





# Hayleys

## Our World, Together as One



## Included:

Welcome Message.....	01
Introduction to Our Sectors .....	04
Our Leadership .....	10
Message from Chairman .....	15
Message from Head of Group HR & Legal .....	16
Our Purpose, Vision, Mission, Values.....	17
The Hayleys Lifecode .....	19
Employment Guidelines .....	22
Our People Philosophy .....	25
Talent Development .....	26
Performance Management .....	29
Diversity, Equity, and Inclusion.....	32
Acknowledgement .....	34



# Welcome to the Hayleys Group

With a history spanning nearly 150 years, we are proud to be Sri Lanka's most diversified conglomerate, built on a foundation of innovation, resilience, and integrity. By joining us, you become part of a story that continues to shape industries, communities, and lives.

This handbook serves as your guide. Inside, you will find:

- An introduction to our businesses and leadership
- Our purpose, vision, mission, and values
- The way we work and the culture we foster
- Guidance on employment, performance, development, and inclusion

This serves as both a guide and a compass. It will help you understand not only our practices, but also the spirit of professionalism and collaboration that drives us forward.

*At Hayleys, we believe your potential is limitless. We encourage you to use this handbook as a resource, lean on your colleagues and leaders for guidance, and embrace the opportunities ahead. Together, let's continue to build on our legacy and reach new heights.*



# About Us

**HAYLEYS**, which is a purpose-led conglomerate, has been at the heart of Sri Lanka's progress for 148 years. As one of the country's largest and socio-economically impactful organisations, we contribute 5% of Sri Lanka's export income, uplifting industries and communities across the island. Our efforts have earned us numerous accolades, including recognition as Sri Lanka's No. 1 Corporate and Best Corporate Citizen, reinforcing our leadership in business excellence and social responsibility.

With operations currently spanning 20 countries, we have established a strong market presence in over 80 countries. We lead a globally competitive business portfolio encompassing 17 diverse sectors; these include



Eco Solutions



Leisure



Hand Protection



Transportation & Logistics



Purification



Energy, Mobility & Projects



Textiles



Construction & Engineering



Construction Materials



Industry Inputs



Agriculture



Power & Energy



Plantations



BPO & Shared Services



Tea Exports



Investment & Services



Consumer & Retail

# Introduction to our Sectors



## ECO SOLUTIONS

As the largest manufacturer of coir-based products in Sri Lanka, we specialise in providing eco-friendly, sustainable solutions for diverse application – from luxury car mats to growing media for hydroponics.



## HAND PROTECTION

Manufacturing high-performance gloves tailored for a wide range of industries, we cater to specialised hand protection needs – from sports and industrial professionals, such as electricians and healthcare workers, to everyday household use. With manufacturing facilities across Asia, we meet 5% of the global demand for household and industrial gloves.

## PURIFICATION

Pioneering the use of coconut shell-based activated carbon, we deliver advanced purification solutions for diverse applications. We are one of the world's largest manufacturers of coconut shell-based activated carbon, with a 16% market share. Ensuring the highest standards of purity and contamination control, our manufacturing plants are located across Asia, with marketing offices on four continents.



## TEXTILES

As Sri Lanka's leader in synthetic fabric manufacturing, we specialise in innovative and high-quality natural and synthetic knitted fabrics for global fashion giants. With a production capacity of six million meters per month, our business operations are heavily focused on sustainability, environmental conservation, and community engagement.



## CONSTRUCTION MATERIALS

Manufacturing high-quality, sustainable aluminium products for architectural, residential, and industrial applications, we have pioneered the industry over the last three decades. We have since built a global presence across four continents and have become Sri Lanka's largest exporter of aluminium extrusion products.

## AGRICULTURE

As the market leader in the local agriculture industry, we offer a wide range of innovative Agri solutions, supporting our vast network of out-growers and farming communities across Sri Lanka. We help our farmers reach global markets and are the country's largest exporter of processed agricultural food and tissue culture plants. We are also the pioneers of F1 Hybrid Flower Seed Exports in Sri Lanka.





## PLANTATIONS

With over 26,000 hectares' worth of plantation land, we single-handedly produce over 5% of Sri Lanka's tea and rubber. Sustainability is a key focus area across all our operations, with the three individual entities that comprise this sector being responsible for supporting over 140,000 residents on our estates and more than 22,000 employees.



## TEA EXPORTS

As one of Sri Lanka's largest value-added tea exporters, we manufacture and market the purest Ceylon tea with a delightful range of teas and tea blends. Constantly innovating to create new and exceptional tea products, we aim to revolutionise the global tea industry.

## CONSUMER & RETAIL

Singer Sri Lanka leads the market in consumer durables. Through P&G, we bring world-class FMCG brands to your doorstep through our marketing and distribution services.



