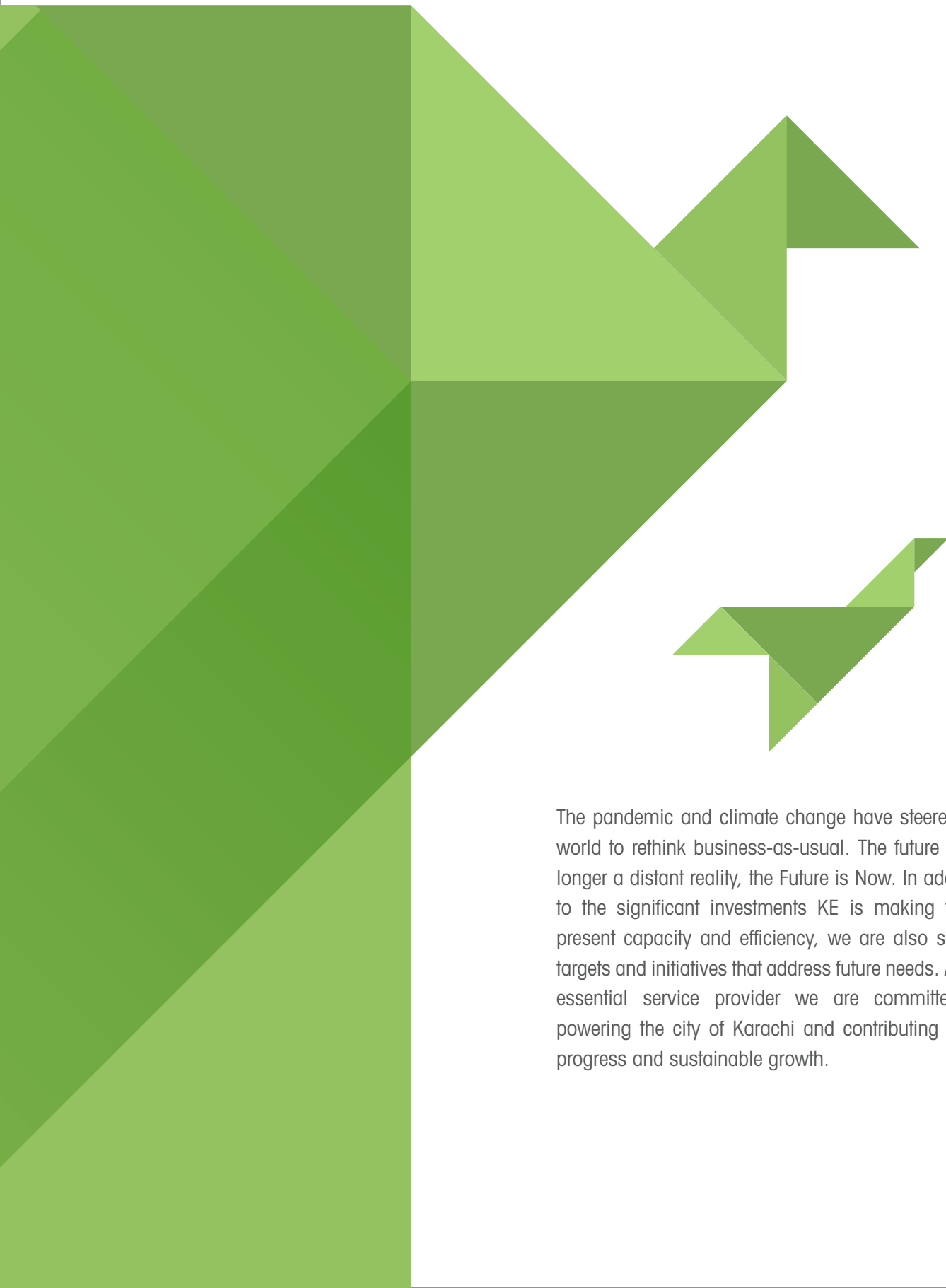




THE FUTURE IS NOW

SUSTAINABILITY REPORT
2020 - 2021



The pandemic and climate change have steered the world to rethink business-as-usual. The future is no longer a distant reality, the Future is Now. In addition to the significant investments KE is making to its present capacity and efficiency, we are also setting targets and initiatives that address future needs. As an essential service provider we are committed to powering the city of Karachi and contributing to its progress and sustainable growth.

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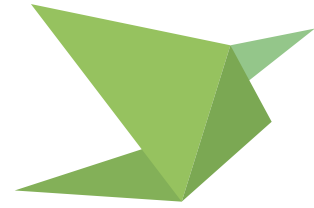
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ABOUT THE REPORT

The world as we know it has fundamentally changed. The Covid-19 induced pandemic and on-going climate change have steered the world to rethink business-as-usual. The future is no longer a distant reality, the Future is Now. In addition to the significant investments K-Electric (KE) is making to its present capacity and efficiency, the Company is also setting targets and initiatives that address future power needs. As an essential service provider, we are committed to powering the city of Karachi and contributing to its progress and sustainable growth.

This report reviews and reports on our performance and achievements against our environmental and social governance commitments, showcasing all the various ways KE is engaged in sustainable value creation for its business lines, customers, employees, environment, and communities. KE intends to use the outcomes identified through the reporting and materiality process to continue to work on and further improve its sustainability performance.

This report is being presented in accordance with the **GRI standards** along with external assurance related to the core option. Adoption of GRI core standards in sustainability reporting demonstrates KE's commitment of sustainable value creation. The report also showcases our contribution to the **UN Sustainable Development Goals**.

This report is in continuation of prior sustainability updates from 2009, that are available on KE's website. The report boundary are the areas of operations for KE including electricity generation, transmission, distribution and supporting functions. Further, this report covers data from July 1, 2020 to June 30, 2021, corresponding to the financial reporting period of the Company.

The adoption of GRI Standards demonstrates KE's commitment towards adherence to international best practices and transparent reporting. Materiality covered in the report includes topics on economics, environment, social, and governance. The report is divided into eight sections that cover information about the Company, business overview, customer services, occupational health and safety, human resource, environment, community engagement, and appendix.

Multiple departments at KE have contributed towards providing required data for the report which includes Operations, Business Development, Corporate Affairs, Regulatory Affairs, Corporate Health, Safety & Environment Quality (CHSEQ), Finance, Human Resources, and Information Technology, with some assistance from external consultants where needed.

We look forward to your feedback, suggestions or queries, which can be directed to our ESG team on **sustainability@ke.com.pk**





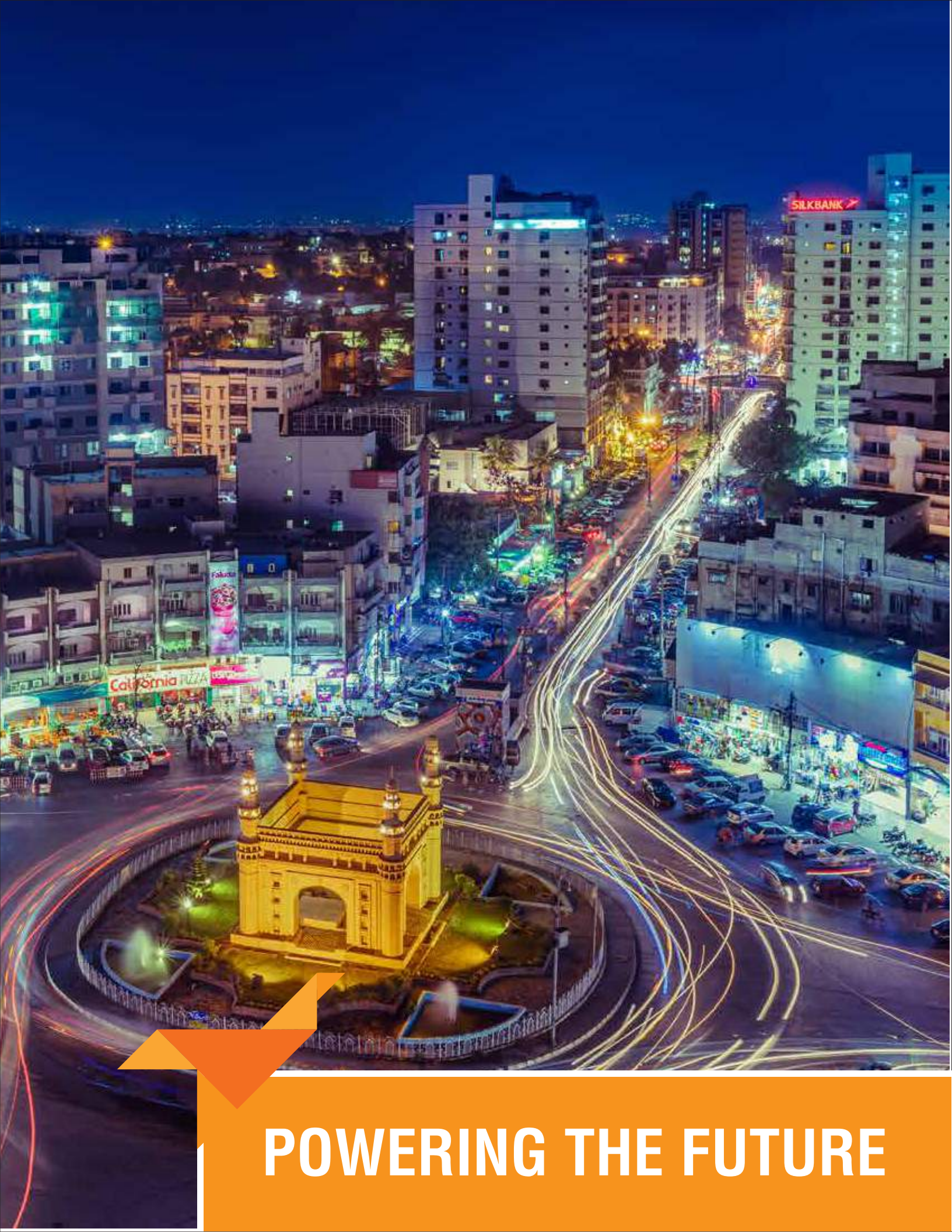
THE FUTURE OF BUSINESS

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POWERING THE FUTURE

COMPANY PROFILE

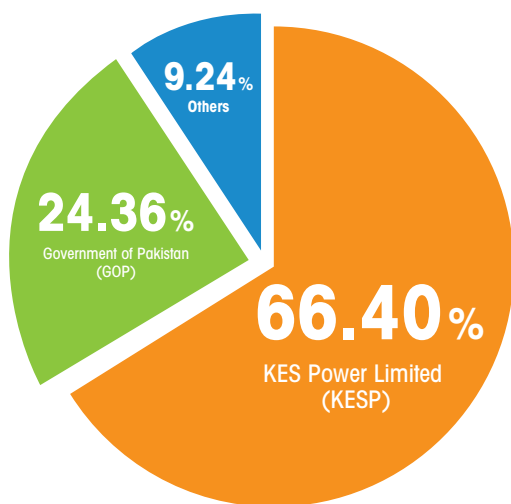
K-Electric Limited was established on September 13, 1913 to meet the power needs of Karachi. With over one hundred years of powering Karachi under its belt, the last 16 years have been the advent of a new age for Karachi, its surrounding areas and the organisation itself. Our coverage network spans across 6,500 square kilometers where K-Electric has exclusive distribution rights and supplies power to all residential, commercial, industrial and agricultural areas that fall under the Company's licensed territory.

We have a customer base of around 3.2 million across Karachi, Dhabeji and Gharo in Sindh, and Uthal, Winder and Bela in Balochistan. Being the only power utility in Karachi, K-Electric serves all private, public, industrial, educational and commercial sectors.

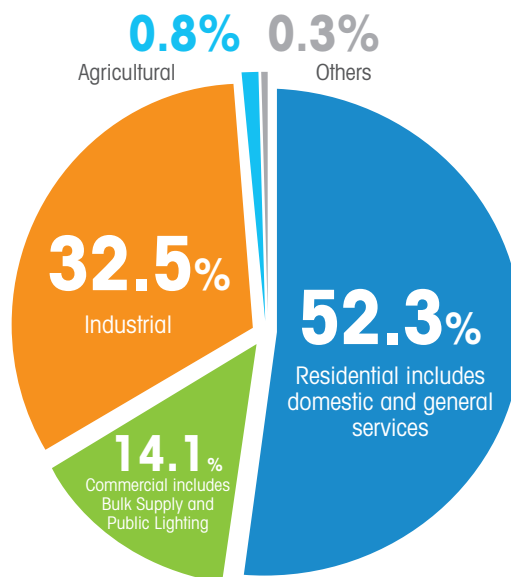
With a focus on value creation for its customers, new strategies were introduced at every level, including environment, social, and governance policies. As a result, the organisation posted a profit for the first time in 17 years in FY 2011-12, and was rebranded under its current name of K-Electric (KE) in 2014. As of today, over 75% of KE's service territory is load-shed free, with 100% exemption to industries. Transmission and Distribution losses have decreased by 16.7% points between 2005 and 2021.

With various investments planned across its business segments, KE is poised to continue its journey of sustainable growth alongside the city it serves. With an eye on the future, KE aims to become a regional leader among utilities and an example of global excellence in energy provision and management.

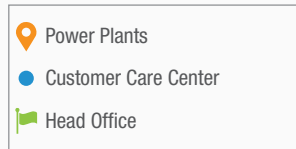
Holding Structure of the Company



Category of Customers



Based on Units billed for FY 2021



CHAIRMAN'S MESSAGE



I am happy to present our Sustainability Report 2021 which demonstrates the significant progress we have made towards integrating sustainability across the energy value chain. At the Board level, sustainability drives our strategy and decision making to ensure that Karachi's growing power demands can be met with reliability, resilience, and safety always.

We see our responsibility limited to not only the company's financials and adherence to the law, but also to building a strong corporate governance framework and abiding by best practices in environment, social, and governance. Our strategy integrates all the pillars of sustainability into our operations to ensure that we meet our targets and go above and beyond in our commitment to Karachi. Our voluntary global commitments with the UN Global Compact and reporting in

accordance with the GRI Standards are a step forward in ensuring we stay focused on the sustainability agenda.

As we actively work to improve diversity at KE, I am proud to share that as of June 30, 2021, there are over 400 women representing KE across its technical and non-technical functions. With the induction of female meter readers, grid operating officers and safety ambassadors, we are the first power utility in Pakistan to ensure female representation at every level.

Over the past year, the uncertainty brought about by the pandemic reiterated the importance of business continuity and sustainability. As an essential service provider, we have been identifying and mitigating our risks to safeguard the company from such setbacks and ensuring that we can continue to power the city and meet its growing demands.

Our vital role in the city is not just limited to power supply. The work we do aims at building out the social and infrastructural capital of the communities we serve. During the year, we adopted multiple green spaces and schools in low-income areas of Karachi, and are supporting key organisations whose work is positively impacting over eight million lives.

With the effects of climate change already causing adverse disruptions across the globe, it is imperative that the energy sector plays an active role in mitigation and adaption. We have been pursuing a diversification strategy that allowed for consistent efforts in adding more renewables to our energy mix. This year we also launched a subsidiary K-Solar that will help increase access to green and affordable energy in all stretches of our domain.

At KE, we are striving for green and innovative solutions that can meet the energy needs of the future. We want to do this sustainably and remain steadfast in incorporating the sustainability agenda across the company, by building it into our targets, measuring our performance, and transparently reporting on our progress. I wish to thank our stakeholders for their continued belief in us and supporting us on this journey and we look forward to vigilantly playing our vital role in Karachi's and Pakistan's progress.

Shan A. Ashary
Chairman, KE

CEO'S MESSAGE

This year's Sustainability Report, titled "The Future is Now" recognises that we are at an inflection point and investments in embedding sustainability today underpin our future.

This year, KE became signatory to United Nations Global Compact principles and a member of the Global Compact Network Pakistan, joining a global effort spanning 14,000 organisations across 162 countries. Focus on the UNGC principles of gender equality, sustainable development, and the environment will underpin our operations. Supported by the Federal Government's progressive vision and NEPRA's "Power with Prosperity" CSR focus, we are scaling up our positive impact in Karachi's communities through initiatives like Sarbulandi which go beyond provision of safe and reliable electricity to public-space creation for recreation, school renovation to uplift education, installation of water purification plants to provide clean drinking water and free medical assistance. Combined with low-cost meter provision, Aerial Bundled Cable installation and reduced daily load-shed by over 4.5 hours, our efforts have benefitted over 5 million people.

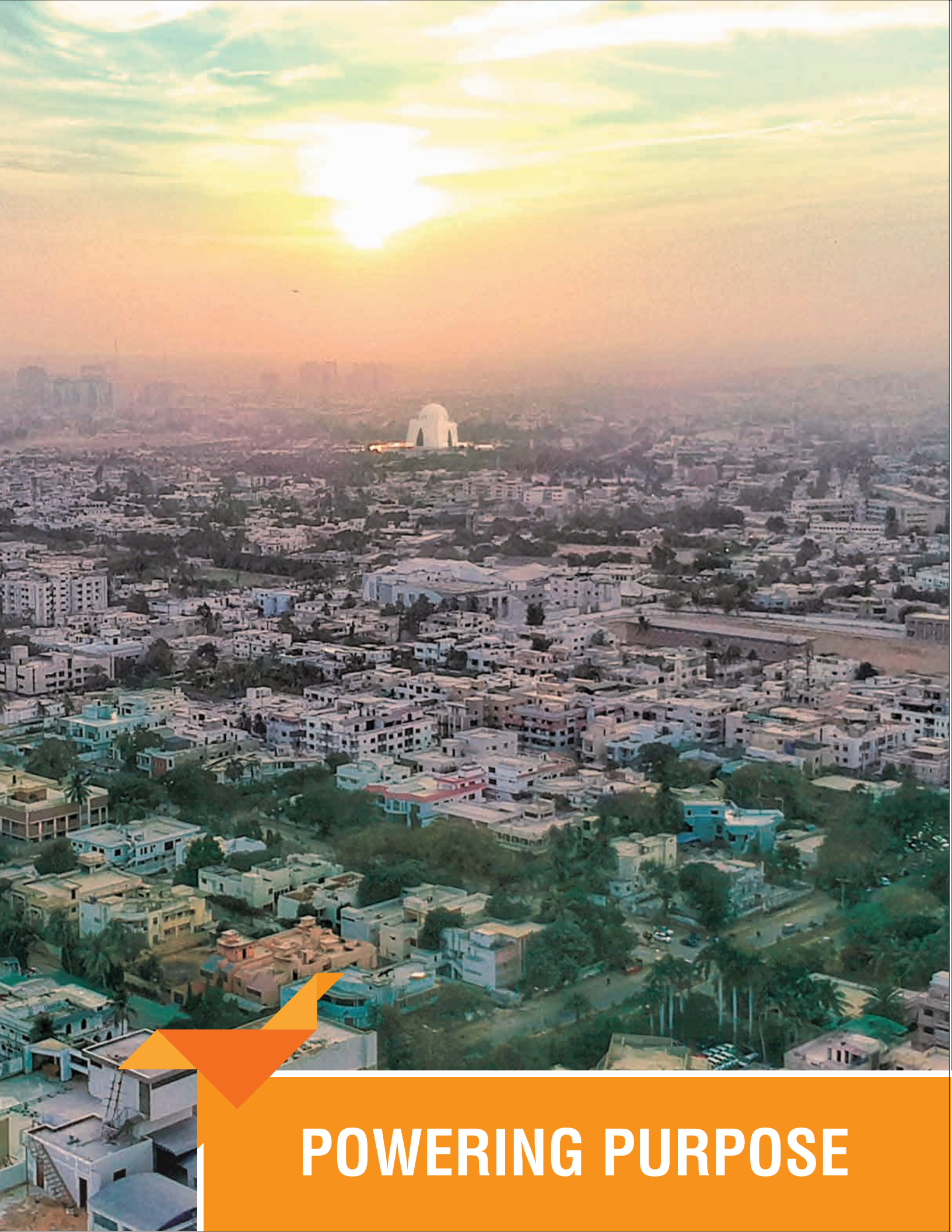


With the launch of K-Solar, KE undertook its first business diversification initiative focusing on affordable solar solutions and enabling the increased share of renewable power generation. KE also continues to diversify its energy mix and as of June 30, 2021, received up to 100 MW per day from two solar IPPs and 150 MW from three wind IPPs. Plans are also underway for KE to off-take additional 150 MW from solar power plants in the Uthal, Bela and Vindar regions of Balochistan. Our flagship 900 MW RNLG-fired power project (BQPS-III) is an investment of USD 650 million in Karachi's power future and will be on-stream by the second quarter of FY 2022. Designed to be amongst the top five most efficient power plants in the country, BQPS-III will improve generation reliability, use a cleaner fuel source and reduce power costs for consumers. Further, targeted initiatives and investments as part of rain mitigation plan have been made to improve distribution network resilience especially in areas vulnerable to water ingress. Around 22 substations and allied infrastructure have been elevated and 113 substations have been renovated safeguarding critical power infrastructure against the evolving impacts of climate change and ensuring provision of safe and reliable power to consumers.

The first edition of the KHI Awards has enabled us to benefit of 8 million people annually through social investments in 34 organisations who are at the forefront of Karachi's progress. The electricity rebates to these organisations are envisioned to further catalyse the impact of these organisations which operate in a various of sectors including women's empowerment, health, education and community uplift. Our Roshni Baji neighborhood ambassador programme is a first-of-its-kind effort for safety awareness within high-risk areas. Over 50,000 households have benefitted from this programme. In addition, KE has uplifted the Roshni Baji's, enabling their mobility through motorbike riding lessons, strengthening their physical independence through self-defense classes and financially empowering them to become entrepreneurs through electrician certifications. By focusing on grassroot development, we are laying the foundation for lasting and meaningful change. Committed to a COVID-19-free Pakistan, KE has been able to achieve 100% vaccination of all office spaces with the support of Government of Sindh. In addition we have been encouraging vaccinations across our platforms and enabling social distancing through digital platforms like WhatsApp.

I would like to thank all our stakeholders for their support and trust in us and reaffirm KE's commitment to a sustainable and power-positive future underpinned by innovation and customer-centricity.

Syed Moonis Abdullah Alvi
Chief Executive Officer



POWERING PURPOSE

VISION

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

MISSION

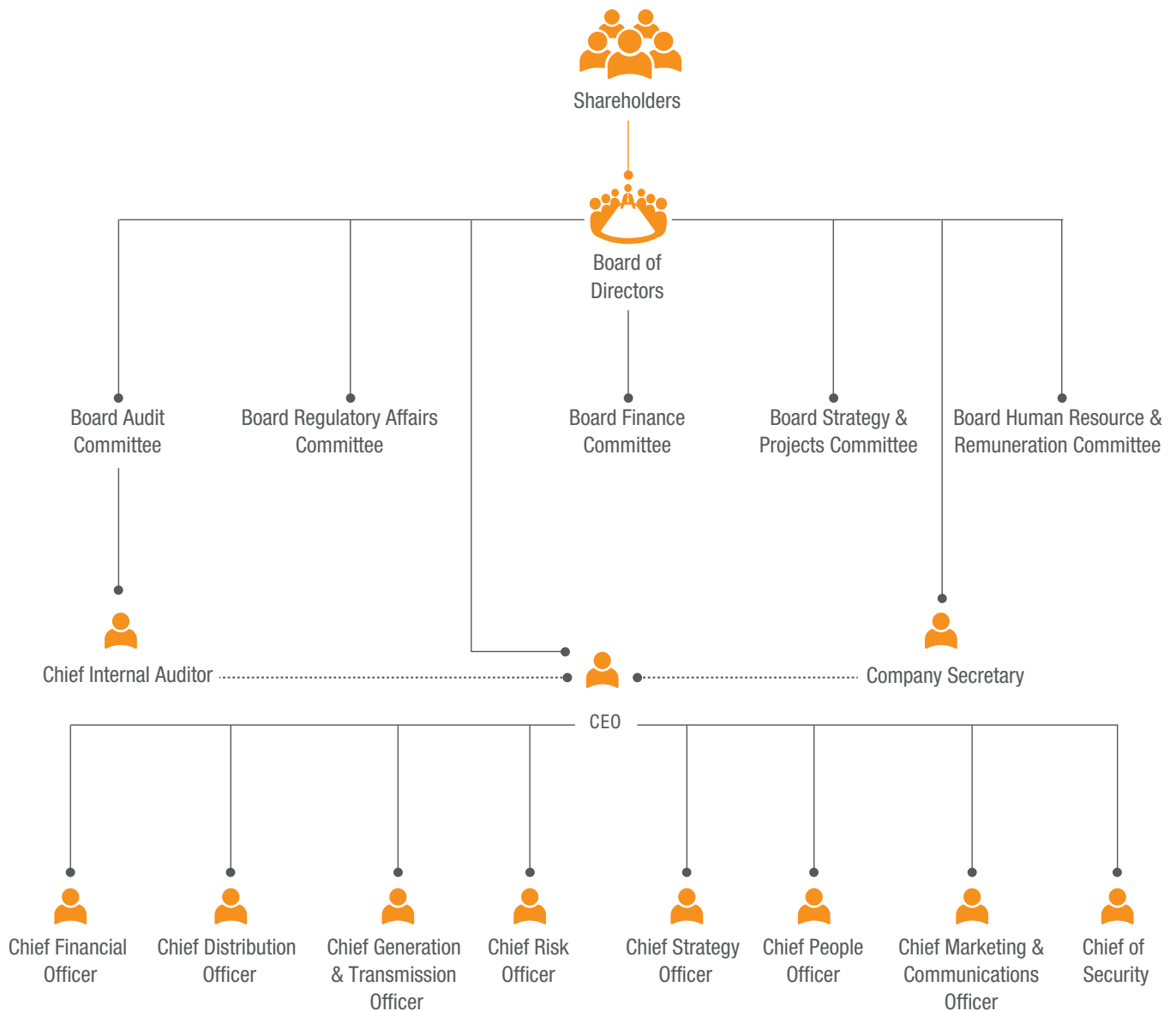
Brightening lives by building the capacity to deliver uninterrupted, safe and affordable power to Karachiites.

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.



ORGANISATIONAL STRUCTURE



Board of Directors

KE's Board of Directors (BoD) comprises of professionals possessing vast knowledge and experience who are fully aware of their fundamental responsibility to safeguard and enhance shareholders' value and stewardship of the Company's assets. The Board reviews and approves financial performance and financial statements with main focus on the auditors' observations, report & recommendations of Board Audit Committee, business policies and best corporate governance practices, annual budget and major capital expenditure programs, internal controls and ESG.

Conflict of Interest

The conflict-of-interest policy makes it mandatory for every Director, to formally disclose and provide to the Company, at the time of his/her appointment along with consent, a signed declaration detailing there-in all contracts, agreements and arrangements in which he/she is interested directly or indirectly and to immediately disclose any subsequent addition/change, there-of. Disclosure of the said interest is placed in the very next Board meeting ensuring that the interested Director does not participate in voting/discussion on the subject. Requirement of specified number of Independent Directors to constitute quorum in a Board meeting discussing the said agreements is ensured.

Board Performance

The Board of Directors was last elected by the shareholders at the AGM of the Company held on 30 July 2019 for a three-year term which will expire on 29 July 2022. The Board Human Resource & Remuneration Committee (BHR&RC) is mandated to undertake annually a formal process of evaluation of performance of the Board as a whole and its committees either directly or by engaging an external independent consultant. The Board, during review year, has engaged an external professional consultant for independent evaluation of performance of the Board, Board's committees, and individual Directors.

