



HUMAN CAPITAL



At Haycarb, Horizon reflects our commitment to building a future-ready workforce. By fostering wellbeing, continuous learning, and professional growth, we empower our people to adapt, innovate, and create long-term value. Through Horizon, we invest in the capabilities that drive sustainable business growth and strengthen our resilience in an evolving world. By nurturing a culture of agility, collaboration, and excellence, we equip our employees with the skills, knowledge, and confidence to navigate change, seize new opportunities, and contribute to Haycarb's long-term success.

BRAHMAN BALARATNARAJAH
Deputy Managing Director

STRATEGIC ROLE

Human Capital supports operational resilience, innovation and organisational adaptability through a skilled and engaged workforce. Leadership development, employee wellbeing and continuous learning remain essential in supporting sustainable growth and manufacturing excellence.

MANAGEMENT APPROACH

We manage Human Capital through learning programmes, leadership development initiatives, succession planning and employee wellbeing practices. Our approach strengthens workplace safety, technical competencies and employee engagement while fostering an inclusive performance-driven culture.

OUR STRATEGIC PRIORITIES IN 2025/26



Talent attraction & retention



Diversity, equity and inclusion



Training and development



Employee wellbeing



Technology, digital & AI transformation



An engaged workforce & integrated culture

PROGRESS MADE IN 2025/26 TOWARDS ACHIEVING OUR ESG ASPIRATIONS

14.7
%

Employee Attrition
MISSED

1

No. of serious workplace injuries / Occupational diseases
MISSED

31.1

No. of hours of training per employee per annum
ON TRACK

100
%

% of permanent employees receiving performance appraisals.
ACHIEVED



**5.58**
Rs. Bn

(+14%) Payments to employees

**7.4**
Rs. Mn

(-22.9%) Invested in training and development

**119.7**
Rs. Mn

(+71%) Invested in occupational health and safety

**85.3**
%

(-6.2%) Employee retention rate

FUTURE OUTLOOK

Workforce adaptability, technical capability and leadership resilience will become increasingly important as operations become more technology-driven. Continuous learning, leadership succession and employee wellbeing will remain priorities in supporting future-ready organisational capability.

DIGITALISATION

Digitalisation and AI underpin our human capital strategy, fostering innovation, learning, and efficiency. AI-powered platforms, e-learning, and HRIS systems enable personalised development, employee-led digital solutions, data-driven decisions, and the growth of an agile, future-ready workforce

VALUE CREATED IN 2025/26

- » Improved HR governance by establishing a Health and safety management system to ensure occupational health and safety.
- » Strengthened and continue to strengthen occupational health and safety practices by;
 - o Implementation of a boiler digitalisation programme to enhance the safety environment at production facilities.
 - o Provide appropriate Personal protective Equipment and regular trainings to employees.
- » Strengthened talent pipelines through strategic partnerships with universities across Sri Lanka and active participation in career fairs.
- » Fostered employee growth and career advancement through sustained investment in training and development.
- » Fostered a culture of collaboration and belonging through numerous engagement activities.
- » Leveraged digitalisation and applied AI knowledge gained through extensive training programs to enhance employee learning and improve productivity across the workforce.
- » Established a Diversity, Equity and Inclusion Policy and an internal framework to strengthen diversity and inclusion within Haycarb.

WAY FORWARD

Long Term

- » Strengthen leadership pipelines through robust succession planning.
- » Evolve our employee value proposition in line with employee needs and expectations.
- » Sustain a strong focus on occupational health and safety, while continuously advancing overall employee wellbeing.
- » Leverage digital and AI-enabled solutions to enhance the efficiency, responsiveness, and effectiveness of Human Capital processes and service delivery.

**2,084**

Across 8 countries

1,979

Activated Carbon Segment

105

Environmental Engineering Segment

HUMAN CAPITAL

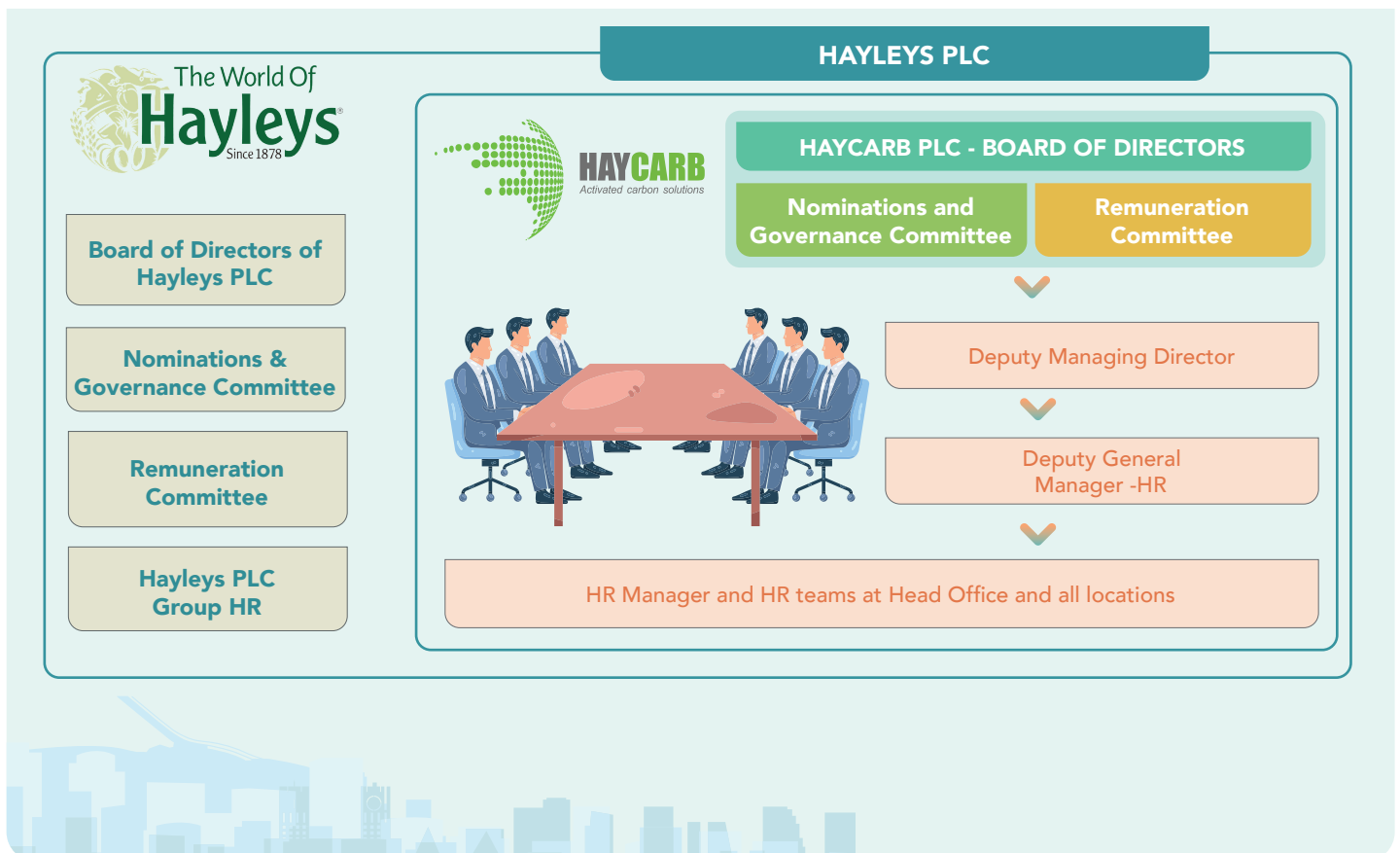
OUR ABILITY TO DRIVE INNOVATION AND SUSTAIN HIGH PERFORMANCE IS POWERED BY THE STRENGTH AND CAPABILITY OF OUR PEOPLE. WE ARE DEDICATED TO SHAPING A FUTURE-READY WORKFORCE THROUGH CONTINUOUS LEARNING, DIVERSE OPPORTUNITIES, AND AN INCLUSIVE ENVIRONMENT WHERE EMPLOYEE WELL-BEING REMAINS CENTRAL TO LONG-TERM SUCCESS.

HR GOVERNANCE

Our approach to people management is grounded in fairness, consistency, and respect for human rights across all countries of operation. The Group's HR governance framework is closely aligned with our parent company, Hayleys PLC, ensuring consistency in policies, procedures, and people practices, while complying with country specific labour laws, regulatory requirements, and globally accepted human rights standards.

