

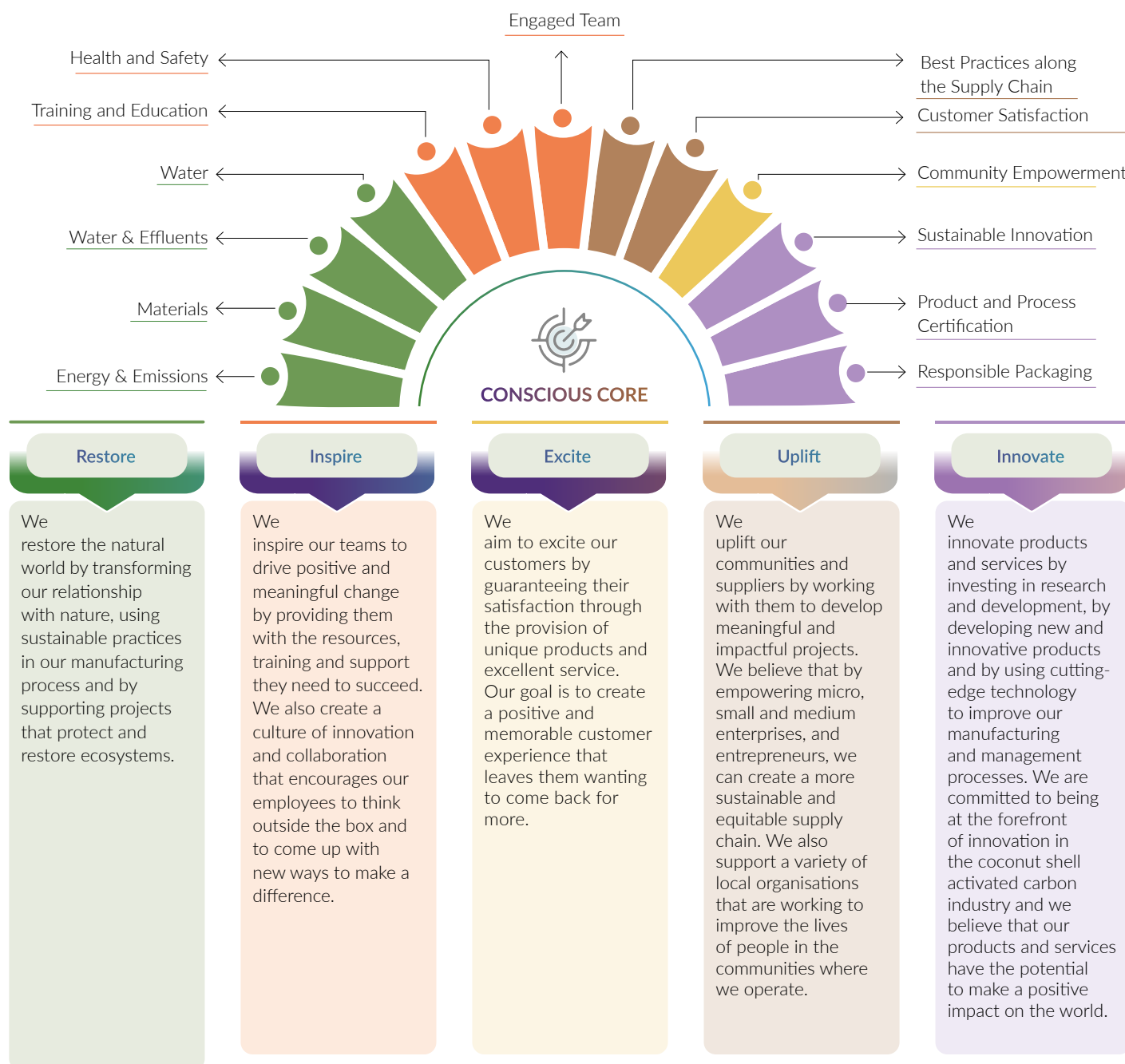
ACTIVATE – ESG ROADMAP 2030

IN PURSUIT OF A MORE SUSTAINABLE FUTURE

Launched in August 2023, our ESG Roadmap, Activate, clearly articulates our commitment to embedding ESG drivers across all aspects of our strategy and operations as we seek to effectively respond to shifting risk landscapes and forge new decision-making norms that appropriately value nature and society. It details our 2030 ESG aspirations and a clear

