Care for People
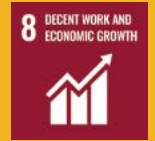
Our Commitment

At Kelington, our people are our greatest asset. We are dedicated to fostering a workplace that prioritises well-being, growth, diversity, and human rights. By ensuring a safe, inclusive, and empowering environment, we nurture talent, uphold fundamental rights, promote equal opportunities, and drive meaningful contributions to human development and prosperity.

We Care for People

SUSTAINABILITY STATEMENT

S5 Occupational Safety & Health

At Kelington, the safety and well-being of our employees are our top priorities. We recognise that a safe workplace is essential not only for protecting our workforce but also for fostering a productive and sustainable environment. As a leader in engineering and the industrial gas industry, we acknowledge the unique risks associated with our industry and are committed to implementing comprehensive safety protocols to effectively mitigate these risks.

Our commitment to safety is reinforced by our adherence to ISO 45001:2018, an internationally recognised standard for occupational health and safety management systems. This certification reflects our proactive approach to enhancing workplace safety. As of 31 December 2024, 87% of our operations sites are certified. Notably, our operations in Taiwan are in the process of obtaining certification.

In alignment with the United Nations Sustainable Development Goal ("SDG") 8, which emphasises safe and secure working environments, our approach to workplace safety extends beyond compliance. We continuously strive to enhance our safety systems, adopt industry best practices, and invest in ongoing training and resources to create a safe, healthy, and empowering workplace for our employees, contractors, and stakeholders.

ISO 45001:2018 Occupational Health and Safety Management Systems ("OHSMS") Certification across Kelington Group

Activities	Workplaces	Percentage of sites covered by recognised OHSMS	Occupational Health & Safety Management System
• Installation of gas and chemical distribution systems • Design & construct specialised facilities • Design & construct mechanical and electrical systems • Fabrications	Customers' site (Singapore)	100%	• ISO 45001:2018 certified since December 2020*
	Customers' site (China)	100%	• Certified to OHSAS 18001:2007 from June 2019 to June 2020 • ISO 45001:2018 certified since August 2020*
	UHP Fabrication Facilities (China)	100%	• ISO 45001:2018 certified since July 2020*
	Customers' site (Malaysia)	100%	• Certified to OHSAS 18001:2007 from July 2014 to Sept 2019 • ISO 45001:2018 certified since July 2020*
	Customers' site (Taiwan)	0%	• Adapting safety & health standards to ensure workplace safely and target to obtain ISO 45001:2018 certification by end of FY2025
• Manufacturing and trading of industrial and specialty gases	Manufacturing Facilities-Malaysia	100%	• Certified to ISO 45001:2018 in year 2024*

Note: Regular audit was performed by the certification institution on annual basis to verify Kelington's conformity to the certification criteria of ISO 45001:2018. Continual improvement is an on-going process via internal audits and regular reviews of safety & health performance.

Governance and Policies

At Kelington, our core belief — "Safety First, Quality Always" — guides every aspect of our operations. We are fully committed to safeguarding the health and safety of our employees, contractors, and the public who may be affected by our activities. Safety is a fundamental pillar of our risk management framework, overseen by the Board of Directors.

Our Safety and Health Policy applies to all operations, projects, and workplaces across Kelington's business. It establishes clear responsibilities for management, employees, and subcontractors in ensuring a safe and healthy work environment.

We are committed to:

- Preventing accidents, injuries, property damage, and occupational illnesses through proactive risk management.

- Ensuring compliance with national regulatory requirements and international safety standards, including ISO 45001:2018.

- Embedding a culture of safety through continuous hazard identification, risk assessment, and employee education.

- Engaging with stakeholders to promote best practices and enhance workplace safety.

- Driving continuous improvement in our Occupational Safety and Health Management System ("OSHMS") to adapt to emerging risks and industry advancements.

By fostering a strong safety culture and prioritising risk prevention, we aim to minimise workplace hazards, ensure regulatory compliance, and sustain long-term business success. Beyond compliance, our commitment to OSH presents opportunities to enhance operational efficiency, reduce incident-related costs, strengthen our corporate reputation, and attract top talent by fostering a safe and trusted workplace.

SUSTAINABILITY STATEMENT

Kelington's Safety Governance Structure

Leadership & Oversight

Board of Directors

The Board plays a critical role in driving occupational health and safety by setting strategic direction through safety policies aligned with long-term business goals. It provides oversight and governance on health, safety, and environmental matters, ensuring that safety initiatives support business objectives and risk management strategies. Through the Risk Management Committee ("RMC"), the Board reviews OSH risks and mitigation measures to enhance workplace safety. Additionally, it holds management accountable for safety performance, conducting quarterly reviews of key metrics to ensure continuous improvement and compliance with safety standards.

CEO

As both CEO and a Board member, Ir. Gan involves driving a strong safety culture by fostering a safety-first mindset across the organisation. The CEO devises and oversees the implementation of occupational health and safety programs while managing OSH risks. Additionally, in collaboration with the Executive Management Committee, the CEO ensures the effective allocation of resources to support OSH initiatives, reinforcing the company's commitment to workplace safety and compliance.

Risk Management & Accountability

Executive Management Committee ("EMC")

The EMC plays a vital role in executing the Board's safety policies by ensuring their effective implementation across the organisation. It provides operational oversight, integrating safety measures into all business functions to maintain a safe and compliant work environment. Through proactive management, the EMC ensures that occupational health and safety remain a core priority in daily operations.

Group Safety & Health Division led by Safety & Health Officer (Certified Greenbook Holder)

The Safety & Health ("S&H") Officer is responsible for developing and enforcing safety policies that align with regulatory requirements, ensuring compliance across the organisation. They organise and facilitate safety training, audits, and inspections to enhance workplace awareness and adherence to safety protocols. Additionally, the S&H Officer tracks and analyses incidents, implementing corrective actions to prevent recurrence. To strengthen workplace resilience, they also develop and maintain emergency response plans, ensuring preparedness for potential workplace emergencies.

Implementation & Continuous Improvement

Regional Safety & Health Lead

The Regional Safety & Health Lead ensures localised safety management by tailoring safety policies to comply with regional regulations. They provide safety training, support incident analysis, and assist in maintaining regulatory compliance across operations. Additionally, they play a key role in incident and risk management by investigating workplace accidents and implementing preventive measures to enhance overall safety performance within their region.

On-Site Safety & Health Committee ("SHC")

The On-Site SHC plays a crucial role in maintaining a safe work environment by identifying and preventing hazards through regular workplace inspections and safety improvements. It ensures compliance with OSH standards by conducting training sessions and toolbox meetings to reinforce safety awareness. Additionally, the committee reviews workplace incidents, investigates accidents, and reports safety concerns to management, fostering a proactive approach to risk mitigation and continuous improvement in workplace safety.

All Employees & Workers

All employees and workers play a fundamental role in maintaining a safe workplace by adhering to established safety procedures and using the required protective equipment. They are also responsible for actively contributing to hazard prevention by promptly reporting any safety risks, accidents, or near misses. By staying vigilant and committed to safety protocols, employees help foster a culture of accountability and continuous improvement in workplace health and safety.

OSH Risk Management

A) Risk Identification

At Kelington, we identify and manage critical risks such as exposure to hazardous gases, falls from height, electrical hazards, and fire risks. We use a structured approach to assess risks at all project stages, including new operations, large-scale projects, and ongoing activities. Risks are identified through regular HIRARC (Hazard Identification, Risk Assessment, and Risk Control) assessments, site inspections, and feedback from employees and subcontractors.

The HIRARC committee evaluates risks based on project scope, risk matrix, timelines, and required approvals. This process is reviewed annually or as needed when new work processes emerge. The committee is responsible for identifying potential hazards, assesses risks, and develops mitigation strategies to ensure workplace safety.

Findings from these assessments are communicated to all relevant stakeholders — including management, employees, subcontractors, regulators, and customers — to enhance awareness and accountability.

High-consequence hazards identified within our operations include falls from height, electrocution, exposure to flammable materials, and the risk of machinery toppling. These hazards pose significant safety risks, requiring strict control measures and continuous monitoring to ensure a safe working environment.

In 2024, we reported zero accidents related to these hazards, reflecting the effectiveness of our proactive safety measures. Our assessments identified 427 potential hazards, with 34% classified as medium risk and one high-risk hazard linked to an endemic disease. By implementing additional controls, we reduced the medium-risk hazards to 32%, further enhancing workplace safety.

B) Risk Mitigation

Once risks are identified, we implement proactive measures to mitigate or eliminate them through key safety policies. The *Stop Work Policy* empowers employees to halt work if unsafe conditions arise, while the *Bad Weather Policy* ensures necessary work adjustments during adverse weather conditions. The *Whistleblowing Policy* promotes transparency and accountability in safety reporting, and the *Drug-Free Environment Policy* reinforces a workplace free from drugs. Additionally, the *Hazard Reporting Policy* ensures immediate reporting of identified hazards, and the *Sexual Harassment Policy* encourages reporting of any incidents, ensuring appropriate action is taken to maintain a safe and respectful work environment.

