

Boundless Impact

Human Capital





Human Capital



Driving innovation and creating long-term value lies in the commitment and capabilities of the Haycarb team. We are committed to fostering a supportive work environment where wellbeing is prioritised, talent is nurtured and our employees are empowered to realise their full potential while contributing to sustainable business growth. **Whales adapt their behaviours based on environmental changes and learn from each other. Our employees are adaptable and continuously upscale their skills.**

BRAHMAN BALARATNARAJAH

Deputy Managing Director



A Team of

2,026

Across 7 countries

1,926

Activated Carbon Segment

100

Environmental Engineering Segment

MANAGEMENT APPROACH

Our comprehensive employee value proposition fosters an engaging and supportive work environment that nurtures wellbeing and growth while attracting, developing and retaining talent aligned with the Group's long term strategic aspirations.

OUR STRATEGIC PRIORITIES IN 2024/25



Talent acquisition and retention



Diversity, equity and inclusion



Training and development



Employee wellbeing



Technological integration



Employee engagement activities

PROGRESS MADE IN 2024/25 TOWARDS ACHIEVING OUR ESG ASPIRATIONS

Employee attrition
ON TRACK

9%

04

No. of serious workplace injuries / occupational diseases
MISSED

% of permanent employees receiving performance appraisals.
ACHIEVED

100%

17.3




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

WAY FORWARD

Short term and going forward

- Ongoing emphasis on nurturing a learning organisation and supporting the development and career progression of employees.
- Strengthen overall employee well-being with specific emphasis on occupational health and safety.
- Ongoing emphasis on fostering a diverse and inclusive work environment.
- Leverage digital tools to enhance operational efficiency of the HR function.
- Engage with educational and professional institutions to strengthen our employer branding and build talent pipelines.



Capital trade-offs			Link with material topics	Link with key risks and opportunities / SRROs / CRROs	Alignment with strategic priorities	Contribution to SDGs
	Short-term	Long term	<ul style="list-style-type: none"> M2, M8, M9, M15 	<ul style="list-style-type: none"> R6, R12, R14, R15, R17 	<ul style="list-style-type: none"> Purpose driven and committed teams Market growth Innovation led growth ESG mindset 	  
FC	↓					
IC		↑				

VALUE CREATED IN 2024/25

- Further structural improvements to HR governance to enhance employee responsiveness and support strategy execution.
- Ongoing efforts to strengthen occupational health and safety within the organisation led to
 - Designation of 206 employees as health and safety champions within operational locations and offices.
 - Appointment of health and safety sub-committees for each department.
 - Strengthened near-miss incident monitoring through improved record keeping and trend analysis.
- Enhanced support to new recruits through the introduction of the post-onboarding review system.
- Consistently supported employee growth and career progression through investments in training and development.
- Initiatives to foster a diverse, inclusive and respectful work environment.
- Transforming employee skills through a digital platform "HayLearn" accessible online

DIGITALISATION

As part of our ongoing commitment to enhancing workforce capabilities and fostering a culture of continuous learning, we have successfully integrated advanced technology into our human capital strategy. The introduction of our **E-Learning** Portal revolutionised the way we approach employee training and development by offering flexible, self-paced learning opportunities to our team members, regardless of their geographical location. HR Information Management System, including performance appraisals continue to be supported by a robust HRIS system.



Rs. 4.9 Bn

(-11%) Payments to employees



Rs. 68.9 Mn

(+19%) Invested in physical and mental healthcare



Rs. 9.6 Mn

(-15%) Invested in training and development



Rs. > 70 Mn

(-30%) Invested in strengthening occupational health and safety

Human Capital

HAYCARB'S PURSUIT OF EXCELLENCE AND INNOVATION IS ANCHORED IN THE DEDICATION AND PROFICIENCY OF OUR TEAM. WE ARE COMMITTED TO BUILDING A FUTURE-READY WORKFORCE BY PROVIDING CONTINUOUS DEVELOPMENT, MEANINGFUL OPPORTUNITIES, AND A SUPPORTIVE ENVIRONMENT WHERE WELL-BEING IS INTEGRAL TO SUCCESS.

