



POWERING FORWARD

SUSTAINABILITY REPORT 2025

Powering Forward

K-Electric's Journey Toward a Sustainable Future

K-Electric Limited (KE) stands at the forefront of Pakistan's energy transformation, marking a pivotal chapter in its journey as the nation's only vertically integrated power utility. Operating in one of the most climate-vulnerable countries, KE's mandate extends beyond reliable power supply to strengthening resilience against rising temperatures, floods, and extreme weather events that increasingly challenge Pakistan's energy infrastructure and economic stability.

Under the banner of Powering Forward, KE continues to advance its transformational journey by integrating innovation, sustainability, and customer centricity into its core strategy. Our commitment to sustainability has matured into a comprehensive operational and strategic framework, reflecting our responsibility to the communities we serve, the ecosystems we depend on, and the future we are determined to shape.

We remain focused on expanding system capacity, strengthening network reliability, and increasing the share of renewable energy, in alignment with national priorities and global sustainability frameworks. Through optimisation of operations, modernisation of transmission and distribution infrastructure, and the integration of digital technologies, KE is building a resilient, efficient, and sustainable energy system that empowers communities and drives long-term progress.

In FY 2025, we reviewed our materiality assessment to ensure that our commitment remains aligned with

the evolving ecosystem, reinforcing our mission of transparency and governance excellence. Digitalisation remains central to our transformation, which we are accelerating through the ongoing implementation of SAP S/4HANA RISE, advanced distribution management systems, and predictive maintenance.

We recognise that our workforce of over 13,000 is the backbone of our sustainability journey. KE is committed to fostering a diverse, inclusive, and empowered workplace culture that prioritises health, safety, and professional development. Through targeted training programmes, mentorship initiatives, and employee engagement, we are cultivating a resilient organisation capable of driving long-term impact across all facets of our operations.

Achieving these ambitions relies on a stable and sustainable tariff through FY24-30, underpinned by consistent regulatory policies. Such predictability is essential to maintain operational resilience, deliver critical infrastructure, continue investment in clean energy, and ensure reliable service for our growing customer base. KE remains actively engaged with stakeholders to foster this environment, which is central to powering sustainable growth and responsible development.

Our ambition is clear: powering forward by empowering communities, driving progress, and shaping a more sustainable, inclusive, and resilient energy future for Pakistan.

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POWERING FORWARD

Driving our sustainability journey
through innovation, resilience, and
responsible growth



About the Report

Our 8th Sustainability Report reflects our sustained commitment to transparency, ethical governance and the advancement of a resilient energy future. It provides a detailed overview of the strategic initiatives undertaken, performance outcomes achieved, and stakeholder engagement efforts pursued across core Environmental, Social and Governance (ESG) domains, underscoring our role as a trusted corporate entity within Pakistan’s dynamic energy sector.

Scope and Reporting Period

The report covers the period from July 1, 2024, to June 30, 2025 and was officially published on December 16, 2025.

The report encompasses KE’s vertically integrated core operations, which include the generation, transmission, distribution and supply of electricity. It excludes sustainability performance data of subsidiaries and supply chain entities.

The data presented is recorded on an actual basis; however, where data is unavailable, estimations are used and disclosed in the report at the respective locations.

Report Structure and Reporting Frameworks

The report has been developed in accordance with the Global Reporting Initiative (GRI) Standards 2021 and is aligned with the Sustainability Accounting Standards Board (SASB) Electric Utilities Sector Standard. Additional alignment was ensured through reference to ESG guidelines issued by the Securities and Exchange Commission of Pakistan (SECP) and the Pakistan Stock Exchange (PSX). This report reflects our management approach, policies and performance on material topics identified through the materiality assessment

process. Further details on the materiality approach and identified topics are provided on page 29. KE is preparing to align with the IFRS Sustainability Disclosure Standards following the SECP’s adoption order issued on December 31, 2024. Although these standards become mandatory for reporting periods starting July 1, 2025, KE is developing IFRS S1 and S2 aligned disclosures for the year ending June 30, 2025, as part of its readiness and transition efforts and plans to present in line with financial disclosures.

Commitment to UN SDGs

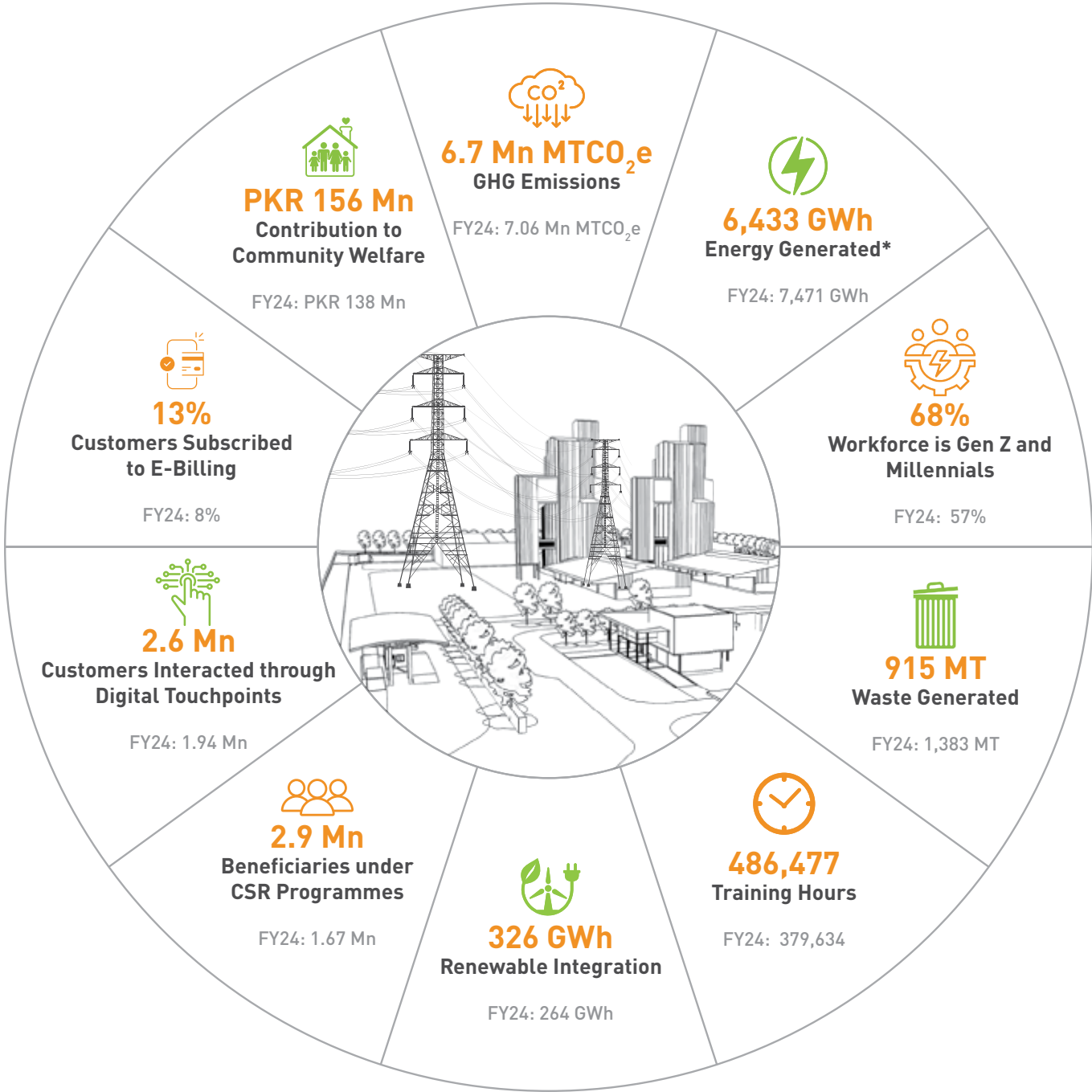
This report underscores our alignment with the United Nations Sustainable Development Goals (SDGs), showcasing our contributions toward advancing both national and global development priorities.

External Assurance & Verification

To ensure transparency and credibility, this sustainability report has undergone review and oversight from KE’s Sustainability Council. It was externally assured by the BDO Ebrahim & Company, Chartered Accountants, an independent assurance firm in accordance with ISAE-3000 (Revised). KE’s management team actively engaged in selecting the external assurer and supported the assurance process to maintain clarity and integrity in our disclosures. Full details of the external assurance process are provided on pages 78-79.

We value feedback on the **Sustainability Report 2025** and invite all stakeholders to share their views, suggestions and comments. For queries or input, please contact us at sustainability@ke.com.pk.

Sustainability Highlights 2025



* On sentout basis

Chairman’s Message



Reflecting on the year gone by, significant shifts are unfolding across the region. Economies are striving for growth while navigating climate extremes, rising energy demand, and evolving geopolitical dynamics. For Pakistan, FY25 brought cautious economic stabilisation, but it was also marked by unprecedented heatwaves, volatile fuel markets, and mounting pressure on energy infrastructure and water resources. These challenges reinforce the reality that the future of energy must be reliable, affordable, and sustainable.

In this context, KE is committed to taking a leading role. As Pakistan’s only vertically integrated utility, our decisions shape how the region is powered today as well as how future generations will live, learn, and grow. Looking back, I am proud that we remained focused on strengthening our foundations while preparing for a transitioning energy future, one that is low carbon, digitally enabled, and economically competitive.

Becoming climate-resilient is central to this journey. We are aligning our business with national and global sustainability pathways, reducing dependence on fossil fuels, and actively pursuing renewable integration. Our planned renewable energy projects, including large-scale solar and wind, are progressing through regulatory stages, and we remain committed to significantly increasing the share of clean energy in our supply mix. Simultaneously, we are operationalising our ESG Roadmap 2030, embedding responsible resource use, emissions reduction, waste management, and stronger climate governance across our operations.

Innovation and digital transformation are helping us build a future-ready utility. KE became one of the

first power utilities in the region to transition to SAP S/4HANA RISE, a foundational leap that strengthens cybersecurity, enhances transparency, and enables data-driven decision-making. From grid automation and smart metering to customer-centric digital platforms, we are transforming every layer of our value chain to deliver faster, safer, and more efficient services.

I am proud of the KE employees who are committed to advancing the Company in its broad sustainability goals. We are determined to invest in capability-building, encouraging innovation, and ensuring that our workforce remains empowered, diverse, and future-focused. Safety continues to be non-negotiable across all our sites and communities.

Achieving energy security will require a smart expansion of our infrastructure. Building climate resilience will demand consistent investment, innovation, and policy alignment. I am encouraged by how far we have come and energised for the work ahead. On behalf of the Board of Directors, I extend my sincere gratitude to our employees, partners, regulators, lenders, and the millions of customers who place their trust in us every day. Together, we will continue to power Pakistan forward with responsibility and purpose, building an energy future that is sustainable, equitable, and resilient for generations to come.

Mark Skelton
Mark Gerard Skelton
Chairman
K-Electric Limited

CEO’s Message



The past year has been defined by remarkable achievements, innovation, and growth in Pakistan. Despite macroeconomic pressures, climate volatility, and geopolitical challenges, we remained committed to powering forward, energising over 3.8 million customers with reliability, responsibility, and resilience.

Energy security took centre stage with the commissioning of KE’s first 500 kV KANUPP–KE Interconnection Grid and the 220 kV Dhabeji-2 line. This enabled us to off-take power up to 2,000 MW from the National Grid, ensuring uninterrupted supply for our customers.

We accelerated our digital transformation with one of the region’s first SAP S/4HANA RISE rollouts, strengthening cybersecurity, operational efficiency, and data-driven decision-making. With 2.6 million customers now engaging through digital platforms, including the KE Live App, WhatsApp, and Kineto, we continue our journey toward a more transparent and eco-friendly business model. Pakistan’s first power sector loyalty programme, KE Star Rewards, further boosted KE Live App engagement by 45%, reflecting our focus on customer empowerment and innovation.

In parallel, the inaugural Energy Progress and Innovation Challenge (EPIC) brought together academia, industry, startups, and researchers, generating over 250 solutions to national energy challenges. Our Operational Excellence Programme, focused on Customer Experience, Cost Leadership, Operational Efficiency, and Employee Wellbeing, continues to strengthen our foundation for sustained improvement and long-term value creation.

At the same time, we continued advancing renewable integration, securing Pakistan’s lowest tariff bids, ranging between PKR 8.9–11.6 per unit, through competitive bidding for 640 MW of clean energy projects. Through K-Solar, 11.1 MW of distributed solar was deployed for commercial and industrial users. We embedded ISO 50001 energy management practices across operations and

reduced greenhouse gas emissions by 4%, reaffirming our commitment to a greener future. Innovations such as Battery Energy Storage Systems (BESS) remain key to enhancing grid flexibility and renewable uptake.

We believe that our people are at the heart of every success. During the year, we delivered over 486,000 training hours, while gender diversity increased by 16%. Through initiatives like Roshan Raahien, we continue to promote career pathways for women across the organisation. Corporate Social Responsibility remained integral to our purpose, with 2.9 million people benefiting from flagship programmes such as Roshni Baji Safety Ambassadors, Khel, Kood aur Khayal, and the KHI Awards, which supported 45 social impact organisations in healthcare, education, community development, and other sectors.

Further strengthening local value chains, we prioritised working with local suppliers, supporting national industry and growth. As part of our sustainability roadmap, we are expanding capacity with new grid stations, transmission lines, and additional distribution infrastructure, underpinned by modern protection and automation systems. Our generation assets sustained strong performance with 92.3% average availability, ensuring consistent support for Karachi’s growing energy needs.

We extend our sincere gratitude to our partners, stakeholders, lenders, and customers for their steadfast trust and collaboration. Together, we will continue to reinforce Pakistan’s energy future by accelerating renewable integration, modernising grids, enabling digital ecosystems, and deepening public and private partnerships for a resilient and inclusive energy landscape.

Syed Moonis Abdullah Alvi
Syed Moonis Abdullah Alvi
Chief Executive Officer
K-Electric Limited

About K-Electric



As Pakistan’s sole vertically integrated power utility, KE is engaged in generation, transmission, distribution and supply of electricity for a vast and densely populated service network, including Karachi, Uthal, Bela, Vinder, Gharo, Hub and Dhabeji.

Established in 1913 as the Karachi Electric Supply Company (KESC) to meet the electricity needs of the port city, the organisation has since evolved into K-Electric Limited, now serving the complex and expansive energy demands of our service network. It plays a central role in powering the nation’s economic hub, driving industrial growth, urban development and improving the quality of life for over 3.8 Mn customers.

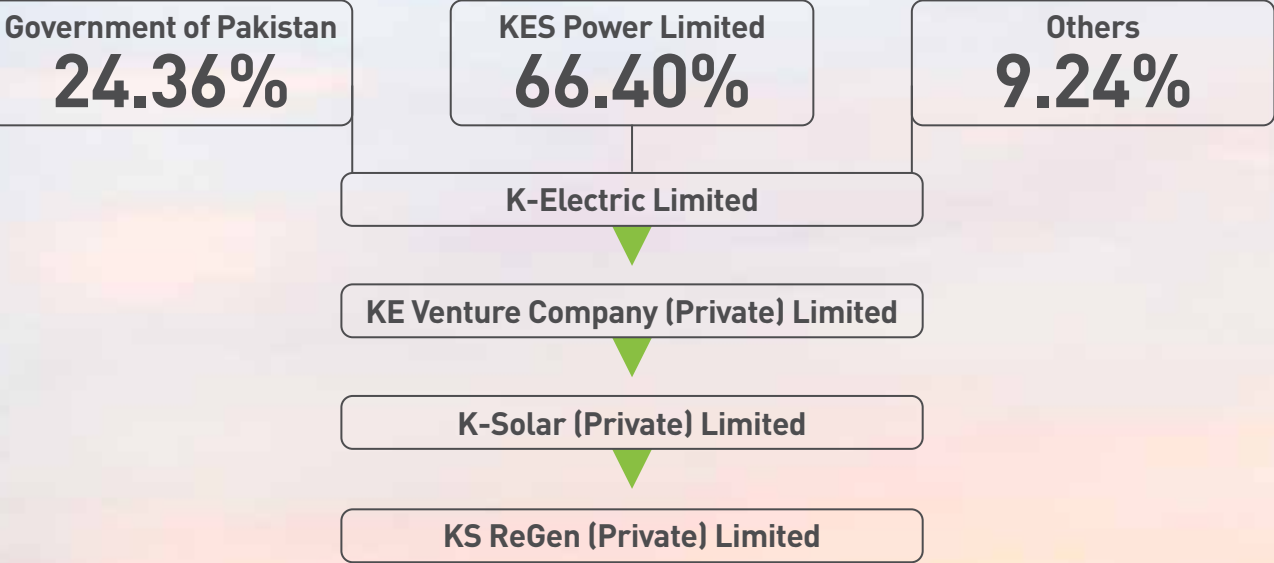
As a publicly listed company on the PSX, KE’s shareholding structure is majority private, with the Government of Pakistan retaining a minority stake. The Company operates under NEPRA’s regulatory purview and complies with all

applicable national laws governing electricity generation, transmission, distribution, and supply.

