, KE has established a robust public affairs and communication framework.

The Public Affairs and Government Relations team is dedicated to cultivating mutually beneficial partnerships between various departments and government entities. In tandem, the Technical Liaison team plays a key role in infrastructure development by collaborating closely with government and civic agencies.

To enhance operational efficiency and customer satisfaction, KE conducts comprehensive analyses of internal processes and network performance by identifying and addressing discrepancies such as availability and reliability of power.

KE's leadership actively contributed to several business summits, conferences and panel discussions focusing on climate change, sustainability, renewable energy and improvements in Pakistan's power sector. A diverse group of stakeholders, including senior leadership from various industries (manufacturing, NGOs, power sectors) attended these events.



Annual Report

Present KE's financial statements, material disclosures, our governance structure and describes how our strategy delivers value for our business and our communities.



Sustainability Report

Discloses in accordance with the GRI Standards and further details approach and performance related to ESG.



Regulatory Disclosures

Reports to the regulators in accordance with NEPRA's stated requirement on periodic basis.



Digital Media

Informs customers about updates regarding tariff and other regulatory changes through KE website, social media handles, KE Live App and customer care centers.





Reputation Management through Stakeholder Engagement

Consistent and timely communication is paramount to the stakeholders, for which KE has implemented robust processes and technology to ensure the updates are prompt and reliable. KE's unwavering commitment is to keep stakeholders informed and build trust through transparent and timely information.

Critical communication initiatives:

- Providing timely updates about power supply, tariff changes, fuel cost charges, maintenance schedules, and bill due dates
- Highlighting the importance of KE's investment plan 2030, renewable energy initiatives and power acquisition plan
- Bridging connections between academia, think tanks, and industry through series of seminars and research endeavors centered on the energy sector

- Upholding community safety by broadcasting vital advisories, particularly during heatwaves and monsoon rain
- Advancing gender-based approach by showcasing KE's D&I initiatives such as Roshni Baji and Returnship program

Engaged with external stakeholders through the following

- Leaders in Islamabad Summit
- Panel Discussion on Revitalising Pakistan's Power Sector
- Panel Discussion on Emission Reduction and Clean Energy
- Roadshow on renewables
- Hosted 'Supplier Excellence Awards'
- Hosted 'KHI Awards'

We keep our stakeholders informed and abreast with ongoing operational and investment intensive projects by periodically updating our website. Conducting regular analyst briefings and creating a space for discourse with the institutional and retail investors allows KE to gain valuable insights and feedback to improve its performance.

Through proactive engagement with media agencies, KE makes sure of timely dissemination of information through electronic, print and digital channels. KE ensures that the public is promptly informed of developments such as tariff rates, investment initiatives, technical issues and maintenance work. KE also engages with business and energy sector using public forums such as press conferences and engagement sessions.





Demand Side Management

As the city continues to expand, KE has developed a plan to acquire power to cater for forecasted increased demand during peak hours. Through various projects within this strategy, the plan is expected to generate a surplus beyond projected peak-hour demand, reinforcing the commitment to providing a consistent and uninterrupted supply to customers.

To meet the growing demand of the metropolis, KE has developed an in-depth plan which includes the addition of 14 grids and over 550 Km of new transmission lines and 3,170 Km of distribution lines. This will not only enable KE to meet the increasing demand but also ensure reliability.

Consumers are also encouraged to optimise energy usage patterns and practices to ensure stability of the power grid, enhance energy efficiency, reduce operational costs, and minimise environmental impact. Multiple campaigns have been launched to raise awareness about smart energy consumption and foster behavioral changes that lead to significant savings and optimise energy consumption.

Digital Transformation

KE is actively driving digital transformation by embracing cutting-edge technologies.

In line with this commitment, SAP-based systems are being upgraded to improve the core digital foundation. This includes Business Process Reengineering (BPR) aimed at enhancing operational efficiency through seamless business process flows. Additionally, digitisation of services is being pursued across operations, enhancing efficiency, reducing TAT and drive resource conservation. These efforts enhance adaptability to changing market conditions while ushering in a new era of technological advancements.

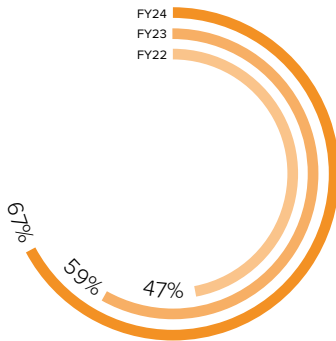
KE continues to automate processes and enhance the customer experience through introduction of improved applications like KE Live App and digital channels such as WhatsApp and social media. Efforts to ensure cybersecurity and data privacy further underscore a dedication to ethical and responsible operations. Looking ahead, the focus remains on leveraging technologies and methodologies that support the organisation's overall sustainability goals.

Advancing Digital Customer Engagement

KE remains committed to continuously enhancing its digital offerings and empowering its customers with a seamless, customer-centric experience.

Digital Penetration

The Graph below shows the percentage of customer generated interactions taking place on digital platforms provided by KE.



KE WhatsApp

The expansion of self-service capabilities in online and mobile platforms has empowered customers to manage their accounts independently, significantly reducing their need to contact our call center. KE has also introduced WhatsApp in Urdu, and made it easier for customers to overcome language barriers in interacting with us.

585K

Subscribers
FY23

1.5Mn

Subscribers
FY24

KE Live Application

Customers can now conveniently access information such as online load shedding schedules, directly download tax certificates, and track power supply status with estimated response times. The KE Live application has experienced a substantial increase in its customer usage due to these upgraded features.

771K

Customers on
KE Live App
FY23

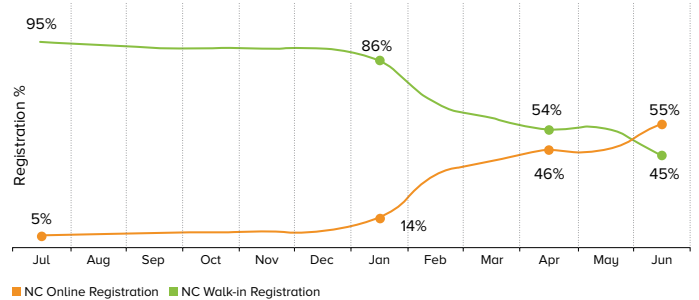
1.04 Mn

Customers on
KE Live App
FY24

New Connections

The New Connection online consumer portal has demonstrated great success in providing customers with access to various facilities such as online document submission, application tracking, and connection details are available without the need for in-person visits. This convenience has led to a significant increase in online registrations for new connections in FY24, with

over 50% of total applications for connections submitted online in June alone.



E-Billing

A series of campaigns were designed to educate customers about the benefits of E-Billing and the importance of reducing paper waste. A significant increase was observed in customers shifting from the physical bill to E-Bill.

328K

E-Billing Users

**NA JHANJHAT NA LINE
NEW CONNECTION ONLINE**

- ▶ SIMPLE & TRANSPARENT PROCESS
- ▶ ONLINE APPLICATION
- ▶ REAL-TIME CASE TRACKING

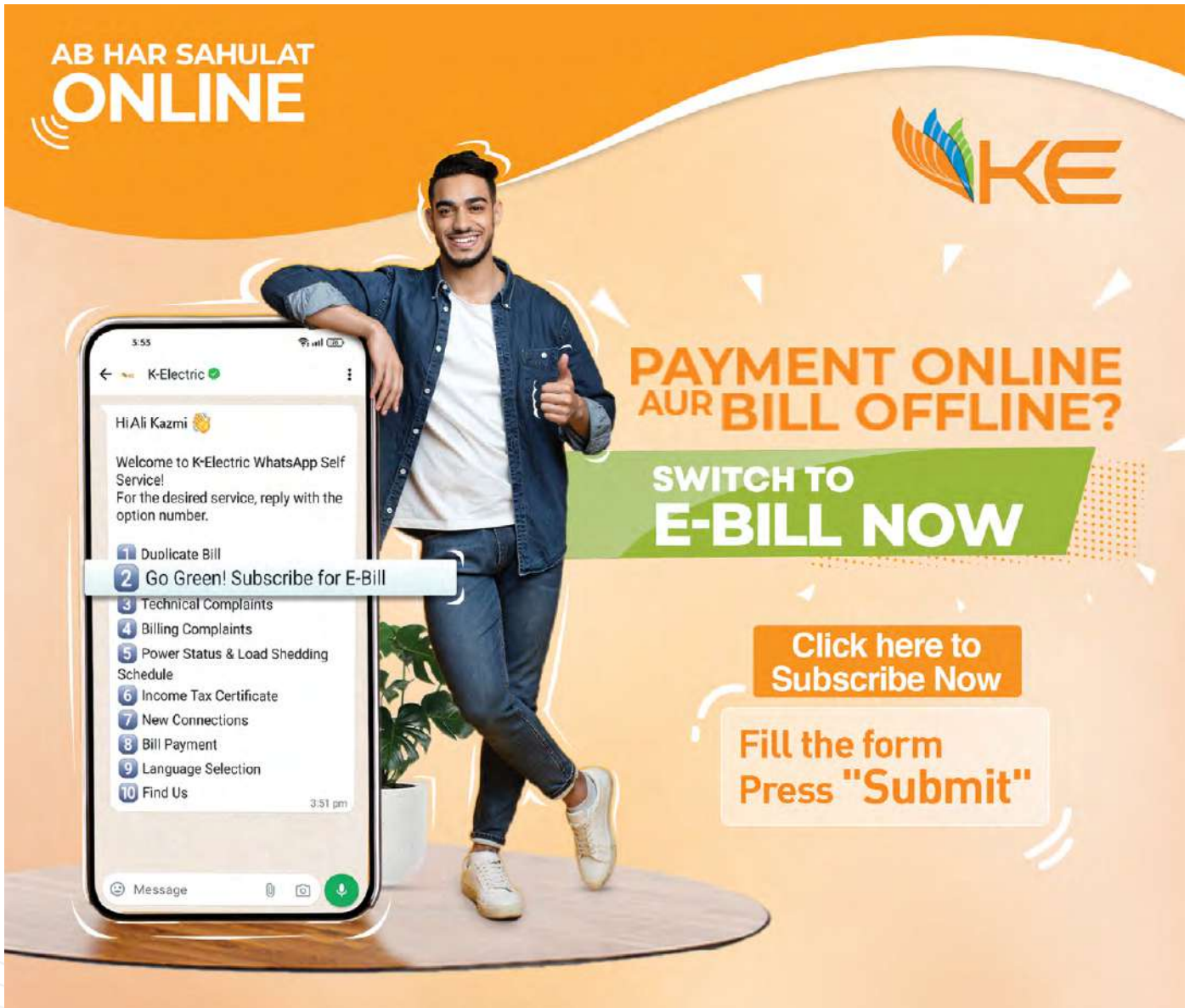
APPLY FOR YOUR NEW CONNECTION ONLINE

Scan QR

Or visit
www.ke.com.pk/customer-services/new-connections

*For Residential, Commercial & Industrial Customers.
Please note: KE employees are not authorised to collect cash against any services. Concerns may be reported at: speakup@ke.com.pk

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Cybersecurity and Data Privacy

KE recognises that robust cybersecurity and data privacy are essential components of a sustainable organisation. During this fiscal year, there have been no formal grievances from customers regarding the mishandling of data or breaches in data privacy.

Automating threat risk assessments enhances efficiency, improves decision-making, and strengthens cybersecurity posture. External attack surface management proactively identifies vulnerabilities, enabling the prioritisation of risks and protection against potential threats. Additionally, investment in third-party cyber incident retainership services ensures a

swift and coordinated response to cyberattacks, minimising disruptions and safeguarding operations. Simultaneously, OT (Operational Technology) cybersecurity is being strengthened through rigorous assessments and adherence to industry standards. Phishing awareness campaigns conducted across the organisation have provided valuable feedback, further embedding strong security values within the corporate culture.

These collective efforts not only protect digital assets but also build trust with stakeholders, mitigate financial risks, and ensure the long-term sustainability of the business.

IMPROVING PEOPLE'S LIVES

KE is committed to enhancing community well-being and sustainability by upholding strong governance standards and involving communities. Our strategies focus on empowering and upskilling employees and providing them with inclusive work culture.