The Group's human resource policy framework is centrally developed at the

Head Office in Sri Lanka and implemented across all operations through Country Heads and dedicated on site HR teams. Policy development follows a structured and inclusive approach, incorporating local legal requirements, international labor standards, and best practices in ethical employment. A comprehensive suite of employment policies provides a consistent foundation for effective people management across the Group, covering key areas such as recruitment, performance management, learning and development, talent management and grievance handling thereby ensuring the equitable, transparent, and respectful treatment of all employees.





HAYCARB'S HR POLICIES

TALENT MANAGEMENT	HUMAN RIGHTS AND ETHICAL PRACTICES	SAFE PLACE TO WORK	GRIEVANCE MECHANISMS	INDUSTRIAL RELATIONS	DISCIPLINARY	DIVERSITY, EQUITY AND INCLUSION
» Recruitment and selection » Learning and development » Talent management and succession planning » Performance management » Remuneration policy	» Human rights policy » No forced labour policy » Minimum age policy » No discrimination policy » Whistleblower policy » Parental leave policy	» Health and safety policy » No harassment and abuse policy » Anti-sexual harassment policy	» Grievance handling policy	» Industrial relations policy	» Disciplinary management policy	» DEI policy

DIVERSITY, EQUITY AND INCLUSION (DEI) POLICY INTRODUCED IN 2025/26 GRI: 406-1

A significant milestone in the Company's human capital journey is the strengthened focus on the Diversity, Equity and Inclusion (DEI) policy. This initiative is actively shaping a more inclusive workplace culture by embedding fairness and equal opportunity into recruitment, development, and career progression practices. Through awareness programmes and inclusive HR practices, DEI is helping to ensure that diversity is not only respected but actively leveraged as a source of strength for innovation and performance.

During the year under review, no incidents involving violations of the Company's Diversity, Equity and Inclusion (DEI) Policy were reported.

As a result of the robust human resource policies and people-centric practices implemented across the Group, Haycarb continued to achieve the following outcomes during the year, reflecting our ongoing commitment towards employee wellbeing, engagement, talent development and organisational excellence.



Zero tolerance for child labour and compulsory or forced labour



Respecting Non discrimination, Labour Rights and human Rights



Zero tolerance on bribery, corruption & anti-sexual harassment

In addition, all existing policies were reviewed to ensure continued relevance and alignment with evolving regulatory requirements and prevailing industry best practices.

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HAYCARB'S HR STRATEGY

Haycarb's HR strategy is crafted centrally at the Head Office in Sri Lanka and implemented by the on-site HR functions at each operational location. The Group's HR strategy is developed in alignment with its strategic priorities and is underpinned by its purpose and ESG aspirations.



BUSINESS STRATEGY

PURPOSE
STATEMENT –
'EMPOWER'

Empower employees with knowledge, skills and autonomy to create value through world class technology and processes with efficiency and accountability.

HAYCARB'S HR
STRATEGYACTIVATE –
'INSPIRE'

We inspire our teams to drive positive and meaningful change by providing them with the resources, training and support they need to succeed. We also create a culture of innovation and collaboration that encourages our employees to think outside the box and to come up with new ways to make a difference.

EMPLOYEE
WELLBEINGTALENT
DEVELOPMENTTALENT
ATTRACTION AND
RETENTIONDIVERSITY AND
INCLUSIVITYAN ENGAGED
WORKFORCE
& INTEGRATED
CULTURETECHNOLOGY, DIGITAL
& AI
TRANSFORMATIONOUR TALENT PROFILE AND
STABILITY

GRI: 2-7,8,408-1,409-1,202-2,411-1

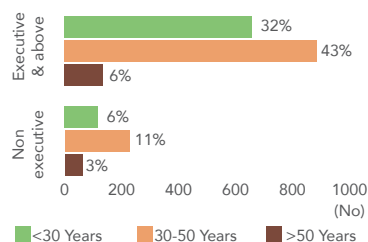
- » Operations across 8 countries, with a strong emphasis on local employment
- » Predominantly permanent workforce, supporting operational continuity
- » High average tenure, reflecting strong retention and organisational loyalty
- » Zero tolerance for child labour, forced labour, or discrimination

Our team of 2,084 employees operate across 8 countries with approximately 64% based in Sri Lanka. Approximately 492 outsourced staff operated within our premises in 2025/26 and engaged in non-core activities at production locations. Part-time employment is not practiced within the organisation. Our HR policy framework strictly prohibits child labour and forced or compulsory labour, with no such incidents reported during the year under review.

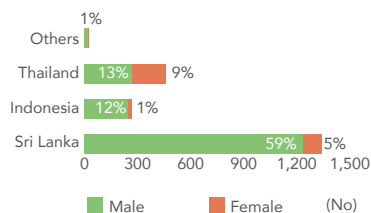
The Group places strong emphasis on recruiting from local communities. Accordingly, all management positions in Sri Lanka were held by Sri Lankans while approximately 57% and 67% of positions in Indonesia and Thailand were held by individuals from the respective countries. Since the Group's staff composition did not include individuals from indigenous communities, no incidents of violations involving the rights of indigenous people were recorded during the year under review.

GRI: 401-1, 405-1

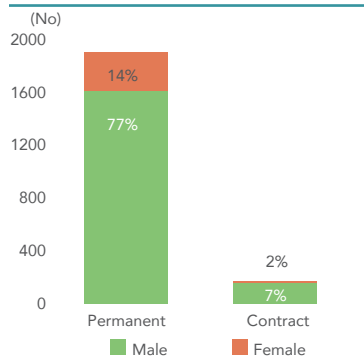
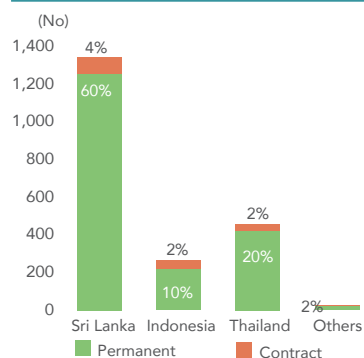
Age Analysis of Employees



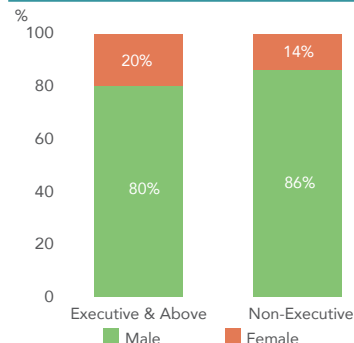
Employees by Region and Gender

OUR SKILLS QUALIFICATIONS
AND EXPERTISE

Our innovative business model sets a high standard for talent aligned with the values of innovation, integrity, and dynamism.

Employees by Employment
Type and GenderEmployees by Employment
Type and Gender

With the horizon firmly focused on long-term leadership, our HR strategy combines disciplined talent acquisition with strong knowledge management to ensure the sustained availability of critical competencies

Team Composition by Employee
Category

essential for enduring competitive advantage.

In shaping the future, Haycarb's candidate profile is aligned with the following attributes:

- » Technically competent and safety-conscious professional with a strong foundation in manufacturing excellence and quality standards.
- » Digitally savvy and innovative, with the ability to leverage technology, data, and continuous improvement practices to drive performance.
- » Agile and ethical team player with strong communication skills, global mindset, and commitment to sustainability and ESG principles.



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EVALUATING HUMAN CAPITAL KPIs TO DRIVE VALUE TOWARDS HORIZON



WORKFORCE
CAPABILITY
DEVELOPMENT

- » Training ROI
- » Gap Closure Leadership
- » Development Succession Readiness



WORKFORCE
ANALYTICS & TALENT
SUSTAINABILITY

- » Predictive Attrition
- » Voluntary Attrition
- » Workforce Attrition
- » Productivity Trends
- » Talent Pipeline Health



EMPLOYEE
EXPERIENCE &
ENGAGEMENT

- » Employee Engagement
- » Employee Wellbeing
- » Employee Satisfaction



BUSINESS &
FINANCIAL VALUE
CREATION

- » Productivity Improvements
- » Cost Savings from Improvements
- » Initiatives ROI from Learning & Development
- » Operational Efficiency Improvements

THE GROUP CELEBRATES LONG-SERVING TEAM MEMBERS THROUGH LONG SERVICE AWARDS, RETIREMENT BENEFITS AND FAREWELL EVENTS IN APPRECIATION OF THEIR YEARS OF DEDICATION AND LOYALTY. THE GROUP ALSO ACKNOWLEDGES OUTSTANDING ACHIEVEMENTS AND CONTRIBUTIONS THAT PLAY A VITAL ROLE IN DRIVING ORGANISATIONAL SUCCESS.