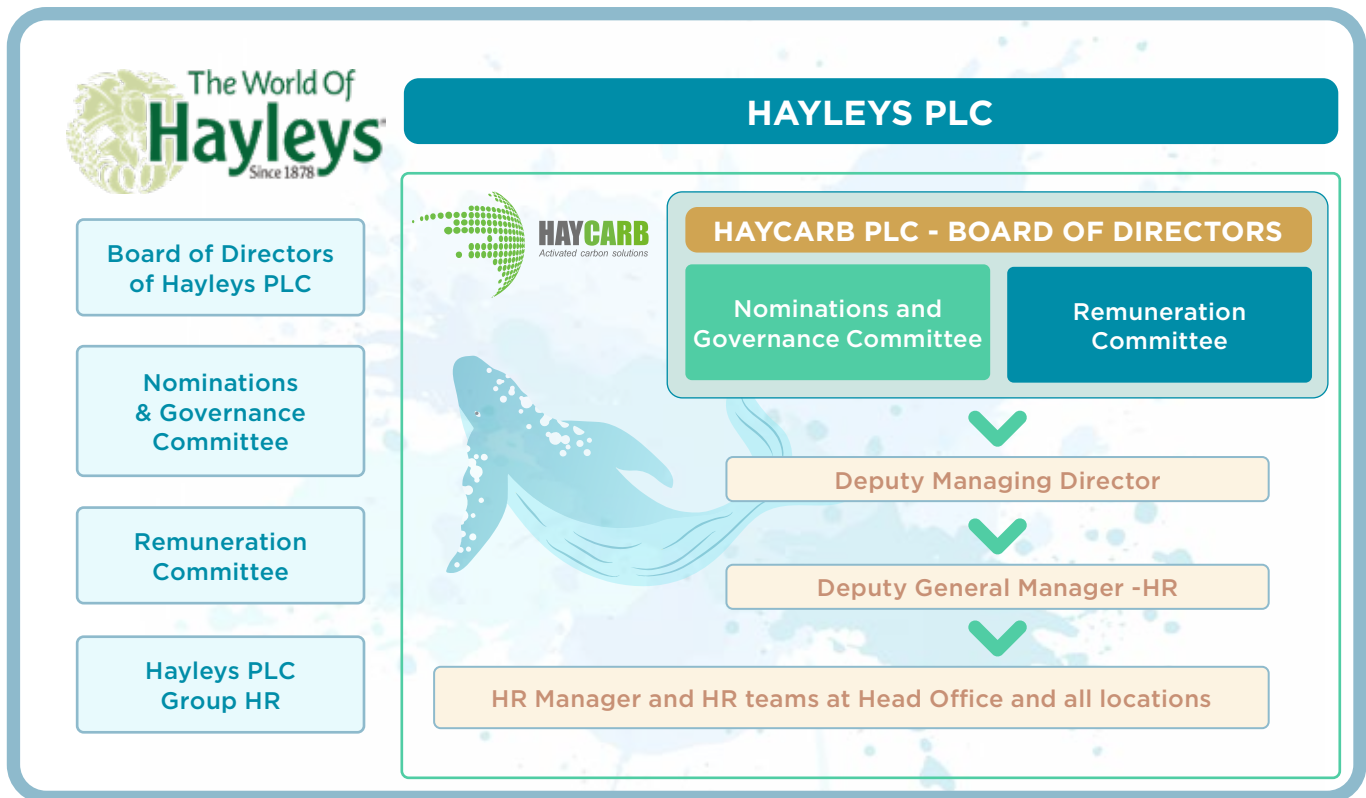
HR GOVERNANCE

Our people management framework is closely aligned with our parent entity, Hayleys PLC. Our HR policies, procedures and practices comply with all regulatory requirements of the countries we operate in

and also align with global best practice in human rights and child labour, reflecting our commitment as signatories to the UN Global Compact. During the year under review, Haycarb implemented further structural improvements to its HR

function to support the execution of strategy, strengthen HR operations and enhance responsiveness to employee needs. The Group's new HR governance structure is given below.

The Group's HR strategy and policies are formulated centrally at the Group's Head Office in Colombo, Sri Lanka while operations at each manufacturing site is managed by dedicated on-site HR departments. Head Office oversight ensures consistency in policies, practices and procedures as well as regulatory compliance across

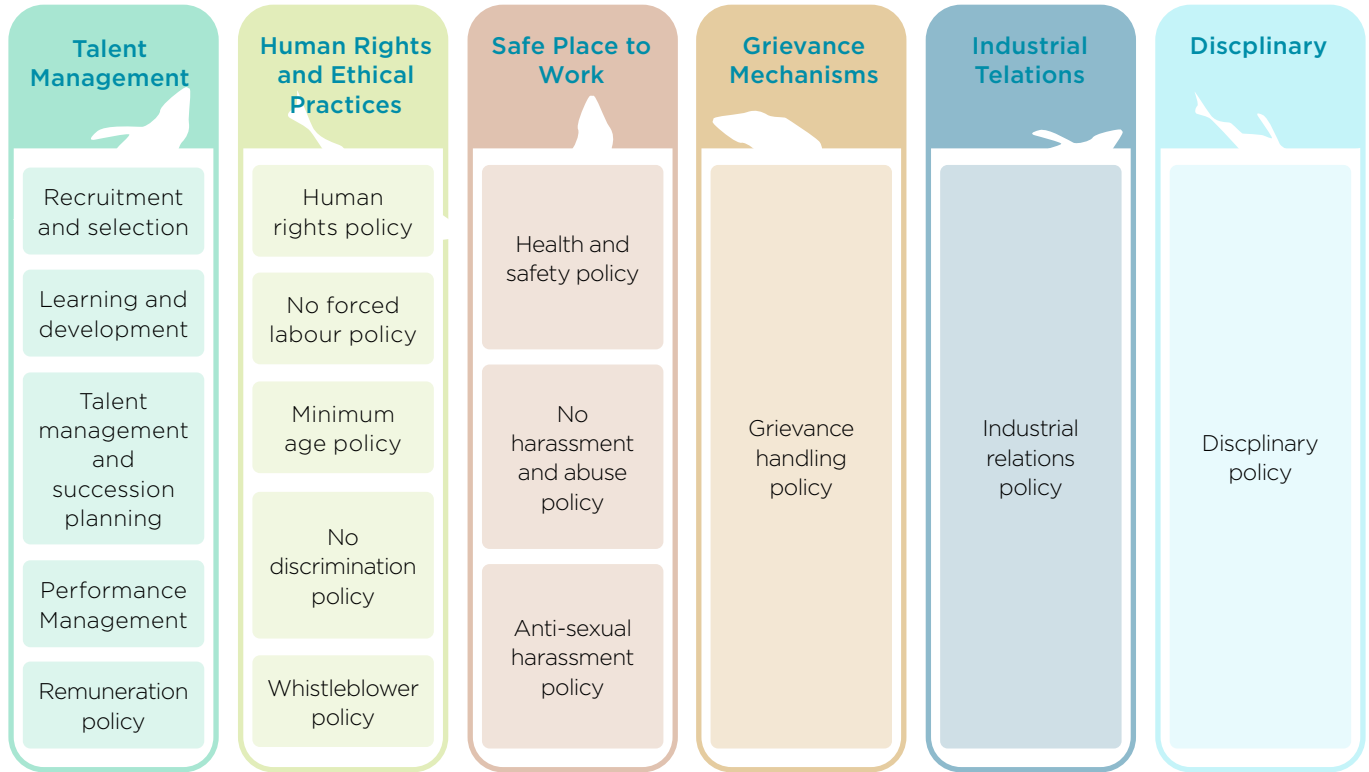


all operational sites. Centrally developed HR strategies and policies are communicated to the HR Departments at each manufacturing location directly and through the respective country heads.