Following disclosures are addressed in this section:
GRI 2-7, 2-8, 2-16, 2-25, 2-26,2-30, 202, 401, 402



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Customer Centricity

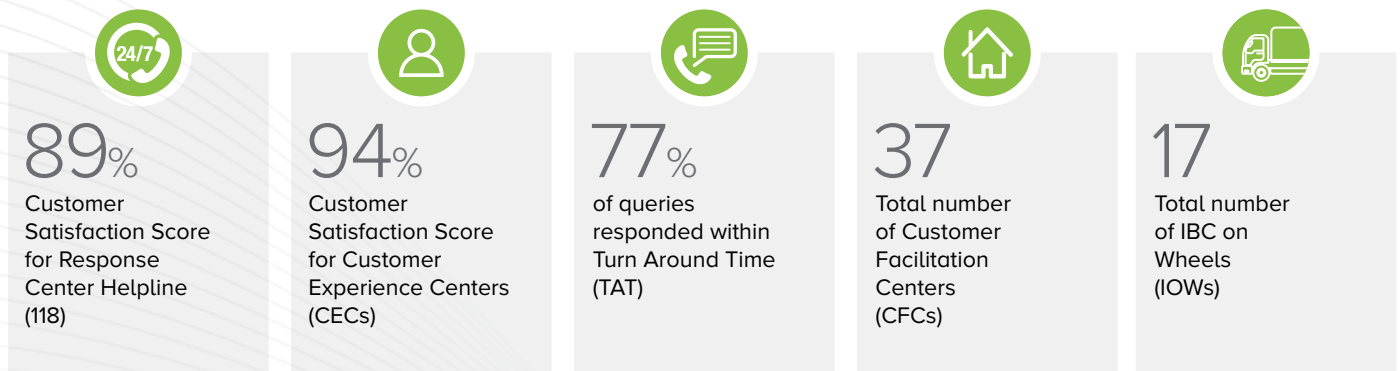
Enriching Customer Experience

KE believes enhancing customer experience is essential to the organisation's success. A customer-centric strategy fosters trust and is necessary for sustainable business growth. It is crucial to

ensure that KE's services are customised to meet evolving needs of its customers. KE's digitalisation efforts are detailed in the Enhancing Transparency and Trust section.



Customer Satisfaction Scores



Seamless Bill Payments

KE places its consumers at the center of its operations by providing a seamless and innovative digital bill payment experience. Through strategic partnerships with leading banks, fintech companies and key players in the payment industry, KE ensures its consumers have access to modern and convenient digital payment solutions. These collaborations, such as campaigns with VISA and Bank Alfalah, have led to the transition of over 60,000 transactions to digital platforms while offering discounts worth PKR 27 million. Additionally, KE's ongoing collaboration with JS Bank has enabled 128,000 transactions, rewarding customers with cashback incentives of up to PKR 5,000 per transaction, further enriching the digital experience and driving financial inclusion in Karachi.

Customer's Data Privacy



KE believes in maintaining the rights of its customers and makes diligent efforts to ensure that their data is protected and not distributed without authorised consent. In FY24, there have been no formal grievances from customers regarding data privacy. No breaches have been reported through email channels and no complaints have been recorded regarding data being compromised or mishandled at any customer touch points.

Sustainability for Customers

Energy Conservation Awareness

KE continued with its energy conservation awareness initiative through FarqPartaHai 3.0, the multi-channel, bilingual, mass campaign that was launched in FY22 focusing on tips and practices for consumers to reduce their energy consumption. The objective in FY24 was to educate consumers who had the potential to join the 'protected consumer' category and qualify for a low tariff. This campaign was able to reach 4,834,548 people and 262,321 direct engagements through social media platforms.

Solar Microfinance Fund

With KE's contribution of PKR 7.5 million under the NEPRA CSR Vision, the Solar Microfinance Fund, initiated in 2021, has achieved remarkable strides in empowering communities through sustainable energy solutions. It has facilitated the disbursement of PKR 12.8 million to 76 recipients for the installation of solar PV panels and related equipment, marking a significant milestone in promoting renewable energy adoption and financial inclusion.

Integrating Renewable Energy through Distributed Generation

The number of net metering cases commissioned with KE reached 15,967, resulting in 333 MW of net metering capacity commissioned in KE's network.

Programme Highlights	FY23	FY24
Commissioned Cases	4,511	6,272
Imports (in GWh)	107	195
Addition to KE's network	100 MW	131 MW

Energy Audits

KE's energy audit program aligned with ISO 50001 and 50002 protocols, offers its customers energy conservation options through a comprehensive assessment, providing insights for optimised energy use and reduced carbon emissions. In FY24, the 3 energy audits were conducted with an audited load of 4,048 kW, identifying a load reduction potential of 513.8 kW and a potential reduction in CO₂ emissions of 418.5 MTCO₂ per annum.

Power Factor Improvement Programme

This program continues to play a pivotal role in educating customers on the benefits of optimising their power factor. By enhancing power supply quality and voltage profiles, this initiative significantly contributes to the overall efficiency and reliability of KE's energy network.

Programme Highlights	FY23	FY24
Number of Surveys Conducted	1,454	1,137
Potential Savings in Electricity – MVA of Apparent Power	85.5	89.6
Potential Carbon Footprint Reduction of MTCO ₂ /Annum	75,423	79,026

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Safety of Public

Roshni Bajis Leading the Charge in Safety



Roshni Baji, an award-winning initiative launched in 2021, is a pioneering women-led neighborhood safety ambassador program designed to strengthen the bond between KE and the communities. Recognising the risk of safety incidents faced by women and children, the female safety ambassadors take proactive steps to protect these vulnerable groups. By going door-to-door, they not only educate residents on the critical importance of electrical safety but also advocate for the adoption of safer practices, legal electricity connections and share practical tips on energy conservation.

Beyond serving the community, this program is a catalyst for women's empowerment, offering training in self-defense, bike riding, electrician skills, and financial literacy. Equipped with these essential tools for financial independence and self-empowerment, these women deliver vital safety messages that foster awareness and strengthen community resilience.



150

Women empowered as Roshni Bajis since 2021



35

Currently employed at KE as meter readers, trainees, customer care and data processing officers etc.



PKR
48.7
Million

Invested jointly with GuarantCo.



650k

Households empowered with safety messaging

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Khel, Kood Aur Khayal

KE initiated the School Safety Campaign “Khel, Kood Aur Khayal” to impart practical knowledge on prevention of electrical incidents, energy conservation, digital awareness and environmental protection, fostering a culture of safety and responsible energy utilisation among children. The campaign included interactive sessions and demonstrations tailored to engage students effectively. These sessions are designed to empower students with practical knowledge that can prevent safety incidents related to electricity.



218 Schools covered across Karachi



20 Teachers trained to further empower differently abled children



77,000 Children reached in FY24

Other Public Safety Initiatives



23,500 People educated through targeted messages on safety and energy conservation



2,600 Patients benefited through health camps



33,000 People benefited through heatwave camps

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Safety of Employees

Safety Highlights



80%

Implementation of DuPont Process Safety Management System at CFCs



77K

Training hours completed for HSE and Quality Assurance etc.



466

First Aid Boxes installed



169K

Individuals benefitted from Health and Wellbeing services



100%

Compliance with regulations and voluntary codes concerning health and safety



OHS Governance

OHS Management System

KE has Occupational Health and Safety Management System ISO 45001:2018 in place for all the Business Units and premises (offices, distribution, generation, and transmission), covering all the employees and workers: KE abides by the applicable legal requirements including NEPRA Power Safety Code, Building Code of Pakistan (Fire Safety Provisions), NFPA Codes and Standards, Sindh OSH Act 2017 & Sindh OSH Rules 2019, National & Provincial Environmental Regulations.

OHS Management Procedure

- Occupational Health & Hygiene Management System / Procedure
- Integrated Organisation Structure for Safety Procedure
- Personal Protective Equipment SOP
- Process Safety Management Transmission and Distribution (T&D) SOP
- Emergency Preparedness & Contingency Planning Procedure
- Consolidated Business Continuity Plan (BCP) for KE and each Business Unit (BU)
- Emergency Response Plan (ERPs)

OHS Risk Assessment

KE identifies work-related hazards using specialist methods such as Workplace Toolbox Talks (TBT), on-site Risk Assessments through the Toolbox Risk Identification Card (TRIC), Management Safety Audits, Social Risk Management and HSE procedure.

Additional measures include identifying the root causes of fatalities and Lost Workday Injuries (LWI) and implementing corrective and preventive actions. Regular audits are conducted to assess the effectiveness of these HSE-related procedures, while regular HSE and technical training sessions ensure ongoing competency. Behavioral observations are documented and shared to highlight best practices and areas for improvement. The monthly and annual HSEQ Rewards Mechanism recognises and awards the Best Safety Performance. Employees are also encouraged to recommend improvements to management systems, with a policy in place empowering them to remove themselves from unsafe situations. Mock drills are regularly conducted in accordance with risk categories and regulatory requirements.

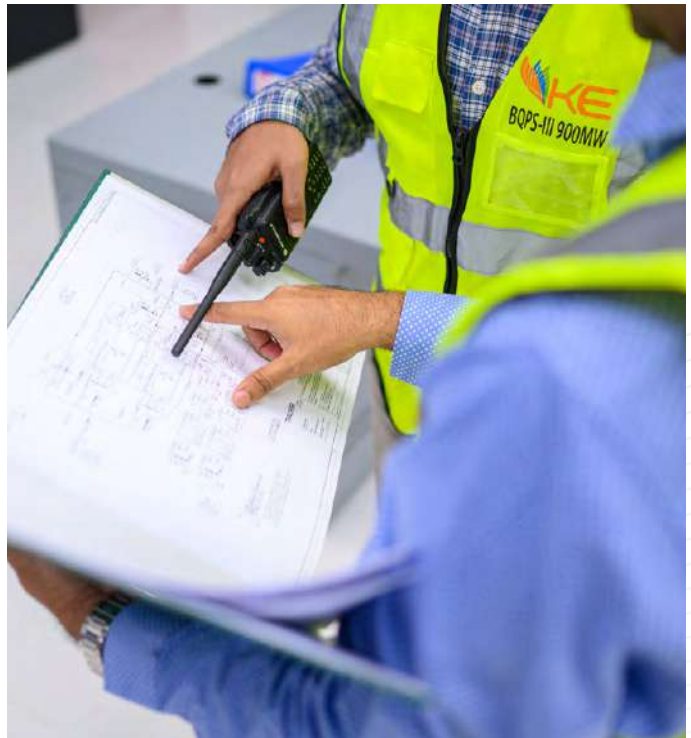
Employee-hours Worked - 44,256,359			
03 fatalities due to work-related injury	05 LWI incidents	83 recordable Injury	Types of work-related injury: Animal bite - 47, Struck - 10, Violence - 09, Trip - 08, electrical flash - 04, vehicle - 05

Non-Employee/Worker-hours Worked - 6,993,159			
01 Security guard bullet injury leading to fatality	03 LWI incidents to contractors	46 recordable injuries to contractors	Types of work-related injury: Animal bite - 17, Struck - 08, Violence - 04, Trip - 07, electrical flash - 04, vehicle - 02 Fall from height - 04

Data is being maintained manually; however, digitalisation is in process and expected to be completed by end of FY25.

Employee Security

KE has established liaison with companies to provide security personnel across all locations. These companies are responsible for training the personnel they deploy, while the Security department verifies that the deployed personnel meet all training requirements. Any complaints and issues raised by members of local communities are addressed through a grievance mechanism process in the Security Management Plan which is developed in alignment with the United Nations Guiding Principles on Business and Human Rights.



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Promotion of Employee Well-being

KE is committed to the overall health and well-being of its employees, providing top-tier facilities through HealthCare Centers. These centers offer OPD consultations by professional physicians, in-house pharmacy and laboratory services, ultrasound facilities, and access to panel consultants for specialist referrals. Hospital care is also covered for all employees and eligible dependents, with Digital Teleclinic services available for consultations with professionals regardless of location.