EMPLOYER BRANDING AND
TALENT ATTRACTION

At Haycarb PLC, our employer brand reflects our values driven culture and long term commitment to our people. Guided by an innovative business model and a clear horizon of sustainable growth, we attract and retain talent that embodies innovation, integrity, and dynamism. Through disciplined recruitment, robust knowledge management, and a strong focus on safety, wellbeing, and continuous development, we ensure the sustained availability of critical capabilities while strengthening our position as an employer of choice in the manufacturing sector.

TALENT RETENTION

The Group maintained a healthy employee retention ratio of 85.3% in 2025/26 underpinned by a strong employee value proposition that was responsive to employee expectations. A notable proportion of our team have served the Group for many years as shown below.

EMPLOYEE VALUE PROPOSITION
(EVP)

Haycarb PLC's Employee Value Proposition offers long-term career stability, a strong culture of safety and integrity, and continuous opportunities to build technical, digital, and leadership capabilities within a values-driven, globally operating manufacturing organisation.



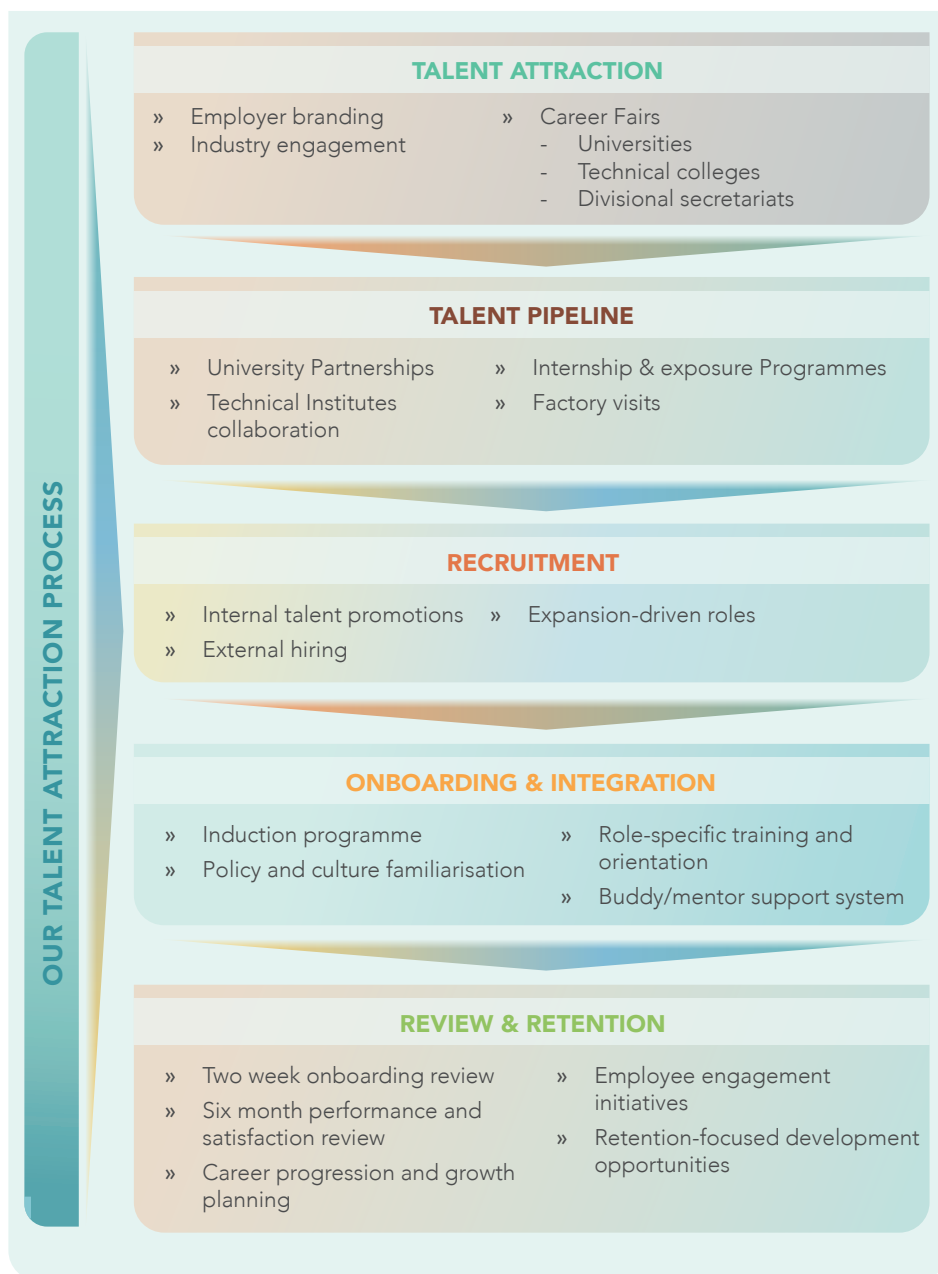
2030 ACTIVATE Aspiration
Employee attrition

5%



Our performance
in 2025/26

> 14.7%



TALENT MOVEMENTS

Haycarb adopts a balanced approach by considering both internal and external recruitments when filling vacancies, the Group recruited 587 employees in 2025/26.

Of these, 47 were to new positions created to support business expansion.

Building on this recruitment strategy, the Group continued to invest in strengthening its employer brand while developing talent pipelines through collaborations with universities and technical colleges. Haycarb participated in numerous career fairs conducted by universities, technical colleges and Divisional Secretariat Offices to identify and connect the right talent to suitable opportunities. These included the



ENGGENESIS Career Fair 2025 organised by the Faculty of Engineering, University of Colombo, Touch the Peak 2026 organised by the Applied Sciences Faculty of the University of Sri Jayewardenepura, the Galigamuwa Career Fair organised in Kegalle by the Galigamuwa Divisional Secretariat Office, and career fairs organised by the Pannala Divisional Secretariat and the Thalawakele Divisional Secretariat Offices among others. The Group also engaged with technical education students at the Kuliyapitiya Technical College, the Kurunegala Area VTAs and Don Bosco Negombo. Furthermore, factory visits for over 50 university and technical colleges students were also facilitated in 2025/26 alongside internship opportunities for over 61 students and graduates.

Following recruitment, Haycarb ensures effective workforce integration through a structured onboarding and induction framework. All new employees participate in a comprehensive induction programme designed to strengthen organisational alignment, role clarity, and early-stage retention. Functional training plans were also introduced during the year to further support capability development from the outset.

To ensure sustained integration, a structured review process is applied post-joining. A two-week review assesses initial role understanding and addresses early challenges, followed by a six-month review covering performance evaluation, employee satisfaction, and career aspirations. This enables timely feedback and supports continuous development and engagement

During the year under review, 491 individuals resigned from the Group with women accounting for approximately 8% of resignations. Exit interviews were conducted by the HR Department for all departing employees to obtain feedback on their experiences and support continuous improvement in employee engagement, workplace practices, and retention strategies.

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HAYCARB'S INTERNSHIP PROGRAMME

Our internship programme supports youth employability and talent development by offering students and graduates structured, hands on exposure across the activated carbon manufacturing value chain. Conducted over a period of three to six months, to provide practical industry exposure to young undergraduates in a state-of-the-art facility equipped with world-class equipment and technology.