Permit to Work ("PTW") System

For high-risk and non-routine tasks, a PTW system ensures safety measures are in place before work begins. This includes Job Hazard Analyses and Work Method Statements, reviewed and approved by our Safety & Health division.

Training & Personal Protective Equipment ("PPE")

Regular safety training ensures that employees and subcontractors have the necessary knowledge to work safely. The training covers hazard communication, PPE usage, and emergency response protocols. Mandatory PPE is provided to minimise exposure to risks.

Emergency Preparedness

Our Emergency Response Team is trained to handle workplace emergencies, executing the Emergency Response Plan ("ERP"). Drills are conducted at least once a year, and ERP updates reflect evolving safety protocols and best practices.

Audits & Inspections

Scheduled and surprise safety audits are conducted by trained officers to identify hazards, ensure compliance, and verify the effectiveness of safety measures. Immediate corrective actions are taken when issues arise.

Hazardous Materials Management

Strict procedures govern the handling, storage, and disposal of hazardous substances. Employees working with hazardous materials receive specialised training and PPE. Safety Data Sheets are readily available for reference.

Safety & Health Committees ("SHC")

Our SHC comprising management, employees, and subcontractors — meet at least quarterly to review safety performance, evaluate risks, and discuss improvements.

Management of Change

Any changes to operations or projects undergo a risk assessment before implementation. This proactive approach ensures new risks are identified and mitigated before they escalate.

SUSTAINABILITY STATEMENT

C) Incident Reporting and Investigation

At Kelington, we mandate the prompt reporting and thorough investigation of all safety incidents and near-misses to foster a proactive and safe work environment. Our robust incident and accident reporting procedure requires that all incidents, regardless of severity, are immediately reported to line management.

Our Safety and Health division oversees the investigation process, ensuring a thorough root cause analysis is conducted and that corrective or preventive actions are effectively implemented. Meanwhile, the on-site SHC actively participates in reviewing and investigating workplace accidents and incidents. Their role is crucial in identifying root causes and recommending corrective actions, ensuring that safety concerns are addressed at the grassroots level and strengthening our overall risk management framework.

Lessons learned from incidents are shared with employees and subcontractors through toolbox meetings ("TBM"), safety newsletters, posters, and Safety and Health Communication Reports. This approach fosters a culture of safety by encouraging swift action and preventive measures. Additionally, formal reviews of incidents are conducted during quarterly Safety, Health, and Environment committee meetings and annual management review meetings. These sessions provide an opportunity to evaluate trends, assess the effectiveness of corrective actions, and identify continuous improvements in safety practices.

In FY2024, we recorded zero major incidents or injuries, reflecting the effectiveness of our safety initiatives and commitment to workplace safety.

Safety Milestone and Performance					
			Progress		
Target 2030	**Unit of measure**	**FY2022**	**FY2023**	**FY2024**	
(i)	**Zero** work-related fatality	unit	Zero	Zero	**Zero**
(ii)	Year-on-year improvement of total recordable incident frequency rate ("TRIFR")	Number of recordable injuries per 200,000 hours worked	0.15	0.14	**0**

Key Metrics	All Employees[1]			All workers who are not Employee[2]		
	FY2022	FY2023	FY2024	FY2022	FY2023	FY2024
Work-related injuries:						
Number of fatality[3] as a result of work-related injury	0	0	**0**	0	0	**0**
Number of high-consequence work-related injury	0	0	**0**	0	0	**0**
Number of recordable work-related injury	2	1	**0**	2	4	**0**
Number of lost time[4] injury	0	0	**0**	0	3	**0**
Lost Time Incident Rate ("LTIR")	0	0	**0**	0	0.12	**0**
Total Recordable Injury Frequency Rate ("TRIFR")	0.29	0.11	**0**	0	0.16	**0**
Near Miss Reporting Rate[5]	0.29	0.34	**0.23**	0.20	0	**0.04**
Number of hours worked	1,400,120	1,741,838	**1,757,477**	3,940,817	5,158,312	**4,653,468**

Notes:
(1) All individuals who are employed by the company, including both permanent and contract employees regardless of their job function or whether they work full-time or part-time.
(2) All individuals who were working as contractors for the company, regardless of the specific project they were working on.
(3) An injury leading to immediate death or death within one year from the date of the accident.
(4) Lost days (consecutive or not), counted from and including the day following the day of accident, includes injury, diagnosis or occupational poisoning and occupational disease measured in calendar days, the employee was away from work.
(5) A higher number of reported near misses indicates a stronger safety culture, as it reflects proactive hazard identification and risk prevention.

Accumulated LTI Free Man Hour since FY2010

27.3 Million — 2022
19.5 Million — 2023
25.9 Million — 2024

TRIFR / 200,000 HOURS WORKED

0.29
0.15
0.10
2022

0.11
0.16
0.14
2023

0.00 0.00
0.00
2024

TRIFR of Employee
TRIFR of Non Employee
Overall TRIFR
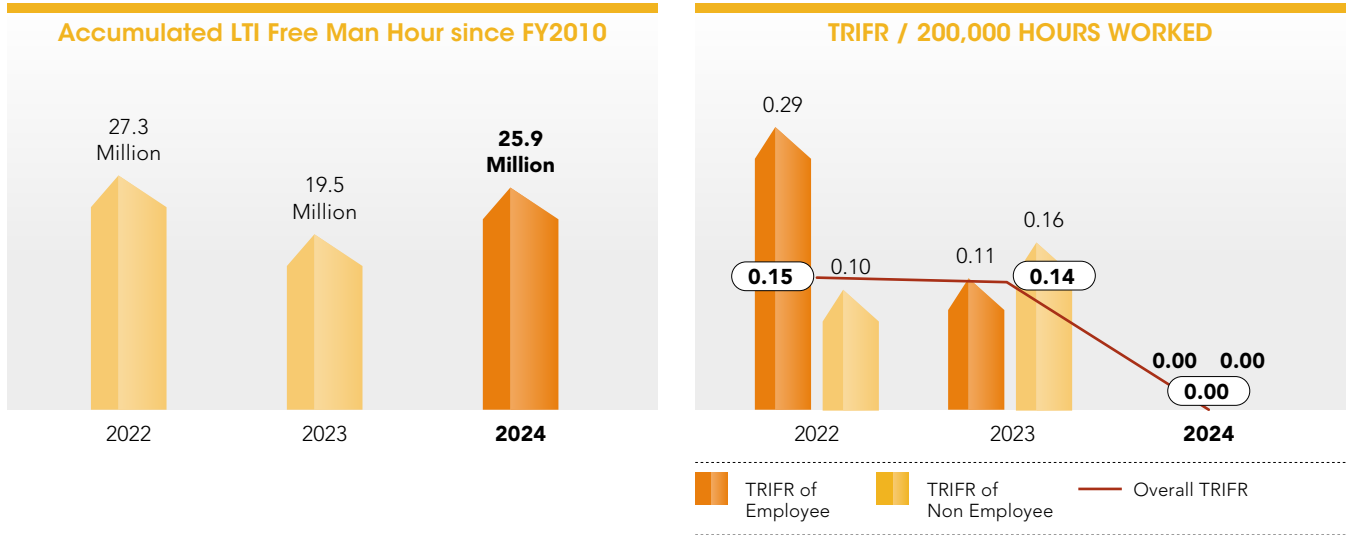
We report our health and safety data in accordance with the internationally recognised ISO 45001 standard, with annual verification conducted through independent third-party audits. These external validations reinforce our commitment to maintaining a safe and healthy workplace while fostering trust among employees, stakeholders, and the community.

The Total Recordable Injury Frequency Rate ("TRIFR") for both employees and non-employees is calculated by dividing the total number of recordable work-related injuries by the total number of hours worked, then multiplying by 200,000 hours. Our regional offices report this data monthly, covering all Kelington employees and contractors, with no exclusions.

We are proud to share that our dedication to safety has led to a significant milestone — achieving zero fatalities and accumulating 25.9 million safe man-hours since FY2010. Our TRIFR has shown consistent year-on-year improvement, declining from 0.14 per 200,000 hours worked to zero in FY2024.

Additionally, our accident rate has improved significantly, dropping to zero per 1,000 employees — a remarkable achievement compared to the old baseline (FY2019) of 2.81 accidents under Malaysia's Occupational Safety and Health Master Plan 2021–2025 (OSHMP25). This result is well below the OSHMP25 target of 2.13 accidents by 2025, underscoring our strong commitment to workplace safety.

Lost Time Injuries ("LTI")

In FY2024, we are proud to report zero Lost Time Injuries ("LTIs") across all operations, a notable improvement from the previous year, which recorded three LTI cases. This achievement highlights the effectiveness of our proactive safety measures, including:

- ✓ Rigorous risk assessments
- ✓ Enhanced employee training programs
- ✓ Active workforce engagement in safety culture

The consistent decline in LTIs underscores our commitment to workplace safety and the success of our preventive actions in fostering a safer working environment.

SUSTAINABILITY STATEMENT

Recognition and Awards

We are proud that our commitment to upholding the highest standards of quality, safety, and professionalism has been recognised through the CIDB SCORE program. The Construction Industry Development Board ("CIDB") Malaysia has awarded Kelington's operations in Malaysia a prestigious 4-star rating in recognition of our excellence.

