



SOCIAL & RELATIONSHIP CAPITAL



Our network of enduring partnerships with customers, suppliers, business partners and communities form the foundation of our Social and Relationship Capital. These long-standing relationships foster shared value, enables operational continuity while strengthening our social license to operate



OUR SOCIAL & RELATIONSHIP CAPITAL

CUSTOMERS



>590

customers

BUSINESS PARTNERS



Long standing relationships

SUPPLIERS



>600

Coconut shell and charcoal suppliers

COMMUNITY



>105,000

CSR beneficiaries

FOCAL AREAS IN 2023/24

Fulfilling and exceeding customer expectations



Expanding our supply chains and strengthening resilience

Mutual value creation for business partners



Positively contributing to our communities



VALUE CREATED IN 2023/24

CUSTOMERS

Fulfilled and exceeded customer expectations through a comprehensive value proposition that encompassed a future focused product range, proactive engagement across multiple platforms and a strong sustainability focus.

- **34** new customer acquisitions
- Customer satisfaction scores that exceeded **90%** in both the Activated Carbon segment and the Environmental Engineering Segment.

SUPPLIERS

Created value for our global supplier network through ethical sourcing practices and capacity building initiatives while emphasising social and environmental responsibility.

- **172** new coconut shell and charcoal suppliers added.
- **Rs 12.8 Bn** payments to charcoal suppliers.
Rs. 5.1Bn payments to chemicals and other suppliers
- **8%** of suppliers assessed on social and environmental considerations.

COMMUNITIES

Long-term focused CSR initiatives that positively impact the communities we operate in.

- **Rs 40.8 Mn** investment in CSR initiatives
- **>105,000** CSR beneficiaries

CAPITAL TRADE-OFFS

- Increased investments in Social and Relationship Capital negatively impacts Financial Capital in the short-term.
- However, strengthening Social and Relationship Capital, in the long term, will lead to supply chain resilience, deeper customer relationships and enhanced integration into the communities we operate in.
- Therefore, this will build business resilience leading to positive impacts on Financial Capital in the long term.

WAY FORWARD

- Enhance value created to customer through a sustainably manufactured product range that fulfils their emerging needs while enabling transparency in order processing and tracking through the digitisation of our processes.
- Ongoing emphasis on mutual value creation for suppliers through ethical sourcing practices and supporting livelihoods while propagating green charcoaling practices.
- Positively impact the communities we operate in through long-term focused CSR initiatives.

LINK WITH MATERIAL TOPICS:

M2, M3, M4, M6, M13, M18, M19, M20

LINK WITH KEY RISKS AND OPPORTUNITIES / SRROS / CRROS

R1, R6, R7, R8, R11, O2

ALIGNMENT WITH STRATEGIC PRIORITIES



CONTRIBUTION TO SDGS



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OUR ESG ASPIRATIONS AND PROGRESS MADE IN 2023/24

EXCITE	UPLIFT	
<p>Customer value creation</p> <p>2030 target</p> <ul style="list-style-type: none"> Customer satisfaction score of 90% or above. <p>2024/25 Target</p> <ul style="list-style-type: none"> Customer satisfaction score of 90% or above <p>2023/24 Actual</p> <ul style="list-style-type: none"> Customer satisfaction score of 90% <p>ON TRACK <input checked="" type="checkbox"/></p>	<p>Supplier value creation</p> <p>2030 target</p> <ul style="list-style-type: none"> Maintain >75% green charcoal raw material in all manufacturing locations. 40% supplier assessments of all suppliers on their environmental and social standards and contributions <p>2024/25 Target</p> <ul style="list-style-type: none"> Maintain 52% green charcoal raw material in all manufacturing locations. 15% supplier assessments of all suppliers on their environmental and social standards and contributions. <p>2023/24 Actual</p> <ul style="list-style-type: none"> Maintained >40% green charcoal raw material in all manufacturing locations. 8% supplier assessments of all suppliers on their environmental and social standards and contributions. <p>MISSED <input type="checkbox"/></p>	<p>Community development</p> <p>2030 target</p> <ul style="list-style-type: none"> Increase CSR beneficiaries by 50% <p>2024/25 Target</p> <ul style="list-style-type: none"> Increase CSR beneficiaries by 14%. <p>2023/24 Actual</p> <ul style="list-style-type: none"> Increased CSR beneficiaries by 5%. <p>ON TRACK <input checked="" type="checkbox"/></p>

MANAGEMENT APPROACH

Our approach to managing our social and relationship capital adopts a long-term focus. We strive to foster long-term relationships with customers, suppliers, business partners and the community based on a foundation of trust and ethical business practices. Through proactive customer engagement and consistently exceeding customer expectations on product quality and service, ethical sourcing practices with suppliers, mutually beneficial partnerships with business partners and positive and meaningful relationships with communities, we are committed to building a collaborative ecosystem of relationships, leading to mutual value creation.