EMPLOYEE DEVELOPMENT AND TALENT GROWTH



No. of interns participating

61

Average length of service by employee category

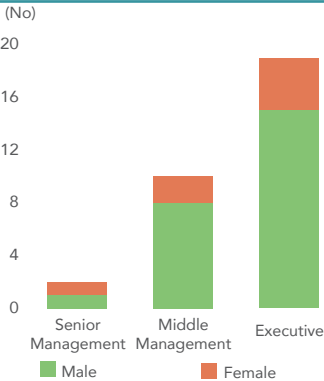
Initiative	Years
Senior Managers	19
Middle Managers	16
Executives	7



Employees with over 10 years of experience at Haycarb

431

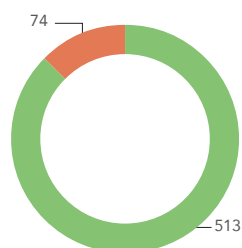
Composition of Internal Promotion



RECRUITMENT AND TURNOVER ANALYSIS FOR 2025/26

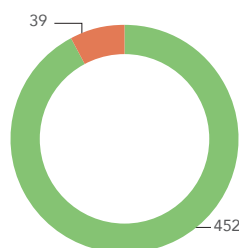
GRI: 401-1

Recruitment Gender Wise



Female Male

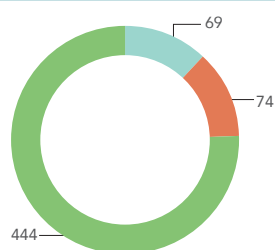
Turnover Gender Wise



Female Male

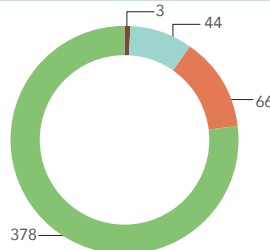
	Recruitment	Turnover
Male	513 (87%)	452 (92%)
Female	74 (13%)	39 (8%)

Recruitment Region Wise



Sri Lanka Indonesia
Thailand

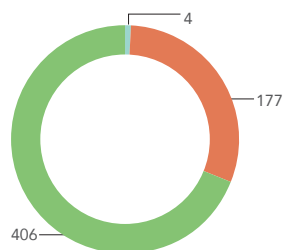
Turnover Region Wise



Sri Lanka Indonesia
Thailand Others

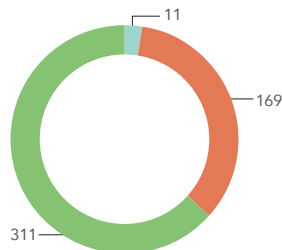
	Recruitment	Turnover
Sri Lanka	444 (75%)	378 (77%)
Indonesia	74 (13%)	66 (13%)
Thailand	69 (12%)	44 (9%)
Other	0	3 (1%)

Recruitment Age Wise



< 30 years 30 - 50 years > 50 years

Turnover Age Wise



< 30 years 30 - 50 years > 50 years

	Recruitment	Turnover
<30 years	406 (69%)	311 (63%)
30-50 years	177 (30%)	169 (34%)
>50 years	4 (1%)	11 (2%)

EMPLOYEE WELL-BEING

RT-CH 320a.2

Employee wellbeing remains a key priority, with initiatives focused on physical health, mental resilience, emotional health and work-life balance. The Company is committed to fostering a supportive and

inclusive work environment, enhancing employee well-being and workplace safety. By empowering employees to grow, adapt and move forward with confidence, these efforts support the organisation's journey towards sustainable growth and long-term value creation.

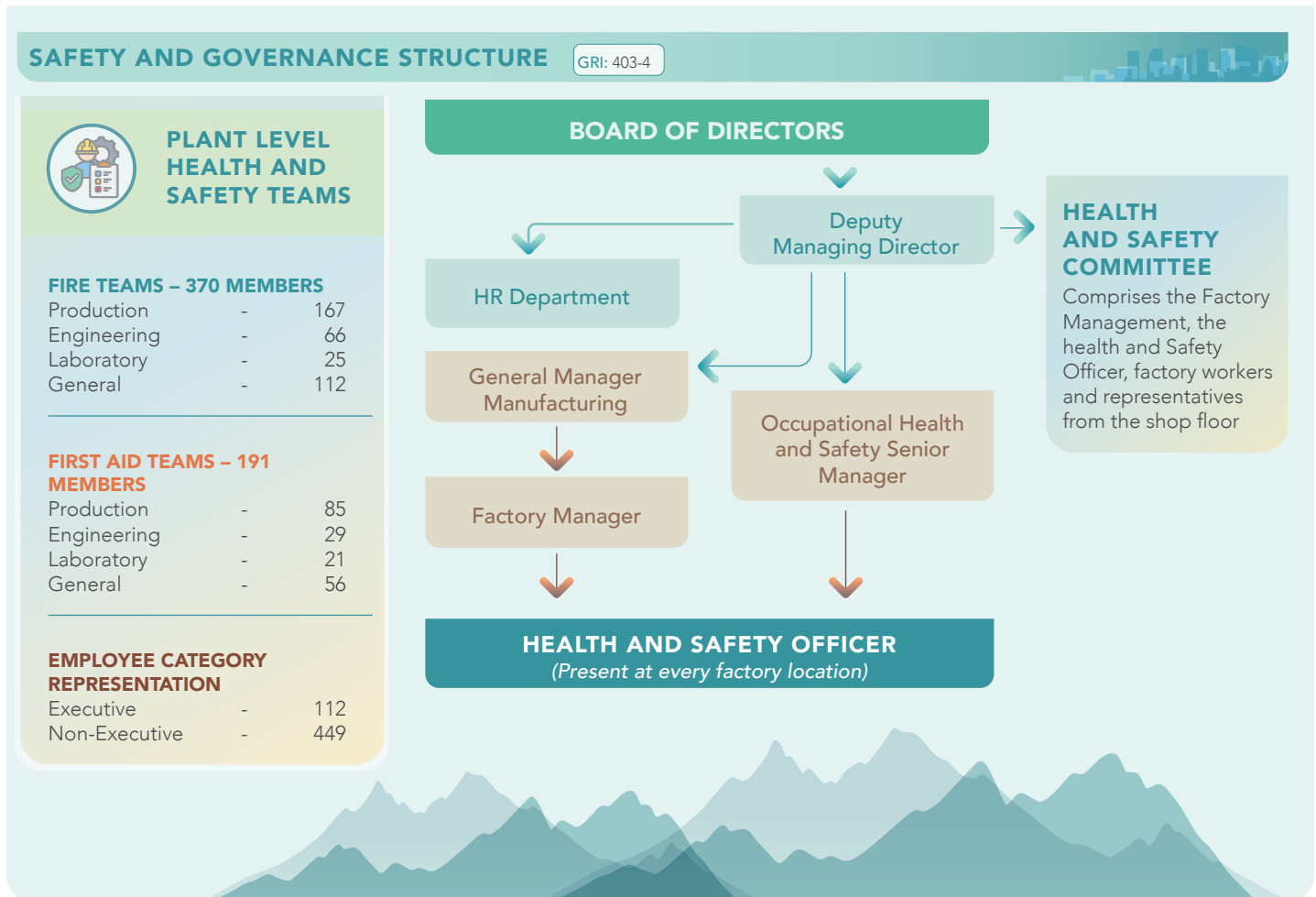
Occupational health and safety

GRI: 403-1, 8

Given the inherent risks associated with manufacturing operations, occupational health and safety remain a fundamental priority in safeguarding employee wellbeing. The Group has established a formal and robust framework to manage.

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Occupational health and safety, with clearly defined roles and responsibilities and oversight provided at Board level. The governance structure supporting the effective management of occupational health and safety across the Group is outlined below.



While the identification of health and safety risks is considered a shared responsibility involving the active participation of all employees, designated roles within the Group hold specific responsibilities in identifying and managing health and safety risks as presented below.



ROLES AND RESPONSIBILITIES



Board of Directors

- » Provides overall oversight of occupational health and safety across Haycarb operations.
- » Periodic monitoring of Haycarb's health and safety performance and related matters.



Deputy Managing Director

- » Provides strategic leadership to Plant Health and Safety Committees, ensuring compliance, fostering a strong safety culture, and driving continuous improvement in HSE performance across all manufacturing sites.



Health and Safety Committees (Established at all manufacturing plants)

- » Oversees the implementation of health and safety policies, procedures, and initiatives at plant level.
- » Reviews workplace incidents, identifies key risks, and recommends corrective and preventive actions to enhance workplace safety.



Occupational Health and Safety Manager (Head Office)

- » Coordinates and monitors the Group's occupational health and safety management framework across all operations.
- » Supports the implementation of health and safety standards, compliance requirements, training, and continuous improvement initiatives.



Factory Manager

- » Ensures effective implementation and compliance with health and safety policies and procedures within the factory premises.
- » Monitors operational safety performance and ensures timely corrective actions for identified risks and incidents.



HR Department

- » Facilitates employee health and wellbeing initiatives, including awareness programmes, training, and compliance-related activities.
- » Maintains health and safety-related employee records and supports the implementation of occupational health initiatives.