Policy formulation follows a formal and structured approach and takes into consideration the regulatory requirements of each country of operations, and industry best practice. The Group's policy

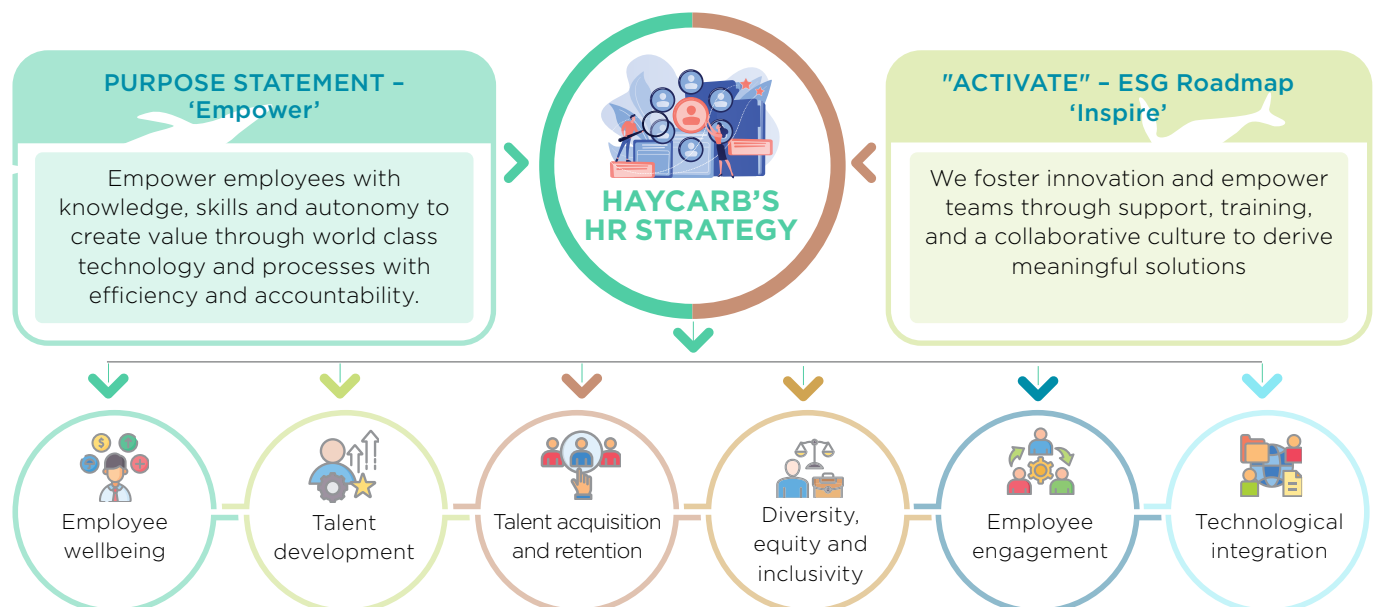
framework includes policies for the prevention of child labour and forced or compulsory labour.

HAYCARB'S HR POLICIES



OUR HR STRATEGY

Our HR strategy is purpose-led and strategically aligned to reflect our ESG aspirations.



Human Capital

TALENT ACQUISITION AND RETENTION

Team Profile

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

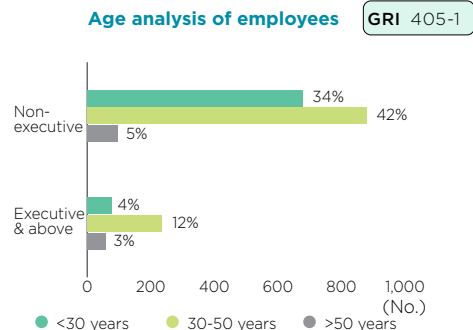
Our team comprises 2,026 employees across 7 countries with approximately 63% based in Sri Lanka. We do not employ staff on a part-time basis. Approximately 515 outsourced staff were employed within our premises and engaged in non-core activities at production locations. We do not sanction child labour or forced / compulsory labour within our organisation and no incidents were reported during the year.

All management positions in Sri Lanka were held by individuals from Sri Lanka while approximately 83% and 86% of positions in Indonesia and Thailand were held by individuals from the respective countries. Further, the Group did not employ any indigenous peoples in 2024/25, therefore there were no incidents of violations involving the rights of indigenous people.

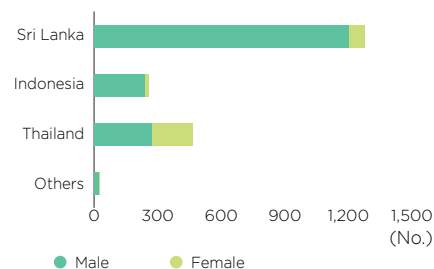
Recruitment and Retention

GRI 401-1

A strong employee proposition delivered through a holistic HR strategy enabled the Group to

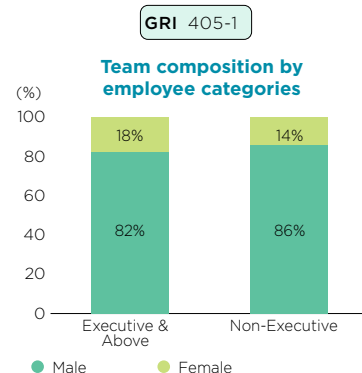


Employees by region and gender



maintain a healthy employee retention ratio of 91% in 2024/25. The Group employed 439 new employees in 2024/25 of which 129 were new positions created to support business expansion.

The Group's recruitment process is governed by its Recruitment Policy, ensuring transparency and impartiality in recruitments. We continued to invest in numerous initiatives to strengthen



5%

2030 "Activate" Aspiration
Employee attrition

9%

Our performance in 2024/25

Haycarb's Internship Programme

Our internship programme offers students and graduates practical experience related to all aspects of activated carbon manufacturing. Over a period of 3-6 months, participants are given cross-functional exposure in areas including engineering, finance, IT, HR, sales and marketing, business development, sustainability and purchasing. Concurrently, participants' skills and long term potential are assessed and permanent positions are extended to suitable candidates.