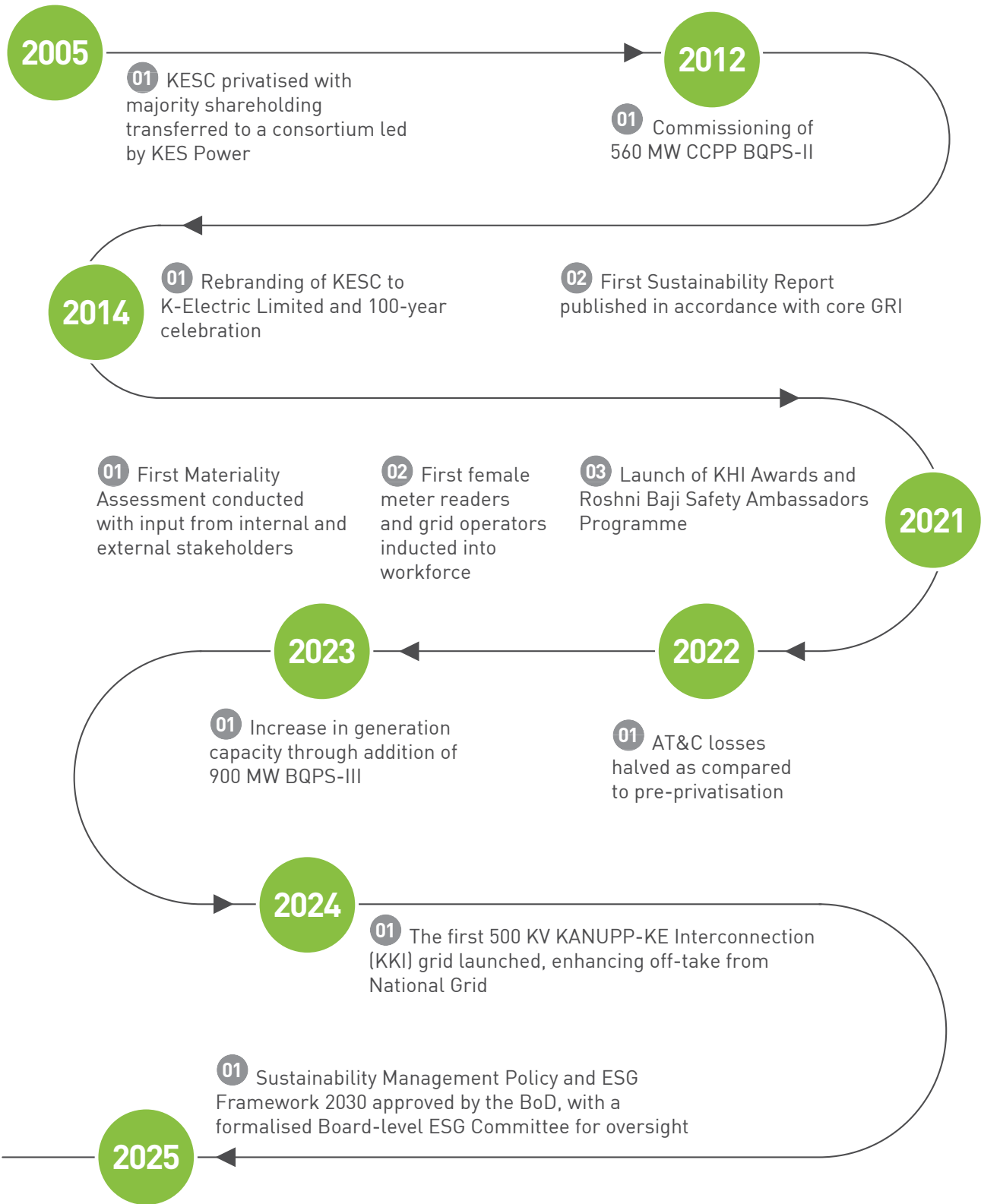
Since privatisation in 2005, KE has invested USD 4.7 Bn to expand its infrastructure and customer base, doubling both, while cutting transmission and distribution losses by half. Building on this progress, KE has outlined a multi-year investment plan to strengthen and modernise its transmission and distribution network.

These commitments are anchored in the assumption of a stable tariff and regulatory environment for FY24–30, which is essential for the Company to maintain investment momentum, optimise existing assets, and expand capacity in line with our customers’ growing energy needs. KE remains engaged with stakeholders to help ensure a consistent policy environment that supports responsible development and reliable, affordable power for all.

Company Holding Structure



K-Electric Sustainability Journey



ESG Roadmap 2030

KE's ESG Roadmap 2030 marks a pivotal step in the company's sustainability journey, providing a structured framework to advance long-term environmental, social and governance objectives. It reflects a shared commitment to integrating ESG principles across operations, aligning with the UN SDGs. The roadmap sets clear targets with defined action plans, ensuring progress remains measurable and results-driven. KE continues to advance its ESG Roadmap in alignment with evolving regulatory and tariff conditions to ensure sustainable progress. Conceived in response to regulatory requirements, stakeholder expectations and the urgent need for climate resilience and social inclusion, it strengthens KE's alignment with both global standards and national priorities. In doing so, the roadmap positions KE as a responsible, resilient and future-ready utility prepared to navigate the challenges of a rapidly transforming energy sector.

Targets*

Relevant SDGs

20%	Reduction in CO ₂ Emissions	
30%	Increase in Renewable Sources in Energy Mix	
2x	Increase in Customers with Reliable Access to Electricity	
30%	Localisation and Indigenisation to Enable Affordable Supply and Services	
100%	Growth in Gender Representation, Contributing to a Safe, Engaged and Inclusive Workforce	
Paperless Culture	Transition through Digitisation	

*Progress against these commitments depends on a sustainable tariff and stable regulatory environment for FY24-30.

Our Service Area



Our Values

CUSTOMER CENTRIC

Listen like it matters
Decide with data
Fix it, together

ACCOUNTABLE

Own the outcome
Stand by your word and work
Lead by example

RESPECTFUL

Make space for others
Disagree with grace
Lift others up

ENERGISED

Show up with spark
Chase better
Spread optimism

SAFE

Think before you act
Call it out
Make safety a habit

Memberships

We engage in cross-sector partnerships to integrate diverse expertise and mobilise resources, accelerating progress toward shared objectives. KE is a member of the following associations:

- Karachi Chamber of Commerce and Industry (KCCI)
- Overseas Investors Chamber of Commerce & Industry (OICCI)
- Pakistan Business Council (PBC)
- Audit Oversight Board, Securities & Exchange Commission of Pakistan
- Pakistan Institute of Corporate Governance (PICG)
- Pakistan Society for Training and Development (PSTD)
- Employers' Federation of Pakistan (EFP)



Awards



2nd Diamond Award for Disability Inclusion
Employer's Federation of Pakistan (EFP)

Risk-Based Fire Safety Award 2025
Fire Protection Association of Pakistan (FPAP)

Grand Prix and Gold Effie Awards 2025
Effie Awards Pakistan










Best Practice Honours, Global Diversity, Equity & Inclusion Benchmarks (GDEIB) Awards 2025
HR Metrics

Developing Quality Talent Award
Chartered Quality Institute (CQI)

We take pride in supporting Karachi's energy security and economic progress, strengthening the systems that keep the city moving forward

Value Creation Model

KE delivers long-term value across multiple capitals, enhancing its infrastructure while promoting knowledge sharing and efficiency, strengthening renewable energy integration and supporting affordable, reliable power. This approach advances Pakistan's transition to a low-carbon future, empowering its people and communities and strengthening trust with stakeholders through responsible growth.

Input	Business Activities	Value Created	Outcomes
<div></div> <div>Manufactured Capital<ul style="list-style-type: none">4,290 MW installed capacity (including purchased power)1,432 Km Transmission network42,966 Km Distribution lines</div>	<div></div> <div>Electricity Generation Fuel Suppliers Own Generation</div>	<ul style="list-style-type: none">17,882 GWh energy supplied (including net metered units)3.85+ Mn customers served326 GWh Renewable integration	<ul style="list-style-type: none">Increased system reliabilityLower downtimeEnhanced customer satisfactionFuture-ready infrastructure
<div></div> <div>Intellectual Capital<ul style="list-style-type: none">Digital innovationProcess improvement</div>	<div></div> <div>Electricity Purchase IPPs/CPPs National Grid</div>	<ul style="list-style-type: none">Sector-first AI chatbot48,000 smart meters installedSAP S/4HANA transformation59% number of new connections requests processed online69% annual customer transactions through Alternative Delivery Channels2.6 Mn customers interacted with KE digitally	<ul style="list-style-type: none">Improved operational efficiencyScalable clean energy solutionsCustomer-centric Innovation
<div></div> <div>Human Capital<ul style="list-style-type: none">13,208 Skilled workforceLeadership development</div>	<div></div> <div>Transmission, Distribution and Supply</div>	<ul style="list-style-type: none">486,477 training hours0.57 TRIRRoshan Raahein launched	<ul style="list-style-type: none">High productivitySafer operationsTalent retentionCulture of learning
<div></div> <div>Natural Capital<ul style="list-style-type: none">315 GWh Electricity consumed at KE offices561 ML Water consumed</div>	<div></div> <div>Customers</div>	<ul style="list-style-type: none">6,762,609 MTCO₂e emissions915 MT waste produced10,000 trees planted	<ul style="list-style-type: none">Reduced carbon footprintSupport for Pakistan's energy transitionContribution to climate goals
<div></div> <div>Social and Relationship Capital<ul style="list-style-type: none">Customer trust and loyaltyPartnerships with communities, NGOs and stakeholdersPKR 156 Mn CSR contribution</div>		<ul style="list-style-type: none">2.9 Mn beneficiaries through community developmentPKR 60 Mn electricity rebates through KHI Awards12 Mn customers reached through Energy Conservation Campaign930 suppliers engaged	<ul style="list-style-type: none">Stronger relationshipsEnhanced goodwillImproved community wellbeing

GOVERNANCE & ETHICAL PRACTICES

Advancing transparency, ethical
governance, and accountability
across our value chain



Governance

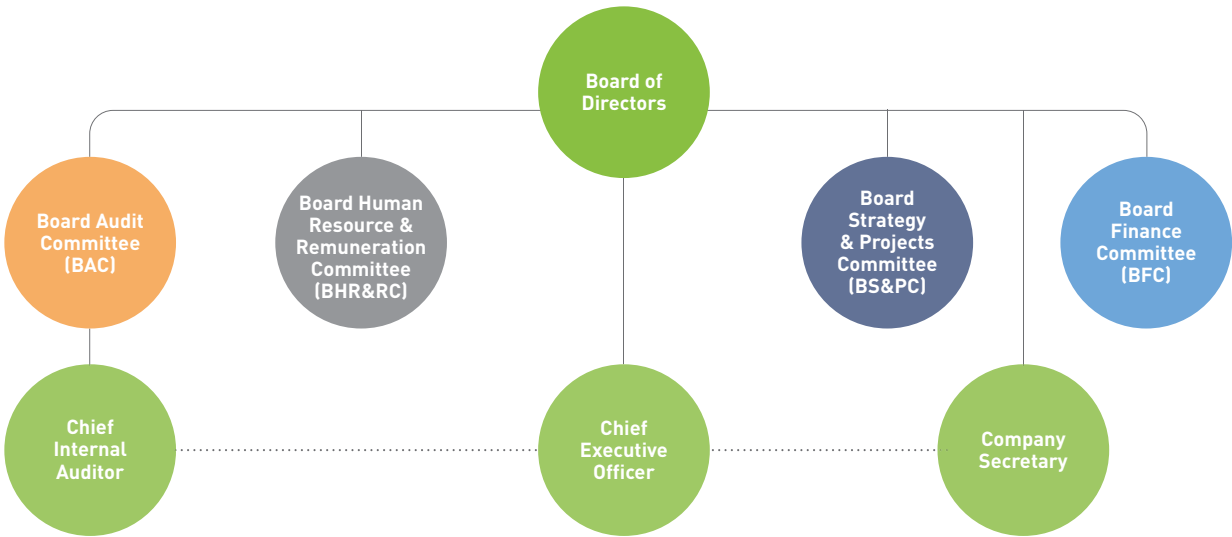
KE’s governance structure is anchored in the Companies Act, 2017, and the Listed Companies (Code of Corporate Governance) Regulations, 2019 and is further strengthened by the adoption of international best practices. This framework ensures transparency, accountability and responsible decision-making throughout the organisation.

Governance Architecture

The Board of Directors (BoD) of KE is the highest governing authority, entrusted with providing strategic leadership, oversight and a strong control framework to ensure sustainable value creation for all stakeholders. It holds ultimate accountability for KE’s performance, integrity and overall affairs.

The BoD is constituted of thirteen directors; however, in 2022, following resignations of three directors, including a female director, three casual vacancies arose. These positions remain unfilled due to an ad interim order of the Sindh High Court and directives from the SECP, which restrict any changes to the Board’s composition until further notice. Furthermore, as a result of the above, KE remains incapable to conduct Board elections in 2025.

For details on Board composition, list of committees, and members, refer below:



- Mark Gerard Skelton**
Chairman
- Syed Moonis Abdullah Alvi**
Chief Executive Officer
- Adeeb Ahmad**
Non-Executive Director
- Dr. Muhammad Fakhre Alam Irfan**
Non-Executive Director
- Imdad Ullah Bosal**
Non-Executive Director

- Javed Kureishi**
Non-Executive Director
- Mubasher H. Sheikh**
Non-Executive Director
- Muhammad Kamran Kamal**
Non-Executive Director
- Saad Amanullah Khan**
Independent Director
- Shan A. Ashary**
Non-Executive Director

For further details on KE’s Board governance, structure, member profiles and knowledge, please refer to KE’s official website (<https://ke.com.pk/board-of-directors/>)

ESG Governance

KE’s ESG Framework and Sustainability Management Policy are designed to embed ESG principles across all levels of the organisation. Oversight of sustainability strategy and performance rests with the BoD, which approves the Sustainability Management Policy and delegates implementation to the BAC which is responsible for ESG matters. This committee ensures alignment with international standards, including the UN SDGs, and monitors progress against strategic sustainability objectives.

The ESG Function, led by the Chief Distribution & MarComms Officer (CDMO), drives operational execution with support from the cross-functional Sustainability Council, comprising key Business Unit (BU) heads. Council members nominate Sustainability Champions as focal points to embed ESG priorities into daily operations. Sustainability impacts, risks and opportunities are managed through established controls and reporting mechanisms, in collaboration with Enterprise Risk Management (ERM) team. Progress on key initiatives is reported annually to the BAC, ensuring transparency, accountability and effective oversight.

KE’s sustainability governance framework ensures that ESG considerations are integrated into strategic and operational decision-making, linking long-term value creation with environmental responsibility, and responsible operations.



In FY25, KE advanced its ESG and governance capacity through IFRS S1 and S2 readiness sessions for the Sustainability Council. Building on earlier collaborations with PBC and PICG, these sessions strengthened understanding of global sustainability standards and reinforced KE’s preparedness for transparent, high-quality disclosures.



“

Our Sustainable Development Strategy

KE is committed to deliver uninterrupted, safe and affordable power to all our customers while reducing its carbon emissions, increasing our clean energy mix, building a diverse, inclusive and engaged workforce and creating a fair and inclusive environment for the community’s wellbeing.

”

KE’s ERM framework integrates sustainability-related risks across business functions and stakeholder relationships. The CEO, supported by the ERM and BAC, holds overall responsibility for managing operational risks and sustainability impacts. Key performance indicators, HSE matters, and operational challenges are reviewed in management meetings chaired by the CEO, with progress and strategic updates reported periodically to the BoD for oversight and guidance.

Board Performance Evaluation and Remuneration Policy

The BoD, its committees and individual members undergo annual performance evaluations. These are conducted through structured self-assessments and independent third-party reviews facilitated by the PICG. The evaluation process assesses governance effectiveness in terms of strategic oversight, role clarity and alignment with defined objectives. Findings from the evaluations are used to identify areas for improvement and to continually strengthen governance practices.

Performance evaluation of the CEO and senior management is conducted annually by the BHR&RC against defined KPIs, encompassing operational, environmental, health, safety and sustainability dimensions. The Committee also monitors emerging market trends, reviews internal compensation practices and advises the BoD accordingly.

The BoD approves the remuneration policy for non-executive directors, which is reviewed every three years

to ensure alignment with the responsibilities entrusted to them, as well as the expertise required to guide the company in achieving its corporate and social objectives.

Conflict and Critical Concerns

KE’s Code of Conduct underscores its commitment to integrity and transparency by strictly prohibiting conflicts of interest and requiring immediate written disclosure. The Code applies to all directors and employees, is publicly available on the KE website and is communicated at induction and reinforced through internal communication.

Critical matters are reported to the BoD through structured channels. Senior management provides periodic updates on financial and operational performance, operational risks, legal compliance and strategic initiatives, with significant concerns highlighted as needed. Board committees review specific matters and present detailed reports, ensuring the BoD is informed of issues ranging from financial irregularities to regulatory changes and emerging risks, including cybersecurity threats.

The Internal Audit function, independent of management, reports directly to the BAC, providing objective assessments of internal controls and identified risks. In addition, a whistleblowing mechanism allows concerns to be raised confidentially. Complaints received through this channel are investigated by Internal Audit, with critical findings escalated to the BAC for timely review and action. During the year, 89 critical concerns were escalated.



Ethical Practices

At KE, our policy framework reflects a steadfast commitment to responsible business conduct, regulatory compliance and sustainable value creation. We are committed to respecting internationally recognised human rights as articulated in the Universal Declaration of Human Rights and related conventions and our policies align with Pakistan’s labour laws.

Key Policies



Code of Conduct



Anti-Harassment Policy



Whistleblowing Policy

Policies are accessible to all employees via intranet.

Embedding Policy Commitments

Our leadership drives policy integration by setting strategic direction and allocating resources to embed policy commitments across core business functions.

Policy awareness is reinforced through:

- Structured onboarding
- Periodic training
- Role-specific learning programmes

Compliance is ensured through:

- Internal audits
- Management reviews
- Aligning with global practices
- Promoting continuous improvement

Remediating Impacts

KE commits to preventing and addressing operational impacts through robust internal controls and periodic risk assessments. The CEO ensures ethical conduct, while the BAC reviews cases for corrective action. KE remains committed to maintaining full regulatory compliance under NEPRA’s oversight.

Regulatory Notices	Actions Taken
Show-cause notices on billing, outages, and compliance matters proceedings of which are on going	Corrective actions, process improvements, senior management oversight

KE is proud to report that there have been no litigation cases pertaining to bribery, corruption, or anti-competitive practices reported during the current financial year. In addition, no cases related to anti-competitive behaviour, anti-trust and monopoly practices were filed against KE in FY25. Seven litigation cases on health and safety from prior periods remain pending in court.

Mechanisms for Seeking Advice and Raising Concerns

Channel	Purpose
Awaz	Employees can raise concerns through Awaz channels for any work-related issue, dispute, or complaint not resolved through normal communication. Harassment cases are handled by the Anti-Harassment Committee under the Protection against Harassment of Women at the Workplace Act, 2010.
Speak Up	Reporting of suspected fraud, possible Code of Conduct violations, and environmental and social concerns.

Grievance-handling mechanisms are regularly evaluated to ensure accessibility, confidentiality, and trust, thereby reinforcing KE’s commitment to maintaining an ethical, safe, and inclusive workplace.

Customer Centricity



Customer centricity is essential to our sustainable business model and is integrated throughout the organisation as a core value. Guided by principles of equity, transparency and consistency, we view customer centricity as a shared responsibility for all employees and consider it an integral part of our organisational culture.