Department-level Health and Safety sub-committees

- » Identifies, addresses and monitors less significant health and safety risks.
- » Reports on all identified health and safety risks to the Health and Safety Committee.



Health and Safety Champions

- » Promotes a safety culture through vigilance, compliance with health and safety guidelines and risk prevention.
- » Safety Champions are provided formal training and knowledge to support the factory occupational health and safety management system. They help identify hazards, control risks, and promote safe work practices across operations, including work involving contractors and other business partners.



Sustainability Department

- » Supports internal and external health and safety audits across operations.
- » Collates and reports health and safety data, including lost working days and incident metrics, through the Hayleys Group CUBE data collection platform.

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GRI: 403-2, 3, 4, 6, 8, 403-7

The Group has implemented a comprehensive occupational health and safety management system covering all employees and outsourced personnel across its operations. This framework has been developed in compliance with country specific health and safety regulations and aligned with the requirements of ISO 45001:2018 Occupational Health and Safety Management Systems.

Building on the occupational health and safety governance framework established in the previous year, which included the appointment of 206 employees as Health and Safety Champions across Group locations, further measures continued to reinforce safety awareness and proactive risk prevention. Departmental health and safety sub-committees were in place to address lower-level risks, while significant risks continued to be monitored and managed by the Health and Safety Officer and site-level Health and Safety Committees.

While the identification of health and safety risks is a shared responsibility across the workforce, clear accountability is maintained through Health and Safety Champions, departmental sub-committees, Health and Safety Officers, and Health and Safety Committees.

Health and safety matters are periodically reported to the Senior Manager – Health and Safety and the Human Resources Department, who escalate matters to the Deputy Managing Director as required. Key occupational health and safety issues are reviewed at committee meetings chaired by the Deputy Managing Director, with significant matters reported to the Board through regular updates.

Haycarb has established a structured and systematic process to identify work-related hazards and assess risks for both routine and non-routine activities across all manufacturing locations. Hazard identification and risk assessments are carried out through Job Safety Analysis (JSA), Hazard Identification and Risk Assessment (HIRA), workplace inspections,

task-based risk assessments, contractor risk assessments, change management reviews, incident and near-miss investigations, and emergency preparedness drills. Routine activities are reviewed periodically, while non-routine activities such as maintenance work, shutdowns, commissioning, modifications, and emergency situations are assessed prior to execution through permit-to-work systems and task-specific risk assessments.

Identified risks are controlled using the hierarchy of controls, prioritising elimination and substitution where feasible, followed by engineering controls, administrative controls, and personal protective equipment (PPE) as the last line of defense.

Haycarb ensures the quality and effectiveness of its hazard identification, risk assessment and mitigation processes through,

- » Standardised procedures, formats and risk matrices which are applied consistently across the Group.
- » Deployment of competent personnel, with formal training in risk assessment methodologies and legal requirements, as safety officers, engineers, executives and members of occupational health and safety committees.
- » Regular internal and external occupational health and safety audits, workplace inspections, and monitoring of leading indicators such as near-miss reporting.
- » The incorporation of findings from incidents, near-misses, audits, and employee feedback for the continuous improvement of its Occupational Health and Safety Management System.
- » Corrective and preventive action plans with defined responsibilities and timelines for identified gaps, recurring hazards, and high-risk activities.
- » Regular reviews of incident trends, near-miss data, risk ratings, audit findings, and compliance status by plant management



DEVELOPMENTS IN 2025/26

The Group initiated the digitalisation of boilers across its factories to facilitate early detection of faults and anomalies. Digitalisation enables on-site and off-site monitoring of critical boiler parameters such as temperature, steam pressure, steam flow rate, feed water quality and flue gas conditions, enabling swift corrective action in the event of anomalies, thereby strengthening the overall safety of our operations.

and senior management through monthly and quarterly occupational health and safety review meetings. These reviews support data-driven decisions, prioritisation of resources, and updates to risk registers, procedures, safe work practices, and training programmes.

- » Group-wide communication of key learnings from incidents and near-misses to prevent recurrence.
- » Active monitoring of performance indicators such as RIR, LTIFR, audit closure rates, and near-miss reporting levels to inform management reviews processes, support the continuous improvement of the Group's occupational health and safety management system and overall safety culture.

GRI: 403-5

The Group actively encourages all workers to report work-related hazards, unsafe conditions, incidents, and near-misses through multiple channels including;

- » Direct reporting to supervisors, safety representatives and the safety department.
- » Safety suggestion boxes
- » Occupational health and safety committee meetings
- » Safety training sessions

The Group's open-door policy also encourages employees to report hazards and near-misses immediately without fear of consequences. The Group maintains strict no-retaliation policies to protect employees who report safety concerns and near-misses in good faith. All reports are formally recorded, promptly investigated, and corrective and preventive actions are implemented with employees informed of actions taken following their reports.

Workers have the clear right to remove themselves from work situations they believe could cause injury or illness, without requiring permission when immediate danger exists. Employees are made aware of this right during safety training sessions. Workers who exercise this right are required to inform their supervisor or safety personnel immediately. Workers are protected through formal complaint procedures, investigations of any reported retaliation, and disciplinary action through its HR function as per the HR policy against anyone who disciplines workers for removing themselves from dangerous situations

All work-related incidents are investigated based on severity and include an immediate assessment of the scene, evidence collection, witness accounts, and determining root causes. Investigations prioritise underlying hazards, system problems, and contributing factors, as opposed to merely the immediate cause. Corrective action follows the hierarchy of controls with an emphasis on permanent solutions rather than temporary fixes. Incident reports record investigation findings and include recommended improvements to Haycarb's Occupational Health and Safety Management System, training programmes, work procedures, or safety equipment. Findings are shared across manufacturing locations to prevent the occurrence of similar incidents at other factories. The implementation of corrective measures is tracked to ensure its completion and is subjected to follow-up checks to ensure its effectiveness. Incident reports are considered closed only upon confirmation that corrective actions are successfully in place and are effective.

Haycarb's manufacturing facilities provide numerous occupational health services to employees including,

- » Medical examinations before employment.
- » Regular health checks for workers exposed to specific hazards (such as dust, noise, or chemicals), fitness-for-work assessments, and workplace health monitoring.

The analysis of health surveillance data, medical screening results and health trends over time serves as an additional mechanism to identify health and safety risks.

A qualified nurse is available on-site, and a qualified doctor visits the factory once a week. Service quality is maintained through credentialed healthcare professionals, regular reviews of health records and surveillance programmes, and employee feedback. Employees can access these services during working hours at no cost.

All new employees receive training on general safety rules, emergency procedures, hazard recognition, PPE requirements, incident reporting, and worker rights and responsibilities during the induction. Annual refresher training reinforces key safety concepts and updates employees on policy changes.

Employees receive health and safety training tailored to their roles and responsibilities. Health and safety training in 2025/26 focused on;

- » Boiler operation and safety awareness
- » Confined space entry procedures
- » Forklift operation and safety
- » Hot work and fire prevention
- » Chemical spill management and Handling
- » Machine guarding and lockout/tagout
- » Work permits
- » Working at heights
- » Electrical safety / Lock Out Tag Out (LOTO)

- » Working with moving machines and machine guarding
- » Emergency preparedness (First aid, fire fighting etc)
- » Personal Protective Equipment (PPE) awareness
- » Requirements of ISO 45001:2018 Occupational Health and Safety Management Systems

The Haycarb team also has access to numerous non-occupational medical services through factory medical rooms. These include,

- » Basic medical consultations
- » First aid and emergency care
- » Health advice and counseling
- » Referrals to external healthcare providers
- » Annual health check-ups (basic screening)

Haycarb factories also offer voluntary health promotion services addressing major non-work-related health risks including,

- » Cardiovascular disease prevention (blood pressure and cholesterol screening, nutrition guidance)
- » Diabetes awareness and management support
- » Stress management and mental health awareness
- » Nutrition and healthy eating education
- » Communicable disease information and awareness programmes covering dengue, malaria and leptospirosis.
- » Information and care following extreme weather events.
- » Furthermore, all employees are provided medical insurance while employees over the age of 35 have access to employee medical tests while employees over the age of 60 years receive medical fitness assessments annually.