No. of interns participating in this programme in 2024/25 - 55



our employer branding and develop talent pipelines with the competencies required to assume roles within the Group.

Collaborations with universities and higher educational institutions were also strengthened during the year under review. Visits to manufacturing sites were facilitated to provide students with insights into real-world industrial operations. We also made considerable investments in developing internal talent, enabling career progression through targeted training and development programmes.

New developments in 2024/25

- Introduced post-onboarding reviews.
- Facilitated university student visits to manufacturing locations.

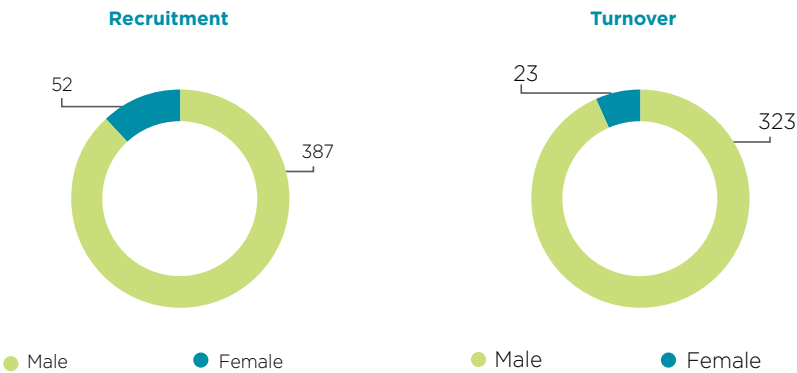
To support integration and strengthen retention, post-onboarding reviews were introduced for new employees. Two reviews were conducted for all employees. The first review was conducted two weeks post-joining to ascertain new recruits' initial

experience, ensure role clarity, understand any challenges faced and determine if any immediate support was needed. The second review was conducted upon the completion of six months' employment and evaluated employees' fitness to the job, performance, engagement, career aspirations and overall satisfaction.

Approximately 346 individuals resigned from the Group during the year under review, and exit interviews were conducted by the HR function with all of them. Women accounted for approximately 7% of resignations in 2024/25.

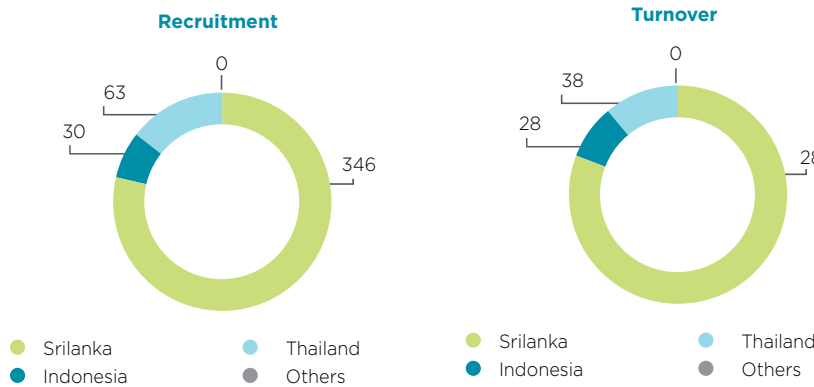
RECRUITMENT AND TURNOVER ANALYSIS FOR 2024/25

By Gender



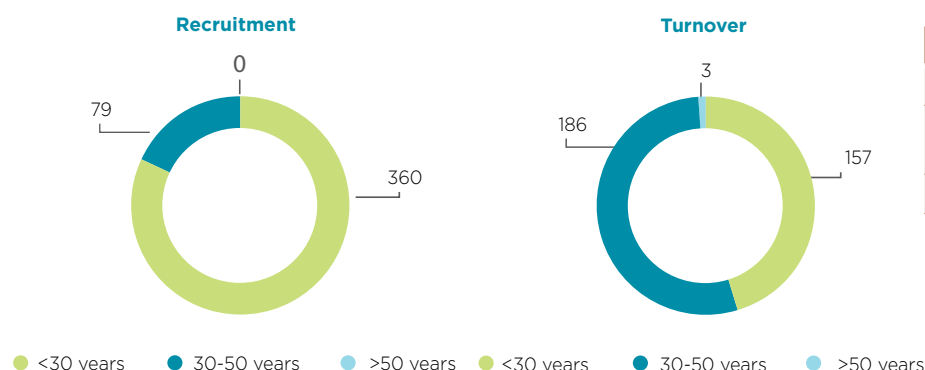
	Recruitment	Turnover
Male	387 (88%)	323 (93%)
Female	52 (12%)	23 (7%)

By Region



	Recruitment	Turnover
Sri Lanka	346 (79%)	280 (81%)
Indonesia	30 (7%)	28 (8%)
Thailand	63 (14%)	38 (11%)

Human Capital



	Recruitment	Turnover
<30 years	360 (82%)	157 (45%)
30-50 years	79 (18%)	186 (54%)
>50 years	0 (0%)	3 (1%)

EMPLOYEE WELL-BEING

RT-CH-320a.2

Employee wellbeing remained a key priority, with initiatives focused on physical health, mental resilience, emotional health and work-life balance. Our programs aimed to foster a supportive and inclusive environment, enhancing overall engagement and productivity.