KE's customer experience transformation is anchored in accelerating end-to-end digitalisation to deliver convenience at home, reduce customer costs, and enable seamless access to services. Guided by global benchmarks,

our focus remains on first-contact resolution, proactive transparency, and hyper-segmentation, enabling the design of value-added services tailored to specific customer segments and use-cases.

Our approach, rooted in creating digital trust, accessibility, personalisation, and reliability, continues to shape KE's evolution as a modern, responsible energy provider, aligned with both sustainability and inclusive growth. We serve customers across multiple integrated touchpoints spanning physical, hybrid and fully digital channels.

Customer Satisfaction

90% Positive Feedback at Call Centres

96% Positive Feedback at Customer Experience Centres

KE Live App

FY25 **1.4 Mn Users**

FY24 **1.04 Mn Users**

WhatsApp

FY25 **2.2 Mn Users**

FY24 **1.5 Mn Users**

Digital Interactions

75% FY25
2.6 Mn customers

67% FY24
1.9 Mn customers

35 Customer Facilitation Centres | 26 Customer Experience Centres

19 IBC on Wheels (IOWs)

Digital Payments

69% Annual transactions through Alternative Delivery Channels (ADC)

26 Mn Annual transactions through Real-Time Payment System (RTPS)

90K+ Annual transactions through QR and RAAST, State Bank's free platform

Star Loyalty

Promoting digital adoption through rewards for timely bill payments

45% YoY Increase in KE Live App Monthly Active Users

300+ Merchant Partnerships

Smart Metering

48K Smart meters installed to enhance billing accuracy and empower customers with real-time usage insights

E-Billing

505K E-Bill subscribers, representing a 39% increase as compared to the previous year



Bill Redesign

Simplified calculations on a single interface, enhancing clarity and transparency

Kineto AI Chatbot
24,000+
Monthly Active Users

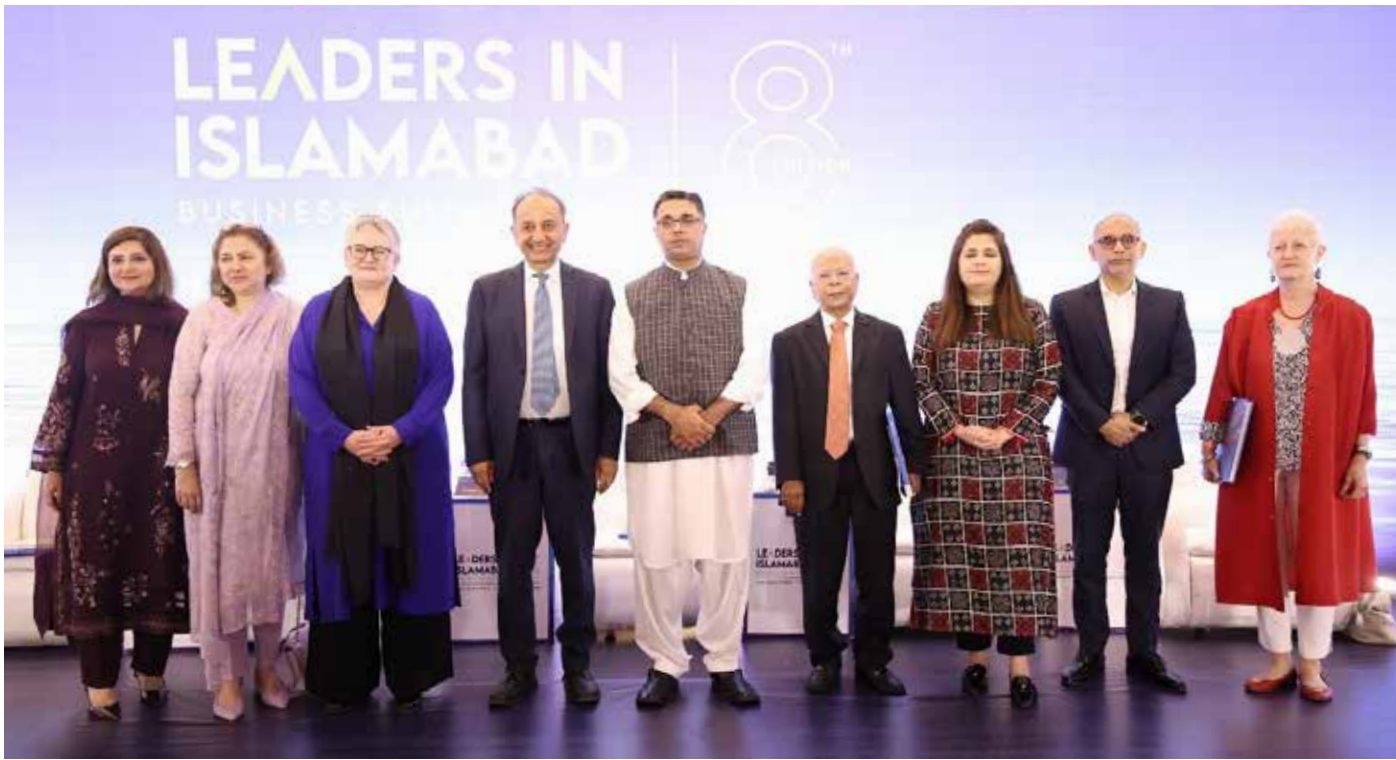
Reputation Management

Media Engagement & Thought Leadership

KE maintains strong media engagement to ensure transparent and timely communication about power supply, tariffs, infrastructure upgrades, and renewable energy projects. Regular updates on the website, social media channels and press briefings keep stakeholders informed about ongoing operations and investment-driven initiatives, while periodic analyst briefings and open dialogue with institutional and retail investors reinforce transparency and accountability.

KE also actively contributes to shaping the national energy narrative through sustained thought leadership. In FY25, KE Leadership participated in prominent platforms such as The Future Summit, Leaders in Islamabad Summit, as well as sector-focused events including “From Public to Private: Navigating the Complexities of Privatisation of DISCOs,” and “Powering a Sustainable Future: Identifying Problems and Solving Challenges in Electricity Generation, Transmission, and Distribution” at NUST Institute of Policy Studies.

KE’s transformation was highlighted in the Sustainable Development Policy Institute’s (SDPI) report “Privatisation of Pakistan’s Power Utility Sector: Opportunities and the Lessons Learnt” as a benchmark case of successful privatisation. The report recognised KE’s achievements in halving transmission and distribution losses, expanding its customer base, and leading digital engagement.



KE Social Media Followers



Internal Communications

Through Paish Qadam, KE’s internal communication platform, employees stay connected to business updates, safety practices, regulatory changes, and long-term plans. Accessible through email for management teams and a dedicated mobile app for non-management staff, Paish Qadam enables timely, transparent, interactive communication across the organisation. Through People Connect, KE’s employee-centric portal with both physical and digital touchpoints, employees get quick access to Company policies and SOPs and HR announcements. The Paish Qadam Circle, which recognises employees who amplify KE’s initiatives on social media, grew in membership and reach, enhancing brand reputation and strengthening employee advocacy. Since inception, the Paish Qadam Circle has achieved:



Stakeholder Engagement

KE engages regularly with a diverse range of stakeholders through a structured and inclusive approach. This enables us to identify concerns, assess operational impacts and evaluate business-related risks. Stakeholder prioritisation is guided by influence, dependency and responsibility, ensuring targeted and constructive engagement.

Our key stakeholders include government agencies, regulators, shareholders, customers, employees, suppliers, local communities and financial institutions. Through our commitment to open communication, KE fosters trust, cultivates resilient relationships and promotes responsible growth and sustainable development.

Stakeholder	Engagement	Key Topics Raised by Stakeholders	Response
Shareholders	<ul style="list-style-type: none">• Annual/Extraordinary General Meetings• Corporate briefing sessions• Annual/quarterly reports	<ul style="list-style-type: none">• Economic returns• Operational & financial performance• Share price	Business performance
Government/ Regulators	<ul style="list-style-type: none">• Policy development inputs• Regulatory reporting• Compliance reports	<ul style="list-style-type: none">• Regulatory compliance• Payment of duties and taxes• Infrastructure development & grid reliability	Compliance with laws and payments of duties and taxes
Financial Institutions	<ul style="list-style-type: none">• Meetings• Emails• Corporate analyst briefings	<ul style="list-style-type: none">• Economic returns• New project developments• ESG performance	Sustained business performance and adopting ESG practices
Employees	<ul style="list-style-type: none">• Town hall meetings• Engagement surveys• Trainings• Annual away days• Indoor/outdoor sports activities• Monitoring through KPIs	<ul style="list-style-type: none">• Health and safety• Fair compensation and benefits• Values-based culture• Development opportunities• Wellbeing• Training opportunities	Strong focus on employee health, safety and wellbeing, equitable compensation, development opportunities and inclusive culture
Suppliers	<ul style="list-style-type: none">• Requests for quotation• Bids and grievance mechanisms• Supplier meetings	<ul style="list-style-type: none">• Long-term relationships• Local procurement• Health and safety• Timely payments	Procuring locally to support local supply chain and guidance on health and safety and sustainable practices
Customers	<ul style="list-style-type: none">• Interactions• Emails• Social Media Handles• Physical, digital and hybrid touchpoints	<ul style="list-style-type: none">• Consistent and reliable supply• Electricity tariffs & affordability• Renewable energy access• Load shedding & reliability• ESG performance	Ensuring reliable electricity supply
Local Communities	<ul style="list-style-type: none">• Public hearings• Community meeting• Outreach programmes• Grievance mechanism• Community development programmes	<ul style="list-style-type: none">• Infrastructure development• Community development and provision of education and health facilities• Employment opportunities	Investment in infrastructure, community development and providing employment opportunities
Industry Associations	<ul style="list-style-type: none">• Joint policy development sessions• Inputs for budget proposal• Industry forums	<ul style="list-style-type: none">• Regulatory framework• Business environment	Participation in policy developments
NGOs/NPOs	<ul style="list-style-type: none">• Project donations• Partnership opportunities• Dialogue with stakeholders	<ul style="list-style-type: none">• Community development projects• ESG performance	Collaborations for community development programmes
Media	<ul style="list-style-type: none">• Company reports• Press releases• Interviews	<ul style="list-style-type: none">• Developments in energy sector• Operational and ESG performance	Provision of information on operations and ESG performance

Materiality Analysis


KE conducted a comprehensive materiality assessment to identify and prioritise key sustainability impacts across its value chain. The process incorporated stakeholder feedback, regulatory considerations, and industry benchmarks to ensure relevance and comparability. Material topics were evaluated based on the significance of potential impacts and opportunities for positive contribution.

Refreshed in FY25 to reflect evolving trends and regulations, the assessment identified 19 material topics forming the foundation of this Report. Each topic is mapped to relevant UN SDGs, aligning KE’s business priorities with global sustainability objectives. The assessment will be updated every 3 years to stay responsive to emerging risks and stakeholder expectations.

Climate & Sustainability-related Risks and Opportunities


KE has conducted a structured assessment to identify climate and sustainability-related risks and opportunities most pertinent to its investors and financial stakeholders. This analysis was grounded in the company’s ERM framework and supplemented by a forward-looking review of external factors, including regulatory shifts, evolving stakeholder expectations and market dynamics.

Environment




- GHG Emissions and Energy Resource Planning
- Enhancing Grid Resilience and Flexibility
- Effluent and Waste Water Management

Social




- Employee Health and Safety
- Customer Health and Safety
- Employment Practices
- Diversity & Inclusion
- Employee Training & Development
- Local Communities
- Customer Centricity

Governance



- Ethical Business Conduct
- Economic Performance*
- Supply Chain Management

E+S+G



- Disaster Planning and Response
- Innovation and R&D
- Demand Side Management
- Access to Energy
- Digitalisation and Cyber Security

*Economic performance is tied to the disclosure of financial statements.

PROTECTING NATURE

Reducing emissions, optimising resource use, expanding the integration of renewable energy and enhancing operational efficiency to support Pakistan's low-carbon future

3



7



11



12



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14



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Climate Change



Rising climate risks and growing resource pressures are reshaping the way businesses operate, putting ecosystems, communities, and the resilience of entire industries at risk. As one of the most vulnerable countries to climate change, Pakistan faces heightened expectations from stakeholders who now call on companies to move beyond compliance and adopt strategies that strengthen resilience, foster innovation, and place environmental stewardship at the core of their operations.

KE emphasises sustainability throughout its operations. Guided by principles of climate resilience, resource efficiency, and ecological preservation, we maintain management systems in all areas. Our Environmental Management System (ISO 14001:2015) offers structured processes to identify, monitor, and address environmental risks. Strict adherence to legal and regulatory standards ensures a safe workplace, reduces environmental impact, and builds long-term resilience.

Environmental management at KE is overseen by Director, CHSEQ, with performance monitored against established

KPIs to identify areas for improvement and guide actions. External certifications further confirm progress and reveal opportunities for enhancement.

“ In FY25, KE reported no instances of non-compliance with environmental regulations, demonstrating a strong commitment to responsible environmental stewardship. ”

KE recognises climate change as both a material risk and a defining challenge for society. Rising temperatures and shifting weather patterns have a direct impact on energy infrastructure and the reliability of energy services. In this context, KE is accelerating its transition toward a low-carbon energy model by embedding sustainability into operations, expanding renewable and eco-friendly solutions, and actively managing its environmental footprint to ensure a reliable supply for Karachi’s growing needs.

KE’s climate strategy is anchored in adaptation, resilience, and transition. The company is progressively reducing the carbon intensity of its operations, exploring clean energy pathways, and investing in nature-based solutions such as plantation. To strengthen preparedness, KE conducted a comprehensive Climate Resilience Assessment across its footprint, including a GIS-based Flood Risk Analysis. This assessment identified exposure to key climate hazards, including drought, extreme heat, cyclones, flooding, and sea-level rise. Rising air temperatures and recurring heatwaves emerged as critical risks, with implications for generation efficiency and network reliability.

In response, KE developed a Resilience Management Plan with defined short, medium, and long-term targets, monitoring indicators, and clear accountability for implementation. These measures will be supported by economic analysis to guide investment decisions, ensuring a balance between decarbonisation, energy security, and affordability.

Beyond emissions reduction and resilience, KE is advancing nature-based solutions to support climate adaptation and ecological balance. A recent Biodiversity Study assessing ecological sensitivities within its operational footprint, particularly in the Bin Qasim area, highlighted the role of mangroves, mudflats, marine species, and coastal habitats in strengthening natural defences against flooding, sea-level rise, and heat stress. While no critical habitats were identified, the study recommended targeted conservation and restoration measures to enhance the protective functions of these ecosystems. By integrating such nature-based approaches into its planning, KE not only safeguards local environments but also reinforces climate resilience for communities and energy infrastructure.



Our approach prioritises:



Resource efficiency



Control of fugitive emissions



Transition to cleaner fuels



Integration of renewable energy sources

Greenhouse Gas and Air Emissions

KE is strategically focused on reducing Greenhouse Gas (GHG) emissions through comprehensive monitoring and targeted interventions across its value chain. Energy consumption across generation, transmission, distribution, and corporate operations is managed to optimise efficiency and minimise environmental impact.

In 2023, KE developed a baseline for GHG emissions, verified and validated by an independent consultant. This milestone marked the first time KE partially incorporated Scope 3 [Category 3] emissions into its calculations, reflecting our commitment to a holistic and transparent approach to environmental stewardship. The emissions inventory also includes emission projections up to 2030. These projections will act as benchmarks against which future performance can be measured, ensuring the company remains on track to meet its decarbonisation goals while aligning with the evolving tariff and regulatory landscape.



Emissions are calculated using robust methodologies that cover Scope 1, Scope 2, and Scope 3 sources:



Scope 1

- Power generation sources
- Combustion of gases
- Fugitive emissions
- Vehicle emissions



Scope 2

- Electricity consumed at KE offices and operational sites
- Electricity consumed during transmission and distribution across KE-controlled network



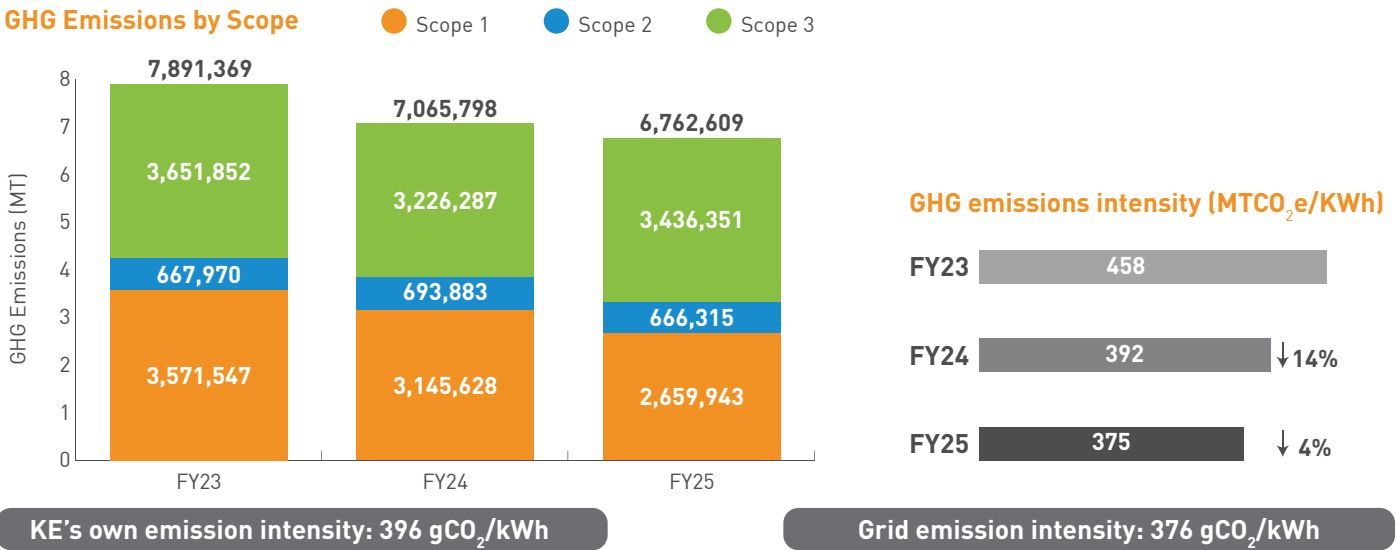
Scope 3

- Generation of purchased electricity that is sold to end-users

In FY25, KE achieved a reduction of over 300,000 MTCO₂e in GHG emissions compared to the previous year.