Fundamentally, the Board's performance evaluation is judged essentially on how effectively and efficiently the Board as a body discharges its responsibilities. Information received through media, customers, performance against key performance indicators, and objective input by Executive, Non-Executive, and Independent Directors is also used as a yardstick to judge the Board's performance.

The Board on a regular basis analyses segments of Company performance and reviews reports of Board and management committees. Points raised by external auditors are considered observations and reports as an independent assessment/evaluation of the Company and Board's performance.

Communication

To maintain accountability and openness a direct communication bridge has been created between the leadership and the employees using various communication mediums which include a confidential email address, PO BOX and hotline. Employees can directly report misconduct or any unethical practice through these mediums. Disclosure of names is not necessary. Employees are also encouraged to give suggestions and feedback on a specific topic or idea. Investigations on a specific complaint are ordered by the highest authority of the relevant department. The leadership investigates all alleged breaches of the code and applies appropriate measures when complaints turn out to be substantiated. More information in "The Future is Driven by our People" section.



Board Composition

Name	Directorship	Gender	Tenure on KE Board	Total # of Directorships
Shan A Ashary	Non-Executive Director/Chairman	Male	16 years	1
Syed Moonis Abdullah Alvi	Executive Director/CEO	Male	3 years	1
Adeeb Ahmed	Non-Executive Director	Male	2 years	7
Asad Ali Shah	Non-Executive Director	Male	2 years	4
Ch. Khaqan Saadullah Khan	Non-Executive Director	Male	6 years	2
Dr. Ahmed Mujtaba Memon	Non-Executive Director	Male	3 years	3
Jamil Akbar	Non-Executive Director	Male	2 years	2
Khalid Rafi	Independent Director	Male	9 years	2
Mubasher H. Sheikh	Non-Executive Director	Male	16 years	4
Naveed Ismail	Non-Executive Director	Male	< 6 months	3
Ruhail Muhammad	Non-Executive Director	Male	2 years	7
Sadia Khurram	Non-Executive Director	Female	3 months	3
Waseem Mukhtar	Non-Executive Director	Male	2 years	2

Five Directors fall in the 30-50 years age group, and eight fall in the over 50 age group.

Chief Executive Officer

The CEO is essentially responsible to effectively liaise between Board and management and to ensure meaningful communication on regular basis between management and Board and Board committees. The Board on recommendations of Board Human Resource & Remuneration Committee (BHR&RC) sets Key Performance Indicators (KPIs) and responsibilities for the CEO.

CEO's appointment is made by the Board on BHR&RC's recommendations for a three-year term, BHR&RC is further mandated for CEO's performance evaluation for consideration of the Board. Alongside, the Board sets key operational and financial targets and policy guideline at the time of approving annual budget of the Company and reviewing and approving periodical financial statements of the Company. Further, review and approval of Company's annual audited financial statements by Board Audit Committee (BAC) and BoD is, among other things, used as CEO's performance review through an objective comparison of actual results in comparison with preset strategic, operational and financial goals, and effective implementation of strategic decisions and policies of the Board. Furthermore, sufficient details on Company's overall performance, governance structure and control environment are part of observations and findings of BAC and report of statutory auditors on financial statements and CCG compliance discerning the level and effectiveness of CEO's performance and assist the Board in conducting his performance review.

Environment, Social, and Governance

Factors pertaining to environmental, social and governance are built into all operational aspects of KE. The efforts of multiple stakeholders come together, with the guidance of a dedicated team to drive the ESG agenda of the Company. ESG plans are presented to the Board annually for approvals and updates are given on the same at the quarterly Board meetings. These updates, shared by the CEO and other KE leaders, encompasses all ESG related issues and initiatives built into the Company's operations. Critical ESG topics raised to the Board include rain related incidents (a Special Committee was temporarily formed for the same), community engagements and targeted infrastructure improvements.



CODE OF CONDUCT

The Company's mission, values, and core values are exemplified in our Code of Conduct that is lived by our employees, and members of Board of Directors. The Code complies with applicable laws, regulations, and Company policies. The Code promotes a strong ethical culture in the organisation and ensures maintenance of high standards of personal and professional integrity. Employees are expected to report breaches in the Code, and attend refresher trainings on an annual basis.

1. Equal Opportunity & Diversity

KE is committed to a working environment that promotes diversity and equal opportunity and where there is mutual trust, respect for human rights and no discrimination.

2. Workplace Harassment

KE ensures that all human rights are upheld across KE network. KE expects all employees to create a working environment free from intimidation and harassment.

3. Secondary or Dual Employment by Employees

As a principle, KE considers any secondary or dual employment in conflict with the best interest of the Company.

4. Competition

Fair and level competition is important to society and contributes to increased welfare as well as creating business opportunities for KE.

5. Corruption and Bribery

Corruption is a threat to business and society in all countries. For KE, anti-corruption is not only a legal obligation and an ethical standpoint, it is also in our own interest to take a firm stand against corruption and/or corrupt practices be it internal or external.

6. Gifts, Entertainment and Corporate Hospitality

Unless otherwise expressly permitted, we do not offer or accept expensive or extravagant gifts or business courtesies.

7. Information, Communication and Media

The rise of the next generation continues to change how KE employees, agencies, contractors and vendors communicate and interact both internally and externally. While KE employees may use these mediums, they must adhere to the Code and applicable policies in order to avoid harming the Company's reputation, disclosing confidential and/or restricted information, or making statements on behalf of KE.

8. Political Activity

KE does not take political positions and is not associated with any political movements.

9. Conflict of Interest

KE respects the right of employees to manage their personal affairs and investments but expects them to avoid any situation that may involve a conflict between their personal interests and the interests of the Company.

10. Confidentiality

KE respects and maintains all sensitive information with due care which is confidential in nature as per best industry practices.

11. Personal Data and Privacy

Customers, employees and other related parties need to feel confident that their personal data is processed in such a way that data is used for legitimate business purposes only.

12. Intellectual Property

KE's intellectual property shall be safeguarded from unauthorised access, sharing and illegitimate use.

13. Families and Relatives

KE provides that relatives or family members of employees can be hired if the appointment process is based on merit, qualification, experience, and skills and there is no conflict of interest.

14. Outside Directorships

KE employees are not allowed to hold Directorships in other companies. This may lead to conflict of interest on the part of employee and is discouraged.

15. Corporate Opportunities

KE employees shall not compete with the Company or take any personal advantage of business opportunities that they discover during the employment with KE.

16. Sanctions

Each employee is accountable for ensuring that he/she is complying with all the provisions of the code of conduct and seeks guidance where necessary.

17. KE Whistle Blowing Policy

KE is committed to the highest possible standards of openness, probity and accountability. In line with that commitment, KE expects employees and others that it deals with, who have any concerns about any aspect of KE's work, vendors and/or its employees, to come forward and voice those concerns and will always have an option to stay anonymous if they prefer to do so. Any such concerns may be communicated/ reported along with the relevant details at speakup@ke.com.pk.

18. Contacting KE

Any concerns and/or grievances that employees may have against KE or any of its employees with reference to this code of conduct may be communicated/reported along with the relevant details via email: employee.advocacy@ke.com.pk

MATERIALITY ASSESSMENT

KE is committed to making an impact in the areas that bring the greatest value to the Company, and with that, having a positive impact on the economy, environment, communities, and Karachi. Through regular and structured materiality assessment, we integrate ESG factors throughout the Company's value chain. The assessment helps to identify, refine, and assess the issues that are important to our business and stakeholders. The results of this assessment will be used to inform KE's strategy, targets, and reporting.



Through consultation with senior leadership and key stakeholders we narrowed down our material topics to 43. Internal and external stakeholders were asked to rate the topics on a three point scale. The resultant scoring is based on responses from more than 60 participants that include internal stakeholders across different levels and functions, and external stakeholders that include among others, representatives from regulators, customers, media, communities, and environmental groups. On a whole, the boundary of KE's material topics are within KE's areas of operations. KE's commitments to the material topics identified are given throughout the reporting period. Please check the GRI Index in section 7 for more details.

The results of the materiality assessment are presented in the 'Materiality Matrix'. This matrix provides a comprehensive and integrated representation of KE's internal and external stakeholders concerns.

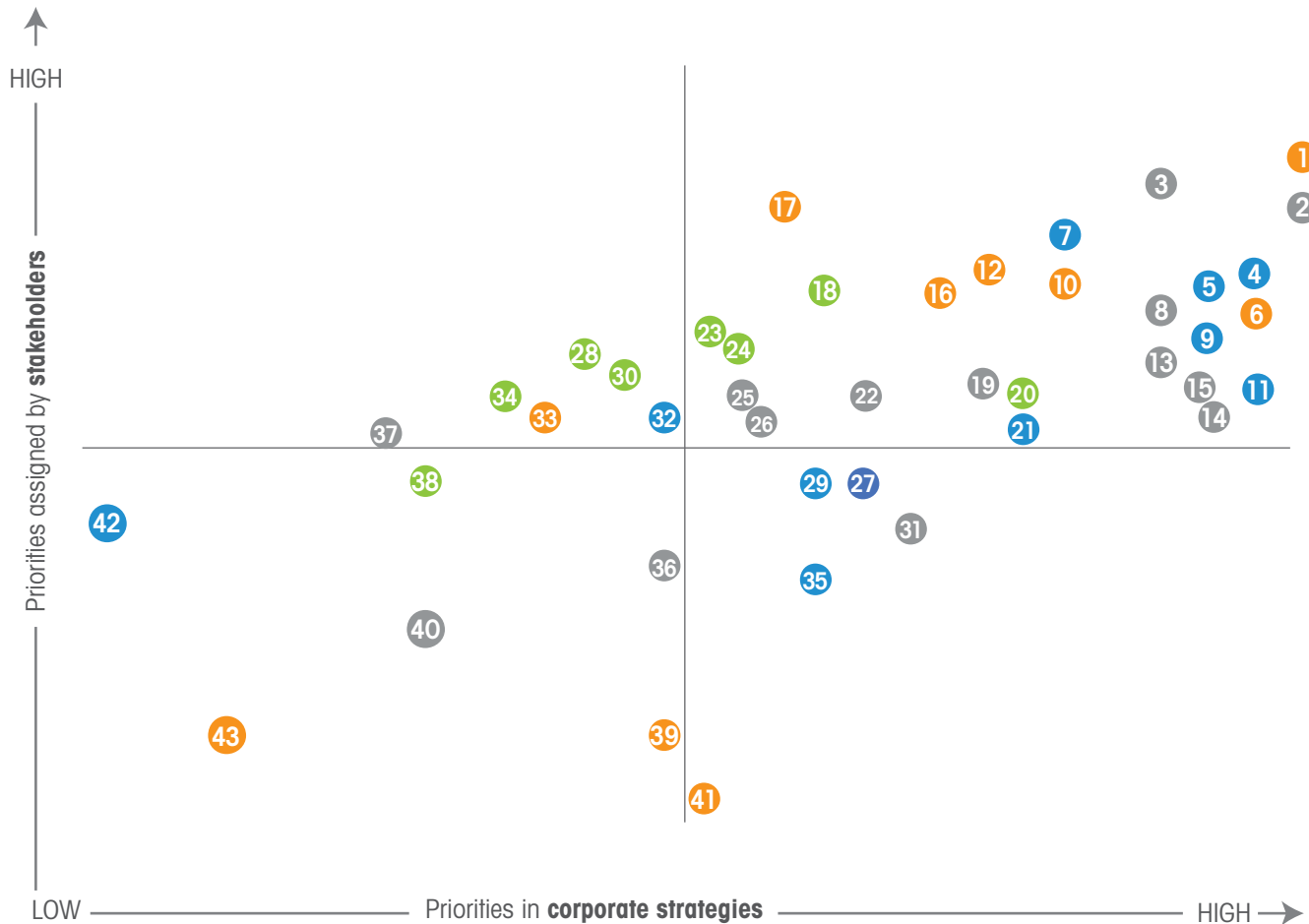
Topics ranked in importance for materiality by internal stakeholders:

1. Energy reliability and resilience
2. Ethics
3. Reputation management
4. Customer-centricity and experience
5. Stakeholder engagement

Topics ranked in importance for materiality by external stakeholders:

1. Energy reliability and resilience
2. Energy affordability
3. Transparency
4. Ethics
5. Occupational health and safety

2021 Materiality Matrix



ECONOMIC	ENVIRONMENT	SOCIAL	GOVERNANCE
<ul style="list-style-type: none"> 1 Energy reliability and resiliency 6 Reputation management 10 Innovation 12 Investments in infrastructure 16 Emergency preparedness and resilience 17 Energy affordability 33 Clean energy transition 39 Fuel diversity 41 Diversification 43 Oil and Gas global trends 	<ul style="list-style-type: none"> 18 Emissions 20 Compliance with environmental regulations 23 Air quality 24 Wastewater discharge 28 Climate change 30 Waste management 34 Ecosystem and biodiversity conservation 38 Water stewardship 	<ul style="list-style-type: none"> 4 Stakeholder engagement 5 Public health and safety 7 Occupational health and safety 9 Employee training and capacity building 11 Customer-centricity and experience 21 Employee retention and satisfaction 27 Employee succession 29 Diversity and inclusion 32 Community engagement and investments 35 Labour relations 42 Support to welfare organisations 	<ul style="list-style-type: none"> 2 Ethics 3 Transparency 8 Corporate governance 13 Data and record management and protection 14 Legal and regulatory compliance 15 Information security 19 Access to digital platforms 22 Ethics, social, and environmental assessment for value chain 25 Customer privacy 26 Grievance mechanisms 31 Policy advocacy 36 Public affairs 37 Enterprise risk management 40 Supplier environment and social assessment

STAKEHOLDER ENGAGEMENT

KE defines its stakeholders as all those parties or entities that have an interest in the Company and can both affect or be affected by our business. KE's approach to stakeholder engagement is underpinned by our core values and governance framework that supports transparency and value creation. We strive to continuously engage with our stakeholders to better understand their interaction with our material issues, and align our ESG strategy with their needs to create shared value.

Stakeholder Group	Mode of Engagement	Frequency of Engagement 2020-2021	KE's Management Approach
Board of Directors	Meetings, reports, field visits	Quarterly/Annual	The Board members and its committees provide direction to KE on different areas including ESG. Through detailed reports and meetings, the concerns of the Board are duly addressed.
Community	Meetings, committee, field visits, surveys, events	Regular or case basis	KE engages its communities through different means including discussions related to any activity or project in their areas. Community engagement is ensured at all levels through dialogue, discussions and deliberations.
Customers	SMS, emails, digital platforms, website, print advertisements, electronic appearance, helpline	Regular	Customers are provided with different platforms to reach out to KE for their concerns and appropriate actions are initiated, whenever required.
Academia	Technical or advisory services, meetings, emails, field visits, guest speaker sessions, participation in recruitment events, sponsorship of particular initiatives	Occasional	KE engages academia in research, recruitment drives, and knowledge sharing based collaborations.
Environmental Enforcement Bodies	Meetings, reports, field visits	Monthly or as required	Compliance with environmental law is considered a pre-requisite at all levels of KE. Internal structures are in place to address environmental issues. Concerns and directions by the environment regulatory bodies are taken into account for adherence
Employees	Internal events, annual survey, internal communications through Paish Qadam, Awaz portal and webinars	Regular	Employees are considered the building blocks of KE. Human resource policies and procedures are in place to ensure that employees are engaged and supported
Public Affairs and Government bodies	Meetings, emails, reports	On-going or on a case basis	Connections with the public and government bodies are managed through three sub-teams; Public Affairs & Government Relations, CEO Taskforce and Technical Liaison. The Public Affairs & Government Relations team engages stakeholders from all the governing bodies of Pakistan to ensure optimum results as well as aids in liaising these external stakeholders with internal departments. The Technical Liaison team has been allocated responsibilities that include but are not limited to planning and development of KE's infrastructure in the city. Through their relations with all governing and civic agencies, Technical Liaison has maintained a discourse that allows an ease for all KE related advancements.



Stakeholder Group	Mode of Engagement	Frequency of Engagement 2020-2021	KE's Management Approach
Financial Institutions/Partners /Investors	Meetings, reports	Monthly or annually as required	KE frequently engages with local and international banks, DFIs, capital market investors and Export Credit Agencies (ECAs) to explore financing options and to keep them apprised of the progress on various on-going and upcoming projects and strategic initiatives. Furthermore, financial, and other relevant information is shared with lenders as per their reporting requirements and on a need-to-know basis.
Foreign Missions	Meetings, field visits, events	As per scheduled visits	Foreign missions are engaged on KE achievement milestones or as requested.
Industrial & Commercial Customers	Meetings, emails, corporate advisors	Quarterly/Annual On-going Meetings with strategic leadership level as per need	The success of Karachi's industrial base is KE's success. Dedicated teams work throughout the year to answer requests from industrial clients, arranging regular sessions/visits of the KE CEO and other senior management.
Industry/Commerce /Trade Associations	Meetings, emails, corporate advisors	On-going Structured Advisory Panels on strategic leadership level	
Key Suppliers & Service Providers	Meetings, field visits, code of conduct compliance	On-going	KE is now moving beyond the transactional dimensions of supply chain and entering into more strategic partnerships with its suppliers in order to ensure higher product quality, improved planning and greater supplier support which significantly improve the whole KE value chain.
Media	Press releases, press conference, electronic appearance, advertisements	Regular	Using hybrid platforms KE keeps all stakeholders, including its customers, abreast of the latest developments regarding the power sector, its challenges, investment initiatives, and overall progress. The power utility regularly engages with business and energy sector reporters through briefing sessions, press conferences and engagement sessions.
NGOs/civil society	Partnerships for projects or initiatives, meetings, events,	On-going	KE is interested in the long-term sustainability of its projects and therefore collaborates with trusted partners working on the ground. Through the KHI Awards KE has a close relationship with 34 organisations making a positive impact across Karachi.
Regulatory Bodies	Meetings, reports, events, regulatory hearings/proceedings	As required Reports and performance updates are shared on a regular basis	The guiding principle of KE's policy for relationship and engagement with all the regulators is based on mutual respect, legal and regulatory compliance in letter and spirit and disclosure and dissemination of material information in a timely manner to ensure transparency at all levels. Moreover, the Company gives due importance to request for any information/document or query routed through the regulators and promptly responds.

RISK MANAGEMENT

“In the power sector, crises are a recurring phenomenon that we cannot afford to be adversely affected by. We are developing an organised and thorough approach to manage business risks through implementation of an Enterprise Risk Management Framework based on best practices to ensure that our business is resilient and we can smoothly continue our mission to energise the city.”



Rizwan Pesnani
Chief Risk Officer &
Company Secretary

KE's risk governance structure, under the supervision of Board of Directors (BoD), ensures the existence of and the accountability for an effective and timely management of risks across the Company. Board Audit Committee, as empowered by BoD, is responsible for ensuring the compliance and effectiveness of the risk management framework. A dedicated Risk Management function is established to strengthen risk culture across the Company by implementing a robust Enterprise Risk Management (ERM) Framework in line with best practices. For details on Major Business Risks & their Mitigation please refer to KE Annual Report 2021.

Objective of ERM involves setting the most appropriate course of action under uncertainty by identifying, assessing, understanding, acting on and communicating risk issues to all relevant stakeholders on timely basis. Integrated ERM activities enable the Company to adopt a holistic risk management approach at an enterprise wide level.

COMPLIANCE

Regulatory Compliances

KE complies with all the regulations and rules of the applicable Company Law, Stock Exchange regulations, applicable Code of Corporate Governance, rules and regulations of National Electric Power Regulatory Authority (NEPRA).

For detailed statements of compliance with the Code of Corporate Governance Rules 2019, Shariah Compliance, Issue of the public offering Regulations 2017 and related independent audit reports, please refer to KE's Annual Report 2021.

Business Continuity Plan and Disaster Management Plans

The management of the Company reviews Business Continuity Plan (BCP) and Disaster Management Plan (DMP) to ensure that the Company remains resilient in wake of any unwarranted event.

A clear and understandable DMP is in place for all critical business operations including IT, finance, HR, generation, transmission and distribution.

BCP is tested to ensure that regular updates are made, as and when required. At the same time, staff is trained on BCP and DMP to ensure its appropriate communication at all levels.

Detailed policy on safe custody of records is in place which is fully complied with.

Governance Role

The Board Audit Committee is responsible to review the steps, procedures and internal control systems implemented to ensure compliance with the statutory requirements. The committee meets regularly and reports to the Board of Directors. Head of Internal Audit reports to the Board's Audit Committee.

Further, in the reporting period, the Board engaged Pakistan Institute of Corporate Governance for external validation of application of the Code of Corporate Governance. Such validation reiterates the strengths and capabilities of the Board, its committees, and individual Directors.

Environmental Compliance

KE submits quarterly reports to the Sindh Environmental Protection Agency (SEPA) with compliance to ISO 14001 (Environmental Management System).

HSEQ Compliance

A robust HSEQ assurance programme is in place, as explained in detail in the Annual Report. We have also developed standard operating procedures (SOPs), audits & observations, integrated safety organisation, incident investigation and behavioural observation program based on Process Safety Management System (PSMS).



ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) were adopted by all United Nations Member States in 2015 as a shared blueprint for peace and prosperity for people and the planet, with Pakistan being one of the first signatories. Taking the 2030 Agenda further in 2017 the UN Global Compact and GRI Business Reporting developed a uniform mechanism for businesses to report on their contribution to and impact on the SDGs in an effective and comparable way.

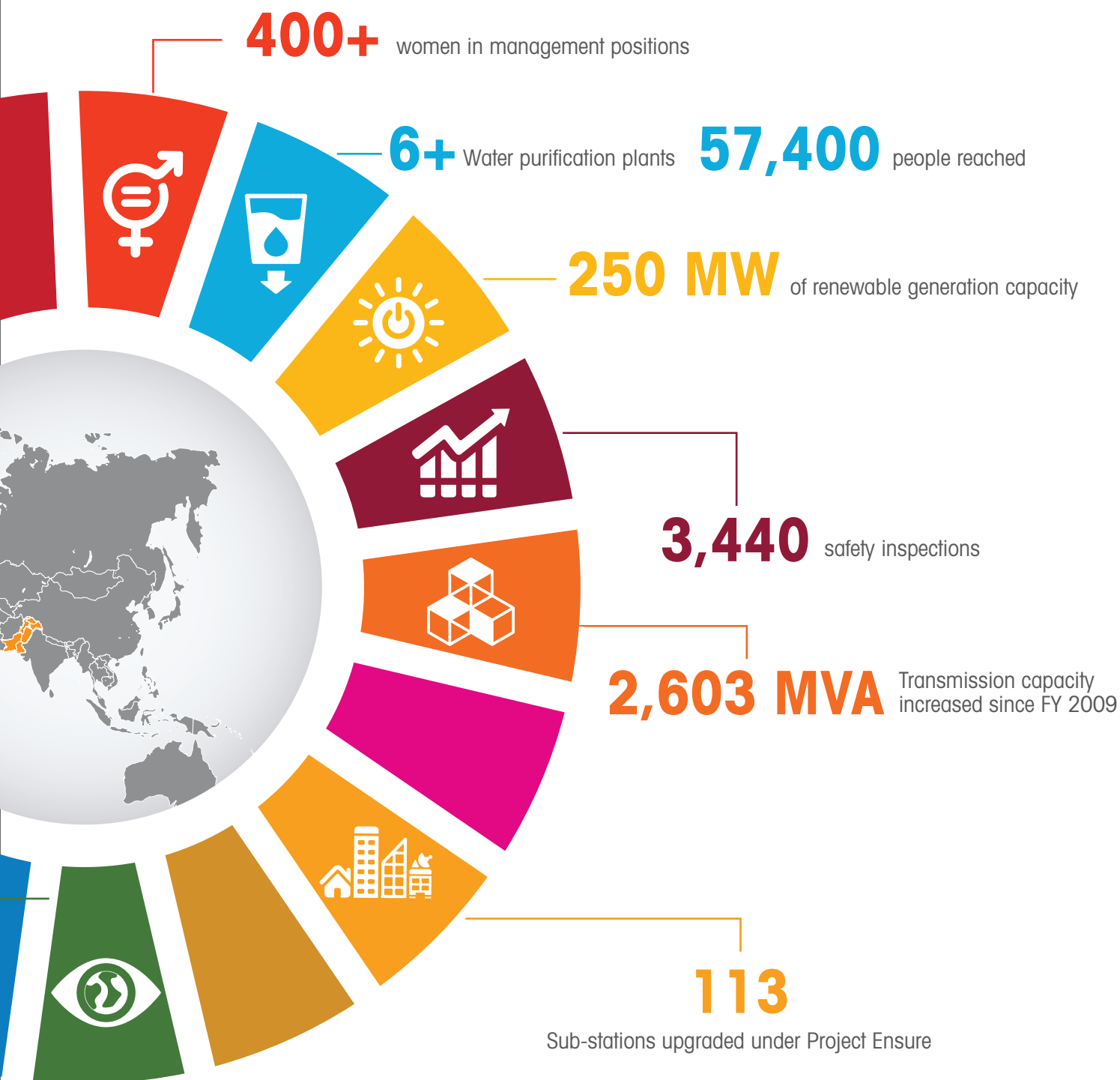
KE is committed to aligning its sustainability agenda with the UN SDGs and help Pakistan ensure that we 'leave no one behind'. We recently strengthened this intention by committing to the **United Nations Global Compact (UNGC)**, and entering into a collaborative relationship with **Global Compact Network Pakistan**. In the coming year we will be actively working on the UNGC's ten principles and will report on our progress.

With over 10,000 employees and business operations that span across Karachi and surrounding areas, KE has a large regional footprint. As a responsible corporate citizen we have incorporated environmental and social concerns through out our value chain. Though we work on all 17 SDGs, we have prioritised the SDGs that are directly tied to our work and where we can make the most impact.

All our offices are
**100%
VACCINATED**
against Covid-19

















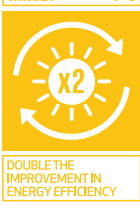


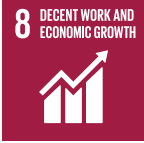

380,000 trees planted in last three years
















UN SUSTAINABLE DEVELOPMENT GOALS INDEX

Reporting against Pakistan Stock Exchange SDG guidelines.

SELECTED SUSTAINABLE DEVELOPMENT GOALS (SDGS)	SDG TARGET	PERFORMANCE INDICATOR	KE BUSINESS ACTION
	 	Reduce incidence and mortality from communicable and non-communicable diseases, and promote mental health	Periodic health interventions in partnership with reputable medical service providers are conducted for communities. Read more about this in "The Future Supports Communities" section.
		Achieve universal health coverage including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	Employees are provided health coverage and other benefits. KE also provided Covid-19 vaccinations on-site to its employees and their dependents. KE's Vitality and Pregnancy Wellness Programmes support employees in their health and wellness journeys. Read more about this in the "The Future is Safe" section.
		Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill	KE is engaged internally and externally with stakeholders for encouraging greater uptake of vocational and technological trainings. The Distribution Network Academy at KE provides field staff with professional and technical training. To date, 326 apprentices have graduated, and currently 178 are enrolled in Apprenticeship Trades. Read more about this in the "The Future is Driven by Our People" and "The Future Supports Communities" sections.
		Existence of policies to promote, enforce and monitor equality and nondiscrimination on the basis of gender	KE's Diversity and Inclusion department is focused on creating enabling structures for women. Additionally we have implemented a number of programmes such as Women on Wheels and Roshni Baji that promote women empowerment. Read more about this in the "The Future is Driven by Our People" section.
		Proportion of women in managerial positions	There are currently more than 400 women in management positions at KE. Read more about this in the "The Future is Driven by Our People" section.
		Proportion of population using safely managed drinking water services	KE has established more than 6 water filtration plants across the city. Read more about this in "The Future Supports Communities" section.