## LEISURE

Our leisure arm offers our guests unparalleled standards of hospitality and personalised service. With 12 properties across some of Sri Lanka's most iconic locations, our repertoire comprises an ever-expanding collection of hotels, resorts and boutique hotels.



## TRANSPORTATION & LOGISTICS

As the most diversified logistics company in Sri Lanka, we provide integrated end-to-end transportation and logistics solutions across diverse industry verticals. Our services cover air, land and sea, and we possess the capability to handle complex logistics requirements.

## ENERGY, MOBILITY & PROJECTS

With a strong focus on technology-driven innovation, this sector delivers specialised projects, engineering, and renewable energy solutions. Our team of skilled engineers are committed to excellence and drive the growth of local and international industries.



## CONSTRUCTION & ENGINEERING

Delivering end-to-end solutions across Sri Lanka's built environment, this sector combines global expertise with local execution excellence. From pre-engineered buildings to complex infrastructure, we ensure precision and quality throughout. Our capabilities span aluminium joinery, façade systems, and turnkey interior contracting for residential, commercial, and hospitality spaces. Backed by global partnerships and leading accreditations, we apply advanced materials technology and sustainable design to deliver some of the country's most complex, large-scale projects.



## INDUSTRY INPUTS

Partnering with some of the biggest names in the world, we offer a comprehensive portfolio of world-class industrial solutions. Our long-standing reputation for high-quality products and reliable service has made us the premier industrial solutions provider in Sri Lanka.

## POWER & ENERGY

With a strong focus on renewable energy solutions, we generate power to make up for the shortfall in the national grid. Our investments into hydropower, solar power and wind power projects are poised to meet the nation's growing energy demands.



## BPO & SHARED SERVICES

With business process outsourcing solutions, we provide comprehensive support services to global corporate clients. By managing backend processes, we enable businesses to focus on their core operations as a trusted partner dedicated to driving success.



## INVESTMENT & SERVICES

Investing strategically into high-potential industries and providing support services, this sector serves as the Group's centre of excellence, accelerating business growth.

# Our Leadership

## Board of Directors



**MR. MOHAN PANDITHAGE**  
Chairman and Chief Executive

Mr. Mohan Pandithage joined the Hayleys Group in 1969. He was appointed to the Board of Hayleys PLC in 1998 and thereafter appointed as the Chairman and Chief Executive of Hayleys PLC in July 2009. He currently serves as Honorary Consul of the United Mexican States (Mexico) to Sri Lanka and is a Fellow of the Chartered Institute of Logistics and Transport (UK). He is also a Council Member of the Employers' Federation of Ceylon and a Member of the Advisory Council of the Ceylon Association of Shipping Agents (CASA).

Recognised for his leadership excellence by the Institute of Chartered Accountants of Sri Lanka, Mr. Pandithage was awarded the 'Best Shipping Personality' by the Institute of Chartered Shipbrokers. He has also been honoured with a Lifetime Achievement Award by Seatrade – Sri Lanka Ports, Trade and Logistics (SLPTL) and received the first-ever Sri Lanka Pinnacle Lifetime Award from the Chartered Institute of Logistics and Transport (CILT). He was also inducted as a Legend of Logistics by the Sri Lanka Logistics and Freight Forwarding Association in recognition of his contributions to Sri Lanka's logistics industry.



**MR. DHAMMIKA PERERA**  
Co-Chairman and Non-Executive Director

Mr. Dhammika Perera is a philanthropist, quintessential strategist, and business leader with interests in diverse industries, including manufacturing, banking and finance, leisure, plantations, and hydropower generation. He possesses over 35 years of experience building formidable businesses through unmatched strategic foresight and extensive governance experience gained through membership of the Boards of quoted and unquoted companies. Mr. Perera serves as the Chairman / Founder of Dhammika & Priscilla Perera Foundation.