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OUR HEALTH AND SAFETY RECORD IN 2025/26



The Group's ESG function conducted regular audits to assess compliance with internal occupational health and safety policies and standards, while the internal Quality and Safety (Q&S) department carried out quarterly audits to verify alignment with the requirements of ISO 45001:2018 Occupational

Health and Safety Management Systems. Any health and safety non conformances and improvement opportunities identified through these audits were communicated to the relevant departments, followed by the development and implementation of appropriate action plans

GRI: 403-09,10	2025/26
Occupational injuries and diseases	50
Total no. of lost days due to occupational injuries/diseases	707
Total recordable incident rate (TRIR)	2.12
Total no. of fatalities due to work related injuries and ill health	1
Fatality rate for contract employees	0

SAFETY AND GOVERNANCE STRUCTURE



Initial reporting by operational teams



Analysed by the incident reporting committee



Development of improvements and corrective action.



Implementation of improvements and corrective action and presented to the management and respective committees.



Health and safety related training

19,173 Hrs



Health and safety related training per employee

9.1 Hrs



Supported employees affected by Cyclone Ditwa

93

PROMOTING PHYSICAL AND MENTAL WELLBEING

The Group continued to strengthen employee wellbeing through a range of initiatives supporting both physical and mental health. Mental wellbeing was promoted through awareness programmes, professional counselling, Employee Assistance Programmes (EAPs), and targeted training focused on stress management, resilience, and work-life balance. Physical wellbeing was encouraged through fitness and wellness initiatives, including yoga and Zumba sessions, support for gym

memberships, and participation in sports tournaments. Together, these initiatives foster a healthier, more supportive workplace environment, enabling employees to maintain their wellbeing, enhance engagement, and perform at their best.

The Group continued to strengthen its commitment to employee wellbeing and a positive workplace culture through a series of targeted initiatives aimed at enhancing both physical and mental wellness, as well as improving the overall work environment.

Key initiatives undertaken during the year include:

- » Workplace Enhancements: Significant improvements were made to the work environments at the Puritas, Haycarb Procurement location, and Badalgama facilities, ensuring safer, more comfortable, and more engaging workspaces for employees.
- » Psychological Support: Employees were provided with access to psychological support services and confidential counselling, reinforcing the Group's commitment to mental health and emotional wellbeing.
- » Enhanced Medical Support: In select cases, medical insurance benefits were extended beyond standard coverage to further support employees' healthcare needs, ensuring timely and adequate medical assistance when required.
- » Fitness and Wellness Programmes: Employee wellbeing was actively promoted through regular yoga and Zumba sessions, together with support for gym memberships, encouraging a healthier and more balanced lifestyle.
- » Sports and Physical Activity Engagement: The Group supported employee gym memberships and encouraged participation in sports tournaments, fostering teamwork, energy, and an active lifestyle across the workforce.

SUPPORTING MOTHERS' MENTAL WELLBEING

Haycarb provides a dedicated mental health support benefit for maternal wellbeing. This covers counselling and therapy for pre-natal, post-natal, and post-partum conditions and is extended to both female employees and wives of male employees. All services are delivered through company-approved counsellors and psychologists, reflecting Haycarb's commitment to inclusive and family-oriented employee wellbeing support.



SUWA DIWI PROGRAMME

With a strong focus on enhancing employee well-being and promoting work-life balance, a structured training series under the Suwa Diwi Programme was implemented across the Organisation. This initiative was designed to support employees' mental, physical, and emotional wellbeing, fostering a healthier, more resilient, and engaged workforce.

During the year under review, the following training series were conducted:

- » A "How to Maintain Mental Wellbeing and Happiness" training series aimed at

strengthening mental resilience and promoting a positive and supportive work environment.

- » A Life Coaching training series conducted to guide employees in achieving better work-life balance and developing a more purposeful approach to personal and professional growth.
- » A Non-Communicable Disease Awareness training series delivered to enhance understanding of key health risks and encourage proactive preventive healthcare practices among employees.



HUMAN CAPITAL

SAFEGUARDING EMPLOYEES AGAINST LONG-TERM HEALTH RISKS

Haycarb proactively evaluates the impact of its operations on the long-term health and well-being of its team. The Group has established safety standards for processes with potential to cause long-term health risks with compliance monitored continuously, and corrective action implemented when necessary. We provide personal protective equipment (PPE) to employees involved in processes that could cause long-term health implications alongside regular training on its appropriate use. We conduct periodic health screenings to facilitate the early detection of any health concerns. Moreover, processes with the potential to cause long term risks have been automated where possible.

OPERATIONAL SAFETY, EMERGENCY PREPAREDNESS AND RESPONSE

A comprehensive disaster recovery plan has been developed for all operational locations and is supported by training for all employees and outsourced personnel operating within our premises. We have established trained emergency response teams at all sites and are equipped to respond promptly to emergency situations. Emergency response teams receive regular training in multiple aspects of emergency management including fire safety, medical emergencies and chemical incident handling.

RT-CH-320a.1, 540a.1,2	2025/26	2024/25	Annual Change%
Process safety incidents count (PSIC)	33	39	-15%
Process safety total incident rate (PSTIR)	1.40	1.89	-26%
Process safety incident severity rate (PSISR)	1.40	1.89	1.89
Number of transport incidents	0	0	Zero

Cyclone Ditwah - November 2025 - Sri Lanka

Ditwah caused some of the worst flooding and landslides Sri Lanka has experienced in decades. Employee support during cyclone Ditwa Financial assistance was extended to affected employees in line with Group policy and proportionate to the level of damage incurred. Support included monetary aid, dry rations, medical supplies, deep-cleaning services and essential cleaning materials. Beyond financial support, the Group maintained close personal engagement with affected employees, offering encouragement and reassurance while supporting their recovery and rebuilding efforts.



No of employees supported

93



Distributed as flood relief benefits

Rs. 73 Mn

NURTURING A LEARNING ORGANISATION



Haycarb fosters a strong culture of continuous learning, enabling innovation, enhancing capability building, and driving sustained progress towards strategic objectives, while actively supporting employees in their career growth and development journey.

DEVELOPING TRAINING PLANS

GRI: 404-1, 2

Executives and above

In alignment with Haycarb's purpose of developing empowered people and future-ready capabilities to deliver sustainable value, the Group follows a structured, needs-based approach to learning and development. Strategic priorities, individual KPIs, and competency gaps identified

through the year-end performance review process are systematically used to design targeted development plans for executive and senior-level employees. These plans are focused on strengthening technical, behavioural, and digital competencies required to effectively respond to evolving business needs.

Non-executives

Annual training plans are developed by the respective Heads of Department based on functional requirements, individually identified skill gaps, and development needs, ensuring alignment with operational priorities and workforce development objectives.

KEY TRAINING INITIATIVES IMPLEMENTED DURING 2025/26

- » Lean Green Belt training programme to 25 Executive employees
- » "Be the Safety Champion" Training Series to promote a proactive safety culture across teams.
- » People Leaders Development Programme (PLDP) to support leadership development.
- » "Work Smarter: Everyday AI Skills" training series to support the effective integration of AI in daily workplace practices..
- » Technical Drive Training Series for the Environmental Engineering Services Team to strengthen technical expertise in key areas.



Average hours of training per year per employee
Male | Female

31.2 | 30.4



Investment in learning and development in 2025/26.

Rs. 7.4 Mn

AVERAGE TRAINING HOURS PER HEAD

GRI: 410-1

By Staff Category

Executive

57.0

Non-executive

24.8



HUMAN CAPITAL

Haycarb utilises numerous mechanisms to deliver training to support team development. These include;

**STRUCTURED
LEARNING AND
DEVELOPMENT**

Conducted in line with the approved annual training plan to ensure employees are equipped with the required knowledge, skills, and competencies.

**LIFELONG
LEARNING**

Providing support for undergraduate, postgraduate and professional studies on a case-by-case basis.

**JOB
ROTATIONS**

Local and overseas opportunities to broaden skills and enhance cross functional understanding.

**EXTERNAL
TRAINING
PROGRAMMES**

Local and overseas training opportunities conducted by professional bodies.

**OVERSEAS
PLACEMENTS**

Opportunities to develop global competencies and cultural awareness through a 3-year programme at Haycarb’s global offices or manufacturing offices.

**DIGITAL LEARNING
PLATFORMS**

Digital learning opportunities were expanded through virtual training platforms and access to over 200 self-paced courses via the HayLearn LMS.

**ORIENTATION
PROGRAMMES**

A structured programme for new recruits to support a smooth transition into their respective roles.