SELECTED SUSTAINABLE DEVELOPMENT GOALS (SDGS)	SDG TARGET	PERFORMANCE INDICATOR	KE BUSINESS ACTION
		Proportion of population with access to electricity	KE is committed to providing reliable and affordable energy to its service areas. We have also taken a number of steps to increase access to energy including providing net-metering, investing in off-grid projects and village electrification, and increasing the number of new connections. Read more about net-metering in "The Future is Green", and access to energy and new connections in "The Future of Business".
		Renewable energy share in the total final energy consumption	KE is focused on diversifying its energy mix to include more renewables. This year we launched a subsidiary K-Solar, that will provide solar power solutions. As part of our CSR initiatives we have donated solar units to off-grid communities. Read more about this in the "The Future of Business" section.
		Energy intensity measured in terms of primary energy and GDP	Aggressive investments have been made to improve the efficiency of power plants, capacity enhancement in T&D network, and promote energy efficiency at administrative and other sites. Read more about this in "The Future of Business" and "The Future is Green" sections.
		Clean energy research and development and renewable energy production	The Research and Innovation, and Business Development functions are focused on the diversification on KE's energy mix and promoting clean energy research through collaboration with academia and other partners. We also facilitate university visits to power plants. Read more about this in "The Future of Business" section. For updates on upcoming programmes, please check our social media accounts.
		Expand infrastructure and upgrade technology for supplying modern and sustainable energy services	Infrastructure expansion and upgradation of technology to provide modern and reliable energy services is at the core of our business. Read more about this in "The Future of Business" section.
		Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, and creativity and innovation.	KE has invested in multiple programmes to promote SDG 8.3 including collaborating with Women in Energy for STEM virtual job fair, introducing gender transformative programmes such as female meter readers and Roshni Bajis, and the KHI Awards. Read more about our disclosures in the "The Future is Driven by our People" section, and our social investments in "The Future Supports Communities" section.

SELECTED SUSTAINABLE DEVELOPMENT GOALS (SDGS)	SDG TARGET	PERFORMANCE INDICATOR	KE BUSINESS ACTION
	 <p>TARGET 8-5 FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY</p>	Average hourly earnings of female and male employees, by occupation, age and persons with disabilities; Unemployment rate, by sex, age and persons with disabilities	<p>KE resorts to ensuring employees benefits are both tangible and intangible, remuneration is competitive and professional development and growth is a key determinant of employee engagement.</p> <p>The return to work programme offered by KE for women employees also serves to encourage talented individuals to rejoin the workforce.</p> <p>KE's Diversity and Inclusion programmes ensure that our work culture is enabling and supports employees.</p> <p>Read more about this in the "The Future is Driven by Our People" section.</p>
	 <p>TARGET 8-8 PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS</p>	Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status; Increase in national compliance of labor rights based on ILO textual sources and national legislation, by sex and migration status	The KE HSE policy keeps employee's wellbeing at the top most priority and upholds the values of safety. Read more about this in the "The Future is Safe" section.
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	 <p>TARGET 9-4 UPGRADE ALL INDUSTRIES AND INFRASTRUCTURES FOR SUSTAINABILITY</p>		KE has developed detailed E&S manuals that cover different aspects of environmental and sustainability practices mandatory to be adopted by staff and supplier at each hierarchical level. Read more about this in "The Future of Business" and "The Future is Green" sections.
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>TARGET 11-3 INCLUSIVE AND SUSTAINABLE URBANIZATION</p>	Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically	KE has taken a number of measures to increase urban resilience in Karachi. Major investments have been done to increase the safety of our distribution network. Through Project Ensure we are building resilience against urban flooding. Read more about this in "The Future of Business" sections.

SELECTED SUSTAINABLE DEVELOPMENT GOALS (SDGS)	SDG TARGET	PERFORMANCE INDICATOR	KE BUSINESS ACTION
	TARGET 11-4  PROTECT THE WORLD'S CULTURAL AND NATURAL HERITAGE	Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage	KE cares about Karachi and its history. We have collaborated on multiple projects to secure Karachi's heritage sites. Read more about this in "The Future Supports Communities" section.
	TARGET 11-5  REDUCE THE ADVERSE EFFECTS OF NATURAL DISASTERS	Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population	KE has made significant investments on safety for its infrastructure, employees, and the public. Read more about this in "The Future is Safe" section.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	TARGET 12-4  RESPONSIBLE MANAGEMENT OF CHEMICALS AND WASTE	Environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.	Read about this in "The Future is Green" section.
13 CLIMATE ACTION 	TARGET 13-1  STRENGTHEN RESILIENCE AND ADAPTIVE CAPACITY TO CLIMATE RELATED DISASTERS	Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population	Please see Target 8.8
	TARGET 13-3  BUILD KNOWLEDGE AND CAPACITY TO MEET CLIMATE CHANGE	Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions	Climate change mitigation and resilience is built into multiple structures at KE. Read more about this on "The Future of Business", "The Future is Safe", and "The Future is Green".



POWERING SUSTAINABILITY

KEY PERFORMANCE HIGHLIGHTS



12.5%
revenue growth
in 2021



PKR 12 Billion
net profit in 2021



Over
PKR 410 billion
invested across the power
value chain since privatisation



227,039
downloads of KE Live
App in one year



6,564
employees attended professional
development trainings in FY 2021



100%
of KE facilities vaccinated
against Covid-19



83%
of customer queries
responded in 20
seconds



380,000
trees planted in
last three years



100 MW
of solar generation
capacity



40
women certified under
Roshni Baji Programme



400+
women in
management positions



Over 5 million
people benefited from
Project Sarbulandi

FINANCIAL VALUE CREATION

“

Financial success is key to strengthening the long-term prospects of the Company. At KE we link our financial creation to other forms of capital that involve improving the environment, supporting communities, investing in our people, and increasing our technical knowledge.

”



**Muhammad Aamir
Ghaziani**
Chief Financial Officer

In recognition of KE's improved performance during the year, the Pakistan Credit Rating Agency (PACRA) has assigned a "AA/A1+" rating, with a 'positive' outlook in the coming years. This optimistic rating reflects the investment capacity, strategic importance and strong business profile of KE.

Despite the continuous accumulation of Tariff Differential Claims and pending release of KE's receivables from government entities and departments, KE ensured payments of current monthly bills to key fuel suppliers and IPPs, including SSGC and PSO, to ensure continuity of business operations. These payments have been made on the back of increased borrowings to fund KE's operational and working capital requirements and to avoid adverse impact on the demand-supply situation and consequent increased load-shed in KE's service area.

KE, in order to continuously make strides towards efficiency improvements re-invested all the profits earned in the greater consumer interest and no dividends have been paid to shareholders since privatisation. Accordingly, KE invested over PKR 410 Billion across the energy value chain since privatisation, resulting in improvement in generation fleet efficiency by 25% along with reduction in T&D losses by 16.7% points as well as capacity enhancement in all core functions.

Going forward, in order to further improve fleet efficiency and to ensure improved system reliability and service levels and to enable KE to phase away from old units of BQPS-I running primarily on expensive furnace oil, KE is pursuing construction works on the 900 MW RLNG fired project, Bin Qasim Power Station-III (BQPS-III) and is endeavouring its best efforts for commissioning of first unit of the new power plant by Q2 of FY 2022.

Alongside, KE has also diversified its short-term debt portfolio in recent times beyond conventional banking system to tap Islamic Commercial Papers (ICP) in capital markets. In FY2019, KE issued a PKR 10 Billion paper, which has been the largest ever privately placed ICP in Pakistan. KE is continuing its ICP Program and during FY 2021, ten distinct ICPs of 6 months' tenor were issued amounting to around PKR 40 Billion to fund maturity of previously issued ICPs and partially to finance additional working capital requirements.

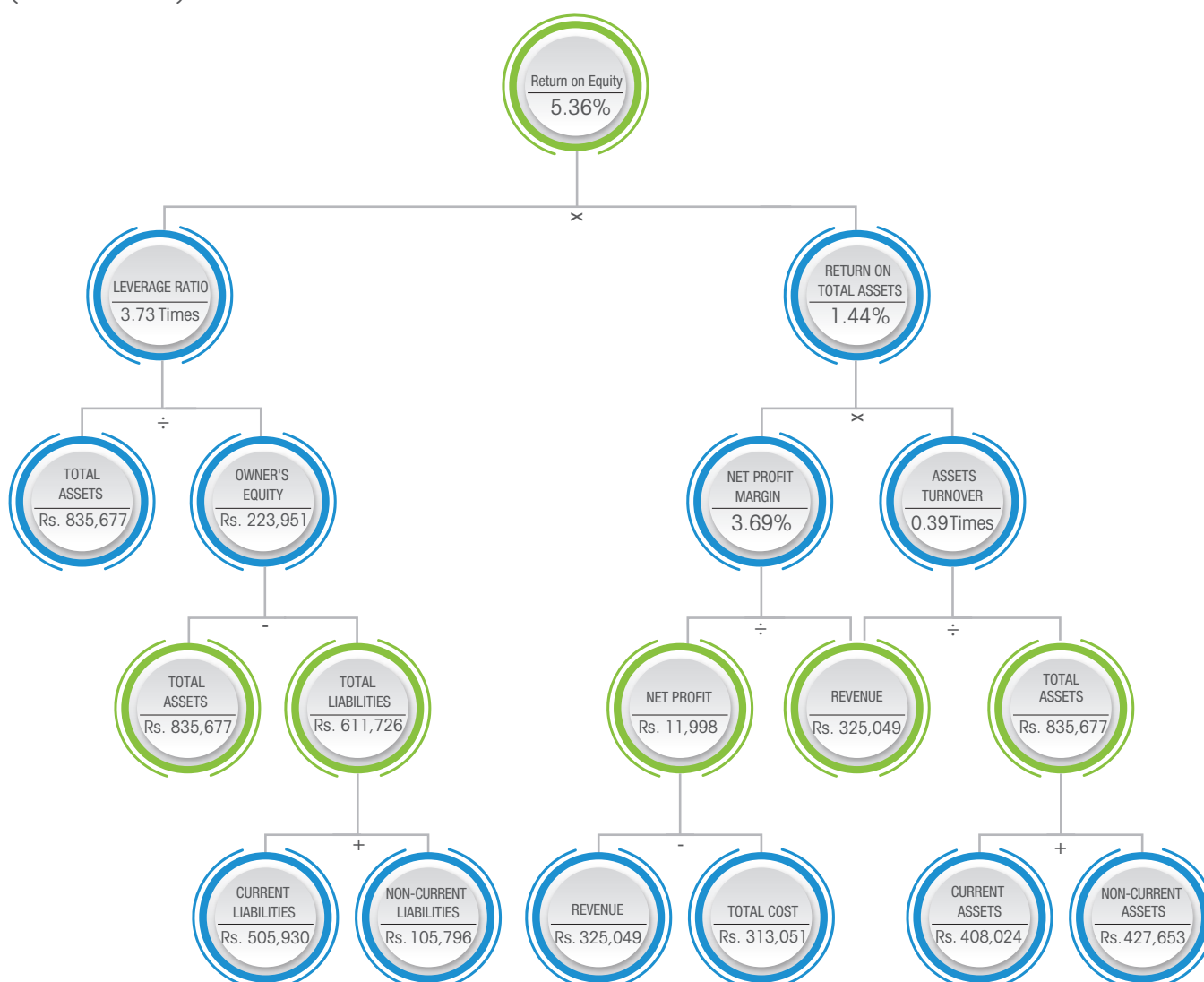
In August 2020, KE issued Sukuk-5 (Islamic financial instrument) of PKR 25 Billion, the largest ever listed Sukuk in Pakistan's private sector. Not only was the instrument rated "AA+" (Double A plus) by the JCR-VIS Credit Rating Agency, it was also listed on Pakistan Stock Exchange and received a great response from the capital market. The IPO portion, amounting to PKR 1.3 Billion, was oversubscribed by almost 2.5 times showing investor confidence in KE as a dominant player in the power sector.

As an integral step towards demonstrating KE's efforts to utilise the growing capital market appetite of Pakistan, initiatives such as issuance of ICPs and Sukuks successfully contribute towards the increased use of Shariah compliant financial instruments in Pakistan's capital markets and provide investment opportunities for investors while manifesting KE's position as a market leader.

Six-year performance and more information given in appendix.

DuPont Analysis for FY 2021

(PKR in Millions)



GENERATION

“

KE is striving towards an energy transition that meets the demands of the future and can provide affordable and reliable power to energise the city. We have developed a diversified portfolio to expand our energy mix and increase our share of renewables.

”



Abbas Husain
Chief Generation and
Transmission Officer*

Succeeded Dale Sinkler on October 1st 2021*

KE currently has 1,875 MW of installed generation capacity (licensed). The Company uses a mix of Gas, HFO and HSD as fuel sources. KE also imports power from IPPs, captive power plants and the National Grid.

48% of electricity purchased
from external sources
including National Grid

52% of electricity supplied
from own generation
plants

KE'S GENERATING STATIONS



Bin Qasim Power Station I (840MW Thermal Power Station).
4 x Hitachi steam turbine.
Each of the units can be fired on Gas and HFO.



Bin Qasim Power Station II (573MW Combined Cycle).
3 x GE Frame 9E Gas Turbines & 1 Harbin Steam Turbine.



Korangi Combined Cycle Power Plant (248MW Combined Cycle).
4 x GE LM 6000 Gas Turbines & 2 x GE Steam Turbines



SGTPS-II (107MW Combined Cycle)
32 x GE JENBACHER Gas Engines & 1 x NG Allen Steam Turbine



KGTPS-II (107MW Combined Cycle)
32 x GE JENBACHER Gas Engines & 1 x NG Allen Steam Turbine

Certifications

KE's Generation business continued to achieve excellence in areas of safety, environment, and quality. The following certifications have been obtained by all stations:

- Safety (OHSAS 18001:2007)
- Environment (ISO 14001:2015)
- Quality Management system (ISO 9001:2015)
- Energy Management System (ISO-50001)
- Health & Safety Management System (ISO-45001) - Transition from OHSAS-18001:2007 (Occupational Health & Safety Assessment Series)
- Asset Management System (ISO 55001)

Key Initiatives

A Generation Performance Scorecard was introduced in recent years with the objective of aligning KE's generation station's goals with the Company's overall objectives in sustainable performance. The Scorecard consists of a balanced combination of technical, commercial and safety KPIs which are fundamental for assessing the performance of a generation station. Its implementation has contributed positively to fleet efficiency and reliability.

During the pandemic, as an essential services provider, KE had to build resilience in its operating system to ensure that it could smoothly continue to provide electricity to the city. A detailed Business Continuity Plan was developed for all stations that included minimizing risks and mitigating any potential issues. As a result, KE was able to maintain its overall performance, despite the challenges and risks arising due to the pandemic, while ensuring employee safety.

To ensure continuous operations amid gas supply and pressure issues, Korangi Combined Cycle Power Plant (KCCP) has been commissioned on HSD as backup fuel.

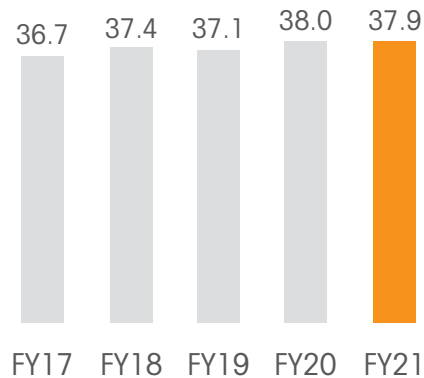
Furthermore, 3rd party heat rate test was successfully conducted at all stations as per NEPRA's directive.



Improving Energy Efficiency

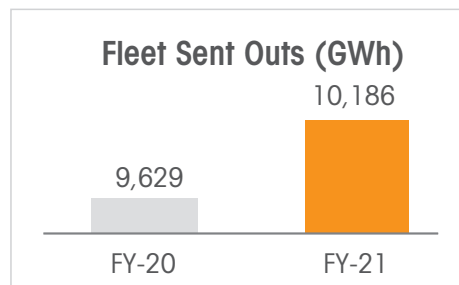
Since privatisation, KE has added more than 1,000 MW of own generation through 4 highly efficient power plants along with continued investments in rehabilitation and maintenance of existing generation fleet. As a result, KE's overall generation fleet efficiency improved 25% from 30% in 2009 to 38% in 2021.

Generation Efficiency (%)

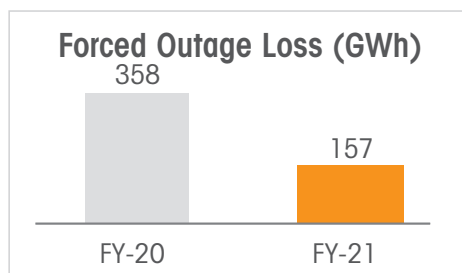


During FY-2021, KE conducted various maintenance activities at its generation stations for improving its operational performance. These practices led to following improvements compared to last year.

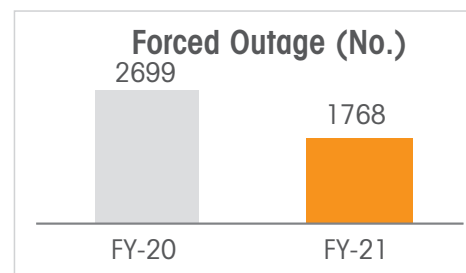
5.8% increase in Fleet Sent Outs - units generated by KE stations



56.1% decrease in Fleet Forced Outage Loss - overall energy loss due to unplanned shut downs



34.5% decrease in Fleet Forced Outage Numbers - KE Stations unplanned shutdown counts



TRANSMISSION

OVERVIEW

71

Grids

6,536

MVAs Total Transformation capacity

172

Power Transformers

20

Auto Transformers

139

Transmission lines

100%

feeders and lines adapted for SCADA

1,350

Km of Transmission lines



KEY ACHIEVEMENTS

42%

improvement in grid equipment trips

26%

reduction in actual number of trips

27%

reduction in forced shutdowns

41%

decrease in transient trips

11%

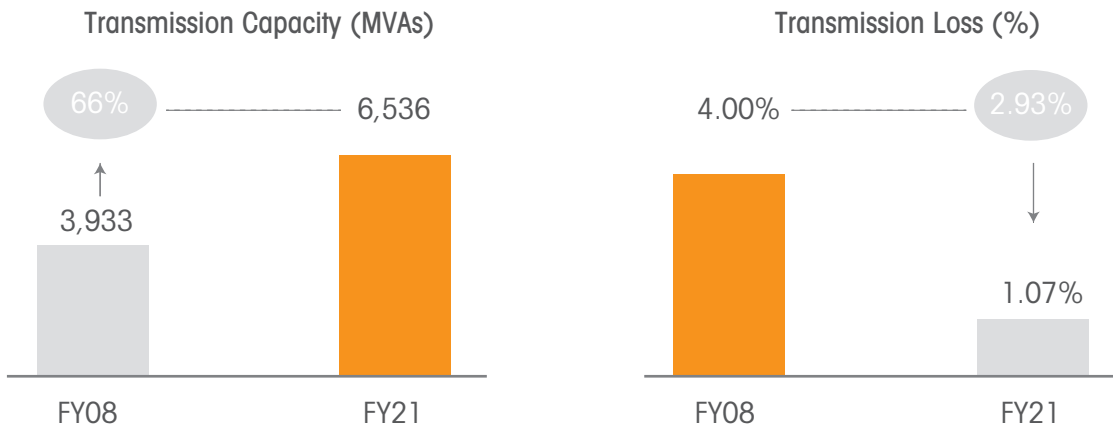
reduction in power transformation trips

31%

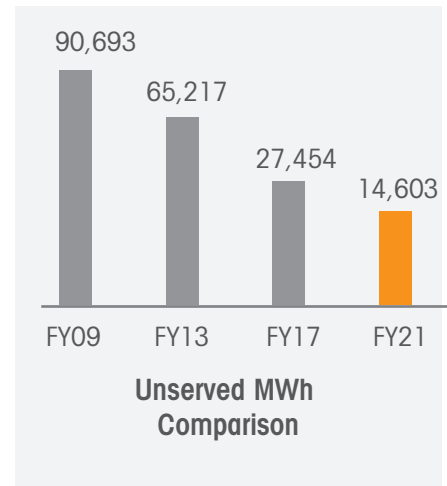
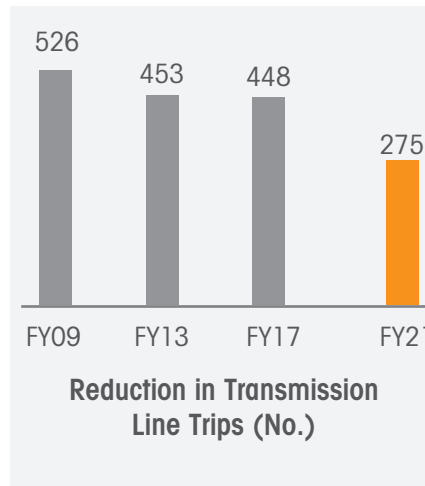
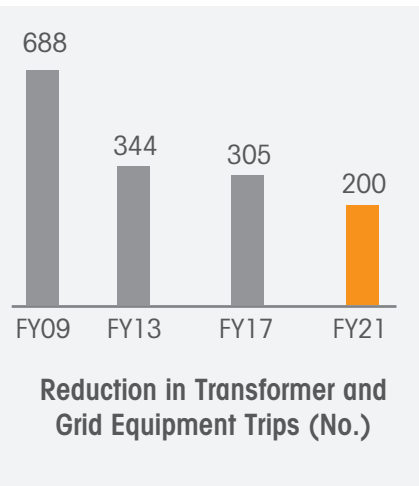
reduction in remote line trips

TRANSMISSION SYSTEM ENHANCEMENT

Owing to the investment made in transmission system, the MVA capacity increased by over 2600 MVA and the overall transmission losses improved by 2.93% points since the start of FY09.



The number of transformers and grid equipment trips, and number of transmission line trips were reduced and contained, enabling consumers to have better access to electricity. Due to these innovative and streamlining initiatives, there has been a decrease in tripping and unserved energy.



“We have made significant investments in the transmission network to increase electricity reliability and meet the growing demands of the city. Since FY 2009 we have increased our MVA capacity by 2,603 MVA and have reduced overall transmission losses by 2.93% points.”



Bilal Mirza
Director Project Implementation

KE has taken significant steps to ensure smooth and reliable supply of power to its customers and to enhance the capacity and reliability of its EHT network, and meet the long-term load evacuation requirement. For this purpose, comprehensive and integrated projects were conceived to meet the growing load demand of the metropolis through upgradation of existing transmission network, ensuring improved system performance. During FY 2020-21, major initiatives were taken in capacity enhancement, grid station and transmission line augmentation and rehabilitation and reliability improvement.

Major Projects Undertaken

Cross trip scheme and rehabilitation of 220 kV KDA – Jamshoro circuits to draw power from the National Grid through existing interconnections up to 1,100 MW (equipment capacity enhanced to upto 1,400 MW).

New interconnection points of 500 kV KKI and 220 kV at Dhabeji grid stations with NTDC for evacuation of additional power. These interconnections are expected to enable KE to import 2,050 MW power from National Grid and improve system stability.

Addition of 132 kV grid station at Mehmoodabad.

80 GIS bays have retrofitted to improve system reliability.

By 2023 KE plans to erect a double circuit of 132 kV transmission line from Hub-Chowki to Bela grid and enhancement of grids in Winder, Uthal & Bela from 66 kV to 132 kV level. Rehabilitation of existing 132 kV and 66 kV transmission lines in this loop is also under execution. This will bring substantial change to the rural parts of our service territory.

Capacity enhancement projects are underway for Hybrid Insulated Substation (HIS) (PRL, Korangi South, Maymar and Memon Goth) and Gas Insulated Substation (GIS) (AKUH and Hub Chowki) grid stations. The project encapsulates addition of 31.5/40 MVA Power Transformers, 132kV GIS bays and allied MV switchgear at grid stations.



In addition, KE has also taken initiatives for replacement of obsolete current/potential transformers, circuit breakers and relays and, rehabilitation of various EHT transmission lines, whereby conductors, insulators and associated hardware are replaced. Moreover, quarterly line insulator cleaning activities, annual preventive maintenance activities, thermography (predictive maintenance), RTV coating of insulators and installation of composite insulators helped improve the reliability of circuits near the coastal belt by enhancing performance against humidity and pollutants and ensuring smooth network operational capability. Enhancement in SCADA systems and functionality is another systematic approach that has enabled trailing and monitoring of the network remotely.

Please check 'The Future is Safe' section for investments made to increase resilience against monsoon and urban flooding.

Future Transmission Initiatives

To further enhance the system security and improve the reliability of transmission network, KE has prepared a comprehensive investment plan with key initiatives for the future. These include:

- Addition of grids and transmission lines including 220 kV Dhabeji Grid, and 500 kV at Karachi-KANUPP Interconnection. And upgradation from 66 kV to 132 kV Winder, Uthal, and Bela Grids
- Rehabilitation of six 132 kV transmission lines to increase conductor capacity and cater to load growth, especially for major industrial and strategic customers
- Addition of power transformers at six grid stations
- RTV coating on Porcelain Insulators of cable sealing ends of 220/132 kV cable circuits and coupling capacitors, aimed to reduce maintenance outages for cleaning purpose on major power line carriers
- Replacement of conductor by STACIR of six 132 kV transmission lines to cater to load forecasted for upcoming years
- Replacement of 132 kV Jacobline/Baloch circuit with XLPE as per its health index

These plans will bring substantial benefits to providing reliable electricity supply to the city including meeting bulk loads during high demand times, off-taking additional power from the National Grid, increasing reliability by reducing trips, evacuation of power from renewable energy projects, prevent issues from aging, and increase operational reliability.



DISTRIBUTION



Through consistent investments and improved governance in the distribution network, today over 75% of Karachi and its surrounding areas are exempt from load-shed. In addition, large areas have since been converted from Kunda to metered supply, resulting in a better and safer network. Going forward, this journey continues and we are taking extra steps to ensure that our infrastructure is resilient against safety risks, tampering, and the effects of climate change with better quality, quantity and reliability.

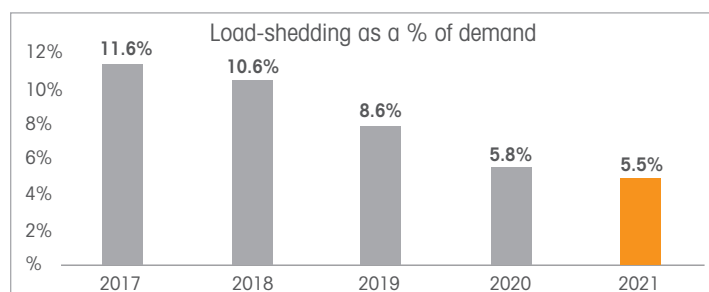
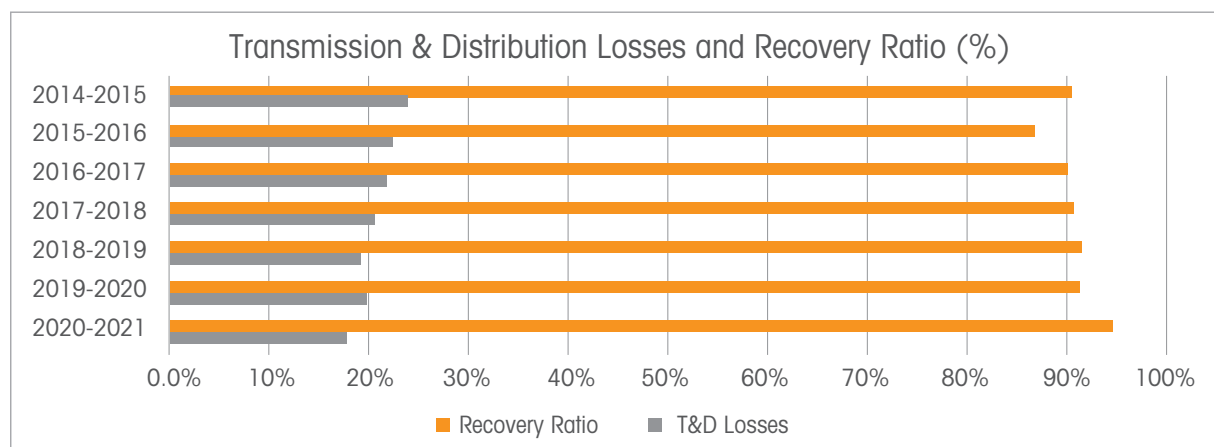


Amer Zia
Chief Distribution Officer



Ensuring reliable and safe electricity supply to run the city is one of our main business objectives. Through consistent investments in our distribution network we have seen significant improvements in performance over the years.