roadmap towards delivering these goals through collective action. Activate centres on five action pillars (as shown below) which details the Group’s commitment to the environment, its customers, the communities it operates in and its product value proposition. The Conscious Core of Activate represents its central focus on governance and the role played by robust

and responsive governance practices in driving the Group’s ESG agenda. As part of the Hayleys Group, Haycarb’s ESG Roadmap is broadly aligned to that of its parent entity’s ESG aspirations – the Hayleys Lifecode – which outlines the Hayleys Group’s 2030 ESG goals and its roadmap to achieving them.



STEWARDSHIP OF ACTIVATE



POLICY ARCHITECTURE

Haycarb has formulated many policies for ESG factors which entail significant risk, are a strategic area of focus and /or is a criterion for success in accessing markets. Other areas are governed by the policies of the Hayleys Lifecode, which serve as the minimum standard across all entities of the Hayleys Group. The policy architecture of Activate is given below.

Environment	Social	Governance
Haycarb policies		
<ul style="list-style-type: none"> • Material and waste management policy • Energy and emission management policy • Water management policy • Environmental policy 	<p>Human Resource policies</p> <ul style="list-style-type: none"> • Recruitment and selection procedure • Disciplinary policy • Salaries and benefits policy • Fit for work policy • No harassment and abuse policy • Anti-discrimination policy • No child labour policy • No forced labour policy • Health and safety policy <p>Policies related to other stakeholders</p> <ul style="list-style-type: none"> • Customer management policy • Procurement policy 	<ul style="list-style-type: none"> • Board and Sub-Committee Charters • Information technology (IT) policy • Information security policy • Vendor and third-party management policy • Innovation policy
Hayleys Lifecode policies		
<ul style="list-style-type: none"> • Biodiversity policy • Chemical management policy 	<p>Human Resource policies</p> <ul style="list-style-type: none"> • Grievance handling policy • Learning and development policy • Talent management and succession planning policy • Performance management policy • Human rights policy • Whistle-blower policy <p>CSR policy</p>	<ul style="list-style-type: none"> • Stakeholder engagement policy

ACTIVATE – IN PURSUIT OF A MORE SUSTAINABLE FUTURE



With boundless energy and unwavering determination, we have embraced the possibilities that lie ahead, remaining steadfast in our commitment to creating a more sustainable and healthier planet.

OUR SUSTAINABILITY TARGETS

Our sustainability targets for 2030 are given alongside. We track progress against internal goals and targets on a quarterly basis.

The Haycarb Group's ESG related data is consolidated within the Haycarb Corporate Sustainability and ESG Division

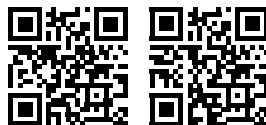
and performance is reported to the Haycarb Management team, ESG Steering Committee and ultimately the Board of Directors, on a quarterly basis. ESG related performance is also reported to the Hayleys Group ESG Steering Committee and the Hayleys Group Management Committee.