In FY2024, Kelington Group was privileged to receive safety accolades from esteemed customers, reaffirming our strong safety track record. Notably, we were honored with the SUPERIOR GOLD Award at the 20th MOSHPA OSH Excellence Awards for OSHE Management in EPCC. This esteemed recognition reflects our unwavering dedication to protecting the health and safety of our employees and all stakeholders involved in our operations.

Each award and expression of appreciation from our stakeholders is a testament to the dedication and hard work of our entire team in fostering a safe and healthy work environment. We remain steadfast in our commitment to upholding the highest safety standards and will continue prioritising the well-being of all individuals across our operations.

Health & Safety Training and Awareness

Health and safety training is a cornerstone of our commitment to creating a safe and healthy workplace. Regular training sessions, on-the-job training and toolbox talks are integral to our approach, providing employees with both foundational knowledge and situational insights.

Our mandatory training sessions conducted in FY2024 include:

- Hazard Communication
- Chemical Safety
- Personal Protection Equipment ("PPE")
- Fire Prevention & Emergency Evacuation
- Working at Heights & Fall Protection
- First Aid, CPR & AED
- Fire Watcher
- Flagman & Spotter
- Workplace Ergonomics
- Health Awareness
- Scaffold Safety
- Electrical Safety & Equipment Use

To address the unique challenges of high-risk tasks, specialised training is also provided to employees involved in activities that require heightened safety measures. These include:

- Confine Space
- Authorised Entrant & Standby Person
- Mobile Elevated Work Platform ("MEWP")
- HAZMAT
- Lifting Safety
- Rigging & Slinging

In year FY2024, we delivered health and safety training to 311 employees, underscoring our dedication to ensuring a safe working environment.

KE's Operational Countries	Total No. of Employee Trained	
	Health & Safety	General Training which includes Safety
Malaysia	181	76
Singapore	64	37
China	52	47
Taiwan	14	N/A
Total	311	160

SUSTAINABILITY STATEMENT

Health & Safety Campaign

As part of our ongoing commitment to engaging employees and reinforcing safety practices, we successfully conducted several Health & Safety campaigns in FY2024. These campaigns not only raised awareness but also fostered a strong safety culture across the organisation.

Safety & Health Campaign on Teamwork & Communication

Through interactive games and activities, we emphasised the importance of collaboration and effective communication in maintaining workplace safety. Employees gained a deeper understanding of how strong teamwork helps reduce risks and prevent accidents.

World Day for Safety and Health at Work

To mark this important day, we raised awareness about how climate change affects workplace safety. We focused on how rising temperatures and other environmental changes can increase health risks for workers and create new safety challenges.

KE Singapore: Quiz event was held to assess how well workers retained key safety information shared during daily TBM. This initiative reinforced safety practices and encouraged workers to actively engage with and apply these lessons on-site, contributing to a safer work environment.

We Care Pack - Promoting a culture of safety

KE Singapore : As part of our ongoing commitment to employee well-being, the "We Care Pack" is distributed to all workers every month. Each pack is thoughtfully prepared and includes a selection of snacks, fresh fruits, and beverages, accompanied by a heartfelt care note.

Our Safety Says Board serves as a daily reminder of key safety practices and commitments in the workplace.
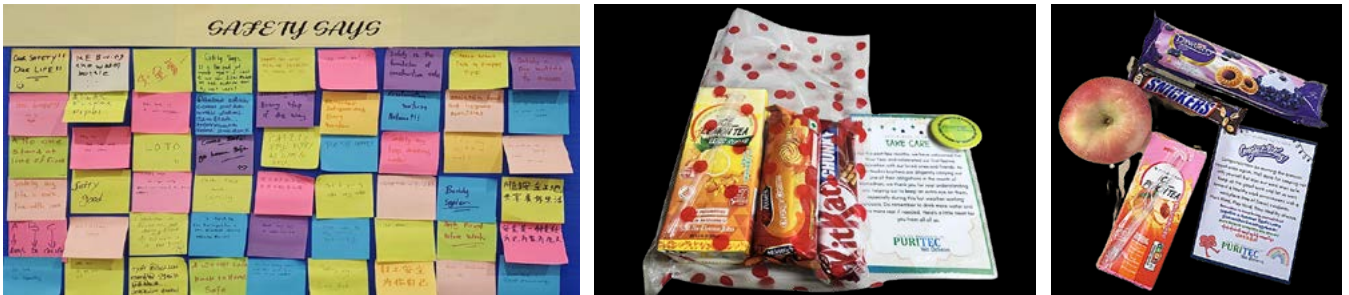
Safety Recognition Program

We recognise and reward employees who consistently uphold safety standards, fostering a culture of responsibility and pride in the workplace. Outstanding safety performers are acknowledged for their dedication through meaningful rewards, such as food vouchers and hampers. This program reinforces safety as a core value and motivates everyone to prioritise safe practices in their daily work.

Free LTI Man Hour Celebration

Milestones achieved for man-hours without Lost Time Injuries ("LTI") are celebrated with events that reinforce our collective commitment to safety and recognise the hard work and dedication of all team members.

SUSTAINABILITY STATEMENT

Health Program

At Kelington, we prioritise building a healthy workforce, and our Human Capital Strategy reflects this commitment. Our employment packages include a range of entitlements and benefits designed to enhance employee well-being and support work-life balance. We provide health care insurance and medical coverage for accidents and hospitalisation to all employees, along with subsidies for qualifying family members.

To ensure employees have access to immediate medical care, we have established first aid rooms and deployed medical professionals at project sites. This proactive approach reinforces our commitment to employee health and welfare.

In FY2024, we organised a series of health-focused programs to raise awareness and encourage employees to prioritise their well-being:

Health Screening

KE Malaysia: Employees were invited to participate in free basic health screenings, including consultations with healthcare professionals to address any health concerns.

KE China: To promote early detection and prevention of health issues, the company provides annual body check-ups for eligible employees, ensuring they receive regular health assessments.

Anti-Smoking and Vape Campaign

Project Site, Malaysia: This campaign raised awareness about the harmful effects of smoking and vaping while providing resources and support to help employees quit.

SUSTAINABILITY STATEMENT

Mental Health and Well-Being

As part of our OSH commitment, we recognise that mental well-being is just as critical as physical safety in fostering a productive and resilient workforce. We are proud to align our workplace mental health initiatives with Malaysia's National Strategic Plan for Mental Health 2020–2025, which emphasises the importance of fostering mental health awareness, reducing stigma, and integrating mental health support in workplaces. By embedding mental well-being into our OSH strategy, we create a workplace culture that prioritises health, inclusion, and resilience, ensuring our employees feel safe, supported, and empowered to thrive.

We are committed to fostering a holistic approach to employee well-being through initiatives that support both mental and physical health. Our Psychology-On-Call program offers employees up to five complimentary sessions annually with licensed practitioners, promoting mental wellness and reducing stigma. Additionally, our onsite and virtual health seminars provide essential health education, including cancer awareness sessions and Pink October initiatives for breast cancer awareness. By integrating these programs into our workplace culture, we align with national health priorities and empower our employees to take charge of their well-being.

In KE Malaysia, we invited representatives from Pejabat Kesihatan Daerah to conduct a mental health awareness session, providing practical advice on managing stress and enhancing overall well-being. In KE Singapore, we organised mental health awareness sessions for project workers.

Through our Psychology-On-Call sessions and health seminars, we provide accessible mental health support and preventive health education, ensuring a workplace where employees feel supported, informed, and empowered.

Our inclusive Zumba sessions promote physical fitness, reduce stress, and foster camaraderie, reinforcing the link between physical health and mental well-being in the workplace.

Exhibition on Aedes Mosquito Prevention and Dangers of Smoking

Kulim & Shah Alam, Malaysia: Exhibition was held to raise awareness about the health risks of smoking and the importance of preventing Aedes mosquito-related diseases.

This holistic approach reflects our dedication to fostering a safe, healthy, and supportive work environment. By embedding occupational health and safety into our ESG strategy, we not only safeguard our employees but also enhance operational resilience and long-term sustainability. Our commitment to continuous improvement, compliance with industry best practices, and proactive risk management ensures that safety remains at the core of our corporate culture.

SUSTAINABILITY STATEMENT

| **S6** | **Talent Management & Development** |

Building a High-Performing Workforce for Global Growth

At Kelington, our talent management and development strategy is designed to attract, develop, engage, and retain top industry professionals. Employees are our greatest asset, and their growth fuels our innovation, sustainability, and global expansion. By investing in training, career development, and leadership programs, we ensure a high-performing, diverse workforce capable of meeting business challenges and driving long-term success.