Key threats to the power distribution network include illegal connections and tampering, that not only causes high loss in electricity supply but also poses a significant safety risk for the public. To address this we initiated key projects to increase our outreach and safeguard our infrastructure. The Company has also successfully removed 266,000 kg of hook connections from different high-loss pocket areas along with the installation of around 152,000 meters through Mobile New Connection Van (MNCV) and 80,600 Asaan Meters in targeted areas.



PROJECT SARBULANDI



“Project Sarbulandi has been a gamechanger in eradicating load-shedding and improving network quality in selected high loss areas in Karachi. Through this project we have rectified illegal connections, reduced load-shedding for 400,000 customers, and benefitted over five million residents through CSR activities.”



Sheikh Humayun Saghir
Regional Head

In FY 2019, KE started making accelerated investments to reduce losses and achieve a financial turnaround in high loss IBCs in a phased manner. The phased approach allowed resources and efforts to be concentrated on improving performance and creating examples for other Integrated Business Center (IBCs) to follow.

	PHASE I - FY 2020	PHASE II - FY 2021
Location	IBC Korangi IBC Landhi IBC Nazimabad IBC Orangi II IBC Surjani I IBC Liaquatabad	IBC Baldia IBC Malir IBC Gadap IBC Surjani II IBC Orangi I IBC Lyari II
ABC Conversions (PMT)	350	967
Estimated Savings from Conversions	PKR 1.4 Bn	PKR 1.5 Bn
Recovery Ratio	86.7%	71.5%
Quality of Billing	93.9%	79.5%
Kundas removed	87,802 Kg	102,454 Kg
(Asaan) Meters installed	20,067	14,420

Under Project Sarbulandi, we also work via an community engagement model whereby we invest in community development. Please check “The Future Supports Communities” for more information.

AZAADI SCHEME

Following the success of the Qadam Barhao Scheme in 2019, KE initiated Azaadi Rebate Scheme in FY 2021 to understand the concerns of our customers, and give them easy and convenient installment plans to facilitate consistent and regular payments.



Registration

400/Day
on average



Dues Settled

PKR 3.5 Billion

PROJECT ENSURE

As a Rain Emergency Remedial Measures, Project ENSURE was initiated following the record rainfall season in 2020. This project is in line with KE's broader plan to reduce the risk of damage to critical power infrastructure from water-logging. Under this project, KE has planned phase-wise rehabilitation of its existing distribution network in certain areas focused on building resilience against water ingress. Over 98% of the work has been completed for Phase-I, while remaining target is to be achieved in Q2 of FY 2022.

“Climate change poses a real and growing threat to our infrastructure. As part of our mitigation and adaption strategy, we are employing forethought to take smart steps to build resilience in our distribution network and reduce the risk of damages from urban flooding, heat waves, and other climate induced incidents.”



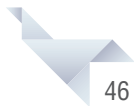
Arshad Sabri
Head of Planning & Engineering



RESEARCH & INNOVATION

- Research collaborations with LUMS, DUKE Business School, USA, and the American University of Sharjah to study the effects of the Covid-19 pandemic on electricity issues within the framework of K-Electric's distribution system. The research also analysed and measured the success of Project Sarbulandi in the high loss areas and developed a case study to be published in mainstream media.
- KE and Meralco joined hands for a knowledge exchange virtual study tour where they presented their past experiences, lessons learned, strategic transformation programs implemented, and their results. This aimed at benchmarking through virtual sessions to provide an executive and holistic programme for KE's senior and middle management officers.
- Design thinking workshops were conducted with Habib University's Center of Transdisciplinary Design & Innovation. A human centric approach was devised to improve interactions with customers in relation with the billing experience.
- Off-grid solutions proposed for network extension strategy was developed with aim of reducing T&D losses and improving recovery ratio by catering to far flung areas and other untapped market segments through off-grid power supply. CFT formed to identify such potential pockets that could be switched to sustainable and cleaner power supply options off the main grid.



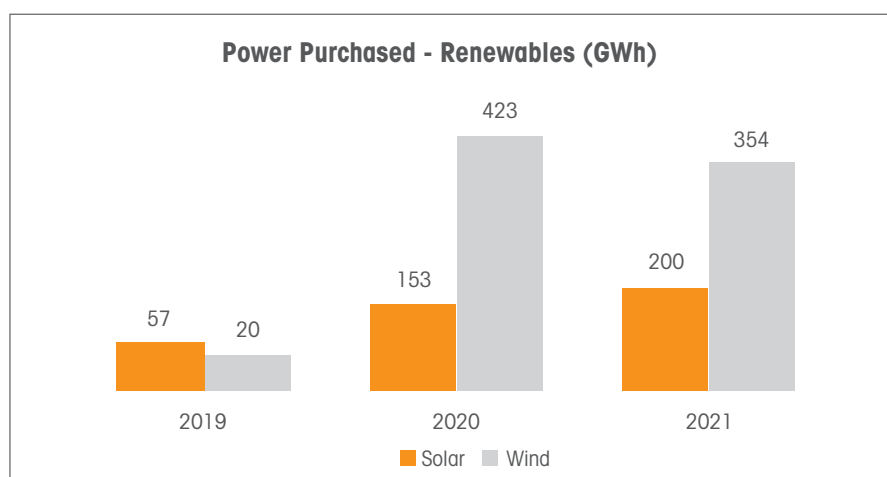


INVESTING FOR THE FUTURE

Since privatisation in 2005, KE has invested over PKR 410 Billion across the energy value chain which has enabled the Company to enhance generation, transmission, and distribution capacities, resulting in operational efficiency and reduced system losses. At present KE is investing in strategic projects for the future to create value for its stakeholders, with a focus on energy infrastructure to ensure smooth and reliable supply to all customers.

KE targets to optimise its energy mix with the addition of renewable projects, along with baseload capacity to be able to supply a more reliable, affordable, and sustainable supply of electricity for its consumers, while also contributing towards the national target of increased renewable generation and decarbonisation. KE's shift towards investment in renewable energy is also aligned with GoP Alternate Renewable Energy Policy (ARE Policy, 2019) and recently approved National Electricity Policy (NEP, 2021). Under this, the Company is targeting additional renewable projects to its fuel mix in the near future.

The improved renewables mix can be attributed to solar and wind IPPs with which the Company has entered into energy purchase agreements; including 50 MW Gharo Solar and 50 MW Oursun solar IPPs and procurement of 150 MW power supply from the National Grid, from 3 wind IPPs – Tenaga Generasi, Hydro-China and Zephyr Power plants. The bar chart below illustrates how much solar and wind generation was purchased from these IPPs over the past three years:



Commencement of power from solar projects at Winder, Uthal and Bela (150 MW) and other planned renewable projects will further add renewable generation and will improve the generation mix for KE, while also bridging the demand-supply gap.

150 MW SOLAR PROJECTS IN BALOCHISTAN

Aligned with our climate change and green goals, we are committed to diversifying our fuel mix through the addition of renewable projects. KE has embarked upon setting up its three solar projects in Winder, Uthal and Bela (WUB) districts of Balochistan. These projects will improve the reliability and sustainability of power supply for customers of this area; paving way for further development in Balochistan and its districts. These projects will also pioneer competitive bidding renewable projects for KE as well as Pakistan, in line with NEPRA's Competitive Bidding Tariff Regulations (NCBT, 2017).

For evacuation of power from these projects, KE has planned rehabilitation and construction of new 132 kV double-circuit transmission line from Hub to Bela along with rehabilitation of three grid stations in these areas. Expected date of commissioning of these solar projects is in FY 2024.

Through these projects we will be able to improve the fuel mix for KE, and also align with the broader alternative and renewable energy policy. The WUB project will span an area of c. 750 acres and is expected to increase access to electricity for the region and result in overall cost optimisation.

900 MW RLNG PROJECT (BQPS-III)

In addition to renewable generation addition, KE targets to commission the planned 900 MW RLNG power plant in FY 2022. This state-of-the art project along with associated grid expansion projects will supplement the power needs of Karachi and add value to the economy through availability of reliable and sustainable power for business and industry. This power plant with estimated efficiency of around 60%, will be amongst the top five most efficient power plants in Pakistan. The combined cycle project consists of 2 Siemens Gas Turbines (SGT5-4000F) and Steam Turbines. The project also includes upgradation of associated transmission infrastructure.

KE is pursuing the 900 MW project in an expedient manner, and Licensee Proposed Modification (LPM) was approved by NEPRA in December 2020. Further, Gas Supply Agreement (GSA) for supply of 150 MMCFD RLNG was signed with Pakistan LNG Limited (PLL) in August 2021. Construction works for a dedicated 2 km pipeline and measuring station have also been completed to transport RLNG to KE's Bin Qasim complex. Considering the projected increase in demand and decommissioning of BQPS-I units, the upcoming project will help mitigate the existing demand-supply gap, while the efficient turbines be more economical in the long-run.

“At around 60% operating efficiency, BQPS-III will have one of the highest efficiencies of all power plants in Pakistan. This forward step will help to reduce power costs and meet growing demands, ensuring that KE continues to provide reliable and affordable power to keep the city running.”



Tahir Ali Khan
Complex Head - BQPS



K-SOLAR

As part of KE's diversification strategy this year we launched K-Solar, a subsidiary that provides its customers with affordable solar energy solutions. Through K-Solar, KE will be able to provide customers with opportunities to diversify their energy sources.

INNOVATION

“

To meet future demands in a sustainable and environmentally responsible manner, at KE our forward-looking approach to business is driven by research and innovation. We are striving to improve our efficiency while increasing our positive impact on communities and the environment.”



Naz Khan
Chief Strategy Officer

With an eye on the future, KE aims to become a regional leader among utilities and an example of global excellence in energy provision and management. To that end, KE has launched an innovation department to pursue creative, research, and innovative initiatives across the organisation – in both technologies and business processes. One of the primary agendas of the Research and Innovation Wing is to explore possible implementation of off-grid and green energy solutions that will expand energy access for people in Karachi and beyond. We place special emphasis on urban development and implementation of the latest infrastructural advancements in our service territories.

Through this approach at KE we are also developing and rolling out company-wide Operational Excellence programs to introduce business processes that promote sustainability. Operational Excellence is achieving seamless execution of business activities across the entire value chain of an organisation when delivering services to customers safely, reliably, sustainably and cost effectively. To accelerate the future growth of KE Operational Excellence Program was initiated by multiple brainstorming workshops and design thinking sessions in which 150+ employees have actively participated. Consequently, 1200+ inputs were received which were later shaped into 30 projects spread over a two year transformation journey. Our on-going projects include:

Paperless Billing

At a time when the Federal Government and KE have prioritised the planting of trees across the country, it is vital that we discourage processes that result in felling. Over 45% of our customers are already using digital payment channels to pay their bills. We have identified customers that would be willing to forego the delivery of paper bills and adopt electronic billing. Switching to electronic bills will help us take a step towards greater environmental sustainability in addition to reducing costs and shortening business workflows. This project, scheduled to roll out to customers later this year, is poised to save 4,200 trees and over 400 million liters of water annually.





Fleet Optimisation

One of our operational excellence programs is dedicated towards the rationalisation of KE's vehicle fleet. Policies are currently being devised that ensure usage of lighter petrol fuel-based vehicles. We are also introducing shared fleet across our Bin Qasim Complex that will reduce the number of vehicles operating at the power plant at any given time. These steps are expected to result in a significant reduction in fuel consumption and the overall carbon footprint.

Operating Model Optimisation

As part of operational excellence, we are working actively to consolidate the inventory structure at our Bin Qasim complex. Separated inventory pools result in higher use of electricity, manpower, and land space. This project is expected to reduce costs, raise operational effectiveness, and increase the energy efficiency of the Bin Qasim Complex.

INFORMATION TECHNOLOGY

With over 10,000 employees and around 3.2 million customers, having an IT system that is secure and state-of-the-art is essential to our business. We strive to ensure that our systems are reliable, and adhere to strict requirements in privacy and data protection. We have taken a number of steps in the year to improve our systems for our internal and external stakeholders.

KE's digital transformation and technology initiatives have been acknowledged by technology giants at multiple forums. KE will be featured in The Global Power & Energy Elites 2022 within the 'AMI + Smart Metering' category to share its Smart Metering Journey and Oracle MDMS success story. It was a flagship project done jointly by KE's IT and Distribution functions. In addition, KE received SAP Quality Award 2020 across the Middle East and North Africa for its SAP BW HANA implementation in fast category.

By keeping people at the heart of all the innovation initiatives, we make sure KE employees are equipped with the right infrastructure and tools to deliver results. Information technology has ensured uninterrupted operations of KE wide employees during the Covid-19 lockdown with best in class technology tools such as provisioning of MS Teams and VPN access for over 2,000 users, 24 hours support hotline and online forums with the Leadership. Additionally, WhatsApp for Business with over 50,000 users has increased internal efficiency, and the KE Live App's enhanced version has optimised user experience. For employee management facilitation we use SAP Success Factors that includes various processes including recruitment, onboarding, performance, leave management, and more.

Aligning with the Future – Cutting Edge New Technologies

In order to keep pace with the future - KE has invested in the latest available technologies on the market. Some of these include:

- Migrating core services on cloud platforms – SAP SuccessFactors, SAP Ariba, Office 365, and Oracle demand planning
- Robotic Process Automation – successfully implanted in billing operations, the technology is being scaled up at an organisation level as part of an operational excellence program
- Mobility platforms with minimum coding requirements to provide on-the-go mobility to on-field and off-field workforce for use during energy audits and other field services
- Partnerships with best-in-class global cloud providers like Microsoft & Amazon
- IoT devices implemented across ITG locations leading to 25% energy conservation overall

Securing Digital Assets

KE has taken various steps to secure its digital assets from cyber threats. The approach involves using a defense-in-depth model that provides a layered security approach. This provides for data protection in storage and in motion, digital Identity tools and techniques for system security, and regular system updates and patches. The customer data residing within the critical systems such as billing are kept within multiple layers of security. These include digital identities, and perimeter protection mechanisms. This has also improved our network and application uptime which now stands at around 99.5%.

The increasing demand for remote work is also being facilitated through a secured approach which includes investments in tools, technologies and processes that facilitate remote work in a secure robust fashion. As result of these measures, there have been no breaches in customer privacy or loss of data in FY 2021.



SUPPLY CHAIN

“Despite a global disruption in the supply chain, KE has been able to remain afloat and serve its purpose of powering the city. With our commitment to efficiency, governance, and transparency, we have digitalised our supply chain processes through ARIBA and enhanced our employee and supplier experience.”



Wahid Asghar
Chief of Security

The business ecosystem that we operate in involves working with multiple local and global suppliers and vendors. These symbiotic relationships allow the organisation to perform its operations without any interruptions. Our principles of shared growth and social and environmental responsibility also extend to our supply chain and adhere to our ethical guidelines.

We take care to engage in business with only reputable suppliers, that share our commitment to comply with our standards and inclination to best practices and governance. Supply market offers are now being evaluated through ARIBA, a newly implemented platform that aids us to ensure good governance and transparency, through an efficient and effective procurement process, driving value to our end customers, and managing risk for our shareholders. Through our evolving processes, KE procures materials and services at optimal prices, supplied by the most appropriate vendor, ascertained through merit. In the new ways of working that have been thrust upon the world due to the pandemic, KE is ensuring transparency and upholding its governance model through ARIBA, even during virtual working. This platform is also aiding in our commitment of contributing to a greener environment by moving towards a paperless office.

KE's Supply Chain function has played an integral part in business continuity by engaging suppliers that could withhold the adverse impacts of the pandemic, for our most critical business needs, while continuing to keep our supply base consisting of (SMEs) engaged with optimised orders, to ensure that they continue to retain their position in the lower tier supply market.

We uphold KE's HSEQ policies and ensure that a safe atmosphere is created across our value chain. Our supplier performance management techniques and continuous commitment to quality and safety is bringing in changes within the supply chain organisation network. KE periodically audits its suppliers to ensure that the quality standards set by the organisation are being adhered to. Simultaneously, our suppliers are documenting their commitment to our business principles of ethical conduct by ensuring that they readily submit a signed Code of Conduct document as they step into our pool of approved suppliers. The Code of Conduct includes principles on human rights, labour (forced or child), environmental protection, harassment, and others.

Fleet

KE's vehicle fleet plays one of the strongest roles in ensuring the smooth running of operations for the company. To ensure the most efficient and timely service by our fleet, KE's Fleet Management team, with the help of our tracking vendors, have launched mobile applications which provide real time location data of our fleet along with visual route and time information of any prior trip the vehicle may have done. Furthermore, KE is working closely with the tracking companies in creation of a dashboard allowing for better utilisation of the fleet.

Along with visibility, it has been KE's mission to uphold the high standards of safety that the Company expects from all its stakeholders. To ensure this standard is met, the Fleet Management function has not only raised the bar of the inspection criteria, but also commenced full-fledged field spot inspections along the same lines as the routine inspections performed at the Fleet Management office every 6 months.



KE has also commenced defensive driving sessions for KE staff with company vehicles and perk vehicles. Furthermore, a special train-the-trainer defensive driving session is also arranged for the vendor supervisors so that not only are they certified defensive drivers, but also capable of further training their own staff in defensive driving, especially those assigned to work with KE.

Along with safety, environment protection is another topic which is important to KE's values. The Fleet Management department plays its part by ensuring the vehicles owned by KE meet the emission standards as set out in the National Environmental Quality Standards set by the Government of Pakistan. A sample of 20 vehicles were tested regarding their emissions in February 2021 and were found to be meeting the standards of the government.



AWARDS AND RECOGNITION

KE strives for excellence in all the forms of value creation that it pursues. This year we continued to succeed in the power sector through our engagement with our membership associations and were recognised with multiple awards.

ASSOCIATIONS

- Karachi Chamber of Commerce & Industry (KCCI)
- Overseas Investors Chamber of Commerce & Industry (OICCI)
- Pakistan Institute of Corporate Governance (PICG)
- Pakistan Business Council (PBC)
- Audit Oversight Board (AOB)
- Management Association of Pakistan (MAP)
- United Nations Global Compact (UNGC)
- Global Compact Network Pakistan (GCNP)

AWARDS

Diamond Award in the Large National Companies Category at the 8th **Employer of the Year** Award held by Employer's Federation of Pakistan.

CSR Award at the 13th Annual CSR Awards 2021, organised by the National Forum for Environment & Health (NFEH) for its vision and implementation through valuable contributions in the field of Corporate Social Responsibility.

10th Annual International Corporate Social Responsibility Award in the category of **Community Impact Award**. The award is the first and only registered CSR Award of Pakistan registered with IPO Government of Pakistan.

SAP Quality Award across Middle East and North Africa region for its SAP BW HANA implementation in FAST Category.

KE's 5th Pakistan Digital Award by winning **Best Consumer Mobile Service Award 2020**.

Environment Excellence Award for the 12th consecutive year awarded by NFEH, achieving highest score of 95.09 out of 100 among Distribution Clusters.

National Fire Safety Award 2020 for the 9th consecutive year, awarded by NFEH and Fire Protection Association of Pakistan (FPAP).

Environment, Health & Safety initiatives Award at the Climate Change Summit 2019 for the 2nd consecutive year.

KE was selected as a runner up in global Mendix Customer Awards 2021 for its first field services energy conservation application developed in low code mobility platform.



THE FUTURE IS CUSTOMER- CENTRIC

SECTION

55 » SERVING CUSTOMERS



SERVING CUSTOMERS

CUSTOMER SATISFACTION

“Digital Acceleration is at the core of revitalising the customer experience. We have scaled up our 24/7 digital footprint so customers can connect with us instantly. Data driven customer insights underpin our transition towards proactive and transparent customer communications which has amplified customer satisfaction. Powering industrial growth has always been KE's priority, reflected in simplification of new connection processes that resulted in improved Ease of Doing Business scores for Pakistan.”



Sadia Dada
Chief Marketing &
Communications Officer

At KE, we strive to provide efficient and accessible services to our customers through quality service delivery, simplified processes, a well-trained and equipped customer services team, and efficient platforms and alternate channels for customer engagement.

Customer Service and Facilitation Channels



Customer Care
Centers



Customer Facilitation
Centers



IBC on Wheels (IoW)



Email



KE Website



KE Live App



118 Response Centre



KE Whatsapp



KE SMS Service

Processes for Addressing Customer Complaints



New Connections



Bill complaints



Service requests



Technical Complaints

118 Helpline and 8119 SMS

KE's traditional customer service platforms of 118 and 8119 SMS continue to be the main drivers of customer engagement. There was a 69% increase in broadcasted messages to customers in FY 2021, compared to the previous year. We provided timely updates to customers on unplanned outages whenever the outage durations exceed one hour.

Call Center Call Volume

At the call center, there was a reduction of almost a million calls from 2019 to 2020 that can be attributed to the following projects:

IVR Revamp

IVR has been enabled to provide upfront notifications related to shutdowns and area outages at the beginning of the call, eventually increasing the IVR penetration and improving service levels by reducing wait time.

SMS Bandwidth Enhancement

SMS bandwidth was enhanced from 0.25 million SMS/hour to 1.5 million SMS/hour thus enhancing our outreach to customers during any contingency.

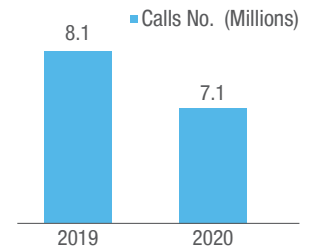
Chatbot 8119 SMS

SMS based self-service chatbot portal was launched as an alternate delivery channel to increase customer convenience for any query or complaint related to technical nature thus enhancing Customer Experience through instant service delivery.

Launch of Multiple Digital Channels

After the launch of KE Live App and Web Portal, traffic has been diverted to KE's digital channels from Call Centers and CCCs.

Call Center Call Volume



Customer Care Centers

29 Customer Care Centers (CCC) at different city locations cater to all sort of Billing & New Connection related interactions. During the year reduction in wait times and footfall at Customer Care Centers (CCC) was the major focus for better customer experience.

Footfall Reduction at CCC

There is a decrease of almost 0.4 million walk-in customers that can be attributed to setting up of:

- IBCs on Wheel (IoW)
- Customer Facilitation Centers (CFC)

These have provided access to KE services in out-of-reach areas and thus reducing footfall in CCCs and associated costs. Currently around 11 IoWs and 11 CFCs are operational and catering to thousands of customers every month.

Wait Time Reduction at CCC

A 63% reduction in average wait time at CCCs can be attributed to the following:

- Billing Services via 118
Senior citizens can avail billing related services via 118 Call Center from the comfort of their homes. Previously, they had to visit their nearest CCC to avail billing services
- Operational Processes Revamping
Aligned with the goal of customer centricity, CCC processes such as New Connections have been streamlined significantly, reducing the number of steps in each process. Thus, reducing average wait time per customer

“As an essential service provider, being available for our customers in their times of need is a part of KE's culture. We are constantly improving our customer experience across multiple platforms to provide our customers with a wide range of options to timely resolve their issues.”

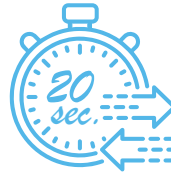


Raza Abbas
Head of Customer Experience





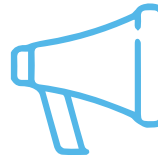
Over **231**
million SMS sent



83%
of queries responded
within 20 seconds



7.83%
reduction in calls
to 118



87%
positive rating given to
118 by KE customers

IMPROVING CUSTOMER CONVENIENCE

KE has taken various steps to facilitate its customers including:

Bank Booths at IBC

Initiated one window operation for bill payments and new connections payments at Bank Booths across 15 IBC premises.

Self Service Kiosk

E-Kiosks at selected IBC locations where customers can pay bills and avail billing and other customer service features.

IBC on Wheels – 11 IoWs

A unique concept of IBC On Wheels was introduced in areas with restricted payment channels for bill payment and customer service features.



Mega Service Center

KE has launched Mega Center in the center of the city, at Tipu Sultan Road. The center is operational 7 days a week with extended timings including weekend services along with separate waiting area for corporate, industrial and female consumers.

Customer Facilitation Center (CFC)

KE has opened 11 CFCs in remote areas to ensure customers get the service nearest to their home thus increasing the outreach and facilitation.

Ease Of Doing Business

KE is committed to providing reliable and quality power supply with customer-friendly processes and services. The power utility has been at the forefront of introducing latest technologies, which played a key role in enhancing customer experience. Exempting industries from load-shed was a ground-breaking initiative by KE – fuelling industrial growth and economic prosperity in the city. Through customer-friendly initiatives for industries, the turnaround time for providing new power connections has also been significantly reduced. Moreover, KE is adding new grids to meet the growing power demand of new industrial consumers. Measures will continue to be taken to facilitate industrial customers.

EMBRACING THE DIGITAL AGE

The future is going digital and KE is more than up to speed. Over the last two years, in view of the pandemic, KE extended strategic partnerships with banks, fintech and electronic money institutions like Bykea, HBL (Internet Payment Gateway) and EasyPaisa to facilitate and make bill payments easier and speedy.

To further promote KE Live App, KE joined hands with Daraz, Foodpanda, and Befiler. Discounts were offered to customers when KE bill payment was done through KE Live App.

KE Live Mobile Application

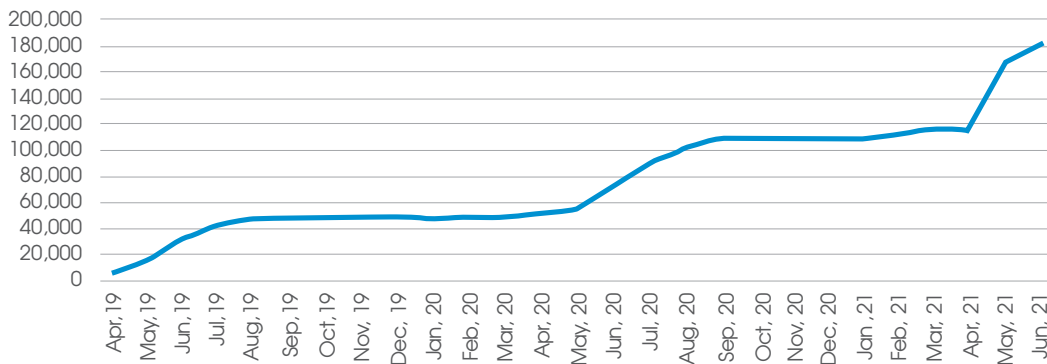
KE updated its mobile application in the third quarter of FY 2020. New features added on KE Live App include bill payment, request for new connection, reconnection request and change of name.