CUSTOMER RELATIONSHIPS

Our Customer Management policy guides our approach to exceeding customer expectations and building long term relationships with our customers through a unique value proposition that fulfils their current and emerging needs.

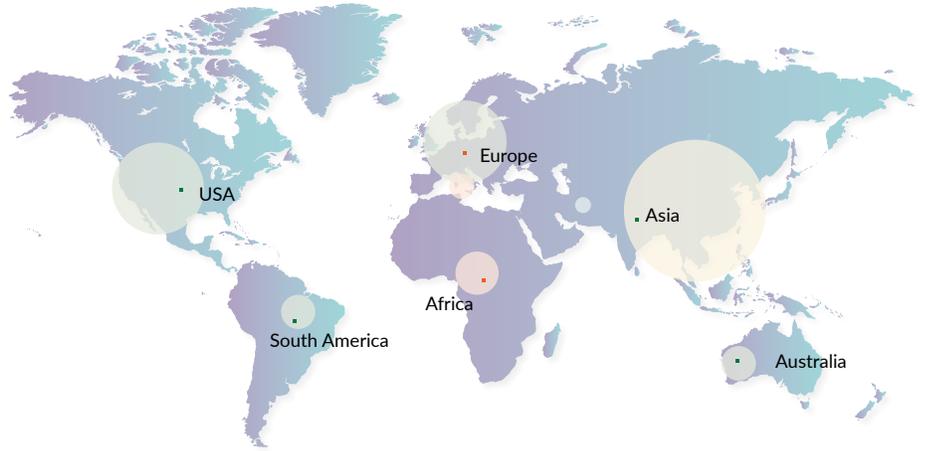
Customer profile

GRI 2-6-b-iii

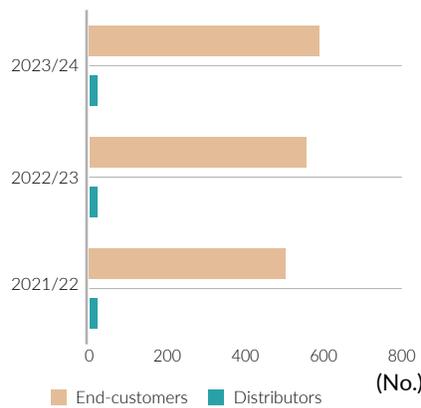
- Customers of the Activated Carbon segment is diverse in geographic distribution and applications and comprise distributors and end-customers located across 50 countries.
- Customers of the Environmental Engineering Solutions segment represent industries, institutions, municipalities, and businesses reflecting the diversity in its service and product offering.



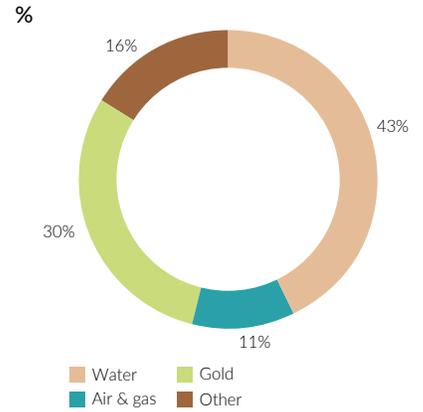
Customer profile by geographic distribution



Customer profile



Customer profile by application



Key achievements in 2023/24

34
new end-customer acquisitions

95%
customer retention rate

90%
customer satisfaction rate

SOCIAL & RELATIONSHIP CAPITAL

HIGHLIGHTS OF OUR CUSTOMER MANAGEMENT STRATEGY IN 2023/24

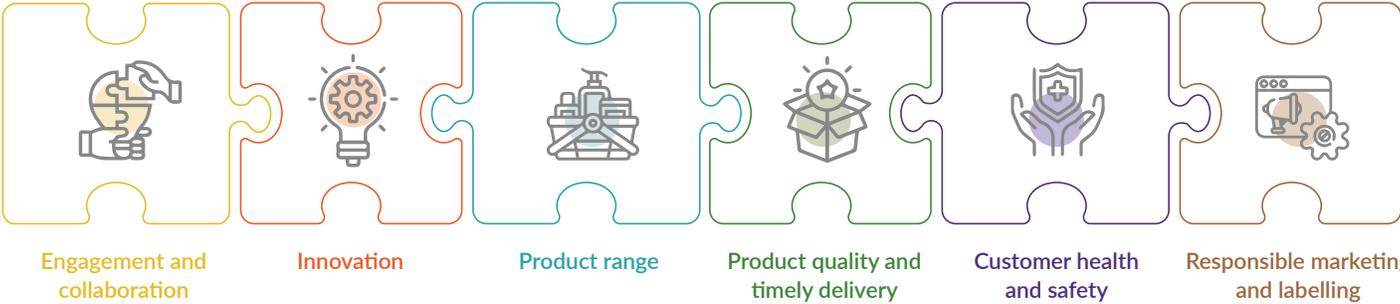
As global markets recovered from the pandemic, competition within the coconut shell activated carbon industry intensified amidst easing supply chain disruptions. In response, we