Occupational Health and Safety

Governance at Haycarb

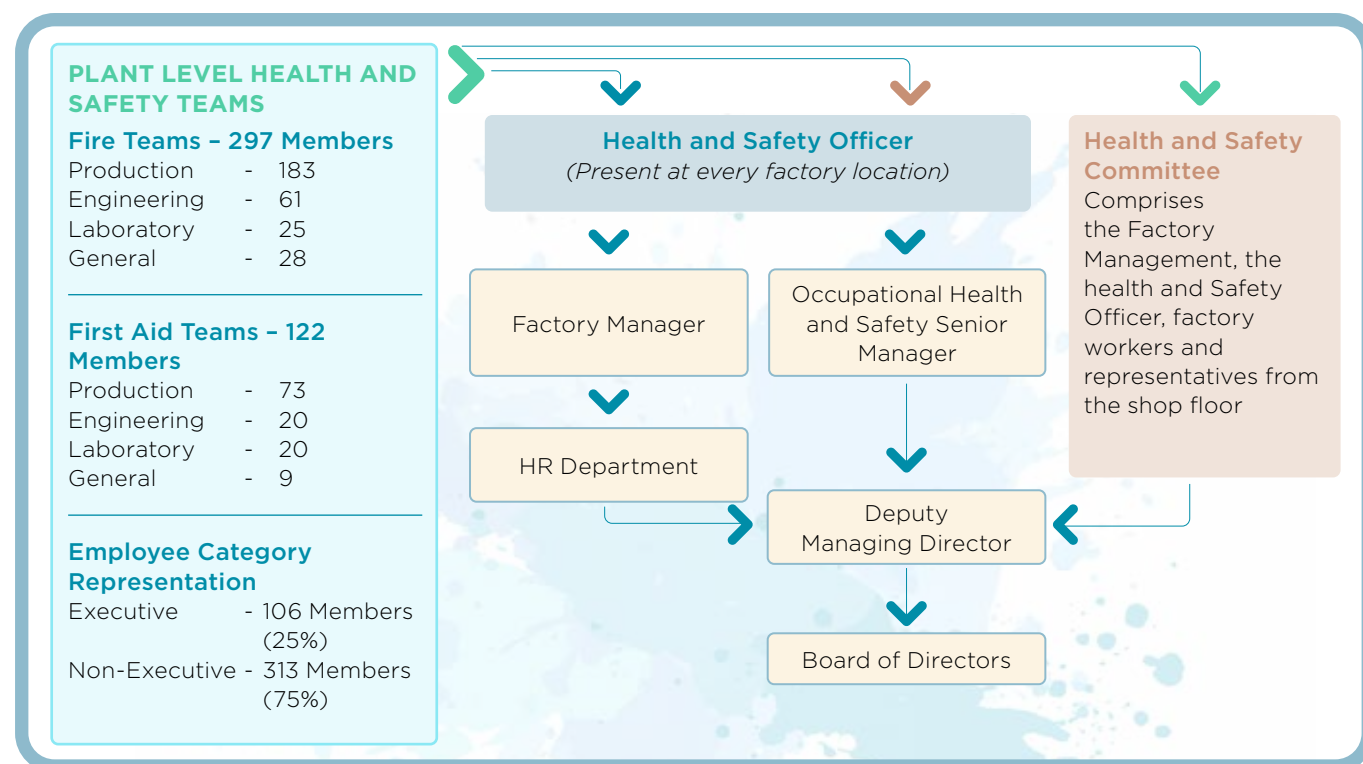
GRI 403-1, 8

Given the inherent operational risks associated with manufacturing, occupational health and safety remains at the core of our approach to safeguarding employee wellbeing. A formal structure has been established to manage occupational

health and safety within the Group, with accountability assigned across designated roles and the Board providing oversight. The Group's governance structure for the management of occupational health and safety is given below.

The Group has implemented a comprehensive health and safety management system that encompasses all employees and

SAFETY AND GOVERNANCE STRUCTURE



outsourced personnel across the Group. The policy was developed in adherence with country specific occupational health and safety regulations, and the requirements of ISO 45001:2018 Occupational Health and Safety Management Systems accreditation.

During the year under review, the Group strengthened occupational health and safety governance through the designation of 206 employees as health and safety champions across its locations. These individuals were tasked with promoting a culture of vigilance and risk prevention.

We also established, health and safety sub-committees in each department to address less significant health and safety related risks. Significant risks continued to be reviewed and managed by the Health and Safety Officer and Health and Safety Committee established at each location.

While identifying health and safety related risks and hazards is a shared responsibility among all employees, designated accountability lies with the Health and Safety Champions, Health and Safety Officer, the Health and Safety Sub-Committees and the Health and Safety Committees.

Periodic health and safety related concerns are reported to the Health and Safety Senior Manager and the HR Department, who in turn reports

them to the Deputy Managing Director. Occupational health and safety concerns are also discussed in detail at health and safety committee meetings headed by the Deputy Managing Director. The Board is informed on significant health and safety matters through regular meetings.

Managing Occupational Health and Safety

GRI 403-2, 3, 4, 6, 7, 410-1

The Group's health and safety management system guides its occupational health and safety risk and hazard identification and mitigation processes. These processes were reviewed quarterly to assess alignment with internal standards and evolving operating conditions. Processes requiring attention were escalated to the health and safety committee for review and implementation of additional control measures.

Health and safety champions, officers, sub-committees actively engaged in hazard identification, reporting and incident investigation. Monitoring of near-miss incidents was strengthened during the year under review through the implementation of dedicated record books in each department. This initiative has enhanced the tracking and root cause analysis of near-miss health and safety incidents, enabling the implementation of proactive

New developments in 2024/25

- 206 health and safety champions appointed
- Established departmental health and safety sub-committees.
- Strengthened reporting of near-miss incidents

mitigation measures and the identification of additional training needs.

Open communication continues to enable swift action in addressing health and safety concerns across the Group. Health and safety committees meet on a quarterly basis to monitor, evaluate, and continually improve existing occupational health and safety systems. Health and safety Clear communication channels and appropriate alarm systems ensure notification of potential health and safety hazards across the production floor while ongoing engagement with Group management enables open discussion related to health and safety concerns.

Health and safety audits were performed periodically to assess compliance with health and safety policies procedures and processes.

INCIDENT INVESTIGATION AT HAYCARB

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.