Over **227,000** downloads in FY 2021

Nearly **800,000** interactions

The application also gives users access to several useful features, such as billing details with historical data, duplicate bill download, as well as integrated unit consumption comparative graphs.

KE Live Active Users (No.)



Collaboration Partners

HBL
easypaisa

foodpanda

Befiler
Your Digital Tax Advisor

daraz

بائیکیا

Through Partnerships:

- Application downloads spiked by **2,000** downloads per day.
- More than **22,000** customers paid bills through Daraz app in September 2021.
- Bill payment time improved by **3** days.



K-Electric received the "Best Consumer Mobile Service Award 2020" at Pakistan Digital Mobile Service Awards.

Website

K-Electric's website was further enhanced in alignment with the Company's vision of becoming a customer-centric brand. Customers can now access several features and services which weren't available before, such as their billing history, tariff structure, e-payments, applying for new connection or net metering, reporting theft, checking their load-shed or maintenance schedule and locating our customer care centers. This platform has improved the customer experience and created added value.

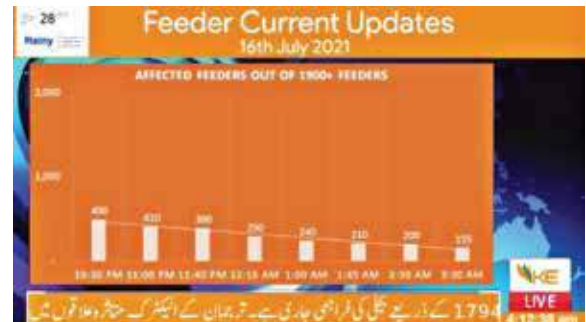
“At KE, we believe that consistent flow of information lies at the heart of stakeholder engagement. We are committed to ensuring that our stakeholders are provided with complete access to information to empower them in making informed decisions. To accomplish this, we are also leveraging new technologies and modernizing our touchpoints to sustain an enduring relationship with our customers, regulatory authorities, industries, and communities.”



Imran Rana
Director Communications

KE Live Stream

KE Live Stream launched in May 2021 has helped KE significantly in live dissemination of information including feeder updates and safety messaging. Through live streaming KE provides transparent and timely updates to its customers.



Social Media

KE's social media platforms have helped to create alternative, but impactful avenues for addressing customer concerns, sharing power updates, clarifying issues, and highlighting the different initiatives taken up by the Company. Our social media platforms saw a consistent increase in engagement during the year. KE also engaged residential and non-residential consumers through an enhanced presence on other digital communication platforms such as Instagram, LinkedIn and YouTube.



1,454,018

queries were answered within average response time of 5 minutes, via Facebook and Twitter.



460,106
followers



146,935
followers



130,800
followers



12,800
followers



THE FUTURE IS SAFE

SECTIONS

63 » COVID-19 RESPONSE

66 » SECURING OUR WORKERS

75 » SECURING THE PUBLIC



COVID-19 RESPONSE

COVID-19 RESPONSE – CREATING A SAFER ENVIRONMENT FOR ALL

The social, environmental, and economic impacts of Covid-19 on the country and city of Karachi have been significant. As an essential service provider, it was imperative for KE to build resilience in its operations against the impacts of the pandemic and lockdown related disruptions. Throughout the year we took robust actions in response to the impacts of Covid-19 to ensure safety for our customers and employees.

Protecting our People

To continue to meet the power demands of the city it was necessary for most of our operations to remain unchanged and for our employees to continue to work on-site even as the city was under lockdown. Due to this reason, we adopted an approach that involved rapid assessments and response to the changes in the city. We strove to abide by the guidelines issued by the authorities and took into account public health concerns. During routine safe inspections, Covid-19 arrangements were critically checked to ensure that strict safety protocols and precautionary guidelines, as issued by WHO and relevant authorities, are fully followed in letter and spirit.

KE was the first organisation in Pakistan to operate an inhouse vaccination centres at its Elandar and Nazimabad Healthcare complexes in collaboration with the Government of Sindh. Both employees and their dependents were vaccinated at these centres.



In coordination with the Sindh Health Ministry, KE arranged for vaccination on site for employees and their dependants.

Internal Campaign

Currently 100% of KE facilities are vaccinated. This milestone follows a year of regular messaging to employees on Covid safety including screen-savers, SOP videos, informative posters, newsletter articles, emails, and posters. Remote solutions and digital platforms were provided to employees to reduce in-person contact. (See IT section for more details).

NEPRA's #CovidFreePakistan was also adopted as a theme for Independence Day Celebrations in 2021 which were held virtually.



Dr. Kazim Jatoi, Sindh Secretary Health, inaugurating KE's Covid vaccination centre.

Protecting our Customers

Our core value of customer-centricity led us to drive initiatives in 2020 and 2021 that facilitated customers. Innovative solutions enabled customers to cut down on physical visits for bill payments and queries thus minimising risk of exposure. These included disinfection walkways at key locations, options to pay bills online or through Bykea ride services, and messages on Covid-19 safety that were placed on electricity bills and KE digital platforms.



Bringing bill payment convenience to our customers at their doorstep

To request a cash pickup, call or WhatsApp Bykea.








0308-0123456

Supporting our Communities

In many of the low-income areas where we operate, KE took initiatives to raise awareness on Covid SOPs.

- Partnering with SINA and HANDS, KE conducted Covid-19 training for healthcare workers and provided personal protection equipment including 375,000 sanitizers, 15,000 gloves, and 20,500 masks across 64 communities.
- Collaborating with Red Crescent Pakistan, KE organised first aid training to 100 paramedics and volunteers from Saylani and Chhipa, two welfare organisations at the forefront of relief work in Karachi.
- Handwash stations were donated to public areas and 5 hospitals across 6 districts and directly benefited 800 people every day.
- Covid-19 facilitation centers in low income areas were given protective screens and other essential Personal Protective Equipment (PPE) .
- KE helped enhance electrical systems and ensured no load shed in hospitals dealing with Covid-19 patients thus enabling critical care to continue smoothly.



SECURING OUR WORKERS



SECURING OUR WORKERS

The safety of our employees and the customers we serve is fundamental to our business. KE has developed a robust structure to build safety into the culture of the Company and ensure that the services we provide are safe for the public.



3,440

behavior-based
safety walks



1,282

new inductees trained through HSE –
Orientation Training Program



3,859

Hygiene & Health checks of
Non-Management Staff were
performed



32

Safety Walks were conducted by
Department Heads



52,224

training man-hours



17,014

personnel trained

KE's Health, Safety, Environment and Quality (HSEQ) team is responsible for providing safety oversight of all operational activities. This includes conducting safety trainings and fire drills, ensuring environmental compliance, quality inspections and promoting ownership of safety responsibilities across all functions.

An inclusive management approach termed as 'Integrated Organisation Structure for Safety' has been incorporated by the organisation. This will improve efficiencies in the existing structure and build on accountability,

To make the safety culture more inclusive across the Company, a total of 648 D-Level Safety Committees have been formed which include all employees up to General Managers. Weekly sessions of the D-Level committees have helped reinforce KE's Zero Accident Philosophy and improved adherence to safety procedures and practices.

“KE is raising the bar in the Power Sector through aligning its Occupational Health and Safety Management systems with DuPont Safety Standards and Systems. Through these efforts we can better secure our workers, and with safer infrastructure, also minimize any safety risks for the public in our operating areas.”



Rehan Sajjad
Head of CHSEQ

Towards A World Class System

In 2021, KE conducted PSM system (Process Safety Management) gap analysis with the help of a global safety leader, DuPont Sustainable Solution (DSS). The adoption of the PSM System will address identified risks and systemic gaps, while ensuring proper alignment on safety objectives. Capacity building sessions have been undertaken with employees on three important elements of PSM including D-Level committees, Incident Investigation and Behavioral Observation Program (Management Safety Audit).

BUILDING SAFETY INTO OUR OPERATIONS

Creating a culture around safety is integral at KE due to the nature of our work and the risks involved. We do this through a multi-pronged approach.

Trainings and Awareness Sessions

HSE Trainings and Awareness is an integral component of HSE Culture and HSE Management System. Occupational Health & Hygiene, First Aid & CPR Techniques, HSE Risk Management, "Work Permit System for Transmission line outages", Fire Extinguishers and Fire Hydrant System and many more take place on a regular basis. Total **17,014** staff attended HSE trainings for **52,224** man-hours.



Emergency Preparations

In-depth planning for emergencies is key to ensuring effective response. KE has established procedures to identify potential emergency situations and responses to prevent or mitigate impact. These procedures ensure protection of employees, contractors, the environment, surrounding communities, and assets.

We work closely with communities and civil authorities in drafting and implementing emergency response plans consistent with the requirements of the Company's Community Awareness Program. All plans including emergency preparedness and response procedures are monitored diligently to ensure safety for all.

Fire Safety

Fire safety is an essential part of our safety protocol. Regular monitoring is carried out for all installed fire extinguishers, fire alarm systems, fire suppression systems and firefighting systems at more than 100 KE locations including IBCs, stores, offices, grid stations and power plants.

- 95 fire safety inspections carried out and 187 observations recorded out of which 82% were compliant
- More than 200 Emergency Response/Fire drills conducted at all KE locations to ensure effectiveness of Emergency Response Plans
- 2960 Fire Extinguisher and portable trolleys inspected and faulty equipment replaced

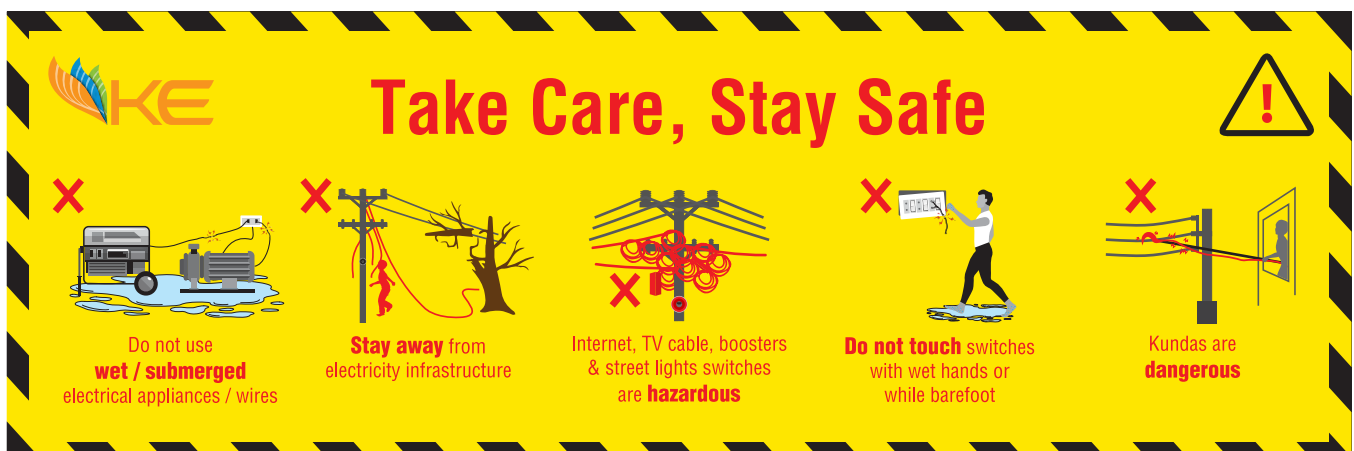


Safety Reminders

Employees are given safety reminders consistently through relevant platforms. For linesmen and supervisors, safety messages have been placed on-site.

Robo calls (automated voice calls) from Leaders and advisory SMS have been used to broadcast safety messages to all Management and Non-Management Staff, to encourage safe work practices, particularly during Monsoons.

Safety Messages from the leadership were also broadcast to employees through Paish Qadam, the internal communication platform.



Engaging the Work Force

- World Environment Week was celebrated on the theme of “Eco-System Restoration” and employees were engaged through various activities including quiz competitions with rewards for winners, tree plantation and a live webinar
- On World Health and Safety Day, HSE G&T conducted a Live webinar across BU G&T on the theme “Invest Now in Resilience”
- Training sessions on Incident Investigation & Reporting Procedure, Hierarchy of Reporting, Importance of Incident Reporting and others have been held regularly
- Safety Week in FY 2021 was revamped into a competency building program under which different cadres from BU distribution were given training on several topics





Safety Inspections

Total 3,440 safety inspections were carried out to monitor compliance against national safety regulations and laws, Company safety policies and departmental procedures. During these inspections, 13,228 observations were highlighted out of which 86% observations were found compliant.

To enhance HSE culture in BU Transmission which consists of GSO (71 grids stations), GSM, PID, LDC and Transmission network (Overhead, Underground, Telecom and SCADA) departments, focus has been given to standardisation and monitoring of processes, along with continued safety inspections and audits. To implement Social Risk Management Procedures has also been adopted.

A comprehensive list of operational activities under BU distribution were examined for risk assessment. Through this exercise a risk register, toolbox talk and risk identification card was developed and implemented.

Safety Drills

Scenario based Drill on Confined Space

Working in confined spaces has inherent hazards. Keeping in view the high-risk activity being performed by Transmission teams in underground trenches, HSE G&T team in collaboration with Transmission underground team conducted a rescue demonstration from confined space.



Rescue from Height Demonstration

Although safety precautions and use of special protective equipment (SPE/PPE) is exercised without exception during field work, in case of a mishap, arrangements for rescue from heights must be in place. To ensure the same, staff are trained, and demonstration/trainings are conducted regularly. To comply with requirements of the NEPRA power safety code, HSE G&T in collaboration with Transmission overhead team conducted the 1st ever demonstration of rescue from height at Qayyumabad complex.

Safety Initiatives

Additionally, a series of activities were organised to reinforce messages of safety and security amongst the work force:

- A Business Continuity Plan (BCP) was developed and communicated. Training and mock drills were also conducted
- Six sessions covering all Clusters and Distribution Support Departments were held on disaster recovery and business continuity plan
- 800 employees have been trained on stress and resilience
- Seven lifesaving rules have been developed and enforced after analysing mishaps on ground
- A training matrix and competency criteria were introduced for necessary skill development and enhancement for all cadres as per their experience and work exposure. Further, KE revamped safety week into a competency building program under which different cadres from BU distribution were trained on safety related topics

Health and Hygiene

To ensure compliance with Sindh Factories Act 2015, total 166 hygiene inspections were carried out across the Company. Regular inspections were also carried out as per plan. Detailed health checks for staff were done twice in the year.

889 First Aid Boxes replenished with First Aid items. **16** new First Aid boxes installed at new/renovated locations.

KE has its own healthcare department that promotes preventive care and provides in-house healthcare facilities for disease management and rehabilitation.

Our healthcare centers are run by a team of qualified physicians, and include consultations, in-house pharmacy, and laboratory facility with specialist referrals and hospital care to more than 10,000 employees and approximately 28,000 dependents. We also provide Digital TeleClinic services for employees located at a distance from the in-house clinics. Generating Power Complexes are also supported by HealthCare Team with provision of OPD services and Medical emergency support.

KE has its own preventive healthcare program KE Vitality that promotes physical, mental and social wellness of employees and dependents.



1000 employees participated in the BMI Challenge to lower their BMI through a **90** day diet and workout plan.



Pregnancy Wellness Program is targeted at new mothers and provides pre and post-natal care, along with trainings for employees and empathy building for managers.



Preventive health check-ups conducted by Tabba Heart Institute to identify health risks.

Internal Awards

As part of employee engagement in building a safety culture, internal awards have been set up to recognise the employees and teams that enable a safer workplace.

- 11th "Annual Safety Leader" award 2020 was conducted for all BUs to acknowledge departments which outperform others in achieving safe working conditions. These awards were conferred on departments (Generation Plants, Distribution, Grid & Transmission, Support Departments, and high and low occupancy locations/premises)
- 189 monthly Safety Rewards were given to staff in recognition of their performance promoting a safety culture within the Company



SECURING THE PUBLIC

SECURING THE PUBLIC

KE operates across 6500 Sq km area that includes generation, transmission, and distribution for all of Karachi and parts of Balochistan. We serve our customers across the network while dealing with innumerable external challenges which include an unplanned city structure, fragmented governance, extreme weather conditions as a result of climate change and illegal encroachments.

KE developed different Public Awareness Campaigns involving relevant stakeholders (public representative, local government bodies, etc.) during the reporting period. Safety messaging was developed and placed at EHT towers for education. Hazard notifications were placed in vulnerable areas. Brief safety talks were also conducted by TMOH & HSE teams during site visits.

- **554** Public Safety hazards were reported via KE's website, which were immediately addressed and mitigated
- **189** different public locations including markets, parks and restaurants were visited. Electrical safety awareness was provided to general public
- **213** Masajids / Imambargahs were visited and safety awareness sessions were conducted. Safety pamphlets also were distributed. More than **20,000** people were reached through these outreach awareness sessions
- Around **27,438** safety warning stickers and **808** safety banners were pasted on PMTs, poles and substations at different locations in the city

“As a responsible corporate, we engage in transparent and frequent communication with communities on safety. Through our messaging we aim to increase safety awareness and empower the public to act responsibly.”



Noor Afshan
Head of Marketing

Safety messaging extended to monsoon safety in light of the severe rainfall received by Karachi over the recent years. The messages based on the theme of “Be Prepared, Stay Safe” urged the public to avoid electrical hazards during the rains.

The geographical spread of the messaging activity resulted in **30,000** direct interactions and **300,000** impressions. Conservatively, at least **50%** of the city was exposed to the messaging through the rest of the collaterals.

To increase safety awareness in the areas of Karachi with safety related incidents, the Roshni Baji Programme was launched in 2021. This Neighbourhood Programme engaged women from low-income communities to be trained as ambassadors to raise awareness on safety through door-to-door visits. For more details please check ‘the Future supports Communities’ section.



To help alleviate the adverse effects associated with heatwaves, during the heatwave warning in the summer KE partnered with Voice of Karachi to provide water coolers with 60 liters capacity, and with Saylani for 25,000 water bottles and ORS sachets to be provided in 11 high traffic areas of the city.

An extensive campaign was also organized that raised awareness on heat relief and taking precautions. The campaign was executed with the help of Roshni Bajis who distributed pamphlets to 30,000 households, and through announcements at 200 mosques and 20 churches across the city.

To build the capacity of frontline workers, KE collaborated with Red Crescent Pakistan on providing first aid training to 100 paramedics and volunteers from Saylani and Chhipa. The training also focused on intervening in the event of heat stroke and electrocution.



The unprecedented rainfall during the monsoon season of 2020 led to identification of key areas of improvement. To ensure that KE infrastructure remains protected in the future several pre-emptive measures were undertaken as part of monsoon safety preparations. These included grid system operations and maintenance, overhead and underground transmission system maintenance and strengthening telecommunications to ensure effective preparedness.

In light of the heavy monsoon rainfall in the summer of 2020, KE executed a monsoon safety awareness campaign targeted at primary and secondary schools to apprise students of safety measures and hazards that arise from flooding. 10 sessions were held in 5 schools reaching out to 1500 students.



Incident Reporting

K-Electric has an effective incident reporting and recording system based on our SOP on "Incident Investigation Procedure" that is applicable to all employee categories. A wide range of categories are used for incidents and injuries.

- All incidents reporting is mandatory including work related, non-work related and Off the Job incidents
- Incidents include personal injury, Illness, Process safety incident, Vehicle incident and Near miss incident
- Injuries are categorized as Fatality, Lost Work Day Injury (LWI), Restricted Work Case (RWC), Medical Treatment Case (MTC) & First Aid Case (FAC)

KE adheres to strict safety standards set out internally and by NEPRA and reports all public and employee incidents (fatal and non-fatal) to NEPRA. Most reported incidents involved with KE network are due to external reasons; they usually occur within domestic premises because of unsafe behaviour or sub-standard wiring, or due to illegal interference with KE infrastructure.

Unfortunately during the reporting period a total of 39 public fatal accidents occurred involving KE network, of which 35 occurred due to encroachment, un-authorized kunda connections, or illegal and defective internet, TV cable and street lights illegally running on KE infrastructure. In all cases, corrective and preventive measures were adopted to prevent recurrence of such incidents.

NEPRA through decision dated August 11, 2021 imposed a fine of PKR 36 Million on the alleged public fatalities during torrential rains in July and August 2020. KE has filed a review motion, explaining that most of the unfortunate incidents occurred due to faulty internal domestic wiring, unsafe use of electrical appliances, unauthorised construction around KE's network and illegal hook connections on electricity poles.

For calculating total recordable Incident Rate (TRIR), first aid cases are not included in accordance with applicable SOP 'Incident Investigation Procedure' but fatalities are in the calculation of Lost Work Days, lost days means Loss of scheduled work days assigned to employees. The count starts from full day absent after incident day.





THE FUTURE IS DRIVEN BY OUR PEOPLE

SECTIONS

81 » HARNESSING GROWTH

86 » HARNESSING COHESION

89 » HARNESSING EQUAL OPPORTUNITY



HARNESSING GROWTH

HARNESSING GROWTH

“The future of our business is tied directly with the success of over 10,000 individuals that make up KE’s workforce. To ensure continued excellence in our operations and to future proof the Company, we are committed to inculcating a work culture which promotes pro-active attitudes, encourages enhanced ownership of projects and leads to the growth of our employees both personally and professionally.”



Rizwan Dalia
Chief People Officer

TALENT MANAGEMENT

We strive to attract the best talent to our workforce and enable them to grow within the organization. To identify new young talent, we have partnered with an HR technology firm on the Emerging Talent Programme (ETP). Through this programme we have on boarded 43 fresh graduates as Management Trainees and Trainee Engineers. To ensure employee retention and succession we have developed the LEAD (Leadership Exploration and Development) programme that prepares top performers in the company for critical positions. An exclusive development platform called ‘Leadership Academy’ was launched during the year under which a pool of more than 500 people went through different leadership programmes.

For our employees to excel in their careers and evolve, we have developed the AZM Learning Institute that provides structured learning on more than 200 topics covering a range of soft and technical skills.

Overall 6,606 trainings were offered to employees in various business and functional areas in the last year alone. On average, trainings conducted for males and females included 11 and 90 man-hours respectively. The trainings were delivered face to face via classroom facilities, virtually using online platforms, e-learning modules that allow learning at one’s own pace, inhouse trainings with external trainers, and through public programmes.



Ibrahim Saeed Mirza
Branch Incharge, IBC Liaquatabad

“Through the trainings I have received at KE, I am able to better understand working with different groups, improve my communication skills, and appreciate diversity. Today I feel confident and comfortable in interacting with different people at work and handling their queries. This learning has helped me to make quick decisions and manage my team efficiently.”

Average Training by Management Position in FY 2020-2021 (in Manhours)

Distribution Apprenticeship Program – DNA

KE's DNA Academy was formed to provide high quality technical and professional skills to field staff to enhance the quality of their workmanship and increase the safety of their workplace.

As per the Apprenticeship Ordinance of 1962, any employer who employs five or more persons in an apprenticeable trade shall train apprentices in the proportion of a minimum of twenty per cent of the total number of persons employed in apprenticeable trades. We offer Apprenticeships in Non-Management Staff (NMS) and Management Staff (MS) trade as Apprentice Lineman, Fitter, Cable Jointer and Assistant Engineer. Our programme is registered with Sindh Technical Educational & Vocational Training Authority (STEVTa).

At DNA, apprentices are given an unparalleled learning experience during the 02 year program and are trained hands on with the best tools and equipment used for Power Distribution. This year we inducted 8 females and thirty males. This was our first diverse batch and is helping to break gender barriers in the power sector.

Since 2017, 326 apprentices have successfully graduated and currently 178 are enrolled in both MS and NMS Apprenticeship Trades.



REMUNERATION AND PERFORMANCE APPRAISAL

KE's Remuneration Policy consists of a combination of fixed and variable pay plans as well as benefits. These plans are differentiated by business and talent profiles within the organisation, whereas the benefits are differentiated on the basis of job level. The aim of our remuneration strategy is to enhance our competitive market positioning and to help inculcate a pay for performance culture within the organisation.

The process for determining remuneration across all employee levels is based on a performance differentiated model through which we consider three primary elements:

1. KE's market positioning i.e. where we position ourselves in comparison to the market.
2. Differentiated approach for employees falling in multiple talent pools.
3. Inflationary factors such as wage inflation and salary movement in the market.

To ascertain our market positioning from a compensation and benefits perspective, we participate in Mercer's Total Remuneration Survey which includes participants from over 170 organisations across Pakistan. The survey helps us to determine market best practices and keep at the forefront of changing trends.

For the determination of our Comparator Basket when reviewing our positioning against the market, we engage our primary stakeholders, namely the KE Leadership Team and Lead HR Business Partners, to get their views on movement of talent within the market/industry. Our Remuneration Policy has been reviewed by the KE Leadership and approved by the Board HR Committee.

KE conducts an annual appraisal exercise whereby the performance of all employees is measured against objectives defined in the beginning of the performance year. Increments are awarded on the basis of each employee's individual performance and their respective positioning within the market to inculcate a market competitive pay for performance culture.





LABOUR RELATIONS

KE has enacted strong internal structures and mechanisms to ensure that its employees feel safe and cared for. In 2016 we launched the Awaz Channel as a grievance mechanism for all employees. Suggestions or complaints can be filed through the Awaz online portal, email address, dropbox, walk-in, post, or helpline 7447. The Awaz Channel was created to cover multiple issues including work-related, discriminatory, harassment-related, administrative, and related to health and safety.

We also take the welfare of our workers seriously and have taken steps to ensure this. In addition to compliance with human and labour rights and benefits under the local laws, we also provide competitive market-based remuneration, additional benefits including medical facility for self and dependants/parents, welfare facilities, subsidised utilities, and more. We promote a congenial work environment and right of association whereby worker representatives participate in various decision-making committees, forums and unions. We have 8 workers unions, of which one has been determined as a CBA. 100% of our direct workers are covered under collective bargaining agreements.



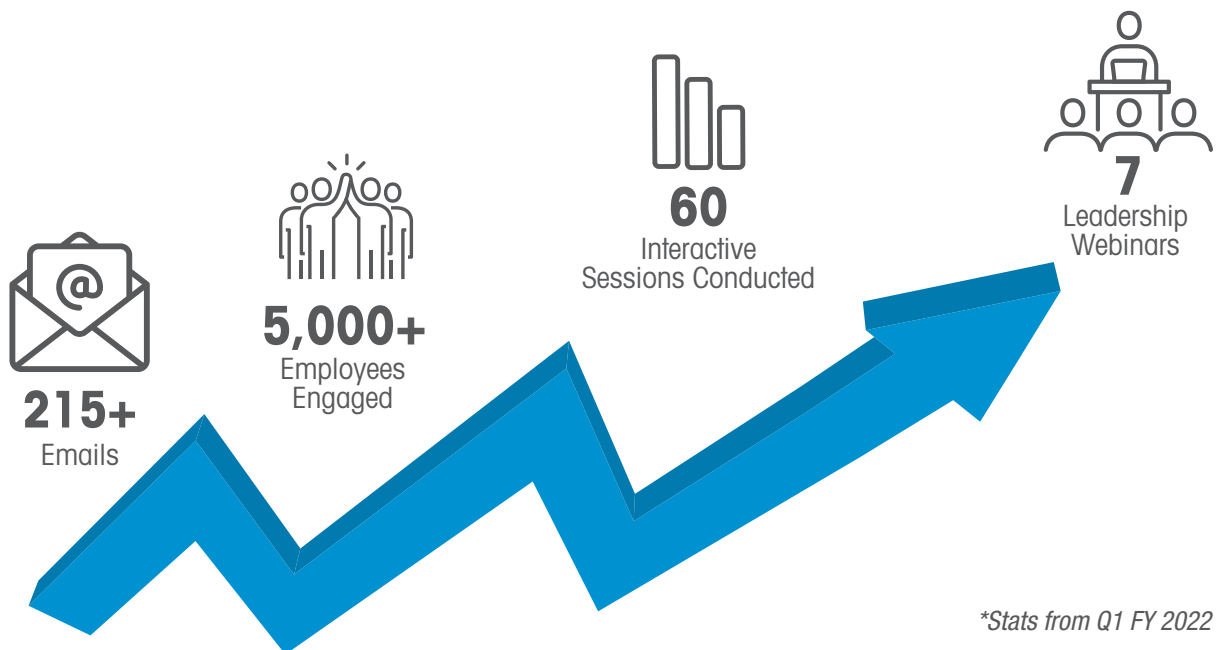


HARNESSING COHESION

HARNESSING COHESION

This year, KE launched Paish Qadam – an internal brand vision that reflects the change in mindset, the focus on customer-centricity and an alignment with market trends. The word Paish Qadam means proactively stepping forward towards a collective goal. The slight tilt in the logo symbolises a forward-leaning approach to customer service.