- Deepened engagement with existing customers to facilitate swift responses to their needs, this involved one-on-one engagement offering customized technical support, new product offerings and collaborative product development
- Aggressively pursued new customer acquisitions by
 - i. Participating in trade shows in key markets including China, USA, South Korea and India.
 - ii. In person meetings for target customers in specific geographies.
 - iii. Encourage more customer visits to our manufacturing facilities to experience our value proposition.
- Responded pro-actively to customers' increasing focus on sustainability through the launch of our ESG Roadmap 2030, Activate – and committing to a range of climate and environment related goals.



- Strengthened the digital marketing platform within the organisation through the establishment of a digital marketing department to adopt a more data-driven approach to responding to emerging trends and customer needs.
 - i. Augmenting our digital presence harnessing the potential of social media marketing and search engine optimisation of the website.
 - ii. Revamped and relaunched the corporate website enhancing the user experience and the availability of technical specifications.

OUR CUSTOMER VALUE PROPOSITION





ENGAGEMENT AND COLLABORATION

 Strong customer engagement enables us to identify and respond to customer needs swiftly and effectively. During the year, emphasis was placed on strengthening engagement utilising a range of platforms and mechanisms.



INNOVATION

 Future focused our product range and directed R&D efforts towards emerging needs in energy storage, water purification, carbon molecular sieve (CMS) and gold extraction (Refer Intellectual Capital Page 130 to 139 for more details).



PRODUCT RANGE

 We offer a comprehensive product and service portfolio in activated carbon and environmental engineering solutions which can be adapted to meet the specific technical specifications of customers. Our product range includes,

- Activated carbon – products for diverse range of applications (Refer Page 25 for more information)
- Environmental engineering solutions
 - i. Water and Sewerage Infrastructure
 - ii. Sewage treatment
 - iii. Industrial effluent treatment
 - iv. Operations and maintenance services (O&M)
 - v. Value added activated carbon products
 - vi. Chemicals , Filmtec membranes , Tecofi Valves , Softeners , Hydrocove water purifiers



PRODUCT QUALITY AND TIMELY DELIVERY

 We adopt a value chain approach to product quality and have established stringent quality assurance processes at critical points in the value chain. We also comply with a range of international and local certifications enabling the consistent delivery of high-quality products to customers.

Active engagement with shipping partners, and on-site warehousing in key markets enabled us to offer competitive pricing and ensure timely delivery of products to customers.



CUSTOMER HEALTH AND SAFETY GRI 416-1, 2

 Given applications in the food and beverage industry, ongoing emphasis is placed on ensuring our products and services do not cause harm to end-users. Our Food Safety policy articulates our commitment to producing products that are free from physical, chemical and biological contamination. Furthermore, we have implemented stringent quality control measures in adherence with numerous food-safety related certifications to enable sound food safety related practices. During the year under review, approximately 45% of our products were assessed for health and safety concerns and no incidents of non-compliance were reported.



RESPONSIBLE MARKETING AND LABELLING GRI 417-1 to 3

 Product labelling is carried out in accordance with customer requirements. We ensure compliance through the implementation of stringent processes and adherence to numerous certifications that outline labelling best practices. During the year under review, no incidents related to non-compliance with product and service information, labelling, and marketing communications were reported. Further, we ensure that 100% of our customers have accessible and adequate information on the safe use of a product or service, the disposal of the product, or the sourcing of its components.

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CUSTOMER SATISFACTION

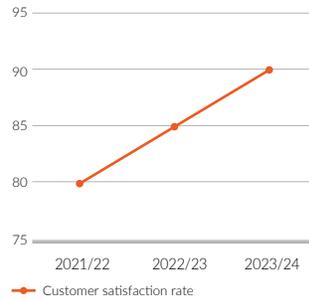
We monitor customer satisfaction levels through customer satisfaction surveys that track multiple indicators including customer engagement, quality, packaging, delivery and complaint resolution. Our customer satisfaction score for the year under review improved to 90% compared with 85% in 2022/23 and reflected improved satisfaction levels across all indicators.