**MR. SARATH GANEGODA**  
Executive Director



**MR. RAJITHA KARIYAWASAN**  
Executive Director



**MR. RUWAN WAIDYARATNE**  
Executive Director



**MS. JAYANTHI DHARMASENA**  
Executive Director



**MR. ROHAN KARR**  
Executive Director



**DR. HARSHA CABRAL, PC**  
Non-Executive Director



**MR. ARAVINDA PERERA**  
Independent  
Non-Executive Director



**MR. GAMINI GUNARATNE**  
Non-Executive Director



**MR. YOHAN PERERA**  
Independent  
Non-Executive Director



**MR. TIMOTHY SPELDEWINDE**

Independent  
Non-Executive Director



**MR. JONATHAN ALLES**

Independent  
Non-Executive Director



**MS. RUMAL FERNANDO**

Independent  
Non-Executive Director

## Group Management Committee



**DR. ROSHAN RAJADURAI**

Managing Director,  
Hayleys Plantations



**MR. ROHAN GOONETILLEKE**

Managing Director,  
Hayleys Fabric PLC



**MS. DARSHI TALPAHEWA**

Head – Group HR & Legal



**MR. PRAMUK DEDIWELA**  
Managing Director,  
Alumex Group



**MR. NIRAN RANATUNGA**  
Managing Director,  
Mabroc Group



**MR. HASITH PREMATILLAKE**  
Managing Director,  
Hayleys Fentons Limited



**MR. MAHESH WIJewardENE**  
Managing Director,  
Singer Group



**MR. RAJEEVE GOONETILLEKE**  
Managing Director,  
Eco Solutions Sector



**DR. WASABA JAYASEKARA**  
Managing Director,  
Hayleys Aventura (Pvt) Ltd and  
Hayleys Consumer Products Ltd



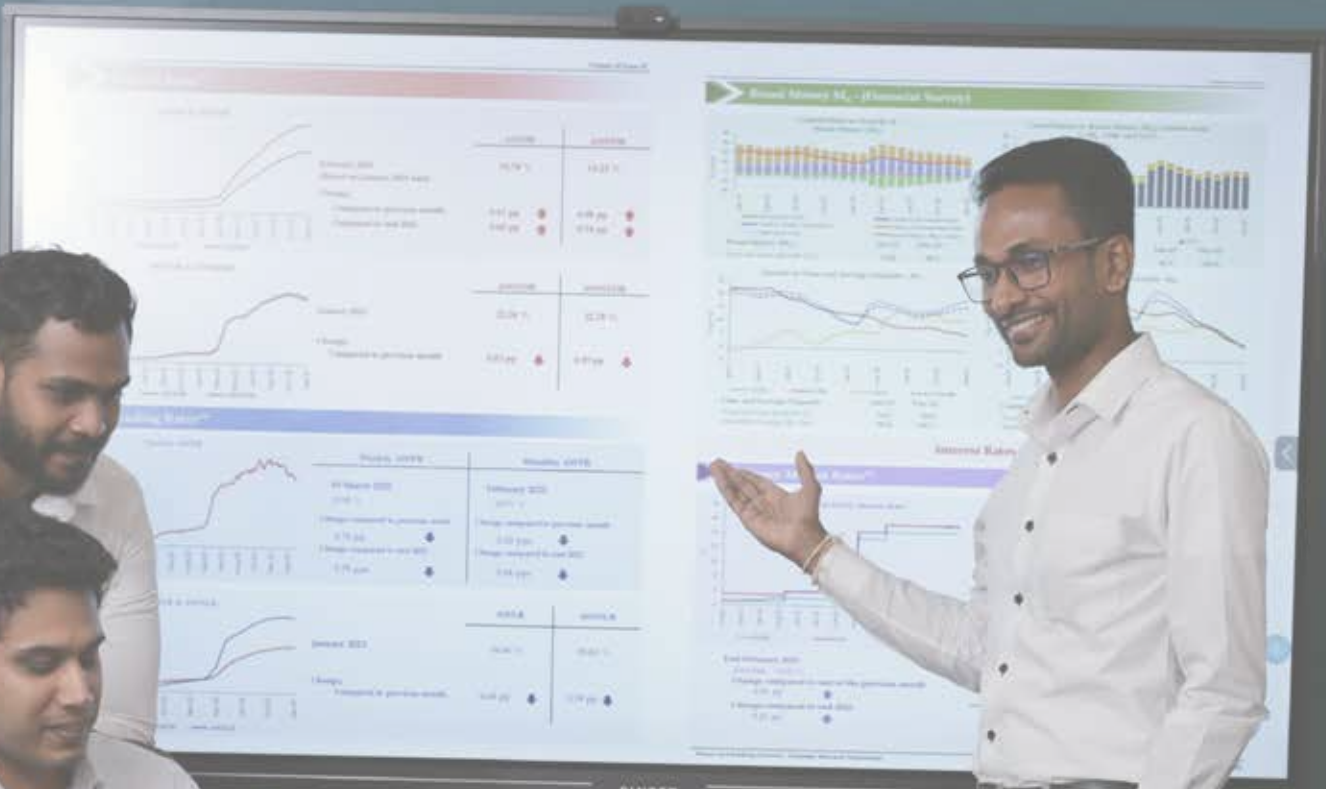
**MR. PUSHPIKA JANADHEERA**  
Managing Director,  
Hand Protection Sector



**MR. CHOLIYA DE SILVA**  
Managing Director,  
Construction and Engineering Sector



**MR. MILINDA HEWAGAMA**  
Group Chief  
Financial Officer



# Message from the Chairman

Dear Team Member,

*Welcome to Hayleys. You are now part of a legacy of innovation, growth, and sustainability that has stood the test of time for over 147 years. More importantly, you are part of the future we are shaping together. Your journey ahead holds immense potential for you to make your mark.*

At Hayleys, we believe that business is about People, Planet, and Profit, creating lasting value that extends beyond ourselves. We have always strived to do the right thing. Our commitment to sustainability, ethics, and forward-thinking innovation drives everything we do.

