

DETERMINING MATERIAL ISSUES GRI 3-1, 2

We consider material topics as those that impact our ability to create value over the short, medium, and long term. We adopt a formal approach to determining materiality which encompasses both retrospective and

future oriented perspectives enabling us to evaluate the value generated during the year under review as well as the strategies necessary to enhance value going forward. Our approach to determining material

topics is guided by the Hayleys Group Material Assessment process and is carried out as described below.

ESTABLISH PROCESS PARAMETERS

An extensive list of over 50 potential material issues were assessed of emerging risks and opportunities in the internal and external landscape, developments in corporate reporting frameworks, and other relevant factors.

FILTERING

A double materiality assessment was used taking into consideration the relative importance of topics to stakeholders and the environment and their importance to the organisation. The filters considered are given below.

Filters Considered

Organisational Materiality

- Financial impact
- Innovation opportunity
- Reputation
- Externalities
- Strategic link
- Risk

Impact Materiality

- Customers
- Employees
- Shareholders
- Suppliers
- Business partners
- Government
- Community
- Environmental impact




































EVALUATE THE IMPORTANCE OF RELEVANT MATTERS

The results derived following the completion of the scoring, were reviewed, analysed and challenged through internal dialogue until consensus was reached.
























The assessment was carried out by the Management and approved by the Board of Directors.























DETERMINING DISCLOSURES

The list of material topics for the year under review were determined.

Material topic	Link to risk and opportunities (Page 66 to 83)	Impacts				Movement in materiality compared to last year	Link to		Relevant GRI / SASB standard / SDG
		Impact on stakeholders	Impact on the organisation	Impact on the environment	Total impact		Strategy	Capitals	
M1 - Materials	R1, R7, R8, R20	●	●	●	●	↑			GRI 301  
M2 - Customer satisfaction	R7, R8, R22, O1, O3, O4, O5	●	●	●	●	↑			 GRI 416,418
M3 - Regulations and compliance	R6, R15, R21	●	●	●	●	↑	    	    	GRI 2-27 GRI 205, 206, 207, 415 Management of the legal and regulatory environment  
M4 - Product Quality	R7, R8, R20, O1, O3, O4, O5	●	●	●	●	Same		 	
M5 - Economic performance	R2, R3, R4, R5, R9, R11	●	●	●	●	↓			GRI 201, 203 
M6 - Technology and product innovations	R7, R8, R10, R11, O1, O3, O4, O5	●	●	●	●	↑		 	
M7 - Water and effluents	R13, R19, R22	●	●	●	●	Separate topic to give due importance			GRI 303 Water management   

DETERMINING MATERIALITY

Material topic	Link to risk and opportunities (Page 66 to 83)	Impacts				Movement in materiality compared to last year	Link to		Relevant GRI / SASB standard / SDG
		Impact on stakeholders	Impact on the organisation	Impact on the environment	Total impact		Strategy	Capitals	
M8 - Employee well-being	R12, R14	●	●	●	●	↑			GRI 202, 401 to 403, 405 to 409, 411 Workforce health and safety  
M9 - Manufacturing capabilities	R11, R20, O1, O3, O4, O5	●	●	●	●	↑			
M10 - Emissions & Air quality	R6, R14, R15, R16, R17, R21, R22	●	●	●	●	Separate topic to give due importance			GRI 305 Greenhouse gas emissions Air quality   
M11 - Energy consumption and management	R6, R15, R18, R20, R21, R22	●	●	●	●	New topic			GRI 302 Energy management   
M12 - Operational safety and emergency preparedness	R1, R8, R10, R12, R20	●	●	●	●	New topic			Operational safety, emergency preparedness and response
M13 - Operational efficiency and productivity	R7, R8, R11, R12, R13, R14, R15, R18, R19, R20, O1, O3, O4, O5	●	●	●	●	↑		 	

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		Impact on stakeholders	Impact on the organisation	Impact on the environment	Total impact		Strategy	Capitals	
M14 - Environmental impacts in supply chain	R1, R7, R8, R11	●	●	●	●	↑			GRI 308, 414
M15 - Cyber security	R10, R11, R15	●	●	●	●	New topic	   	   	
M16 - Training and education	R7, R8, R10, R11, R12, R14, R15, O2	●	●	●	●	↑			GRI 404   
M17 - Community and livelihood development	R9, R22, O1, O2	●	●	●	●	↑			GRI 413 Community relations 
M18 - Marketing and labelling	R6, R7, R8, R11, R14, R15, R21	●	●	●	●	New topic		 	GRI 417
M19 - Best practices along the supply chain	R1, R8, R11, R15, R22	●	●	●	●	↓		 	GRI 204  
M20 - Market presence	R1, R7, R8, R9, R11, R14, R15, R22, O1	●	●	●	●	New topic	