Human Capital

WE ARE COMMITTED TO A WORKPLACE WHERE SAFETY AND PERSONAL GROWTH ARE INSEPARABLE. OUR APPROACH TO HUMAN CAPITAL PRIORITISES WELL-BEING, CAPABILITY-BUILDING, AND LONG-TERM RESILIENCE, ALL OF WHICH UNDERPIN OUR INTEGRATED STRATEGY

GRI 403-5

The Group's ESG department carried out audits regularly to assess compliance with internal safety policies and standards while the internal Q&S department performed quarterly audits to ensure alignment with ISO 450001:2018 Occupational Health and Safety Management Systems requirements. Health and safety deviations, and areas for improvement identified during these audits were communicated to each department and an action plan was developed to address them.

Numerous health and safety initiatives have been implemented across our manufacturing facilities. These include,

- Fire protection and safety systems
- Safety visualisations including sign boards and warning boards.
- Permit to work system.
- Provision of personal protective equipment which includes safety shoes, goggles, earmuffs, helmets, aprons and gloves.
- First aid boxes and medical rooms with qualified personnel.
- Toolbox talk with worker participation.
- Periodic mock drills for response to fire and chemical spillage and emergency situations
- Earthquake preparedness measures, including regular evacuation drills, structural safety assessments, and employee training on emergency response protocols

- Safety trainings (Refer below)
- Spot audits

Engaging in health and safety related training is mandatory for all employees. During the year under review, health and safety related training covered,

- Fire Safety Training and Emergency Mock Drill
- First Aid Training
- Boiler Operation and Safety Awareness
- Chemical Spill Management and Handling Procedures
- Comprehensive Workplace Safety Awareness
- Electrical Safety and Hazard Prevention
- Fire Pump System Design and Selection
- Forklift Operation and Safety
- General Safety Practices and Personal Hygiene
- Lockout-Tagout Safety Protocol
- Managing Workplace Stress and Achieving Work-Life Balance
- Mental Well-being through Mindfulness
- Occupational Health and Safety
- Personal Protective Equipment (PPE) and Proper Usage
- Risk Assessment, Safety Practices, and Accident Prevention
- Safety Procedures for Hot Work and Spark Hazards

We provided the following health and safety related benefits to team members,

- First aid centres at with qualified personnel.
- Surgical hospitalisation insurance cover for executives.
- A medical expenses fund for factory employees.
- Annual health check-ups for every employee in manufacturing locations.

Despite strong emphasis on occupational health and safety, we are deeply saddened to report an unfortunate incident at our Badalgama facility. The incident involved a pressure failure of one of the boilers resulting in the death of one employee. Fourteen others sustained injuries and we ensured that all received immediate first aid and comprehensive medical care, with management closely overseeing their treatment and recovery. All relevant stakeholders, including the Police, the Central Environmental Authority, and the Labor Office were informed of the incident immediately. Systematic and independent investigations were also immediately initiated both internally and with the assistance of external technical experts to determine the root cause.

In response to the findings of these thorough investigations, we have implemented a series of enhanced safety measures and best practices across all operations. Key actions include the initiation of a boiler digitalisation project to introduce secondary monitoring from a centralised control room, a comprehensive review of existing operational control procedures, and expansion of the boiler training program to include a wider range of employees. The periodic and planned boiler inspections by third parties were augmented by immediate third party boiler audits

and integrity testing in all locations, and introduction of a random boiler inspection program. These measures underscore our unwavering commitment to the safety and well-being of our employees and the continuous improvement of our operational safety standards.

Physical and Mental Well-Being

The Group has also established numerous initiatives to promote the overall physical and mental wellbeing of its team. These include,

- Mental health awareness campaigns which include sessions conducted by external professionals as well as internal awareness sessions. Mental wellbeing training to improve mental health awareness and provide emotional support. Training focuses on strengthening employees' stress management skills, building resilience and supporting them in balancing work and life.
- Fitness and wellness programmes through yoga and Zumba sessions. The Group actively supports gym memberships and participation in sports tournaments.
- Counselling and employee assistance programmes (EAP) which encompasses psychological support and confidential counselling.

10,811 Hrs

Health and safety related training

Safeguarding Employees Against Long-Term Health Risks

RT-CH-320a.2

We proactively evaluate the impact of our operations on the long-term health and well-being of our employees and have established safety standards for processes identified as posing such risks. Compliance with these standards is continuously monitored, and corrective measures are implemented as required. Factory floor employees involved in processes with potential health implications are provided with appropriate personal protective equipment (PPE), and all factory staff receive regular training on its proper use and importance. Periodic health screenings are conducted to enable early detection of any health concerns. Furthermore, processes have been automated where possible to minimise long term health risks.

5.3 Hrs

Hours of health and safety related training per employee in 2024/25

Operational Safety, Emergency Preparedness and Response

GRI 403-6, RT-CH-540a

We have implemented a comprehensive disaster recovery plan across our operations, supported by regular training for all employees and outsourced personnel operating within our premises. Emergency response teams are in place at all sites and are equipped to respond promptly to emergencies. These teams receive regular training in multiple aspects of emergency management, including fire safety, medical emergencies and chemical incident handling.

RT-CH-320a.1, RT-CH-540a.1,2

	Total
Process safety incidents count (PSIC)	39
Process safety total incident rate (PSTIR)	1.89
Process safety incident severity rate (PSISR)	1.89
Number of transport incidents	Zero

GRI 403-9, 10	2024/25	2023/24	% annual change
Occupational injuries and diseases	43	32	+34%
Total no. of lost days due to occupational injuries/diseases	569	226	+152%
Total recordable incident rate (TRIR)	2.1	1.58	+33%
Fatality rate for direct employees	1	Zero	-
Fatality rate for contract employees	Zero	Zero	-

No work related ill health was recorded during the year under review.

Human Capital

NURTURING A LEARNING ORGANISATION

We actively nurture a culture of learning and development to ensure that employees remain up-to-date with the skills and knowledge needed to drive innovation and capture opportunities in emerging application and markets, in a rapidly evolving human environment. It also promotes continuous improvement, enabling a future ready team, that is equipped with the competencies needed to drive long-term business growth and value creation.

