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Governance, Compliance, Risk Management & Safety

GOVERNANCE

- Continued to roll out ISO 37001 Anti-Bribery Management System across business units.

RISK MANAGEMENT

- Strengthened cyber security governance structure, established Keppel Cyber Security Centre.

- Conducted physical climate risk assessment of 50 of the Group's key assets.

SAFETY

- Achieved zero fatalities across global operations, and saw improvements in Total Recordable Injury, Accident Frequency and Accident Severity Rates.

»» We are making sustainability our business, by providing solutions that contribute to a cleaner and greener world.

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People

STAFF ENGAGEMENT & DEVELOPMENT

- Received strong engagement score of 84%, 6% above Mercer's Singapore average and 4% above its global average.
- Achieved average of 20 training hours per employee, with a total of 80,000 training opportunities.
- Conducted a Group-wide talent mapping exercise and identified associated development plans.

SUCCESSION PLANNING

- Implemented leadership changes at a few key business units, as part of the Group's succession planning and leadership renewal. Potential successors identified for key leadership positions.
- Launched Board Mentorship framework to support development of new generation leaders.

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Corporate Social Responsibility

VOLUNTEERS

- More than 12,000 hours of community service, exceeding target of 10,000 hours.

SOCIAL INVESTMENTS

- \$4.6 million contributed to worthy causes.

FOCUS AREAS IN 2022



ACCELERATE BUSINESS TRANSFORMATION

- Continue business transformation and drive growth, focusing on sustainable urbanisation solutions.
- Complete proposed transactions involving offshore & marine and logistics businesses.
- Continue asset monetisation programme, with goal of **exceeding \$5 billion by end-2023**.
- Drive collaboration and integration to create compelling end-to-end solutions and realise OneKeppel synergies.
- Grow revenue from cross-business unit collaboration to **20% by 2025**.



DRIVE FINANCIAL PERFORMANCE

- Achieve Vision 2030 financial targets, including **mid to long-term ROE target of 15%**.
- Maintain gearing below 1.0x.



DEVELOP HUMAN CAPITAL

- Continue staff engagement and development.
- Enhance succession planning.



ENHANCE GOVERNANCE, COMPLIANCE, RISK MANAGEMENT & SAFETY

- Ensure strong governance, risk management, compliance, controls and safety record.



CHAMPION SUSTAINABILITY

- Work towards ESG goals, including long-term carbon emissions reduction targets.
- Make a positive impact on the community.