To foster a supportive, growth-oriented environment, we focus on enhancing engagement, productivity, and career progression. Employees who feel connected to the organisation are more motivated, committed, and inspired to contribute.
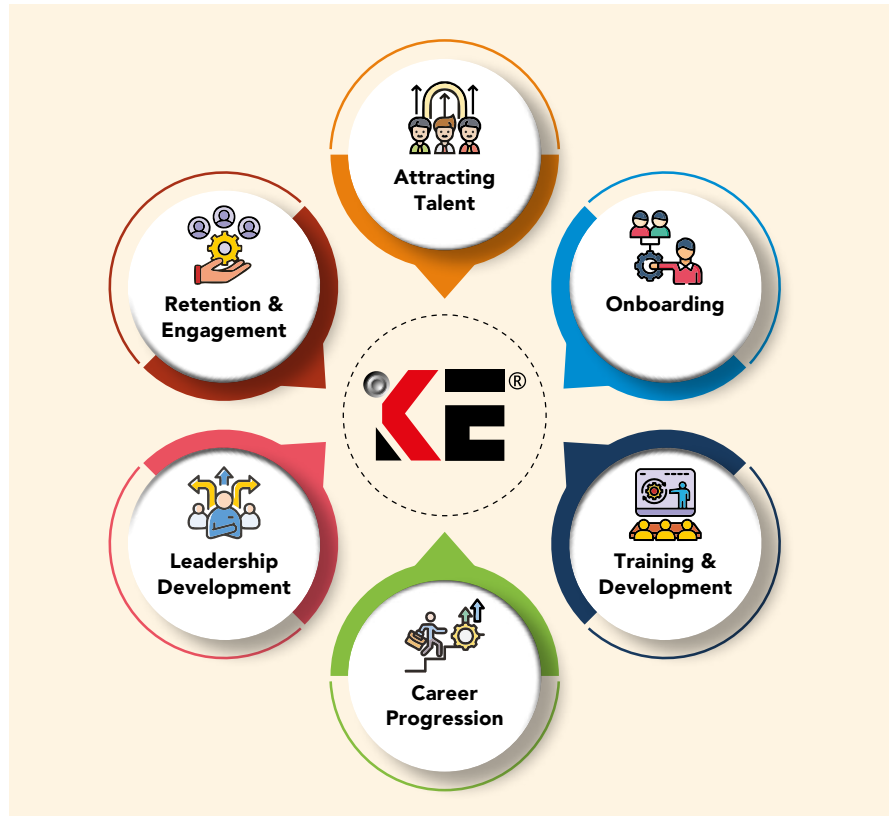
Our Talent Management & Development Process follows a structured approach that begins with attracting top professionals who align with our values and goals. Through a seamless onboarding process, we ensure a smooth transition with structured orientation and training programs. We then focus on continuous training and development, providing targeted learning opportunities to enhance skills and competencies. Clear career progression pathways support personal and professional growth, while retention and engagement efforts foster a culture where employees feel valued, supported, and motivated to contribute long-term. Additionally, our leadership development initiatives cultivate future leaders through mentorship and strategic training.

By following this structured approach, we empower employees to excel in their roles, acquire new skills, and progress in their careers. This commitment strengthens our workforce, enhances stakeholder confidence, and ensures our continued growth and sustainability.

Succession Planning

Succession planning at KGB is a strategic approach to ensuring the company's future success by identifying and nurturing high-potential talent to fill critical roles. By preparing potential leaders through targeted development and education, we create a pipeline of successors capable of driving innovation and sustaining operational excellence.

The process begins with identifying key roles essential to the company's operations and long-term goals, followed by rigorous evaluations to ensure selected individuals are ready to step into leadership positions. To bridge skill gaps, potential successors are provided with development opportunities, such as executive courses, to equip them with the knowledge and global perspective required for leadership.

Beyond leadership, we invest in the skills and growth of all employees through training programs and cross-functional learning, empowering them to take on greater responsibilities. Our efforts focus on building a strong talent pipeline, ensuring Kelington is adaptable and resilient, while reinforcing our commitment to continuous development for both the company and its workforce.

Governance

At Kelington, the governance of Human Resources ("HR") is structured to align with the company's strategic goals, ensuring the effective integration of HR strategies and talent development into broader business objectives. The Group HR Manager reports directly to both the CEO and COO, fostering seamless communication and alignment between HR initiatives and organisational leadership.

The Board of Directors plays a vital role in overseeing the HR strategy, ensuring it aligns with Kelington's vision and long-term goals. This governance structure encourages a proactive approach to talent management, enabling Kelington to attract, develop, and retain top talent while maintaining a focus on sustainable growth and organisational success. The Board also discusses ESG topics biannually, providing strategic direction on talent management and development.

Our Group HR function takes ownership of employee engagement initiatives, holding teams accountable by setting clear goals, monitoring progress, and regularly evaluating outcomes. Senior management, in collaboration with Group HR, defines clear, measurable objectives aligned with Kelington's strategic vision. Group HR is responsible for designing comprehensive programs aimed at attracting, developing, and retaining top talent. To support these initiatives, Group HR ensures adequate resources—including budget, time, and technology—are allocated effectively.

In FY 2024, Group HR review and enhance key programs such as the onboarding process, continuous learning opportunities, mentorship initiatives, and succession planning. The Executive Management Committee has established key performance indicators ("KPIs") and metrics to track the effectiveness of talent management strategies, focusing on employee turnover rates, engagement survey results, and training completion rates, ensuring continuous improvement and alignment with our strategic objectives.

Talent Attraction & Development: Driving Innovation and Sustainability

At Kelington, we recognise that talent fuels innovation, sustainability, and long-term success. Our commitment to attracting, developing, and retaining top talent ensures we build a high-performing workforce capable of driving business growth and societal progress.

To cultivate a future-ready talent pipeline, we actively engage with top Malaysian universities, offering internships, campus fairs, and final-year project collaborations. These initiatives not only create career opportunities for students but also strengthen industry-academic partnerships, inspiring young professionals to build meaningful careers with Kelington.

Enhancing Our Employer Brand

To remain competitive in the global job market, we continuously invest in employer branding strategies. Our Employee Referral Program will leverage the networks of our workforce to attract exceptional, like-minded professionals, further reinforcing our strong talent pool.

At SEMICON Europa 2024, Kelington Engineering (Germany) GmbH showcased its expertise in advanced technologies and sustainability-driven innovations. Engaging with industry leaders and global talent at this prestigious event enhanced our visibility as an employer of choice in a dynamic, competitive market.
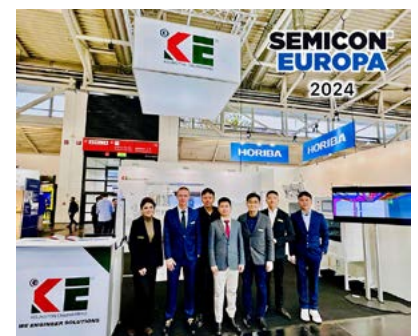
SUSTAINABILITY STATEMENT

Building a Future-Ready Workforce

Hiring and developing local talent is a key part of our growth and sustainability strategy. By supporting government initiatives, we contribute to reducing unemployment and fostering a skilled, resilient workforce. Through strategic partnerships, innovative hiring, and continuous development, we are creating a workplace where potential is realised, innovation thrives, and sustainability drives long-term success. These initiatives enable us to attract top-tier candidates who will support Kelington's expansion and leadership in the industry.

Employee Training & Development

At Kelington, we are committed to fostering the growth of our employees through structured training programs, career development initiatives, and continuous learning opportunities. Our training efforts are strategically aligned with the company's objectives and the Board's vision, ensuring that employees gain the skills and knowledge needed to contribute meaningfully to our success.

To support professional growth, we offer specialised upskilling programs, tailored career pathways, and diversity and inclusion strategies that attract and retain top talent. By leveraging diverse learning platforms and personalised development plans, we equip our workforce with the tools needed to excel in a rapidly evolving industry.

As a global company, we extend our talent development initiatives beyond borders, providing employees with opportunities for international exposure through career mobility programs, cross-border training, and hands-on experience in different markets. This approach enhances their capabilities, broadens their perspectives, and prepares them for leadership roles in a globalised environment.

By investing in continuous learning and professional development, we cultivate a dynamic, multicultural workforce that drives innovation and strengthens collaboration. Our commitment to talent development not only supports Kelington's business expansion but also contributes to knowledge exchange and workforce growth in the regions where we operate.

Strengthening Leadership for Sustainable Growth

Leadership is a cornerstone of our talent management strategy. We offer structured programs such as Essential Managerial Skills Training to build foundational leadership capabilities and Strategic Planning to equip leaders with a comprehensive, step-by-step approach to organisational strategy. These initiatives empower employees with the skills to lead effectively, make informed decisions, and drive strategic growth. By cultivating leadership potential, we ensure a strong pipeline of future leaders who will propel the company toward long-term success.

Job-Relevant Training: Building Expertise for Excellence

To uphold the highest standards of quality and performance, we provide targeted, job-specific training designed to enhance employee expertise. Our workforce benefits from specialised programs such as Engineering Design Module, Welding Machine Operation, Food Safety and Quality Awareness, Project Management Professional ("PMP") Certification, Halal Competency Training, and Managing Carriage of Goods & Incoterms for Import & Export.