KE continued to advance its ESG Framework 2030 initiatives with a strong focus on reducing CO₂ emissions across its operations. Key measures included the transition to Re-gasified Liquefied Natural Gas (RLNG) as a cleaner fuel alternative and a sustained reduction in Scope 2 emissions through the installation of solar PV systems at KE sites. This has resulted in a year-on-year increase in renewable energy consumption accompanied by a corresponding decrease in non-renewable energy use. Optimised auxiliary energy consumption during plant standby periods also contributed to emission reduction.

Carbon footprint calculation and monitoring is conducted across sites, with consolidated reporting at the corporate level. Current figures are primarily calculated on actual measured. Calculations cover Carbon Dioxide (CO₂), Methane (CH₄), and Nitrous Oxide (N₂O), reflecting KE's commitment to transparent and comprehensive accounting.



KE's own emission intensity is calculated based on Scope 1 emissions only, representing direct emissions from its operations. In contrast, the Grid Emission Intensity is assessed by accounting for all relevant emission sources, including Scope 1, Scope 2, and Scope 3 emissions, to provide a comprehensive measure of the overall grid impact.

KE maintains a robust air emissions monitoring system across all its generation facilities to ensure compliance with environmental standards and minimise the impact on surrounding communities. Oil-fired plants undergo monthly stack monitoring for Sulfur Oxides (SOx), Nitrogen Oxides (NOx), Carbon Monoxide (CO), Particulate Matter (PM), and heavy metals. Gas-fired plants are monitored quarterly for NOx and CO. All testing is conducted by independent laboratories accredited by the Environmental Protection Agency (EPA), ensuring accuracy, transparency, and regulatory compliance. The emission of Ozone-Depleting Substances (ODS), expressed in CO₂ equivalent, was recorded at 12,210 metric tonnes during the reporting period. KE's power plants are equipped with Lean NOx technology to further reduce NOx emissions.

“ In the reporting period, all six plants remained fully compliant, with no exceedances recorded for stack emissions, ambient air quality, or ambient noise levels. Both SOx and NOx emissions were consistently maintained within the Sindh Environmental Quality Standards (SEQS). **”**

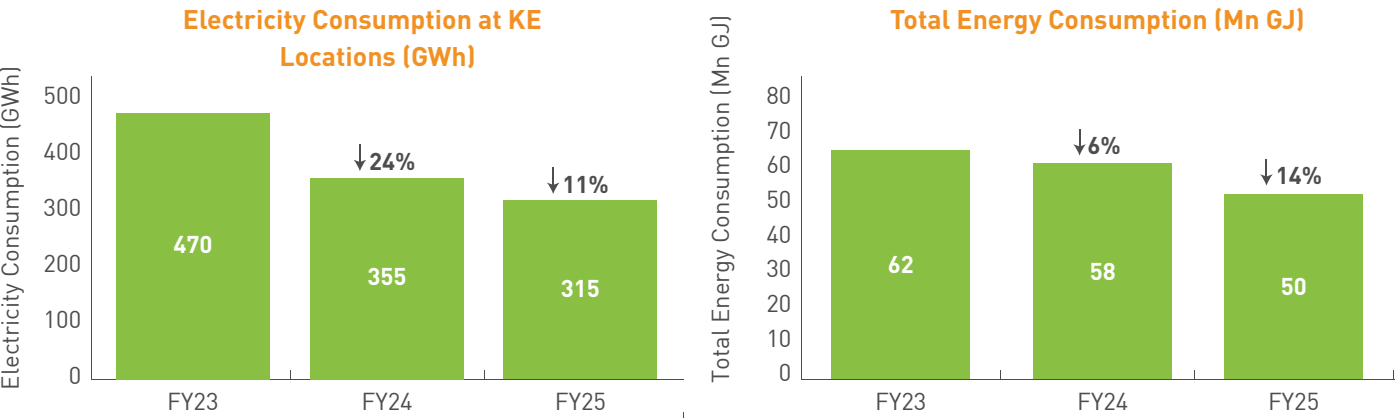
KE GHG inventory and emission calculations follow global standards, including the GHG Protocol, U.S. EPA emission factors (June 2024), IPCC AR5 (2013), IEA 2017 data, NTDC's 2021 IGCEP, and GHG Protocol's Scope 3 guidance, ensuring consistency, comparability, and transparency.

Energy Resource Planning

KE is progressing on a structured path toward sustainable energy use and resource efficiency. Through its Energy Conservation (EC) initiatives, the company engages customers through awareness campaigns, voluntary load reduction initiatives, and energy audits, encouraging a shared responsibility for efficient consumption and resilience. At the operational level, KE has improved efficiency by implementing the ISO 50001 Energy Management System at plants, at plants, while shifting from heavy fuel oil towards re-gasified liquefied natural gas (RLNG), a cleaner, lower-emission fuel.

Electricity Consumption at KE locations

KE's office infrastructure primarily relies on grid electricity, with diesel generators maintained as backup power sources. To diversify its energy mix and lower environmental impact, solar photovoltaic (PV) systems have been installed at 5 office locations. In FY25, KE generated 571,780 units through solar energy, reflecting the company's commitment to driving continuous improvement in sustainable operations.



Energy consumption within the Organisation (GJ)

Parameter	FY23	FY24	FY25
Energy consumption – non-renewable	62,311,018	58,450,690	50,116,123
Energy consumption – renewable	-	1,897	2,058
Total energy consumption	62,311,018	58,452,587	50,118,181
Energy intensity GJ/GWh - energy generated	8,785	7,824	7,791

KE’s energy consumption is primarily from non-renewable sources, including fuels for generation, backup generators, and vehicles, along with electricity use at corporate and regional offices. Site-level data is consolidated at the corporate level and converted to gigajoules (GJ) using IPCC 2006 Guidelines for National GHG Inventories and DEFRA/IEA Standard Conversion Factors.

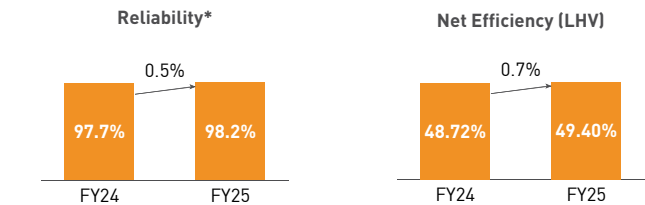
Energy intensity is reported as GJ per GWh generated, covering generation, transmission, distribution, and office facilities. While reliance on non-renewables remains, KE is increasing its integration of renewable energy and efficiency measures. Mechanisms to capture energy use beyond organisational boundaries are being developed.

Energy Efficiency Initiatives

KE is driving energy efficiency across its operations to reduce consumption, improve system performance, and minimise environmental impact.

Key measures include optimising transformer cooling fan operations for enhanced thermal management, minimising losses throughout the network, and incorporating green building principles into the design of infrastructure.

Optimised maintenance regimes across the generation fleet delivered measurable gains, including a 0.5% improvement in reliability.



* As per S.R.O performance standard

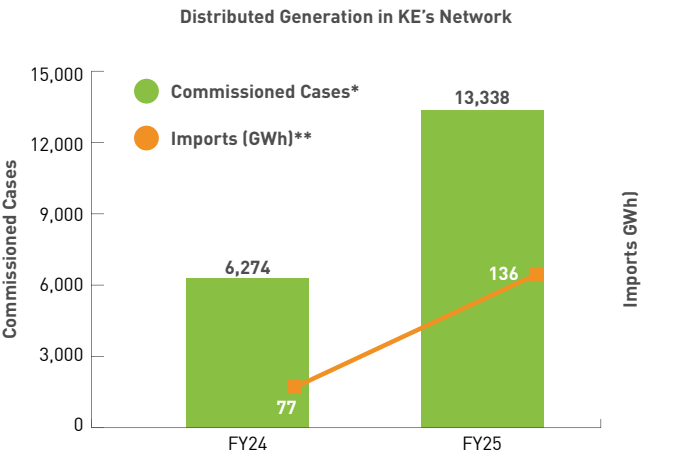
Energy Audit Programme

KE’s Energy Audit Programme, aligned with ISO 50001, ISO 50002, and ASHRAE standards, helps industrial consumers improve efficiency and reduce emissions. Through site assessments and Level II audits, certified teams provide practical, data-driven recommendations that promote energy conservation.

Programme Highlights	FY23	FY24	FY25
Number of Energy Audits	17	3	21

Integrating Renewable Energy through Distributed Generation (Net Metering)

During the reporting period, the number of net metering connections commissioned with KE reached 28,132, adding 606 MW of decentralised renewable capacity to the network cumulatively. This reflects KE’s continued efforts to enable clean energy generation, promote the adoption of distributed solar and support the transition toward a more sustainable and resilient energy system.



* Commissioned cases of respective year only

** Imports from distributed generators



Driving Pakistan’s Renewable Transition

Established in 2020 as a subsidiary of KE, K-Solar is enabling industrial and commercial partners to transition towards clean and affordable energy, reducing their operating costs and aligning with their broader sustainability objectives. K-Solar’s business model integrates Power Purchase Agreements (PPAs), Engineering, Procurement and Construction (EPC) services and equipment rental solutions, enabling businesses across various sectors, including FMCG, textiles, automotive, steel and chemicals, to adopt solar energy according to their financial and operational needs.

In FY25, K-Solar entered a partnership with Huawei Technologies, to enable Battery Energy Storage (BESS) and Electric Vehicle (EV) charging infrastructure and microgrid solutions. K-Solar is actively diversifying into wind power, battery storage, hybrid systems and digital energy platforms to deliver round-the-clock, optimised clean energy solutions.

In FY25

- Installed 11.1 MW additional solar capacity
- Generated 10,127 MWh renewable energy

Key Projects

- Bulleh Shah Packaging
7.36MW Installed, 7,274 MWh Generated
- Ghandhara Tyre and Rubber Company Limited
1.82 MW Installed, 439 MWh Generated
- Peoples Steel Mills Limited
1 MW Installed, 1,074 MWh Generated
- Heavy Mechanical Complex
1 MW Installed, 1,340 MWh Generated



Water Management

KE recognises that responsible water stewardship is essential to sustaining ecosystems, supporting communities, and ensuring long-term business resilience. While the power sector, particularly transmission and distribution, is not classified as water-intensive, KE proactively embeds conservation principles across its operations to minimise consumption, manage risks, and align with national regulations and global sustainability standards. Water-related risks, opportunities, and performance are governed under the Corporate Resource Conservation Procedure, which integrates efficiency measures into both operational and administrative activities.

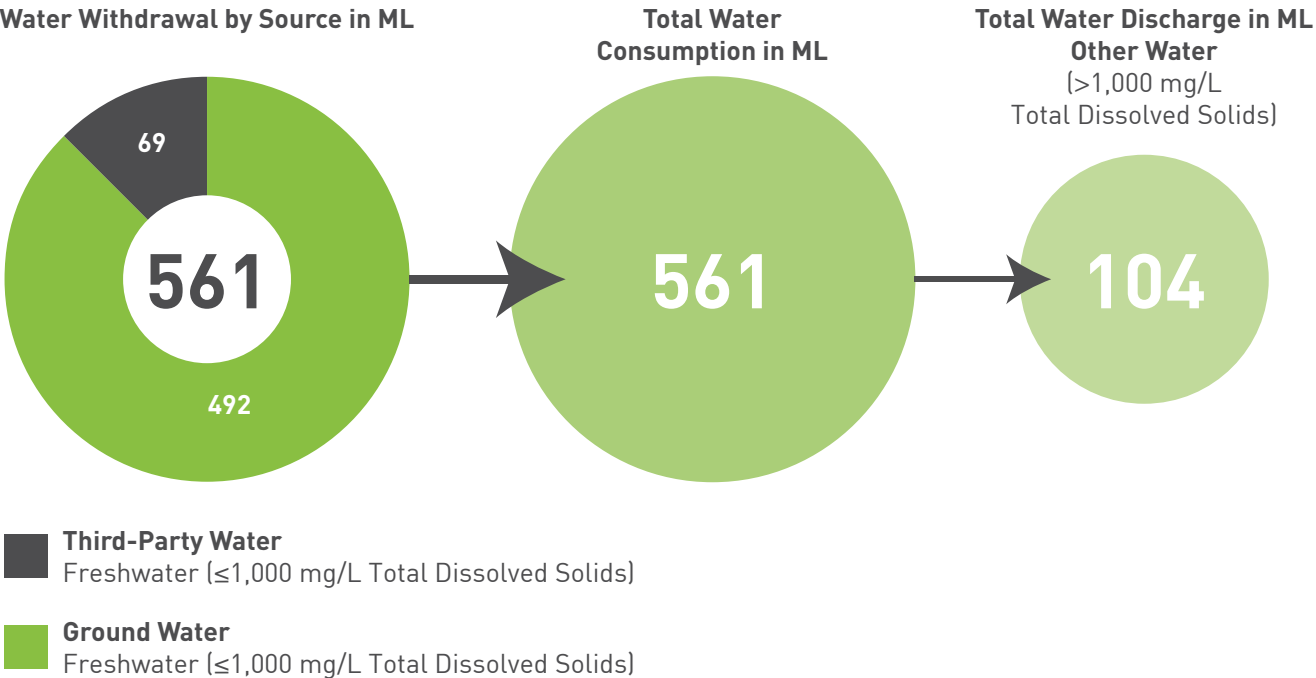
At the generation level, KE primarily relies on seawater for once-through cooling processes, avoiding reliance on freshwater withdrawals for operations. Effluent quality is strictly monitored to comply with the Sindh Environmental Quality Standards (SEQS) and the IFC Thermal Power Guidelines. Parameters such as flow rate, temperature, pH, suspended solids, oil and grease, and trace metals are monitored by EPA-certified laboratories. Independent third-party monitoring continue to ensure full compliance.

Within the transmission and distribution network, water use is limited to domestic consumption at office facilities, where waste water is discharged into municipal sewerage systems in line with urban infrastructure practices. KE has



also introduced reuse initiatives at selected sites, such as repurposing ablution water for plantation, reflecting its commitment to resource efficiency wherever technically feasible.

To strengthen governance and operational control, water flow meters are installed at source points in generation facilities for real-time monitoring of process water consumption and maintaining a comprehensive water balance. Continuous monitoring enables the early detection of leaks or abnormal usage, while routine water inspections identify inefficiencies and guide corrective actions.



Waste Management

Waste is generated from various activities across operations, with the types varying by site and nature of work. Structured management and disposal methods are followed in accordance with the Corporate Waste Management Procedure to minimise negative impacts on health and the environment.

Waste is separated at collection points, with non-hazardous biodegradable waste sent to municipal sites and hazardous waste handled by certified contractors at EPA-approved facilities, supported by proper documentation. Recyclable materials of value, such as wood, paper, metals, cables, and energy meters, are reused wherever possible. The remaining materials are further handled by registered handlers. Inert construction waste is retained and reused by contractors. All BUs are responsible for ensuring compliance with regulatory requirements, which

is maintained through regular monitoring and thorough record-keeping.

KE classifies its waste streams into broad categories, including non-hazardous waste (such as fibre, glass, organics, plastics, metals, and construction debris), hazardous waste, universal waste, and miscellaneous composite materials. Waste quantities are systematically tracked at the departmental level and combined at the corporate level for reporting and management purposes. Organic waste composting is also carried out at KE plants to promote 5R practices (Refuse, Reduce, Reuse, Recycle, Recover), turning waste into a resource and supporting circular economy principles. This systematic approach ensures regulatory compliance, enables resource recovery, and reinforces KE’s commitment to environmental protection.



Waste by Composition in Metric Tons (MT)

Waste composition	FY24			FY25		
	Waste generated	Waste diverted from disposal	Waste directed to disposal	Waste generated	Waste diverted from disposal	Waste directed to disposal
Hazardous	1.7	-	1.7	5	-	5
Non-hazardous	1,382	15.6	1,366	910	47	863
Total waste	1,383	15.6	1,368	915	47	868

Waste Directed to Disposal by Disposal Operations in Metric Tons (MT)

	FY24			FY25		
	Onsite	Offsite	Total	Onsite	Offsite	Total
Hazardous						
Other disposal operations	-	1.7	1.7	-	5	5
Non-Hazardous						
Other disposal operations	-	1,366	1,366	-	863	863
Total	-	1,368	1,368	-	868	868

INVESTING IN OUR PEOPLE

Promoting equal opportunities, fostering continuous skill development, and valuing diverse perspectives





KE recognises its workforce as a driver of operational excellence. The company fosters a safe, inclusive, and empowering workplace by upholding fair labour practices, diversity and inclusion, and the rights to freedom of association and collective bargaining.

Human capital management is guided by the Code of Conduct, HR Policies, and Employment Rules, ensuring compliance with national labour laws and international standards while aligning with KE's broader vision and values. Through these guiding principles, KE develops and implements policies, systems, and programmes that enhance workforce engagement, increase productivity and organisational effectiveness.

Performance is monitored through KPIs, digital dashboards, and employee engagement tools, with

effectiveness evaluated via surveys, audits, and exit interviews. Insights from these mechanisms guide continuous improvement, supported by regular reporting to the Board Human Resource & Remuneration Committee, which ensures governance, accountability, and alignment with organisational priorities.

To proactively address potential risks and ensure equitable treatment, KE integrates non-discrimination and due diligence protocols into all recruitment and employment practices. Multiple grievance redressal mechanisms are in place to enable employees to voice their concerns without fear of retaliation. The People Function monitors these to ensure alignment with internal governance and external audit requirements.



16.3%

Increase in the number of women in workforce as compared to last year




7.3%

Attrition in FY 25



28%

Increase in average learning hours per employee as compared to last year



34%

Women onboarded in Emerging Talent Programme



115

Women in lead positions



68%

Workforce is GenZ and Millennials

Nurturing Workforce

Recruitment and Talent Acquisition

KE's talent acquisition strategy is designed to build a sustainable, diverse and future-ready workforce by balancing immediate business needs with long-term value creation. Anchored in principles of equity, diversity and merit, our hiring practices ensure fairness and equal opportunity, with a focus on increasing representation of women, young professionals and underrepresented groups including persons with disabilities (PWDs). Through Yaqeen-Enabling Abilities Programme, KE provides accessible employment pathways and fosters an enabling workplace. At the same time, the Returnship Programme, supports women in reintegrating into the workforce after career breaks. By driving accessibility, empowerment and diversity, KE strengthens its talent pipeline while promoting social equity and long-term resilience.