**SPECIALISED
TRAINING**

Offered to employees undergoing role change to facilitate a smooth transition.



Training focus in 2025/26

Legal and regulatory	Leadership and management skill development
Health and safety	Sustainability
Technical competency development	Mental and physical wellbeing
Technology integration and digitalisation	Lean manufacturing

GRI: 404-1, 2, 404-3

Beyond focusing on internal employees, we also conducted multiple training programmes for our service providers in security, janitorial, transport, and other sectors. The training covered human rights, anti-harassment, safe chemical handling, grievance procedures, and awareness of Haycarb policies.

PERFORMANCE MANAGEMENT

The Group's performance management framework is designed to align individual objectives with organisational goals, driving overall performance while fostering a culture of continuous learning and development.

At the start of each year, employees are assigned measurable performance targets aligned with strategic objectives. While ongoing feedback is provided throughout the year in the course of day to day operations, a formal performance appraisal is conducted at year end to evaluate achievements against agreed goals. This process includes constructive feedback to support employee growth, with identified skill gaps informing the development of the subsequent year's learning and development plans.

During the year under review, performance appraisals were completed for 100% of permanent employees.

Employees making significant contributions to Group success are recognised through performance-linked bonuses, salary increments and career advancement opportunities. Meanwhile, team performance is celebrated through, team gatherings, and celebratory events.

EMPOWERING OUR TEAM

Empowering employees remains central to the Group's commitment to building a high-performance, innovation-driven culture. Through continuous learning opportunities, structured training programmes, access to modern technologies, and inclusive engagement platforms, employees are encouraged to contribute ideas, drive improvements, and take ownership of their work. Supported by regular leadership engagement and a strong focus on wellbeing and professional development, the Group continues to cultivate a resilient,



capable, and future-ready workforce that supports sustainable growth and long-term value creation.

SUCCESSION PLANNING

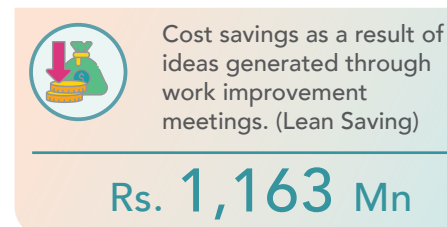
Developing a strong leadership pipeline for critical managerial roles remained a priority for the Group. During 2025/26, we identified 29 high potential individuals demonstrating strong leadership potential and strategic thinking and developed their capabilities for the next level of responsibility through targeted training programmes.

WORK IMPROVEMENT MEETINGS

Work improvement meetings continued to serve as a valuable forum for employees to engage, collaborate, generate ideas and innovate to enhance the operational efficiency and productivity of the



manufacturing process. Work improvement meetings are led by the Deputy Managing Director in Sri Lanka and are held quarterly at each manufacturing plant. Representatives from all levels of the Group, including selected factory employees, participate in these meetings. Several ideas proposed at these meetings were implemented during the year.



HUMAN CAPITAL

AN ENGAGED WORKFORCE & INTEGRATED CULTURE

Creating an engaged, motivated, and connected workforce continues to be a key focus for the Group. We are committed to fostering an inclusive workplace culture that promotes open communication, mutual respect, and effective collaboration across all levels of the organisation.

Regular monthly townhall meetings provide employees with direct access to senior management, enabling open dialogue, the sharing of concerns, and updates on organisational performance and developments to support this culture. These forums support transparency and help strengthen trust across the workforce. In parallel, the Group maintains ongoing engagement with trade union representatives to proactively address employee related matters and ensure constructive alignment on workplace priorities.

Building on these structured communication platforms, a range of employee engagement initiatives were implemented throughout the year across both local and overseas operations. These initiatives aimed to strengthen teamwork, enhance interpersonal relationships, and foster a culture of collaboration and shared purpose across the organisation. In addition, annual employee gatherings are held to promote camaraderie, strengthen employee engagement, and reinforce a sense of unity across the workforce. Internal communication was further enhanced through the launch of a monthly internal newsletter, supporting the sharing of updates, recognition of achievements, and alignment across teams. Interactive initiatives, including internal quiz programmes, were also conducted to promote continuous learning and engagement in a collaborative environment.

To deepen employee connection and encourage purpose-driven participation, employees were actively involved in volunteering activities aligned with the Group's sustainability agenda, reinforcing

our commitment to social responsibility. These included CSR initiatives such as Sisu Divi Pahana and Sath Diyawara, as well as employee engagement activities under the "Behold the Turtle" programme,

reflecting the Group's continued efforts to strengthen community upliftment, employee involvement, and responsible corporate citizenship.



INDUSTRIAL RELATIONS

GRI 2-30, 402-1, 407-1

UNGC Principle 3

The Group respects and upholds employees' rights to freedom of association and constructive engagement with trade unions through an open door policy and established communication channels. These mechanisms support open dialogue and timely resolution of workplace matters. As a result of this proactive approach, no industrial disputes were reported during the year under review. The Group also ensures that employees are provided with reasonable notice prior to the implementation of any operational changes.

We have assessed our suppliers for potential risks related to workers' rights, including freedom of associations and collective bargaining. No significant risks were identified across our operations and supply chain.

FOSTERING COLLABORATION

The Group conducts a calendar of engagement activities at both local and overseas locations to promote camaraderie and collaboration among the team. Key events organised in 2025/26 included,



Family Fun Day fostered collaboration by bringing employees and their families together through engaging and shared experiences.



International Women's Day celebrations marked a special initiative by the Company to recognise, appreciate, and empower women across the organisation.



The inter-plant cricket tournament at Haycarb Madampe and Haycarb Badalgama strengthened team spirit and wellbeing.



Religious and cultural celebrations included New Year celebrations on 1st January, Sinhala and Tamil New Year festivities, and a Christmas season tea party, fostering unity, joy, and togetherness among employees.



Employees actively participated in various sports events organised by the Hayleys Group, achieving notable achievements while demonstrating strong team spirit and collaboration.



Haycarb team members participated in the Mercantile Swimming Meet in 2025 achieving recognition in several events.

HUMAN CAPITAL



In collaboration with the Hayleys Group Recreation Club, the Company organised an art competition for employees and their children, with 36 children participating, fostering creativity, engagement

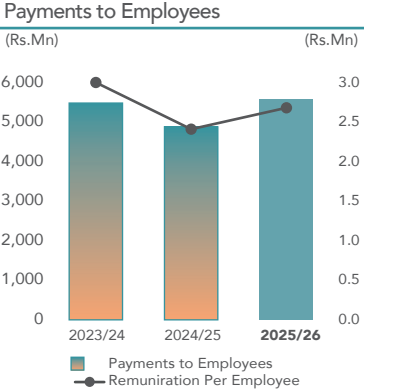


Other engagement activities included Mother’s Day, World Water Day, World Environment Day, World Coconut Day and tree planting initiatives.



compared to local minimum wage stood at 1:1 in 2025/26 for both men and women.

Remuneration of executive level employees and above is linked to performance as determined through the annual performance appraisal, promoting a performance-driven culture within the Group. Remuneration of employees holding membership in trade unions is determined through collective agreements negotiated every two years. Approximately 65% of the Sri Lankan work force are covered by collective agreements. Competitive compensation packages and a comprehensive range of benefits are provided to both executive and non-executive employees, supporting their wellbeing, engagement, and continuous professional growth.



REMUNERATION AND BENEFITS

GRI 2-30, 201-3, 202-1

The Group’s Remuneration Policy guides all remuneration-related decisions, ensuring fair and equitable compensation and benefits for all employees. Industry benchmarked remuneration and statutory employee benefits which include EPF and ETF obligations in Sri Lanka and other statutory requirements in other countries of operation are complemented by a range of benefits that promote employee wellbeing and their professional development. The Group’s standard entry level wages by gender



GRI 401-2



WELL-BEING RELATED BENEFITS

- » Healthcare insurance – hospitalisation.
- » Medical reimbursements – outpatient medical expenses and spectacles.
- » Personal accident cover
- » Disability and invalidity cover
- » Personal protective equipment.
- » Company doctor service



OCCUPATIONAL BENEFITS

- » Subsidised meal
- » Uniforms
- » Department, shift, attendance, travelling allowances.
- » Attendance bonus
- » Overtime
- » Bonus
- » Subsistence/ Official duty



PROFESSIONAL GROWTH RELATED BENEFITS

- » Subscriptions payments for professional bodies



OTHER BENEFITS

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> » Contribution to statutory retirement funds and schemes » Loan schemes » Travelling and transport allowance » Vehicle maintenance » Death donation system » Membership of Hayleys Group Recreation Club | <ul style="list-style-type: none"> » School bag and stationery for children of employees » Long-service awards » Cash awards for children of employees who passed the Grade 5 scholarship exam, highest achievements in O/Level and Government University entrance exams | <ul style="list-style-type: none"> » Workmen's compensation insurance » Financial assistance to employees during natural disaster » Wedding gift » Maternity and Child care benefits » Child & Newborn benefit |
|---|---|---|

DIVERSITY, EQUITY AND INCLUSION

UNGC Principle 6

Haycarb recognises the value that diversity brings in strengthening performance, broadening perspectives and fostering innovation. Accordingly, the company continues to implement targeted initiatives to enhance overall workforce diversity and

promote inclusive representation across all levels of the organisation. We remain committed to building an inclusive and progressive workplace where individuals are empowered to contribute their unique skills, experiences and ideas.