Paish Qadam (PQ) replaced Hamara AZM as the sole internal communication platform. The physical launch engaged approximately 200 employees including the leadership, and the virtual launch engaged 5000+ employees at 38 locations. Through Paish Qadam we can engage with employees to share announcements, surveys, awards, achievements and other policy updates via emails, videos, robocalls and webinars and competitions. The internal communications refresh has enabled KE to reach a wider employee base and achieve new milestones.*



Under Paish Qadam, KE launched its first ever Employee Philanthropy Programme, Karachi ke Liye Paish Qadam. The objective was to engage employees by providing them with a platform that enables them to make a difference for Karachi. Employees voluntarily formed teams and submitted their social impact plans. 45 Cross-Functional Jury Members assessed and approved team projects. Winners were awarded PKR 25,000 for execution. 50 projects managed by 250+ employees were implemented, benefiting approximately 16,000 people across Karachi.





**HARNESSING EQUAL
OPPORTUNITY**

DIVERSITY AND INCLUSION

With policies that encourage the participation of women in roles normally reserved for men, KE is pioneering diversity and inclusion (D&I) initiatives in the power sector. We work to create an enabling environment that allows our employees to excel beyond defined roles.

“KE is pioneering D&I in the power sector by creating an enabling environment that allows our employees to excel. Through our inclusive policies and initiatives, we aim to meet the needs of our different employees and ensure that they are empowered in their roles.”



Faiza Savul
Head of Centre of Expertise

At KE we strongly believe in creating a work culture where all employees are supported and do not encounter any bias or impediments in their growth and everyday work life. We have taken care to draft and implement robust policies in D&I to ensure we remain an equal opportunity employer and have focused on adequate representation from various minority groups.



KE employs several initiatives to promote diversity and a safe space for women in the workforce including:

- KE Returnship – Project-based contractual opportunities along with mentoring offered to female professionals who wish to return to the workforce after a gap.
- Childcare Assistance – A stipend offered to female employees with children up to the age of five, for assistance in managing childcare.
- Pregnancy Wellness and Vitality program – For employees who are new moms to ensure best possible pre-natal & post-natal care alongwith mandatory trainings for employee and managers for a healthier working environment.
- Maternity Leave – In line with local laws, female employees are entitled to four months paid leave which can be extended by two months unpaid leave. All employees who availed maternity leave in the reporting period re-joined the Company post their leaves.
- Lean-in Circles – Female employees from multiple departments participate in quarterly moderated discussions aimed at developing a close-knit female community and internal support system.
- Women on Wheels – To increase women's mobility and independence, KE is offering its female employees motorbike training and equipment through a collaboration with the Salman Sufi Foundation. Over 100 female employees will be trained through this programme.



Zainab Maqbool Malik
Data Processing Officer, New Connections

“Waiting for public transport in Karachi is very difficult and unsafe. To overcome this challenge, I enrolled in the Women on Wheels training to gain independence by commuting on my own. This training has empowered me to break stereotypes by riding a motorbike on my own and gain the strength to move in the city.”



Ramsha Imran
Assistant Manager Training

“I am beyond grateful to be working at a place where your physical and mental well-being is the priority. KE's pregnancy wellness program has proved to be very helpful for me during my pre-natal and post-natal phase. The 16-week maternity leave gave me enough time to recover and be there for my child in the most crucial days.”



Breaking Glass Ceilings

In the power sector, KE has empowered and enabled women to break gender stereotypes and overcome cultural biases by pioneering their induction in technical roles.

For the first time in Pakistan's power sector, KE inducted five female grid operating officers, with a commitment to increase this number over the years.

Following the success of inducing female apprentices in the Generation department, this year we did the same for women in the Distribution department through the Distribution Apprenticeship Programme at KE DNA.

The Empowering Women Programme aims to develop women in the engineering field by providing them five weeks internships where they get an opportunity to apply their knowledge in practical situations. The internship includes self-development training and personal growth activities by in-house training, job shadowing and group projects. This year, ten engineers were inducted from Dawood University of Engineering & Technology, Indus University, and Sir Syed University.

As committed, we have expanded the number of female meter readers from four to thirteen and as a corollary of this initiative, found the recovery ratio from female customers significantly improved.

Another industry first, KE launched the Roshni Baji Project, where 40 women from communities at high risk for safety hazards were trained to become safety ambassadors and educate people on illegal connections. The women also received training on self-defense, motorbike driving and social media skills. For more details please check 'The Future Supports Communities' section.



DISCLOSURES

All Employees

Number of employees by gender and level

Level	June-2021		
	Female	Male	Grand Total
CEO	-	1	1
Group Head	2	5	7
Director	1	38	39
Deputy Director	3	35	38
General Manager	9	140	149
	15	219	234
Deputy General Manager	19	302	321
Manager	40	541	581
Deputy Manager	60	608	668
Assistant Manager	91	779	870
	210	2,230	2,440
Senior Officer	40	1,203	1,243
Officer	53	1,489	1,542
Junior Officer	35	1,372	1,407
Non Management Staff	4	3,374	3,378
Management Trainee	15	15	30
	147	7,453	7,600
Grand Total	372	9,902	10,274
%age	3.6%	96.4%	

Age Bracket wise Count

Age Bracket	Count
18-20	8
21-30	2,136
31-40	3,345
41-50	2,801
51-60	1,984
Grand Total	10,274

Total number of employees by employment contract (permanent and temporary), by gender.

Employee Category	Male	Female	Overall KE 30-Jun-21
Management Staff	6,513	353	6,866
Non-Management Staff	3,374	4	3,378
Management Trainee	15	15	30
Total	9,902	372	10,274
KE Contract	319	9	328
Apprentice Trainees	282	12	294
Finance Trainees	39	10	49
Total	640	31	671
KE # of Employees	10,542	403	10,945

Total number and rate of new employee hires during the reporting period, by age group and gender

Age	Overall	
Below 30 Years	314	63.3%
30-40 Years	140	28.2%
41-50 Years	31	6.3%
Above 50 Years	11	2.2%
Total KE Employees	496	100.0%
Total Male Employees	456	91.9%
Total Female Employees	40	8.1%

Total number and rate of employee turnover during the reporting period, by age group and gender

Age	Management Staff Voluntary Exits	HC 30-Jun-21	Voluntary Turn Over
Below 30 Years	120	1,752	6.8%
30-40 Years	92	2,729	3.4%
41-50 Years	27	1,451	1.9%
Above 50 Years	10	934	1.1%
Total KE Employees	249	6,866	3.6%
Total Male Employees	193	6,513	3.0%
Total Female Employees	56	353	15.9%

Gender pay ratio

Grade	Ratio	
	Male	Female
Manager	1.0	0.9
Deputy Manager	1.0	0.9
Assistant Manager	1.0	0.9
Senior Officer	1.0	0.8
Officer	1.0	0.8
Junior Officer	1.0	0.9
Non-Management Staff	1.0	0.9



Benefits provided to employees

Car Allowance	
Car or Car Allowance in lieu of car	Manager & Above
Fuel Allowance	Deputy Manger & Above
Driver Allowance	Deputy Director & Above
Car Maintenance Allowance (for employees opting for Car instead of Car Allowance)	Manager & Above
Buy Back Option	Manager & Above

Medical Benefits	
Outpatient	All Regular Employees
Inpatient	All Regular Employees
Childcare Assistance	Female Employees
Group Life Insurance	All Regular Employees

Additional Benefits	
Gratuity	All Regular Employees
Provident Fund	All Regular Employees
Smart Phone	Manager & Above
Laptop	AM & Above

Leaves Mechanism	
Annual Leave	All Regular Employees
Pilgrimage Leave	All Regular Employees
Special Medical Leave	All Regular Employees
Sectional Leave	All Regular Employees
Maternity/Paternity Leave	All Regular Employees
Bereavement Leave	All Regular Employees

	Maternity	Paternity
No. of workers eligible for leaves	175	8002
No. of availed leaves	26	295
No. that returned to work from leaves	25	295
No. still employed 12 months after return to work	25	295



THE FUTURE IS GREEN

SECTIONS

97 » DRIVING GREEN

104 » GOING GREEN



DRIVING GREEN



ENVIRONMENTAL FRAMEWORK AND POLICY

Environment and sustainability are built into our Company's strategy which is focused on mitigating environmental impact within the Company's own operations, and also outside the boundaries of our operations. A comprehensive Environment and Sustainability Management System (ESMS) provides guidelines for implementation and operation to all personnel following the layout and high-level structure of ISO 14001:2015. KE's key objective for implementation of ESMS is to ensure that the business activities undertaken by KE have a minimal impact on the wider environment.

Levels of ESMS Documentation

1. ESMS policy manual
2. ESMS procedures
3. Environmental instructions
4. Environmental records

ESMS Processes are Defined to Address:

1. Supplier, manufacturer, internal and external issues
2. Material, water, and energy usage
3. Waste, effluent, and emissions generation
4. Design, construction, operation, and logistics
5. Activities and services
6. Customers

An environmental review is conducted every 3 years ahead of ISO14001:2015 re-certification to determine any internal or external changes that may affect the intended outcomes of the ESMS and needs and expectations of stakeholders. Achievements against objectives, targets, and programmes are reviewed by the ESMS Committee on a quarterly basis. Please check the CHSEQ policy available on the KE website for more information.

The effectiveness and integration of each process related to ESMS and its subsequent output is measured and evaluated through regular internal audits, inspections and data analysis.

The monitoring of key performance indicators (KPIs) which are linked to the objectives are used to measure and communicate process performance.

This approach allows top management to regularly review the ESMS to ensure its ongoing integration within the business.



As part of risk management at KE, we have identified internal and external issues that can influence our strategic direction, organisational context, or the ability of ESMS to achieve the intended outcomes. The relevance of each factor is assessed on a frequent basis and integrated into business planning.

Internal Issues	External Issues	Environmental Issues
Conditions related to KE activities, services, strategic direction, people, knowledge, processes, and systems.	Conditions related to cultural, social, political, legal, regulatory, financial, technological, economic, competition at local, national, or international levels.	Conditions related to climate, air quality, water quality, land use, natural resource availability or biodiversity that can either affect KE reputation, or be affected by KE environmental aspects and impacts, which it must manage.

Planning and Management System

KE follows a “plan-do-check-act” process to facilitate continual environmental performance improvements. The planning process includes the identification and updating of KE’s Register of Environmental Aspects and the Environmental Legal Register. KE’s top management reviews the environmental management system periodically to ensure its suitability, adequacy, and effectiveness.

Employees are engaged in implementation processes through committees, special activities, and participation in E&S meetings. They also undergo regular capacity building training sessions. During the year, 1327 manhours were spent in trainings on COVID-19 action, basic environment awareness, hazardous substance management, corporate procedures, ISO 14001 and 50001, aspect impact assessment, and waste management.

Stakeholder Engagement on Environment

KE engages at the individual, community, and Organisation level with relevant stakeholders that could be affected by any environmental degradation occurring from the organization’s activities. A communication plan is developed to keep all stakeholders informed on environment related activities. The CHSEQ policy, procedures, and grievance mechanisms are publicly shared with all stakeholders. Complaints and feedbacks are documented, analysed, and addressed. Non-compliance incidents are rectified with the support of the top management.

Compliance with Legal Requirements

Under Federal and Provincial Environmental Protection Acts, no proponent of a project can commence construction or operation without filing an initial environmental examination, an environmental impact assessment or an environmental checklist with the respective Agency and their approval. KE has guidelines in place to carry out environmental studies of new and upcoming expansion projects for regulatory compliance and ensuring that the business activities undertaken have minimal impact on the environment.



The criteria for KE's compliance obligations include the following parameters:

- All relevant/applicable legal requirements
- All corporate requirements imposed by top management
- All relevant requirements of interested parties that KE decides to comply with may either be contractual (customers) or voluntary (environmental commitments)

New Projects

EPA approvals obtained for the following:

- 900 MW BQIII RLNG Spur Gas pipeline
- 220/132/11 kV Dhabeji Grid and associated transmission lines
- 500/220/132 kV KKI Grids and associated transmission lines
- Rehabilitation of 220 kV Baldia Mauripur transmission lines
- Rehabilitation of 220 kV BQPS - KCR transmission lines
- Rehabilitation of 220 kV Dhabeji – Gharo – Pipri transmission lines
- Rehabilitation of 220 kV Landhi – Korangi transmission lines

Environmental and Social Impact Assessment (ESIA)/Initial Environmental Examination (IEE) has been submitted for the following:

- Solar Power Plant Uthal Balochistan
- Solar Power Plant Winder Balochistan
- Solar Power Plant Bela Balochistan
- Grids & Transmission Line Hub, Uthal, Winder, Bela Balochistan
- Laying of 11 kV feeders Karachi, Sindh





Environment Incident Investigation

KE's approach to incident investigation involves selecting the right experts to conduct a purposeful and thorough investigation. Key learnings are communicated along with timely implementation of recommendations for prevention of future occurrences. Further, incidents are analysed to highlight trends and detect significant changes to prevent recurrence.

Audits

KE believes that audits are important in the establishment, measurement, maintenance, and continuous improvement of environment performance. KE maintains procedures to carry out periodic environmental management system audits to determine whether the environmental management system conforms to planned arrangements including the requirements of ISO 14001, and the ESMS has been properly implemented.

ENVIRONMENTAL MONITORING

With a cleaner future in mind, KE has set targets to reduce its environmental impact, mitigate its carbon footprint, and align its monitoring and reporting with international best practices. Activities impacting the environment are carefully measured and monitored at all five power plants. The compliance status is validated through independent monitors. Environmental performance is measured and enhanced through a system of biannual Environmental Excellence Audits, procedures, and trainings respectively.

Monitored parameters are in compliance with Sindh Environmental Quality Standards (SEQS). Comprehensive monitoring reports are regularly developed with monitoring data, compliance status, and recommendations, and submitted to the Sindh Environmental Protection Agency (SEPA) for regulatory compliance.

Power Plant Monitoring

Gaseous Emissions monitoring at Turbines		
Fuel Type	Coal Fired & Oil Fired	Gas Fired
Reporting Frequency	Monthly	Quarterly



Sea Water Inlet and Outlet			
	Parameters	Unit	SEQS Limit
1	Temperature	C	40=<3
2	pH Value		6--9
3	Total suspended solids	mg/ltr	200
4	Chromium (Trivalent & hexavalant)	mg/lt	1
5	Copper	mg/lt	1
6	Zinc	mg/lt	5
7	Oil & Grease	mg/lt	10
8	Iron	mg/lt	8
9	Chlorine	mg/lt	1

Ambient Air Quality Measured at Multiple Locations at each Site				
	Parameters		Unit	SEQS Limit
1	Carbon Mono Oxide CO	Co	mg/m3	8
2	Oxide Of Nitrogen as NO ₂	NO ₂	Ug/m3	80
3	Oxide Of Nitrogen as NO ₂	NO	Ug/m3	40
4	Ozone	O3	Ug/m3	130
5	Respirable Particulate matter	PM-10	Ug/m3	150
6	Respirable Particulate matter	PM-2.5	Ug/m3	75
7	Suspended particulate matter	SPM	Ug/m3	500
8	Sulphur di Oxide	SO ₂	Ug/m3	120

Gaseous Emissions Monitoring at Turbines		
Fuel Type	Coal Fired & Oil Fired	Gas Fired
Gaseous Emissions Monitored	SO _x , NO _x , CO, Particulates and Heavy Metals (Heavy Metal analysis is carried out once in two years)	NO _x and CO

	Parameters	Unit	SEQS Limit
1	CO	mg/Nm3	800
2	Nox	mg/Nm3	600
3	SO ₂	mg/Nm3	1700
4	Particulate matter PM10	mg/Nm3	300
5	H ₂ S	mg/Nm3	10



Fuel Consumption

Year	Gas		HFO		HSD	
	Quantity (MMcf/d)	Energy (MMBtu)	Quantity (MTon)	Energy (MMBtu)	Quantity (Liters)	Energy (MMBtu)
FY 17-18	139	53463159	1015574	40979924		
FY 18-19	166	62690206	889807	35905036		
FY 19-20	172	63270757	734435	29635574		
FY 20-21	181	66426195	786555	31738668	7949100	288234

MMBtu: Metric Million British Thermal Unit
MMcf/d: Million Standard Cubic Feet per Day

Environmental Monitoring | Jan – June 2021

	BQPS-I	BQPS-II	KPC	KGTPS	SGTPS
Waste areas/ segregation	15	90	6	11	17
Chemical storage areas	17	81	3	15	13
Solid waste (tonnes)	138.8		45.67	21.77	6.61
Sewage/Effluent (m3)	28,640.00	288252	104558.98	-	-
Hazardous Solid Waste (tonnes)	0.1	-	27.12	-	-
Hazardous Liquid Waste (m3)	2	-	-	5.16	-
Mains Water use (m3)	228,693.00	77,752.00	5,984,582.10	4,802.00	1,564.02
Extracted/Well Water use (m3)	-	-	-	11,443.00	28,582.02

Energy Consumption

All KE offices and IBCs – by year (kWh)	
FY18	25,681,494
FY19	26,804,769
FY20	24,105,500

In the initial period of the pandemic and lockdown, there was a decrease in commercial customer use and IBCs were running at limited capacity – hence there was an overall decrease in electricity consumption.

As part of our initiatives to reduce electricity consumption at our sites we have taken the following initiatives in the year:

- A small PV system of 15 kW was installed at DNA for training purposes and a 40 kWp was added on to shift its load on renewables (generating 70,000 kWh of energy and reducing 30.2 MT of CO₂ from the atmosphere per annum)
- The Energy Conservation Department (ECD) collaborated with the National Energy Efficiency & Conservation Authority (NEECA) for a national-level project of phasing out inefficient appliances through proper formulation and implementation of Energy Standards and Labelling Scheme for ACs, Refrigerators, Fans, etc. We plan to continue to increase Company-wide energy efficiency awareness and practices and support external parties to do the same via various collaborations



GOING GREEN

GREEN INITIATIVES

Renewables and Off-Grid Solutions

KE has been actively working on its diversification strategy to increase the share of renewables in its energy mix. As of June 2021, KE's system included 250 MW of renewable sources, with plans to add another 350 MW in the future. Under the same strategy, KE has established a subsidiary named K-Solar to offer a diverse set of services to KE customers and beyond KE's current service territory. For more information please check 'The Future of Energy at KE' section.

KE has developed a network extension strategy aiming to reduce T&D losses and recovery ratio by catering to far flung areas and other untapped market segments through off-grid power supply. A cross-function team has been formed to identify such potential pockets that could be switched to sustainable and cleaner power supply options off the main grid.

Green Buildings

Our environmental approach covers not just our operations, but also our infrastructure including the buildings across Karachi that our offices and IBCs are located in. As part of our efforts to be environmentally responsible, we have begun converting our locations to 'Green Buildings' that promote resource efficiency and sustainable use. Green building is both the concept and the practice of using environmentally responsible and resource-efficient processes, starting from sustainable architecture to operation, maintenance, renovation, and deconstruction.

The first-ever LEED gold-certified commercial site in KE was launched in December 2020 on World Energy Conservation Day. LEED is an international green building certification system that verifies whether a building or a community is designed to comply with standards of energy performance and conservation, reduction in carbon emissions, indoor environment quality, and water efficiency. This building incorporated multiple projects such as building automation system, efficient cooling and lighting, water conservancy measures, and dependency on renewables.

This building is drawing energy from a 65 kWp Solar PV system mounted on the roof to further bring down its energy consumption (generating 91000 kWh of electricity in a year and reducing 39 MT of CO₂ from the atmosphere per annum) and is considered to be 43% more energy efficient than a similar building of the same size and purpose.



KE's BQPS-II and KCCP power plants have been certified as 'Green Office' by WWF. Through this Certification, the offices are able to reduce carbon footprint and promote a company culture that is environmentally conscious.



Virtual Dialogue On Pakistan's Energy Transition and the Road Ahead

Assessing the need for Pakistan's shift to a greener and clean energy future, KE and NEPRA hosted a webinar "Pakistan's Energy Transition and the Road Ahead". The session covered opportunities in renewable energy with a focus on overcoming challenges in regulatory and policy framework, financing, and technical fields. This was a live webinar that included policy makers, regulators, banks, and the private sector on the same table aligning the vision for Pakistan's transition to a green energy mix.



“Environmental stewardship for KE extends beyond compliance and regulatory requirements; it is a key part of our sustainability agenda and contribution to the UN SDGs. Through collaborations with trusted partners we have implemented multiple green initiatives that benefit communities, improve the health of the city, and help mitigate the effects of climate change.”



Zehra Mehdi Aneek
Director ESG & Sustainability

ENERGY CONSERVATION AND EFFICIENCY

Reducing scope 3 emissions involves carbon footprint reduction at the consumption level. KE spreads awareness to its energy-intensive customers on reducing energy consumption by increasing energy efficiency and conservation. Initiatives are also taken on voluntary load curtailment, conducting energy audits, and Power Factor Improvement Program (PFIP).

During the year, under the Energy Management Framework of ISO 50001, KE's EC teams conducted 19 Energy Audits for different large-medium sized industrial and commercial customers. Customers who have optimised load based on our recommended energy management solutions led to a combined carbon footprint reduction of 3,579 MT CO₂/annum

Energy Audits			
FY year	Audits	Proposed load optimised MW	Reduction in MT CO ₂ / annum
2009-2016	322	48.00	98,542
2017	41	4.25	4,404
2018	30	3.44	6,228
2019	16	2.71	3,227
2020	23	5.20	6,847
2021	19	4.40	3,597
Total	451	68.00	122,844

In FY 2021, 847 Power Factor Improvement surveys were conducted. These resulted in a release of 49.4 MVA of apparent power and a carbon footprint reduction of 43,717 MT CO₂/annum. The program is designed to counsel and advise consumers about the benefits of PF improvement and aims to improve quality of power supply and voltage profiles.

PF audits			
FY year	PF audits	Savings in MVA	Reduction in MT CO ₂ / annum
2009-2016	8,865	450.00	546,507
2017	993	94.00	40,804
2018	865	71.95	84,225
2019	623	53.00	46,825
2020	650	58.00	63,684
2021	847	49.40	43,717
Total	12,843	776.35	825,762

Outreach activities			
FY year	Consumers tapped	Load optimised	Reduction in MT CO ₂ / annum
2009-2016	1,310,000	200.00	411,410
2017	77,424	4.64	4,404
2018	156,192	9.30	6,228
2019	309,552	18.50	3,227
2020	124,204	7.40	11,751
2021	40,282	2.40	22,888
Total	2,017,654	242.24	459,907

Solar power installations				
FY year	No of installations	PV capacity	Annual generation	Reduction in MT CO ₂ / annum
2009-2021	18	1,010.00	1,454,400	628,301

Youth Engagement

To spread the message of energy conservation and emission reduction amongst the youth, the Energy Conservation department at KE executes a comprehensive and interactive School Awareness Campaign to engage students of different age groups. The program focuses on educating children on sustainable energy practices from an early age and helps facilitate them in adopting safe use of energy.

As a part of the 2021 YOUNG CHAMPIONS campaign, more than 2,000 students from 17 schools joined Captain Power Team to conserve energy. The sessions also highlight the importance of saving resources for a green environment.

Awareness Sessions

As part of Project Sarbulandi, a door-to-door campaign informed customers on the importance of understanding the energy consumption patterns of various electrical home appliances and identifying potential energy saving pockets (for more details on the project please check 'Distribution' in the 'The Future of Business' and 'Project Sarbulandi' in 'The Future Supports Communities').

To mobilise the general public towards energy conservation, kiosks were placed in public events such as Karachi Marigold festival to create awareness.

3,000 consumers signed a pledge to save energy



Net Metering

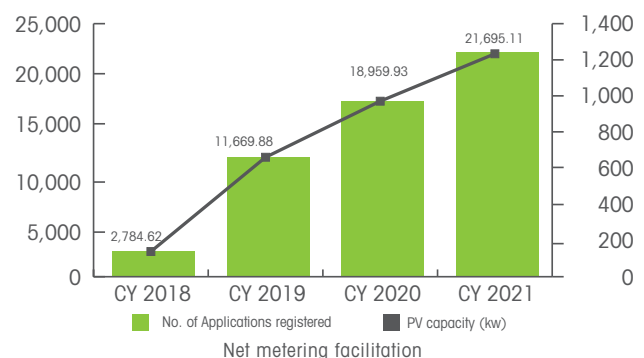
KE facilitates Net Metering in line with NEPRA's guidelines and to support customers switching to renewables. This involves customers obtaining generation licenses to sell unconsumed or excess electricity back to KE.

1,777 applications registered for Net Metering

1,319 bi-directional meters installed in FY 21

Since inception, **2,370** cases completed and PV injection of **40.49** MW added to the system

Net metering		
FY	No. of applications registered	PV capacity (kW)
FY 2018	167	2,784.62
FY 2019	697	11,669.88
FY 2020	991	18,959.93
FY 2021	1,244	21,695.11



PLANTATIONS

KE's environmental efforts are focused on reducing the environmental impact of KE's footprint and on improving the habitat of Karachi. Before any new projects are implemented, an impact assessment is done to ensure that impact on biodiversity is identified and mitigated.

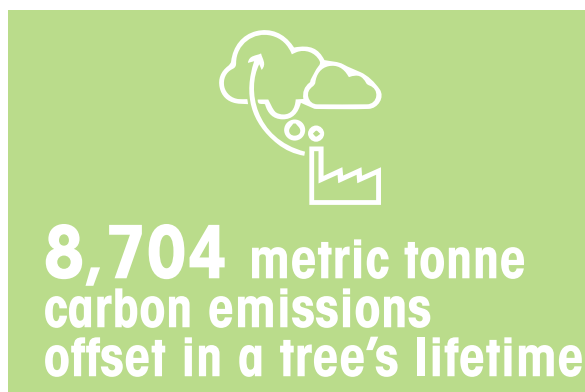
KE has been actively involved in ecological restoration through tree plantations across Karachi. Through the Plant for Pakistan campaign, KE partners with the city's key stakeholders in plantation and post-care. The plantations help to improve Karachi's air quality and offset KE's carbon footprint.



Plantation Partners

Pakistan Coast Guards, Sindh Rangers, Pakistan Army, Pakistan Navy, Mazar-e-Quaid, and universities.

As part of KE's drive to reduce its environmental impact and conserve trees, we have been actively working on reducing paper consumption in our billing chain. For more information, please check 'The Future is Customer Centric' section.