FUTURE FOCUSING OUR PRODUCT RANGE

RT-CH-410a.1

As resource scarcity increases and regulations drive greater material efficiency, lower energy consumption and reduced emissions, numerous new opportunities have emerged in activated carbon applications. Recognising the potential

Customer satisfaction score (%)



in resource optimisation and automobile emission reduction, we have developed and are developing a range of activated carbon and environmental engineering products and services to capitalise on these emerging markets. During the year under review, Rs.

Customer satisfaction indicators

- Customer engagement
- Quality
- Packaging
- Delivery
- Complaint resolution



Customer satisfaction scores

>90% in the Activated Carbon segment

>90% in the Environmental Engineering Solutions segment

20.1 Bn was generated in revenue from products designed for use phase resource efficiency. A summary of our products and services that contribute towards use phase efficiency are given below.

ENERGY STORAGE

Advance material manufactured for both ultra-capacitor and battery applications; this product range has vital implications in the global transition to a low carbon economy.



WATER AND WASTEWATER PURIFICATION SOLUTIONS

Water and wastewater purification solutions offered by the Environmental Engineering Solutions segment enables the treatment of Raw water to meet desired standards for various applications and effluents produced from industrial activity enabling the safe disposal to the environment.

INDUSTRIAL AIR AND GAS TREATMENT

These products aid the capture and removal of toxic fumes and hazardous gases produced as by-products of industrial activity.



PRECIOUS METALS

Enhances the efficiency of recovering precious metals such as gold from natural ore.



SOLVENT RECOVERY

Through solvent recovery, our product range enables their reuse within the production process.

DUPONT FILMTEC RO, UF AND NF MEMBRANES

Provides total solutions for seawater and blackish water RO plants with 15% energy savings by using Filmtec membranes

SUPPLIER RELATIONSHIPS

GRI 2-6-b-ii, 408-1, 409-1

We invest in building long-term relationships with our suppliers across five countries, through ethical sourcing practices, technical knowledge sharing, capacity building and propagation of green practices. We have invested significant resources in developing supplier networks close to our manufacturing locations in Sri Lanka, Thailand and Indonesia while also building partnerships with suppliers in India and the Philippines to bridge shortfalls in raw material requirements in Sri Lanka.

Our commitment to responsible sourcing is outlined in our Procurement policy. This policy sets the minimum standard

all our companies must follow when acquiring supplies, ensuring the consistent implementation of sustainable practices and responsible value creation for our suppliers. This commitment also includes adhering to all legal and regulatory requirements in the countries we operate in. Our emphasis on ethical sourcing enables the elimination of child labour and forced/compulsory labour along our supply chain. During the year under review, no incidents of child labour or forced/compulsory labour was reported.

We are acutely aware of the adverse environmental impacts of open pit coconut charcoaling and have developed proprietary green charcoaling technology and actively supported its adoption within our supplier ecosystem. Through our unique and award-

winning programme, Haritha Angara in Sri Lanka, we have actively supported 75% of our supplier base in the adoption of this technology. Similar efforts are under way in Indonesia, while in Thailand, vertical kiln charcoaling has been implemented, and a pilot project for environmental friendly charcoaling pits (premium charcoaling pits) commenced during the year.

Our strategic focus on propagating green charcoaling practices and minimising our raw material sourcing related Scope 3 emissions has been outlined in our ESG Roadmap 2030. We have committed to increasing our raw material sourcing from green charcoaling practices to more than 75% across all locations by 2030 on a baseline performance 42% in 2022/23.



2030 Target



2030 TARGET

1. Use of > 75% green charcoaling as raw material in all manufacturing locations.
2. 40% of supplier assessments of all suppliers on their environmental and social standards and contributions.

Interim target vs actual performance

2023/24

Training related to;	Interim target	Actual performance	Achieved / Missed / On track
Raw materials sourced from green charcoaling practices*	48%	40%	☹️
% of suppliers assessed for environmental and social standards and contributions	10%	8%	☹️

*Highest proportion of green charcoaling in the group is sourced from Sri Lanka and the charcoal purchase quantity of Sri Lanka in 2023/24 reduced by 28%.Therefore, the interim target for 2023/24 was not achieved during the year.

2022/23

Baseline performance

Training related to;	2022/23
Green charcoal supply as raw material across all manufacturing locations	42%
% of suppliers assessed for environmental and social standards and contributions,	5%

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SUPPLIER PROFILE

Suppliers of the Activated Carbon segment comprises primarily suppliers of coconut shells and coconut charcoal but also includes chemicals and packaging material suppliers and service providers.

In Sri Lanka, our supplier base of coconut shell and coconut charcoal providers exceeds 600. Of these, over 200 are micro-entrepreneurs and are members of the Haritha Angara programme, our unique award-winning initiative that promotes the socio-economic development of suppliers while propagating green charcoaling practices.