LINK TO SDGS



MORE INFORMATION



For more information on Activate





Increase - ↑ Decrease - ↓ Achieved -  On track -  Missed - 

Key performance indicator	Source of metric used	Baseline (2022/23)	2023/24		2025 Target	2028 Target	2030 Target
			Progress made	On track / Achieved / Missed			
Waste and effluents							
Reduction of solid waste generation (Mt per Rs. Mn revenue)	GRI	0.11	0.12 (↑16%)		↓4%	↓10%	↓15%
Reduction of wastewater generation (m3 per Rs. Mn revenue)	GRI	3.66	6.22 (↑70%)		↓2.8%	↓7%	↓10%
Materials							
Use of sustainable packaging for packaging	GRI	Purchased 1,000,000 Nos Leno sacks for charcoal intake	Purchased only 619,00 Nos leno sack during this period - reduction mainly due to increase in usage* of bulk bags (BB's) for charcoal intake. *01 bulk bag reused at least 5 times for charcoal packaging *01 leno sack reused at least 2 times for charcoal packaging		7%	21%	25%
Water							
Sustainable water sourcing (Litres'000)	GRI	-	45,839 (6%)		2.8%	7%	10%
Water usage dedicate to reuse and recycling sustainable practices (Litres'000)	GRI	-	12,318 (2%)		4%	10%	15%
Reduction in Group water intensity (m3 per Rs. Mn revenue)	GRI	10.66	16.97 (↑59%)		↓8%	↓20%	↓30%
Energy and emissions							
Increase in renewable energy use - as a % of total non renewable energy consumption (GJ)	GRI	5,390	5,915 (2.4%)		14%	35%	50%
Increase biofuels utilisation (GJ)	GRI	Assessment in progress	-	-	-	-	-
Reduction in energy intensity GJ per Rs.Mn revenue	GRI	19.81	26.24 (↑32%)		↓2.8%	↓7%	↓10%
Ensuring science-based target approach to reduce carbon footprint per revenue	Non-GRI	-	-		-	-	-
Reduction in Scope 1 and 2 emissions (tCO ₂ eq)	GRI	25,952	24,388 (↓6%)		↓7%	↓17.5%	↓25%
Maintain mapping of all the direct and indirect GHG emissions of the sector	GRI	Direct and indirect emissions calculated annually.	Direct and indirect emissions are being calculated annually.		100%	100%	100%

Restore

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	Key performance indicator	Source of metric used	Baseline (2022/23)	2023/24		2025 Target	2028 Target	2030 Target
				Progress made	On track / Achieved / Missed			
Inspire	Engaged team							
	Maximum attrition rate (%)	GRI	5%	8%		5%	5%	5%
	Coverage of permanent employee performance appraisals (%)	GRI	100%	100%		100%	100%	100%
	Training and development							
	Mapping of all training requirements across the Group (%)	Non-GRI	100%	100%		100%	100%	100%
	Average hours of training per employee per annum	GRI	9 hrs	12.1 hrs		17 hrs	29 hrs	40 hrs
	Health and safety							
	Zero fatalities and reduce work related injuries across all manufacturing facilities.	SASB	RIR – 1.8	RIR – 1.58		1.5	1	0
	<ul style="list-style-type: none"> Reduce recordable incident rate Lost time injuries frequency rate 		LTIF – 0.9	LTIF – 1.53		1	1	<1
	Mandatory health screening for all employees Ensure annual 'Haycarb Health Plan' conducted for all executives (>40 years age) considered at risk.	Non-GRI	-	Periodic health checks conducted to identify any health issues early on.		-	-	-
Excite	Customer management							
	Target customer satisfaction score (%)	GRI	85%	>90%		>90%	>90%	>90%
	Increase in global market share (%)	GRI	16%	Parallel with the market growth of its volume, we will continue to grow ourselves to meet the growing demand while ensuring market share while focusing on further expansion possibilities		-	-	1%
Uplift	Community development							
	Increase in CSR beneficiaries (Nos)	GRI	>100,000	>105,000 (↑5%)		↑14%	↑35%	↑50%
	Supplier value creation							
	Use of green charcoal as raw material in all manufacturing locations (%)	GRI	42%	40%		52%	67%	>75%
Supplier assessments of all suppliers on their environmental and social standards and contributions (%)	GRI	5%	8%		15%	30%	40%	

	Key performance indicator	Source of metric used	Baseline (2022/23)	2023/24		2025 Target	2028 Target	2030 Target
				Progress made	On track / Achieved / Missed			
Innovate	Product and process certifications (Nos)	Non-GRI	All mandatory and strategically important certifications obtained	Refer page 138 to 139 under intellectual capital		-	-	-
	Sustainable innovation (Rs.Mn)	Non-GRI	Continuous efforts to carryout initiatives relating to sustainable innovation	Refer page 170 to 176 under manufactured capital		-	-	-