MANGROVES

The mangrove forests are an important part of Port Qasim's ecological system. Due to multiple reasons the mangrove forests are under threat. Through plantations we aim to contribute to ecological restoration in this area.



65,000 Mangrove saplings sowed in 2019 at Miani Hor, Lasbela District, Balochistan



100,000 mangrove saplings planted in 2021 in collaboration with the Pakistan Coast Guards.

This year as part of the BQPS-III launch, KE has committed to planting 200,000 mangroves. The mangrove forests are an important part of Port Qasim's ecological system. They provide protection against coastal flooding and promote biodiversity through its function of being a nursery and feeding ground for many animals. Fishing communities in this area also rely on the mangroves for their livelihoods through fishing and wood. Due to multiple reasons the mangrove forests are under threat. To help increase the forest cover, KE has already planted 100,000 mangrove saplings in collaboration with the Pakistan Coast Guards.





THE FUTURE SUPPORTS COMMUNITIES

SECTION

113  LIGHTING LIVES



LIGHTING LIVES

LIGHTING LIVES

At KE, our work on environmental and sustainability governance is aligned with the UN SDGs. Our actions are intended to follow the 2030 Agenda that aims to 'leave no one behind'. Our strategy is focused on smart social investments that support and build resilience in communities from the grass roots level.

KE'S COMMUNITY STAKEHOLDER ENGAGEMENT FRAMEWORK

As a responsible corporate citizen, we aim to empower the communities in which we operate. We engage with our community partners to identify the specific uplifting requirements and follow the investment criteria as set by our regulators.

The Company has developed a comprehensive stakeholder engagement framework that details the process of working with communities. The key pillars of the framework include information disclosure, stakeholder consultation, grievance handling, and monitoring.

For each new project, KE identifies the groups that are affected by the project, whether directly or indirectly, and which stakeholders to engage with who represent the community. These may include political or religious influencers, government representatives, welfare organisations, major health and educational facility operators, marginalised groups, administrative bodies, labor unions, public sector agencies, media, youth organisations, prominent community members or business associations operating within the communities.

When planning any sort of social intervention, KE consults all relevant stakeholders to develop a tailored approach for each project. Approaches adopted for obtaining stakeholder feedback include participatory workshops, focused group discussions, and historic timelines and trends. All such consultations are appropriately documented through proper logs and notes.

KE engages in regular follow-ups with all stakeholders post initial consultations. This enables stakeholders to analyse and assess the results of initial consultations. Project affected stakeholders are engaged in monitoring of project interventions. Such steps demonstrate greater commitment and responsibility from the local stakeholder and result in community ownership.

KE believes firmly in transparent dissemination of information to all concerned stakeholders. To ensure a wide and local outreach, regional languages are used for communication with the communities.

Communication channels in use include, but not limited to posters, radio, newspapers, electronic media, social media, information centre, public exhibition, flyers, non-technical document summaries, surveys, polls, questionnaires, public meetings, focused group discussions and direct one to one communication, as and when required.

Grievance Mechanism

KE's Integrated Business Centers (IBCs) are responsible for addressing grievances on direct basis. If IBCs are unable to resolve the grievance, the matter is escalated to community engagement teams. Those teams engage directly with the affected parties through formal meetings. The process flow of addressing grievances is as follows:



Complaint is brought to the IBC



The IBC Head along with community outreach team meet and hear the complainant



Meeting resolution and future actions are agreed upon and reported to management. If unsolved, the complaint is escalated to the Head of Sustainability.



If still unsolved, the matter is moved to arbitration by a third party.



Concerned business heads and senior management are involved in the process to come to a resolution.



KHI AWARDS

Through our social investment strategy, our objective of powering the city has been expanded to include other vital organisations that are impacting the city. From 2012-2019 we ran the Social Investment Programme that supported through electricity rebates, 16 organisations that were considered the life-line of Karachi. To expand the sectors we were reaching out to through an objective and transparent process, in 2021 the SIP was restructured into the KHI Awards. The purpose of the awards is to honor those organisations who have made a significant impact on the people of Karachi and its socio-economic landscape.

Through an extensive outreach plan, more than 140 applications were received from organisations across the city. Candidates were shortlisted through a three-stage process, including a 13-member jury consisting of prominent local social leaders. To maintain objectivity and transparency, the entire selection process was audited by Ernst & Young. This year KE has awarded PKR 40 million in electricity rebates to 34 organisations across 13 different categories.



Ayesha Chundrigar
Founder, ACF

“Thank you KE for awarding us in the Social Sector. We are very appreciative that such organisations are helping us in our work to save the injured and abused animals of Karachi.”



Dr Ahson Rabbani
CEO, ChildLife Foundation

“I want to thank KE for their support and encouragement to ChildLife for its work in public health, let's all work together to save the children of Pakistan, which is saving the future of Pakistan.”



WINNERS | 8.8 MILLION LIVES REACHED



COMMUNITY DEVELOPMENT PROJECTS

Community development is at the heart of KE's sustainability philosophy. As part of its wider vision to uplift the city of Karachi and its people, KE makes community investments at the grass root level; either through a community-based approach or by collaborating with reputable and trusted partners working on ground. This ensures the long term sustainability and community ownership of the projects.



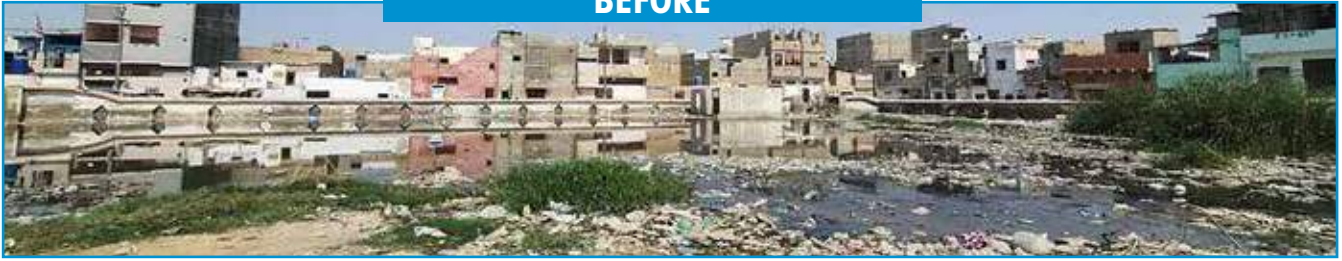
Tahir Siddiqui
Ex- UC Chairman Liaquatabad

“Pir Ji Achan Park was a dumping point for the community and it was in terrible condition. KE not only cleaned up the space but also made it fully functional by installing new swings and plantation. Now, kids and families visit this park regularly and this facility is benefiting around 7500 households across the community.”



Dr. Sher Saeed
Muslimabad

“I run a family clinic at Muslimabad where there is high incidence of water borne diseases. KE established a water filtration plant that provides clean drinking water to more than 10,000 community members. This has shown a marked drop in incidences of water borne illnesses.”

BEFORE**AFTER**

Earlier this year KE adopted a neighbourhood park in Gilgit colony and renovated it as 'Ali Sadpara' Park

Project 'Sarbulandi'

Launched in 2019 Project Sarbulandi is intended to help KE mitigate the challenges of high losses, theft, non-payments, and safety risk which are rife in the 12 key areas the Company is targeting. The business interventions are included in the distribution section. In addition to the infrastructure enhancements made under Project Sarbulandi, KE also invests in community development initiatives. The initiatives are devised based on a need assessment of that specific area and with the input of its community representatives, following the community engagement framework.

Recently to analyse and measure the success of the project, a collaboration is underway on the effects of Covid-19 on electricity issues within the framework of KE's distribution system. Academic institutions involved in this study include LUMS, DUKE Business School, USA, and the American University of Sharjah.



Development initiatives under Sarbulandi



Healthcare provision

7

medical camps

88

communities

8547

people reached



Access to clean water

6

Water purification plants

57,400

people reached



Renovation of public spaces

6

Parks

3000

approx. daily visitors



Schools renovation

5

Schools

2850

Students

Roshni Baji

During the 2020 monsoon period, electricity theft through hook connections and unsafe consumer behaviour were major reasons for safety related incidents. Due to these problems, affected areas have suffered from frequent breakdowns, load-shedding, power related incidents, and even fatalities. As a vital stakeholder of Karachi and a responsible social citizen of the energy sector, KE has prioritised spreading awareness about the dangers of illegal hook connections and poor safety mechanisms inside homes.

To that end, KE launched the Roshni Baji platform, a women neighbourhood ambassador programme for promoting safety awareness and reducing electricity theft. It is a compelling example of women breaking gender barriers in the power and energy sector.

This programme was launched in four areas of Karachi that have a history of conflict, electricity theft, and conservative cultural norms. For KE's largely male teams on ground, gaining access into these neighbourhoods would have been an almost impossible task.

“NEPRA's CSR drive 'Power with Prosperity' was designed to introduce concept of Triple Bottom Line - People, Planet, Profits and to integrate culture of inclusive development in the power sector.

In this regard, under the umbrella of NEPRA's PwP, KE's Roshni Baji programme is indeed a remarkable addition for being a one of its own kind CSR programme depicting KE's strategy to bring sustainability, and ensure delivery of quality services through innovative community led CSR programs.



Huma Zafar
CSR Consultant - NEPRA

For this project, **40 women** were selected from within their communities and trained on safety, customer care, operations, and digital media. In five months they reached more than **107,000** households and verified **70%** of the customer accounts in the assigned areas. In this way, the Bajis served as a connect between KE and the communities. We now have insights on community perceptions on illegal connections and non-payment, and can therefore design appropriate interventions. In the process, the Bajis were also able to identify electrical hazards, and raise safety awareness among women in these communities. Through such awareness raising initiative, communities become less vulnerable to electrocution during high monsoon rainfall, urban flooding, and other disasters.

In a country where public transport is underdeveloped and women's mobility is severely limited due to potential safety risks – KE is providing these women with motorbike training to gain agency over their movement. In communities where women do not occupy public spaces, it was also important to make them feel safe and confident while doing their job. This was achieved through self-defense training. With the awareness raising targets achieved, the Bajis were trained to become electricians - the first of its kind initiative in Pakistan. As certified electricians, these women will be able to join KE's resource pool or serve in their neighbourhoods.



107,000 households educated on safety awareness



1100+ households covered per day



36,482 accounts data validated



10% referral rate | **6,900** referrals



Fatima

Roshni Baji - Coordinator

“As a mother of a two year old baby it was tough for me to leave my house and secure employment. With the Roshni Baji Project I can work with flexible hours as the first female supervisor in Lyari. Through this programme I felt empowered to visit houses in the area and sensitize female community members on safety awareness.”



Afshan Parveen

Roshni Baji - Electrician

“My name is Afshan Parveen, RB from Malir. Roshni Baji by KE has been a tremendous journey for both my personal as well as professional growth. It has not only enhanced my communication skills but also taught me a lot to deal with difficult situations by self control and patience. The best thing about this program was learning skills throughout the program and a technical certification that is helping me earn my bread for my kids with pride.”



SOCIAL INVESTMENTS

KE actively makes social investments in line with the UN SDGs that are concerned with education, health, gender empowerment, inclusion, urban resilience, and livelihoods.

Partner	Project	Purpose
The Shamil Initiative – a non-profit organisation that works with persons with disabilities	<ul style="list-style-type: none"> Production and distribution of 200 bags to frontline workers including rescue workers from Edhi and Chhipa 	Community empowerment
The Heritage Foundation	<ul style="list-style-type: none"> PKR 15 Million KE reinforced its PMTs and shifted its HT and LT circuits underground 	Development of Denso Hall lane into a landscaped pedestrian only street to maintain and upkeep the heritage of Karachi
Renovation of Burns road	<ul style="list-style-type: none"> Sponsoring streetlights and signage 	Facilitating Sindh Government – Contribution towards community facilitation
Sindh Institute of Urology & Transplantation (SIUT)	<ul style="list-style-type: none"> An alternate power supply to the dialysis center worth PKR 2 Million 	The new power supply infrastructure will help SIUT enhance its capacity to serve on average 1000 dialysis sessions per day
The Indus Hospital & Health Network (IHHN)	<ul style="list-style-type: none"> An enterprise class data storage system to benefit approximately more than 850,000 patients annually 	<p>To help the hospital upgrade its database and infrastructure</p> <p>The enterprise-class storage, designed to ensure high-end performance and reliability. It will provide space to accommodate the IHHN's ever-growing Picture Archiving and Communication System (PACS) and deliver a performance boost that will improve the quality of healthcare services</p>
Patients' Aid Foundation (PAF)	<ul style="list-style-type: none"> Surgical tower at PAF (JPMC), energised in July 2020 	Given to power up the needs at PAF (JPMC)



THE FUTURE MEETS INTERNATIONAL STANDARDS

SECTION

122 » EXTERNAL ASSURANCE REPORT

125 » GRI INDEX



INDEPENDENT AUDITOR'S 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 June 30, 2021.

Management's Responsibility on the Sustainability Report

The Management of the Company is responsible for the preparation of Sustainability Report in accordance with the Core Option of GRI Sustainability Reporting Standards (GRI Standards)" issued in 2016 by the GRI- Global Reporting Initiatives, as described in the paragraph "Methodology" of the Sustainability Report.

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 with the requirement of GRI Standards (Core Options only). 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 extent 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 events 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 some 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 a selective basis of the selected information and selected statements to check that the data had been appropriately measured, recorded, collated and reported.
- Discussed Company's future plans and projects pertaining to social, environmental and sustainable development.

Limitations

Our scope of work did not involve:

- 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 socio - 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.

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, in accordance with the framework adopted by the Company in line with the Sustainability Report guidelines of the core option of Global Reporting Initiatives and supported by the Company's internally defined procedures, as described in the GRI Reference Table of the report and the guidelines issued by the Securities Exchange Commission of Pakistan for the year ended June 30, 2021.

KARACHI



BDO EBRAHIM & CO
CHARTERED ACCOUNTANTS



GRI Standards Core Disclosures

GRI Disclosure Number	Content to Cover	Reference
102-1	Name of the organisation	Company Profile - page 8 - 9
102-2	Activities, brands, products, and services	
102-3	Location of headquarters	
102-4	Location of operations	
102-5	Ownership and legal form	
102-6	Markets served	
102-7	Scale of the organisation	
102-8	Information on employees and other workers	The Future Is Safe - page 62 - 79 The Future is Driven By Our People - pages 80 - 95
102-9	Supply chain	Supply Chain - page 51 - 52
102-10	Significant changes to the organisation and its supply chain	Supply Chain - page 51 - 52
102-11	Precautionary Principle or approach	Risk Management - page 23 The Future is Green - page 96 - 110 Community Stakeholder Engagement Framework - page 113 - 114
102-12	External initiatives	Awards and Recognition - page 53 Alignment with the UN SDGs - page 25 - 30
102-13	Membership of associations	Awards and Recognition - page 53

Strategy

102-14	Statement from senior decision-maker	Chairman and CEO messages - page 10 - 11
102-15	Key impacts, risks, and opportunities	Risk Management - page 23

Ethics and integrity

102-16	Values, principles, standards, and norms of behavior	Powering Purpose - page 12 - 30
102-17	Mechanisms for advice and concerns about ethics	Powering Purpose - page 12 - 30

Governance

102-18	Governance structure	Organisational Structure - page 14 - 16 Stakeholder Engagement - page 21 - 22
102-19	Delegating authority	
102-20	Executive-level responsibility for economic, environmental, and social topics	
102-21	Consulting stakeholders on economic, environmental, and social topics	Stakeholder Engagement - page 21 - 22 Community Engagement Stakeholder Framework - page 113 - 114
102-22	Composition of the highest governance body and its committees	Organisational Structure - page 14 - 16



Governance

102-23	Chair of the highest governance body	Organisational Structure - page 14 - 16
102-24	Nominating and selecting the highest governance body	
102-25	Conflicts of interest	
102-26	Role of highest governance body in setting purpose, values, and strategy	
102-27	Collective knowledge of highest governance body	
102-28	Evaluating the highest governance body's performance	
102-29	Identifying and managing economic, environmental, and social impacts	
102-30	Effectiveness of risk management processes	
102-31	Review of economic, environmental, and social topics	
102-32	Highest governance body's role in sustainability reporting	
102-33	Communicating critical concerns	
102-34	Nature and total number of critical concerns	
102-35	Remuneration policies	
102-36	Process for determining remuneration	
102-37	Stakeholders' involvement in remuneration	

Stakeholder engagement

102-40	List of stakeholder groups	Stakeholder Engagement - page 21 - 22
102-41	Collective bargaining agreements	Labour Relations - page 21 - 22, 85 , 113 - 114
102-42	Identifying and selecting stakeholders	Stakeholder Engagement - page 21 - 22 Community Stakeholder Engagement Framework - page 113 - 114
102-43	Approach to stakeholder engagement	Stakeholder Engagement - page 21 - 22 Community Stakeholder Engagement Framework - page 113 - 114
102-44	Key topics and concerns raised	Materiality assessment - page 19 - 20

Reporting practice

102-45	Entities included in the consolidated financial statements	Financial Performance Summary - Appendix
102-46	Defining report content and topic Boundaries	About the Report - page 4
102-47	List of material topics	Materiality assessment - page 19 - 20
102-48	Restatements of information	No restatement from previous report
102-49	Changes in reporting	About the Report - page 4
102-50	Reporting period	July 1, 2020 to June 30, 2021
102-51	Date of most recent report	About the Report - page 4
102-52	Reporting cycle	Annual basis
102-53	Contact point for questions regarding the report	About the Report - page 4
102-54	Claims of reporting in accordance with the GRI Standards	About the Report - page 4
102-55	GRI content index	The Future Meets International Standards - page 121
102-56	External assurance	Appendix - page 134



Category: Economic

Economic performance GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 Financial Value Creation page 33 - 34
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 201: Economic Performance 2016

201-1	Direct economic value generated and distributed	Financial Value Creation page 33 - 34
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Indirect economic impacts GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 Financial Value Creation page 33 - 34
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 203: Indirect economic impacts 2016

203-1	Infrastructure investments and services supported	Powering Sustainability - page 31 - 53
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Anti-Corruption GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 Organisational Structure - page 14 - 16 Code of Conduct - page 17 - 18 Compliance - page 24
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 205: Anti-corruption 2016

205-2	Communication and training about anti-corruption policies and procedures	Code of Conduct - page 17 - 18 Compliance - page 24
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Category: Environment

Energy GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future Is Green - page 96 - 110
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 302: Energy 2016

302-1	Energy consumption within the organisation	The Future Is Green - page 96 - 110
302-4	Reduction of energy consumption	
302-5	Reductions in energy requirements of products and services	

**Water and effluents**
GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future Is Green - page 96 - 110
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 303: Water and effluents 2018

303-5	Water consumption	Environmental Monitoring - page 101 - 103
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Emissions
GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future Is Green - page 96 - 110
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 305: Emissions 2016

305-5	Reduction of GHG emissions	The Future Is Green - page 114 - 127
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Effluents and Waste
GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future Is Green - page 96 - 110
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 306: Effluents and Waste 2016

306-1	Water discharge by quality and destination	The Future Is Green - page 96 - 110
306-2	Waste by type and disposal method	
306-3	Significant spills	

Environmental compliance
GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future Is Green - page 96 - 110
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 307: Environmental compliance 2016

307-1	Non-compliance with environmental laws and regulations	The Future Is Green - page 96 - 110
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Environmental Assessment
GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future is Driven by Our People - page 80 - 95
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 307: Environmental compliance 2016

307-1	Non-compliance with environmental laws and regulations	The Future Is Green - page 96 - 110
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Category: Social

Employment and labour relations
GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 26 - 27 The Future is Driven by Our People - page 80 - 95
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 401: Employment 2016

401-1	New employee hires and employee turnover	The Future is Driven by Our People - page 80 - 95
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3	Parental leave	

Labour / management relations
GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future is Driven by Our People - page 80 - 95
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 402: Labour / management relations

402-1	Minimum notice periods regarding operational changes	The Future is Driven by Our People - page 80 - 95
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Occupational health and safety GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future is Safe - page 62 - 79
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 403: Occupational health and safety 2016

403-1	Occupational health and safety management system	The Future is Safe - page 62 - 79
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	
403-4	Worker participation, consultation, and communication on occupational health and safety	
403-5	Worker training on occupational health and safety	
403-6	Promotion of worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationship	
403-08	Workers covered by health and safety management system	The Future is Driven by Our People - page 80 - 95
403-9	Work related injuries	The Future is Safe - page 62 - 79

Training and Education GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future is Driven by Our People - page 80 - 95
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 404: Training and Education 2016

404-1	Average hours of training per year per employee	The Future is Driven by Our People - page 80 - 95
404-2	Programs for upgrading employee skills and transition assistance programs	
404-3	Percentage of employees receiving regular performance and career development reviews	

Diversity and equal opportunity GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future is Driven by Our People - page 80 - 95
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 405: Diversity and equal opportunity 2016

405-1	Diversity of governance bodies and employees	Governance - page 15 - 16
405-2	Ratio of basic salary and remuneration of women to men	The Future is Driven by Our People - page 89 - 95



Non-discrimination GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Code of Conduct - page 17 - 18 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future is Driven by Our People - page 80 - 95
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 406: Non-discrimination 2016

406-1	Incidents of discrimination and corrective actions taken	32 cases were raised in the reporting period. Actions taken included counselling, reprimanding, and issuance of warnings.
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Rights of indigenous peoples GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Code of Conduct - page 17 - 18 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 26 - 27 Community Stakeholder Engagement Framework - Page 113 - 114
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 411: Rights of indigenous peoples 2016

411-1	Incidents of violations involving rights of indigenous peoples	No incidences of violations during the reporting period.
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Human Rights Assessment GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Code of Conduct - page 17 - 18 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 412: Human Rights Assessment 2016

412-2	Employee training on human rights policies or procedures	Code of Conduct - page 17 - 18
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Code of Conduct - page 17 - 18 Compliance - page 26 - 27 Stakeholder engagement - page 21 - 22 Supply chain - page 51 - 52

Local communities GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4
103- 2	The management approach and its components	Code of Conduct - page 17 - 18
103- 3	Evaluation of the management approach	Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future Supports Communities - page 111 - 120

GRI 413: Local communities 2016

413-1	Operations with local community engagement, impact assessments, and development programs	The Future Supports Communities - page 111 - 120
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Public policy GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4
103- 2	The management approach and its components	Code of Conduct - page 17 - 18
103- 3	Evaluation of the management approach	Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24

GRI 415: Political contributions

415-1	Political contributions	No political contributions made during the reporting period
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Customer health and safety GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4
103- 2	The management approach and its components	Code of Conduct - page 17 - 18
103- 3	Evaluation of the management approach	Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24

GRI 416: Customer Health and Safety

416-1	Assessment of the health and safety impacts of product and service categories	Incident Reporting - page 79
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	



Customer privacy
GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Code of Conduct - page 17 - 18 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 Information Technology - page 49
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 418: Customer Privacy

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No breaches in the reporting period
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Socio-economic compliance
GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Topic boundary - page 4 Code of Conduct - page 17 - 18 Materiality assessment - page 19 - 20 Stakeholder engagement - page 21 - 22 Risk and compliance - page 23 - 24 The Future Supports Communities - page 111 - 120
103- 2	The management approach and its components	
103- 3	Evaluation of the management approach	

GRI 419: Socio-economic compliance

419-1	Non-compliance with laws and regulations in the social and economic area	Incident Reporting - page 79 Community Engagement Stakeholder Framework - page 113 - 114 NEPRA through its Order dated Aug 27, 2020 imposed a fine of PKR 200 Million on the power outages during summer 2020, against which KE filed a review motion. Subsequently, NEPRA issued its order dated Apr 01, 2021 on KE's Review Motion against the Order dated Aug 27, 2020 wherein, NEPRA has accepted KE's stance on certain matters and revised the fine to PKR 160 Million. KE has paid revised fine under protest and filed an appeal before Appellate Tribunal on the NEPRA order.
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APPENDIX

SECTIONS

135 » GLOSSARY

136 » FINANCIAL PERFORMANCE SUMMARY

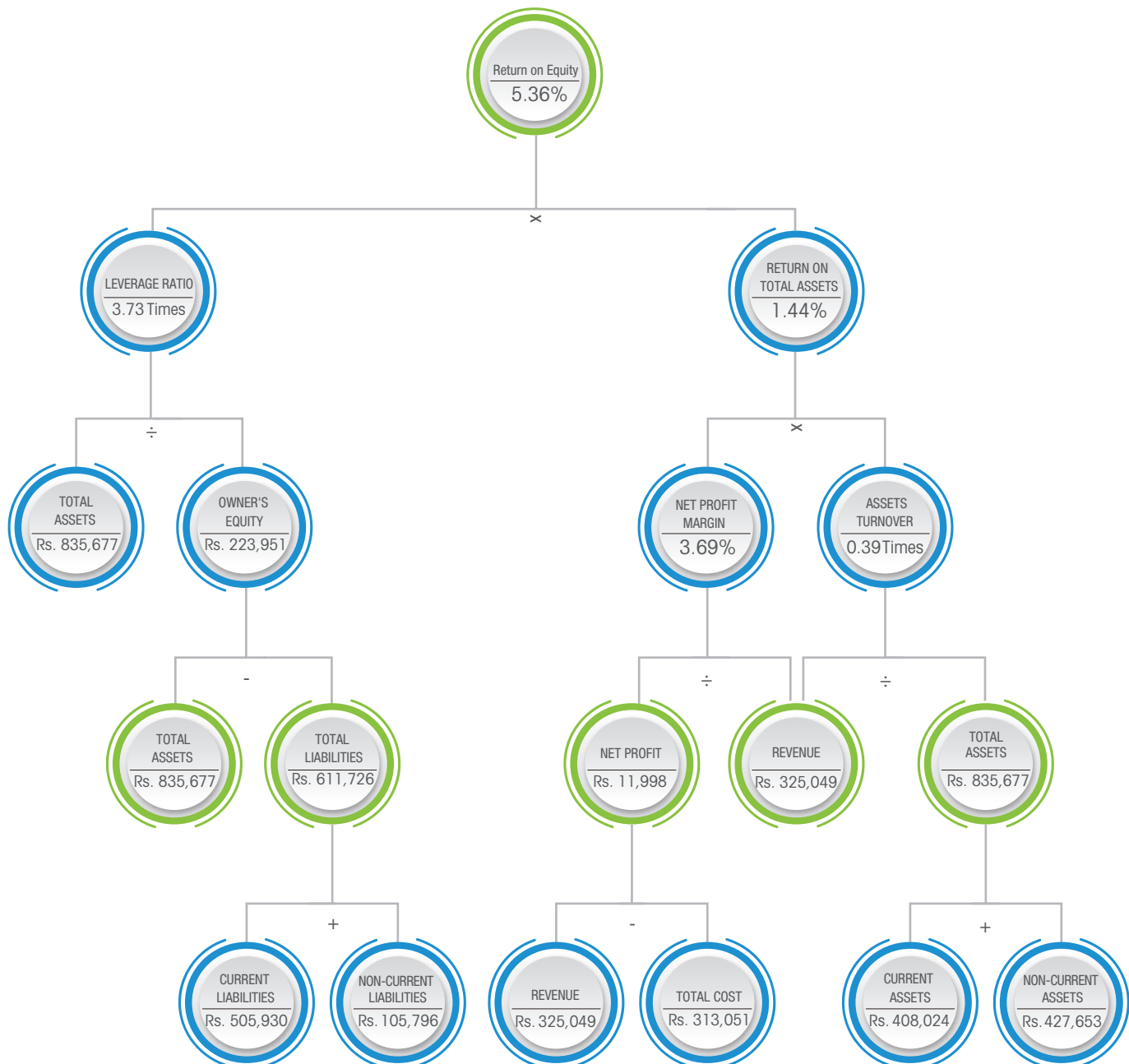


Glossary

ABC	Aerial Bundled Cables
CHSEQ	Corporate Health, Safety, Environment, and Quality
DRC	Disaster Recovery Cell
EHT	Electrical High Tension
ESG	Environment, Social, and Governance
G&T	Generation and Transmission
GOO	Grid Operating Officer
IBC	Integrated Business Center
IVR	Interactive Voice Response
kWh	Kilowatt-hour
LEED	Leadership in Energy and Environmental Design
MDMO	Meter Data Maintenance Officer
NEECA	National Energy Efficiency and Conservation Authority
Particulate matter (PM)	Microscopic solids or liquid droplets in the air
PMT	Pole Mounted Transformer
PV	Photovoltaics, also known as solar cells
RNLG	Regasified Liquefied Natural Gas
SCADA	Supervisory Control and Data Acquisition
SDGs	United Nations Sustainable Development Goals adopted by all United Nations Member States in 2015
STEM	Science, Technology, Engineering and Mathematics
T&D	Transmission and Distribution
VHF	Very High Frequency