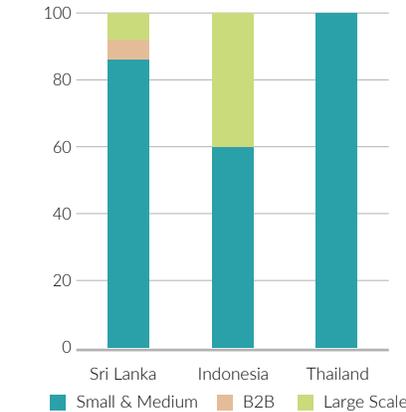
We work closely with our business partners in Thailand and Indonesia to ensure mutual value creation for suppliers through numerous initiatives including introducing eco-friendly charcoaling methods and actively engaging in crop production initiatives regularly.

The proportion of raw materials sourced locally by each geographic location during the year under review is given below. Emphasis on local sourcing enables the upliftment of community livelihoods while enhancing our contribution to the respective national economies. Moreover, it also enables us to reduce our upstream transportation related Scope 3 emissions.

Geographic location	% of local sourcing
Sri Lanka	80%
Thailand	100%
Indonesia	100%

The Environmental Engineering Solutions segment's supplier base includes suppliers of chemicals, equipment and subcontractors. The segment's supplier base comprises approximately 20 suppliers located in multiple countries including China, Taiwan, Japan, Thailand, Singapore and Europe. The segment also worked with over 35 subcontractors during the year under review to deliver its water and wastewater treatment solutions in Sri Lanka and Maldives.

Charcoal supplier profile (%)



Highlights of our supplier management strategy in 2023/24 GRI 308-1

- Ongoing emphasis on creating mutual value for our global supplier network through close engagement and ethical sourcing practices while propagating green charcoaling.
- Decentralisation of charcoal collection in Sri Lanka through the establishment of collection centers in Galle and Malsiripura enhancing supplier convenience
- ESG related capacity building and audits for suppliers in Sri Lanka to raise awareness and ensure compliance with sustainable environmental and social practices.

Key achievements in 2023/24

 <h1>172</h1> new coconut shell and charcoal suppliers added to our global supplier network	 <h1>8%</h1> of the supplier network assessed for environment and social compliance	 <h1>40%</h1> Raw materials sourced from green charcoaling practices
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We invest in building long-term relationships with our suppliers across five countries, through ethical sourcing practices, technical knowledge sharing, capacity building and propagation of green practices

GRI 204-1

Value creation in 2023/24



Rs. 12.8 Bn

Payments to coconut shell and charcoal suppliers

Rs. 5.1Bn payments to chemicals and other suppliers



87%

% of payments to local coconut shell and charcoal suppliers

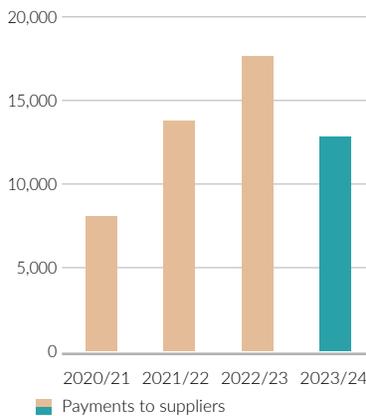


Rs. 2.6 Mn

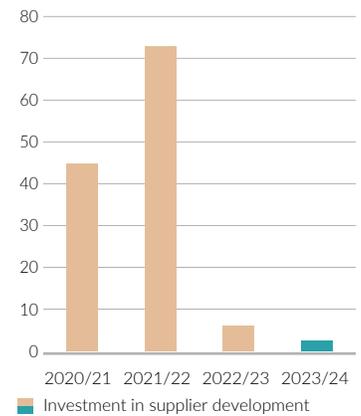
Invested in capacity building of suppliers



Payments to coconut shell and charcoal suppliers (Rs Mn)



Investment in supplier development (Rs Mn)