To promote a healthy and active lifestyle, various sports tournaments have been organised throughout the organisation, fostering physical wellness, teamwork, and camaraderie among employees. In line with a growing focus on holistic health, KE has partnered with Saaya Health to launch a Mental Health helpline, offering employees support through trained counselors.

KE Vitality Program

KE prioritises physical, mental, and social wellness of its employees and their families through its preventive healthcare program, KE Vitality, reducing the risks to illness and disease complications through persistent healthy lifestyle alterations. Some major highlights of the program:

Health Assessment



A total of 2,140 employees were screened through AKUH in FY24 for preventive health check-ups and disease management.

Mental Wellness



A total of 600 employees attended webinars and workshops conducted on stress management, handling difficult team members, and relationship skills.



Chronic Disease Management Program



A total of 287 employees with chronic health conditions benefitted from the Program for better disease management through holistic care and lifestyle planning.

Vitality Roadshows on General Health and Well-being



Over 1,300 employees attended awareness sessions on topics such as Breast Cancer, vitals and BMI assessment, and mental, social and physical well-being.

Wellbeing Clinics



122 sessions including 508 employees and spanning 254 man-hours arranged at Elander and Nazimabad HealthCare Centers, to enhance physical, mental, and psychosocial well-being support.

IHU Department



Undertakes the critical functions with regards to Health & Well-being of its employees as proactive measure to prevent and mitigate occupational health and safety impacts at Workplace.



10,301 hygiene card examinations of NMS staff and 200 Hygiene Inspections of workplace and canteens were carried out.



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Diversity and Inclusion

KE acknowledges the importance of Diversity, Equity, and Inclusion (DEI) for attaining corporate success, driving innovation, improving decision-making, and enhancing business performance by bringing diverse perspectives and fostering creativity. Our 'Gender Equality and Diversity Policy' includes a framework to attract and retain top talent and create an

equitable and inclusive company culture, which leverages the different perspectives gained from a diverse workforce. Furthermore, a strong commitment to DEI has helped KE enhance corporate reputation, demonstrate social responsibility, and mitigate reputational risks, ultimately contributing to long-term sustainability in the sector.

Highlights



Ensuring Pay Parity

KE is committed to fostering a fair and inclusive workplace environment for all employees. KE aims to sustain gender pay parity through robust pay equity policies, ensuring a fair and equitable compensation across the organisation. In FY24, KE addressed the pay gap in comparison to market for employees at all levels where needed.



Gender pay parity		
Job Level	Female	Male
Director +	1.0	1.0
Director	1.0	1.0
Deputy Director	1.0	1.0
General Manager	1.0	1.0
Deputy General Manager	1.0	1.0
Manager	1.0	1.0
Deputy Manager	1.0	1.0
Assistant Manager	1.0	1.0
Senior Officer	0.9	1.0
Officer	1.0	1.0
Junior Officer	1.1	1.0
Overall Management Staff Average	1.01	1.0

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The KE Workforce

KE considers people as its strength, driving the vision and sustainability stance across its operations. KE has fostered a dynamic and diligent organisational culture, inspiring its employees towards collaborative, inclusive and ethical working practices.



Total number of employees by gender and employment type

Employee Type	Female	Male	Total Headcount
Management Staff	440	6,559	6,999
Non-Management Staff	4	3,179	3,183
Management Trainee	22	25	47
KE Contract	5	2,325	2,330
Trainee	12	12	24
Finance Trainee	21	31	52
Returnship	4	-	4
Total	508	12,131	12,639
Apprentice Trainee	33	119	152
Total	541	12,250	12,791



Total number of employees by gender and employment level

Employment Level	Female	Male	Total Headcount
Advisor/ Consultant	1	13	14
Chief Executive officer		1	1
Group Head	1	6	7
Director	3	35	38
Deputy Director	1	48	49
General Manager	14	147	161
Deputy General Manager	23	289	312
Manager	66	543	609
Deputy Manager	68	631	699
Assistant Manager	83	643	726
Senior Officer	67	1,453	1,520
Officer	72	1,619	1,691
Junior Officer	46	1,665	1,711
Non-Management Staff	4	4,970	4,974
Trainee	65	147	212
Non- Management Trainee	23	40	63
Returnship	4	-	4
Total	541	12,250	12,791

Age Group	Female	Male	Total Headcount
Below 30 Years	248	2,041	2,289
30-40 Years	195	4,138	4,333
41-50 Years	81	3,884	3,965
Above 50 Years	17	2,187	2,204
Total	541	12,250	12,791

Employee Recruitment

Talent Acquisition

KE's Gender Equality and Diversity policy is dedicated to promoting equal opportunities and bringing diverse talent into the workforce. KE has proactively increased employment opportunities for women, contributing to women empowerment and a positive impact on the community. KE also recognises gender-specific requirements in the workplace and provides support through tailored benefits including Commute to Work Allowance (CTW), Maternity Leaves, Childcare Assistance and flexible working options through Agile Working Policy. Furthermore KE's 'Returnship Programme' has paved the way for women who have been on a career break for at least one year, to re-enter and re-integrate themselves into the workforce.

Total number of New Hires by Age Group and Gender

Age Group	Female	Male	Total Headcount
Below 30 Years	163	1,144	1,307
30-40 Years	59	1,432	1,491
41-50 Years	16	832	848
Above 50 Years	1	281	282
Total	239	3,689	3,928

Total number of New Hires by Employment Type

Employment Type	Female	Male	Total Headcount
Full-Time Equivalent Employees			
Management Staff	130	1,128	1,258
Non-Management Staff	23	43	66
Management Trainee	23	32	55
KE Contract	11	2,405	2,416
Trainee	15	11	26
Finance Trainee	15	30	45
Returnship	12	-	12
Temporary Employees			
Apprentice Trainee	10	40	50
Total	239	3,689	3,928

Yaqeen - Enabling Abilities Program

KE is committed to fostering inclusivity and diversity within the organisation. The Yaqeen-Enabling Abilities Program underscores our dedication to creating a workplace where everyone has equitable opportunities and also reflects our proactive approach to addressing societal challenges and driving positive change.

In 2022, KE hosted the first-of-its-kind Yaqeen Career Fair for Persons With Disabilities (PWDs) in collaboration with welfare organisations. Building on the success of our inaugural career fair, the second Yaqeen Career Fair was organised hosting 16 large corporates and 5 welfare organisations in November 2023. The career fair served as a bridge, connecting corporates with a pool of exceptionally talented individuals (approximately 100 PWD candidates).

The Yaqeen Enabling Abilities program also includes hiring of PWDs on regular positions and an annual internship program designed to provide PWD interns with invaluable work experience





Employee Training & Development

In KE, trainings are imparted through

- AZM Learning Institute
- KE Distribution Network Academy (KE DNA)
- Corporate HSEQ

AZM Learning Institute

AZM Learning Institute prioritises behavioral interventions as the core of learning and development initiatives. To complement this, KE introduced a variety of behavioral and functional programs, including both public and customised learning solutions. Learning Management System (LMS) offers a comprehensive library of e-modules, covering both functional and behavioral training topics. Additionally, Educational Sabbatical Policy enables employees to pursue advanced studies or certifications relevant to their roles, further enhancing their skills and knowledge.

KE DNA – Distribution Network Academy

The Distribution Network Academy is dedicated to enhancing skillsets and ensuring a competent workforce through high-quality technical and professional trainings. A comprehensive skill matrix is employed to identify skill requirements and prepare training programs accordingly.

There are three flagship programs that are offered under KE DNA. The first of its kind is the Apprentice Program which covers four trades: linemen, fitter, jointer, and assistant engineer. Secondly, the Orientation Program is compulsory for all newly inducted field employees, while the Career Progression Program is designed for employees seeking to advance their careers. KE DNA also collaborates with Mohammad Ali Jinnah University (MAJU), National University of Sciences and Technology (NUST), DHA Suffa University and Aligarh Institute for enhanced learning and training of employees.

Corporate HSEQ

CHSEQ implements annual training plans across all business units. These plans outline specific training initiatives designed to enhance employee skills and knowledge. Additionally, individual personal learning development plans are created for employees in all business units. These personalised plans ensure that training efforts align with individual career goals and contribute to the overall development of the workforce.

Training Hours				
Employee Level	AZM	KEDNA	CHSEQ	Total
Advisor/Consultant	32	-	3	35
Group Head	192	-	-	192
Director	1,180	-	18	1,198
Deputy Director	544	-	84	628
General Manager	4,868	56	601	5,525
Deputy General Manager	5,036	252	2,457	7,745
Manager	9,952	348	3,859	14,159
Deputy Manager	14,612	1,676	4,870	21,158
Assistant Manager	15,852	2,824	5,645	24,321
Senior Officer	2,002	9,608	8,521	20,131
Officer	2,523	14,884	7,872	25,279
Junior Officer	2,279	26,004	5,940	34,223
Trainee	12,016	89,167	1,348	102,531
Non-Management Staff	10,328	91,756	17,475	119,559
NMS Trainee	-	-	2,950	2,950
Total	81,416	236,575	61,643	379,634

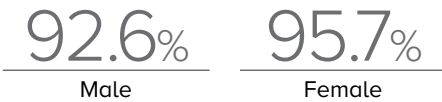
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Average Learning Hours

KE is committed to skills management for the personal development of its employees, fostering human capital growth within the organisation and enhancing employee satisfaction. Through AZM learning, which covers behavioural and functional trainings, female and male employees dedicated an average of 7.4 and 5.8 learning hours respectively. Training hours from KE DNA and CHSEQ will be recorded on a gender basis in the upcoming year to provide a more comprehensive understanding of employee development efforts.

Annual performance and career development

Periodic performance and career development reviews are conducted for all regular employees to monitor and maintain the Organisation's skill set. The percentage of employees on gender basis is given below:



Employee Engagement

Building on the success of Paish Qadam, KE's internal communication platform, efforts have continued to keep employees engaged and informed about business updates, safety protocols, regulatory changes, and future plans. The internal communications strategy has evolved to include a more dynamic, multi-channel approach that fosters both top-down communication and interactive, two-way dialogue.

This year, engagement efforts expanded with the introduction of new features such as the Paish Qadam Circle, encouraging more interactive participation. This initiative recognises and empowers employees who creatively amplify key initiatives on social media, enhancing visibility on important topics such as tariffs, energy conservation, and safety on their digital platforms.



A Community of engaged employee advocates who use their unique voice to amplify KE narratives



Paish Qadam Circle Highlights



Posts	Impressions	Engagement
<div style="font-size: 2em; font-weight: bold;">312</div> <small>Original user-generated content</small>	<div style="font-size: 2em; font-weight: bold;">480,000</div>	<div style="font-size: 2em; font-weight: bold;">21,500</div>

Platforms



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Karachi Kay Liye Paish Qadam

KE employees demonstrated a strong commitment to social responsibility by contributing to community and engaging in various volunteer initiatives to support education, health and sustainability. More than 500 employees registered for the first ever “Karachi Kay Liye Paish Qadam” program to exemplify KE’s mission to empower and uplift the society and also employee’s contribution towards philanthropy, humanitarianism and social service.

200 KE employees participated in various activities reflecting the Company’s commitment to social responsibility. From a beach clean-up drive to promoting environmental preservation, volunteers also shared iftar with children at the Al Mustafa Shelter Home during Ramadan. On International Day of the Girl Child, employees joined female students in a mangrove plantation drive, while others celebrated Children’s Day with children of the communities at Ali Sadpara Park. Additionally, employees donated blood for thalassemia patients and distributed gifts to child patients at Civil Hospital, demonstrating KE’s dedication to community engagement and making a positive impact.



Employee Retention

Employee Turnover

Retaining a talented workforce is a significant challenge in a volatile economy. KE's efforts to minimise attrition rates are realised through strategic hiring initiatives and creating an empowering and inclusive working culture for its employees. While FY24 saw an increase in our headcount, we maintained a turnover similar to that of previous year.