You have joined a company that dares to dream big, challenges the status quo, and never settles for anything less than excellence. This is your chance to be part of something extraordinary and make a real impact. Bring your ideas, your passion, and your courage. I believe your unique skills and experiences will undoubtedly bring new perspectives and help us continue to build on the great work we've done so far. The world is changing and with it, the expectations of businesses like ours. We need thinkers, doers, and leaders who can drive transformation while staying true to our values and legacy.

The strength of Hayleys lies in its people and we are proud to have you as part of our journey. With access to industry-leading businesses, you have endless opportunities to learn, grow, and make a meaningful impact. As you begin this chapter, I encourage you to embrace our purpose: to inspire an inclusive world and a thriving planet.

I look forward to seeing you grow and succeed. Together, let's build a future we can all be proud of.

I wish you all the best!

**Mohan Pandithage**  
Chairman and Chief Executive



# Message

## from Head of Group HR and Legal



*Welcome to Hayleys – a place where your career journey is not just about growth, but about making a meaningful impact.*

At Hayleys, we foster a continuous learning culture, ensuring you stay future-fit while gaining hands-on experience. You'll be exposed to development opportunities that will take your career to incredible heights.

Our strength lies in diversity, and we celebrate the unique perspectives and talents each individual brings. Here, you'll find a platform to thrive, innovate, and challenge the status quo. Together, we drive sustainability and create lasting value that goes beyond business—impacting communities and shaping the future.

Your role at Hayleys is more than a job, it's a chance to make a difference. From sustainable innovations to uplifting communities, you'll contribute to projects that shape a better future for Sri Lanka and the world.

We also believe in a holistic approach to well-being, supporting your physical and mental health with year-round initiatives in wellness, sports, and cultural activities. We encourage you to maintain a balanced work-life experience.

We're excited to have you join us. Together, let's continue building a legacy of purpose, growth and success.

Welcome to Hayleys!

**Darshi Talpahewa**

Head – Group Human Resources and Legal



## Our Purpose

To inspire an inclusive world and a thriving planet



## Our Vision

To be Sri Lanka's corporate inspiration at all times



## Our Mission

Delivering superior shareholder value by unleashing the full potential of our people and achieving leadership in all our domestic and global businesses

# Our Values

## **Y**es, We Can (Teamwork):

Working with each other and our partners across boundaries to make things happen

## **H**onesty & Integrity:

Ethical and transparent in all our dealings

## **E**nduring Customer Value:

Enhancing experiences for every customer, from the rural farmer to the global consumer

## **S**ocial Responsibility as a Good Corporate Citizen:

Caring for the communities in which we work, actively supporting their growth, and being environmentally responsible in all we do

# HAYLEYS & I

## **A**ccountability:

Holding ourselves responsible to deliver what we promise

## **L**ove for Humanity:

Treating everyone with respect and dignity, providing for the development of our people, and rewarding them for good performance

## **Y**es, We Will Win:

Exhibiting the will to win, which is important to Hayleys and its shareholders

## **I**nnovation:

Transforming ideas into products and services to create economical, social, and environmental value in the pioneering spirit of Hayleys



Hayleys  
Lifecode

# The Hayleys Lifecode: Our ESG Compass

**The Hayleys Lifecode is our blueprint for leading with purpose – shaping a business that’s responsible to the planet, accountable to people, and driven by strong values.**

First introduced in 2022 and refreshed in 2025, the Lifecode is our Environmental, Social and Governance (ESG) playbook – guiding how we operate across all of our sectors while preparing for the challenges of tomorrow. Rooted in the United Nations Sustainable Development Goals (UN SDGs), it gives shape to our ambition and structure to our progress.

As a Hayleys employee, you are a vital part of this journey. The Lifecode outlines six long-term focus areas that define how we act and what we work towards as a Group.

### *Partnering Progress*

We strengthen impact across our value chain, with 40% supplier screening for sustainability, 100% customer feedback captured, and a 50% increase in CSR reach.

### *Accelerate Climate Action*

We are committed to reducing Scope 1 and 2 greenhouse gas emissions by 30%, driving low-carbon innovation across our operations.