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SUPPLIER ASSESSMENT

GRI 308-2, 414-1, 2

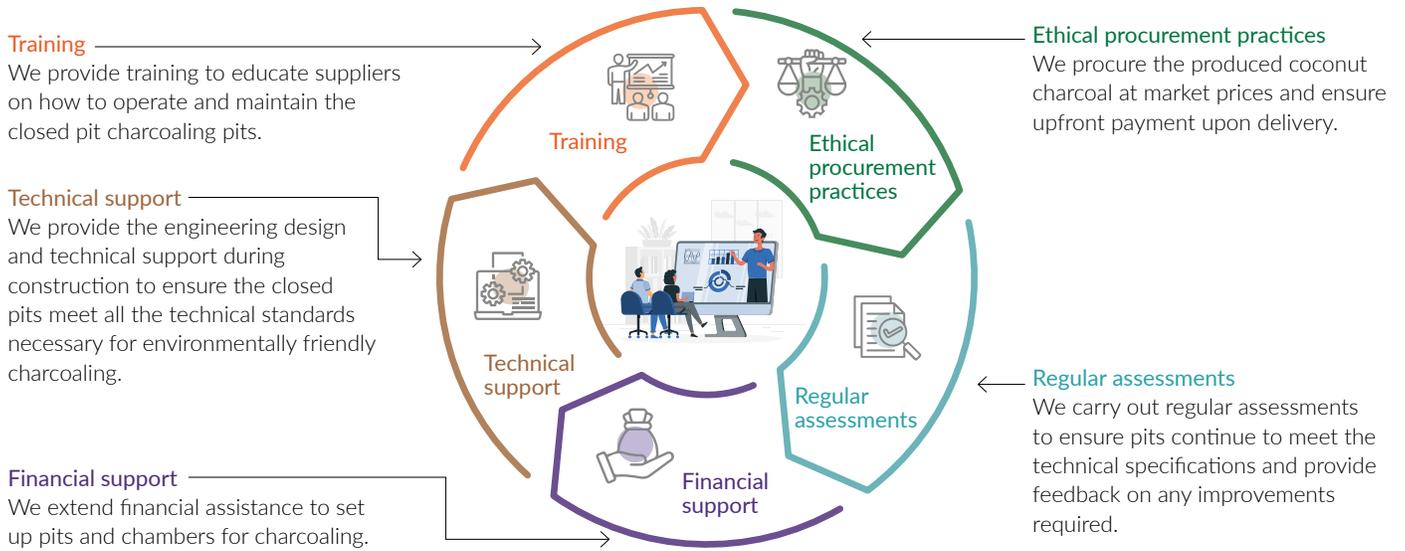
In line with our strategic focus on building a resilient and socially and environmentally responsible supply chain, we made progress by increasing the number of supplier assessments carried out during the year under review. Our supplier assessment focuses on a range of social and environmental criteria including water

and air pollution, waste disposal, fuel usage, type of labour used, and health & safety measures adopted. 56 suppliers (including 10 charcoal suppliers) were assessed on social and environmental criteria during the year under review which was an increase of 3% over the previous year as we have extended the assessment

scope by assessing 46 other suppliers for negative social and environmental impacts. Of these, no incidents were identified as having potential adverse environmental implications. 6% of new coconut shell and charcoal suppliers were screened using environmental and social criteria during the year under review.

HARITHA ANGARA PROGRAMME - SRI LANKA

In its 9th year of operations, Haycarb's Haritha Angara programme is a unique, award-winning programme that promotes environmentally friendly charcoaling practices within our supply chain in Sri Lanka while contributing to the socio-economic development of our micro-entrepreneurial suppliers. The value we create for our suppliers through this programme is summarised below.



313

pits in operation



23

new pits established in Sri Lanka in 2023/24



Rs **173** Mn

cumulative investment



Rs **2.6** Mn

invested in 2023/24



Over **350**

suppliers supported



Fulfilled **70%**

of the charcoal requirement in Sri Lanka in 2023/24

COMMUNITY RELATIONSHIPS

GRI 203-1.2, 413-1

RT-CH-210 a.1

We actively identify ways we can positively and meaningfully contribute to the communities we operate in. Our emphasis on local procurement and staffing have created employment opportunities and supported the livelihoods. Strict adherence to social and environmental regulations and ambitious goals to address the environmental footprint of our operations ensures minimal adverse impacts on local communities and ecosystems. We have also made significant investments in addressing environmental and social concerns along our supply chain. In this regard, the Haritha

Angara programme in Sri Lanka has enabled significant value creation for communities across the country by supporting livelihoods and promoting socio-economic progress. We also engage in strategic community development programmes that adopt a long-term focus, aimed at addressing critical needs in society.

Our approach to CSR is guided by the Hayley's Group Community Relationships policy which sets out focal areas for strategic community development, which includes education, health and wellbeing,

livelihood development and culture. Our CSR projects are aligned with these strategic focal areas and are aimed at achieving our 2030 goal of increasing our CSR beneficiaries by 50% from a baseline performance of >100,000 beneficiaries in 2022/23. During the year under review, we invested a total of Rs. 40.8 Mn on CSR initiatives giving rise to over 105,000 beneficiaries.

A summary of our strategic community development initiatives is given below.