DuPont Analysis for FY 2021

(PKR in Millions)



Six Year Performance

Description	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
OPERATIONAL PERFORMANCE						
	(Units in GWh)					
Units Generated - Gross	10,323	10,147	10,338	10,727	10,358	10,938
Units Generated - Net	9,563	9,374	9,557	9,928	9,629	10,186
Units Purchased	6,981	7,206	7,862	7,769	8,158	9,301
Units Sent out	16,544	16,580	17,419	17,697	17,787	19,487
Units Billed	12,865	12,981	13,860	14,318	14,277	16,069
T&D loss (in percentage)	22.2%	21.7%	20.4%	19.1%	19.7%	17.5%
SUMMARY OF STATEMENT OF PROFIT OR LOSS						
	(RUPEES IN MILLIONS)					
Revenue	Restated 188,607	183,855	217,127	289,119	288,807	325,049
Purchase of electricity & consumption of fuel and oil	111,576	123,132	149,325	215,770	219,470	240,181
O&M Expenses	50,592	56,264	57,194	60,712	60,156	66,641
Gross Profit	57,155	39,521	45,297	50,706	43,893	59,195
Financial Charges	5,100	3,609	3,236	6,285	16,737	11,113
Other Income / (Charges)	3,611	7,862	6,348	2,531	7,914	8,232
Profit before Finance Cost	30,051	12,321	16,956	15,167	17,096	26,459
Profit before taxation	24,951	8,712	13,719	8,883	359	15,346
Profit / (Loss) after taxation	31,807	10,419	12,312	17,274	(2,959)	11,998
EBITDA	43,035	25,818	32,422	31,236	36,684	45,867
SUMMARY OF STATEMENT OF FINANCIAL POSITION						
	(RUPEES IN MILLIONS)					
Non-Current Assets	Restated 223,576	237,981	277,733	326,857	364,369	427,653
Current Assets	154,222	157,962	195,965	272,008	339,045	408,024
Total Assets	377,798	395,943	473,698	598,865	703,414	835,677
Share Capital & Reserves	171,288	184,316	207,293	214,490	210,658	223,951
Non - Current liabilities	60,532	53,822	60,451	89,027	113,289	105,796
Current liabilities	145,978	157,805	205,954	295,348	379,466	505,930
Total Equity & Liabilities	377,798	395,943	473,698	598,865	703,414	835,677
SUMMARY OF STATEMENT OF CASHFLOWS						
	(RUPEES IN MILLIONS)					
Net cash generated from / (used in) operating activities	Restated 41,097	27,836	19,335	(16,884)	21,871	42,259
Net cash used in investing activities	(28,654)	(19,593)	(43,726)	(33,843)	(49,411)	(74,465)
Net cash (used) in / generated from financing activities	(10,795)	(11,849)	6,040	52,012	27,192	22,061
Net increase / (decrease) in cash and cash equivalent	1,648	(3,606)	(18,351)	1,285	(348)	(10,144)
Cash and cash equivalent at beginning of the year	(6,463)	(4,815)	(8,421)	(26,772)	(25,487)	(25,835)
Cash and cash equivalent at end of the year	(4,815)	(8,421)	(26,772)	(25,487)	(25,835)	(35,979)

Key Financial Indicators

Description	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Profitability Ratios						
	Restated	(In Percentage %)				
Gross Profit Margin	30.3%	21.5%	20.9%	17.5%	15.2%	18.2%
Net Profit / (Loss) Margin	16.9%	5.7%	5.7%	6.0%	(1.0%)	3.7%
EBITDA Margin	22.8%	14.0%	14.9%	10.8%	12.7%	14.1%
PBT Margin	13.2%	4.7%	6.3%	3.1%	0.1%	4.7%
Return on Equity / Shareholder's Funds	18.6%	5.7%	5.9%	8.1%	(1.4%)	5.4%
Return on Capital Employed	14.6%	4.6%	4.9%	5.6%	(0.8%)	3.1%
Return on Total Assets	8.4%	2.6%	2.6%	2.9%	(0.4%)	1.4%
Return on Property, Plant and Equipment	14.2%	4.4%	4.4%	5.3%	(0.8%)	2.8%
Shareholder's Funds	45.3%	46.6%	43.8%	35.8%	29.9%	26.8%
Liquidity Ratios						
	Restated	(In Times)				
Current Ratio	1.06	1.00	0.95	0.92	0.89	0.81
Quick / Acid test ratio	1.00	0.94	0.90	0.88	0.86	0.77
Cash to current liability	0.01	0.01	0.01	0.01	0.01	0.005
Cash flow from operations to revenue	0.22	0.15	0.09	(0.06)	0.08	0.13
Free Cash Flow [Rs in million]	18,257	4,069	(25,279)	(52,458)	(28,048)	(34,308)
Economic Value addition [Rs in million]	(3,899)	(21,198)	(20,995)	(29,993)	(49,889)	(29,454)
Activity / Turnover ratio						
	Restated					
Inventory [Furnace & Other Oil] Turnover Days	17	9	12	11	9	14
Debtor* Turnover Days [Times]	289	300	294	304	393	410
Creditor Turnover Days [Times]	204	165	164	160	233	292
Operating Cycle (No. of days)	102	144	142	155	169	132
Total Asset turnover ratio (Times)	0.50	0.46	0.46	0.48	0.41	0.39
Fixed Asset turnover ratio (Times)	0.84	0.77	0.78	0.89	0.80	0.77
Investment / Market Ratios						
	Restated	(In Rupees)				
Earnings / (loss) per Share - Basic / Diluted	1.15	0.38	0.45	0.63	(0.11)	0.43
Price Earning Ratio (In Times)	7.00	18.29	12.74	7.02	N/A	9.62
Market Value Per Share - year end	8.06	6.90	5.68	4.39	3.01	4.18
- High during the year	8.67	10.92	7.51	6.75	5.00	4.88
- Low during the year	6.52	6.50	5.11	3.54	2.57	3.11
Price to book ratio (In Times)	0.59	0.48	0.33	0.20	0.12	0.14
Breakup Value per Ordinary Share (including Surplus on Revaluation of Property, Plant & Equipment)	6.20	6.67	7.51	7.77	7.63	8.11
Breakup Value per Ordinary Share (excluding Surplus on Revaluation of Property, Plant & Equipment)	4.39	4.95	5.55	5.38	5.48	6.08
Capital Structure Ratios						
	Restated	(In Times)				
Long-term debt to equity ratio (including revaluation surplus)	0.16	0.14	0.13	0.21	0.28	0.26
Long-term debt to equity ratio (excluding revaluation surplus)	0.21	0.17	0.17	0.28	0.35	0.32
Interest Cover ratio	5.89	3.41	5.24	2.41	1.02	2.38
Average Cost of Debt	0.12	0.09	0.07	0.11	0.16	0.09
Financial Leverage Ratio	0.33	0.27	0.35	0.60	0.74	0.82
Debt Service Coverage Ratio**	5.02	3.38	2.60	1.80	1.10	1.45
Employee Productivity ratios						
Production per employee (Gwh)	0.96	0.94	0.99	1.04	0.97	1.06
Revenue per employee (Rs in million)	17.5	17.0	20.9	28.0	27.1	31.6
Staff turnover ratio	6.8%	6.6%	7.8%	10.6%	10.0%	8.3%
Others						
	(In Percentage %)					
Spares Inventory as % of Assets Cost	2.2%	2.3%	2.1%	1.9%	1.9%	1.7%
Maintenance Cost as % of Operating Expenses	0.7%	0.7%	0.8%	0.8%	0.7%	0.8%

* Includes tariff adjustment receivable from Government

**This ratio is computed by dividing Net Income as adjusted for non-cash items (excluding provision for debts considered doubtful) by Debt Service

Vertical Analysis

STATEMENT OF FINANCIAL POSITION	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Restated					
Non-Current Assets	59.2%	60.1%	58.6%	54.6%	51.8%	51.2%
Current Assets	40.8%	39.9%	41.4%	45.4%	48.2%	48.8%
Total Assets	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Share Capital & Reserves	45.3%	46.6%	43.7%	35.8%	29.9%	26.8%
Non-Current Liabilities	16.0%	13.6%	12.8%	14.9%	16.1%	12.7%
Current Liabilities	38.6%	39.9%	43.5%	49.3%	53.9%	60.5%
Total Equity And Liabilities	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
STATEMENT OF PROFIT OR LOSS	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Restated					
Revenue	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Expenditure						
Purchase Of Electricity	(28.8%)	(33.5%)	(35.7%)	(32.9%)	(35.8%)	(34.5%)
Consumption Of Fuel And Oil	(30.4%)	(33.4%)	(33.1%)	(41.7%)	(40.2%)	(39.4%)
	(59.2%)	(67.0%)	(68.8%)	(74.6%)	(76.0%)	(73.9%)
Expenses Incurred In Generation, Transmission And Distribution	(10.5%)	(11.5%)	(10.4%)	(7.8%)	(8.8%)	(7.9%)
Gross Profit	30.3%	21.5%	20.9%	17.5%	15.2%	18.2%
Consumers Services and Administrative Expenses (including Impairment against trade debts)	(16.3%)	(19.1%)	(16.0%)	(13.2%)	(12.0%)	(12.6%)
Other Operating Expenses	(1.6%)	(0.8%)	(1.0%)	(1.7%)	(0.2%)	(0.5%)
Other Operating Income	3.5%	5.1%	3.9%	2.6%	2.9%	3.0%
	(14.4%)	(14.8%)	(13.1%)	(12.3%)	(9.3%)	(10.1%)
Profit Before Finance Cost	15.9%	6.7%	7.8%	5.2%	5.9%	8.1%
Finance Cost	(2.7%)	(2.0%)	(1.5%)	(2.2%)	(5.8%)	(3.4%)
Profit Before Taxation	13.2%	4.7%	6.3%	3.1%	0.1%	4.7%
Taxation	3.6%	0.9%	(0.6%)	2.9%	(1.1%)	(1.0%)
Profit / Loss After Taxation	16.9%	5.7%	5.7%	6.0%	(1.0%)	3.7%

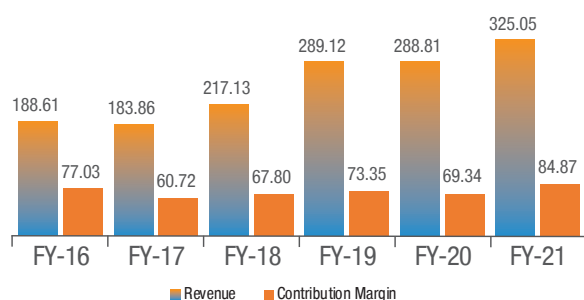
Horizontal Analysis

STATEMENT OF FINANCIAL POSITION	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Restated					
Non-Current Assets	100.0%	106.4%	124.2%	146.2%	163.0%	191.3%
Current Assets	100.0%	102.4%	127.1%	176.4%	219.8%	264.6%
Total Assets	100.0%	104.8%	125.4%	158.5%	186.2%	221.2%
Share Capital & Reserves	100.0%	107.6%	121.0%	125.2%	123.0%	130.7%
Non-Current Liabilities	100.0%	88.9%	99.9%	147.1%	187.2%	174.8%
Current Liabilities	100.0%	108.1%	141.1%	202.3%	259.9%	346.6%
Total Equity And Liabilities	100.0%	104.8%	125.4%	158.5%	186.2%	221.2%
STATEMENT OF PROFIT OR LOSS	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Restated					
Revenue	100.0%	97.5%	115.1%	153.3%	153.1%	172.3%
Expenditure						
Purchase Of Electricity	100.0%	113.5%	142.6%	175.2%	190.2%	206.6%
Consumption Of Fuel And Oil	100.0%	107.3%	125.5%	210.6%	202.9%	223.4%
	100.0%	110.4%	133.8%	193.4%	196.7%	215.3%
Expenses Incurred In Generation, Transmission And Distribution	100.0%	106.7%	113.2%	113.9%	128.0%	129.2%
Gross Profit	100.0%	69.1%	79.3%	88.7%	76.8%	103.6%
Consumers Services and Administrative Expenses (including Impairment against trade debts)	100.0%	114.2%	112.9%	123.9%	113.0%	133.4%
Other Operating income	100.0%	141.1%	127.2%	113.6%	127.8%	147.0%
Other Operating Expenses	100.0%	50.4%	69.6%	165.1%	19.6%	51.2%
	100.0%	100.4%	104.6%	131.1%	98.9%	120.8%
Profit Before Finance Cost	100.0%	41.0%	56.4%	50.5%	56.9%	88.0%
Finance Cost	100.0%	70.8%	63.5%	123.2%	328.2%	217.9%
Profit Before Taxation	100.0%	34.9%	55.0%	35.6%	1.4%	61.5%
Taxation	100.0%	24.9%	(20.5%)	122.4%	(48.4%)	(48.8%)
Profit / Loss After Taxation	100.0%	32.8%	38.7%	54.3%	(9.3%)	37.7%

Graphical Analysis

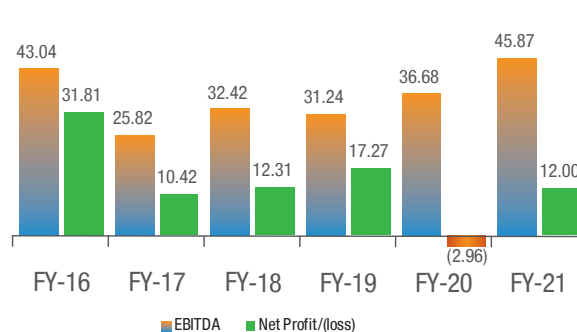
Revenue & Contribution Margin

(PKR in billions)



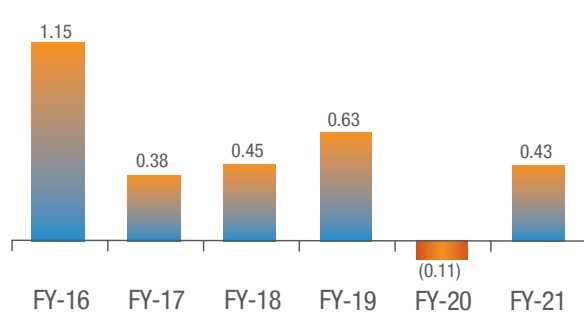
EBITDA & Net Profit /(Loss)

(PKR in billions)



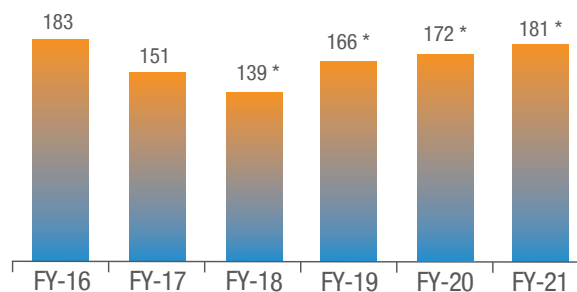
Earnings per Share (EPS)

(in PKR)



GAS

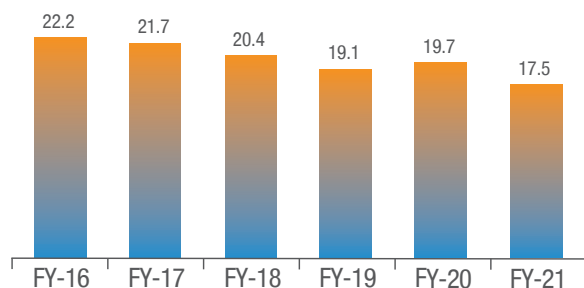
(MMCFD)



* Includes RLNG effective from April 2018

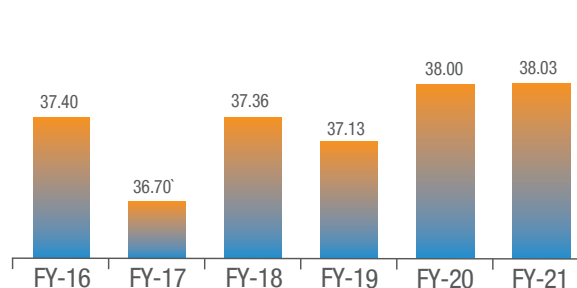
T&D Losses

(In %)



Generation Fleet Efficiency

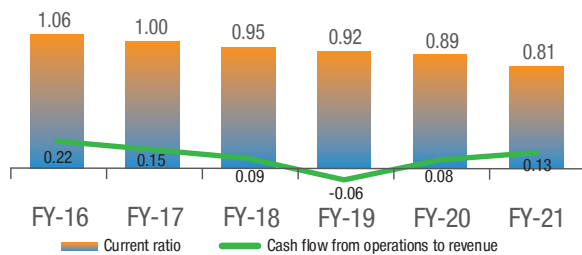
(In %)



Graphical Analysis

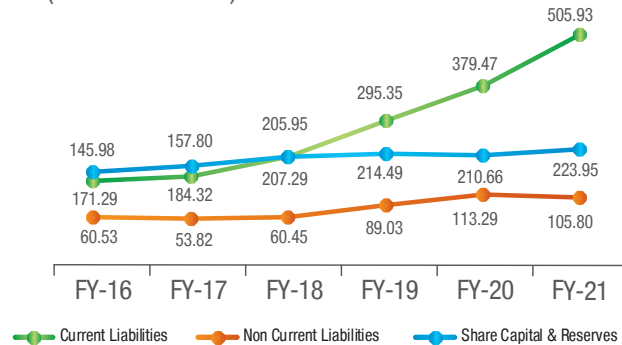
Liquidity Ratio

(In times)



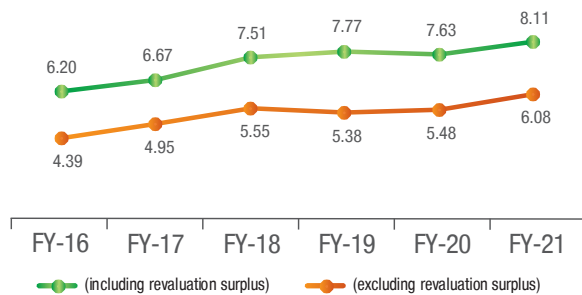
Equities & Liabilities

(PKR In billions)



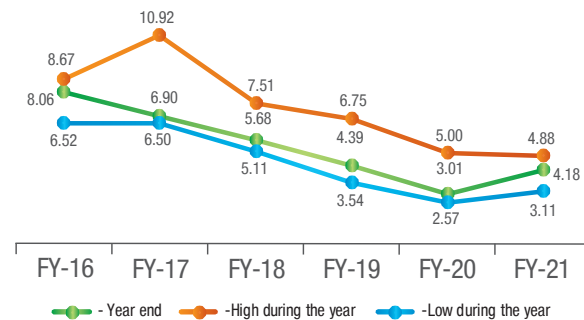
Breakup Value per Share

(in %)



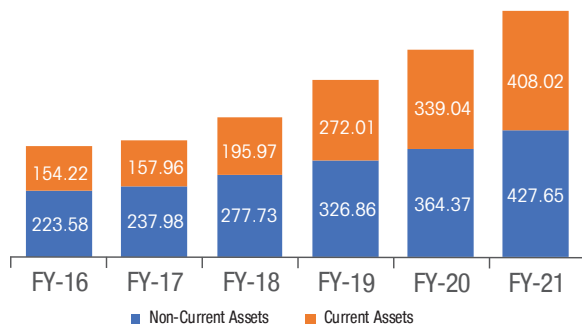
Market Value per Share

(in %)



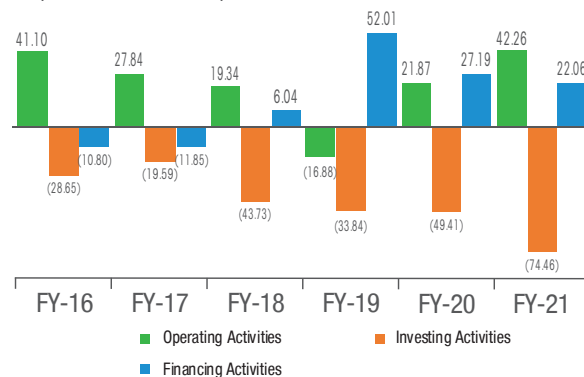
Total Assets

(PKR In billions)



CASHFLOWS ANALYSIS

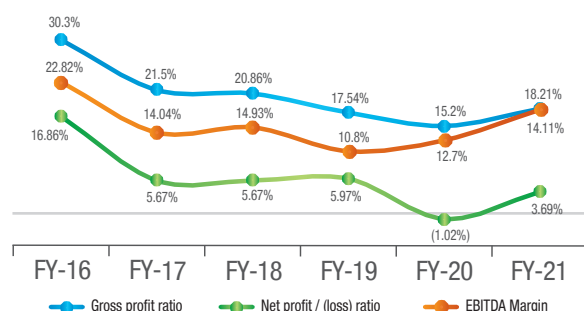
(PKR In billions)



Graphical Analysis

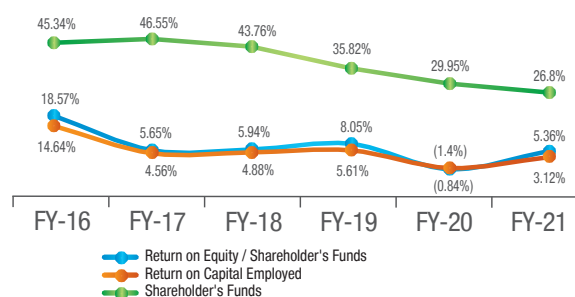
Profitability Ratios

(In %)



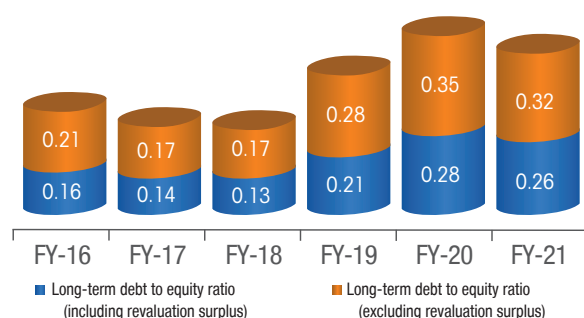
Profitability Ratios

(In %)

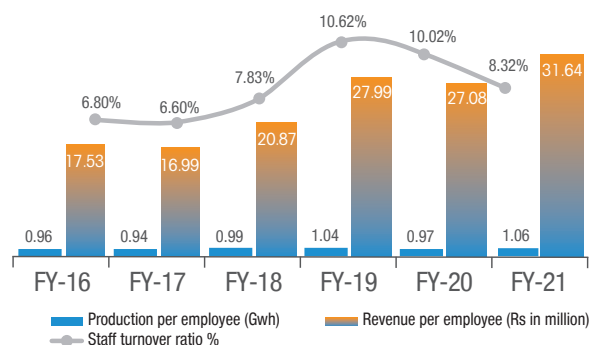


Long term Debt to Equity

(In times)

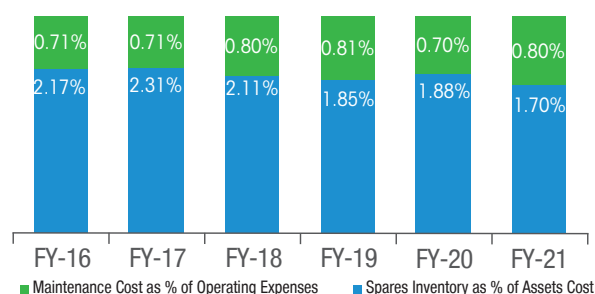


Employee Productivity ratios



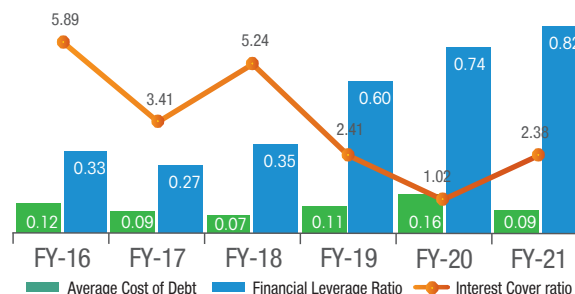
Other Ratios

(In %)



Capital Structure Ratios

(In times)



Statement of Value Addition and its Distribution

Value Addition and its Distribution

Wealth Generated

Sale of energy inclusive of all taxes	318,427
Tariff adjustment	70,042
Other Income	9,792
Electricity purchase, consumption of fuel and oil, service and other cost (exclusive taxes)	(292,535)
	105,726

2021	%	2020	%
Rs in Million		Rs in Million	
318,427		245,774	
70,042		94,930	
9,792		8,510	
(292,535)		(267,438)	
105,726	100.00%	81,776	100.00%

Wealth Distribution

To Employees
Salaries, benefits and other costs

15,803	15%	12,726	16%
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To Government
Income tax, sales tax and others

67,298	64%	54,859	67%
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To Society
Donations

44	0.04%	56	0.07%
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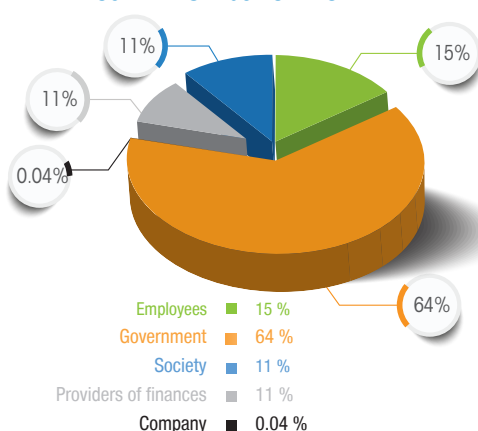
To providers of finances
Financial Charges

11,113	11%	16,736	20%
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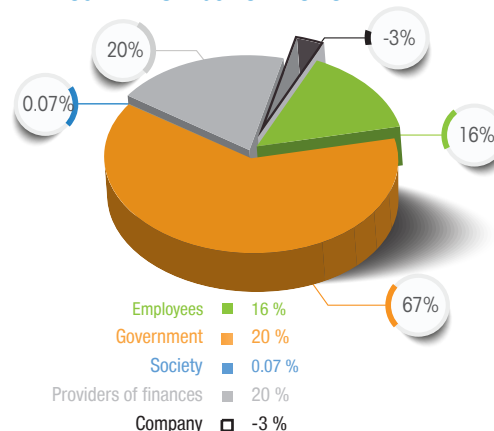
To Company
Retained within the business

11,468	11%	(2,601)	(3.2%)
105,726	100.00%	81,776	100.00%

Wealth Distribution 2021



Wealth Distribution 2020



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