By equipping employees with industry-relevant skills and certifications, we empower them to excel in their roles while driving operational efficiency and compliance. Continuous upskilling ensures our teams remain at the forefront of their professions, reinforcing stakeholder confidence in our ability to consistently deliver exceptional results.
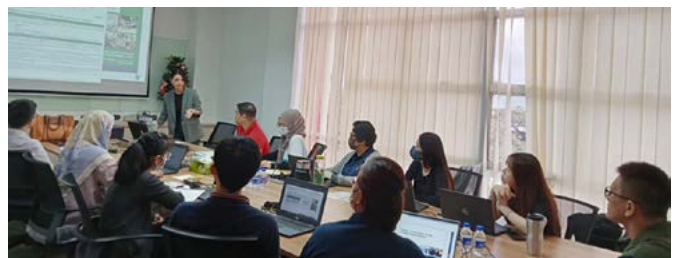
Beyond the Job Scope: Expanding Knowledge Horizons

We go beyond traditional job-specific training by providing programs that equip employees with valuable cross-functional skills. Our in-house training sessions, such as *Financial Knowledge for Non-Financial Staff*, empower employees from engineering and other departments to develop a strong understanding of key financial concepts.

This initiative cultivates a well-rounded, knowledgeable workforce capable of making informed decisions beyond their immediate roles. It reflects our commitment to holistic employee development, fostering a culture of continuous learning, adaptability, and strategic thinking across all levels of the organisation.

Exposure to Conferences: Broadening Perspectives

Growth extends beyond the workplace. We provide employees with opportunities to engage with emerging industry trends and expand their knowledge by attending key conferences such as the Chief People Summit, Digital Transformation Conference, Occupational Safety & Health Conference, and Investor Day.

These experiences offer valuable insights, networking opportunities, and exposure to the latest advancements, empowering employees to stay ahead in their fields. This commitment reflects our dedication to fostering continuous personal and professional growth, ensuring our workforce remains innovative and future-ready.

Our Promise: Growing Together

At our core, we see our employees not just as workers, but as partners in progress. Beyond job-specific training, we are committed to fostering a workplace where everyone feels valued, empowered, and inspired to thrive. This dedication reflects our deep appreciation for our employees' contributions and our unwavering support for their ambitions. We strive to cultivate an environment where individuals feel recognised, supported, and motivated to bring their best selves to work every day. Their success is our success, and together, we are shaping a future we can all take pride in.

SUSTAINABILITY STATEMENT

Employee Retention & Engagement

At Kelington, employee retention and engagement are fundamental pillars of our talent development strategy. We understand that retaining top talent and fostering high levels of engagement are crucial to our long-term success. Our initiatives are designed to create a positive, supportive environment where employees feel valued, motivated, and committed to both their personal growth and the company's mission.

Competitive Compensation and Benefits

We offer a comprehensive and competitive compensation package that recognises and rewards our employees' contributions. In addition to attractive salary offerings, we go beyond mere compliance by providing extensive benefits, including generous annual leave, participation in Employee Share Scheme, health and wellness programs, performance bonuses and other incentives, ensuring that our employees feel appreciated and supported in both their professional and personal lives.

Engineers on site or outstation enjoy various employee benefits tailored to their needs and roles such as provision for hostel and meal allowances, as well as transport arrangement. We provide insurance coverage and out-patient medical coverage to ensure our employees have access to the care they need, promoting their health and well-being.

Celebrating excellence and team spirit with our annual Company Reward Trip, recognising top performers and loyal employees for their outstanding commitment and drive.

Career Development and Progression Opportunities

We are dedicated to providing clear career progression pathways that empower employees to take ownership of their professional development. Through regular performance reviews, mentoring programs, and personalised development plans, we help our employees set and achieve their career goals, ensuring they have the tools and support needed to grow within the organisation.

Work-Life Balance and Flexibility

We recognise the importance of work-life balance and offer flexible work arrangements to accommodate employees' personal needs. Through remote work options and flexible hours, we ensure our employees can maintain a healthy balance between their professional and personal lives, contributing to greater satisfaction and long-term commitment.

Kelington Engineering & Puritec Family Fun Day at Wild Wild Wet! A day filled with laughter, water games, and great food, bringing our teams and families closer together.

Strengthening teamwork and camaraderie! Our team in ChuZhou, China came together for an engaging team-building activity, fostering collaboration, trust, and a shared commitment to excellence.

Employee Recognition and Reward Programs

Employee recognition is at the heart of our engagement strategy. We celebrate the achievements and contributions of our employees through various recognition programs, ranging from formal awards to informal appreciation initiatives. By consistently acknowledging their hard work and accomplishments, we foster a culture of appreciation that boosts morale and encourages continued excellence.
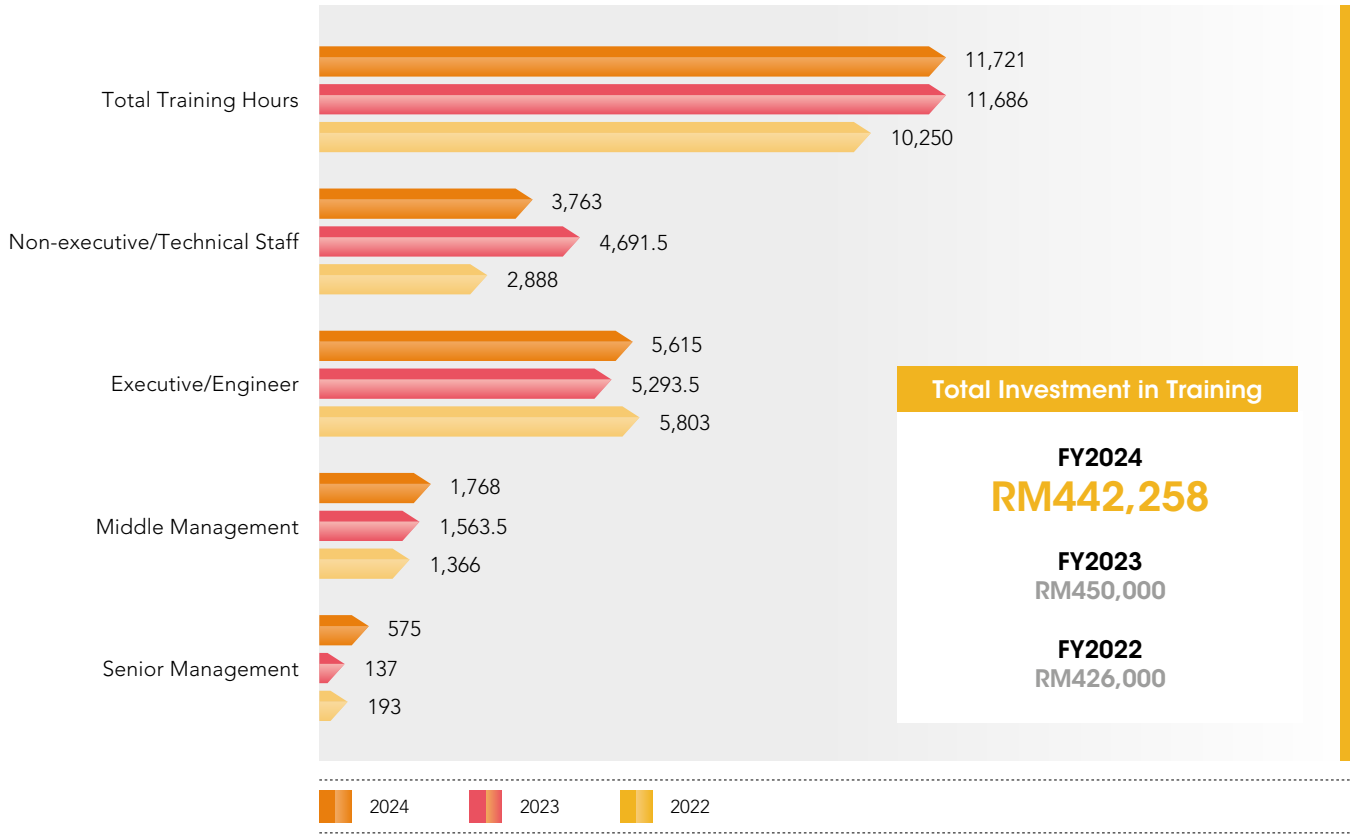

Training & Development Metrics					
			Progress		
	Target 2030	**Unit of measure**	**FY2022**	**FY2023**	**FY2024**
	Average Training Hours per employee				
(i)	Ensure an average of **20 training hours** per employee per year by 2030.	Average training hours each employee receives annually	15.1	15.5	**14.8**
	Employee Satisfaction Rate				
(ii)	Maintain at least **85%** Employee Satisfaction Rate	%	N/A	N/A	**88%**

SUSTAINABILITY STATEMENT

In FY2024, our Group invested RM442,258 in training and development, ensuring that every employee had access to at least one structured learning opportunity. Employees collectively recorded 11,721 training hours, averaging 14.8 hours per employee.