### *Optimise Resource Footprint*

Our targets include 50% sustainable water sourcing, 40% waste recycled, and 100% safe chemical practices across all operations.

### *Responsible and Responsive Corporate Citizenry*

We uphold the highest standards of ethics, with 100% legal compliance, transparent ESG reporting, zero bribery tolerance, and meaningful stakeholder engagement.

### *Responsible Workplace*

We foster a safe, inclusive, and respectful work environment – with 100% coverage of anti-discriminatory training and zero significant workplace injuries.

### *Restore and Regenerate Nature*

We aim to enhance biodiversity by five times the built-up area occupied by the Group – helping protect and revitalise the ecosystems we impact.

*To ensure these priorities are consistently driven across the organisation, we have established a Group ESG Steering Committee and appointed Lifecode Champions within each sector.*

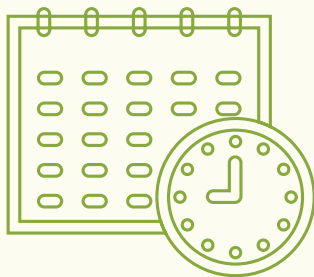
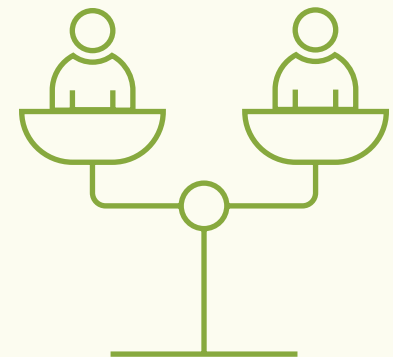
# Employment Guidelines

This handbook provides guidance and information on working at Hayleys. It is not a contract of employment or a guarantee of employment for any specific duration. Your Letter of Appointment / Contract of Employment remains the primary document governing your terms and conditions.

## Equal Employment Opportunity

Hayleys is an equal opportunity employer committed to building a diverse and inclusive workplace. All employment decisions are based on merit, qualifications, and capabilities – and are made without discrimination based on race, religion, colour, gender, gender identity or expression, sexual orientation, age, disability, nationality, marital status, or genetic information.

We are also committed to ensuring a safe work environment free from harassment, bias, or unfair treatment at every level.



## Probationary Period

All newly hired permanent employees will undergo a probationary period as outlined in their Letter of Appointment. This period allows the company to assess your performance, conduct, attitude, and overall fit for the role.

At the end of the probationary period, your performance will be formally reviewed. If it meets the required standards, your employment will be confirmed.

## Employee Responsibilities

- Work with **integrity and commitment** to the organisation
- Uphold **company values** at all times
- **Act professionally** and in the organisation's best interests
- Embrace a growth mindset and **seek opportunities to innovate**
- **Deliver superior quality** and customer value
- Be an **active team player**
- Consider your **impact on the environment** and society
- Maintain **punctuality** and **reliability**
- Take **responsibility** for your actions and work **quality**
- **Communicate openly** with supervisors and colleagues
- Safeguard **company assets**, including **confidential** information and equipment
- Keep **HR updated** on any changes in **personal details** (e.g., address, emergency contact info)



### Attendance and Punctuality

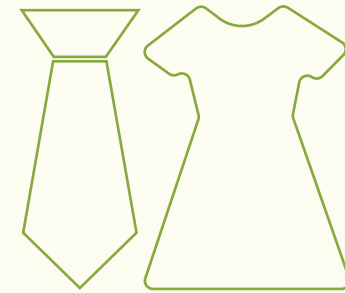
Regular and timely attendance is essential to maintaining team productivity and delivering results. If you are unable to report to work on time, please inform your direct supervisor as early as possible.

## Dress Code and Personal Appearance

All employees are expected to maintain a clean, neat, and professional appearance while at work. Attire should be appropriate to the nature of your role and reflect Hayleys' professional standards.

Department-specific guidelines may be shared by your Sector or supervisor.

Clothing or appearance that is offensive, unsafe, or misaligned with company norms will not be permitted.



## Conflict Resolution

We encourage prompt and respectful resolution of workplace concerns.

Start by addressing the issue with your immediate supervisor. If the matter remains unresolved, you may escalate it to Human Resources or any other designated member of the management.

All concerns will be handled professionally and confidentially.



# Our People Philosophy

At Hayleys, we believe that our people are our most valuable asset. Our success as a company stems from the calibre, commitment, and creativity of our people.

We are committed to building a high-performing, inclusive, and future-ready workforce aligned to the company's purpose and strategic direction.

## *Principle*

## *Our Commitment*

**Merit over tenure**



Advancement is based on ability, performance, and integrity – not tenure or affiliations.