DEVELOPING TRAINING PLANS

Executives and above

- The Learning and Development Team develops customised annual training plans for each employee.
- Training plans incorporate skill gaps identified during the year-end performance review and the technical requirements of specific processes.
- Input is also obtained from Departmental Heads to ensure training plans align with the Group's strategic goals and individual KPIs.

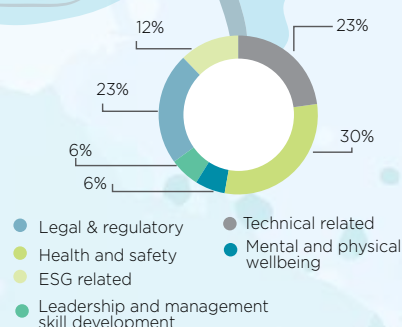
Non-executives

- Heads of departments prepare Annual Training Plans for each function based on functional and individual training needs.

OUR TRAINING RECORD IN 2024/25 GRI 404-1 to 3, 410-1

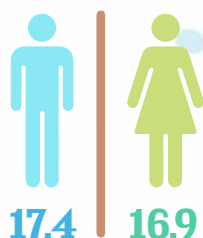
Staff category	Average training hours per head
Assistant Manager and above	29
Executive	47
Non-executive	12

Training focus areas



We conducted multiple training programs to enhance the skills of all our service providers in security, janitorial, transport, and other sectors. The training covered human rights, anti-harassment, safe chemical handling, grievance processes, and Haycarb policy awareness. Currently, the Group does not offer transition assistance programs.

Average hours of training per year per employee



PERFORMANCE MANAGEMENT

Our performance management system ensures the alignment of individual objectives with organisational goals and serves to drive organisational performance through a culture of continuous learning and development.

At the beginning of each year, employees are set measurable performance objectives in line with organisational goals. While employees receive regular feedback

during their daily responsibilities, a formal performance appraisal is conducted at the year-end to assess performance against established goals. During this process, constructive feedback is given to support employee development while skill gaps identified during the performance appraisal informs the development of the next years' training plan.

During the year under review, all (100%) permanent employees received performance appraisals.



Training and development

Performance management

Empowering our team

Succession planning

DELIVERY OF TRAINING AT HAYCARB

Ongoing training and development opportunities

Aligned with organisational strategic objectives and tailored to support individual professional development, ongoing training comprises formal training, on-the-job training and mentoring.

Lifelong learning

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

Job rotation

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

E-learning and digitalisation

Self-paced learning through HayLearn, providing access to industry best practice, skill development modules and online courses.

Orientation programmes

Structured sessions for new recruits to support integration and job preparedness.

External training programmes

Local and overseas training programmes conducted by professional bodies.

Overseas placements

A three-year programme for high-performing employees at Haycarb's global offices or manufacturing facilities to develop global competencies and cultural awareness.

Virtual training

Online sessions via Teams and Zoom ensuring accessibility for employees across different locations.

New recruits

Onboarding sessions, orientation and on-the-job training helps new employees integrate smoothly into the Group as well as their job

Employees undergoing role changes

Specialised training is provided to prepare employees for their new roles and facilitate a smooth transition.

40

2030 "Activate" Aspiration

Average training hours per employee per annum

17.3

Our performance in 2024/25

100 %

2030 "Activate" Aspiration

Coverage of permanent employee performance appraisals.

100 %

Our performance in 2024/25

EMPOWERING OUR TEAM

Work improvement meetings remained a key platform for employees to brainstorm and contribute innovative ideas to enhance operational efficiency and productivity while minimising waste. Work improvement meetings are led by the Deputy Managing Director in Sri Lanka and are held quarterly at each

manufacturing location. Representatives from all levels of the organisation including selected factory employees participate at these meetings.

During the year under review, Significant no of ideas proposed at work improvement meetings were implemented resulting in cost savings of Rs. 460Mn.

SUCCESSION PLANNING

We continued to engage in succession planning to develop a strong leadership pipeline within the organisation to drive the Group's long term strategic objectives.

High potential individuals in middle

management positions were identified for their leadership capabilities and strategic thinking and were developed through targeted programmes to prepare them for the next level of responsibility. 20 employees were identified for 16 positions during the year.

Human Capital

EMPLOYEE ENGAGEMENT

Fostering a motivated and connected workforce remains a key priority for the Group. We are committed to building a workplace culture that encourages open dialogue, mutual respect, and meaningful collaboration across all levels of the organisation.

Monthly townhall meetings serve as a valuable platform for employees to engage directly with senior management, ask questions, voice concerns, and stay informed about company developments. These sessions reinforce transparency and trust across the organisation. Additionally, the Group engages regularly with trade union representatives to proactively address employee concerns and ensure alignment on key workplace matters.

Throughout the year under review, a variety of engagement initiatives were implemented at both local and overseas locations to promote camaraderie and strengthen team spirit.

To further enhance employee connection and purpose-driven involvement, the Group also encouraged participation in volunteering activities linked to sustainability initiatives such as the

HR Activity Calendar

- Annual Buddhist Pirith ceremony
- International Women's Day
- Traditional New Year Celebrations & games
- Mother's Day
- World Water Day
- World Coconut Day
- Tree Planting Day
- Multi Religious Ceremonies
- Art Day
- Family Sports/Fun Day

"Behold the Turtle" project. Internal communication was strengthened through the introduction of a monthly internal newsletter, which helped us share updates, celebrate achievements, and unify teams across locations. In addition, internal quiz programs were conducted to promote continuous learning and engagement in an interactive and collaborative manner.

Industrial Relations

GRI 2-30, 402-1, 407-1 UNGC Principle 3

We uphold employees' right to freedom of association and

collective bargaining. In Sri Lanka, approximately 43% of employees are members of trade unions. We maintain open dialogue with trade unions through our open-door policy as well as structured communication mechanisms. These include,

- Monthly townhall meetings which provided a platform for open discussion, employee feedback and operational updates by senior management.
- Regular meetings with union representatives to strengthen collaboration and maintain a positive working relationship with trade unions.
- Annual employee gatherings at both local and overseas locations to promote camaraderie and employee engagement.