Category	2024	2023	2022
Total Training Hours	11,721	11,686	10,250
Non-executive/Technical Staff	3,763	4,691.5	2,888
Executive/Engineer	5,615	5,293.5	5,803
Middle Management	1,768	1,563.5	1,366
Senior Management	575	137	193

Legend: 2024 | 2023 | 2022

Total Investment in Training

FY2024
RM442,258

FY2023
RM450,000

FY2022
RM426,000

Training hours by Training Type

- Environmental, Social, and Governance ("ESG") Training **1%**
- Technology and Digital Skills Training **13%**
- Professional Development Training **10%**
- Ethics, Compliance and Governance Training **14%**
- Others **4%**
- Job Specific Skills Training **26%**
- Safety and Health Training **32%**
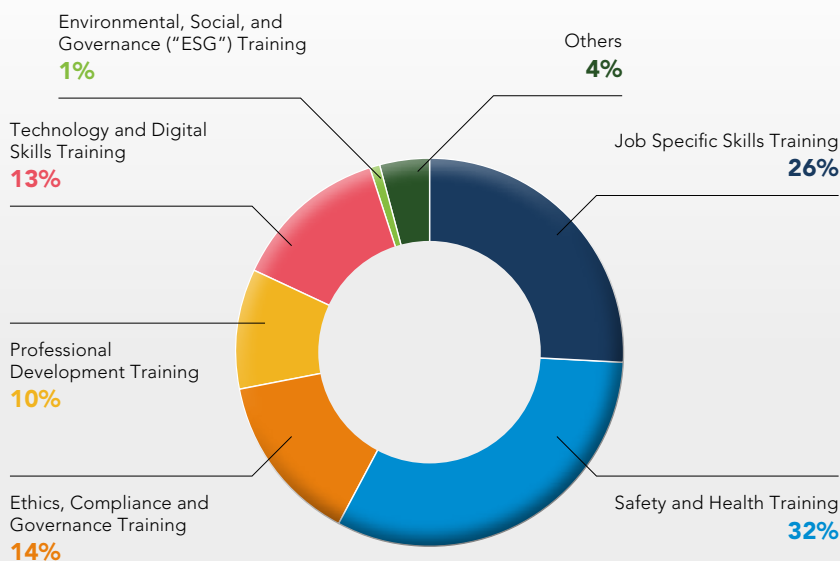
In FY2024, our training programs focused on enhancing employee skills. Safety and Health training accounted for the highest proportion of training hours at 32%, reinforcing our commitment to a safe and healthy workplace. Job-Specific training followed at 26%, ensuring employees have the skills needed for their roles. Moving forward, we will continue investing in job-specific skills and expand training in technology and digital skills to stay competitive.

Employee Satisfaction & Workplace Engagement

88%	**86%**	**84%**	**92%**
Employee satisfaction	Employee engagement	Workplace vibes	Personal growth
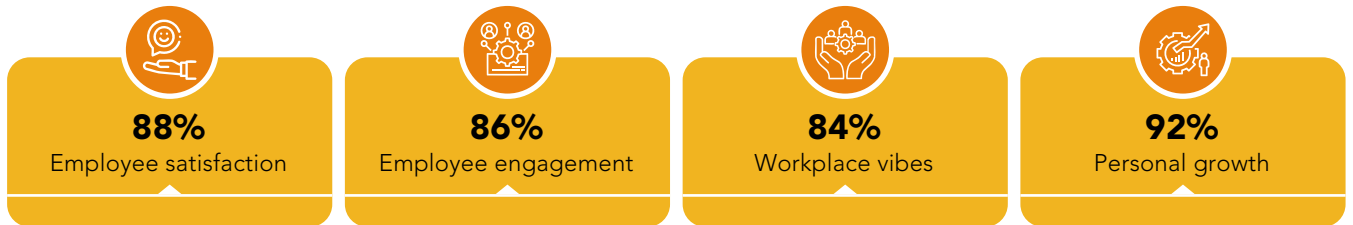
As part of our commitment to cultivating a positive and engaging workplace, we conducted an Employee Satisfaction & Workplace Engagement Survey to gauge overall satisfaction, identify strengths, and uncover areas for improvement. The insights guide strategic decisions to enhance engagement, job satisfaction, and workplace morale. Our latest survey recorded an 88% overall satisfaction rate, reflecting a highly engaged and motivated workforce.

Our employee engagement rate stands at 86%, reflecting pride in work, alignment with our vision, and a sense of empowerment. With an 84% workplace vibes rating, we foster a culture of collaboration, inclusivity, and open communication, creating a strong sense of belonging. Additionally, 92% of employees rate personal growth positively, recognising opportunities for career development, constructive feedback, and skill enhancement.

These results reflect a highly engaged workforce and reinforce our commitment to a thriving, inclusive, and growth-driven workplace. Moving forward, we will enhance these aspects through targeted initiatives, continuous feedback, leadership engagement, and professional development—ensuring our people remain at the heart of our success.
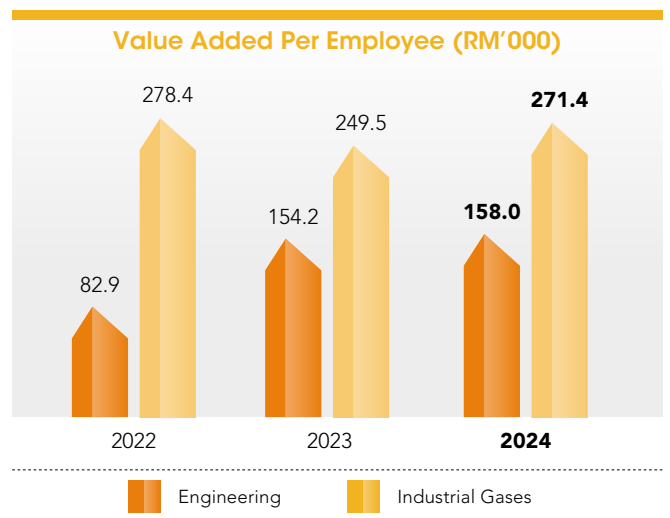
Employee Turnover rate

At Kelington, we recognise that employee retention is a key indicator of workplace satisfaction and organisational stability. In FY2024, our overall employee turnover rate improved to 14.26%, down from 18.1% in FY2023. This reduction reflects the success of our strategic initiatives in talent retention, employee engagement, and career development. By fostering a positive work environment and implementing targeted programs to enhance job satisfaction, we have strengthened workforce stability.

Moving forward, we remain committed to investing in our people through continuous refinement of our talent development strategies, strengthening employee engagement, and enhancing career growth opportunities. Our goal is to maintain a turnover rate below the industry benchmark while ensuring long-term organisational growth and sustained performance.

Employee Productivity

Through our talent development programs, we strive to enhance employee efficiency and create a high-performing workplace. We measure productivity using value-added per employee, calculated by dividing the company's profit after tax ("PAT") by the total number of employees.

Value Added Per Employee (RM'000)

	2022	2023	2024
Engineering	82.9	154.2	158.0
Industrial Gases	278.4	249.5	271.4

In FY2024, our Engineering division's value-added per employee increased by 3% to RM158,005, while the Industrial Gas division saw a 9% rise to RM271,407 per employee. This growth reflects improved efficiency and a stronger focus on value-driven activities, enhancing productivity and contributing to the Group's profitability.

SUSTAINABILITY STATEMENT

Empowering Talent for the Future: Innovation, Culture, and Growth

Looking ahead, our HR strategy is centered on driving talent development and boosting employee productivity by embracing cutting-edge technologies. By integrating these technologies into our workflows, we aim to empower employees with smarter tools, fostering innovation and operational efficiency. Alongside this, we are committed to redefining our company culture and strengthening our employer brand to create an environment where personal growth, collaboration, and continuous improvement thrive. This vision will not only help us attract and retain top talent but also ensure that our employees have the skills they need to excel in an increasingly dynamic landscape.

The fast-evolving business environment presents challenges that demand agility, adaptability, and a strong focus on continuous learning. To stay ahead, we are committed to fostering a data-driven culture, leveraging technology, and embracing diversity in all forms. While we acknowledge that employee mindsets can sometimes resist change, we are focused on reshaping these mindsets by promoting a growth-oriented culture that values flexibility and open-mindedness. Through targeted training, leadership development, and transparent communication, we will guide our employees through these transitions and ensure they are equipped to face the challenges of tomorrow with confidence and resilience.

S7 Diverse and Inclusive Workplace

Fostering a Diverse and Inclusive Workplace

At Kelington, we firmly believe that employees are our most valuable asset, and the key to building a sustainable business lies in empowering our people. We are committed to promoting diversity, non-discrimination, fair treatment, and equal opportunities, ensuring a healthy, secure, and motivated workforce through an inclusive organisational culture.

Our ESG framework includes diversity metrics, equal opportunity measures, and risk mitigation strategies to ensure accountability and compliance.

By embedding diversity, equity, and inclusion into our corporate strategy, we enhance employee engagement, foster innovation, and strengthen business resilience, positioning Kelington as a forward-thinking and responsible employer in the global marketplace.

Commitment to Workforce Diversity & Equal Opportunity

Kelington's Diversity, Equity, and Inclusion ("DEI") Policy underscores our commitment to embedding diversity across all aspects of employment. Our diversity initiatives extend across various aspects of the employee experience, including recruitment and selection, where we ensure fair and unbiased hiring practices, and compensation and benefits, upholding equal pay for equal work. We also prioritise professional development and training to provide growth opportunities for all employees, while fostering a merit-based advancement system through fair promotions and career progression. Additionally, our workplace policies are designed to ensure non-discrimination and maintain a safe, inclusive work environment.

