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| | | | Date: 1 st October, 2017 | |
| Flexible Working Policy | | | | |

1. Objective

As an employer who is sensitive to the different demands that are placed on our employees in their roles within their families and communities, Hemas supports flexible working arrangements. The company recognizes that employees have different demands on their time such as family responsibilities, social commitments, pursuing their education, passion for music, sports etc and consider all such reasons as valid reasons for requiring flexibility. Hemas believes that an employee who reaches for a balanced lifestyle is a better employee and the flexible working guidelines reflect that belief.

Hemas will accommodate employee requests for flexible working wherever they can be undertaken with no disruption to work demands. The company will remain focused on outcomes and not on 'presenteeism' and will also work towards making flexible working accessible to as many employees as possible. This commitment from the company is based on trust that the employee will not abuse the flexibility provided in good faith.

2. Eligibility Criteria

1. There is no minimum length of service required to apply for a flexible working arrangement.
2. For certain categories of employees whose presence at a particular time is vital for the smooth operation of the business, flexi-time would not be available. For certain other categories, none of the flexible working arrangements outlined in this policy would be practical due to business requirements. Such categories of employees will be decided upon by the leadership team of the SBU and a list of such roles which are excluded from this guideline would be available with SBU HR.

3. Flexi-time Arrangements

With flexi-time working, an employee would have a choice, with the concurrence of their supervisors, of the time they commence and cease work provided that the required number of hours as per the contract of employment/the General Guidelines and Working Conditions are met. Accordingly, employees can opt, with their supervisor's consent, either to start work earlier/ later and finish at the correspondingly earlier/ later time.

The regular work day as set out in the contract of employment/the General Guidelines and Working Conditions will be from 8.30am to 5pm or 8am to 5pm as per the practice in the relevant SBU. As alternatives to the regular working day, the employees now have the option of selection one of the following:

Option A: Arriving one hour early and leaving one hour early. (e.g. for an 8.30 to 5 employee, this would mean that they arrive at 7.30am and leave at 4pm)

Option B: Arriving one hour late and leaving one hour late. (e.g. for an 8.30 to 5 employee, this would mean that they arrive at 9.30am and leave at 6pm)

Once a flexi-time arrangement is agreed upon between the supervisor and the employee, it must be consistently adhered to, until it is reviewed, altered, or withdrawn. There should be no switching between the flexi-time options during the agreed working arrangement. As a guideline, changes to agreed flexible working arrangements would not generally be entertained before 6 months have lapsed from the agreement date.

Employees are required to adjust their MS Outlook calendar to reflect the hours that they work. The IT Help Desk can guide employees on this if required. Except in unavoidable circumstances, all staff are requested to be considerate of the participants' working times when setting up meeting at the beginning or end of the work day.

4. Part-time Working Arrangements

Under part-time arrangements, the employee would have the ability to work fewer days of the week/ fewer hours each day or a combination that helps both the employee and the company. Requests for this option will be reviewed by the supervisor and HR on a case-by-case basis. Factors that can be used for the decision (in addition to other factors mentioned under "Supervisor's Responsibility" are:

- Whether the role is a critical one
- Talent supply and demand for such roles
- Specialized knowledge that the employee has etc.

Where possible, it is recommended that this arrangement is extended while the employee remains in permanent employment. If this is done, leave entitlements including maternity leave, OT payments, payments as enhanced wages, minimum wage and BRA requirements etc. would

be same as for full-time workers. The Sri Lankan labour law does not distinguish between full time and part time employment.

Any such arrangement, whether on permanent or contract basis, will have to be under a fresh employment contract. Salary, and benefits provided may be proportionately reduced as terms of the fresh contract.

Employees on part-time arrangements are required to add an out-of-office notice on their email account indicating the days and hours of availability so their stakeholders are aware of possible delays in responding etc.

5. Responsibilities

In availing of flexible working arrangements, the Employee must:

1. Be responsible and ensure that deliverables/effectiveness are not compromised under a flexible working arrangement.
2. Consider how best to make the arrangement work for themselves, their supervisor, their teams and their stakeholders both internal and external
3. Use technology like Outlook calendars, out-of-office messages etc to help stakeholders understand the flexible options they are using.
4. Initiate and follow through with an application via e-mail to their supervisor for record purposes, wherever the applicant has access to email.
5. Unless in an emergency/unavoidable circumstances, employees are expected to communicate requests for flexibility at least two weeks prior to the intended utilization of the arrangement.
6. Upon agreeing on a flexible schedule, comply with it fully for the duration of the agreement.

The Supervisor must:

1. Consider all applications placed before them with a view to providing the required flexibility.
2. Review the application on its own merits. Factors that may be considered are, the nature of the requirement, performance record of the employee, nature of the employee's job, discipline that the person exhibits on punctuality etc.
3. Make the decision in a timely manner (no later than 2 weeks from date of request) to meet the employee's need as far as possible.
4. Communicate the same to the employee via mail with CC to HR. Please note that approval of flexibility can be done at the supervisor's discretion while denying flexibility requires approval from the supervisor's supervisor.
5. Monitor attendance of the employee and ensure conformance with the agreed schedule.

HR must:

1. Maintain a list of roles excluded from the flexible arrangement in consultation with the management team of the SBU. This list should be made available to the employees and supervisors considering flexible working arrangements.
2. Place a copy of the email containing the agreed hours of work under the flexi-time arrangement in the employee's personal file. Emails documenting flexi-time hours will be the source document for "working hours" for all official purposes during the agreed time frame.
3. Advise the employee and supervisor on any clarifications required on the guidelines.
4. Provide support with handling any grievances arising from flexible working.

6. Administrative Guidelines

1. Flexi-time:
 - a. Transferring into a flexi-time arrangement will not change an employee's rights and benefits. Normal overtime provision will apply for the role where relevant once the employee has worked for the equivalent of full-time hours.
 - b. No terms and conditions set out in the Contract of Employment, other than the "hours of work" will be affected by an employee availing themselves of a flexi-time arrangement.
2. In the event of a promotion or change in role for any reason, the employee and the line manager must reassess the flexible arrangement in line with the requirements of the new position.
3. If the arrangement is not working to the supervisor's satisfaction, it can be reviewed and withdrawn.
4. The final decision maker on any flexibility related grievance will be the director in charge of the unit. Where the supervisor of the employee is the relevant director, the decision can be escalated one level above the director.
5. The management reserves the right to withdraw any flexible working arrangements provided at any time depending on business requirements or an abuse of the facility.

This guideline is non-contractual and can be subject to change or withdrawal at the discretion of the management.

7. Effective Date and Review

Effective date: 1st October 2017

This guideline will be subject to annual review and/or amendment. The first such review will be performed in September 2018.