As a result, no disputes were recorded during the year under review. We provide a reasonable notice period to employees prior to implementing operational changes.

REMUNERATION AND BENEFITS

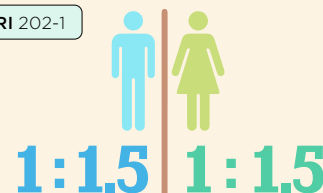
GRI 201-3

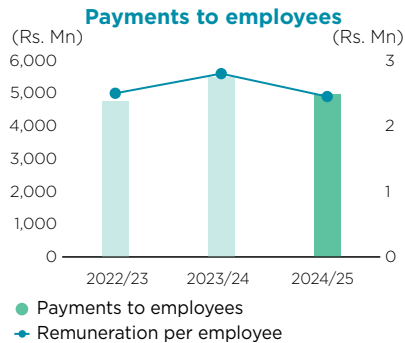
The Group's Remuneration Policy ensures fair and equitable compensation for all employees while adhering to statutory payments including EPF and ETF obligations in Sri Lanka and other global statutory retirement funds and pension schemes.



Standard entry level wages by gender compared to local minimum wage

GRI 202-1





Refer page no. 307 for total employee benefits paid

Remuneration of employees at executive level and above is performance-driven with rewards linked to the year-end performance

GRI 401-2

appraisal. Meanwhile, remuneration for shop floor employees is determined through collective agreements negotiated every two years. In addition to competitive compensation, permanent employees are entitled to a range of benefits designed to support their well-being and professional growth. Benefits provided to only permanent employees are listed below.

Average tenure with the company	Years
Senior Management	18
Middle Management	16
Executive	8

Composition of Internal Promotions



375

Staff with over 10 years of service

Wellbeing 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 facility
- Uniforms
- Department, shift, attendance, travelling allowances.
- Attendance bonus
- Overtime
- Bonus
- Subsistence/ Official duty

Professional Growth Related Benefits

- Subscriptions payments for professional bodies

Other Benefits

- Contribution to statutory retirement funds and schemes
- Loan schemes
- Travelling and transport allowance
- Vehicle maintenance
- Death donation scheme
- Membership of Hayleys Group Recreation Club
- 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
- Workmen's compensation insurance

Human Capital



Celebration of International Women's Day 2025

The Group also recognises both achievements and service commitment, honouring the outstanding contributions of

employees that drive organisational success while celebrating long-serving employees for their years of dedication and loyalty.

DIVERSITY, EQUITY AND INCLUSION

GRI 406-1 UNGC Principle 6

Haycarb continued to place importance on promoting diversity and inclusion within its workforce. A supporting HR policy framework that upholds equal opportunity, non-discrimination and anti-sexual harassment continue to drive these efforts. We have also established a dedicated grievance handling mechanism to address any harassment-related concerns, ensuring a safe, respectful and equitable work environment for all employees. This proactive approach has led to fair and equitable treatment of all employees across the organisation, with no major incidents of discrimination reported during the year under review.

AN INCLUSIVE AND RESPONSIVE POLICY FRAMEWORK

Anti-sexual harassment policy

Equal opportunity policy

Non-discrimination policy

Key initiatives implemented in 2024/25 to promote a more gender diverse organisation

- Parental leave benefits provided to both mothers and fathers, allowing both parents dedicated time to care for and bond with their new-born or adopted child. The Group provides 12 weeks leave to new mothers in line with statutory requirements while offering 7 working days of paid leave to new fathers. The Group also offers gift vouchers to new parents to support expenses.
- 154.5 hours of diversity, equity and inclusivity related training were provided to employees to

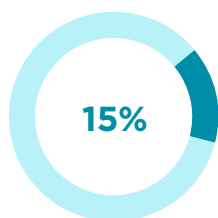
build awareness, reduce bias and promote a culture of inclusivity and respect.

- Several women's empowerment programmes were conducted aimed at strengthening their leadership skills, and supporting their career progression.
- Structured mentoring and counselling programmes were offered to female employees to support their career development.

During the year under review, the Group also celebrated International Women's Day based on the theme 'Accelerate Action'. This programme aimed to recognise and appreciate the contribution of our female employees while inspiring them to excel and grow to reach their full potential. Over 50 employees participated in this programme which included members of senior management.



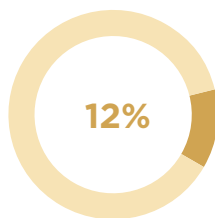
Gender diversity at Haycarb



Total female representation

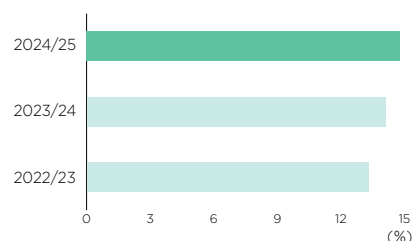


Female representation at Board level



Female representation among new recruits

Female representation



Gender diversity based on employee category

	Male	Female	Total
Finance, IT, HR and administration	73	67	140
Marketing and business development	39	17	56
Engineering and project management	295	10	305
R&D / technical	161	41	202
Operations and ESG	1,161	162	1,323
Total	1,729	297	2,026

100 %

Proportion of females who received a performance bonus

Ratio of basic salary and remuneration of women to men

GRI 405-2



Parental Leave and Retention

GRI 401-3

	Number	% of Workforce
Maternity leave availed	7	2% ●
Returned to work after maternity leave	7	100% ●
Resignations after maternity leave	0	0% ●
Retained within the organisation after 12 months taking maternity leave	7	100% ●
Paternity leave availed	35	2% ●

● % of Female workforce ● % of Male workforce

100 %

Return to work rate after parental leave

100 %

Retention rate after parental leave