Gender	Average Headcount*	No. of Voluntary Exits	Attrition %
Female	408	70	17.2%
Male	6,375	550	8.6%
Total	6,783	620	9.1%


Gender	Average Headcount*	No. of Voluntary Exits	Attrition %
Below 30 Years	1,446	215	14.9%
30-40 Years	2,922	302	10.3%
41-50 Years	1,628	85	5.2%
Above 50 Years	787	18	2.3%
Total	6,783	620	9.1%

*Management Staff


Grievance Mechanism

KE prioritises addressing employee grievances swiftly and transparently. The Grievance Policy and Procedure outlines the steps taken to resolve employee concerns with the utmost care. Monthly grievance analytics are reviewed and evaluated by management to ensure that the overall grievance mechanism is being managed properly. Regular awareness sessions are organised to ensure employees are informed of the means for raising concerns at appropriate forums.


Main channels



Awaz Portal enables employees to register concerns and track their cases throughout the investigation process. Cases are appointed to independent counselors for evaluation and recommendations.



Speak Up is a dedicated channel for employees to exercise the rights appointed to them in Whistleblowing Policy to report concerns anonymously through the KE Website and a dedicated intranet email (speakup@ke.com.pk).



Anti-Harassment Committee can be approached directly by employees for sexual or gender harassment related concerns.

Employees Rights and Benefits

KE, respects the right to association and has 08 worker unions out of which 01 acts as Collective Bargaining Associations (CBA), allowing all regular workers to engage in decision-making bodies, forums, and unions. KE adheres to all relevant labor and human rights regulations under the local law, such as the Industrial Relations Act 2012 and Sindh Factories Act 2015. KE offers market-aligned compensation with additional benefits such as healthcare services for employees and their families, welfare programs, and other supplementary advantages, as suited to the job cadres. Additionally, employees are granted designated time to manage situations arising from an industrial dispute, lockout, strike, layoff, or restructuring.

Benefits for KE Employees and Workers

All regular employees are entitled to medical benefits which include outpatient and inpatient services, group life insurance, health insurance, disability and invalidity coverage. Additionally, childcare assistance is provided to female employees. Retirement benefits include provident fund, gratuity and post-retirement medical as defined in policies, applicable for management employees and workers.

Employees are also entitled to annual leaves, pilgrimage leaves, special medical leaves, paternity leaves, maternity leaves (including situations of stillbirth & miscarriages), adoption leaves, divorce leaves, bereavement leaves and disability leave. Non-Muslim employees are granted leaves for their respective religion.

Employees at manager level or above are eligible for company car benefit while fuel allowance is given to Deputy Managers and higher cadres. Persons with Disabilities and Female employees in AM & below levels are given Commute to Work Allowance for commuting to and from their respective workplace.

Laptops and smart phone allowance are provided to all employees of assistant manager level and above.

Maternity & Paternity leave

Indicators	Female	Male
No. of employees entitled to parental leave	199	4,728
No. of employees who took parental leave	22	663
No. of employees who returned to work in the reporting period after parental leave ended	14	663
No. of employees who returned to work after parental leave ended, and were still employed 12 months after their return to work	20	476

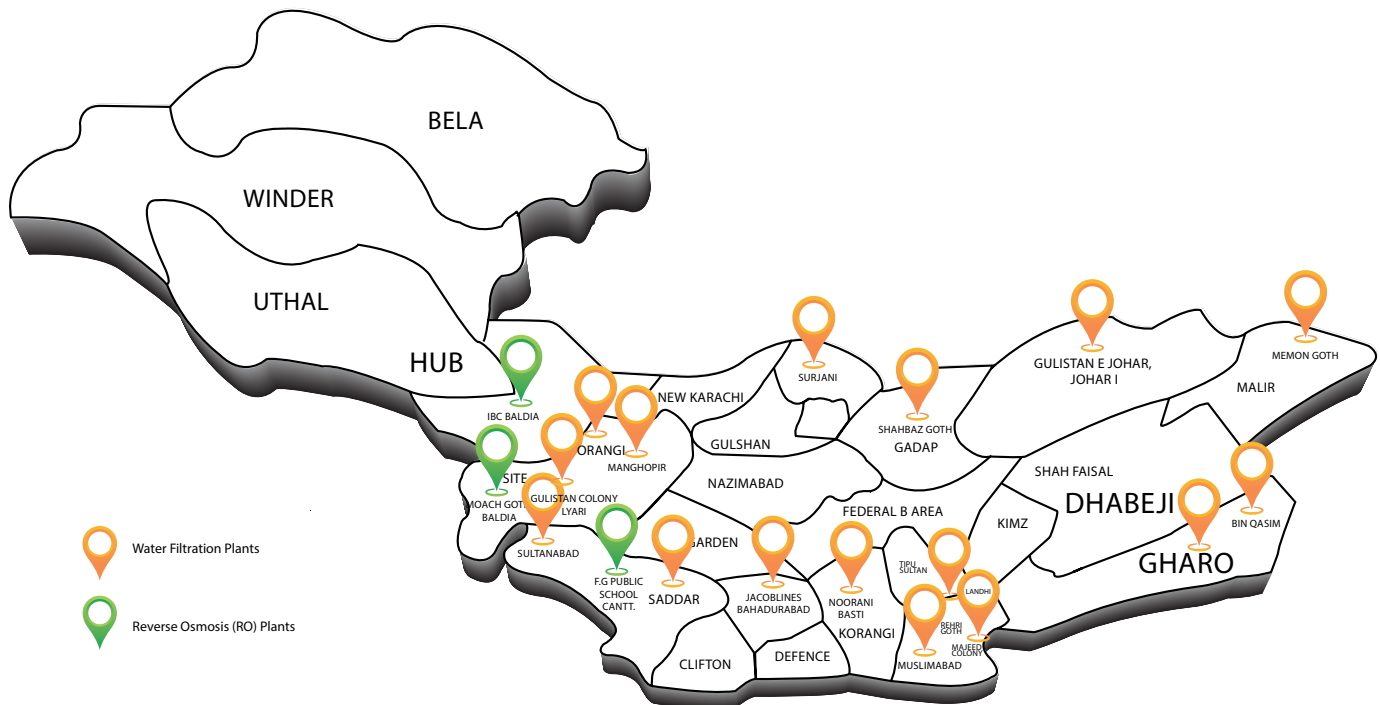
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Good Relations with the Community

Access to Clean Drinking Water

In a city where access to clean drinking water remains a critical challenge, KE is leading the charge to make a lasting impact. Since 2018, KE has been steadfast in its efforts, partnering with Saylani Welfare International Trust and Rotary International to install vital water purification plants across Karachi, particularly in areas where water scarcity is prevalent. These initiatives not

only provide access to clean drinking water but also play a significant role in preventing the spread of waterborne diseases. KE allocates an average of PKR 10 million annually to this cause, reaffirming its commitment to improving public health and enhancing the quality of life in the communities it serves.



16
Water purification plants with 6 plants installed in FY24

3.7 Million
beneficiaries of water purification plants across Karachi

200K
Liters per day of water produced

Other initiatives



To promote STEM education KE setup a science lab at Dream Foundations School, Baldia



KE established a state-of-the-art computer lab at Mass Communication Department at Karachi University under its mission of contributing to academia



KE partnered with saylani to support people with low propensity to pay electricity bill




KHI Awards have been instrumental in celebrating Karachi's social organisations, which have demonstrated remarkable resilience in tackling significant societal challenges such as COVID-19, floods, and economic downturns. These awards acknowledge the impactful work of these organisations and emphasise the need for continued community support, especially in times of donor fatigue. By highlighting their achievements, KE reinforces its commitment to driving positive change and supporting initiatives that align with the United Nations Sustainable Development Goals.

In FY24, the KHI Awards continued to recognise exceptional contributions across various categories, including Education, Empowering Women, and Public Health. The selection process involved 31 independent jury members who played a crucial role in ensuring a fair and thorough evaluation of candidates. The entire process was characterised by transparency and efficiency, reflecting KE's dedication to maintaining high standards and fostering a sustainable and inclusive future for Karachi.

108 Organisations awarded through an independent and audited process to date

PKR **110** Million electricity rebates processed through 3 Cohorts of KHI Awards



AWARD CATEGORIES



Education



Uplifting Communities



Empowering Women



Sustainability and Environment



Heritage & Culture



Digital Accessibility & Financial Inclusion



Inclusion



Safety (Road, Fire, Home, Personal)



Public Health (Primary)



Social Service



Livelihoods and Vocational Training



Sports



Public Health (Secondary or Tertiary)



New Organisations or Community Based Organisations

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CONGRATULATIONS TO THE 2024 WINNERS



تم سے ہنس چلتا ہے

The winners include resilient and altruistic organisations like the Sindh Institute of Urology and Transplantation (SIUT), Lady Dufferin Hospital, the Zafar & Atia Foundation Charitable Trust (ZAFCT) particularly focused on enabling health services around Koochi Goth area, SINA Health Education and Welfare Trust, and the likes of Childlife Foundation which are contributing significantly towards public health. Those recognised in the category of inclusion include Gender Interactive Alliance (GIA) working for the equality and civil rights of transgender people in Pakistan, the Network of Organisations Working for Persons with Disabilities in Pakistan (NOWPDP), and the IBP School of Special Education catering to children with special needs.

On the other hand, included among the winners from the category of education are Chiragh Education Technologies – a gamified and video-based learning platform offering primary level education in indigenous languages, Indus Resource Centre (IRC) which

is persistently trying to enhance the system of education and reducing gender gap, and Luminary Learning Circle Foundation (LLCF) focusing on providing quality education while catering to essentials for impoverished families. Karachi United, National Academy of Performing Arts (NAPA), and Karachi Vocational Training Center (KVTC) emerged as winners under the category of empowering women. Roshni Research & Development Welfare Organisation renowned for the safe and quick recovery of missing children stood out for Digital Accessibility & Financial Inclusion. Other organisations like Concept Loop were recognised in the sustainability space, for their vision to redirect 100 tonnes of low-value plastic towards sustainable building materials and products. Institutions like the Imkaan Welfare Organisation are also being recognised for leading educational interventions in underserved areas like Karachi’s Machar Colony.

For More Details Scan QR Codes



FOSTERING SUSTAINABLE GROWTH

KE address environmental, social, and economic sustainability issues through strong governance and stakeholder engagement. KE's strategy to integrate renewable energy into its energy mix is another significant step towards promoting sustainable growth while mitigating environmental impact.

Following disclosures are addressed in this section:

GRI 201, 204, 207, 308, 408, 409, 414



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Economic Performance

KE operates within a challenging economic landscape characterised by volatility, currency devaluation, and the adverse impacts of climate change. This past year also witnessed significant curtailment of indigenous natural gas which caused low gas pressure and volume issues. These factors have presented significant hurdles to overall business and infrastructure development.

Despite these challenges, KE has demonstrated resilience in its performance in FY24. Total energy generated by KE owned plants increased by 5.3% to 7,471 GWh (FY23 = 7,093 GWh) based on sentout. This was despite having to reduce its generation from indigenous gas by over 50% while also reducing purchase of electricity from external sources. This achievement underscores KE's commitment to meeting the growing energy demands of its customers while focusing on generation through cleaner fuel sources.

KE's Investment Plan 2030 Power Acquisition Program (PAP) focuses on addition of clean, green and affordable energy to its network. This initiative aligns with the vision to power Pakistan with clean, affordable and sustainable energy.

KE's commitment to sustainability is also reflected in the investment being made to its existing infrastructure. An investment of PKR 10

million was made to repair and renovate various aspects of the Korangi Power Complex that had been damaged due to climate-related incidents. The work focused on areas requiring immediate attention while also providing enduring benefits by addressing issues of energy efficiency, waste management, usage of sustainable construction materials and long-term environmental protection.

KE's government subsidies released in FY24 amounted to PKR 299.5 billion which also includes releases of outstanding subsidies pertaining to previous years.

Tax Governance

As an organisation that strives to promote transparency and accountability in its dealings, KE ensures that it is always compliant with the tax laws and regulations set by the Government of Pakistan.

KE's tax department is responsible for regularly reviewing changes and updates to applicable laws and ensuring timely filing of Company taxes. They also monitor compliance to tax governance and controls throughout the organisation and work with external tax consultants to review these controls under the direction of the CFO.