Puritas Sath Diyawara



Puritas Sath Diyawara – Going Beyond



School meal programme



Supporting the healthcare sector of the nation

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PURITAS SATH DIYAWARA

Puritas Sath Diyawara, the Group's flagship CSR initiative continued to play a significant role in providing purified drinking water to communities affected by Chronic Kidney Disease (CKD). This initiative utilises the expertise of the Environmental Engineering Solutions segment in water purification and involves the establishment of a reverse osmosis treatment plant and distribution system to provide purified potable water to the community. During the year under review, the Group incurred Rs. 7.1 Mn maintaining existing projects and is expecting to establish a new project in Vavuniya next year.

KEY HIGHLIGHTS

- 9 years of operations
- **Rs. 95.9 Mn** cumulative investment of the Hayleys Group
- 19 projects
- **>44,000** people benefited
- **190,000 L** of water purified per day

PURITAS SATH DIYAWARA - GOING BEYOND

The Going Beyond programme is an extension of the Puritas Sath Diyawara initiative and aims to address the broader socio-economic needs of the communities in CKD affected areas. The Group continued to invest in a range of initiatives that supported the education of school children, empowered youth and women and promoted domestic entrepreneurship. During the year under review, the Haycarb Group invested Rs. 2.1 Mn to donate school supplies to school children under this initiative.

KEY HIGHLIGHTS

- 7 years of operations
- **Rs. 47Mn** cumulative investment of the Hayleys Group
- 14 schools
- **>3,700** children benefited during the year.

SCHOOL MEAL PROGRAMME

We continued support to the School Meal programme, an initiative launched in 2022, to address nutritional concerns in school children on the backdrop of the economic crisis in Sri Lanka. Through this initiative, we provided more than 800 children from 13 identified schools a mid-day meal to facilitate their nutritional needs and support their education.

KEY HIGHLIGHTS

- **>800** school children benefited from 13 schools.
- **Rs. 7.8 Mn** investment by Haycarb.

SUPPORTING THE HEALTH CARE SECTOR OF THE NATION

During the year under review, we extended support to provide medical equipment and medicine donations.

KEY HIGHLIGHTS

- **> 58,000** beneficiaries.
- **Rs. 6.1 Mn** investment by Haycarb

ASSISTANCE TO UNIVERSITY STUDENTS

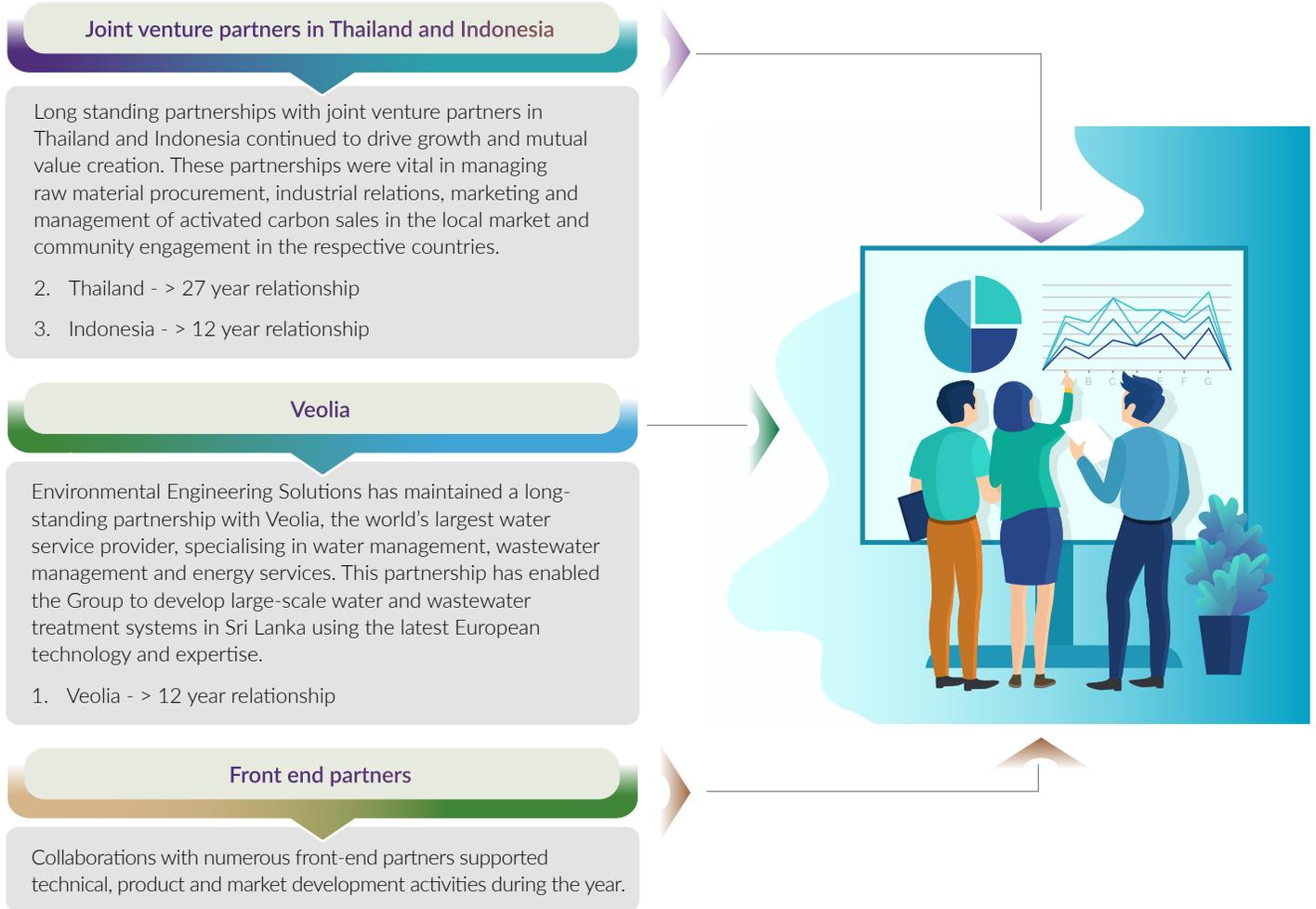
Distribution of laptops for university students in 9 government universities