Enhancing Gender Diversity

	Target 2030	Progress		
		FY2022	**FY2023**	**FY2024**
	Gender Diversity			
(i)	Achieve at least **30%** female representation within the organisation [Executive level & above].	27%	28.6%	**34.4%**
(ii)	Maintain **30%** female directors on Board.	20%	20%	**30%**

Workplace Inclusion & Employee Well-Being

Kelington fosters an inclusive workplace by promoting cross-cultural collaboration, diversity training, and inclusive training and development programs. We also provide channels for employees to raise concerns regarding discrimination, harassment, or bullying through our Grievance Process. Any violations of the DEI Policy are taken seriously, with appropriate disciplinary action, up to and including termination.

Bringing Diversity, Equity, and Inclusion to Life

At Kelington Group Berhad, Diversity, Equity, and Inclusion ("DEI") are not just principles—we integrate them into our everyday workplace culture. We believe that fostering an inclusive and dynamic environment where every individual feels valued, respected, and empowered is essential to our collective success.

Our workforce reflects Malaysia's multicultural diversity, and we actively promote unity through meaningful initiatives and celebrations. We organised a Ramadan Buffet and Raya Open House, bringing employees together to foster camaraderie and strengthen mutual respect across cultures. Additionally, our Durian Fiesta provided an opportunity for employees to bond over a uniquely Malaysian experience, reinforcing our commitment to both cultural appreciation and local economic support.

By embracing and honoring diverse traditions and celebrations, we create a workplace where employees feel a sense of belonging, deepening our collective bond and reinforcing Kelington's commitment to a truly inclusive and engaged workforce.

Fostering Inclusion Through Shared Experiences

At Kelington, we create inclusive workplace events that foster connection, collaboration, and cultural appreciation. Our Annual Dinner brought employees together across regions, featuring multilingual announcements, diverse cuisines, and special recognition for D.E.I. champions.

Beyond celebrations, we encourage team bonding through sports activities, promoting health, teamwork, and inclusivity. By engaging in friendly competitions and group fitness events, employees build stronger relationships, enhance collaboration, and create a more connected workplace. These initiatives reflect our ongoing efforts to embed inclusivity into every aspect of our organisation.

SUSTAINABILITY STATEMENT

Supporting Inclusivity Through Workplace Facilities

As part of our commitment to D.E.I., we provide dedicated facilities, including a Surau for prayer and a breastfeeding room, ensuring a supportive and accommodating workplace. These spaces cater to the religious, cultural, and personal needs of our employees, reinforcing our commitment to respect and inclusivity. By fostering an environment that prioritises well-being and equal access to resources, we empower our people to thrive both personally and professionally.

Equity in Action

Equity is at the heart of our D.E.I. strategy, ensuring fairness, opportunity, and inclusivity for all employees. We are dedicated to creating a workplace where every individual feels valued, respected, and empowered to grow professionally.

To support this commitment, we implement open dialogue sessions, an Employee Insights Liaison (Anonymous Feedback Platform), and employee recognition programs, fostering an environment where diverse voices are heard, concerns are addressed, and contributions are acknowledged.

By embedding equity-driven initiatives into our workplace culture, we cultivate an environment where all employees have the resources and support needed to thrive and succeed.

Detailed analysis of KGB's workforce is tabulated as below:-

	Unit of measure	FY2022		FY2023		FY2024	
Full time employees	Number	568	83%	635	84%	**673**	**85%**
Contract staff	Number	113	17%	121	16%	**117**	**15%**
Total Workforce	Number	681	100%	756	100%	**790**	**100%**
No. of full time employees resigned during the year	Number	110		115		**96**	
Permanent Employee Turnover Rate	%	16.22		18.11		**14.26**	
Total number of employee turnover by employee category							
Senior Management	Number	1		0		**1**	
Middle management	Number	2		2		**15**	
Engineers/ Executive	Number	43		52		**51**	
Operators/Technicians/ Non Executive	Number	64		61		**29**	
Employee Turnover Rate by geography							
Malaysia	%	11		7		**11**	
Singapore	%	16		26		**20**	
China	%	24		20		**14**	
Taiwan	%	0		0		**0**	
No. of employee with disability	Number	0		0		1	
No. of employee by gender							
Male	Number	519	76%	578	76%	**596**	**75%**
Female	Number	162	24%	178	24%	**194**	**25%**

	Unit of measure	FY2022	FY2023	FY2024
No. of Female Employees by category				
Senior management	%	11	11	**4**
Middle management	%	20	19	**23**
Engineers/ Executive	%	31	33	**43**
Operators/Technicians/ Non Executive	%	19	18	**15**
Local Employment Rate				
Employees who are Local (Malaysian)	%	60	61	**59**
No of employees who are foreigner (non Malaysian)	%	40	39	**41**
Percentage of employees by age group and employee category				
Senior Management				
Under 30	%	0	0	**0**
Between 30-50	%	52.38	52.60	**65.38**
Above 50	%	47.62	47.40	**34.62**
Middle Management				
Under 30	%	5.68	8.30	**5.22**
Between 30-50	%	80.68	84.40	**82.61**
Above 50	%	13.64	7.30	**12.17**
Engineer/ Executive				
Under 30	%	56.89	52.20	**47.58**
Between 30-50	%	40.64	45.00	**47.98**
Above 50	%	2.47	2.80	**4.44**
Non-executive/ Technical Staff				
Under 30	%	35.98	41.70	**43.64**
Between 30-50	%	58.48	54.70	**50.62**
Above 50	%	5.54	3.60	**5.74**
Percentage of employees by gender and employee category				
Senior Management				
Male	%	90.48	89	**96**
Female	%	9.52	11	**4**
Middle Management				
Male	%	79.55	81	**77**
Female	%	20.45	19	**23**
Engineer/ Executive				
Male	%	69.26	67	**57**
Female	%	30.74	33	**43**
Non-executive/ Technical Staff				
Male	%	80.62	82	**85**
Female	%	19.38	18	**15**

SUSTAINABILITY STATEMENT

Ethnic Diversity in Our Workforce

FY2024 Employee by Ethnicity in Malaysia
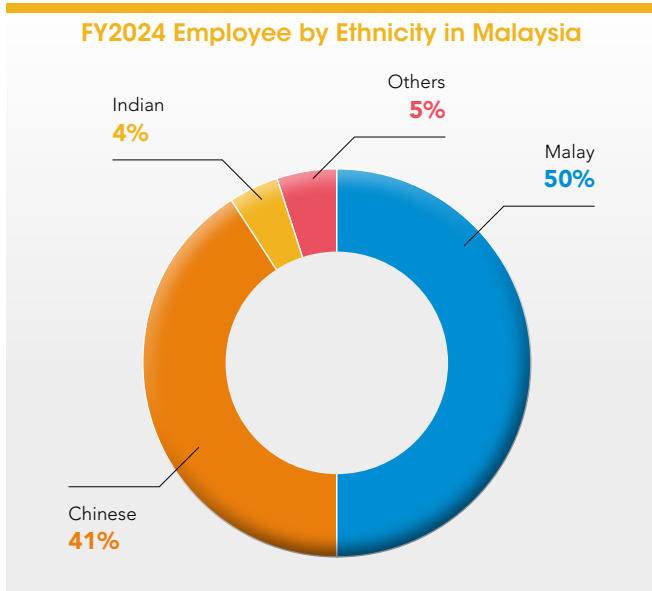
We are committed to fostering a diverse and inclusive workplace that reflects Malaysia's rich multicultural landscape. Our workforce comprises 50% Malay, 41% Chinese, 4% Indian, and 5% from other ethnic backgrounds, reflecting our commitment to equitable opportunities. Embracing diversity helps Kelington cultivate a dynamic, collaborative environment that drives innovation, strengthens our culture, and supports sustainable growth.