**Performance matters**



We reward excellence, manage underperformance with empathy, and encourage continual improvement.

**Learning culture**



We invest in training, development, and career paths to help you grow and thrive.

**Fair rewards**



Our compensation and benefits are competitive, transparent, and aligned to industry benchmarks.

**Respect & trust**



We nurture an environment of open dialogue, mutual respect, and meaningful recognition.

**Innovation & resilience**



You're encouraged to take initiative, learn from setbacks, and be a part of bold new ideas.

**Inclusive culture**



Every person at Hayleys is treated with dignity, fairness, and appreciation for their unique contribution.

***At Hayleys, you are valued – not just for what you do, but for who you are.***

We strive to create a workplace where you are supported, heard, and inspired to reach your full potential. Through these commitments, we strive to build an organisation where people thrive, contribute meaningfully, and take pride in being part of a company that values their growth, integrity, and potential.

# Talent Development

At Hayleys, we recognise that our people are our greatest asset. We are firmly committed to enabling their growth and development at every level of the organisation. To champion this agenda, the Group HR Division has established a dedicated Talent Development function focused on strengthening capabilities, driving performance, and cultivating future-ready leadership.

The talent journey begins with in-depth job analysis, followed by a rigorous recruitment and selection process that ensures alignment with the Group's values and strategic priorities. Once onboarded, employees participate in structured orientation and induction programmes that immerse them in the Group's diverse operations and culture.

Our commitment to talent retention is reflected in competitive remuneration, comprehensive benefits, and the consistent recognition of high performance. We believe that sustainable business success is intrinsically linked to our ability to develop human capital – in both scale and calibre – empowering individuals to navigate change with agility and purpose.



At every stage, employees are supported through robust training programmes, structured performance reviews, and defined pathways for career progression. By investing meaningfully in professional development, we fuel innovation, deepen leadership capacity, strengthen our corporate identity, and accelerate both personal and organisational growth. Succession planning ensures that tomorrow's leaders are identified, nurtured, and ready to guide the Group with foresight and resilience.

Our Learning and Development (L&D) policy reinforces a strong commitment to a culture of continuous learning and capability building. Through a combination of structured programmes, on-the-job experiences, coaching and mentoring, cross-sector exposure, and access to diverse learning resources, we aim to equip employees with the tools to thrive. These opportunities are tailored to role, sector, tenure, and individual performance.



## Our approach to Learning and Development is guided by five core principles



### *Strategic Alignment:*

Programmes are anchored to business goals and long-term strategy.



### *Accessibility:*

Every employee has fair access to growth opportunities.



### *Relevance:*

Learning is timely, practical, and aligned with evolving business needs.



### *Accountability:*

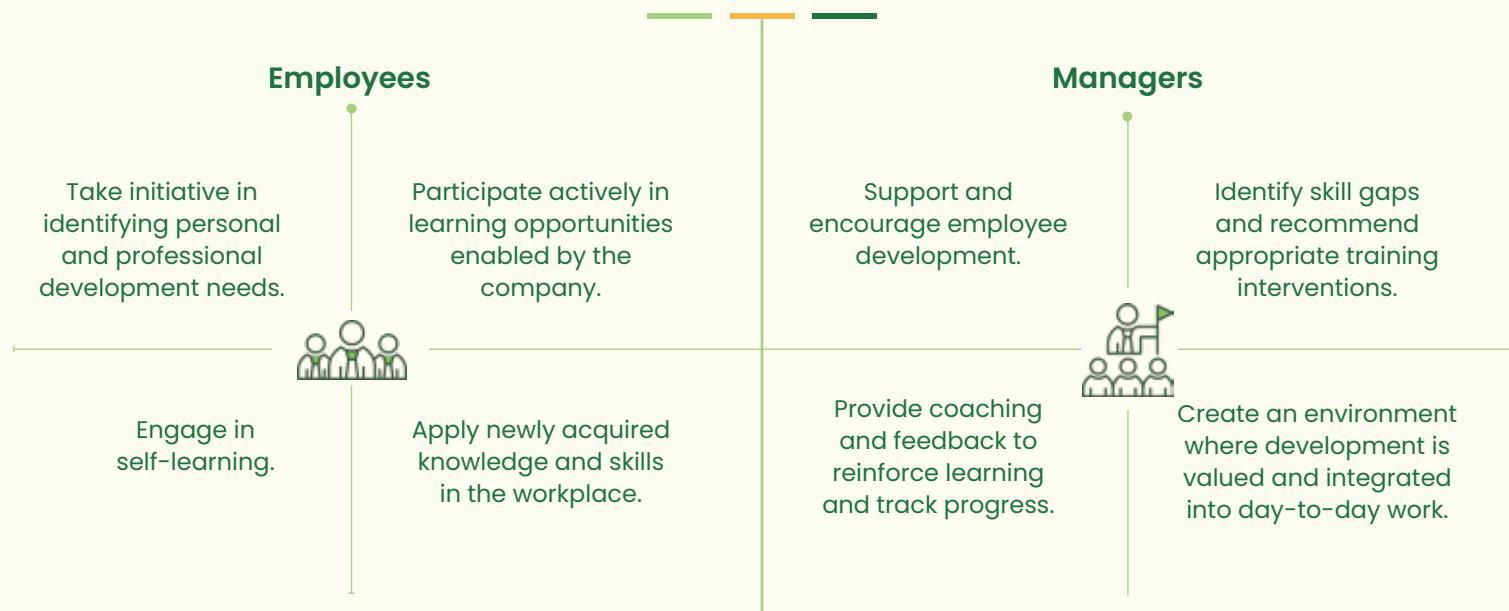
Development is a shared responsibility between employees and managers.