We continued to promote equal opportunities in recruitment, learning and career progression while fostering

a supportive work environment that encourages broader participation across all functions and levels of the organisation. By cultivating a diverse workforce and an inclusive culture, we continue to strengthen collaboration, encourage innovation and support sustainable long-term growth as we move forward towards new horizons.

HUMAN CAPITAL

STRENGTHENING DIVERSITY, EQUITY AND INCLUSIVITY IN 2025/26



ENHANCING THE POLICY FRAMEWORK

- » During the year under review, the Group established a Diversity, Equity and Inclusion Policy.
- » This policy complemented Haycarb's existing policies on equal opportunity, no discrimination and anti-sexual harassment.



DEVELOPED A DIVERSITY, EQUITY AND INCLUSION FRAMEWORK AND ACTION PLAN

- » The Core Team received specialised trainings as part of Phase 1 of the Action Plan.
- » DE&I awareness was integrated into the employee induction programme.

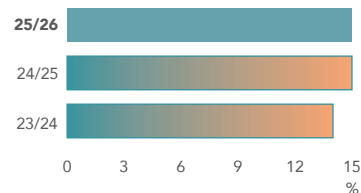
Embedding diversity, equity and inclusiveness in workplace culture in 2025/26 included,

UNGC Principle 6

- » Parental leave benefits to both mothers and fathers upon the birth or adoption of a child. The Group provides 12 weeks of paid leave to new mothers in line with statutory requirements while offering 7 working days of paid leave to fathers. We also provide gift vouchers to new parents to support expenses.
- » Employees engaged in more than 152 hours of diversity, equity and inclusivity related training during 2025/26 to build awareness of the value derived from diversity, reduce bias and promote a culture of inclusivity and respect.
- » The group conducted women's empowerment programmes to strengthen leadership and managerial skills and support their career progression.

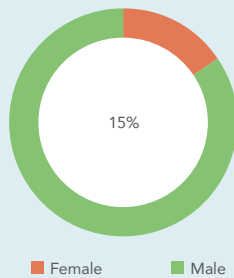
- » Mentoring and counselling programmes were initiated for employees to support their career development.
- » The Women's Day Programme recognised and celebrated the contributions of our female employees, while inspiring them to excel and progress in their careers.

Female Representation

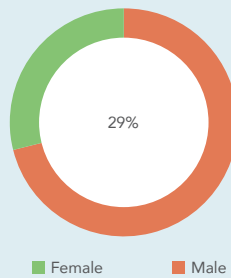


GENDER DIVERSITY AT HAYCARB GRI 406-1

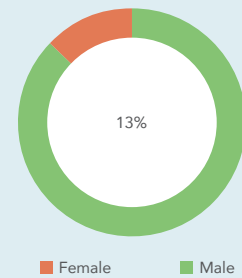
Total Female Representation



Female Representation at Board Level

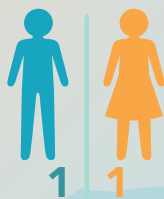


Female Representation of New Recruits



	Male	Female	Total
Finance, IT, HR and administration	81	63	144
Marketing and business development	46	27	73
Engineering and project management	231	10	241
R&D / technical	154	21	175
Operations and ESG	1,252	199	1,451
Total	1,764	320	2,084

Ratio of basic salary and remuneration of women to men



GRI 405-2

* This ratio is applicable for all employee categories



Female employees promoted in 2025/26

7



Instances of discrimination reported during 2025/26

Zero

DEI REFLECTIONS



Proportion of females who received a performance bonus

100%



Return to work rate after parental leave

96%



Retention rate after parental leave

94%

HUMAN CAPITAL

Parental Leave GRI 401-3	Paternity Leave		Maternity Leave	
	Number	% of Total Male Workforce	Number	% of Total Female Workforce
Paternity/ Maternity leave availed	44	2%	6	2%

Parental Leave Retention	Paternity Leave		Maternity Leave	
	Number	% of Total Leave Taken	Number	% of Total Leave Taken
Returned to work after paternity/maternity leave	44	100%	4	67%
Resignations after paternity/maternity leave	0	0%	2	33%
Retained within the organisation after 12 months of taking paternity/maternity leave	43	98%	4	67%

A total of 2,084 employees were entitled to parental leave during the reporting period.

HUMAN CAPITAL CONNECTIVITY

1. STRATEGIC PRIORITIES ENABLED

- » Purpose-Driven & Committed Teams
- » Innovation-Led Growth
- » ESG Mindset
- » Market Growth
- » Strengthen Global Supply Chain

Key Strategic Focus Areas

- » Talent attraction and retention
- » Leadership development
- » Workforce wellbeing
- » Safety culture
- » Learning and development
- » Diversity, equity and inclusion

2. MATERIAL TOPICS CONNECTED

- » M8 Employee Wellbeing
- » M17 Operational Safety & Emergency Preparedness
- » M13 Cyber Security
- » M14 Training & Education
- » M6 Technology & Product Innovations
- » M2 Regulations & Compliance
- » M15 Community & Livelihood Development
- » M9 Manufacturing Capabilities
- » M3 Customer Satisfaction

3. RISKS & OPPORTUNITIES CONNECTED

Principal Business Risks

- » Workforce Capability Risk
- » Occupational Health & Safety Risk
- » Talent Retention Risk
- » Operational Disruption Risk
- » Compliance & Reputation Risk

SRROs / CRROs

- » SRRO 2 Workforce Capability Risk
- » SRRO 3 Occupational Health & Safety Risk
- » CRRO 1 Physical Climate Risk
- » CRRO 2 Water Stress Risk

Strategic Responses

- » Leadership development programmes
- » Safety governance framework
- » AI and digital capability building
- » Employee well-being initiatives
- » Succession planning
- » Diversity, Equity & Inclusion initiatives



4. CAPITAL CONNECTIVITY

Financial Capital	Intellectual Capital	Human Capital	Social & Relationship Capital	Natural Capital	Digital Capital
Supports productivity, operational efficiency and sustainable financial performance	Strengthens operational excellence, safety and manufacturing resilience	Supports innovation, technical expertise and knowledge management	Strengthens stakeholder trust, organisational culture and community engagement	Supports environmental awareness, safety and sustainability culture	Enhances AI capability, digital learning and operational digitalisation

5. CAPITAL TRADE-OFFS

Strategic Initiative	Capital Strengthened	Capital Potentially Pressured	Nature of Trade-Off
Employee training and development	Human Capital / Intellectual Capital	Financial Capital	Higher short-term training and development expenditure
Enhanced safety investments	Human Capital / Manufactured Capital	Manufacturing Capital	Additional compliance and operational control requirements
Employee wellbeing initiatives	Human Capital / Social & Relationship Capital	Financial Capital	Higher employee support and wellbeing costs
Digital capability building	Human Capital / Digital Capital	Manufacturing Capital	Temporary productivity impact during capability transition
Succession planning and leadership development	Human Capital / Intellectual Capital	Manufacturing Capital	Longer-term capability investment with delayed returns

6. LONG-TERM VALUE CREATION

» Future-ready workforce capability	» Enhanced employee engagement
» Strengthened leadership pipeline	» Improved safety culture
» Higher operational resilience	» Improved innovation capability
» Greater workforce stability	» Enhanced organisational culture
» Sustainable talent retention	» Long-term sustainable value creation

CONTRIBUTION TO SDG'S