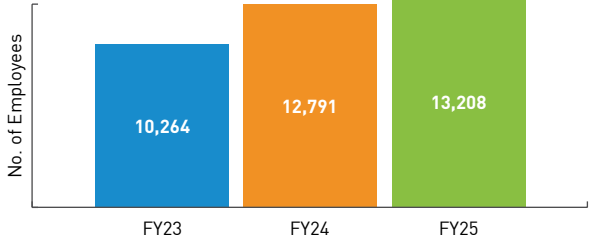
Effectiveness is tracked through recruitment dashboards and periodic reviews, with metrics covering gender ratios in hiring and women's representation across organisational levels. Despite the broader challenge of low representation of females in energy sector, KE ensures equal pay for equal roles and equitable representation in critical positions, thereby creating pathways to leadership.

These efforts have led to visible progress, with a growing number of women and young professionals joining KE's workforce, reinforcing our commitment to inclusion and long-term sustainability.

Talent Management

KE invests in building future-ready professionals through structured talent development programmes. The Emerging Talent Programme (ETP) recruits technical and management trainees through a rigorous assessment process. At the same time, the Finance Trainee Programme offers students from finance background hands-on industry exposure. In addition, internship initiatives such as Aspiring Talent, Empowering Women, Skill Development and the Yaqeen - Enabling Abilities Internship Programme for persons with disabilities provide young professionals with meaningful, project-based experiences.

KE's Workforce



Employees by Employment Type and Gender

Employment type	FY24		FY25	
	Male	Female	Male	Female
Full time	12,250	541	12,550	658
Part-time	-	-	-	-
Total	12,250	541	12,550	658

Hiring and Attrition

Attrition by age group			Attrition by gender		
<30	12%	191	Male	7%	451
30-50	6%	309	Female	15%	71
>50	3%	22			
Total		522	Total		522

Average head count has been used for this calculation.

Hiring by age group			Hiring by gender		
<30	34%	854	Male	10%	1,246
30-50	7%	566	Female	31%	204
>50	1%	30			
Total		1,450	Total		1,450

Hiring rate: 11% | Attrition rate: 7.3%



Remuneration and Performance Appraisal

KE’s Remuneration Policy combines fixed and variable pay with differentiated benefits based on job level, designed to strengthen market competitiveness and embed a pay-for-performance culture. Remuneration decisions follow a performance-differentiated model, taking into account KE’s market positioning, differentiated talent pools and market factors such as wage, inflation and salary movement. To benchmark practices, KE participates in Mercer’s Total Remuneration Survey, which covers 288 organisations in Pakistan, ensuring alignment with evolving market trends. Market comparisons are further validated through consultations with KE’s Leadership Team and People Business Partners. The Remuneration Policy is reviewed by management and approved by the BHR&RC.

KE integrates performance and career development through an annual cycle of SMART goal setting, continuous feedback and structured mid-year and year-end reviews.

“ In FY25, 99% of female and 100% of male management employees received formal evaluations, reflecting the company’s commitment to merit, accountability and alignment of employee growth with strategic priorities. ”

Employee performance is assessed annually against objectives defined at the start of the 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. This approach reinforces KE’s commitment to merit-based progression, equitable recognition and long-term organisational sustainability.

Total Salary Remuneration Pay Gap

KE is committed to equal opportunity and fair compensation, ensuring that pay structures are equitable across all roles and aligned with both internal benchmarks and external market standards. Our compensation strategy is designed to attract, retain and motivate talent while recognising and rewarding employees for their contributions and the value they bring to the organisation.

Median Female Compensation to Median Male Compensation	1:0.75
Mean Gender Pay Gap	-18.9%.
Median Gender Pay Gap	-33.4%.

The reported figures reflect a higher average and median compensation for female employees due to their relatively smaller representation in managerial and senior positions, where pay levels are comparatively higher. In addition, the provision of certain equity-based allowances to support female employees further contributes to the skew in favor of female compensation.

Employee Benefits

KE offers comprehensive benefits to its regular employees as per eligibility criteria and scope defined in every policy, ensuring equity, inclusion and alignment with the workforce’s needs. Key benefits include:



Health & Insurance: Outpatient and inpatient medical coverage, group life insurance, disability, and invalidity insurance.



Retirement: Provident fund and post-retirement medical (for eligible groups).



Leave Entitlements: Annual, medical, maternity, paternity, adoption, disability, bereavement, divorce, and religion-specific holidays for non-Muslim employees.



Allowances: Childcare support for women, commute-to-work allowance for women and PWDs, fuel allowance, and car benefits (where applicable).



Pilgrimage: Equal opportunity and support to all employees, including those from minority communities, for the fulfillment of religious obligations.



Digital Empowerment: Smartphone allowance & laptops provided according to role requirements.

These benefits are equitably extended to full-time employees and tailored, where necessary, to support specific groups, such as women and PWDs.

Parental Leaves

Gender	Eligible	Availed in FY25	Returned to Work*
Male	5,029	575	579
Female	246	33	22

*including individuals who had availed parental leave in FY24 & returned to work in FY25.

Retention outcomes reflect continued workforce commitment. 8 females and 559 males remained employed 12 months after their return, resulting in retention rates of 67% for females and 96% for males. Retention rate has been calculated based on individuals who availed leaves in FY24 and are active for over 12 months, which includes 582 males and 12 females.

Right to Freedom of Association and Collective Bargaining

During the reporting period, 36.7% of KE’s workforce was covered under the Collective Bargaining Agreement (CBA), providing staff with a formal platform for dialogue on wages, benefits, and working conditions. In line with the Industrial Relations Act 2012 and the Sindh Factories Act 2015, KE upholds the right to freedom of association and collective bargaining, with 8 registered worker unions active within the company. A formal industrial dispute settlement for FY25 was signed with the recognised CBA. KE Labour Union and workers’ representatives actively participate in decision-making forums, fostering inclusive governance and strong industrial relations.

To strengthen labour rights protections, KE conducted



structured engagement sessions and regular consultative meetings with CBA during the reporting period.

Training and Education

KE prioritises training, education, and performance development as central pillars for building a future-ready workforce. Our approach is anchored in two flagship institutes, the AZM Learning Centre and the KE Distribution & Network Academy (KE DNA), which serve as integrated hubs for leadership development, technical excellence, safety awareness, and behavioural transformation, aligned with KE’s strategic and sustainability goals.

AZM Learning Centre

The AZM Learning Centre provides holistic capacity building based on the 70-20-10 model, where 70% is experiential learning, 20% developmental exposure and 10% formal training. Programmes are tailored to diverse employee segments, including senior executives, middle managers, frontline supervisors and technical staff.

- **90,000+** learning hours delivered through a blended approach of internal and external trainers, **157** e-learning modules, public programmes and flagship learning initiatives.
- The effectiveness of these efforts was reflected in strong post-training evaluations, with participants rating their learning experience an average of 4 out of 5, underscoring both the relevance and quality of the programmes.



KE Distribution Network Academy (KE DNA)

The KE DNA plays a central role in strengthening the technical, operational and professional capabilities of the distribution workforce.

- **346,258** training hours achieved.
- **100%** training penetration for its targeted employees, supported by a comprehensive skill-mapping framework that ensured interventions were aligned with evolving business and operational needs.

Major initiatives included:

- Launchpad programme to expand KE’s pool of certified master trainers.
- Integration of a Professional Employability Skills (PES) curriculum within the apprenticeship programme to instill twelve essential behavioural and professional competencies.
- Specialised Rigger Training conducted in collaboration with SGS Pakistan, which equipped 142 employees across Generation, Transmission and Distribution with safe vehicle and equipment handling practices.
- To enhance accessibility and engagement, the Training on Wheels initiative brought technical and safety learning directly to operational sites.

Additionally, employees receive training on safety and environmental awareness to integrate these principles into their technical learning, ensuring they build not only technical proficiency but also a strong commitment to occupational safety, quality, and sustainability.

Gamzan Centre of Excellence

Going forward, KE is committed to establish Gamzan, Centre of Excellence (CoE), a dedicated platform for advancing technical capabilities, fostering knowledge sharing and driving innovation across generation and transmission operations. Gamzan will serve as a hub for cutting-edge training, research and collaboration, equipping the workforce with the skills needed to excel in a rapidly transforming energy landscape.

Annual Training Hours Per Employee

	FY24	FY25
Total training hours*	379,634	486,477
Number of employees	12,791	13,208
Training hours per employee per year	30	37

* includes CHSEQ, KE DNA, AZM

Annual Training Hours by Gender

	Male		Female	
	FY24	FY25	FY24	FY25
Training hours per employee per year	-	35	-	72

Annual Training Hours by Employee Category

	Management		Staff	
	FY24	FY25	FY24	FY25
Training hours per employee per year	33	30	24	48

*NMS and NMS trainees have been considered as staff.



We strive to inspire our youth to unlock opportunities, supporting the aspirations that will shape a stronger, brighter Pakistan

Diversity and Inclusion

KE is dedicated to promoting Diversity, Equity and Inclusion (DEI) throughout its operations, in line with regulatory requirements and international standards.

KE promotes DEI through a structured, multi-pillar approach. Governance is supported by a Gender Equality and Diversity Policy, with oversight tools such as the Awaz Portal and an independent Anti-Harassment Committee. To build an inclusive culture, KE utilises engagement tools such as the “Better Together – Respect at Workplace” e-learning module, DEI Pulse Surveys, focus groups and leadership connect sessions, which help reinforce alignment with KE’s values and code of conduct. Dedicated platforms like FemConnect and PWD Connect provide safe spaces for women and individuals with disabilities to share experiences, voice challenges and co-develop solutions for a more inclusive and accessible workplace.

KE acknowledges that its current BoD comprises all male members; however, the company is committed to enhancing gender diversity at the leadership level and is

actively working towards more inclusive representation in future board composition.

In FY25, KE enhanced advocacy and visibility of gender equity by celebrating International Women’s Day under the global theme “Accelerate Action,” through the KE Karnival, which honoured women across various fields and supported women-led businesses. Complementing this, the launch of “Momentum Matters”: KE’s Impact Chronicles podcast amplified leadership perspectives on empowerment and KE’s evolving inclusive culture.

Fair talent practices remain central to KE’s strategy, with inclusive recruitment processes, diverse hiring panels, gender pay parity reviews and continuous monitoring of DEI indicators, ensuring equal opportunities and ongoing progress across all organisational levels.

Oversight of DEI rests with the BoD and is cascaded through the People Function, with governance reinforced by reviews, budgets and audits.

Roshan Raahein Programme

Empowering Women’s Careers Through Development

KE launched the Roshan Raahein Programme to support women’s professional growth, reaffirming the company’s commitment to gender equality and SDG-5. The programme fosters knowledge sharing, mentorship, coaching and personal development, cultivating an environment where women can overcome challenges and achieve success at all levels. It demonstrates KE’s conviction that empowering women benefits both individuals and the broader community by promoting progress and sustainable growth.

This programme offers tailored initiatives for women’s career development at different stages:

- Early-career officers attend bootcamps to build confidence, self-awareness, and workplace readiness.
- Entry-level managers participate in Women Leadership Connect sessions for professional insights.
- Mid-level managers receive guided coaching to overcome career plateaus and prepare for leadership roles.
- Senior leaders are supported through mentorship programmes.



Yaqeen – Enabling Abilities Programme

KE advanced workplace inclusion for PWDs through two flagship initiatives:

- **Stakeholders Connect - Beyond the Ramp:** “Shaping the Workplace for Career Mobility of Persons with Disabilities” marked the International Day of PWDs, aligning with the UN theme and convening experts from government, academia, corporate and welfare sector.
- **Internship Programme:** A six-week internship placed 10 PWDs across KE functions in partnership with welfare organisations. Teams were sensitised through sign language training and an inclusion workshop, fostering a supportive workplace culture.

Inclusive Wellbeing and Accessibility

KE supports PWDs through tailored onboarding, assistive tools such as JAWS screen readers, team sensitisation and ongoing efforts to strengthen accessibility. Employee well-being is advanced through the Vitality Programme, steps and BMI challenges to encourage active lifestyle, breast cancer awareness and screening for all women employees aged 40+, along with a mental wellness programme with targeted surveys, and a 24/7 mental wellness helpline, workshops, and counseling support.



Driving DEI Beyond the Organisation

KE actively helps develop a broader DEI ecosystem by partnering with the OICCI, PBC and welfare organisations to share knowledge, refine programmes and drive sector-wide inclusion. As a founding member of WePOWER, a South Asia network led by the World Bank that focuses on women in energy, KE encourages women’s involvement in STEM,

promotes professional growth, advocates for fair hiring and retention practices and supports policy advocacy. Key projects such as Roshni Baji, acknowledged by S&P Global Platts Awards, demonstrate our dedication to empowering women as community safety ambassadors and making diversity and inclusion central to innovation, resilience and sustainable development.

Measuring Progress and Engagement

DEI initiatives are shaped through surveys, focus groups and PWD Connect Sessions. Effectiveness is tracked

through annual surveys, monthly metric reviews and grievance monitoring. Progress is measured against indicators such as gender ratios, pay parity, retention, promotions, engagement scores and PWD hiring. These measures have strengthened women’s leadership representation, created PWD-friendly roles, improved digital accessibility and informed the development of new policies, including caregiver allowances, enhanced parental leave and adoption leave.

Employees by Age and Gender

Age group			
	<30	30-50	>50
Male	2,206	8,191	2,153
Female	292	353	13

Employees by Employment Category and Gender

Gender		
	Male	Female
Management	7,661	628
Staff	4,889	30

*for staff, NMS and NMS trainee have been considered.



Health, Safety, Environment and Quality

Occupational, Health & Safety (OHS) Management System

KE upholds a dedicated Health, Safety, Environment and Quality (HSEQ) Policy that guides all operations across its BUs. Anchored in KE’s core values and in compliance with legal and regulatory requirements, this commitment strengthens safety culture, minimises environmental impact, and ensures quality performance. It reflects KE’s responsibility to safeguard employees, contractors, communities, and ecosystems while delivering reliable energy services with operational excellence and social responsibility.

KE’s HSE management structure is designed to ensure effective governance, coordination, and implementation of health, safety, environmental and quality practices across all BUs. Corporate HSEQ function is responsible for developing policies, setting strategic direction, and establishing the overall safety management system in close alignment with organisation leadership. This function also ensures monitoring, provides support and oversight to BUs to ensure consistent implementation of HSE requirements. At BUs level, dedicated HSE teams, such as HSE Distribution and HSE Generation & Transmission, play a key role in cascading corporate HSEQ processes, delivering training, and conducting inspections and audits to drive compliance and continuous improvement. This integrated structure ensures that corporate HSEQ strategies are effectively translated into practical measures, fostering a culture of safety throughout the organisation.

To align with international best practices, KE has advanced its Process Safety Management (PSM) framework, initiated through a DuPont-led gap analysis in 2021. Seventeen PSM elements have been embedded across all BUs, demonstrating substantial progress toward international safety standards and continuous improvement.

Hazard Identification and Risk Assessment

KE has developed a comprehensive Standard Operating Procedure (SOP) for Health, Safety, Environment (HSE),



and Social Risk Management to systematically identify, assess, and mitigate hazards at all operational sites. The framework covers both routine and non-routine activities, ensuring risks are kept to As Low As Reasonably Practicable (ALARP) while also incorporating social and community considerations into the process.

Risk assessments are carried out by multidisciplinary teams that include operational staff, safety and maintenance personnel, contractors, and subject matter experts. Each BU keeps updated activity and location-specific assessments that are documented, reviewed regularly, and revised as needed due to incidents, regulatory updates, or operational changes. A formal approval process ensures that unresolved risks are escalated to department heads, thereby strengthening accountability and oversight.

55,000+ Training Hours Delivered through Safety Workshops and Webinars

9,600+ Hygiene Card Examinations for Non-Management Staff

700+ Safety Committee Meetings

1,300+ Employees Supported through Employee Wellbeing Clinics

Incident Investigation

A structured Incident Investigation Procedure ensures effective analysis and management of all HSE-related incidents. Investigations follow a systematic approach, including gathering facts, conducting a root cause analysis, and providing actionable recommendations. Follow-up processes monitor the implementation of corrective measures, reinforcing accountability, continuous improvement, and a strong safety culture. KE follows a structured “Stop-Work-Authority” practice applicable to all KE employees and contractual and third-party staff. This procedure empowers workers to immediately stop work and remove themselves from any situation where they identify risk or danger. No retaliation is permitted against employees for exercising this authority.

Occupational Health Services



KE’s occupational health services safeguard employee wellbeing and ensure compliance with legal and industry standards. Two full cycles of Hygiene Card Examinations were completed, covering all NMS staff members, alongside 156 hygiene inspections across operational facilities to reinforce best hygiene practices. Workplace safety was further strengthened through the standardisation of First Aid box contents in line with international benchmarks. In parallel, the IHU conducted 151 training sessions for 3,728 employees on first aid and CPR, Road Safety, Risk Assessment, and Ergonomics, enhancing workforce capacity and fostering a culture of health and safety throughout the organisation.

Workers’ Participation and Consultation

KE promotes active worker participation in occupational health and safety through an integrated organisation structure that combines organisational expertise with clear line management accountability. Safety committees

and regular meetings serve as key platforms for shaping policies, sharing critical information, and engaging employees across all BUs and operational sites. Guided by the HSEQ governance framework, these committees, chaired by senior management and supported by safety professionals, ensure leadership commitment, facilitate collaborative decision-making, and promote continuous improvement. This structure helps strengthen safe work practices, emergency preparedness, Personal Protective Equipment (PPE) compliance, and a strong integrated safety culture across the company.

Safety Committee meetings are conducted fortnightly across the organisation including management and field staff, demonstrating robust safety engagement. Relevant occupational health and safety information is consistently communicated through these committees, along with training sessions, noticeboards, digital platforms (including HSEQ flyers and videos), and Toolbox Talks (TBT), ensuring clear and accessible communication to all workers.

Workers’ Training on OHS

KE’s commitment to safety and professional development is demonstrated through extensive training initiatives conducted during the year. Based on Training Need Analysis (TNA), annual training plans are developed by CHSEQ in collaboration with BU HSE teams to address critical topics. In FY25, over 55,000 training man-hours were delivered through workshops and webinars, covering key aspects of occupational health, safety, environment, and quality.