### *Continuous Learning:*

Growth is ongoing - not a one-off intervention, but a mindset.



## Roles and Responsibilities



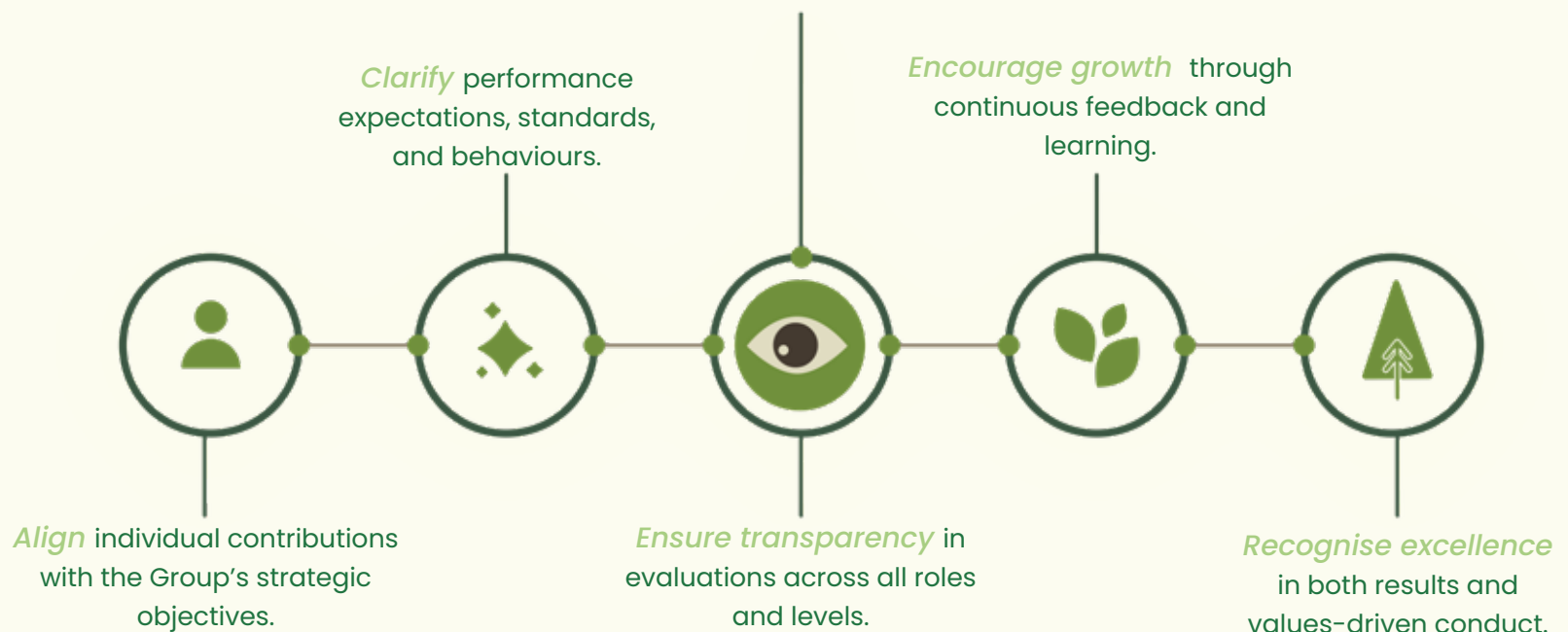
# Performance Management

At Hayleys, performance management is a strategic, people-first approach to aligning our teams with business goals while enabling continuous growth and excellence.

Our performance culture emphasises clarity, accountability, fairness, and development, ensuring that every employee can succeed, be recognised, and reach their full potential.