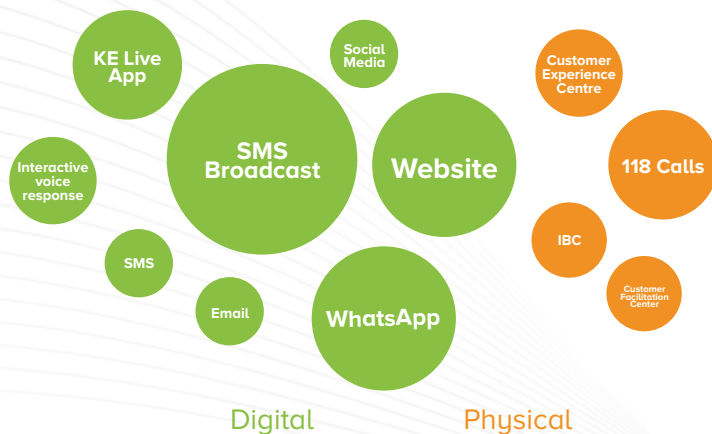
Market Presence

Digital Touchpoints

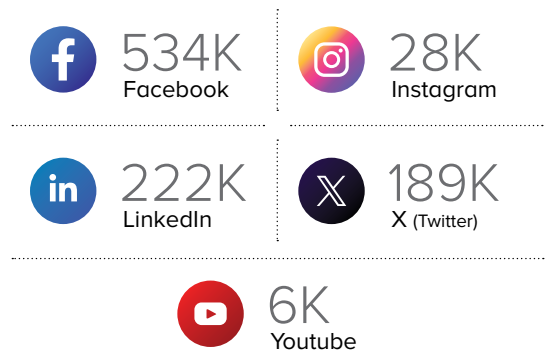
KE engages with customers through multiple touchpoints and continuously works towards enhancing accessibility and availability, ensuring seamless interactions. Additionally, KE has established a comprehensive and well-designed customer complaints mechanism that involves several stakeholders within the organisation, demonstrating commitment to addressing customer concerns efficiently and effectively.

KE actively engages with customers on social media platforms, providing timely updates and ensuring enhancement. Valuable customer feedback is collected to enhance overall customer engagement. This integrated approach reflects dedication to continuously improving its market presence and customer facilitation efforts.

Brand Touchpoints



People Engaged on Social Platforms

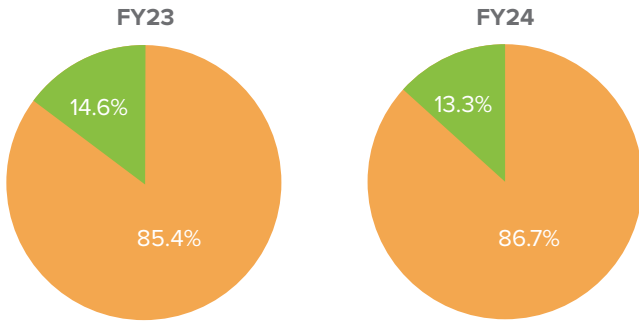


Supply Chain Management

Localisation

KE understands the profound impact its suppliers, partners, vendors, and contractors have on the environment, society, and economy. KE is actively working to promote localisation within its supply chain and this approach has enabled KE to stimulate economic growth, create jobs, and reduce dependency on imported materials, thereby managing supply risks, optimising costs and contributing in reducing import bills.

and transformation but also reaffirms its mission to be a driving force for progress and innovation in the country.



Local Procurement Foreign Procurement



KE has a Supplier Code of Conduct in place that ensures suppliers strictly adhere to KE's Health, Safety, and Environmental (HSE) standards. Additionally, it emphasises that suppliers must follow all relevant laws and regulations, including labour laws, ensuring the protection of workers' rights. KE is in the process of formalising a comprehensive Procurement Policy, which will mandate that all suppliers comply with KE's environmental and social assessment criteria, promoting responsible business practices throughout the supply chain.

Supplier Excellence Award

KE hosted its first-ever Supplier Excellence Awards, recognising the outstanding performance of its top suppliers. This initiative underscores KE's commitment to fostering a robust and dynamic supply chain, driven by excellence and innovation. By celebrating the achievements of local businesses, KE aims to catalyse positive change within the supply ecosystem, contributing to the sustainable growth of Pakistan's economy. The recognition of these suppliers not only aligns with KE's vision of powering possibilities for growth

Supplier Diversity Programme

Supplier Diversity Program was launched to identify women in executive committees or on boards among KE's suppliers. Baseline review has revealed that only 6.89% of identified suppliers have women leading their executive committees. In FY24, KE successfully onboarded 18 women-led businesses, each with female representation in their executive committees or on Boards of Directors.





Innovation and R&D

Power Optimisation

KE has engaged the technical consulting and engineering firm CESI to endorse and share an optimised plan to balance the power for system stability, determine the optimal level of renewables integration and ensuring that operational processes aligned with the regulator's requirement. KE has prudently planned phased induction of renewables in a manner which will take care of uncertainties such as intermittencies.

Battery Energy Storage Systems

Increasing share of renewables in the energy mix necessitates the need of reserve requirement to cover the intermittency. KE is undertaking a comprehensive study to optimise BESS deployment and utilisation within the KE fleet and engaging with BESS solution providers to design the system for balancing of power and peak shaving. It aims to maximise grid efficiency and reliability, enhancing the grid resilience and paving the way for a sustainable and economically viable energy future.

Floating Solar

KE is interested in obtaining electricity from Sindh Solar's 500 MW floating solar panel project, which is the first of its kind in Pakistan.



This innovative technology utilises water surfaces for solar panel installation, which not only conserves land but also reduces evaporation losses. The project is expected to significantly enhance the region's renewable energy capacity, aligning with KE's goals of integrating sustainable energy solutions and reducing carbon emissions and its implementation is subject to compliance with the relevant regulatory frameworks and approvals.

Techno-Commercial Study for Hydel Power

KE is also keen to sanction a techno-commercial study to evaluate the modalities for the wheeling of inexpensive hydel power from the Northern part of Pakistan to KE's network.

This would become the bedrock of the formulation of a bankable framework for the future development of run-of-river Hydel power projects and their power offtake by private entities.

Innovation Challenge

Inaugurated in FY22, KE's 7/11+ Innovation Challenge, targeted entrepreneurs, startups, and students to foster solutions aligned with UN SDGs 7 and 11. Building on this success, KE plans to introduce the Energy Progress & Innovation Challenge (EPIC) in FY25, which will unite a dynamic network of entrepreneurs, researchers, and think tanks to advance the development of innovative energy solutions. Dedicated to developing sustainable energy solutions, EPIC will significantly strengthen KE's commitment to environmental sustainability and long-term progress in the energy sector.

Operational Excellence

The Operational Excellence Program was launched with the aim of transforming the Company into a leading power utility by optimising key processes through a collaborative and innovative approach. Harnessing the collective expertise of its people, KE aims to drive efficiency, streamline processes and embrace digital transformation. To foster culture of continuous improvement and position the organisation at the forefront of industry innovation, some of the projects under the Program are:

1. Distribution Optimisation

This project aims at optimisation of commercial and technical processes in the distribution function for improved customer experience and operational efficiency. Benchmarking with the best global utility services and utilising technology for automation.

2. Parasitic Load Management

The purpose of this project is to Implement BMS (Building Management System) and green building concepts to optimise grid station parasitic load, reduce energy costs, and increase dispatchable capacity.

3. 5R Project

This project focuses on reducing waste, reusing materials, recycling resources, recovering energy, and reinventing processes to enhance sustainability and efficiency across functions.

CARING FOR OUR PLANET

As energy sector pioneers, we recognise our role in promoting sustainability and embedding ESG principles into our culture and decision-making. This commitment ensures we operate with integrity, transparency, and a forward-looking perspective.

Following disclosures are addressed in this section:
GRI-301 GRI-302 GRI-303 GRI-304 GRI-305 GRI-306





Emissions Reduction

GHG Emissions Inventory

KE is committed to reducing GHG emissions within its operations. Comprehensive implementation measures have been taken to assess and mitigate the GHG emission footprint through optimising current strategies and developing future plans. Some of them are listed below:

- Resource Efficiency
- Fugitive Emissions Control
- High Efficiency Generation Plants
- Cleaner Fuel
- Renewable Energy

The GHG Inventory Report was developed utilising baseline emissions data for 2023. Notably, this comprehensive study marks the first time that KE has incorporated Scope 3 emissions partly into GHG calculations, underscoring its commitment to a holistic and transparent approach to environmental stewardship. This inventory also projects expected emissions until 2030, aligned with the KE's Investment Plan and Power Acquisition Program (PAP). These projections will serve as a benchmark to compare actual emissions in future, ensuring that KE remains on track to achieve its goals.

These projections will serve as a benchmark to compare our actual emissions in future, ensuring that we remain on track to achieve our goals. Additionally, we plan to introduce specific emission reduction targets and monitor our emissions on a quarterly basis.

The following sources have been used for our GHG emissions calculation:

CO2 Emissions (M Tonnes)	FY23	FY24
Scope 1		
Power generation sources	3,571,547 ¹	3,145,628
Combustion of gases		
Fugitive emissions		
Vehicle emissions		
Scope 2		
Electricity consumed at KE offices and operational sites	667,970 ¹	693,883
Electricity consumed during transmission and distribution at KE-controlled transmission and distribution network		
Scope 3		
Generation of purchased electricity that is sold to end-users	3,651,852 ¹	3,226,287
Total	7,891,369¹	7,065,798

The KE emissions intensity is detailed below.

Emissions	FY23	FY24
Emission Intensity Scope 1, 2 and 3 (gCO ₂ /kWh)	458 ¹	392
Emission Intensity KE Scope 1 and 2 (gCO ₂ /kWh)	520 ¹	404
Emissions due to use of refrigerants (MTCO ₂ e)	-	10,766

Our Achievement

During FY24, KE significantly reduced its carbon emissions through the use of efficient technology, cleaner fuel and less utilisation of old machines. A slight increase was observed due to increased T&D losses in FY24.

825,571 MTCO₂

Reduction in emissions from FY23

Air Emissions

At KE, air emissions of power plants are regularly monitored and environmental compliance with Sindh Environmental Quality Standards is ensured. Measures such as the implementation of lean NOx technology and phasing out of PolyChlorinated Biphenyls are actively pursued to reduce air emissions and enhance air quality.

No exceedances were recorded in FY24 in the Ambient Noise Quality, Ambient Air Quality, and Gaseous Emissions priority parameters (SEQS)



¹ KE has restated the total emissions and KE Emission Intensity value due to improved calculation methodology for Scope 1 and 2 emissions in KE's GHG Inventory Study. This value now also includes Category 3 for Scope 3 emissions calculated in the study.

Sustainable Investments

KE's Investment Plan 2030

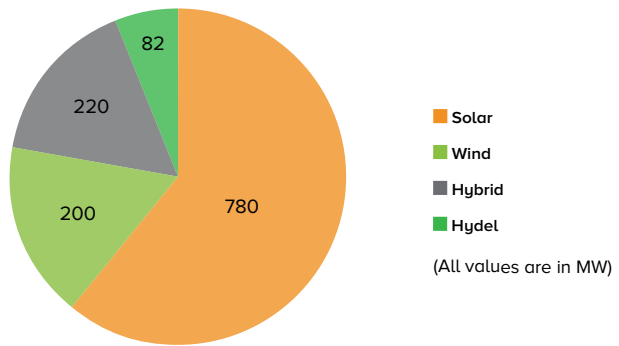
KE's Investment Plan 2030 reflects its ambitions to be more carbon conscious, more efficient and more customer centric. KE ambitions have translated into targets for the next seven years including increasing our Renewable Energy share to 30%, reducing power outages by 30% and increasing customer base by 30%.

KE is strategically investing to integrate renewable power into our energy mix, enhancing the energy security and driving economic growth. It is essential for protecting the environment, reducing greenhouse gas emissions and increasing resilience to climate-related disruptions.

By 2030, KE aims to add 1282 MW of renewable energy capacity in its energy mix and is actively pursuing the development and integration of 640 MW of renewable energy projects in the first phase including wind and solar PV, which are part of approved Indicative Generation Capacity Expansion Plan (IGCEP) and Power Acquisition Program (PAP).