KE Vitality Programme

KE anchors its wellbeing agenda through the Vitality Programme, offering physical, mental, emotional and social support for employees and their families.

Employee Wellbeing Clinics

Confidential clinics have supported 1,300+ employees and 370 dependents through preventive health check-ups at no cost and targeted consultations for high-risk individuals.

Annual Vitality Drives

Awareness campaigns are conducted on world health days, with screening initiatives and interactive health sessions addressing critical health issues.

Engagement Programmes

Health challenges are conducted to promote physical activity, while maintaining confidentiality of personal and health data.

Prevention and Mitigation of OHS Impacts in Business

KE integrates OHS considerations into all business relationships by requiring contractors and suppliers to comply with its stringent HSE management standards. Compliance is ensured through a structured process that includes pre-qualification audits, incorporation of OHS clauses in contracts and regular on-site inspections.

In addition, comprehensive risk assessments and Safe Working Method Statements are developed for each task or activity. This approach ensures that any potential impacts are promptly identified, mitigated and prevented.

Health and Safety Performance FY25

	KE/OSP*	PQC**/ Contractor
Fatality	1	1
Rate of fatalities	0.0047	0.022
High-consequence work-related injuries (Lost Workday Injury-LWI)	9	4
Rate of high-consequence work-related injuries (LTIFR - including fatality & LWI)	0.05	0.11
Recordable work-related injuries (including Fatality & LWI)	113	33
Rate of recordable work-related injuries	0.53	0.73
Main type of work-related injuries	Dog Bite, Mob Violence, Slip and Trip, Hit or Struck by Object	Hit or Struck by Object, Mob Violence, Dog Bite
Hours worked	42,495,537	9,066,146

* Outsourced Personnel

** Pre-Qualified Contractor



All incidents involving KE staff or third-party contractors (OSP/PQC) are promptly reported, thoroughly investigated and tracked to closure based on recommendations outlined in formal investigation reports.

During FY25, a total of 2,950 near misses were recorded, compared with 841 previous year, reflecting stronger vigilance and compliance in reporting. The injury rates have been calculated using a constant benchmark of 200,000 hours worked.

Customers’ Safety

We maintain a strong safety culture that prioritises customer protection at every point of contact. By adhering to international safety standards, implementing proactive risk management measures, and providing targeted training, we ensure secure and continuous service, as well as operational resilience. Our strategy goes beyond mere compliance, integrating safety into the design, execution, and monitoring of all customer-facing processes.

“Zero public fatalities or non-fatal incidents were caused due to KE-specific reasons in FY25.”

KE complies with NEPRA’s Safety Code, which requires labelling of all High-Voltage (HV) and Low-Voltage (LV) infrastructure to clearly indicate potential safety hazards and alert the public to the risk of electrocution.

Disaster and Emergency Planning and Response

KE recognises that emergency preparedness and disaster response are vital for maintaining business continuity and ensuring a reliable power supply. Guided by regulatory standards, international best practices and its mission to serve its territory responsibly, KE has incorporated resilience into its operations through thorough planning, infrastructure enhancements and well-structured protocols. The company maintains comprehensive Business Continuity Planning (BCP), Disaster Recovery (DR) frameworks and Emergency Response Plans (ERPs), supported by regular drills, employee training and cross-functional task forces.

Emergency planning employs a three-tiered approach of prevention, swift response and long-term resilience. Consolidated BCPs, ERPs and SOPs address a broad



spectrum of scenarios, including severe weather, floods, cyber-attacks, public health emergencies and law-and-order disruptions. Practical measures include regular black-start simulations, evacuation drills and network restoration exercises at critical plants and grid stations, as well as structural reinforcement of towers and substations, vegetation control and drainage improvements to reduce vulnerabilities. Standby teams, mobile resources and specialised protection schemes facilitate quick containment and stabilisation during crises. Routine inspections, safety checks and incorporating lessons learned from past incidents support continuous improvement.

Close collaboration with external organisations, such as National Disaster Management Authority (NDMA), Provincial Disaster Management Authority (PDMA) and Pakistan Meteorological Department (PMD), enhances early warning systems and facilitates coordinated disaster response. Engagement is also ensured through outreach to customers and communities through public safety campaigns, SMS alerts, helplines and digital platforms. Joint drills with stakeholders, including the Pakistan Air Force (PAF) and Port Qasim Authority (PQA), further strengthen coordination. Transparent communication during outages and force majeure events builds trust and accountability.

In case of major disruptions, KE follows structured restoration protocols, utilising sectional energisation and black-start capability, with critical services such as hospitals, emergency facilities, water pumping stations and communication systems prioritised. Post-event reviews are used to update SOPs, infrastructure and employee training, ensuring ongoing improvement.

Effectiveness is monitored through KPIs, drill results and post-incident evaluations, supported by Supervisory Control And Data Acquisition (SCADA) systems, structured reports and cross-department coordination for real-time situational awareness.

Governance in Action During Monsoon Emergencies

KE has established a strong framework for emergency safety communications to ensure timely and reliable outreach during disaster situations, especially during the monsoon season. All advisories are issued within 24 hours and are distributed simultaneously across digital platforms, Interactive Voice Response (IVR), the KE Live App, and Customer Experience Centres (CECs). A tiered content strategy is used, with customised messages for light rain conditions and specific alerts for severe weather, ensuring clarity, relevance, and effective customer awareness.



Safe Karachi Conference – A Collaborative Platform for Urban Resilience

On July 25, 2024, KE hosted the Safe Karachi Conference, bringing together government agencies, disaster management authorities, academia, and civil society to address urban flooding, monsoon risks, and safety challenges. With participation from over 10 key organisations, the conference fostered dialogue on emergency preparedness, localised solutions, and cross-sector partnerships. Widely covered in national and digital media, the event spread the message of resilience and safety.

Spot Karo, Stop Karo

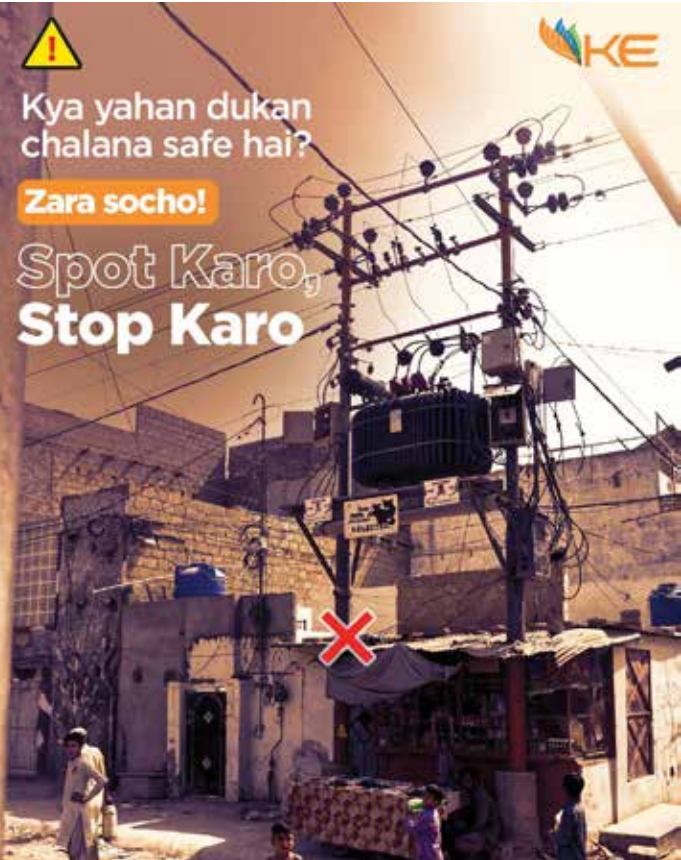
Raising Awareness on Unsafe Practices

KE launched the ‘Spot Karo, Stop Karo’ campaign to raise awareness about the dangers of unsafe practices, such as kunda connections and encroachments, which compromise electricity supply, endanger lives, and damage critical city infrastructure.

The campaign employed a creative concept of “talking infrastructure,” turning poles, transformers, and meters into voices that highlighted safety risks and encouraged responsible behaviour for a safer, more sustainable Karachi.

By combining digital outreach, grassroots engagement and stakeholder collaboration, Spot Karo, Stop Karo has received over 56,000 public pledges of support, fostered greater public awareness of civic safety, reinforcing the collective responsibility to eliminate unsafe electricity practices across Karachi.

Sign the pledge on KE’s website to show your support against power theft and encroachment:
<http://www.ke.com.pk/pledge-to-protect>





ENERGY SECURITY

Expanding access to reliable
energy, boosting efficiency, and
strengthening grid resilience

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Access to Energy

KE is contributing to strengthening the country’s energy security by expanding its infrastructure, diversifying generation sources and adopting customer-focused solutions. Through targeted programmes to promote energy conservation, the company helps households maintain access to electricity while encouraging responsible consumption. Subject to a sustainable tariff and regulatory environment, KE is committed to making strategic enhancements in grid modernisation, renewable projects and advanced technologies to improve stability, reduce reliance on fossil fuels and prepare the network for future demand.

KE recognises that a robust transmission and distribution network is crucial for ensuring a reliable electricity supply and complies with the relevant regulatory frameworks.

To sustain and expand access, KE invests in network enhancements and implements various measures such as real-time monitoring through SCADA, swift operational responses, preventive maintenance, and rehabilitation of critical assets.

Real-time management of generation resources in line with the varying demand requirements is ensured whilst adhering to the Economic Merit Order, Fuel Obligations, and

Grid Code. Continuous learning from network operations, regulatory reviews, and stakeholder feedback is embedded into KE’s planning and SOPs to drive ongoing improvements in reliability, efficiency, and access. Coordination with NEPRA and government agencies will enable timely project approvals and execution, while engagement with industrial and bulk consumers will provide insights to guide targeted investments that enhance reliability, efficiency, and alignment with stakeholder needs.

“ In FY25, Karachi’s energy access was further strengthened through major transmission upgrades, including the commissioning of KE’s first 500kV KKI grid interconnection with the National Grid and 220kV Dhabaji-2. These projects increased KE’s interconnection capacity, enabling greater off-take of affordable power from the National Grid and enhancing overall supply reliability. ”

In FY25, KE also reinforced generation reliability and plant availability by implementing a Long-Term Parts and Services Agreement (LTSA) at BQPS-III, ensuring the availability of spare parts and minimising outage risks. Black start operations at two of our plants further enhanced grid restoration capability and emergency preparedness.



In line with its commitment to inclusive energy access and responsible service management, KE carries out connections and disconnections in accordance with NEPRA’s Consumer Service Manual (CSM). Disconnections are undertaken for customers who have persistently defaulted on bill payments, while reconnection requires clearance of current and outstanding dues. To help avoid defaults and encourage positive consumer behaviour, KE provides payment relief options, including flexible installment plans and a range of digital and on-ground payment solutions.

- **Hum Qadam 2.0 Programme**
Supported 65,000 low-income customers facing payment challenges by offering flexible installment options, helping households maintain reliable power access while clearing outstanding dues.
- **Kunda Utaro Meter Lagao Initiative**
Provided low-cost legal metering solutions to discourage electricity theft and promote safe, equitable access.

Demand Side Management

KE has implemented comprehensive demand side management strategies across its operations to ensure reliable supply and grid stability in line with Karachi’s changing energy needs. Demand side management encompasses the real-time balancing of supply and demand, infrastructure upgrades, customer engagement and the integration of renewable energy sources.

In system operations, demand side management is achieved through continuous monitoring via SCADA, network reconfiguration, reactive power management and coordination among transmission, distribution and generation units. These measures help reduce technical losses, maintain voltage stability and optimise power flow under varying demand conditions. KE also conducts regular load-flow studies and scenario analyses to evaluate system stability, especially with increasing renewable integration and captive power usage.

At the customer level, KE promotes demand side management through awareness campaigns and behavioural initiatives that encourage energy conservation and responsible consumption. Studies on solar adoption, rooftop integration and captive power plants impacts are conducted in collaboration with stakeholders. Monthly reviews of peak demand and load management allow for timely interventions. These actions are supported by digital engagement tools, including KE Live App and

smart metering, which give customers better visibility and control over their consumption.

Effectiveness is assessed using indicators such as transmission and distribution loss, reliability indices, voltage stability and customer feedback. NEPRA is consistently engaged through periodic reporting and investment plans, ensuring transparency and regulatory compliance. Coordination with Independent Power Producers (IPPs) and internal generation units ensures that supply is dispatched according to the Economic Merit Order and fuel commitments are fulfilled. Meanwhile, demand management measures are coordinated downstream.

Power Quality Programme

KE advanced its Power Quality Programme to support industrial and key account customers in improving efficiency and reliability.

- 14 detailed power quality studies completed through internal teams and external experts
- 52 on-site consultations



Power Factor Improvement Programme (PFIP)

Through the PFIP, KE continues to enable customers to optimise their power factor, reducing technical losses and strengthening overall system efficiency.

In FY25, KE completed 1,734 surveys across industrial and commercial segments, providing data-driven insights and practical guidance to improve voltage stability and energy performance.

Enhancing Grid Resilience and Flexibility

KE enhances grid resilience and flexibility through demand-supply modeling (including PLEXOS) to align investments with demand growth, grid capacity, and national policy targets. Short- and long-term maintenance practices, such as preventive and predictive testing, and rehabilitation of critical assets, strengthen reliability. Meanwhile, peak load is managed through demand-side programmes and load forecasting.

Farq Parta Hai – Driving Energy Conservation

Now in its fourth year, KE’s Effie award-winning “Farq Parta Hai” campaign, continues to promote behavioural change and energy-efficient practices to reduce demand on the grid.

Partnerships for Energy-Efficient Appliances

Through partnerships for discounted energy-efficient appliances, we enabled 425 households to switch from 1,000 traditional to inverter fans, contributing to an average reduction of 40-60 units per month.

In FY25, grid resilience was strengthened through in-house repair of critical GIS equipment, reducing downtime and the implementation of the Cross-Trip Scheme (CTS-2), which protects against cascading outages from the national network.

KE ensures the reliable performance of its generation fleet by maintaining high plant availability, a key factor in operational efficiency and energy security. In FY25,



KE achieved an average availability of 92.3%, supported by structured preventive and predictive maintenance, OEM-recommended inspections, and fuel supply contracts. These measures strengthen dispatch reliability, minimise disruptions, and contribute to the stability and flexibility of the grid.

“ In FY25, KE generated 6,433 GWh from its 2,396 MW installed capacity and supplemented this with 11,449 GWh of purchased electricity, including through net metering. This resulted in a total supply of 17,882 GWh, compared to 17,768 GWh in FY24. ”

Future Planned Capacity Projects

In alignment with the evolving regulatory and tariff environment, KE is expanding capacity to integrate renewables, diversify the supply mix, and strengthen long-term energy security. This year, we concluded the competitive bidding process for over 640MW of renewable energy projects, receiving the country’s lowest-ever renewable energy tariff bids.

Firm Capacity	MW
Winder & Bela (Solar)	150
Sindh solar Power plant (Solar)	270
Site Neutral Hybrid Project (Solar + Wind)	220

These projects were initiated through competitive bidding processes under NEPRA’s regulatory frameworks in FY25. Following public hearings, NEPRA approved the bid evaluations for the Winder, Bela, and Hybrid projects in May 2025, with tariffs ranging between PKR 8.9–11.6/ kWh. The Sindh Solar Energy Project has completed its evaluation stage, with NEPRA’s final decision pending. These developments mark a significant step toward expanding KE’s renewable mix, strengthening energy security, and stimulating local employment and investment in Balochistan and Sindh.

Subject to stable tariff and regulatory conditions, KE plans to further upgrade its transmission and distribution system.

To address intermittency and peak demand, Battery Energy Storage Systems (BESS) and an optimised renewable integration plan are under evaluation. The deployment of BESS will reduce reliance on fuel-based generation, while enhancing grid flexibility, with implementation contingent on technical and commercial feasibility.

Supported by phased in-house strategies, reserve margins, digital monitoring and innovative grid initiatives, these actions collectively reinforce system stability, cost efficiency and long-term sustainability of Karachi’s power supply.



Energy Progress and Innovation Challenge (EPIC)

Through its flagship innovation platform Energy Progress and Innovation Challenge (EPIC), KE is enabling transformative solutions that address pressing challenges of the energy sector.

EPIC 2025 invited entrepreneurs, think tanks, startups, researchers and academia from across Pakistan to ideate and deliver localised, home-grown solutions to ten critical “challenge statements” ranging from real-time fleet tracking for power utilities, proactive energy theft detection, AI-driven demand forecasting, smart monitoring of transmission lines to open innovation for sector-wide transformation.

The shortlisted projects presented a comprehensive cross-section of innovation across the power sector. Ideas ranged from:

- AI-driven forecasting using edge computing for improved demand prediction and smarter dispatch.
- Machine learning-based asset health diagnostics to monitor cables and transformers, reducing outages.
- IoT-enabled fleet tracking for faster field operations and response times.
- Real-time energy theft detection through AI-based anomaly identification.
- Renewable integration models assessing PV impact and optimising battery storage for grid stability.

The winning team from NUST introduced an IoT-based, tamper-proof load management system that enables remote switching of transformers, reducing the frequency and impact of load-shedding while improving transparency and control.



250+
Applications

10
Projects Shortlisted

PKR 3 Mn
Prize Money

We pledge to persevere, driven by a legacy of progress, and continue our journey with unwavering resolve

Digitalisation, Innovation and R&D

Digitalisation

Digitalisation is embedded across operations to enhance efficiency, transparency, and service quality, while supporting innovation and responsible resource use. Strong cybersecurity measures, privacy assessments, and employee training mitigate potential risks, while incident response protocols and compliance collaboration address any adverse situations.

Customer-centric digital innovation remained a core focus, with enhancements to KE Live App and WhatsApp, as well as the launch of the New Connection (NC) Portal, which simplifies onboarding and improves service transparency and accessibility.

The Advanced Distribution Management System (ADMS) project is progressing within KE’s distribution network, subject to a sustainable tariff and regulatory environment. This centralised platform will consolidate essential grid management tools, including Outage Management System (OMS), Supervisory Control and Data Acquisition (SCADA), Distribution Management System (DMS), Workforce Management (WFM) and Field Automation along with leveraging existing IT enterprise and Operational Technology (OT) systems.