## Purpose and Guiding Principles

*The Hayleys Performance Management framework is designed to:*



*We believe that performance is about more than numbers. It is about mindset, ownership, and impact.*



### *Goal setting*

At the beginning of each performance cycle, employees and their direct supervisors will engage in a performance planning discussion. This includes:

- Reviewing and understanding the employee's job description and key responsibilities.
- Setting Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) performance goals for the year.
- Outlining how training needs can be met.



### *Ongoing Feedback and Coaching*

Effective performance management relies on continuous communication between employees and their managers. Managers are expected to provide timely, constructive feedback throughout the year, not limited to formal reviews. This may include:

- Regular one-on-one meetings to review progress on goals and provide guidance.
- Recognition of achievements and proactive discussion of any challenges.
- Coaching for skill development and behavioural improvement.
- Documentation of significant feedback or coaching conversations.



### *Mid-year Performance Review*

A mid-cycle review is conducted to assess progress toward goals, recalibrate expectations, and address any barriers to performance. This ensures alignment and provides an opportunity for course correction, if necessary.



### *Employee Ownership of Growth*

We encourage all employees to:

- Set personal development goals aligned to career aspirations
- Proactively seek feedback and coaching
- Participate in training and upskilling opportunities
- Engage in advancement conversations with their managers

*Career progression at Hayleys is a partnership – supported by the company but driven by the individual.*

### *Year-end Performance Review*

Formal performance reviews are conducted at the end of each performance cycle. The process includes:

**Self-Assessment:** Employees are asked to complete a self-evaluation reflecting on their accomplishments, challenges, and developmental goals and objectives.

**Manager Assessment:** The direct supervisor will assess the employee's performance against pre-established goals, core competencies, and organisational values.

**One to One Review Meeting:** A structured discussion will be held to provide feedback on past performance, communicate the performance rating (which has been finalised post a calibration process) recognise contributions, and identify future goals and development plans.

### *Confidentiality and Access*

All performance data, including feedback, assessments, and ratings, are treated with strict confidentiality. Access is limited to the employee, their immediate supervisor, HR, and the Group Management Committee, where applicable.

## Personal Data Protection

Hayleys is committed to protecting the personal data of its employees, customers, and other stakeholders while ensuring compliance with applicable data protection and privacy laws and regulations. We handle personal data with the highest standards of confidentiality, integrity, and accountability.

# DEI

## Diversity, Equity, and Inclusion

At Hayleys, DEI is a strategic and cultural imperative that fuels innovation, resilience, and sustainable growth.

*We are committed to building a safe and respectful workplace where every individual feels seen, empowered, and valued.*

Diversity is one of the most crucial drivers of our success. We actively seek to attract, retain, and promote a workforce that reflects a wide range of backgrounds, experiences, and perspectives. We value the differences that make each individual unique and believe that diversity in all its forms – including race, religion, colour, gender, gender identity or expression, sexual orientation, age, disability, nationality, and thought – enriches our organisation and enhances our ability to serve our diverse clientele.

**Equity is about fairness in access, opportunity, and advancement.**

**We ensure that:**

Our policies, processes, and systems are bias-aware and data-informed



Employees at every level have equitable access to development, mentorship, and leadership pathways



Performance is measured transparently, with clear criteria and feedback mechanisms



We consistently review and refine our practices to eliminate systemic barriers





**We actively promote an inclusive culture where people feel safe to be their authentic selves, contribute their ideas, and engage fully in work. We believe that an inclusive environment drives collaboration and innovation, allowing us to collectively achieve our goals while respecting and celebrating our differences.**

**Our DEI ambitions are embedded  
in our Hayleys Lifecode ESG Roadmap and aligned with:**

## **UN Sustainable Development**

### **Goal 5:**

Gender Equality

## **UN Sustainable Development**

### **Goal 8.5:**

Full and productive employment and decent work for all, including youth and persons with disabilities

As a Member of the United Nations Global Compact, Hayleys has also committed to the 10 principles of responsible business, which includes the elimination of discrimination in respect of employment and occupation.

***We continuously monitor our progress and hold ourselves accountable to these global standards.***

# Acknowledgement and Agreement

This Employee Handbook outlines the core values, behavioural expectations, and key workplace policies that govern our operations at Hayleys. It is designed to foster clarity, consistency, and mutual understanding between the Company and its employees.

- You understand the handbook is a guiding framework, not an employment contract.
- You are responsible for reading, understanding, and complying with the policies and procedures outlined.
- You are expected to uphold the values and standards of conduct described herein.

## Updates to the handbook

This handbook or its sections may be updated periodically. When changes are made, employees will be notified through official internal communications. It is your responsibility to stay informed of updates and review them as directed.