As KE pursues this journey, it is even more confident that embedding sustainability in the business is essential not optional. Investment in the right opportunities at the right time can power the progress for a just energy transition and a better tomorrow for all.









Climate Adaptation and Resilience

Climate Resilience Assessment was conducted to understand KE’s vulnerabilities to climate related disasters and the measures required to enhance the networks’ resilience. The assessment covered KE’s entire coverage area. Flood Risk Assessment was performed using Geographic Information System (GIS) models. Utilising this data, the areas vulnerable to floods were identified and assessed in KE infrastructure. The relevant climate hazards in this region include drought, elevated temperatures, overland flooding from increased precipitation events, cyclonic events, and sea level rise, with increased air temperature and heat

waves posing the highest risk. These hazards primarily impact generation efficiency, and transmission and distribution network. Resilience Management Plan was developed, which identified further measures to enhance climate resilience in KE’s network and infrastructure. It sets out the short, medium and long-term targets, defines the performance monitoring indicators, and delegates responsibilities for monitoring and implementation. For identified projects, KE will develop a comprehensive roadmap, including an economic analysis that highlights its cost implications.

Current measures contributing to climate resilience include:

 <p>Generation</p> <ul style="list-style-type: none"> Emergency response plans for rains and heatwaves Monitoring and observations following rainfall Drills and checklist for monsoon preparedness Using RLNG as a fuel source instead of furnace oil 	 <p>Transmission</p> <ul style="list-style-type: none"> Repair of damage caused by rains and adaptive learning from previous rains Waterproofing of roofs to prevent seepage and leakage issues at all Grids Monsoon awareness and preparedness session 	 <p>Distribution</p> <ul style="list-style-type: none"> Project ENSURE: improve the accessibility of substations and other assets during urban flooding Project Running Earth, community health and safety program to prevent electrocution during rainfall Community awareness drives for the public (Ref: Roshni Baji, Khel Kood and Khayal) 	 <p>Others</p> <ul style="list-style-type: none"> Integration of renewable power sources Adoption of ISO 50000
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Biodiversity

An extensive study was conducted to assess the ecological sensitivities related to KE’s operations, understand the evolving ecological dynamics and potential impacts, and identify ways to minimise impact on local environment. KE primarily operates in urban areas, where the likelihood of affecting biodiversity

is minimal. The study primarily focused on the habitats and species, which were classified as modified and natural habitats. Mitigation measures have been proposed to address any potential impacts, supplemented by an Ecological Management and Monitoring Plan.

Operational Efficiency

Environmental Sustainability

Environmental sustainability is central to KE's business strategy, and it ensures robust Corporate Health, Safety, Environment and Quality (CHSEQ) governance. The CHSEQ Policy drives efforts towards conserving natural resources, reducing carbon footprint and proactively managing the environmental impacts of operations. KE has established an Environmental Sustainability Management System in line with ISO 14001:2015 for all the Business Units (Generation, Transmission, Distribution, Supply and Support). KE abides by the applicable legal requirements including National and Provincial Environmental Acts, Rules and Regulations as well as IFC Performance Standards on Environmental and Social Risk Management.

Procedures to assess environmental impacts and mitigation plans for efficient operations have been implemented. Environmental Assessments are performed for new and expansion projects to ensure regulatory compliance and effective management of risks and impacts.



In FY24, the Head Office and Safety House successfully received 'WWF Green Office' certification, advocating and promoting environmental sustainability at workplaces. Adhering to the requirements and guidelines, KE will be able to reduce the carbon footprint at offices and foster an eco-friendly culture.

Energy Conservation

Fuel Consumption

Optimising fuel resources is essential to maintain continuous and reliable electricity supply for customers. Adherence to ISO 50001

- Energy Management System augments operational efficiency, thereby facilitating reductions in KE's fuel consumption and resulting environmental impact.

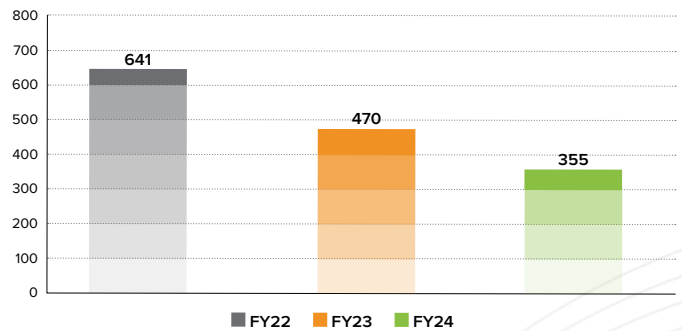
During FY24, KE achieved notable progress in curtailing the use of HFO and diesel, concurrently enhancing the use of RLNG with lesser environmental footprint.

Electricity Consumption

KE offices primarily rely on grid electricity and diesel generators are utilised as backup power source, while solar PV panels have been strategically installed at selected offices. Efficient energy management is vital to advancing KE's sustainability objectives, and it is committed to optimising our electricity consumption, leading to significant cost savings and reduction in our environmental impact. Our dedication to sustainable practices is reflected in our grid-based electricity consumption, which witnessed a 24% reduction in FY24.

Energy Efficiency Initiatives			
Efficient controlling of transformer cooling fan	Reduction of parasitic losses	Integrating Green Building concepts	Building Management System

Electricity Consumption (GWh)



Our achievements in FY24

115 GWh

Savings in Energy consumption

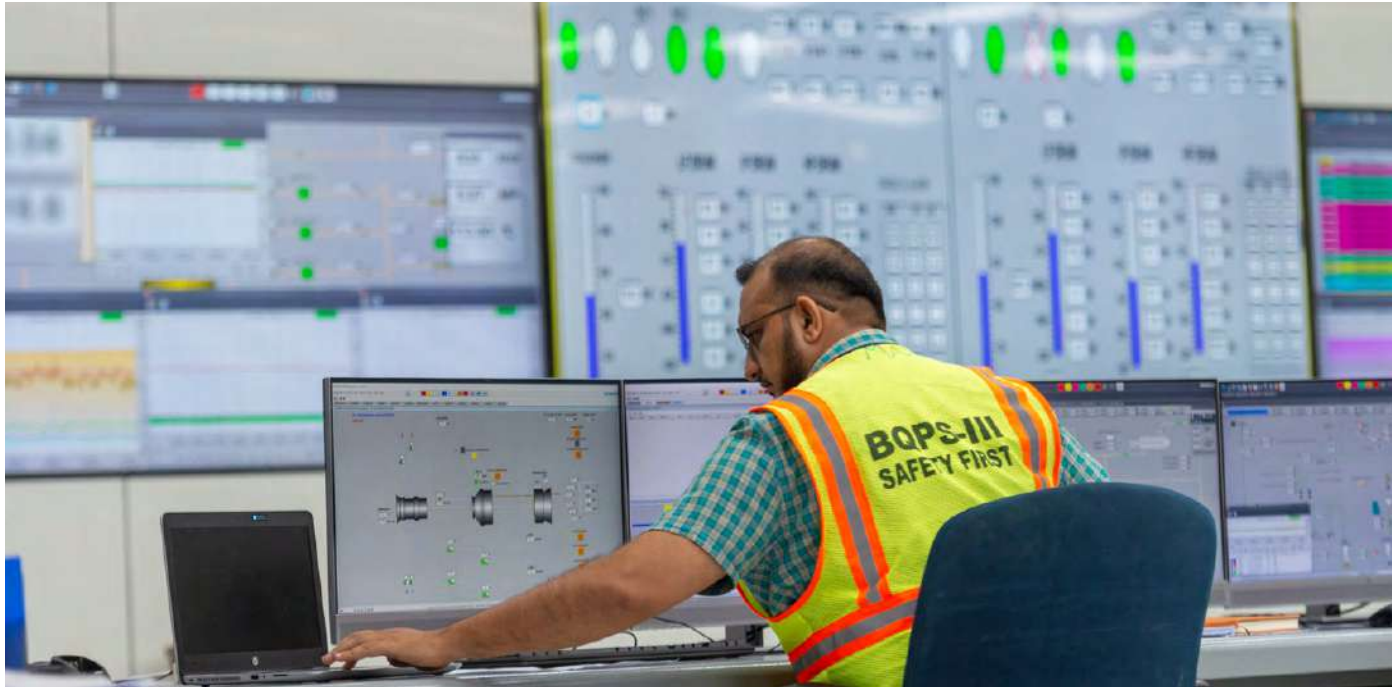
527 MWh

Energy generation through Solar

Activity	Fuel	Units	FY23	FY24
Electricity Generation	HFO	MTons	483,280	87,207
	Gas	SCF	39,400,630,000	51,432,031,053
	Diesel	Liters	8,442,000	7,287,684
Vehicles	Diesel	Liters	3,954,000	3,867,161
	Petrol	Liters	3,277,551	3,590,297

Sustainable Operations

KE prioritises strategic investments in operational efficiency, recognising its substantial economic and environmental advantages. By enhancing operational efficiency, KE aims to minimise its carbon footprint and contribute to a more sustainable future.



Highlights FY24



Full operation of 900 MW BQPS-III RLNG Plant

- Achieved record-high Generation Fleet gross efficiency of 49.5% (HHV) in Aug 2023.
- Dispatch of peak supply of 3,550 MW, comprising 2,049 MW from KE's own fleet



5S Certification from SGS Pakistan

- BQPS-II acquired 5S certification to improve work quality and optimise resources
- Other plants adopted 5S with a segmented implementation approach



Commissioning of in-house gas mixing station at BQPS-II

- Reduced operational costs, and minimising frequent shutdowns and startups due to availability of online fuel changeovers.



Reducing our Transmission & Distribution losses

- From 34.2% in 2005 to 15.99% in 2024

Fleet Gross Efficiency% (HHV)

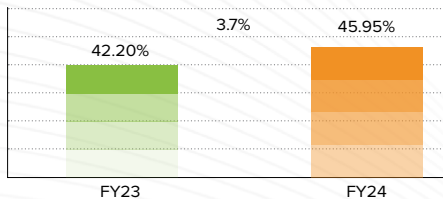


Figure 1
Highest ever Generation Fleet gross efficiency (HHV) of 49.5% was achieved in August 2023

Fleet Maximum Supply (KE Own)

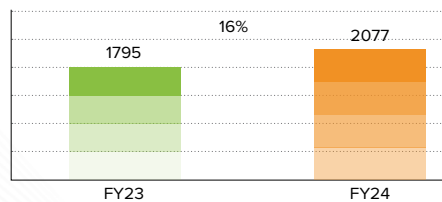


Figure 2
KE managed to dispatch a maximum supply of 2077 MW from its own generation

Fleet Energy Loss Rate%

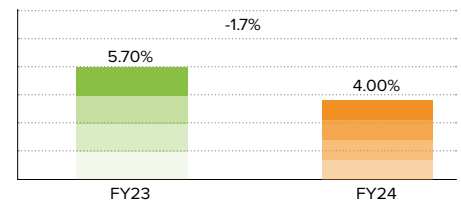


Figure 3
KE fleet energy loss rate decreased to 4%

Resource Conservation



KE has implemented the Resource Conservation Procedure designed to foster sustainable resource management across the organisation. Through this procedure, departments quantify their current consumption, set targets, and implement measures to optimising resource use. This procedure aligns with KE's commitment to environmental stewardship, incorporating international best practices and guidelines. It applies to all employees and third-party contractors operating within KE's jurisdiction. The topics covered in the procedure include:

Waste

Two key approaches are recommended for resource conservation and recovery: reducing the quantity of waste generated and managing waste effectively. A comprehensive paper management strategy is also defined, outlining steps for segregation, recycling, and waste reduction.

Water

The procedure mandates the implementation of water conservation measures, including both process and domestic water recycling techniques. It also informs employees about our water management program, which involves identifying principal flows, comparing water usage against set targets, and monitoring usage through metering.

Electricity

Electricity conservation is encouraged through methods such as installing solar heat control window films, utilising energy-efficient appliances, and performing regular maintenance on all electrical devices.

