


Board of Directors 	Executive Management Committee	Group Chief Operating Officer	Sustainability Working Group ("SWG")	Business Functions/ Working Committee
<ul style="list-style-type: none"> ✓ Ensure Kelington's Business Strategy considers sustainability. ✓ Approve sustainability strategy. 	<ul style="list-style-type: none"> ✓ Evaluate overall Sustainability risks and opportunities. ✓ Oversee implementation of Sustainability Strategy. ✓ Assists in sustainability oversight by reviewing the Sustainability Statement 	<ul style="list-style-type: none"> ✓ Provide leadership over implementation of sustainability strategy. ✓ Oversee departments in ensuring robustness of sustainability management system. 	<ul style="list-style-type: none"> ✓ Report to Group COO and responsible to develop Sustainability Statement ✓ Oversees operations in respect to safety and health, social as well as environmental aspects. 	<ul style="list-style-type: none"> ✓ Support Strategy Implementation. ✓ Ensure Processes and Controls are in place within its departments. ✓ Report Management Targets. ✓ Reports on performance of processes and controls.

The Board of Directors ("Board") develops strategies to promote and strengthen health, safety and environmental ("HSE") culture across the Group in pursuit of long-term sustainability. The Board carries the ultimate responsibility over the effectiveness of our HSE risk management practices and ensures that our sustainability principles are in line with the Group's long-term business objectives.

The Board has entrusted the Risk Management Committee ("RMC") with the responsibility of risk management oversight. An Enterprise Risk Management Framework has been adopted to identify, evaluate and manage principal risks for the Company.

The RMC is supported by the Executive Management Committee ("EMC"). The EMC reviews the Group's quarterly sustainability progress to ensure best practices are upheld across the Group and is responsible for approving major sustainability initiatives. Meanwhile, the Sustainability Working Group ("SWG") oversees the operational aspects in relation to the safety and health, social as well as environmental matters. The SWG is also tasked with developing the Sustainability Statement and reporting directly to the Group Chief Operating Officer ("COO") on a quarterly basis.

Compliance Framework

The Group's CCID leads compliance-related initiatives under the direction and supervision of the Group COO, in collaboration with the SWG and Working Committee across the Group. The objectives of these efforts implemented groupwide are to manage ESG-related topics by thoroughly raising compliance awareness, including on corporate governance topics such as bribery and corruption, harassment and discrimination, whilst improving and strengthening compliance programs, and responding to specific compliance-related matters as they arise.

The CCID reports the Group's integrity and compliance performance assessments to the RMC at least once a year.

Compliance Framework	Checklist
Internal Environment	Code of Ethics and Conducts; Policies Management & Management Procedures; Incentive & Penalty System.
Objective Settings	Identify intended or expected results.
Events Identifications	Nature of risk: Compliance (Violation of External/ Internal rules/ regulations, non compliance)
Risk Assessments	To consider factors that would affect P/L; customer relationships, market or perceived value by stakeholders; impact on business interruption; Penalties etc.
Risk Response	Conduct cost-benefit analysis to determine the best strategy to respond to compliance risk.
Control Activities	Mitigating risk through appropriate controls, formulation of procedures, staff training.
Information and Communication	Internal information system that enables prompt intercept of non-compliant behavior and report them to the relevant parties.
Monitoring	CCID to oversee compliance risk proactively; Internal Audit.