Job Opportunities Abroad
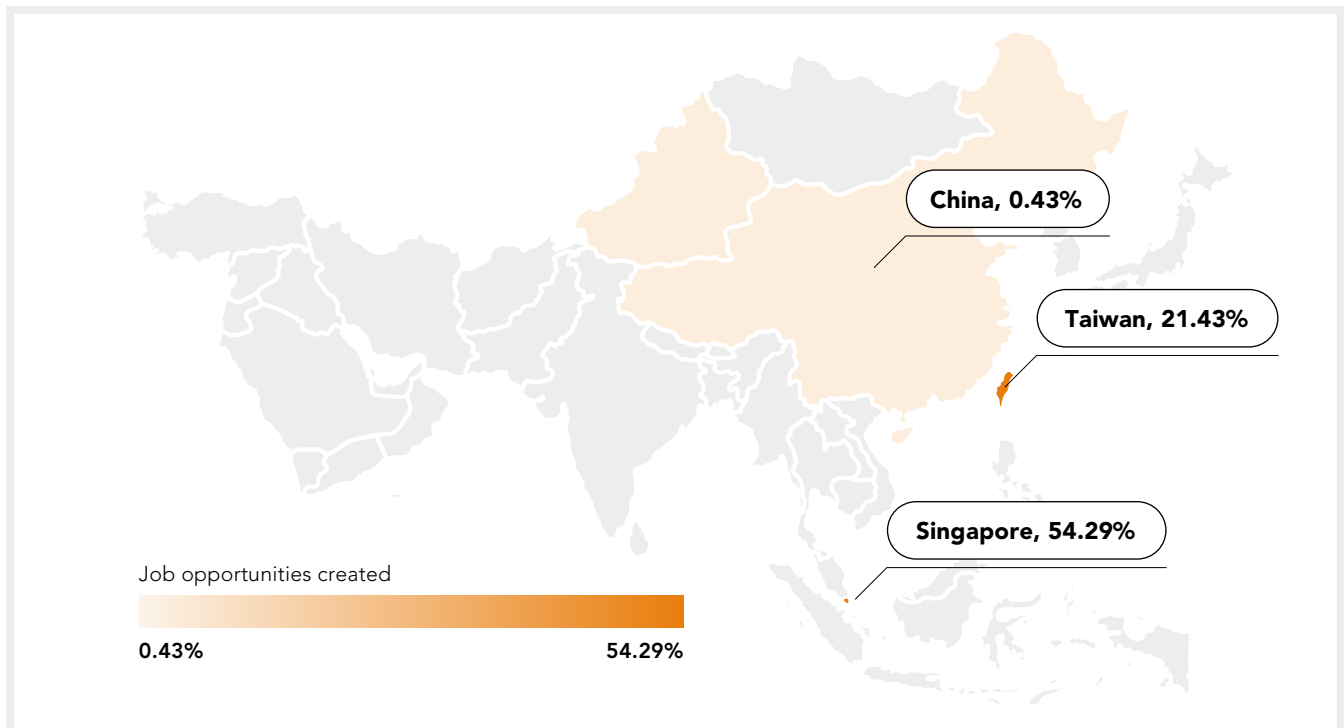
As part of our commitment to developing a strong and diverse workforce, we continue to create international opportunities for Malaysian talent. In FY2024, 54% of our Malaysian hires were placed in Singapore, 21% in Taiwan, and 0.4% in China. This reflects our strategic efforts to strengthen regional expertise, enhance cross-border collaboration, and position Malaysian professionals for growth in key international markets.

Overall, our workforce distribution in FY2024 was 29% in China, 22% in Singapore, and 2% in Taiwan, reflecting our strategic expansion and job creation efforts. By fostering a diverse team across key markets, we contribute to regional employment, business resilience, and long-term sustainability.

Workforce Age Demographics

Employee by Age Group

<50 years old
7%

<30 years old
38%

30-50 years old
55%
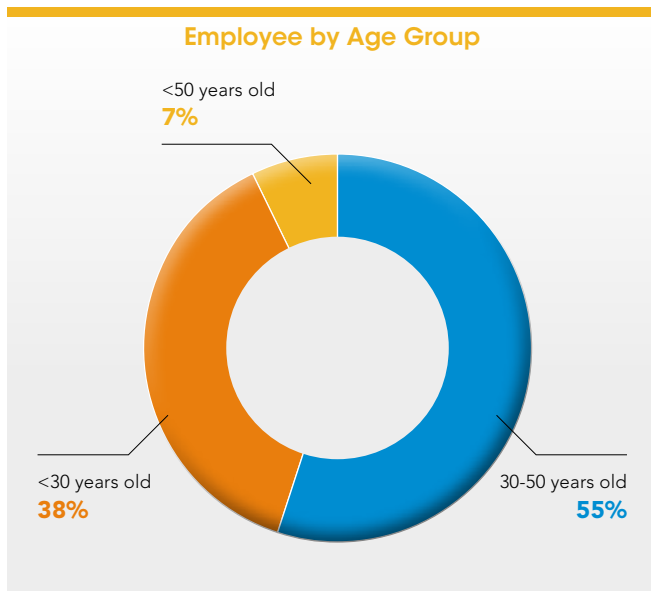
In FY2024, our workforce combined experience with emerging talent. 55% of employees were aged 30 to 50, providing a strong mix of expertise and leadership. 38% were under 30, reflecting our commitment to attracting and developing young talent. Meanwhile, 7% were above 50, contributing valuable industry knowledge and mentorship. This balanced age distribution fosters sustainable workforce development, ensuring both continuity and innovation as we grow.

S8 Respect Human Rights

Respecting Human Rights at Kelington

At Kelington, we recognise that human rights are fundamental to dignity, fairness, respect, and equality. Upholding these principles is integral to our business operations, and we are committed to protecting human rights within our organisation and across our supply chain.

In FY2021, we established our Human Rights Policy, which serves as the foundation for our commitment to equality, fair labour practices, and a zero-tolerance stance on child and forced labour. To further strengthen this commitment, we have implemented Grievance Procedures that enable employees, workers, and external stakeholders to raise concerns regarding work conditions, discrimination, or other human rights issues. These mechanisms — accessible via multiple channels, including email, hotlines, and direct submissions to Kelington's headquarters or subsidiaries — not only address risks but also present opportunities to improve our practices through transparent dialogue and accountability. The public can also use these channels to report concerns related to their dealings with Kelington.

Human Rights Governance & Management

The Board of Directors oversees the implementation of our Human Rights Policy, while the Executive Management Committee is responsible for key decisions related to its execution. The Sustainability Working Group collaborates across departments to address risks associated with discrimination, working hours, wages, occupational health and safety, sexual harassment, and compliance with labour regulations. Addressing these risks allows us to safeguard employee well-being while enhancing organisational resilience and operational excellence.

Guided by the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, we operate under a framework that prioritises the protection of human rights , ensuring both compliance and the opportunity to create a more inclusive, respectful, and fair workplace. Our Respect Human Rights Framework focuses on three core areas:

- Discrimination Prevention
- Fair Working Conditions
- Employee Well-being and Safety

SUSTAINABILITY STATEMENT

Identifying Human Rights Risks in Our Supply Chain

We recognise that human rights risks in the supply chain can arise from labour conditions, ethical sourcing, subcontractor practices, and regulatory compliance gaps. These risks include forced or child labour, particularly in high-risk regions, unfair wages and excessive working hours, where non-compliance with wage laws or excessive overtime may occur, and unsafe working conditions due to suppliers failing to meet occupational health and safety standards. Additionally, discrimination and harassment may persist in supplier operations, while limited grievance mechanisms can prevent workers from reporting concerns safely.

Addressing these risks also presents opportunities to strengthen our supply chain. By implementing fair labour practices, we can improve worker well-being and productivity. Enhancing ethical sourcing can boost brand reputation and stakeholder trust, while investing in supplier training can drive long-term compliance and operational efficiency. Additionally, establishing robust grievance mechanisms fosters a more transparent and responsible supply chain, ensuring both social impact and business sustainability.

Managing Human Rights Risks

Kelington is committed to proactively identifying, assessing, and mitigating human rights risks across our operations and supply chain. Governance and oversight play a key role, with our Board ensuring adherence to the Human Rights Policy, while execution is overseen by the Executive Management Committee and Sustainability Working Group. We enforce a Code of Ethics and Conduct, requiring all relevant external providers to comply with labour laws, fair wages, and occupational health and safety regulations.

To strengthen awareness, we invest in training and capacity building for employees and suppliers on human rights, ethical labour practices, and workplace safety. Additionally, We conduct supplier due diligence through questionnaires, perform risk assessments and screenings, and arrange targeted audits for high-risk suppliers to ensure compliance with human rights standards. Lastly, we maintain whistleblowing and grievance mechanisms, providing confidential reporting channels for employees, suppliers, and workers to report violations without fear of retaliation. These measures ensure a responsible and sustainable supply chain while upholding human rights.

Commitment to Continuous Improvement

Kelington upholds a zero-tolerance policy toward human rights violations, including forced labour, child labour, discrimination, and unsafe working conditions. Through ongoing monitoring, engagement, and strategic interventions, we strive to create a responsible, ethical, and sustainable business ecosystem.

We track key metrics to measure the effectiveness of our human rights initiatives and grievance mechanisms:-

Target 2030	Unit of measure	Progress		
		FY2022	FY2023	FY2024
Human Rights Violations				
(i) **Zero substantiated complaints concerning human rights violations**				
Number of substantiated complaints concerning human rights violations.	unit	Zero	Zero	**Zero**
Labour Practices				
(ii) **Zero incidents of unfair employment practices.**				
Number of incident of unfair employment practices.	unit	Zero	Zero	**Zero**
(iii) **Zero reported cases of child labour, modern slavery, or forced labour within KGB Group & its supply chain.**				
Number of reported incidents of child labour and/or modern slavery and/or forced labour within the KGB or its supply chain.	unit	Zero	Zero	**Zero**

In FY2024, we are pleased to report that there were no incidents of human rights violations within the organisation, and no fines were imposed related to human rights violations by local authorities. This outcome reflects our continued commitment to maintaining high ethical standards and fostering a workplace that upholds human rights.