Fuel

Adoption of fuel-efficient practices, including using fuel-efficient vehicles, conducting regular preventive maintenance, and considering virtual meetings to minimise unnecessary business travel.

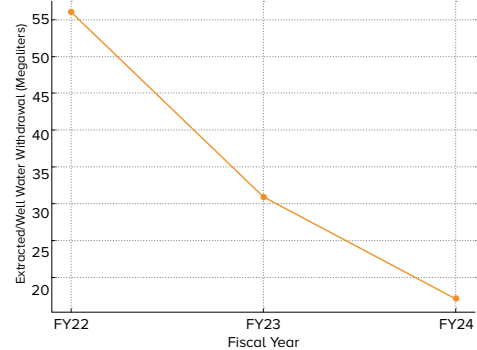
Measuring and Monitoring

To enhance resource conservation efforts, the procedure recommends identifying key parameters for measurement and monitoring, ensuring continuous improvement in our conservation initiatives.

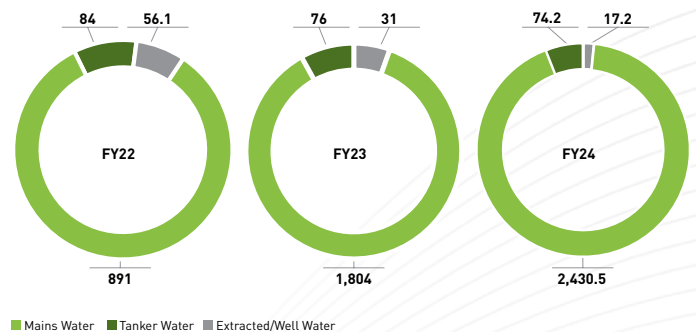
Water Stewardship

At generation plants, water consumption is meticulously monitored using flow meters installed at generation plants and other key locations, with detailed water balance records maintained. Regular water audits and usage assessments enable us to analyse consumption patterns and promptly identify and address leaks, ensuring efficient water management. Additionally, KE employs advanced systems to monitor, treat, and recycle water utilised in cooling processes and other operational activities.

Water withdrawal in Megaliters



Water Consumption in Megaliters



The commissioning of BQPS III has led to an increase in water consumption at the plant, primarily for cooling purposes.

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Effluent Management

Effluent water is treated to comply with Environmental Quality Standards, under strict monitoring and control of key parameters. At KE, effluent is regularly tested by Environmental Protection Agency (EPA) certified lab to monitor compliance with Environmental Quality Standards for priority parameters and results are timely submitted.

Domestic wastewater is treated and, where feasible, repurposed for horticultural use, thereby minimising wastewater and reinforcing KE's commitment to sustainable practices.

No exceedances recorded in FY24 on the effluent discharge priority parameters Sindh Environmental Quality Standard (SEQS)

Effluents	FY23	FY24
Non-Hazardous Sewage/Effluent (Megaliters)	130.3	141
Hazardous Liquid Waste (m ³)	-	31.5

Waste Management

KE majorly categorises waste into non-hazardous, hazardous, and inert waste, with waste segregation occurring at designated collection points. Biodegradable non-hazardous waste is disposed off at municipal sites on a daily basis and composted where feasible. Hazardous waste is managed through certified waste contractors and disposed off at SEPA approved facilities,

ensuring regulatory compliance. All records and certificates of disposal are duly archived. Onsite recyclable materials are classified as scrap, which is either repurposed within KE or sold to recycling companies.

Solid Waste	FY23	FY24
Solid Waste (tonnes)	2,090	1,367
Hazardous Solid Waste (tonnes)	9	1.7

Inventory Management

Furthering the commitment to circular economy, KE initiated a project to avoid meter disposal by assessing, refurbishing, and redeploying in the network. This initiative is expected to reduce our carbon footprint and lead to resource savings of 20%. To date, 14,878 single-phase and 2,019 three-phase meters have been refurbished, resulting in savings of PKR 99 million.

Scrap	FY23	FY24
Scrap Reuse (tonnes)	43	15.6

Last year, scrap usage was maximised for furniture renovation and the reduction in reuse this year can be attributed to decreased requirements. Additionally, inert waste generated at construction sites is managed and reused by contractors, further contributing to sustainability efforts.





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INDEPENDENT AUDITOR REPORT ON THE SUSTAINABILITY REPORT

To the Board of Director of K - Electric Limited

We have been engaged to perform limited assurance engagement on the sustainability report of K - Electric Limited (the "Company") for the year ended on June 30, 2024.

Management's Responsibility on the Sustainability Report

The Management of the Company is responsible for the preparation of sustainability report in accordance with GRI sustainability reporting standards (GRI Standards) issued in 2021 by Global Reporting Initiative (GRI).

The Management is responsible for that part of the internal control that they consider necessary in order to enable the preparation of sustainability report that is free from material misstatement whether due to fraud or unintentional behavior or event.

The Management is also responsible for the definition of the objectives regarding the sustainability performance and the report of the achieved results as well as for the identification of the stakeholders and significant matters to report.

Auditor's Independence and Quality Control

We have complied with the independence and other ethical requirements of the International Ethics Standards Board of Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The firm applies the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan (the Code) and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's Responsibility

It is our responsibility to express an opinion, on the basis of procedures performed, a conclusion about the compliance of the sustainability report in accordance with GRI Standards. We conducted our work in accordance with the principle included in International Standard on Assurance Engagement 3000" (ISAE 3000 Revised), issued by International Audit and Assurance Standards Board (IAASB) for limited assurance engagements. This standard requires the planning and execution of procedures in order to obtain limited assurance that sustainability report is free from material misstatement.

Therefore, the extend of work performed in our examination was lower than that required for a full examination in accordance with ISAE 3000 Revised ("reasonable assurance engagement") and hence it does not provide assurance that we have become aware of all significant matters and event that would have been identified during the reasonable assurance engagement.



The procedures performed on the sustainability report were based on our professional judgement and included inquiries, primarily with the Company's personnel responsible for the preparation of information included in the sustainability report, document analysis, reconciliation and other procedures in order to obtain evidences considered appropriate.

In particular, we have performed the following procedures:

- Conducted interviews with few of the key personnel responsible for the activities mentioned, under the different areas, in the sustainability report to understand Company's commitment with regards to sustainability;
- Reviewed relevant documents to understand Company's approach to stakeholder engagement and mechanism to identify material issues through interviews and review of relevant documents;
- Performed limited substantive testing on sample basis to check that the data had been appropriately measured, recorded, collated and reported; and
- Discussed with ESG department of the Company about future plans and projects pertaining to social, environmental and sustainable development.

Limitations

Our scope of work did not involve the following:

- Aspect of the reports other those mentioned above
- Data and information outside the defined reporting period
- Technical information which required an expert for its verification
- The Company's statement that describe expression of interest, brief, aspiration, expectation, aim or future intention and national or global social - economic and environmental aspects.
- Data and information on economic and financial performance of the Company, which, we are informed, are from the company's financial records.
- Information for which independence evidences were not available, the management of the Company has provided a written representation regarding the authentication of that information.

Conclusion

Based on our limited assurance engagement, nothing has come to our attention that causes us to believe that the report is not fairly presented, in all material respects, with reference to the framework adopted by the Company in line with the sustainability reporting guidelines of Global Reporting Initiatives and supported by Company's internally defined procedures.

KARACHI

DATE: OCTOBER 18, 2024


BDO EBRAHIM & CO.
CHARTERED ACCOUNTANTS

GRI Index

“Statement of use“	K-Electric Limited has reported in accordance with the GRI Standards for the period July 01, 2023 to June 30, 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Electric Utilities Disclosure 2013

Gri Standard/Other Source	Disclosure	Location	Omission			Gri Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-1	Organisational details	"About the Report Annual Report 2023 - About Us (Page No.3)"	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	2-2	Entities included in the organisation's sustainability reporting	About the Report			
	2-3	Reporting period, frequency and contact point	About the Report			
	2-4	Restatements of information	Caring for our Planet - GHG Emissions Inventory			
	2-5	External assurance	"About the Report Appendix"			
	2-6	Activities, value chain and other business relationships	Our Business Model			
	2-7	Employees	Improving People's Lives - The KE Workforce			
	2-8	Workers who are not employees	Improving People's Lives - The KE Workforce			
	2-9	Governance structure and composition	Enhancing Transparency and Trust - Governance Structure			
	2-10	Nomination and selection of the highest governance body	Annual Report 2023			
	2-11	Chair of the highest governance body	Enhancing Transparency and Trust - Corporate Governance and Compliance			
	2-12	Role of the highest governance body in overseeing the management of impacts	Enhancing Transparency and Trust - Corporate Governance and Compliance			
	2-13	Delegation of responsibility for managing impacts	Enhancing Transparency and Trust - Corporate Governance and Compliance			
	2-14	Role of the highest governance body in sustainability reporting	Enhancing Transparency and Trust - ESG Governance Framework			

GRI 2: General Disclosures 2021	2-15	Conflicts of interest	KE Code of Conduct				
	2-16	Communication of critical concerns	Improving People's Lives - Grievance Mechanism				
	2-17	Collective knowledge of the highest governance body	KE Website				
	2-18	Evaluation of the performance of the highest governance body	Enhancing Transparency and Trust - Governance Structure				
	2-19	Remuneration policies	Enhancing Transparency and Trust - Governance Structure				
	2-20	Process to determine remuneration	Enhancing Transparency and Trust - Corporate Governance and Compliance	b	Confidentiality constraints	Board results are confidential.	
	2-21	Annual total compensation ratio		a, b, c	Confidentiality constraints	Confidential data	
	2-22	Statement on sustainable development strategy	Chairman and CEO's Message				
	2-23	Policy commitments	Enhancing Transparency and Trust - Corporate Governance and Compliance				
	2-24	Embedding policy commitments	"Enhancing Transparency and Trust - Corporate Governance and Compliance Fostering Sustainable Growth - Supply Chain Management"				
	2-25	Processes to remediate negative impacts	Improving People's Lives - Grievance Mechanism				
	2-26	Mechanisms for seeking advice and raising concerns	Improving People's Lives - Grievance Mechanism				
	2-27	Compliance with laws and regulations	Enhancing Transparency and Trust - Corporate Governance and Compliance				
	2-28	Membership associations	Enhancing Transparency and Trust - Reputation Management through Stakeholder Engagement				
	2-29	Approach to stakeholder engagement	"Sustainability Journey Enhancing Transparency and Trust - Reputation Management through Stakeholder Engagement "				
	2-30	Collective bargaining agreements	Improving People's Lives - Employee Rights and Benefits				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Sustainability Journey				
	3-2	List of material topics	Sustainability Journey				
GRI 3: Material Topics 2021	3-3	Management of material topics	Caring for our Planet - Biodiversity				

GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Caring for our Planet - Biodiversity					
	304-2	Significant impacts of activities, products and services on biodiversity	Caring for our Planet - Biodiversity					
	304-3	Habitats protected or restored	Caring for our Planet - Biodiversity					
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable		Not applicable	No red list species are present in the operations area		
GRI 3: Material Topics 2021	3-3	Management of material topics	Fostering Sustainable Growth - Economic Performance					
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed		a, b	Information unavailable/incomplete	Annual financial statements are awaiting the approval of Multi Year Tariff by NEPRA.		
	201-2	Financial implications and other risks and opportunities due to climate change	Caring for our Planet - Sustainable Investments					
	201-3	Defined benefit plan obligations and other retirement plans		a, b, c, d, e	Confidentiality constraints	Confidential data		
	201-4	Financial assistance received from government	Fostering Sustainable Growth - Economic Performance					
GRI 3: Material Topics 2021	3-3	Management of material topics	Fostering Sustainable Growth - Employee Rights and Benefits					

GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Fostering Sustainable Growth - Employee Rights and Benefits					
	202-2	Proportion of senior management hired from the local community	Fostering Sustainable Growth - Employee Rights and Benefits					
GRI 3: Material Topics 2021	3-3	Management of material topics	Enhancing Transparency and Trust - Reputation Management through Stakeholder Engagement					
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Fostering Sustainable Growth - Economic Performance					
	203-2	Significant indirect economic impacts	"Fostering Sustainable Growth - Economic Performance Improving People's Lives - Good Relations with the Community"					
GRI 3: Material Topics 2021	3-3	Management of material topics	Fostering Sustainable Growth - Localisation					
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Fostering Sustainable Growth - Localisation					
GRI 3: Material Topics 2021	3-3	Management of material topics	Enhancing Transparency and Trust - Responsible Business					
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Enhancing Transparency and Trust - Responsible Business					
	205-2	Communication and training about anti-corruption policies and procedures	Enhancing Transparency and Trust - Responsible Business					
	205-3	Confirmed incidents of corruption and actions taken		a, b, c, d	Confidentiality constraints	Confidential data		
GRI 3: Material Topics 2021	3-3	Management of material topics	Enhancing Transparency and Trust - Responsible Business					
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Enhancing Transparency and Trust - Responsible Business					

GRI 3: Material Topics 2021	3-3	Management of material topics	Fostering Sustainable Growth - Tax Governance					
GRI 207: Tax 2019	207-1	Approach to tax	Fostering Sustainable Growth - Tax Governance					
	207-2	Tax governance, control, and risk management	Fostering Sustainable Growth - Tax Governance					
	207-3	Stakeholder engagement and management of concerns related to tax	Fostering Sustainable Growth - Tax Governance					
	207-4	Country-by-country reporting	Fostering Sustainable Growth - Tax Governance					
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Caring for our Planet - Energy Conservation					
	301-2	Recycled input materials used		Not applicable	All raw materials are used during generation			
	301-3	Reclaimed products and their packaging materials		Not applicable	KE's end product is electricity			
GRI 3: Material Topics 2021	3-3	Management of material topics	Caring for our Planet - Energy Conservation					
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Caring for our Planet - Energy Conservation					
	302-2	Energy consumption outside of the organization		Not applicable	No energy usage outside of KE's premises			
	302-3	Energy intensity	Caring for our Planet - Energy Conservation					
	302-4	Reduction of energy consumption	Caring for our Planet - Energy Conservation					
	302-5	Reductions in energy requirements of products and services	Caring for our Planet - Energy Conservation					
GRI 3: Material Topics 2021	3-3	Management of material topics	Caring for our Planet - Resource Conservation					

GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Caring for our Planet - Resource Conservation					
	303-2	Management of water discharge-related impacts	Caring for our Planet - Resource Conservation					
	303-3	Water withdrawal	Caring for our Planet - Resource Conservation					
	303-4	Water discharge	Caring for our Planet - Resource Conservation					
	303-5	Water consumption	Caring for our Planet - Resource Conservation					
GRI 305: Emissions 2016	3-3	Direct (Scope 1) GHG emissions	Caring for our Planet - GHG Emissions Inventory					
	305-2	Energy indirect (Scope 2) GHG emissions	Caring for our Planet - GHG Emissions Inventory					
	305-3	Other indirect (Scope 3) GHG emissions	Caring for our Planet - GHG Emissions Inventory					
	305-4	GHG emissions intensity	Caring for our Planet - GHG Emissions Inventory					
	305-5	Reduction of GHG emissions	Caring for our Planet - GHG Emissions Inventory					
	305-6	Emissions of ozone-depleting substances (ODS)	Caring for our Planet - GHG Emissions Inventory					
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Caring for our Planet - GHG Emissions Inventory					
GRI 3: Material Topics 2021	3-3	Management of material topics	Caring for our Planet - Resource Conservation					
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Caring for our Planet - Resource Conservation					
	306-2	Management of significant waste-related impacts	Caring for our Planet - Resource Conservation					
	306-3	Waste generated	Caring for our Planet - Resource Conservation					
	306-4	Waste diverted from disposal	Caring for our Planet - Resource Conservation					
	306-5	Waste directed to disposal	Caring for our Planet - Resource Conservation					

GRI 3: Material Topics 2021	3-3	Management of material topics	Fostering Sustainable Growth - Supply Chain Management					
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Fostering Sustainable Growth - Supply Chain Management					
	308-2	Negative environmental impacts in the supply chain and actions taken	Fostering Sustainable Growth - Supply Chain Management					
GRI 3: Material Topics 2021	3-3	Management of material topics	Improving People's Lives - Talent Acquisition					
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Improving People's Lives - Talent Acquisition					
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Improving People's Lives - Talent Acquisition					
	401-3	Parental leave	Improving People's Lives - Talent Acquisition					
GRI 3: Material Topics 2021	3-3	Management of material topics	Improving People's Lives - Employees Engagement					
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Improving People's Lives - Employees Rights and Benefits					
GRI 3: Material Topics 2021	3-3	Management of material topics	Improving People's Lives - Safety of Employees					
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Improving People's Lives - OHS Governance					
	403-2	Hazard identification, risk assessment, and incident investigation	Improving People's Lives - OHS Governance					
	403-3	Occupational health services	Improving People's Lives - Safety of Employees					
	403-4	Worker participation, consultation, and communication on occupational health and safety	Improving People's Lives - Safety of Employees					

GRI 403: Occupational Health and Safety 2018	403-5	Worker training on occupational health and safety	Improving People's Lives - Safety of Employees					
	403-6	Promotion of worker health	Improving People's Lives - Promotion of Worker Health					
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Improving People's Lives - OHS Governance					
	403-8	Workers covered by an occupational health and safety management system	Improving People's Lives - OHS Governance					
	403-9	Work-related injuries	Improving People's Lives - OHS Governance					
	403-10	Work-related ill health	Improving People's Lives - OHS Governance					
GRI 3: Material Topics 2021	3-3	Management of material topics	Improving People's Lives - Employee Training and Development					
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Improving People's Lives - Employee Training and Development					
	404-2	Programs for upgrading employee skills and transition assistance programs	Improving People's Lives - Employee Training and Development					
	404-3	Percentage of employees receiving regular performance and career development reviews	Improving People's Lives - Employee Training and Development					
GRI 3: Material Topics 2021	3-3	Management of material topics	Improving People's Lives - Diversity and Inclusion					
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Enhancing Transparency and Trust - Governance Structure					
	405-2	Ratio of basic salary and remuneration of women to men	Improving People's Lives - Ensuring Pay Parity					
GRI 3: Material Topics 2021	3-3	Management of material topics						

GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken		a,b	Confidentiality constraints	Confidential data		
GRI 3: Material Topics 2021	3-3	Management of material topics	Improving People's Lives - Employees Rights and Benefits					
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Fostering Sustainable Growth - Supply Chain Management					
GRI 3: Material Topics 2021	3-3	Management of material topics	Fostering Sustainable Growth - Supply Chain Management					
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Fostering Sustainable Growth - Supply Chain Management					
GRI 3: Material Topics 2021	3-3	Management of material topics	Fostering Sustainable Growth - Supply Chain Management					
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Fostering Sustainable Growth - Supply Chain Management					
GRI 3: Material Topics 2021	3-3	Management of material topics	Improving People's Lives - Employee Security					
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Improving People's Lives - Employee Security					
GRI 3: Material Topics 2021	3-3	Management of material topics	Improving People's Lives - Public Affairs and Communication					
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Improving People's Lives - Good Relations with the Community					
GRI 3: Material Topics 2021	3-3	Management of material topics	Fostering Sustainable Growth - Supply Chain Management					

GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Fostering Sustainable Growth - Supply Chain Management					
	414-2	Negative social impacts in the supply chain and actions taken	Fostering Sustainable Growth - Supply Chain Management					
GRI 3: Material Topics 2021	3-3	Management of material topics	Improving People's Lives - Safety of Public					
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Improving People's Lives - Roshni Baji Leading the Charge in Safety					
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Improving People's Lives - Safety Highlights					
GRI 3: Material Topics 2021	3-3	Management of material topics	Enhancing Transparency and Trust - Digital Transformation					
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Improving People's Lives - Customer Centricity					
Organisational Profile	EU3:	Number of residential, industrial, institutional and commercial customer accounts	Our Business Model					
Organisational Profile	EU4:	Length of above and underground transmission and distribution lines by regulatory regime	Our Business Model					
System Efficiency	EU 12:	Transmission and Distribution losses as a percentage of total energy	Caring for our Planet - Operational Efficiency					
Research and Development	DMA:	Research and development activity and expenditure aimed at providing reliable electricity and promoting sustainable development	Enhancing Transparency and Trust - Innovation and R&D					

Employment	DMA:	Programs and processes to ensure the availability of a skilled workforce	Improving People's Lives - Employee Training and Development					
	DMA:	Policies and requirements regarding health and safety	Improving People's Lives - OHS Governance					
Disaster / Emergency Planning and Response	DMA:	Contingency planning measures, disaster/emergency management plan and training programs, and recovery/restoration plans	"Improving People's Lives - OHS Governance Caring for our Planet - Climate Adaptation and Resilience"					

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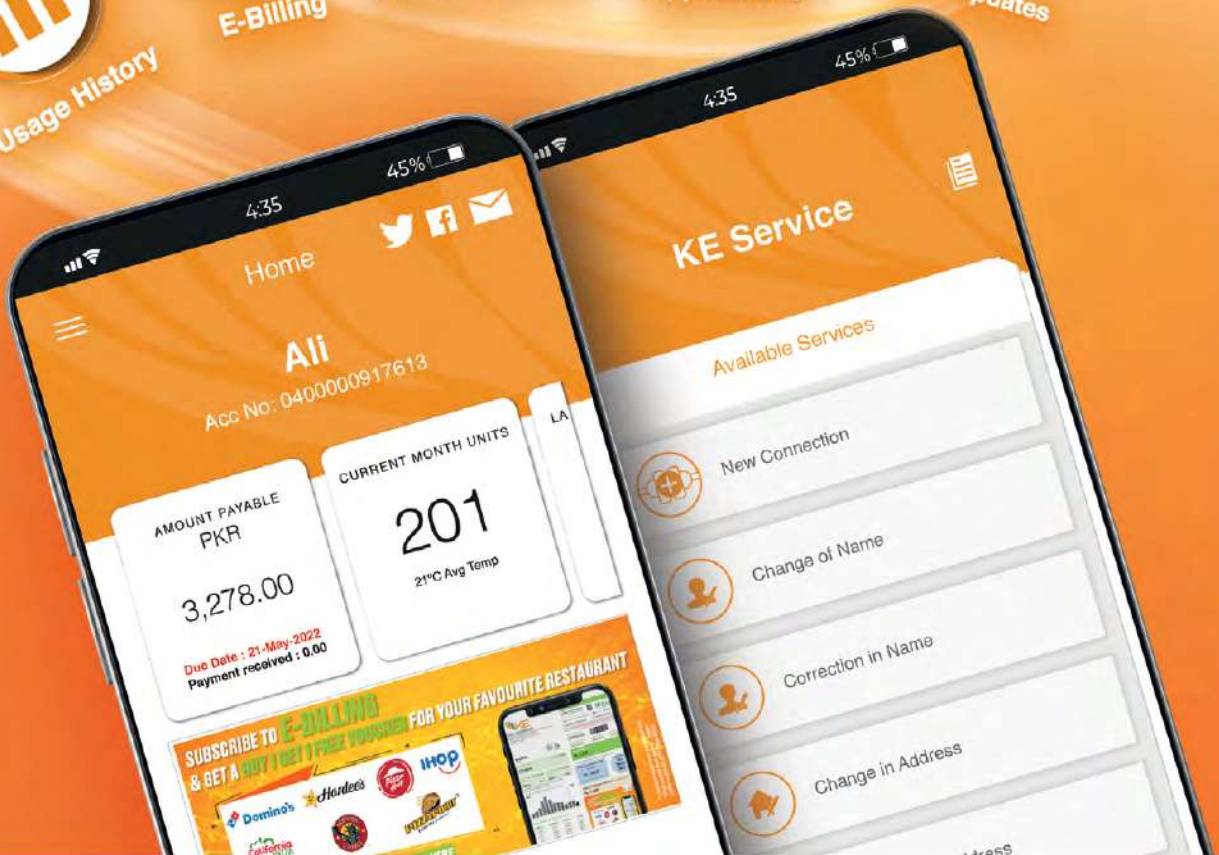
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