KEY HIGHLIGHTS

- 90 students benefited
- **Rs. 3.8Mn** investment by Haycarb

RELATIONSHIPS WITH BUSINESS PARTNERS GRI 2-6-c

By fostering long-term, collaborative partnerships and sound business practices, we continued to deliver value to our business partners.



INDUSTRY INITIATIVES AND ASSOCIATIONS GRI 2-28

Haycarb holds memberships in numerous industry associations and uses these platforms to contribute to initiatives that are significant to the advancement of the industry. Furthermore, given our reliance on coconut shells for our production process, and the resultant dependency on coconut crop yields, we actively engage with the Coconut Research Institute of Sri Lanka (CRI) supporting research related to increasing yields and studying the various properties of coconut shells. During the year, the Group supported the initiative of the Coconut Cultivation Development Board to create a second coconut triangle in the north of the country through a commitment to plant 67,500 coconut seedlings. During the year under review, 25,000 were planted in Jaffna, Mullaitivu and Mannar while the remainder is expected to be completed in the year ahead.

- Memberships in industry associations**
- Ceylon Chamber of Commerce
 - The Ceylon National Chamber of Industries
 - International Chamber of Commerce – Sri Lanka
 - The European Chamber of Commerce of Sri Lanka
 - National Chamber of Exporters of Sri Lanka
 - Export Development Board
 - Industrial Association of Sri Lanka
 - American Chamber of Commerce in Sri Lanka
 - Chamber of Construction Industry of Sri Lanka.

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“DRIVING VALUE, CHANGING LIVES”

Celebrating a company's 50th anniversary is a significant milestone reflecting on the company's history, from its humble beginnings to its current standing. In commemoration of Haycarb's golden jubilee, we carried out several initiatives, on knowledge sharing, giving back to the society focusing on the betterment of health, education and nutrition standards of related stakeholders and valuing our cultural heritage. Below are a few key initiatives we carried out.

KNOWLEDGE SHARING

- Technical and marketing session with business partners and international sales & marketing teams at Haycarb Head office
- Revamped Haycarb's website to reflect our progressive brand identity, enriched user experience, and seamless alignment with our core values and aspirations.



GIVING BACK TO THE SOCIETY

- Launched 'Sisu Divi Pahana' mid-day meal programme
- Unveiled the newly renovated Plastic Surgery Unit of the National Hospital of Sri Lanka which was completed by the engineering team of Haycarb PLC
- Unveiled the newly renovated Cancer Treatment Ward at the Karapitiya Teaching Hospital, which was another undertaking by our engineering team
- Book donations to school children, and Laptop donations to state university students
- Donated chemotherapy-related drugs to the Apeksha Cancer Hospital in 2 separate occasions.



VALUING OUR CULTURAL HERITAGE

- Sinhala & Tamil New Year celebrations at the head office and Sri Lanka factories located in Madampe and Badalgama
- Conducted religious ceremonies in all factory premises in Sri Lanka, Thailand and Indonesia



CELEBRATION

- Haycarb 50th Anniversary was celebrated at all factory locations .
- Main celebration event was hosted in Kingsbury hotel, Colombo with the attendance of all Hayleys and Haycarb directors, business partners and overseas functional heads



OTHER

- Unveiled the 'Haycarb 50th Anniversary' gold logo with the tagline 'Driving value; Changing lives'
- Unveiled the Haycarb 'Purpose Statement' which reflects our continued commitment to creating positive change in the world, whilst driving value to all stakeholders in this process