IT Governance and Cybersecurity

In FY25, KE maintained exceptional platform uptime with zero major service interruptions, reaffirming operational resilience and business continuity. IT governance was further strengthened through the implementation of enhanced Segregation of Duties (SoD) and Role-Based Access Control (RBAC), ensuring robust data protection and compliance with global cybersecurity standards.

Building on its prior ISO 22301 certification, KE implemented a comprehensive Information Security Management System (ISMS) and achieved ISO/IEC 27001 certification, significantly bolstering its information security posture.



In FY25, 6 risk-based training sessions were delivered to internal teams, along with 5 awareness camps and a company-wide webinar as part of Cybersecurity Awareness month. Quarterly mock-drills were also conducted to enhance internal vigilance around cybersecurity threats, including phishing.



Innovation and R&D

KE incorporates innovation and research & development into its operations to enhance efficiency, boost resilience and minimise environmental impacts. These efforts focus on conserving energy, reducing emissions, minimising waste and reusing resources, supported by employee-led innovation and in-house engineering solutions to develop long-term capabilities.

In FY25, sustainability and reliability efforts included grid-wide energy conservation projects, asset upgrades, predictive maintenance and replacing high-risk parts with advanced options, such as SF₆ equipment, polymer insulators and XLPE cables. These efforts improved operational reliability, safety and environmental performance while meeting increasing demand.

Digital and cybersecurity improvements further enhanced resilience, including the use of in-house SCADA tools, stable telecom links, upgraded Human Machine Interface (HMI) systems and advanced OT security.

Renewable Integration

To enable large-scale integration of Variable Renewable Energy (VRE), KE is undertaking a comprehensive study focused on long-term system optimisation, addressing operational challenges, and identifying transmission upgrades required for future renewable integration. This is complemented by a phased in-house strategy designed to ensure stability and reliability during the transition.

Operational Excellence

Our Operational Excellence journey started in 2020 with the launch of the indigenous OPEX Programme, designed to foster a culture of continuous improvement through four strategic pillars: Customer Focus, Operational Efficiency, Cost Leadership, and Employee Experience. The first phase, Horizon 1, involved nine strategic projects, delivering tangible benefits. Horizon 2, which is currently in progress, has strengthened governance, streamlined business processes, enhanced field operations, improved efficiency and customer experience. Moreover, Grid Process Automation project is transforming network operations, enabling greater resilience, coordination, and performance.

The next phase, Horizon 3, will focus on structured ideation and execution, further strengthening innovation, resilience and continuous transformation across the organisation.

Renewable-Energy Powered Data Centres

In line with our vision to enable a sustainable and digitally empowered future, KE is exploring the potential for renewable-powered data Centres that can support Pakistan’s growing digital infrastructure while advancing the country’s climate goals. This research underscores KE’s commitment to innovation and sustainability as we evaluate emerging avenues for cleaner, smarter energy solutions.

SAP S/4HANA RISE Transformation ECC6 to the Cloud-based S/4HANA Environment

This year, KE successfully completed one of the region’s first direct upgrade from its legacy SAP ECC6 system to the modern cloud-based SAP S/4HANA RISE platform, laying the foundation for its Digital Core. Conducted alongside a comprehensive review and re-engineering of core business processes, this transformation has streamlined operations, enhanced productivity, and strengthened organisational agility to adapt to evolving business and market dynamics. The new platform forms the backbone of KE’s intelligent enterprise, enabling faster access to real-time insights, smarter forecasting, and seamless integration with emerging technologies. Together with the SAP Business Technology Platform (BTP), it provides the intelligence layer for automation, analytics, and AI-driven innovation across business functions. By embracing this next-generation Digital Core, KE is accelerating its evolution into a smart utility, leveraging real-time data to optimise operations, elevate customer experience, and ensure agility in a rapidly changing energy landscape.



Supply Chain Management



KE integrates sustainability into its supply chain strategy to generate long-term value for its stakeholders while minimising risks and impacts across procurement activities.

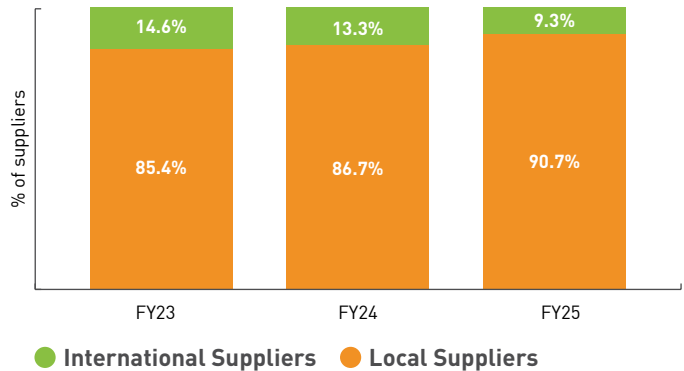
KE requires suppliers to uphold strict environmental and social standards, prohibiting discrimination, child labour and unsafe practices while advancing initiatives on climate action, energy efficiency, waste reduction and biodiversity protection. Circular economy principles are embedded in procurement, supported by governance safeguards that ensure transparency, ethical conduct and zero tolerance for corruption. Supplier engagement is reinforced through the Supplier Code of Conduct, mandatory compliance in registration and contracts. To build capacity and drive continuous improvement, KE conducts training and awareness programmes that foster collaboration with suppliers and partners, aiming to reduce environmental footprints, strengthen social responsibility and promote sustainable value creation across the supply chain.

The Supply Chain function has primary responsibility for implementing these practices, supported by all

business lines in alignment with the Company’s HSEQ policies. Mandatory acceptance of the Supplier Code of Conduct, sustainability-linked contractual obligations and structured oversight through audits and performance evaluations are integral to the governance process.

KE’s supply chain reflects a deliberate shift towards localisation and supplier empowerment, ensuring that procurement activities contribute meaningfully to Pakistan’s economic growth. In FY25, around 91% of total suppliers were local (844), spanning construction materials, distribution equipment, and operational services. This growing local focus supports domestic industry, job creation, and skill development, while fostering greater self-reliance within the energy sector. The remaining 9% of suppliers (86) represents imports of critical technologies and specialised electrical equipment essential for operational excellence. Through this strategic balance, KE continues to strengthen local partnerships, build supplier capacity, and enhance supply chain resilience, advancing both its operational efficiency and sustainability objectives.

Local vs International Sourcing



100 SKUs localised

Enhanced local partnerships and supplier capacity, strengthening supply chain resilience and sustainability

15% Reduction in monthly fuel allocations

Optimised logistics through automation and real-time tracking, saving 54,489 litres of fuel

Quality Assurance

In FY25, KE’s Quality Assurance Lab achieved a significant national milestone by securing ISO/IEC 17025:2017 accreditation from the Pakistan National Accreditation Council (PNAC), becoming the first lab in Pakistan to attain this distinction. The certification reinforces KE’s commitment to quality, testing reliability and international best practices.

Supplier Diversity Programme

KE is advancing supplier diversity by integrating women-led enterprises into its supply chain, recognising their

role in driving inclusive economic growth. Through its Supplier Diversity Programme, KE supports women-owned enterprises with capacity-building, mentorship, and networking opportunities, while collaborating with partners to expand market access. Progress is tracked through defined KPIs, and outstanding contributions are celebrated through recognition initiatives, reinforcing KE’s commitment to equity, opportunity, and long-term sustainability.



INVESTING IN COMMUNITIES

Building long-term social sector relationships and enhancing the wellbeing and livelihoods of our communities



Community Development

KE adopts a structured and proactive approach to Corporate Social Responsibility (CSR), aiming to create meaningful social impact, promote environmental sustainability and foster community engagement. KE conducts social and environmental impact assessments, including gender-sensitive evaluations, feedback collection and participatory processes, to inform programme design. These assessments help mitigate risks like community resistance or resource shortages and enhance safety, inclusion and environmental efforts.

Stakeholder engagement is a central component of our approach. We map key community stakeholders and establish broad-based consultation committees, including vulnerable groups, to ensure diverse perspectives inform programme planning and implementation. Community management structures, including dedicated WhatsApp groups, facilitate coordination, communication and responsiveness to local needs. KE also maintains formal grievance mechanisms to allow community members to report concerns directly to the engagement team, ensuring transparency, accountability and timely remediation of any adverse impacts.

Our CSR initiatives are designed to be participatory and results-oriented. Programmes are implemented with defined objectives, monitored for effectiveness and periodically reviewed to incorporate lessons learned. Public disclosure of results fosters collaboration, reinforces accountability and supports continuous improvement in addressing social and environmental challenges.

Roshni Baji Safety Ambassadors Pioneering Community Safety Programme in Energy Sector

Launched in February 2021, the Roshni Baji Programme stands as KE's flagship women empowerment and community safety initiative. The Programme has been internationally acclaimed, winning Pakistan's first-ever S&P Global Platts Award and has also been recognised at several national platforms for its pioneering role in women's empowerment and embedding electrical and fire safety awareness at the grassroots level across Karachi's low-income communities.



200
Roshni Bajis
Trained

830,000
Total Households
Reached

44
Employed by KE



59%

Residents
endorsed
learning new
practices*

97%

Residents reported
increased understanding of
electrical and fire hazards*



*Roshni Baji Impact Assessment Study conducted by NielsenIQ

The programme's dual impact is unique as it not only protects communities but also creates pathways of empowerment for women. Through this initiative, women from underserved communities are trained and employed as female safety ambassadors, equipped with certified electrician skills, bike riding, self-defense, financial literacy and safety training. Beyond spreading household safety awareness, the programme enables them to achieve financial independence and personal growth, making them true agents of change.

Expansion into Encroached Locations

The programme expanded into encroached localities where transmission infrastructure faces risks from unauthorised settlements. Roshni Bajis conduct door-to-door engagements on electrical safety, monsoon preparedness and the hazards of power theft, while also distributing official notices regarding encroachment. In FY25, this initiative reached 27,209 households, with 6,235 notices served.

Pakistan's First All-Women Solar Installation

In collaboration with Ladiesfund Energy, NED University and Dawood Global Foundation, KE proudly mentored 28 young certified female engineers to lead Pakistan's first all-women solar rooftop installation on the Hooseini Yateem Khana.



Khel, Kood Aur Khayal



KE’s School Safety Campaign, “Khel, Kood Aur Khayal,” was launched to foster a culture of safety, responsible energy use and environmental awareness among children. Through interactive sessions and practical demonstrations, the campaign equips students with essential knowledge on the prevention of electrical incidents, energy conservation, digital awareness and environmental protection.

Implemented in collaboration with Idara-e-Taleem-o-Agahi (ITA), Concern for Children (CFC) and Resource Linked, the programme brings safety awareness directly into classrooms across Karachi, nurturing responsible habits from an early age. The sessions not only reduce safety incidents caused by negligence but also empower students and teachers to act as ambassadors of safety within their communities.

Since Inception

165,828

School Children Reached

471 schools

Covered across Karachi

466

Teachers Trained

170

Children with Disabilities Engaged

Karachi Kay Liye Paish Qadam

Launched in 2024, KE’s employee volunteering programme fosters a culture of social responsibility by encouraging employees to contribute their time and skills for community impact. In FY25, 235 KE employees engaged in initiatives spanning sports, child welfare, women empowerment, disability inclusion, environmental stewardship and climate resilience.



Other Community Initiatives



1,500+ Students

benefitted with digital access through
5 computer labs



10,000 Trees

planted across Karachi to enhance
greenery, biodiversity and combat
climate change



96 Players

hosted in Landhi Gymkhana, promoting
healthy competition and community ties



3,863 Patients

provided care through 15
health camps organised in
underserved areas



100 Students

engaged on responsible recycling
practices at Development in Literacy
(DIL) School, Bin Qasim

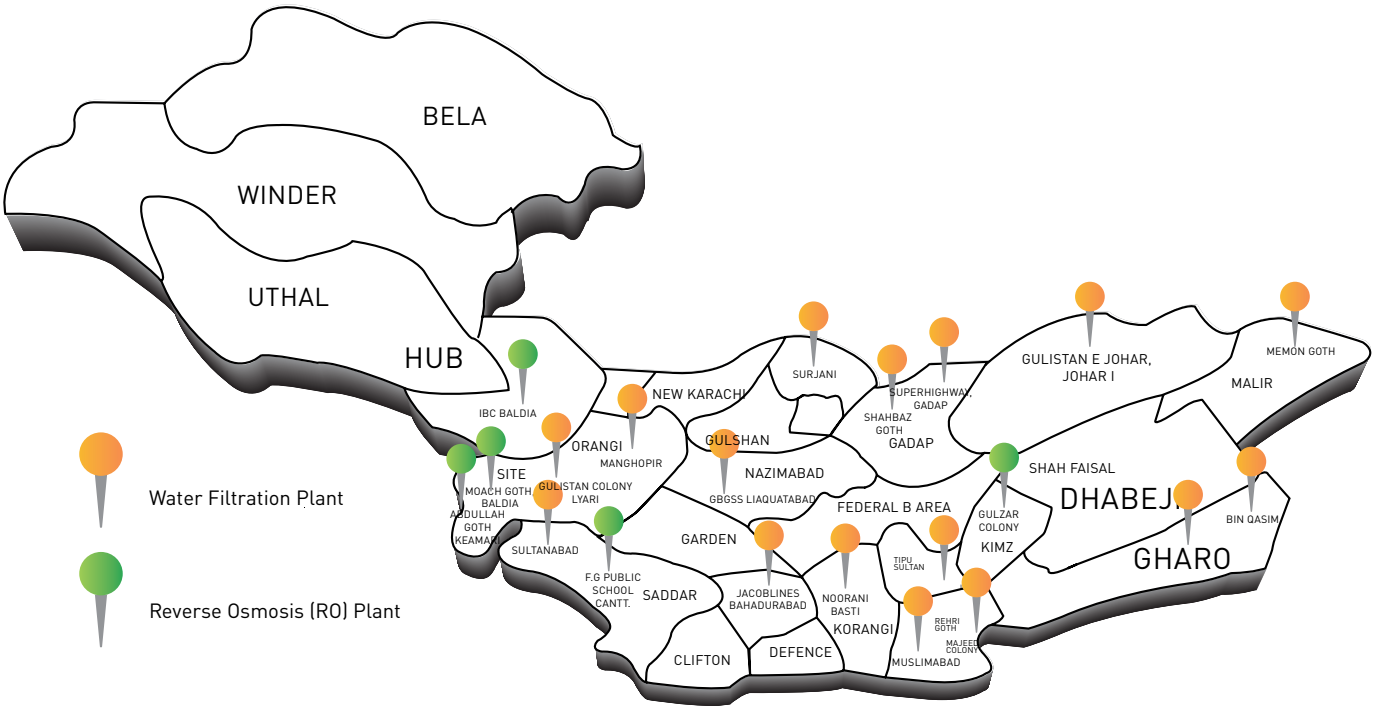


268 Women

trained in financial literacy
and digital payments in Lyari,
Baldia and Mauripur

Clean Drinking Water Programme

KE has installed 21 water filtration plants across the city, with 5 additional plants inaugurated in the past year. Our ongoing monitoring strategy ensures these facilities operate effectively, providing safe drinking water to underserved communities.





The KHI Awards continue to celebrate Karachi’s most resilient social organisations, recognising their dedication to creating lasting, community-driven change. With 166 entries this year, the initiative reflects KE’s commitment to promoting impactful social development across the city. Through this platform, organisations addressing critical challenges in Education, Women’s Empowerment, Public Health, and other sectors are acknowledged for their transformative contributions to society.

Evaluated by a panel of 41 independent jurors, the selection process maintained transparency, inclusivity, and fairness at every stage. By celebrating these changemakers, the KHI Awards not only honour excellence but also emphasise the importance of consistent support for community-led initiatives. The programme reflects KE’s vision of fostering an equitable, resilient, and sustainable Karachi, while advancing efforts aligned with the United Nations SDGs.

166

entries received

45

winners

PKR 60 Mn

granted as electricity rebates

AWARD CATEGORIES



Education



Uplifting
Communities



Empowering Women



Sustainability and
Environment



Heritage &
Culture



Digital Accessibility &
Financial Inclusion



Inclusion



Safety (Road, Fire,
Home, Personal)



Public Health
(Primary)



Social Service



Livelihoods and
Vocational Training



Sports



Public Health
(Secondary or Tertiary)



New Organisations or
Community Based
Organisations

خدمت کا جذبہ
رہے روشن سدا



CONGRATULATIONS TO THE 2025 WINNERS



خدمت کا جذبہ
رہے روشن سدا

Several prominent organisations were celebrated for their steadfast efforts to uplift Karachi and drive meaningful community impact. Among this year’s standout achievers were Bait-Ul-Sukoon Trust, Zafar & Atia Foundation Charitable Trust, Kiran Foundation, and other dedicated social development partners, each recognised for delivering transformative work across multiple areas. Their collective efforts reflect a deep commitment to strengthening community resilience and ensuring vital services reach those who need them most.

For more details, scan the QR Code



Stories of Impact

Outstanding Winning Projects



Ensuring free medical treatment for underserved communities through transparent donations, technology enabled donor patient matching and expanded healthcare outreach to remote areas, impacting more than 500,000 people.



Providing dignified hospice care, emotional support, and financial assistance to terminally ill cancer patients and their families, offering comfort and relief to 21,900 individuals.



Delivering trauma-informed education, emotional support, and financial assistance to children and caregivers in Lyari, while facilitating top-tier schooling opportunities, positively transforming the lives of 600 children and their families.



Training police and raising awareness on missing children cases under the ZARRA Act, ensuring immediate FIRs and coordinated recovery, strengthening safety for 66,000 people.



Developing Pakistan's first digital curriculum for Deaf students through the Digital Learning Programme (DLP), expanding access to quality inclusive education for 60,000 students.



Hope - Not Out!

Delivering free primary care, diagnostics, and maternal health services through mobile health units, bringing critical healthcare to 2,200,000 community members in underserved areas.



Offering free healthcare, education, and rehabilitation for underprivileged women including obstetric care, midwifery training, and fistula treatment, improving the lives of 200,000 women.



Supporting low-income families through electricity bill assistance and family adoption programmes, extending financial relief to 259,000 households across Karachi.



Upgrading the 24/7 CPLC Call Centre and expanding the Zainab Alert app to enable faster reporting and recovery of missing children, enhancing safety for 11,420,000 citizens.



Improving literacy in native and English languages through strengthened teaching practices, uplifting academic outcomes and cultural awareness for 10,000,000 students and their communities across Sindh.





Tel: +92 21 3568 3030
Fax: +92 21 3568 4239
www.bdo.com.pk

2nd Floor, Block-C
Lakson Square, Building No.1
Sarwar Shaheed Road
Karachi-74200
Pakistan

INDEPENDENT AUDITOR REPORT ON THE SUSTAINABILITY REPORT

To the Board of Director of K - Electric Limited

We have been engaged to perform limited assurance engagement on the sustainability report of K - Electric Limited (the "Company") for the year ended on June 30, 2025.

Management's Responsibility on the Sustainability Report

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

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

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

Auditor's Independence and Quality Control

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

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

Auditor's Responsibility

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

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



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

In particular, we have performed the following procedures:

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

Limitations

Our scope of work did not involve the following:

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

Conclusion

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

KARACHI

DATE: DECEMBER 16, 2025


BDO EBRAHIM & CO.
CHARTERED ACCOUNTANTS

ANNEXURES



GRI Content Index

The GRI Content Index serves as a reference tool to help readers locate specific information within the report. It lists the relevant GRI Standards and associated disclosures, each of which is linked to the corresponding page in this Sustainability Report or other publicly accessible sources.

Statement of use	K-Electric has reported in accordance with the GRI Standards for the period July 01, 2024 to June 30, 2025.
GRI used	GRI-1: Foundation
Applicable GRI Sector Standard	G4 Electric Utilities

			Omission		
GRI Standard/ Other Source	Disclosure	Location	Requirement(s) Omitted	Reason	Explanation
General Disclosures					
	The organisation and its reporting practices				
GRI 2: General Disclosures 2021	2-1 Organisational details	10			
	2-2 Entities included in the organisation’s sustainability reporting	6			
	2-3 Reporting period, frequency and contact point	6			
	2-4 Restatements of information	-		No restatements made	
	2-5 External assurance	6, 78			
	Activities and workers				
	2-6 Activities, value chain and other business relationships	10, 14, 17			
	2-7 Employees	43			
	Governance				
	2-8 Workers who are not employees	-		Confidentiality constraint	
	2-9 Governance structure and composition	20			
	2-10 Nomination and selection of the highest governance body	20			
	2-11 Chair of the highest governance body	20			
	2-12 Role of the highest governance body in overseeing the management of impacts	21, 22			

			Omission		
GRI Standard/ Other Source	Disclosure	Location	Requirement(s) Omitted	Reason	Explanation
	2-13 Delegation of responsibility for managing impacts	21			
	2-14 Role of the highest governance body in sustainability reporting	21 - 22			
	2-15 Conflicts of interest	22			
	2-16 Communication of critical concerns	22			
	2-17 Collective knowledge of the highest governance body	21			
	2-18 Evaluation of the performance of the highest governance body	22			
	2-19 Remuneration policies	22			
	2-20 Process to determine remuneration	22			
	2-21 Annual total compensation ratio	-	-	Confidentiality constraint	
	Strategies, policies and practices				
	2-22 Statement on sustainable development strategy	9, 21			
	2-23 Policy commitments	23			
	2-24 Embedding policy commitments	23			
	2-25 Processes to remediate negative impacts	23			
	2-26 Mechanisms for seeking advice and raising concerns	23			
	2-27 Compliance with laws and regulations	23			
	2-28 Membership associations	15			
	Stakeholders Engagement				
	2-29 Approach to stakeholder engagement	28			
	2-30 Collective bargaining agreements	45			

			Omission		
GRI Standard/ Other Source	Disclosure	Location	Requirement(s) Omitted	Reason	Explanation
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	29			
	3-2 List of material topics	29			
	3-3 Management of material topics	Throughout the report in relevant sections			
Economic Performance					
GRI 3: Material Topics 2021	3-3 Management of material topics	-	3-3 (a-e)	Information unavailable. Financial statements are not approved till the release of the report.	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	-	201-1 (a-b)		
	201-2 Financial implications and other risks and opportunities due to climate change	-	201-2 -a		
	201-3 Defined benefit plan obligations and other retirement plans	-	201-3 (a-e)		Confidentiality constraints
	201-4 Financial assistance received from government	-	201-4 (a-c)	Information unavailable. Financial statements are not approved till the release of the report.	
Access					
GRI 3: Material Topics 2021	3-3 Management of material topics	58			
	Percentage of population unserved in licensed distribution or service areas	-		Information unavailable	
	Number of residential disconnections for non-payment, broken down by duration of disconnection and by regulatory regime	-		Information unavailable	
	Power outage frequency	-		Information unavailable	
	Average power outage duration	-		Information unavailable	
	Average plant availability factor by energy source and by regulatory regime	-		Information unavailable	

Introduction	Governance & Ethical Practices	Protecting Nature	Investing in our People	Energy Security	Investing in Communities	Annexures
				Omission		
GRI Standard/ Other Source	Disclosure	Location	Requirement(s) Omitted	Reason	Explanation	
Ethical Business Conduct						
GRI 3: Material Topics 2021	3-3 Management of material topics	23				
Supply Chain Impacts						
GRI 3: Material Topics 2021	3-3 Management of material topics	66				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	66 - 67	308-1 - a	Information unavailable / incomplete		
	308-2 Negative environmental impacts in the supply chain and actions taken	66 - 67	308-2 (a-e)	Information unavailable / incomplete		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	66 - 67	414-1 - a	Information unavailable / incomplete		
	414-2 Negative social impacts in the supply chain and actions taken	66 - 67	414-2 (a-e)	Information unavailable / incomplete		
Customer Centricity						
GRI 3: Material Topics 2021	3-3 Management of material topics	24				
	417-1 Requirements for product and service information and labelling	54				
	417-2 Incidents of non-compliance concerning product and service information and labelling	23, 54				
	417-3 Incidents of non-compliance concerning marketing communications	23, 54				
GHG Emission and Energy Resource Planning						
GRI 3: Material Topics 2021	3-3 Management of material topics	32 - 33				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	34				

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
	305-2 Energy indirect (Scope 2) GHG emissions	34			
	305-3 Other indirect (Scope 3) GHG emissions	34			
	305-4 GHG emissions intensity	34			
	305-5 Reduction of GHG emissions	34			
	305-6 Emissions of ozone-depleting substances (ODS)	35			
	305-7 Nitrogen oxides (NOX), sulphur oxides (SOX) and other significant air emissions	35			
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	35			
	302-2 Energy consumption outside of the organisation	-	302-2- a-c	Information unavailable	
	302-3 Energy intensity	35			
	302-4 Reduction of energy consumption	36			
	302-5 Reduction in energy requirements of products and services	-	Not applicable		
Water Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	38			
GRI 303: Water 2018	303-1 Interactions with water as a shared resource	38			
	303-2 Management of water discharge-related impacts	38			
	303-3 Water withdrawal	38			
	303-4 Water discharge	38			
	303-5 Water consumption	38			
Effluents and Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	39			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	39			
	306-2 Management of significant waste-related impacts	39			
	306-3 Waste generated	39			
	306-4 Waste diverted from disposal	39			
	306-5 Waste directed to disposal	39			
Employment Practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	42 - 43			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	43			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	44			
	401-3 Parental leave	45			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	45			
Training & Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	42 - 45			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	46			
	404-2 Programmes for upgrading employee skills and transition assistance programmes	46	404-2 - b	Information unavailable	
	404-3 Percentage of employees receiving regular performance and career development reviews	44			

			Omission		
GRI Standard/ Other Source	Disclosure	Location	Requirement(s) Omitted	Reason	Explanation
Diversity and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	48			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	48, 50			
	405-2 Ratio of basic salary and remuneration of women to men	44			
Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	51			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	51			
	403-2 Hazard identification, risk assessment and incident investigation	51			
	403-3 Occupational health services	52			
	403-4 Worker participation, consultation and communication on occupational health and safety	52			
	403-5 Worker training on occupational health and safety	52			
	403-6 Promotion of worker health	52			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	53 - 54			
	403-8 Workers covered by an occupational health and safety management system	51			
	403-9 Work-related injuries	53			


			Omission		
GRI Standard/ Other Source	Disclosure	Location	Requirement(s) Omitted	Reason	Explanation
	403-10 Work-related ill health	53			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	54			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	54			
Disaster & Emergency Planning and Response					
GRI 3: Material Topics 2021	3-3 Management of material topics	54			
Demand-Side Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	59			
Enhancing Grid Resilience and Flexibility					
GRI 3: Material Topics 2021	3-3 Management of material topics	60 - 61			
	Planned capacity against projected electricity demand over the long-term, broken down by energy source and regulatory regime	61			
Local Communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	70			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programmes	70 - 76			
	413-2 Operations with significant actual and potential negative impacts on local communities	70, 76			
Digitalisation and Cybersecurity, Innovation and R&D					
GRI 3: Material Topics 2021	3-3 Management of material topics	64			



SDGs Index



SDGs	Page	GRI Standards Disclosures
 1 NO POVERTY	End poverty in all its forms everywhere	70-76413-1, 413-2
 2 ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	70, 76201-1, 413-2
 3 GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote wellbeing for all at all ages	34, 35, 39, 51, 52, 53305-1, 305-2, 305-3, 305-7, 306-1, 306-2, 306-3, 306-4, 403-8, 403-9, 403-10
 4 QUALITY EDUCATION	Ensure inclusive and quality education for all and promote lifelong learning	21, 462-17, 404-1
 5 GENDER EQUALITY	Achieve gender equality and empower all women and girls	20, 43, 44, 45, 46, 48, 50, 66-672-9, 2-10, 201-1, 401-1, 401-3, 404-1, 405-1, 405-2, 414-1, 414-2
 6 CLEAN WATER AND SANITATION	Ensure access to water and sanitation for all	38, 39303-3, 303-4, 303-5, 306-1, 306-2, 306-3, 306-4, 306-5
 7 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all	35, 36, 58, 59, 60, 61201-1, 302-1, 302-2, 302-3
 8 DECENT WORK AND ECONOMIC GROWTH	Promote inclusive and sustainable economic growth, employment and decent work for all	35, 38, 43, 44, 45, 46, 48, 50, 51, 53, 66, 672-7, 2-8, 2-30, 201-1, 302-1, 302-2, 302-3, 303-5, 401-1, 401-2, 401-3, 403-8, 403-9, 403-10, 404-1, 404-2, 405-1, 405-2, 407-1, 414-1, 414-2
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote sustainable industrialisation and foster innovation	-201-1
 10 REDUCED INEQUALITIES	Reduce inequality within and among countries	44405-2
 11 SUSTAINABLE CITIES AND COMMUNITIES	Make cities inclusive, safe, resilient and sustainable	70-76413-1
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns	34, 35, 39302-1, 302-2, 302-3, 305-1, 305-2, 305-3, 305-7, 306-1, 306-2, 306-3, 306-4
 13 CLIMATE ACTION	Take urgent action to combat climate change and its impacts	34, 35201-2, 302-1, 302-2, 302-3, 305-1, 305-2, 305-3, 305-4
 14 LIFE BELOW WATER	Conserve and sustainably use the oceans, seas and marine resources	34, 35, 39305-1, 305-2, 305-3, 305-4, 305-5, 305-7, 306-1, 306-3, 306-5
 15 LIFE ON LAND	Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss	32, 33, 34, 35, 39305-1, 305-2, 305-3, 305-4, 305-5, 305-7, 306-1, 306-3, 306-5
 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote just, peaceful and inclusive societies	20, 21, 22, 23, 66, 67, 70 - 762-9, 2-10, ,2-11, 2-12, 2-15, 2-20, 2-23, 2-26, 2-27, 414-1, 414-2
 17 PARTNERSHIPS FOR THE GOALS	Strengthen the means of implementation and revitalise the global partnership for sustainable development	-Not applicable

PSX SDGs Index

Our operations and associated material topics have a broad impact across nearly all SDGs. This report fulfills the minimum requirements set by the PSX for listed companies. It outlines our governance framework and approach to managing the impact of our activities on the SDGs, highlighting both our performance and contributions. This section specifically addresses the minimum indicators, while detailed information on relevant policies, practices and performance metrics are provided in the referenced sections of the report.

SDG and Target	Company Performance Target	Performance Indicator	Status 2025	Status 2024	Status 2023	Business Action	Future Business Action
 Target 5.1 End all forms of discrimination against women and girls everywhere	-	Existence of policies to promote, enforce and monitor equality and non-discrimination on the basis of gender	KE has established and implemented comprehensive policies to promote, uphold, and ensure adherence to gender-based non-discrimination principles across its operations. Refer to pages 42 - 50 for more details.			Promote, enforce and monitor non-discrimination.	Promote, enforce and monitor non-discrimination.
Target 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	-	Existence of sexual harassment, physical harassment, psychological harassment policies and grievances solving mechanism relevant to sexual, physical and psychological violence Proportion of female employees at your company aged 15 years and older subjected to physical, sexual, or psychological violence	Comprehensive policies and employee grievance mechanisms have been established to proactively prevent and effectively address incidents of sexual, physical, and psychological harassment, as well as all forms of violence within the organisation. These measures are designed to foster a safe, inclusive, and respectful environment for all individuals in the organisation Anti-Harassment SOP and Employee Grievance Management Policy apply to employees and internal environment and the Whistleblowing Policy applies to both employees and external stakeholders. The organisation ensures 100% resolution of sexual harassment complaints, as defined in the Pakistan Protection of Women Act, within the TAT defined in the Act, and resolution of workplace harassment complaints within the TAT defined in the Employee Grievance Management Policy. Refer to page 23 and pages 42 - 50 for more details.			Enforce policies and grievances solving mechanism relevant to prevent sexual, physical and psychological violence.	Enforce policies and grievance solving mechanisms relevant to prevent sexual, physical and psychological violence.
						Prevent sexual, physical and psychological violence by enforcing policies and internal grievance mechanism.	Prevent sexual, physical and psychological violence by enforcing policies and internal grievance mechanism.

SDG and Target	Company Performance Target	Performance Indicator	Status 2025		Status 2024		Status 2023		Business Action	Future Business Action
 Target 6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity		Fresh water consumption ML per GWh	0.031		-		-		Enhancing water-use efficiency and recycling to lower water withdrawal and associated impacts.	Enhancing water-use efficiency and recycling to lower water withdrawal and associated impacts.
 Target 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation and encourage the formalisation of growth micro/ small/medium size enterprises including access to financial services	-	Proportion of informal (contract, casual and daily wage) employment in non-agriculture areas at company	KE complies with relevant employment laws and international agreements and avoids informal employment practices. Refer to pages 42 - 43 for more details.						Compliance with applicable laws.	Compliance with applicable laws.
Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for work of equal value	-	Median Pay Ratio for Total Cash for Management Employees	M	F	M	F	M	F	Compliance with applicable laws.	Compliance with applicable laws.
			1	1.3	1	1.3	1	1.3		
		Minimum wage of employees	57,000		35,000		30,000		Compliance with applicable laws.	Compliance with applicable laws.
		Number of net new jobs created at your company, by gender and persons with disabilities	We are an equal opportunity employer. Jobs are created as per the company’s approved position requirements and not by gender and disability. All qualified persons can apply for the open positions and be selected regardless of gender and disability.						Compliance with applicable laws.	Compliance with applicable laws.
		Proportion of your employees with disabilities	Refer to page 49 for details of employees with disabilities.						Compliance with applicable laws.	Compliance with applicable laws.

SDG and Target	Company Performance Target	Performance Indicator	Status 2025		Status 2024	Status 2023	Business Action	Future Business Action
Target 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants and those in precarious employment	-	Compliance with labour rights based on national and provincial legislation	KE complies with labour rights according to national and provincial laws, as well as international charters.				Ensure compliance of applicable laws and commitments.	Ensure compliance of applicable laws and commitments.
 Target 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	-	MTCO ₂ e emissions per kWh	375	392	458		Upgradation of existing facilities and adoption of cleaner technologies to reduce the environmental footprint.	Upgradation of existing facilities and adoption of cleaner technologies to reduce the environmental footprint.
 Target 12.4 By 2030, achieve the environmentally sound management of chemicals and all waste throughout their lifecycle, in accordance with agreed international frameworks and significantly reduce their release to air, water and soil in order to minimise their adverse impacts on human health and environment	-	Quantity of hazardous waste generated and treated Does KE treat its hazardous waste in accordance with the international multilateral agreements signed by the Government of Pakistan?	Refer to page 39 for more details about our waste management approach and waste data.				Ensure compliance with applicable laws for handling and treatment of hazardous waste.	Ensure compliance with applicable laws for handling and treatment of hazardous waste.
Target 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	-	Quantity of waste material generated	Refer to page 39 for more details about waste management practices.			-		Reduce waste generation through prevention, recycling and reuse.
Target 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability reporting in their reporting cycle	-	1. Does KE publish a sustainability report? 2. Does KE report on SDGs?	KE publishes an annual Sustainability Report and aligns its sustainability targets with the SDGs.				Embrace sustainability practices to manage and report the impacts.	Embrace sustainability practices to manage and report the impacts.

Acronyms

AT&C	Aggregate Technical and Commercial	IGCEP	Indicative Generation Capacity Expansion Plan
ASHRAE	American Society of Heating, Refrigerating and Air-Conditioning Engineers	IFRS	International Financial Reporting Standards
AGM	Annual General Meeting	ISAE	International Standards on Assurance Engagements
ALARP	As Low As Reasonably Practicable	KGTPS	Korangi Gas Turbine Power Station
BU	Business Unit	KPC	Korangi Power Complex
BQPS	Bin Qasim Power Station	kWh	Kilo Watt Hours
CPP	Captive Power Plant	MT	Metric Ton
CBA	Collective Bargaining Agent	NEPRA	National Electric Power Regulatory Authority
DISCO	Distribution Company	SEQS	Sindh Environmental Quality Standards
DEI	Diversity, Equity and Inclusion	PAP	Power Acquisition Programme
DEFRA	Department for Environment, Food and Rural Affairs	PSX	Pakistan Stock Exchange
EPA	Environmental Protection Authority	RLNG	Re-gasified Liquefied Natural Gas
GHG	Greenhouse Gases	SGTPS	Site Gas Turbine Power Station
GRI	Global Reporting Initiative	SASB	Sustainability Accounting Standards Board
IPP	Independent Power Producer	SDGs	Sustainable Development Goals
IEA	International Energy Agency	TRIR	Total Recordable Incident Rate

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